

# FOODSERVICE FOOTPRINT

Environmental issues in the food industry  
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## FOODSERVICE: THE THROWAWAY INDUSTRY?

Footprint Forum Report

## YOU CAN LEAD A HORSE TO WATER...

The problems faced in  
disposing of disposables

## ALL SHOOK UP

The aftermath of the volcanic  
ash cloud and oil in the  
Mexican Gulf

Festival Fare:  
Glastonbury Festival

Virtual Greening:  
Beacon Purchasing's  
Virtual Green Hotel

Embedding CSR:  
Phil Hooper of Sodexo on why  
sustainability is in its DNA

Share and Share Alike:  
Brake Group supports FareShare

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## Dear Reader

Nick Cracknell



**A**mong the many topics to stimulate considerable environmental debate is packaging; a subject discussed at length at the most recent *Footprint* Forum.

The packaging of foodstuff as a means of transportation and preservation has been with us for centuries. Ancient nomadic tribes would use animal stomachs to transport liquid, whilst leaves would be used to wrap and preserve other foods. Cheese lovers will recognise the leaf wrapped Banon as an example of one of the earliest forms of packaging still in use today.

Packaging materials evolved over the years, but it was the advent of plastic that totally revolutionised the preservation, storage and hygiene of food and had a major impact on modern attitudes to the supply and acquisition of food in general.

Oil based plastic has been the dominant material for many years but the environmental debate has highlighted its drawbacks. Two main ones: even if it is recycled, it will always end up in landfill and being oil based, sooner or later it will become financially impractical to use as the cost increases with the oil price. Plant based alternatives require land to produce the raw material; agricultural land that is surely needed to provide food for human and animal consumption, so something has to give.

In this issue we hear the observations of some of the industry's leading lights in this area and also of some of the innovations in sustainable packaging development. Many and fascinating they are, but we are rapidly approaching the time when decisions have to be made.

Nick Cracknell, Editor

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The next Footprint Forum is on 22 September. For further information please contact [events@footprint-forum.com](mailto:events@footprint-forum.com)

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# THE LONDON LANCASTER SCOOPS GREEN AWARD

**The Lancaster** London hotel has scooped the Green Marketing Initiative 2010 at the Considerate Hotelier Awards. The hotel scooped the award for the best Marketing Campaign, which saw the hotel install five bee hives on its roof. The installation of the bees not only helps the depleting bee population, but also reduces the air miles of the honey being served at the hotel. The initiative attracted global press attention further enhancing the hotel's green initiatives.

Stephen Kyjak-Lane, general manager at the Lancaster London, said: "We are delighted to have been given this fantastic award. Our hotel is dedicated to its environmental policies and our philosophy to walk softly on the planet. For our team to be recognised for all their hard work is truly uplifting."

The Considerate Hoteliers Awards recognise hotels that are leading the way in environmental policies and practices.



## Intelligent move

In a far-reaching move, the publishers of *Foodservice Footprint* assembled a number of senior foodservice industry executives to discuss the groundbreaking environmental research and benchmarking programme, Footprint Intelligence. Having piloted the Beta version with Brakes, the roundtable discussion was held at Pret A Manger's Victoria offices before the *Footprint Forum* general meeting on 27 May and involved representatives from Pret A Manger, Sodexo, Reynolds, Brakes and Llanllyr Source Water.

"For years the industry has been crying out for its current environmental impact to be measured," Charles Miers, Managing Director of *Foodservice Footprint* commented. "With Footprint Intelligence the industry can work together towards improving standards year on year." Footprint Intelligence is working inclusively with the foodservice industry to benchmark the supply chain from farm and factory to fork. Nick Fenwicke-Clennell CEO of Footprint Media Group concluded: "Suppliers will be able to monitor their own improvements and our team will be able to guide them through the data capture process. The industry is diverse and so we will be working closely with businesses to analyse the impact by sector with the aim of improving environmental performance across all sectors of the foodservice industry." "This is not about accreditation but about industry benchmarking", said Miers. "As the project develops, suppliers will be able to assess their performance against a sector mean and will be able to focus resources on those areas needing attention. The net result we hope will be a steady improvement to the industry's environmental credentials," he said.



• For further information about Footprint Intelligence please contact [james@foodservicefootprint.com](mailto:james@foodservicefootprint.com)

## Top chef's sustainable food masterclass



Cyrus Todiwala

**Industry** favourite, Cyrus Todiwala, presented a master class focusing on sustainable food at his London restaurant, Café Spice Namaste. The class was organised in association with Sustain, the alliance for better food and farming, Sustainable Restaurant Association and New Covent Garden Market. Todiwala showed guests how to create menus using seasonal, locally produced and organic vegetables, pulses, meat and seafood. Kirsty Balmer from Sustain brought to the table her knowledge and expertise of the key elements of sustainable food. Zeenat Anjri of New Covent Garden Market discussed how growers and wholesalers are promoting more local and sustainable produce through the capital's food markets, while Julian Heathcote from the Sustainable Restaurant Association gave pointers on how restaurateurs can be recognised for their commitment to sustainability.

# GRAM'S GREEN LAUNCH AT LACA

**Gram**, manufacturer of energy efficient commercial refrigeration units, launched its new Education Green Paper at the Local Authority Caterers Association (LACA) conference and exhibition at the Hilton Birmingham Metropole. The Green Paper provides information on how school caterers are performing in terms of energy efficiency and green initiatives.

"The Education Green Paper follows the success of the Gram Green Paper 2009, which examined the environmental credentials of the entire foodservice industry," said Glenn Roberts, Gram managing director. "We hope that the new

sector specific research document will provide valuable ideas of how schools can continue to improve their environmental policies."

Gram was also showing its new, super-energy efficient Compact refrigeration range. The Compact 210 and 410 refrigerators join the Compact 610 and offer caterers a range of cabinets that combine build quality with low purchase price and running costs.

The new Compact K410 RG cabinet is 71 per cent more energy efficient than the older K400 model and consumes as little as 256 kWh/year, which at 10

pence per kilowatt hour, gives an annual electricity cost of just £25.60. This very affordable cabinet qualifies for the Carbon Trust's Energy Technology List scoring an impressive 10.43 on the EN441 index.



## Carling beer achieves Red Tractor certification



**Carling**, the popular lager, achieved Red Tractor certification for its barley at the annual Cereals trade show in Royston, Cambridgeshire. The Red Tractor mark will now appear on all Carling multi-pack boxes and will appear on its cans later this year. Matthew Read, chairman of the Red Tractor

Assurance Scheme for Crops and Sugar Beet, said: "We are really proud to have such a leading UK brand join our Red Tractor scheme. It shows the growing importance for big brands such as Carling to choose quality farm assured ingredients."

The Red Tractor mark now appears on over £10 billion-worth of fresh food and drink in the UK and is an independent verification that the product has been made to high quality standards from farm to shelf.

## Fish for life wins prestigious award for Young's

**Young's** the fish producer, part of Findus group, has won one of the European Business Awards for the Environment for their 'Fish for Life' programme for sustainably sourcing fish for their range of products. Fish for Life was selected for the finals by a European jury and was the only British entry to reach the pan-European stage out of 11 UK winners named in London in March. It won the overall prize in the 'Management' section of the awards, against two other entries from Austria and Turkey.

Richard Benyon, Defra minister for Fisheries said: "This is an excellent achievement for Young's and recognises their hard work in using sustainable fish in their products. Conservation and support for the fishing industry must work hand-in-hand if we are to have a thriving UK fishing industry and a vibrant marine environment. UK fishermen are leading the way in improving sustainability. We will continue to work with the industry, including Young's to deliver sustainable and profitable fisheries."

## Bottled water 'a waste of money'

**Sixty** per cent of UK adults view bottled water as a waste of money, according to a new YouGov SixthSense report. The report also found that almost three quarters of respondents (71 per cent) agreed that tap water is as clean as bottled water. The results echo the findings of a survey carried out by the charity WaterAid in 2009, which found that around two thirds of consumers are now opting for tap water when they visit restaurants.

This report coincides with new findings released by C-Crest Laboratories in Canada, where Dr. Sonish Azam claims that 70 per cent of bottled water in shops contains high levels of bacteria. James McCoy, research director for YouGov SixthSense, said: "The mineral

water market has experienced exponential growth over the past 10 years but signs are this may be coming to an end. New reports are significant in altering the interrelated perceptions of tap water and bottled water, but the recession, innovations in home filtering and the popularity of Brita-style products may also have contributed to the renewed faith in tap-water."

Only 27 per cent of respondents drink bottled mineral water in an average day, with 58 per cent typically consuming tap water. Interestingly, those better off are most likely to drink tap water, with 62 per cent of the more affluent drinking tap water, as opposed to the 53 per cent of their typically less well off counterparts.

# Familiar faces top BITC's CR index

**Sodexo**, a leading provider of on-site service solutions, has again been named as one of the best performing companies in its sector in Business in the Community's (BITC) Corporate Responsibility Index – the UK's leading voluntary benchmark for responsible business practice. It keeps its Silver Status for the fourth year running. ARAMARK achieved Bronze for the second year in a row.

The Index, in its eighth year, includes organisations that achieved the 100 highest scores in BITC's CR Index following an assessment of management practices and performance in four key areas of corporate

the Silver band in the 2009 BITC Corporate Responsibility Index. Companies participating in the Index may be at different stages of their responsible business journey, but they have all demonstrated that they take these issues seriously and are leading the field in ensuring this is just how they do business. We believe this is imperative if we are to strengthen and stabilise our businesses and economy." Sodexo recently published its fifth annual corporate citizenship report highlighting its commitment and activity across its business.

Val Carter, Corporate Responsibility Director, ARAMARK, said: "Taking the key learnings from last year, when we also achieved Bronze status, ARAMARK has concentrated efforts on reducing its environmental impact and stepping up momentum in core strategic areas. These include the workplace with the implementation of the employee benefits programme; the marketplace with a commitment to local food sourcing; and environment management with the completion of the company's two-year carbon footprint



Val Carter

analysis report.

"Working with BITC to achieve certification solidified our commitment to corporate responsibility and further demonstrates the company's credentials in this area; it's a true mark of our leadership in the food service industry. Thanks to our dedicated team and customers we are already working hard on all areas to ensure 2010 will be another step towards a Gold Class CR programme."



Thomas Jelley

responsibility: environment, community, marketplace and workplace.

Thomas Jelley, Corporate Citizenship Manager at Sodexo, said: "We are delighted to have achieved the Silver band once again and are working hard under the umbrella of our 'Better Tomorrow Plan' to achieve the next level of performance."

Phil Hooper, Corporate Affairs Director, added: "Over the last year, we have taken significant strides to consolidate this approach to corporate citizenship challenges, not least through the launch of the Better Tomorrow Plan. Participation in the CR Index guides this approach and helps us keep track of best practice."

Stephen Howard, Chief Executive, BITC, said: "I congratulate Sodexo on achieving

## CORNISH FISHERMEN ACT TO BOOST HAKE SALES

**Cornish** fishermen are today showing their commitment to sustainable fishing as they announce the start of their assessment for the coveted Marine Stewardship Council (MSC) ecolabel for the Cornish gill-net hake fishery.

Hake has been targeted by Cornish fishermen for many years now and, following the implementation of a careful management plan, put in place in 2001, hake stocks have recovered to nearly double their low point.

"We are proud of how the industry has responded to the challenge of working with scientists to better understand the state of fish stocks and where action has

been needed to improve stocks it has been taken. What better way to demonstrate that than going through MSC assessment", said Paul Trebilcock, CEO of the Cornish Fish Producers Organisation (CFPO), which is leading the move for certification. In 2009, Cornish fishermen caught over 300 tonnes of hake worth over half a million pounds (around 570,000). Traditionally over 80 per cent of this would have been exported to Spain but in more recent years Spain too has suffered with the global recession and has turned to cheaper imports resulting in a very challenging market for the high-quality, tasty fish.





## We are serious about the Nation's wellbeing

**With 10 billion meals eaten out of the home in the UK each year\*, there is no doubt that Brakes plays a major part in the Nation's health and wellbeing. It is a responsibility we take very seriously.**

Working very closely with the Food Standards Agency (FSA) we have embraced numerous initiatives over the years. One of these is to meet the FSA's voluntary targets for salt reduction, which we are well on the way to achieving. Launched in 2004, Healthier Choices is a range of products that are either low in fat or have reduced levels of fat. It is the largest range of its type in foodservice and is still growing. In 2007 we made a commitment to remove Hydrogenated Vegetable Oils (HVOs) from all Brakes own brand products. Since 2008 none of our own brand products have contained HVO's and this has contributed to the reduced consumption of trans-fats in the UK population.

These are just a few of the ways Brakes is leading the way in foodservice to safeguard the Nation's health, and alongside clear labelling, nutritional support, advice on healthier cooking methods and healthier menu options, we hope you can see how serious we are.

\*Gira 2006

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# SUSTAINABLE SODEXO WINS THE VOTE FOR SCOTTISH GOVERNMENT CONTRACT

**Sodexo** has announced the retention of its catering contract with the Scottish Government for a further four years over eight sites in Edinburgh and Glasgow, including the historic grade A-listed headquarters, St Andrews House. Sodexo has provided the catering for the Scottish Government's 6,500 employees and visitors for the past nine years, working closely with the Scottish Government towards sustainable food procurement. This close partnership has seen the percentage of Scottish sourced produce increase significantly, for example in April 2008 just 47 per cent of beef and 68 per cent of chicken purchased for the contract was from Scotland, in April 2010 Sodexo had increased both of these to 100 per cent. In addition to beef and chicken, Sodexo purchases 100 per cent of its of milk and cream, sandwiches and bakery items from Scotland.

Lee Gallimore, Sodexo's group contract manager for the Scottish Government said: "We are extremely pleased to continue our contract with the Scottish Government and are proud to be associated with a world class public sector organisation. We are looking forward to building on the cornerstones that are already in place therefore making this a contract that we continue to be proud of."

Cabinet Secretary for Rural Affairs and the Environment Richard Lochhead said: "Sodexo has a reputation for working with suppliers to ensure demand for fresh and seasonal produce is met wherever possible. Alongside our national food and drink policy, we want to do more to help provide the public with the ingredients



**Richard Lochhead Cabinet Secretary for Rural Affairs and the Environment, Scottish Government**

to make informed food choices and help create a healthier, wealthier and more environmentally sustainable Scotland." Sodexo will also continue to have responsibility for the maintenance of all the catering equipment as part of the new contract.

- Sodexo has created a bespoke offer for the new Scottish Government contract. *Refresh* is the new brand which from early June Sodexo will be rolling out across the contract. The new brand reflects the importance of using Scottish produce where possible and that all fresh produce will be cooked on site. The menus displayed all include the provenance of the ingredients used including in many cases the name of the farm. A commitment has also been made to achieve the Healthy Living Food Award Plus.

## Farmers in danger of scoring environmental own goal

**The** Campaign to Protect Rural England (CPRE) has expressed serious concerns that 40 per cent of farmers do not intend to participate in the Campaign for the Farmed Environment (CFE), set up to retain the environmental benefits of the abolished set aside scheme, according to the latest Defra survey.

CPRE recognises that great efforts have been made by CFE partner organisations including Government agencies, to provide advice, guidance and encouragement to farmers to contribute to the campaign's goals, but disappointingly many farmers still seem reluctant to participate.

The charity believes that unless there is a significant improvement in the farmer participation figures, the Government will need to start considering implementing compulsory measures to deliver the environmental benefits the campaign has promised, and which new Ministers have been very clear they want to see.

Ian Woodhurst, Senior Farming Campaigner for CPRE, said: "No one wants more regulation but unless more farmers start doing their bit for the campaign we believe the Government will have no choice but to consider introducing compulsory measures. Ministers have been clear that they want food production and environmental protection to go hand in hand – now farmers need to show that they understand this message. Their participation is vital if landscape scale conservation is to become a reality."



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## Naturally good at Charlton House

**Charlton House**, on-site caterer in the Business and Industry sector, has relaunched its brand with the 'Naturally Good' concept. The company is transforming corporate staff restaurants into vibrant and colourful foodie environments with displays of fresh produce and the use of natural materials such as wood, glass, jute and slate. Caroline Fry, managing director of Charlton House, explained: "The 'Naturally Good' concept encapsulates everything we stand for, from healthy eating and sustainability to the use of fresh, sustainable raw ingredients and natural, raw talent. We put so much energy and investment into the quality

of our raw produce, working closely with our suppliers to get the very best, that we thought it was vital to underline this commitment in a very tangible and visual way. People eat with their eyes and now our customers are surrounded by a feast of fresh produce."

Charlton House piloted the concept at Sony (United Kingdom) Limited in Weybridge with the help of Meggan Edwards, on-site manager and her team. The concept will now be rolled out across the majority of Charlton House sites in the coming months.

• *Read more about 'Naturally Good' in Footprint's interview with Caroline Fry on page 38*



Caroline Fry

## Postcode lottery to support MSC

The Postcode Lottery (a charity lottery) has launched a new funding initiative 'Project Oceans'. The 7 million fund has been created to increase consumer awareness about the challenges the oceans are facing, and to support the work of organisations that focus on protection of the oceans and sustainable seafood solutions.

Rupert Howes, Chief Executive of the MSC says: "We are delighted to have received this support from the Postcode Lottery. Not only will the funding enable the acceleration of MSC activity in very critical areas, it will also give a significant boost to the growing levels of consumer awareness around the world. It is wonderful to see such a high level of support focused on the world's oceans and very encouraging to see so much activity highlighting the solutions that enable everyone to take part and make a very real difference."

The support of the Postcode Lottery Project Oceans will significantly enhance

MSC's operations in three key areas:

- Increasing outreach to tuna fisheries in the Western and Central Pacific where more than half of the world's tuna catch comes from.
- Supporting MSC's operations in China where there are already more than 120 companies certified to process MSC certified seafood.
- Increasing the number of sustainable seafood promotions the MSC carries out jointly with seafood brands and retailers to improve public awareness.

The Postcode Lottery Project Oceans has created their own website [www.projectoceans.com](http://www.projectoceans.com), where competitions and other activities are used to engage the public, generate interest in the oceans, and explain how visitors to the site can make a difference. Project Oceans has also begun work on the creation of a television documentary, which will be filmed by Mattias Klum, a renowned natural history photographer and film producer.

## Admiration for FareShare



**FareShare**, the charity that distributes excess food and drink from the foodservice industry to vulnerable people, won the award as 'Britain's Most Admired Charity' at the Third Sector Awards ceremony hosted by Barclays.

FareShare was one of five nominees, alongside RNIB, RNLI, Help for Heroes and the Woodland Trust. The nominees were chosen by Third Sector and a panel of advisers, and the awards were votes by CEO's of charities and social businesses working in the third sector.

Last year, the food redistributed by the charity contributed towards 7.4 million meals for vulnerable people. The charity runs 12 operations across the country and every day 29,000 people benefit from the FareShare service. Number 13 has just recently opened in Liverpool.

• *Read more about FareShare on page 24*



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# ALL SHOOK UP

The volcanic ash cloud that sporadically interrupted the smooth flow of our consumerist society provided a brief, semi-apocalyptic vision of a world without air travel, and an apposite one, coinciding as it did with Earth Day on the 22 April. On 21 April the Deepwater Horizon rig blew. Emiliana Silvestri asks what can we learn from catastrophe?

While the media wittered away about the joys of con-trail free skies and the unsettling quiet that befell Twickenham, initial impact seemed to go no further than temps missing their pre-sliced fruit salads, frustrated 'must-have-its' waiting for their iPad to be FedExed to them, stranded travellers forced to extend their 'volcation' and airline execs forced to watch their monthly profits tickertape into the incongruously clear blue skies (estimated at \$200 million a day by the International Air Transport Association).

While supermarkets played down the flight ban (Tesco claim less than 1 per cent of its goods come in by air) and the creaking 'Dunkirk spirit' was wheeled out once more, at the other end of the supply chain the tension quickly tightened. Kenyan fruit and flower producers, for example, forced into dumping up to 15 tons of produce daily, at a cost to the economy of \$1.7 million dollars a day in lost shipments and over 5000 redundancies.



Had the problem persisted much longer, other African products, including coffee, tea, sugar, honey, cocoa, spices and wine would also have been susceptible, creating a wobble in the vast free market economy that has evolved to keep us in the style to which we've become accustomed. Despite a limited local market, the tab for further delayed air freight would have been picked up by the farmer, fair trade affiliated or not.

We were afforded an insight into how our highly complex, streamlined food distribution system has destroyed local food infrastructure, becoming an industry which treats food as just another commodity.

This glimpse of the fragility of the global economy, the sand upon which its foundations are built, provides a timely warning, if we're willing to heed it; while we obviously have a responsibility to the farmers that provide the exotica TV chefs incessantly persuade us are vital ingredients to modern life, we need to 'think local'. Buying seasonal food from as near by as possible has well-documented positive results; less preservatives, less packaging, less refrigeration, fewer food miles, less CO<sub>2</sub> and, crucially, less oil consumed in its production.

And did the paying public suffer due to the ash restricted supply of imported produce? Tony Reynolds of major UK produce distributor Reynolds Catering Supplies doesn't think so. At the recent *Footprint* Forum he observed that although it had caused some problems, "nobody

went hungry" and it was in fact a good healthy challenge. "Do we really need to air freight? All our customers found alternatives," he said.

It might be a hard habit to kick, but when your doctor advises you to change an aspect of your lifestyle that's threatening your health, you listen. Don't you?

What is questionable is whether we will take the hint; our inability to do so is one of the characteristics that defines us as a species. Despite recent research from Exeter University's psychology department demonstrating an 'early warning signal' in the brain that helps us avoid repeating previous mistakes, so we learn more from our incorrect predictions than from our correct ones, the weight of advertising and marketing is such that it apparently overrides our common sense.

The conditioning is too strong. We all know instinctively that to consume the finite resources that sustain us is, da-daa, unsustainable, yet we are assured that this is the way to live, the road to happiness and the expression of freedom.

As the Nobel Prize winning American economist, Paul Krugman, said recently, 'What was truly impressive about the decade past was our unwillingness, as a nation, to learn from our mistakes.'

And it's not as if we haven't been given enough opportunity. Throughout human history catastrophe has, in some form or another, always beset us, whether brought about by our own tampering with what we're increasingly beginning to realise are infinitely subtle and interwoven forces of nature, or by the earth's own unpredictable processes.

Wars aside, examples of our own folly are legion; cut down the trees and top soil fertility disappears; feed cow's brains to cows and they'll get BSE; abuse antibiotics and immune systems collapse; test nukes underground and earthquakes increase in frequency; burn the world's fossil fuels and the planet heats up.

What is certain now is that we know what we're doing. We no longer have the excuse of 'ignorance'. Indeed, it's regarded as a symptom of psychosis in an individual to continue to do something you know will kill you.

Yet the global economy is dependant – since there is no such thing as sustainable economics – upon the consumption of the very resources that sustain it, and us.

In his 2003 documentary The Corporation, FBI criminal profiler and psychologist Dr. Robert Hare describes how corporate behaviour perfectly expresses the characteristics the World Health Organization uses to define psychopathic personalities: Reckless disregard for the safety of others; callous unconcern for the feelings of others; deceitfulness, repeated lying and conning others for profit; incapacity to experience guilt; failure to correspond to social norms regarding lawful behavior. Standard practice for any multi-national.

This may all be moot. Reports are emerging that the Deepwater Horizon's arterial leak in the Mexican Gulf might be much, much bigger than currently estimated by BP – in whose financial interests it is to keep the figure low – and that the reserve is of unknown proportions; possibly big enough to bring forward Peak Oil by a decade and kill all the world's oceans (1 gallon of oil can render 500,000 gallons of seawater toxic; do the maths). Even the hundreds of thousands of gallons of the dispersant chemical, Corexit, being used is itself toxic to marine life.

Soil Association director, Patrick Holden, thinks Peak Oil might just be the tipping point we need to get back to what he calls, 'One Planet Agriculture', and 'a form of agriculture which intrinsically didn't need to be powered by fossil fuel energy, the idea of building fertility, using crop rotation, farming in such a way that the plants and the animals had positive health to the extent that they didn't need pesticides, antibiotics and more recently mutilations to deal with the consequences of ill health.'

Perhaps, like an individual faced with bereavement or a life threatening illness looking at life anew, we as a species will start to appreciate what we have around us a little more, and revere the planet instead of trying to eat it.



# Festival fare

It takes an army of casual workers to make the Glastonbury Festival tick and a special woman in charge to make sure the battalions are fed and watered in a sustainable manner. *Footprint* finds out how it is done.

**G**lastonbury Festival, the iconic music jamboree, even though sadly Bono-less this year as *Footprint* goes to press, is a massive event that takes a huge amount of organising. Totally committed to sustainability, dairy farmer Michael Eavis of Worthy Farm, who gives over his pastures to the revelry every year, has ensured Glastonbury Festival is set to serve up local produce in three meals a day to more than 1800 site workers over the peak days of the festival. Audrey Brown is the woman whose job is to organise the feeding of this hungry mass of casual labour.

Brown, who says she doesn't have a job title and is simply known to all as 'Mother', tells *Footprint*: "It will start to kick off on 7th June when the casual labour starts to come in when I will be feeding around 400 a sitting, reaching a peak during the Festival (23-27 June) when it will be 900-950 a sitting in two venues – the main building at Goose Farm and at the satellite catering facility in the field at Ivy Mead."

Food doesn't have to be organic ("don't have the budget for it") but if it can be it is and it is all locally sourced. Breakfast sausages come from nearby Bridgewater and all meat is local. Organic fruit and

veg is also bought locally, at a good price, and all our eggs are from local free range hens too. Bread is from Shepton Market's Danella's Bakery and milk comes from Wiseman Dairies, which is where the milk from the Glastonbury herd ends up. Fairtrade tea and coffee is available at all meals.

"We limit deliveries during the Festival itself. I will have the last delivery on the Friday before the Festival starts and then no more until Monday-Tuesday after the Festival ends. The only way I can do this is by careful ordering which I am in the process of now, just waiting on final numbers to work out just how much I have to order. I don't have to worry about bread and milk deliveries because the baker is on site for the Festival and the dairy is on site anyway. I will need to get the order out to the butcher at least two weeks before I need it as he has to have time to mince it, cut it and slice it, so I really need to work out the menu now.

"I keep deliveries to an absolute minimum for sustainability's sake with none at all during the Festival itself. This year I am ordering baked beans by the pallet which means just one delivery. I can get through 20 tins of baked beans for breakfast at Goose Farm alone so this cuts down on road miles and therefore





causes less pollution – and it's cheaper. Gas deliveries have also been cut down – we have to use Calor – as we installed a massive gas tank for this year. Not only does that cut down on deliveries of hundreds of massive red bottles it is also much cheaper. We used 78 last year at a cost of £80 a bottle and this year it is going to cost half that amount. The added advantage is we are not manhandling those big cylinders when the gas runs out in the middle of cooking," says Brown. "It will be topped up once more on the Monday before the Festival."

A £500,000 investment in a second water reservoir on the farm means Brown won't have to worry about erratic water pressure this year. A spokesperson for the Festival told *Footprint*: "Last year we built a 1,000,000 litre water reservoir to work towards the Festival being sustainable for water. This year we've built another 1,000,000 litre reservoir which means that we will now be totally self sufficient for water – no trucks will be required to bring any water onto site as it will now all come from a mains pipe. Over the years we have brought in hundreds of lorry loads of water to supply the Festival and now we don't need any. We are over the moon about this as it makes huge savings to our CO<sub>2</sub> emissions, which is fantastic."

"We are very conscious of waste and have become experts at recycling over the years. Packaging for the evening takeaways is bio-degradable and we use wooden forks for that: apart from that everything else is served with proper crocks and cutlery. Food waste is

composted here on the farm. Packaging waste is skipped and then sent for recycling. Cans get used for art and sculptures, among other things. We have a pretty good system," says Brown.

The workers can tuck into cereals and a full English for breakfast, while lunch is usually a selection of fresh salads, local ham or cheese and homemade pies and pizzas, all made from scratch. There is always plenty of fresh fruit, cakes and yoghurt. "We make some cakes but others are bought in from Devondale, a Devon company that makes flapjack bars and so on and from the Cake Company in Sherborne. For dinner there are perennial favourites such as lasagne, loin pork, leek and potato bake. Fish dishes are Marine Stewardship Certified fish. We cater for every taste – meat eaters, vegetarians, vegans – whatever. Usually they will tell us in the morning what they want but we always make plenty because unexpected people are always turning up," says Brown.

"Up to now I have catered for a maximum of 900-950 at Goose Hall but this year we are having a satellite facility in a marquee in the Ivy Mead field which doubles the numbers," says Brown. Goose Hall is the main crew catering centre and has recently been transformed from a thatched roofed wooden structure ("not ideal" says Brown) which is now roofed in red tile and has had its walls rebuilt in stone blockwork. This is where the cooking takes place with workers eating in an adjacent mushroom-like structure that Eavis calls the 'Doofunny'.

For Goose Farm and Ivy Mead, Brown has ordered in two fully kitted temporary kitchens from PKL. The company's Magnum Kitchen is designed for hire by large scale catering operations, including hotels, MOD, hospitals, contract caterers and for events. At 8.6m x 2.85m wide, it can provide adequate space for up to six chefs to work comfortably and can produce between 1000-2000 meals per day. The package includes:

- 2 x six burner oven range
- Double fryer
- Large grill on table stand
- 610 litre fridge and 610 litre freezer
- 2400mm double bowl sink
- Four tier racking
- Stainless steel tabling

On top of this Brown has ordered for each kitchen a hood-type warewasher and a 20-grid combi. Beverage makers are also supplied by PKL.

Thirty-eight staff and Brown will work to feed the workers, starting at the crack of dawn with a chef coming in at night to supervise dinner service. "Last year I worked out we served 49,000 meals. Taking into account food, drink, staff wages, gas and equipment hire, it cost £3.54 per head per meal," says Brown. "This year with the numbers increasing...I won't know final figures until the litter pickers have gone. If it's good weather they finish quicker, but if it's wet it takes a lot longer to clean up as the litter gets stomped into the ground. Finally, it will be over and when the fields are clear the cows can come out to play again."



# Integrated Water Management and Water Footprinting within the Fresh Produce Industry

Approximately eighty five percent of humanities water footprint is related to consumption of agricultural produce, ten per cent relates to industrial products and only five per cent to domestic water consumption<sup>1</sup>. It is widely accepted that the long-term sustainability of water is in doubt in many regions of the world. Within an article from the Independent<sup>2</sup> the following was explained; *'Water use has been growing far faster than the number of people. During the 20th century the world population increased fourfold, but the amount of freshwater that it used increased nine times over. Already 2.8 billion people live in areas of high water stress, and this will rise to 3.9 billion – more than half the expected population of the world – by 2030.'* The Food and Agriculture Organisation of the United Nations (FAO) also states that a number of regions are already chronically short of water.

Both water quantity and water quality are becoming dominant issues in many countries. Problems relate to poor water allocation and pricing, inefficient use, and lack of adequate integrated management<sup>3</sup>. To keep up with demand, and shifting dietary demands, the FAO predicts that by 2040 that the irrigated area will need to be increased by 34per cent in developing countries.

Most of the water used by industries and municipalities is often returned to

watercourses degraded in quality. Agricultural irrigation is responsible for nearly 40 per cent of world food production, uses about 70 per cent of total water withdrawals (90 per cent in the dry tropics)<sup>3</sup>. Groundwater, which supplies one third of the world's population, is increasingly being used for irrigation. Water tables are being lowered in many areas making it more difficult and therefore expensive to access.

It is clear from the above statements that out of all of the users of water, agriculture has the largest potential for contributing to integrated water management through the use of environmental practices. For this reason, those involved the production or supply of food products have a responsibility to ensure suitable integrated management of water supplies. Within this article, some of the options available are discussed, as well as examples within the fresh produce industry.

As a responsible Fresh Produce company within the Food Service sector, at Reynolds we are gaining a wider appreciation of the impact of water usage and how we can provide an influence within this area. As part of our Environmental Management System (EMS) we monitor the aspects and impacts to the environment of our practices. As we have built the EMS and rooted the internal practices and procedures within the company, we have the ability to then focus further back into the supply chain. We work with both local producers, where as a company we support where needed in best practice and produce assurance, as well as with producers who also supply into retail and have a range of produce assurance

With huge quantities of water being used in food production, Ian Booth, Technical Director of Reynolds Catering Supplies, provides an overview of some of the key issues relating to water management within the fresh produce industry, with particular focus on the concept of Water Footprinting.

standards in place. As we have progressed within our investigations into both Carbon and Water footprinting, it is clear that producers and the structure supporting them through cooperatives, agents and importers have a wide appreciation of the affect of water management on both the environment and their business.

Within the 2006 FAO report compiled on behalf of the UN Water Task Force, a number of strategies were outlined for water conservation and management<sup>3</sup>.

- Improved on farm water management
- Improving the performance of irrigation systems services
- Augmenting supply: the use of non-conventional waters
- Water Harvesting
- National Policies: water allocation to agriculture
- Trade as a variable in agriculture water management

Some examples of how the supply base have implemented these practices are briefly outlined below. Obviously the space available within the article has limited the detail, but the author would be pleased to provide further information to support this as required.

Within the industry, water usage is starting to have a similar profile to that of Carbon Footprinting. It is expected that the consumer will soon start to demand more assurance within this area. Water Footprinting is a term being more widely used within the industry. A Water Footprint has been described as 'the amount of water consumed, directly or indirectly, by consuming a set of products, generally expressed in cubic metres of water per consumption group e.g. a nation, a business or an individual<sup>4</sup>'. Water footprinting is increasingly being used to



understand the impact of certain crops on the environment and follows a similar philosophy to Carbon Footprinting. When the water required for production of food is considered it can be an eye opening experience; the Water Footprint Network<sup>4</sup> have calculated the water requirements for a range of products. To produce a Kilo of beef requires 15500 litres of water, 1300 litres for a kilo of Barley and 70 litres for one apple.

As a fresh produce supplier, the consumption of fruit and vegetables is highly recommended! However, a pizza margherita and a glass of wine has a similar water footprint to two apples. Maybe this makes the decision more difficult!

### Integrated Water Management within the Supply Chain

A key area to identify is the regions with water a shortage against the type and quantity of products being grown. This also needs to be linked to a holistic view. As previously debated with air freight and food miles, the socio-economic perspective of the location need to be considered. The aim would be to continue sourcing from the region but then work on ways to improve the water management. The focus should be to understand the water usage issues within the region i.e. including the type of soil; sandy soils will retain water at a different rate to a clay soil. One rule does not fit all and each requires a different policy and risk assessment for water management.

Although produce quality assurance schemes often have an element of water management, currently policies relating to water management are generally company specific, or led by expertise within a county or region.

At the grower level there are many factors which can be considered within water control.

- An accurate and consistent system for measuring water usage enables specific application based on a field or plot. By use of a computerized program specific to a crop, electronic measurement of the water content through probes placed in the soil can ensure an accurate and constant level of water supply.
- Irrigation techniques are also

trending towards the use of sub soil irrigation rather than spray, where the application can be targeted, especially at root level. This can also enable controlled fertigation (the application of fertilisers, soil amendments, or other water soluble products).

- Part of the science of agronomy is to understand how a crop grows, including the effect of water usage on yield. Part of the science of agronomy is to understand how a crop grows, including the effect of water usage on quality and yield. Planning water management around crop growth can optimize quality and yield, by focusing irrigation on crop specific critical key watering points.
- As well as application, collection of irrigation also has to be considered. Bankings and Run-offs can be used to retain water or collect in preparation for dryer months. Glass house systems can be virtually self sufficient, UK strawberry growers catch rain water from the roof and channel this to storage tanks. Dutch tomato producers convert oil run generators into CO<sub>2</sub>, water and electricity (light and heat during the winter months), all needed within the growth cycle, and excess electricity is sold to the national grid.
- As well as sourcing irrigation water, conservation is also key. Moisture loss prevention techniques may include increasing the surface area of the soil to reduce run off or evaporation. An example of this is mulch which is still a method which is under utilised. This can also increase nutrient availability.
- As well as the use of conventional water sources, there is an appreciation of the potential of unconventional methods. Desalination plants may be used although can be expensive and generally funded through government initiatives. Other examples include exploitation of deep groundwater, the use of

aquifers for storage of surplus water, atmospheric water (fog and cloud) harvesting and iceberg water utilization. Suitable standards of solids and salinity will need to be considered. Brackish water and sewage effluents may be used for irrigation, although risks to human health may result if not managed properly.

As a business, Reynolds are currently working with Writtle College to gain a further understanding of the positive impact that we are able to have through our ongoing sourcing strategies and working with a supplier base who recognises and actively improves the water management practices used.

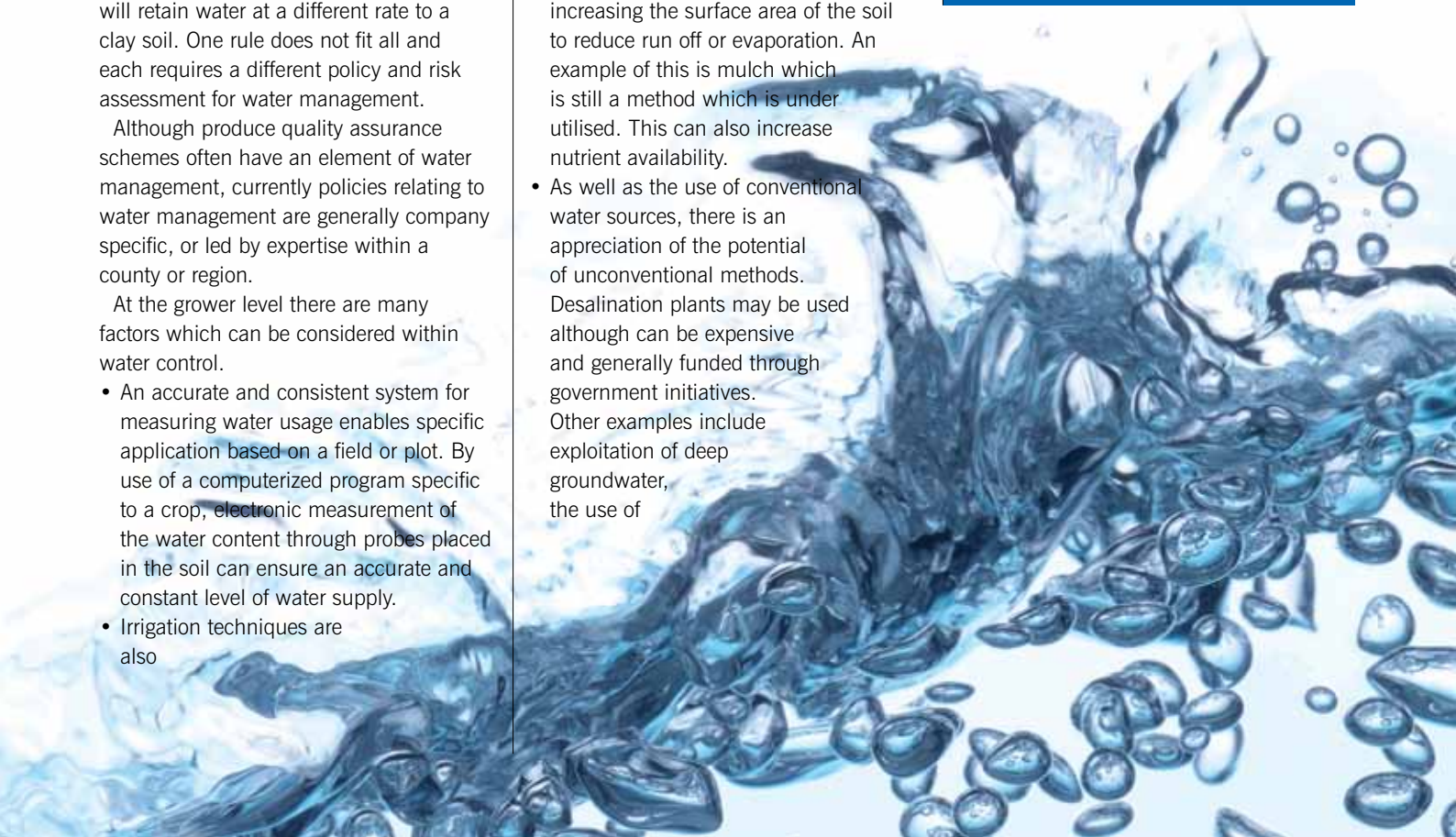
The author wishes to thank Mark Baxter of Wealmoor Ltd for his support in writing this article.

<sup>1</sup> **The Water Footprint: Water in the Supply Chain.** A Hoekstra. *The Environmentalist*. March 2010.

<sup>2</sup> **Water scarcity:** G. Lean, *The Independent*, March 2009.

<sup>3</sup> **Water Monitoring Mapping Existing Global Systems & Initiatives.** Background Document. Prepared by FAO on behalf of the UN-Water Task Force on Monitoring, August 2006.

<sup>4</sup> **Water Footprint Network** ([info-at-waterfootprint.org](http://info-at-waterfootprint.org)). Water Footprint Network c/o University of Twente, Horst Building, P.O. Box 217, 7500 AE Enschede, The Netherlands.





In her first interview as Environment Secretary, Caroline Spelman, who has a background in biotech lobbying, has indicated the new coalition government's unprecedented pro-GM stance, backing wider selling and growing of so called 'Frankenfood' and bringing this highly contentious issue once more to the fore.

## CUTTING THE CROP

In the Guardian interview, the head of DEFRA said she was in favour of GM foods 'in the right circumstances' and that they can 'bring benefits in food to the marketplace'.

Genetic Modification or gene-splicing, first pioneered commercially in the '90s, involves the insertion or deletion of small parts of specific DNA into the nucleus of an intended host, either by transgenesis – between different species – or cisgenesis – between species that could breed naturally. Since the isolation of DNA, the fundamental unit that controls the different properties of an organism, any biological property that exists in any living thing can potentially be attributed to another living thing.

Potential benefits include pesticide and herbicide resistance, so that the crop survives where competing flora and fauna doesn't, prolonged longevity of fruit, so less refrigeration and packaging is required, drought and salt resistance, higher yield and increased nutritional value (rice with increased vitamin content for example).

Some of the weirder applications have included glow-in-the-dark fish by splicing a bioluminescent jellyfish gene with zebrafish, plants that turn red when exposed to the nitrogen dioxide leached from landmines, genetically modified insects that eat agricultural waste and excrete diesel fuel, pigs that absorb 65 per cent more phosphorous than normal thus reducing the toxicity of their waste (but retaining it in their meat?), and lactating goats with an added spider silk chromosome so that their milk yields a flexible, biodegradable fibre with a tensile strength of 136,000 kg per square inch.

Future applications could see fruit and nut trees that mature years earlier, bananas that produce human vaccines to diseases like Hepatitis B, foods developed to grow without their associated allergens and even plants that produce new plastics.

GM food causes little ire amongst consumers, scientists and campaigners when purely concerned with cross-breeding within the same species, crossing redder tomatoes with ones with larger fruit for example; not so different to the selective breeding that's been going on for centuries. Concern grows when unrelated species are spliced, like Roundup resistant soybeans, engineered to carry a gene from bacteria resistant to the weed killer Roundup (which then kills everything else). Not only are American farmers growing the soybeans using 5-10 times more of the herbicide, but a study by the Organic Center found yields were at best unaffected. Concentrations of the herbicide are also greatly increased within the plant.

Neatly, Monsanto, who sell the resistant seed and are by far the biggest player in the GM arena (90 per cent of the US sales), also manufactures Roundup.

In a recent report the American Academy of Environmental Medicine (AAEM) stated, 'Genetically Modified foods have not been properly tested and pose a serious health risk. There is more than a casual association between GM foods and adverse health effects. There is causation.' The Academy also called for a moratorium on GM food and for doctors to advise patients to avoid GM foods due to evidence that, since the widespread introduction of GM food in the US since 1996, chronic diseases and food allergies have doubled.

The most often cited reason for the use of GM food is to boost food production in a world with an official malnourished population of 1 billion. Oxford University economist Paul Collier says, 'Genetic modification is analogous to nuclear power: nobody loves it, but climate change has made its adoption imperative. Declining genetic modification makes a complicated issue more complex. Genetic modification offers both faster crop adaptation and a biological, rather than chemical, approach to yield increases.'

However, in its 2008 report undertaken by 400 scientific experts and signed by around 60 governments, the International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD) made it clear that after more than a decade of commercial application GM crops had done nothing to reduce hunger or poverty.

Instead, mirroring research done by UNEP in 24 African countries that found yield more than doubled with organic and semi-organic small hold farming, they recommended agro-ecological farming as the way forward, with all of the environmental benefits that such practice encourages.

Closely monitored and regulated, genetic engineering has huge potential, so long as we take the potential side effects into account with it. The problem seems to be that there's so much we don't know about the long term impacts of their use, of the behaviour of altered DNA and of the subtle shifts within nature that tampering with its building blocks might cause.

Can new allergens emerge when genes are mixed across different species? Given they are bred for strength and resilience, can GM harm biodiversity? Given that some GM foods are modified using bacteria and viruses, might we see the emergence of new diseases?

It may be too late; cross-pollination, physically impossible according to GM proponents, has already happened, casting genetic material with unknown potential to the four winds and potentially altering entire species. Once released into the wild, a 'product recall' is impossible.

With this in mind, surely it's wiser to err on the side of caution, to 'look before leaping', rather than what we usually do; make as much money as possible from our cleverness then worry about the consequences afterwards.

**Emiliana Silvestri**





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# Why Farming Matters

...to the nation's economy, environment and our health

In contradiction to the idea that food production is one of the major scourges on the environment, the NFU firmly believes that agriculture is actually part of the solution to climate change.

**W**hen the NFU launched its campaign Why Farming Matters almost four years ago, little did we foresee the huge challenges that face us all. From the food price spikes in 2008 that resulted in riots in Haiti, Bangladesh and Egypt, to the current economic crisis which has left the country crippled by a gargantuan debt of £156billion.

We now face a burgeoning pressure to increase food production to feed a growing global population set against a backdrop of dwindling natural resources and the need to impact less on the environment – a key message at the heart of the NFU election manifesto.

However, there are reasons to be optimistic and many of them can be found right here in our own farming sector. Livestock is one area which is much-maligned for its contribution to emissions and greed for resource. But much has

already been done to reduce agriculture's hoof print, which only accounts for one per cent of the UK's total CO<sub>2</sub> emissions, while methane emissions continue to fall with an 18 per cent reduction since 1990. The UN has also questioned some of the science contained within its own Livestock's long shadow report published in 2006 and we look forward to the revisited results.

The NFU firmly believes that agriculture is part of the solution to climate change and tangible steps have already been taken to demonstrate the case. Dairy and beef farmers are supporting the industry's Greenhouse Gas Action Plan, the Milk Roadmap and the Beef and Sheep Production Roadmap – all showing positive results.

Elsewhere, animal waste can and is being utilised to produce clean, green energy, using anaerobic digestion to produce biogas, and impressive renewable energy targets have been set. The NFU's own vision is for 1,000 farm-based anaerobic digesters and at least 200 larger waste-linked digestion facilities on farm by 2020. This will mean that farmers will be able to manage some of agriculture's methane emissions while producing renewable energy for use on-farm as well as feeding in to the National Grid, and at the same time displacing fossil fuels used elsewhere in the supply chain.

The industry as a whole adheres to world-class standards, such as the Red Tractor assurance scheme. Consumers can be 100 per cent confident of tracing anything they buy, carrying the logo, back to the farm where it was produced. They can be assured that these same farms work to high standards of welfare and operate in one of the most regulated markets in the world. Health and welfare is of paramount importance. This includes vital medicines used for the treatment of infections in sick animals to reduce suffering and speed up recovery.

Another crucial area that shouldn't be ignored is the role that the livestock

sector plays in maintaining and sustaining some of our most beautiful and treasured landscapes. Almost 60 per cent of the farmed upland of the UK is designated as National Park or Areas of Outstanding Natural Beauty. More than two-thirds of the UK's agricultural area is made up of grassland – landscapes that have been largely created by man's grazing of animals. Without well-managed sheep and cattle grazing, the look and feel of these areas would change, along with the habitat and its flora and fauna. Farming in these areas really does matter because grazing livestock occupies land that simply cannot be used for growing food.

Farmers themselves have also noticed an increased interest in their environmental performance from customers. A recent survey by Farming Futures – an industry-led project which helps farmers respond to climate change – reveals that 53 per cent of those surveyed recognise that addressing climate change offers potential business opportunities, a significant rise on the previous year. Farmers are increasingly producing their own energy, reducing greenhouse gas emissions, adapting to the impacts of climate change and improving energy efficiency.

The key to finding solutions to the environmental and social challenges we face is to build on the good work that our farmers and growers are already doing by ensuring that investments are made in agricultural research and development. The new management practices and technologies that emerge will enable agriculture around the world to satisfy the very real growing global demand for food while reducing its environmental impact. Genetic improvements changing feeding regimes, increasing feed conversion ratios and reducing the impact of disease all have the significant potential to lower emissions. Given our world-class science base, this is where the UK can really excel and demonstrate why farming matters.



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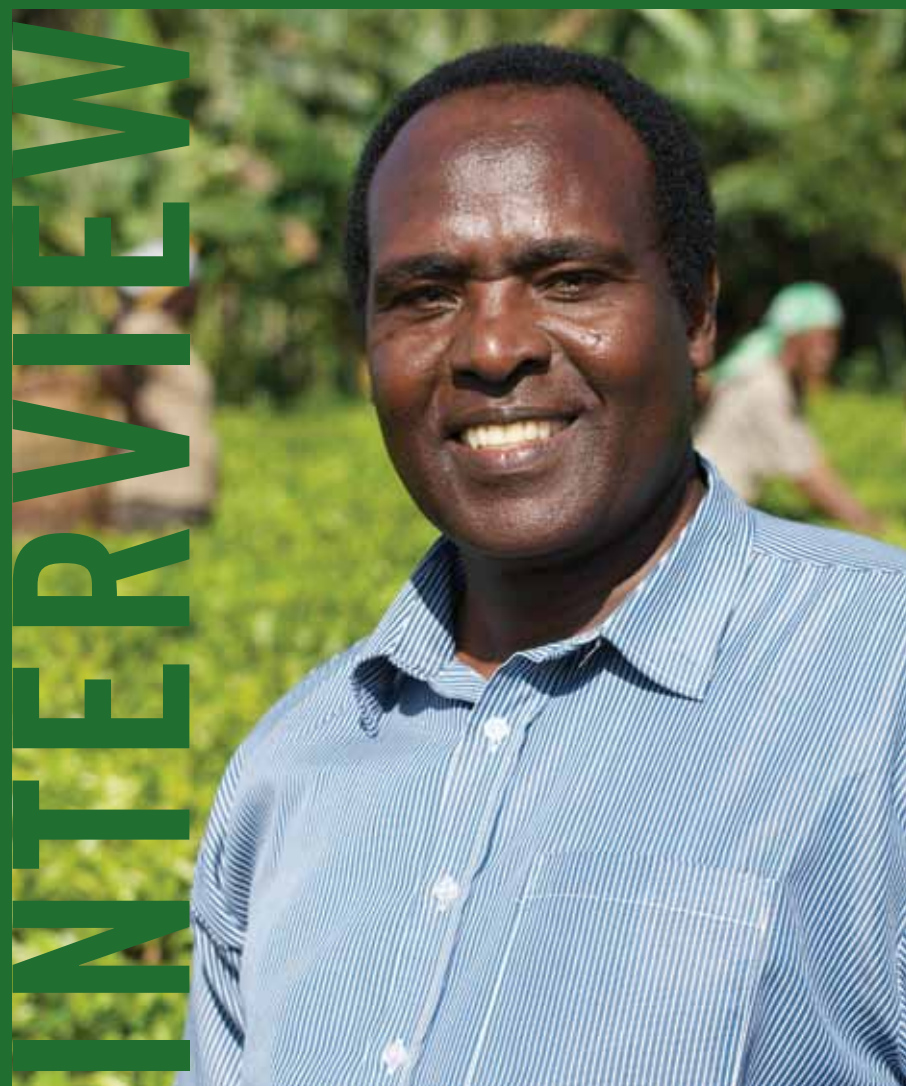
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# Tea Time in Kenya

Andrew Kobia Ethuru, a Cafédirect grower director at the Michimikuru tea factory in Kenya, talks to *Footprint* about the realities of climate change in that country and its impact on tea planters.

Whilst we in the UK might not feel the effects of climate shifts, growers in far-flung corners of the world such as Kenya do. It is arguable whether it is definitive change or a cycle and we want to stay clear of the climate change debate. Nevertheless, growers in Kenya and other places see changes in temperature, rain, and so on. What is the reality of this for you?

It is interesting to note that there are people around the world who do not believe that the climatic changes we are experiencing are actually due to climate change, and instead attribute it to the Weather Cycle. The weather pattern in the UK in early 1970s and 1980s, was not what one witnesses today. I personally experienced extremely cold winters in the UK during my college days in 1970s and 1980s. Today, the winters in the UK are a lot warmer and more erratic, and this is not a “Cycle” – I believe it is the climate change shift. In Africa, and in particular, Kenya, effects of the climate change shift have been severely felt. When I was a child and growing up in Kenya, there were consistent weather patterns, which farmers relied on to grow their crops. These weather patterns have slowly changed over the years, with catastrophic effects on the crop yields due to long droughts, sometimes unpredictably long rains and increased temperatures. Snow capped Mount Kenya and Mount Kilimanjaro have both lost their glaciers over the years. Higher grounds where there were once no malaria diseases are now seeing increasing incidences of these diseases, and they are becoming more and more commonplace. What else can these changes be down to other than climate change?





**Can you tell *Footprint* readers how this affects Michimikuru? Are you seeing these effects now?**

Tea was first grown in Michimikuru in 1960. During those days, the weather in Michimikuru was considered the coldest and with sufficient rainfall patterns, it was ideal for tea growing. Over the years, the weather has become warmer, with less rainfall and long periods of drought, which has had a significant impact on crop yields. Those days, one was able to plant young tea seedlings with survival rates over 95 per cent. Today, the survival rate is barely 40 per cent. Also, there were no cases of malaria, but today it is a different story.

**Water is such a valuable resource. What are you at Michimikuru doing to conserve it?**

Water has continued to be a scarce commodity, partly due to the effects outlined above, and partly due to population growth. Michimikuru is the water source for many neighbouring districts. Over the years, the rivers taking water from Michimikuru to these neighbouring districts have been drying up, meaning that the affected communities have been forced to come looking for the water in Michimikuru. Michimikuru Tea Company (which is owned by the tea growing community), in partnership with Cafédirect and GTZ, embarked on a food diversification programme to assist the community in addressing and adapting to the effects of climate change, as well as to address the tea monoculture. In this programme, we have factored in a soil and water conservation component to address the declining water resource.



This ongoing programme started in 2008 and continues to receive funding from the Cafédirect Producer Partnership Programme (PPP). Water sources are being taken care of by planting water-friendly tree species, and getting rid of water-thirsty exotic tree species such as eucalyptus.

**Have you managed to source teas that are not so thirsty and therefore more sustainable?**

The Kenya Tea Research Foundation has, over the years, researched tea clones that are drought-resistant and high yielding in an effort to combat the effects of climate change on the tea-growing areas of Kenya. We now have tea varieties that are both high-yielding and of excellent quality, which do not require huge amounts of water in order to grow. Any new tea-growers wishing to start new farms are advised to plant the drought resistant clones, which are far more sustainable.

**I understand you have been partners with Cafédirect since 2005. What has the partnership brought you since then in terms of benefits?**

Our partnership with Cafédirect started in



2005, during which time they supported us for two years in qualifying for Fairtrade certification. Thereafter, they started buying our teas. In my mind, Cafédirect is very different from other Fairtrade certified buyers as, alongside the normal premiums paid, they use their profits to support us through PPP, a yearly support programme. Last year, Cafédirect provided funding through their AdapCC programme to assist us in addressing the effects of climate change. This programme was implemented by GTZ and Imani International, and culminated in a regional AdapCC workshop in November 2009 in Nairobi, Kenya. Cafédirect have also assisted Michimikuru Tea Factory in reducing its electricity and wood fuel consumption and achieve Hazard Analysis Critical Control Point (HACCP) certification, amongst many other things.

**What should people here in the UK understand and have empathy for?**

People from the UK need to understand that industries within the UK are partly to blame for climate change. Gas and chemical emissions into the atmosphere from a range of industries are largely to blame for the depletion of the ozone layer. These effects have significant impact on poorer producers in the third world more than anyone else across the globe.

**How do you see Cafédirect and your business working together in the future?**

Our partnership with Cafédirect is built on mutual understanding and respect of one another. Future collaboration in our businesses will continue as long as the two principals exist, and we have no reason to think otherwise. Cafédirect's business model and the 'Gold Standard' are unique to the business, and I believe they will stand the test of time.





# FOUR FINGERED ETHICS

As consumers become increasingly interested in the origins and sustainability credentials of their food, companies like Nestlé are taking important steps to improve economic and social conditions for the cocoa farming communities.

**N**estlé, one of the biggest global users of cocoa, has set out an ambitious global Cocoa Plan to improve the lives of cocoa workers. In the UK the Cocoa Plan launched at the end of 2009 with the announcement that 4 finger Kit Kat® has been certified Fairtrade in the UK and Ireland.

The Cocoa Plan, which launched in October 2009, represents a £65 million investment over the next 10 years in programmes to address the key economic, social and environmental issues facing cocoa farming communities. Focusing predominantly on the Ivory Coast, the world's largest cocoa producing country, the aim of The Cocoa Plan is to use Nestlé's agricultural and scientific know-how to improve the quality and yield of cocoa plants, offer farmer training and education and improve the social conditions for farmers and their communities.

Nestlé has been working in the Ivory Coast, also one of the poorest countries in the world, for over 50 years and has pioneered techniques to produce higher quality seedlings and help farmers increase productivity, investing over £35 million in sustainability initiatives in the past 15 years and supplying more than 17 million coffee and cocoa plantlets to producer countries.

As a founding partner of the International Cocoa Initiative (ICI) since 2005, Nestlé has committed through its Cocoa Plan to help ICI ensure that children in cocoa growing communities are not exploited and have access to education. ICI was created to work with the cocoa industry, civil society and labour unions and governments in collaborative efforts that seek to eliminate child labour and forced labour from cocoa production. The value of this collaboration is that the economic needs of farmers can be in part addressed by the investment with the cooperatives and the cooperatives will be trained to

reinforce the messages on eliminating child labour.

The United Nations International Labour Organisation estimates that 132 million children aged 5 to 14 work in agriculture around the world, in many cases out of sheer economic necessity. The ICI says: "There are very few commercially managed cocoa farms, and most small-holder farmers continue to use traditional farming methods. All of the work preparing the land, planting the trees, maintenance, harvesting, fermenting and drying is done manually. Cocoa farming is therefore very labour intensive. This is good in terms of







providing job opportunities in rural areas, so long as the work is fairly paid and carried out in proper conditions without exploitation.”

Via the Cocoa Plan, Nestlé has inaugurated a new research and development centre in the Ivory Coast which will focus on improving the quality of locally sourced raw materials, including cocoa and coffee. Better quality crops in West Africa will allow Nestlé to source raw materials locally, which in turn will raise the income and the quality of life of local farmers. Although Nestlé does not own any agricultural land or operate commercial farms, the company seeks to improve farmers' living standards, environmental practices and water usage which will ultimately give Nestlé access to high quality raw materials. So it's a win-win situation for everybody.

The Cocoa Plan is also helping to train farmers by supporting and investing in a programme of farmer field schools. This field schools initiative, with input from the major chocolate manufacturers, has already benefited over 80,000 farmers. At these farmer field schools, between 20 and 30 local farmers get together and meet at a local cocoa farm, on average every two to three weeks. The simple aim of farmer field schools is to help farmers to increase their yield and the quality of their harvest. They're taught responsible

working practices and sustainable farming methods. A further benefit of the farmer field schools is that they provide a forum to tackle issues such as child labour, the importance of schooling for children and raising awareness of HIV/AIDS.

Back home in the UK news of the Fairtrade certification of such a popular mainstream brand as Kit Kat should have the added advantage of raising public awareness of the importance of promoting sustainability in the cocoa industry. With better prices paid to farmers, education in sustainable husbandry and co-operatives using the extra money to improve social conditions for the farmers, the future for the Ivory Coast cocoa growers is looking brighter. Fairtrade certification of Kit Kat will facilitate long term direct commitments to cocoa co-operatives including additional payments for the farmers to invest in community or business development projects of their own choice, such as improving healthcare and schools.

Harriet Lamb, Executive Director of the Fairtrade Foundation, says it is “sweet news” and “gives a welcome break to all those cocoa farmers in the Ivory Coast who need Fairtrade to improve their livelihoods and communities. Mainstream brands such as Kit Kat bring the critical mass that is needed to tip the balance of trade in favour of disadvantaged cocoa farmers.”

## PLANNING AHEAD

**Additional sustainability initiatives which will be funded by Nestlé as part of The Cocoa Plan include:**

- Plant expertise – improving the quantity and quality of yields by providing 12 million stronger, more productive cocoa tree plantlets to farmers over the next 10 years.
- Farmer training and assistance – teaching more efficient, sustainable farming methods, such as the effective pruning of trees, fermentation and drying of beans
- Improving the supply chain – Nestlé is committed to buy beans from farms which use sustainable practices; helping cooperatives and farmer associations by speeding up the process from farm to export
- Better social conditions – Nestlé is working with partner organisations such as the International Cocoa Initiative and the World Cocoa Foundation to tackle issues such as child labour and poor access to education

# SHARE AND



**B**rakes Group, working in partnership with FareShare, the UK's only national food charity, and a number of other local charitable organisations, has developed a national platform to provide quality meals for the most vulnerable people in our society.

The food, which historically would have gone to landfill as it had passed Brakes' exacting minimum shelf life to customer requirements, although still 'in date', now provides healthy and nutritious meals for over 30,000 people a month which Brakes expects to grow to nearly 1 million meals per annum by 2011.

FareShare is at the centre of two of the most pressing issues facing the UK today – food poverty and food waste. The charity, which was launched in 2004 and promotes the message 'No Good Food Should Be Wasted', addresses these issues in three ways: It provides quality food – surplus 'fit for purpose' product from the food and drink industry – to organisations working with disadvantaged people in the community; it provides training and education around the essential life skills of safe food preparation and nutrition; and warehouse employability training through FareShare's Eat Well Live Well programme.

At the same time distribution of food by FareShare minimises surplus food going to landfill. This redistribution of food helped businesses reduce CO<sub>2</sub> emissions by 13,950 tonnes in 2008/09. Last year, the food redistributed by the charity contributed towards 7.4 million meals for vulnerable people. The charity runs 12 operations across the country and every day 29,000 people benefit from the FareShare service. The thirteenth FareShare depot has just opened in Liverpool.

Trevor Brenchley, Head of Supply Chain at Brakes takes up the story: "Last year Brakes disposed of 5,500 tonnes

of product via landfill, with our current double digit sales growth in short shelf life ranges continuing to drive this upwards. While we achieve industry-leading waste targets where, for example, our waste on fresh produce represents 0.2 per cent of turnover for this category, it is far too easy to see this as a small number which takes on a whole different meaning if you convert it to 'number of meals'."

Brakes and FareShare have had an ad-hoc relationship for several years as a key part of Brakes' overall CSR strategy. However following a visit by members of the senior Product Supply Team to take part in one of FareShare's volunteer days, opportunities to take the relationship to a new level were identified.

Consequently, Brakes and FareShare formed a joint working party with senior sponsorship from both organisations. The team then developed the basis for a trial which consisted of linking product flows from Brakes' two chilled food national distribution centres to FareShare depots in Sunderland and Bermondsey via the Brakes sites at Durham and Park Royal. The specific focus product areas for the trial were agreed as fresh produce and chilled meat as both FareShare locations had been struggling to obtain sufficient volume for these two categories.

The team also engaged local management on both sides as it was felt that in order for the trial to be a success and for the future relationship to be sustainable, it was vital that local links were strong (see map).

"We developed a detailed process flow which enabled the FareShare stock movement to be incorporated into the normal daily activity at the depot. This was key to ensure that as far as possible the link to FareShare was not seen as another task by depot personnel. It was also vitally important to both parties that all movement of stock between the Brakes and FareShare depots was carried out using the most sustainable route possible," says Brenchley.

"With all these measures in place, 'go live' day saw Brakes moving chilled products from our NDC in Grantham, produce from our NDC site in Corby. The

**Brakes Group has committed to support FareShare, the food charity for the poor and vulnerable. And there is a double feelgood factor for the company – doing good for others is also cutting the company's carbon footprint.**





# SHARE ALIKE

## FIRST QUARTER RESULTS TO MARCH 2010

### FareShare Sunderland depot received 2.426T of food.

FareShare Bermondsey depot received 5.321T of food. This totals 7.74 tonnes. This is equivalent to 18,429 meals. The cost of stock to Brakes for the 'write off' of this stock was £9k. The reduction in landfill costs to Brakes for this was £0.8k. In April the stock value of donations by Brakes increased to £32k and the landfill cost reduction was £2.8k.

### Full Year 2010 (estimate)

On this basis Brakes and FareShare estimate the full year 2010 final numbers to read:

- Total donation (tonnage) - 250T
- Equivalent meals - 600k
- Landfill cost reduction - £23,000
- Brakes measures tonnage / product cost / waste reduction cost on a monthly basis
- FareShare measures tonnage and meals equivalent on a quarterly basis

*As Footprint goes to press, we only have 'actual' data for Q1/March and April 2010, therefore all annual numbers are based on this and a run-rate normalised across the now agreed depot to depot roll-out plan. Further updates will be available from FareShare in June 2010.*

product is moved through our network at night, into the Brakes regional depot to be delivered on our secondary fleet or collected by the local FareShare site. Frozen and ambient products are donated from the local Brakes site.

"Over many years Brakes has invested in systems and processes to ensure that it has the best range of products on hand when the customer needs them. However, to achieve service levels in excess of 99.8 per cent at time of order it is impossible not to have some excess stock within the



brakes  
fresh ideas

supply chain. Historically this stock would have simply gone to waste and in most cases ended up either being rendered or going direct to landfill," says Brenchley. "In working with FareShare we believe that we now have a way to both reduce the waste impact on both a social and commercial level but most importantly the product that goes into the FareShare supply chain ends up being used in the way it was designed – to feed people.

"Fitting the movement of the product from an NDC to a regional depot in our own current structure not only reduced the cost but it has become part of the daily/weekly routine. The process works well for FareShare and Brakes due to the simplicity of the process: the FareShare depot has a local relationship with the local Brakes depot. We also link in with ACM, our waste management partner, which is providing the required data to measure the impact on our overall tonnage of product going to landfill," says Brenchley.

Tony Lowe, CEO of FareShare says: "We are very pleased with the recent development in our partnership with Brakes. The food provided really makes a difference: from prepared vegetables and fruit to meat products, this is exactly the kind of food that our Community Members really need. Not only is it of a high quality, it also enables them to provide nutritious meals to their clients - vulnerable people in real need of a healthy diet. It's great to see this food be put to good use and we hope that the relationship with Brakes will continue to flourish so that we can deliver this great food to even more people across the country. We are currently working with them to develop the partnership further and investigating other ways Brakes can be involved to support FareShare's work to support communities to relieve food poverty."

[www.fareshare.org.uk](http://www.fareshare.org.uk)

# Embedding CSR

If any operation has sustainability built into its DNA, it's Sodexo. Phil Hooper explains the company's strategy to *Foodservice Footprint*



**Phil Hooper,**  
Sodexo's Corporate Affairs Director

It has been said that sustainability runs through the DNA of Sodexo. Arguably, the company is the absolute 'pin up' in this area with its own approach to corporate citizenship and the Better Tomorrow Plan trailblazing its commitment to community, workplace and the environment. Phil Hooper, Corporate Affairs Director, agrees wholeheartedly with this. "For Sodexo, sustainability is fundamental to our business. We have been doing a lot to promote sustainability at Sodexo for many years almost intuitively before it became such a big issue, especially for our clients. Then around 2005 we could see that it really was something we should do something constructive about.

"We became members of Business in The Community (BITC) which has been promoting sustainability to businesses since the 1980s. We initially based our corporate citizenship strategy on their model with the four pillars of corporate citizenship being community, workplace, marketplace and environment. We set out our stall accordingly.

"I firmly believe that because the initiative came from the Sodexo board, that gave it a lot of credibility within the organisation. Corporate citizenship has gained momentum in the UK and Ireland operation and now globally through the Better Tomorrow Plan, our sustainability strategy to 2020," says Hooper. "We take our values and our roots very seriously at Sodexo. Our founder Pierre Bellon, now Chairman, set up the company in 1966 on the core values he held dear then and these still guide us today."

To spell it out for the uninitiated, 'Sodexo's commitment to corporate citizenship is rooted in a strong philosophy and respect for ethical principles. The company is the community of our clients, customers, employees and shareholders, and our purpose is to exceed their expectations. Since our creation in 1966 our purpose has been to:

- Improve the quality of daily life of everyone we serve.
- Contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.'

Add to that the three core values embraced by Sodexo, namely Service Spirit; Team Spirit; and Spirit of Progress.

At the tail end of 2009 Sodexo moved corporate citizenship onto another level with the launch of the Better Tomorrow Plan, introduced as a new sustainability roadmap for the next 10 years for the Sodexo Group globally. The Group felt







it was time to produce a company-wide strategy to work to across the whole business. According to Hooper, “It is all about who we are, how we operate as a company, how we engage with our stakeholders, investors and the local communities. There are 14 commitments to action on health, nutrition and well-being, the environment and working with local communities. It’s a very challenging undertaking to roll it out over 80 countries, 33,900 sites and a total of 380,000 employees.

“The UK, United States and France are further ahead as one would expect. With emerging countries there are of course greater challenges but that is where Spirit of Progress comes in and it is important people aren’t afraid to make mistakes so long as those mistakes are not perpetuated”, says Hooper.

“To get the message across to so many people in so many diverse locations is a challenge. In the UK and Ireland alone we have 43,000 employees spread over 2,300 locations but we regularly communicate with them all about sustainability and our objectives. The unit managers talk to their teams at their weekly briefings and we also distribute an electronic newsletter looking at aspects of sustainability, which is targeted at unit and district managers. On top of that, Thomas Jelley, Sodexo’s Corporate Citizenship Manager, puts out quarterly updates with news about the company’s activities around sustainability. These also include best practice guidelines, 10 top tips and records stories of success,” he says.

“Our mission to improve the quality of daily life manifests itself in a thousand different ways. We constantly think about how we can add value to someone’s life. At our hospital contracts if you are a patient we feed you, of course, but we add value by having our own dietitians liaise with NHS dietitians so we offer the best possible diet. If a patient is well nourished with a well balanced diet that suits their needs, they will recover more quickly. In schools, too, there is huge concern about the nutritional content of meals. Again, we take this very seriously and are committed to serving children balanced and nutritious meals in line with the School Food Trust guidelines.”

Through its Better Tomorrow Plan Sodexo has promised to ensure compliance with a Global Sustainable



> continued from page 27

Supply Chain Code of Conduct in all the countries it operates by 2015. "Here in the UK, nine out of 10 of our main suppliers have already signed up. We have set a target to source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015. Here in the UK and Ireland 70 per cent of purchases made from our top six suppliers are manufactured, reared or grown in the UK. In 2009 we became the first corporate member of Red Tractor and we are absolutely committed to supporting British farming. The fresh pork we buy is 100 per cent British, 80 per cent of our fresh beef is British and since November last year fruit, veg and milk is all sourced from the UK. In Scotland we are sourcing from Scottish farms for our Scottish sites.

"We also made a pledge to source sustainable fish and seafood in all the countries where we operate by 2015. I am pleased to report that we lead the market with no fewer than 48 Marine Stewardship Council lines listed and over 300 sites certified. We only use products from sustainable fisheries such as Alaskan salmon, pollock, hake and so on. We have de-listed threatened species like swordfish, halibut and skate. We have contracts with the Co-op, Transport for London, the Scottish Parliament and the Scottish Government that go even further, and have been MSC certified," says Hooper.

Maybe customers don't want to pay the premium for sustainable food and

drink? "Not at all," says Hooper. "Most clients don't hold back when they are on board but the important thing is to offer choice. We bring in our own dieticians, organise customer promotions and run themed dining occasions such as British Food Fortnight and Sustainable Seafood Week to get everyone involved. The acid test is to offer choice: if people feel they are being forced into something, that is when they may push back."

Sodexo has also promised to source and promote sustainable equipment and supplies in all the countries where it operates by 2020. In this area Hooper admits a greater challenge because nine times out of 10 Sodexo is operating in a customer's building with no control of the budget for new kit and can mostly only advise. "That's a bit more of a tough one but we do everything we can to operate in a sustainable manner," he says. "When we take over a contract we have a simple environmental management system ready to be put in place."

Reduction of waste has also been addressed significantly says Hooper. "We are collating data and the last full figures we have are for 2008-9 we have a 64 per cent recycling rate, compared to 54 per cent the year before. Used cooking oils are being collected by an approved contractor and produced 351,000 litres for bio diesel which even ends up in clients' vehicles," he says.

Hooper explains how local communities are benefiting from the

Sodexo Foundation, a UK registered charity that aims to educate and provide relief from hardship in relation to health, nutrition and well-being through its STOP Hunger campaign. Administrative costs are met by Sodexo, but most



funds come from the efforts of its staff who organise and participate in events ranging from parachute jumps and running marathons, to tea parties and quiz nights. There is also Sodexo's long-standing involvement with FareShare the national charity working to relieve food poverty by redistributing quality surplus food from the food industry to a network of over 500 community organisations that support homeless and other vulnerable people. "Not only does this help disadvantaged people, it has cut our food waste bill massively," says Hooper.

Sodexo is proving to be a bit of a serial award winner in the sustainability stakes. For the fourth year running, Sodexo's commitment to responsible business practice has been demonstrated through its participation in Business in the Community's (BITC) CR Index, the leading UK benchmark for responsible business practice.

"We are delighted to have retained our silver status in the Top 100 for four consecutive years, where we are top in the foodservice industry. Sustainability is a boardroom issue and we take it very seriously. Through the Better Tomorrow Plan we can demonstrate a clear company-wide commitment to sustainability," concludes Hooper.

**Helen Fleming, FareShare Corporate Development Officer says of Sodexo's involvement with the charity: "FareShare and Sodexo have been working together since 2005 to tackle food poverty in local communities through Sodexo's STOP Hunger campaign. This vibrant partnership includes financial support and staff volunteering and sees Sodexo surplus food - where appropriate - re-distributed to disadvantaged people across the UK. Volunteering, is at the heart of the partnership. On Volunteer Days, by helping to prepare and deliver surplus food to community organisations, Sodexo staff have the chance to get directly involved with FareShare's work on the ground and to make a real difference."**





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Image taken by James Chambers, winner of the 'Environmentally-Friendly BioWare' category of the Huhtamaki Capture the Cup Competition 2009



# HOUSESTYLE



Caroline Fry



**Q:** Charlton House is transforming corporate staff restaurants into vibrant and colourful foodie environments with displays of fresh produce and the use of natural materials such as wood, glass, wicker and slate. The 'Naturally Good' concept will now be rolled out across the majority of Charlton House sites in the coming months. At the brand re-launch the other day I was very impressed by a lot of the changes that you are trying to make. I was thinking along the lines of the 'greening' of the Sony staff restaurant can you tell me more about this?

**A:** The 'Naturally Good' concept encapsulates everything we stand for, from healthy eating and sustainability to the use of fresh, sustainable raw ingredients and natural, raw talent. We put so much energy and investment into the quality of our raw produce - working closely with our suppliers to get the very best - that we thought it was vital to underline this commitment in a very tangible and visual way. People eat with their eyes and now our customers are surrounded by a feast of fresh produce. Long before the concept became a reality, we used Sony, in Weybridge as a test site, with the help of Meggan Edwards, on-site manager and her team. The response was overwhelming from all. Some of the Sony customer feedback

included:

"Looks just like Jamie Oliver's restaurant."

"Very trendy."

"Looks like Borough Market."

"Can I do my shopping here?"

"I love the boxes."

**Q:** How can sustainability and environmental initiatives translate into real business savings and business wins?

**A:** It's no longer about being seen to do the right things. Paying lip service to environmental issues just isn't enough. Clients and potential clients can see through the hype. They want to see tangible proof that a company is making a genuine effort to make a difference. Our 'Naturally Good' concept is far more than an interior design project; it reflects everything we stand for.

Our work on environmental initiatives started many years ago, long before it became fashionable. For example, in 2005 we became the first and only contractor to remove endangered North Sea cod from our menus. Our clients were hugely supportive and while we will never truly know if it led to new business, it did raise and highlight our commitment to sustainability.

Our track record is very good but we don't shout about it enough. Two years ago, we really geared up our

environmental efforts by setting out to gain ISO14001 across all of our sites nationwide. This made us really drill down into each site's potential to reduce its carbon footprint.

Our goal is to have this in all 140 restaurant sites within the CH&Co group, right across the brands. Many organisations are satisfied to gain ISO14001 certification solely for their Head Office site but we feel that our environmental responsibility goes much further than that. To date, 24 sites, as well as the group's corporate headquarters at Bryants Farm in Dunsden, near Reading, have certification.

**Q:** Has any of this led to new business?

**A:** It's hard to assess whether any of this has resulted in new business gains. But reputation is everything in this business. And it's not enough to make promises. We deliver and we commit. Take our Best of British campaign as an example; we can demonstrate our on-going commitment to buying British produce through the annual data which we supply to Defra. Our figures for 2009 show that 92 per cent of our beef is British, 82 per cent of the legumes we purchase are British, 90 per cent of our potatoes are UK grown and 35 per cent of soft fruit.

**Q:** Can you tell me how important



*Footprint's* Charles Miers caught up with Charlton House Managing Director Caroline Fry following the recent brand re-launch of this highly successful contract caterer.



David Cavalier

greenness is at the tendering stage?

**A:** An organisation's green purchasing credentials are now perceived to be a must-have rather than a nice-to-have. When it comes to tendering, we wouldn't even make it past the 'pre-qual' stage if we didn't have the right green credentials. It's difficult to quantify the impact our environmental efforts have on business development and growth but what we do know is that companies tend to seek out like-minded contractors who share their ethos and CSR commitments.

**Q:** What about business savings? Has green purchasing managed to reduce expenditure?

**A:** Yes, there are definitely some business savings, such as where we have cut down on disposables, for example. Introducing more vegetarian dishes is also more cost effective and not only results in healthier gross profit margins but has the added environmental and health benefits.

**Q:** Within the new brand philosophy you have built in principles of an environmental nature. Can you tell me more about where you are going with this in the future?

**A:** We are committed to doing more of the same. For example, we are taking our Best of British campaign to a new level right across the brands by committing to the Red

Tractor scheme. This is a big investment but it ticks all of the boxes in terms of food safety and hygiene, animal welfare, environmental impact and traceability. It gives us an opportunity to inform our customers of where their food has come from – from farm to fork and it supports our CSR policies. This is a CH&Co initiative so it will touch every brand – not just Charlton House – of the business and is very much in keeping with the ethos set down by Tim and Robyn Jones back in 1991 when they established the company.

**Q:** Finally, Caroline, you have been a real driver of environmental issues within the business and we would like to explore how this has been built in to the make-up of the company.

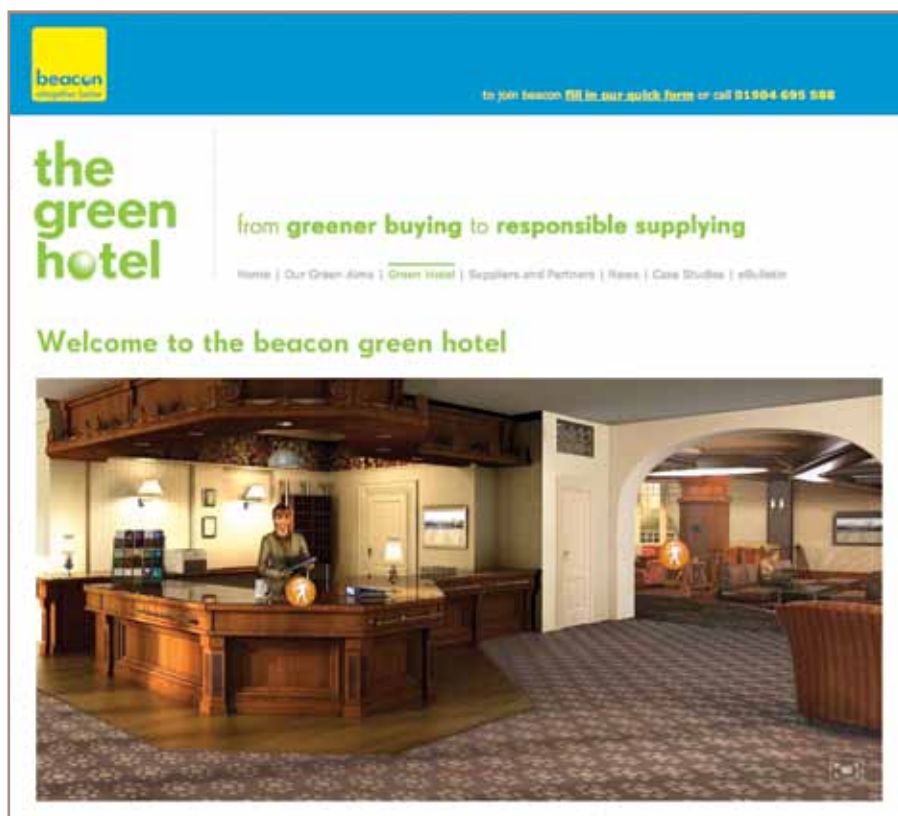
**A:** We feed up to 70,000 people a day so our business is bound to have an impact on the environment. My goal is to minimise that impact and to continue to encourage our staff and clients to do what they can to make improvements. The very nature of our business means that we have to take great care to ensure we have as little impact on the environment as possible. By taking a conscientious approach to food in the workplace, we hope that others within the industry will follow suit. Many of our initiatives are tiny steps towards a greener planet. Others are company-wide

Since Charlton House launched itself into the business and industry staff catering arena in 1991 the company has become a trusted brand, pioneering creative and healthy menus for staff restaurants. Successful expansion means that its portfolio of corporate clients now extends throughout England, Scotland and Wales with Charlton House promising a sound ethical approach to the environment and a commitment to value, provenance and sustainability.

initiatives, which we hope will make a difference to the environment in which we live. For example, David Cavalier, the Michelin-starred chef and food director for the CH&Co Group, believes there are many clear benefits in giving vegetarian food the attention it deserves; better choice for customers, a healthier diet, lower carbon footprint, sustainability and cost. It's all about awareness and keeping people informed and conscious of how they can make a difference. The more voices; the more noise.

# Virtual Greening

You can't stay there and you won't find it in any hotel guide, but the virtual Beacon Green Hotel by Beacon Purchasing is an innovative initiative to promote the best sustainable practice to its hotelier members.



Beacon Purchasing UK provides purchasing services for hotels throughout the UK, buying for around 2,000 hotels and using up to 130 suppliers. The company is using its role in the industry to facilitate sustainable practices in UK hotels via its award winning Green Hotel website which takes the visitor on a virtual tour of a hotel, systematically showing the steps a hotel can take to make the operation more environmentally friendly.

Diane Webster, Head of Sales and Marketing at Beacon UK, who launched the site tells *Footprint*: "We were looking for the right way to get information about green products to our customers, but also wanted to find a way to pass on the huge amount of information that we and our suppliers have on green issues. The virtual hotel was the right solution for this and it's a fun, interactive learning tool for users. Next year we want to add more areas such as the exterior of the hotel where

we will explore solutions for recycling and waste management, and winning the Caterersearch Web Interactive/Innovative Award has spurred us to get started on the next stage now."

The virtual tour of the hotel covers the lobby, meeting rooms, bar/restaurant, guest rooms, bathrooms and kitchen, showing all the green practices and purchasing behaviours that can be implemented. In the kitchen area alone there are more than 15 energy saving initiatives that can be implemented, and many of these examples can be clicked on to disclose further information. These links also proved access to specific suppliers that supply energy efficient kitchen equipment and lighting. There are further links to other organisations which assist hotels in becoming more green through providing a range of sustainability products and services. Suppliers range from those buying 90 per cent recycled pens to those who can provide bulk toiletry supplies

rather than individual packets. Service suppliers offer waste tracking and also a service that calculates and educates guests on the carbon footprint of their trip.

Visitors to the site can also look at one particular hotel and see what it saved in one year in waste to landfill and by implementing a range of other initiatives. Other hotel case studies show how energy consumption can be reduced



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Tony Reynolds



  
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fresh ideas for foodservice

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throughout each part of the hotel as well as ecologically sound waste and water management, leading to reduced operational costs.

As Beacon and its supplier partners enhance their green credentials, so will the hotel develop, providing a strong foundation for the future promotion of green products and information.

However, it was very important to Beacon to ensure that it was not perceived to be a purchasing expert for green products; rather its aim was to use the website to share its own journey towards becoming a more environmentally friendly business while encouraging members to do the same. Initially focusing on a core range of products with 11 suppliers, enabled Beacon to launch the hotel with enough content to be interesting – but without appearing to have all the answers. The hotel opened with five areas to explore and had a clear core range of information and easily accessible products available to purchase.

A secondary challenge has been to overcome the perception that going green is expensive – a major concern during a time of economic instability. As a purchasing consortium whose business model is to leverage collective volume to drive best price for its members and therefore save money, getting members to purchase greener products at a perceived higher price was an interesting challenge. This was overcome by demonstrating that affordable solutions are available and that sometimes small steps can have a significant effect. For example, installing Hippo bags in the toilet cisterns does not mean significantly increased expenditure but does mean that a hotelier can save money and reduce their impact on the



environment. “It’s not all about installing wind turbines or solar panels,” says Webster.

Green Tourism is a key partner in the endeavour, identifying and accrediting those products and services that meet their sustainable business scheme criteria. Beacon’s association with GTBS is further strengthened through its sister brand, Best Western GB which selected Green Tourism as its preferred ‘green’ accreditation body in 2007. Promoting the scheme through the 280 hotels in the UK, Best Western has identified green champions within each of their properties to support – individuals who are important links for Beacon, in the scope, launch and ongoing development of the Green Hotel.

Beacon has also developed relationships with a number of organisations and agencies, specifically Envirowise and WRAP. The conference room in the Green Hotel website displays an Envirowise video case study which outlines best practice for sustainability within a hotel. An association with Red Tractor is also being

explored by Beacon to promote licensed Red Tractor suppliers through the Green Hotel website.

Further partnerships have been developed with industry leading bodies such as the Considerate Hoteliers Association (CHA), an association of like-minded hoteliers who encourage, assist, motivate and cajole fellow hoteliers to adopt sound and sustainable environmentally friendly and socially responsible policies and practices. This year, putting its money where its mouth is, Beacon is sponsoring the Considerate Green Marketing Initiative of the Year, in conjunction with CHA – to drive awareness of sustainability and to promote the green hotel website as a source of information, suppliers and green products.

The CEO of Interchange & Consort Hotels, David Clarke, is chairman of the Sustainability Committee for the British Hospitality Industry (BHA) and is a key figure in the promotion of the company’s CSR aims, and the approach it is taking to put this at the heart of its business.

“It’s not always easy to know what practical and commercially viable steps can be taken to become green. It’s more complex than we think,” says Webster. “It’s easy to come up with a simple CSR statement but we wanted to bring our values alive and get our different stakeholders involved. Any small change in purchasing behaviour can have a huge impact on the environment. We aim to give people information about where they can become more green and then, if they choose, direct them to a directory of green products in that particular area,” she says.

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

## STUDY PROJECTS SPAWNED BY THE GREEN HOTEL

London Metropolitan Business School, as sponsor of the ‘Shine Award for Technology and Innovation’ has extended a personal development/study opportunity to Diane Webster, Head of Sales and Marketing who won this award in 2009, in recognition for her work on the concept and launch of the Green Hotel website. This will be geared toward the best use of digital and social media to promote the Beacon Green Hotel website and create an on-line dialogue around sustainability. Beacon is also exploring future projects to promote and engage the hospitality industry in the development of environmental management systems.



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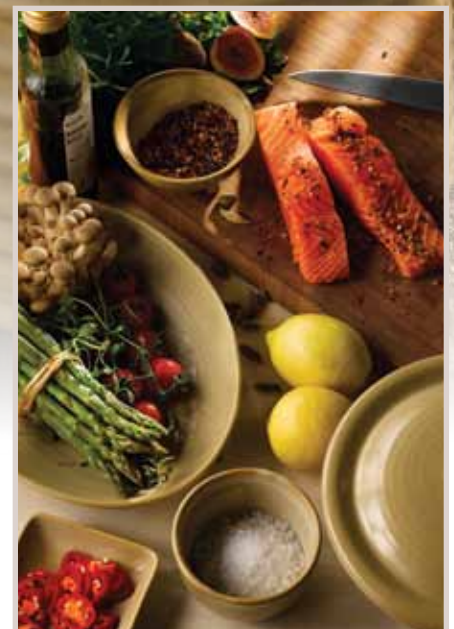


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# EVOLUTION IN THE POTTERIES

Dudson is a fundamental part of the history of the Potteries where it has been making beautifully crafted pottery for over 200 years and is the oldest surviving family business in the ceramic foodservice tableware industry. Kathy Bowry reports on the company's great leap forward into a sustainable new world





**D**udson, the big name in British foodservice ceramic provision, has for many years adopted a proactive approach towards the environment, demonstrating commitment to waste minimisation, energy and water efficiency and a safer working environment in line with the company's Environmental Management System. Now, working closely with Endeka Ceramics Ltd., the company has developed a range of ceramic hospitality tableware, Evolution, that has the lowest carbon footprint of any ceramic hospitality tableware manufactured anywhere in the world.

evolution

Evolution is an apt name for the new sustainable range, as its development has almost certainly changed the way ceramic ware will be produced in the future: the amount of carbon produced in the manufacture of the product is 79 per cent lower than that produced in the manufacture of an equivalent porcelain product\*\*.

As Marketing Manager, Katie Dudson, explains: "Most ceramic hospitality tableware (although there are a few exceptions) is fired at least twice – once from clay to biscuit stage, then a second time after the glaze has been applied. With Evolution, there is only one firing process, significantly reducing the amount of energy needed to produce it and lowering Dudson's carbon footprint. In addition, the 100 per cent lead free ThermECO\* glaze, which is used on all Dudson ceramics, requires a lower firing temperature, so again the amount of energy used is reduced."

Produced entirely in the UK in Stoke-on-Trent, Evolution is a brand new ceramic body, developed with the prime objective of reducing the carbon footprint created during manufacture. Featuring variance in colour and glaze and with the hand-made appearance of thrown pottery, every piece is different.

"The effects of climate change are now clearly apparent and well-documented, so today's business conscience demands the implementation of proactive initiatives to preserve the planet's resources. Our modern methods of manufacture are transforming a product that has traditionally been costly to the



environment," says Katie Dudson.

ThermECO glaze enables firing at a lower temperature, while efficient 'bung firing' ensures the maximum number of items is placed for each firing, reducing the frequency of fires. Fast-fire kilns, used whenever possible, use less energy and burn more efficiently than more traditional methods of firing and can be turned off when not in use. The greater durability of the ceramics fired this way means lower replacement rates and therefore less impact on the environment. As with all Dudson ceramics, any unfired pieces that are broken or imperfect can be 100 per cent recycled into manufacturing processes.

As a non-polluter, Dudson's waste streams have been redefined so that recyclable materials are easily filtered and therefore less waste goes to landfill. Through ongoing identification of areas of the business where the production of waste has a significant impact, the company continually seeks to reduce, re-use and recycle. Since 2005, Dudson has reduced its mould waste by 41 per cent, and general waste collections have fallen by almost 69 per cent over the same period. Inert waste (i.e. waste that cannot degrade or be burned, such as rubble) has been reduced by a massive 81 per cent.

Dudson Sales Manager Steve Walton adds: "We are so committed to recycling that when an operator needs to replace its Dudson range we will pick up the old crockery and it can be reground by a local tile company for making tiles."

Katie Dudson is proud of the company's British heritage and with an eye to the Olympics in 2012, when the attention of the world will be focused on us, she feels it is the ideal platform to show off



**James Thomas Dudson**, the great grandson of Richard Dudson who founded the factory in 1800, became the owner of Dudson's Hope Street factory in 1882 and it was he who master-minded significant changes in production, which would help to ensure the future of the company. Having travelled extensively for the firm for many years, he identified the potential in supplying a new market. By this time, the railways were well established, shipping lines began to flourish and an increasing number of hotels were being built to accommodate the population which was now 'on the move' for the first time. James Thomas Dudson had the foresight to identify the embryonic 'leisure and tourism' industry!

The exceptionally strong, vitreous clay body perfected by his father was ideally suited to the production of catering ware and so, by 1891, Dudson had turned its full attention to this new growth area.

Today, Dudson is one of the world's leading manufacturers of tableware for the hospitality industry, continuing to set standards in design, production and innovation.

what is best in British manufacture. "At a major event like 2012, we should care that as many products as possible are produced within the UK. It provides the perfect opportunity to showcase British design and the 'Made in England' brand to a worldwide audience. 'Sourced locally' has been the revolution in food supply, and we are seeing an increased interest in our products as many clients prefer to buy British manufactured tableware. The local sourcing revolution extends into more aspects of food service than just food and drink."

As Walton says: "Evolution has been very well received and would be the ideal product for hospitality areas at the Olympics as it is a British manufactured product, is produced in a sustainable manner and fits the brief for a sustainable 2012 event."

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

\* ThermECO is a trademark of Endeka Ceramics Ltd

\*\* Independent research carried out by Endeka Ceramics Ltd.

# YOU CAN LEAD A HORSE TO WATER...

However innovative disposables manufacturers are in producing bio-degradable and recyclable solutions for packaging, they cannot control whether the consumer uses the appropriate waste stream if, indeed, said waste stream exists. John Young, Foodservice Sales & Marketing Director of food packaging and disposables giant Huhtamaki, talks to Kathy Bowry about the problems faced.

There seems to be a lack of municipal co-ordination when it comes to providing clear and readily available waste streams and John Young and Huhtamaki UK are calling on central Government and Local Authorities (LA) to act now to aid sustainable waste disposal. "This is our biggest challenge as an industry," he says.

Young makes no bones about what happens to his company's products: "Everything we make is thrown away. Unfortunately it is not always disposed of in the correct waste stream. Ideally what is needed is a paper cup, for example, that when the contents have been drunk can then be eaten but until that happens we are constantly developing new sustainable paper, plastics and derivatives for food and drink taken on the hoof that are easily recyclable or bio-degradable. Now, whether that happens or not is out of our hands as a company. We can sell recyclable products but that doesn't necessarily mean they find their way into a bio-waste stream.

"How the containers are disposed of is down to our customers' customers' options and these are based on both the will to dispose conscientiously and the availability of facilities for correct disposal. We can only support our customers who want to help the environment by manufacturing a green product, we cannot guarantee that product is going to be put in the correct waste stream for maximum sustainability – and nor can they."

He says manufacturers need to give guidance on the end of life options for products so that operators can make an informed choice and the end user knows where to dispose of it (assuming the appropriate bins are available). Information

on the types of packaging is also important, he says. "Degradable product presents a difficult time frame – it can take months to degrade in landfill. In the right facility at the right temperature it is slightly quicker, but so many variables are involved that it doesn't always do what it says on the tin and traditional plastic takes forever. Recyclable products give something back either as another product or by providing energy and that is the route we need to follow," says Young. "This is where the Save a Cup recycling scheme would really come into its own. However the scheme needs more organisations to sign up to it as it needs more tonnage to make it work to its ultimate potential. We also need to work closely with WRAP to force change at Government and LA level," he says.

What is needed are accessible bins for different types of recyclable product and Young goes on to deplore the fact that no LA has the same waste disposal scheme and that in the end all that happens is waste is put into a container and never separated. "We have to do something about sorting out the waste streams and lobby the Government and LAs to aid sustainable waste disposal. This is our biggest challenge as an industry," he says.

Nevertheless, Young says that even if the waste stream is non-existent, Huhtamaki will continue to design and produce green products that work up to the point of disposal. "All the businesses coming to us have different needs and we offer support to our customers that goes far beyond the purchase. They know they need disposable cups, but do they need bio-ware, bio-degradable, recyclable or any permutation of those? It is our job not only to sell but to inform and advise.

"We are committed to constantly developing more sustainable products. For example, one popular High Street coffee shop chain is just about to take delivery of the next generation of greener triple wall disposable cups – but in the next few months we will be launching an even greener product with the same benefits, but with the paper insulation taken out of the cup. And even before that comes out, we are working on the generation after that. All this is due to pressure from our customers in organisations that want to see greater ownership of responsibility for the environment.

They want to be seen by their customers to be totally responsible." However, he emphasises again that the brakes are being put on keeping packaging waste out of landfill simply because the supply chain and the end consumer don't have ownership of that one vital commodity to make it all work – they just don't own the High Street bin.

Young poses the question: "What do people do when they have finished their drink? Do they take the plastic lid off the paper cup? Paper and plastic are actually very different waste streams, you have a highly recyclable lid but it is chucked in the waste and that is why we are looking at developing the next generation of cup – a one piece solution. Problem solved.

"Our customers, the foodservice







operators, want to be seen to be taking recycling seriously, but it is not in their remit any more than it is in ours what happens to packaging when the consumer has finished with it. All we can do realistically is to take weight out, take the paper out and thereby save X amount of trees. This fits our remit as a responsible producer – if you can make it green, it still helps. Less environmental damage, less weight, from a carbon footprint point of view, is good.”

Young voices his worries about how sustainable waste collections are going to be organised around the Olympics, saying that although London 2012 is going all out to promote a green image, when it comes

to litter it is the same old confusion over who is responsible for taking it away and recycling. “The LDA points at LOCOG while LOCOG points at the LDA and there is not enough time to get it sorted,” he says. However, he has good words to say about festivals like Glastonbury which deal with lots of people in a short time but operate waste collection and recycling on a closed loop system: “Because it is a controlled environment it works well there,” he says.

Despite the frustrations around waste streams, Young reckons things have moved on exponentially in the past few years. “In the US, the greatest of all throwaway societies, sustainability was not on the agenda but there have been great

advances since President Obama came to power. Now even Starbucks over there is looking hard at how to help in developing sustainable waste streams as a major user of disposables. Where the big boys lead others follow...

“We all have a responsibility for our environment and education on sustainability needs to start at school and be taken into later life to help clean our environment up. Many people are keen to do just that right now by recycling, but they are confused because there is no cohesive national strategy in place. We must continue to lobby Government until it happens,” Young concludes.



# THE THROWAWAY INDUSTRY?

Footprint Forum: 27 May 2010

An expert panel assembled for the third Footprint Forum at Pret A Manger's London headquarters to discuss the environmental impact of packaging in the foodservice supply chain and some of the innovations and initiatives being implemented to counter this.

Delegates, including operators, suppliers and distributors, heard panellists acknowledge that whilst cutting down on packaging, food waste is something that has to be addressed across the supply chain, ultimately, the industry has no control on how end user consumers dispose of their takeaway rubbish.

Keynote speaker was Richard Firth, Channel Marketing Director for Unilever Foodsolutions in the UK, who expressed his belief that responsible business practice and sustainability go hand in hand. "The challenge of running a 'good' business becomes even tougher over time. We're working in an ever-evolving society, which means we're continually coming up against new challenges to deal with from an environmental perspective, and it's our job to keep pace with this," he said.

"I believe that the most effective way for us to do this is to work together", he continued. "The OFSCI 'not-for-profit' initiative aimed at saving money in the food service supply chain of a few years ago was an attempt by distributors and food manufacturers to make the supply chain more efficient. It did a good job in getting competitors around the table talking

about ways to do things more efficiently, 'better' (in the sustainable sense of the word), and more cost-effectively.

"Maybe now is the time when we should be looking at the next iteration of this kind of cross-industry action group, which is perhaps what the Footprint Forum can achieve for us," he said.

"Packaging is clearly one of the obvious challenges to sustainability. As we all know, packaging sells, so over-packaging is still a big problem to overcome. However, we've made massive strides in foodservice already, which is a promising start. There are further steps we can take, but they need to be combined with an understanding of how the rest of our business impacts on the environment, customers and communities."

Neil Whittall, Environmental Officer of the Food Packaging Association and Huhtamaki's Commercial Director, gave an overview of packaging in foodservice, saying: "We have got to get packaging out of landfill but each company looks at CSR individually – there is no cohesion. Now we must get the industry together to more seriously communicate the message that the UK packaging strategy must be to reduce waste, increase recycling and increase use of recycled material," he said. "Legislation will soon be put in place that will affect all of us. We must act now, pulling together all bodies to work out a solution before the Government imposes legislation on the industry."

However, Whittall pointed out that what

customers do with their rubbish is out of the industry's hands. He also deplored the fact that councils all have different strategies on recycling from borough to borough and the lack of a cohesive strategy is not helping things to move forward. He also raised the point that in large organisations facility managers are not linked to the foodservice operation. Waste management in this situation is cost driven – a completely different focus to foodservice and is not meeting the needs for 'clean waste streams'. Recycling is not happening. However, he said, this type of forum is very important and will continue to get more support.

Jocelyn Ehret, Senior Head of Sustainability and Innovation (Europe) at Havi Global Solutions, is responsible for the purchase of packaging materials for McDonald's globally as well as Pret a Manger, among others. "Things have improved over the past five years but it is important to realise that sustainability doesn't mean the same for everybody. At the end of the product's life there is no one solution, she said, but products must be either compostable, re-useable or offer 100 per cent recoverable energy. The best thing manufacturers can do generally is make the packaging lighter and use less of it because the recycling facilities just aren't available. Until the councils really get on board with the right bins in the right places for consumers to dispose of their cups and wrappers, we cannot hope to address the problem on the UK High Street", she said. ➤





Matthieu beside his cocoa pods

## Growing more than cocoa

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

 The Cocoa Plan



> continued from page 40



Following the speeches it was time for a lively debate as the Footprint Panel, Chaired by Peter Farrett, of strategy consultancy Farrett & Co and on which the previous speakers were joined by Ian Douglas, Pret's Head of Commercial, and Thomas Jelley, Sodexo's Corporate Citizenship Manager, answered questions from the floor. It was proposed that arguably in no other industry (apart perhaps from grocery retail) would the loss of modern packaging be felt as much. Neil Whittall reckoned that we are stuck with it as our lifestyle has changed and we cannot do without it as health and hygiene would be compromised. "Without packaging life could be hit hard," he said. Richard Firth said: "How we respond in the future lies in choosing the right materials and the industry committing to sustainable sourcing. We need to move to a common agenda," he said.

The debate was wide ranging, covering subjects as diverse as whether packaging encouraged air miles, the problem of plastic bottles in the ocean, how many times PET and paper can be recycled and the energy involved in recycling aluminium. Delegates and the panel also discussed the problems of over-packaging, and the pitfalls of reducing it in terms of health and safety reasons and perceived devaluation. As Ian Douglas said, "You can see the product devalued. We brought in a biodegradable plastic bag and customers complained about what they called the horrible 'supermarket' bag so we went back to our thicker one. But you can use it to the utmost. Get the recycling message across on the bag."

From the floor, Peter Backman, Managing Director of Horizons, asked "Are we talking the same language? Are we talking about packaging from factory to client or are we talking about packaging from outlet to customer? What is the difference? In the US they talk of compostable packaging, we don't here. Are we speaking different languages and is this a problem?"

Ian Douglas was emphatic that there is no difference. "It should all be fit for purpose and packaging can be reduced in both areas," he said.

Delegates were keen to know whether a PET plastic could be made that is not only biodegradable but made from materials that are not formed from scientifically engineered forms such as GM crops? According to Ehret, PET is the best material we can use for food packaging as it is fully recyclable, is often made from recycled materials and, she points out, is the only material used in Europe. However, Patrick Gee of Llanllyr Source Water pointed out that it cannot be recycled endlessly, to which she explained that it could be recycled up to seven times just like paper, explaining that "Recycling shortens the length of the fibre. If we stop using virgin fibre we would not be able to recycle so we need to use both virgin fibre and recyclable PET," she said, adding "I am not so much pro PET, I just don't dislike it. It is the best material available for foodservice." However, she admits there are issues with bio degradability saying any polymer can be a threat because of what the end user does with it and maybe we should be looking more at not so much bio-degradable but bio-based product. Corn is

the main source of wonder plastic PLA and that needs to be planted taking up space that could be growing food. Now there is talk of using agro-waste from sugar cane to make it. If I had to bet, I think it will turn out agro waste is the best bio waste to use for manufacture," she said.

Another question that came up was whether packaging actually promotes air miles. Thomas Jelley reckoned this is a hugely complex set of issues saying: "If I didn't think the produce would survive air freight I wouldn't buy it or supply it. There is a lot to be said for looking at LCA assessment before transport. Its not only about the throwaway culture, we want things that don't grow here. Look back at demand and the culture of entitlement that has grown up over the last few decades." He pointed out that a recent survey by a British university showed that apples air freighted from Chile and New Zealand in February were better nutritionally than their stored British counterparts.

Tony Reynolds of Reynolds Catering Supplies raised the subject of the volcanic ash cloud saying that it had caused some problems but nobody went hungry and that it was in fact a good healthy challenge. "Do we really need to air freight? All our customers found alternatives," he said. However, Whittall asked what would happen to the global economy if we all shrink back into our own patch. "Other economies are reliant on us. What will they do? I am a bit scared that more developed countries will contract and where are the developing countries left?" he asked.

Jelley responded that there will have to be trade offs and a lot of that is down to values including environmental concerns and policy on growing GM crops. "Only by bringing values into tradeoffs can we make this work: let's not stick to technofix and let's have courage to tackle issues straight on," he urged.

Finally, the new practice of upcycling came under discussion. Football shirts for World Cup fans are being made from recycled plastic bottles and some of the trendy shops have handbags made from all sorts of waste including drinks cans, old carrier bags and agricultural sacking. Harriet Gething, Trade Marketing Manager at Cafédirect says they have re-covered an old sofa with coffee sacks and it looks great thereby proving one person's waste is another person's resource.



A Better Tomorrow starts Today



## Committed to a better tomorrow

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

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

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

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# evolution

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