

# FOOTPRINT

SUSTAINABLE RESPONSIBLE BUSINESS

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## Crackpot approach to climate change risks

DEFRA's attitude to food security should have the industry in a sweat





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## Leader

# Global warming: no sweat for UK food

The government's optimistic view of the impact global warming could have on food security is rosé-tinted but unsurprising now it is happily cosying up to powerful climate change deniers.



The World Meteorological Organisation has confirmed that last year was the hottest on record globally – temperatures were 1.1°C higher than pre-industrial levels and 0.07°C up on 2015. It was an “extreme year”, the WMO said, with long-term indicators of anthropological climate change also reaching “new heights” thanks to record levels of carbon dioxide and methane. The data is unlikely to worry Donald Trump, but DEFRA also seems to be playing things cool.

In January, the department published its climate change risk assessment report 2017. It's basically a response to the advice provided by the adaptation subcommittee arm of the Climate Change Committee. “Our changing climate is one of the most serious environmental challenges that we face as a nation and that is why we are taking action, from improving flood defences across the country to securing our critical food and water supplies,” said the DEFRA minister Lord Gardiner.

And yet he chose to ignore the expert group's advice in relation to the food security risks from climate change. Food price spikes should be a major concern, and urgent policy intervention is needed to mitigate the risks. “At present there is no co-ordinated national approach to ensure the resilience of the UK food system,” the committee warned. But the government is apparently taking a more “optimistic view” given that the UK supply chain “consistently performs well” in the face of regular climatic tests. Farmers may beg to differ.

What this optimistic view looks like isn't clear. Perhaps it is one in which southern England is awash with vineyards and producing wine (from genetically modified grapes) that's exported to all four corners of the globe. That's a rosé-tinted view – “We can't afford to play Russian roulette with climate change,” said Dan Crossley at the Food Ethics Council – but the government's indifference is hardly surprising.

There's the small matter of the divorce from the EU. Weetabix is the latest in a growing line of food businesses to have warned of looming price rises following Brexit. Some have already negotiated increases. Consider that 27% of the food consumed in the UK comes from the bloc and that Brexit will place the UK outside the single market and the government will continue to play down food security risks and play up new trade friendships further afield.

Just 4% of UK food comes from North America, for example. A new deal with Trump is far from a foregone conclusion and a hasty agreement could open the floodgates to cheap goods and undermine the UK's producers (not to mention the UK's efforts to ensure a global effort to tackle climate change). Takeaways would find the temptation hard to ignore. Catering firms chasing their tails to make wafer-thin margins work could also spy an opportunity in cheaper beef and chicken, say. Green procurement standards (complete with “buy British” targets) are in place for the public-sector providers, but are rarely checked and have never been enforced.

Is there hope in the fact that provenance and animal welfare remain high priorities for consumers? In a survey by Nielsen last year, for instance, 59% of Brits said place of origin was at least as important to them as factors like price, range and quality. “In an increasingly borderless world, the ‘made in’ moniker still matters,” said Nielsen UK's innovation leader, Ben Schubert.

Six months on and consumers are being warned to brace themselves for more price rises on food, fuel and other essentials this year. Farmers are preparing to face a slash in subsidies and stiffer competition than ever from overseas. Is this a food system that sounds secure and sustainable? With Trump and his team of climate change deniers sniffing around at Number 10 you can bet your bottom dollar it's not.



Behind the headlines

Left behind on animal welfare



Consumers, politicians and many companies are taking the issue seriously – so why are foodservice firms lagging? By David Burrows.



There has been a “striking change” in the manner in which food companies talk about farm animal welfare, according to the latest Business Benchmark on Farm Animal Welfare. “Increasingly, companies describe farm animal welfare in terms of the opportunities – financial and reputational – that can be delivered,” BBFAW concluded. But this shift seems to have passed contract caterers by.

Foodservice scored an average of 27%, well below the average of 34% across all companies assessed (which also included retailers, manufacturers and producers). The sector’s score was dragged down by the business-to-business firms that have less proximity to the public or that trade under multiple service brands. Those companies “scored significantly worse”, explained the BBFAW programme director Nicky Amos in an email to *Footprint*. In fact, the average score for Compass Group, Cremonini, Elior, Gategroup Holding, Olav Thon Gruppen, SSP Group and Umoe Gruppen was “approximately half that of the other sectors covered by the benchmark”.

The annual benchmark scores companies on their approach to managing farm animal welfare in four areas: management commitment and policy; governance and policy implementation; leadership and innovation; and performance reporting and impact. They are then separated into one of six tiers depending on how they performed – from the “leadership” group in tier 1 down to tier 6 consisting of firms that show no evidence that animal welfare is on their business agenda.

Foodservice scored an average of 27%, well below the average (34%) across all companies assessed

Elior and Compass both dropped down a tier in the latest rankings (see table). Compass maintained that the group remained committed to making progress and pointed to its recent commitment to source 100% cage-free eggs by 2025. A spokeswoman also noted that it is “well ahead” of the sector’s average score – however, it’s a pretty low bar that has been set, with 27% at the very bottom of tier 4 in the BBFAW’s system. Elior said its ranking was purely down to the level of information made available on its website. “We’ve been assured by the BBFAW that had we published on the website all the information we supplied to them directly we would have ranked much higher.”

So does lack of disclosure alone explain the poor performances? Yes and no, said Amos. For instance, 71% of the foodservice companies have published animal welfare policies, compared to 66% of food retailers. But very few have published clear commitments on key welfare issues, such as the avoidance of genetically modified or cloned animals, the avoidance of growth-promoting hormones or restrictions on antibiotics used prophylactically.

“Foodservice companies also score lower than the other two sectors on publishing objectives and targets related to farm animal welfare,” Amos explained. “57% of food service companies have published objectives and targets compared to 67% of food producers and 69% of retailers.”

The sector’s score was dragged down by the business-to-business firms

And there’s more. Foodservice companies also score lower in all four areas of leadership and innovation: investment in research and development; involvement in industry initiatives to advance farm animal welfare; receiving awards from notable animal welfare organisations; and promoting higher farm animal welfare to consumers through marketing and communications.

While there are currently no leaders (tier 1) among the sector, there have been notable improvements from some of the better-known and publicly visible high-street brands. Greggs and McDonald’s are both in tier 2, which highlights how the issue is “not the preserve of niche ‘healthy’ or ‘organic’ producers, nor is it limited to premium brands and food companies appealing to more affluent consumers”, according to BBFAW.

Greggs, which climbed a rung, has provided training for staff and made it clear that no cloned or GM livestock can be supplied to the chain. The McDonald’s vice-president for sustainability wrote the foreword for this year’s benchmark. “With rising public awareness of the way animals are raised for food, animal health and welfare is an increasingly important area for businesses today – particularly for consumer-facing brands such as McDonald’s,” Keith Kenny noted.

The government is ‘seriously considering’ the introduction of financial incentives to encourage farmers to adopt higher animal welfare standards

But those away from the public eye should also take note. In a survey of 1,500 UK consumers by Mintel in 2015, 74% said meat from animals that are looked after well is among the top issues that make a food company ethical, followed by a company that guarantees the ingredients used in its products are responsibly sourced (60%) and a company that guarantees good worker welfare (57%).

Interest is likely to be even higher today with consumers concerned about standards once the UK leaves the European Union and about the standards followed by countries the UK is looking to do trade deals with. A poll in January by the RSPCA revealed that eight in 10 Brits want animal welfare laws improved or at least kept the same following Brexit. “This is a vital opportunity for the government to improve animal welfare as it stands now in this country,” said the charity’s assistant director for external affairs, David Bowles.

Brexit is also a chance to create new legislation, Bowles added. The introduction of standards and legislation for the welfare of ducks, dairy and beef cattle, for example, none of which currently have “specific standards in place to protect them”. The farming minister George Eustice also said recently that the government was “seriously considering” the introduction of financial incentives to encourage farmers to adopt higher animal welfare standards, such as free-range and pasture-based grazing systems. Politicians, consumers and some high-street foodservice brands are all serious about animal welfare, so when will caterers join the club?

The BBFAW report is available in full [here](#).

| Foodservice/Catering     |        |               |
|--------------------------|--------|---------------|
| Greggs                   | tier 2 | up one tier   |
| McDonalds                | tier 2 | no move       |
| Mitchells & Butlers      | tier 3 | up one tier   |
| Sodexo                   | tier 3 | no move       |
| Subway                   | tier 3 | no move       |
| Wendy's                  | tier 3 | up one tier   |
| Compass Group            | tier 4 | down one tier |
| Aramark                  | tier 4 | no move       |
| Chipotle                 | tier 4 | no move       |
| Panera Bread             | tier 4 | new entry     |
| Whitbread                | tier 4 | down one tier |
| Camst                    | tier 5 | up one tier   |
| Chick-fil-a              | tier 5 | new entry     |
| Gruppo Cremonini         | tier 5 | down one tier |
| Darden Restaurant        | tier 5 | down one tier |
| Dunkin' Brands           | tier 5 | new entry     |
| Elior                    | tier 5 | down one tier |
| Restaurant Brands Intl   | tier 5 | new entry     |
| SSP Group                | tier 5 | up one tier   |
| Starbucks                | tier 5 | no move       |
| Yum! Brands              | tier 5 | no move       |
| Autogrill                | tier 6 | no move       |
| Domino's Pizza Group Plc | tier 6 | no move       |
| Gategroup                | tier 6 | no move       |
| JD Wetherspoon           | tier 6 | no move       |
| Olav Thon Gruppen        | tier 6 | no move       |
| Umoe Gruppen             | tier 6 | no move       |
| Quick                    | tier 6 | no move       |





## Sector soapbox

# Greggs shows the way on animal welfare

The bakery chain has shot up the rankings in a high-profile assessment – and kept prices affordable. Others can learn from it, writes commercial director Malcolm Copland.



“As recent food safety scares have highlighted, a poor record on animal welfare is not only unethical but can be highly damaging to businesses and brand reputations. As a result companies have become more transparent about the management of their supply chains but this is a journey and it takes time for these values to be embedded into a business. In January, for example, World Animal Protection reported that 26 companies had moved up at least one tier on the Business Benchmark on Farm Animal Welfare (BBFAW) since 2015, which is a clear indication that the food industry is finally starting to treat farm animal welfare as an important business issue.

But humane animal farming must be a greater priority for the foodservice industry. One of the biggest challenges faced by the industry is the alignment of ethical sourcing and affordable prices. Inevitably, there will be occasions where commercial considerations are not wholly aligned with ethical sourcing concerns. However, there are a growing number of leadership companies making public commitments to farm animal welfare, with good management systems and processes in place and a clear focus on measuring their performance.

BBFAW provides a practical and respected framework against which progress in this area can be assessed. It identifies areas for improvement and helps drive positive change across the food supply chain. In 2014, it served as a catalyst for us at Greggs to develop our five-year [Farm Animal Welfare Policy and Strategy](#).

The strategy is based on existing EU and source country legislation and farm animal welfare certifications and standards, such as the Farm Animal Welfare Council’s Five Freedoms and the British Red Tractor assurance scheme. It has been developed in consultation with our suppliers and through engagement with NGOs, including Compassion in World Farming. It covers all animal and fish species that are reared or caught for supply to Greggs and comprises policies on key issues including close confinement, intensive farming, growth-promoting substances, antibiotics, pre-slaughter stunning, live transport and genetically modified and cloned livestock – all of which are used to shape the aspects of farm animal welfare relevant to the Greggs business.

We’re delighted to have been acknowledged for our leadership on farm animal welfare in BBFAW’s [recently published 2016 report](#). And we are proud to have moved our rating from tier 5 to tier 2 over the last three years. This has been achieved by recognising the need to be pragmatic in our approach.

For instance, we initially focused on our high-volume, primary sourced raw pork, beef, mutton, cooked chicken and whole shell eggs. Last year we added milk, cream, liquid egg and wild caught skipjack tuna. Our plan is reviewed annually to make sure that it remains aligned with our business and industry practices, as well as with stakeholder expectations.

As with other environmental and social issues we have found that progress in farm animal welfare requires a continuous process of monitoring, improvement and investment. There are no quick wins. However, at Greggs we have proved that it is possible to offer customers high-quality, ethically sourced food at affordable prices.



Today, there’s greater awareness and desire among consumers to know where their food has come from and have confidence that farm animals have been ethically treated within the supply chain. We remain committed to driving positive change across our supply chain and measuring our progress against the world’s leading benchmark on farm animal welfare. We call on others in the industry to do the same.”

**Malcolm Copland** is commercial director at Greggs.





## Analysis

# Food waste breakthrough is just the beginning

2016 was the year redistribution went mainstream. But it's only a sticking-plaster solution to the problem of poverty. By Nick Hughes.



The year 2016 felt like a breakthrough moment for food waste redistribution. Greater public awareness of food waste along with businesses' own waste reduction commitments and improvements in the operational capabilities of redistribution charities combined to create the conditions needed to ensure more surplus food ended up going to those in need rather than in the bin.

Charities such as FareShare and the Trussell Trust have seen donations soar as big businesses, including most of the leading supermarkets, have come on board. Media campaigns from the likes of the *London Evening Standard* and the *Grocer* have helped, while the emergence of food waste apps such as OLIO, which connect local people with businesses that have surplus food available have removed some of the barriers to redistribution.

All the signs suggest that redistribution of food waste will only increase in the years ahead. Signatories to WRAP's Courtauld Commitment 2025 are aiming to double the amount of surplus food they send for redistribution and ensure that where food surpluses cannot be avoided, redistribution is the first option considered.

On the face of it this is positive news. No one can reasonably object to perfectly good food being removed from the waste stream to feed people in need of sustenance. As Eleanor Morris, a programme area manager at WRAP, explains: "Where surplus food cannot be prevented, redistribution to people is the best option in terms of the food waste hierarchy," since less organic material needs to be dealt with as waste.

But is redistribution the two-in-one solution to food waste and hunger that proponents would like it to be?

A [new research paper](#) from the Food Research Collaboration argues not. It goes further and concludes that a large-scale system of food donation could actually have negative health and social consequences for the groups of citizens that it is intended to help.

### The government must consider the impracticality, morality and distraction of redistributing surplus food

"While in the short term the redistribution of food waste to emergency food aid providers may provide immediate relief, there is no evidence to show that it addresses food insecurity," says Professor Martin Caraher of City University, London, who co-authored the paper along with Dr Sinéad Furey of Ulster University.

The authors pull no punches in calling on the government to consider the "impracticality, morality and distraction" of redistributing surplus food and instead address the structural root causes of poverty.

Redistribution holds great appeal for both governments and businesses. Governments see a reduction in the number of people going hungry without the need for direct intervention and changes to economic or social policy, while businesses can bask in the glow of being seen as good corporate citizens while at the same time saving money on waste disposal.

Redistribution as a means of dealing with food poverty has so much currency at the moment that parliamentary discussions are taking place about whether corporate donations of surplus food could be made mandatory after similar moves in France and Italy – a policy supported in the Feeding Britain report from the all-party parliamentary group on hunger and food poverty.

Yet Caraher and Furey argue that legislation requiring retailers to give away surplus food is a short-term sticking plaster and cannot address systemic issues with hunger, citizens' social rights to food or their nutritional needs.

### The good news for foodservice operators is that the direction of travel regarding food waste prevention is positive

They note, for instance, that the supply of food from supermarkets and other outlets is unpredictable and beneficiaries would be determined by the individual interests of charities. The problems of food waste and food insecurity, they add, must be treated as separate issues by politicians and the media, with systematic solutions developed for each problem. For food waste these could include disincentives to the production of waste, such as landfill taxes and not offering tax rebates on donated food.

Food waste prevention will continue to be challenging for businesses along the supply chain as long as availability remains a key performance indicator. But there are lots of examples of good practice that, once embedded in operating models, have the potential to significantly reduce waste.

These include giving producers greater certainty in contracts; relaxing cosmetic standards for fresh produce; planning menus more effectively; improving demand forecasting; and finding an alternative to the unhelpful best-before date that the AG Parfett chairman, Steve Parfett, [recently described](#) as "a device used by manufacturers to 'force' people to throw away perfectly good produce".

The good news for foodservice operators is that the direction of travel regarding food waste prevention is positive. WRAP's final Hospitality and Food Service Agreement report, published in January, revealed that businesses comfortably exceeded the 5% target for a reduction in food and packaging waste, the equivalent to throwing away 48m fewer meals.

### For all its immediate benefits, the mainstreaming of redistribution is not a case of 'job done' on food waste and hunger

Redistribution has played its part, with donations among HaFSA signatories doubling to 760 tonnes in the final year. Yet it's also the case that foodservice businesses have been a little slower than retailers to seek opportunities to link up with charities. Logistical challenges are often cited as a reason for inaction, while [TUCO's food waste report](#), produced in association with Footprint Intelligence last year, identified fear of liability should recipients of surplus food fall ill as another barrier to redistribution.

All these issues can be overcome and there are more and more examples of good practice happening within the sector. KFC, for one, is in the process of scaling up a donation scheme for its surplus chicken after pressure by the chef and campaigner Hugh Fearnley-Whittingstall.

The evidence, however, suggests that redistribution in itself is not a solution to the structural challenges of food waste and food poverty, but one of a number of actions that can mitigate the effect of both in the short term. "Redistribution is certainly one of many actions that can be taken to prevent perfectly good food becoming waste, but it needs to be part of a much wider approach across the entire food chain, as is the case under the Courtauld Commitment 2025," says Morris.

Businesses engaged in food donation schemes should give themselves a pat on the back. But for all its immediate benefits, the mainstreaming of redistribution is not a case of "job done" on food waste and hunger.



# My viewpoint

Giving unsold food to charities is a win-win – cutting waste and making a big difference to those in need. By Janet Cox of KFC.



“We launched our Food Donation Scheme in 2014, through which a number of our restaurants donate chicken that we haven’t sold to local charities. Restaurant team members safely package and freeze the unsold chicken so that it can be stored until the local charity partners come to collect it. The scheme even appeared on chef Hugh Fearnley-Whittingstall’s “War on Waste” documentary last year, which helped us fine-tune the process and attract new charity partners as we rolled it out across the UK. Since then, hundreds of local charities have joined the scheme and the feedback we have had from them on its impact has been extremely positive.

Take the Slough Salvation Army, one of our early charity partners. Before the scheme they struggled to make their soup kitchen viable, often not having enough food for those dependent on their help. Now they collect chicken from their local KFC restaurant twice a week and it’s used to cook meals for as many as 50 people at a time.

Operationally, implementing the scheme presented a number of challenges, most notably in ensuring we met food safety legislation requirements. To do this, we ran an initial trial to ensure that all our processes were compliant. We also created tailored training for team members in our restaurants to ensure they froze the hot, unserved chicken safely and invested in specialist equipment to store the chicken. We also provide guidance to all of our charity partners so that they know how to safely defrost and reheat the food. Meeting these requirements was relatively straightforward thanks to the support of our primary authority, Woking Borough Council, which reviewed the procedures.

Despite these initial challenges, there is no question that the scheme has been a resounding success. Not only have we reduced food waste, but we have also helped make a real difference to those in need across the country through working with our dedicated charity partners, donating more than 34 tonnes of food along the way.



The scheme is now active in over 300 restaurants across the UK and to date we have donated the equivalent of over 65,000 meals. It’s been such a success that we have started looking to adopt it in other markets across Europe too. We have bold ambitions to build on the scheme’s success to date and we hope to have it in all of our restaurants by the end of 2018, which will reduce our food waste to just 1.6%.”

**Janet Cox** is head of risk and compliance at KFC UK & Ireland.



# A new recipe for fighting obesity

In an age of austerity, reformulation rather than regulation is the policy of choice for tackling the crisis. By Professor Jack Winkler.



**M**SPs on the health and sport committee in Holyrood wrote to the health minister, Aileen Campbell, last month urging her to take a “bold approach” to tackling obesity. It was an entirely sensible letter, but one that has been written before.

Scotland has long had bad statistics on most nutritional variables, such as heart disease, as well as obesity. However, it has also long been engaged in constructive policy development to deal with them. The Rowett Research Institute in Aberdeen has long been a leader in this field. Various Scottish governments have also created agencies to deal with many aspects of the problems, from school feeding to product reformulation. I used to deal with a number of very intelligent and committed officers in diverse agencies. I have long thought Scotland was more advanced in my particular field – nutrition policy – than England, or indeed most other countries.

But the problems persist. And in some cases get worse. Scotland has the worst weight outcomes of all the UK nations and among the worst of any Organisation for Economic Cooperation and Development nation. In 2015, 65% of adults were overweight, including 29% who were obese. In children 28% were at risk of becoming overweight, while 15% were at risk of obesity.

“It is disappointing that whilst the government has good policies in place to try and tackle this issue, they don’t seem to be working and there was an inconsistent approach to resourcing these policies,” the committee told Campbell.

So the issue for Nicola Sturgeon’s cabinet would appear to be a familiar one: policy design is the easy part, policy implementation is the difficult bit. I have not studied the particulars of Scotland, but the difficulty they face is not an unusual one – applying good ideas on the ground.

In fact, implementing a comprehensive obesity policy, such as the committee would like, is more difficult now than before. We live in times of austerity, and Scotland in particular is suffering from falling oil revenues. This makes it harder to implement any policy, much less the grand one the committee (as well as Food Standards Scotland) would like.

The problem on which they focus special attention – the high frequency of promotions of less healthy products – is an important one. Control of promotions, after all, was number one on the list of recommendations from Public Health England in its review of the evidence in 2015. And the health committee noted that more than 40% of food in the UK is bought on promotion (the highest rate in Europe) and that the vast majority of promoted food is junk food, with unhealthy food being more available and more heavily promoted than in other countries. The government needs to “tackle this to the extent possible through regulation or fiscal control”. There also needs to be a clampdown on advertising of unhealthy food to kids, they suggested (nearly 75% of the food and drink marketing seen by children in Scotland is for junk food).

But it is no accident that promotional control was not adopted in the new Childhood Obesity Strategy. It is a form of price control – and that is a big step in any market economy, especially one governed by the Conservatives. Which is why England and other countries have decided on reformulation as the policy of choice.

Reformulation is voluntary and uncertain, but it has the great advantage of benefiting everyone, not just those interested in healthy eating. Scotland’s



Food and Drink Federation suggested in January the sugar reduction targets in the UK’s obesity plan are challenging but achievable. And the best news of all from the committee’s point of view is that the far-from-trivial reformulation bill is paid by companies rather than from the public purse. Reformulation is therefore a policy for our times.

**Jack Winkler** is emeritus professor of nutrition policy at London Metropolitan University.



# Andrea Leadsom: big on bombast, wafer-thin on detail

The environment secretary was forced to duck and dive when faced with a roomful of farmers who wanted details of the government's Brexit plan.



**L**istening to Andrea Leadsom address the Oxford Farming Conference in January, it was hard not to feel a degree of sympathy for the environment secretary.

It wasn't just the unfortunate opening observation that farming had been around "as long as mankind itself", which discounted the vast majority of human history occupied by hunter-gatherers. Leadsom's speech also exemplified the Brexit paradox that faces the UK government: the need to remain relentlessly upbeat about the UK's prospects in order to reassure businesses and satisfy the majority of the electorate who voted to leave, while being unable to give any detail about what this post-Brexit utopia might look like in practice. The result was a speech big on bombast and flattery but wafer-thin on the kind of specifics that the farmers in the room were demanding.

In the Q&A that followed (and credit must go to Leadsom for fronting up rather than cutting and running), Leadsom offered a masterclass in evasion as delegates pressed her for details on issues such as market access, seasonal labour and subsidies. This was not your typical politician's obfuscation, however. Leadsom simply didn't have the answers. And for all her warm words on farming being "at the heart of all of our lives" and praise for the "quality and reputation" of British food, the muted applause that accompanied her exit was a sign that her public wanted more, much more, and not by way of an encore.

## The environment secretary talked a good game but her words rang hollow

The DEFRA press release that accompanied the speech was spot on when it said the environment secretary set out her "ambition" for the food and farming industry. No doubt Leadsom has an earnest desire to help create a better food and farming system – an ambition that everyone involved in the food sector can surely subscribe to. What she did not present here was a plan or even a sketch of where we might be after 2020, until when farmers have been promised a continuation in direct support.

Leadsom's speech was full of statements and promises that served only to create more questions for herself. She vowed to scrap burdensome EU regulations "that hold us back", such as the three-crop rule (previously supported by the UK government), but failed to address what this might mean for single market access.

Promises to scrap red tape may play well with the right wing of the Conservative Party – and indeed with many farmers – but when they're set against the risk of losing access to vital EU markets they become more contentious.

And so in the absence of any clarity over the uncertainties facing the industry, Leadsom resorted to DEFRA's favourite subject: trade, and more specifically exports, as she restated her desire to see "more Great British food grown, sold and consumed around the world".

There were some salient points too. Food and drink, Leadsom noted, is already the UK's largest manufacturing sector – adding more value to the economy than the car and aerospace industries combined. For this reason, and many more, it should be central to any Brexit settlement.

From a foodservice perspective, McDonald's won praise for its Progressive Young Farmers scheme in respect of the government's desire to attract more young people into the industry.

There was the promise also of a consultation on two long-awaited green papers on food and farming and the environment that should at least give a clearer indication of the government's future policy direction despite, bafflingly, remaining separate entities.

As things stand, however, political opponents are worried that the prospects for a healthy, sustainable and prosperous food system lie in the balance. The Green Party MEP Molly Scott Cato said that rather than using the opportunities offered by Brexit to encourage a move towards a diverse and ecologically sustainable farming system, the government seemed determined "to dive headlong into encouraging damaging monocultures", in reference to the threat to axe the three-crop rule.

The secretary of state certainly talked a good game where the environment was concerned, reaffirming her ambition to "become the first generation to leave the environment in a better state than we found it". But her words rang somewhat hollow when set against pledges to burn the red tape that for the most part is designed to protect the environment and animal and human health.

Leadsom knows she is walking a tightrope. She acknowledged as much when she said: "In this room, there are as many views on the future of farming as there are actual farmers." She can't expect to keep everyone happy. But until the government is able to put some meat on the bones of its Brexit strategy, Leadsom should get used to fielding difficult questions and departing the stage to muted applause.



# Brexit means Brexit means... what?

Theresa May has finally given her first big speech on leaving the EU. Are we any the wiser? Footprint asked five experts for their views.



**Dominic Watkins,**  
partner, DWF

unknowns' start to pop up. How will the customs process work? Will EU test houses still be accepted? And what of the decisions made by the European Food Safety Authority? International trade is top of the government's list. The food sector therefore needs to be at the front of the government's mind when negotiating begins, otherwise it is likely to miss out. I predict a rocky ride ahead as we adjust to the new normal and some of those unknown unknowns turn into knowns."



**Dev Biswal,** head  
chef/owner,  
Ambrette restaurants

Pakistan, Bangladesh, the US, Australia, Canada and New Zealand. However, the catering industry is still desperate for clarity on matters of immigration and attracting skilled labour from these countries into the UK.

Thus, we are more or less in the same place where we were six months ago."



**Kirsten Williams,**  
political risk analyst,  
Allan & Associates

cheaper, which has offset this effect in some areas of the country. With a hard Brexit, the foodservice industry can expect more currency volatility in the five-year outlook. The role of industry groups such as the British Hospitality Association in managing relations with May's government is absolutely pivotal. They must ensure that the sector's voice is heard above the clamour of other lobbies trying to shape Brexit in their own interests."



**David Read,**  
chairman, Prestige  
Purchasing

where the pound softened further in the period since August 2016 from \$1.30 to \$1.25. The euro remained static at €1.17 to the pound. So no improvement to come on the exchange-rate-based inflation now hitting the country's supply chains."



**Duncan Williamson,**  
food lead, WWF-UK

ensure people have access to sustainable healthy foods for much of the year. We will need to import food – but we can create a market for food produced to the highest standards that match our own and deliver sustainable diets."



**Jessica Tremlow,**  
circular economy  
expert, Ricardo  
Energy &  
Environment

specific needs'. While this is a welcome statement, the details of how this will be achieved in practice remain unclear and many questions still remain unanswered."

**The lawyer: A little bit of clarity.** "Over the last six months a few things are clearer. We now know, for instance, the government needs to pass a law to trigger Article 50 and we are leaving the single market. The first is a good thing. The other, in my view, is not so much. We also know that we will 'transpose' EU laws into UK law, but how remains a mystery (it is far more complicated than many think – just identifying the laws is not a simple task). How this is done and what the fabled great repeal bill looks like will determine the likely impact on the sector. The more people scratch the surface of what the future will look like, the more 'unknown

**The restaurateur: As we were.** "The good news is that the economy is still holding tight. The UK economy has shown growth of 0.6% in the fourth quarter as per the economic experts in the BBC. As a result, restaurants see our customers still spending. On the other hand, a weak pound has ensured that we are paying more for our meat, poultry and vegetables from Europe. Wines and spirits have also been affected. Some restaurateurs have passed this on to customers and others like us have absorbed it, thus reducing our margins. In her speech in January, the prime minister spoke about 'embracing the world' and nurturing a global relationship with non-EU countries such as India,

**The labour expert: BHA needs to step up.** "As we predicted back in August, curbing immigration appears to be one of Theresa May's top priorities going into Brexit negotiations. As a result the UK appears to be heading for a 'hard Brexit', whereby the country will leave the single market. This will affect the ability of farmers and caterers to hire EU workers, with the likely implementation of a points-based immigration system preventing many low-skilled short-term workers from getting work permits. The collapse in the pound has hit the catering industry hard, pushing up the prices of food imports; however, it has also attracted record numbers of foreign tourists by making their visits

**The supply chain consultant: Uncertainty remains** "Regarding the effects on food inflation there was, sadly, rather little to be learned from Theresa May's Brexit speech. She explicitly ruled out membership of the single market and stated that we will not stay in the customs union. And of course there was the ambition of striking a 'new, comprehensive, bold and ambitious free trade agreement' with the EU, and the building of trading relationships with countries beyond Europe as part of a 'global Britain' strategy. None of this removes the level of uncertainty on possible future tariff impacts, or what will happen with farm subsidies. The only short-term pointer is exchange rates,

**The campaigner: Beware the race to the bottom.** "Since Brexit it is still unclear what will happen to our food. Recent world events will influence what we eat. The poor harvests in the Mediterranean caused a vegetable shortage – an indicator of things to come – and resulted in increased food prices. In order to trade with Europe we will need to maintain the current high standards for food production; a trade deal with the US will open the doors to more industrial foods such as chlorine-washed chicken, and might cause a race to the bottom. By supporting our home-grown industries, especially horticulture, we can avoid this and

**The environmental consultant: tough task for rule writers.** "The long-awaited Brexit white paper has little to say on the environment, beyond confirming the government's commitment to 'ensuring we become the first generation to leave the environment in a better state than we found it'. It also repeats the government's previous statements that the forthcoming great repeal bill will be used to bring the current framework of environmental regulation into UK law, but says nothing about the third of regulations that are expected to be too difficult to translate. The white paper does say that the UK government wants to 'take this opportunity to develop over time a comprehensive approach to improving our environment in a way that is fit for our



# Foodservice lacking bark as Brexit bites

The sector risks being forgotten if it doesn't get its act together and start lobbying hard, writes David Burrows.



Managing Brexit will need the whole food industry – farmers, food manufacturers and retailers – to find a single voice with which to lobby the government, said the National Farmers Union director general, Terry Jones, in a recent interview with *Food Manufacture*.

What about caterers? His omission of an industry worth £87.6 billion in terms of consumer expenditure could have been an honest mistake. However, Jones also noted that December's open letter to Theresa May "really got some cut-through" with more than 70 "real businesses, rather than associations" outlining what the food sector needs on trade and labour when the UK divorces from the bloc. The supply industry, he claimed, "has come together very quickly".

I beg to differ. There are certainly some big names on the [letter coordinated by the NFU](#) and collectively they turn over £92 billion and employ almost a million people. Not to be sniffed at. But cast your eyes over the list and it quickly becomes obvious that foodservice is underrepresented. No Compass. No Sodexo. No Whitbread. No McDonald's. Have they been forgotten? The fact *Apetito* is there suggests foodservice businesses were approached, so why the (almost) collective silence?

Catering companies tend to be a reticent bunch – especially those with little high-street presence – but the sector is at risk of being forgotten as Brexit lobbying intensifies. This is deeply troubling. Can the British Hospitality Association be left to fly the flag? That's a risky tactic: food isn't mentioned once in the organisation's [13-page Brexit strategy response](#) and – as Kirsten Williams suggests on the previous page – it's even struggling to be heard on issues such as labour as more powerful lobbying groups clamour to shape Brexit in their own interests.

The NFU remains at the top of that particular tree – and the fact it managed to cajole the likes of Sainsbury's, Weetabix, Cargill and ABP to sign its letter suggests those in manufacturing and retail know it too. But while the food supply chain cosies up to push a collective agenda, catering firms, restaurants and foodservice businesses appear to have been left out in the cold.

So my message is: "Start standing up for yourselves." Foodservice should not play second fiddle and can add considerable weight to those lobbying for a sustainable Brexit deal. On many economic levels the [sector competes toe-to-toe with retail and manufacturing](#): gross value added from food manufacturers and grocers is £26.5 billion and £30.4 billion, while for catering services it's £29 billion. Restaurants, cafés and canteens also employ more people (1.65m) than retailers (1.16m) and manufacturers (411,000) combined. Rather than duck and dive in the shadows the sector needs to get in the spotlight and put up a fight. The future of food in foodservice depends on it.



# A healthy advantage

Footprint's Health and Vitality Honours were announced in January. Amy Fetzer provides four key insights from this year's awards.



## Foodservice can achieve cultural change

Health and wellbeing is certainly on trend: 89% of people report they want to make dietary changes to improve their health, while recent reports show [salads overtaking fish and chips on pub menus](#). But facilitating the cultural shift towards healthier options is still a massive challenge when many consumers are often more motivated by other considerations such as time, convenience, lack of knowledge and – of course – a desire to treat themselves.

But it is possible to shift even demographics not typically associated with health towards healthier eating, as honour winner ESS demonstrated. Its holistic programme included healthier options on the menu, nutrition education sessions and military training instructors. It led to military personnel achieving massive improvements in nutritional knowledge and fitness as well as reductions in other important health measures, such as blood pressure.



**Paul Lumley** of headline sponsor Nestlé Professional, Special Achievement Award winner **Mick Hickman** of Compass Group and host **David Flatman**

## Consumers will accept smaller portions

Portion sizes have ballooned over the last 50 years, significantly contributing to obesity and ill health. Studies have shown that this is because bigger portions and plates lead adults to eat more. Artizian's winning entry tackled portion sizing with a broad campaign including consumer education about what constitutes an appropriate portion size: the Portion Distortion programme showed customers what exact portions looked like, using a pack of cards for protein, a tennis ball for a carbohydrate portion, a box of matches for a portion of cheese and a small ball for a portion of fat such as butter or olive oil. This enabled the caterer to reduce oversize portions while keeping the customer happy.

## Less meat can be better for business

With increasing concern over the environmental footprint of food (which is responsible for 30% of emissions, when food production, distribution and land use change are accounted for), the concept of sustainable meals is taking hold. Two entries – one from Sodexo and the other from Lexington – showed that food that is good for people and planet is proving a commercial success. Winner Lexington's newly introduced Grains & Greens range has seen sales of vegetarian hot lunches increase by 20%.

## Students can be persuaded to make healthier choices

Keeping the 100 billion neurons of a student brain supplied with essential nutrients is a heavy responsibility for foodservice when the demographic is more commonly known for its penchant for cheap and cheerful, rather than highly nutritious, grub. Initiatives such as University of Brighton's Sugar Smart scheme, which bagged the education honour, show it is possible to encourage students to consume fewer sugary drinks without harming sales. Adding a 10p levy to sugary drinks, displaying sugar content and facts near associated drinks, launching a social media campaign and making water more prominent are all helping to shift habits.

**For a full list of winners, [click here](#).**



# Black and white issue

Farmers have launched a new brand of free-range milk with a distinctive black top. Is it really the next green thing?



## Free-range milk? All milk is free range, isn't it?

No. More and more cows are being kept inside for a lot of the year, but what isn't clear is how many. The most recent estimate, using figures on the Agriculture and Horticulture Development Board's website, is that 36% of the milk on sale in supermarkets is from cows that are indoors for at least 82% of the year. In 2011, the figure was reportedly 5%.

## What's the point in keeping them indoors?

Intensification. The 36% figure is "slightly fuzzy", admits Nick Hiscox, the director of the Free Range Milk Marketing Board, but housed units allow the retailers more control and to turn milk "on and off like a tap". Housed cows tend to produce about 20% more milk than those put out to pasture, too. With pressure on price, farmers are either being squeezed out or scaling up.

## Does indoor rearing affect the cows or the milk?

Definitely, according to animal welfare campaigners. Environmentalists have also raised concerns. Farmers appear divided on the subject of intensification, though. And as for the milk, "cow nutrition has a significant effect on milk composition", says Neil Darwent from the Free Range Dairy Network.

## How big are the farms?

In 2006, the average dairy herd had 99 cows in it. By 2013 it was 123. By the end of the decade it could be as high as 191. The trend is very much towards fewer farms with bigger herds of high-yielding cows kept indoors for large parts of the year. Some have ballooned into US-style units with 1,000 cows or more (there was also the well-reported, but failed, project in Somerset for a farm with 8,100 animals).



**White and black.** Farmers think consumers will buy into their free-range milk sold with a black top.

## Does free-range milk cost more?

Naturally. Enjoy Milk will be more expensive than standard milk but far less than organic – it's being marketed as a halfway house for the ethically minded but price-conscious. The fact that farmers will be treated fairly (decent price, transparent and simple contracts) could help tip the balance. Morrisons' Milk for Farmers is performing well and research by Mintel shows that 61% of consumers would be willing to pay more for milk if they knew the extra money went to the farmers.

## Seems like a great idea, then.

On the face of it, yes: it ticks the ethical box for fair pay, as well as the provenance one (it's all British). The founders of Enjoy Milk, and the 700 farmers who are willing to back the scheme, believe that free-range milk can be the next big thing in ethical produce. There's also a feeling that the wind is in their sales given the heightened interest in farm animal welfare: 86% of UK consumers felt dairy cows should not be permanently housed, according to research by YouGov in 2015. They also point to the success of free-range eggs, sales of which have boomed without cannibalising the cheap, caged end of the market completely.

## There must be a catch.

Not really. But there are two concerns. The first is logistical: getting milk to market from about 700 farmers when they are spread far and wide and have existing contracts with milk buyers could be challenging. Enjoy Milk is also setting out to highlight the "innuendo" – milk being almost ubiquitously marketed with cows happily grazing outside even though an increasing share is from housed animals. However, the scheme's definition of free-range is vague: suppliers must commit to "achieving the maximum days possible for grazing outside".

## That does seem a little ambitious.

It isn't good enough, according to Darwent. His network sells milk with a "Pasture Promise" that cows will be grazed for at least six months of the year. "It's frustrating," he says, "just as we are establishing a wider understanding of what free-range milk is all about, others appear to be trying to capitalise on it without any clear definition of the farming system." Still, Enjoy Milk and Pasture Promise are competing for the same slice of the market so some friendly fire towards the new brand on the shelf is to be expected. Given the polls there should be plenty of consumers to go around.

## Will foodservice buy into it, then?

They should do. Milk has been commoditised and some are now trying to "liberate the good stuff" and give it to chefs and baristas. The Estate Dairy is one such example. "Every single point of the coffee-making process is focused on quality, but milk is often overlooked," explains co-founder Shaun Young. Coffee shops, for example, spend a lot of time and effort touting the provenance and quality of their beans as well as any fair trade certifications, so why can't it be the same for milk? "It makes sense [for foodservice] to start talking about milk," says Enjoy Milk's commercial manager, Rob Ward. "They can add value."



# Coconut shy? Don't be.



 tastes good, does good



# Meat-free mania – why isn't McDonald's lovin' it?

Big money is being invested in plant-based or lab-grown alternatives as consumers go flexitarian. The burger chains may be missing a trick, writes David Burrows.



**M**eatless burgers are big news, and a fair bit of it is thanks to Impossible Foods. It has reportedly ploughed £60m into what appeared to be an impossible mission: a plant-based “meat” that boasts the texture and taste of the real thing. Plenty of vegans and vegetarians have been writing about the Impossible Burger but, as Mary Catherine O’Connor pointed out in the *Guardian*, this isn’t the target audience.

Impossible Foods “needs to convert the line cook at your favourite greasy spoon diner, and the food services company that sells to your office cafeteria, and eventually McDonald’s, with its 36,538 outlets serving 68 million customers daily in 119 countries”, O’Connor noted in [her article](#).

The number of people choosing meat-free or dairy-free diets is rising, but they still only represent 3.2% of the population in the US and 5.7% in the UK. The flexitarians – those choosing to eat fewer livestock products – and the wannabe flexitarians are where the big money is in meat-free burgers.

A [Populus poll](#) commissioned by WWF-UK last year showed that 19% of millennials intend to eat less meat in the next 12 months, while 66% want to be able to choose plant-based options from menus. Hence “foodservice companies stepping up to the plate and offering ‘better’ sets of choices to customers are likely to be more profitable in the long run”, noted the Food Ethics Council in an accompanying report.

## The trend towards less meat is proving hard to ignore – even for the meat companies

McDonald’s UK already has a vegetable deluxe burger as part of a “variety of menu items which are suitable for those wanting to avoid meat and have been approved by the Vegetarian Society”, says its senior sustainability consultant, Helen McFarlane. That’s enough for now: “clean” meat from plant sources isn’t an area the chain is currently exploring, she adds.

But are the fast-food chain and its competitors missing a bigger trick here? Consider the following:

- 29% of Brits have reduced the amount of meat they eat in the past 12 months.
- 13% of Brits are vegetarian but more than double that (29%) are prepared to eat more plant-based foods.
- Flexitarians now represent [between 24% and 26%](#) of the population in France, Germany and the UK.
- Vegetarian dishes account for more than 30% of new menu items.
- Leading pub chains have 19% of their menus targeted at those seeking meat-free options.
- More than 4,000 foodservice establishments serve Quorn products.

The trend towards less meat is proving hard to ignore – even for meat companies. The first investment made by the new \$150m (£120m) venture capital fund set up by Tyson Foods – a company synonymous with poultry, beef and pork products in the US – was a 5% stake in Beyond Meat, which makes burgers and meatballs from plants. It isn’t the first and it won’t be the last.

In January Sainsbury’s announced a project with scientists at Oxford University in an attempt to encourage its customers to eat more veg and less meat. “Shoppers can now choose from a much greater variety of produce than they did in the past, especially when it comes to fruit and vegetables,” Judith Batchelar, director of brand at Sainsbury’s, [told the Observer](#). “That gives them a greater opportunity to make meat-free choices, which is what we are seeing today. The question is: how can we take that further.”

In the catering sector, Sodexo and Vacherin have also both launched notable initiatives to reduce the meat in their menus. Meanwhile, Pret A Manger’s meat-free lunch outlet (branded incidentally as “not just for veggies”) has gone down a storm. They remain the limited exceptions rather than the rule – but for how long?

## Impossible Foods has spent big and raised the (burger) bar ... the mainstream chains will have to follow suit

“Providing meatless burgers on menus helps create a ‘norm’ for the acceptance of eating less meat,” explains Sue Dibb from the Eating Better campaign in our expert panel on the issue overleaf. “It’s a sign of things to come and burger chains need to be prepared for it,” notes her fellow panellist Mark Driscoll, the head of food at Forum for the Future. “They need to look at providing new and novel meat alternatives at a taste and a price that is going to satisfy consumer needs, while benefiting the health of people and planet.”

Some experts, however, have warned against a rush to embrace plant-based alternative meats or “fake” meat created from cells in a laboratory. There’s a risk with alternative proteins that intensive livestock farming is simply replaced with intensive crop farming, while a huge amount of uncertainty remains regarding the inputs required to produce synthetic meat at scale. It’s wise to tread carefully given that most people in the UK eat out at fast-food outlets, restaurants or work canteens so the choices on offer have considerable environmental, social and ethical impacts.

[Research by Food Standards Scotland](#) last year showed that a single (unnamed) fast-food chain accounted for 36.9% of the out-of-home meals provided to children aged up to 12. “Health is not a key factor when eating out of home, and appears to be decreasing in importance in Scotland,” FSS concluded. “Furthermore, the motivation to treat ourselves or others has increased.”

FSS suggested that business should be encouraging individuals to choose healthier options as well as reformulating products to reduce calories, fat, sugar and salt. In his submission to *Footprint*, Bruce Friedrich of the Good Food Institute highlighted that a Big Mac has 540 calories and 29g of fat, while a McVeggie (in India) has 360 calories and 8g of fat. It’s a similar story at Burger King with the vegetarian burger containing less than half as much fat and a third less calories than its beefier cousin. “People are choosing fast food because it’s tasty, cheap, and convenient,” he explains. “If we’re going to improve our food system, healthy, sustainable, climate-friendly options need to become the easiest choice.”

Burger bars will find it increasingly hard to ignore the meat reducers, and a token beanburger or two is unlikely to cut the mustard among those looking for meat-like alternatives.

Many of the high street’s fast-food giants have been desperately trying to revamp menus in an effort to halt [a fall in sales](#) and reinvigorate their brands among younger and more discerning consumer segments. It doesn’t seem to be working. Impossible Foods has spent big and raised the (burger) bar; it’s only a matter of time before the mainstream will have to follow suit.



# Is fake meat the real deal?

Should burger bars and the foodservice sector at large start embracing new and improving meat-free products? Footprint asks experts for their views.



**Dan Crossley,**  
executive director,  
Food Ethics Council

**Let's not get carried away.** “Offering tasty, nutritious and sustainably produced food is a ‘must’, not a ‘nice to have’. In today’s world, big burger chains need to think long and hard about their menus. There are strong arguments for why restaurants and takeaways should encourage and provide opportunities for meat-eaters to eat ‘less and better’ meat. I’d urge caution, though, in rushing towards ‘fake’ meat as the answer to all society’s problems. It’s too early to judge the health and environmental impacts versus real meat. Chains, though, should be offering more plant-based options, on top of cutting portion sizes and doing more to tackle food waste.”



**Mark Driscoll,** head  
of food, Forum for  
the Future

**Be prepared for the flexitarian shift.** “There are two key signals which indicate a revolution in plant-based eating over the next decade. The first is the rise of the flexitarian diet. People across ages and social classes are cutting down on meat, spurred on by a much greater awareness of the health and environmental issues of meat-eating, as well as by ethics. The second is the product revolution: new products based on algae, nuts, pulses and other crops are emerging and entering the market in the US and Europe. These signals are having an impact. Last year Tyson Foods, the largest meat processor in the US, invested heavily in the alternative protein startup Beyond Meat. This is a sign of things to come and burger chains must be prepared for this: they need to look at providing new and novel meat alternatives at a taste and a price that is going to satisfy consumer needs, while benefiting the health of people and planet.”



**Bruce Friedrich,**  
executive director,  
the Good Food  
Institute

**Make meatless the easy choice.** “Fast food tends to serve some of the least sustainably produced foods, which also happen to be the foods that are most damaging to public health. But people aren’t thinking about those things when they eat at McDonald’s or KFC. People are choosing fast food because it’s tasty, cheap, and convenient – the same three reasons that govern almost all consumer food choice. If we’re going to improve our food system, healthy, sustainable, climate-friendly options need to become the easiest choice, and the fast-food industry has a great opportunity to make that happen by including plant-based options on the menu.”



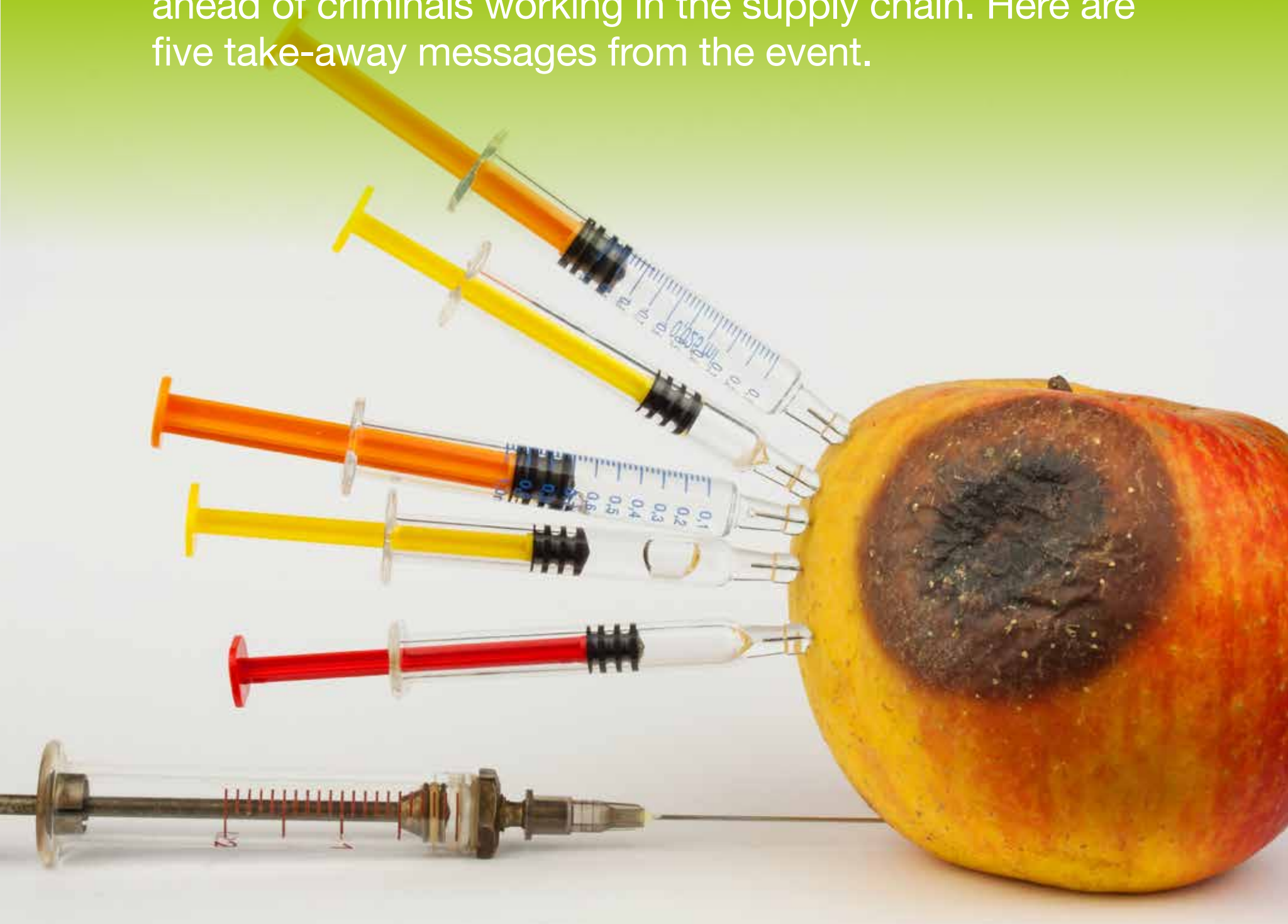
**Sue Dibb,**  
coordinator, Eating  
Better

**Businesses are missing a trick.** “There is huge value in McDonald’s and other burger chains offering their customers delicious non-meat alternatives to regular burgers. With flexitarian and vegan eating the new trends, especially for younger people, companies are missing a trick if they aren’t providing tasty non-meat alternatives. Companies have a responsibility to help customers eat more healthily and reduce the greenhouse gas impacts of their diets. Furthermore, providing meatless burgers on menus helps create a norm for the acceptance of eating less meat.”



# Five things we've learned about... food fraud

Footprint's pre-Christmas forum Food Authenticity in Foodservice: Risk and Regulation showed the industry has some catching up to do if it wants to stay one step ahead of criminals working in the supply chain. Here are five take-away messages from the event.



**1 Foodservice is exposed.** The week before he chaired the December forum, *Footprint* associate editor Nick Hughes had a chat with Professor Chris Elliott, the man who produced the post-horsemeat review of food supply chains for the government. “If I were a fraudster looking at the UK market, foodservice is the area I’d target,” Elliott warned. Others also advised businesses to be on their guard, not least with local authorities “hugely under-resourced” and the levels of sampling continuing to decline.

**2 Opportunity knocks ... everywhere.** “The potential for fraud is much wider than I thought,” admitted Professor Tony Hines, the head of corporate services and crisis management at Leatherhead Food Research. Hines described how “just about any ingredient can be at risk of dilution, substitution or adulteration”, while Andy Morling, the head of the Food Standards Agency’s National Food Crime Unit, suggested that one of the reasons the horsemeat scandal had occurred was because the industry was “generally too trusting”.

**3 Serious safety concerns.** Hines suggested that, in terms of safety at least, the food industry “got away with horsegate, but we may not get away with it next time”. Parmesan and scones bulked out with bits of cardboard or beefburgers with some horsemeat are at one end of the scale, but at the other there is vodka made with antifreeze. The impact of food fraud isn’t always acute, either. “Could more subtle substitution have a long-term effect” on consumer health, Morling wondered. “We don’t know about the long-term impact.”

**4 No Brexit fraud boom.** A plummeting pound, rising food prices and concerns relating to post-Brexit intelligence sharing would appear to create the perfect conditions for food fraudsters. However, Morling said he isn’t losing any sleep over this at the moment. “One thing I’ve been quite keen to ensure is that we have continued access to intelligence units in member states,” he explained. “I am fairly confident we will still have [that access].” The House of Lords EU home affairs subcommittee is not so sure.

**5 Trust the regulators.** What is keeping Morling awake is how to engage better with industry. He admitted that it has been tough convincing retailers and manufacturers, as well as those working for them, to blow the whistle when they suspect there’s something dodgy going on in their supply chains. “Food fraud generally requires people to make it happen,” he explained, “and it is those people that provide my unit with their very best leads.” His unit will pay for information that leads to results “if I have my way”, he added. Having spent the first 18 months focusing on manufacturing and retail, the unit’s attention will now turn to foodservice.



# Heineken's greener brew

The beer giant is refreshing parts of an industry its rivals haven't reached, with a zero-carbon brewery in Göss. David Burrows reports from Austria.



Chatting over a few steins in the Austrian town of Göss, Michael Dickstein admits the concept of a zero-carbon beer might not resonate with the majority of drinkers. His marketing team has told him as much: sustainability messages might currently sway between 5% and 10% of consumers into buying one brand over another. That doesn't make it irrelevant, though.

"If we thought it was too early to approach customers with these messages then we wouldn't have linked our brands" with the green agenda, says Dickstein, the director of sustainability at Heineken, the third largest brewer in the world. "Environmental sustainability is high on the global agenda, but it's also what our consumers expect from us."

In research conducted by Nielsen among 30,000 consumers in 60 countries in 2015, 45% said their purchasing decisions were either "heavily" or "very heavily" influenced by knowing the products they bought came from a company known for being environmentally friendly. And 51% of millennials also check product packaging for sustainability claims before making a purchase.



**Bright idea.** Heineken's "Brewed by the Sun" messaging is one customers succumb to quite easily.

Heineken has already been tapping into these trends via its Brewed by the Sun campaign. This covers drinks produced using solar energy, including Birra Moretti in Italy, which carry the strapline to prove it. Focusing on energy rather than carbon makes sense: it's more relevant to consumers and one step ahead of the competition.

According to a report published in 2015 by the European Commission's Joint Research Centre, renewables accounted for just 7% of the energy used in the food and beverage sector in 2013, compared with 15% in the overall energy mix. "Many are still hooked on fossil fuels," the centre concluded.

Heineken is already the world's largest user of solar energy in beer production, with major installations in Singapore, the Netherlands, Italy and the UK. Now it has bigger plans. The company has set out to cut carbon emissions by 40% by 2020. The target, set per hectolitre (100 litres) of beer produced, is against a 2008 baseline.

By last year it had already got to 36%. However, in absolute terms emissions fell 8% between 2008 and 2015; still, not bad considering the 43% increase in volumes during the same period (Heineken produced 188.1m hectolitres of beer in 2015). There is more work to do if the company wants to keep increasing volume and decreasing carbon simultaneously. This is where the project at Göss comes in as other breweries embrace a range of renewable technologies and energy efficiency initiatives to reach the bar set here.

## The first thing you realise at Göss is that there aren't many solar panels

The first thing you realise at Göss is that there aren't many solar panels: the 1,500m<sup>2</sup> solar plant generates just 3-5% of the site's thermal energy requirements. What does stand out is the new fermentation tank for spent grain. It's the "Bentley of biogas plants", according to Hrvoje Milošević, the regional sales manager at Bioenergy International (BDI), the company that installed it.

It's also the first biogas plant of its kind, says BDI, which means it didn't come cheap. The main challenge, says Milošević, was to adapt the technology to the brewery's "five days on, two days off" production schedule; but they've come up with a solution that shoots down the oft-cited criticism that renewables are not flexible. So how does it work and is it worth it?

### Brewmaster and carbon maestro

The Austrian town of Göss has been synonymous with beer since 960AD. Nuns ran the local production in the abbey through the Middle Ages, before the modern-day brewery was founded in 1860. Today it is run by the brewmaster, Andreas Werner, who has almost single-handedly driven the site's carbon footprint down from 3,000 tonnes a year to nothing. The beer industry won't be free from fossil fuels overnight, he has said, but the 10-year project at Göss shows what can be achieved.

The plant, which has been up and running since October 2015, has been designed to take all the organic waste from the site. The lion's share of this is spent grain, which has traditionally been stored and then sold or given away to local farms as livestock feed. Now it's all fed into the digester, via a hydrolysis tank, to produce heat for the brewery's boilers as well as steam to clean returned bottles.

For every hectolitre of beer there will be 20 kilograms of surplus yeast and spent grain, enough to produce 75Nm<sup>3</sup> (normal cubic metres) of biomethane. With 18,000 tonnes of organic material to play with, there's plenty of waste to supply half the brewery's heat requirements. If production capacity increases from the 1.4m bottles of Gösser beer produced daily here, the plant will happily devour the additional waste.

With its big investment in biogas, Heineken is clearly playing the long game (the return on investment will be "much higher" than the four years achieved at a plant in Greece). It helps to have the money men on side when shopping for new tech, but the board has bought into the ethos.

## Heineken's bean counters have calculated what the company's energy and water reductions mean in hard cash: £60.3m since 2009

Heineken's bean counters took three days to calculate what the company's energy and water reductions mean in "hard cash", says Dickstein. They came up with savings of €71.1m (£60.5m) since 2009. Most of this, however, is down to incremental improvements in the supply chain rather than revolutionary steps, Dickstein adds. This is also the case in Göss. Electricity from hydro power, for example, is fairly standard in these parts, while there are a range of energy efficiency measures that have all helped cut energy use by around 30% in the past decade.

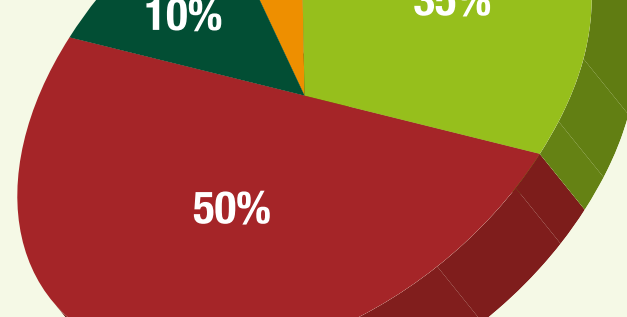
One of them is an innovative system for boiling the wort (malt sugars), which dramatically enhances the evaporation efficiency. Taste isn't affected either: the bitterness units, thermal load and amount of coagulable nitrogen, which correlates to the foam stability of the resulting beer, all remain constant. "Whatever we do, the final product can't change," says Andreas Werner.

### Göss brewery in numbers

- 1860:** brewery founded
- 1.4m:** daily production of bottles of zero-carbon beer using a variety of renewable technology and energy efficiency techniques
- 2003:** overhaul of the site's energy systems begins, led by brewmaster Andreas Werner
- 100%:** proportion of electricity from hydropower sources
- 90%:** proportion of waste heat reused as part of energy efficiency measures
- 0:** carbon emissions at the site, down from 3,000 tonnes a year

### Heat comes from a number of sources

- 35%** from neighbouring sawmill
- 50%** from biogas generated from spent grain
- 10%** from biogas created from waste water
- 3-5%** from solar





Continued

# Heineken's greener brew



As the Göss site's brewmaster, Werner is the man who has spent the past decade or so pushing at his bosses' door in order to turn it into a state-of-the-art zero-carbon brewery – without affecting the quality or price of the final product (see “Brewmaster and carbon maestro”).

There has long been an “open ear” to his ideas, but he always has to prove the cost of production won't rise. It makes sense. Research by Nielsen suggests consumers (especially younger ones) will pay more for greener brands, but one that is sustainable and costs the same is a win-win. “Our Göss brewery may be in a small town but our goal was to make a big impact,” Werner explains.

The pioneers of sustainable business are always striving to be first, and this is what drives new technology and helps continuously reset the bar. Heineken is no different. The zero-carbon beers should put Göss – a town that doesn't have a Wikipedia page – on the map, at least in sustainability circles. “What we have achieved here, as well as through our growing family of ‘Brewed by the Sun’ brands, shows we now walk the talk,” Dickstein says.

Heineken's company-wide sustainability strategy provides not just savings but shelter from looming risks, including energy cost and availability, water scarcity and new regulations (There's a revised renewable energy directive to look forward to, as well as emissions targets to hit in line with the Paris agreement).

**This future-proofing has caught the eye of investors, too: interest has doubled of late**

This future-proofing has caught the eye of investors, too: interest has doubled of late. Dickstein himself admits to having gone from a relative nobody in the world of sustainable business to speaking at more than 40 conferences last year. “We want Göss to be the role model for breweries around the world,” he says.

The biogas is surely something that the company's other breweries will be looking at very closely; after all, every one of them has spent grain to deal with. There are huge gains to be made. A look at the breakdown of Heineken's environmental performance last year shows that it sent more than 2.7m tonnes of waste into the animal feed chain, compared to just 43,000 tonnes that were fermented into biogas.

The company's Tadcaster and Manchester breweries in the UK already have anaerobic digestion plants up and running. The latter is now one of the top five performing Heineken breweries globally, having cut energy use by 27% since 2014 (see “Heineken in the UK”). The approach to energy use in the UK is one of “continuous improvement”. The speed of this may, however, depend on changes to both national and European renewable energy and waste policies.

The Brexit vote has created political chaos. The prime minister, Theresa May, has closed the Department of Energy and Climate Change and woven the portfolios into a new Department for Business, Energy and Industrial Strategy. It's far from clear whether May's government will get behind the green agenda or look to water laws down (that DECC's last move was to cut some of the Renewable Heat Incentive tariffs hasn't gone down well).

### Heineken in the UK:

- Manchester, Tadcaster, Caledonian breweries, plus Herefordshire cidery and apple mill
- Since 2014, £100m invested in Manchester and Hereford sites
- In Manchester: modernised the keg line and mash filters; improved the control software of the anaerobic digestion plant (allowing it to capture and reuse 85% of the biogas produced and helping reduce its reliance on natural gas by about 10%)
- Tadcaster: fleet of five zero-emissions electric forklift trucks

Policy support is one thing, but local backing cannot be forgotten either. Werner and BDI admit the residents of Göss had concerns about the biodigesters, mostly in relation to extra traffic and odour. Walking around the huge tanks, one might expect there to be a niff in the air – but a closed system ensures nothing escapes.

The fermenter is undoubtedly an impressive and replicable technology for Heineken. And yet it was something else that got those of us on a recent behind-the-scenes tour most excited. The town's neighbouring sawmill, Mayr-Melnhof, burns bark and sawdust to produce electricity, but it was producing more thermal energy than it needed. Werner found out and the excess is now fed into the brewery for use in brewing, cleaning and pasteurising.

It's simple, yet astoundingly effective: 35% of the brewery's heat energy comes along the 700-metre pipeline built between the two local businesses; the mill, meanwhile, has an additional income stream and cuts its waste. “If we had a sawmill next to every one of our breweries it would make life much easier,” admits Heineken's global manager for utilities, Kalpesh Tejani.

Alas, there isn't. But the partnership shows the benefits of thinking outside the box when it comes to improving energy efficiency. It's another piece in the jigsaw that has helped take Göss from pumping out 3,000 tonnes of carbon emissions a year to zero.

That this is a “zero carbon” rather than “carbon neutral” brewery is an interesting aside. Heineken toyed with the idea of marketing it as the latter but felt that suggested a level of offsetting. “The point is that the brewery at Göss does not release any carbon dioxide emissions into the atmosphere,” a spokeswoman confirms.

Consumers may not care to concern themselves with the nuances of carbon terminology. Even carbon is quite an abstract concept, admits Dickstein, which is why the company has thus far focused on energy in its campaigns. “Brewed by the Sun” is a message consumers succumb to quite easily, he says.

Heineken is involved in the European Commission's project to standardise product environmental footprints. This follows research showing that there are more than 400 environmental labels on the market and more than 60 “leading methods” to calculate carbon footprints. Are there plans to market zero-carbon pints?

Not yet, but as Heineken's Europe president, Stefan Orlowski, put it recently: “We are constantly looking at ways to make our sustainability story relevant to consumers through our brands.” As one of the top five most effective advertisers in the world (Warc, 2016), if anyone can sell the idea, Heineken can.

**Note: This article has been published with permission from [the Environmentalist](#), where it first appeared.**



# Three and easy

The Footprint Triple Bottom Line awards are recognising companies which look to turn a profit from going green. Amy Fetzner reports.



Euromonitor research found that green credentials have become mainstream. They may not be the main determiner, but consumers expect them alongside attributes such as quality and functionality and use them as part of their decision-making process when choosing what to buy.

A *Footprint* consumer survey, meanwhile, found that 67% of respondents would like to know more about the ethics of food and products when they are eating out. This chimes with Unilever research: a third of consumers are choosing to buy from brands they believe are doing social or environmental good. Consumer research by the Soil Association has showed that consumers are searching out products with credible, audited supply chains, following increasing levels of distrust among shoppers. Supply chain responsibility was also a key trend identified by the *Footprint* Sustainability Index Trends Report 2016.

The logic is this: if a high street outlet sells a pasty made with meat and eggs, then customers increasingly want to know that the steak is from British cows and the eggs are from hens allowed to range freely. Consumers are applying this thinking across the board – from the emissions generated by deliveries to the water used in growing tomatoes. And Unilever estimates that this interest creates a €966 billion (£820 billion) opportunity for brands that make their sustainability credentials clear.

The importance of a sustainable supply chain is increasingly being recognised by industry, and successes are celebrated annually at the *Footprint* Triple Bottom Line (TBL) Awards. “Responsible sourcing is central to procurement,” says Gill Thomas, sales director at Brakes. “The *Footprint* TBL awards are really important because procurement teams see chefs going for awards, but procurement is usually forgotten. These awards mean that their efforts are finally getting recognition.”

Originally an accounting framework, a triple bottom line (TBL) approach goes beyond the traditional measures of profits, return on investment, and shareholder value. “It captures a very neat idea,” noted two professors of accounting in their explanation of the concept, “namely that a modern organisation has three broad areas of impact: economic, social and environmental.”

Unlike the hard data and numbers in financial reporting, environmental and social accounting is far more nuanced, making these awards all the more important in terms of sharing best practice. “Procurement and sustainability don’t get enough recognition in our market but the high quality of the TBL entries demonstrates that sustainability is taking centre stage,” says David Read, chairman of Prestige Purchasing. “It used to be seen as a hippy, tree-hugger type of thing, but now it’s part of the fabric of everyday life. It is integral to business. There is now recognition of the market advantage, cost advantage and moral advantage.”

An industry insider who attended the awards adds: “Clients are really conscious of their supply chain now. It’s surprising how much they talk about their supply base. Nowadays, to meet the need of the customer that means thinking sustainably. We need to be able to help them improve their supply chain responsibility.”

This type of thinking is becoming mainstream as key players take turns to ask questions and be questioned about their impacts, driving issues along the chain from customers to operators, distributors and producers. Indeed, innovations from winners this year included Kuehne + Nagel combining deliveries and collections into one hit and working with its customers to deliver stationery alongside sausages to maximise capacity and minimise transport emissions.

McDonald’s won for its work on improving welfare standards (and mortality rates) for poultry by working with its suppliers to increase tree cover. It also won for its partnership with Martin Brower to develop fleets that can meet its commitments to run on 100% biodiesel, 100% of the time. The National Trust won for its work on creating a framework allowing its restaurants to consolidate deliveries to save emissions, while retaining the flexibility to source locally. Café Spice Namasté bagged an honour for its commitment to provenance and traceability.

Supply chain responsibility is continuing to embed throughout foodservice, as previously siloed parts of the supply chain become more accustomed to coming together to solve complex multi-player issues such as finding waste management solutions for disposable cups. So even though food price rises might make buyers ever more price conscious, the awards are a timely reminder that investments in sustainable procurement can provide payback in triplicate.



# Work still to do on farm labour

Certification schemes are not yet effective at addressing consumers' growing fears over exploitation of farmworkers, writes Kerstin Lindgren.



“Consumers are increasingly concerned by the low pay and poor conditions on many farms. Farmworker justice certification schemes are therefore emerging to provide evidence that food is produced without exploitation. But are they any good?

For our recent report “[Justice in the Fields](#)”, we analysed both the potential role of voluntary certification for farmworker justice and the specifics of seven programmes. It’s important that well-intentioned consumers, brands and businesses understand which labels are meaningful, as well as the limits of voluntary certification programmes.

We found that the Rainforest Alliance – which has a strong environmental focus but claims to equally promote social and economic values – lacks meaningful mechanisms, such as democratically elected worker committees charged with investigating grievances, for enforcing standards. Standards themselves are also weaker than other programmes, notably in the area of wages where there is no requirement to pay above legal minimum wages or improve pay of farmworkers.

## Violations of both standards and basic rights are repeatedly found on Rainforest Alliance certified farms

Given this lack of adequate enforcement across these relatively low standards, it’s not surprising that investigations repeatedly find violations of both standards and basic rights on Rainforest Alliance certified farms. A 2016 report by Oxfam Germany, called “Sweet Fruit, Bitter Truth”, found low pay, labour rights violations and insufficient protection against large volumes of toxic pesticides on fruit plantations in Costa Rica. The previous year, a [BBC investigation](#) found similar violations on tea plantations in India.

Fairtrade International has a strong focus on small-scale farmers, but has expanded its scope to certify large-scale plantations in certain crops. Although this expansion got off to a rocky and controversial start, the latest iteration of the programme, evaluated in our report, is quite strong, supporting democratic worker associations and living wages on farms.

Food Justice Certified and the Fair Food Program, both developed in the US, with flexibility to adapt to other geographies and contexts, have a more central worker welfare mission and strong enforcement, yet very different approaches to the marketplace. Food Justice Certified has stringent eligibility requirements, including an emphasis on sustainable and organic agriculture; it is an attractive option to farms and brands committed to sustainability. Piece rate, the controversial method of paying workers based on how much they are able to harvest, is associated with wage theft, discriminatory pay and contributing to overwork. It must be phased out on Food Justice Certified farms.

The Fair Food Program, meanwhile, works within the conventional food and agriculture system, partnering with fast-food chains, large supermarkets and large-scale monoculture farms, introducing better practices, eliminating the worst forms of exploitation from participating farms and incrementally increasing pay for farmworkers. Rather than eliminating piece rate, it is at the centre of the payment plan, with its “penny a pound” programme that requires the end buyer to pay a premium per pound of produce (up to three cents in most cases) that is paid directly to farmworkers. The Fair Food Program takes voluntary certification to the next level of enforcement. While it is voluntary to sign on to the programme, participants sign a legally binding agreement. Potentially reluctant large-scale growers and companies have been compelled to enter binding agreements resulting in documented improvements in rural communities.

In our [accompanying fact sheet](#) for consumers, we highlight the dangers of heat stress, pesticide exposure and low pay associated with agricultural work and recommend that consumers look for strong certifications as well as farmworker union labels. We also urge consumers to look for ways to support farmworker-led campaigns. This is an important component of justice because so many farmworkers do not work on certified farms and many key issues, such as fair immigration rules, are outside the scope of certification.

Our recommendations for businesses and retailers are similar. There are many legitimate approaches to certification labels, but if farmworkers are not involved directly at both implementation level on the farm and the programme development label, companies put themselves at great risk as we’ve seen repeatedly on Rainforest Alliance certified farms. Supporting policies for decent pay, pesticide protection and other sustainable farm practices



also goes a lot further in eliminating the worst exploitation from all supply chains than investment in a limited amount of certified ingredients or products. Voluntary certification programmes can play a role in farmworker justice, but policy engagement by all stakeholders will continue to be important.”

**Kerstin Lindgren** is campaign director at the **Fair World Project**, an independent campaign launched by the Organic Consumers Association that seeks to protect the use of the term “fair trade” in the marketplace.



# Wan Mac, Sodexo's Head of Nutrition and Dietetics, considers some of the issues that could impact the food sector over the coming year.



The beginning of a new year always brings a plethora of reports and musings of what will be the key trends. For the food service sector there will certainly be areas that will take centre stage with significant impacts to the industry.

## 1 The drive to tackle child obesity will be a major influence across the food industry as a whole.

The prevalence of childhood obesity is rising at an alarming rate, with an estimated 41 million children globally under the age of 5 being overweight or obese<sup>1</sup>. In the UK, nearly a third of children aged 2-15 years are overweight or obese<sup>2</sup>

It should therefore come as no surprise to see the UK government placing pressure on the foodservice sector again to take urgent action to improve on public health. Although the approach is slightly different to the previous government's voluntary pledges, it is none-the-less challenging. This time the focus is on reducing sugar levels across a range of products that contribute to children's sugar intake, as well as calories and portion sizes, as set out in its Child Obesity Strategy that was announced last year. The aim is to reduce England's rate of childhood obesity within the next ten years.

All sectors of the food and drinks industry are expected to reduce overall sugar levels by at least 20% by 2020 within their products. This is in addition to the introduction of a sugar tax levy across the UK as part of the Finance Bill in 2017, for sugar-sweetened drinks, that is due for implementation in 2018.

Although the industry has on the whole carried out a lot of work in reformulation and reducing levels of sugar, salt and fat, there is still further work to be done. As a foodservice provider who produces 1 million meals per day for its consumers, Sodexo has a major role to play in supporting the government to achieve these reductions.

## 2 Healthy eating remains important, not just on the high street, but there will also be more focus on the provision of healthy options within Public Sector premises.

According to recent survey amongst senior executives in the food and service management arena, healthy eating remains as important in 2017. Government policies will influence consumers to seek out reduced sugar products. With the Millennial generations wanting greater flexibility within the out of home eateries and increased information on the foods they choose, the use of technology will no doubt be a consideration for many businesses to promote healthy eating and a healthy lifestyle.

As a registered Dietitian and Nutritionist, I encourage foodservice providers to continue to promote the benefits of a balanced diet and general healthy eating. There are no quick fixes, magic bullets or one food type or food group that provides us with all the nutrients we need to maintain us in tip top shape. For foodservice providers, particularly those working within the education sector, it is important to keep a 'watching brief'.

We will also see greater focus on healthier eating within the public sector. The public sector in England spends over £2 billion on food and catering services annually, with just under half, £1 billion, being the cost of food and ingredients<sup>3</sup>.

The Government is proactively encouraging both central government departments and Local Government Authorities to adopt the Government Buying Standards as part of the purchasing process. Although this has been in place since 2011, the focus on healthier and more sustainable options vis-à-vis reducing costs will bring these standards to the forefront.

Those providing food and catering services across the public sector estate will need to work with their suppliers in order to meet requirements in relation to nutrition and sustainability. And for the first time we will see a ban on the price promotions of sugary drinks and foods high in fat, sugar and salt (HFSS) within retail outlets in the NHS as well as those sold at the till points.

## 3 Clearer food labelling will rise up the agenda

In order to make healthier choices, clearer food labelling can assist consumers in making the right choices to the foods they are buying. With mandatory nutrition labelling now applied to pre-packaged foods in December 2016, we will see greater focus on the provision of voluntary front of pack labelling and nutrition information at the point of choice within foodservice outlets.

Whilst many within the UK food industry have already implemented a voluntary front of pack traffic light labelling scheme there are still a lot of inconsistencies, making it confusing for the consumer.

With the expectations from government as laid out in their Childhood Obesity - Plan for Action and the increased demand by consumers we will start to see clearer visual labelling rise up the agenda.

1 Health and Social Care Information Centre. (2015) Health Survey for England 2014

2 Health and Social Care Information Centre. Health Survey for England: Summary of key finding, 2015.

3 Smarter food procurement in the public sector, NAO report HC 963-I Session 2005-2006, 30 March 2006



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# Meet the team



## David Burrows,

editor

A graduate in agriculture and environmental sciences, and a postgraduate in periodical journalism, David has spent the past 10 years as a writer and editor in B2B publishing. He has been editor of *Footprint* for three years, a role he combines with freelance writing for other titles including *Ends Europe*, *Retail Week*, *Marketing Week* and *Recycling & Waste World*. He has also worked for *The Grocer* and *Farmers Guardian*. Earlier in his career David spent time working for both DEFRA (on waste) and WWF-UK (as part of the One Planet Food team).

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## Nick Hughes,

associate editor

Nick is a freelance journalist and editor specialising in food and environmental affairs. He previously worked for *The Grocer* and writes for a variety of trade and business titles including *The Grocer*, *Footprint* and *Retail Week*. During a spell at DEFRA, Nick worked as an adviser on the Elliott review of the integrity and assurance of food supply networks, commissioned by the government in the wake of the horse-meat scandal, and also works for WWF-UK as a food sustainability adviser. Nick has a master's degree in food policy from City University.

## James Eagle

chief subeditor

James has subedited on national newspapers since 2003 and is currently on the Guardian's night news team. He is also a freelance magazine subeditor and book designer. He has been subediting *Footprint* magazine for the past two years.



## Amy Fetzner

head of research & analysis

Amy is a journalist, author and consultant specialising in sustainability. Amy's work focuses on creating engaging communications – from environmental white papers, research reports and articles to her book, briefing documents, case studies and workshops – that inspire, entertain and inform. Amy has an MSc in sustainable development from the University of Surrey.

Amy also co-authored the book "Climb the Green Ladder: Make Your Company and Career More Sustainable".



## Anya Hart Dyke

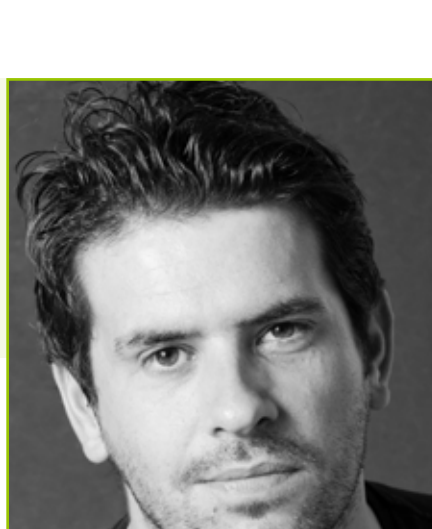
analyst

Anya has been working in sustainability for more than five years, specialising in the food industry since 2012. She also works on responsible procurement in the public sector and campaigns for greater transparency in company supply chains. In a previous life she worked on small arms control in the former Yugoslavia and latterly researched barriers to integration for ethnic and religious minorities in the UK.



## Catherine Edser

analyst



## Nick Cracknell

analyst



## Trevor Marshall

Design & Art Direction

Trevor is a graphic designer and photographer that has worked with *Footprint* from its conception developing the style and branding through all of *Footprint Media's* marketing items.

## Nick Fenwicke-Clennell & Charles Miers

founders and joint CEOs



We launched *Footprint* in 2007 when concerns for the environment were just becoming mainstream with consumers being encouraged to turn lights off, recycle and buy local. The word "sustainability" was barely on the radar.

Like many ideas, *Footprint* came about as the result of a conversation. The conversation we were having revolved around the futility of encouraging individuals to make small changes to lifestyle when the wider impact would be minimal. What was needed, we reasoned, was for the world's biggest organisations to take this on board, so that small changes would make major gains by the very nature of their size and volume of output. For our own interest we looked around for sources of information for interested companies and found none. *Footprint* was born.

When we went to market with the proposition, many thought it was a fad and a temporary marketing wheeze, while some paid lip service. However, a handful of forward-thinking businesses really got it and supported our quest. As soon as other businesses began to realise that "going green", as it was referred to then, actually fell within the realms of business efficiency with a resulting benefit to the bottom line, the penny began to drop.