



The Food Waste  
Reduction Roadmap

# Progress Report 2020

September 2020

Target  
Measure  
Act

A thick yellow line starts from the right side of the word 'Progress' in the title, extends horizontally to the right, then curves downwards and to the left, then extends horizontally to the right again, ending with an arrowhead pointing towards the 'Act' part of the 'Target Measure Act' text.

# Target. Measure. Act.

## The Food Waste Reduction Roadmap Progress Report 2020

At this exceptional time it is even more important that no good food goes to waste, and implementing **Target, Measure, Act** has helped food businesses respond to the Covid-19 crisis. Having transparency on levels of surplus and waste, and mechanisms to 'Act', ensures that as much surplus 'good food' as possible can be redistributed rather than wasted.

The UK is halfway to achieving UN Sustainable Development Goal (SDG) 12.3 and halving food waste by 2030, but it is critical that all large food businesses in the UK follow the lead shown by the increasing numbers committing to the Roadmap.



### Interactive PDF

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# Foreword

The global pandemic has tested us like nothing before. It's pushed supply chains to breaking point and exposed the fragility of business models. But it has also inspired innovative thinking, driven decisive action and created a bond between us as global citizens to show what we can achieve when we work together.

## Marcus Gover, CEO, WRAP



Many of the achievements described in the following pages are even more remarkable because they happened during lockdown, when the industry was rightly focused on responding to the emergency. The role businesses have played in mitigating the impact of this crisis cannot be overstated.

The fact that you all remained equally as focused on your pledge to act on food waste is commendable, and I want to thank you all for your continued support and dedication.

Towards the end of this unprecedented year, I am delighted to introduce the latest progress report for the UK's Food Waste Reduction Roadmap. It is an impressive testament to how the UK has not only responded to the huge upheaval; but continued to lead the global commitment tackle food waste.

We are the first country in the world to reach the halfway point in the journey to the UN's Sustainable Development Goal to halve food waste by 2030. This is a great achievement and has prompted the influential [Champions 12.3](#) network to highlight the UK's efforts as a 'bright spot' in their 2020 annual progress report – demonstrating to the rest of the world what can be accomplished through collaboration and commitment.

But there is no room for complacency.

The pandemic compelled us to reflect on what we need to put in place to cushion us against future shocks, including the looming, and arguably bigger threat of climate change. Only through systemic change across the entire supply chain through activities like the Food Waste Reduction Roadmap will we be able to recalibrate the food system so that it is resilient and fit for future generations. Tackling food waste is crucial to building a system which is economically and environmentally efficient, but also fairer.

Globally, we are woefully behind where we need to be. The UK is at the vanguard of this effort, but we also need to seriously accelerate efforts with just ten years to go to achieve our goal.

We must stop another 1.8 million tonnes of food from going to waste by 2030. One third from retail, manufacturing and the hospitality and food service sector, and two-thirds from our own homes. We need 400 additional businesses to commit to the Roadmap and implement **Target, Measure, Act** to remain on track. It's also important that more businesses publish their data, and their insights, to help accelerate the collective effort.

So please, work with your suppliers and support your customers to keep the focus on food waste today, and for tomorrow.

# Foreword

It's not often we live through an event such as COVID-19, which has profoundly affected so many aspects of our lives. I am immensely proud of how our industry pulled together during the pandemic, liaising closely with government to keep food on the shelves and protect the most vulnerable.

## Susan Barratt, CEO, IGD



It is testament to what can be achieved when we work together and focus on the big issues that are so critical to society.

Without doubt, one of those big issues is food waste. The food we produce and consume to sustain us is also one of the biggest contributors to climate change. The pandemic has brought the issue of food waste sharply into focus; both for consumers, who have become more aware of the value of food, and for our industry, which will need to manage resources even more efficiently in the future.

The Food Waste Reduction Roadmap, launched two years ago by IGD and WRAP, has continued to make significant progress in 2020. We have seen the number of companies pledging their support to the roadmap increase, with some big new names on board. Against such a challenging backdrop, this is no mean feat – and shows how businesses understand the need to keep building resilience into their DNA.

With the UK now in the grip of a recession and EU exit on the horizon, the future looks set to remain challenging. Yet when it comes to food waste, we must not take our foot off the pedal – our work on this critical issue must continue apace.



# Summary

2020 is a pivotal year to reflect on the progress made under the UK Food Waste Reduction Roadmap, with ten years remaining to deliver against the ambitious and critical goal of halving global food waste by 2030.

Good progress was made in 2019 against the first major Roadmap milestone, and earlier this year WRAP announced that the UK was half-way to achieving UN Sustainable Development Goal (SDG) 12.3. Significant challenges remain, and despite the immense pressure that the Covid-19 pandemic has placed the food system under, there are positive signs that taking action to prevent food being wasted remains a priority for food businesses.

Implementing **Target, Measure, Act** has helped food businesses respond to the crisis by having transparency on levels of surplus and waste, and mechanisms to '**Act**' to ensure as much surplus 'good food' as possible can be redistributed rather than wasted. That said, there have inevitably been some setbacks for activity planned to support the Roadmap.

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Despite the immense pressure that the Covid-19 pandemic has placed the food system under, there are positive signs that taking action to prevent food being wasted remains a priority for food businesses.

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Understandably, not all businesses have been able to report their latest food surplus and waste data this year, and engagement with some sectors, notably hospitality and food service, has had to be scaled back.

WRAP and IGD launched the ground-breaking Food Waste Reduction Roadmap in September 2018, with a scope that encompassed the entire supply chain from field to fork, and with a call for businesses to commit to implementing a strategy of **Target, Measure, Act**.



In an open letter to industry, Ben Elliot, the UK government's Food Surplus and Waste Champion (pictured above), urged the UK's leading food manufacturers, major retailers, hospitality businesses and redistribution organisations to ensure that ALL surplus food that is safe and suitable to eat is made available and redistributed.



Embedding **Target, Measure, Act** into business culture and operations is not only critical to achieving UK and global targets but is also increasingly essential for enabling food businesses to manage their resources as efficiently as possible. This not only helps businesses to increase their resilience but also ensures that food surplus that does arise can be made use of, ideally through redistribution to people in need, rather than ending up as waste. In addition, businesses who support the Roadmap and are implementing **Target, Measure, Act** and are publishing their food surplus and waste data will be well positioned to comply with likely mandatory food waste reporting requirements.

One of the ambitious aims for the Roadmap is to have all of the UK's large food businesses implementing **Target, Measure, Act** by 2026.

## What has been achieved

Since launch, the number of *organisations* committed to the Roadmap<sup>1</sup> has almost tripled, from 90 to 261, and the number of *food businesses* committed has tripled from just over 70 to 213. Almost 60 new food businesses have made the commitment since September 2019, joined by an additional 19 other supporting organisations, including companies such as Veolia, Suez and Biffa from the waste management sector.

# 261

Since launch, the number of *organisations* committed to the Roadmap<sup>1</sup> has almost tripled, from 90 to 261

WRAP estimates that committed businesses are likely to generate around 1.2 million tonnes of food waste in their own operations each year, almost 45% of the total UK post-farm gate supply chain food waste. These businesses can also greatly influence food waste arising outside of their own operations, for instance by their suppliers and consumers.

By mid-September 2020, 171 businesses had provided evidence to WRAP of implementing **Target, Measure Act** (around 80% of those committed to the Roadmap). Others have started on the journey of implementation, for example by undertaking measurement and acquiring data before setting a target. Seven businesses provided evidence to WRAP of implementing **Target, Measure, Act** in 2019, but have been unable to do so this year (mainly due to the consequences of Covid-19).

WRAP and IGD have provided expertise, guidance and resources for these food businesses, and the Roadmap has given a framework for them to align their work with global and industry best practice.

The combined turnover of the 171 businesses now implementing **Target, Measure, Act** is around £234bn, representing 56% of the overall turnover for UK food manufacture, retail and hospitality and food service. It is a considerable achievement that the UK's large grocery retailers and 155 other businesses are continuing to implement **Target, Measure, Act** during this uniquely challenging period for the sector.

Consistent with Roadmap best practice, over 60 businesses have publicly reported food surplus and food waste in 2020. This compares to 30 businesses in 2018, and only a handful prior to that. Another 138 shared data in confidence via WRAP.

Businesses implementing **Target, Measure, Act** are already seeing the benefits. For example, 45 businesses publicly reported 2019 and historical data, and collectively reported a 17% reduction in food waste, saving over £300m of food (180,000 tonnes).

<sup>1</sup> Organisations 'committed' to the Roadmap have stated in writing their intention to implement **Target, Measure, Act** (if they are a food business) and to support delivery of the Roadmap milestones, whilst those food businesses classified as 'implementing' have provided evidence to WRAP that they actually undertaking **Target, Measure, Act** – i.e. they have adopted a food waste reduction target, are measuring their food waste and reporting this (publicly and/or to WRAP) and are taking action to reduce their food waste.

## Additional key successes

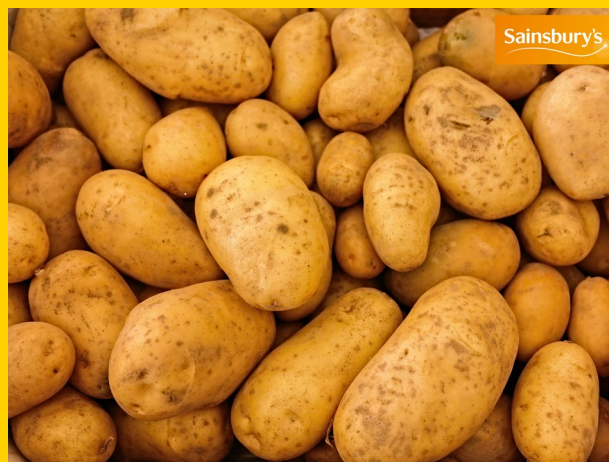
In addition, since September 2019:

- Almost 50 new case studies have been published, showing how a wide range of businesses are implementing **Target, Measure, Act**, their learnings and the benefits realised.
- Extensive engagement and training sessions have been held with around 400 businesses, hosted by WRAP IGD, major retailers, brands and other organisations.

A wide range of hospitality and food service businesses, trade bodies, chefs and others participated in a dedicated Guardians of Grub 'Stand Up For Food' month of action. This focused on raising awareness of the value in measuring food waste, to enable businesses to pinpoint where and why food waste occurs in their operations and work out how to stop good food ending up in the bin.

The Roadmap's first '**Whole Chain Food Waste Reduction**' project was initiated in a partnership between Sainsbury's and their suppliers; Fullers Foods International and Lamb Weston/Meijer, looking at the potato and frozen chips supply chain. After 'walking the chain' together from farm to factory to warehouse to retail store, a number of opportunities were identified and are being progressed.

The Roadmap has a target of getting 50 active whole chain projects in place by the end of 2022. To support this WRAP have developed a Whole Chain food waste reduction plan toolkit, and work on this with other major retailers and some of their suppliers has begun.



- Meat in a Net Zero world launched with the support of 38 of the UK's largest organisations involved in the production and sale of meat, which included an ambition to halve the amount of meat that goes to waste each year.
- New resources were developed to help organisations promote the Roadmap (a communications toolkit) and also inform their measurement and reporting of food surplus and waste (guidance for retailers and growers; guidance on food waste to sewer).
- A variety of new resources were published to help organisations **Act** on food waste, including updated redistribution guidance and Love Food Hate Waste assets for partners to use when engaging customers, staff and other citizens.

There is much more to do, with another 400 major food businesses needing to implement **Target, Measure, Act** to enable the UK to achieve SDG 12.3<sup>2</sup>. Those businesses already measuring are working hard to embed a culture of continuous improvement. [Champions 12.3](#) and WRAP are [calling for more businesses](#) to implement **Target, Measure, Act**, and publicly report food waste data to help track progress and inform action. It is also important that greater numbers of larger food businesses engage with their suppliers and customers, to encourage and support them in taking action on food waste.

As life moves towards a 'new normal', it is critical that businesses are equipped to operate in ways that are sustainable for the future. Adopting **Target, Measure, Act** and committing to the Roadmap can help businesses move one step closer to this goal.

The Roadmap target of getting 50 Whole Chain projects in place by the end of 2022 is an ambitious but critical goal. These projects involve partners along the chain, identifying where food surplus and waste hotspots occur, and how these can be reduced through working together. This includes retail and other customers working with suppliers to maximise the amount of own-brand food surplus being redistributed rather than ending up as waste.

WRAP's engagement team is available to support businesses on how to set targets, measure food waste, report in a consistent way and create practical action plans. [Contact us](#) to find out more about the support available.



<sup>2</sup> Based on an estimate of 615 large (i.e. non-SME) food businesses operating in the UK, from WRAP analysis of data from [Fame](#) (accessed by Defra, June 2019).



# Roadmap highlights to 2020

The Food Waste Reduction Roadmap aims to help achieve the SDG 12.3 and Courtauld 2025 targets through UK food and drink businesses implementing **Target, Measure, Act**.

Achieving SDG 12.3 would deliver an annual reduction in UK farm to fork food waste of **3.5 million tonnes** in 2030, saving food worth **£10 billion a year**.



Roadmap launches in September 2018, a global first.



Dedicated **Hospitality and Food Service Action Plan** published March 2019.

Sept 2019



**Number of organisations committed to Roadmap:** more than doubled from **90** to **185**

**15** retailers

**117** producers/manufacturers

**24** hospitality and food service (HaFS) businesses

**29** trade bodies and other

Sept 2020



**Number of organisations committed to Roadmap** increases to **261**

**16** retailers

**162** producers/manufacturers

**35** hospitality and food service (HaFS) businesses

**48** supporting organisations

**171** businesses provided evidence of implementing **Target, Measure, Act**



The first 'Whole Chain Food Waste Reduction' project was initiated, with 50 targeted by 2022.

Influence and Impact



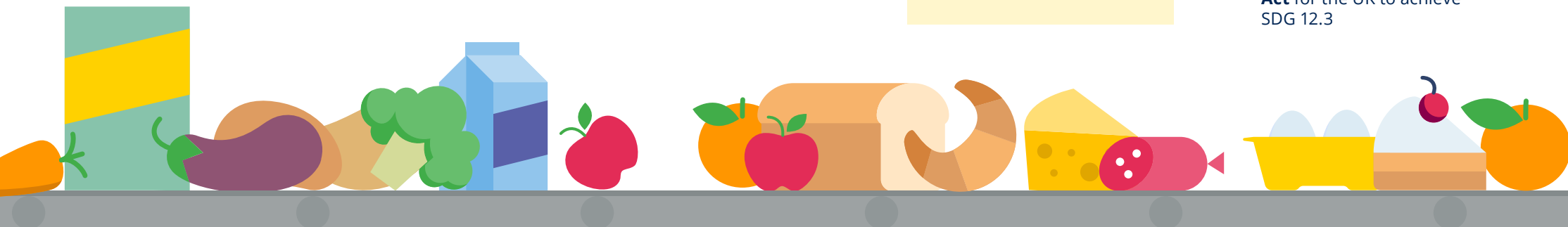
Businesses committed to the Roadmap generate an estimated **1.2 Mt of food waste**, almost 45% of all UK post-farm gate supply chain food waste.

**45** businesses implementing **Target, Measure, Act**, publicly reported 2019 and historical data, collectively reporting a **17%** reduction in food waste, saving more than 180 kt of food worth **£300m**.

By 2030



All (**615** currently) major food businesses need to have implemented **Target, Measure, Act** for the UK to achieve SDG 12.3



# Introduction

It is now two years since the launch of the UK Food Waste Reduction Roadmap, with ten years remaining to deliver against the ambitious but critical goal of halving global food waste by 2030.

Good progress was reported last year against the first major Roadmap milestone, and earlier this year WRAP announced that the UK was half-way to achieving UN Sustainable Development Goal (SDG) 12.3. Significant challenges remain, and despite the immense pressure that Covid-19 has placed on the food system, there are positive signs that taking action to prevent food being wasted remains a priority for food businesses, and should moreover become the ‘new normal’ as the sector recovers from the recent shocks to the system.

<sup>3</sup> ‘Food’ is used throughout as a shorthand term for both ‘food’ and ‘drink’.

<sup>4</sup> Definitions of ‘food surplus’ and ‘food waste’ can be found here (page 13 onwards).

<sup>5</sup> UK progress against Courtauld 2025 targets and Sustainable Development Goal 12.3; WRAP 2020.

<sup>6</sup> Food surplus and waste in the UK – key facts; WRAP 2020.

<sup>7</sup> Based on WRAP analysis of the potential to reduce food waste at different stages of the supply chain.

Reducing food waste further is a financial and environmental imperative. Globally, around a third of food is wasted, and according to an Intergovernmental Panel on Climate Change report, food waste contributes 8-10% of total man-made greenhouse gas (GHG) emissions.

In order to achieve the SDG 12.3 target, another 1.8 Mt of food waste will need to be prevented by 2030 compared to 2018.

WRAP estimated annual food<sup>3</sup> waste<sup>4</sup> arisings within UK households, hospitality and food service, food manufacture, retail and wholesale sectors in 2018 at around 9.5 million tonnes<sup>5</sup>. 70% of this was intended to be consumed by people (30% being the ‘inedible parts’). This had a value of over £19 billion a year and would be associated with more than 25 million tonnes of GHG emissions. In addition, WRAP has estimated food waste in primary production in the UK at around 1.6 million tonnes<sup>6</sup>.

Whilst UK food waste reduced by around 1.7 million tonnes between 2007 and 2018, WRAP and UK governments have stressed the need for much more action.

- In order to achieve the SDG 12.3 target, another 1.8 Mt of food waste will need to be prevented by 2030 compared to 2018:
- around 1.3 Mt from reducing household food waste, and
  - almost 550,000 tonnes from retail, manufacturing and hospitality and food service<sup>7</sup>.

The **Food Waste Reduction Roadmap** aims to help the UK achieve the **Courtauld 2025** targets and UN **SDG 12.3** through the adoption of a consistent approach to measuring and reporting food waste by food businesses. The Roadmap is hugely ambitious, and the UK is the first country in the world to set a nation-wide plan towards delivering SDG 12.3 and halving food waste<sup>3</sup> by 2030. This would deliver an annual reduction in food going to waste (from farm to fork) of around 3.5 million tonnes compared to 2007, saving food worth £10 billion a year.

The Roadmap encompasses the entire supply chain from field to fork. It shows the actions large businesses will take to address food waste in their own operations, and by working with their suppliers, through implementing a strategy of **Target, Measure, Act**. It also sets out how these businesses can engage with consumers to help reduce their food waste.

The Food Waste Reduction Roadmap has the support of the UK’s largest food businesses and trade bodies from across the supply chain, as well as a wide range of supporting organisations and UK governments.

The introduction of mandatory food waste reporting<sup>8</sup>, subject to consultation, will support the ambitions of Courtauld 2025 and the Roadmap. WRAP is working closely with policymakers to help ensure the new regulations will be aligned and informed by the Roadmap and its resources. The mandatory separation of food waste will also make it easier for many businesses to acquire data on how much food waste they are generating. Both will drive further engagement with and adoption of the broader **Target, Measure, Act** strategy.

The Roadmap recognises that the various sectors of the food industry and individual businesses face different challenges, and that there needs to be an ambitious but realistic timetable to enable all (large) businesses to implement **Target, Measure, Act**. Recognising the need to tackle food waste (and the benefits that result from this) and to commit to the Roadmap are the first critical steps. The aim is then to enable businesses to quickly transition to implementing **Target, Measure, Act**, including publishing their food surplus and waste data.

This report outlines progress made in the second year of the Roadmap.

The Food Waste Reduction Roadmap covers all main sectors (production, manufacture, retail and hospitality and food service), with ambitious and measurable milestones, supported by a range of resources that will enable all large businesses to take action to help halve UK food waste by 2030 – in their own operations, with their suppliers and consumers.

Large businesses are asked to commit to:

**Target – Set a food waste reduction target for their own UK operations**

[Adopting the SDG 12.3 target to reduce food waste across their own UK operations by 50% by 2030 or setting a target for reducing food waste that contributes to SDG 12.3]

**Measure – Measure in a consistent way and share what they've learnt**

[Use the UK template and guidance to] measure food surplus and waste in accordance with the international Food Loss and Waste Standard. Report using the UK template, and provide a narrative on progress]

**Act – Take action to reduce their own food waste, work in partnership with suppliers and help consumers reduce their food waste**

[Use data to plan and deliver food waste reduction actions across their own UK business operations, and work in partnership with suppliers and engage consumers, to reduce food waste from farm to fork]

**Publicly report their own UK company results, or work towards this best practice, and share successes and lessons learned.**

Share data with those responsible for tracking and facilitating progress, and publishing aggregate data as appropriate (e.g. WRAP, trade bodies). Be as robust and transparent as possible.

Other organisations, such as trade bodies, redistribution organisations, consultancies) are asked to influence businesses to commit and support them in taking action.

<sup>8</sup> See Defra [Resources and Waste Strategy](#) and the Scottish Government’s [Food Waste Reduction Action Plan](#).

# Overall progress

The number of organisations committed to the Roadmap has almost tripled since launch, from 90 to 261. This includes trade bodies, redistribution organisations, companies involved in waste management and others in addition to food businesses. Within this total, the number of food businesses committed has increased from just over 70 to 213 (Table 1). Almost 60 new businesses have made the commitment since September 2019, joined by an additional 19 other organisations, including companies such as Veolia, Suez and Biffa from the waste management sector.

**Table 1:** Businesses and other organisations committed to the Roadmap

|   | September 2018          | September 2019          | September 2020          |  |   |
|---|-------------------------|-------------------------|-------------------------|--|---|
|   | Number of organisations | Number of organisations | Number of organisations | Turnover of committed businesses (£bn) | Percentage of sector turnover represented by committed businesses |
| Retailers                               | 13                      | 15                      | 16                      | £171                                   | 80%   |
| Producers and manufacturers             | 47                      | 117                     | 162                     | £53                                    | 50%   |
| Hospitality and food service businesses | 11                      | 24                      | 35                      | £24                                    | 23%   |
| <b>Total businesses</b>                 | <b>71</b>               | <b>156</b>              | <b>213</b>              | <b>£248</b>                            | <b>59%</b>  |
| Other organisations                     | 19                      | 29                      | 48                      |  |   |
| <b>Total</b>                            | <b>90</b>               | <b>185</b>              | <b>261</b>              |  |   |



All of the largest grocery retailers have supported the Roadmap from launch, and others continue to join. Those committed now represent around 80% of their sector (by turnover). There has been a significant increase in the numbers of producers and manufacturers, and hospitality and food service businesses, and those committed now represent around 50% and 23% respectively of their sectors. Overall, businesses committed to the Roadmap from these three sectors have turnovers of £248bn, representing almost 60% of the overall turnover for UK food manufacture, retail and hospitality and food service.



**SMEs**

Whilst the majority are larger businesses, a small number of SMEs have also committed to the Roadmap, and several have now implemented **Target, Measure, Act**.

Whilst SMEs are not included in the main Roadmap milestones a small number (14) have made the commitment, with Joseph Robertson, Stockan's Oatcakes and Bute Island Foods submitting baseline data for 2019. Although most of these companies are just starting their Roadmap journey, actions are underway to tackle food waste.

Whilst WRAP/IGD cannot provide on the ground support to SMEs all of the Roadmap tools and resources are available for small businesses to use, and the names of any SME who wishes to commit to the Roadmap will be included in the [supporters list](#).

### Bute Island Foods

The SME Bute Island Foods is optimising production lines and closely monitoring their rework system to reduce operational food waste and are working to extend the shelf-life of products across the range to reduce food wastage for customers.

Guy Crichton; one of the company Directors said: *"At Bute Island Foods, we don't consider food waste as a necessary evil. We are constantly looking at ways of reducing wastage as this not only helps reduce our carbon footprint but also improves our bottom line."*

## Supporting Target, Measure, Act

Supporting organisations are critical to the success of the Roadmap, through the work done to recruit food businesses in the first instance and then to help these businesses to implement **Target, Measure, Act**. There are now almost 50 supporting organisations who contribute in a variety of ways, including actively using their communication channels to promote the Roadmap to their members, clients and partners, and identifying opportunities for WRAP/IGD to promote the Roadmap at appropriate events, working groups and workshops. Many contribute to the development of guidance and other resources to help businesses to **ACT** on food waste, including through increasing the amount of food surplus being redistributed. More about Supporting organisations can be found on [p25](#).

**Annex 1** provides a complete list of organisations committed to the Roadmap<sup>9</sup>. This highlights the diversity of businesses and other organisations, from SMEs to the largest retailers, brands and hospitality and food service businesses in the UK.

It also shows excellent progress given the many challenges faced by the food sector over the last year, with an intensely competitive trading environment, uncertainty around Brexit, a range of other challenging ‘asks’ on businesses (for example to reduce single-use plastics) and of course Covid-19.

<sup>9</sup> Correct as of 17th September 2020.

Different sectors and individual businesses face their own challenges in implementing **Target, Measure, Act**, particularly around embedding robust processes for measuring food waste, and having sufficient data upon which to set meaningful targets. Recognising the need to reduce food waste, (and the benefits that result from this) and committing to the Roadmap are the first critical steps on the journey.

By mid-September 2020, 171 businesses had provided evidence to WRAP of implementing **Target, Measure Act** (80% of those committed to the Roadmap). Others have begun implementation, for example by undertaking measurement and acquiring data before setting a target, whilst seven provided evidence to WRAP of implementing **Target, Measure, Act** in 2019, but have been unable to do so this year (mainly due to the consequences of Covid-19).

171

By mid-September 2020, 171 businesses had provided evidence to WRAP of implementing **Target, Measure, Act**.



Consistent with Roadmap best practice, over 60 businesses have publicly reported food surplus and food waste in 2020, the majority of which as part of an initiative announced by Champions 12.3 Chair and Tesco CEO Dave Lewis (27 Tesco own-brand suppliers and 11 global brands reported in 2020). This compares to 30 businesses in 2018, and only a handful prior to that. Another 115 shared data in confidence via WRAP.

Importantly, the number of businesses measuring and reporting on food surplus and waste on farm has started to increase, from only one in 2018 and 2019 to around 10 this year.

Implementing Target, Measure, Act

1.2m tonnes

Businesses implementing **Target, Measure, Act** are already reporting the benefits. For example, 45 businesses publicly reported 2019 and historical data, and collectively reported a 17% reduction in food waste, saving around £300m of food (180,000 tonnes). There is much that others can learn from those that have achieved reductions in operational food waste, and WRAP’s insights on where the greatest potential lies.

Looking at the percentage of businesses that are committed to implementing **Target, Measure, Act**, WRAP estimates that these businesses are likely to generate over 1.2 million tonnes of food waste in their own operations, almost 45% of the total UK post-farm gate supply chain food waste (see Table 2). These businesses will also have great influence over food waste arising outside of their own operations, by their suppliers and consumers.

Based on the percentage of businesses that have committed to implementing **Target, Measure, Act**, WRAP estimates that these businesses are likely to generate around 1.2 million tonnes of food waste each year in their own operations.



**Table 2:** Potential food waste generated by businesses committed to implementing **Target, Measure, Act**

|                              | Total sector food waste (t) | Food waste under direct control of businesses implementing Target, Measure, Act (t) |
|------------------------------|-----------------------------|---|
| Retail                       | 277,000                     | 222,000   |
| Production/Manufacture       | 1,505,000                   | 753,000   |
| Hospitality and food service | 1,098,000                   | 252,000   |
| Total                        | 2,880,000                   | 1,227,000   |



# Progress in Retail

All of the largest grocery retailers have supported the Roadmap from launch, and others continue to join. All have implemented, or are in the process of implementing, **Target, Measure, Act**. These 16 businesses have a collective turnover of more than £170bn, representing around 80% of the grocery retail and wholesale sector.

Most of the major grocery retailers have been measuring food waste for at least five years and reporting this to WRAP under [Courtauld 2025](#). They are also continuing to take action to reduce food waste in their own operations as well as from their suppliers and customers.

<sup>10</sup> Data can be found here for [Tesco](#), [Morrisons](#) (p35), [Iceland](#), [Lidl](#) and [Co-op](#) (p65)

<sup>11</sup> Data can be found here for [Tesco](#), [Morrisons](#) (p35), [Iceland](#), and [Aldi](#).

## Driving down operational food waste

Five retailers have published comparable time series tonnage data, revealing that between them they have prevented over 20,000 tonnes of food waste a year, compared to their baselines. This represents an average 15% reduction, and over £60 million of food<sup>10</sup>. Four retailers have published comparable data on relative changes (i.e. food waste as a percentage food sold, in tonnes), with reductions ranging from 8% to almost 27%<sup>11</sup>. Retailers have had a strong focus on preventing the waste of surplus food during the Covid-19 crisis, working closely with redistribution organisations, WRAP and others.

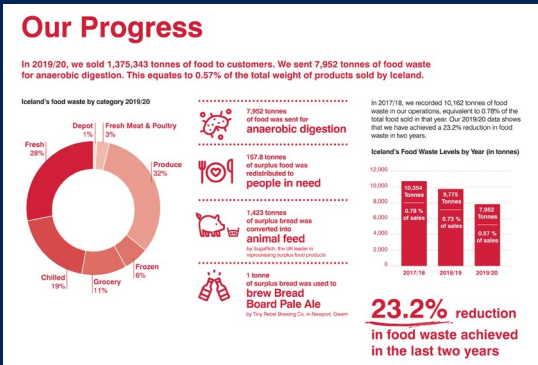
## Need for improvements in reporting

It is encouraging to see more retailers publishing their own food surplus and waste data, but more work is needed to ensure this is reported in a manner that is fully compliant with the Roadmap guidelines. Not all retailers report overall tonnages, or the tonnage as a percentage of food handled, making it difficult to make comparisons and obtain insights that might help reduce retail food waste further. WRAP has published new guidance to help retailers with their food surplus and waste reporting.

## Iceland

### Best practice reporting

Iceland published data on food surplus and waste for the first time this year, in a manner fully compliant with Roadmap guidelines. Their report clearly identified the amounts of food surplus and waste generated, the percentage this represented of their food sales and the destinations of the material. Through a range of actions Iceland reported a 23% absolute reduction in food waste compared to their 2017 baseline.





## Taking action on whole chain waste

Businesses who have embedded **Target, Measure, Act** in their own operations are being encouraged to extend this to include their key suppliers and develop ‘whole chain food waste reduction projects’. A Whole Chain project involves businesses working together across the end-to-end supply chain to take joint actions that reduce farm to fork food waste.

Since September 2019, WRAP has been working with some of the major retailers and their suppliers to pilot Whole Chain Plans in key sectors where there is high waste in the supply chain and good opportunities to work together on reduction.

The first Whole Chain Food Waste Reduction project got underway earlier this year in a partnership between Sainsbury’s and their suppliers, and others are being scoped out. For example, Rebecca Hesketh, Partner & Agriculture Manager, Fresh Produce, at Waitrose commented: “Waitrose are actively working with WRAP to identify Whole Chain Food Waste Reduction projects, in a number of product categories. We intend to work together with our supply chain partners to identify mutual opportunities to reduce food waste”.

As part of the call for action by Champions 12.3 Chair and Tesco CEO Dave Lewis, 38 own brand and branded suppliers have now reported data for multiple years, and several have expanded their measurement and reporting to include on farm surplus and waste.

The Roadmap’s Whole Chain food waste Reduction Plan toolkit can be found [here](#). Case studies of retailers implementing **Target, Measure, Act** can be found [here](#) and [here](#).

## Sainsbury's

### Pioneering whole chain projects

The first Whole Chain Food Waste Reduction project got underway earlier this year in a partnership between Sainsbury’s and their suppliers; Fullers Foods International and Lamb Weston/Meijer looking at the frozen chips and potato supply chain. After ‘walking the chain’ together from farm to factory to warehouse to retail store, a number of opportunities were identified and are being progressed.

Judith Batchelor, Director of Sainsbury’s Brand, commented: *“By signing up to the UK Food Waste Reduction Roadmap, we’ve fully committed to continue to cut food waste in our own operations as well as working collaboratively with our supply chain partners on Whole Chain Food Waste Reduction projects. We’re looking at further opportunities to extend our work in this area in other food categories which will help support delivery of the ambitious global UN SDG Target 12.3”*

## Lidl

### Supporting customers to waste less.

Lidl has teamed up with Love Food Hate Waste Scotland (delivered by Zero Waste Scotland) to launch a series of food waste-free shopping lists that will help people plan better, save money and fight the climate crisis. In addition to weekly shopping lists for a family of four, the initiative also includes guidance on food storage and creative ways to use up leftovers.

<https://www.lidl.co.uk/greattastenowaste>



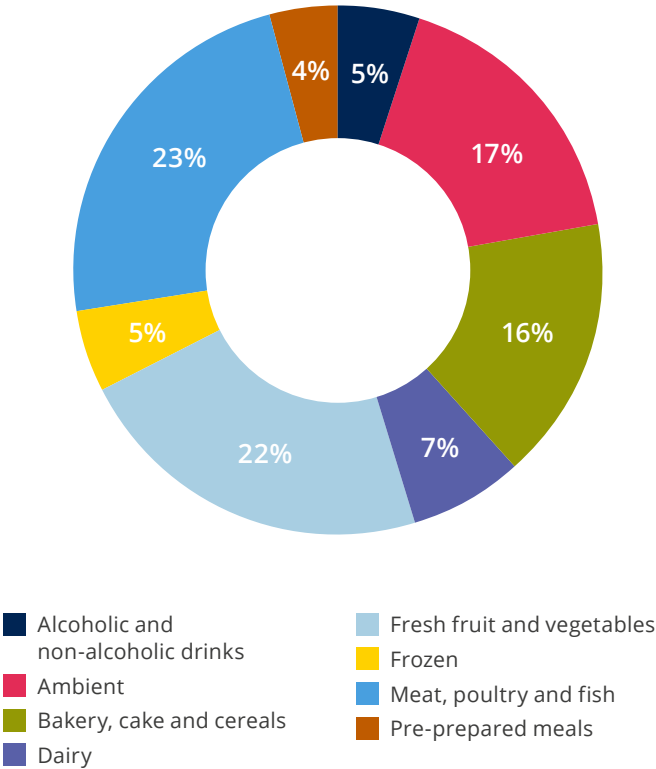
# Progress in Production and Manufacture

The number of producers and manufacturers committing to the Roadmap has more than trebled since launch, from 47 to 162. Collectively these businesses represent around 50% of the entire sector, by turnover<sup>11</sup>. They cover all of the major categories of food (see Figure 1) and the different nations of the UK. Over 40 new producers and manufacturers have made the commitment since September 2019.

Around 80% of the producers and manufacturers committed to the Roadmap have provided evidence of implementing **Target, Measure, Act**, representing almost half of the entire sector. Others are implementing measurement compliant with the Roadmap, and progressing towards adopting **Target, Measure, Act**.

<sup>11</sup> It is worth noting that SMEs make up around 25% of this sector by turnover, and these have not been a target for the Roadmap (although a small number have committed).

**Figure 1:** Breakdown by category of number of producers and manufacturers committed to the Roadmap



Over 60 producers and manufacturers have publicly reported food surplus and food waste, the majority of which as part of the call for action by Champions 12.3 Chair and Tesco CEO Dave Lewis. 40 businesses reported data comparable to previous years, and between them delivered an 17% reduction in food waste, saving around £240m of food from becoming waste.

Those businesses that haven't yet publicly reported their food surplus and waste data are sharing this with WRAP and/or their trade body. For example, in 2020, 35 dairy processing sites measured their food surplus and waste, and reported this to Dairy UK. Since reporting began in 2016 the number of sites providing data has doubled and covers around two-thirds of all milk processed in the UK. The data reported show that, on average, 1.3% of the milk input was lost as waste.

As a result of making the commitment to SDG 12.3 and the Roadmap, and acquiring data on food surplus and waste, producers and manufacturers have been able to make use of a range of initiatives to prevent food being waste. These included finding new markets for materials that may otherwise have ended up as waste, developing new products from materials that previously had no market, improving processes and staff training, and working with customers to optimise ordering and specifications.

## Success stories

A series of individual business case studies from producers and manufacturers can be found [here](#). These are some examples of how suppliers have been taking action:

- Embedding food waste reduction into corporate strategies, and **Target, Measure, Act** into staff training and everyday working practices/KPIs (for the business as a whole, every site and for relevant employees).
- Reducing discrepancies between forecasting and supply, through close collaboration with suppliers and customers.
- Optimising harvesting of fresh produce, through closer communications with customers and investment in technology and methods to more precisely select plants ready for harvest, and carrying out more selective harvesting.
- Reviewing specifications for ingredients (including pack size and shelf-life, and final products to better match production and customer needs, for new and existing products.
- Planning production effectively to reduce the amounts wasted – for example by sequencing production for different products to reduce the amount of times cleaning has to take place.
- Establishing systems for regular monitoring of food waste, at a product/line level and putting in place processes to optimise operational efficiency and address waste ‘hotspots’.

- Reducing damage and spillages from process line issues through investment in improved maintenance and staff training, new equipment and using science-based innovations.
- Capturing ‘white water’ (a mixture of milk and water) and mixed milk samples that occur during product changeovers and using these in the production of other products rather than being disposed of in effluent.
- Reviewing the potential for products previously being sent to waste destinations, such as those that are mis-shapen or ‘off-cuts’ to be diverted/repurposed into products for sale (including through innovative new products, or new channels).
- Reacting quickly to identify sales routes for products at risk of ending up as waste, through collaborations with retail customers (for example in response to the closure of much of the out of home sector during lockdown).
- Packaging innovations to increase product shelf-life, in the supply chain and at home.
- Diverting samples taken for non-invasive QC testing, to redistribution instead of disposal.
- Collaborating with redistribution organisations to make surplus food available at more convenient times, with longer shelf-life and also on projects to capture ‘harder to reach’ surplus food.

Not only have we seen more producers and manufacturers committing to the Roadmap, and starting to implement **Target, Measure, Act**, but several in the sector have also expanded their scope to include food surplus and waste in primary production.





# A focus on Primary Production

New guidance expanding the reach of the Roadmap was published in March 2020. **The Food Waste Reduction Roadmap Grower Guidance** is brief and practical, helping farm businesses to plan field measurements and providing templates to help them easily record their data.

The guidance is the result of businesses asking WRAP for clarity on how to measure food waste in primary production, in part inspired by WRAP's 2019 publication of the 3.6 million tonne, or £1.2 billion food surplus and waste opportunity in UK farming. Developed in close collaboration with leading fresh produce businesses *dps Ltd*, *G's Fresh* and *Worldwide Fruit*, as well as wider involvement of businesses and influential sector organisations, the resources include two practical 'how-to' guides and dedicated tools for in-field measurement.

*G's Fresh* were the first business to include field data in their annual food waste reports for both 2018 and 2019 and continue to work to reduce waste and improve crop utilisation. Since the launch of the new guides in March 2020, more businesses are measuring food waste in primary production and seven additional businesses committed to the Roadmap have now reported at least initial results on this.

Andy Mitchell, Senior Technical Manager *Worldwide Fruit* and Chair of the *Courtauld 2025 Fresh Produce Working Group*, *"Being a grower-owned business it makes natural sense to be working with our growers to measure field waste. We have been doing this for many seasons on many crops, and what we found was a huge variability season to season. This variability and size was not appreciated by us or the growers."*

*"As food producers, we want as much of this produce to feed people, but food waste is also a big driver of climate change, as well as a key driver of significant loss of commercial potential of the crop. These reasons make it critical to tackle this for the long-term sustainability and viability of our crops. Consistent and accurate measurement is the first step and we would encourage other businesses to use this new guidance from WRAP."*

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**"Being a grower-owned business it makes natural sense to be working with our growers to measure field waste."**

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WRAP has also developed and manages a dedicated online **Food Surplus Network** for farmers to provide easy access to the growing number of new marketplaces and outlets available for surplus food. The organisation has also developed a library of business case studies showing how to achieve food waste savings.

# Hospitality and Food Service

This is a particularly challenging and sensitive time for those businesses and individuals working in the hospitality and food service sector. Significant changes over the past few months include, initially, the redistribution of surplus stock and more recently the introduction of new business operating models. Keeping track of food waste and cutting this down to save costs straight to the bottom line, is even more critical in the current environment.

Building on the successful launch of [Guardians of Grub](#), September 2019 saw the first Guardians of Grub [Stand Up For Food](#) month of action; creating awareness around the campaign, highlighting action on the ground and supported by a wealth of high profile chefs, businesses and supporting organisations, as well as featuring on the BBC.

WRAP is developing a brand-new online learning course for minimising the amount of valuable food thrown away, as well as demonstrating businesses dedication to feeding people, not bins. [Guardians of Grub: Becoming a Champion](#) is a practical course to help everyone across the whole sector to understand how to **Target, Measure and Act** using tools and techniques designed to build competence and confidence. The Advisory Group included representatives from Sustainable Restaurant Association, the Chair of PS100, the Chair of the Hospital Food Review, BSi, Adam Handling Group, Unilever Food Solutions, Zero Waste Scotland and Leanpath.

## 24

The number of hospitality and food service businesses committing to the Roadmap has increased by 24 since launch, representing around 23% of the entire sector, by turnover.

The number of hospitality and food service businesses committing to the Roadmap has actually increased by 24 since launch, to 35, with 11 new businesses making the commitment since 2019. These include major chains, such as Burger King UK, McDonald's UK and Pret A Manger. Whilst still a relatively small number, collectively these businesses represent around 23% of the entire sector, by turnover<sup>12</sup>. The businesses include some of the UK's largest restaurant chains, other food outlets, hotel groups, contract caterers and food service providers.

Despite the current challenges, there are many examples of how the sector has positively responded to the Covid-19 pandemic and lockdown to minimise the amount of surplus food ending up as waste<sup>13</sup>.

Hospitality and food service organisations have responded to the specific challenges of food waste measurement within a complex and somewhat fragmented sector by developing, with WRAP and IGD, a detailed collaborative [Action Plan](#). This defines the actions the sector will take to help deliver the Roadmap and progress will be reported in 2021.

Some case studies from the sector are shown on the following page, and further examples can be found [here](#).

<sup>12</sup> It is worth noting that SMEs make up a large proportion of this sector (around 50% based on turnover; WRAP's analysis), and these have not been a target for the Roadmap (although a small number have committed).

<sup>13</sup> Some examples are cited in <https://committees.parliament.uk/writtenevidence/3616/pdf/>

## Thwaites

### Seeing is Believing – putting food waste reduction into practice.

Having signed up to the Roadmap in August 2019, Thwaites launched a food waste tracking trial in September using the Guardians of Grub tools.

During week 1 food waste was measured under “business as usual” conditions, to set a baseline. In weeks 2 to 4 a reduction target of 50% was set to actively reduce waste, through changes to operational methods, using the **Guardians of Grub tool kit** (Thwaites found that the tracker sheet was particularly useful) supported by weekly calls.

Investment was minimal (luggage scales, clear refuse sacks, clear plastic tubs). Over the four weeks all three sites saw a significant reduction with an average 38% reduction in food waste.

## Greene King

Greene King holds itself fully accountable for the waste it generates and for the communities that it operates in. For this to be sustainable, Greene King needed to create a ‘closed loop’ waste backhaul solution.

The first step in this process was to partner with a distributor who supported this aspiration, along with a waste management partner, who looked beyond bin lifts and collections. The backhaul solution meant that staff needed to separate food into the correct bin.

This helped deliver better data capture to help Greene King monitor food wastage levels and target food waste reduction. For example, colour-coded bins were used to support correct waste segregation, investment which has paid for itself with a 29% reduction in overweight bin costs, reducing general waste bins in 2019 by 10%.



## BaxterStorey

BaxterStorey have now embedded **Target, Measure, Act** across all of their 858 operational sites across the UK. Before joining the Roadmap, it was estimated that the percentage of food waste against purchases would have been more than 5%. In 2019/20, BaxterStorey achieved their target of 3%, with an actual rate of 2.7%.

Whilst there will always be unavoidable waste, through innovation, skill and dogged determination, BaxterStorey are aiming to reduce the percentage to 2% by 2021.

## Olympia London

Recognising food waste as one of the biggest sustainability challenges, Olympia London decided to extend its efforts to tackle the issue, partnering with WRAP in the national campaign ‘Guardians of Grub’ to track food waste onsite by measuring spoilage, preparation, inedible and plate waste. Olympia London encouraged employees to measure their own food waste and shared helpful tips on portion control, using a single ingredient to create multiple dishes, smarter grocery shopping and reutilising leftovers and trimmings; all shared via the venue’s internal communications channels.

Motivating event organisers and getting them involved before the shows was crucial to implement the campaign. Working with each participating organiser, the venue also compared previous events’ statistics to map target areas and create a tailored solution whenever possible. After the four initial months of campaign, from September–December 2019, the venue had reduced its total food waste by 17% compared to the previous year.



# A focus on Supporters

Supporting organisations are critical to the success of the Roadmap, through the work done to recruit food businesses in the first instance and then to help these businesses to implement **Target, Measure, Act**.

There are now almost 50 supporting organisations who contribute in a variety of ways, including actively using their communication channels to promote the Roadmap to their members, clients and partners and identifying opportunities for WRAP/IGD to promote the Roadmap at appropriate events, working groups and workshops. Many contribute to the development of guidance and other resources to help businesses to **ACT** on food waste. Examples showing the range of supporting organisations and their activities in 2020 are given below:

The latter half of this reporting period has been particularly challenging for the industry. As a result of lockdown during Covid there was a huge potential for large volumes of food throughout the supply chain to end up as waste. Roadmap partner organisations such as Company Shop, FareShare, PlanZheroes, Olio and Too Good To Go were instrumental in working with food businesses to ensure that wherever possible surplus food was redistributed rather than ending up as waste.

Trade bodies including the British Retail Consortium, the British Frozen Food Federation, the Chilled Food Association and Federation of Wholesale Distributors have helped to reduce the impact of Covid on food waste, through the development and promotion of additional guidance on extending the use of products beyond the Best Before date and freezing/re-labelling food approaching a Use By date.

Hospitality and food service trade bodies have been instrumental in promoting the Roadmap and raising awareness of the importance and cost of food waste to their sector. Examples of engagement include:

- BBPA (British Beer and Pub Association): introducing members to the Roadmap and hosting a Members' webinar for the pub sector
- SRA (Sustainable Restaurant Association): WRAP collaborated closely with the SRA and jointly hosted and presented at the Hotel, Restaurant & Catering Expo in March 2020; SRA's Food Waste-Bad Taste programme signposts its members to the Roadmap and encourages commitment from its members
- BSI (British Standards Institution): WRAP was invited to present at the Future Food conference October 2019, and BSI created [two videos](#) highlighting the Guardians of Grub campaign and the global food waste issue

- TUCO (The University Caterers Organisation): WRAP presented at the Members' Winter Conference to introduce the Roadmap to over 75 Catering Managers
- UKHospitality: introducing members to the Roadmap, hosting a Members' webinar for the sector and inviting WRAP regularly to present to its Sustainability Group

Implementing **Target, Measure, Act** can be challenging within the hospitality sector due to the wide range of business models and number of sites a business may have. To help address this challenge WRAP is working closely with solution providers to better understand how the data they are capturing can be used to inform the businesses and help them to improve their reporting of food waste. Examples of how this is being achieved is given in the case studies by Leanpath (with [Sheraton Grand Hotel & Spa](#)) and Winnow (with [IKEA](#)).

Over the last 12 months a number of waste management companies have signed up to support Roadmap recruitment, these include Veolia, Grundon's, Suez, Biffa, and Gap Organics.

Both Veolia and Suez have, for example, organised and hosted external webinars to over 70 business customers on the merits and support on offer to those businesses that sign up to the Roadmap.

# Conclusions and forward look

2020 is a pivotal year to reflect on the progress made under the Roadmap, with ten years remaining to deliver against the ambitious and critical goal of halving global food waste by 2030. Reassuringly, even in these unprecedented times, food waste continues to be seen as a priority for UK business, and the Roadmap's work is the lynchpin.

The fact that over 70 new organisations have made the commitment over the last twelve months is a testament to this. Progress is also being made in extending **Target, Measure, Act** to cover more pre-farm gate operations. There is however, much more to do, with another 400 major food businesses needing to implement **Target, Measure, Act** to enable the UK to achieve SDG 12.3<sup>14</sup>, and those businesses already taking action have work to do to embed a culture of continuous improvement.

The introduction of mandatory food waste reporting, although delayed by the current situation and subject to consultation, will support the ambitions of the Roadmap. Businesses who support the roadmap and are implementing food waste **Target, Measure, Act** and are publishing their data, will be well positioned to comply with likely mandatory reporting requirements. WRAP is working closely with policymakers to help ensure the new regulations will be aligned and informed by the Roadmap and its resources. The mandatory separation of food waste will also make it easier for many businesses to acquire data on how much food waste they are generating. Both will drive further engagement with and adoption of the broader **Target, Measure, Act** strategy.

Champions 12.3 and WRAP are calling for more businesses to implement **Target, Measure, Act**, and publicly report, to help track progress and inform action. The Consumer Goods Forum (CGF) has recently launched the Coalition of Action on Food Waste – a CEO-led initiative representing the world's largest retailers and manufacturers. Members have pledged to implement **Target, Measure, Act** and publish data by 2021, and to extend collaboration beyond the Coalition to engage their suppliers and other stakeholders.

The introduction of mandatory food waste reporting in the UK, although delayed by the current situation and subject to consultation, will support the ambitions of the Roadmap.

<sup>14</sup> Based on an estimate on 615 large (i.e. non-SME) food businesses operating in the UK, from WRAP analysis of data from Fame (accessed by Defra, June 2019).

It is important that greater numbers of larger food businesses engage with their suppliers to encourage and support them in taking action on food waste, and significant efforts will be required to deliver on the Roadmap’s ambition to have 50 active Whole Chain projects in place by the end of 2022. Retailers have a key role to play here, and examples cited in this report from Tesco, Sainsbury’s and others, and the **Meat in a Net Zero World** initiative show how this can be done.

WRAP’s engagement team is available to support committed businesses on how to set targets, measure food waste and create action plans, and also to facilitate the creation of Whole Chain projects. **Contact us** to find out more and what type of support businesses would qualify for.

Whilst the UK has again been highlighted as one of the few countries on track to achieve SDG 12.3, in the latest Champions 12.3 Annual Report, there is no room for complacency. In addition to the work needed to be done by individual food businesses, and through collaboration with their suppliers, to reduce food wasted in the supply chain, much more action is required to support initiatives to help citizens reduce food thrown away in home, and when they eat out.

Roadmap supporters can make use of Love Food Hate Waste and other campaign resources to engage with customers and staff. Whilst brand recognition is increasing, more active support is needed from partners and influencers to ensure this campaign effectively reaches more of the population. Greater levels of support are also required to pilot and roll out targeted behaviour change interventions that WRAP have and are developing. Retailers and brands must also fully implement WRAP/Defra/FSA best practice on how food is sold, packs designed and labelled.

As life moves towards a ‘new normal’, it is critical that businesses are equipped to operate in ways that are sustainable for the future. Adopting **Target, Measure, Act** and committing to the Roadmap can help businesses move one step closer to this goal.



# Committed organisations

- ✔ Businesses that are implementing Target, Measure, Act and have provided evidence to WRAP.
- ✔ Businesses that are implementing Target, Measure, Act and have still to provide evidence to WRAP in their second year.

Organisations committed to the Food Waste Reduction Roadmap, and those who have provided evidence of Target, Measure, Act implementation.\*

| Retailers (16)        |   | Production/Manufacture (162) |   |                          |   |
|-----------------------|---|------------------------------|---|--------------------------|---|
| Aldi                  | ✔ | 2 Sisters Food Group         | ✔ | Avara Foods              | ✔ |
| Abel and Cole         | ✔ | A Gomez Ltd                  | ✔ | Bairds Malt              | ✔ |
| Asda                  | ✔ | A. Espersen A/S              | ✔ | Bahlsen LLP              | ✔ |
| Boots                 | ✔ | AB World Foods               | ✔ | Bakkavor Group           | ✔ |
| Co-op Central England | ✔ | ABP Food Group               | ✔ | Barfoots                 | ✔ |
| EH Booth and Co       | ✔ | Addo Food Group              | ✔ | Baxters Food Group       | ✔ |
| Iceland               | ✔ | Adkins Bakery                |   | BBF Limited              | ✔ |
| Lidl                  | ✔ | Aimia Foods                  | ✔ | Becketts Foods           | ✔ |
| M&S                   | ✔ | AJ & RG Barber               | ✔ | Belazu Ingredient Co     | ✔ |
| Morrisons             | ✔ | Albert Bartlett              | ✔ | Berry Gardens Ltd        | ✔ |
| Musgrave              | ✔ | Allied Bakeries              | ✔ | Berryworld Ltd           |   |
| Ocado                 | ✔ | AM Fresh                     | ✔ | Blue Earth Foods Limited | ✔ |
| Sainsbury's           | ✔ | Apetito                      | ✔ | Blue Skies Holdings Ltd  | ✔ |
| Tesco                 | ✔ | Aquascot                     | ✔ | Bowman Ingredients Ltd   | ✔ |
| The Co-op             | ✔ | Ardo UK                      |   | Branston Ltd             | ✔ |
| Waitrose & Partners   | ✔ | Arla Foods                   | ✔ | Britvic                  | ✔ |
|                       |   |                              |   | Bute Island Foods        | ✔ |

\* As of 17th September 2020



|                                     |   |  |                             |   |                                 |   |
|-------------------------------------|---|--|-----------------------------|---|---------------------------------|---|
| C&K Meats Ltd                       |   |  | Fenmarc Produce             | ✓ | Hilton Foods UK                 | ✓ |
| Caistor Seafoods Ltd                | ✓ |  | Fesa UK                     | ✓ | Hobsons Brewery                 |   |
| Cleone Foods                        |   |  | Finsbury Foods              |   | Hovis                           | ✓ |
| Coca-Cola European Partners GB Ltd  | ✓ |  | Flamingo Horticulture       | ✓ | Huntapac Produce Ltd            | ✓ |
| Community Foods Ltd                 | ✓ |  | Flawsome! Drinks            |   | Iceland Manufacturing Ltd       | ✓ |
| COOK Trading Ltd                    | ✓ |  | Foyle Food Group            | ✓ | Iceland Seafood Barraclough Ltd | ✓ |
| Country Style Foods                 | ✓ |  | Frank Roberts & Sons        | ✓ | Innocent Ltd                    | ✓ |
| Cranswick PLC                       | ✓ |  | Fresca Group                | ✓ | Jacksons Bakery                 | ✓ |
| Danone                              | ✓ |  | Freshpak                    | ✓ | Joseph Robertson (Aberdeen) Ltd | ✓ |
| Delicious Alchemy                   |   |  | Friesland Campina           | ✓ | JO Sims Holdings Limited        | ✓ |
| Direct Table Foods Ltd              | ✓ |  | Froneri                     | ✓ | Jordans Ryvita                  | ✓ |
| Dovecote Park                       | ✓ |  | Fullers Foods International | ✓ | Just Love Food Company          |   |
| dps Ltd                             | ✓ |  | Fyffes Group                | ✓ | Kanes Foods                     | ✓ |
| Duerr's                             |   |  | General Mills               | ✓ | Karro Food Group                | ✓ |
| Dunbia UK                           | ✓ |  | Glanbia                     | ✓ | Keelings International Ltd      | ✓ |
| Ella's Kitchen Brands Ltd           | ✓ |  | Glinwell PLC                | ✓ | Kellogg Company                 | ✓ |
| English Provender Co                | ✓ |  | Greencore Group             | ✓ | Kepak Group                     | ✓ |
| Ethical Fruit Co/Organic Farm Foods | ✓ |  | Greenvale AP                | ✓ | Kerry Foods                     | ✓ |
| Fairfax Meadow Europe Limited       |   |  | G's Fresh Ltd               | ✓ | Kettle Foods                    | ✓ |
| Farne Salmon & Trout Ltd            | ✓ |  | Greenyard Frozen UK Ltd     | ✓ | Kettle Produce Ltd              | ✓ |

|   |   |                             |   |                               |   |
|---|---|-----------------------------|---|-------------------------------|---|
| KP Snacks Ltd                             | ✓ | Noble Foods                 | ✓ | Simpsons Malt                 |   |
| Kraft Heinz                               | ✓ | One Stop Halal Food         |   | SK Chilled Foods Ltd          | ✓ |
| Lactalis Nestlé Chilled Dairy             | ✓ | Ornua Foods                 | ✓ | South Caernarfon Creameries   | ✓ |
| Lamb Weston/Meijer                        | ✓ | Oscar Mayer Ltd             | ✓ | Speedibake                    | ✓ |
| Linden Foods                              |   | Park Cakes                  | ✓ | Staveleys Eggs                |   |
| Lucozade Ribena Suntory                   | ✓ | PepsiCo UK & Ireland        | ✓ | Stockans Oatcakes             | ✓ |
| Lyons Seafood                             | ✓ | Peter Gilding & Co. Limited | ✓ | Stonegate Farmers Ltd         | ✓ |
| Macduff Shellfish                         |   | Premier Foods               | ✓ | Tayto Group                   | ✓ |
| Manor Fresh Ltd                           | ✓ | Princes                     | ✓ | Tereos Sugar UK & Ireland     |   |
| Mars UK                                   | ✓ | Puffin Produce              | ✓ | The Protein Ice Cream Company |   |
| Meadow Food Ltd                           | ✓ | Quorn Foods                 | ✓ | The Scottish Salmon Company   | ✓ |
| Minor Weir and Wills Limited              | ✓ | Randall Parker Foods        | ✓ | The Silver Spoon Company      | ✓ |
| Mornflake Oat Cereals (Morning Foods Ltd) | ✓ | Refresco                    |   | Thistle Seafoods              |   |
| Morrisons Manufacturing                   |   | Richard Hochfeld Ltd        | ✓ | Total Produce Limited         |   |
| Moulton Bulb Company Limited              | ✓ | Rowse                       | ✓ | Total Worldfresh LTD          | ✓ |
| Moy Park Ltd                              | ✓ | S&A Produce (UK) Limited    | ✓ | Tulip Ltd                     | ✓ |
| Muller Milk and Ingredients               | ✓ | Samworth Brothers           | ✓ | Unilever UK                   | ✓ |
| Muntons PLC                               | ✓ | Saputo Dairy UK             | ✓ | Vitacress Ltd                 | ✓ |
| Natures Way Foods Ltd                     | ✓ | SH Pratt & Co               | ✓ | Warburtons                    | ✓ |
| Nestlé UK & Ireland                       | ✓ | Signature Flatbreads UK Ltd | ✓ | Wealmoor Ltd                  | ✓ |

|                                   |   |  |                                   |   |
|-----------------------------------|---|--|-----------------------------------|---|
| Weetabix                          | ✓ | Hospitality and Food Service businesses (35) | Holroyd Howe                      | ✓ |
| Wessanen UK (Kallo Foods Ltd)     | ✓ |  | Hopwells                          |   |
| Westmill Foods                    | ✓ |  | Intercontinental Hotels Group PLC | ✓ |
| Whitby Seafoods Ltd               | ✓ |  | ISS Group                         | ✓ |
| Whitworths Ltd                    | ✓ |  | KFC                               | ✓ |
| Winterbotham Darby & Co Ltd       | ✓ |  | McDonald's Restaurants Limited    | ✓ |
| Worldwide Fruit Ltd               | ✓ |  | Nando's UK & Ireland              | ✓ |
| Yeo Valley Farms (Production) Ltd | ✓ |  | OCS Group                         | ✓ |
| Young's Seafood                   | ✓ |  | Pizza Hut Restaurants             | ✓ |
|                                   |   |  | Pret a Manger                     | ✓ |
|                                   |   |  | Robinsons Brewery                 |   |
|                                   |   |  | Rick Stein Restaurants            |   |
|                                   |   |  | Sodexo UK & Ireland               | ✓ |
|                                   |   |  | Starbucks                         | ✓ |
|                                   |   |  | St Austell Brewery                | ✓ |
|                                   |   |  | The Restaurant Group              |   |
|                                   |   |  |                                   |   |
|                                   |   |  |                                   |   |
|                                   |   |  |                                   |   |
|                                   |   |  |                                   |   |
|                                   |   |  |                                   |   |

**Supporting Organisations (48)**

|   |
|---|
| AHDB  |
| Anthesis  |
| Approved Foods  |
| Biffa   |
| Biomass Biorefinery Network                             |
| British Beer & Pub Association                          |
| British Frozen Food Federation                          |
| British Retail Consortium                               |
| BSi   |
| Business in the Community                               |
| Campden BRI   |
| Chartered Institute of Environmental Health             |
| Chilled Food Association                                |
| Company Shop  |
| Considerate Group                                       |
| Craft Guild of Chefs                                    |
| Dairy UK (DUK)  |
| Environmental Association for Universities and Colleges |

|   |
|---|
| FareShare   |
| Federation of Bakers                                      |
| Federation of Wholesale Distributors                      |
| Food & Drink Federation                                   |
| Foodservice Equipment Association                         |
| Fourth Ltd  |
| Fretwell-Downing Hospitality (Saffron)                    |
| Gap Organics Ltd  |
| Grundons  |
| Industry Council for Packaging & the Environment (INCPEN) |
| Institute of Food Science and Technology                  |
| Institute of Hospitality                                  |
| Institute of Workplace and Facilities Management          |
| Karma   |
| Leanpath  |
| NFU   |
| Olio  |
| Provision Trade Federation                                |
| Royal Academy of Culinary Arts                            |

|                                      |
|--------------------------------------|
| RUR3                                 |
| Soil Association                     |
| Suez                                 |
| Sustainable Restaurant Association   |
| Tenzo                                |
| The University Caterers Organisation |
| Too Good to Go                       |
| UKHospitality                        |
| Unilever Food Solutions              |
| Veolia                               |
| Winnow                               |



## **WRAP's vision is a world in which resources are used sustainably.**

Our mission is to accelerate the move to a sustainable resource-efficient economy through re-inventing how we design, produce and sell products; re-thinking how we use and consume products; and re-defining what is possible through re-use and recycling.

Find out more at [www.wrap.org.uk](http://www.wrap.org.uk)

IGD and WRAP have led an industry-wide programme of work developing the [Food Waste Reduction Roadmap](#), showing how the UK food industry will help achieve the UK's Courtauld 2025 targets, and the UN's Sustainable Development Goal 12.3 to halve food waste by 2030.

To find out more and get involved, contact our experts [FoodWasteRoadmap@wrap.org.uk](mailto:FoodWasteRoadmap@wrap.org.uk)

[www.wrap.org.uk/food-waste-reduction-roadmap](http://www.wrap.org.uk/food-waste-reduction-roadmap)

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The graphic features the words 'Target Measure Act' in a white, sans-serif font. To the left of the text is a yellow curved line that starts below 'Target', goes up and around 'Measure', and then points right as an arrow towards 'Act'.