



RESPONSIBLE FOOD PURCHASING

*Four steps towards
sustainability for the
hospitality sector*



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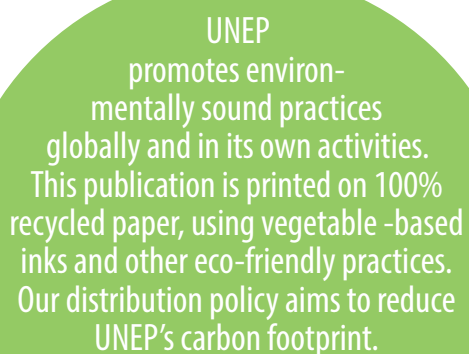
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Responsible Food Purchasing

Four steps towards sustainability
for the hospitality sector

FOREWORD FROM UNEP

For many countries, tourism provides a significant source of foreign exchange and foreign direct investment. If managed sustainably, tourism can make an important contribution towards conserving natural and cultural heritage resources, generating and distributing wealth equitably, empowering the disadvantaged, generating jobs and supporting infrastructure development.

More than most sectors, the hospitality sector is often under pressure to respond to guests' exacting requirements, and to prepare food accordingly (although in reality there is often considerable flexibility in food choices). This pressure can affect purchasing decisions that may bring with them major environmental and social impacts. Increasingly, however, these same guests are also expecting businesses not just to provide quality and value for money in food choices, but also, at the same time, to ensure environmental and social sustainability – in other words, to engage in responsible food purchasing.

This guidance document, entitled “*Responsible Food Purchasing: Four Steps Towards Sustainability for the Hospitality Sector*”, will help food purchasers to understand better the importance to their business of responsible food purchasing, while providing practical advice and guidance to enable them to make the right decisions and choices.

The guidance is therefore specifically aimed at food and purchasing managers of hotels, restaurants and catering companies seeking guidance on responsible food purchasing. It will also be useful for owners of small restaurants, for chefs of larger restaurants and for major event organizers, all of whom may want to

engage in sustainable practices. This guidance is as valid for those businesses who have never been involved in responsible food purchasing as it is to those who have already started on the journey. It has been prepared to help all those serving food in the hospitality sector to progress to the next level of sustainable practice and beyond.

What is clear is that responsible food sourcing, to be successful, requires cooperation. To achieve your selected sustainability targets fully, you will need to work closely with your supply chain, supporting your suppliers, incentivizing good practice and explaining to them why and how your business has committed to new standards of responsible environmental and social performance.

This guidance outlines an approach to integrating food sustainability into your business, with practical steps, checklists and tips reinforced by case studies that provide valuable learning from those already embarked on responsible food purchasing. The resources listed at the end of the document will enable you to explore the wider sustainability agenda further, as responsible food purchasing remains a rapidly evolving field.

UNEP will always seek to inspire positive change; we do hope that all parts of the hospitality sector will be inspired by the case we present, and will make it a reality by implementing concrete actions. Therefore, I encourage all of you to join together in creating new opportunities for people, for the environment, and for your business.

Mr Arab Hoballah

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FOREWORD FROM THE PROGRAMME SPONSORS

Tourism is one of the fastest-growing industries in the global economy, and generates one of the highest turnovers. Like many other globalized industries, tourism has experienced accelerated growth in recent decades: since the end of the 1980s, the industry's contribution to worldwide GDP in absolute terms has increased fourfold, to almost 5 billion euros or more than 9% of the global economy. Twenty years ago, fewer than half a billion international tourist arrivals were recorded annually. Today this number has more than doubled, to over a billion arrivals each year.

There are numerous overlaps between the tourism industry and the key priorities of the Federal Ministry for Economic Cooperation and Development (BMZ). Tourism can contribute in many different ways to achieving the millennium development goals. First and foremost, because tourism is a highly labour-intensive industry with more than a quarter of a billion people earning a living from it, it offers huge potential for poverty reduction. This is especially true for poverty amongst women, who make up a large section of the global workforce in tourism.

Furthermore, the tourism industry's value chain is closely interlinked with the value chains of other industries, such as manufacturing, agriculture or non-tourism services. If harnessed in the right manner, these interdependencies have great potential to create multiplier effects that boost local economies and generate new, diversified sources of income, for example through local and regional production of food items, construction materials or body care products.

The most visible impact the hospitality industry can have on sustainable development is to strengthen the local economy. It can do this not only by creating decent employment and fair working conditions within its businesses, but also by sourcing the majority of the products and services it uses in its supply chain from local producers and providers. Because of the amount of transport, packaging and cooling that is usually associated with long-haul supply chains, the closer to their final destination supplies are sourced, the less their environmental costs tend to be. Finally, if sound marketing is applied within

a business, the use of local products can also add significantly to the uniqueness and thereby the value of a tourism experience.

Some initiatives to foster local value chains already offer examples of good practice – initiatives which, interestingly, have often been launched by the private sector, especially privately run hotels.

However, good practice is still an exception in a highly competitive industry that is more often than not dominated by global rather than local prices. Therefore, only when the entire value chain of tourism is taken into consideration, can tourism destinations have positive effects on the local economy, resource efficiency and local production and consumption patterns. Depending on the tourist destination, it is often possible, when carefully analysing the value chain, to identify considerable margins for substituting imports with local products and services. This usually requires that the public and private sectors take coherent joint approaches and support local and regional manufacturers and farmers, for example by raising their productivity, improving their products' quality standards and thereby increasing their competitiveness.

BMZ promotes entrepreneurial engagement, in particular in the tourism industry, when the aim of that engagement is to comply with human rights, social and environmental standards, which are all principles of corporate social responsibility. We foster the development of local companies in our partner countries as well as multinational companies.

This Responsible Food Purchasing Guidance offers a practical tool for both smaller and larger companies in the tourism business to help them improve their contribution to sustainable development via their value chain. It was developed as one element in a range of studies commissioned by our Ministry in cooperation with the Global Partnership for Sustainable Tourism.

Ms Bögemann-Hagedorn

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I. INTRODUCTION

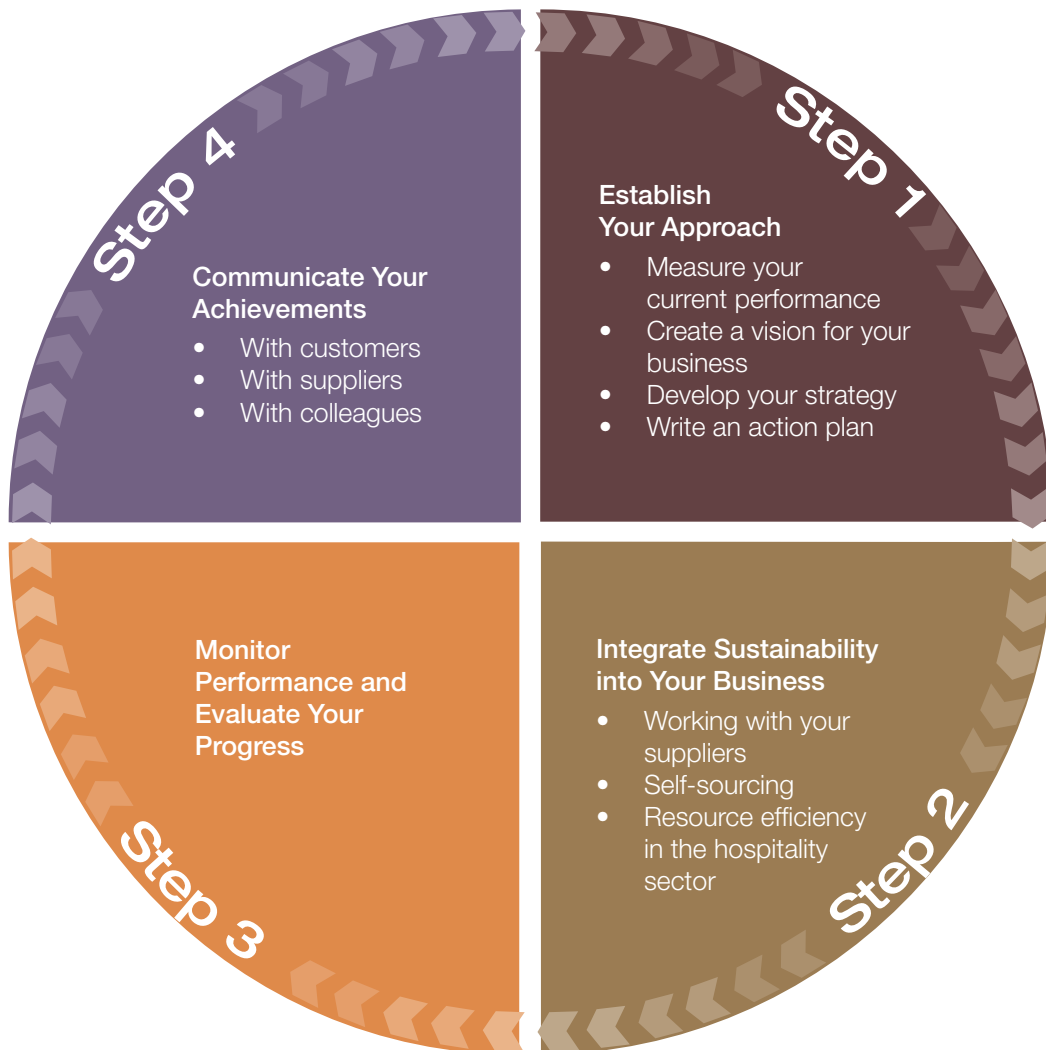
The concept of sustainability is not new for much of the hospitality sector. Many businesses in the industry, including hotels, restaurants, caterers and event managers, have looked at their environmental and social impacts and sought to reduce them, perhaps by adopting energy-saving measures or embracing best employment practice. Food-related impacts, however, appear not to have had the profile they deserve. This guidance aims to put that right by highlighting the evidence for action on

responsible food purchasing, and providing practical advice on how to pursue it successfully in your business.

Who is this guidance for?

The guidance is specifically aimed at those who typically make food-buying decisions in hotels, cafes, restaurants and catering companies. These are likely to be business owners and chefs in small and medium-sized enterprises (SMEs), food and purchasing managers in larger organisations, and perhaps procurement planners in the very largest businesses.

Figure 1. Key steps to purchasing food responsibly



What does it aim to achieve?

The guidance has ultimately been designed to allow those responsible for food purchasing to integrate sustainable buying into their everyday decisions. While it has been designed to be useful for any business in the hospitality sector, from the single restaurant to the multi-national hotel operator, SMEs may find some of the case studies and more detailed checklists less appropriate. Certain parts of the guidance may not be relevant to everyone, and it is not intended to be a rigid or prescriptive process – the intention is to encourage you to use the relevant parts to go further along the route to sustainability, and ultimately to achieve truly responsible food purchasing.

How is it structured?

The following paragraphs in the introduction provide the context for the hospitality sector, establishing the business and environmental rationale for purchasing food responsibly. The main body of the document is divided into four practical steps, outlining (1) how to establish your approach to responsible food purchasing, (2) how to integrate sustainability into your business, (3) how to monitor and evaluate your progress, and finally, (4) how to communicate your achievements.

The approach adopted in the guidance is pragmatic, with case studies to demonstrate how those at the forefront of responsible food purchasing are integrating it into their business. The process is intended to be iterative, with every iteration ensuring incremental benefits in the spirit of continuous improvement (see **Figure 1**).

1.1 Sustainable food systems and the hospitality sector

The hospitality sector encompasses a diverse range of businesses, including hotels, restaurants, catering and event management. Together they account for a significant proportion of global food purchasing. Although reliable figures on product volumes are not available, some idea of scale can be gained from the fact that industry analysts Datamonitor estimate the

global foodservice industry's turnover in 2014 at almost 992 billion USD, with a volume of over 586 billion transactions.¹ This represents growth of more than 18% in five years, with cafés and restaurants the leading market segment at over 50% of overall industry value.

It is difficult to ignore the significance of hotels, restaurants, cafes and catering companies in the global food chain. For example, recent research discovered that the amount of food wasted in the UK hospitality sector alone is equivalent to 1.3 billion meals, or one in six of the 8 billion meals served in the country each year.² The cost of this waste is astonishing – estimated at £2.5 billion (4 billion USD) per year in 2011, rising to £3 billion by 2016.

Beyond the sheer size of its food footprint, the hospitality sector can have an added impact on sustainability in food systems by exposing customers to ideas, options and information about food choices that they would not necessarily encounter in their own homes. It is important for responsible food purchasers to recognize their own potential as change agents in this way.

The sustainability factors that underpin food purchasing in the hospitality sector can be classified using the “triple bottom line” approach:

- **Economic factors.** These include the cost of products and services over their entire life cycle – the costs of acquisition, maintenance, operations and end-of-life management (including waste disposal).
- **Social and labour factors.** These factors include recognition of equality and diversity; adherence to labour standards and the provision of decent employment; ensuring fair working conditions; and developing skills and local communities.
- **Environmental factors.** These include considerations of natural resource use and efficiency (e.g. water, energy, raw materials), emissions, impacts on climate change and biodiversity over the product life cycle.

1 Datamonitor research referenced at www.reportlinker.com/ci02054/Restaurant-and-Food-Services.html

2 WRAP (2013). Overview of Waste in the UK Hospitality and Food Service Sector. Banbury.

Fundamental changes in the way food is produced, processed, transported and consumed are indispensable for achieving sustainable development. Consequently, understanding the environmental, social and economic dimensions of this challenge is a key issue for food purchasers, so as to grasp the full business importance of responsible food purchasing.

From a food purchasing perspective, “sustainability” means not only considering the cost and quality of food, but also being environmentally and socially responsible. In other words, it involves taking account of a product’s environmental and social impacts throughout its life cycle – from farm to table, or field to plate. Responsible purchasing therefore needs to consider all the factors in the food supply process, from growing methods and their environmental impacts to social dimensions such as fair trade, fair wages and decent working conditions, not using child labour, and so on (see **Box 1**).

I.2 The role of responsible food purchasing in the hospitality sector

Achieving greater sustainability in the hospitality sector relies on businesses being aware of their role in global and local food systems. More specifically, those involved in purchasing food responsibly will need to consider and decide their positions and priorities on questions as varied as climate change and carbon labelling, shifting menus from meat to vegetables, animal welfare, minimizing “food miles”, preferring local and seasonal food, organic farming, genetically modified organisms, fair trade and ethical trade, environmental and health matters, biodiversity versus monoculture, or cheap food versus quality food.

At present, awareness and knowledge about food sustainability factors is very uneven within the hospitality sector. Certainly there are specialists, niche businesses and committed

Box 1. Sustainable consumption and production in food and agriculture

Sustainable consumption and production in food and agriculture is a consumer-driven, holistic concept that refers to the integrated implementation of sustainable patterns of food consumption and production, respecting the carrying capacities of natural ecosystems. It requires consideration of all the aspects and phases in the life of a product, from production to consumption, and includes such issues as sustainable lifestyles, sustainable diets, food losses and food waste management and recycling, voluntary sustainability standards, and environmentally friendly behaviours.

It also requires methods that minimize adverse impacts on the environment and do not jeopardize the needs of present and future generations. Sustainability, climate change, biodiversity, water, food and nutrition security, right to food, and diets are all closely connected.

Agri-food systems develop within a finite and sometimes shrinking resource base. They therefore need to make use of natural resources in ways that are environmentally, economically, socially and culturally sustainable, to conserve the ecosystem. Growth of agri-food systems must be inclusive; must target objectives beyond production, including efficiencies along the food chains; and must promote sustainable practices and diets.

Source: www.fao.org/ag/ags/sustainable-food-consumption-and-production/en/

companies and organizations, indeed a growing number of them, who can justifiably claim and demonstrate a profound engagement with many of these issues. At the same time many businesses, particularly smaller businesses, may have difficulty finding the time and capacity to obtain information about more sustainable products, and may not be ready to pay higher prices for better products.

However, there is a growing recognition of the importance of sustainable food, with progressively more contributions to the debate around it (of which this guidance is a part). Awareness and knowledge is becoming increasingly accessible to businesses at every level of the hospitality sector, helping them understand more fully how responsible food purchasing and sustainability can drive their capacity to add value to their product, and how it can improve environmental and social performance through the supply chain.

One important aspect of this improved understanding is the potential for better relationships between buyers and sellers. Purchasing food responsibly requires the informed participation of all relevant stakeholders, as well as strong industry buy-in to ensure wide participation and consensus building.

Working towards sustainability is a process of continuous improvement. It requires constant monitoring of impacts, introducing the necessary preventative and/or corrective measures whenever necessary. By engaging fully in this process, businesses in the hospitality sector can make a significant contribution to responsible food purchasing and wider sustainability.

The benefits of this will be felt both locally and globally. Locally, the businesses concerned can provide a better service to their customers, raise their profile, motivate their staff, secure and improve their supplier relationships and reinforce their position in the local community, all of which is likely to contribute to their own economic viability. At the same time, in the global context, their responsible food purchasing will be making a positive contribution to healthier and fairer

agricultural production systems, better use of scarce resources, reduced waste and pollution, and the reduction of global warming impacts, thereby helping to mitigate climate change.

This guidance is intended to help businesses play their full part in devising and implementing the changes that will help bring this about.

I.3 The business rationale for pursuing responsible food sourcing

The business case for adopting and promoting sustainable food purchasing can be made in two principal ways, one that can have immediate impacts on your business, and another that requires a longer-term outlook.

Reputation

The first reflects the increasing expectations that customers place on businesses to be environmentally and socially responsible – in other words, to behave like responsible citizens. Customers are increasingly demanding sustainably sourced food, and wanting real information that offers food transparency. Meeting these expectations can present opportunities for differentiating your products in a crowded marketplace and also for building customer loyalty. Similarly, ignoring them could leave your business highly exposed at a time when social media can bring unwanted publicity in an instant. Serving a meal containing an endangered plant or animal, for example, could be seriously damaging to your reputation.

Resilience

The second rationale is the threat that environmental degradation poses to the resilience of global and local food systems. Sustainable sourcing is a logical response to the increasing reality of food shortages and crops being devastated by extreme weather events. Businesses can contribute right now to creating a more resilient food system by avoiding unsustainable food practices. It makes sense for the hospitality sector to protect its own future.

I.4 Feeding the planet in a sustainable way: a critical and complex challenge

Feeding the world's population is already a major global concern. Moreover, the global population is projected to increase from the mid-2013 figure of 7.2 billion, adding a further 1 billion by 2025 and reaching 9.6 billion by 2050. Overall food demand is projected to increase by between 50% and 70%, in terms of calories, by the latter date.

However, the problem of meeting the world's increasing need for food should not be misunderstood as a simple shortage of productive capacity. Instead, the crisis of food security which already affects billions of people has more to do with uneven patterns of over- and under-consumption related to income inequalities, and inefficiency and waste in production and distribution. In 2012, the world was actually producing enough food to feed all its population, yet paradoxically 805 million people were chronically undernourished and another two billion malnourished, lacking essential micro-nutrients.

This unsustainable situation is compounded by the problem of existing food systems causing environmental damage and depleting the earth's non-renewable resources, thereby endangering its future productive capacity.

Recent UN research on natural resource use by different economic activities confirms agriculture's massive impact on the planet. A report in January 2014 by the International Resource Panel (IRP) set up by the UN Environment Programme (UNEP) states that crops currently cover about 10% of its total land area, and other forms of agriculture a further 20%.³ Agriculture also accounts for over 70% of global freshwater consumption. Moreover, according to the UN Food and Agricultural Organization (FAO), agriculture and food consumption are "one of the most important drivers of environmental degradation,

³ UNEP (2014). *Assessing Global Land Use: Balancing Consumption with Sustainable Supply*. Paris. [www.unep.org/resourcepanel/Portals/24102/PDFs//Full_Report-Assessing_Global_Land_UseEnglish_\(PDF\).pdf](http://www.unep.org/resourcepanel/Portals/24102/PDFs//Full_Report-Assessing_Global_Land_UseEnglish_(PDF).pdf)

especially regarding their contribution to habitat change, global warming, fish depletion, water use and toxic emissions".⁴ In respect of global warming, for instance, 30% of man-made emissions of greenhouse gases are generated by agriculture. In terms of unsustainable land use, the IRP report warns that up to 849 million hectares of natural land, or an area nearly the size of Brazil, may be degraded by 2050 should current trends continue.

The IRP's second report into decoupling escalating resource use and environmental degradation from economic growth reinforces the message that decoupling "will become ever more important for stable, successful economies" as natural resources essential to prosperity – including freshwater, land and soils, and fish – are exploited, in many cases beyond sustainable levels.⁵

⁴ FAO (2012). *The State of Food and Agriculture*. Food and Agriculture Organization of the United Nations. Rome. www.fao.org/docrep/017/i3028e/i3028e.pdf

⁵ UNEP (2014). *Decoupling 2: Technologies, Opportunities and Policy Options*. A Report of the Working Group on Decoupling to the International Resource Panel. Paris. www.unep.org/resourcepanel/Portals/24102/PDFs/IRP_DECOUPLING_2_REPORT.pdf



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At the crux of inefficient uses of land, water and soil is the fact that over 50% of the world's crops are currently used to feed animals and not people. Since the increase in the consumption of animal products correlates strongly with both population growth and economic growth,⁶ this problem can be expected to become increasingly critical in future. Beef consumption, for example, is projected to grow by 80% between 2006 and 2050.

Non-food use of crops has recently been exacerbated by rising demand for energy from crop-based biofuels.

Another major contributing factor in these profound imbalances is the amount of food that is produced but then wasted. According to an FAO study undertaken in 2011,⁷ this amounts to about

6 Moomaw, W., T. Griffin, K. Kurczak, J. Lomax (2012). "The Critical Role of Global Food Consumption Patterns in Achieving Sustainable Food Systems and Food for All, A UNEP Discussion Paper". UNEP. Paris. <http://fletcher.tufts.edu/CIERP/~media/Fletcher/Microsites/CIERP/Publications/2012/UNEP%20Global%20Food%20Consumption.pdf>

7 Swedish Institute for Food and Biotechnology (SIK) (2011). Global Food Losses and Food Waste: Extent, Causes and Prevention. Food and Agriculture Organization of the United Nations. Rome. http://www.fao.org/ag/ags/ags-division/publications/publication/en/?dyna_fef%5Buid%5D=74045



1.3 billion tonnes per year, or roughly one third of all the food produced for human consumption around the world. More recently, the report "Global Food: Waste Not, Want Not" suggested that as much as 50% of all food production never reaches people's stomachs.⁸ The causes range from inappropriate agriculture policies and poor practices in harvesting, to inefficiencies in the supply chain, with heavy losses in storage and transport, and wastage in retail and final consumption – in markets (and supermarkets), households and the hospitality sector.

Wasted food not only entails a huge amount of wasted resources used in its production, and a corresponding amount of superfluous greenhouse gas emissions, it also creates further problems in waste disposal. Instead of being avoided in the first place or recycled into nutrient-rich compost, much wasted food goes into landfills, where its decomposition is a major cause of methane emissions – responsible, in the case of the USA, for 25% of that country's total methane emissions.⁹

Finally, it is a matter of concern that most world food production systems are based on such a high input model, due to a combination of heavy use of fertilizer and pesticides, together with the sector's high fossil fuel consumption.

Together, these circumstances create a compelling reason to take action now, to embrace change, and to reverse the unsustainable trajectory of the global food system.

And as highlighted by the IRP, action on resources is more than simply an obligation: "It is the next big opportunity for green economic growth, innovation and sustainable development at large".

8 Institution of Mechanical Engineers (2013). Global Food: Waste Not Want Not. London. www.imeche.org/Libraries/Reports/IMechE_Global_Food_Report.sflb.ashx

9 Natural Resources Defence Council (2012). Wasted: How America is losing up to 40% of its food from farm to fork to landfill. New York. www.nrdc.org/food/files/wasted-food-IP.pdf

Step 1

→ ESTABLISH YOUR APPROACH

Effective action on sustainable food sourcing ideally starts with information and evidence, both looking outwards beyond your business and looking inwards at your current performance. The first stage is to measure your current performance in food sustainability. Setting goals without understanding where you currently stand could result in wasted time and effort. The guidance then advocates three further stages: write your vision for more responsible food purchasing; develop strategies that will guide you towards your vision; and then write an action plan that will fulfil your vision (see **Figure 2**).

Note for SMEs

The vision-strategy-action plan approach is likely to be most appropriate for larger companies in the hospitality sector. SMEs may find it more appropriate to begin by evaluating their priorities and performance, and then going directly to writing an action plan.

Figure 2. How to apply your priorities based on current performance



1.1 Understand food sustainability and measure your current performance

What is important to you and your business?

Being well informed on food sustainability is an excellent place to start. A range of readily-available research, policy papers and informed commentary on food and sustainability can help make sure you understand the fundamental concepts at stake in responsible food purchasing. It is worth spending some time considering the issues, as this will be essential to setting your priorities for action. The section at the end of this guidance document (**Where to find further information**) provides an array of useful links on these topics.

To understand food sustainability, you need to measure your current performance and establish a baseline for comparison. The sustainability impacts of food that you are likely to want to focus on include the following:

- Carbon emissions, e.g. as reflected in food miles or different production systems.
- Water, e.g. the regions from which food is sourced and their level of water stress, water embodied in food-related products.
- Waste, e.g. how much food waste arises and how it is treated.
- Energy, e.g. energy consumption of different food production systems.
- Toxicity, e.g. what checks and balances exist on the chemicals and pesticides used to grow food.
- Nutrition and health, e.g. the impacts that food choices have on diet-related health problems.
- Ecosystems, e.g. whether certain foods are linked to the destruction of threatened habitats.
- Social and economic equity, e.g. labour conditions and pay in the food sector.

Give consideration to which of these resonate with you, your colleagues, and importantly, your customer base. For example, your customers may have told you that they are concerned about the destruction of forests for the production of meat. Use this feedback to understand what is important and relevant to your business's continuing success.

Baseline - how is your business currently performing?

Before considering how to integrate responsible food purchasing into the way your business operates, it is essential to understand how the business is currently performing. Establishing the baseline allows you to ensure that your subsequent objectives take account of your current performance, to avoid setting your goals excessively high or low. It also allows subsequent progress to be measured against the baseline position.

This will require you to find out as much as possible about the way food is currently procured in your organisation. Are suppliers currently required to meet any standards? Is any of your food supply already certified, for example as organic, fair trade, and do any of your current suppliers make claims that can be substantiated?

These initial fact-finding exercises will stand you in good stead for developing your vision, strategies and action plan.

1.2 Set a vision with clear objectives

Your next step should be to set out a clear vision of:

- why your business supports more responsible food purchasing and sustainability, and
- how this will help the business grow and develop.

Formulating an overall vision statement can help you focus both on your particular situation, emphasis and priorities, and on the need to integrate all aspects of food, food purchasing and food service facilities into one coherent approach.

Your vision should not be limited to looking inwards, at how you run your operations – it should look outwards too. More sustainable food purchasing principles will drive changes in your offer to your customers (your menu, for example), your supplier relationships and your role in your community.

The more inclusive your vision, the more likely it will be supported by these external stakeholders. This should also help you develop procedures that promote improvements in the economic, environmental and social sustainability performance of your suppliers too.

It is worth considering carefully the process you use to establish the vision and the set of sustainable food purchasing objectives that are most appropriate for your business.

Here are five key steps:

1. Get buy-in for the idea from management and staff across the business.
2. Working together as a team, develop a concise vision statement.
3. Linked to this vision, set out the standards you want to achieve for responsible food purchasing and sustainability.
4. Use the baseline analysis of the business's current performance to understand and explain the need for action in these areas.
5. Communicate the vision to all units of the organization, key partners, suppliers and stakeholders.

Getting buy-in across your business means engaging with everyone in the management and on the staff, whether they are involved in planning and budgeting, in food operations and purchasing, or as front-line staff. **Table 1** provides an example of a checklist of key staff to involve from the start of the process, and is designed for medium-sized and large businesses. Small and micro-businesses are unlikely to involve as many people, but the concept of inclusivity remains the same. Ideally all staff will agree with the vision and its purpose – a process that may involve some time and effort, and will be more successful if it involves listening and interacting, as opposed simply to telling.

Table 1. Checklist of key managers and staff to involve in taking forward responsible food purchasing (medium-sized/large business)

Main Staff	Are they involved?	Y/N	Notes
Company Board (if applicable)	Provide resources and top-level support for Responsible Food Purchasing	<input type="checkbox"/>	
Contracting Director and Managers	Use sustainability performance as the basis for selecting suppliers	<input type="checkbox"/>	
	Incorporate sustainability clauses into contracts with suppliers	<input type="checkbox"/>	
Human Resources Director and Department	Incorporate sustainable action plans into staff job descriptions and training and evaluation	<input type="checkbox"/>	
	Monitor performance measures	<input type="checkbox"/>	
Legal Advisers	Provide legal advice on wording, inclusion and enforcement of sustainability clauses in suppliers' contracts	<input type="checkbox"/>	
Marketing Director and Department	Develop marketing plan to reflect company's sustainable supply chain strategy	<input type="checkbox"/>	
	Provide incentives to suppliers by offering additional promotion to those with good sustainability performance	<input type="checkbox"/>	
Production Department	Examine the cost implications of the sustainability-induced changes required in the supply chain and their impact on prices	<input type="checkbox"/>	
Quality, Health and Safety Department	Incorporate sustainability performance issues into monitoring of suppliers	<input type="checkbox"/>	
	Monitor suppliers' performance and compliance with standards	<input type="checkbox"/>	
Sustainability Unit	Support and keep business units and management informed on sustainability issues	<input type="checkbox"/>	
Internal Communications or Training Unit	Provide assistance in development of training programmes for staff and suppliers on sustainability issues	<input type="checkbox"/>	
Kitchen Staff	Source food items in accordance with guidelines and develop sustainable menu options	<input type="checkbox"/>	
	Minimize food waste	<input type="checkbox"/>	

Note: The main staff, departments and titles may vary, as companies have different structures. Nevertheless, however a company is structured, it will be important to involve key staff from all relevant areas. This table can help to identify the different competencies that need to be brought together to develop and implement a sustainable supply chain strategy and action plan.

Ensure that your vision is relevant to your business and realistic in its aspirations. Consider not only existing business conditions, but also current and likely future trends and potential developments affecting your business, including supplier performance and markets. You should be able to explain how your vision relates to your food production and distribution systems, and how it will take account of the ability of suppliers and partners to help deliver it.

The importance of having a clear vision was well illustrated in the summer of 2012, when London hosted the Olympic and Paralympic Games. The organisers had made a commitment to respond in a sustainable manner to the challenge of delivering over 14 million meals across 40 different locations. The approach they adopted to this enormous operation (see **Box 2**) is a good example even for businesses working on a much smaller scale.

1.3 Develop your strategy

The strategy you adopt will underpin the accomplishment of your vision. It is important that the decisions you make at this stage are clearly tied in to your vision, on the one hand, and on the other hand that they are appropriately linked to your subsequent decisions on implementation and action.

The major US-based healthcare provider Kaiser Permanente, for example (see **Box 3**), in its strategy for sustainable food purchasing, focused on three priority issues to shift the balance of its food offer. These three priorities were healthier menu options, the elimination of food produced with the use of pesticides, hormones and non-therapeutic antibiotics, and increased local sourcing. The company also specified, as key operational considerations, that these changes should be achievable as far as possible within its existing procedures and without increasing costs.

Box 2. Case Study: Development of a Food Vision for the London Olympic and Paralympic Games 2012

Coming up with the London 2012 food vision was described by the organizing committee as “the result of one lengthy and detailed process, and the start of another”. The development of the strategy and action plans then continued up to the Games, involving many organizations, large and small, and regular communications and dialogue with a wide range of stakeholders.

The vision itself was the product of “18 months of research, analysis and consultations with industry and sustainability experts, advisory groups and key partners”, and read as follows:

“For starters, we’ll have a tastier, healthier greener Games.

We will enhance everyone’s experience of the Games by celebrating the great diversity and quality of British food and delivering it at affordable prices.

By nurturing commercial and educational partnerships, we will leave a strong sustainable legacy for London and the UK.”

The London 2012 food vision thus aimed to use the transformational power of the Games to inspire lasting, positive and sustainable change in the event, catering and hospitality sectors; and to contribute to the growing public agenda on healthy living.

Source: www.london.gov.uk/sites/default/files/LOCOG%20food%20Vision_Dec%2009.pdf

In formulating your own strategy, you will need to be similarly clear about your priorities. What are the characteristics that you wish to emphasise in improving the sustainability of your own food offer? They may be similar to those emphasised by Kaiser Permanente, for instance, or you may prefer a strategy that places more emphasis on other aspects of sustainability, such as low carbon and/or low embodied water and energy for example, or waste minimization, or social equity and fair trade.

Do your existing or potential suppliers have the capacity and willingness to meet your requirements in terms of improving sustainability?

Researching this question, and considering how to respond to possible problems or shortcomings, will be an important part of formulating your strategy. Assessing supplier performance can be time consuming. The following tips can help:

- Learn as much as you can about your existing suppliers' values, aspirations, ambitions and commitment to responsible purchasing and sustainability.

- Ask them how they select their own suppliers. They may already be implementing a range of good practice and able to provide useful information.
- Use questionnaires, workshops or meetings to carry out a simple SWOT (strengths, weaknesses, opportunities, threats) analysis of suppliers' current sustainability performance and the main areas of concern or areas for improvement.
- Be pragmatic and prioritize certain supplier groups. You might choose to do this based on their experience or expertise, or on your ability to influence them, or simply on the ease of getting things done.

Food purchasers should be able to document a range of alternatives, by obtaining information from suppliers, wholesalers, food manufacturers and the agriculture sector about the origin and nature of their products.

Another crucial question, as far as your responsible food purchasing strategy is concerned, is to establish the standards to which

Box 3. Case study: Kaiser Permanente's Sustainable Food Purchasing Strategy

- We will work with our food suppliers, local farmers and community-based organizations to increase the availability of locally-sourced food, when seasonality permits, in order to: reduce negative environmental impacts by decreasing the distance food travels from farm to plate; improve the economic vitality of communities in and around our service areas; and increase the freshness of fruits and vegetables that enter our food supply.
- We will encourage our vendors to supply us with food that is, among other attributes, produced without synthetic pesticides and hormones, or antibiotics given to animals in the absence of diagnosed disease.
- We recognize explicit and ordered priorities in our comprehensive food policy. First, we seek to increase the availability and consumption of fresh fruits and vegetables. Our second priority is to purchase food that is free from pesticides, hormones and non-therapeutic antibiotics. Our third priority is to increase the proportion of our food that is locally sourced.
- Any changes in our food purchasing policies and practices will minimize operational impacts, be economically viable and, whenever possible, be cost neutral.

Source: Association for the Advancement of Sustainability in Higher Education et al. (2012), Kaiser Permanente's Sustainable Food Purchasing Strategy highlights as quoted in "A Guide To Developing a Sustainable Food Purchasing Policy". www.aashe.org/documents/resources/pdf/food_policy_guide.pdf

you can expect the supply chain – purchasers, providers, suppliers, producers – to deliver. Your strategies and expectations should be reflected in your specifications to suppliers.

To develop the strategy, you will need to check the various and sometimes competing or even contradictory claims made about food products and their sustainability, and evaluate them. You should then be able to categorize them in terms of their importance and effectiveness for addressing your own sustainable food vision's priority issues. Any sustainability standards and labelling that producers use can be helpful in completing this process.

1.4 Create an action plan

An action plan specifies what needs to be done, when and by whom, to put your strategy into practice.

An action plan should aim high, while still being reflective of available resources and staff. Every business will have a different starting point and the ability to move at a different pace. Your initial baseline assessment is thus a very important point of departure for the action plan.

In the process of drawing up your action plan, you will also need to examine and identify the challenges or barriers to successful sustainable food purchasing. This will help you to understand the critical success factors, and to consider what additional information and resources are needed. Be rigorous, but do not get bogged down in the planning process!

What brings your action plan to life is delivery. It is important that the plan should focus on clear deliverables. This is how you translate your objectives into clear and specific targets, with timetables for meeting them. SMART (specific, measurable, attainable, realistic, timely) targets are the key to success. Set SMART targets in relation to each aspect of your strategy, and plan clearly how you will achieve, monitor and report on them.

Be realistic. Make sure that you have defined a set of achievable targets, alongside your more challenging or aspirational targets. There



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should also be proper provision for measuring the effectiveness of your actions and evaluating their impact on the business, its staff, partners, suppliers and other key stakeholders.

In this way a good action plan will clarify, in concrete terms, how you intend to progress towards achieving (and measure your achievement of) the strategic objectives of the business. It can also include an outline of any contingency plans for meeting identifiable risks and challenges.

The specific policy objectives, measurement indicators, necessary actions, timetable for completion and allocation of roles and responsibilities within the action plan can usefully all be drawn together in a table which itemizes all the different deliverables. **Table 2** illustrates one such example that is tailored to a larger business that has the capacity to take a comprehensive approach. Conversely, **Box 4** provides an example of a much simpler action plan that might be more suited to an SME. Whatever your approach, make sure it is adapted to your business to take account of its size, its priorities, and the availability of resources and staff.

Table 2. Sample itemization of deliverables in responsible food purchasing action plan

Sample Responsible Food Purchasing Action Plan Policy objective	Indicator
Seasonal and local food Increase the availability of seasonal and local produce, and communicate this to customers	% of seasonal food served
	% of food sourced from within 100 mile radius
Sustainability certifications Increase the availability of products with third party sustainability certification, and communicate this to customers	% of products & food which are certified as sustainable
Healthy options Increase the amount of healthy, vegetarian and fresh fruit and vegetable options provided, and focus also on appropriate portion sizes	% fried food sold
	Number of salads on offer
	Variety of fruit on offer
Waste Implement the 'reduce, reuse, recycle' waste hierarchy. Give preference to products that are manufactured and can be disposed of in an environmentally and socially responsible way.	% food wastage
	% of waste recycled (food and packaging)
	% of unused food donated to charity
Water Provide alternative options to bottled water in restaurants outlets, offices and for conferences and events	Number of alternative options to bottle water
Energy Work towards reducing carbon emissions from products and services, in line with the carbon management plan	Carbon emissions from food
Transport Support more sustainable transportation of food	Number of deliveries
	Source of food and distance
Communication and training	Number of training sessions delivered to staff, partners and suppliers
	Number of participating staff, partners and suppliers
Monitoring Monitor and measure progress towards sustainability issues, identifying further opportunities for improvement	

Action	Target date for completion	Staff involved and taking responsibility (Name of staff)
Establish a baseline of seasonal food served over the hot counters and investigate the feasibility of measuring alternative offerings		
Ensure that foods served in season comprise at least 3 major elements of each dish		
Establish a baseline of food sourced within 100 mile radius		
Identify 2 product lines which could switch to being sourced locally		
Increase purchase of local food by 15%		
Ensure all relevant point of sale signs communicate seasonality and locality		
All kitchen staff to have undergone basic training in seasonal food		
Establish baselines for products purchased from recognized sustainability certifications.		
Ensure that x% of products are certified as sustainable		
Train all chefs and kitchen staff in portion size and healthy eating		
Establish a baseline of fried foods sold		
Review salad offerings and conduct customer satisfaction survey		
Introduce one more fruit		
Introduce a healthy menu option		
Establish baselines of food wasted pre-preparation, in preparation and left on plates Assess and increase % of food waste and packaging waste recycled		
Update and improve cleaning stations, to prioritize recycling.		
Establish a baseline for the amount of waste oil created across all food outlets		
Donate unused surplus food to local charities that distribute it to people who need it		
Review existing water provision		
Comply with any requests for data towards calculating emissions		
Review, rationalize and monitor deliveries to sites		
Review, rationalize and monitor location of food		
Issues around responsible food purchasing should be explained to staff, partners and suppliers		
Contracting arrangements and specifications should be explained to suppliers		
Review progress every quarter		
Update action plan		
Communicate year achievements to staff		

Box 4. Action plan for sustainable food purchasing

- To buy local, seasonally available ingredients as part of standard practice, while considering all the relevant factors to minimize energy used in food production, transport and storage.
- To buy food from suppliers whose farming systems minimize harm to the environment, such as certified organic producers.
- To provide meals rich in fruit, vegetables, pulses, whole grains and nuts, and reduce purchases of foods of animal origin (meat, dairy products and eggs), as livestock farming is one of the most significant contributors to climate change.
- To ensure that the meat, dairy products and eggs purchased are produced under high environmental and animal welfare standards.
- To stop buying fish species identified as most 'at risk' by the Marine Conservation Society.
- To develop menus with a distinctive local flavour that satisfy our clientele's quality aspirations and health and nutrition needs, based on foods that can be supplied regularly in smaller quantities and have the smallest possible environmental footprint.

Source: Based on the Sustain (Alliance for better food and farming) report, 'Eat Well and Save the Planet', 2007. www.sustainweb.org/

As just discussed, an action plan sets out clear expectations for the business, its management and its staff. However, it will also have implications for the business's suppliers, including service providers and wholesale vendors. It is important to ensure that everyone in the supply chain is clear about what the business expects to deliver and achieve, bearing in mind the complexity of the industry.

- Define operational policies that build on your business's existing internal processes, including procedures for monitoring, reviewing and reporting on progress. Building on existing processes will save unnecessary effort and keep costs down.
- Plan and prioritize objectives, targets and actions.

Supplier relationships are dealt with in more detail in Step 2, Integrating Sustainability into Your Business. The first step towards clarity and transparency in these relationships, however, is for your action plan to specify that you will:

- ensure that food purchasers have clear direction and understanding of your business' product priorities, specifications, preferences and other requirements;

- use competitive tenders wherever possible, while recognising the benefits of building sustainable relationships over the longer term; and
- make commercial decisions on price, quality and ability to meet your business's core values and aspirations.



1.5 Communicate and motivate people

Communications with staff, partners, suppliers and stakeholders should be included as a specific set of actions within your action plan. Issues around responsible food purchasing and management are complex and evolving, so it is important for you to ensure that “everyone is pulling in the same direction”.

To achieve this, make sure you provide all food purchasers with clarity around product priorities and specifications, selection processes for suppliers, contracting arrangements etc. This is likely to take the form of sustainable purchasing guidelines that will need to be drafted and then circulated. You will also need to discuss your action plan with partners, suppliers and stakeholders to ensure they can contribute to, not hinder, delivery of your goals.

The processes and systems you put in place are important for the successful implementation of your action plan. But ultimately it will come down to people and how effectively they take up the cause. It is their shared commitment to responsible food purchasing and sustainability that will make the difference.



Step 2

→ INTEGRATE SUSTAINABILITY INTO YOUR BUSINESS

To integrate sustainability successfully into your business, the five key areas you should consider are:

- food purchasing
- waste
- water
- energy
- people.

This guidance focuses on food purchasing, but it is also important that the other four elements are integrated as part of a holistic approach. They can only be discussed briefly here, at the end of this section, but the section **Where to find further information** contains useful contact details and website references to find out more.

2.1 Sustainable food purchasing: buying better products from better suppliers

Most hotels, restaurants, catering companies and event organizers do not produce the majority of their food themselves, so they rely heavily on the quality of their supplier relationships as they seek to achieve greater sustainability. It is nevertheless important for all responsible food purchasers to have an overall understanding of the key drivers of food production, to guide them towards food choices that have less impact on environment and society than other similar items.

2.1.1 Buying better products

The practical implications of buying better products are that the changes you make will need to meet or exceed your current requirements. The questions that any food purchaser will want answers to are:

- Do I really need to purchase all the products I currently purchase? (needs analysis)
- What alternative sustainable products are available?
- Are they available locally?

- Are they available in the right quantity?
- Are they available at the right time?
- Are they of sufficient quality?
- What do they cost compared to currently used products?

To learn about the quality and availability of food items, you will need to be sufficiently informed about the offer provided by farmers and growers, distributors, processors, wholesalers and marketers. In addition to being prepared to ask what methods they have used to grow or harvest their produce, to package, distribute or transport it, and to process or prepare it, be ready to ask about availability, both in terms of quantity and reliability of supply, quality, and of course, cost.

Once you have established the basics, you can go on to answer the questions that will ensure you comply with your action plan. For example,

- Under what conditions has the food been produced?
- What are the social pros and cons of purchasing this product?
- What packaging is used?
- What waste is likely to result?
- From how far has the food come, and what was the mode of transport?
- Would it be preferable to grow some of the food rather than purchase it?

As mentioned before, product certification can often help answer these questions where it is available.

When you are ready to put responsible purchasing into action, follow a common-sense approach to tendering for food supplies (see **Box 5**).

The European Commission has produced a green public procurement (GPP) product sheet and accompanying report, with recommendations for the purchase of sustainable food and catering services. It includes specifications for a range of products, including fruit and vegetables, marine, meat and dairy products, and beverages. While it is primarily aimed at contracting authorities in the public sector, it may nonetheless be useful for larger private-sector organisations seeking to incorporate environmental considerations in their tender procedures. In particular, it sets out GPP criteria that could be useful for setting procurement criteria that suppliers will be expected to meet.¹⁰

¹⁰ European Commission Green Public Procurement – Food and Catering Services, http://ec.europa.eu/environment/gpp/pdf/toolkit/food_GPP_background_report.pdf
http://ec.europa.eu/environment/gpp/pdf/toolkit/food_GPP_product_sheet.pdf

Box 5. Tip: How to ensure your sourcing contributes to responsible purchasing

- Appraise and short-list your actual and potential suppliers
- Carry out an initial screening of their sustainability qualifications
- Invite tenders
- Conduct a more detailed appraisal when these tenders are evaluated
- Score suppliers on their sustainability
- Award contracts according to these scores and other relevant criteria (e.g. product quality, price)

Source: Adapted from UNEP (2011). *Buying for a Better World*, UNEP Guide on Sustainable Procurement, Paris. www.ungm.org/Publications/sp/BFABW_Final_web.pdf

2.1.2 Verifying your products and suppliers against sustainability standards

The easiest way to source more sustainable food is to look for products that carry an ecolabel, showing that they are certified by a third-party environmental, social or ethical scheme. There are now hundreds of such schemes around the world. **Box 6** provides an example of a sustainable seafood and fish scheme for restaurants in Spain.

Online databases such as the International Trade Centre Standards Map¹¹ or Big Room's Ecolabel Index¹² should be able to help you identify recognized food and drink standards. However, there are many different certification and ecolabelling bodies with different standards,

11 International Standards Map: www.standardsmap.org

12 Big Room Ecolabel Index: www.ecolabelindex.com/ecolabels/

Box 6. Responsible fish procurement

A Catalan not-for-profit organization, Acció Natura, launched a labelling system on responsible procurement of seafood and fish for restaurants. Restaurants that apply for it have to adhere to an ethical code and implement a series of actions to ensure compliance. They must make sure to buy only fish complying with the minimum size fixed by law; exclude from the menu any endangered fish species; prioritize the use of local species; and prioritize fish caught using artisanal, non invasive techniques. In exchange they obtain information and resources to implement the code, a recognition label, and material to help them communicate their efforts and achievements to their customers.

Source: Ecoinstitut Barcelona (2010). *Guía de hoteles más sostenibles. Guías de educación ambiental N°36*. Ayuntamiento de Barcelona. Barcelona. http://80.33.141.76/ag21/templates/a21/download_rekurs.php?idRekurs=741

many of which only apply to certain regions.¹³ It is important to note that the pre-set standards used by a particular certifying body may not fully match your requirements as a food purchaser.

13 Centre for Environmental Leadership in Business (2004). *Supply Chain Engagement for Tour Operators – Three Steps Toward Sustainability*. www.toinitiative.org/fileadmin/docs/publications/SupplyChainEngagement.pdf

Box 7. Case study: Considerate Hoteliers choose locally grown produce

Considerate Hoteliers is an association formed in 1991 by a group of like-minded hoteliers, with the aim of encouraging hotel operators to adopt environmentally sustainable practices. Many of its members source food locally and in season – an important element of responsible procurement based on developing strong relationships with local producers.

For example, London-based Firmdale Hotels have formed a partnership with Laverstoke Park Farm, which farms organically, while Le Manoir Aux Quat'Saisons near Oxford encourages young chefs to learn and be educated about local, seasonal produce by taking them to the local markets, farms, abattoirs and fisheries. At Strattons Hotel in Norfolk, suppliers are screened through a questionnaire process to ensure as many local suppliers of seasonal produce are used as possible.

This kind of approach has achieved some great results, including Trenyhton Manor sourcing over 70% of food and drink from within their county (Cornwall), whilst Linthwaite House in the Lake District estimate that 75% of their food is sourced in Cumbria, Lancashire or Yorkshire.

Source: Considerate Hoteliers, www.consideratehoteliers.com

2.1.3 Sourcing locally produced food

Visiting local farmers and growers is a good way to learn about the quality, reliability and variety of local produce you can obtain. Working with farmer groups, such as cooperatives, can increase the range of products available and ensure that quantity of supply is more constant.

Locally produced food is often emphasised as the most sustainable choice, because of the potential to minimize the associated energy costs, particularly in transport and storage. The concept of measuring so-called “food miles” can indeed be a significant indicator in measuring food sustainability. You should be aware, however, that locally produced food is not necessarily always the low energy option. During colder periods of the year, for example, it might require more energy to grow a crop under cover in a heated greenhouse than to import an equivalent crop from a warmer climate.

When it comes to meeting customer demand for more exotic products from abroad, it is particularly important to be organized and to use the available sources of information to develop



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a good understanding of how these ingredients are produced, packaged and transported. Find out more about the growers and producers and how best to evaluate their impacts. Ask intelligent questions and be prepared to follow up and check things out for yourself.

This critical approach is also important with respect to seasonal produce, which customers may be used to demanding year-round without understanding the potentially negative environmental impacts. Eating fresh seafood out of season, for example, can endanger fish stocks. The Marine Conservation Society advises consumers not to buy fish during their breeding or spawning times, the so-called “red” months, or below the size at which they mature. The best time to enjoy eating them is during the “green” months, which are outside the breeding season. This will help maintain stock levels.¹⁴

2.1.4 Sourcing or growing your own products

In certain circumstances, growing your own produce is an alternative worth giving serious consideration to. It may be particularly feasible for smaller restaurants, hotels and caterers.

In locations where land is plentiful, the most cost effective and sustainable way of sourcing fresh food is to have your own vegetable patch. You can significantly reduce food miles and operating costs by growing your own fruit, vegetables and herbs. With a bit of imagination and creativity, even if you lack the land to do this, you could think about the use of rooftops, or partnering with local gardeners. (See **Box 8** and **Box 9**)

It is recognized, however, that some developing countries can find it challenging to manage on the resources they have, for a variety of reasons such as poor soil, crop failure, disease, drought, floods as well as political unrest or conflict.

¹⁴ Marine Conservation Society, Buying Seasonal Fish (UK-focused). www.mcsuk.org/downloads/fisheries/BuyingFishInSeason.pdf, and searchable database, www.fishonline.org. For other countries, see WWF's guidelines, http://www.wwf.panda.org/what_we_do/how_we_work/conservation/marine/sustainable_fishing/sustainable_seafood/seafood_guides/

2.1.5 Working with your suppliers towards sustainability

As has already been stated, responsible food purchasing means not only getting the support and commitment of management and staff at all levels of the business, but also securing the engagement of key partners, suppliers and stakeholders. In effect this means developing an integrated sustainable supply chain. To do this effectively, you will need to:

- build strong relationships with your suppliers;
- establish supportive networks within your supply chain;
- collate and share information and best practice; and
- facilitate learning among suppliers.

There are many ways to help your suppliers improve their sustainability performance. The best approach to take with each supplier will depend on their relative maturity, your relationship with them, their commitment to sustainability, your own baseline assessment of your current business, and the supply chain strategy you adopt.

Box 8. Case study: Fairmont Hotels & Resorts approach to providing local sustainable honey

As a result of growing concern about Colony Collapse Disorder among honeybees, Fairmont Hotels & Resorts installed beehives in the rooftop gardens of a number of hotels in North America as well as the Fairmont Yangcheng Lake in China and Fairmont Mount Kenya Safari Club. This not only helps provide bees to pollinate gardens and parks, but also provides a supply of local and sustainable honey for the hotels' on-site bars and restaurants.

Source: Green Hotelier website: sustainability in the kitchen – food and drink, Fairmont Hotels and Resorts 2010. www.greenhotels.org

As a responsible food purchaser, there are clear advantages to fulfilling the role of “thought leader”. An important benefit, if you are able to raise your suppliers' awareness and help them develop their skills on sustainability issues, is that their economic, environmental and social sustainability performance is likely to improve.

2.1.6 Developing reliability and compliance in your supply chain

Much of the sourcing of goods and services in the hospitality sector goes through a supply chain of subcontracted businesses, organizations and agents. As a food purchaser, you may therefore not always be in direct control of all the environmental and social impacts. Yet, increasingly, consumers not only expect quality and value for money, but will also look to your

Box 9. Case study: 50-mile Diet and Spice Village

CGH Earth is a chain of resorts in South India, many of which grow their own food or source produce from the neighbourhood, thus encouraging local farmers to grow organic food and earn a good living. In one of the CGH resorts, “Spice Village”, a specialty restaurant called “50-mile diet” has been developed for the purpose of fine-tuning the dining experience with minimum carbon footprint and simultaneously presenting diners with the best from the region's cuisine. The “50-mile diet” approach combines fine dining, sourcing from an in-house organic vegetable farm, and direct purchasing of vegetables, spices and meat from producers within a radius of 50 miles. The benefits are threefold. The farmers get maximum value from the sale of their produce, eliminating the involvement of a third party; the customers enjoy a genuine experience of regional produce in its fresh form; and the environment benefits from reductions in the restaurant's overall carbon footprint.

Source: CGH Earth, www.cghearth.com/spice-village/cuisine-sv

business to ensure the environmental and social sustainability of what you are providing to them. Businesses must consequently take responsibility for ensuring the sustainability of all the inputs that go into their products (see **Box 10** and **Box 11**).

Responsible food purchasers should ideally consider a wide range of issues when creating a sustainable supply chain management system. The comprehensive checklist below (see **Table 3**, p. 28) may initially seem daunting and is likely to be most appropriate for large businesses. However, it can help you identify and highlight the issues that are most relevant to your own circumstances and objectives. Rather than attempting to investigate all the items in the list, a better approach would be to focus on a smaller number of the most important issues to develop a scorecard for each of your suppliers.

Your scorecard for any given supplier will give most weight to the items most applicable to that business. For example, it may be appropriate to focus on workplace conditions with respect to a supplier of fresh produce grown in developing countries (e.g. tropical fruits), where worker protection from pesticides and herbicides may be a concern. Always keep in mind the type of products the supplier in question sells to ensure an intelligent approach to designing the scorecard. The scorecards will need to be revised and kept up to date every few years.



Minimum performance standards should be clearly identified in your supplier scorecards. These will be the standards that must be met in all contracts. It is important that they can be, and are, effectively monitored.

A phased approach may be useful. This will enable you to raise the bar over time. It will also allow you to progressively widen the range of issues covered by your standards. While you will expect all your suppliers to meet your minimum benchmark standards, you also want to stretch them to show how they are tackling the more aspirational standards.

The standards you set may be either performance-based or process-based (requiring documented procedures and practices to be followed), or both. Stretch targets should be set sufficiently high to represent a real improvement by suppliers, but also at a level that is realistically achievable. They should also be flexible enough to accommodate different local and regional socio-economic and environmental conditions, and the varying sizes and technical capacity levels of suppliers.

Box 10. Case study: Developing an organic supply chain

One of the constraints faced by hotels and restaurants in developing countries is an unreliable supply, or complete lack, of certified organic food. However, more and more enterprising companies are trying to fill the gap. The “Organik” farm in Dalat in the south of Vietnam is a case in point. To assure potential clients about the quality of the products it supplies, Organik has completed Fair Trade, HACCP, organic and other certifications. Strongly committed to educating customers in the business of environmentally responsible farming, it has opened an “Organik Shop” and an on-line store for retail sales as well as servicing its corporate clients such as airlines, hotels and resorts. As demand for organic food in Vietnam grows, other small local farmers in Dalat have also been switching over to organic farming.

Source: Organik Online, www.organikvn.com/contents/en-ca/about.html

It is also sensible to build criteria into the contracts you enter into with suppliers, based on the social and environmental criteria you have decided to prioritise in your strategy and action plan. For example, for a contract to supply prepared food, you might choose to incorporate criteria covering:

- nutritional content, with the emphasis on greater consumption of fruit and vegetables;
- fresh food, with the emphasis on local, seasonal and organic produce;
- shelf life, emphasising items with longer shelf life to reduce waste or the need for frequent delivery; and
- packaging, with the emphasis on less packaging or more sustainable materials and techniques.

Box 11. Case study: London 2012 Olympic and Paralympic Games - Food sourcing and establishing an effective supply chain

LOCOG, the organizers of the London 2012 Olympic and Paralympic Games, understood that to deliver high quality, safe and sustainable food at the Games, it needed to know where food came from and how it was produced. By paying close attention to how food was sourced, LOCOG worked with large and small-scale suppliers to raise standards across the food industry as a whole.

LOCOG set out two levels of expectation. Its benchmark standards established what would be required of suppliers delivering food and drinks at the Games, while its aspirational standards set out how the catering operation at the Games could raise standards across the British food industry as a whole. Food suppliers were encouraged and supported to go beyond the benchmark standards and work towards even higher levels of animal and worker welfare, environmental sustainability and food safety wherever they could.

The procurement of catering contracts was based on these food sourcing standards and the application of the London 2012 Sustainable Sourcing Code. Successful contractors had to demonstrate:

- how they achieved the benchmark standards;
- the extent to which they were able to deliver the aspirational standards, and at what cost;
- how they built sustainability into their businesses on a long-term basis; and
- how they worked in partnership with smaller local and regional suppliers to deliver this.

LOCOG's food supply chain was made up of a range of different types and sizes of organization. While the scale of the Olympic Games operation required LOCOG to leverage the experience and resources of larger service providers, London 2012 was also committed to promoting diversity within the overall supply chain and included smaller producers and caterers. This gave smaller catering organizations and suppliers the opportunity to be involved in an event far larger than they would otherwise be able to.

To provide effective assurance that required standards were being applied in venues and along the supply chain, London 2012:

- - used existing certification schemes;
- - imposed contractual requirements on supply chains to demonstrate compliance;
- - carried out spot checks;
- - facilitated independent third-party verification audits; and
- - continued to work with the agencies that made up the London Food Advisory Group.

Source: 2012 Olympic and Paralympic Games (2012). For Starters: Food Vision for London. www.london2012.com/documents/locog-publications/food-vision.pdf

Table 3. Checklist: Issues to consider when developing responsible food purchasing

Economic Performance Issues	Appropriate Action in Place?
<ul style="list-style-type: none"> • Employee wages and benefits • Local purchasing • Linkages with local suppliers and subcontractors 	<p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p>
Environmental Performance Issues	Appropriate Action in Place?
<ul style="list-style-type: none"> • Energy use • Water use • Waste management • Waste water management • Contributions to biodiversity and nature conservation • Chemical use • Emissions (CO₂, ozone-depleting substances) • Land conversion • Air, water and land pollution • Toxicity of materials and products used • Indoor air quality • Environmental management systems 	<p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p>
Social and Cultural Performance Issues	Appropriate Action in Place?
<p>General:</p> <ul style="list-style-type: none"> • Equal opportunities and non-discrimination • Human rights (including implementation of the ECPAT Code against the commercial sexual exploitation of children) <p>Workplace:</p> <ul style="list-style-type: none"> • Workplace conditions • Labour relations (including fair treatment, fair wages, security of employment, working hours and employees' rights, such as freedom of association and collective bargaining) • Health and safety • Training and education • Children in the workplace <p>Suppliers and Contractors:</p> <ul style="list-style-type: none"> • Labour relations and human rights practices • Contracting with small and micro-enterprises, including those operated by indigenous, ethnic or minority groups • Respect for rights of indigenous, ethnic and minority groups, and of local communities <p>Community:</p> <ul style="list-style-type: none"> • Land and indigenous rights • Consultation and participatory decision-making with the local population and affected stakeholders • Contribution to community development • Economic linkages with local communities 	<p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p> <p>Y <input type="checkbox"/> N <input type="checkbox"/></p>

Source: The Centre for Environmental Leadership in Business (2004). Supply Chain Engagement for Tour Operators: Three Steps Toward Sustainability. www.toinitiative.org/fileadmin/docs/publications/SupplyChainEngagement.pdf

2.1.7 Building strong relationships

Your effectiveness as a responsible food purchaser will rely on the strength of the relationships you build with partners, suppliers and key stakeholders. Your suppliers will help manage your sourcing requirements, so an honest and transparent relationship with them is essential. You will want them to fully understand (and perhaps have been involved in developing) your business: your vision, strategies and action plan.

You will also want suppliers to be looking out for you – to find new products that meet your requirements – and ensuring that their relationships with farmers and food producers are strong too. Suppliers can also provide valuable insight into local issues and conditions that may affect their potential to improve their sustainability performance.

You will achieve a successful relationship with suppliers:

- where expectations are clear;
- where there is regular and two-way communication; and
- where honesty and transparency ensures that you are both looking for continuous improvement.

2.1.8 Incentivizing suppliers

Creating an incentive scheme for your suppliers can be a good way to help them improve their performance, and build up their support for your sustainable supply chain strategy. Such a scheme recognizes the contribution that your suppliers make to your business, and rewards improvements on key environmental, economic and social issues.

It is worth considering how to structure your incentive scheme. Will it be based on the delivery of sustainability performance standards? How

will you record this information? Establishing a database is the most efficient way to hold information on suppliers, to track their sustainability performance, and to integrate this information with your existing management systems. An incentive scheme is a useful and subtle way of defining what data you will collect and how you will verify it - whether by data survey, questionnaire, personal visit and verification etc.

You will also need to identify the most appropriate measures to reward suppliers who make significant improvements or deserve recognition for the contribution they make to your business. Good performance can be highlighted in promotional material. It can also be recognized by offering preferential contracting opportunities – a major incentive for any supplier.

2.1.9 Considering the carbon footprint

Some responsible food purchasers have gone as far as to consider the relationship between food production, consumption and climate change, on the basis that certain foods have a higher carbon footprint than others. They have developed an approach to food management that seeks to mitigate climate change by reviewing the carbon intensity of foodstuffs and adapting their purchasing accordingly. The checklist in **Table 4**, sometimes known as the “three Ps” of food management (purchases, preparation and presentation), is a useful contribution to the current debate around purchasing more sustainable food, recognising that food supply chains can be highly complex and good data hard to come by.

2.1.10 Sharing the learning

In order to help your own business improve its practices on certain aspects of sustainable food procurement, you may need to look for other businesses with whom you can collaborate, to share experiences and learning and to link into existing programmes or certification schemes.

Table 4. Checklist of food items to promote and reduce according to their environmental impact

Purchases
<p>Buy as little as possible of the following (highest impact):</p> <ul style="list-style-type: none"> • Vegetables grown in heated greenhouses • Foods involving air transport • Specific species such as giant, king and tiger prawns, lobster (unless locally and sustainably sourced) • Imported beef • Aluminium foil <p>Buy less of the following (high impact):</p> <ul style="list-style-type: none"> • Intensively farmed meats (e.g. cereal-fed beef) • Deep-sea fish (e.g. cod) • Farmed carnivorous fish (e.g. salmon) • Rice (if not in a rice-producing area/region) • Seasonal foods out of their season/storage time <p>Buy more of the following (lower impact):</p> <ul style="list-style-type: none"> • Locally produced foods, if transported over short distances using CO₂ efficient modes • Seasonal vegetables • Grains (including pasta) • Pelagic fish • Meats that are raised in a more sustainable manner (e.g. free-range, organic, produced without habitual antibiotic dosing) • Foodstuffs with a longer shelf life (without compromising quality)
Preparation
<ul style="list-style-type: none"> • Purchase energy from renewable sources • Use more energy-efficient cooking routines • Put dishes on the menu that use less meat and more vegetables • Use food efficiently (prepare vegetables from root to stem, avoid unnecessary peeling, use inedible parts of meat for flavourful broths and stews) • Prepare meals only after orders have been placed • Plan purchases to avoid waste • Separate food waste from general waste
Presentation
<p>Always present at least one attractive vegetarian alternative</p> <ul style="list-style-type: none"> • Train staff to recommend less carbon-intensive dishes • Offer different portion sizes and train staff to ask customers how big a portion they would like • Reduce portion sizes at buffets, with more regular replenishment • Reduce the size of plates used at buffets • Let customers know that they can re-serve themselves if they are still hungry so that they don't take more than they need • Arrange buffets so that less carbon-intensive foods are at the centre • Place bread at the very end of the buffet line, so customers only take it if they really want it • Encourage customers to prevent food waste, e.g. with a poster message • Avoid single-use packaging

Adapted from: Stefan Gossling et al. (2011). Food management in tourism: Reducing tourism's carbon 'foodprint'. *Tourism Management*. Elsevier. www.sciencedirect.com/science/article/pii/S0261517710000701

2.2 Waste: food and packaging

In any framework for sustainability, minimizing and managing waste are key concerns. The essence of effective waste management can be found in the tried and tested “reduce, reuse, recycle” approach.

In the hospitality sector, up to 10% of purchased food becomes pre-consumer waste before even reaching a guest. Reducing this food waste is one of the biggest challenges for responsible food purchasers, as well as a significant opportunity to cut costs. Waste food disposal also gives rise to significant carbon emissions and, if sent to landfill, can generate significant quantities of methane gas.

The first priority for waste management policies and systems should therefore be to prevent,

minimize or avoid waste altogether. By proper forecasting, only purchasing what you need, having real-time control over your stock, efficient storage, effective menu planning and portioning, and only cooking to order, you will not only improve your sustainability but also save money on commodities, labour, energy and of course, disposal costs. **Box 12** provides a series of tips to help you reduce food waste, while **Box 13**, **Box 14**, and **Box 15** provide case studies detailing how hospitality providers have put this into practice.

Once you have prevented as much food waste as possible, the next best option in the “reduce, reuse, recycle” hierarchy is reuse. This means finding a secondary way to obtain value from a commodity that might otherwise be wasted. The commonest way to do this is to redeploy overproduced food elsewhere on the menu (while complying with food safety guidelines).

Box 12. Tip: Reducing food waste in your business

Waste (and cost) reductions can be achieved through:

- Planning your menus, for example to facilitate balanced use of whole animals
- Optimizing the use of all ingredients during preparation and cooking
- Optimizing portion sizes
- Offering a variety of serving sizes to customers
- Ensuring correct storage conditions to maintain freshness
- Managing food stocks with maximum precision in checking stock levels and ordering
- Using online ordering systems where practical
- Donating surplus edible food to charity

Source: NSW Government Office of Environment and Heritage. Understanding Food Waste in Hospitality. Love Food Hate Waste. www.lovefoodhatewaste.nsw.gov.au

Box 13. Case study: Roteiros do Charme Food waste minimization scheme

The hotel association Roteiros do Charme decided during the RIO+20 meeting in June 2012 to implement a programme known as “Gastronomia Sustentavel” across its entire membership, which comprises 59 independent hotels, inns and ecological refuges located in 51 tourism destinations in Brazil.

The programme encourages hotels to reduce organic waste by adopting sustainable purchasing guidelines. Key elements include adopting sustainable food menus and buying organic, locally-grown food, and/or planting organic gardens, to provide fresh produce for their guests. A waste minimization scheme is implemented in all the association’s hotels, 86% of which now treat food waste locally and can thus turn breakfast, lunch and dinner leftovers into renewable products, including compost. The goal established by Roteiros de Charme is 95% recycling and treatment of organic food waste by 2015.

Source: www.roteirosdecharme.com.br/



Recycling or composting is the third option prior to disposal. By recycling or composting you can ensure that waste does not go to landfill or elsewhere in the solid waste stream. To reduce packaging impacts, the London 2012 Olympic and Paralympic Games adopted the following:

- Prevention/reduction – the less we bring in, the less there is to throw away.
- Reuse – what packaging we can't avoid, we will try to reuse.
- Recycling or composting – what we can't reuse, we will recycle or compost.

The checklists for food and packaging waste management in **Box 16** are based on a best practice model developed by the Oregon-based food waste-tracking specialists, Lean Path.

Box 14. Case study: No food waste allowed at Wafu Restaurant

Wafu is a restaurant outside Sydney for “guilt-free Japanese cuisine”, where customers had better finish what’s on their plate — or pay a fine and not return! Chef Yukako Ichikawa is tired of the food waste people leave on their plates and the environmental impact, however unintentional. Wafu makes its ethos pretty clear every step of the way, starting with its website. First request: “Please be mindful of the amount of food you order – consider ordering just the right amount, in harmony with your appetite!” The restaurant now offers a 30% discount to customers who eat all the food they order. The restaurant’s policies, also including the use of organic food free of gluten, dairy, sugar and eggs, are posted outside the door, complete with this warning: “To contribute toward creating a sustainable future we request a little more of our guests than most other restaurants”.

Source: WAFU, Guilt Free Japanese Cuisine, www.wafu.com.au

Box 15. Case study: ITC’s eco-conscious event design

“Reduce, Reuse and Recycle” is the guiding principle of the commitment to a greener and healthier environment at ITC Hotels in India. Each hotel has its own programme, encompassing local participation, awareness-raising among employees and internal conservation through energy-saving gadgets and environment-friendly materials. Guests are also encouraged to be part of the campaign to “give back as much as you take from the environment”. The Eco-Conscious Event Design, developed by ITC Hotels for conferences and other public events, includes tips for banquets that include green menus with organic and locally procured food, both to minimize the environmental footprint and to encourage healthy eating.

Source: ITC Hotels, www.itchotels.in/environ/Environ.html

Box 16. Checklists for food and packaging waste management

Checklist 1: Reduce, reuse and recycle food waste	Checklist 2: Controlling Packaging Waste and Operating Supplies
<ul style="list-style-type: none"> <input type="checkbox"/> Conduct an audit of pre-consumer waste (overproduction, date-expired produce, trim waste, spoilage, contaminated food, overcooked food, etc.) to determine a baseline. Remember, pre-consumer waste can occur at any point prior to selling food, from the point when you receive product, through preparation and production, to service whether it be on a hot line, a deli area or a salad bar. <input type="checkbox"/> Conduct an audit of all post-consumer waste to determine a baseline. 	Inbound Supply Chain Waste
Pre-Consumer Food Waste	<ul style="list-style-type: none"> <input type="checkbox"/> Work with suppliers to minimize inbound packaging waste, and evaluate use of products from manufacturers who have implemented packaging reduction processes.
<ul style="list-style-type: none"> <input type="checkbox"/> Establish tracking/control systems to measure pre-consumer food waste on an on-going basis. Determine greatest areas of loss to waste. <input type="checkbox"/> Establish staff action teams to review waste data, set waste minimization goals and develop revised procedures, policies or menus. Discuss waste at some point every day and at a team meeting at least weekly. <input type="checkbox"/> Review menus to identify and reduce/eliminate frequently wasted items. 	Food Packaging and Operating Supplies
Post-Consumer Food Waste	<ul style="list-style-type: none"> <input type="checkbox"/> Change policies to place emphasis on reusable tableware and service ware. <input type="checkbox"/> Shift to environmentally friendly disposables and establish an appropriate collection programme to route the product to commercial composting partners if necessary. Balance environmental benefits with the ability to offset higher costs with higher prices. <input type="checkbox"/> Configure dispensers for polycarbonate plastic utensils to discourage dropping and excessive usage. <input type="checkbox"/> Evaluate use of bulk products for condiments, as opposed to individually wrapped or polycarbonate (polycarbonates will get mixed into wet trash and cause challenges with pulping, composting, etc.) <input type="checkbox"/> Explore options to recycle cardboard boxes and trays and generate revenue from them <input type="checkbox"/> Explore filtering or bottling your own water for conferences and events (or use only pitchers of water instead of bottles).
<ul style="list-style-type: none"> <input type="checkbox"/> Review portion sizes: are your guests eating all of the food you're serving? <input type="checkbox"/> Managers should monitor staff compliance with portioning standards and proper service methods (spoon size, slice count, ounces, etc.) <input type="checkbox"/> Conduct a "Waste Awareness Drive" with both staff and guests. Part of this drive may also involve a suggestion box for additional ideas and new concepts, which may lead to additional waste reduction ideas. 	
Food Waste Reuse	
<ul style="list-style-type: none"> <input type="checkbox"/> Participate in a food recovery/donation programme to re-use food products safely. 	
Food Waste Recycling / Composting	
<ul style="list-style-type: none"> <input type="checkbox"/> Discuss a collection programme for pre-consumer and post-consumer food waste with your local collection company. If available, begin separating compostable food waste for pick-up by an off-site composter. <input type="checkbox"/> If a local off-site option is not available, evaluate on-site composting solutions such as waste digesters or dehydrators. <input type="checkbox"/> Explore options to sell used fryer and cooking oil to biofuel producers.. 	

Source: Leanpath (2012). A Short Guide to Food Waste Management Best Practice. http://leanpath.com/docs/Waste_Guide_2012.pdf

A more detailed approach to preventing and reducing food waste in hospitality and food service businesses can be found in the guidance “Prevention and reduction of food and drink waste in businesses and households”, produced jointly by UNEP, the FAO and WRAP.¹⁵ Module 4 contains a section aimed at individual businesses, providing guidance on steps that can be taken to reduce food waste in their own operations and supply chains.

2.3 Water usage, pollution and emissions

Water scarcity and pollution are important factors for any responsible food purchaser, and vital considerations for any business intent on contributing to sustainability in the global food system. Almost 800 million people around the world lack access to water and over 2.5 billion lack access to sanitation. According to the United Nations Development Programme, every 1 USD spent on water and sanitation in Africa generates a return of 9 USD in saved time, increased productivity and reduced health costs.

Some estimates suggest that almost three-quarters of the water drawn around the world is as a result of agriculture. It requires, for example, about 3,500 litres of water to produce one kilo of rice, about 15,000 litres to produce one kilo of beef and about 140 litres for a cup of coffee. The greatest impact on water consumption over the past 30 years has been the dietary shift towards more water-intensive food.¹⁶

Recent research by Accor, a leading hotel operator, found that direct water consumption in its hotels (showers, kitchens, laundries and swimming pools) was responsible for only 10% of its total water impact, while more than 86% was accounted for by farming activity. The bulk of the water pollution impact of Accor’s hotels was also from the associated agriculture, through the release into the environment of excess nutrients

15 This document can be found at www.thinkeatsave.org/downloads/UNEP-FW-Guidance-content-VERSION-WEB.pdf

16 Source: The UN Works For People and the Planet. www.un.org/works/sub2.asp?lang=en&s=19

such as nitrates and phosphates, which stimulate excessive plant and algal growth (eutrophication) and damage natural habitats.¹⁷

As a responsible business, you should consider how to reduce your water consumption, as Soneva Resorts has (see **Box 17**). Smarter, more balanced menus using less water-intensive foods can contribute to this. You should also look to work with your suppliers and supply chain, particularly in areas under water stress, to develop less water-intensive and less polluting options where possible, as well as to promote waste water recycling.

The section of this guidance “**Where to find further information**” contains useful contact details and website references to find out more.

Box 17. Case study: the Soneva Resorts Wellness Water Initiative

Soneva Resorts, which began in the Maldives and Thailand before expanding to become a global brand, launched their Wellness Water Initiative in 2008 by banning imported water in their properties. Instead the resorts serve drinking water – still and sparkling – which they produce themselves, avoiding the considerable and unnecessary carbon emissions caused by transporting drinking water over great distances, often by air. The water initiative supports Soneva’s more general move towards greater use of local and seasonal produce, to reduce carbon footprints whilst adding value to community partnerships. It has enabled Soneva to avoid the use of approximately 650,000 plastic bottles since the start of the initiative, thereby also saving an enormous amount of waste that might have gone to landfill.

Source: www.soneva.com/soneva/slow/environment/water-management

17 Source: Accor Group (2012). Environmental Footprint and Earth Guest Research. www.accor.com/fileadmin/user_upload/Contentus_Accor/Developpement_Durable/pdf/earth_guest_research/2011_12_08_accor_empreinte_enviennementale_dp_bd_en.pdf

2.4 Energy: food production, preparation and delivery

Improving energy efficiency can also be an important element of your business's approach to sustainability, with the potential to offer financial savings and improved business results for you and your supply chain.

Food production requires the consumption of energy, both directly and indirectly. It is consumed directly during the manufacturing stage, with processes involving heating, cooling, drying, evaporation, sterilization, pasteurization and blanching consuming energy, especially electricity. According to the European Union, of all forms of processing, deep freezing uses the most electricity. For example, energy is consumed at a rate of 80 to 280 kWh per tonne to freeze vegetables.¹⁸

Energy is used indirectly to produce the pesticides, fertilisers and other products that are used in the food chain. Post-production, energy is used to transport food, mainly by road, to warehouses, secondary manufacturers, wholesalers, and finally to hospitality companies who serve end consumers.

What is clear, therefore, is that the more processed a product, the more energy it consumes.

Energy efficiency measures in hospitality operations can include better refrigeration and storage; kitchen equipment such as cooking and dishwashing appliances that cost the same but use less energy; new vehicle designs that travel further on less fuel; and buildings that require less energy to heat and cool.¹⁹

Find out more about using clean energy from renewable resources – wind, water, the sun, biomass and geothermal energy – and consider how you can integrate it into your business. The

¹⁸ European Commission Green Public Procurement Training Toolkit – Module 3: Purchasing Recommendations http://ec.europa.eu/environment/gpp/pdf/toolkit/food_GPP_background_report.pdf

¹⁹ See the Accor Group's environmental footprint at www.accor.com for an innovative approach to measuring energy consumption.



section of this guidance **Where to find further information** contains useful contact details and website references on this subject.

2.5 People: outreach and social equity

The final part of the approach to sustainability is to consider how your business can contribute to the eradication of poverty and improve global equity. This may be through the initiatives you take or through charitable causes you support. It is an excellent way of demonstrating how your business and you, as a responsible food purchaser, are supporting sustainability. It is also a positive way of generating support, commitment and momentum by engaging management and staff at all levels of the business along with your key partners, suppliers and stakeholders.

One approach to embracing social responsibility is to choose to purchase fair trade food. The fair trade movement aims to help producers in developing countries achieve better terms of trade, applying higher social and environmental standards. Fair trade is particularly important for food products that are typically exported from developing countries to developed countries, most notably coffee, cocoa, sugar, tea, fresh fruit (e.g. bananas), honey, and wine. It is also active in the fresh flower market. Fair trade certification is widely used to ensure that products meet certain environmental, labour and developmental standards, and a number of certification schemes are in operation globally.

Step 3

➔ MONITOR PERFORMANCE AND EVALUATE YOUR PROGRESS

Once your sustainable contracting system is in place you will need to monitor and evaluate performance.

In general terms, it is important to review and report on progress as you integrate sustainability into your supply chain. This reviewing and reporting is partly a communications function, to demonstrate success and achievement to stakeholders, but it is also a good opportunity for you to be transparent about both your successes and your difficulties. Holding yourself to account will help you both to ensure that your targets are being met, and to identify potential issues.

More specifically, assessment and monitoring procedures will be needed in relation to supplier performance, to evaluate their delivery against contract standards. These assessments might take the form of checklists, questionnaires, site visits and/or customer feedback, as appropriate. It is recommended that you develop and agree on an internal approach and procedures, bearing in mind that the key is to keep the process simple and if possible integrated into existing systems.

- Prepare contractual clauses that set out minimum performance standards, including criteria requiring suppliers to take food waste prevention measures.
- Establish legal procedures to deal with suppliers who fail to meet those standards or have defaulted in some other way.
- Take legal advice as necessary.
- Select appropriate and meaningful indicators for monitoring performance.
- Keep things simple and effective.
- Involve your key staff in monitoring progress; they are the ones often best placed to understand where and how improvements could be made, and involving them tends to help build and maintain commitment.
- Prepare your monitoring reports regularly, so that progress towards achieving targets can be

measured effectively and problems identified early and rectified; regular reports also provide valuable information when planning initiatives or actions in the year ahead.

- Disseminate reports regularly. This is a good way to ensure everyone is kept up to date with progress and what has been achieved.
- Keep a database to record information and provide regular monitoring reports.

The product procurement criteria set out in the European Commission's food and catering product sheet provide good examples of how procurement specifications can be used to track performance.²⁰ These were first introduced

²⁰ European Commission Green Public Procurement – Food and Catering Services, http://ec.europa.eu/environment/gpp/pdf/toolkit/food_GPP_background_report.pdf
http://ec.europa.eu/environment/gpp/pdf/toolkit/food_GPP_product_sheet.pdf



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in section 2.1.1, “Buying better products”. They include, for example, measurement of the proportion of supplied aquaculture and marine products that are “caught or produced through sustainable practices and methods as defined in a relevant label” and the percentage of food supplied that is organically produced in accordance with EU regulations.

Similarly in respect of sourcing local and fair trade food, you can measure your performance periodically using key performance indicators (KPIs) to evaluate your progress. Suggested KPIs are:

- the percentage of food sourced from the local area;
- the percentage of food purchased during the growing season in the home country; and
- the percentage of eligible food and drink purchased from fair trade suppliers.

Do not underestimate the work that can be involved in monitoring, particularly when it involves seeking detailed information from third parties, be this the food grower, the transporter, the supplier, or another stakeholder. There will be challenges and lessons to learn. Formal monitoring, review and reporting will often be a new concept and may be treated with some suspicion initially. Meet regularly with key individuals in the supply chain to build relationships, develop understanding and communicate the importance of monitoring performance. Time spent doing this will pay dividends in the long run.



Step 4

→ COMMUNICATE YOUR ACHIEVEMENTS

Effective and ongoing communications are very important along every step of the implementation process, whether you are selling your sustainable food products or celebrating the achievements of your responsible business. Good marketing and communications will impact positively and help increase business.

Communication is important for customers but it is also important for staff, your partners, suppliers, key stakeholders etc. Proactive communication of your business aspirations and of the efforts to deliver those aspirations (successfully or through lessons learnt) is vital.

- Be proactive with posters, brochures, the website and relevant media and events.
- Use stories and pictures to bring to life the hard work you have put in to developing your business and purchasing food sustainably.
- Publicise your quantitative success in reducing food waste and encourage customers to help you keep up the good work.
- Be creative and subtle in your communications, using all forms of communication (publicity, events, newsletters, media, etc.) to encourage buy-in and positive public relations.
- Understand your target audience. Whether their role is that of a staff member, a food grower, transporter, supplier, or other stakeholder, each will need a different message appropriate to them.

Box 18. Case study: Hyatt Hotels sustainable food programme: Food. Thoughtfully Sourced. Carefully Served.

Hyatt engages with its leisure customers through a variety of channels, including social media and customer surveys, while communication with corporate clients is via business reviews, surveys and requests for proposals. It sees feedback from guests as critical in understanding their corporate responsibility priorities. This led to the creation of the guest-facing food sustainability platform “Food. Thoughtfully Sourced. Carefully Served”.

Hyatt sees this as a global philosophy that focuses on healthy and sustainable food and beverage options that are good for its guests, for local communities, and for the planet. It promotes sustainable choices, such as procurement of locally sourced food that supports economic development in nearby communities, and organic food that reduces the group’s environmental footprint, including energy use, greenhouse gas emissions, water consumption and waste, as well as reducing potential biodiversity and habitat impacts associated with food production.

This philosophy has been implemented across Hyatt’s hotels worldwide, although its implementation differs from hotel to hotel to accommodate local preferences and procurement practices. For example, in the Americas, where purchasing is more centralised, Hyatt has defined the programme to include grass-fed, hormone- and antibiotic-free beef, cage-free eggs, tri-poly phosphate-free shrimp; produce sourced within 150 miles of the property; recyclable or biodegradable to-go containers instead of polystyrene products; and recycled content in menu paper. Individual hotels in the group supplement these policies with their own additions, which they know will resonate with their guests, such as hosting farmers markets and other community events.

Sources: Hyatt Hotels Corporation (2013). Hyatt Corporate Responsibility Report 2013-2014. <http://thrive.hyatt.com>; <http://newsroom.hyatt.com/2012-05-09-hyatt-introduces-i-food-thoughtfully-sourced-carefully-served-i>

4.1 Communicating with your customers

To reach this stage, you will have embraced the concepts and practicalities of responsible food sourcing, and sustainable hospitality more broadly. Communicating this commitment to your customers, and potential customers, has a twofold effect: on the one hand, it reinforces your identity and gives your business a point of difference in a competitive market, bringing business benefits; and on the other hand, it can have a positive impact by educating your customers and encouraging them to subscribe to the mindset of responsible food. Using your local knowledge and supplier contacts in your customer-facing communications can also bring food sustainability to life, reinforcing your efforts to protect and enhance the environment.²¹

Your choice of local producers and farm cooperatives can be made into a positive feature of your own marketing to customers and guests. Often there is information available to help do this, for example from the Slow Food movement which originated in Italy to promote

²¹ For further thoughts on engaging customers see: www.greenhotelier.org/our-themes/community-communication-engagement/talking-point-educating-guests-more-sustainable-tourism/

sustainable local food produce, or MercaTrade in Latin America, Go Organic in South Africa, Local Harvest in the United States, and Satavic Farming in India.

How you communicate with your customers is also likely to be determined by the size of your business. **Box 18** highlights the work that hotel group Hyatt has done to bring the sustainable food message to its customers, using a programme name that can be used across its many hotel brands in its thousands of locations.

4.2 Communicating with your suppliers

It is important to programme regular communications with suppliers about new contract clauses or contracting policies. Use this opportunity to reinforce the culture of your business – one committed to high performance, but willing to work with suppliers to achieve continuous improvement.

4.2.1 Taking the lead in raising awareness

If you want your suppliers to improve their sustainability performance, you can take the lead yourself in raising awareness of the key issues in responsible food purchasing, and in demonstrating why sustainability is important.



- Think about how you can effectively provide sustainability information and deliver awareness-raising messages to existing and potential suppliers.
- Seek and use feedback from staff, partners, existing suppliers and stakeholders about the most effectively designed messages and the most appropriate channels for raising awareness – these might be mailshots, personal visits, workshops or a combination of all three.
- Keep messages simple and sincere.
- Focus on the issues that are most important to you and those that will strike the appropriate chord with your supplier.

Box 19. Tip: Internal Training

Build staff capacity to support suppliers in improving their sustainability performance and to monitor their progress.

New staff training modules and awareness-raising exercises should be developed or incorporated into existing training programmes.

Implementation of a sustainable supply chain strategy may also require changes to individual staff roles and responsibilities.

Changes will need to be agreed with relevant departments, which should be given appropriate resources and support, such as training, written guidance, technical information and advice.

Keeping staff members informed of progress – for example by posting progress reports on staff notice boards and intranet sites or including information in staff newsletters – can also help encourage employees to promote and implement a new sustainability policy.

Source: Centre for Environmental Leadership in Business (2004). Supply Chain Engagement for Tour Operators: Three Steps Toward Sustainability. www.toinitiative.org/fileadmin/docs/publications/SupplyChainEngagement.pdf

4.2.2 Maintaining the dialogue

Ongoing communication and dialogue with your suppliers can be very powerful. It requires investment on your part, not least in terms of time, but it will be worthwhile if it is done well. Your relationship with suppliers will always be the most important factor in ensuring that your supply chain supports your sustainable food purchasing objectives.

- Understand and empathize with your suppliers, their values and priorities, concerns and aspirations.
- Regular site visits can help you better understand a supplier's or grower/producer's sustainability and business challenges.

Whatever means you use to reaching out to this important group – whether simply via a poster or leaflet, by giving a short update or through more detailed briefing or guidance – this should be supported by the personal touch. Personal communication is always the most effective, with the advantages of being



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timely and up to date and demonstrating a real commitment to sustainability.

Personal communication with suppliers will also help you assess where they require support to improve their sustainability performance. They may need help with capacity building or staff training, or it may be that you can assist them in networking with other suppliers who already have appropriate experience in a particular area. It may simply be a case of identifying external sources of information, support or best practice.

4.3 Communicating with your colleagues

In parallel with this supplier communication effort, you can use staff training sessions on these important aspects of your business, thereby ensuring that all relevant parties are up to speed and strengthening the capacities of your personnel (see **Box 19**).

It is possible for a sustainable food initiative to provide the opportunity to communicate

positively with all three groups – customers, suppliers and colleagues – as demonstrated by the case study in **Box 20**.

Box 20. Case study: “Jungle Jams” build community capacity and spread the word on sustainable tourism

A community-based project in Yucatan Peninsula, Mexico, has successfully enabled local Maya women to build their own jam-making business, and in the process allowed holiday company, TUI Travel, to show its staff and customers what sustainable tourism looks like in practice.

Led by the Travel Foundation, the project provided a small group of women jam-makers with the local business skills needed to develop their products for the tourism industry, using locally grown pitahaya fruit. TUI assisted by inviting staff and customers to provide essential feedback on product flavour, texture and branding.

Since the initial launch, which saw the jam stocked by a local hotel group that hosts TUI guests, the initiative has gone on to sell 6 tonnes of jam to 14 businesses, increasing the value of sales by over 300% in three years.

From a communications perspective, the project has addressed three aims: at a local level it has helped hotels better understand the value UK tour operators place on sustainable tourism and what they can do as hoteliers to become more sustainable; it has provided the opportunity for TUI staff to become directly involved and so understand what they can do support local projects; and using a mix of communications channels, TUI has been able to highlight the jam project to its customers as an example of sustainable tourism in practice.

Source: The Travel Foundation (2013). “Jungle Jams in Mexico”. www.thetravelfoundation.org.uk/images/media/Mexico_Jam_project_summary_July_2013.pdf



WHERE TO FIND FURTHER INFORMATION

A plethora of useful resources is available on the subject of sustainability as it relates to the hospitality sector. The resources identified below have been selected to assist your decision making at every step in the process. They provide not only background information with

useful context, covering global food systems, tourism and sustainability more generally, but also information specific to responsible food purchasing, plus supporting themes such as ecolabels and quality assurance, waste, water and energy.

Useful Guidance, Websites and Policy Papers

- » Rio+20, United Nations, <http://www.un.org/en/sustainablefuture/index.shtml>
- » United Nations Global Compact, <http://www.unglobalcompact.org/>
- » The Critical Role of Global Food Consumption Patterns in Achieving Sustainable Food Systems and Food For All: UNEP Discussion Paper, http://www.unglobalcompact.org/docs/news_events/upcoming/RioCSF/partner_deliverables/Role_of_Global_Food_Consumption_Patterns.pdf
- » The Green Economy: UNEP, <http://www.unep.org/greeneconomy/>
- » A Guide to Developing a Sustainable Food Purchasing Policy, Association for the Advancement of Sustainability in Higher Education Food Alliance, http://www.aashe.org/documents/resources/pdf/food_policy_guide.pdf
- » Serving up Sustainability: Sustain, http://www.sustainweb.org/pdf/SFG_Catering_1pp.pdf
- » The Impact of Domestic food Waste on Climate Change: Next Generation Food, <http://www.nextgenerationfood.com/news/looking-at-food-waste/>

Tourism

- » World Tourism Organisation, <http://www2.unwto.org/>
- » International Tourism Partnership, <http://www.tourismpartnership.org/>
- » World Travel and Tourism Council, http://www.wttc.org/site_media/uploads/downloads/world2012.pdf
- » Green Innovation in Tourism Services: OECD Tourism Papers, <http://www.oecd.org/cfe/tourism/GREEN%20INNOVATION%20IN%20TOURISM%20WORKING%20PAPER.pdf>
- » Sustainability in the Hospitality Industry: Principles of Sustainable Operations, <http://www.routledge.com/books/details/9780415531245/>
- » Tourism Management, Stefan Gosling, Brian Garrod, Carlo Aall, John Hille, Paul Peeters, <http://www.elsevier.com/>

- » Carbon Management in Tourism, Stefan Gossling, <http://www.routledge.com/books/series/RSTBM/>

Major Events

- » For Starters; Food Vision for the London 2012 Olympic & Paralympic Games, <http://www.london2012.com/documents/locog-publications/food-vision.pdf>
- » Good Food Guide for Festivals and Street Food Caterers, http://streetkitchen.co.uk/documents/EE_festival_guide_lowres.pdf

Sustainability

- » Sustainability Assessment of Food & Agriculture Systems: FAO, http://www.fao.org/fileadmin/user_upload/sustainability/docs/Background_Document_02.pdf
- » UNEP Sustainability, <http://www.unep.org/sustainability/>
- » ISEAL Alliance: Sustainability Standards, <http://www.isealalliance.org/>
- » Sustainable Food, <http://www.sustainablefood.com/index.html>
- » Sustain, <http://www.sustainweb.org/>
- » Sustainable Food Purchasing Guidance: Yale University, http://www.yale.edu/sustainablefood/purchasing_guide_002.pdf.pdf
- » Attitudes and Behaviours around Sustainable Food Purchasing: Department for Environment, Food and Rural Affairs, <http://www.defra.gov.uk/statistics/foodfarm/food/>
- » The Real Food Challenge, <http://www.realfoodchallenge.org>
- » Sustainable Food Policy, <http://sustainablefoodpolicy.org>
- » Sustainability4Hospitality, <http://www.sustainability4hospitality.com/>
- » The Swedish Environmental Management Council, <http://www.msr.se/en/>

Responsible Businesses

- » Green Restaurant Association, <http://www.dinegreen.com/about-us.asp>
- » Sustainable Restaurant Association, <http://www.thesra.org/>
- » The Accor Group's Environment Footprint, http://www.accor.com/fileadmin/user_upload/Contenus_Accor/Developpement_Durable/pdf/earth_guest_research/2011_12_08_accor_empreinte_environnementale_dp_bd_en.pdf
- » Green Hotelier, Green Hotels, Sustainable Tourism & Eco Travel, <http://www.greenhotelier.org/>

Responsible Food Purchasing

- » Supply Chain Models & Public Sector Local Food Procurement: Centre for Business relationships, Accountability, Sustainability & Society, http://www.brass.cf.ac.uk/uploads/Public_Sector_Local_Food_Procurement_2008.pdf
- » Environmental Procurement: UNDP, www.undp.org/procurement
- » Greening The Blue: Food & Agriculture Organisation of the United Nations (FAO), <http://www.greeningtheblue.org/>
- » Food For Thought – A New Approach to Public Sector Food Procurement: Welsh Assembly, <http://www.wales.nhs.uk/sites3/Documents/740/WPI%20Case%20Studies%20-%20Food3.pdf>
- » Hospitality Sustainable Purchasing Consortium (HSPC), <http://www.hspiconsortium.com/>
- » Traidcraft Exchange's Responsible Purchasing Initiative, http://www.traidcraft.co.uk/international_development/policy_work/purchasing_practices
- » European Commission Green Public Procurement Training Toolkit – Catering and Food, http://ec.europa.eu/environment/gpp/pdf/toolkit/food_GPP_product_sheet.pdf

Ecolabels & Quality Assurance

- » Ecolabel Index, <http://www.ecolabelindex.com/>
- » Ethical Trading Initiative, <http://www.ethicaltrade.org>
- » Eco-labelling, <http://ecolabelling.org/eco-labels/>
- » Certified Humane, <http://www.certifiedhumane.com>
- » Certified Organic, <http://www.ams.usda.gov/NOP/indexNet.htm>
- » Food Alliance Certified, <http://foodalliance.org>
- » Fairtrade Foundation, <http://www.fairtrade.org.uk/>
- » Global Ecolabelling Network, <http://www.globalecolabelling.net/>
- » Marine Stewardship Council, <http://www.msc.org>
- » Monterey Bay Aquarium Seafood Watch Guide, http://www.montereybayaquarium.org/cr/cr_seafoodwatch/download.aspx
- » Rainforest Alliance, <http://www.rainforest-alliance.org.uk/>
- » Soil Association, <http://www.soilassociation.org/>
- » Sustainable Table, <http://www.sustainabletable.org/shop/understanding/>

Waste

- » UNEP Guidance on Food Waste Prevention Programmes for Businesses & Governments, <http://www.thinkeatsave.org/index.php/be-informed/think-eat-save-guidance-document>
- » Love Food Hate Waste, <http://england.lovefoodhatewaste.com/>
- » Food Waste Toolkit: Sustainable Restaurant Association, <http://www.thesra.org/what-we-offer/audits-toolkit/food-waste-toolkit/>
- » A Short Guide to Food Waste Management Best Practice: Lean Path, http://www.leanpath.com/docs/Waste_Guide_o.pdf
- » Wise Up On Waste: Unilever Foods, <http://www.unileverfoodsolutions.co.uk>
- » Global Food, Waste Not Want Not: Institute of Mechanical Engineers, http://www.imeche.org/Libraries/Reports/IMechE_Global_Food_Report.sflb.ashx
- » Global Food Losses and Food Waste: FAO 2011, <http://www.fao.org/docrep/014/mb060e/mb060e00.pdf>

Water

- » The CEO Water Mandate: United Nations, http://ceowatermandate.org/files/Ceo_water_mandate.pdf
- » Saving water: from field to fork. Curbing losses and wastage in the food chain. Authors: Lundqvist, J.; de Fraiture, C.; Molden, D., <http://www.eldis.org/assets/Docs/39358.html>

Energy

- » Energy use in the food sector. Stockholm University and Swiss Federal Institute of Technology, <http://www.infra.kth.se/fms/pdf/energyuse.pdf>
- » Fossil Fuel and Energy Use: Serving up healthy food choices, <http://www.nyu.edu/sustainability/pdf/Fossil%20Fuel%20and%20Energy%20Use%202%20FCSummit-HO-20091207.pdf>



About the UNEP Division of Technology, Industry and Economics (DTIE)

Set up in 1975, three years after UNEP was created, the Division of Technology, Industry and Economics (DTIE) provides solutions to policy-makers and helps change the business environment by offering platforms for dialogue and co-operation, innovative policy options, pilot projects and creative market mechanisms.

DTIE plays a leading role in three of the seven UNEP strategic priorities: climate change, chemicals and waste, resource efficiency.

DTIE is also actively contributing to the Green Economy Initiative launched by UNEP in 2008. This aims to shift national and world economies on to a new path, in which jobs and output growth are driven by increased investment in green sectors, and by a switch of consumers' preferences towards environmentally friendly goods and services.

Moreover, DTIE is responsible for fulfilling UNEP's mandate as an implementing agency for the Montreal Protocol Multilateral Fund and plays an executing role for a number of UNEP projects financed by the Global Environment Facility.

The Office of the Director, located in Paris, coordinates activities through:

- **The International Environmental Technology Centre - IETC (Osaka)**, which promotes the collection and dissemination of knowledge on Environmentally Sound Technologies with a focus on waste management. The broad objective is to enhance the understanding of converting waste into a resource and thus reduce impacts on human health and the environment (land, water and air).
- **Sustainable Lifestyles, Cities and Industry (Paris)**, which delivers support to the shift to sustainable consumption and production patterns as a core contribution to sustainable development.
- **Chemicals (Geneva)**, which catalyses global actions to bring about the sound management of chemicals and the improvement of chemical safety worldwide.
- **Energy (Paris and Nairobi)**, which fosters energy and transport policies for sustainable development and encourages investment in renewable energy and energy efficiency.
- **OzonAction (Paris)**, which supports the phase-out of ozone depleting substances in developing countries and countries with economies in transition to ensure implementation of the Montreal Protocol.
- **Economics and Trade (Geneva)**, which helps countries to integrate environmental considerations into economic and trade policies, and works with the finance sector to incorporate sustainable development policies. This branch is also charged with producing green economy reports.

DTIE works with many partners (other UN agencies and programmes, international organizations, governments, non-governmental organizations, business, industry, the media and the public) to raise awareness, improve the transfer of knowledge and information, foster technological cooperation and implement international conventions and agreements.

For more information,

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Responsible food sourcing, to be successful, requires cooperation. To achieve your selected sustainability targets fully, you will need to work closely with your supply chain, supporting your suppliers, incentivizing good practice and explaining to them why and how your business has committed to new standards of responsible environmental and social performance.

This guidance document, entitled “Responsible Food Purchasing: Four Steps Towards Sustainability for the Hospitality Sector”, will help food purchasers to understand better the importance to their business of responsible food purchasing, while providing practical advice and guidance to enable them to make the right decisions and choices.

This guidance outlines an approach to integrating food sustainability into your business, with practical steps, checklists and tips reinforced by case studies that provide valuable learning from those already embarked on responsible food purchasing. The resources listed at the end of the document will enable you to explore the wider sustainability agenda further, as responsible food purchasing remains a rapidly evolving field.