



RETAIL AND BUSINESS PERSPECTIVE

Manuela Gheoldus

No More Food to Waste

Actions towards SDG 12.3: halving food waste

FUSIONS European Platform Meeting

Brussels, Hotel Bloom

Date 19 May 2016



Ministry of Economic Affairs



Deloitte.

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Sustainable Development the core value of organizations



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A unique combination of competences

The merging of three key-players on the market, **Deloitte, BIO Intelligence Service and Synergence** enables an unique combination of scientific rigor, creativity, business ethics and dialogue.

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This integrated team of

130 people intervene with respect to three pillars :

Transform businesses, industries and regions



Master fundamental requirements



Measure progress

Our work on Food Waste (1)

Deloitte Sustainability has worked with leading food industry and retail chain actors for many years, providing scientific intelligence, desk-based research, food strategy advisory, as well as developing pioneering environmental labelling for food products and conducting extensive food life cycle analysis.

- **EC Preparatory Study on Food Waste across the EU27 (2009-2010)**

- Causes, quantities, environmental impacts, best practices, forecasts and policy development: [link to access report](#)



- **EC Modelling of Milestones for Resource Efficiency – Food Waste Milestone (2013)**

- Review of possible EU targets and impacts on food waste: [link to access report](#)



- **FAO Food Wastage Footprint (2011-2013)**

- This study develops a methodology for calculating the environmental impacts of global food waste, building a more consistent knowledge base on these impacts, and designs options to reduce food waste in specific food systems: [link to access report](#)



- **European Parliament STOA Options for sustainable food and agriculture in the EU (2013)**

- Synthesis report on food waste in context of 'Technology Options for Feeding 10 Billion People': [link to access report](#)



Our work on Food Waste (2)

- EU H2020 REFRESH Project 'Resource Efficient Food and dRink for Entire Supply cHain' (2015-2019)
 - EU policy recommendations and national implementation of food waste policy frameworks, food waste quantification (life cycle costing), measurement: [link to access project website](#)
- EU FP7 FUSIONS Project 'Optimising food use for social innovation' (2012-2016)
 - Measurement, policy, stakeholder engagement, social innovation pilot testing and communications: [link to access project website](#)
- The EC Study on the Evolution of (Bio-)waste generation/prevention and (Bio-)waste prevention indicators (2010-2011)
 - MS waste prevention progress reviews, development of waste prevention indicators and food waste prevention targets, best practice studies on bio-waste prevention, and Guidelines on Food Waste Prevention Strategies for MS: [link to access report](#)
- The EC Assessment of Resource Efficiency in the Food Cycle study (2010-2013)
 - Trends and developments in production and consumption of food in the EU, overall material flows, estimates of the total resource requirements and future potentials in the EU, state of the art on environmental impacts of the food sector, sustainability criteria for each stage of food cycle, cross cutting issues (scarcity and depletion, food waste, sustainable proteins, food packaging and consumer behaviour): [link to access report](#)

Re:refresh



1. Bon et bien, *François Tasmowski*, McCain and *Thomas Pocher*, E. Leclerc

2. Advancing social supermarkets, *Manuela Gheoldus*, Deloitte Sustainability

3. Innovation and packaging, *Hélène Lanctuit*, Nestlé

4. Questions and answers



FUSIONS

Feasibility Study

Advancing social supermarkets
across Europe

May 19th – No More Food to Waste

Manuela GHEOLDUS

Overview of project

WP4 – Feasibility Study

Objectives and outputs

- Analyse social supermarkets in Europe and understand conditions of implementation
- Output : recommendations for implementation in other countries

What is a social supermarket ?

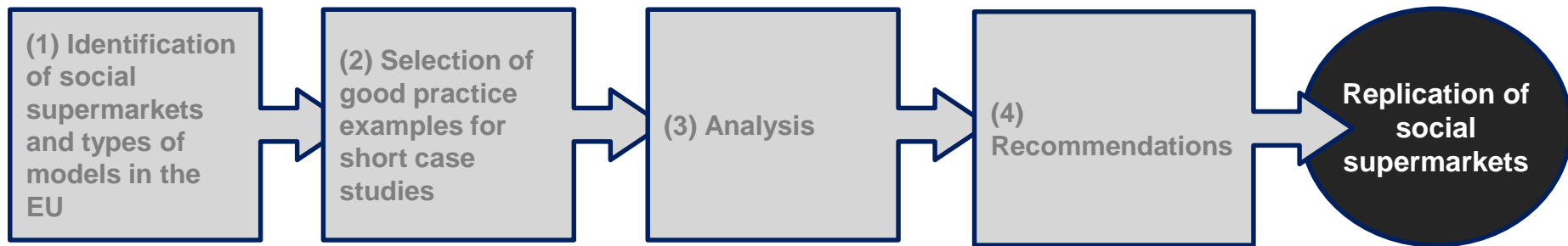
- “An organisation which sells food- at least a part of which is sourced from food surplus- to poorer people at a reduced price”
- Common features in EU :
 - *Food (mainly surplus) transferred to food-insecure people in return for a monetary contribution*
 - *Social support (café area, training, personal development, cooking classes, etc.)*



Overview of project - Methodology

Study conducted between March 2014 and March 2015

4 step-study



Partners :



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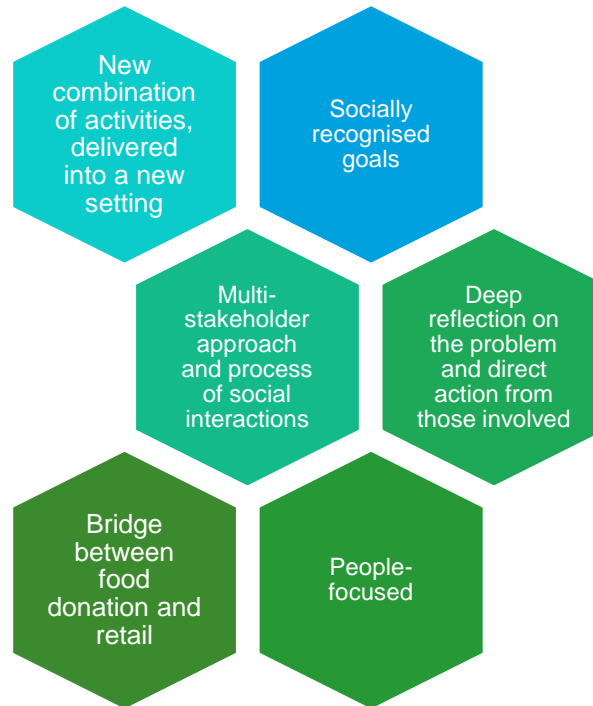
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Overview of project - Methodology

Why are social supermarkets socially innovative ?



5 case studies : Austria, France, Germany, Switzerland, UK.



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Outcome of project - Conclusions

Benefits of social supermarkets :



*Social – improvement of quality of life for beneficiaries
(reduction of food insecurity and better social inclusion)*



*Environmental – waste avoided (surplus food redistributed
instead of being wasted)*



Economic benefits – better budget balance for beneficiaries

Outcome of project - Conclusions

- Social supermarkets are quite similar between the countries, with common issues :
 - National network
 - Food sold 10-30% of its original price (up to 75% in Switzerland)
 - Standard of living criteria to become a member
 - Integration in the local social life
- Other criteria might differ (local integration, funding, performance measurement, umbrella organisation, etc.)



Outcome of project - Conclusions

SWOT Analysis

STRENGTHS

ORGANISATIONAL: historical experience, Social benefits, creativity on food waste avoidance, etc.

LEGAL: existing guidelines on food donation, fiscal incentive to donate food in some countries, etc.

HUMAN: allow individual product selection, benefits from volunteer networks, etc.

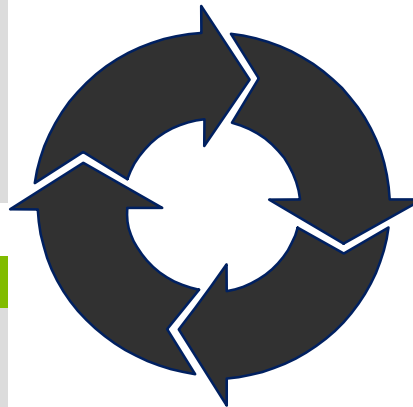
WEAKNESSES

ORGANISATIONAL: some products bought=> no direct waste diversion, no unique definition

LEGAL: no clear law on liability for social supermarkets, no legal right for food insecure people, etc.

HUMAN: risk of creating a two-tiered food system

FINANCIAL: Hard to obtain economic balance



OPPORTUNITIES

ORGANISATIONAL: existing umbrella organisations, opportunity to communicate on expiry dates, mobile supermarket efficient, cooperation with authorities, etc.

LEGAL: various legal forms possible

HUMAN: potential savings for target group, new added-value to local area, skill transfer opportunity

THREATS

ORGANISATIONAL: formal registration needed for clients, strong dependency for local political support, possible negative incentive to donor companies, dependency on transportation, etc.)

HUMAN: volunteer intensive => risk of lack of certain skills, volunteer-client relationship sometimes difficult

Outcome of project – Recommendations for the development of social supermarkets in Europe

1

DEVELOP ONE NATIONAL-LEVEL UMBRELLA NETWORK FOR EACH COUNTRY

A national network can help give social supermarkets strong support and visibility, particularly on capacity-building, training, data collection, advocate for social supermarkets at national and European levels, reliable partner for donors, etc.

2

STRENGTHEN LOCAL CONNECTIONS AND COOPERATIONS

Better local integration means better support from local authorities, strong relationships with social services to help beneficiaries better. Ensures a regular flow of supplies from local partners.

Opportunities to share products, equipment or skills might also arise, and even connection with other social innovation activities (such as Disco Bôcô) for a stronger impact.

3

PROVIDE A SOCIAL ENVIRONMENT FOR THE BENEFICIARIES, NOT ONLY A SUPERMARKET

Social supermarkets can become a familiar, welcoming place to help fragile people start over and rebuild themselves if other services are provided. Social supermarkets also increase their available income.

Social supermarket socialising activities can be combined with food waste prevention awareness and training activities



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Outcome of project – Recommendations for the development of social supermarkets in Europe

4

WORK CLOSELY WITH VOLUNTEERS AND WORKERS TO ADAPT

The state of mind of the volunteers is essential to ensure the spirit of help and dignity of social supermarkets. Volunteers need to be trained effectively on the pedagogical approach towards employees, other volunteers or beneficiaries, and quality management practices within the social supermarkets (food safety checks, reliability, etc.)

5

MEASURE THE IMPACTS IN A TRANSPARENT WAY

Measuring the impacts of the social supermarkets' activity (both at local and national levels) is a good way of highlighting the work they do and the support they provide, and helps to encourage expansion and replication of these activities (quantitative and qualitative approaches can be used). Transparency is essential for the reputation and reliability of social supermarkets; therefore communicating on the results and impacts will help towards recognition of the utility of social supermarkets.

6

LOBBY TOWARDS BETTER SOCIAL SUPPORT

Social supermarkets can act as a key player in supporting policy development and implementation aimed at continuing to improve facilities and support for people in need



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Thank you for your attention!



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Questions and answers