

CASE STUDY
BOOKLET



FOOD WASTE

COMMITMENTS & ACHIEVEMENTS



www.tcgfoodwaste.com

Foreword

Food Waste booklet



STORIES FROM AN INDUSTRY COMMITTED TO FOOD LOSS AND WASTE REDUCTION

Food loss and waste is an enormous environmental, social and economic problem. A third of food calories produced are never eaten, representing a cost to the global economy of \$940 billion and the addition of 3.3 billion tonnes of greenhouse gases into the planet's atmosphere per year.

Given the magnitude of this issue, the consumer goods industry is committed to reducing food waste worldwide. It has taken significant steps in recent years to set the foundation for sustainable social change; one of which is the founding of The Consumer Goods Forum (CGF) Food Waste Coalition of Action. Building off the CGF's five-year history of engagement on this critical issue, our new Coalition brings together major global brands at the CEO level to drive accelerated, aligned progress towards Sustainable Development Goal (SDG) Target 12.3 and help halve food losses by 2030.

Having already reached several milestones in the fight against food waste, including the 2015 CGF Board Food Waste Resolution and the development of the Food Loss and Waste (FLW) Standard with the World Resources Institute in 2016, the CGF developed this Coalition to address the challenge of food waste more holistically. Coalition members are working to align themselves on effective methods of food waste measurement and reporting, supply chain engagement, and loss prevention efforts at the post-harvest level. By taking action in these three areas, the Coalition is able to address different drivers of loss and will be able to produce tangible results.

We know that the success of the Coalition will not be possible without continued collaboration, and collective action has already proven to be one of the strongest drivers of change on this issue. As a member of Champions 12.3, a coalition of leaders from governments, businesses, groups and civil society organisations dedicated to achieving SDG 12.3, the CGF has led global efforts to tackle this issue and to highlight the value of doing so: together, the CGF and Champions 12.3 were able to determine the concrete return of investment for companies that work to reduce food loss – \$14 for every \$1 invested, a clear demonstration of the business case against food waste.

This booklet, first published in 2016 and showcasing examples of actions taken by CGF members to tackle this important issue, demonstrates not just the strong financial return of reducing food loss, but important environmental and social ones as well. These different examples from companies across the consumer goods industry individually taking action to reduce food waste in their operations and supply chains demonstrates just how big of an impact we can have fighting for the same goal, setting the stage for the even greater impact we can achieve as a Coalition of leaders working together.

Ignacio Gavilan

Director, Sustainability, The Consumer Goods Forum



Frans Muller
President and CEO, Ahold Delhaize

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Food waste reduction is a key component of our Leading Together strategy as we work toward a healthy and sustainable future. As a sustainable retailer, reducing food waste in our stores and distribution chain is the right thing for our business, for the climate, and for improving food security. To enforce this, we have set a target to reduce food waste by 50% by 2030.



Our Position

Food loss and waste negatively impacts food security worldwide, and fuels climate change. To build a well-nourished and sustainable society, the United Nations' Sustainable Development Goal (SDG) 12 on sustainable consumption and production calls for cutting retail and consumer food waste in half, as well as reducing food losses along production and supply chains, by 2030.

Our ambitious targets to reduce food waste by 50% by 2030 contribute to improving food security, conserving natural resources and reducing carbon emissions. In order to achieve this target, we have a three-pronged approach: reduce food waste across all of our brands' operations, including stores, distribution centers and transport, divert surplus food to foodbanks and charities and to innovative operations such as restaurants that cook with unsold food, and divert food no longer suitable for human consumption to recycling to prevent it from going to landfill.

Our Actions

Setting Targets

In line with Sustainable Development Goal 12, we have set a target to reduce food waste by 50% by 2030 compared to our 2016 baseline. We aim to recycle 90% of our total food waste by 2020.

Some examples on how we work on achieving these targets are:

Forecasting and Replenishment Project

During 2019, Retail Business Services, the services company of the Ahold Delhaize USA brands, launched a forecasting and replenishment project. This is a three-year initiative that will provide U.S. associates with the data they need to make smarter forecasting and ordering decisions to supply fresher products for customers no

matter how they choose to shop. The project will significantly improve inventory and analysis technology by offering one simplified solution that will give each brand end-to-end visibility from supplier to shelf.

Using Technology

Albert Heijn is using dynamic pricing in some of its stores, which automatically discounts products based on shelf life – the shorter the shelf life, the higher the discount. Delhaize is introducing a new in-store temperature monitoring system in Belgium, which will help cut down shrinkage and food waste. The new system is digitally operated, which means that temperature of our frozen and fresh food can be centrally monitored 24/7.

Partnering with our Suppliers

In September 2019, we joined the World Resources Institute's '10x20x30' initiative, which brings together 10 global food retailers that will each engage with 20 of their priority suppliers to halve their rates of food loss and waste by 2030.

Partnering with Innovators

In 2020, the GIANT Company partnered with Flashfood app to launch a pilot program where customers can use the app to check the availability of fresh food nearing its best before date. Customers buy the products directly through the app and can pick up their order the same day from a Flashfood zone inside participating stores. The aim is to divert more food waste away from landfills. AH To Go and Delhaize have partnered with Too Good To Go, a simple app that allows customers to buy a 'magic box' of food nearing expiration that hasn't sold by the end of the day. So it is always a surprise what is in the box.

Local Partnerships

A few years ago, 53 Hannaford stores have partnered with a local anaerobic digestion system at a dairy farm to recycle Hannaford's packaged food waste. The participating stores reduced food waste going to landfill by 56 percent through this innovative project. AB Vassilopoulos together with the NGO Boroume, have founded the first Alliance for the Reduction of Food Waste in Greece, which aims to reduce food waste through synergies of all participating members.

Our Results

- By the end of 2019, we reduced our food waste by 9% compared to our 2016 baseline.
- By the end of 2019, we recycled 78% of our food waste, moving towards our 2020 goal of 90%.



Malina Ngai

CEO of A.S. Watson (Asia & Europe) and Group COO,
A.S. Watson Group

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As a responsible retailer, A.S. Watson Group is committed to delivering our social purpose via Corporate Social Responsibility programmes in its business practices. Our food retail brand PARKnSHOP ensures edible surplus food is safely reused to provide free meals to underprivileged people in Hong Kong.



**REDUCING
FOOD LOSS
AND WASTE**

Our Position

In Hong Kong, about 3,600 tonnes of food waste is disposed to landfills every day, accounting for nearly 40% of all municipal solid waste disposal in the city. At the same time, it is estimated that around one million people out of the total population of seven million in the city are living in poverty, many of which are elderly or deprived children who struggle to meet basic nutritional needs.

PARKnSHOP, a leading supermarket that operates around 280 outlets in Hong Kong and Macau, realised that in its daily operations, fresh produce which is close to expiry could potentially become food waste. With the social purpose to enable customers “Eat Better, Live Better”, PARKnSHOP has been finding ways to minimise food waste and make it valuable to society.

In this regard, PARKnSHOP started its partnership with local NGO Food Angel in July 2012 to launch the “Food Rescue for the Needy” programme which turns edible surplus food into nutritious meals to serve the underprivileged communities in Hong Kong. In addition, PARKnSHOP supports various non-edible food recycling programmes to play its part in reducing food waste.

Our Actions

Waste Reduction at Source

PARKnSHOP is committed to reducing food waste at source by strict internal procedures, including accurate forecasting of trade volume of food items and marking down price of food items that are approaching the best before or expiry date.

Partnership with Food Angel – Edible Surplus Food

Since 2012, PARKnSHOP has pioneered among Hong Kong supermarket chains to reduce food waste by donating sur-

plus edible vegetable, fruit, bread, meat and packaged food to Food Angel. PARKnSHOP has also expanded the edible surplus food donation programme to 150 stores around the city and its Fresh Food Distribution Centre.

Customer Engagement

PARKnSHOP also worked with Food Angel to launch “City Food Drive”, a citywide food donation campaign that collected food donations from the public at all PARKnSHOP outlets in Hong Kong. PARKnSHOP also matched public donations for its own brand “SELECT” and helped Food Angel raise funds at stores. The donated food items and proceeds collected are used to support Food Angel’s operations to produce meals for the needy.

Staff Engagement

Staff engagement is the key element to a successful charity programme. PARKnSHOP established detailed food handling guidelines and organised volunteer activities for staff to prepare and serve meals in the central kitchen and community centre of Food Angel. The programme has been well-received by the staff and they are pleased to play a part in this meaningful cause.

Non-edible Food Waste

PARKnSHOP supports various non-edible foods recycling programmes launched by the government and various organisations. For example, some stores donate non-edible food items, which are then turned into animal feed or fertiliser to be supplied to local farms.

Our Results

Since 2012, PARKnSHOP has donated over 1,800 tonnes of surplus food, which has helped Food Angel make more than 5 million meal boxes and 614,000 food packs for the needy. Through City Food Drive programme, PARKnSHOP has donated over 370,000 food items and over HK\$8 million to

Food Angel to help the people who are in need of food assistance.

PARKnSHOP will further extend the program and encourage suppliers to join hand with us by participating in our matching donation of the “City Food Drive” campaign.

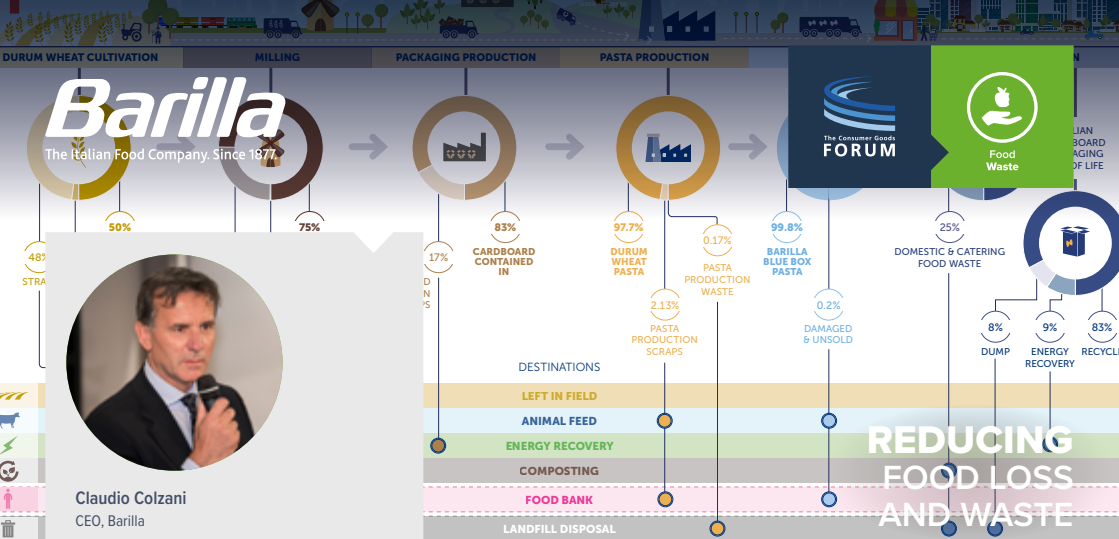
See more actions from PARKnSHOP on food assistance and community programmes:
<https://www.parknshop.com/charityDonation>



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@CGF_Sus



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Food is not simply a matter of what we put on our plate every day. It is the energy of our lives. It is about wellbeing, culture, conviviality, the resources required to produce it, and is the livelihood of many people around the world. These are the true values of food we want to preserve. It is our duty to avoid unnecessary waste, reduce the impact of the food system on the Planet and inspire people to consume responsibly and enjoy.

Our Position

Food waste is one of the most vital social, economic, and environmental issues facing our Planet. In a reality where over 821 million people die of hunger or do not have inadequate nutrition every year, it is not acceptable that over a third of the world's food remains abandoned in fields or ends up in landfills.

Moreover, food waste has serious environmental impacts. Today, we know that every product generates CO₂ throughout its lifecycle and has a water footprint that weighs heavily on climate change. Producing food that will never end up on a table means unnecessarily aggravating the health of our Planet.

Besides the moral and environmental effects, food waste has also resulted in a decreased social value of food. After years of agricultural industrialization, the decline in food prices has fueled the hopes of those who believed it would be possible to feed everyone on the Planet. Unfortunately, the main result has been people's lower perception of the real value of food that is, to say, the effort it takes to produce, cultivate and harvest food.

Our Actions

Barilla Group

Aware of the urgency emerging from the studies conducted by the Barilla Center for Food and Nutrition Foundation (BCFN Foundation) and in line with the Group's purpose, namely "Good for You, Good for the Planet", in 2017 Barilla started to analyze three of its supply chains (pasta, tomato sauce and soft bread) in collaboration with Last Minute Market (LMM), a spin-off of the University of Bologna. The goal was to monitor the food losses and wastage along the value chains and identifying the causes and measures to reduce them. Studies have underlined that these supply chains are a good example of a true circular economy: food losses and waste measured are very limited. The reference standard used for this analysis was the global Food Loss and Waste Accounting and Reporting Standard (FLW Standard). Barilla pasta and

sauce case studies are published on the official FLW Protocol's website, see <https://flwprotocol.org/case-studies/>

Barilla Center for Food and Nutrition Foundation

The BCFN Foundation is a multidisciplinary and independent think tank making efforts to accelerate knowledge and actions towards sustainable food systems and promote open dialogue between scientists, institutions, the private sector, civil society and communities. Thanks to its research and dissemination activities, the BCFN Foundation inspires conscious daily choices towards healthier and more sustainable lifestyles. In relation to food waste BCFN has promoted:

- **International Forum on Food and Nutrition:** the yearly global event for sharing experiences, good practices and commitments for achieving the Sustainable Development Goals. In 2019, the Forum celebrated 10 years and endeavoured to turn the debate on food and environmental sustainability, including food loss and waste reduction, into concrete plans. https://www.barillacfn.com/en/food_forum/international_forum/
- **Fixing the Business of Food:** BCFN together with the UN SDSN, the Columbia Center on Sustainable Investment (CCSI) and the Santa Chiara Lab – University of Siena (SCL), promoted a series of recommendations and concrete actions aiming to accelerate progress towards the sustainable development of the agri-food sector. The study Fixing the Business of Food: The Food Industry and the SDG Challenge, presented in New York during the 74th General Assembly of the United Nations, highlights the pivotal role played by the agri-food sector in achieving the SDGs and the need to focus on sustainable production and nutrition models, sustainable processes and supply chains, and corporate citizenship. <https://www.fixing-food.com/>

• **Su-eatable Life:** a three-year project, funded by the European Commission, created by the Barilla Foundation together with the Sustainable Restaurant Association, GreenApes and the University of Wageningen, relates to a series of activities in university and company canteens in Italy and in the United Kingdom, with the aim to promote a correct and sustainable diet. <https://www.sueatablelife.eu/en/>

• **We, Food, Our Planet:** a free digital-education program set up by the Barilla Foundation, in a Memorandum of Understanding with the Ministry of Education, to offer teachers training, updates and teaching tools that allow them to transfer scientific knowledge on current topics related to food and environmental sustainability and educate tomorrow's adults in active citizenship and responsibility. https://www.barillacfn.com/en/educational_programmes/we_food_our_planet/

• **Milan Protocol:** This protocol shows the commitment to approaching the issue of food sustainability in a pragmatic way - through initiatives which involve citizens, economic stakeholders and institutions. The Milan Protocol emerged in an effort to find shared solutions for the three main food paradoxes: obesity and malnutrition; the use of natural resources; and food waste. https://www.barillacfn.com/en/dissemination/milan_protocol/

• **BCFN Publications on Food Waste:** Two scientific papers on food waste have been produced and are available at <https://www.barillacfn.com/en/publications/>

• **Italian Food Waste Day:** every year on the occasion of the Giornata Nazionale Contro Lo Spreco Alimentare (5 February), BCFN communicates, with a dedicated media plan, the latest data on the issue and offers advice and suggestions on how to reduce it.

Our Results

Thanks to the BCFN work, there are some positive results on food loss and waste awareness:

- 1090 people attended in person the 10th edition of the International Forum on Food and Nutrition and over 11,000 followed the online streaming.
- 600 people followed the online streaming of Fixing the Business of Food Workshop in New York
- Over 9,500 users subscribed to the BCFN newsletter which published and sent 119 DEMs in 2019
- 40 Press releases in 2019





Antoine Fievet
Chairman & CEO, Bel Group

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For over 150 years, the single-serving portion has been the signature of the Bel Group. It represents a major asset in the fight against food waste. Nevertheless, with 1/3 of food wasted each year, we need to go further. As an actor committed to healthier and responsible food for all, Bel is working to be a pioneer to fight against food waste, not only in our factories but at each stage of our value chain, from farm to fork.



REDUCING FOOD LOSS AND WASTE

Our Position

In line with our group mission to “Champion healthier and responsible food for all”, at Bel, we believe that sustaining our responsible business model requires to having a positive impact on our whole ecosystem, from farmers to consumers. Fighting food waste is a critical problem in our society and an ethical imperative. It contributes to achieving the United Nations Sustainable Development Goal (SDG) of “Zero hunger” and has social, economic and environmental impact; each year 1/3 of food produced is never eaten, representing a cost to the global economy of USD \$940 billion and 3.3 billion tons of greenhouse gases released into the planet’s atmosphere. Minimizing waste has always been an integral part of Bel’s business model: of course, the portion is part of our DNA for more than 150 years contributes to avoiding food waste. But the group strives also to reduce food waste along its entire value chain, from the production and collection of its raw materials to the consumption of its finished products; “For All For Good”.

Our Actions

At Farm/Local Sourcing

Bel minimizes the loss of raw materials during agricultural production – especially milk because it is a fragile, perishable ingredient. Thus, the group collects milk locally and regularly (at least every 3 days) from our farmer partners to reduce the time elapsed between milking and processing. All the milk produced is collected, even when there are production surpluses.

In Our Factories/Circular Economy

Many efforts are made in the group’s factories to minimize the generation of waste. The development and manufacturing of products (formulation, efficient packaging design, etc.) aim to enable Bel cheeses to keep their taste and health properties over relatively long shelf lives. Bel also strives to reuse milk production surpluses and all components of the milk collected, including by-products of cheese production, such as cream and whey. All these by-products and production surpluses are recovered: they are reused in Bel factories, resold



as raw ingredients in the manufacture of other products or, to a lesser extent, reused to generate energy (methanization).

During Distribution/Sales and Donations

The vast majority of Bel products are sold in traditional distribution channels. Nevertheless, when the group has excess inventory, we make every effort not to destroy any production. The overages are sold via other channels or donated to associations. Bel Group has taken the necessary steps to enable our sites and warehouses to donate products to food banks. In 2019, Bel's warehouses in Europe donated 214 metric tons of products to charity, including 97 metric tons in France.

Collective Approach/Consumers Education

Bel is convinced that collaboration with all the food actors is key to tackling this challenge together. In 2019, Bel joined a working group with Too Good To Go France in partnership with other largescale producers and major retail players. The result of this collaboration is a pact of 10 concrete commitments signed in January 2020 between the various stakeholders to help limit food waste linked to food expiration date marking. At Bel, we believe that education, awareness and collective efforts are powerful ways to prompt consumers actions to reduce food waste. As part of our collaboration with Too Good To Go, in March 2020 Bel has been one of the first companies to include informational and explanatory messages about the date marking on 17 million of The Laughing Cow® boxes "Look, smell and taste before throwing away".

Our Results

Make the most of our production: In our factories, more than 99% of Bel Group's by-products are valorized in Bel recipes, sold as products or marginally burnt to produce energy.

Help those who need it the most: When the Group has excess inventory, it makes every effort not to destroy any production. The overages are sold via other channels or donated to associations. In 2019, Bel's warehouses in Europe donated 214 metric tons of products to charity, including 97 metric tons in France for Food banks. Given that the most common portion size at Bel is 25 grams, this means Bel donated cheese to over 8 million meals distributed by associations in 2019.

Raise consumer's awareness: Relying on one of our most iconic brands The Laughing Cow®, we have launched in France a communication campaign co-developed with Too Good To Go to drive citizen awareness on date markings.

Present in more than 17 million The Laughing Cow® round boxes, this campaign encourages citizens to reduce food waste at home by trusting their senses: "Look, smell, taste and only throw out in case of doubt!". Several Bel subsidiaries in Europe are currently working on similar operations.

Foster employee's activism: As part of 2020 World Food Day, Bel invited its 12 400 employees to discover concrete ways to fight against food waste and encouraged them to spread the word through their own network of family and friends to have more impact.

Work collectively: Since 2019 Bel has been an active member of Too Goods To Go France Pact on date markings and the Consumer Goods Forum Coalition on the fight against food waste with an action-oriented mindset.

Key Figures

- We collect the milk of our partner farmers locally and regularly to reduce the time elapsed between milking and processing
- In our factories, more than 99% of the Group's by-products are valorized.
- During distribution + 99,9% of Bel finished products are commercialized or given to associations
- In 2020, we have launched a communication campaign co-developed with Too Goods To Go France to drive awareness on date markings both for our consumers and our 12.400 employees.



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@CGF_Sus



Mary Jane Melendez
Chief Sustainability and Social Impact Officer,
General Mills

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At General Mills, we're committed to feeding a better tomorrow, which includes recovering more food and in turn, wasting less. Our efforts today are focused on recovering and redistributing surplus food to nourish people, in partnership with leading food bank networks. With our scale and resources, we believe we can continue to make a big impact globally.

Betty Crocker **TASTE**not**WASTE** **CHALLENGE**

**REDUCING
FOOD LOSS
AND WASTE**

Our Position

As a global food company, General Mills believes that food loss and waste are major environmental and economic challenges that undermine food security, contribute to climate change, unnecessarily consume natural resources, like water, and add more costs to families, communities and businesses alike. We take a broad approach to addressing food rescue, from reducing loss in our operations and collaborating across the industry, to empowering food businesses in surplus food recovery, educating consumers on how to save food at home and engaging with communities worldwide.

To ensure no good food goes to waste and that the world's surplus food is used to nourish people, we are leveraging our philanthropy and food system expertise to catalyze a new era of surplus food recovery enablement.

We take a collective impact approach to food waste reduction and food recovery, working with cross-sector coalitions and nonprofit organizations around the globe with a focus on scaling innovative new capabilities in surplus recovery and redistribution to charities.

Our Actions

Since food waste is an issue that affects the entire “farm-to-fork” continuum—impacting growers, families, communities, the environment and businesses— we engage with a wide variety of partners to advance our impact goals. Our partnerships include organizations that are centered on: strengthening the capacity, safety and efficiency of food banks worldwide; identifying and catalyzing innovative new food recovery solutions; and expanding the global knowledge base and insights about scalable, high-impact solutions to food waste and loss.

To accelerate change, General Mills supports the work of ReFED, a U.S. non-profit and think-and-do tank that works across sectors, regularly convening and connecting businesses, government leaders, environmental organizations,

community nonprofits, researchers, investors and others committed to reducing food waste by sharing insights, aligning investments and actions, and collaborating to scale solutions.

Food Banking Partnerships

We believe food banking is an effective solution that serves as a nexus between sectors to address food insecurity at the community level while also reducing food loss and waste across the food industry. Food banks alleviate hunger while significantly reducing food waste in the communities they serve by recovering perfectly edible, nutritious foods – such as surplus dairy, fruits, vegetables, cereals and lean proteins – and redirecting that food to people in need. To advance and expand food banking worldwide, General Mills invests time, food and philanthropy year-round in leading food bank networks, including Feeding America, the European Food Banks Federation (FEBA) and the Global Foodbanking Network. For example:

- In the U.S., we partner with Feeding America, and continue to invest to scale the MealConnect food recovery technology platform, which gives food donors like grocery stores, restaurants, farmers and cafeterias a streamlined way to transform their surplus into nourishing meals for food-insecure neighbors.
- In the U.K., General Mills provides philanthropic support to FareShare, which pioneered a retail food rescue technology platform called FareShareGO that has recovered 63 million pounds of surplus food to date and empowered thousands of retail locations in the U.K. with systematic food recovery capabilities, including Tesco, Asda and Waitrose stores.

Educating Consumers

- Since more than a third of all food waste happens in homes, General Mills developed and launched the #tastenotwaste initiative on bettycrocker.com in 2018

with follow-up campaigns in 2019 and 2020. These campaigns provided consumers with information on food waste and tips on how to reduce waste at home.

- General Mills also promotes Save the Food, a U.S.-based campaign from the Natural Resources Defense Council and the Ad Council that provides tips on how to store, cook and save food.

Reducing Waste within our Operations

We closely monitor and manage our production processes to keep surplus food out of the waste stream. Surplus food from our operations is first offered to food bank partners to feed hungry people; the remainder is repurposed for animal feed or anaerobic digestion. In fiscal 2020, 4.6% of our total production volume was food waste¹, and only 0.54% of that (0.025% of total production volume) went to disposal.

In addition, worldwide 13 facilities (30% of the global total) met our zero-waste-to-landfill criteria in fiscal 2020.

This met our target to achieve zero waste to landfill at 30% of our owned production facilities by 2020. We continue working to reach our target of 100% by 2025.

Our Commitment

In 2020, General Mills committed to the 10x20x30 Initiative with a pledge of cutting our food waste in half by 2030. The pledge is part of our collaboration with food retailers and others through Friends of Champions 12.3, which drives progress toward UN SDG Target 12.3: To halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains by 2030.

¹General Mills' food waste calculations include waste associated with the production of food for human and pet consumption.

Our Results

Our efforts have resulted in grocery stores, restaurants and other food outlets around the globe gaining systematic food recovery solutions, so that their good surplus food can now be used to nourish hungry people, not end up in landfills.

Key Figures

- Our global investments in food recovery technology over the past three years have empowered more than 34,000 retailers and food service operators worldwide to participate in systematic food rescue.
- The MealConnect food recovery platform created by Feeding America and funded by General Mills has been adopted by more than 60 food transport companies and has enabled more than 2.3 billion pounds of good, surplus food to be recovered and charitably redistributed, equal to more than 1.9 billion meals.
- Donations of General Mills own surplus food enabled 29 million meals across the world in 2020.



Per Strömberg
CEO, ICA Gruppen

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Besides positive effects on the environment, a reduction in food waste may also have an impact on our business' profitability and the consumers' private finances. We believe that a reduction in food waste is therefore one of the main objectives in our sustainability work in all parts of our operations.



Our Position

Throughout the supply chain, from primary production and processing, to selling the products and consumers handling of food in their homes, food has a large impact on the environment. Food accounts for about a quarter of humanity's total impact on the climate and it is therefore of great importance to take care of and properly handle the food that is produced. Only in Sweden, 1,300,000 tonnes of food are wasted every year. The largest amount of waste occurs in households.

As part of being a responsible retailer ICA Gruppen is committed to reducing food waste in our business. ICA Gruppen have a Group target to cut our food waste in half, from stores and warehouses in Sweden and the Baltic countries by 2025 compared with the base year 2016. ICA Gruppen also continuously work to help consumers reduce food waste in their homes.

Our Actions

ICA Gruppen has been working actively for many years to avoid food waste arising. In 2019 ICA Gruppen decided to adopt a new Group target: to cut food waste from warehouses and stores in both Sweden and the Baltic countries in half by 2025 compared with the base year 2016. This is well in line with the Consumer Goods Forum's ambition and ahead of the UN Sustainability Development Goal on food waste. Food waste within ICA Gruppen is measured by using the FLW Protocol (Food Loss and Waste Protocol).

As the FLW Protocol's standard is used by many companies, it enables ICA Gruppen to compare key performance indicators with actors in other countries and markets. Important factors in order to reach our target include smarter algorithms for sourcing, producing circular products and having routines and tools to identify food waste risks at

an early stage. ICA Gruppen has during the last years improved the purchasing processes as well as registration, follow-up and causal analysis of food waste. Many stores sell goods with short dates with lowered prices, collaborates with organizations such as Karma and different charity organizations to take advantage of food approaching expiration date, and enabling fully edible food being donated to persons in need.

ICA Gruppen sees collaboration as an important way forward for reducing food waste throughout the chain and provides food waste data to the Swedish Environmental Protection Agency as a contribution to the work on producing national interim targets. These form part of the system of environmental targets for reducing food loss and food waste that is based on Agenda 2030 target 12.3. Collaboration with suppliers

and other actors is also a key part of our work against food waste. For example, the supplier of ICA Sweden's private label pancakes uses eggs with cosmetic defects - that runs the risk of becoming food waste. In the production ICA Sweden also collaborates with a juice company, who makes juice and marmalades on damaged fruits from warehouses.

To inspire households to reduce their food waste, ICA Gruppen has a lot of information and educational material on the website as well as lots of recipes on how to make new dishes out of food that otherwise are in risk of becoming food waste. ICA Gruppen has also information on private label food packaging, to encourage customers to use their senses to determine whether the product is to be consumed or not.

Our Results

All our actions and efforts are contributing to our ambition of reducing food waste, both in warehouses and stores, as well as in households. Work to reduce food waste is ongoing, among other things through better purchasing processes and registration, follow-up and cause analyses. During 2019, improvements have been made in terms of campaign forecasting and

purchasing within warehouse operations in Sweden. 2019 ICA Gruppen had 1,53 weight % of food waste in stores and warehouses, which means that for every tonne of food sold, ICA Gruppen wasted 15,3 kg in our operations. The total food waste has decreased by 7% since the base year 2016.

Key Figures

- Food waste at ICA Gruppen 2019: 1,53 % (tonnes food waste/tonnes sold food)





Pedro Soares dos Santos
Chairman of the Board and CEO,
Jerónimo Martins Group

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In a world where resources are scarce and so many people starve or are insufficiently nourished, food businesses are even more relevant in the fight against food waste on all fronts.

Our Position

Our passion for food makes the fight against food waste on all fronts a priority that we address in all our businesses. As a responsible food retailer, we play a significant role in democratising the access to healthy, quality and safe food to the 5 million customers that visit our stores every day.

From farmers and suppliers to customers and our surrounding communities, we are aware of the importance of engaging with all the links of the value chain to reduce food waste. We decided that we must give the example and that is why we disclose our data verified by an external third party, being the first Portuguese retailer to do so in its annual report.

We realise the difficulties with which many people live in Portugal, Poland and Colombia and that every day 1/3 of all food produced around the world is wasted. That's why we took a more assertive and integrated approach to tackle this issue – by aligning with the United Nations' 12.3 Sustainable Development Goal – and pledging to cut by half the food waste we generate by 2030.

Our Actions

We address the fight against food waste mainly through efficiently managing our raw materials, while embedding it across all the five pillars of our Corporate Responsibility Strategy.

Since 2014, we have been using “ugly” vegetables – that some time ago no retailer would buy and were left to rot in the fields – in our soups and in pre-cut and ready-to-use vegetables. This means not only less waste but also more convenience and healthy food solutions available to our customers. These partnerships with our suppliers also allow us to purchase “ugly” fruit and vegetables to be sold at discount prices in Recheio Cash & Carry stores. A few years ago, we also started to feed our cattle with by-products from the food industry and those non-standard size vegetables.

**REDUCING
FOOD LOSS
AND WASTE**

Food products about to expire are marked to be sold at discount prices and whenever we are not as efficient as we would like to be, our employees prepare food surpluses meeting food safety standards to be donated to charities that reach people in need and low-income families. Our more than 115,000 employees, who receive regular food-safety training, are fully aware of the problem and the role they play, being the first enthusiasts to avoid food waste. We also help charities to know how to preserve food properly, training them and offering the appropriate equipment.

Consumers also play an important role as some studies show that more than 30% of the food they buy is wasted. In Portugal, one

of the main channels for communicating with customers is the “Sabe Bem” magazine, which is available in stores and can also be downloaded free of charge from the Pingo Doce website. The magazine always has recipes that teach how to reuse leftovers, and many result in regular posts on social media.

The Group also communicates with customers by attending TV shows, conferences or show-cooking workshops, channels that are often used to spread useful advice and tips on food waste. Our website *Be The Story* (<https://www.be-the-story.com/en/>) is also regularly updated with articles on food waste. We also participate in actions to disseminate and clarify the best use and understanding of labels in in-store campaigns.

Our Results

The so-called “ugly” vegetables are used in the soups made in Portugal and Poland, transformed into convenience food solutions such as pre-cut and washed ready-to-eat vegetables, and sold at reduced prices at Recheio stores, where “ugly” fruit is also sold. In 2019, we placed over 13,600 tonnes of these products in the market and more than 64,000 tonnes were incorporated in food solutions between 2015 and 2019.

Jerónimo Martins Agro-Alimentar also sourced by-products from the food industry and non-graded vegetables to be incorporated into cattle feed. In 2019, more than 9,000 tonnes of these products were included in animal feed.

The mark-down project, where food products about to expire are sold at discount prices, was launched in Pingo Doce and Biedronka stores.

Food surpluses that can no longer be sold, but that meet all safety and security standards, are donated to charities in Portugal, Poland and Colombia. We try to make the most of our geographic distribution – over 4,370 stores – to reach charities working with vulnerable groups: the elderly, disadvantaged children and young people. In 2019, more than 15,600 tonnes were donated, which represents an increase of 36% compared to 2018. In five years (2015-2019), almost 58,000 tonnes of food were offered to charities.

Key Figures

- In 2019 alone, the Group incorporated over 13,600 tonnes of “ugly” fruits and vegetables in ready-to-eat soups, salads and discount bundles. Between 2015 and 2019, we placed more than 64,000 tonnes of “ugly” fruit and vegetables into the market;
- In 2019, more than 9,000 tonnes of by-products and vegetables were incorporated into animal feed, three times more than in 2018, totaling over 12,000 tonnes of these raw materials in two years;
- It is estimated that around 1,500 tonnes of food are sold per year within the mark-down project;
- In 2019, more than 15,600 tonnes were given to people in need through 1,000 charities. In five years (2015-2019), almost 58,000 tonnes of food were offered in actions to support surrounding communities;
- In 2019, more than 110,000 hours of training in hygiene and food safety were given to over 32,000 employees. In six years, over 600,000 hours of training was the outcome of the investment made by the Group;
- In 2019, the food wasted in our own operations was sent to: animal feed and biological processing (15.7%); anaerobic digestion, composting and controlled combustion (58.6%); and landfill, incineration and wastewater treatment systems (25.7%).





Fighting Food Waste



Amy Senter
VP, Chief Sustainability Officer, Kellogg Company

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In the wake of the coronavirus (COVID-19) pandemic, the number of people facing hunger is increasing significantly. Around the world, Kellogg works with the farmers who grow our ingredients, the people who make our foods and those who enjoy them to help ensure no food is wasted. We're proud to be co-chairs of the Food Waste Coalition of Action to work with our peers, customers and suppliers to tackle this important issue for people and planet.



Our Position

As a global food company, we believe we play a significant role in helping to end hunger and create sustainable food systems to feed a growing population. We recognize that our efforts to eliminate food waste from our value chain supports food security and helps to achieve our goal to eradicate hunger and ensure there is enough nutritious food available for all. In 2016, we were one of the first companies to join a group of global leaders from government, business, research and farming communities committed to working together to meaningfully reduce food loss and waste by the end of 2030. This group, Champions 12.3, is named for U.N. SDG target 12.3 that calls for “cutting in half per capita global food waste at the retail and consumer level, and reducing food losses along production and supply chains (including post-harvest losses) by 2030”. As part of our commitment to transparency, Kellogg was an early adopter of the World Resource Institute Food Loss and Waste Accounting and Reporting Standard and was one of the first companies to report global food waste data by destination.

Our Actions

Farming

We are working with partners to reduce pre and postharvest loss on farms to ensure that more of the food that is grown is consumed.

Making Our Food

We measure food waste and loss in our facilities and implement solutions to eliminate food waste in our processes, capturing it when appropriate to feed people in need.

Reaching Out to Consumers

We are working to standardize our food date labels and educate consumers if food is safe to consume, as well as delivering tips and packaging innovation to help them reduce unnecessary food waste at home.

Sharing with Communities

Through our ambitious Kellogg's® Better Days commitments, we ensure our food goes to help feed those in need either due to natural disasters or chronic hunger in communities around the world. Nourishing people with our foods along the three dimensions of societal, emotional and physical wellbeing are one of the tenets of our Kellogg's® Better Days global purpose

platform through which we've committed to creating Better Days for 3 billion people by the end of 2030. These efforts take two paths. The first is ensuring that our foods deliver nutrients of need to help address common nutrient shortfalls in developed and emerging markets. The second consideration is addressing hidden hunger, or malnutrition due to the lack of essential vitamins and minerals.

Our Results

Farming

Through our Postharvest Loss Reduction Program, we are working with partners to help farmers reduce food loss by providing training on improved agriculture farming and storage practices in India, Bangladesh, South Africa, Thailand, Philippines, and other countries. Please see our Corporate Responsibility Report website for additional details.

Making Our Food

During our first-generation sustainability commitments, from 2005 – 2015, Kellogg reduced waste to landfill by 62%. In 2016, we set a 2020 Global Sustainability Commitment to reduce total waste by pound of product in all plants by 15%, with a focus on food waste. We set this target after achieving a 68 percent waste-to-landfill reduction from 2005 to 2016. Since then, we've reduced our total waste by pound of product by 5.7% and our total organic waste by 13.4%. Please see our Food Loss and Waste Reporting Methodology and Corporate Responsibility Report website for additional details. Our current, more ambitious Kellogg's® Better Days commitment, introduced in 2019, is to reduce by 50% the organic waste, including food waste, across our facilities by the end of 2030.

Reaching Out to Consumers

In the U.S., we've standardized our labels to "BEST if used by," to help people understand how to best reduce food waste. Globally, we continue to move to using resealable packaging that also helps reduce food waste. In Europe, we conducted a study on food waste

at breakfast in Italy and Spain to help people understand how to reduce food waste at home. And we are continuing to provide tips and articles for consumers on how to minimize food waste.

Sharing with Communities

We are donating food to people facing hunger, expanding feeding and nutrition education programs for children, supporting the livelihoods of farming families and communities, enabling our employees to be involved through volunteering events and engaging citizens in the food security conversation. For example, in Mexico, Kellogg partnered with the Mexico Food Bank Network to rescue fruits and vegetables from agricultural lands to provide people with more than 35 million servings of fresh fruits and vegetables that were at risk of being lost but able to be consumed. Around the world, we also donate foods that are acceptable to eat but unsaleable due to underweight quantities and less-than-perfect packaging. Since 2015, Kellogg has created Better Days for nearly 600 million people worldwide. We've done so by donating 2.4 billion servings of food to people facing hunger, reaching 3.2 million children through feeding programs, supporting more than 433,000 farmers with climate-smart agriculture programs that support biodiversity, and by reducing greenhouse gas emissions to the equivalent of taking nearly 2 billion vehicle miles off of the road. See our progress on all our goals in our Corporate Responsibility Report.

Key Figures

- From 2005 – 2015, Kellogg reduced waste to landfill by 62%.
- Since 2016, we've reduced our total waste by pound of product by 5.7% and our total organic waste by 13.4%.
- Since 2015, Kellogg has donated 2.4 billion servings of food to people facing hunger, reached 3.2 million children through feeding programs, supported more than 433,000 farmers with climate-smart agriculture programs that support biodiversity, and reduced greenhouse gas emissions to the equivalent of taking nearly 2 billion vehicle miles off of the road.





Andrea Euenheim
Chief Human Resources Officer and Labour Director,
METRO AG

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Wasting food means wasting valuable resources. METRO therefore joins forces against wasting food and unites with our customers in our obligation to protect resources as they are our core business. We support our customers to use solutions that save resources and costs and do well at the same time.



Our Position

The global food system of our time is characterised by the fact that a third of all produced food turns into waste and at the same time 800 million people struggle with hunger annually. This does not only happen in faraway places, not being able to afford a daily meal can happen right at everyone's doorstep. This world's dilemma is the challenge of our business as we trade resources, e.g. food products.

Taking actions to primarily prevent and reduce food loss and food waste is not just an obligation due to, ethical and social reasons. We also see it as an opportunity we can benefit of economically by making our trading process smarter, more efficient and by enabling our customers to run their business more responsible as well. Since 2015 METRO is committed to the resolution of the Consumer Goods Forum to reduce food waste in our own operations by 50 % by 2025. For the purpose of reducing food loss and food waste and achieving our target we generally follow a holistic approach by being active not only in our own operation but up and down the value chain.

Our Actions

Through the example of three projects we would like to show how we follow this holistic approach along the value chain in collaboration with strong business partners:

Since January 2018, METRO has with Whole surplus a strong partner in Turkey to tackle the challenge of food waste reduction in our own operations. They offer us a holistic business solution which includes a digital platform to manage food waste inventory in accordance to the food waste hierarchy based on real time data analytics and a unique marketplace for redistribution and

donation. The starting situation in Turkey called for urgent action because up to 80% of food that cannot be sold ended up in landfill, which means it is lost to feed people. By using the digital marketplace our stores can easily give edible food to food banks, social institutions or animal shelters. In addition, the data analysis function lets us quantify and monitor food waste transparently in real time enabling us to implement targeted measures to further improve our operational processes.

Another concrete food waste reduction initiative in store operations is our partnership with Too Good To Go (TGTG). TGTG provides a platform to sell surplus food that otherwise goes to waste in a specially branded bag (the Magic Bag). MAKRO Netherlands partnered with TGTG and introduced the Magic Bag in all 17 MAKRO stores in 2018 and MAKRO stores followed this example in Belgium with 7 stores in 2020. The TGTG-app allows food waste fighters to buy a Magic Bag that contains unsold food at reduced prices in order to save surplus food.

Raising our wholesale customers' awareness of the value of food is also an important part of our food waste strategy and to support our HoReCa customers to transform to a more sustainable business. The TGTG partnership also includes a customer referral model that means, the METRO teams in Italy, France, Spain, Portugal and Poland propose the solution to HoReCa customers as the digital solution to fight food waste in their operations.

In order to team up with our partners along the value chain METRO joined the 10x20x30 initiative of the World Resource Institute in September 2019. Within this initiative at least 10 of the world's largest food retailers and providers follow the "Target-Measure-Act" approach and each engages 20 of their priority suppliers to do the same – thereby halving their food loss and waste by 2030. Together with participating businesses we share the mission to massively increase private sector contribution to the global goal of reducing food loss and waste by 50% by 2030 by catalyzing efforts "up" the supply chain.

Our Results

The challenges to reduce food loss and waste come along the complexity of the topic - may that be by depth of the supply chain, availability of data, getting business processes fit for the topic or, behavioural change management of employees or customers.

On our journey to fight food waste we have learned that our efforts provide fast payback and that business can benefit as expected. We also understood that working towards our food waste reduction target can't be done in solo runs. Rather it is important to cooperate with partners along the value chain, whether it is from science, other businesses, particularly the startup scene, or social organisations.

Therefore in our eyes, sustainable development goal 17 (SDG17) – partnerships for the goals – is one of the most important SDGs because it reminds each

and every one of the power of partnerships and collaboration to achieve our targets. Equally important is to build cross divisional teams, recognizing the added value of broad expertise to generate sustainable solutions for us and our customers.

From January 2018 to the end of 2019, METRO Turkey (30 stores) could reduce approx. 10% of the amount of edible food that usually ends up in landfill by donating 261 tonnes to food banks or social organization and 2.621 tonnes to animal shelter.

Together with the 24 stores in the Netherlands and Belgium we have saved more than 99,000 meals from going to the bin, which is equivalent to the avoidance of 253,000kg of CO₂e emissions and we have strong ambitions to scale up this numbers together with more of our METRO countries and customers.





Özgür Tort
CEO, Migros Ticaret A.Ş.

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Food waste is an issue which can be resolved through collaboration rather than individual work, and we believe that the world should act together. Therefore, we aim to empower the whole value chain by engaging our suppliers and customers to our targets and efforts.



**REDUCING
FOOD LOSS
AND WASTE**

Our Position

We are aware of the significance of preservation of our finite resources for a liveable world. Accordingly, we are carrying out our activities to ensure the effective use of food and water, the most notable two core resources, and prevent the waste thereof. According to the report, drawn up by the Food and Agriculture Organization of the United Nations (FAO), one third of food is not consumed for the intended use but becomes wasted. In this context, we believe that the food retail sector can provide a great contribution in prevention of the food loss and food waste. Sustainable Development Goals (SDG) 12.3 is focused particularly on this topic. As a member of the Food Waste Coalition of the Consumer Goods Forum (CGF), we are committed to reduce our food waste ratio accordingly and set our target by 2030. Reduction of food loss reduces the use of water and fertilizers, and prevent loss of soil, and thus, reduce the greenhouse gas emissions. In order to reduce food loss and waste and ensure re-utilization of any food that can be consumed, we realize various projects in line with the food recovery hierarchy by accelerating our measurement, categorization, analysis and improvement activities.

Our Actions

Food is indispensable for humans to survive, and the earth's natural resources such as soil and water are used to produce food. Unfortunately, 1 out of 3 of the food produced using these scarce natural resources are thrown away. Food waste issue can be resolved through collaboration rather than individual work, and we believe that the world should act together.

Thanks to its position, Migros cooperates with both suppliers/manufacturers who are behind the supply chain and our customers who are at the far end of the supply chain, through its endeavours to reduce food waste.

Our Operations

At Migros, we work in accordance with the FLW standard and the food recycling hierarchy in our food waste reduction efforts and implement various projects to that effect. Our main goal is to reduce food waste at source. For this purpose, we have improved the order and inventory balance in our stores through our smart automatic order systems so as to generate minimal waste. Besides, we put to sale fresh foods with upcoming expiry date and perishable fruits and vegetables with a price discount of 25-50%. In 2019 alone, we saved 5,000 tons of food with this method.

We use organic waste, which is not suitable for consumption in any way, for energy recovery and bio compost. We launched a pilot project supporting circular economy, "Black Soldier Fly (BSF)". BSF fly larvae utilize the fruit & vegetable waste as the nutritional source, and they can consume waste with the twice of their own body weights a day. 3 tons of fruit & vegetable waste were utilized during the pilot through

this process and the BSF larvae were used as chicken and fish feed owing to the high protein and oil ratio.

Donations

We essentially donate food products that we cannot sell. We deliver food products that do no longer meet sales standards visually, but maintain their nutritional value and are suitable for consumption, to the needy through a web-based donation platform. Food products suitable for donation and the demands of those in need match on the same platform and are 100 percent utilized. Since the beginning of the project, we have supported the delivery of more than 4 million meals to the needy.

Stray cats and dogs are also in need of human care. In collaboration with civil society and NGOs, we provide food items that are no longer suitable for human consumption but are still consumable, to stray and forest animals. So far, we have contributed to the nutrition of the animals in distress with a total of 1,896 tons of food.

Our Results

As a food retailer, sustainable agriculture and efficient use of food resources, as well as prevention of food waste are among our priorities. We have accelerated our measurement, analysis and improvement efforts for the last five years in order to reduce our food loss and destruction and to ensure the reutilization of consumable foods.

We target to halve the ratio of our food waste tonnage to our food sales tonnage by 2030 compared to 2018. Thanks to the initiatives we have taken, we made a quick start for this objective by reducing our food waste ratio by 17 percent.

We will continue to engage our suppliers and customers to our efforts to reduce food waste, which will lead us to an empowered value chain.

Key Figures

- We saved 5,000 tons of food in one year by applying price discounts for fresh food with the upcoming Expiry Date and for ripe fruit and vegetable.
- With food donations, we have supported the delivery of more than 4 million meals to the needy since 2017
- We have contributed to the nutrition of the stray animals in collaboration with the NGOs with a total of 1,896 tons of food.
- We have already reduced our food destruction ratio by 17 percent.





Mark Schneider
CEO, Nestlé

Reducing food loss and waste is a crucial part of our journey towards net zero emissions by 2050 at the latest. We work together with farmers, industry partners, governments, non-governmental organizations and our consumers to address this challenge.



REDUCING FOOD LOSS AND WASTE

Our Position

Since Nestlé's foundation in 1866, we have helped reduce food loss and waste by transforming perishable raw materials like milk, coffee beans and cocoa into safe, tasty and nutritious food and beverage products. We continue this work today, helping our company secure supplies of agricultural raw materials and driving efforts to rapidly reduce greenhouse gas emissions. Reducing food loss and waste delivers other societal benefits, such as supporting rural development, conserving water resources and enhancing food security, demonstrating why it must remain a priority. In 2015, we launched our commitment to reduce food loss and waste. This guides and helps align Nestlé's efforts and supports our strategy to achieve net zero greenhouse gas emissions by 2050.

Our Actions & Results

As an active member of Champions 12.3, we are working towards achieving the UN's SDG 12.3 target: by 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

Our Facilities

Since 2016, Nestlé has achieved an absolute reduction of food waste for disposal at our sites by 58%. In 2012, we began working on this at our on-site restaurants. At our headquarters, by 2018 we had reduced food waste per tray from 70 g per day to 47 g, amounting to 838 fewer tonnes of food waste annually. Any waste produced is recycled into liquid fertilizer or transformed into biogas. We are also piloting automated weight technologies to measure daily food waste in different factories.

Our Supply Chain

We have identified five key commodities upstream in our supply chain where losses are most significant: palm oil, cereals, dairy, fruit and vegetables. This information allows us to identify hotspots for addressing

food waste and loss. We then work with farmers to devise solutions. For example,

- We are measuring the milk loss from farm to factory gate in 30 countries in our dairy supply chain. We have already implemented actions to reduce losses, including improved collection systems. As a result, milk losses from farm to factory in 2019 were just 0.15% of production.
- We are measuring losses from maize production from farm to factory gate in Nigeria, and identifying solutions for Nigerian maize farmers to address this. This includes setting up solar dryers made from local materials to reduce the risk posed by pests and crop molding.
- We conducted a survey to assess the level of losses for palm oil on our smallholder operated farms, covering the value chain from plantation to mills in Ivory Coast and Indonesia. This helped identify logistical improvements, labor-saving devices, and mill equipment improvements that could significantly reduce the losses identified.

Engaging Our Employees

In 2020, Nestlé committed to serve employees with more climate-friendly foods through the Cool Food Pledge. Through this, participating organizations commit to cutting food-related emissions by a quarter by 2030. Nestlé's restaurants have long promoted environmentally sustainable choices, offering a range of plant-based and locally sourced options. This new initiative makes it easier for our 300,000 employees to enjoy climate-friendly meals, with an enhanced menu of low-emission foods and better information on the impact of ingredients.

Raising Awareness with Consumers

Nestlé wants to help consumers make informed choices through credible, substantiated information and by providing tips and recipes that can help them reduce food waste. For example, we have been developing creative solutions that help consumers make the most of leftovers.

In Greece, our Maggi brand encourages consumers to explore the benefits of utilizing leftover food in healthy and tasty recipes, through the Change Your Taste online video series.

Guidance on how to store food and when to use it by is not always clear. That's why we also want to make date labels understandable to consumers. For example, in 2020 Nestlé France signed the Consumption Dates Pact developed by Too Good To Go. Signatories make 10 commitments centered around four pillars: Educate and raise awareness among all audiences, from producers to consumers, clarify the concepts of 'use by' and 'best before' dates, optimize the value of un-sold products, collaborate to coordinate good practices and optimize distribution flows. Other countries like Switzerland, Spain and Portugal are now in the process of joining as well.

Partnering to Reduce Food Loss and Waste

We are committed to proactive long-term engagement and partnerships – directly and through industry – with stakeholders, including regulators, scientists, customers, business partners, civil society organizations and the community. For example, in 2019 we joined The Consumer Goods Forum Coalition of Action on Food Waste. Through this Coalition, we have extended our partnership with the WRI, committing to an ambitious 50% reduction in operational food loss and waste through the 10x20x30 initiative - bringing together 10+ of the world's largest food retailers and providers, each engaging their 20 priority suppliers to halve food loss and waste by 2030.

Reporting Food Loss and Waste

Since 2016, we have been reporting the food loss and waste generated at our sites according to the World Resources Institute's Food Loss and Waste Protocol. In 2018, we reported an estimation of our own losses along our entire value chain of 12%. This includes the losses upstream from the raw materials that we buy, and losses in manufacturing, distribution and at the consumption stage.

Key Figures

- 58% absolute reduction of food waste going to landfill at all Nestlé sites since 2016.
- 429,800: number of farmers trained through capacity building programs.
- 1/3 reduction in food waste at Nestlé Headquarters.





Taavi Heikkilä
Chairman & CEO, S Group

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For S Group, minimising food waste is an important part of our sustainability work. It is also part of our climate actions as food waste is a major contributor to the climate change. By optimising our own operations, continuously monitoring of our selections and product quantities and collaborating with more than 400 charity partners, we have reached one year in advance, our goal of reducing food waste from our own operations by 15% by 2020.



REDUCING FOOD LOSS AND WASTE

Our Position

Reducing food waste is good for business and good for the environment which is why S Group started the journey of more systematic food waste reduction in 2014. Between 2014 and 2019, our food waste decreased by 15%, and we have already achieved our reduction target for 2020. S Group grocery stores are selling more than 70 million items with reduced prices in the evenings annually which also contributes to a lower rate for food loss. Leftover food is also being donated by nearly 700 stores to more than 400 charity partners in Finland who distribute the food to those in need.

Our Actions

In S Group's both grocery stores and restaurants, food loss is managed by means of systematic operations and cooperation –throughout the supply chain. Loss is managed through systematic management of orders, deliveries, transports and inventories. This ensures the freshness of products and just-in-time, synchronized supplementing orders as well as deliveries to stores. Good packaging design also plays a significant role in reducing food waste. Packaging protects products, and the quality of the products must remain good throughout the chain, despite long transportation distances and handling in warehouses, stores and restaurants.

The stores have an important role in minimizing loss. Daily activities include receipt inspections of goods arriving at the store, shelving, verification of the freshness and date labels of products, as well as marking products reaching their 'Sell by' date with discount stickers – both -30% and -60% which are used towards the last few opening hours of the day. More than a million customers have contributed to the reduction of food waste by purchasing such products. An evening discount of 50% on products in the glass cabinets during the



last opening hours of the day were also used in some of S Group's restaurants.

We have recognized the need for finding new solutions for reducing food waste within our value chain. As an example of this we piloted in 2019 in collaboration with our supplier a food waste concept, where consumers can buy less-than-perfectly shaped or coloured sugar confectionery as a way of tackling food waste.

In 2019, our stores' relative food waste was 1.52%, being on the same level compared to 2018 level (1.51%). The declining trend since 2014 has been stagnating between 2018 and 2019 emphasizing the need for new actions in tackling the food waste challenge. The reported percentage also includes food items donated to charity through cooperation partners.

Our Results

In 2015, S Group set the target to reduce food waste from its own operations by 15% by 2020 from the 2014 baseline. In 2019, the ratio of food wastage to food sales was 1.52% in S Group's grocery stores. The corresponding figure was 1.51% in 2018. Between 2014 and 2019, our food waste decreased by 15%, and we have already achieved our reduction target for 2020. The reported percentage also includes food items donated to charity through cooperation partners.

In 2019, S Group reported food waste of its restaurants for the first time, which was 1.05% in relation to sales. We have set chain-specific lower and upper limits for food waste, and we use these limit values to steer

food waste management in our restaurants. In addition, the restaurants have access to monthly comparison reports on food waste.

At the end of 2019, S Group's stores had more than 400 cooperation partners specialized in food aid, which receive donations directly from stores or S Group's logistics centers. S Group customers have received the products with reduced prices due to closing "Sell by" dates well. In some stores the customers are even expecting the products to go on sale in the evening. In addition, through our partner RESQ CLUB more than 7000 surplus meals were saved from our restaurants.

Key Figures

- S Group has set a target to reduce food loss from own operations by 15% by 2020 from 2014 baseline.
- At the end of 2019, food loss reduction was 15%.
- S Group collaborates with more than 400 charity partners in donating food to those in need.
- We have nearly 700 stores donating food
- More than million customers contributed to reduction of food waste by purchasing -30% and -60% discount products nearing their best before date or the end of their shelf life
- No food goes to landfill from S Group – remaining food waste is used for bioethanol or biogas production or composted.





Simon Roberts
CEO, Sainsbury's

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Food waste a key issue for our customers and our business. We are working collaboratively with our customers, suppliers and government to find sustainable solutions, so that we can make a real impact and reduce food waste across our value chain by 50% by 2030.

Our Position

Food waste has long been on our agenda at Sainsbury's. No business wants to see food going to waste because not only does it mean that food isn't being used for its intended purpose but food waste is also contributing to some of the greatest sustainability challenges such as climate change. It's estimated that one-third of all the food produced in the world goes to waste (WRAP); therefore, we are wasting all the energy and water it takes to grow, harvest, transport, and package it. This is why food waste is a key pillar of our agenda to be Net Zero in our own operations by 2040 and we are committed to the targets as laid out by Courtauld 2025 and Champions 12.3 to reduce food waste by 50% by 2030. Our approach is to firstly work to reduce waste created across our value chain, and secondly to ensure any surplus that does occur is put to good use. We know households account for a large amount of total food waste, not only is it costing customers money but also we know it is an important area to tackle, therefore we want to help our customers reduce their own impact. Alongside that, we remain committed to collaboration, transparency of reporting and testing and learning.

Our Actions

We've taken various steps to cut operational waste, which are collectively having a big impact. They include working collaboratively with suppliers, enabling us to prolong shelf life by speeding up the 'farm to fork' process, and tailoring our distribution process to better suit individual stores. Elsewhere we have innovated in our packaging and established waste targets across all areas of the business to ensure that all our colleagues understand the role they play.

**REDUCING
FOOD LOSS
AND WASTE**

We have a long history of working with food banks and community donation schemes to support our local communities. As a co-founder of FareShare in 1994, we continue to work with them to redistribute surplus food from our supply chain, indirectly supporting 11,000 charities and community projects across the UK. To help us distribute even more surplus food to good causes, we expanded this to stores in 1998, building up a network of local charity partners that can collect surplus items. To encourage new partnerships and ensure existing relationships are sustainable in the long-term, we now recommend a flexible approach tailored to each local charity partner, based on strong communication to best understand their needs. During the Covid-19 pandemic, local food banks were impacted, so we donated £3 million to FareShare to support the end-

to-end logistics, moving food donated from various organisations to frontline charities, to ensure that those in need still received meals.

We have previously taken big steps to help customers cut their food waste, including the introduction of our Waste Less Save More plan to support in cutting domestic food waste. This included a 12-month trial in the town of Swadlincote, South Derbyshire, trialling technology like smart fridges and kitchen gadgets, through to community engagement and work with local schools to support cutting food waste. We were also the first retailer to remove multi-buy offers, replacing them with consistently low prices to help our customers buy only what they need, and in 2018 signed up to the UK Food Waste Reduction Roadmap.

Our Results

We've continued to see good results in reducing food waste. What's more, by cutting waste in the business, while also improving our distribution of surplus to charity, we have been able to meet a commitment to send zero operational waste to landfill since 2013.

As a result of our charity-focused approach, along with the investment in a dedicated team, we've

been able to grow our number of partnerships hugely over the past few years as part of our Food Donation Programme. We currently work with over 1,300 organisations, and at the beginning of 2020 had over 2,250 partnerships across 92% of our Sainsbury's stores, including The Felix Project. We'll continue to work closely with charities to ensure the programme is as beneficial for them as possible.

Key Figures

- Commitment to reduce food waste by 50% across the value chain by 2030.
- Charity partnerships in place in majority of our stores to redistribute surplus food.
- Co-founder of FareShare, working to distribute surplus food since 1994.
- Donated £3m to FareShare to support during Covid-19 pandemic.
- Separate system from back of store to divert surplus bread to animal feed.





Ken Murphy
CEO, Tesco

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Our target is that no food safe for human consumption will go to waste in the UK Tesco operation.



Our Position

An estimated one-third of all food produced in the world is lost or wasted. This huge level of inefficiency contributes to food insecurity while also having significant environmental impact. Food loss and waste is responsible for 8% of global greenhouse gas emissions. At Tesco, we think it's simply not right that good food goes to waste when one in nine people are going hungry each night.

Seven years ago, we made a commitment to help reduce food waste on farms, in-store and at home. Our first step was to publish our UK food waste data. Since then we have set a target to halve food waste from farm to fork in each of our markets and published our food waste data for all parts of our food business. Beyond our business, we are working across industry and with other organisations to mobilise global action by sharing our expertise and lessons from our food waste programme, including Champions 12.3, 10x20x30 and the CGF Food Waste Coalition of Action.

Our Actions

We launched Community Food Connection in 2016, in partnership with food redistribution charity FareShare and social enterprise FoodCloud. Our stores use the FoodCloud app to let local charities and community groups know how much surplus food they expect to have for donation at the end of the day. Food not taken by charities is offered to colleagues through our 'colleague shops'. We send any suitable remaining bakery, produce and dairy surplus to animal feed.

We have a shared responsibility to tackle food waste from farm to fork - working in partnership with our suppliers and helping customers reduce food waste in their homes.

We work with our suppliers to make as much use of their crops as possible. Our Farm Brands and Perfectly Imperfect ranges make good use of the part of the crop that previously fell outside our specifications.

At certain times of the year we have to manage ‘bumper crops’ caused by unseasonable weather. We work in partnership with suppliers to ensure this product is offered to customers at great value rather than being wasted on farms.

We want to make it easier for our customers to reduce food waste in their homes and save money. Many customers have told us that they assess their fruit and vegetables by the look of the product rather than the ‘Best Before’ date code on the packaging. In response

we removed ‘Best Before’ dates from over 180 fruit and vegetable lines to help customers reduce food waste in the home.

At the same time, lockdown due to Covid-19 has led to a huge change in people’s relationship with food, with many more of us taking steps to reduce waste at home. We are delighted to be working with Hubbub to better understand how we can help customers keep up these changes for the long term. During a six-week trial, 55 households from across Britain will test a series of interventions, from help with meal planning to leftover-inspired cooking sessions with professional chefs. Families will log and weigh their food waste daily to understand which interventions have the greatest impact.

Our Results

In our UK retail operations, we are committed to ensuring that no food that is safe for human consumption is wasted. Over the course of 2019/20, we reached 77% of our target in the UK as we have embedded new processes to ensure our progress is sustainable.

Our UK Community Food Connection initiative has donated the equivalent of over 50 million meals since launch in 2016. We have now rolled out our ‘colleague shops’ to all UK stores and expanded our animal feed programme to dairy products. As a result of these initiatives we have delivered a 61% reduction in food safe for human consumption going to waste since 2017/18 in the UK.

Our other international markets share the same ambition of no food safe for human consumption going to waste. In 2019/20 Tesco Ireland donated over 2.25 million meals from stores and distribution centres, supporting 375 charitable food organisations. All Tesco stores in the Czech Republic and Slovakia and over 95% in Hungary

now donate to food banks and local charities and we are working to introduce the FoodCloud app to help maximise donations across Central Europe.

We are the first retailer in Central Europe to publish food waste data for our own operations, and are proud to have achieved the UN Sustainable Development Goal (SDG) target to halve food waste by 2030.

We think it’s important for every food company to publicly report on the levels of waste within their own operations and commit to halve food waste by 2030. 27 of our largest suppliers have now published their food waste data for the second year, with many showing significant reductions in their levels of waste. Last year they were joined by 11 of the world’s largest food brands. We are now rolling out this approach to the Group with 12 of our largest Irish Own Brand suppliers and 14 global growers across three continents committing to report from 2020.





Hanneke Faber
President, Global Foods & Refreshments,
Unilever

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We can only feed the world within planetary boundaries if we solve food loss and waste. As Unilever we will inspire consumers to waste less food and work with our suppliers and customers to do the same.



TURN LEFTOVERS INTO DINNER

REDUCING FOOD LOSS AND WASTE

Our Position

As Unilever we are committed to continuing to be a sustainable leader and have developed a new, fully integrated corporate strategy: the Unilever Compass. The Unilever Compass is based on three core beliefs: brands with purpose grow, companies with purpose last, and people with purpose thrive. Our Compass priority areas address key challenges such as packaging and waste, gender equality, human rights, and fair value – as well as climate change and social inclusion. When it comes to waste, we believe food should be retained within the food chain – for human and animal consumption. Food loss and waste is unseen, under-valued and a senseless misuse of human, environmental and economic capital. Food loss and waste should be avoided whenever possible and it must not become a burden to the environment through dangerous GHG emissions and loss of natural resources and biodiversity. A zero waste to landfill footprint is a non-negotiable in our factories and we are committed to halving food loss and waste in our own direct operations from factory to shelf. But that's nowhere near enough. Our bigger impact lies in our ability to influence our suppliers and customers to follow our lead and, particularly our consumers to be more resourceful with their food and waste less.

Our Actions

We have longstanding zero waste to landfill programs in place. Recently, we also committed to halving food loss and waste in our own global operations from factory to shelf by 2025 - five years earlier than previously committed, as part of the Champions 12.3 coalition target. We adopted the Champions 12.3 'Target-Measure-Act' approach and will publicly report our food waste footprint to contribute to increased data transparency.

- Our approach to tackling food waste goes beyond our own operations and spans all stages in our value chain from farmers to consumers;
- Supporting our farmers: We've been supporting our farmers for the past 15 years to take action with our Sustainable Agriculture Code which urges suppliers to minimise waste by using the principles of

- 'reduce, reuse, recycle'. To ensure we monitor progress, our agricultural suppliers are expected to assess their operations at every crop cycle. We then check these self-assessments through an independent verifier.
- Collaborating with our suppliers and customers: Together with our suppliers, food service and retail customers we look for opportunities to partner and collaborate on food waste initiatives to maximise our reach and impact.
- Inspiring our consumers: We believe a critical part of the solution lies in preventing avoidable food waste at a household level. This is why we are committed to helping our consumers value their food more and make the most of their leftovers. We are delivering this through our brands and with strategic partnerships. Driven by its purpose Hellmann's aims to inspire and enable consumers to be more resourceful with their food at home and so waste less.

Our Results

Cremissimo Chocolate Hero: A Relevant Innovation!

In April 2020 we launched Cremissimo Chocolate Hero in Germany. Our Chocolate Hero contains up to 40% not processed ice cream. We developed an innovative, new process in order to guarantee consistent flavour. With our Chocolate Hero we achieved a reduction of waste by about 160 tons a year. We explained to our consumers that food waste occurs during production. However, that it is recyclable and good in taste! We hooked them in as we had highest interest in social media since years. Chocolate Hero became one of our top-selling Cremissimo variants during summer 2020. And our consumers tell us that they feel good serving Chocolate Hero to their friends and family. Cremissimo Chocolate Hero is a great example of Food Waste reduction while being even more indulgent!

Unilever Food Solutions Partners with Too Good to Go

The partnership between Unilever Food Solutions and Too Good To Go, the world's best-known anti-food waste app, is an addition to the education and services that UFS offers to operators, helping them to run a more efficient kitchen. By using the TGTG app, food service companies can easily offer leftover portions to the users in a set timeframe and on flexible terms. This saves food that would otherwise have been dumped, protecting the environment, offering the restaurant an additional income and potentially bringing new customers to the restaurant. Chefs can now sign their kitchens up to use Too Good To Go directly and gain many benefits like cutting waste, reducing CO2, and working towards a more sustainable future. Chefs, more than anybody else, have visibility into just how much good food is lost and wasted every day. Too Good to Go is a great way to address this – everybody wins. Sign up here: <https://lnkd.in/gvZa55P> During Covid-19 crisis this partner-

ship was extended to takeaway...to go from saving food to saving restaurants. During this challenging time, TGTG in Belgium, Germany, Netherlands, Switzerland and Spain helps restaurants by offering the option to pick up regular meals at normal prices.

Hellmann's: Make Taste – Not Waste

Over the past 2 years, Hellmann's has already reached 100M consumers with a campaign in Brazil that inspires people to turn their leftover ingredients into meals and hence waste less. Next to TV and digital campaigns, the brand hosted activities like the 'Bring Your Own Food Restaurant', a pop-up restaurant where consumers & influencers were invited to bring whatever ingredients they had left in their fridges and Hellmann's chefs transformed these into amazing restaurant-worthy meals. Another initiative called 'Fridge Heroes' utilized AI to create real-time connections between experienced cooks and people in need for tips and inspiration on what to do with the ingredients they had left. Initiatives like these not only help to raise awareness of food waste but also shift consumer attitudes that leftover ingredients are too good to be wasted. Hellmann's campaigns that inspire people to be more resourceful with their food are being rolled out into many more markets in Europe and North America. In addition, Hellmann's works with a network of expert partners to develop a robust consumer behavior change program that will help consumers to use up the food they already have at home. Hellmann's also supports the redistribution of surplus food to those in needs, e.g. through the Hellmann's US Food Relief Fund or Canadian Real Food Rescue where only in 2020 300.000 meals have been rescued and redistributed.



Doug Mcmillon
President & CEO, Walmart Inc.

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As the world's largest grocer, we are concerned with reducing food waste from farm to fork. We have made significant progress in our own operations and have broadened our efforts to working with suppliers and customers to reduce food waste at every stage of the supply chain.

Our Position

According to the World Economic Forum the global population will reach 9.5 billion people by 2050, which will increase global demand for food by 60 percent. To meet this demand in a sustainable way, the world will require substantial improvements in food production and distribution, as well as significant reductions in food waste. So in addition to working within our own operations to sell affordable, sustainable and healthier food and eliminate waste, over the last decade, Walmart has worked upstream with suppliers to prevent food waste from occurring in the first place and downstream with customers to help them maximise the value of the food they buy. More than ever, we see that food waste creates unnecessary costs within our own operations and poses a risk to the world's ability to feed a growing global population. Therefore, we continue to pursue our food waste reduction targets and address this problem in a systemic way.

Our Actions

The primary way we avoid food waste in our operations is by increasing the sell-through of food products. We have strengthened our forecasting and ordering tools to improve inventory flow, adjusted store fixtures to increase product turnover, enhanced distribution centers and offered discounts on food that is close to its expiration date.

When food goes unpurchased, Walmart works to maximize its use by getting it to people and places that need it. In addition to donating food to food banks and other charities, Walmart and the Walmart Foundation have donated funds to purchase equipment to increase the capacity of the charitable meal system to transport and deliver fresh food.

**REDUCING
FOOD LOSS
AND WASTE**

Finally, if food is no longer edible, we work to convert it to animal feed, compost or energy.

Beyond our own operations, we engage our suppliers and customers in efforts to reduce food loss and waste. Through Project Gigaton, Walmart encourages our suppliers to measure and report food waste and introduce practices for reprocessing, donating

and recycling. We also encourage suppliers to standardize date labeling, in line with the CGF's Date Labeling Call to Action, for example with "Best If Used By" date labels. Based on a survey of our suppliers, we estimate that in 2019, 98% of our Walmart U.S. private brand food sales came from items carrying this label.¹

Our Results

We have seen results in all our global markets. Through prevention efforts, Walmart U.S. wasted 57 million fewer food units in our fresh departments in 2019 than it did the previous fiscal year, and sold more than 300 million food units through food discount programs.

In 2019, we donated more than 680 million pounds of food globally to people in need. Since 2005, Walmart and Walmart Foundation have contributed more than 4.5 billion pounds in food donations and over \$120 million in grants to support Feeding America, a nationwide network of 200 food banks in the U.S. Since we launched our "Fight Hunger. Spark Change." campaign in 2014, Walmart, Sam's

Club, participating suppliers and customers have cumulatively raised nearly \$100 million for Feeding America and its network of local food banks.

Globally we have diverted more than 1.4B lbs. of food waste from landfill through animal feed, composting and anaerobic digestion programs.²

In 2019, we joined the "10x20x30" initiative, in which the 10 largest food retailers each engage 20 of their priority suppliers to halve food loss and waste by 2030. The 10x20x30 initiative takes a whole-supply-chain approach, with retailers working to reduce in-store food loss and waste while supporting suppliers on similar efforts.

Key Figures

- By 2019, we have reduced food waste by 6.5% in US, UK, Canada and Japan since 2016 baseline.
- In 2019 we donated more than 680 million pounds of food globally to people in need.
- Globally we have diverted more than 1.4B lbs. of food waste from landfill in 2019.²

¹Respondents represented 75% of private brand food sales.

²Based on review of material handling and waste diversion processes in Argentina, Canada, Central America (includes the countries of Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua), Chile, China, India, Japan, Mexico, South Africa, U.K. and U.S., as reported by waste vendors, food banks and stores. In cases where certified or otherwise documented weights were not available due to industry challenges, they have been estimated based on waste audits, historical data, extrapolation for similar facilities in size and scope, etc.





Brad Banducci
CEO & Managing Director, Woolworth's

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At Woolworths, we are committed to working towards zero food waste to landfill. To help meet this commitment, while also supporting the growing need for hunger relief across Australia, we are proud to partner with leading food relief organisations to ensure the food that cannot be sold in our Supermarkets goes to feeding people in need.



Our Position

Food waste costs Australian households more than \$8 billion each year, and Australians generate 298 kilograms of food waste annually per person, costing the average household between \$2,200 and \$3,800 a year. The demand for food relief is rising, with 1 in 5 Australians reporting experiencing food insecurity at least once in the last 12 months and over a quarter of those facing it regularly. Reducing food waste by increasing food rescue not only reduces environmental impacts but supports valuable community support networks.

Woolworths is committed to reducing Australia's food waste. As an important issue to our customers, we are taking a leadership position, increasing food rescue, supporting our customers to be food savers and developing an end-to-end waste strategy across the whole food value chain. Since the majority of food waste is generated outside of the retail sector, Woolworths works to influence food waste across growers, supply chain, retail and customers.

Our Actions

Our food waste reduction solutions are supported by successful partnerships with external parties such as national food charities and local groups that turn the food into meals for those in need, including OzHarvest, Fare Share, and FoodBankAustralia. We have also partnered with the Fight Food Waste Cooperative Research Centre to work collaboratively with academics and other industry participants to solve complex food waste problems right across the value chain.

An estimated 25% of edible fresh fruit and vegetables are thrown away, due to visual imperfection or cosmetic damage, every year in Australia. Supermarkets set high quality standards for produce as we know that is what our customers prefer, but our national roll-out of 'The Odd Bunch' programme challenges that trend. Through the programme, we offer

produce that doesn't look perfect, but still tastes great, is nutritionally the same and comes at a discounted price.

If the food in our Supermarkets cannot be sold, Woolworths is committed to directing this food to other forms of beneficial reuse. Over 700 of our stores partner with farmers to donate food waste for animal feed, and over 560 stores use commercial waste management services diverting from landfill using commercial composting and anaerobic digestion technologies.

We encourage our stores to separate organic waste from landfill. We have designed our Hearts and Minds pro-

gramme to educate employees about the why, what and how of separating organic and non-organic waste. All our stores now have colour-coded bins and display materials.

Measurement of food waste sources has been a crucial component in reducing food waste. We collect data on food rescued by our community partners, food donated to farmers, waste sent to commercial composting and anaerobic digestion facilities, and waste sent to landfill. This information is supplemented with annual waste audits at selected supermarkets to build up a comprehensive understanding of food waste.

Our Results

Partnering with our national food charities and local groups, our stores separate edible food for rescue for those in need. The equivalent of 18 million meals are provided to Australians in need every year through our support of partners such as OzHarvest, FoodBank and FareShare.

We reduce food loss and waste through our end-to-end stock-loss initiatives in stores and in our supply chain. These initiatives, designed to reduce shrink (loss) in stores, have generated savings of over \$65 million and material reductions in food loss.

More than one third of shoppers purchase whatever produce is cheaper, regardless of marks or appearance. We take advantage of this to reduce our food waste by offering misshapen fruit and vegetables through

our 'The Odd Bunch' initiative. We have sold more than 156,000 tonnes of these fruit and vegetables, which would otherwise have been food waste.

Woolworths is committed to achieving zero food waste to landfill by increasing access to landfill diversion options for stores. Every single store has access to at least one of our diversion programs; donating to our food rescue partners, farmer stock feed donations, and composting. We will continue to expand this programme to give more stores access to all three programs where possible.

Through all these initiatives, we estimate that we have diverted more than 53,000 tonnes of food waste from landfill in FY20.

Key Figures

- Food rescue: The equivalent of 18 million meals are donated every year to people in need
- Odd Bunch: To date, we have sold more than 156,000 tonnes of these fruit and vegetables, which would otherwise have been food waste
- Diversion from landfill: 53,000 tonnes of food waste diverted from landfill to food rescue, farmers, or composted
- Composting and anaerobic digestion
- 100% of our stores have programmes to divert food waste from landfill.



www.tcgffoodwaste.com

**FRANCE –
INTERNATIONAL HQ**

(33) 1 82 00 95 95
info@theconsumergoodsforum.com

JAPAN OFFICE

TEL: (81) 3 62 72 83

THE AMERICAS OFFICE

(1) 301 563 3383
info@theconsumergoodsforum.com