



FareShare Food Efficiency Framework
Prepare ► Share ► Benefit

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We are proud to introduce the FareShare Food Efficiency Framework, a new opportunity for **all** companies within the food and drink sector. This unique framework will enable your business to increase resource efficiency, reduce food waste and take proactive steps to support those experiencing food poverty.

Using this framework will enable you to prepare and plan in advance for any potential food surplus within your operation. Food businesses are fast moving operations; our approach is to ensure this framework can be implemented seamlessly into your business and become part of your standard operational procedure. A small amount of time upfront will ensure you have the systems in place to maximise the social value of keeping food in the human food chain that may otherwise be thrown away.

The issues surrounding food waste and food poverty are now very relevant to customers and high profile with the media. As 5.8 million people in the UK live in 'deep poverty', the priority for the food and drink industry should be to ensure that, where possible, food and foodstuffs that cannot be sold are consumed by people in need, rather than going to landfill, being used to feed animals or for anaerobic digestion.

Our FareShare Food Efficiency Framework is first and foremost a method of assessment. A chance for you, potentially with our support, to identify where food you cannot sell arises in your operation, and how you can tackle it quickly and cost effectively. It then sets out an approach where you can send any remaining surplus food – as there will occasionally be some surplus, even in the most efficient of systems – for social good. Here at FareShare, that's what we do. We can take your surplus food and distribute it to our network of charities to make meals for those people who need it the most.



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FareShare is a national charity working to tackle food waste and food poverty. We work with major retailers and food producers alongside over 1,900 charities and community groups to redistribute surplus food for social good.

We developed this framework to help food businesses identify surplus food and redistribute it in order to generate social, environmental and economic benefits for your business and the communities in which you operate.



FareShare
Yorkshire

STAFF

Why this matters to your business

The purpose of this framework is to support all food businesses to implement an approach to food waste prevention into their operations that puts feeding people first.

No food business sets out to have food they cannot sell, nor do they want to suffer increased costs through the lack of sale or cost of disposal. Being proactive about managing surplus through this framework ensures that food that cannot be sold is identified, anticipated and, where appropriate, distributed to those who need it most – saving you time and boosting your process efficiency.

You may not be aware of the extent or disposal cost of surplus food within your operation and how valuable this could be to others. This is very common with the retailers and manufacturers we work with. Going through this framework with the support of FareShare's expert advisors enables you to prepare and anticipate the potential surplus; making it much easier to act rather than react when you do have food that you may not be able to sell for human consumption.

For some businesses that will be regular small volumes, for others it will be more ad hoc. But whenever it happens, you will have a simple and immediate response to dealing with additional, non-sellable food.

This framework demonstrates how a small amount of work could make a massive difference to your resource efficiency and will have a huge impact on the individuals who will benefit from the food they receive.

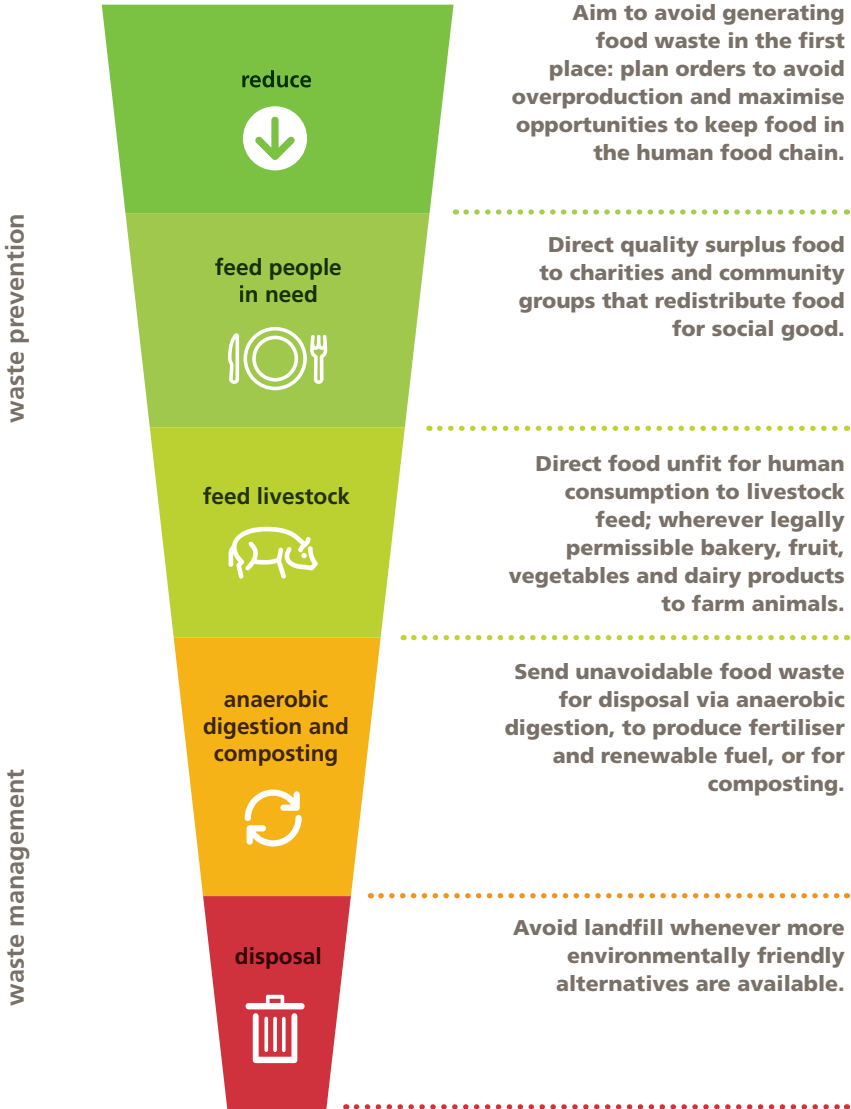
Allocating your surplus food to FareShare may only represent a very small percentage of your overall volume of food, but these small amounts of volume all add up. Some of FareShare's most important and regular providers have said the volume they provide is less than 0.05% of their overall production – that's still valuable food and drink that adds up to millions of meals per year.



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3.9 million tonnes of food is wasted every year by the food and drink industry. We estimate 10% of this is surplus and fit for consumption, enough food for 800 million meals.

The food use hierarchy





We realise that it is difficult to completely eliminate waste and the generation of surplus food; it will occur even with the best planning within the most efficient companies. However, when it does happen, it is both more resource efficient and socially beneficial to make sure that any food that can be eaten is redistributed to people in need, rather than being fed to animals or sent for waste treatment or disposal. This is in line with the food use hierarchy and national guidance.

It is reassuring to see that increasing numbers of food businesses are committing to following this approach, but there is a tremendous opportunity for many others to become proactively involved.





Why adopt the FareShare Food Efficiency Framework?

Following this framework is good for your business. All companies, at some point, have food that cannot be sold. Taking proactive steps to plan for and anticipate this surplus is the first step towards greater efficiency and waste reduction.

Here's a summary of why following our eight step framework makes good business sense:

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Efficiency is key

Greater efficiency will deliver financial and time savings for your business.

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In good company

You will join a growing list of leading food companies who are working with us and realising the benefits including Asda, Sainsbury's, Tesco, Kellogg's, Nestlé and Refresco Gerber.

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Improving systems

We can identify and anticipate where food surplus may occur and put in place a process for charity redistribution that benefits your business, the environment and society.

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Cutting costs

Depending on the product category there are often opportunities for reducing waste disposal and landfill costs.

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Reducing food waste

A focus on surplus most often results in less food surplus and less food waste being created due to the implementation of the efficiency framework.

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A national partner

The chance to work in a supported partnership with FareShare, a national charity with over 20 years of experience, working to address food poverty and tackle food waste.

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Customer focus

It's good for your reputation with your customers and stakeholders. Food poverty and food waste continue to be high profile issues of concern to key decision-makers and the media.

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Internal engagement

This is a corporate social responsibility opportunity for your business that will engage and motivate your staff and demonstrate your commitment to making environmental improvements and tackling food poverty.

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Continuous improvement

Our research shows that following this framework often leads to additional proactive steps towards greater resource efficiency and waste reduction, including in areas that are not directly related to surplus food or charity redistribution.



Why should I make food available to FareShare?

FareShare ensures that good food is put to good use rather than wasted. We work with over 1,900 charities and voluntary sector organisations to redistribute surplus food for social good.

Over 149,000 people benefit from FareShare food every week. The charities and community groups we work with include children's breakfast, holiday and after-school clubs, homeless shelters, drug rehabilitation centres, women's refuges, community cafés, refugee centres and luncheon clubs for older people. Thanks to FareShare, these charities save on average £13,000 a year, a combined saving of nearly £20 million, which can be reinvested into other services. In 2014 alone, the food redistributed by FareShare contributed towards more than 15.3 million meals, and helped businesses reduce CO₂ emissions by approximately 25,000 tonnes.

We also provide training and education around the essential life skills of food preparation and nutrition, and warehouse employability training.



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We adhere to and follow all relevant food safety legislation including:

- Food Safety Act 1990
- Food Hygiene Regulations England/ Scotland 2006
- Reg EC852/2004 Hygiene of Foodstuffs

Will you look after my food?

Each FareShare Regional Centre is audited regularly by NFS International using a specific audit process, and audit documentation is available for each of our depots.

The FareShare database provides full traceability of all products from the time of receipt by FareShare to the point of delivery at the charities.

In addition, FareShare has and follows a full HACCP Manual, which ensures all appropriate processes and procedures are implemented across our network.

The food products are not sold or exchanged in any way and are only supplied to authorised outlets within the FareShare agreed compliance guidelines.

Furthermore, FareShare works closely with a wide range of retailers, supermarkets and wholesalers who have provided written authorisation that their 'Own Label' products can be provided to FareShare without having to remove packaging or overprint in any way. These products can go towards making meals for those who need it; they won't end up in a discount store or market stall.

FareShare Food Efficiency Framework

Prepare ► Share ► Benefit

Based on existing best practice within the UK and globally, and from FareShare's extensive experience from working with a range of leading retailers, manufacturers, processors, packers and logistics companies, we have developed the FareShare Food Efficiency Framework.

The framework has been developed to be comprehensive but simple and easy to implement. Based on eight simple steps, which our expert advisors can take you through if required, it can help any food business maximise the volume of food it can sell and then effectively deal with surplus food when it occurs.

These steps fall into the three key areas – Prepare, Share and Benefit



Prepare ►

FareShare's experience suggests that it is important to identify, anticipate and prepare for those instances when you have food or foodstuffs you cannot sell.

Share ►

Once identified, you have the chance to share this surplus food through our network, rather than paying for it to be disposed of via anaerobic digestion or landfill, or being used for animal feed.

Benefit ►

Implementing this framework provides benefits to all – for those in urgent need of food, for your business in terms of increased efficiency, for the environment in terms of reduced waste, and for your reputation as a visible commitment to social value.

FareShare Food Efficiency Framework

Prepare ► Share ► Benefit

This unique framework will enable your business to increase resource efficiency, reduce food waste and demonstrate your commitment to tackling food poverty.

PREPARE

Identify, anticipate and prepare for surplus food



1
Commit to the food use hierarchy



2
Define the scope of your 'surplus' food



3
Identify and anticipate where surplus food could occur



4
Segregate the surplus



SOCIAL, ENVIRONMENTAL AND BUSINESS VALUE

- Surplus food redistributed to **1,923** charities and voluntary sector organisations via our network of 20 FareShare Regional Centres across the UK.
- Over **149,000** people benefit from FareShare food every week.



SHARE

Surplus food shared through FareShare's network



5

Align,
allocate
and offer



6

Distribute
the food

BENEFIT

Benefits for your business,
for the environment, for society



7

Monitor
and report



8

Get the
story out

- Greater business efficiency.
- Time-savings for your business.
- Opportunities for reducing waste disposal and landfill costs.
- Join a growing list of leading food companies.
- A great story to tell your customers and staff.



Prepare ►

1 Commit to the food use hierarchy



Leading companies will take steps to become more efficient and reduce waste. All food businesses work hard to increase productivity and efficiency, and to eliminate waste altogether. Despite this, it is inevitable that you will have some food that you cannot sell. This may be irregular, is likely to be unpredictable and in a variety of volumes, but it happens at some point in all food operations.

When this happens, and in accordance with the food use hierarchy, the most resource efficient action to take is to commit to make sure this food is made available to feed people in need.

This commitment can be added to existing environmental, resource efficiency or community objectives and commitments, and communicated externally through CSR or corporate sustainability reports and messaging.

2 Define the scope of your 'surplus' food



Before auditing or reviewing the operation and your supply chain in any detail, it is critical to define what 'surplus food' is within your company. You will need to be specific about what food is included in that definition – what is 'in scope'. This will vary for each food business and it is important to prioritise and identify easy wins first.

It is vital to keep in mind existing internal terminology and perceptions – residual stock, production overs, end of line, rejections, quality rejections, for example.

Broadly speaking, surplus food is any food that can be made available for human consumption and could include:

- **Customer-ready product** in its inner and outer packaging, which requires little or no alteration before being delivered to FareShare. For example, if there has been a change in forecasted purchases by your key customer or simply as a result of stock date controls.
- **Raw ingredients or loose product** that can be provided with little or no alteration or manipulation – this could be bulk-packaged ingredients or fresh produce.
- **Production errors, by-products and other food** that may require a small amount of manipulation – this could be products that are cooked slightly too long for specification but are still fit to eat, or by-products from processing.

We accept ambient, frozen and chilled food, as long as the food has, and can, be transported and delivered safely and in accordance with existing legislation. We will also require any relevant ingredient, allergen and date information. FareShare will then take the responsibility of getting that food to the many organisations it supports.

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Types of food we can accept include:

- Fresh fruit and vegetables
- Fresh meat, fish and dairy products
- Chilled ready meals
- Hot and cold beverages (excluding alcohol)
- Ambient food: tins, packets, jars
- Frozen food

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Food checklist:

- Within the USE BY or BEST BEFORE date
- Packaged appropriately
- Delivered with all packaging intact
- Compliant with all current Food Safety legislation

3 Identify and anticipate where surplus food could occur



Once you've decided what constitutes surplus food in your business, the next step is to identify where this additional edible food could occur or has occurred in the past. The identification of food surplus is critical and can be carried out relatively easily by any food business. This will include identifying the different operations that could generate surplus edible food and some brief scoping of that process or operation. This can be from data sources or interviews and discussions with employees, but is best done with an actual review of the operation.

For **finished and packaged customer-ready** product this is likely to involve the critical but relatively straightforward step of ensuring the early identification of date life and setting, specifying and implementing the parameters of when this stock can be made available to FareShare for charity redistribution. For example, if there is insufficient date-life remaining on stock for commercial customers but the food is still within its USE BY or BEST BEFORE date.

Similar processes and criteria can be identified for a host of other packaged and finished product including: quality rejections, packaging errors, fit-for-consumption damages, production errors on finished product, seasonal stock, production trials and deleted lines.

For **raw ingredients, loose product and production off-grades** in manufacturing, processing and packing the identification of the various points of inspection and grading along the process will be helpful. At each of these quality inspection points it may be possible to identify material that fails existing quality specifications but that would be 'in specification' for FareShare.

Quality inspections can also be a point of drawing off food that cannot be sold, minimising outgrade destined for food waste and identifying valuable food that can be made available for charity redistribution.

4 Segregate the surplus



Once identified, the surplus food needs to be retained within the food chain and prepared for collection and delivery. It must be kept separate from waste materials and clearly marked for 'FareShare' so that it gets to the new intended recipient.

The practicalities of this will differ for each food company: some like to have a small separate area of the warehouse or chiller, some place units or cases onto a pallet or cage until it is ready for despatch. It is important that food is kept separate from waste and from food intended for priority customers.

Chilled or frozen food needs to be treated as if it were being delivered to a commercial customer and stored in a chiller or freezer, as appropriate.

"I usually walk the floor with an eye for excellence. For this process I walk the floor with an eye for the edible but not sellable."

Production Manager

Approximately **300-400,000 tonnes** of surplus fit for consumption food is generated within the UK food industry each year.

Share ►

5 Align, allocate and offer



Once segregated, these streams should be allocated for redistribution via FareShare. Depending on the size of your business, authorisations may need to be gained from the brand or technical team.

Advanced planning, internal agreement and gaining authorisations in advance will ensure the process works efficiently and conveniently for everyone involved within your company. Many key UK retailers have provided authorisations that food can be provided to FareShare without having to be de-packaged or changed in any way, and FareShare can provide these 'retailer authorisations' for Own Label product on request.

There may also be a saving on waste costs as a result of identifying food that cannot be sold, which would have to be disposed of securely were it not provided to FareShare. This needs to be considered by the whole business, with transparency on any savings or efficiencies, and appropriate internal sign-off on any additional costs that may be borne elsewhere in the operation.

The food then needs to be 'offered' to FareShare, with details of the product available to ensure that the volumes can be managed and to identify the location, or locations, that offer the best match for the food available. We can provide a template that outlines the information needed that can then be sent via email to **foodoffers@fareshare.org.uk**. The critical information to include is: product name, category type, unit and case size, case and pallet quantity, USE BY or BEST BEFORE date(s). We'll confirm with you as soon as possible, and certainly within 48 hours, whether this food can be accepted.

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6 Distribute the food

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Once allocated, there needs to be an agreed system to ensure that the food is delivered to a FareShare Regional Centre in an efficient and effective manner, and that delivery records are kept. FareShare can advise on the best options that will work for you.

Many manufacturers have found that it is possible to fit these deliveries around other customer deliveries, or to work with a logistics provider who may already be delivering to FareShare Regional Centres.

FareShare and its existing partners use a wide range of hauliers and logistics operators to deliver food to FareShare including, but not exclusively, NFT, Nagel Langdons, Fowler Welch, DHL, Culina, Turners, FreshLinc and Reed Bordall.

Our aim is to make this process as simple and efficient for you as possible and to save you time and money in the management of food you cannot sell. FareShare will be able to help support you to identify the best option for you, or can arrange transport with existing providers on your behalf.

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Over 149,000 people
benefit from the
food that FareShare
redistributes every week.

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Benefit ▶

7 Monitor and report



Once the food has been redistributed to those in need, FareShare will provide feedback and updates on the volumes of food provided by your business. This could be on a quarterly or annual basis.

In some cases we can provide additional detail, such as the volume by site or product category. We aim to provide data in a format that enables you to track, monitor and progress your understanding of surplus food within your business.

This analysis can help your business to identify any trends and patterns on how food surplus and food waste is generated in your operation, or anomalies in agreed processes, which have the potential to further improve efficiency.

Some partners have used this information and analysis to re-emphasise the importance of existing policies or as evidence of the need for process improvements within their operation.

8 Get the story out



FareShare can provide real stories about the positive social benefits generated through your provision of surplus food. This can include the number of meals that your food has helped to provide and case studies about the charities and community partners the food will support. These stories can be invaluable in strengthening commitment to food efficiency among operational and other staff, especially when told alongside your waste reduction figures. They also provide a host of good news stories for you to publicise to your customers and a much wider external audience, demonstrating your commitment to cutting food waste.

We would be delighted to help you tell your story and communicate the important contribution you will be making to tackling food poverty and food waste.

What's next?

We know every business is different, but we're confident that the framework outlined here can be tailored to any business in the food sector.

The FareShare Food Efficiency Framework has been designed to ensure it can become part of your standard operational procedures, giving you confidence and a robust system for handling any food surplus, if and when it occurs.

The food companies we are working with are constantly telling us how the redistribution of food is having a positive impact in their company.

You can benefit too.

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Please contact one of
the food team by emailing
foodoffers@fareshare.org.uk

or calling **020 7394 2468**

You can also find more
information about our work at
www.fareshare.org.uk

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