

# Addressing Food Waste: Case Studies for the Hospitality Industry

## Introduction

Hospitality is an industry that produces an inevitable amount of unavoidable food waste, such as off-cuts and peelings, but it is also one that can use better food waste measurement to save money and improve efficiency. Figures published in a report *'UK Foodservice Industry in 2011'* (Horizons FS Ltd) confirm that there are almost 260,000 catering and hospitality outlets in the UK. Sales of food and drink in the sector exceed £42 billion and it is estimated that over eight billion meals are served every year.

WRAP UK's research estimates:

- 1 million tonnes of food is wasted at outlets each year, 75% of which is avoidable and could have been eaten.
- 40% of food that is wasted is carbohydrates, including potato, bread, pasta and rice. Reduced wastage in carbohydrates would have a significant impact on the total amount of food being wasted.
- The amount of food that is wasted each year in the UK is equivalent to 1.3 billion meals, or one in six of the 8 billion meals served each year.
- On average 21% of food waste arises from spoilage; 45% from food preparation and 34% from consumer plates.
- 12% of all food waste is recycled.
- In addition to this a further 130,000 tonnes of food waste is generated from the preparation of ready to serve food items and meals for the HaFS sector, at food manufacturing sites.

The volume of waste is enormous. These figures suggest that for the hospitality industry as a whole, incorporating a food waste reduction programme is now more important than ever.

## Creating a Food Waste Reduction and Measurement programme

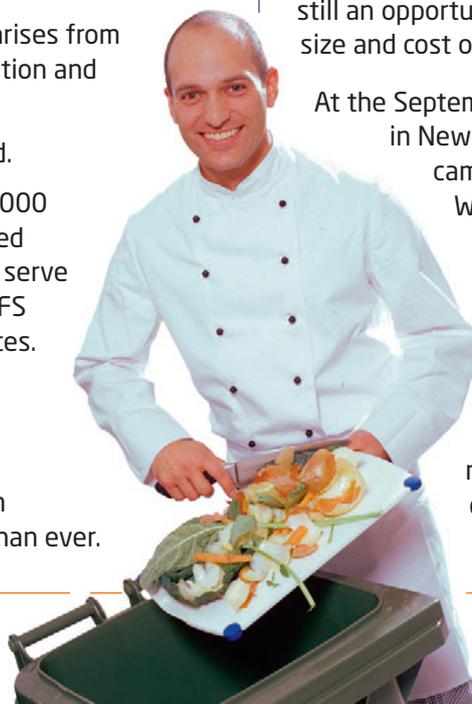
All hospitality businesses should have a food waste reduction measurement programme, but often businesses don't know where to start. What does food waste reduction involve? Is it too complex for smaller enterprises and their employees? And how does the hospitality business actually reduce costs and improve efficiency? WRAP have developed a campaign called *Your Business is Food*; don't throw it away - it's free and easy to use and saves businesses money straight to the bottom line.

And for larger businesses, the recently launched UK Food Waste Reduction Roadmap is public commitment to reducing and impacting on food waste collaboratively across the UK with resources and guidance on measuring food within **HaFS**.

It goes without saying, managing a busy restaurant requires accurate monitoring of ingredients, particularly with multiple sittings and changing menus. Having a clear measure of the flow of ingredients-to-plate is crucial to ensure dishes are served profitably. But when it comes to measuring how much food a business wastes, there's still an opportunity to improve understanding of the size and cost of food waste within your operations.

At the September 2018 meeting of Champions 12.3 in New York; the group overseeing the global campaign to halve food waste by 2030, WRAP CEO, Marcus Gover shared a ground-breaking initiative to help UK hospitality and food service sites overcome this problem; and contribute towards the United Nation's Sustainable Development Goal 12.3.

WRAP and IGD have worked with multiple partners in the food industry to develop a bespoke plan for the UK, the **Food Waste Reduction Roadmap**.





The Food Waste Reduction Roadmap is a UK food and drink sector-wide ambition showing how the UK can deliver its part of SDG 12.3, while providing free resources and guidance for UK businesses to implement a simple three actions strategy of *Target-Measure-Act* to reduce food waste in their operations.

## So, what does this Roadmap mean for the Hospitality and Foodservice sector?

Well, in 2015 UK HaFS businesses threw away one million tonnes of food; worth £2.9 billion. The shocking reality is that nearly 75% of that food could have been eaten. Through the **Food Waste Reduction Roadmap**, we've set out how you can implement the three-steps in your business to help reduce waste.

We know that collaboration is key, and the Roadmap recognises the complexity of the sector and offers guidance on working collaboratively. To underpin the Roadmap, WRAP is developing a sector specific **Action Plan** which outlines the key milestones to deliver food waste prevention across the board.

But there's no need to wait - your business can begin today.

The Food Waste Reduction Roadmap explains how to **Target** food waste in your operations today, and set a baseline and goal for reducing the amount of food thrown away. You can align your ambitions directly with the 12.3 target and aim to halve this waste, or if that's not feasible set a target relative to your situation and that contributes towards SDG12.3. Then **Measure**.

WRAP and IGD have developed specific tools for HaFS businesses to measure food waste consistently, supported with guidance on how to reduce it. You can begin with the ***Your Business is Food; don't throw it away*** guide and calculator, and check what other businesses are already doing with our case studies. Thirdly, you can Act.

You can act on the food waste in many ways and through working with organisations like WRAP, IGD or the IoH directly. And your local Environmental Health Practitioner can also provide advice. But key is acting in collaboration and raising awareness of the issue with your suppliers, with staff, and with consumers to fight against food waste together.

For the Hospitality and Food Service sector, accelerating the good work already happening on cutting food waste has a number of benefits; helping to develop innovation and skills in chefs - and of course "sustainability" is an increasingly attractive selling point for your customers. Put simply, keeping food out of the bin makes good business sense, good societal sense and is the right thing to do for the environment.

But more importantly, when a third of the world doesn't have enough food to feed itself, we must ensure we do all we can to make the most of the food we have

Measuring food that is thrown away is the best place to start. WRAP's Your Business Food; don't throw it away materials include examples of the way measurement been implemented, with examples of action taken and savings made. Some summaries are highlighted below:

### The Airport Pub

The Airport started to separate and monitor food waste following Robinsons' Greener Retailing project with Manchester Metropolitan University (MMU). The pub's menu had recently been redesigned and waste wasn't an obvious problem. However, General Manager Trevor Roberts had heard about the monitoring process at one of the brewery's area meetings and, being very focused on driving efficiency, was keen to trial the process.

<https://partners.wrap.org.uk/assets/10411/>

### The Angel Hotel

Owner of The Angel Hotel William Griffiths was particularly concerned about plate waste and wanted to investigate reducing portion sizes. Using the 'Your Business is Food; don't throw it away' materials and implementing the three-day weighing module, the true cost of the waste being produced was revealed.

<https://partners.wrap.org.uk/assets/10619/>

### Crieff Hydro Hotel

Crieff Hydro is a four star luxury spa hotel in Perthshire, set in a 900-acre estate with 213 en-suite rooms and over 500 staff. Crieff Hydro took part in a trial to track food thrown away in its main Meikle restaurant. By using a smart meter the hotel identified the areas to focus on were the breakfast and lunch buffet. Subsequently the hotel reduced food thrown away through various measures.

<https://partners.wrap.org.uk/assets/10161/>

## **The Dragon Hotel**

The Dragon Hotel, part of Macdonald Hotels & Resorts, is a 4 star, 106 bedroom hotel in Swansea city centre, South Wales. The hotel took part in a pilot to reduce food thrown away. By the end of the 6 month pilot, the hotel had reduced costs by £3,000 through simple no or low cost measures.

<https://partners.wrap.org.uk/assets/10160/>

## **Elior**

Elior is a leading provider of food services. A review at a single Elior site suggested a range of initiatives that offered possible annual cost savings of £2,441 and diversion of 1.6 tonnes of waste from landfill.

<https://partners.wrap.org.uk/assets/10162/>

## **The Empire Hotel**

Your Business is Food, don't throw it away demonstrated to co-owner and head chef Michael Waddy the case for tighter control between ordering and breakfast preparation to reduce waste. "Your Business is Food, don't throw it away has shown that by careful ordering and planning, further spoilage can be avoided."

<https://partners.wrap.org.uk/assets/10620/>

## **Greene King**

Leading pub operator and brewer Greene King operates more than 200 Hungry Horse pubs across the country. Branocs Tree Hungry Horse pub took part in a trial to monitor and reduce the amount of food being thrown away. The trial successfully reduced food thrown away per cover by around 15% and achieved substantial financial savings.

<https://partners.wrap.org.uk/assets/10163/>

## **The Harrington Arms**

Andy Wightman, tenant at the Harrington Arms and his Business Development Manager suspected problems in the kitchen as gross profit on food was lower than expected. Although initially sceptical, Andy agreed to try separating and measuring food waste. Reducing harm to the environment was an additional motivation, as he says "we like to do what we can without severe financial implications."

<https://partners.wrap.org.uk/assets/10412/>

## **Llansantffraed Court Hotel**

Mike Morgan, owner and manager of Llansantffraed Court Hotel, believes businesses can develop and learn best practices from each other and after seeing the

difference that 'Your Business is Food, made in his hotel, was keen to share the impacts delivered with local hotel and restaurant colleagues. "Food waste is not just a cost; it's simply wrong. We must do all we can to reduce it, and Your Business is Food is a great way to help with this."

<https://partners.wrap.org.uk/assets/10617/>

## **Penylan Pantry**

Owner Melissa Boothman found using the 'Your Business Is Food, don't through it away' materials very helpful to her business and enabled her to further improve her waste minimising practices. "The resources are excellent, really easy to use, really easy to work through, and they're great to use in staff meetings for staff training as well."

<https://partners.wrap.org.uk/assets/10618/>

## **The Seahorse Restaurant**

Owner and head chef Don Hadwin was keen to see how 'Your Business Food' could help him gain a better understanding of the financial costs of food waste to the business. "'Your Business is Food' inspired me to look at a different way of serving side dishes and further reduce plate waste."

<https://partners.wrap.org.uk/assets/10622/>

## **Shilam Tandoori**

Using 'Your Business is Food', owner Mohammed Somir and his staff examined the restaurant's portion sizes in an effort to reduce plate waste. The results revealed more waste at the preparation stage and from customers' plates than he had expected. "The 'Your Business Is Food' resources make perfect sense. Get the brochures, - it is so simple and it's good to help both the environment and your business."

<https://partners.wrap.org.uk/assets/10623/>

## **The Manor House**

Brothers, General Manager Gareth Scarfe and Head Chef Darren Scarfe embraced 'Your Business is Food; don't throw it away' and were very eager to see what food waste reduction measures could be put in place to help reduce waste and increase monetary savings to their Sunday carvery practice. "Seeing the amount of food waste really helped us to understand that we needed to take action. 'Your Business is Food' helped us to start to tackle this by working with staff and customers to make changes".

<https://partners.wrap.org.uk/assets/10621/>

## The Ship Inn

Dave, tenant and licensee at the Ship Inn, decided to try separating and measuring food waste at the suggestion of his Business Development Manager. The process appealed because of its potential as a cost saving, labour saving and food waste reduction project. Dave was aware of some waste coming back on plates and, although the primary driver was financial and he hoped to increase his gross profit on food, Dave also "doesn't like to see waste on principle".

<https://partners.wrap.org.uk/assets/10413/>

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## Closing

There are increasing numbers of examples of the savings that are being made straight to the bottom line, simply by measuring where food thrown away is coming from and then taking action. And by action, that includes menu planning, reducing SKUs, offering different portion sizes, doggy boxes and redistribution of food. WRAP have recently launched a #ComplEATing campaign to encourage whole eating, for example skin on fries. Globally we are seeing more action and drive, through **Champions 12.3** and Nationally through the **UK Food Waste Reduction Roadmap** and **Courtauld 2025**. Defra recently announced in their Resources and Waste Strategy (December 2018), that there will be more focus on food waste reporting for the Food and Drink sector in the future. The opportunities for savings are huge, and with 1million tonnes of food being thrown away, let's work together to unite in the food waste fight.

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*This guide was compiled by Eleanor Morris, Special Advisor in Hospitality Food Service at WRAP (The Waste and Resources Action Programme (which operates as WRAP) is a registered UK Charity No: 1159512 and registered as a Company limited by guarantee in England and Wales No: 4125763.*

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## Further resources

**Defra** - the UK's Department for Environment, Food and Rural Affairs oversees issues regarding food and landfill. [www.gov.uk/government/publications/resources-and-waste-strategy-for-england/resources-and-waste-strategy-at-a-glance](http://www.gov.uk/government/publications/resources-and-waste-strategy-for-england/resources-and-waste-strategy-at-a-glance)

**Horizons FS Limited** - a consultancy focused on the foodservice sector. [www.hrzns.com](http://www.hrzns.com)

**Reducing Food Waste in Hospitality** - an Institute of Hospitality Management Guide. [www.instituteofhospitality.org/Publications/management\\_guides](http://www.instituteofhospitality.org/Publications/management_guides)

**Rethink Waste** - Northern Ireland's initiative to improve recycling and reduce waste. <http://rethinkwasteni.org>

**The Sustainable Restaurant Association** - a not for profit membership organisation helping restaurants and diners make sustainable choices. [www.thesra.org](http://www.thesra.org)

**Waste Awareness Wales** - a national consumer campaign to promote behaviour change and increase waste reduction, reuse and recycling. [www.wasteawarenesswales.org.uk](http://www.wasteawarenesswales.org.uk)

**WRAP** - a not for profit organisation which works with governments, businesses and citizens to create a world in which we source and use resources sustainably. [www.wrap.org.uk](http://www.wrap.org.uk)

**Zero Waste Scotland** - helps individuals, businesses and communities in Scotland to reduce waste, recycle more and use resources sustainably. [www.zerowastescotland.org.uk](http://www.zerowastescotland.org.uk)

## DISCLAIMER

This brief is intended as a guide only. While the information it contains is believed to be correct, it is not a substitute for appropriate professional advice. The Institute of Hospitality can take no responsibility for action taken solely on the basis of this information.

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