



EUROPEAN HOSPITALITY INDUSTRY GUIDELINES
TO REDUCE FOOD WASTE AND RECOMMENDATIONS
TO MANAGE FOOD DONATIONS

CONTENTS

- 04 ○ Foreword by Mr. Xavier Prats Monné, Director-General for Health and Food Security (DG SANTÉ) , European Commission
- 05 ○ Foreword by Ms. Biljana Borzan, Member of the European Parliament
- 06 ○ Message from Mr. Taleb Rifai, Secretary General of UNWTO
- 07 ○ Introduction by HOTREC President, the co-chairs of the HOTREC Restaurant & Pub Task Force and HOTREC CEO
- 08 ○ Food waste reduction in hospitality : a challenge and an opportunity
- 10 ○ Framework Agreement between HOTREC, FEBA - the European Federation of Food Banks and METRO AG on food waste reduction and donations
- 11 ○ HOTREC guidelines for hospitality establishments to reduce food waste
- 15 ○ HOTREC-FEBA recommendations to manage food donations
- 18 ○ Best-practices and initiatives developed by HOTREC Members
- 21 ○ Access the Membership
- 22 ○ Acknowledgements

MISSION

HOTREC is the umbrella Association of Hotels, Restaurants, Cafes and similar establishments in Europe, which brings together 43 National Associations in 29 countries.

Our mission is to promote the European hospitality industry's contributions to society and represent, protect and defend its interests to the European Institutions.



FOREWORD BY THE DIRECTOR GENERAL OF DG SANTÉ, EUROPEAN COMMISSION

It is high time for change: in the EU, it is estimated that each year around 88 million tons of food are wasted with associated costs of some 143 billion euros. Yet while 20% of food produced in the EU is lost or wasted, at least 55 million people struggle to feed themselves. And that's just the EU picture. Add to this the pressure of a growing world population with a finite or even shrinking area of agricultural land and the need to prevent and reduce food losses and food waste becomes abundantly clear.

Our way forward is clear: the EU and its Member States, together with many other countries, have made a commitment to the United Nations Sustainable Development Goal to halve food waste by 2030. Now we have to turn our words into positive actions. Our food systems and supply chains are numerous and complex. We need to examine each and every step of our production, retail and consumption models to identify weak spots and take appropriate action to stem the flow of needless losses and wastage wherever they arise, from farm to fork and at all points in between.

Cooperation among all those with an interest and influence – including food businesses, Member States, consumer organisations and other NGOs – is essential towards identifying new opportunities to overcome barriers and accelerate progress towards meeting the Sustainable Development Goals.

The European Commission stands ready and willing to play its full part to catalyse and energise this process and to spearhead efforts to fight food waste right across the food chain. The Commission has recently set up the EU Platform on Food Losses and Food Waste, bringing together a wide range of interested parties from both the public and private sectors. HOTREC is a member of this Platform which gathered for the first time in November 2016. The engagement of this European representative of the HORECA industry is very much welcome and we look forward to HOTREC's future contribution and engagement.

The Commission is currently preparing EU guidelines on food donation to clarify relevant provisions in EU legislation with a view to making food donation less burdensome. The redistribution of surplus food from the hospitality sector can raise many challenges, not least ensuring that safety standards are not compromised. We acknowledge the initiative taken by HOTREC, the European Federation of Food Banks and the retailer METRO AG to sign a Framework Agreement to formalise cooperation to reduce food waste and further engage in food donation. Such action can serve as a model for others to follow and also provides inspiration for a variety of actions towards the same overall goal to better utilise our precious food resources.

Xavier Prats Monné



FOREWORD BY MEP BORZAN

The EU, as one of the richest and most prosperous communities in the world, has a moral and political obligation to reduce huge quantities of food wasted every year. Uneaten food left on plates or thrown out of fridges also entails wasted water, soil, working hours, electricity, gasoline and other valuable and often limited resources.

As the Parliament's rapporteur it is my intention to write an encompassing document that will address the problem of food waste along the entire supply and consumption chain and explore political and practical means and ways to reduce it.

Maintaining and improving food safety is my red line. I would not compromise food safety for the sake of reducing food waste.

The problem of food waste is high on the political agenda of the EU. The Action Plan on Circular Economy is progressing and should lay the ground work for coordinated European action. We need common definitions and methodologies if the EU is to tackle the problem systematically.

But there are many other areas where the Union and Member States can act. At the moment there are 52 EU legislative acts that have an impact, positive or negative, on food waste: 29 regulations, 10 directives, 3 decisions, 10 communications and 1 resolution.

A few of them should be looked at to see if they are fit for purpose and some of them need clarification and guidelines. The EU should, without compromising current food safety standards, remove obstacles to reducing food waste and increasing food donation.

Farmers, processors, retailers, the hospitality sector, consumers and all the other actors in the food chain have a responsibility, proportionate to their contribution to the problem, to act.

The nature of the hospitality sector and the way it operates presents its share of challenges.

The operators are mostly SMEs and that entails a logistical difficulty in, for example, collecting of possible food donations or repurposing of leftovers. Sharing of best practices and cooperation can help in tackling these obstacles.

The framework agreement between HOTREC, METRO and FEBA is a great example of stakeholders acting and taking responsibility in reducing food waste. Initiatives such as this should be promoted and encouraged as the problem is multi-sectoral and partial action will yield partial results.

To conclude, I commend HOTREC and its members for their efforts in reducing food waste and conserving resources. Every crumb that finds its way to a person in need instead of a waste bin takes us a step closer towards achieving the UN Sustainable Development Goal 12.3.

Biljana Borzan

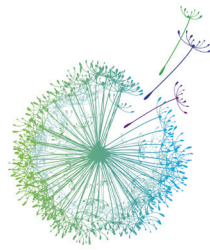
Rapporteur for the European Parliament report "Initiative on resource efficiency: reducing food waste, improving food safety"

I commend HOTREC and its Members for their efforts in reducing food waste and conserving resources

Biljana Borzan, MEP



MESSAGE FROM MR. TALEB RIFAI, SECRETARY GENERAL OF UNWTO



2017
INTERNATIONAL YEAR
OF SUSTAINABLE TOURISM
FOR DEVELOPMENT

On behalf of the World Tourism Organization (UNWTO), a specialized Agency of the United Nations, I would like to commend Hotels, Restaurants & Cafés in Europe (HOTREC) and the European Federation of Food Banks (FEBA) for their joint initiative to develop guidelines to reduce food waste and manage food donations across Europe.

This is an exemplary contribution to the celebrations of the International Year of Sustainable Tourism for Development in 2017, which I trust will inspire others around the world to follow.

The International Year emphasises the need for all tourism stakeholders to act responsibly towards people and planet. This is an all-encompassing need that reaches into each of the many tourism industries, and we are very pleased to see hospitality leading this effort.

The Food and Agriculture Organization (FAO) estimates that one-third of all food produced gets lost or wasted along the food supply chain. A great proportion gets wasted or lost at the end of the supply chain including at hotels and restaurants.

With 73 billion tourist meals estimated to be currently served per year at a global level, it is clear that the tourism sector has a big responsibility towards safeguarding food supply and stock. Tourism can and must play an important role in raising awareness of the value of food. Tourism can promote changes in food management and consumption with very positive environmental and economic results. It can garner the power of the billions of tourists travelling each year making them a force for positive change.

At the end of 2015, 196 governments agreed on the Sustainable Development Goals (SDGs). The SDGs are at once a tremendous opportunity and an immense responsibility. With the aim to end extreme poverty, curb inequality and fight climate change, achieving all 17 Goals will require the participation of all.

SDG 12 seeks to “ensure sustainable consumption and production patterns”. The third target under this Goal is to halve per capita global food waste at the retail and consumer level, while target 12.b calls for tools to monitor tourism’s contribution to sustainable development.

UNWTO as the UN specialized agency for tourism is actively advancing programmes related to the SDGs. In particular, UNWTO is addressing SDG 12 through the Sustainable Tourism Programme within the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP). This programme promotes evidence-based decision making, efficiency, innovation and collaboration as key tools for monitoring the sustainability of tourism consumption including food waste.

In this vein, I believe that the tourism sector has not just responsibility, but also great potential to contribute to food waste reduction and the management of food donations globally.

As we celebrate 2017 as the International Year of Sustainable Tourism for Development, I wish to invite all readers to be inspired by the cross-sectorial cooperation being displayed in the launch of this initiative, and celebrate the transformative power of tourism through your own efforts. Each action count and all together we can make a difference for people and planet.

Taleb Rifai

I wish to invite all readers to be inspired by the cross-sectorial cooperation being displayed in the launch of this initiative, and celebrate the transformative power of tourism

Taleb Rifai, UNWTO Secretary General

INTRODUCTION BY HOTREC



Make the reduction of food waste and the development of food donations an absolute priority to fight hunger and poverty

With the world population rising to 7.5 billion inhabitants, the scarcity of resources makes the reduction of food waste and its collection to develop food donations an absolute priority to fight hunger and poverty.

Today one third of the food produced worldwide every year is thrown away while one fourth of it would be enough to feed the world population.

The hospitality industry, although a small waster (less than 12%¹ of total food waste in Europe) has developed practical guidelines for its 1.8 million SMEs (91% being micro-sized enterprises) to further reduce food waste, as well as recommendations to manage food donations jointly with the European Federation of Food Banks.

By reducing food waste, entrepreneurs also generate costs savings, therefore contributing to the goals of sustainable development, main 2017 objective of the United Nations' International Year of Sustainable Tourism for Development, of which HOTREC is proud to be a Member of the Steering Group.

We would like to thank our 43 National Member Associations for their remarkable contributions and best-practices sharing, the European Federation of Food Banks for joining HOTREC in this initiative, the UNWTO for its ongoing support and our many project partners, among which METRO AG, and we wish you an excellent reading.

Susanne Kraus-Winkler
President of HOTREC

Adrian Cummins
CEO of Restaurant Association
of Ireland & co-Chair of
the Restaurant & Pub Task Force

Danny van Assche
CEO of Horeca Vlaanderen
& co-Chair of the Restaurant
& Pub Task Force

Christian de Barrin
CEO of HOTREC

1. According to the FUSIONS report "[Food waste data set for EU-28](#)", food services generate 12% of the total food waste in Europe. Hospitality represents only a share of this percentage, as food services also cover other sectors (e.g. party catering, contract catering, canteens, etc.). Still according to the Fusions report, households generate 53% of the total food waste in Europe, the processing industry 19%, the primary production sector 11%, and the retail/wholesale sector 5%.

FOOD WASTE REDUCTION IN HOSPITALITY: A CHALLENGE AND AN OPPORTUNITY



In the EU, food waste represents an estimated 173 kilogrammes per person every year.

The European Union is currently engaged in a long-term effort to develop a sustainable low carbon, resource efficient and competitive economy. This transition towards a circular economy, in which the generation of waste is minimised, is a strong challenge for the overall EU economy.

As part of this challenge, the issue of food waste has become critical for the entire food chain. Indeed, studies show that roughly one-third of the food produced worldwide for human consumption is lost or wasted¹, when one fourth would be enough to eradicate world hunger. As far as Europe is concerned, some studies estimate the total food waste at around 88 million tonnes (including both edible food and inedible parts associated with food), therefore representing around 173 kilogrammes of food waste per person². These figures show that food waste raises a strong challenge in terms of food security, with a clear economic and environmental impact.

To tackle this problem, the 28 EU Member States committed in September 2015 in the United Nations General Assembly to halve per capita food waste at the retail and consumer level by 2030, as part of the 2030 U.N Sustainable Development Goals. Building on

this pledge, the European Union included the issue of food waste in its action plan for the Circular Economy.³

This pledge represents a strong challenge for the entire food chain in Europe. According to the FUSIONS report "Food waste data set for EU-28", households generate 53% of the total food waste in Europe, the processing industry 19%, food services 12%, the primary production sector 11%, and the retail/wholesale sector 5%.

These figures show that to fulfil their 50% reduction target by 2030, public authorities in Europe will need to focus first on big food wasters (e.g. households, etc.). The European hospitality industry is a small food waster compared to the other components of the food chain, as food services (a category which covers not only restaurants but also party catering, contract catering in hospitals, schools, public institutions, etc.) only generate 12% of the total food waste in Europe.

Nevertheless, the European hospitality industry acts responsibly, and will address the challenge of food waste reduction. For this reason, HOTREC has teamed-up with the European Federation of Food Banks (FEBA) and METRO AG through the signature of a framework agreement through which they undertake to share their respective expertise and best-practices on the reduction of food waste and on food donations (see page 10).

Food services generate only 12% of the total food waste. Hospitality represents only a share of this percentage, as food services also cover other sectors.

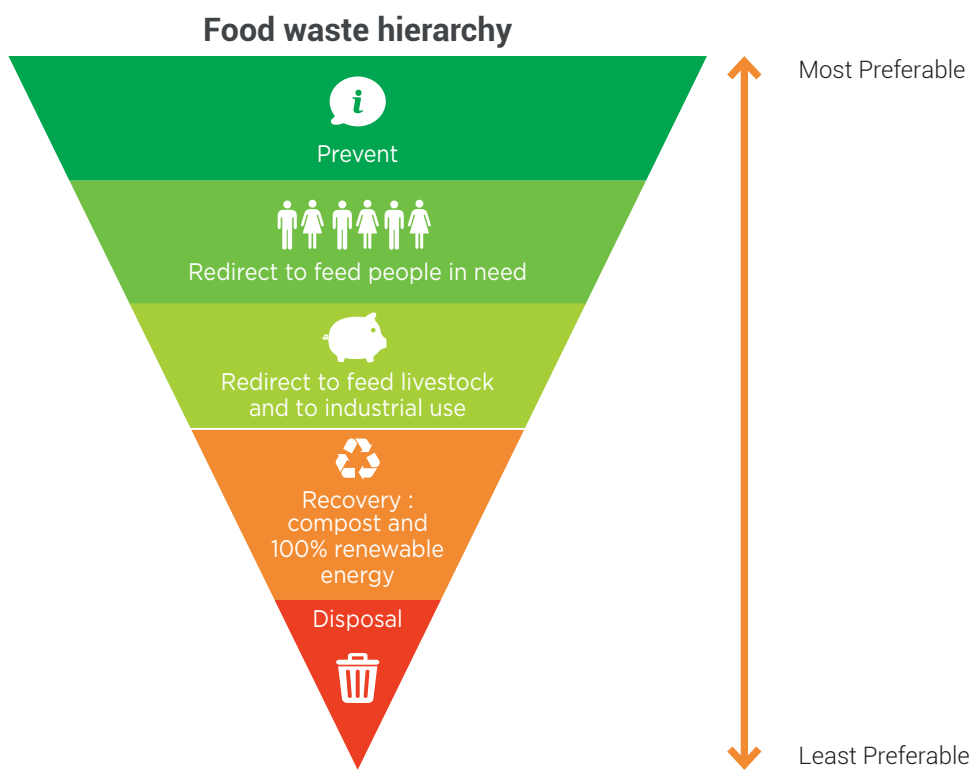
This cooperation, together with the technical support received from its Members, allowed HOTREC to produce this brochure, as a mean to help the 1.8 million enterprises active in the hospitality sector (91% of which being micro-enterprises) in Europe reducing their food waste levels through waste-prevention strategies.

1. See report from FAO (2011) "Global Food Losses and Food Waste: Extent, Causes and Prevention"

2. See report by EU-Fusions (2016) "Estimates of European food waste levels"

3. See European Commission Communication from 2 December 2015 "Closing the loop - An EU action plan for the Circular Economy" COM(2015)614 final

This will enable businesses to prevent food wastage, while allowing to use food surplus, should they occur, to engage in donations to people in need, or to re-use leftovers and/or non-edible food waste for other purposes (e.g. feed, recovery into energy through compost/methanisation, etc.) in accordance with the food waste hierarchy.



To help hospitality businesses, this brochure contains a set of tips which any hospitality establishment can follow to concretely reduce its food waste. Moreover, the brochure also includes some recommendations jointly prepared by HOTREC and FEBA, which shall help businesses managing food donations to charitable organisations. Finally, it presents a set of initiatives and actions developed at national level by some national hospitality associations Members of HOTREC, as examples of best-practices to help the industry reducing its food waste.

These tips, recommendations and best-practice examples all concur to show that it is possible for hospitality businesses to reduce even further their food waste quantities through simple actions, which shall directly result in cost-savings, therefore increasing their economic sustainability. This will also offer a unique opportunity to communicate to their clients the positive actions they are taking, therefore responding to what has become an increasingly important request from consumers in Europe.

By implementing a food waste reduction strategy, hospitality businesses can therefore turn the challenge of food waste reduction into a clear economic and marketing opportunity.

5 good reasons why hospitality businesses should implement food waste reduction strategies:

- Better stock management and cooking processes allow to save costs
- Food donations often entails tax deductions and fiscal incentives, while tackling poverty
- Re-use of non-edible leftovers can sometimes be monetised when used for secondary purposes
- It improves your reputation with your customers
- It is a concrete action in favour of a more sustainable food chain and sustainable society

FRAMEWORK AGREEMENT FOR A COOPERATION BETWEEN FEBA, HOTREC AND METRO AG



The European hospitality industry, although a small waster compared to the other components of the food chain, is and has always been committed to reduce its waste. For this reason, many hospitality businesses in Europe already manage food waste and losses through internal procedures which allow them to reduce waste quantities. Some hospitality establishments also engage in food donations and/or use their residual food waste as a source of feed/compost/bio-gas.

With this Framework Agreement, the European hospitality industry aims to promote further the reduction of food waste and to facilitate hospitality businesses' engagement in food donation across Europe, for the benefit of society.

Under this Framework Agreement, HOTREC, the voice of the hospitality industry in Europe, and the European Federation of Food Banks (FEBA) undertakes to cooperate and exchange best practices on food donation and food waste reduction in general, with the support of METRO Cash & Carry.

In particular, HOTREC commits to:

- Inform its member associations of existing actions developed by the members of FEBA, in order for them to evaluate the possibility to either join these initiatives or to develop new partnerships at local level;
- Bridge its members with the relevant local members of FEBA in countries of particular interest to FEBA.

FEBA commits to:

- Inform HOTREC of its activities which are relevant for the hospitality sector;
- Inform HOTREC of the existing programmes developed by its members at national level where the participation of the hospitality industry would be welcome;
- Provide to HOTREC the relevant contacts of its national members willing to partner with national hospitality associations on specific projects.

METRO AG commits to:

- Share best practices and insights of METRO Cash & Carry country organisations where they support its customers from the hospitality sector to reduce food waste;
- Provide to HOTREC the relevant network of its METRO Cash & Carry country organisations working on the reduction of food waste.

Within this Framework Agreement, HOTREC, FEBA and METRO Cash & Carry jointly undertake to cooperate with the view to share best-practices on food waste management and food donations through joint actions.

Done in Brussels on 25/10/2016

For HOTREC

Susanne Kraus-Winkler
President
of HOTREC

For FEBA

Patrick Alix
Secretary General
of FEBA

For METRO AG, Wholesale & Food Specialist Company

Veronika Pountcheva
Global Director Corporate Responsibility
Senior Vice President METRO Group

1. According to the FUSIONS report "[Food waste data set for EU-28](#)", households generate 53% of the total food waste, the processing industry 19%, food services 12%, the primary production sector 11%, and the retail/wholesale sector 5%. The restaurant industry is a part of the food service sector, which also includes the catering industry (i.e. public/private canteens, party catering, etc.).

HOTREC GUIDELINES FOR HOSPITALITY ESTABLISHMENTS TO REDUCE FOOD WASTE

The following tips are meant to help concretely hospitality establishments of any size reduce the levels of food waste they produce through a set of simple and easy to follow recommendations.

Hospitality establishments should always remember that any avoided food waste is a direct financial cost saving. **Reducing food waste therefore contributes to making a hospitality business more sustainable from an economic point of view.**

I. The starting point: the preparation of the menu

- Assess regularly the fitness of your menu;
- Favour menus/dish of the day when possible;
- When possible, have less dishes on your menu, as it generates less stocks;
- Use the same product for different recipes;
- Include in your menu/dish of the day the products which are close to the expiry date;
- Pay attention to the season: some dishes are more or less popular at certain time of the year. Think "green" or sustainable;
- When possible, provide different portion sizes, to allow customers to choose according to their appetite, or offer to big eaters special options;
- When possible, do not forget children menus with adequate portions;
- If you want to include a new dish on your menu, organise a tasting panel with some of your employees: this will help you adjust taste/ portions and ingredients and avoid dishes not being consumed by customers;

II. Choice/purchase of products

- When possible, favour seasonal products and local distribution channels (as you can more easily build flexible arrangements with local suppliers for orders/supplies and deliveries);
- Adjust the quantities ordered to the expected number of customers;
- Speak to your provider to ensure that the quality/characteristics of the product fit with your needs (e.g. to avoid oversized vegetables, etc.);
- Check what is delivered to you, to ensure that the shelf life is appropriate or that packages are not damaged. Special attention should be given to sensitive products such as fruits and vegetables, as bruising leads to premature decay;



III. Storing of products

- Limit your stocks: check it every day in order to adjust as much as possible your supplies to the expected needs, and taking into account the period of the year;
- When possible, favour smaller packaging and avoid pre-production, as this will give flexibility in case of fluctuating demand;
- Apply the FIFO (First In First Out) and FEFO (First Expired First Out) principles to avoid wastes and losses;
- Be careful with sensitive products (e.g. fruits, vegetables, etc.). Avoid damaging packaging, as it diminishes shelf-life;
- Favour under-vacuum storage to extend shelf-life. Develop deep-freezing to better manage stocks. Cook & Chill techniques also allow to extend shelf-life;
- Always strictly respect the cold chain and strictly respect locally applicable hygiene norms and standards. Strictly respect products' shelf-life;
- Label everything in your cold storage room, to ensure that you know every product/ingredient/dish, as well as their shelf-life/expiry date. This will reduce losses;

IV. Cooking and kitchen tips

- Favour flavours over quantities;
- Calculate precisely quantities (indicate weight of ingredients in recipes to be used) and adjust portions to customers' demands;
- A good mise-en-place is critical: many food losses/waste are the result of an inadequate mise-en-place. It must be tailored to fit the customers' needs and avoid losses;
- Avoid un-necessary trimmings, so as to ensure that dishes are entirely eaten;
- When possible, try to handle/cook the whole gross product to have less losses;
- Use different cooking techniques for the same vegetable, in order to include it in different forms in different dishes. Use leftovers for preparing bouillon, soups, etc.;
- Use the right equipment (e.g. some peelers produce lighter peels);



V. Engage a dialogue with your clients

- Involve your customers in your efforts to reduce food waste/losses: encourage them to act responsibly and sustainably;
- Engage a dialogue with your customers to check what their expectations in terms of portion size are. Make sure that the room staff passes on the information to the kitchen staff;
- Offer to your customers different portion sizes or/and menu sizes. E.g. offer customers to choose after the main dish if they want a dessert, offer them to order a supplement (instead of filling more the plates);
- Be flexible on customers' request concerning some ingredients (e.g. if a customer does not like a specific ingredient);
- Be transparent: explain to the customer that if the menu offer is limited or if some dishes are not available, it is because the products are fresh and stocks limited to avoid waste;
- Think about offering doggy bags or food-boxes to clients. But be careful not to create expectations of larger portions because you offer them. Communication is the key. Warn customers about hygiene aspects;

VI. After the service

- For staff's meals: use products which are close to their expiry, as well as unsold products. Rewarm/toast the unsold bread from the previous service;
- Some leftovers from the cooking can be re-used to make new products (e.g. bread can be used as toasts, vegetables leftovers can be re-used to make soups/bouillon/mashes, etc.);

VII. Re-use and recycling – how to get a value out of residual food

- Some edible food products which are close to their expiry but still safe can be donated to food banks and charitable organisations. Make a partnership with such organisations;
- Some waste (of non-animal origin) can also be used as animal feed. Find a partner to collect these waste for this purpose. Be careful: specific legislation applies on the matter;
- Some food waste can be recycled for composting and/or transformed into energy through methanisation. Collect such waste in separate containers and make a partnership for the collection of such waste;
- Some leftovers can also sometimes be used for different ecological purposes (e.g. coffee grounds can be used as a natural repulsive against slugs). Think about it!



VIII. Buffet / beverages

- Try not to put bread at the very start of the buffet. If customers are provided with less bread, they will eat more of the buffet, therefore limiting leftovers;
- Do not re-fill the buffet in the last quarter;
- Regularly check customers, to better align the quantity provided to customers' appetite;
- Mind about the packaging of drinks: some packaging allow for a longer shelf-life. For instance, for some drinks, cans may be more appropriate than larger bottles;
- For meetings: favour coffee machines and water dispenser over thermos of coffee and large bottles;

IX. Overall management

- Always respect applicable food safety legislation applying at all stage of the processes (delivery, storage, preparation, hygiene etc.);
- When possible, favour advance bookings to have a better view on the quantity of products to be ordered and stored;
- Engage and train your staff about food waste and losses, so that they can concretely help reducing waste on a daily basis. Train you room staff to make them sell in priority dishes with products which become close to expiry;

For further information and advice

These tips and recommendations were established in cooperation with HOTREC's network of 43 national hospitality associations in Europe. Hospitality businesses wanting to learn more about how to further reduce their food waste levels should contact their relevant national hospitality association for advice. A list of these associations is available at the end of this brochure.

As mentioned in the list of tips, a crucial aspect to reduce food waste is the strict respect of the applicable hygiene regulations. Hospitality businesses willing to receive information on the applicable EU/national/local hygiene regulations should either contact their competent national authority in charge, or their national hospitality association for advice.



HOTREC-FEBA RECOMMENDATIONS TO MANAGE FOOD DONATIONS: KEY DO'S AND DON'TS

Hospitality businesses across Europe are constantly looking at minimising their amount of food waste/losses through different procedures, mainly for cost management reasons. Nevertheless, it is sometimes impossible to completely eradicate surplus of edible food. In such cases, hospitality businesses can engage in food donations through a partnership with food banks and similar charitable organisations.

These recommendations have been prepared jointly by HOTREC and the European Federation of Food Banks (FEBA) with the aim to help hospitality establishments possibly engage in donations.

1. Have a responsible person.

A responsible person (i.e. the owner/ manager or another designated employee) should be in charge of food donations. This will avoid mismanagement of food surplus, and therefore prevent avoidable losses.

2. Select a reliable partner for donations

To engage in food donations, a hospitality establishment must select a reliable charitable organisation, which will then offer meals for free (or at very low cost). The hospitality establishment may require the assistance of the local food bank to select an adequate partner.

Generally, hospitality businesses only have small quantities of food which can be safely donated. Moreover, frequencies of donations cannot always be assured. These challenges should be discussed with potential partners for donations.

Key aspects to be discussed with your potential partner for donations:

- What type and quantity of food can they handle (e.g. can they collect small quantities? Do they have refrigerated storage facilities?)
- What is the environment they can provide for redistributing food? Do they have a kitchen facility where they serve or portion package food or they only deliver food as packaged? If served do they have proper infrastructure for reheating and serving, eating?
- What is their responsiveness capacity?
- Do they have the capacity to take care of the hygiene and safety aspects?
- Do they collect themselves? Or shall the food be brought to them? Or do they use reliable intermediaries for the collection?
- Who is taking care of the different equipment and packaging (and costs associated to them) of the donation process

3. Conclude a formal partnership with your partner organisation

It is advised to conclude a formal partnership with your partner organisation (even for ad-hoc/irregular donations). The agreement should describe tasks and responsibilities of the donor (i.e. preparation and maintenance until the point of takeover) and of the recipient (proper shipping and storing and ensuring proper conditions of transport, serving/delivery to the final recipients).

Key tips!

- Liability is a crucial aspect: the agreement shall make clear that once you have transferred the food to your partner organisation (or to their intermediary for the collection), they take over the liability in terms of health and safety.
- When concluding the partnership, arrange a pilot before agreeing the final process.

4. Identify which food can be donated.

Surplus food can be the result of a number of events (e.g. un-expected decrease in the number of clients, limited stocks which cannot be all used in time before the closure of the establishment for holidays, etc.).

However, not all foods can be donated. In order to be fit for donation, a food must be fit for human consumption and shall therefore comply with all relevant food hygiene and safety legislation. Date/time-limit for consumption shall always be complied with.

What cannot be donated?

Leftovers from clients shall never be donated. Expired food. Food with advance spoilage or severe freezer burns. Food which has not been kept at the appropriate temperature for longer than what is allowed by local legislation. Food from buffet type service where consumers had direct contact with food cannot be donated either.

What can be donated?

The following can be donated if correctly stored and not damaged: chilled perishable or non-perishable packaged food, cold beverages, fresh and frozen meat and fish, frozen products, bakery products, fresh and frozen fruits and vegetables. Food which was cooked but not served to clients may sometimes be donated, provided that they meet all hygiene and safety requirements. For advice on which food can be safely donated, consult your relevant competent authority or ask your national hospitality association for advice.

5. Storing the food to be donated

Food to be donated should be stored at an appropriate temperature to maintain their safety and shall be prepared for collection. Depending on the type of perishable food to be donated, the various temperature chains options (i.e. hot-hot, cold-cold, cold-hot, hot-cold-hot) shall be strictly respected. Food for donations shall be kept separated from any other waste.

Think also about the packaging: when the recipient does not have serving kitchen facilities, it is only possible to donate packaged food or food portions in boxes.

6. Transferring the food to the partner organisation

Food which will be donated must be transferred to the partner organisation (i.e. food bank or other similar charitable organisations). For the transfer, it is important to clarify beforehand at least the following aspects:

- How and when will the transfer happen?
- Does the partner organisation have its own truck, or will a personal vehicle be used for the transfer?
- What size load can be handled?
- The necessary information on the donated food (Donor ID, date, storage conditions)
- Is the vehicle used for the transfer equipped with a refrigerated storage space or isothermal boxes?
- If the food is to be delivered by your own means, where is it to be delivered?

To address the various logistic aspects in the transfer, a dialogue with your partner organisation is crucial.

7. Keep record of the donated food and provide key information

Hospitality businesses should keep internal records of each donation made. This is essential to ensure the full traceability of food products and for any potential tax deductions, where applicable. Moreover, this will allow to track recurrent sources of waste/losses, and therefore to take corrective actions for the future. Finally, the partner organisation should also receive all the necessary information on the food given to fulfil its own legal obligations (e.g. traceability requirements, information on allergens).

Some organisations already have templates available for use¹. If need be, consult your national hospitality association for advice.

Key tips!

- Agree with your partner on a template document to be filled in for each donation;
- The template shall detail what is donated (e.g. type of food, quantities, when applicable 'use by' or 'best before' date, potential allergens etc.);
- Mention that the partner takes over the liability when receiving the donation;
- Keep a signed copy for both you and your partner;

8. Tax benefits

Donations sometimes entail tax benefits. In some countries, donations are VAT exempt, while in others, VAT is to be paid, based on the actual value of the surplus food (which can be as close to zero). Corporate tax benefits are also available in some countries. Think about it!

9. Engage with your customers

Your actions are likely to be much appreciated by your own customers and providers. Ask your donation partner for feedback on your donations and use the information to promote your actions towards your customers. This can be part of an overall exercise to sensitise clients on the need to reduce food waste and to encourage them to behave responsibly, therefore contributing to your overall reduction of food waste in your own establishment.

10. Quality assurance

Both the catering organisation and the partner organisation must have a good food safety programme including cold and/or hot chain, defined Good Hygiene Practices, traceability, food safety training, etc.

At all times, food surpluses donated to charity shall meet the same safety requirements as food served to regular customers.

These recommendations must serve as reference to the hospitality establishment and to the receiving charities/ food bank. They might be reviewed regularly in the light of experience and legislation's evolution.

Additional information: how to proceed!

Various national food safety authorities have issued additional guidance documents in relation to food donations. These guidelines often clarify the legal aspects of donations and often provide practical recommendations. Moreover, national hospitality associations may also have their own guidance document. For any further information, please contact either directly your competent national authority, your national hospitality association and/or FEBA local representative.

Further information on donations is also available:

- On the food waste library hosted by the European Commission:
http://ec.europa.eu/food/safety/food_waste/library_en
- On the website of the FUSIONS (Food Use for Social Innovation by Optimising Waste Prevention Strategies) project: <http://www.eu-fusions.org>

1. See for instance the Framework for Effective Redistribution Partnerships from the Waste and resources Action Programme (WRAP) : <http://www.wrap.org.uk/content/foodredistribution>

BEST-PRACTICES EXAMPLES AND INITIATIVES DEVELOPED BY HOTREC MEMBERS

The reduction of food waste is a common challenge shared by all hospitality businesses across Europe. To help their Members facing it, various national hospitality associations developed their own initiatives and tools. This section offers a first insight at some selected best-practices examples and initiatives which concretely help hospitality businesses tackling the food waste challenge.



Chefs Tom Leclef (restaurant St Felixpakhuis, Antwerp), Gert De Mangeleer (Hertog Jan ***, Zedelgem) and Luc Deklerck (Bistro Mathilda, Ostend) support the campaign

Launch of the “No Food To Waste” campaign for restaurants by HORECA Vlaanderen

In March 2014, the Flemish government signed with Horeca Vlaanderen and several other stakeholder organisations a commitment “Together against food losses”. As part of this commitment, HOTREC member HORECA Vlaanderen launched on 1 October 2015 the “No Food to Waste” campaign to help restaurants reduce their overall amount of food waste. The campaign is directly targeting restaurant owners and chefs in Flanders.

The campaign provides to restaurants and chefs a practical checklist with tips and ideas to reduce food waste and losses in their business. It also offers chefs the possibility to sign a charter where they endorse a commitment to reduce food waste. The charter received the support from 366 chefs so far, a number which regularly grows, therefore reflecting the success of the initiative.

For more information on the “No Food To Waste” initiative:

<http://www.nofoodtowaste.be/>

The checklist is available here:

http://www.nofoodtowaste.be/NOFOODTOWASTE_CHECKLIST.pdf

The Danish hospitality industry promotes cross-sectoral partnerships to reduce food waste

HORESTA Denmark is part of several initiatives aimed at reducing food waste in hospitality businesses. For instance, HORESTA is a part of the Danish Ministry of the Environment and Food's “[Partnership on Less Food Waste](#)”.

This partnership gathers members from all across the food chain, from the farm to the fork and coordinates and shares knowledge on reducing food waste. The vision “From food waste to resource - strengthen respect for the food” - is a valuable resource for all hospitality establishments in Denmark.

The Danish Food Administration, in cooperation with HORESTA Denmark, also elaborated recommendations for restaurants to help them reduce their food waste.



HORESTA Denmark is also supporting the campaign “Stop Wasting Food movement Denmark”, a NGO-industry partnership, which seeks to increase public awareness about food waste by organizing campaigns, mobilizing the press and media, and encouraging debate.

For more information on the “Partnership on Less Food Waste”:

<http://www.mindremadspild.dk/om-hjemmesiden/partnerskab>

For more information on “Stop Wasting Food movement Denmark”:

<http://www.stopspildafmad.dk/inenglish.html>

Publication of a guide to help French hotels and restaurants reduce food waste



In order to raise restaurants' awareness, UMIH published in September 2015 a guide which provides a number of practical tips and recommendations from chefs which restaurants can implement in practice at every stage of the management of the business. In October 2016, UMIH decided to update the guide for restaurants and to complete it with a specific guide for hotels, which also proposes recommendations to help hotels reduce the levels of food waste produced for the breakfast of the guests.

Both guides were elaborated in partnership with ADEME (Agence de l'Environnement et de la Maîtrise de l'Energie) and were disseminated electronically to all UMIH's Members across France. They both received widespread public coverage, with around 80 press articles and interviews dedicated to both guides.

UMIH's guide for restaurants is available at the following link:

<http://www.umih.fr/export/sites/default/.content/media/pdf/UMIH-GUIDE-RESTAURANTS-FINAL-1.pdf>

UMIH's guide for hotels is available at the following link:

<http://www.umih.fr/export/sites/default/.content/media/pdf/UMIH-GUIDE-HOTELS-FINAL-1.pdf>

A pioneer project in France for the secondary use of food waste in restaurants



The Synhorcat, supported by ADEME (Agence de l'Environnement et de la Maîtrise de l'Energie), the Paris City Council and the Ile de France region, mandated Moulinot Compost & Biogaz to carry out a pilot operation to sort out bio-waste in 80 catering establishments for 1 year. The objectives were to identify the keys to a successful sorting of bio-waste and to propose to the restorer an efficient methodology to comply with the legislation.

In the end, Moulinot Compost & Biogaz demonstrated the effectiveness of its approach by collecting 560 tonnes of food waste (while 200 tonnes were initially expected).

Thanks to its success, since early 2015, it has become a key player in the sorting, collection and recovery of food waste in Ile de France, with more than 250 collection points.

The report of the pilot operation:

<http://www.ademe.fr/operation-pilote-tri-biodechets-80-tablissements-restaurants-parisiens>

The website of Moulinot Compost & Biogaz:

www.moulinot.fr

A cross-sectoral cooperation in Germany leads to the publication of guidelines for restaurants and caterers



In Germany, HOTREC Member DEHOGA actively participates as a co-founder to the “United Against Waste” initiative (founded by different associations, businesses and corporations of the food industry), which aims at reducing food waste levels in society. Through this initiative, DEHOGA partnered with Unilever to develop in late 2012 a food-waste-analysis tool and a checklist to help hospitality businesses reducing the amount of food waste.

Through the “United Against Waste” initiative, DEHOGA also participates to round-table conversations to find solutions on how to further reduce and prevent food waste.

Furthermore, DEHOGA published in October 2016 a food waste prevention and reduction guideline for catering businesses, which was developed in cooperation with the German Federal Environment Agency. It is also actively supporting the “Zu gut für die Tonne” campaign, initiated by the Federal Ministry for Food and Agriculture, which provides information on how to reduce food waste and holds an awards ceremony each year to honour a project against food waste. HOTREC German Member IHA also fully supports these initiatives.

For more information on the “United Against Waste” initiative:

<http://www.united-against-waste.de/>

For more information on the “Zu gut für die Tonne” initiative:

<https://www.zugut fuer dietonne.de/>

The DEHOGA/Unilever checklist for hospitality businesses is available at the following link:

<http://www.united-against-waste.de/downloads/dehoga-checkliste.pdf>

The DEHOGA food waste prevention and reduction guideline for catering businesses is available at the following link:

<http://www.umweltbundesamt.de/publikationen/leitfaden-zur-vermeidung-von-lebensmittelabfaellen>

Spanish restaurants and bars also have their guide to reduce food waste



HOTREC Member FEHR (Federación Española de Hostelería) partnered with Unilever Food Solutions to develop in 2011 a guide to inform Spanish restaurants about the possibilities of reduce food waste.

The guide, untitled “Abre los ojos ante el desperdicio” (“Open your eyes to waste”) adopts a practical approach to help restaurants owners and chefs improving the way they operate their businesses through a set of recommendation and tips to be used at various stages: ordering of the supplies, storage, preparation, etc.

It also provides the necessary tools for any business to conduct an internal audit to measure the levels of waste generated and the moments that occur, to adopt solutions at different stages of the process. It was distributed by FEHR to 85.000 businesses and received an excellent press coverage.

The FEHR and Unilever Food Solutions guide is available at the following link:

<http://www.fehr.es/documents/guias/abra-los-ojos-ante-los-desperdicios.pdf>

ACCESS THE MEMBERSHIP

AUSTRIA

APHA - Fachverband Hotellerie

www.hotelverband.at

APRA - Fachverband Gastronomie

www.gastronomieverband.at

VVAT - Austrian Professional Copyright Users Association

www.vvat.at

BELGIUM

Fed. Ho.Re.Ca. Bruxelles-Brussel

www.horecabruxelles.be

HORECA Vlaanderen

www.horecavlaanderen.be

Fed. Ho.Re.Ca. Wallonie

<http://horecawallonie.be>

BULGARIA

BHRA - Bulgarian Hotel & Restaurant Association

www.bhra-bg.org/

CROATIA

UPUHH - Association of Employers in Hospitality Industry

www.upuhh.hr

THE CZECH REPUBLIC

AHRCR - The Czech Association of Hotels and Restaurants

www.ahrcr.cz

DENMARK

HORESTA - Association of the Hotel, Restaurant

and Tourism Industry in Denmark

www.horesta.dk

ESTONIA

EHRA - Estonian Hotel and Restaurant Association

www.ehrl.ee

FINLAND

FHA - Finnish Hospitality Association

www.mara.fi

FRANCE

CPIH - Confédération des Professionnels

Indépendants de l'Hôtellerie

www.cpih-france.com

FAGIHT - Fédération Autonome Générale

de l'Industrie Hôtelière Touristique

www.fagiht.fr

GNC - Groupement National des Chaînes

www.umih.fr

SYNHORCAT - Syndicat National des Hôteliers, Restaurateurs,

Cafetiers et Traiteurs

www.synhorcat.com

UMIH - Union des Métiers et des Industries

de l'Hôtellerie

www.umih.fr

GERMANY

DEHOGA - Deutscher Hotel-und

Gaststättenverband

www.dehoga.de

IHA - Hotelverband Deutschland

www.hotellerie.de

GREECE

HCH - Hellenic Chamber of Hotels

www.grhotels.gr

HUNGARY

HHRA - Hungarian Hotel and Restaurant

Association

www.hah.hu

IRELAND

IHF - Irish Hotels Federation

www.ihf.ie

RAI - Restaurants Association of Ireland

www.rai.ie

ITALY

FEDERALBERGHI - Federazione delle

Associazioni Italiane Alberghi e Turismo

www.federalbergchi.it

FIPE - Federazione Italiana Pubblici Esercizi

www.fiipe.it

LATVIA

AHRL - Association of Latvian Hotels and

Restaurants

www.hotels-restaurants.lv

LICHTENSTEIN

LHGV - Liechtensteiner Hotel &

Gastronomieverband

<http://www.lhgv.li/>

LITHUANIA

LHRA - Lithuanian Hotel and Restaurant Association

www.lvra.lt

LUXEMBOURG

HORESCA - Fédération Nationale des Hôteliers,

Restaurateurs et Cafetiers du Grand-Duché de Luxembourg

www.horesca.lu

MALTA

MHRA - Malta Hotels and Restaurants Association

www.mhra.org.mt

THE NETHERLANDS

KHN - Dutch Hotel, Restaurant and Café Association

www.khn.nl

NORWAY

NHO - Reiseliv-Norwegian Hospitality Association

www.nhoreiseliv.no

POLAND

IGHP - Chamber of Commerce of the Polish Hotel Industry

www.ighp.pl

SLOVAKIA

ZHRSR - The Slovak Association of Hotels and Restaurants

www.zhrsr.sk

SLOVENIA

TGZ - Tourism and Hospitality Chamber of Slovenia

www.tgzs.si

SPAIN

CEHAT - Confederación Española de Hoteles y

Alojamientos Turísticos

www.cehat.com

FEHR - Federación Española de Hostelería

www.fehr.es

SWEDEN

VISITA - Swedish Hospitality Industry

www.visita.se

SWITZERLAND

GASTROSUISSE - Verband für Hotellerie und Restauration

www.gastrosuisse.ch

HOTELLERIESUISSE - Swiss Hotel Association

www.hotelleriesuisse.ch

TURKEY

TUROB - Hotel Association of Turkey

www.turob.com

TÜROFED - Turkish Hoteliers Federation

www.turofed.org.tr

THE UNITED KINGDOM

The ALMR - The Association of Licensed Multiple Retailers

www.almr.org.uk

ACKNOWLEDGEMENTS

HOTREC thanks the European Federation of Food Banks (FEBA) for its cooperation to this brochure, and in particular on the recommendations to help hospitality businesses engage in donations.

The European Federation of Food Banks (FEBA), is a non profit organization which brings together 271 food Banks in 23 countries in Europe which collect food, a large part of which would otherwise be thrown away, and redistribute it to charitable organizations and social centers (more than 33 000) which support people in need (5,7 million in 2015).



Fédération Européenne des Banques Alimentaires

53, avenue du Général Leclerc
92340 Bourg-la-Reine
France

Phone: + 33 (0)1 45 36 05 45

Fax: + 33 (0)1 45 36 05 52

Email: feba@eurofoodbank.org

www.eurofoodbank.eu

HOTREC would also like to thank METRO AG and METRO Cash & carry, which contributed to this brochure through the sharing of best-practices.

METRO GROUP is one of the most important international retailing companies. It generated sales of some €58 billion in financial year 2015/16. The company operates at more than 2,000 locations in 29 countries and employs some 220,000 people. The performance of METRO GROUP is based on the strength of its sales brands, which act independently on the market: METRO/MAKRO Cash & Carry, the international leader in the self-service wholesale trade; Media Markt and Saturn, the European market leader in consumer electronics retailing; and Real hypermarkets.



METRO AG, Wholesale & Food Specialist Company

METRO-Straße 1
40235 Düsseldorf
Germany

For more information:

www.metrogroup.de

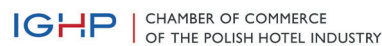


HOTREC would like to thank its 43 Member associations across Europe for their active contribution to this brochure, which shows that the European hospitality industry is strongly committed to reduce food waste. Any interested party willing to learn more about food waste reduction in hospitality businesses in a specific country should contact directly the relevant HOTREC Member.

For more information about food waste reduction and food donations in the hospitality industry, **please contact Mr. Alexis Waravka, Public Affairs Manager at HOTREC.**

Tel: + 32 (0)2 513 63 23

Email: alexis.waravka@hotrec.eu



36-38 Rue Dautzenberg 1050 Brussels | Belgium
Tel : + 32 (0)2 513 63 23 | Fax: +32 (0)2 502 41 73 | www.hotrec.eu | hotrec@hotrec.eu

