

「 STOP THE ROT 」

Sainsbury's  
YOU CAN'T MANAGE WHAT YOU  
CAN'T MEASURE

#STOPTHEROT

Half Price

EVALUATION 2016

## ABOUT THIS IS RUBBISH

This is Rubbish (TiR) is a food waste research and communication organisation. TiR exists to communicate the preventable scale of food wasted in the UK, through policy research, public engagement and arts led participatory events. Formed in 2009 by volunteers, TiR registered as a Community Interest Company in 2011. The organisation now has an extensive portfolio of successful events through England Wales and Scotland, with the organisation securing a range of awards and grants from different funding bodies including Esmée Fairbairn Foundation, The People's Millions and Ernst Cook Foundation.

## ABOUT THIS REPORT

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ASDA

A CHAIN IS ONLY A  
ITS WEAKEST

George.

#STOPTHE

24  
hours

ASDA

AS STRONG AS  
ST LINK

HEROT



# [ STOP THE ROT ]

## EXECUTIVE SUMMARY

The Stop the Rot Evaluation aims to assess the outputs and impacts of 'This is Rubbish's' yearlong food waste reduction campaign. This document assesses how we delivered against our original campaign objectives, and what impact we had on affecting the policy and practice of the UK's big four grocery retailers (Asda, Morrisons, Tesco and Sainsbury's). In particular, we evaluate if and how we managed to affect supermarket food waste reduction efforts, in line with the Stop the Rot campaign aims which call for major supermarkets to:

- Regularly publish their in-store and supply chain food waste data, including measurement of on-farm food waste by 2018;
- Commit to ambitious targets to reduce their store and manufacturing suppliers' food waste by 30% by 2025.

Stop the Rot ran from February 2015 to March 2016. The team worked with food industry executives, policy makers in the UK and EU, and civil society action groups lobbying the big supermarkets to do more to reduce their supply chain waste. Our position has been flexible, creative and adaptive; working to expose overlooked waste throughout the grocery supply chain, whilst highlighting stories of different perspectives from within it.

In terms of impact, we have produced a range of research documents and campaign outputs including the design and delivery of a new website, report, online petition and high profile media stunts. Through utilising social media, mainstream media and public engagement tactics, we have established relationships with three of the four major supermarkets, Waste Resource Action Programme (WRAP), National Farmers Union (NFU) and the British Retail

Consortium (BRC). The retailers we have met with have not agreed to act on our campaign demands, but are open to on-going discussion about how to reduce supply chain food waste, and measure food waste arising at farm level. Although this is not ideal, we feel that this provides opportunity to carry on working to influence large retailers. We call on them to transparently report on annual amounts of food waste arising throughout the whole supply chain to commit to reducing food waste by 30% by 2025 and agree to measure and publish on farm food waste, with the intention of making farm level food waste reductions by 2018.

Based on the value of opening up spaces for these negotiations and the recognition that Stop the Rot has furthered public debate around corporate transparency, accountability and food waste reduction whilst directly contributing to the shape of the Food Waste Reduction Bill. We plan to secure funding to continue the work of Stop the Rot and maintain pressure on the big supermarkets to act on our campaign demands.

We achieved above and beyond our original strategy. This included launching an online petition with Change.org. We also devised a large scale light projection onto the walls of supermarkets and drove a skip full of food waste to the HQ's of Sainsbury's and Tesco's. The latter resulted in securing campaign meetings with both supermarkets.

We have learnt some key lessons along the way, most notably that affecting policy change within big businesses is a gradual process. It takes longer than a year to devise and deliver a campaign that will bring around systemic change within large organisations. Initial public pressure and media coverage needs to be

sustained while pressure is kept on the supermarkets. Additionally, a varying and unstable political climate affects the visibility of food waste as an issue, and this needs to be considered when planning media engagement stunts.

Food waste is well and firmly on the political and corporate agenda. However, we think more needs to be done. We support Kerry McCarthy's Food Waste (Reduction) Bill, which aligns with our call for a 30% food waste reduction by 2025, along with calls for large supermarkets and manufacturers to publish annual food waste audits. We challenge supermarkets and large food businesses to go above and beyond aspirations laid out in CC2025. This voluntary framework is currently being devised, but looks unlikely to include ambitious reduction targets or a call for transparent reporting on food waste.

While we support the work of redistribution charities such as Fareshare and the Trussell Trust, as well as household food waste reduction campaigns such as Love Food Hate Waste, Stop the Rot works to end supply chain food waste. We refocus responsibility and action on food waste within the industrial supply chain, and demand that big business take responsibility for the 7 million tonnes of food waste they generate every year. Stop the Rot also calls for greater political ambition to prevent industry level food waste at EU level and have subsequently contributed to the EC Circular Economy package which includes an emergent road map for action of food waste. However, we call for the inclusion of a reduction target of 30% in food waste by 2025, which was dropped from the strategy in 2015.

In order to keep the pressure on, Stop the Rot hope to continue this work, campaigning for food waste reduction at industry level and for businesses to take responsibility to publish the amount of food they waste and reduce it. We stick to our campaign demands.



# TESCO

193,127: Stop food waste



Change (ing) Stop Them!

NO SMOKING



[ STOP THE ROT ]

**“Supermarkets don’t just waste in their stores – this is just the tip of the iceberg. Their policies also hugely affect the far greater amount of food waste in their supply chains – we need to pressure them to be transparent and tackle these mountains of waste.”**

Arash Derambarsh, Councillor France and driving force behind the French Food Waste Regulation

## 1. Introduction

The Stop the Rot Evaluation aims to assess the outputs and impacts of 'This is Rubbish's year-long food waste reduction campaign. In this document we will explore the qualitative and quantitative outputs of the Stop The Rot campaign, and assess how we delivered against our original campaign objectives. In particular, we will be evaluating if, and how, we managed to affect supermarket food waste reduction efforts in line with the Stop the Rot campaign aims which call for major supermarkets to:

- Regularly publish their in-store and supply chain's food waste data, including measurement of on farm food waste by 2018.
- Commit to ambitious targets to reduce their store and manufacturing suppliers' food waste by 30% by 2025.

Stop the Rot commenced in February 2015, and since then four project staff have worked to research supermarket action on supply chain food waste. They have come up with a campaign title, strategy and method of change and delivered creative communication stunts. Notable outputs include a Stop the Rot film, with over 14,500 plays as well as the launch of a petition via Change.org, calling for the big four supermarkets to reduce their food waste from farm to check out. To date, over 230,000 people have signed the petition.

## 2. Background

Stop the Rot is funded by the Esmee Fairbairn Foundation and builds on the work of 'This is Rubbish's 2013 project, Counting What Matters. This project took the shape of a research project, which set out to examine the perceived feasibility of a food waste audit in the food supply chain from production through to retail level.

The Counting What Matters report and research findings were launched at the Houses of Parliament in May 2013, receiving media coverage in The Independent and The Guardian newspapers. The research concluded that whilst there was not explicit universal opposition to a food waste audit, it had to be light touch, easy to use, and come with training if it was to be implemented. Three key recommendations were made as a result of the research, including:

- Strengthen existing voluntary agreements
- Pave the way for regulation if voluntary agreements fail.
- Engaging in debate on the impetus for change.

Stop the Rot set out to build on these recommendations and specifically, put pressure on the big four grocery retailers (Asda, Morrison's, Sainsbury's, Tesco) to pledge commitment to reducing supply chain food waste, to meet an ambitious reduction target of 30% by 2025. In the application submitted to Esmee Fairbairn in the summer of 2014, the project aims and objectives laid out the following.

### 2.1. Aims

1. Engage one major grocery retailer and four MPs in committing to piloting and advocating a one year food waste audit.
2. Increase advocacy and visibility of mandatory food waste audits within the grocery retail sector, among policy makers, MPs and the wider public.

### 2.2. Objectives

- Utilise Counting What Matters to influence cross party food waste policy change, with introduction of Mandatory Food Waste Audit (MFWA).

# [ STOP THE ROT ]

## Objectives Continued

- Deliver round table meetings with grocery retail sectors, policy makers and academics.
- Devise and deliver policy change focused public campaigns.
- Engage public opinion with MFWA food waste prevention campaign.
- Advocate introduction of MFWA and ambitious food waste reduction targets.
- Identify and engage one major grocery retailer and one political leader to champion MFWA, starting in 2015.

As the project progressed, strategic objectives evolved and changed. These changes are discussed in more detail later, though the main shift was a decision to focus on campaigning for change in the grocery retail sector instead of at policy level, as we identified greater urgency and opportunity to influence at industry level.

Throughout the lifespan of the campaign, the Stop the Rot team have achieved all overarching objectives and more. Key additional outputs include:

- Design and construction of a new website.
- Engaging Change.org and Rosie Boycott as campaign partners.
- Petition signatures from 230,000 members of the public backing our campaign.
- Large social media impact and activity.
- Production of two short documentaries, to further the dissemination of our work.
- Direct engagement with key members of staff from Morrisons, Tesco and Sainsbury's. The impact of this will be discussed in Section 4 of this evaluation.

## 3. Context

### 3.1. Public Climate

Over the past ten years, tackling food waste both at household and industry level has become an increasingly visible issue. Industry food waste reduction has become an issue of great public interest that is highly powerful in grocery retail sector public relations.

In recent years food waste has moved distinctly from a technical issue focussed on landfill reduction, energy generation and business efficiency; to a social justice issue associated with food banks and charitable redistribution of excessive surplus. Seeing the injustice of simultaneous hunger and waste, there has been an upsurge in public interest in food waste issues. This has translated into thriving public campaigns in the UK, Europe and internationally. 2014 was designated the European Union year against food waste, and 2015 became the unofficial year of public action against food waste.

In spring 2015, two major online petitions were launched. Firstly 'Stop Food Waste in Europe' focussed on European member states to pledge commitments, and the European Commission to make an obligation for retailers to donate unsold food in the Circular Economy Bill. To date over 700,000 people have signed this petition, inspired by the success of France making supermarket food waste donation obligatory. Secondly, 'Stop Food Waste, End Hunger!' run by Feedback and Avaaz received over 1,000,000 supporters, asking governments to step up to set action plans to reduce food waste to meet the Sustainable Development Goal (SDG) of halving food waste by 2030.

Celebrity chef's Hugh Fearnley-Whittingstall and Jamie Oliver have used their high-profile positions to highlight food waste issues in

# “We believe it is indefensible that huge numbers of people are going hungry in a country which wastes such vast quantities of food that is fit for consumption”

Feeding Britain, APPG Inquiry into Hunger in the UK,

mainstream public tv shows. Jamie and Jimmy's Friday Night Feast brought the issue of 'wonky veg' into mainstream media in January 2015, encouraging Asda to trial a range of cheap vegetables which would normally be wasted due to not meeting unrealistic retailer cosmetic standards. Hugh's War on Waste in November 2015 took a more direct approach to food waste on farms; exposing business practices of Morrison's which were responsible for causing bankruptcy of a parsnip supplier, along with lorry-loads of waste.

## 3.2. Political Climate

Despite the hands-off approach that the UK government has taken with the large grocery sector, through voluntary governance and recommendations, there is political resolve to change the wasteful behaviour of food system actors. Kerry McCarthy MP has re-engaged political debate on food waste in 2015 as the Food Waste (Reduction) Bill, initially proposed in 2012, has passed the first reading in the House of Commons with cross-party support. The targets of the Bill include transparent publishing of food waste in supply chains, mandatory supermarket donation of unsold foods to charities, and a 30% manufacturer and retailer reduction in food waste by 2025. This target is aligned with the target laid out in Stop the Rot, and we have been working closely with Kerry McCarthy and her office, contributing to the second reading of the

proposed bill. Devolved governments have made stronger steps to act on food waste, and this has been most apparent in Scotland. Aiming to lead by example, Scottish Government publicly declared in 2015 that they are in the process of developing a target to meet the Sustainable Development Goals (SDG) 50% reduction by 2030, making them the first EU government to make such a pledge. The well-publicised efforts by the French government to enforce mandatory redistribution of food surplus in large grocery retailers came into effect in December 2015. While the USA has made the first ambitious pledge to meet the SDG target with the Food Recovery Act, declaring the intent to halve their enormous national food waste burden by 2030.

There has been political back-tracking in 2015 over the EU Circular Economy Package. Originally posited as an EU wide ambitious target of 30% food waste reduction by 2025, this target has subsequently been dropped, something that Stop the Rot along with other organisations have worked to re-instate. However, in early 2016, progress was made towards meeting SDG 12.3 to 'halve food waste by 2030' took a dramatic step forward in January 2016 with the launch of 'Champions 12.3', a pledge by 30 key individuals from business, governments, UN agencies and NGOs to prompt action.





## 3.3. Business Climate

Considering the data suggesting that more than half of UK food waste occurs before the consumer, there is little focus on the businesses that are responsible for this waste burden. With rising public awareness of food waste issues in recent years, businesses have responded by insulating themselves from scandal stories about food waste.

Supermarkets in particular have emphasised this through a 'zero waste to landfill' narrative in recent years, and retailers have been quick to push the blame for food waste to others in the supply chain. Aware of the public importance of the food waste issue, Tesco made it one of their three top priorities in a corporate responsibility overhaul in 2014. Competitors have identified the importance of addressing food waste publicly with increased partnerships with charitable redistribution groups such as Fareshare. Despite this outward appearance to be working on waste, many supermarkets have been exposed for either withholding or distorting data and passing the burden of waste onto suppliers.

These efforts have been reinforced by the retail industry body, The British Retail Consortium (BRC) which has produced sector-wide food waste quantities in the past 3 years to encourage collective sustainability efforts. The BRC sparked outcry from food waste campaigns in January 2015 after announcing that supermarkets are responsible for only 1.3% of food waste in the UK. These figures were exposed as distorting data; consumers unavoidable waste (e.g. tea bags) was counted while it excluded on-farm waste, distribution centre and overseas supply chain waste. Above all this announcement overlooked the responsibility that the powerful retail actors have for causing waste in their supply chains through their business practices.

Much of the work on food waste has been left to voluntary and industry agreements to settle.

The Consumer Goods Forum is one-such; an international alliance of over 400 retail corporations, including Tesco, Sainsbury's, M&S and Waitrose it's 2015 inauguration made an ambitious pledge to halve food waste by 2025. Self-audited and without any regulatory or public involvement, agreements such as this are often more focussed on public relations than any responsibility.

In the UK, waste regulation and reporting has largely been coordinated by WRAP (Waste Resource Action Programme) a former non-government organisation, now a limited company that receives government funding streams.

### 3.3.1. Courtauld Commitment

The key grocery sector voluntary commitment on resource efficiency and reducing waste started by WRAP in 2005 has now come to the end of its third phase. It has over 50 signatories, all of the top 10 UK retailers (exc. Lidl) and many of the big manufacturing actors in the food sector. Since its formation in 2005 the Courtauld Commitment has moved through three distinct phases:

#### Phase One 2005-09

Focussed on engaging actors and raising food waste issues, saved 1.2m tns of food and packaging waste, launched Love Food Hate Waste campaign.

#### Phase Two 2010-12

Moved into packaging and food waste in stores and supply chains, saved 1.7m tns of food and packaging waste.

#### Phase Three 2013-15

Currently on-going and builds upon phase two targets rather than creating new. Data not yet available for review.

**“The amount of food wasted globally is a travesty. In total, 1.3 billion tonnes of it is binned each year – about a third of all food produced for human consumption. If food waste were a country, it would be the 3rd highest emitter of greenhouse gases in the world. ”**

Friends of the Earth, 2015

Though it has been influential in starting the work towards industry waste reduction there are numerous food waste related issues with the Courtauld Commitment. Many believe it does not go far enough, or stretch the big grocery sector actors to change radically. The commitment fails to separate food waste from other waste streams, focuses heavily on household and consumer based targets and doesn't build into broader sustainability targets.

The upcoming Courtauld Commitment phase, Courtauld Commitment 2025 (CC 2025), will be rolled out over a 10-year period. Such a long-term agreement demonstrates the great importance of getting the targets correct now. With CC 2025 more focussed on system-wide outcomes of a farm-to-fork model than previous years, Stop the Rot set about to find out more about a critical agreement for the future of food waste in the UK that was being conducted behind-closed-doors with retail and manufacturing executives.

Full details of CC 2025 are to be launched in April 2016, but the four main areas of focus are: Provide lower impact products; provide them more efficiently; help people get more value from the food and drink they buy, and make best use of remaining waste and surplus food.

## 4. Evaluating Outputs

Our campaign was funded and coordinated through a four phase process over one year. Some of the original directions of the campaign shifted as we needed to stay flexible to a dynamic and fast-moving policy and campaign sector.

### 4.1 Research Outputs

We conducted two months of thorough research during phase one of the project, producing 3 comprehensive synthesis reports on areas including:

- Political Landscape (EU, UK);
- Major UK Retailer Insights;
- Voluntary Governance and Civil Society Campaigns.

Our research was collated into a database of news articles, industry reports, books and academic papers. This process was conducted by researching government reports, journal databases and listing industry insights and CSR reports. Our research into retailers focused on what work on waste they have conducted, but it also required detailed press and media analyses. This was to identify the key priorities of the businesses, and to highlight key campaign leverage opportunities that could emerge from their public relations.

These reports provided the backdrop for launching the campaign, and many of the insights made in this R&D phase shaped the direction of the campaign. Our research into the business voluntary commitments was most crucial. When dealing with retailer representatives they highlighted how former government body WRAP was ‘already covering industry food waste’. Our subsequent focus into how WRAP’s Courtauld Commitment operated created an interesting role for us pushing the ambition of the upcoming

iteration of the agreement to be as ambitious, transparent and forward thinking as possible.

Further to this sector analysis we did a scoping and mapping analysis of partner organizations in order to identify where the key civil society knowledge gaps appeared, and where our campaign focus could be most effective. We utilized our partnerships with key NGOs (e.g. Oxfam; Friends of the Earth) food waste organizations (e.g. Feedback; Fareshare) and initiating meetings with new sector contacts (e.g. Wrap; IGD) and consulting with mentors and key academics (e.g. Geoff Tansey; Prof. Tim Lang).

Our research identified the immediate opportunities to influence a 10-year voluntary agreement between key retailers and manufacturers on food waste, the Courtauld Commitment 2025. We conducted power-mapping of key players in these retailers to identify the most significant actors within the organizations and the relationships that would come to affect industry policy most greatly. We noted the influence of the big four supermarkets in the food supply chain (Asda, Morrison’s, Sainsbury’s and Tesco account for 75% of food sales) and focused our energies on influencing these big four players to drive system change. The political landscape in early 2015 demonstrated that there was little political will to directly regulate the retail sector, so we focused our energies on moulding the industry voluntary agreement into a more transparent and ambitious commitment.

### 4.2. Campaign Outputs

Our campaign has been intense and necessarily very flexible to the shifting ground on which food waste operates between ‘behind-closed doors’ industry standards, government policy

and how these interact with public opinion on a highly emotive issue. In order to access and influence these spaces we have been harnessing the power of the citizen to hold business responsible for their actions in the supply chain. Through the campaign we have produced, overseen and created many steps to achieve our aims; these have been broken down into categories below:

### **Digital comms identity**

We have created a new website ([www.stoptherot.org.uk](http://www.stoptherot.org.uk)) and commissioned food waste infographics to communicate key messages. Further to this we have produced two films during the campaign: one accompanied the launch of the campaign and received 15,000 views, the other documented our delivery of our petition to the headquarters of Tesco and Sainsbury's with a skipload of food waste.

### **Public Impact**

Our major impact has been via a change.org petition ([www.change.org/stoptherot](http://www.change.org/stoptherot)) directed at the CEOs of big four supermarkets. This received 30,000 signatures in 24 hours and currently sits at 230,000 signatures making it one of Change.org's largest petitions. Signatories to this list have followed our journey, with 15 updates so far to keep them abreast of what is happening in the world of waste. We have used twitter to engage public interest on issues, for example we have coordinated twitter-storms aimed at the big four retailers, one of which received more than 500 retweets.

### **Creative stunts**

To raise attention to the issue, and draw the public's eye we conducted some creative stunts bringing food waste issues direct to the supermarkets front doors. Firstly we

coordinated a visual projection stunt, placing our direct demands on the fronts of the big four supermarkets. We took our petition to the HQs of Sainsbury's and Tesco in London, bringing 200,000 voices demanding they commit to Stop the Rot aims.

### **Media engagement**

Our campaign caught the attention of national papers (Guardian, Sunday People) and global news organisations (Huffington Post), while we contributed to national radio (LBC) and food sector publications (Sustainable Food Trust, Fresh Produce Journal, Edie.net and Food Manufacture). During the campaign we built strong relationships with 30 key national journalists and developed a detailed media comms list of 275 journalists.

Furthermore, we consulted and contributed to the development of Hugh Fearnley-Whittingstall's BBC tv show 'Hugh's War on Waste' in November 2015.

### **Engaged stakeholders**

Stop the Rot was met with keen interest from the food and policy realm where many are calling for similar measures to manage retailer power and wasteful behaviours. 22 high profile endorsers have put their names to our campaign, from celebrity chefs, MPs, activists, journalists and academics, including: Hugh Fearnley-Whittingstall, George Monbiot and Caroline Lucas MP. Our work has brought us into face-to-face negotiations with senior staff at 5 major grocery retailers (Tesco, Sainsbury's, Co-op, Morrison's and M&S) and industry representative bodies (Food and Drink Federation, British Retail Consortium, National Farmers Union).

**“This is Rubbish have done a fantastic job raising awareness around the challenge of supply chain food waste. We have had some very productive conversations with the team on supply chain waste measurement and solutions which have helped inform our approach.”**

Mark Little, Head of Food Waste, Tesco

ACTION SPEAKS LOUDER THAN  
WORDS

**TESCO** *express*

#STOPTHEROT

Open 7am - 10pm



### 4.3. Grocery Industry Outputs

Influencing grocery retail sector actors has been the major focus of our campaign, where we have worked to influence inside negotiations as well as to lever retailers through public pressure. After hosting a roudntable to introduce Stop the Rot to key food supply chain actors, and following our public campaign launch in October, we arranged face-to-face meetings with Morrisons, Tesco, Marks and Spencer and Sainsbury’s. We capitalised on the upsurge in public interest and concern around food waste that escalated around Hugh Fearnley-Whittingstall’s BBC series War On Waste, aired in early November. Our campaign focussed on delivering asks to Tesco and Sainsbury’s as these two supermarkets emerged as front-runners in our campaign. Below, are the details of the discussions with Supermarkets over the course of the campaign:

<b>TESCO</b>	
<b>Stakeholders met:</b>	Josh Hardie (Corporate Responsibility Director) Mark Little (Head of Food Waste)
<b>How meeting was achieved:</b>	Tesco were open to meeting Stop the Rot from the outset. We had phone meetings with Mark Little of Tesco before and during our campaign. We used our stunt which delivered a skip full of food waste to Tesco HQ to create leverage, at which point Josh Hardie began engaging with Stop the Rot. We met with Josh and Mark in December 2015, where we presented them with key food waste reduction proposals.
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• During a follow up meeting to discuss proposals in January 2016, Tesco stated that they are open to implementing some recommendations for on-farm reporting. Commitment to this decision is dependent upon a food-sector meeting scheduled for Spring 2016.</li> <li>• Tesco considered Stop the Rot’s policy proposals. We are waiting to see if they integrate these into a key food waste strategy, of which they will be announcing in April. Our proposals include Tesco gathering and publishing baseline data for the waste hotspots they have already identified (food waste of above 5% occurring at a certain stage in a type of product’s supply chain), and setting targets to reduce food waste at these hotspots.</li> </ul>
<b>SAINSBURY’S</b>	
<b>Stakeholders met:</b>	Sarah Ellis (Head of Corporate Responsibility and Society), Stuart Lendrum (Head of Sustainable and Ethical Sourcing)
<b>How meeting was achieved:</b>	Sainsbury’s were initially resistant to meeting with Stop the Rot, declining our email invitations to roundtables and meetings, believing that their waste efforts were covered by WRAP’s Courtauld Commitment. They resisted acceptance of our campaign petition as we arrived with a skip-full of food waste. They deployed police and security guards to refuse us entry as we tried to deliver the petition, claiming that they were being made an unfair example of. However, this stunt did persuade them to schedule a meeting with us, held in January 2016.
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• Agreed to recommend to WRAP that Stop the Rot become a signatory of Courtauld 2025, in order to become part of the internal negotiations with stakeholders and influence Courtauld 2025 from the inside.</li> <li>• Agreed to continue dialogue and possible follow-up meetings.</li> </ul>

**“The Stop the Rot team uses sustained pressure using a variety of tactics – from requests for greater transparency from retailers through to stunts such as putting skips full of food waste outside supermarket HQs! Stop the Rot campaign strikes the right balance between serious and fun, and between ‘working with’ and provoking!”**

Dan Crossley, Executive Director, Food Ethics Council

<b>M&amp;S</b>	
<b>Stakeholders met:</b>	Rowland Hill (Head of Sustainability) Louise Nicholls (Head of Responsible Sourcing and Plan A), Charlotte Jackson (Plan A, Food Waste Team)
<b>How meeting was achieved:</b>	We invited M&S to meet with us before we launched our campaign publicly. They accepted and met with us in October 2015.
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• We learnt more about the decision-making process and progress of Courtauld 2025 negotiations, which helped us in our strategic approach to Courtauld and other supermarkets.</li> <li>• We found out more about the technical barriers to measuring food waste and setting targets in individual supermarket supply chains, which we reflected in our updated campaign aims and subsequent negotiations with supermarkets.</li> </ul>
<b>MORRISON'S</b>	
<b>Stakeholders met:</b>	Steven Butts (Head of Corporate Responsibility - CR), Phillippa Hadfield (CR Manager)
<b>How meeting was achieved:</b>	Morrisons were open to discussion with Stop the Rot, most likely pushed forward by our elevated presence in Wrap / BRC discussions on waste, along with their acute awareness of food waste campaigns due to the experience they had with Hugh Fearnley-Whittingstall's War on Waste.
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• Morrisons noted that Stop the Rot was making an impact in industry discussions on waste, and that Steven in his role as head of BRC working group on CR would be recommending us highly to the group.</li> <li>• Agreed to write supporting statement on Stop the Rot campaign.</li> </ul>

## 4.4. Policy Change Outputs

Stop the Rot has contributed to the leading voluntary policy framework, the Courtauld Commitment; as well as consulting on development of the key regulatory progress on food waste reduction in the UK, The Food Waste (Reduction) Bill. Stop the Rot has also made direct contributions to the EC circular economy package, and the development of Scottish food waste legislation.

### 4.4.1. Food Waste (Reduction) Bill UK Parliament:

Stop the Rot attended the first reading of the Food Waste (Reduction) Bill in parliament on 9th September 2015. Kerry McCarthy MP, Shadow Secretary for the Environment, Food and Rural Affairs, is an endorser of Stop the Rot, and the parliamentarian behind this bill. Many of the recommendations in the Parliamentary Briefing for this bill have been informed by the Stop the Rot campaign Aims & Objectives, including a 2016 baseline for 30% reduction target, and measurement of on-farm food waste by 2018 so baselines can be set for targeted reduction. Chloe Alexander, Kerry McCarthy's Parliamentary Assistant, said:

**“In drafting Kerry McCarthy’s Food Waste (Reduction) Bill and identifying the key focus for regulation, I found the research conducted by Stop the Rot incredibly valuable. I very much hope they can continue to develop research in this area and to improve our understanding ... to ensure that voluntary efforts are more transparent than they have been in the past.”**

The Food Waste (Reduction) Bill successfully passed its first reading, and the second reading of the Bill is due to be heard in Spring 2016. Stop the Rot has joined a coalition of organisations including Friends of the Earth, WWF and Feedback to support the Bill.

Through this coalition, Stop the Rot created a joint-briefing in support of the bill to MPs. We engaged over 200,000 petition signatories encouraging them to write to their MPs in support of the Bill - as a result, within one day over 2,000 people sent emails to their MP asking them to attend the second reading and support the bill. Stop the Rot were invited to contribute to a briefing event at Parliament on 27th January 2016, organised by Kerry McCarthy as an opportunity for MPs to meet key figures from the food waste movement, and mobilise support in the run up to the second reading of the bill.

### 4.4.2. Wrap / Courtauld Commitment 2025

Courtauld 2025 is the fourth iteration of the Courtauld Commitment, which launched in 2009. After our research phase we realised that our most effective position was to focus on this 10-year industry agreement, which was in development and negotiation throughout 2015. We negotiated regularly with key WRAP staff: Richard Swannall (Director), Andrew Parry (Programme Manager) and David Moon (Head of Food Sustainability) and drew our influence through both WRAP and the retailers we negotiated with.

We have continued to stand by our key demands of a fixed food waste reduction target across the supply chain, transparent reporting mechanisms and benchmarking of on-farm food waste. During our August Industry Roundtable event we brought David Moon (WRAP) together with Martin Rogers (NFU) and raised the potential of including on-farm food waste in CC2025 methodology. At the time this alliance was described as “a positive step for UK farmers to be more efficient and save the costs of food waste burdens”

by Martin Rogers, and now we are seeing the potential of on-farm food waste being analysed, benchmarked and included in the 2018 review of CC2025. We see this as a direct influence of our roundtable negotiations, ambitious calls and cross-supply chain perspective on the issue.

#### **4.4.3. EC Circular Economy package**

During our campaign we have become involved in all layers of policy making, realising that all the actions of industry sectors, UK government and EU regulation are interconnected. Stop the Rot collaborated with Feedback to help write their response to the EC's consultation for the Circular Economy package, submitted in August 2015. In response to the disappointing news in December 2015 that the food waste targets had been dropped from the package altogether, Stop the Rot have been involved in pressing for the reduction target to be enforced. Joining in a coalition with Friends of the Earth, Feedback and others we have sent a joint position statement to lobby MEPs to ensure that, amongst other things, the 30% reduction target is reintroduced, measurement covers the whole supply chain, and that supply chain food waste reduction isn't sidelined in the package. The coalition will both lobby MEPs directly and mobilise public support in order to do this.

#### **4.4.4. Scottish legislation**

Stop the Rot approached Richard Lochhead MSP, Cabinet Secretary for Rural Affairs, to offer expertise in formulating food waste legislation in Scotland, after the October 2015 announcement of the plans for a formal food waste reduction target for Scotland. In response, we have been invited to be "fully involved in helping to develop the target" along with other key stakeholders, and had a phone meeting with representatives of Scottish government in Jan 2016.

Scottish regulation would be a hugely important step in its own right, but also legislation which is adopted in Scotland is often used as a testing ground for UK policy, so if successful this would increase the likelihood of regulation in the UK. Being a part of this process gave Stop the Rot the chance to influence this vital legislation. We offered advice on both the form of the targets, such as the baseline year, definitions of food waste to use, and advocacy of a regulatory over a voluntary approach. We also recommended strategies to help achieve these aims, such as whole crop purchasing, relaxation of cosmetic standards, and collaboration with the Groceries Code Adjudicator. This advice was received well, and will help inform the formulation of the target.

#### **4.4.5. WRI Food Loss, Food Waste Protocol**

Stop the Rot contributed to the development of the World Resources Institute's (WRI) Food Loss, Food Waste (FLFW) Protocol which aims to provide a standardised global definition of food waste to encourage greater uptake from industry and government actors globally, as well as forming quantified reduction targets. Stop the Rot consulted in the development of this standard, as external reviewers of the document before publishing. We provided key suggestions to the documents, such as the inclusion of on-farm waste as a key factor in the supply chain.

#### **4.5. Public Impact**

A major part of the campaign was engaging public opinion as a means to lobby and put pressure on Stop the Rot targets; major grocery retailers. We did this in a variety of ways including online campaigns, events, roundtable events and offline stunts. Our most effective leverage tool was our online petition platform run on Change.org.

## [ STOP THE ROT ]

Fronted by chair of the London Food Board and well-known food activist, Rosie Boycott, our petition was an overwhelming success. Launched on 28th October, within 24 hours it gained 30,000 signatures. Within a week almost 100,000 people had signed the petition, it became one of the key trending petitions on the change.org website and by January 2016 we reached 230,000 signatures. Such a rapid and wide-ranging public response demonstrates the appetite for action on food waste from the public. We received thousands of comments to the petition. The most popular comments from our supporters included:

**“People in this incredibly wealthy nation of ours are reduced to food-banks while you throw away an unsustainable proportion of your waste, to the detriment of the planet in general and the urban poor in particular.”**

John Salter, St Andrews, United Kingdom

**“I hate food waste, it is immoral and ridiculous. Unfair for the farmers, people in poverty and it must put prices up.”**

Carolyn Rice, Desborough, United Kingdom

**“I’m signing this because who cares what size or shape the carrot/cabbage/potato/you name it is when it can be prepped, cooked and fed to hungry people! It is a shameful waste and needs to be stopped.”**

Jess Dell, Bedford, United Kingdom



**“Stop the Rot is an incisive and creative campaign, they certainly punch above their weight, and have managed to engage over 230,000 members of the public to get behind their campaign.”**

Kajal Odedra, Senior Campaigns Advisor, Change.org

#### **4.5 Public Impact Continued**

Other effective public engagement campaign tools included the Stop the Rot film, directed, filmed and produced by Matt Barton, which has received over 15,000 views within 3 months. Our November light projection stunt, where we projected our campaign demands onto the walls of supermarkets also boosted our social media following, and resulted in November being the most popular month on Twitter for Stop the Rot.

We have been keen to actively engage other civil society actors in developing this campaign to understand what public opinion on food waste issues are, and where there is need for more work. In July 2015 we held an NGO roundtable event at the Houses of Parliament, which was attended by over 30 NGOs, members of the public and academics. This event allowed for an in-depth discussion of our proposed campaign aims and objectives, and for the Stop the Rot team to gather feedback, advice and opinions from those working in the field. We have also attended other events including; Resource 2015, Food Sovereignty Gathering, and Food Waste Innovations at Coventry University where we presented the Stop the Rot campaign to wide audiences.

#### **4.6 Campaign Facts and Figures**

- 15,300 plays of our Stop the Rot campaign video
- 233,000 signatures behind our Stop the Rot Change.org petition
- 1,348 Facebook supporters
- 1,000 new Twitter followers
- 30,934 Twitter impressions
- 22 new individual endorsers
- 4 new organisational partners
- Engaged 30 industry and campaign experts at two roundtable events, held on the 6th July and 7th August







## 5. Key Achievements

- Refocused public dialogue around food waste from the consumer/individual responsibility to the burden of food waste in the grocery supply chain.
- Directly informed WRAP's efforts to include on-farm food waste reporting in CC2025 by initiating dialogue between NFU and WRAP in roundtable discussions.
- Engaged in sustained discussions with key grocery sector contacts to encourage a more ambitious and transparent approach to food waste reduction.
- Helped inform Tesco's approach to supply chain food waste measurement and reduction.
- Brought together 30 UK food waste actors and NGOs in roundtable discussion.
- Hosted a cross supply chain roundtable with food industry executives, policy makers and retailers.
- Gained public support of 22 high-profile endorsers.
- Featured in national newspapers, radio stations and international online news platforms.
- Contributed to the development of WRI Food Loss Food Waste Protocol, which aims to achieve an international standardised auditing method of food waste.
- Consulted as experts for Kerry
- McCarthy MP and her office in the development of the Food Waste (Reduction) Bill and briefed MPs in Parliament in advance of 2nd reading of the bill.
- Consulted as experts in the early stages of development of formulating Scottish legislation on food waste.
- Formed a coalition with other NGOs to lobby and influence MEPs in the formation of the EC Circular Economy Package.

## 6. Conclusion

Reflecting on Stop the Rot and the impact of the project, broadly we have achieved what we set out to do. Working within a dynamic and changing political landscape, it was necessary to be adaptable responding to work being done at industry level, UK and EU policy development, and other public food waste campaigns. In order to stay up to date with ongoing change, we dedicated the first phase of our project to research and analysis of current action on food waste within industry, policy and public opinion. Throughout the project we continued to follow major food waste initiatives including the EC Circular Economy Package, WRAP's CC2025, Kerry McCarthy's work on the Food Waste Bill and the emerging Scottish Legislation on food waste.

Although we have been successful in engaging major retailers in conversation about their food waste management practices, we have not managed to get one or more major grocery retailer to commit to the key demands originally presented in the Stop the Rot project strategy. The key aims laid out in our original funding bid were to

1. Engage one major grocery retailer and four MPs in committing to piloting and advocating a one-year food waste audit.
2. Increase advocacy and visibility of mandatory food waste audits within the grocery retail sector, among policy makers, MPs and the wider public.

However, we have been successful in engaging Tesco, M&S, Morrisons, Sainsbury's and the Co-op in regular conversations about Stop the Rot, and continue to negotiate with them. We see this as a success, and an important project outcome.

While we have no concrete agreements yet, we are in a strong position to continue negotiating with the large retailers, and intend to continue working towards securing a retailer to champion Stop the Rot.

Stop the Rot has successfully increased the visibility of food waste in the supply chain, using creative and collaborative methods to do so. We consulted on the development of the WRI Food Loss Food Waste Protocol, which aims to achieve internationally standardised definitions on food waste reporting, as well as the second iteration of the Food Waste (Reduction) Bill. Stop the Rot engaged dialogue with Wrap and retailers to push the ambitions of CC2025 to go further, through creating spaces for dialogue with NGOs, businesses and policy makers at our roundtable events, through stunts and online communication. Levels of influence and engagement can be seen above in 'Evaluating Outputs'.

Overall, Stop the Rot has been a success. We continue to communicate with the big four, and have been recognised by leading food waste campaigners and researchers including Kerry McCarthy, Rosie Boycott and Hugh-Fearnley Whittingstall. They, alongside others have recognised the value of our campaign in terms of demanding accountable time-specific reduction targets, and annual transparent reporting on quantities of food waste arising across the whole supply chain. Alongside Feedback, This is Rubbish is the main organisation calling for such change, and we plan to continue keeping these calls for change well and truly on the table.

**“The cost of UK food waste is currently borne by the environment, our farmers and producers, and by the consumers who pay for food that doesn't even get to them. Lifting the lid on food waste in our supply chains, and tackling it, makes sense for everyone. It's time to Stop the Rot.”**

Hugh Fearnley-Whittingstall

## 7. Next Steps

Many of the immediate next steps for Stop the Rot are apparent in the work that has emerged in policy arenas in recent months. That is:

- On-going work with Scottish Government to establish food waste reduction targets in Scotland.
- Maintaining advisory and public liaison position on Kerry McCarthy's Food Waste (Reduction) Bill in Parliament.
- Continue involvement in the development of CC2025, particularly contributing to goal of benchmarking on-farm food waste by 2018.
- Working with partner organizations Friends of the Earth and Feedback to contribute to the debate on the omission of food waste from the EC Circular Economy package.
- Maintaining and developing relationships with senior grocery sector staff, particularly at the Big 4 supermarkets.
- Maintain communications and engagement with 230,000 supporters on change.org list.

Much of the work of Stop the Rot has been gaining access to behind-closed-doors negotiations amongst businesses and industry representative organizations. Having gained an influential position of trust at various levels of negotiation between industry, government and NGOs, it is essential that we maintain strong and active relationships with these contacts to develop efficient future work plans.

The next move for This is Rubbish is to take Stop the Rot to the next level, and demonstrate the applicable nature of our policy demands. Our proposal is to use a UK region as a test bed for linking retailers, manufacturers and producers to raise awareness on where waste is occurring in the supply chain, and develop methods to overcome these issues.

Our vision is for Stop the Rot to become a three-pronged model to deliver the aims of:

- Industry food waste reduction
- Increased awareness of supply chain food waste
- Putting policy into practice

These will be broken down into three work themes:

1. Advocacy: Delivering Industry / Government policy influence
2. Action: Regionally championing and implementing campaign aims
3. Awareness: Educating supply-chain actors and citizens

Now we have delivered our demands at an industry and governmental policy level, and seen the appetite there is for food waste reduction amongst the public, it appears a good time to put our ideas into practice. In order to overcome the abstractions of centralised industry boardrooms and Westminster policy discussions, our plan is to make industry food waste problems tangibly connected to the solutions. This will be achieved by developing a regional hub for food waste reduction, engaging farmers in a region, supermarkets, manufacturers, food redistribution charities and schools. Importantly this regional hub will be directly linked to a centralized policy change plan with the continuation of the Stop the Rot project as it is.

We feel strongly placed to establish this project on a regional scale, having developed good relationships with senior supermarket executives who can help forge relationships with regional managers and suppliers to deliver positive change. This regional project will provide an important real-life case study for retailers and producer networks to roll out around the country. Further, Stop the Rots sister project 'Edible Education' has demonstrated excellence in delivering complex messages to schoolchildren through the medium of food waste stories. Harnessing this education model to provide workshops for both regional schools, farmer groups and businesses can raise the awareness about food waste issues, and provide an essential supply-chain wide model for food waste reduction strategies.

**“The UK government needs to fund this vital research to measure food waste on farms. If the UK wants to show it is taking food waste seriously, then it is vital for us to understand the scale and cause of food waste on farms which are estimated to account for nearly half of food wasted in the supply chain, and maybe more.”**

Kerry McCarthy MP, Shadow Secretary of State for Environment, Food and Rural Affairs

# [ STOP THE ROT ]

## Budget Overview

This is Rubbish is committed to financial transparency. Below we provide a top-line overview of our project expenditure. If you would like a full breakdown of our expenditure, feel free to contact us.

<b>Item</b>	<b>Amount</b>
<b>Project Coordinator</b>	<b>£15,104.00</b>
<b>Project Coordinator</b>	<b>£15,104.00</b>
<b>Media campaigner</b>	<b>£12,250.00</b>
<b>Events Coordinator</b>	<b>£12,500.00</b>
<b>Freelance facilitator</b>	<b>£400</b>
<b>Accountants Fee</b>	<b>£200</b>
<b>Travel Expenses</b>	<b>£1,750.00</b>
<b>Evaluation report production</b>	<b>£500</b>
<b>Printed resources</b>	<b>£350</b>
<b>Event Coordination Budget</b>	<b>£2,700.00</b>
<b>Project Expenses</b>	<b>£4,450.00</b>
<b>Equipment costs</b>	<b>£100</b>
<b>Miscellaneous costs</b>	<b>£92</b>
<b>Total</b>	<b>£62,500</b>

**With Thanks To**

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Dan Crossley  
Carolyn Steel  
Patrick Holden  
David Evans  
Tom Hunt  
Caroline Lucas  
Jenny Shepherd  
Giles Whiteley  
Sarah Woods  
And all our loved ones**





The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The document provides a detailed list of items that should be tracked, such as inventory levels, supplier payments, and customer orders. It also outlines the procedures for reconciling accounts and resolving any discrepancies that may arise.

The second part of the document focuses on the role of the accounting department in providing accurate and timely financial information to management. It highlights the need for clear communication and collaboration between the accounting team and other departments. The document describes the various reports and statements that are prepared, including the balance sheet, income statement, and cash flow statement. It also discusses the importance of analyzing these reports to identify trends and make informed decisions.

The third part of the document addresses the challenges of managing a large volume of transactions and the need for efficient systems and processes. It discusses the use of accounting software and the importance of regular backups and security measures. The document also provides tips for streamlining the accounting process and reducing the risk of errors. Finally, it concludes with a summary of the key points and a call to action for all employees to adhere to the established procedures and maintain the highest standards of accuracy and integrity.