

# Report Sustainable Food Supply Chains

THE UNIVERSITY OF  
**WARWICK**



Food Ethics Council



Industry and  
Parliament Trust



## **THE LONG AND THE SHORT OF IT** **SUSTAINABLE FOOD SUPPLY CHAINS**



FOOD

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## INTRODUCTION

In January 2013, the Food Safety Authority reported that horse DNA had been found in beef burgers being sold by five major retailers in Britain and Ireland. The public outcry and subsequent debate prompted by the “horsemeat scandal” raised issues about the supply chains of the food being sold to UK consumers and about levels of trust between food businesses and their customers.

It was this far-reaching public debate – together with the recognition that food supply chain issues extend beyond issues of integrity alone – that prompted the Industry and Parliament Trust, the University of Warwick and the Food Ethics Council to establish the Sustainable Food Supply Chains Commission. The aim of the Commission was to explore the challenges facing food companies in ensuring the sustainability of their supply chains, and to investigate the most significant upcoming policy developments – actual and potential – that relate to those challenges. This included a number of industry case studies cited by one or more Commissioners as examples of good practice.

The remit of the Commission was very broad: Commissioners were asked to consider three ‘pillars’ of sustainability – social, environmental and economic – and to look at both domestic and global supply chains. Under the widely-cited Brundtland definition, sustainable food supply chains would be those which help to “meet the needs of the present without compromising the ability of future generations to meet their own needs.”

To undertake this exploration a Commission was assembled involving respected and authoritative figures from UK Parliament, the food industry and academia.

**“Sustainable food supply chains would be those which help MEET THE NEEDS OF THE PRESENT without compromising the ability of FUTURE GENERATIONS to meet their own needs”**





## SUSTAINABLE FOOD SUPPLY CHAINS KEY ISSUES

The challenges covered in the evidence sessions were wide-ranging. They included the physical impacts of climate change, loss of biodiversity, water scarcity, health and obesity, food waste, food affordability, unfair treatment of workers along the supply chain and farm animal welfare concerns.

**“Businesses have been able to gain a competitive **ADVANTAGE** by showing leadership on sustainable issues by demonstrating their **COMMITMENT TO SUSTAINABILITY** in their supply chains”**

The intention was not, however, to attempt to cover all aspects of the sustainability of supply chains, but rather to draw out a few key underlying challenges that confront food businesses in relation to their supply chains and to examine some promising approaches that have been implemented, or proposed, as ways of addressing those challenges. Key themes explored in the report were:

- 1 HOW THE MARKET OPERATES
- 2 VOLUNTARISM OR REGULATION?
- 3 ENGAGING WITH PEOPLE AS CITIZENS AND CONSUMERS
- 4 CERTIFICATION AND OTHER ASSURANCE SCHEMES
- 5 INVESTMENT IN SUPPLY CHAINS

## HOW THE MARKET OPERATES KEY ISSUE ONE

There are many ‘win-wins’ whereby the promotion of sustainable food supply chain practices can provide commercial benefits. The reduction of avoidable waste and the value of investing in long-term relationships were two such themes raised in the evidence sessions. There are a number of features of how markets operate, and how businesses operate within markets, that may be slowing down, or even preventing, the implementation of more sustainable practices.

Companies that aspire to promoting social and environmental sustainability in their supply chains are competing with other companies that may not share those aspirations. While there is evidently considerable scope for the market to reward these aspirations, there is also a limit to how much companies can expect consumers to pay for higher standards – a limit in terms of the premium that consumers will be willing to pay and also in terms of the

market share that can be commanded by a values-based proposition. Many food businesses have been able to gain a competitive advantage by showing leadership on sustainability issues by demonstrating their commitment to sustainability in their supply chains.

The Fair Trade Foundation stated that there appeared to be a shift in the balance of power between producers, manufacturers and retailers. The UK is a relatively small player in the global market for food commodities and products, and is facing increasing competition from emerging economies in terms of sourcing from traditional suppliers. This is having a significant impact on the extent to which UK companies can influence suppliers to raise their performance across a range of social and environmental standards.

One example The Fair Trade Foundation cited during the Commission was in relation to the sourcing of fish. EU companies follow the UN FAO’s voluntary code on Illegal, Unreported and Unsustainable Fishing. However, it was reported that some suppliers in the Far East did not wish to comply with the provisions of the code, asserting that the EU is a small market, and that they do not want to change their practices to satisfy the requirements of that market.

Another significant, longer-established, feature of food markets are the levels of

market concentration. Commissioners heard evidence from the Fairtrade Foundation regarding bananas, which is an example of an increasingly concentrated market. While UK consumers are now paying approximately half of what they were paying for bananas ten years ago, costs at the producer end have doubled over the same period. It was claimed that this trend has thus had negative impacts across all three pillars of sustainability. Some producers are simply quitting, because it is no longer economically sustainable to stay in business. Others are making savings on labour costs, by making more use of casual labour for example, undermining social sustainability. And some are trying to make ends meet by using potentially harmful pesticides and fertilizers, with possibly damaging environmental consequences. Hence it was suggested that, for this example at least, the market as a tool does not necessarily deliver sustainability.

The question was raised as to whether relying on the market can address deeper challenges, for example around fairness, global economic justice and environmental stewardship.



## 2

## VOLUNTARISM OR REGULATION? KEY ISSUE TWO

There are many kinds of voluntary approaches developed in order to enhance the sustainability of food supply chains. Certification and assurance schemes represent one category (explored further on in this report). Another is the large number and wide range of voluntary initiatives implemented by individual food companies with the goal of improving the sustainability of their operations and (in some cases) supply chains. Some of the best known of these are Marks & Spencer's 'Plan A', Unilever's 'Sustainable Living Plan' and Sainsbury's '20x20 Sustainability Plan'.

There is a similarly wide range of collaborative or multi-stakeholder initiatives including commodity-specific groups (such as the Roundtable on Sustainable Palm Oil) as well as initiatives or good practice guidelines designed to address particular aspects of sustainability (e.g. Waste and Resources Action Programme's Courtauld Commitment; Ethical Trading Initiative employment code of practice; UN Guiding Principles on Business and Human Rights – which provide guidance to companies on the integration of human rights into their operations).

The progress that has been made by voluntary approaches across the broad range of sustainability criteria has been significant. However, the question that was asked repeatedly throughout the Commissioners' deliberations was: 'can voluntary approaches deliver the further progress that we need, at a quick enough pace, in order to address the enormous challenges confronting food supply chains; or do they need to be supplemented by additional regulation?'

Often the progress made by leaders on sustainability is undermined, or threatened, by those organisations less focused on sustainability. In essence, is there the scope within voluntary approaches to sufficiently incentivise businesses that are not currently showing commitment to sustainability, or is further regulation required?

Proponents of regulation might argue that it is needed to protect, for example, the general public and the environment where it may not be in businesses' self-interest to do so. Opponents might point to bureaucracy and the additional costs of

**“Can voluntary approaches deliver FURTHER PROGRESS that we need, at a quick enough pace, in order to address the ENORMOUS CHALLENGES CONFRONTING FOOD SUPPLY CHAINS or do they need to be supplemented by ADDITIONAL REGULATION?”**

**“In essence, is there the scope within voluntary approaches to sufficiently INCENTIVISE BUSINESSES that are not currently showing COMMITMENT TO SUSTAINABILITY, or is further regulation needed?”**

doing business as disadvantages of 'too much' or 'unnecessary' regulation.

Given that there is always likely to be some level of regulation in place in relation to sustainability issues, the Commission discussed the importance of long-term policy making. Competition policy was cited as one example.

The role of Government leadership in promoting, or fostering, sustainable food systems was identified as being important. This relates not just to the UK, but also to the UK's role in policy development at European Union level – which is where much of the regulation relating to supply chains sustainability is now being developed. Policy coherence and clear government leadership were cited as being important for many companies, which suggests that regulation is not necessarily an unwelcome imposition on them. It was argued that regulation can actually be empowering for companies, enabling them to do what they would ideally like to do, but from which they may be held back by the pressures of competition and the market. Achieving a balance between voluntarism and regulation is clearly an ongoing and considerable challenge, but it is an important one in the context of sustainable food supply chains.



**SODEXO**  
**SITE VISIT ONE**  
By Huw Irranca-Davies MP

On 29th April 2014, I had the pleasure of visiting the Sodexo UK and Ireland Head Office in London as part of the Sustainable Food Supply Chains Commission.

I would firstly like to thank Sodexo, the Industry & Parliament Trust, Food Ethics Council and the University of Warwick Global Research Priorities Programme for arranging such a highly informative session.

Combining my experience as Shadow Food Minister, with participants from academia, the food industry, and colleagues from Parliament, meant we were able to explore the challenges of maintaining a sustainable food supply chain and explore upcoming policy developments.

Sodexo's briefing session on their plan to tackle issues around sustainability by using their "Better Tomorrow Plan," was thorough and effective. The company's ambition to create and provide a leadership strategy to drive sustainability up to 2020 across their global corporate reach was clear.

The Commission was able to explore this



**QUALITY OF LIFE SERVICES**

commitment in detail, including how it would be defined at corporate and business level, and how this could be realised and verified at the furthest point of a supply-chain.

We were briefed on the three core pillars of the company's strategy: values and ethics; consultation, and engagement with stakeholders. This provided the opportunity for Commissioners to explore how an international organization, with over 4,300 suppliers in 80 countries, can translate these strategic objectives into practical and operational impacts which benefit all in the supply chain.

Sodexo prides itself on providing global leadership on sustainability, through its Better Tomorrow Plan which covers sustainability in a comprehensive way involving employees, clients, suppliers, institutions and their customers.

The approach encompasses environmental and local/community aspects of sustainability as well as nutrition and well being. The commitment of Sodexo to deliver on this strategy was clear, as was the way it was embedded into core business activities.

With the Transatlantic Trade and Investment Partnership (TTIP) being negotiated between the EU and the United States, the issue of harmonisation of the food market is increasingly important. Sodexo were focused on ensuring that their quality of food and production standards are not compromised by the TTIP harmonisation to the detriment of consumers or sustainability.

Sodexo's approach to sustainability in the food supply chain gave a great insight for the Commission into the way in which a global corporation can make a difference when leadership on sustainable ethics is transferred into real outcomes throughout the company and to every part of the supply chain.

**MCCAIN FOODS**  
**SITE VISIT TWO**  
By Andrew Kuyk CBE

The visit to McCain Foods' manufacturing site in Whittlesey, near Peterborough, provided an opportunity to observe their entire production process, from the intake of potatoes all the way through to packaging and dispatch.

This highlighted the importance of the primary raw material, not only in terms of the final product's quality, but also in relation to the efficiency of the process itself - notably with regards to energy use and waste reduction.

We began by seeing potatoes being sampled for conformity to specification, by test frying and physical characteristic checks for shape and size - which, as with any natural ingredient, demonstrates a level of variability.

Due to all McCain growers being members of the Red Tractor Assurance Scheme and the company having predominantly direct relationships with its growers, McCain has full traceability of the supply chain, which drives continuous improvement.

In the factory, it was clear how an efficient production process, together with the automation necessary to achieve economies of scale, were essential to maintain high standards of quality and safety.

As a responsible family business, McCain has made environmental sustainability a core priority and this is evident in its water treatment, renewable energy and heat waste capture. The plant secures value from virtually everything that enters

it, for example, sending by-product for animal feed or flake production from smaller pieces of potato not suitable for fries.



The attention to detail in the process of preparing, cutting and frying was also particularly impressive. For example, machine blades are changed every few hours to avoid rough edges, ensuring optimum efficiency of the machinery and the highest quality end-product. Temperature control is also pivotal, in terms of cooling, heating and operations such as steam peeling.

Ensuring optimal results in the factory requires commercial viability and efficient sustainable practices. It was evident that this was an important balance to reach, taking into account factors such as the time required for seed potato production and breeding, accompanied by uncertain future growing conditions and energy prices.

McCain is acutely aware of the importance of its agricultural base and invests significantly in its supply chain, particularly in relation to best practice and knowledge transfer. Importing potatoes for processing is not a practical proposition, given their weight and bulk in relation to product value, so the strength of UK manufacturing and agriculture is effectively indivisible in this context.

Our visit concentrated almost exclusively on production issues. But the role and perception of potato products in consumer choice and diet is also an important issue. However sustainable the supply chain and manufacturing process, the end product has to meet consumer needs. This requires constant innovation, for example, lower fat choices, greater convenience and extended shelf-life, all of which feedback into process design and engineering.



# 3

## ENGAGING WITH PEOPLE AS CITIZENS AND CONSUMERS KEY ISSUE THREE



People – in their role as citizens and as consumers – are central to the pursuit of sustainable food supply chains. Many people are becoming more interested in, and informed about, sustainability issues relating to the food that they consume, and this sometimes translates into becoming more demanding of what they expect suppliers and retailers to achieve.

One key question that the Commission asked was “how much information about supply chains do people really want and how much is it feasible to expect them to be able to deal with?” A simple response to this question is that it is not a straightforward matter of ‘the more information, the better’. Beyond that, it becomes much less clear-cut. Many companies are keen not just to inform their customers about what they are doing to improve the sustainability of supply chains, but to engage them in a genuine conversation about it. However, in a situation where for the majority of consumers ‘price’ is still the main factor, and where people often have limited time to consider information about supply chains, how can these conversations be generated? Another key question the Commission asked is: “Is it possible to simplify messages to the point where customers can easily understand them, without losing the crucial details and nuances in the process?” Commissioners noted that

**“Many people are becoming MORE INTERESTED in, and informed about SUSTAINABILITY ISSUES around the food that they consume, and this sometimes translates into becoming more DEMANDING of what they EXPECT SUPPLIERS AND RETAILERS to achieve”**

food businesses are increasingly experimenting with new ways of communicating with their customers, including the use of social media.

The issues of supply chain sustainability can seem to be quite distant from consumers’ immediate day-to-day concerns. The Food Standards Agency’s ‘Integrated Advice to Consumers’ initiative, which had the objective of providing an integrated source of online Government advice for consumers on the impacts of food on health and the environment, was cited as a useful attempt to empower consumers to make more considered decisions about sustainable diets.

Empowering consumers means more than simply enabling them to implement their own particular values through their purchasing decisions. It also means giving them the opportunity, and information, to choose to make a specific practical difference to the lives of the people they want to help.

One aspect to consider is the transparency of company reporting in relation to their supply chains. It was proposed that companies could, for example, report on which of the countries they deal with have living wage policies in place, and on the proportion of workers in various sectors along their supply chains that are paid a living wage. If more comprehensive reporting was felt to be useful, this could be adopted on a voluntary basis or by amending the 2006 Companies Act so that it more explicitly includes wider social issues and more explicitly refers to the impact of the company’s supply chain, rather than just its own operations.

Given the rising global population, growing resource constraints, the impact of climate change and the risk of rising inequality, will people in the Global North have to forgo some of what people regard as their ‘rights’ (real or perceived) as ‘consumers’ in the future? Will the current choice of products – and the range of dietary choices – available in countries like the UK be maintainable in the future, and if so, at what cost to environments, social and physical?

**“Will the current CHOICE OF PRODUCTS – and the range of dietary choices – available in countries like the UK be MAINTAINABLE IN THE FUTURE, and if so, AT WHAT COST to environments, social and physical?”**





### MCDONALD'S CASE STUDY ONE

McDonald's has recognised that its customers are increasingly sensitive regarding the source of their food, seeing this as a byword for quality and value. It has therefore been investing heavily in its British and Irish supply chain to ensure that it gets the quality that it needs – now sourcing 100% British and Irish beef, free range eggs, organic milk and British Freedom Food pork. McDonald's says that its customers value this, and trust McDonald's as a result. This has helped McDonald's insulate themselves against the increasing levels of scepticism following the horsemeat scandal.

McDonald's approach is also a response to the various challenges confronting food businesses, such as rising food prices, diminishing resources and market volatility. The key to addressing these challenges lies in how they work with their suppliers – where the desired relationship is one of genuine collaboration, geared towards building long-term trusted partnerships. This means the suppliers have the security they need in order to invest; while on the other hand McDonald's has the guarantee that when it does come up against serious challenges, it has a loyal supply base that is motivated and mobilised to assist it.

One example of McDonald's approach is its 'Farm Forward' initiative, which was launched in 2012. It spoke to the most progressive farmers to get their insights into the priorities for a sustainable future for British and Irish farming. As a result, it developed an approach based on five elements: quality ingredients, animal welfare, environmental and sustainable improvement, along with job and training opportunities for young farmers. The five elements were created with the intention being to use McDonald's scale for good and to use its expertise to increase knowledge sharing best practice across the industry.



### DIVINE CHOCOLATE CASE STUDY TWO



In addition to paying the standard Fairtrade price and premium for all the cocoa that they buy, which is their main ingredient, Divine Chocolate also invests 2% of its turnover in working with the farmers in 'producer support and development'. As it works in rural areas with illiteracy levels of up to 80%, its producers will need different support at different times. This isn't about building schools and sinking wells, but actually about how it runs its business. Divine has invested £2 million in producer support and development since it started.

In recent years this has involved working with farmers on how it develops its business management tools, help with the development of organisational constitutions (which is quite a challenge in an organisation with 80,000 members in 1,200 villages), development of databases – and also communications systems: including the production of radio programmes to promote themselves and Fairtrade.

One particularly important consequence of Divine's investment is the impact that can be seen with regard to the experience of women. Some 32% of the membership are women, and the elected president is a woman. Independent research has established the wider economic and societal benefits of this promotion of gender equality.

Divine's producers now deliver 6% of Ghana's cocoa, which is 1% of world production. This shows that it is possible for Fairtrade products to take a significant part of market share.



# 4

## CERTIFICATION AND OTHER ASSURANCE SCHEMES KEY ISSUE FOUR

There is an extensive range of certification and other assurance schemes covering numerous facets of food supply chain sustainability. Again, this plethora of schemes exemplifies some of the tensions around the balance to be struck between optimising the information that is made available to customers, and ensuring that the information is manageable and useful in practice.

The variety of certification and assurance schemes highlights not just the quantity of relevant information that is now available, but also the complexity that comes with that – in terms of the need for customers to weigh up so many different, sometimes conflicting, sustainability considerations.

**“The COMPLEXITY OF SUPPLY CHAINS, and of the different ingredients used, represents a SIGNIFICANT CHALLENGE for the more rigorous certification schemes”**



It was suggested that there are very different levels of assurance provided by the various schemes, with some being little more than statements of intent, while others aim to be much more rigorous and demanding. The complexity of supply chains, and of the different ingredients used, represents a significant challenge for the more rigorous certification schemes.

For example, certification of end products to carry the FAIRTRADE Mark requires that all the ingredients which can be Fairtrade-sourced are Fairtrade. Hence the need to be able to trace all the different ingredients – and the resulting complexity – is to some extent created by the rigour of the certification process itself. Ensuring traceability of core ingredients should be achievable, but not necessarily in respect of ‘minor’ ingredients. For instance, if the product uses fructose syrup, where did the fructose come from? Equally, if it came from corn, had the corn been genetically modified, and if so, should this be signalled, so that consumers can knowingly choose to buy products containing GM ingredients or GM-free ingredients, if they so wish?

A key tension confronting certification schemes is between promoting and safeguarding the highest possible standards, and drawing in the largest possible number of stakeholders. The Ethical Trading Initiative (ETI) was cited as one example of a scheme facing such a tension. A related challenge for such schemes is the potential for them to become unmanageably bureaucratic.



## COCA-COLA CASE STUDY THREE

Coca-Cola recently commissioned an evaluation of its positive contribution to the British economy. The results of this provide evidence of the company’s commitment to the economic sustainability of its domestic supply chain. 97% of Coca-Cola’s products are made in Great Britain, and the company says that its commitment to sustainable growth is shown in its investment of £250 million in its GB operations in the five year period 2010-14.

Coca-Cola’s Wakefield soft drinks plant celebrated its 25th anniversary in 2014. Coca-Cola has invested £100 million in the factory in the last five years, and it now employs more than 400 local people. 2014 also saw the opening of a £30 million Automated Storage and Retrieval warehouse, which doubled the site’s storage capacity – allowing all

manufactured products to be delivered to its customers directly, saving approximately 500,000 road miles per year.

Coca-Cola’s investment in the economic sustainability of their GB supply chain is related to its commitment to environmental sustainability. For example, packaging has been reduced by 27% since 2007, and it uses 25% recycled plastic in its bottles and 50% recycled aluminium in its cans. Its manufacturing plants send zero waste to landfill. The company’s Continuum Recycling facility in Hemswell, Lincolnshire, is the world’s largest plastic recycling facility. The plant has the capacity to reprocess about 150,000 tonnes of plastic each year. Coca-Cola’s investment



in this facility has more than doubled the total amount of bottle-grade recycled plastic reprocessed in the whole of the country – providing security of supply, and also a significant improvement in the country’s waste management infrastructure.



# 5

## INVESTING IN SUPPLY CHAINS KEY ISSUE FIVE

Food companies are increasingly investing in their supply chains. Investment in this context is not solely a matter of financial support – albeit that such support is, of course, crucial. Equally important is the social and economic investment by companies in the sense of their long-term commitment to working with suppliers. Just as in the short-term, an immediate profit-driven approach has had an adverse impact across all three pillars of sustainability, so this more responsible, longer-term approach has benefits in all three areas. Firstly, it enhances the economic viability of the supplier, or sector, being supported. Secondly, by ensuring that a fairer proportion of the value created remains within the supplier community, it helps to address some of the adverse social impacts currently experienced by suppliers and their workers. Thirdly, by providing longer-term security to suppliers, it enables and encourages them to invest in more environmentally sustainable production methods.

It was suggested that investing in supply chains should include supporting local attempts to address social and environmental issues. It is often the case that supplier countries will be having national or sector level debates about, for example, whether working conditions are acceptable. If proposed improvements are supported by purchasers in the supply chain, it could make a crucial difference to those seeking change at national levels. One example was the decision several years ago by UK retailers to only purchase from WEITA-certified farmers when sourcing wine from South Africa.

**“Investing in supply chains should include SUPPORTING LOCAL ATTEMPTS to address SOCIAL AND ENVIRONMENTAL ISSUES AND CHALLENGES”**



## CONCLUDING REMARKS

Characteristics of sustainable food supply chains include a food system that is resilient, efficient, fair, long-term, transparent, traceable and forward-looking. It is important to consider the conditions under which such characteristics might best be enabled to flourish in the future – something that the Commission has begun to explore.

**“It’s important to consider the difference between what is ETHICALLY ACCEPTABLE and what’s POSITIVELY COMMENDABLE”**

When considering sustainable food supply chains – including characteristics and enabling conditions – it might also be useful to distinguish different ethical levels. Hence it is important to consider the difference between what is ethically acceptable (meeting minimal standards such as the avoidance of child labour for example) and what’s positively commendable (for example, actively promoting the economic development and empowerment of suppliers). The question was raised as to whether relying on market mechanisms and government regulation can achieve more than the adoption of minimum standards. If not, then the key question remains as to how to go beyond ethical minima.

There was widespread acknowledgement amongst Commissioners that there was much positive activity taking place in terms of sustainable

food supply chains. However, there was also recognition that the scale and pace of activity needs to accelerate to be commensurate with the scale of global challenges. The uncertainties are mainly over how best to achieve this acceleration. The issues outlined in this document are at the heart of this discussion.

The complexities of supply chains – including the fact that they often cross boundaries – make it very difficult to tackle the problems at a national level. Only global agencies with some kind of global authority can do so. The question was raised as to how mechanisms such as the UN Global Compact and the Ruggie framework (UN Guiding Principles on Business and Human Rights) could be further strengthened.

The Commissioners felt that examining some of the issues covered in this document in an EU context would be a valuable next step.



## COMMISSIONER BIOGRAPHIES

### Commissioners of the Sustainable Food Supply Chains Report



**DR DAVID BARLING, READER IN FOOD POLICY, CITY UNIVERSITY LONDON**

Dr David Barling is a Reader in Food Policy at City University London. His research is on food policy, the governance of the food supply and food chains, and on policies linking sustainable food consumption and production. He is co-author of Food Policy: integrating health, environment and society (Oxford University Press 2009) and co-editor of Ethical Traceability and Communicating Food (Springer 2008). He has acted as an expert advisor or as a consultant to the European Commission DG SANCO, the European Parliament, the PM's Strategy Unit, the Scottish Government, the Department for Environment, Food and Rural Affairs and a number of other Governmental and non-governmental bodies. He is a trustee of Sustain the UK NGO alliance for better food and farming.



**BILL BARTLETT, CORPORATE AFFAIRS DIRECTOR, MCCAIN FOODS (GB) LTD**

Bill Bartlett was appointed Corporate Affairs Director for McCain in 2006. In his role he is responsible for media relations, internal communications in the UK and the company's corporate relations strategy on a global basis. Prior to this Corporate Affairs role, Bartlett was Sales Director of McCain Foodservice for seven years and before that General Manager for Central Europe. He has been with the company for 25 years.



**RUSSELL BROWN MP, FOOD AND DRINK MANUFACTURING ALL-PARTY PARLIAMENTARY GROUP**

Russell Brown MP served as a councillor for 11 years until May 1997 when he was elected as MP for Dumfries. He served on the National Minimum Wage Committee pushing through the legislation to secure the minimum wage. In 2005, he was elected as the first MP for the new Dumfries and Galloway seat which he retained in 2010. He currently serves as a Shadow Scotland Minister.



**DEBORAH CAWOOD, HEAD OF FOOD CHAIN, NATIONAL FARMERS UNION**

Deborah Cawood is Head of Food Chain at the NFU and represents the interests of 55,000 farmers and growers in England and Wales. In her capacity at the NFU she works with the breadth of supply chain partners including input organisations, processors, packers, manufacturers, retailers, food service companies and procurers. Deborah comes from a farming background and has previously worked for the Red Tractor Scheme, a whole chain independent assurance system which provides consumers with an independent on-pack declaration that the food has been produced to exacting standards of production and where the food comes from.



**DR ROSEMARY COLLIER, ACADEMIC LEAD FOR THE WARWICK GLOBAL RESEARCH PRIORITY (GRP) ON FOOD, UNIVERSITY OF WARWICK**

Rosemary Collier, a crop scientist, is Director of Warwick Crop Centre in the School of Life Sciences at the University of Warwick, Coventry, UK. She works with the fresh produce industry, particularly on methods of pest control which maintain crop yield and quality but have low environmental impact.



**DAVID CROFT, DIRECTOR OF QUALITY AND TECHNICAL, WAITROSE**

David Croft is Director of Quality and Technical at Waitrose, responsible for product and supply chain standards and sustainability including the work of the Waitrose Foundation, a multi-million pound development programme with farming communities in Africa. David has contributed significantly to the development of the UK sustainable food and fair trade market, and has been involved in numerous initiatives to improve supply chain standards across the food sector, engaging extensively with Governments, international agencies, civil society and farmers.



**DAN CROSSLEY, EXECUTIVE DIRECTOR, FOOD ETHICS COUNCIL**

Dan Crossley is Executive Director at the Food Ethics Council. He leads a charity whose mission is to build fair and resilient food systems by working with businesses, government and civil society to address ethical concerns at the heart of decision-making about food and farming. Dan has worked on sustainability issues in the food system for over a decade. He was recently chair of the consumer behaviour working group of Defra's Green Food Project. Dan also acted as Chair of the Sustainable Food Supply Chains Commission.



**PROFESSOR ELIZABETH DOWLER, PROFESSOR OF FOOD AND SOCIAL POLICY, UNIVERSITY OF WARWICK**

Elizabeth Dowler, a public health nutritionist, is Professor of Food and Social Policy in the Sociology Department at the University of Warwick, Coventry, UK. She works on food security, rights and justice; local food initiatives; policy evaluation and 'reconnection' to sustainable food systems. She is currently one of an External Expert Panel evaluating Framework Programme 7 Food, Agriculture, Fisheries and Biotechnology for the European Commission. She is a member of the Food Ethics Council.



**THE LORD DYKES, FOOD AND DRINK MANUFACTURING ALL-PARTY PARLIAMENTARY GROUP**

Hugh Dykes is a stockbroker and financial consultant and was previously Conservative MP for Harrow East and MEP from 1974 to 1977. While an MP, Lord Dykes served in the Ministry of Defence and the Cabinet Office in Edward Heath's Government. He joined the Liberal Democrats following the defeat of Ken Clarke in the Conservative Leadership battle following the 1997 General Election.



**THE BARONESS GIBSON OF MARKET RASEN OBE, FOOD AND HEALTH ALL-PARTY PARLIAMENTARY GROUP**

Baroness Gibson was raised to the peerage of Market Rasen in the County of Lincolnshire in 2000, and is currently a deputy speaker in the House of Lords. She is Treasurer for the Food and Health All-Party Parliamentary Group, as well as Secretary for the Beef and Lamb All-Party Parliamentary Group. She received an OBE in 1998, as well as a distinguished service award for work in health and safety from the Royal Society for Prevention of Accidents in 2001.



**THE LORD GRANTCHESTER, SCIENCE AND TECHNOLOGY IN AGRICULTURE ALL-PARTY PARLIAMENTARY GROUP**

John Grantchester operates a dairy farm in Cheshire and in doing this has represented Cheshire and dairy farmers on many organisations, including Dairy Farmers of Britain Co-operative, the Royal Association of British Dairy Farmers, The Country Land and Business Association and an independent food store. At present he is a member of the Opposition Front Bench in the Lords, covering DECC and DEFRA.



**MICHELLE HANSON, COMMERCIAL DIRECTOR, SODEXO UK AND IRELAND**

Michelle holds an MSc in hospitality and catering and was appointed as the executive commercial director of Sodexo UK and Ireland, heading marketing and supply chain in 2008. Michelle is responsible for purchasing in the UK & Ireland as well as the development and implementation of Sodexo's marketing offers to a diverse client base. Michelle contributes to Sodexo's corporate responsibility achievements through her leadership of sustainable procurement. She has led Sodexo's global review of its Vendor Code of Conduct and vendor governance protocols and more recently, Sodexo's approach to risk management in the procurement activity.



**JULIAN HUNT, VICE PRESIDENT OF PUBLIC AFFAIRS AND COMMUNICATIONS, COCA COLA ENTERPRISES LTD**

Julian Hunt joined Coca-Cola Enterprises in 2011 as Vice President of Public Affairs and Communications for GB. In this role he is responsible for all aspects of CCE's internal and external communications, as well as its sustainability and Government affairs programmes. Before CCE, Julian was Director of Communications at the Food and Drink Federation where he helped to steer the industry through many challenging debates, not least on public health. In June 2013 he joined the Board of OPRL Ltd, the organisation which runs the packaging recycling information scheme in Great Britain. He is proud also to have supported the work of other organisations including the School Food Trust, FareShare and GroceryAid.



**HUW IRRANCA-DAVIES MP, SHADOW MINISTER FOR RURAL AFFAIRS, FOOD AND FARMING**

Huw has been the Member of Parliament for Ogmore since the 2002 by-election. He has been Labour's Shadow Food and Farming Minister since 2011, having previously served as a Wales Office and Defra Minister in the last government. Last year his work on strengthening the Groceries Code Adjudicator Bill earned him the Total Politics Award for "MP of the Month". He regularly speaks and writes on food and farming policy.



**ANDREW KUYK CBE, ADVISOR TO THE FOOD AND DRINK FEDERATION**

Andrew was Director of Sustainability at FDF for five years from 2009 to 2014, leading on resource efficiency, food security and climate change in food manufacturing. Prior to that he was a career civil servant dealing with a range of food, agricultural, trade and environmental issues in the UK and at EU and international levels. Andrew continues to advise FDF in a consultancy capacity and others on issues related to the challenges of sustainable food production and consumption. Andrew was awarded a CBE in 2006 for services to Defra.



**PAUL LINDLEY, FOUNDER AND CHIEF EXECUTIVE OFFICER, ELLA'S KITCHEN**

Paul was born in Sheffield and grew up in Zambia. He qualified with KPMG, spent nine years at Nickelodeon UK where he rose to Deputy CEO. In 2006 he created Ella's Kitchen, an innovative, new brand of organic baby and children's food, now part of Hain Celestial a NASDAQ listed company. Paul has been awarded UK Entrepreneur of the Year, SME Director of the Year and an honorary doctorate from the University of Reading for his contribution to improving children's health. He sits on the Santander SME board, is an ambassador for the Family and Childcare Trust. In 2013 he published the influential report 'Averting a Recipe for Disaster'.



**THE BARONESS MILLER OF CHILTHORNE DOMER, CHAIR OF THE FOOD AND HEALTH ALL-PARTY PARLIAMENTARY GROUP**

Sue Miller's career was in publishing and book selling. Whilst a bookseller, she was elected as a councillor in Somerset before becoming Leader of council. Amongst her many initiatives there she founded Somerset Food Links. She was nominated a Life Peer in 1998 becoming spokesman on Environment, Agriculture and Rural Affairs 1999-2007 taking a lead for the Party on dozens of Bills. She wrote the first ever Lib Dem policy paper on a holistic food policy. She co-founded and chairs the All Party Group on Agro ecology and has been Chair of the APPG on Food and Health since 2012.



**PROFESSOR RICHARD NORMAN, EMERITUS PROFESSOR OF MORAL PHILOSOPHY, UNIVERSITY OF KENT**

Richard Norman is a member of the Food Ethics Council and a retired Professor of Moral Philosophy. His publications include The Moral Philosophers: an Introduction to Ethics (Oxford University Press, second edition 1998), and he recently contributed a chapter on 'The Fair Trade Movement' to the collection Practical Ethics for Food Professionals (edited by J Peter Clark and Christopher Ritson, Wiley Blackwell, 2013).



**THE BARONESS SCOTT OF NEEDHAM MARKET, CHAIR OF THE EU SUB-COMMITTEE ON AGRICULTURE, FISHERIES, ENVIRONMENT AND ENERGY**

Ros Scott became a life peer in 2000 after a career in local government. She has been the Liberal Democrat front bench spokesman on both transport and local government. Ros is Chair of the House of Lords EU Select Committee with responsibility for agriculture, fisheries, energy and environment, which in April 2014 published a major inquiry into food waste, Counting the Cost of Food Waste: EU Food Waste Prevention.



**SOPHI TRANCHELL MBE, MANAGING DIRECTOR, DIVINE CHOCOLATE**

Sophi is Managing Director of Divine Chocolate Ltd, the innovative Fairtrade company co-owned by cocoa farmers. As well as growing a popular chocolate brand, for 13 years she has campaigned energetically for the terms of trade for small-scale producers to change, and promoted more socially responsible business models. Sophi has been an elected director and co-chair of Social Enterprise London and, as Chair of the Fairtrade London steering committee, she successfully led the campaign to 'Make London a Fairtrade City'. In the New Year's Honours List 2008/09 Sophi was made an MBE for services to the food industry, and is on the London Food Board led by Rosie Boycott.

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‘The Long and the Short of It: Sustainable Food Supply Chains’ is the final report following the completion of the Sustainable Food Supply Chains Commission, organised by the Industry and Parliament Trust, Food Ethics Council and the University of Warwick’s Global Research Priorities Unit.

The report explores the key issues that emerged during evidence sessions attended by industry representatives, academics and parliamentarians.

The report includes case studies on McDonald’s, Divine Chocolate and Coca-Cola, in addition to accounts of site visits to Sodexo and McCain Foods.

