

Case 10. European Food Retailers and Food Waste

This case is based in part on

<https://www.europarl.europa.eu/news/en/headlines/society/20170505STO73528/food-waste-the-problem-in-the-eu-in-numbers-infographic> 15.05.2017

Approximately 88 Million tonnes (Mt) of food are wasted in the European Union each year and the environmental impacts of these losses throughout the food supply chain are widely recognised. According to an assessment by the **UN Food and Agriculture Organization (FAO)**, considered the world's expert on all matters relating to food, including food waste, ~7-8% of all global greenhouse gases come from food waste.

How big is the problem of food waste?

If 6.7 percent sounds small, but if all the world's food waste came together to form a country, Food Waste would be the third largest emitter of greenhouse gases, behind China and the U.S.

Just how big is the country of Food Waste? According to the **FAO**, the land devoted to producing wasted food is roughly 5.4 million square miles (~14 square kilometers), which would make it the second largest country in the world behind Russia.

Some 88 million tonnes of food are wasted in the EU every year, equivalent to 173 kilos per person. Not only is this a waste of resources, it also contributes to climate change. The EU Parliament is working on measures to cut food waste in the EU by 50%.

Food is lost and wasted along the whole supply chain from farms to processing and manufacturing to shops, restaurants and at home. However, most of the food in the EU is wasted by households with 53% and processing with 19%.

Food Waste and Climate Change

Food waste does not only mean that valuable and often scarce resources such as water, soil, and energy are being lost, it also contributes to climate change. According to the **UN's Food and Agricultural Organization (FAO)**, for every kilo of food produced, 4.5 kilos of CO₂ are released into the atmosphere.

Where is food waste coming from?

In developing countries, roughly half of food waste is created before the food leaves the farm, while the other half happens during processing, distribution and consumption. In developing countries, more waste happens on the farm and in distribution, while in developed countries, the pattern flips, with more waste happening at the retail and consumer level.

Food waste happens at every stage, from farm to plate, though the mix of culprits varies region by region, from poor access to proper refrigeration or food labels that encourage wasteful behavior. Food waste isn't simply a problem associated with wealth and abundance; Poor infrastructure, inefficient agricultural systems and regional reliance on specific crops also contribute, making food waste a truly global problem.

EU Response to Food Waste in Europe

In early 2017, the **EU Parliament** adopted a report by Croatian S&D member [Biljana Borzan](#), which proposes a set of measures to reduce food waste in the EU by 30% by 2025 and by 50% by 2030 compared to the 2014 baseline. The EU has embraced Borzan's goals.

In line with the integrated, holistic approach needed to tackle food waste without compromising food safety, the Platform recommendations address action required by public and private players at each stage of the food supply chain (including food redistribution).

In 2022, The **European Commission** announced that by the end of 2023, it will propose legally binding targets to reduce food waste across the EU, defined against a baseline for EU food waste levels set following the first EU-wide monitoring of food waste levels.

In order to ensure that national efforts against food waste are informed by a solid evidence base and support sharing of innovation and best practice, the EU has been working on augmenting and improving the quantification of food waste levels, assessing the potential for reducing food waste at each level, and preparing to make policy recommendations for each.

EU Recommendations for Action at Various Levels of the Food Chain

The EU has established recommendations for action at all levels of the farm to fork food chain:

Primary production

Manufacturing

Retail

Hospitality/Food Services

Consumers

Between now and the 2023 recommendations, actors ranging from Nation States, private sector companies at each level and NGOs are mobilizing to establish what they see as reasonable **quantitative and timeline** targets to reducing food waste leading up to the 2030 ***SDG (Sustainable Development Goal) 12.3*** target of an overall reduction of 50% of food waste from the 2014 baseline.

This case focuses on the Retail and Manufacturing Sectors.

Recommendations for Action at the Retail Level

The latest figures indicate that approximately 5% of the total amount of food waste in the EU is generated in the wholesale and retail sector (around 5 million tonnes) The cost of food waste and price discounts for European retail is estimated at €13 billion, corresponding to 1.64% of total sales.

Retailers and wholesalers have a pivotal role to play in contributing to the reduction of food waste along the supply chain. Taking action often involves collaboration with food business operators from other stages (primary production, manufacturing) and providing enabling conditions to reduce food waste.

The causes of food waste are varied, such as changes in seasonal supply or knowledge of the precise level of consumer demand, inappropriate sizes or packaging compared to the type of households, esthetical considerations for fresh produce or lack of consumer understanding concerning the difference between ‘best before’ and ‘use by’ date markings.

The main areas where the retail sector can improve its operations in order to prevent and reduce food waste are supporting upstream suppliers, improving logistics and stock in store, and building consumer awareness on the issue of food waste.

The retail sector often drives sustainability issues through voluntary action at company or more global level, such as the 2012 Retail Agreement on Waste, and the Food Waste Resolution of the Consumer Goods Forum, under which leading food companies and retailers have pledged to halve the amount of food wasted within their operations by 2025. Co-operative retailers also champion food waste reduction through multiple actions, including extensive educational campaigns in line with the co-operative values and principles.

Recommendations for Action at the Manufacturing Level

According to the latest estimates, around 19% of the total food waste generated in the EU comes from to the processing sector. Food waste prevention is a key priority for food and drink manufacturers, and many companies make it part of their internal environmental management system and overall sustainability strategy. For manufacturers, tackling food waste entails a close collaboration with other stages of the food supply chain, both upstream and downstream. While the primary focus for manufacturers is to drive out inefficiencies within supply chains and prevent food waste from occurring in the first place; where surpluses cannot be avoided, redirecting food to people should be a first consideration in accordance with the waste prevention hierarchy. If this is not possible, redirecting surplus food for animal feed should be facilitated. The main areas of opportunity to prevent and reduce food waste in this sector are improving processing practices, finding innovative packaging solutions, offering a diversity of portion sizes, raising consumer awareness on date marking, redistributing surplus food and promoting circularity through food, feed and non-food uses.

European NGOs and Food Waste

A wide range of European NGOs are behind the drive to reduce food waste. Among the leading actors are **Zero Waste Europe**, which addresses a broad range of waste issues, and **SAFE** which is food focused.

Zero Waste Europe (ZWE)

Zero Waste Europe (ZWE) connects and supports a network of 33 local and national NGOs from all around Europe sharing common values and objectives and working together for a zero waste future. The member organisations promote zero waste in line with the zero waste hierarchy, manage the network of zero waste municipalities, and engage with decision-makers and companies. ZWE is supported by the LIFE Programme of the European Union.

It has developed an extensive commentary on the **European Commission's** food waste reduction target roadmap:

<https://zerowasteurope.eu/library/zero-waste-consultation-food-waste-roadmap-2021/>

SAFE

SAFE – Safe Food Advocacy Europe was created with the aim of ensuring that consumer's health and concerns remain at the core of the EU's food legislation. SAFE is currently the only Brussels-based NGO specialised in the protection and representation of EU consumers in the food sector.

<https://www.safefoodadvocacy.eu/eu-waste-policy/>

SAFE strives to ensure safer food standards for consumers by monitoring the EU food legislation process and cooperating with EU stakeholders to draft comprehensive food regulations. SAFE notably supports the development of policies and awareness-raising actions which jointly address health, environment, food safety and sustainability, all-the-while being involved in several EU-funded projects aimed at reducing the environmental impact of the food sector, increasing sustainability and promoting healthier food environments for consumers.

SAFE Comments and Recommendations about the policy options envisaged in the European Commission's 2019 Inception Impact Assessment

Step 1 – Scope, Measurement, Expression and Definition of Food Waste reduction targets

➤ Scope: Reduction targets should cover the whole food supply chain, from farm gate to final consumer. As recalled above, EU Member States have subscribed to **SDG (Sustainable Development Goal) 12.3**, which requires to "halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses" by 2030. Such a target should be set across the whole food chain, from the primary production phases to the distribution and sale phases.

SAFE and other NGOs have regularly shared this very concern ; the aforementioned European Parliament resolution on the Farm to Fork Strategy voted in October 2021 also supported the need to achieve a 50% reduction target “by 2030 compared to the 2014 baseline; [it also underlined] that binding targets at every stage of the supply chain, including primary production, pre-retail and retail, are needed to achieve this”.

Reducing food waste at the primary production level, including unharvested food (ie. edible food that is mature and ready for harvest but wasted at the harvest stage by being ploughed back in or left to rot) is crucial to comprehensively address the systemic issue of food waste.

Between 10% and 34% of EU food waste is wasted on farms – between 10 and 47 million tonnes annually – and the majority of this is harvest food waste. The recent *'Driven to Waste'* report moreover presents the most comprehensive data analysis on primary production of food lost to waste (FLW) to date, portraying EC commitment to reduce Food Waste in the Farm to Fork Strategy.

SAFE believes that only the full involvement of the entire supply chain will make achieving the set targets possible, which will contribute to make the EU food system more sustainable and protect consumers' health. Expression: Food waste reduction targets should be expressed in absolute amounts, in order to reach an overall 50% reduction target.

SAFE recommends opting for targets expressed as absolute amounts, i.e. in kilograms per capita per year to be achieved by 2030 (per country). We however believe that concrete per capita amounts (based on the most comprehensive, accurate and recent data available) should always explicitly refer to the 50% FLW reduction target in order to focus on the EU objective to halve FLW by 2030.

The way targets are set for Member States: keeping the same target level for member states (T1) and defining a collective target at EU level (T3) It is crucial for all EU Member States to have a target to reduce their FLW uniformly, to be set at a level calculated to ensure an collective 50% FLW reduction at EU level by 2030.

SAFE recalls that significant change cannot be achieved:

- ❖ Without legally binding targets for Member States;
- ❖ Without a swift transcription of EU measures into national legislations in order to meet the 2030 objectives;
- ❖ Without targets that would be fairly divided amongst all sectors of the food supply chain, with higher and stricter binding targets for sectors contributing the most to FLW production.

Step 2 –Comparison of the expected environmental, economic and social costs and benefits of the baseline scenario

As expressed above, it is imperative that the EU keeps a high-level of ambition and does not water down the 50% FWL reduction target defined in ***SDG 12.3***. For this reason, SAFE is calling

on the European Commission to favour Option 3 in the EC proposal – to reduce food waste in the EU by 40-50%.

CONCLUSION SAFE welcomes the Commission for launching a public consultation on the roadmap concerning food waste reduction targets. We believe that this initiative constitutes an important opportunity to radically change EU food systems in ways that will be both more respectful of our environment and of consumers' health and well-being. Therefore, we call on the **European Commission** to strive for the most ambitious targets and objectives towards the 2030 horizon. In this regard, it is absolutely important that the ambitions of **SDG 12.3** to halve FWL by 2030 are rapidly met at EU level – this will require increased commitments and actions from EU Member States who should be held accountable for their FWL production, for their potential reluctance or lack of effective actions towards FWL reduction, and should on the other hand be politically rewarded for their efforts to shape sustainable food systems through incentives.

PRIVATE SECTOR ACTIONS AND PERSPECTIVES ON FOOD WASTE

Large food retailers, many of whom are also food manufacturers, have proven attentive to the concern for food waste. Two examples, **LIDL**, **TESCO** and **Carrefour** are shown in Appendices A, B & C.

The main concern of food manufacturers and retailers is the “reasonableness” of **Food Loss** target goals and dates to be set by the European Commission and Nation States. Specifically, if the EC commits to hard number targets, as SAFE would like it to do, private companies fear being held to these hard numbers without sufficient flexibility. This has led companies like TESCO to join with public sector and civic organizations in like Champions 12.3 (See Appendix C).

NATION STATE PERSPECTIVES ON FOOD WASTE

Individual EU Nation States are broadly supportive of the EU initiative to reduce food waste and food loss. However, there are differing perspectives, depending on the strength of the climate activist community in the states, their dependence on agriculture for their local economies. In particular, **NATION STATES WITH LARGE AGRICULTURAL SECTORS** are concerned with target goals and dates for the agricultural production sector, but also target goals and dates for downstream sectors which would impact agricultural operations.

SUMMATION

Between the time of this case and the European commission release of its Food Loss and Food Waste goals and targets, the various actors identified above will be lobbying the EC to have these target goals and dates reflective of their particular interests and perspectives.

ACTORS IN THE CASE

EU GOVERNMENTAL DECISION-MAKERS

-EUROPEAN COMMISSION

-EUROPEAN PARLIAMENT

-EU NATION STATES WITH LARGE AGRICULTURAL SECTORS

-OTHER EU MEMBER STATES

SEE EXHIBIT 10.1 GOVERNING STRUCTURE OF THE EU

EUROPEAN FOOD RETAILERS

NGOs such as Zero Waste Europe (ZWE) and SAFE

UN Food and Agriculture Organization (FAO)

EUROPEAN FOOD MANUFACTURERS

EUROPEAN CONSUMERS

CASE QUESTIONS:

1. (3) Summarize the power situation European Food Retailers face. (**maximum words: 80**)
NOTE: IF YOU DID NOT DO CASE #8, YOU MUST ALSO PROVIDE A POWER DIAGRAM IN ADDITION TO A POWER SUMMARY FOR THIS CASE.

2. (1.5) If you were one of the European Food Retailers in the case Appendices, what would be the two main issues and one main actor you would monitor as you seek to influence the European Commission (other than the EC)?
(**maximum words: 80**)

Answer in the form: "I would monitor _____ because _____."

3. (2.5) Diagram your most likely scenario on how events will unfold (without active intervention on your part) between now and 2030.

**BEFORE ANSWERING QUESTIONS 4 AND 5,
BE SURE TO READ THE MODULE 10 NOTE.**

- 4. (1.5) What public policy model do you think will best describe how the European Commission will set food waste goals? Explain your choice (maximum words: 30)**

- 5. (1.5) Regardless of European Commission policy proposals, what public policy model do you think will best describe how the European Parliament will decide on food waste goals? Explain your choice (maximum words: 40)**

- 6. (5) Given that scenario and public policy models you cited, as a European Food Retailer, what will be your strategy going forward to maximize the possibility that the European Commission will set “reasonable” *Food Loss* target goals? (maximum words: 150)**

Appendix A. LIDL and Food Waste

In 2017, we set a target to reduce our food waste per store by 25% by 2020 and 50% by 2030, aligned with the Sustainable Development Goal (SDG) 12.3.

<https://corporate.lidl.co.uk/sustainability/food-waste>

As part of this we felt it was more important than ever to make our food waste data publicly available. Not only does the data give us a clear understanding of how much food waste we produce, and where it comes from, it also helps our customers, suppliers, and a wide range of organisations that are all working to reduce food loss.

Our Food Waste

As part of our approach we are taking the following structured steps to ensure that we minimise our food surplus by preventing it in the first instance and, when we can't, we'll work to get it redistributed. To help us do this we've launched the following programmes:

Feed It Back: Whilst we are working to minimise our food surplus there are inevitably instances where we are unable to sell all the food that has been delivered to our stores. For us, it's important that this food surplus is redistributed to good causes. That's why, in 2017, we launched our national food redistribution programme called Feed It Back.

Waste Not: Most recently we have introduced Too Good to Waste boxes, containing items that are no longer considered at their perfect best, but are still perfectly good to eat. These are now available in all our stores up until midday, while stocks last.

Helping Our Customers

Product labelling and innovations in packaging give us a great opportunity to help our customers make the most of the food they buy. We are one of the first supermarkets to adopt WRAP's best practice guidance for date labels and storage, and we've incorporated new messaging techniques on our fruit, veg and bakery items to encourage customers to make the most of the food they buy from us.

A Roadmap For Our Suppliers

We know that the greater proportion of food waste is generated in our supply chain rather than our stores. Led by WRAP and the IGD (Institute of Grocery Distribution), we are among the retailers joining food manufacturers and food service businesses to launch the Food Waste Reduction Roadmap. With a commitment to reduce food waste by 50% by 2030 (in line with SDG 12.3), we are playing our part in stores, but more importantly, with our key suppliers, to do the same.

Measuring our food waste accurately

We've taken the industry best practice bottom up approach to accurately measure the total tonnage of food surplus and waste arising from our UK operations, using our detailed datasets of each unsold product and individual product weights. This gives us a precise picture of the amount of food loss and where it arises. For consistency and transparency our reporting approach conforms with the Food Loss and Waste Accounting and Reporting Standard (FLW Standard).

Cutting our food waste, despite rapid growth

Despite experiencing rapid sales and store growth resulting in an increased market share, from 4.6% to 5.1% between 2016 and 2017, we've reduced our total food waste by over 2%. We've worked hard to improve our ordering processes and efficiencies in our stores and warehouses to focus on reducing food waste at every step. We've also increased the amount redistributed to our charity connections by 13%, following the roll out of our store level [Feed It Back](#) programme.

Taking business growth out of the equation, we have seen a relative 13% cut in food waste per average store area; a big step in achieving our goal of reducing food waste per store sq ft by 25% by 2020, against our 2016 baseline.

FOOD SURPLUS AND WASTE DATA

	FY2016	FY2017	FY2018	FY2019	FY2020	% Change
Total Food Surplus (t)	38,617	37,701	38,196	40,428	37,604	-2.6
Food Surplus Redistributed (t)	469	533	1,850	1,447	1,540	+69.5
Food Waste to Anaerobic Digestion (t)	38,148	37,168	36,346	38,981	36,064	-5.8
Food Waste Per Store*	47.7	41.4	37.5	35.7	32.4	-32.1

*average store area



How we've calculated the data

- As industry best practice we've invested in conducting a product based, 'bottom up', measurement approach to accurately calculate the volume of food surplus and determine where this occurs. The calculation is based on total number of individual unsold food products multiplied by the product weight (excluding packaging);
- Total food surplus and waste data has been calculated for our entire GB store and distribution warehouse operation for financial years 2016/17 and 2017/18;

- Food surplus redistributed to charity is calculated based on average tray and pallet weights. The volume collected is provided by charities and store level (back office) records.

Definitions:

- ***‘Food surplus’*** - Unsold products, including inedible parts of food, that are intended for human consumption including drink. Food surplus can be generated from product damages, degraded quality, recalls, past its best before or use by date;
- ***‘Food waste’*** – Any food surplus (see above) not redistributed for human or animal consumption and recovered or disposed via anaerobic digestion, composting, energy recovery or landfill.

Appendix B. TESCO and Food Waste

Tesco is a member of Champions 12.3 and works in support of UN Sustainable Development Goal Target 12.3 to halve global food waste by 2030

<https://www.tescopl.com/sustainability/planet/food-waste/>

Own Operation

Good food should never go to waste. We're determined to get good food to people who need it, when they need it most. In the UK we have sent no food waste to landfill since 2009. If we can't sell food, we distribute it to charities and community groups, and offer it to colleagues through our Colleague Shop. Any remaining surplus is converted into pet or animal feed, or turned into energy. No food waste goes to landfill in UK and Ireland. In the UK, 83% of unsold food safe for human consumption was redistributed in 2021/22, up from 82% last year. In Central Europe the amount of unsold food redistributed was 87%.



Working with suppliers

We partner with suppliers to halve food waste in our supply chains by 2030. So far, 79 suppliers have answered our call to disclose their food waste data, which will help us measure progress towards our goal.

Other ways we reduce waste in partnership with suppliers include stocking 'wonky' fruit and veg, selling bumper crops at great value and helping suppliers distribute surplus food to charity.



Supporting communities

We work with food banks and regional charities to ensure any good food left at the end of every day gets to people who need it.

Our Community Food Connection scheme, which links local charities to our stores, is the biggest of its kind in the UK. It provides two million meals a month to charities and community groups.



Helping customers

We help customers reduce food waste at home, which saves them money. Because customers tell us they assess fruit and vegetables by how they look rather than the "best-before" date, we've removed the date from over 160 products.

In our No Time for Waste challenge, families that took part reduced their food waste by nearly 1.5kg, saving £16.50 per week on average. In addition, we are advocating and helping customers to set a Use Up Day where customers make the most of last week's shopping by dedicating one day a week to 'using up' the food you've got left.

Appendix C. Carrefour and Food Waste

<https://www.carrefour.com/en/search/content?keys=food+waste>

Carrefour shares the **Consumer Goods Forum's** goal of reducing food waste by 50% by 2025 (compared with 2016). To achieve this goal, Carrefour is implementing a global policy on cutting down food waste. This involves a number of measures:

- **Adopting a more professional approach to waste at stores:** matching stock levels to demand flows, running special offers as use-by dates approach, devising product second-life solutions, making donations to food aid charities or subsidised grocery stores and recycling waste;
- **Developing solutions with suppliers:** extending the shelf life of Carrefour's own-brand products, conducting surveys on production waste, and selling visually defective products that are as good and safe as non-defective ones, etc.;
- **Promoting waste reduction among customers:** developing innovative solutions, raising awareness and offering support to make progress in this area.

Carrefour's ambition is to ensure operational excellence in its own waste reduction and to catalyse action among stakeholders (suppliers and consumers) throughout its business ecosystem.



28.7%
reduction of food waste
in 2020 (vs. 2016)

Target:
50%
reduction of food waste
by 2025 (vs. 2016)

KPI	2018 value	2019 value	2020 value	Change	Goal
Percentage reduction in food waste (vs 2016) ⁽¹⁾	-	9.7%	28.7%	19%	50% in 2025
Percentage of food waste recovered ⁽²⁾	-	54.2%	57.4%	-	
Number of meal equivalents distributed as unsold food to charitable organisations (in thousands) ⁽³⁾	116,530	105,382	77,071	-27%	
Weight of unsold products recovered through sale of food baskets in partnership with Too Good To Go® (in tonnes) ⁽⁴⁾	New	2,374	3,885	+ 63%	

(1) Scope: Non-comparable BU (73.3% of 2020 consolidated sales excl. VAT vs. 75% in 2019) - excluding SP, BE, IT SM, TW. Inclusion of warehouse data for Atacadao, Romania and Brazil

(2) Scope: Comparable BUs (73.3% of 2020 consolidated sales excl. VAT) - excluding SP, BE, IT SM, TW.

(3) Scope: this figure includes food donations made by the stores in all the Group's integrated countries, as well as donations made by the Group's warehouses in France.

(4) Scope: BE, SP, FR, IT, PO.

77,071

meal equivalents distributed through the donation of unsold food to charitable organisations.

1.9

million Too Good to Go® shopping baskets sold, that is to say 3,885 tonnes of unsold food recovered.

Appendix D. Scope 3 Applied to Food Waste

Greenhouse gas emissions are categorised into three groups or 'Scopes' by the most widely-used international accounting tool, the **Greenhouse Gas (GHG) Protocol**. Scope 3 includes waste disposal, use of sold products and transportation and distribution (up- and downstream).

Appendix E. Champions 12.3

<https://champions123.org/about-champions-123>

Champions 12.3 is a coalition of executives from governments, businesses, international organizations, research institutions, farmer groups, and civil society dedicated to inspiring ambition, mobilizing action, and accelerating progress toward achieving the United Nations *Sustainable Development Goal Target 12.3* by 2030.

Sustainable Development Goal Target 12.3 has two components, Losses and Waste that should be measured by two separate indicators.

Sub-Indicator 12.3.1.a - Food Loss Index

The *Food Loss Index (FLI)* focuses on food losses that occur from production up to (and not including) the retail level. It measures the changes in percentage losses for a basket of 10 main commodities by country in comparison with a base period. The FLI will contribute to measure progress towards *SDG Target 12.3*.

Sub-Indicator 12.3.1.b - Food Waste Index

A proposal for measuring Food Waste, which comprises the retail and consumption levels is under development. **UN Environment**, a branch of the UN,SDG is taking the lead on this sub-indicator.

SDG Target 12.3

By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

Members are senior executives of these institutions, including ministers, chief executive officers, and executive directors. Executives preside over institutions that have the ability to impact food loss and waste reduction at scale and that are dedicated to meeting Target 12.3.

Origins

At the 2015 United Nations General Assembly, countries of the world formally adopted a set of 17 **Sustainable Development Goals** (SDGs) as part of the Post-2015 Development Agenda.

SDG 12 seeks to “ensure sustainable consumption and production patterns.” The third target under this goal (Target 12.3) calls for cutting in half per capita global food waste at the retail and consumer level, and reducing food losses along production and supply chains (including post-harvest losses) by 2030.

To help convert Target 12.3 into reality, the global multi-stakeholder summit “*No More Food to Waste*” proposed developing a group of executives who would champion the cause of achieving SDG Target 12.3 --or *Champions 12.3*. During the United Nations General Assembly’s *Sustainable Development Summit* in September 2015, the government of The Netherlands formally called for its formation.

Aspirations: Dedicate, Lead, Showcase, Advocate

Champions do the following:

Dedicate to meeting Target 12.3

- Contribute to the global achievement of Target 12.3.
- Encourage others to pursue efforts to reduce food loss and waste.

Lead by example on how to reduce food loss and waste

- Quantify food loss and waste and monitor progress.
- Pursue strategies to reduce food loss and waste.

Showcase successes and communicate to peers and media the importance of food loss and waste reduction

- Raise awareness among governments, the private sector, and citizens about the issue of food loss and waste, the benefits of addressing it, and how to do so.
- Publicize and celebrate successes in reducing food loss and waste, thereby educating and motivating others.

Advocate for improving the enabling conditions for reducing food loss and waste when engaging other leaders, for example:

- Leverage relationships to persuade development banks, governments, donors, and/or the private sector to increase financing for strategies needed to meet Target 12.3.
- Leverage relationships to encourage efforts to close data gaps and build the capacity needed to meet Target 12.3.

Criteria for Becoming a Champion

- Must be the executive of an entity (e.g. CEO, President, Executive Director, Minister). Exceptions to this rule are granted by the Steering Committee only sparingly.

- Must be actively involved in reducing food loss and waste within own organization (including adopting the Target-Measure-Act approach) and externally. Champions are highly visible advocates and spokespeople on the issue within global decision-making venues.
- The Steering Committee also balances geography, diversity, and sectors when considering new Champions.

Activities

Champions convene several times per year, leveraging existing events at which a critical mass of Champions will already be in attendance. During convenings, Champions:

- Assess world progress toward achieving Target 12.3.
- Share how leaders are pursuing food loss and waste reduction; overcoming barriers; and achieving economic, food security, and environmental benefits.
- Publicize in the global and national media new analyses on food loss and waste, success stories of effective food loss and waste reduction, and what remaining barriers need the attention of policymakers, companies, financiers, researchers, and innovators.
- Identify windows of opportunity to advance improvements in enabling conditions (e.g., upcoming policy decisions, upcoming investment programs).

Between convenings, Champions lead by example, showcase, and advocate in a manner aligned with their interests and capabilities.

Secretariat

The **Government of the Netherlands** and **World Resources Institute (WRI)** jointly provide secretariat support to Champions 12.3, organize the convenings, and coordinate preparation of background analyses and media outreach materials.

Champions 12.3 is a coalition of executives from governments, businesses, international organizations, research institutions, farmer groups, and civil society dedicated to inspiring ambition, mobilizing action, and accelerating progress toward achieving Sustainable Development Goal Target 12.3 by 2030.

Members are senior executives of these institutions, including ministers, chief executive officers, and executive directors. Executives preside over institutions that have the ability to impact food loss and waste reduction at scale and that are dedicated to meeting Target 12.3.