



HARNESSING
HARDER TO
REACH
SURPLUS

INGENUITY HARNESSED.

**HARNESSING HARDER TO REACH SURPLUS.
A PARTNERSHIP PROJECT WITH DEFRA.**

**COMPANY
SHOP
GROUP**



Department
for Environment
Food & Rural Affairs

TURNING PROBLEMS INTO POTENTIAL

AWAITING COPY
FROM DEFRA

FOREWORD.

LOREM IPSUM DOLOR SIT AMET, CONSECTETUR ADIPISCING ELIT. QUISQUE NEC SEM FRINGILLA, PULVINAR TORTOR A, GRAVIDA NIBH. ALIQUAM ALIQUAM EX AT NUNC FAUCIBUS SCLETERISQUE. FUSCE NON ALIQUAM IPSUM. PRAESENT TEMPOR DAPIBUS ODIO EGET SAGITTIS. MAECENAS QUIS ENIM ET EST SAGITTIS ACCUMSAN VITAE A FELIS. INTERDUM ET MALESUADA FAMES AC ANTE IPS PRIMIS IN FAUCIBUS.

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WELCOME.

COMPANY SHOP GROUP HAS BEEN AWARDED £1,960,575 FROM THE DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS (DEFRA) AS PART OF A SCHEME TO SUBSTANTIALLY REDUCE FOOD WASTE. THIS FUNDING REPRESENTS A SIGNIFICANT STEP CHANGE IN RECOGNISING THE IMPORTANCE OF INVESTING IN A RANGE OF SURPLUS REDISTRIBUTION OPTIONS, IN ORDER TO REDUCE FOOD WASTE.

When I started what later became Company Shop from my small grocery store in Barnsley 50 years ago, I did so because what everyone else thought was a problem, I saw as an opportunity. People talked about the industry secret of food waste. I thought, if you call it waste, you treat it as waste, and I thought there were other ways we could respond. 50 years later things have changed. We don't call good food 'waste' as often, we are more open and transparent in our reporting of food surplus, we see the potential environmental and social power of surplus food.

As a commercial food business, we have always aimed to do the right thing. That's why eight years ago we pioneered the UK's first social supermarket chain, our social enterprise Community Shop. We broke down the traditional silos between for-profit and not-for-profit business models and understood that by using our scale and experience we could create even greater impact. We could create a profit and purpose organisation.



Through the Harnessing Harder to Reach Surplus (HHRS) project we have aimed to do the same. We have focussed on the hardest to reach surplus which is still, despite all our cultural and technical advances in food waste redistribution, seen as too difficult to handle. We have recruited a highly skilled team of industry experts and asked them to aim for the extraordinary in, once again, doing the things people previously thought were impossible.

Using the partnership with and funding from DEFRA as a catalyst, we have sought to find new ways to release the power and potential of surplus to create even more commercial, environmental and social impact.

We are aware that this is a marathon not a sprint. If we are to achieve the vision of the Sustainable Development Goals we need to do this over the long term. The DEFRA funding has enabled us to kick start this project, but we need to sustain this activity. We will do this by embedding the new model of HHRS stock acquisition into our model as business as usual and we will share this learning to create a movement of change makers across the food industry. Through doing this we will ensure that long after the funding has come to an end its impact will be felt for decades to come.

John Marren DL,
Group Founder and Chairman, Company Shop Group

INTRODUCTION.

ON 12TH SEPTEMBER 1962, IN AN ADDRESS AT RICE UNIVERSITY ABOUT THE NATION'S SPACE EFFORT, PRESIDENT JOHN F. KENNEDY SAID "WE CHOOSE TO GO TO THE MOON IN THIS DECADE AND DO THE OTHER THINGS, NOT BECAUSE THEY ARE EASY, BUT BECAUSE THEY ARE HARD; BECAUSE THAT GOAL WILL SERVE TO ORGANIZE AND MEASURE THE BEST OF OUR ENERGIES AND SKILLS, BECAUSE THAT CHALLENGE IS ONE THAT WE ARE WILLING TO ACCEPT, ONE WE ARE UNWILLING TO POSTPONE, AND ONE WE INTEND TO WIN, AND THE OTHERS, TOO."

Recent years have seen an increase in moonshot thinking.

This is thinking that aims to achieve something generally believed to be impossible - to think big, by framing problems as solvable and encouraging 'anything is possible' dialogues around how to solve the challenge.

The challenge of releasing the full potential of surplus is at the heart of our Company Shop Group model. For over 50 years we have seen that if we think differently, surplus stock is not a challenge but an opportunity to deliver positive commercial, environmental and social impact.

When we began the Harnessing Harder to Reach project in partnership with DEFRA, we understood that by taking advantage of our scale and experience we were in a unique position to do something truly innovative and impactful.

Significant volumes of surplus are created in both retail and manufacturing. The size of the prize in manufacturing has always been bigger, but the challenge has always been greater. Over the last year, we have used the DEFRA funding and applied our business experience through a team of highly skilled innovators and thinkers, to develop new models that create a step change in the way our industry handles surplus.

This report shows some of our learning, our partnerships, and our ambitions for the future. Big problems always need brave decisions and passionate partnerships to deliver big solutions. We did this not because it was easy, but because it was hard, and we believe that we have laid the groundwork for even greater work in the future.

We want to thank all the partners who have walked with us on this journey and encouraged us that greater things are possible than even we thought.

OUR KEY LEARNINGS.

THE HARNESSING HARDER TO REACH PROJECT AIMED TO UNDERSTAND AND REMOVE THE BARRIERS TO ACCESSING, REDISTRIBUTING AND UTILISING THOSE PRODUCTS FROM THE UK FOOD SUPPLY CHAIN THAT HAVE HISTORICALLY BEEN SEEN AS TOO DIFFICULT TO HANDLE. THIS PERCEPTION HAS LONG EXISTED IN BOTH THE MANUFACTURING SECTOR AND THE REDISTRIBUTION SECTOR.

We have analysed the types of product, the interventions needed and the changes that would be necessary for products to be effectively utilised. This is important because there is a significant volume of stock in this category and, if we are to meet the environmental and social challenges of food redistribution, this category of stock has untapped potential. By weight, household food waste makes up 70% of the UK post-farm-gate total (6.6 mega-tonnes), manufacturing 16% (1.5 mega-tonnes), hospitality and food service 12% (1.1 mega-tonnes) and retail 3% (0.3 mega-tonnes) - WRAP, 'Food surplus and waste in the UK - key facts', 2020.

1. We need to operate on three fronts - intervention, process and culture change.
2. 79% of the stock we redistributed falls into a small number of 'reasons why this stock is surplus'.
3. Creating 'Systems Change Advocates' at shop floor and senior influencer level is vital to the success. This process takes time and skill.



“At Tesco, we believe that no good food should go to waste. Our long-standing partnership with Company Shop Group helps us to achieve this goal - the Group has the technical infrastructure, capacity and expertise to help manage surpluses arising in our supply chains whilst maintaining the highest levels of brand integrity and food safety.”

Sarah Bradbury,
Group Quality Director, Tesco.

4. Investment should be made in infrastructure and knowledge, in order to create sustainable solutions, as opposed to spending the investment on the purchase of stock.
5. There needs to be an increase in capacity and capability in the redistribution sector to handle this type of stock.
6. Transparent and willing collaboration across all stakeholders in the process is vital.

**START
WITH WHY.**



**THIS FUNDING REPRESENTED
A SIGNIFICANT STEP FORWARD
BY THE GOVERNMENT IN
RECOGNISING THE IMPORTANCE
OF INVESTING IN A RANGE
OF SURPLUS REDISTRIBUTION
OPTIONS TO REDUCE
FOOD WASTE.**

OUR AIMS & OBJECTIVES.



IN MAY 2019, COMPANY SHOP GROUP WAS AWARDED £1,960,575 FROM THE DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS (DEFRA) AS PART OF A SCHEME TO SUBSTANTIALLY REDUCE FOOD WASTE.

This funding represented a significant step forward by the Government in recognising the importance of investing in a range of surplus redistribution options to reduce food waste.

As the largest commercial redistributor of surplus food and household products in the UK, Company Shop Group operates a sophisticated, purpose-driven model which delivers a compelling economic, environmental and social proposition to the food and drink industry.

Company Shop Group's trailblazing project provides a solution that no other redistributor can – addressing the complex interventions necessary to increase the redistribution of products further up the manufacturing supply chain. This is valuable surplus stock that has not been redistributed, until now, due to the cost and complexity of accessing it.

Our project not only committed to redistributing more surplus, but also established sustainable solutions and developed resources that will provide the industry with options for the good food that has previously been beyond the reach of redistribution.

At Company Shop Group we have a simple understanding -

**IF YOU CALL IT WASTE,
YOU WILL TREAT IT LIKE
WASTE, IF YOU CALL
IT SURPLUS YOU WILL
UNLOCK ITS TRUE VALUE.**

This drives our ambition and our innovation.

Through this project, we therefore aimed to increase surplus food redistribution and prevent food waste by making it economically viable and sustainable for food businesses to redistribute their surplus, rather than choosing a secondary option such as animal feed, anaerobic digestion or other disposal methods.

THEORY OF CHANGE.

SETTING UP A THEORY OF CHANGE IS LIKE CREATING A ROADMAP THAT OUTLINES THE STEPS THROUGH WHICH YOU PLAN TO ACHIEVE YOUR GOAL. IT HELPS US DETERMINE WHETHER OUR WORK IS CONTRIBUTING TOWARDS ACHIEVING THE IMPACT WE ENVISIONED.

The Theory of Change helps to clearly articulate and connect our work to our bigger goal and allows us to spot potential risks in our plan by identifying the underlying assumptions in each step.

In large projects like HHRS, when there may be several strands running simultaneously, the Theory of Change helps to map these different strands and consider how they link and relate to each other.

We developed our change theory built around three strategic interventions to maximise the value of hard to reach surplus:

INTERVENTION CHANGE

What do we need to do differently, in partnership with businesses in the food industry, to develop new interventions in the manufacturing supply chain to release more harder to reach surplus?





PROCESS CHANGE

What processes need to change in the way we intervene, transport, pack, label and retail those products in order to maximise the value of that food stock and feed more people?

CULTURE CHANGE

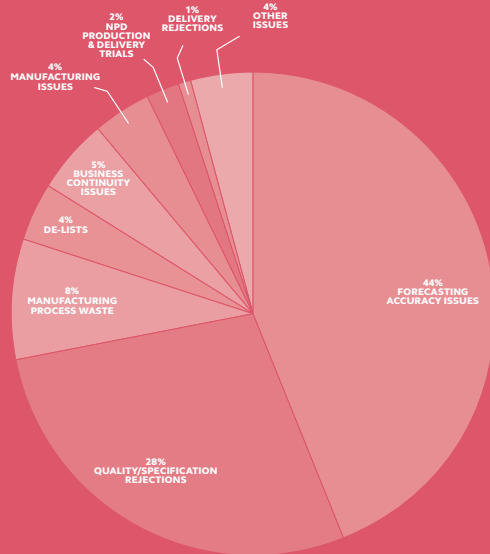
How do we learn lessons from change makers and cascade those lessons so that they become normative across the food industry and not discrete small-scale interventions?

THEORY OF CHANGE.

INTERVENTION CHANGE	PROBLEM	ACTIVITY	OUTPUTS	OUTCOMES	IMPACT
	In the UK food supply chain there are products which need significant additional processes in order to make them fit for redistribution, this can be difficult and expensive.	<p>Recruit a specialist team of skilled and experienced HHRS Advisors to conduct factory visits to understand and advise on new interventions.</p> <p>Purchase new equipment to support the efficient processing of stock in order for it to be redistributed.</p> <p>Develop metrics and processes to cost this stock in order to make the interventions sustainable.</p>	<p>Engaged with 213 suppliers across 240 sites. With 50 waste walks completed.</p> <p>Instituted 16 new processing models releasing 2M units of stock.</p> <p>We have new systems to understand the full cost recovery of all stock coming through the HHRS model.</p>	<p>We have invested in new processes to make it possible to redistribute stock which was previously thought too difficult to redistribute.</p> <p>We have instituted processes which educate people to the financial sustainability of hard to reach stock redistribution.</p>	 <p>We will release the full value of all hard to reach surplus by maximising its commercial, environmental and social value.</p>
	The food which is released from these new processes needs to be sold or redistributed in ways which we have not done before.	<p>We will analyse each unit of stock which comes into redistribution as a result of the HHRS project.</p> <p>We will work closely with manufacturing partners through our specialist team to understand the specific categories of intervention.</p> <p>We will develop new ways to retail and redistribute those products in order to best utilise harder to reach surplus.</p>	<p>We understand in specific detail the categories of products and the size of the surplus in each category.</p> <p>We have developed category specific interventions, piloted them and can scale them to meet the challenge of each category.</p> <p>We have developed our social eating model and our deli offer to redistribute new forms of surplus.</p>	<p>All harder to reach food is now able to be safely and compliantly redistributed.</p> <p>More people can access nutritious surplus in a range of ways best suited to the needs of the product.</p>	
	In a busy business environment it is hard to see the value of doing all this extra work and significant barriers exist to this happening.	<p>We will engage with key colleagues in the manufacturing supply chain in order to understand their challenges and encourage change behaviour.</p> <p>We will use the learning from the HHRS project to develop a toolkit and mentoring programme to sustain and cascade the learning and change.</p> <p>We will use social media and develop an AR platform to promote the positive benefits of this type of redistribution.</p>	<p>We have engaged with 240 manufacturing sites and in those have identified 50 potential change makers.</p> <p>We have written a online learning platform called The Luminary Programme and recruited the first cohort of 14 change makers.</p> <p>There has been significant online traction to the messages we have created and launched a multi purpose AR platform.</p>	<p>We understand and can respond to the personal and systemic barriers to long term change.</p> <p>We have a sustainable model for systems and culture change rolled out permanently across the food industry.</p>	

THE NATURE OF SURPLUS.

THERE ARE SIGNIFICANTLY DIFFERENT INTERVENTIONS REQUIRED FOR DIFFERENT STOCK TYPES. THROUGHOUT THE HHRS PROJECT WE HAVE LOGGED AND ANALYSED EVERY UNIT OF STOCK WHICH WE HAVE ACQUIRED AND REDISTRIBUTED.



THE MAJORITY OF THE STOCK HAS BECOME SURPLUS FOR A LIMITED NUMBER OF REASONS, IN FACT

72% OF ALL THE STOCK

ARISES FOR A SMALL NUMBER OF LARGELY AVOIDABLE REASONS.

44%

OF THE SURPLUS AROSE FROM FORECASTING ACCURACY ISSUES

Often this stock does not require a lot of additional work, but it is not uniform. Depending on where in the production process the decision has been made to classify the stock as surplus, there still may be the need for additional work in processing, labelling and packing to get the stock redistribution ready.

28%

OF THE SURPLUS STOCK HAS COME TO US BECAUSE IT HAS A QUALITY OR SPECIFICATION ISSUE

This stock generally requires some additional intervention, such as labelling, in order for it to be compliant for safe onward redistribution.

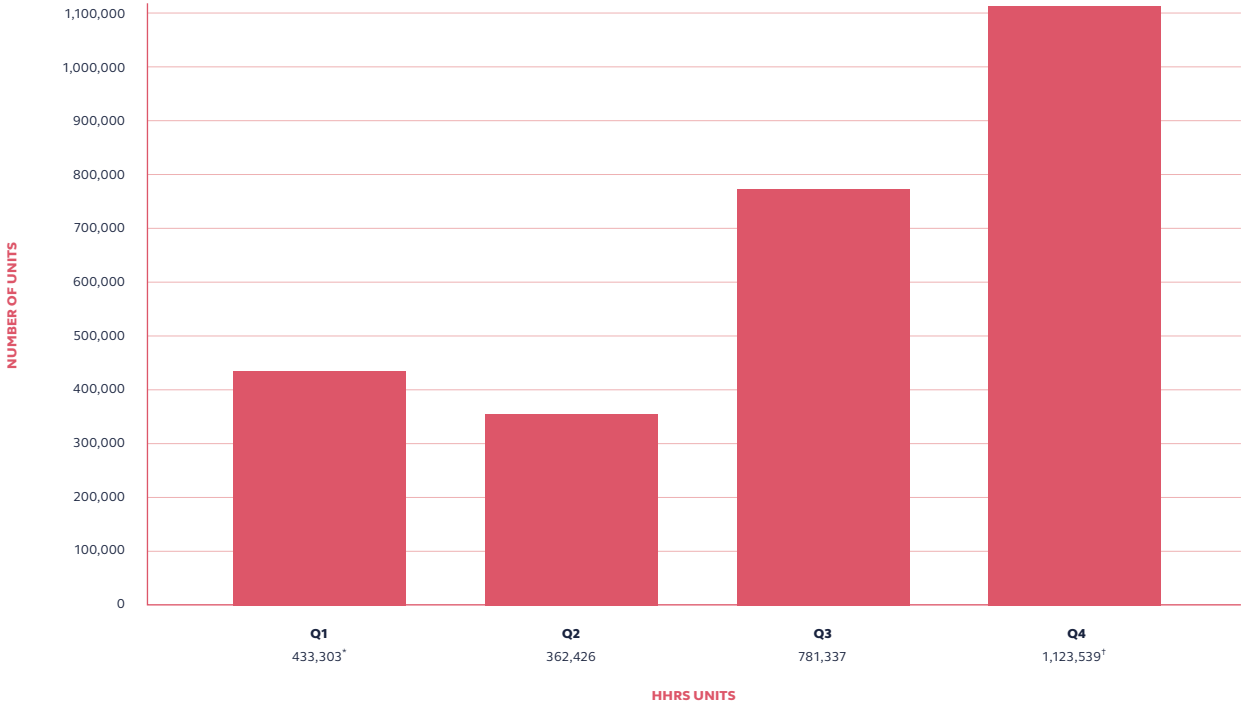
The purpose of the HHRS project was to go beyond what was easy, beyond what was avoidable. As well as supporting the industry to change their mindset and processes around the avoidable waste, we have also made it our mission to focus on the remaining 28%. The hardest to reach, the very tricky stuff. We leave no stone unturned, we build our capacity and capability and we stay true to our values by always aiming for the extraordinary.

THE NATURE OF SURPLUS.

CHANGE MEANS ADAPTATION. WE HAVE SEEN THE PROGRAMME GROW IN TRACTION AND EFFECTIVENESS. 61% OF THE STOCK WILL BECOME ONGOING REDISTRIBUTION MEANING THE IMPACT OF THE PROJECT WILL BE SUSTAINABLE INTO THE LONG TERM. THE IMPACT OF THE COVID-19 PANDEMIC CAUSED SIGNIFICANT DISRUPTION TO QUARTER 4 OF THE HHRS PROJECT, BUT THE LONG TERM GROWTH OF AND IMPACT OF THE PROGRAMME IS SECURE.

* QUARTER ONE INCLUDES AN ISOLATED AND EXCEPTIONAL VOLUME ARISING FROM A PARTNER BUSINESS INTERRUPTION ISSUE.

† PROJECTED FOR THREE MONTHS FROM THE 374,513 NUMBER PRE COVID-19.

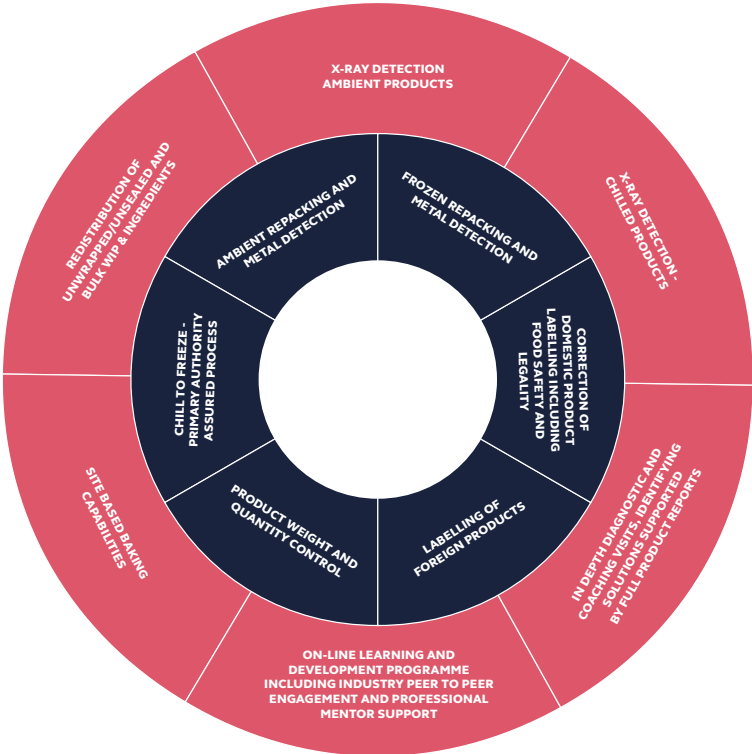


SUSTAINABILITY & LEGACY.

COMPANY SHOP GROUP HAS LEVERAGED ITS CULTURE AND CAPABILITY IN ORDER TO DELIVER THE HHRS PROGRAMME. TO ACCOMMODATE THE NEW FLOW OF STOCK GENERATED BY THE HHRS PROGRAMME, THIS HAS ALSO MEANT DISRUPTING AND INNOVATING OUR OWN OPERATIONAL AND RETAIL MODELS TO GAIN BEST VALUE FROM THE PROGRAMME.

We were already experts in redistribution, from finished products through to those requiring more substantial intervention to make them safe, legal and compliant; stopping good food from going to waste and getting it onto peoples plates as first intended. Our learnings from the HHRS project have informed and supported investment decisions into new capabilities which we believe will achieve the greatest impact on the war against the harder to reach food waste, long beyond the life of the grant.

BLUE – CAPABILITIES BEFORE HHRS
PINK – ADDITIONAL CAPABILITIES AFTER HHRS



IMPACT METHODOLOGY.

COMPANY SHOP GROUP HAS DEVELOPED AN IMPACT
METHODOLOGY BASED ON THREE MODES – UP, DOWN, OUT.

UP.

UP is the upward pressure to advocate for systemic and policy change.

DOWN.

DOWN is the creation of the greatest deep impact in specific areas and against specific agendas.

OUT.

OUT is creating the maximum broad impact for the maximum number of people.

Our Company Shop stores create broad social and environmental impact and our HHRS programme and the Luminary Programme demonstrate our systemic impact.

**“THE IMPACT WILL
BE FELT LONG AFTER
THE LIFETIME OF
THE FUND.”**

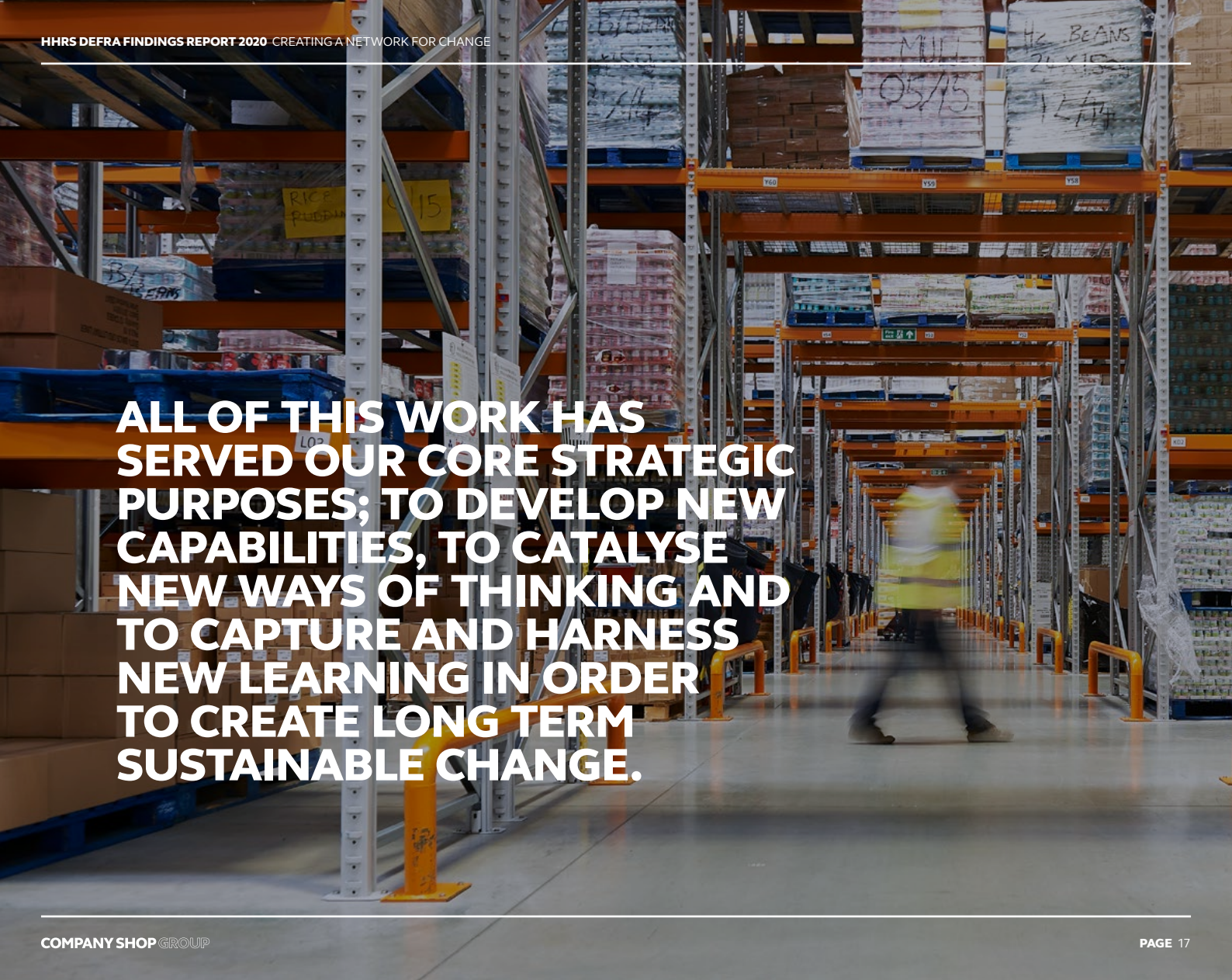
Jane Marren,
Group Managing Director, Company Shop Group.

**“COMPANY SHOP GROUP’S
DISRUPTIVE MODEL HAS
CHANGED THE WAY THE
INDUSTRY THINKS ABOUT
FOOD AND DRINK SURPLUS,
MAXIMISING THE VALUE OF THE
PRODUCT FOR MANUFACTURERS
AND REDUCING WASTE.”**

Ian Wright,
Chief Executive, Food and Drink Federation.

CREATING A NETWORK FOR CHANGE.

**CREATING CHANGE MEANS WINNING BOTH HEARTS AND MINDS,
AND THERE IS NO SHORTCUT TO DOING THE HARD YARDS .**



**ALL OF THIS WORK HAS
SERVED OUR CORE STRATEGIC
PURPOSES; TO DEVELOP NEW
CAPABILITIES, TO CATALYSE
NEW WAYS OF THINKING AND
TO CAPTURE AND HARNESS
NEW LEARNING IN ORDER
TO CREATE LONG TERM
SUSTAINABLE CHANGE.**

THE HHRS JOURNEY.

AS THE LARGEST COMMERCIAL REDISTRIBUTOR OF SURPLUS FOOD AND HOUSEHOLD PRODUCTS IN THE UK, COMPANY SHOP GROUP OPERATES A SOPHISTICATED, PURPOSE-DRIVEN MODEL WHICH DELIVERS A COMPELLING ECONOMIC, ENVIRONMENTAL AND SOCIAL PROPOSITION TO THE FOOD AND DRINK INDUSTRY.

Through the HHRS project, we developed a robust methodology and a skilled team of people with a demonstrable track record of industry experience and high levels of relationship management. Some of the stock came from companies who recognised the importance of redistribution and supplied stock after one or two phone calls. For some partners, the process of education and engagement was all that was needed and, in the light of this, we have learned and embedded lessons in our wider business and are reshaping our website to provide a deeper insight into the world of surplus.

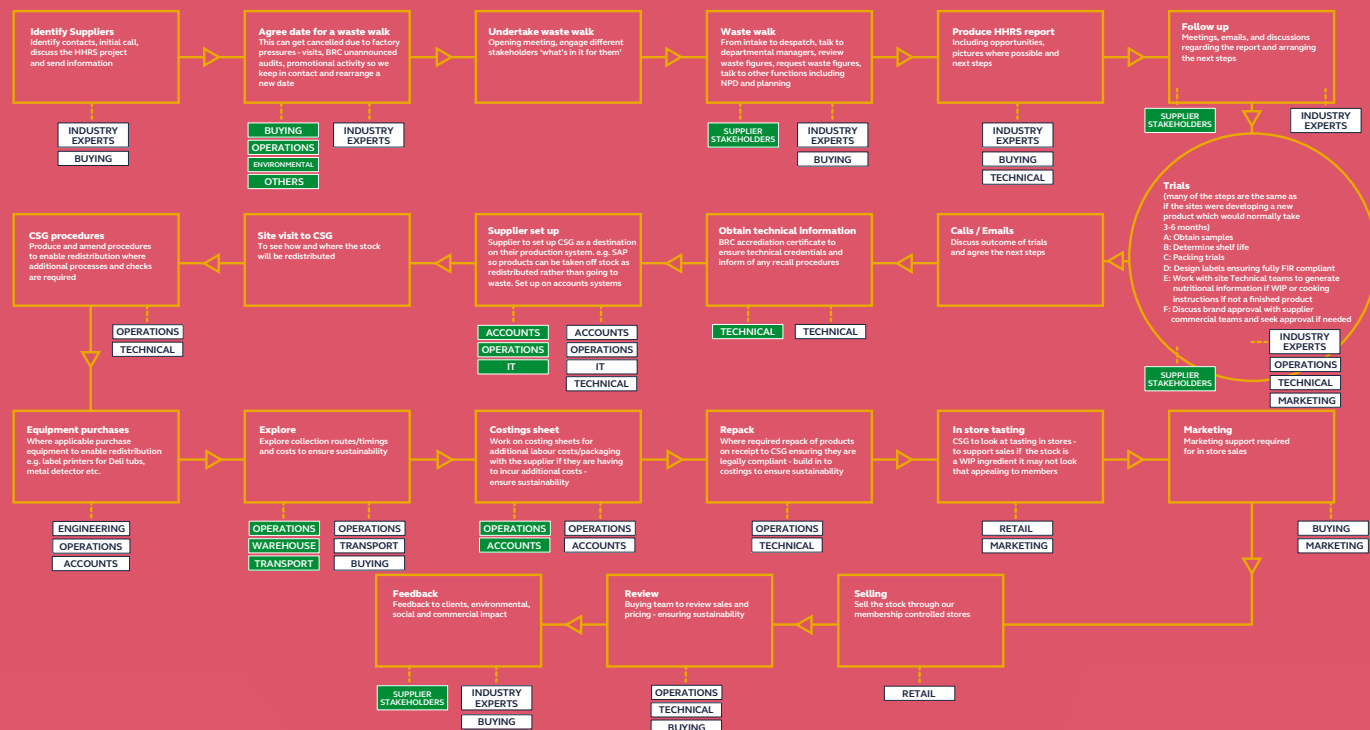
To meet the challenge of hard to reach surplus we understand that there are a number of different things which need to change - processes, systems, and rules. But real change begins with people who want to make a difference. Whether people are driven by the ticking clock in the climate emergency, by the need for sustainable business efficiency, or by the injustice of hunger, real change starts with people.

We identified and understood some of both the volumes and reasons for surplus occurring and, using this insight, we developed a process so we could share that learning with our manufacturing supply partners to more effectively identify, intervene and utilise those products. The process had 21 stages and was used as a template for our operational methodology.

Change is about relationships and shared learning. This 21 stage plan was a pattern not a padlock. It provided a framework and toolkit that met the bespoke needs to diverse partners and diverse products.

THE HHS JOURNEY.

■ Requires action from Company Shop Group representative. ■ Requires action from the Supplier's representative.



THE HHRS JOURNEY.

WE WORKED CLOSELY WITH SONIA MASON-PALMER OF SAMWORTH BROTHERS, ONE OF OUR HHRS PIONEERS. IN A FACTORY THERE ARE A NUMBER OF STAKEHOLDERS, EACH WITH DIFFERENT REMITS, WHO EACH NEED TO BE INFLUENCED

HOW DID IT START?

STEP 1.

A waste walk with Sonia to identify surplus food that was currently going to waste that could be redistributed.

STEP 2.

Sonia then spoke with her team to understand how the surplus sandwich fillings in her Prep Area could be redistributed and had follow up discussions with Company Shop Group.

STEP 3.

Sonia made an outline plan and started discussing the required changes with the different stakeholders within her business, to obtain agreement so that they could do a trial and produce some samples.

TECHNICAL – ensuring the surplus sandwich fillings were safe to eat, agreeing packaging format and understanding shelf life of a WIP item

OPERATIONS – warehouse/fridge – identification and segregation of the stock, where it will be stored

FINANCE – identifying any extra costs that are going to be incurred, and any additional commercial value

PLANNING – creating time on production line and labour to pack off the products

COMMERCIAL – understanding if their customers will approve, managing the brand for their customer

TRANSPORT – arranging collections and timings to fit in with core business out loading

Being an agent of change is a marathon and not a sprint. At this stage of the process it is often difficult to get time with stakeholders and convince them of the desired changes. This all happens in the real world, in a busy workplace with customer visits, audits, new product launches and business as usual production.

At this stage the support of a senior sponsor is vital. Strategic influence and skilled tactical knowledge are the powerful partners in making change real.

Company Shop Group provided a printer for the sandwich filling tub labels and Sonia worked with her Technical colleagues, so all technical information was accurate. We produced label templates for the identified products. Sonia worked with IT and planning to make changes to their stock system so the product could be moved from waste to redistribution. Despatch and transport teams came on board with additional support from finance to make this possible. A marathon and not a sprint.

“Not only did it feel rewarding, helping people in need made it more worthwhile. Involving the team at Bradgate meant that we are spreading the message of reducing waste which in turn helps people understand the importance of it. We do good things with great food.”

Sonia Mason-Palmer,
Surplus Superhero.

THE FUTURE OF THE UK FOOD SYSTEM – NINE KEY MATTERS.

RARELY WHEN NAVAL GAZING DO SCRIBBLERS NOT SUGGEST THAT THEY LIVE IN EVER-CHANGING TIMES, WITH CONSIDERABLE UNCERTAINTY ABOUT WHAT IS AROUND THE CORNER. IF THE TRUTH OF SUCH PONTIFICATION EBBS AND FLOWS OVER THE DECADES, IT IS ABSOLUTELY A TRUISM IN THE FIRST HALF OF 2020. THE PACE OF CHANGE IS CURRENTLY AWE INSPIRING AND FRIGHTENING IN THE SAME THOUGHT. THE GLOBAL FOOD SYSTEM HAS BEEN TURNED UPSIDE DOWN BY THE CORONAVIRUS CRISIS.

First and foremost, the crisis has displayed graphically, worryingly, the importance of food security, and this may be a higher ongoing priority for policy makers going forward; the dangers to social order when food becomes scarce and so the need to secure supplies. With the UK leaving the EU, food security becomes all the more thought-provoking; where will the UK obtain its produce, what standards should apply and what of domestic sourcing, import substitution and future agri-food policy? Future trade policy, whether with the EU, the USA or the rest of the world, needs to embrace such matters.

Secondly, the Coronavirus crisis has shown where compassion works and how the state, business and non-governmental organisations have moved mountains to remove homeless people from the empty streets, feed the elderly and vulnerable and to do so online. Such good work can be built upon and Community Shop is a hybrid and pivotal movement to help those living with real poverty, need and low opportunities whilst reducing food waste.

Dr Clive Black,
Non-Executive Director at Community Shop.



Thirdly, online participation in the UK grocery market has shifted to the right through the Coronavirus crisis,

**DOING IN 12 WEEKS WHAT
TOOK 23 YEARS PREVIOUSLY;
PARTICIPATION IS NOW 15%,
AND LIKELY TO STICK AS THE
RISK AVERSE, VULNERABLE
AND ELDERLY EMBRACE
REMOTE SHOPPING.**

The UK is just about the leading online grocery market in the world, and recent developments serve to be a revolution within a digital revolution.

THE FUTURE OF THE UK FOOD SYSTEM – NINE KEY MATTERS.

Fourth, 'Retail' has gained volume share from lockdown and home working. Post-lockdown the latter is likely to also move to the right, so leading to less commuting. As such calorie intake is set to shift from urban centres to neighbourhoods and the food delivery systems can be expected to respond to this development. With respect to work, the world is in recession, and quite what emerges with respect to employment going forward is an immense worry, around food poverty, child welfare and how food systems respond and cope.

Fifth, where Retail has benefited, the Food & Beverage sector has been crippled by lockdown. What re-emerges on the other side of the Coronavirus mountain remains to be seen, but capacity is set to notably fall. Additionally this channel faces the challenges of reticence by the risk averse to occupy high density locations, an almost existential challenge. Social distancing and social intimacy are poles apart and awaiting a vaccine could cripple the commercial hospitality industry.


Sixth to ninth, amongst all this is where do the matters of animal welfare, where the UK is a global leader, the ethics of food production in the digital and laboratory age, sustainability and well-being come into food security, trade, agri-food, welfare and domestic food system policy?

These are truly tumultuous times where change is taking place at unrecognisable pace fuelled by technological change, particularly digitisation from which there is much more to come our way through artificial intelligence, augmented reality and virtual reality to name but three.

The food system is not defined by Coronavirus but it has been adjusted by it, substantively and at pace; the system has already adjusted.

IT IS IMPERATIVE FOR ALL THE PARTICIPANTS OF THE SYSTEM TO ENSURE IT CHANGES FOR THE BETTER; CHANGING THINGS FOR THE BETTER IS AT THE HEART OF WHAT COMMUNITY SHOP IS ABOUT.

**MORE THAN
JUST FOOD.**

A photograph of two women in a kitchen setting, both laughing heartily. The woman on the left is Black, wearing a black polo shirt and a colorful floral headwrap. The woman on the right is white, wearing glasses, a red long-sleeved shirt, and a blue apron. They are standing behind a counter with various fresh ingredients like tomatoes, lemons, and herbs. In the background, there are kitchen shelves and equipment.

**COMMUNITY SHOP SEES A
WORLD WHERE FOOD IS NO
LONGER A SYMBOL OF ANXIETY
AND FINANCIAL HARDSHIP,
BUT INSTEAD BECOMES
REPRESENTATIVE OF ALL THAT IS
GOOD IN LIFE: FAMILY, HEALTH,
COMMUNITY AND JOY.**

MORE THAN JUST FOOD.

Community Shop

“IF I HAD AN HOUR TO SOLVE A PROBLEM AND MY LIFE DEPENDED ON THE SOLUTION, I WOULD SPEND THE FIRST 55 MINUTES DETERMINING THE PROPER QUESTION TO ASK... FOR ONCE I KNOW THE PROPER QUESTION, I COULD SOLVE THE PROBLEM IN LESS THAN FIVE MINUTES.”

ALBERT EINSTEIN

When we were inspired to establish Community Shop, we were wrestling with lots of questions – how do we solve food poverty, how do we rescue more food from destruction, and can these two co-existent problems be solved together? We know they cannot. The importance of questions is that they dictate the answer from which you innovate.

‘Food poverty’ has become a catch-all term, and like all catch-all terms it lets us get away with lazy thinking. As with homelessness, crime, vandalism, poverty, it is all too tempting to believe that food poverty is too big, too simple, too ‘their own fault’ to attempt to understand the more complex and nuanced conversation which is needed.

Within a few months of opening the first Community Shop in Goldthorpe, South Yorkshire, we realised that there was a deeper question that we needed to answer. That question was, why did human beings eat food?

The answer could be because we need to consume enough calories so that our bodies have the energy to maintain our life from one day to the next. So therefore, this answer would be - calories.

What we saw and experienced in our first Community Shop is that when people came together around food the answer is different. People eat food to celebrate, to show love, to mark important days, times, seasons and festivals. People use food to tell stories and establish cultures. People eat food to create moments of gathering to celebrate the exuberant joy of being together with others.

Anthropologists call this ‘commensality’. So, the answer to the question was commensality, not calories. Community Shop was built on the understanding that we needed to create spaces for people to come together to build stronger individuals and more confident communities around food.



LEARN MORE ABOUT HOW THE COMMUNITY SHOP WAS SET UP BY CLICKING HERE.

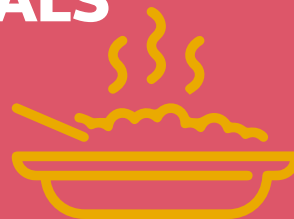
MORE THAN JUST FOOD.

WE'RE PROUD OF HOW WE'VE BEEN ABLE TO HARNESS
HARDER TO REACH SURPLUS. THE HHRS PROJECT HAS
BEEN AN ENabler TO:

**SERVE 5,916
HOUSEHOLDS,
15,382 PEOPLE
THROUGH
COMMUNITY
SHOP**



**PROVIDE
FOOD
EQUIVALENT
TO 3,261,905
MEALS***



*Using 420g as a weight per meal proxy

MORE THAN JUST FOOD.

Community Shop

THAT IS WHY WE CREATED THREE CONNECTED SPACES AT COMMUNITY SHOP.



A Community Store which sells food in a dignified retail setting at deeply discounted prices. This enables our customers to maintain the psychological identity of being retail shoppers. This in turn empowers them to transition back into mainstream retail shopping more quickly.

Community Hub provides a pathway of learning and development groups

to help people develop skills and find purpose; to write a life plan and believe that they have the ability to deliver it.

Community Kitchen provides a space for people to engage with food in a positive way, building a new relationship with food as a symbol of joy, wellbeing and community cohesion.

Through the HHRS project we have been able to redistribute even more food and ensure access to that food for those who need it most but can afford it least.



Our approach is guided by the belief that you can't build on broken, and instead we should focus not on what's wrong, but on what's strong. The lens through which we see the individuals and communities we serve focuses on what assets and strengths people have at their disposal.

Community Kitchen is also a programme to support our members in revisiting their food journey, to dig out memories of the role food played in their childhood, when it created moments of awe and delight. It is our aim to give our members the space and platform to examine their relationship with food, as well as their relationship with their community, and to have an opportunity to build on it.



Community Shop sees a world where food is no longer a symbol of anxiety and financial hardship, but instead becomes representative of all that is good in life; family, health, community and joy. Building communities around food isn't rocket science, but it is more than pie-in-the-sky and more nuanced than the lack of food.

**MORE THAN
JUST FOOD.**

Community Shop



NATALIE'S STORY

**SEE THE REAL POWER SURPLUS HOLDS,
VIEW NATALIE'S STORY BY CLICKING HERE.**

**RELEASING
POTENTIAL.**

**WORK IN PROGRESS
PRODUCTS ARE NOT ONLY
HARDER TO REACH AND
HARDER TO UTILISE, BUT
ALSO ARE A SIGNIFICANT
CONTRIBUTOR TO FOOD
WASTE, ONE WHICH MANY
FOOD REDISTRIBUTORS FIND
CHALLENGING TO ADDRESS.**

RELEASING POTENTIAL.

SOMETIMES SHINING A LIGHT ON SURPLUS MEANS LESS IS REDISTRIBUTED, NOT MORE. OUR COMMITMENT THROUGH THIS PROCESS IS ALWAYS TO REDUCE AVOIDABLE SURPLUS WHILST ENSURING THAT UNAVOIDABLE SURPLUS CONTINUES TO YIELD POSITIVE COMMERCIAL AND SOCIAL IMPACT FOR OUR PARTNERS.

Our mantra of 'if you call it waste you treat it as waste' means that often our highly skilled team of experts and workplace coaches support systemic changes with our partners that take a product from zero to hero.

MARROWS

Creating a balanced eat well plate requires us to go the extra mile not only at the factory gate but at the farm gate. Increasing the consumption of fresh fruit and vegetables is not only good for our wellbeing but good for business. Growing and cultivating produce is not easy and the weather can have a big impact; too much rain, too little rain, wind, temperature. All these factors can influence when the crop is ready and the size and quality. After completing a diagnostic assessment with the supplier and understanding more about the growing seasons and the pack house, we were able to offer some solutions for the surplus they had.

When our specialist HHRS advisor walked through some of the fields, the supplier pointed out an issue they had at that moment with some marrows, they were too big and did not meet the customer specification, there were also quite a few that were mis-shaped - would we be able to help? The supplier explained that the out of specification vegetables would either be ploughed back into the field or chemically burnt if they could not find a home for them. Marrows are not something we had regularly in store and are not the most common vegetable people purchase and know what to do with, so we had to think on our feet.

We agreed to take the out of specification marrows to sell in our stores. We engaged our team of chefs at Head Office to make two dishes with the marrows and serve them to our colleagues, so they were more informed to speak to our members in store. The recipes and full supporting ingredient packs were made available to our members, encouraging them to try something new.

This was a great success and provided the supplier with a case study that could be used for future products that did not quite fit the retailer specification but were perfectly good to eat.

WATER

This product was identified by the HHRS expert working with Company Shop Group and the retailer, completing Learning Visits across various distribution centres and factory sites. The water had been created by a specialised water producer for a retailer and had become short dated due to insufficient volumes being sold. They no longer required the product due to the short life so rejected the load.

This product was in cases of 6, each bottle containing 750ml totalling 25,000 units and was destined for anaerobic digestion (AD).

Company Shop Group collected the product and delivered it into the main distribution centre for processing.

The water had to be dismantled from the format that it arrived into the warehouse and we were required to disclaim over the branding on the outer packaging of the product. This had to be done in a timely manner to ensure that we could redistribute amongst the stores before the product came to the end of its life.

RELEASING POTENTIAL.

INCREASING THE CONSUMPTION OF FRESH FRUIT AND VEGETABLES IS NOT ONLY GOOD FOR OUR WELLBEING BUT GOOD FOR BUSINESS.

Through our unique model, products which are appropriate both in terms of size and suitability are distributed to our Community Shops throughout the UK.

Products like water and marrows in such high volumes are maximised through our Donation Activation programme. This is where products which can't go direct are activated through Company Shop stores, who sell the products and credit the full value back to Community Shop so that they can use it to secure the wide range of food and household products that their members need. Meaning members get access to the right products when they need them.



CASE STUDY. ADAPTATION.

IN THE WORLD OF CLIMATE RESPONSE, THE CONCEPT OF ADAPTATION SIGNALS ADAPTING TO LIFE IN A CHANGING CLIMATE AND INVOLVES ADJUSTING TO ACTUAL OR EXPECTED FUTURE CLIMATE. WE RECOGNISE THE IMPERATIVE OF ADAPTING IN ORDER TO MEET THE GROWING NEED OF A SUSTAINABLE FUTURE FOR OUR PLANET.

In the context of this project, adaptation for us has taken on a much more practical nature. Mahatma Gandhi once said “be the change you want to see in the world”. In this regard we have recognised at Company Shop Group that, in order to meet the challenges of harnessing hard to reach surplus, we have had to undertake a number of adaptations in our own business model and practice. As well as the innovative interventions at factory floor level, this has also meant we had to adapt our business to make the best use of the new products available.

Many of our existing models of retail pre-suppose a linear product journey, one where product is destined to arrive fully packaged with appropriate labelling on a merchandised retail shelf. Hard to reach surplus products do not fit neatly into this model, there is a reason that some products are harder to utilise.

In our business we have adapted some ways that we provide a conduit for great quality food to be enjoyed by people, where we cannot address the full utilisation of some surplus products without addressing our retail and hospitality models.



THE DELI

In one of our stores we have piloted a return to a traditional model of retail, one which was familiar to our founder from his first shop, 50 years ago.

Through the HHRS funding, we invested in a Deli Counter that enables us to accept a much wider range of product types and get them to people more efficiently, which is important given the limited food-safe life of many of these products. The Deli adds in an element of interest and diversity to our product range and encourages customers to explore the full range of surplus products that we have on offer. It also enables Company Shop Group to make best use of the new products we have available.

The key elements of the Deli innovation were that, for the first time in UK food redistribution, we were able to utilise unpackaged work in progress products. We also invested in specialist equipment to use surplus/out of specification bulk products, often occurring in the Hospitality and Food Service (HaFS) sector. This was a pilot to assess viability and opportunity to scale for both raw and cooked product categories; part of our commitment to interrogate not only the supply side of UK food redistribution but the retail and customer offer.

Innovation and change are never easy, but we have recognised that adapting the way in which we offer food has been an important element in fully releasing the potential of surplus.

CASE STUDY. LONGLEY FARM.

'IF YOU CALL IT WASTE, YOU TREAT IT AS WASTE' MEANS THAT OFTEN OUR HIGHLY SKILLED TEAM OF ADVISORS AND WORKPLACE COACHES SUPPORT SYSTEMIC CHANGES WITH OUR PARTNERS THAT TAKE A PRODUCT FROM ZERO TO HERO.

Longley Farm are a Yorkshire based dairy products manufacturer, selling through retailers under their own brand. They are a family owned business handed down from father to son, and understandably are very protective of their brand. Company Shop Group attended a Barclays Sustainability workshop and met Longley Farm there. Through discussions with them during the workshop, Company Shop Group established they had surplus stock from trials of a new product that had recently been launched in the marketplace.

Surplus was occurring because the minimum batch size that Longley Farm could produce with their equipment was greater than the initial volumes being sold through the retailers, a regular consequence of bringing new products to market. This resulted in a significant volume of greek yogurt pots being wasted every 2 weeks, continuing until such time that the retail sales grew to match their batch production levels.

Through sharing Company Shop Group's capabilities, including how we manage high-profile branded products through our closed membership stores, they agreed to send us their surplus stock. We understood the volume would not stay at the original high levels because as retail sales grew there would be less surplus, such is the nature of our business. Longley Farm could continue making their new product, knowing they had a home for their surplus that delivered a commercial return, protected their brand, had environmental benefits and stopped great food from going to waste.

CASE STUDY. OXO.

GOOD THINGS HAPPEN ON THE FOUNDATION OF GOOD RELATIONSHIPS. COMPANY SHOP GROUP HAS SPENT 50 YEARS BUILDING SOME GREAT RELATIONSHIPS. ALTHOUGH THE HHRS PROJECT HAS HELPED US TO ENGAGE AND INNOVATE WITH NEW BUSINESS PARTNERS, WE HAVE ALSO WORKED TO 'SEE THROUGH NEW EYES' SOME OF THOSE LONGSTANDING PARTNERSHIPS.

Oxo is an iconic British brand and one we are proud to work with. Over many years we have worked with Premier Foods to release the full value of their surplus, this year we wanted to do more. The opportunities for Oxo were identified by our HHRS advisors during a factory diagnostic visit at the Premier Foods site. The 'Oxo' cubes were wrapped in their striking foil packaging but sometimes there were defects in the packaging of the cubes and product was rejected and sent to waste.

HHRS INTERVENTION

The HHRS fund enabled us to work with the site and undertake a number of innovative trials. The site started to collect all flavours of the rejected products, and put these into large brown sacks. The product was collected and a trial carried out at Company Shop. We worked with our experienced team to explore the best method for sorting, re-packing and labelling.

Due to the different variants in the sacks, several packing and labelling formats were agreed, individual cubes collated and put into bags and labelled. Individual cubes filled into 'Oxo' cube boxes and also mixed bags.

Positive results from the trial lead to the site changing their process, routinely collecting the damaged stock that did not meet their specification.



Real process change happens when partners choose to work together, both making small changes. The sum of those changes makes great results possible.

Managing this iconic brand in new ways made it possible to find value in a product and transform waste into an added extra for millions of meals.

CASE STUDY. OXO.

“At Premier Foods Workstop we are committed to preventing and reducing food waste in our business in line with the food waste hierarchy.

However, there are occasions throughout our processes where waste occurs, and we want to do the right thing if this stock is ‘safe to eat’.

Working with Company Shop Group and their HHRS project team has allowed us to divert Oxo cubes that do not meet our specification because of quality defects in the packaging from AD to now feeding people. Company Shop Group are now taking this stock and through their processing capabilities are sorting and labelling the stock so it can be sold through their membership only stores.

We see this first project as a catalyst for looking at other areas within our business where good food is going to waste and are confident this is just the start.”



Gary Parnell,
Environmental Manager, Premier Foods.

PLANNING AND PROCESS.

**THE LEARNINGS FROM THE HHRS PROJECT HAVE HELPED US
TO UNDERSTAND THAT MATCHING CULTURE CHANGE WITH
SYSTEMS CHANGE IS ESSENTIAL TO ACHIEVE LASTING IMPACT.**

BUSINESS CONTINUITY PLANNING.

STOPPING GOOD FOOD FROM GOING TO WASTE SHOULD BE AS VISIBLE AND EMBEDDED ACROSS THE BUSINESS AS HEALTH AND SAFETY IS, IF BUSINESSES ARE TO BE TRULY SUSTAINABLE.

The resources of food, and of our planet, are precious. A focus on food waste reduction should be written into every part of business planning and processes. Some of these are less obvious, but we have learned that changes in some areas lead to great results in others. This is particularly true in crisis management and business continuity planning. Compliance and Risk Management Teams can become Sustainable Development Goal heroes.

Occasionally one of our partners may have a major issue like a fire, flood or power cut, which can result in finished products or ingredients becoming at risk. Working alongside insurers to mitigate claims, the business needs to find a home quickly for the stock, so it does not go to waste. When a retailer asked us to help following a fire, we quickly mobilised vehicles to remediate the stock and were able to sort and sell through our stores. Business continuity is also about protecting stock and costs, so when some food service outlets had to close, we were able to take some of their bulk components, delivering both financial and social return.

When the unthinkable happens, we are always on hand to respond.

A FACTORY HAS A MAJOR POWER FAILURE

AND NEEDS TO QUICKLY MOVE STOCK OUT OF THEIR FREEZERS AND CHILLERS.

A SUPERMARKET HAS A FIRE

AND THE STOCK IS DEEMED FIRE DAMAGED BUT IS STILL PERFECTLY GOOD TO EAT.

Both these situations, and many more, require redistribution arrangements to be explicitly included in the business recovery plans, so that recovering the stock is an opportunity rather than an afterthought. Company Shop Group, using its scale and infrastructure, works with many insurers and liquidators to support businesses at difficult times.

- **SUPPORTING BUSINESS CONTINUITY TEAMS**
- **PROTECTING BRANDS**
- **MINIMISING FOOD WASTE**
- **MINIMISING FINANCIAL CLAIMS**

PRODUCT RECALLS.

IN SOME CASES, THE SYSTEMS CHANGE WE'RE LOOKING FOR RELATES TO HOW LEGISLATIVE CHANGES CAN HELP AND SUPPORT SURPLUS FOOD REDISTRIBUTION.

Food products are withdrawn or recalled from the market for a number of reasons to ensure that only safe and wholesome products are presented for sale as required by regulation EC 178/2002 – General Food Law. Products that are recalled or withdrawn from sale are not usually considered suitable for reworking and are usually classified as waste.

Food products recalled or withdrawn which are intrinsically unsafe and unwholesome, must be classified as waste to protect the health and wellbeing of consumers. However, a significant amount of food which is recalled or withdrawn is safe and wholesome. With the correct level of compliant intervention, these products can be redistributed and avoid being classified as waste.

Analysis of the Food Standards Agency (FSA) product recall data for calendar year 2018 shows that out of the 188 product recalls notified to the FSA:

54.7% RELATED TO PRODUCT LEGALITY ISSUES.

**WITH APPROPRIATE INTERVENTION, THESE PRODUCTS COULD
HAVE BEEN PREVENTED FROM BEING CLASSIFIED AS WASTE.**

The exact quantity of food product that could have been redistributed after intervention is difficult to quantify due to the sensitivity of the information.

Based on industry knowledge, and the analysis of a 5-week period in July – August 2019, it is estimated that on an annual basis and with appropriate intervention, 200 tonnes of such products could be prevented from being classified as waste.

Under Regulation EC178/2008 and in line with the FSA Guidance on Food Traceability, Withdrawals and Recalls within the UK Food Industry Section 42, it is recognised that intervention of this nature can take place with the prior approval of Food Business Operator (FBO) controls from the respective FBO Local Authorities. With any level of intervention, there are of course implications for brand owners that need to be considered, and any intervention would need to be completed with their full consent.

Company Shop Group provides established and robust intervention services for a wide range of surplus product routes. To explore the recalled and withdrawn food product routes, Company Shop Group has been in discussions with retailers, manufacturers, trade associations and the FSA regarding the product traceability requirements and product labelling controls required to ensure that only safe and wholesome products are presented for sale.

PRODUCT RECALLS.

At the time of writing, we present our initial recommendations.

Through the review of recalled and withdrawn food products in the UK, it is clear that retailers and manufacturers are cautious about the intervention and redistribution of recalled food products. This cautiousness is purely based on brand perspective. This mindset can be overcome through alignment of the UK food retail industry when handling withdrawn and recalled food products.

1.
Section 42 of the FSA Guidance on Management of Product Recall and Withdrawal must be reworked in a more engaging way to encourage manufacturers and retailers to redistribute recalled and withdrawn products using intervention to correct the stock.

2.
Retailer Codes of Practice need to include sections on surplus management through redistribution and provide clear guidance to manufacturers.

3.
Manufacturer Recall and Withdrawal processes should consider the disposal route of products and intervention in line with the updated FSA guidance.

4.
Provide clarity for Local Authorities on approved intervention routes such as on-package marking, over labelling.

5.
Global Food Safety Initiative (GFSI) compliant Food Safety standards need to be updated to better control product recall and withdrawal situations.

COMPANY SHOP GROUP WILL CONTINUE, BEYOND THE LIFE OF THIS FUNDED PROJECT, TO EXPLORE OPTIONS ACROSS THE INDUSTRY TO PROMOTE REDISTRIBUTION OF THIS STOCK.

CASE STUDY. CHANGING THE PROCESS.

THE HHRS PROJECT WAS ABOUT EXPLORING THE TOOLS WE HAD AT OUR DISPOSAL AND INCREASING OUR CAPACITY AROUND THOSE TOOLS. ABRAHAM MASLOW, WHOSE HIERARCHY OF NEEDS HAS BEEN PIVOTAL TO OUR DEVELOPMENT OF COMMUNITY SHOP ALSO SAID, "IF YOUR ONLY TOOL IS A HAMMER THEN EVERY PROBLEM LOOKS LIKE A NAIL." OUR SPECIALIST HHRS ADVISORS ENABLED OUR BUSINESS PARTNERS TO LOOK AT CHALLENGES THROUGH FRESH EYES, EXPLORE NEW TOOLS AND DISCOVER BETTER OUTCOMES.

Investigating and getting to the root cause of waste often involves walking the production line to see where it is occurring, and asking questions as to 'why?'

As part of the HHRS project we worked closely with a leading fruit and vegetable processor and packer. They had very good yields, well established partnerships with growers and their customers, and a very low level of customer complaints.

They then started to receive an increase in customer complaints about their cherry tomato punnets. Nothing had changed in the processing and the quality of the produce coming in was the same, so it was not clear why this was happening. The first response was sensible, tighten the specification - remove all tomatoes with any blemish. This removed the risk of escalating customer complaints, but it also escalated the volumes of waste. The first answer was not dealing with the real problem. When it comes to understanding systems change, that wasn't the right place to start. You must start with 'why?'


The visual training delivered around quality and what was acceptable hadn't changed. That wasn't the why. The visual inspections the production operators were carrying out were the same. That wasn't the why.



Through discussions and observations within the team, the labour on the line was discussed. The site had always celebrated its skilled multi-cultural workforce, but in recent months there had been a labour shift from Polish to Romanian speakers. Whilst training was happening, the key operational messages were quite literally getting lost in translation – so tomatoes with black spot were not being picked out, and consequently were being packed into the punnets. That was the why.

A re-think was required. Working with the new workforce, training content, materials and delivery styles were updated. Now, customer complaints have reduced, unnecessary waste has reduced, costs have reduced.

THE HHRS PROJECT HAS ENABLED COMPANY SHOP GROUP TO WORK IN PARTNERSHIP WITH BUSINESSES TO SIGNIFICANTLY REDUCE AVOIDABLE FOOD WASTE.



**STARTING WITH WHY,
WE WERE RELENTLESS
UNTIL WE FOUND THE
ROOT OF THE PROBLEM,
PROVIDED A SOLUTION
AND RELEASED THE
FULL VALUE OF THE
COLLEAGUES' SKILL AND
THE SURPLUS STOCK.**

**SURPLUS
SUPERHEROES.**

SURPLUS SUPERHEROES.

IT IS PEOPLE THAT DRIVE CHANGE. THROUGH THEIR PASSION TO DO THE RIGHT THING. PROCESSES ARE CHANGED, STAKEHOLDERS ARE ENGAGED AND NEW WAYS OF WORKING BEGIN. THE SAME IS TRUE FOR REDISTRIBUTION OF HARDER TO REACH SURPLUS IN THE SUPPLY CHAIN

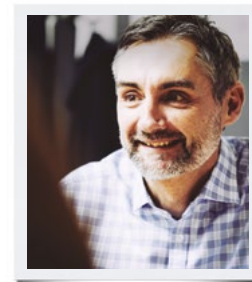
One of our most significant learnings has been simple – **change makers make change.**

Again and again we have learnt that in order to promote and embed innovative solutions, a ‘change maker’ is essential. If a person in a factory setting understands and sees the benefit of this process in terms of profit, people and the planet, they drive change forward and enable us to overcome barriers.

This requires a high level of multi-stakeholder management and the time to build quality trusting relationships. We have seen that the most effective and long-term impact is created when people become ambassadors within their industry setting.

The HHRS project methodology was designed to be as cost efficient as possible, for the funder, for Company Shop Group and for the food industry clients. Even with that in mind the 21-stage process we designed is a cyclical, not a linear, process.

As relationships are built and challenges encountered, managing the relationships and the processes required patience, professional etiquette and time for all parties. These interventions do not happen overnight. There is considerable cost in this process. This is cost which has been sustained as part of the funded HHRS programme.



At Company Shop Group we have endeavoured to build this new modus operandi into business as usual, which has meant we have continued to acquire products and process them through our profit and purpose group business.

Closely related to the challenge of time and cost is the challenge of culture change. It is true that we have worked with the willing and able, the ‘early adopters’. This has meant we have met and supported those people who understand why the HHRS project is important and are prepared to be change agents for both the cultural and systems change required for this project to succeed.

As our work continues, we will encounter the second wave of people who do not share that passion. We understand that even with early adopters there is a significant investment of time in supporting and empowering them, alongside their busy day jobs.

CHANGE MAKERS MAKE CHANGE.

**FOR SUSTAINABLE SYSTEMS CHANGE WE NEED TO CHANGE
MORE THAN PROCESSES. PEOPLE MAKE THINGS REALLY HAPPEN.
WE NEED TO RAISE UP A MOVEMENT OF CHANGE MAKERS
WITH A PASSION TO MAKE A LASTING DIFFERENCE.**

INTRODUCING THE LUMINARY PROGRAMME.

BORN THROUGH COLLABORATION, THE UNIQUE LUMINARY PROGRAMME TAKES THIS OPPORTUNITY AND TURNS IT INTO EVERYDAY ADVANTAGE. IT SHINES A LIGHT ON WAYS TO MAKE INTELLIGENT SURPLUS MANAGEMENT AN ASSET FOR BUSINESS, A BENEFIT FOR THE PLANET, AND A FORCE FOR GOOD IN COMMUNITIES EVERYWHERE.

The programme has been conceived and developed by Company Shop Group, funded with £1.96m awarded by DEFRA specifically to help support our Group's bold ambition of harnessing hard to reach surplus.

Devised and delivered by the brightest minds in supply chain surplus, it invites visionary thinkers from like-minded businesses to learn together, to share ideas, and to develop new ways to inspire and influence others.

The reward for participants will be the satisfaction of contributing to a transformative change in the way business thinks and works; a change whose positive legacy will last forever.

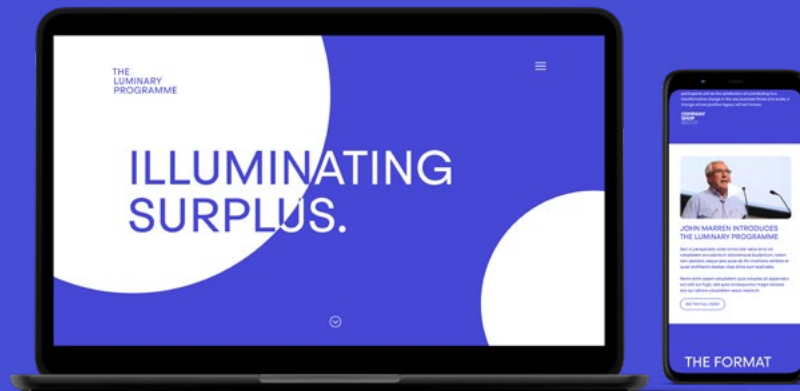


POWERED BY
COMPANY SHOP GROUP

“The Luminary Programme would add great value to the industry. We are in the process of developing a learning and development pathway for all levels of leadership with our business, tailored around responsible business. I can see this programme having a place within our suite of development programmes. Sonia would be a great person to test the programme and then be an advocate for the business in sharing the benefits.”

Deborah Carlin

Head of Responsible Business, Samworth Brothers.



INTRODUCING THE LUMINARY PROGRAMME.



THE LUMINARY PROGRAMME

**CLICK HERE TO WATCH JOHN MARREN
INTRODUCING THE LUMINARY PROGRAMME.**

**COMPANY
SHOP
GROUP**

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EXPERTISE WORKING
FOR YOU.**

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