

# THE SURPLUS MANUAL.

COMPANY  
SHOP  
GROUP

TURNING PROBLEMS INTO POTENTIAL

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## INTRODUCTION.

**LEGENDARY FOOTBALL MANAGER, BRIAN CLOUGH, ONCE REMARKED, "I WOULDN'T SAY I WAS THE BEST MANAGER IN THE BUSINESS. BUT I WAS IN THE TOP ONE."**

At Company Shop Group we don't suggest that we know everything about surplus stock management. We do know that we have learned a few things over the last fifty years. Our combination of heritage and innovation means that we are as passionate about surplus management now as John Marren was when he first spotted the potential in surplus stock in the 1970's.

This book is a digest of that learning over five decades. We have gathered it together for anyone who is interested in our model and who believes, as we do, that intelligent surplus management is an asset for business, a benefit for the planet, and a force for good in communities everywhere.

More than anything this book is a response to the feedback we have received so often – "I didn't know you could do that!" Whatever the challenge our experience and our innovative, disruptive, culture will find a solution. Here we have gathered together some examples of those solutions. They are not exhaustive. Each one of our industry partners is unique, each challenge is unique, but we hope here to share a flavour of the solutions we have developed which match our passion with our value of always aiming for extraordinary.

### HOW TO USE THIS MANUAL

This document is above all else, a manual. Like all manuals it is of interest to the general reader and we hope those interested in the work of the Company Shop Group and the commercial, social and environmental potential of surplus will find great value in this information. Like all manuals it is of greatest use to those with some prior knowledge. Over the years many of our industry partners, who have worked with us for decades, are still surprised by our capabilities and the types of surplus we are able to provide solutions for. It is for this reason that we have gathered together our knowledge into one accessible document.

Some people come to this document with a specific product or a specific problem in mind. Others have a more general interest in an area or type of stock which seems to pose an ongoing problem in their business.

We have divided this document into three principal sections –

**CATEGORIES.** In this section we have broken down a selection of the categories of products we handle to give in insight into some of the things we are able to do to release the potential in that stock.

**REASONS.** Stock becomes surplus for a myriad of reasons and here we explore some of those reasons for surplus as the starting point to the surplus solution journey.

**BENEFITS.** This section shows the benefits of working with us, our unique capabilities and how these provide solutions for surplus management.

If you know the reason or the category, this is a good place to start. If you have an insight into the capabilities which would be required to utilise that stock, you can start in the section about working with us.

In each section we cross reference with other areas of interest so that we are can broaden the insight into how we manage surplus to give the maximum commercial, environmental and social return.

Above all we are a people business. We are built on trust and the depth of relationships gained over our fifty years. People provide solutions to problems and products and if you have any questions please drop us an email or pick up the phone and our experienced team will be glad to talk you through the options we can offer you.

# SURPLUS CATEGORIES.

# FOOD AND DRINK.

**BABY & TODDLER.**

**BAKERY (INCLUDING UNCOOKED).**

**BEERS, WINES & SPIRITS.**

**CAKES AND BISCUITS.**

**CEREALS.**

**CONFECTIONARY & SNACKS.**

**COOKED MEATS.**

**DAIRY.**

**DESSERTS.**

**DRINKS (INCLUDING CHILLED  
AND NON-ALCOHOLIC).**

**FISH & SEAFOOD  
(INCLUDING PREPARED AND FROZEN).**

**FRUIT & VEGETABLES  
(INCLUDING PREPARED AND FROZEN).**

**FOOD TO GO.**

**GENERAL GROCERY.**

**HOME SHOPPING PURGE & RETURNS.**

**HOSPITALITY & FOOD-SERVICE.**

**ICE CREAM AND FROZEN DESSERTS.**

**MEAT & POULTRY  
(INCLUDING FROZEN).**

**PET FOOD.**

**PIES & PASTRIES (INCLUDING FROZEN).**

**PLANT BASED AND VEGETARIAN.**

**PREPARED FOODS & READY MEALS  
(INCLUDING AMBIENT & FROZEN).**

**RETAILER OWN-LABEL.**

**SEASONAL.**



## FRUIT & VEGETABLES (INCLUDING PREPARED AND FROZEN).

Pre-farm gate or at any point thereafter, we have a wide range of solutions for produce. Whether bulk, retail pack, food service, prepared/processed or temperature controlled, we handle it all.

“With food waste and how we deal with surplus food correctly at the top of the sustainability agenda, we are very proud to be working with Company Shop Group helping them source surplus produce from growers. If you have not heard of them then well worth the research, their sole objective as the UK’s leading redistributor of surplus is finding a home for surplus food across all categories and they are supported by all of the leading retailers. Their stores are an amazing example of how the industry can come together to tackle this issue. Today we are out-loading 9 pallets including 2 tonnes of shallots and 750kg of chillies, safe, nutritious and tasty just a little imperfect, that without Company Shop would have probably headed for the bin, so instead they now have a home and a sustainable return for the grower.”

Stephen Hedderly,  
Managing Director, Bedfordshire Growers



## BAKERY (INCLUDING UNCOOKED).

From bread and bagels to waffles and walnut loaf. Alongside branded and packaged product, we also work higher up the supply chain where bakery products are a component within a manufacturing process e.g. bread in a prepared sandwich. We also have onsite cooking facilities for fresh and frozen uncooked bakery items that we redistribute through our deli offer.



## COOKED MEATS.

Across the full range of meats; roast, boiled or cured, we provide solutions for products regardless of format or brand. This includes full joints through to remaining gripper ends, whether in final packaging (retail/food service) or bulk.



## MEAT & POULTRY (INCLUDING FROZEN).

Working with major meat and poultry producers our products come in all shapes and sizes, volumes, packaging types, destined for home or hospitality markets. All products are perfectly good to eat but sometimes just did not reach the required specification or weight. From beef to venison, chicken to ostrich, our sophisticated UK wide redistribution solution ensures that the value of all products is maximised for the producer and for the people it feeds.

“Cranswick are taking action to reduce food waste not just within our own farms and factories, but across our entire value chain, with an ambitious pledge to become a zero edible food waste business by 2030. In order to achieve our aims, this means eliminating edible food losses and waste entirely from our operations. Company Shop Group are an essential partner in achieving this, supporting us to ensure that any surpluses are handled sustainably, in a food safe way that protects our brand.”

Adam Couch,  
CEO, Cranswick

• SHORT SHELF LIFE • SPECIFICATION REJECTIONS • MISALIGNED PACKAGING • DATE CODING ERRORS • OBSOLETE PROMOTIONAL PACKS • NPD TRIALS • FAILED DELIVERIES • UNDER WEIGHTS • FOREIGN LABEL •



## FISH & SEAFOOD (INCLUDING PREPARED AND FROZEN).

We can take all fish and seafoods, whether chilled or frozen. Our chilled products are all packaged, but do not need to be in retail formats (e.g. wholesale, retail counter packs or catering) as we can provide the necessary interventions to ensure that they are compliant for onward redistribution through our network of membership-controlled stores. We have facilities for frozen repack which enable us to handle bulk and unpackaged frozen stock. From cod to trout, clams to lobster thermidor, we have a solution for you.

“In a volatile market, frozen has an increasingly important role to play, enabling smoother stock flows and better forward planning. However, it remains essential for our brands that we have a secure and trusted route - that preserves and protects brand identity - should any surpluses occur. Company Shop Group have a proven track record in delivering for us and we are so proud to support the life changing work of Community Shop across the country.”

Wayne Hudson,  
Executive Director, Nomad Foods Europe



## PREPARED FOODS & READY MEALS (INCLUDING AMBIENT & FROZEN).

From cannelloni to sweet and sour, pizza to cottage pie, and regardless of brand, we handle them all. We have robust product interventions to deal with a wide range of production issues such as out of specification, labelling issues, new product trials, under/over-weights, rejections before foreign-body detection; even if the products are short dated.

“Bakkavor, a leading provider of fresh and prepared chilled food, is committed to running a sustainable business. It is inevitable that our manufacturing operations generate surplus food. We need to ensure that this is used to feed people. Company Shop provide solutions through their scale, flexibility of approach and strong retailer relationships. They are an ideal partner to ensure this food is efficiently redistributed.”

Ian Burgess,  
Group Responsible Sourcing Manager, Bakkavor



## DAIRY.

From cheese, to milk, to yoghurt and from full retail pack, retailer branded, hospitality format or unfinished/unlabelled packaging - we can help. We specialise in misaligned labels/packaging and also pre-pack under/over-weights.

“As a farmer owned business, we are acutely focussed on minimising all forms of waste. We are proud of our partnership with Company Shop Group because it is a key enabler to ensuring that we secure farmers futures by focusing on sustainable supply chains & minimising waste.”

Ash Amirahmadi,  
UK Managing Director, Arla Foods



## DESSERTS.

From tarts to trifles, puddings to profiteroles. Regardless of brand (retail or food service) and even if the products are quality/specification rejections, under/over-fills, new product trials, seasonal desserts or short dated, they are all still great to eat.



## PLANT BASED AND VEGETARIAN.

Regardless of product brands, shapes and sizes, volumes, packaging types, ambient or temperature controlled, destined for home or hospitality markets, we handle them all. From new product development though to established plant based and meat free products, we can provide interventions to maximise the potential of your products including labelling, check-weigh, foreign body detection and safe tempering and date coding of frozen product.

• QUALITY REJECTIONS • TEMPERING CHALLENGES • DE-LISTED SKUS • OVER RUNS • DAMAGES • MACHINE BREAKDOWNS • WORK IN PROGRESS • FORECASTING ISSUES • UNDER/OVER WEIGHTS • SHORT DATE •



### PIES & PASTRIES (INCLUDING FROZEN).

From filo to shortcrust, hot water to puff, sweet or savoury, across chilled, ambient or frozen - we can redistribute them all. From full retail pack, hospitality format or unfinished/unlabelled packaging. We specialise in mis-aligned labels/ packaging and pre-pack under/ over-weights. We also have onsite cooking facilities for fresh and frozen uncooked pastry items that we redistribute through our deli offer.



### FOOD TO GO.

Salads, soup, sandwiches and so much more. Regardless of brand and range we have robust product interventions to deal with the wide range of issues that can occur in this short-dated category.



### DRINKS (INCLUDING CHILLED AND NON-ALCOHOLIC).

We all hear about food waste, but we should never forget 'drink waste' too. From water to carbonates, juices to smoothies, we can handle it all - from full retail pack, hospitality format or unfinished/unlabelled packaging. We specialise in mis-aligned labels/packaging and also pre-pack under-fills.

“Our business is incredibly fast moving and efficient, but there are rare occasions that we experience labelling and packaging errors that mean some of our products cannot be delivered to our customers. However, these items are of the same great quality as all of our products and still taste amazing, so we are committed to ensuring that they do not go to waste. By working closely with Company Shop and utilizing their extensive packaging and re-labelling system, we are able to find a quick and effective solution to ensure none of our drinks go to waste and can be enjoyed by even more people.”

**Clare Bottle,**  
Associate Director Warehousing,  
Coca-Cola European Partners



### ICE CREAM AND FROZEN DESSERTS.

We know that frozen ice cream and desserts are delicious, and we also know that the surplus from this product category is rarely in small volumes. From light fills to de-lists, seasonality to new recipes, we can redistribute them all. Our scale and infrastructure support producers with volatile and/or complex surplus frozen stock volumes, alongside providing tailored redistribution solutions for specialist/ regional brands.

▶ **HEAR WHAT RICHARD HARROW,  
CEO, BRITISH FROZEN FOOD  
FEDERATION SAYS ABOUT US**



### CAKES AND BISCUITS.

From custard creams to chocolate coated biscuits, apple pie to lemon cake, and celebration cakes along the way. Whether in full retail pack, hospitality format or unfinished/unlabelled packaging, we specialise in mis-aligned labels/packaging and also pre-pack under/over weights.

▶ **SEE MORE HERE ABOUT HOW WE  
WORK WITH BRIGHT BLUE FOODS**



### GENERAL GROCERY.

From grocery cupboard staples to those occasionally used ingredients, sachets packets, boxes, tins or jars. Regardless of brand and whether bulk or mixed pallets; if the products have been rejected through the production process, have a labelling or weight issue, or have simply not made it to their end destination in time, we can provide effective redistribution solutions for you.

▶ **SEE MORE HERE ABOUT HOW  
WE WORK WITH PREMIER FOODS**

• UNDER/OVER WEIGHTS • QUALITY REJECTIONS • PICKING/STOCK ROTATION CHALLENGES • FORECASTING ISSUES • FOREIGN LABEL STOCK • SEASONAL PRODUCTS • FAILED DELIVERIES • UNDECLARED ALLERGENS •



## CONFECTIONARY & SNACKS.

From fruit jellies to liquorice, chocolate to toffee, crisps to nuts, we can take it all. Approved by all of the UK's major grocery retailers to redistribute their products in full packaging and working with the world's best-known global brands, our scale and infrastructure enables us to support producers with volatile and/or complex surplus stock volumes, alongside providing bespoke redistribution solutions for specialist/regional brands. Whether in finished packaging or a bulk component, mixed pallet or large load, we provide innovative and easy solutions.

▶ **SEE MORE HERE ABOUT HOW WE WORK WITH NESTLÉ**



## CEREALS.

Working with all of the UK major cereal producers, products come in all shapes and sizes, volumes, packaging types, retailer branded, destined for home or hospitality markets. From cereal to oats, granola to breakfast biscuits, our sophisticated UK wide redistribution solution ensures that the value of all products is maximised for the producer and for the people it feeds.



## BABY & TODDLER.

Ambient, chilled or frozen, and regardless of brand, we redistribute a wide range of baby and toddler foods. Whether new product development, packaging changes, specification issues or redundant stock, we ensure that these wholesome products reach little mouths as was first intended.

“In these challenging times, with more families struggling to access healthy, affordable meals, we need to come together as businesses and do everything we can to support our people, our partners and those in society who need it the most. We're proud to support the amazing work Community Shop is doing to provide greater access to quality food, drink and household items, for those most in need.”

Mark Cuddigan,  
CEO, Ella's Kitchen



## BEERS, WINES & SPIRITS.

Handling Beers, Wines & Spirits (BWS) is often a challenge, but not for us. BWS can become surplus for many reasons; de-lists, expired promotional packaging (think World Cup), seasonality (think Mulled Wine), damages where a case may be smashed and the remainder contaminated and sticky, home shopping returns where the reverse logistics are not possible. Our interventions such as in-line bottle washing and redistribution through our membership-controlled store network mean that we are an easy partner for dealing with surplus BWS.

**(Read more about how we do this on page 30.)**

We regularly work with leading retailers and logistics companies who have surplus BWS which is not suitable for their usual charitable redistribution routes. Company Shop Group are able to take these products and provide a return to suit you, commercially or socially or even a bit of both! The environmental benefits are a given.

▶ **SEE HOW OUR DONATION ACTIVATION MODEL WORKS HERE**



• DAMAGES • PROMOTIONAL PACKAGING • NPD TRIALS • TRADE SHOW STOCK • SPECIFICATION REJECTIONS • MISALIGNED PACKAGING & LABELLING • UNDER/OVER FILLS • PART & MIXED STOCK PALLETS • BULK STOCK •



## PET FOOD.

Pets matter too. Whether cats, dogs or other pets, bags, boxes, cans or in tubs, full loads or mixed pallets, retailer own-label or global brands, we handle it all. Purr-fect!



## SEASONAL.

Seasonal events and timings touch on every product category, whether it's flowers for Valentine's Day, mince pies at Christmas, Easter eggs, or pumpkins at Halloween.

When you see Valentine's bouquets, we see flowers. When you see Easter eggs, we see chocolate. From global brands to retailer own-label, mixed products or bulk volumes, we can redistribute this product, especially after the intended event!



## RETAILER OWN-LABEL.

We are the trusted partner for the UK's major grocery retailers, which is confirmed on their supplier portals. We can handle all categories of retailer label products in full packaging, the product does not need to be defaced or stripped before sending to us. We are approved to receive product in retailer trays, making redistribution easier for you.

"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



## HOME SHOPPING PURGE & RETURNS.

We work with home shopping partners to ensure that their products (across all categories), whether reaching their minimum life on receipt (MLOR), obsolete stock or failed deliveries, do not end up as waste.

"Company Shop provide an effective and sustainable solution for redistributing unavoidable surplus products. Ocado create very low levels of surplus which in itself creates a complexity that a larger volume of certain surplus doesn't. They have developed efficient processes to deal with the complexities, especially for the products that are temperature controlled or short shelf life."

**Jo West,**  
Head of Sustainability, Ocado Retail



## HOSPITALITY & FOOD-SERVICE.

We work closely with H&FS producers and brands to ensure that great food and other products that do not reach their intended use, do not end up as waste. We provide a wide range of solutions (including frozen packing) to safely and compliantly redistribute H&FS products through our membership-controlled store network.

"McDonald's Restaurants Ltd has worked with Company Shop Group since 2017 and is proud to be able to offer our suppliers a more environmentally friendly solution for surplus products. Working with Company Shop Group allows our suppliers to realise a social, environmental and commercial benefit from their surplus, and we continue to encourage our suppliers to take up the option to redistribute as we collaborate to build on our sustainability journey."

**Helen McFarlane,**  
Senior Sustainability Consultant,  
McDonald's Restaurants Limited



• MIXED LOADS • SEASONAL PRODUCTS • OBSOLETE STOCK • DAMAGES • DATE CODING ERRORS • TEMPERING CHALLENGES • PICKING/STOCK ROTATION ISSUES • SAMPLES • NPd TRIALS • FORECASTING ISSUES •

# SURPLUS CATEGORIES.

# NON FOOD.

BABY & TODDLER.

CLEANING & HOUSEHOLD.

CLOTHING & ACCESSORIES.

FLOWERS AND PLANTS.

HOME & GARDEN.

HOME SHOPPING PURGE & RETURNS.

HOSPITALITY & FOOD-SERVICE.

PET FOOD AND PET CARE.

PHARMACEUTICALS.

RETAILER OWN-LABEL.

SEASONAL.

TOILETRIES, HEALTH & BEAUTY.



### BABY & TODDLER.

From nappies to toiletries, from teething rings to teddies, we handle a range of baby and toddler products that for some reason have become surplus. New product launches, packaging design changes, range refresh, across Company Shop Group we protect your brands and make sure these great products do not end up as waste.



### CLEANING & HOUSEHOLD.

Polish and dusters, washing powder and conditioner, bin liners to foil, we have a home for all of these great products if, for whatever reason, they become surplus for you. Faulty packaging, formula changes, we have labelling capabilities to make sure your brands are safe and legal when they go on our shelves. Our members like to spring clean at any time of the year!



### CLOTHING & ACCESSORIES.

Seasonal clothes, range refresh, the latest fashions, samples and more. At Company Shop Group we have our 'surplus rails' so we can make sure your skirts and scarves, your tops and trousers don't end up as waste. High Street brands or own-label retailer brands, we protect them all through our membership stores.

We can offer you a commercial return for your products, but we can also do so much more. Take a look at our donation activation model and see how we could feed your clothes to people in need.

▶ **WATCH DAVE & DEBBIE EXPLAIN HOW OUR MODEL WORKS**



### FLOWERS & PLANTS.

Christmas Poinsettias, Roses at Valentine's, we understand it's sometimes difficult to match sales with demand. Our members love flowers and plants any time of the year, so we always have a home for your surplus.



### HOME & GARDEN.

It's not all about food, we can handle your home and garden products too. Hanging baskets to planters, cushions to cutlery, garden gnomes to suitcases, all have a place at Company Shop Group. Don't let your surplus stock take up valuable space in your warehouses, give us a call and we can help to find your products a good home.



### HOME SHOPPING PURGE & RETURNS.

Increases in home shopping activity, the extended range of products being bought and reduced capacity to deal with returns are all factors as to why surplus can occur. As a result, you may have stock that is short on life, discontinued lines, or perfectly good returns stock that needs a new home. At Company Shop Group, we can support you with a solution for both your purged and mixed returns stock, through our Home Shopping Surplus Processing Centre of Excellence located in Leicester, as well as create a commercial, environmental and social return for you too.



• BRANDING & PACKAGING CHANGES • UNDECLARED INGREDIENTS/ALLERGENS • SEASONAL STOCK • SPECIFICATION REJECTIONS • SHORT SHELF LIFE • FORECASTING ISSUES • NPd TRIALS • FOREIGN LABEL •



## HOSPITALITY & FOOD-SERVICE.

We work closely with the H&FS sector who, as well as a core business in food, also have a large non-food product range that can also become surplus. From napkins to party balloons and crockery to crackers, we can handle it all. Our members love to see new products on our shelves knowing they are stopping great products from going to waste.



## PET FOOD AND PET CARE.

Pets matter too. Whether for cats, dogs or other pets, packaged in bags, boxes, cans or tubs, we can redistribute full loads or mixed pallets, retailer own-label or global brands, pet food, toys and accessories, we handle it all. Purr-fect!



## PHARMACEUTICALS.

Whilst we do not undertake direct product intervention on pharmaceutical products, we can handle all retail unit surplus products from the pharmaceutical general sales list, such as paracetamol, ibuprofen, cough remedies and antiseptics. Surplus occurs in this category for many reasons such as packaging changes, short shelf life, brand refresh and forecasting challenges.



## RETAILER OWN-LABEL.

We are the trusted partner for the UK's major grocery retailers, which is confirmed on their supplier portals. We can handle all categories of retailer label products in full packaging, the product does not need to be defaced or stripped before sending to us. We are approved to receive product in retailer trays, making redistribution even easier for you. Contact our team to find out more.



## SEASONAL.

Seasonal events and timings touch on every product category, whether it's flowers for Valentine's Day, baubles at Christmas, scary outfits at Halloween or eggs at Easter. When you see Valentine's bouquets, we see flowers. When you see Easter eggs, we see chocolate. From global brands to retailer own-label, mixed products or bulk volumes, we can redistribute these products, especially after the intended event!



## TOILETRIES, HEALTH & BEAUTY.

Health & beauty products come in all shapes and sizes suited to meet all different needs. With the category complexities of formula changes, forecasting challenges, new product development, retailer branded lines, seasonal gift sets, packaging changes, surplus does inevitably arise. At Company Shop Group we have a home for these great products and can deliver a great commercial, environmental, and social return for you.

# REASONS WHY SURPLUS OCCURS.

DATE ISSUES 15.

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### DATE ISSUES.

Short dated stock can arise for many reasons, from stock rotation challenges through inaccurate forecasting to slow moving sales. The reasons differ across categories but the outcome, if left unaddressed, inevitably becomes an unnecessary waste stream.



### FORECASTING/SKU CHANGES.

FMCG manufacturing is complex, and for those producing products with a short shelf life even more-so as often production has started before the manufacturer receives an order saying how many to make. If the final orders are lower than forecasted, maybe because of the weather or a competitor promotion on a similar product, then surplus can occur.



### FINISHED PRODUCT.

At the point that a product is finished, the costs associated with ingredients, processing, packaging, labour and storage have all been borne. When, for whatever reason, these finished products do not reach their intended market they should not go to waste. Whether a shelf-life issue, a SKU change, a logistics challenge, we can redistribute these products and provide you with a commercial, environmental and social return.



### GROWERS AND PACKERS.

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, which is a particular challenge for seasonal produce such as pumpkins at Halloween and sprouts and satsumas at Christmas.



### MANUFACTURING PROCESS.

Manufacturing environments are complex and fast paced. From the sourcing and storage of ingredients and components, through the processing, preserving and packaging of the products, it is inevitable that waste occurs. But much that seems to be waste is actually surplus which, through identification and appropriate intervention, can be redistributed and fulfil its intended purpose, whether that is to eat, use or wear.

• FRESH • CHILLED • FROZEN • AMBIENT • GROCERY • DRINKS • BWS • TOILETRIES • HOUSEHOLD • PET • SEASONAL • FLOWERS • BEAUTY • CLOTHING • CEREALS • COOKED MEATS • DIARY • PET FOOD • FOOD TO GO •



### NPD, TRIALS & SAMPLES.

In a competitive retail/supply chain environment, set within an ever-changing consumer landscape and in a world where products have to 'buy their space' and ensure that they meet the constantly evolving agendas around health, value and sustainability, new product development is essential.



### PACKAGING & LABELLING.

Packaging and labelling issues can arise for many reasons, the product may be perfect but the label is wrong or non-compliant, or the product is not quite as described on the pre-printed pack.



### STORAGE & DISTRIBUTION.

Every day, complex management of multiple brands with thousands of SKUs creates a challenging environment for storage in warehouses and especially those that are temperature controlled. This is before we ever consider the intricacies of the inbound and onward logistics. Understandably, these factors can result in stock being picked out of rotation and creating shelf life issues, or the need to move slow moving stock out.



### WIP, INGREDIENTS & COMPONENTS.

Surplus ingredients, components and work in progress (WIP) all arise well before a manufacturing process is complete. Sometimes you may have a WIP item that doesn't meet the specification or ingredients that run out of internal shelf life. At Company Shop we work hard to find a solution for these surplus products that occur higher in the supply chain.



# DATE ISSUES.

**SHORT DATED STOCK CAN ARISE FOR MANY REASONS, FROM STOCK ROTATION CHALLENGES THROUGH INACCURATE FORECASTING TO SLOW MOVING SALES. THE REASONS DIFFER ACROSS CATEGORIES BUT THE OUTCOME, IF LEFT UNADDRESSED, INEVITABLY BECOMES AN UNNECESSARY WASTE STREAM.**

Here are some reasons why surplus occurs:

- Cancelled Orders
- Component Ingredients (multiple shelf-lives)
- Date Coding Errors
- De-Listed Products
- Failed Deliveries
- Forecasting Challenges
- Machine Breakdowns
- Minimum Life On Receipt (MLOR) Challenges
- Picking Issues (Part Pallets/ Pick to Zero)
- Production Over-Runs
- Promotional Packaging
- Samples/Trade Show Stock
- Seasonal Products
- Stock Purge
- Stock Rotation Issues
- Temper Product

Which can lead to:

- Excess Chilled Stock Suitable for Freezing
- Frozen Product Requiring Temper
- Part & Mixed Pallets
- Unused Ingredients & Components

Here are some examples:

- Managing complex products, multi component recipes, different processes and varying work in progress (WIP) life is a demanding job for the planning teams. When you then factor in variances in forecast and actual orders it is inevitable that ingredients or WIP may run out of minimum life to use in production.
- In short shelf life products, most production runs are underway based upon forecasts and well before actual orders are received. Inaccuracies in forecasting, due to a myriad of reasons (such as a change in weather, competitor promotions) means that core production and any over-runs result in surplus.
- Retailers require a minimum life on receipt (MLOR) into depot or stores to give the end consumer ample shelf life and to reduce waste in stores. So, sometimes perfectly good products can get left behind, not because there is something wrong with them, but because they are just not quite young enough to make it to shelf.
- Stock rotation challenges, and the residual products generated from not picking to zero.
- Producers have rigid time slots for delivering stock into retail and collation depots, and a whole range of transport challenges can result in a load arriving late and being rejected.

- To enable manufacturers to meet seasonal high-volume demands, food products are often produced in advance. Some are pre-dated, coded and frozen, ready to be tempered in line with customer orders. If the stock is taken out of freeze, and also out of stock rotation, this can create product challenges as, once tempered, there may be insufficient shelf life, based purely on the pre-printed packaging rather than the actual life of the product.
- Short dated products often occur in frozen supply chains, the stock is predominantly found in external cold storage long after the end retailer MLOR has passed.



# DATE ISSUES.

## CASE STUDY.



### THE SANDWICHES THAT GET LEFT BEHIND

Sandwiches naturally have a short shelf-life, so when we discussed how we could assist a leading sandwich food manufacturer with their waste, we were able to offer a solution.

Due to the short shelf life and multi-components, the manufacturer starts producing sandwiches based upon a forecast order so that they can meet the delivery schedules. If there is remaining stock that cannot go to the retailer then those products, that are often in a mixed pallet format, come to Company Shop for redistribution through our membership-controlled store network.

As we are able to handle short dated, mixed products in full own label branded packaging, we provide the manufacturer with an easy, safe and secure redistribution route, getting great sandwiches to people's plates as first intended.

### ONE OF OUR MANUFACTURING PARTNERS SHARED WITH US HOW SHORT SHELF-LIFE PRODUCTS AFFECT THEM AND THEIR OPPORTUNITIES FOR REDISTRIBUTION:

“A lot of the products we sell have a short shelf life, and the customers we sell to have minimum requirements for shelf-life. There is also the issue of weather – the British weather is very unpredictable and we sell a lot of meat for BBQs...

We also do promotions that sometimes don't go as well as expected and we have a lot of stock left over from them. With all these waste products there is nothing actually wrong with them – it is the shelf-life that becomes too short...

Another opportunity is for us is where we have been doing new product development and have small batches of new products that aren't ready to go to the retailers yet. Often, we do a batch and perform various tests (shelf-life tests, cooking tests and validations) on a portion of the stock and then we are left with the rest...”



## EXPERTISE.

We are specialists in the redistribution of short shelf-life products, whether fresh, chilled, frozen or ambient.

The products can be mixed pallets, bulk stock, fully packaged or packed in plain packaging and unlabelled. Approved by all of the UK's major grocery retailers and working with global brands, we can redistribute their products in full branded packaging.

Even if the products are short dated and/or temperature controlled, we have the infrastructure and technical expertise to deal with these. We also have capability for check weighing, foreign body detection and correcting domestic and foreign labelling issues along with addressing mis-aligned packaging challenges.

Alongside our BRC accredited processes, we always protect your brand as if it was our own.

# FINISHED PRODUCT.

**AT THE POINT THAT A PRODUCT IS FINISHED, THE COSTS ASSOCIATED WITH INGREDIENTS, PROCESSING, PACKAGING, LABOUR AND STORAGE HAVE ALL BEEN BORNE. WHEN, FOR WHATEVER REASON, THESE FINISHED PRODUCTS DO NOT REACH THEIR INTENDED MARKET THEY SHOULD NOT GO TO WASTE. WHETHER A SHELF-LIFE ISSUE, A SKU CHANGE, A LOGISTICS CHALLENGE, WE CAN REDISTRIBUTE THESE PRODUCTS AND PROVIDE YOU WITH A COMMERCIAL, ENVIRONMENTAL AND SOCIAL RETURN.**

Here are some reasons why finished product surplus can occur:

- Brand & Packaging Changes
- Damaged Products
- De-listed Products
- End of Production / Over-Runs
- Failed Deliveries
- Forecasting Issues
- Foreign Label Stock
- Minimum Life on Receipt (MLOR) Challenges
- NPD and Product Trials
- Pack Weight Errors (Under / Over Weights and Fills)
- Picking / Stock Rotation Issues
- Promotional Packaging Challenges
- Samples and Trade Show Stock
- Seasonal Products
- Short Dated Stock
- Stock Purge
- Store Closures
- Tempering Issues

Here are some examples:

- Short dated stock can arise for many reasons, from stock rotation challenges through inaccurate forecasting to slow moving sales. The reasons differ across categories but the outcome, if left unaddressed, inevitably becomes an unnecessary waste stream.
- Surplus often occurs at the end of production runs where there are not quite enough units to make a full case, or there is an over-run using up the materials on the line.
- When new products are developed, beyond the initial small-scale concept trials there are many other stages depending on the type of product. There are production trials, packaging trials, transport trials, testing the product for shelf life, stability, quality etc. Surplus stock is often generated from each of the trials as you work through the whole process.



- Packaging and labelling issues can arise for many reasons, the product may be perfect but the label is wrong, or the product is not quite as described on the pre-printed pack.
- Often, product is destined for international markets, with the labelling following different compliance regulations or in a foreign language (or both). Not all such product reaches its intended destination and instead is retained in the UK but not compliant for sale.
- Factories have control procedures in place to make sure the right date code is applied on a product. However, sometimes mistakes do happen, and the products are then rejected. This doesn't mean that the products are waste, it is simply the label that is wrong.
- The everyday complex management of multiple brands with thousands of SKUs can be a challenging environment, even before we think about the order picking and onward logistics. This can result in stock being picked out of rotation creating shelf life issues or the need to move slow moving stock out.
- FMCG manufacturing is complex, and for those producing products with a short shelf life even more so, as often production has started before the manufacturer receives an order saying how many to make. If the final orders are lower than forecasted, maybe because of the weather or a competitor promotion on a similar product, then surplus occurs.

# FINISHED PRODUCT.

## CASE STUDY.

### WEIGHT IS NOT AN ISSUE

Set weight/price point packs inevitably create challenges, but they never need to be waste.

We work closely with a major meat processor and packing business which packs set weight and price point packaged meat for many of the UK's grocery retailers. As part of this process, non-compliant under-weights and over-weights are rejected. These products, fully finished in packaging, are collated and collected by Company Shop.

Through our investments in line machinery (within temperature-controlled environments) we are able to check weigh and apply a new label showing the correct weight, ensuring legal compliance.

This solution provides the processor with a secure redistribution route, regardless of product brand and the mixed nature of the rejected products, a financial recovery for the stock and the knowledge that these great products are getting to people's plates as first intended.

## CASE STUDY.

### DON'T WASTE YOUR BRAND

Businesses invest heavily into brand creation, brand promotion and loyalty and brand protection, which can on occasions conflict with a wider sustainability agenda.

We worked with a leading plant based spread manufacturer during a significant packaging re-brand project. Not wanting to cannibalise new brand sales they were considering all brand protection options for the 'old' packaged products, including waste. This was perfect product with significant remaining shelf life.

Company Shop Group provided a brand secure outlet for the high volume of 'old' branded products through our membership-controlled store network, then allowing the manufacturer to maximise their brand launch across mainstream retailers.

The manufacturer's brand was protected, they received a commercial return for the product and the knowledge that their product was reaching people's plates as first intended.



## EXPERTISE.

Throughout our 50-year heritage, we have invested in our business to ensure that we continually provide the UK's food and wider FMCG industry with progressive, sustainable and scalable redistribution solutions.

Our infrastructure and logistics enable us to handle high volumes of product, alongside providing a wide range of innovative, safe and compliant product interventions; ensuring that great products do not needlessly go to waste.



# FORECASTING/SKU CHANGES.

**FMCG MANUFACTURING IS COMPLEX, AND FOR THOSE PRODUCING PRODUCTS WITH A SHORT SHELF LIFE EVEN MORE-SO AS OFTEN PRODUCTION HAS STARTED BEFORE THE MANUFACTURER RECEIVES AN ORDER SAYING HOW MANY TO MAKE. IF THE FINAL ORDERS ARE LOWER THAN FORECASTED, MAYBE BECAUSE OF THE WEATHER OR A COMPETITOR PROMOTION ON A SIMILAR PRODUCT, THEN SURPLUS OCCURS.**

Here are some reasons why surplus can occur:

- Brand & Packaging Changes
- De-listed Products
- End of Production / Over-Runs
- Foreign Label Stock
- Hospitality & Food Service Format
- Ingredients and Components
- Minimum Life On Receipt (MLOR) Challenges
- Promotional Packaging Challenges
- Seasonal Products
- Short Dated Stock
- Stock Purge
- Storage & Distribution Challenges
- Tempering Challenges

Which can lead to:

- Excess Chilled Stock Suitable for Freezing
- Part & Mixed Pallets
- Excess Private/Own Label/ Retailer Branded Stock

Here are some examples:

- Short-dated stock can arise for many reasons, from stock rotation challenges through inaccurate forecasting to slow moving sales. The reasons differ across categories but the outcome, if left unaddressed, inevitably becomes an unnecessary waste stream.
- De-lists are common placed within a competitive retail environment, set within an ever-changing consumer landscape. In a world where products have to ‘buy their space’ and ensure that they meet the constantly evolving agendas around health, value and sustainability, de-listed SKUs are inevitable and common place.



- Often, manufactured product is destined for international markets, with the labelling following different compliance regulations or in a foreign language (or both). Not all such product reaches its intended destination and instead is retained in the UK but not compliant for sale.

“Forecasting issues will remain an issue until there is a consumer shift for the whole industry – one of the by-products of giving consumers great choice and availability is surplus. To restrict surplus further, we have to restrict choice.”

Leading UK Retailer

- Promotional packaging is timebound, regardless of the shelf life of the product within. From competition stock to the last series reality TV stock, to the fallen celebrity face, the promotion may end but the product doesn’t have to.



- The unpredictability of seasonal products; think rain when the forecast was based upon a sunny bank holiday weekend.
- In chilled depots, best practice is to pick to zero every day. There is no stock holding, but there are “overs” e.g. where a retailer orders 96 cases and a supplier delivers 100, because that is a full pallet for them.
- Long lead time sourcing creates volatile demand for short dated produce/protein, much of which is based on forecasts provided months in advance.

# FORECASTING/SKU CHANGES.

## CASE STUDY.

### VOLATILITY IN THE SUPPLY CHAIN

A manufacturer is servicing their customers (the retailers), and therefore their volumes will be just as volatile as that of the end consumer behaviour.

We work with a leading manufacturer specialising in chilled, short shelf life food. Every week, they bring in 90 lorries of food from across Europe and are dependent upon a six-day cycle for green leaves. They have to grow and contract crops 18 months in advance - harvest dates can move a little, but not much.



If there is a little left over, then that is manageable. If it's a massive variance, then the product is left outside. If it rains, the product can't be bagged, and at that point the options for redistribution are vastly reduced.

Company Shop Group are no strangers to handling vast volumes of short shelf life products.



## CASE STUDY.

### GAMMON IS NOT JUST FOR CHRISTMAS

We can provide cost effective solutions for the unintended and often high volumes of surplus arising from forecasting challenges due to weather shifts or under-performing seasonal promotions.

A leading meat processor producing gammon joints for a seasonal promotion had too much stock as the end retailer demand volumes were lower than expected. Company Shop worked with them to understand the volume, shelf life and if the product was suitable for freezing. We were able to take all of the stock and freeze the joints through our 'Chill to Freeze' process, just one of our Assured Advice processes with our Primary Authority.

This solution extended the life of the product, enabling all of the stock to be redistributed in a food safe and brand secure way, and provided a financial recovery for the processor.

## EXPERTISE.

Our scale and infrastructure enable us to handle the significant volumes of surplus that often arise as a result of forecasting challenges.

Whether long or short-dated, food or non-food, temperature controlled and regardless of brand and volume, we can handle it all.

Approved by all the UK's major grocery retailers and working with global brands, we can redistribute their products in full branded packaging.

## CASE STUDY.

### THE CONFLICT OF FORECASTING AND SHELF LIFE

During a site visit, we identified a large volume of bottled water, created by a specialised water producer for a retailer, which had become short dated due to the lower than expected sales performance. The retailer no longer required the product due to the short shelf life and rejected the load.

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

The product was collected, sorted and disclaimed (to meet the retailer's requirements), and redistributed through our controlled-membership store network.



# GROWERS AND PACKERS.

**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, WHICH IS A PARTICULAR CHALLENGE FOR SEASONAL PRODUCE SUCH AS PUMPKINS AT HALLOWEEN AND SPROUTS AND SATSUMAS AT CHRISTMAS.**

Here are some reasons why surplus occurs:

- Brand & Packaging Changes
- Bulk / Unwrapped products
- Damaged Products
- Date Coding Errors
- De-listed Products
- End of Production / Over-Runs
- Excess Private / Own Label / Retailer Branded Stock
- Failed Deliveries
- Forecasting Issues
- Foreign Label Stock
- Hospitality & Food Service Format
- Machine Breakdowns
- Minimum Life On Receipt (MLOR) Challenges
- Mis-aligned Packaging & Labels
- New Product Development (NPD)
- Pack Weight Errors (Under / Over Weights and Fills)
- Packaging & Labelling Issues
- Part & Mixed Pallets
- Picking / Stock Rotation Challenges
- Product Trials (e.g. Production, Packaging and Transport)

- Promotional Packaging Challenges
- Quality Rejections
- Samples
- Seasonal Products
- Short Dated Stock
- Specification Rejections
- Storage & Distribution Challenges
- Trade Show Stock
- Undeclared/Mis-declared Ingredients, Instructions and Allergens



Since raising the profile of food waste, thankfully, much has changed for produce which would previously never have seen a retail shelf. Reduced cosmetic standards mean that wonky is just as good as straight, best before dates have almost vanished and produce that still looks good is just 'too good to go'. All welcome change, but what about the edible produce that is still left behind that will either be used for animal feed or ploughed back into the ground?



## CASE STUDY.

### MARROWS

When our specialist HHRS advisor met with a leading grower and walked through some of the fields, the supplier pointed out an issue they had 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.

Conversely, products that do make it from field to packhouse are part way there, but still may not make it to retail shelf or home with a consumer.

# GROWERS AND PACKERS.

## CASE STUDY.



### TOMATOES - THE WHY?

As part of our 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 and product and packing costs have reduced.

## EXPERTISE.

Working alongside growers and packers, we can redistribute all edible surplus products, regardless of brand, in packaging and/or bulk format.

We have developed a range of cost recovery options to support the harvesting, logistics and onward distribution. The products are redistributed through our network of controlled membership stores, supporting key workers and disadvantaged communities across the UK.



# MANUFACTURING PROCESS.

**MANUFACTURING ENVIRONMENTS ARE COMPLEX AND FAST PACED. FROM THE SOURCING AND STORAGE OF INGREDIENTS AND COMPONENTS, THROUGH THE PROCESSING, PRESERVING AND PACKAGING OF THE PRODUCTS, IT IS INEVITABLE THAT WASTE OCCURS. BUT MUCH THAT SEEMS TO BE WASTE IS ACTUALLY SURPLUS WHICH, THROUGH IDENTIFICATION AND APPROPRIATE INTERVENTION, CAN BE REDISTRIBUTED AND FULFIL ITS INTENDED PURPOSE, WHETHER THAT IS TO EAT, USE OR WEAR.**

Here are some reasons that surplus can occur during manufacturing processes:

- Damages to Products
- Date Coding Errors
- End of Production / Over-Runs
- Forecasting Issues
- Impact of Seasonal Products
- Machine Breakdowns
- Mis-aligned Packaging & Labels
- Pack Weight Errors (Under / Over Weights and Fills)
- Packaging & Labelling Issues
- Picking / Stock Rotation Challenges
- Process Waste
- Product Trials (e.g. Production, Packaging, Transport and Samples)
- Quality Rejections
- Specification Rejections
- Storage Challenges (From Ingredients through to Finished Product)
- Tempering Challenges
- Undeclared/Mis-declared Ingredients, Instructions and Allergens
- Work In Progress

Which can lead to:

- Bright Cans and Plain Packs
- Downgrade / Rejected Product
- Excess Bulk / Unwrapped Products
- Excess Chill Stock Suitable for Freezing
- Excess Samples
- Part & Mixed Pallets
- Unused Ingredients and Components

Here are some examples:

- Products are produced to meet a customer specification and quality checks are undertaken throughout the process. This means that products can be rejected at any stage; the wrong ingredient is used, the viscosity is amiss, the colour or texture isn't as expected, the decoration isn't the right pattern, the flavouring didn't get added.



- Factories have rigorous planned maintenance systems in place for their machinery, however machine breakdowns do still happen. With lines in full flow, an interruption results in products at all stages of the line being rejected.



- When producing products (especially multi-component ones) to a set weight specification to accommodate pre-printed packaging, it is inevitable that there will be some weight and/or fill issues.

# MANUFACTURING PROCESS.

## CASE STUDY.

### SOMETIMES SURPLUS CAN BE QUITE A SURPRISE!

Working with a leading yoghurt manufacturer on their challenges of changing between different flavoured yoghurts, we were able to both reduce waste and reduce production downtime by packing off the interface yoghurt that contained traces of multiple flavours. Wholesome in every respect, these yoghurt surprises, were compliantly labelled by Company Shop Group creating a brand-new product every time for our members.

This solution not only addressed concerns about food waste, the manufacturer benefitted from reduced waste costs, additional line capacity and a hybrid commercial and social return for their product.

**THESE YOGURT SURPRISES WERE COMPLIANTLY LABELLED BY US AND CREATED A BRAND NEW PRODUCT EVERYTIME FOR OUR MEMBERS.**

## EXPERTISE.

Whilst out of specification, whether labelled or not and regardless of brand, with the correct technical interventions these products are suitable for onward redistribution.

We adhere to the highest standards of product safety and legal compliance and are very experienced at what we do. We are BRC certified (A Grade) against the Global Standard for Food Safety (Issue 8: August 2018).

We know that these irregular but wholesome products are often rejected before some critical control points have occurred in the manufacturing process e.g. foreign body detection.

Our technical capabilities include packing, check weigh/ label and x-ray foreign body detection, which means we can provide the necessary interventions to prevent these products going to waste.



# NPD, TRIALS & SAMPLES.

## EXPERTISE.

We not only redistribute the surplus products arising from product development, we can support you with consumer trials through our active membership base.

We can handle all categories of products at all trial stages, applying any necessary labelling or other compliance intervention (e.g. foreign body detection) prior to redistribution.

We are here to help manufacturers and brand owners with their product developments.

**IN A COMPETITIVE RETAIL/SUPPLY CHAIN ENVIRONMENT, SET WITHIN AN EVER-CHANGING CONSUMER LANDSCAPE AND IN A WORLD WHERE PRODUCTS HAVE TO 'BUY THEIR SPACE' AND ENSURE THAT THEY MEET THE CONSTANTLY EVOLVING AGENDAS AROUND HEALTH, VALUE AND SUSTAINABILITY, NEW PRODUCT DEVELOPMENT IS ESSENTIAL.**

Here are some ways that surplus can arise from trials:

- Brand & Packaging Changes
- Packaging & Labelling Issues
- Product Trials (e.g. Production, Packaging and Transport)
- Quality Rejections
- Samples
- Seasonal Product Development
- Specification Rejections
- Tempering Challenges
- Trade Show Stock

Which can lead to:

- Bright Cans & Plain Packs
- Excess Private / Own Label / Retailer Branded Stock
- Excess Ingredients & Components
- Part & Mixed Stock Pallets
- Excess Chill Stock Suitable for Freezing

Here are some examples:

- New products are created for new seasons, all needing to be different from the products that went before – meaning that the product, the pack format and/or the packaging has to change, and change brings surplus from the redundant stock to the trials that are necessary to create the new versions.
- Samples are generated for many reasons; product promotions, generating new business, or at various points of a production process prior to the finished product being signed off for launch.
- Trade shows are a great way to showcase great products, whether on your stand, at an awards event or a seasonal show. Whatever the reason, it is often easier to leave the products than to take them back home. Think new Christmas goods on display in July, decadent fruit, vegetable and plant displays in an exhibition hall.



## CASE STUDY.

### NAPPIES CAN BE A DIRTY BUSINESS

At risk of having products de-listed due to sales and space criteria, a leading disposable nappy manufacturer undertook a packaging change to significantly condense their pack size so as to improve their retail sales to space performance, alongside gaining reputational advantage through reducing the plastics usage in their packaging.

As the new format neared launch, the manufacturer held back all 'old' packaged stock so that it did not impact on the launch. They maximised their new brand launch across mainstream retail outlets and Company Shop Group provided a brand secure outlet for the redundant volume of old branded product across its membership-controlled store network.

# NPD, TRIALS & SAMPLES.

## CASE STUDY.

### CHANGING CONSUMER MINDSETS

Our members don't know exactly what they will find on our shelves, so trying new things comes naturally. That's why our supermarkets are the perfect way to trial innovative new ideas.

Working alongside WRAP and Hovis, we collaborated on ways that we could reduce the amount of food that consumers throw away, particularly bread.

To encourage people to freeze the last few slices in a loaf, WRAP trialled new bread packaging in four of our stores. Our membership model made it easy and cost-effective to collect data on a scale that would have normally been difficult and expensive. And, because our members are accustomed to buying unbranded goods, we could provide a unique environment for research where brand preferences weren't a factor.



“Working with Company Shop on a recent project allowed us to access its membership to understand citizen behaviours towards a particular product and its packaging.

Using this large group to conduct surveys, focus groups and interviews has been invaluable for obtaining feedback from a wide range of people in a highly cost-effective way.

Company Shop have been helpful and responsive and we have worked in partnership every step of the way”

**Helen White,**  
Citizen Behaviour Team, WRAP

## CASE STUDY.

### LONGLEY FARM

Longley Farm is a Yorkshire based dairy products manufacturer selling its own brands through retailers; a family owned business from father to son and highly protective of their reputation.

Through discussions, it transpired that they had surplus stock from trials of a new product that had recently been launched into the marketplace.

Surplus was occurring because the minimum batch size that they could make on their equipment was greater than the initial sales volumes being taken by the retailers. This was resulting in several thousand pots of Greek yoghurt being wasted every two weeks whilst retail sales grew to match their minimum batch size.

Working together, we gave Longley Farm the confidence to redistribute the surplus stock; both understanding that the volumes would reduce as sales levels grew. That is the nature of surplus!

Longley Farm continue to innovate by bringing new products to market, knowing that there is a home for their surplus that delivers cost recovery and protects their brand whilst also creating environmental benefit.

“Food waste is a very serious problem in this country, right from farm to fork. Although we are big importers of food, studies show that we are already self-sufficient if waste can be eliminated. Whether from an ethical, environmental or economic viewpoint, the elimination of food waste is a goal that we should all be striving to achieve.”

**Jimmy Dickinson,**  
CEO of Longley Farm

# PACKAGING & LABELLING.

**PACKAGING AND LABELLING ISSUES CAN ARISE FOR MANY REASONS, THE PRODUCT MAY BE PERFECT BUT THE LABEL IS WRONG OR NON-COMPLIANT, OR THE PRODUCT IS NOT QUITE AS DESCRIBED ON THE PRE-PRINTED PACK.**

Here are some reasons that surplus can occur from packaging and labelling challenges:

- Brand & Packaging Changes
- Damaged Packaging
- Date Coding Errors
- Foreign Label Stock
- Hospitality & Food Service Format (not compliant for onward retail use)
- Machine Breakdowns
- Mis-aligned Packaging & Labels
- Packaging Updates (creating obsolete stock)
- Pack Weight Errors (under / over weights and fills)
- Promotional Packaging Challenges
- Quality Rejections
- Seasonal Products
- Specification Rejections
- Tempering Challenges
- Undeclared/Mis-declared Ingredients, Instructions and Allergens

Which can lead to:

- Bright Cans and Plain Packs
- Part & Mixed Stock Pallets
- Excess Private / Own Label / Retailer Branded Stock

Here are some examples:

- High speed lines wrapping packaging (or labels) around a product is just one example of how things can be mis-aligned, often resulting in important information missing from the end product.



- Often, product is destined for international markets, with the labelling following different compliance regulations or in a foreign language (or both). Not all such product reaches its intended destination and instead is retained in the UK but not compliant for sale.

- Maintaining products at the forefront of their category means that the outside packaging has to be every bit as good as the product within, arguably even better. With so much consumer choice, retailers and global brands compete on this ground either to refresh what exists, include promotional price points or to re-work their products and accordingly their packaging. Whilst this will be planned and phased, there will always be a point of old packaging being stopped, resulting in any residual stock becoming redundant.



- Not all finished product leaving the end of a production line ends up in final brand packaging. There may have been a line issue and the stock has been run off in plain packs or bright cans and put on hold.
- Pre-printed weight, fill or price marked packs create challenges in production processes, creating non-compliant packs and product rejections.

# PACKAGING & LABELLING.

## CASE STUDY.

### ISSUES DO ARISE!

No matter how carefully planned, technically detailed and quality assured a manufacturing process is, there are always instances where things do not go as planned.

We supported a large manufacturer when they produced a frozen ready meal for a major retailer's 'free from' range. Unfortunately, due to a manufacturing error, the product did have an ingredient in it that didn't meet the 'free from' specification and so the production batch was rejected. Apart from the obvious issue, this product was wholesome and food safe in every respect. Company Shop Group secured the product and relabelled each pack to reflect the actual specification before onward redistribution through our membership-controlled store network.

Our intervention meant that over 15,000 meals that may have been wasted, safely and compliantly made it to people's plates as first intended, and the manufacturer was able to recover cost through our commercial model.

## CASE STUDY.

### REDISTRIBUTING THE ICONIC OXO

Working with Premier Foods, we identified an opportunity to redistribute oxo cubes that had defective packaging but were wholesome in every other respect. Instead of being a waste stream, the site started to collect all flavours of the rejected products and put these into large brown sacks.

Back at Company Shop Group, we undertook a trial to explore the best method for sorting, packing and re-labelling. Due to the different variants in the sacks, several packing and labelling formats were agreed, both boxed and bagged.

Positive results from the trials led to the site changing their process and routinely redistributing the products that didn't meet their specification, unlocking value in the product and transforming waste into an added extra for millions of meals.



## EXPERTISE.

We have the infrastructure and technical expertise to easily address mis-aligned packaging, check weighing and labelling issues even if the product is private label, temperature controlled and/or has limited remaining shelf life. Alongside our BRC accredited processes, we always protect your brand just as if it was our own.

"At Premier Foods Worksop 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.

# STORAGE & DISTRIBUTION.

**EVERY DAY, COMPLEX MANAGEMENT OF MULTIPLE BRANDS WITH THOUSANDS OF SKUS CREATES A CHALLENGING ENVIRONMENT FOR STORAGE IN WAREHOUSES AND ESPECIALLY THOSE THAT ARE TEMPERATURE CONTROLLED. THIS IS BEFORE WE EVER CONSIDER THE INTRICACIES OF THE INBOUND AND ONWARD LOGISTICS. UNDERSTANDABLY, THESE FACTORS CAN RESULT IN STOCK BEING PICKED OUT OF ROTATION AND CREATING SHELF LIFE ISSUES, OR THE NEED TO MOVE SLOW MOVING STOCK OUT.**

Here are some ways that surplus can occur:

- Damaged / Contaminated Packaging (Glass & Cans)
- Damaged Products (General)
- De-listed Products
- Excess Stock Holdings
- Failed Deliveries
- Home Shopping Returns
- Insurance / Fire or Flood Damaged Stock
- Liquidation / Clearance Stock
- Minimum Life On Receipt (MLOR) Challenges
- Part & Mixed Pallets
- Picking / Stock Rotation Challenges
- Promotional Packaging Challenges
- Seasonal Products
- Short Dated Stock
- Tempering Challenges

Here are some examples:

- Retailers require a minimum life on receipt (MLOR) into depot or stores to give the end consumer ample shelf life and to

reduce waste in stores. So, sometimes perfectly good products can get left behind, not because there is anything wrong with them, but because they are just not quite young enough to make it to shelf.

- Producers have rigid time slots for delivering stock into retail and collation depots, it's critical to enable the stock to be picked and then make its onward journey to the thousands of shops in the UK. A whole range of transport challenges can result in a load arriving late and being rejected.
- Part and mixed pallets arise for many reasons. From end of production line 'leftovers' to pick-face consolidation, these 'collections' lead to traceability challenges and undue record keeping.
- To enable manufacturers to meet seasonal high-volume demands, food products are often produced in advance. They are pre-date coded and frozen, ready to be tempered in line with customer orders. If stock is taken out of freeze, but also out of date rotation this can create product challenges as, once tempered, there may be insufficient shelf life, based purely on the pre-dated packaging, rather than the life of the actual product.
- Products can be damaged anywhere in the supply chain, loading, unloading, storage, transport, picking. In most instances it is only the outer packaging that is damaged or maybe the bottom layer of the pallet, leaving the majority of product in good condition.



- Bottles, jars and cans that have become damaged, dirty or contaminated are usually destroyed. We can stop these products from becoming waste by sorting and processing the products through our in-line automated wash process, removing any contaminants and sticky residue.
- De-lists are commonplace within a competitive retail environment, set within an ever-changing consumer landscape. In a world where products have to 'buy their space' and ensure that they meet the constantly evolving agendas around health, value and sustainability, de-listed SKUs are inevitable, usually leaving significant stock volumes in storage.

# STORAGE & DISTRIBUTION.

## CASE STUDY.

### SAVING DAMAGED BOTTLES FROM GOING TO WASTE

When glass bottles are being moved about, it is inevitable that sometimes they get damaged. One bottle in a case of twelve might get broken by a forklift or a bottle may get separated from a multi-pack. Whatever the cause, lots of perfectly good products can needlessly go to waste.

Redistributing these products can be difficult, especially in the beers, wines and spirits (BWS) category. So, to help reduce this waste, we invested in a new in-line bottle washing plant. It deals with these (and many other) products in a safe, environmental way removing any broken glass shards and washing away any sticky residue, so the bottles can be safely redistributed. Our investment replaced a laborious manual process and increased our capacity five-fold.



“Working with Company Shop Group allows Asda to divert no longer saleable but still consumable bottles and cans of beers, wines, spirits and soft drinks that otherwise would have gone to waste.

There are many reasons why these items become un-saleable. For example a damaged item in a pack, split outer packaging or where the selling barcode is on the case or the barcode is no longer readable.

This collaboration has been possible through Company Shop Group’s investment in an inline bottle washer which has provided the much needed capacity for a sustainable solution. They are able to sort and wash for redistribution.

This partnership ensures that we reduce our environmental impact while receiving a commercial return.”

**Karen Todd**  
Senior Manager, Zero Waste Sustainable Business, ASDA

## CASE STUDY.

### SEASONAL PEAKS FOR A DOMED DESSERT

Manufacturing for seasonal trading peaks means that a lot of products are made in advance, frozen and then tempered to meet the seasonal demand.

A chilled dessert manufacturer had produced a new luxury chocolate domed dessert for the festive season. On tempering, some of the products suffered quality defects around its presentation, although the product was wholesome in every respect.

By working closely with the manufacturer, we were able to support their tempering process by efficiently diverting the imperfect stock away from their pick operation, which reduced peak period cold storage challenges. We gave them a financial recovery for the stock and redistributed it through our membership-controlled store network.

## EXPERTISE.

Our scale and infrastructure enable us to handle high volumes of stock across all product categories, even if it is very short dated.

We make redistribution easy for our partners through our 24/7 operations, whether we are receiving or collecting your surplus stock. We have effective tray, tote and pallet management capabilities and have return agreements in place so that your stock can come to us in any retailer’s returnable plastic crates (RPCs), at no extra charge to you.

In examples such as damages and mixed pallets, we sort and record the products on your behalf, taking the hard work out of it for you.

Approved by all the UK’s major grocery retailers and working with global brands, we can redistribute products in full branded packaging.

# WIP, INGREDIENTS & COMPONENTS.

**SURPLUS INGREDIENTS, COMPONENTS AND WORK IN PROGRESS (WIP) ALL ARISE WELL BEFORE A MANUFACTURING PROCESS IS COMPLETE. SOMETIMES YOU MAY HAVE A WIP ITEM THAT DOESN'T MEET THE SPECIFICATION OR INGREDIENTS THAT RUN OUT OF INTERNAL SHELF LIFE. AT COMPANY SHOP WE WORK HARD TO FIND A SOLUTION FOR THESE SURPLUS PRODUCTS THAT OCCUR HIGHER IN THE SUPPLY CHAIN.**

Here are some ways that surplus can occur:

- De-Lists
- Forecasting Issues
- Machine Breakdowns
- NPD / Product Trials
- Packaging / Labelling Changes
- Samples
- Seasonal Products
- Specification / Quality Rejections
- Tempering Challenges

Which can lead to:

- Bright Cans and Plain Packs
- Excess Bulk / Unwrapped Product
- Excess Frozen Stock Holding
- Part / Mixed Pallets
- Unpackaged / Unlabelled Products



Here are some examples:

- Multi ingredient/component products require skilled planning to ensure there is sufficient stock to meet customer orders. Sometimes, due to factors such as fluctuating orders, varying shelf life, specification changes and de-lists, some items may become surplus. Whether the bulk sweets intended for the inside of an Easter egg, the sample size body wash or nail polish that didn't make it into the gift set, or the sandwich filler that didn't make it into the sandwich, all are suitable for redistribution.
- WIP arises at all stages of the production process before the product is packaged. For many reasons, products do not reach their finished state, but they are a viable product or component that can be redistributed. Think the un-iced fruit cake that was left over once the orders had been fulfilled, think the roast chicken that ran out of stuffing balls and gravy for the ready meal.
- Whilst occurring higher up the supply chain, these harder to reach surplus products are still wholesome and viable in their own right. Whether to eat, to use or to wear, these products still have value that can be unlocked.

## CASE STUDY.

### BLUE BAG BREAD

Working with manufacturers and their supply chains, we are able to support with the forecasting challenges of a food to go manufacturer and their supply chain bakery. Orders for goods are placed on estimates, well before the actual orders are known. Company Shop Group are able to support this supply chain by redistributing any and all surplus bread that occurs in

this supplier/manufacture interface, creating a cost recovery for the baker and lessening a potential waste burden for the manufacturer.

As these loaves were baked for the food industry, then our interventions include compliant labelling for onward journey to end consumer and foreign body detection in instances where this would have been part of the final product checks.



# WIP, INGREDIENTS & COMPONENTS.

## CASE STUDY.

### GRIPPER ENDS

Work in progress products are not only harder to reach and harder to utilise, but are also a significant contributor to food waste, one that many food redistributors find challenging to address.

We work with a large manufacturer of cooked meats who generates process waste when slicing meat products, the remaining product, termed 'gripper ends' means the pieces of meat where the spikes hold the original large piece of meat in place on the slicing machine. These gripper ends, lovely chunky pieces of ham, corned beef etc all with some small indents are, depending on volumes, either packed off in retail packs for us, or supplied to us in bulk for sale through our deli solution.

This intervention feeds people first, and the manufacturer receives a cost recovery for what may otherwise be a waste stream.



## SPOTLIGHT.

**IN 2019, COMPANY SHOP GROUP WAS AWARDED £1.96M FROM THE GOVERNMENT DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS. PURSUING A PIONEERING PROJECT TO HARNESS HARDER TO REACH SURPLUS, THE GROUP SOUGHT TO IDENTIFY, ACCESS, INTERVENE AND REDISTRIBUTE SURPLUS PRODUCTS FROM HIGHER UP THE SUPPLY CHAIN THAN EVER BEFORE.**

Understanding that we needed to operate on three fronts – intervention, process and culture change, we undertook to create and provide solutions that made intelligent surplus management an asset for business, a benefit for our planet and a force for good in communities everywhere.

This funding, and resulting outcomes represent a significant step change in the capabilities of redistribution and the reduction of food waste.



→ [READ MORE ABOUT OUR HHR'S PROJECT](#)



→ [READ MORE ABOUT OUR LUMINARY PROGRAMME](#)

# BENEFITS OF WORKING WITH US.

WE MAKE IT EASY 36.

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WE ARE A PEOPLE-LED BUSINESS 55.



### WE MAKE IT EASY.

We know that in a perfect world, you wouldn't have any surplus stock. We also know that dealing with your surplus stock is a tiny priority compared to getting your prime stock to retailer shelves, restaurants and consumer homes. That is why we work really hard, to make redistribution easy for you.



### WE UNLOCK VALUE.

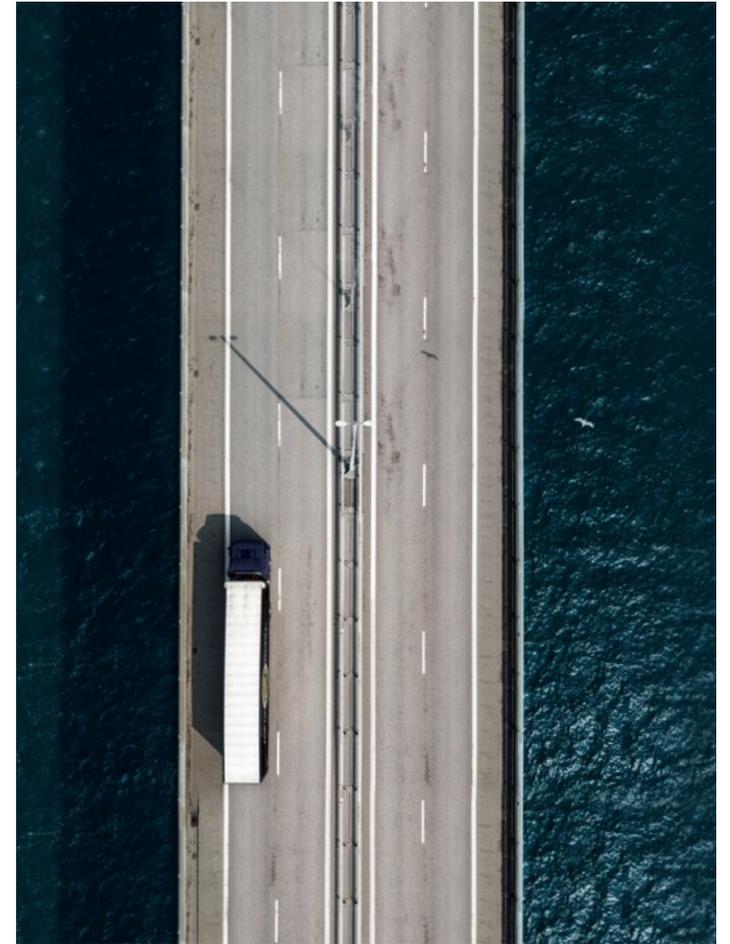
We believe that intelligent surplus management is: an asset for business, a benefit for our planet and a force for good in communities everywhere.

“The value of Company Shop Group is threefold really; we receive a commercial return where we didn't before, we meet our sustainability objectives by preventing waste and we meet our CSR objectives through Community Shop by donating product.”



### WE HAVE OPERATIONAL SCALE AND INFRASTRUCTURE.

Throughout our 50-year heritage, we have invested in our business to ensure that we continually provide the UK's food and wider FMCG industry with progressive, sustainable and scalable redistribution solutions. Our infrastructure and logistics enable us to handle high volumes of product, alongside providing a wide range of innovative, safe and compliant product interventions; ensuring that great products do not needlessly go to waste.



• MANUFACTURING ISSUES • PACKAGING & LABELLING ISSUES • STORAGE & DISTRIBUTION CHALLENGES • NPD • WORK IN PROGRESS • INGREDIENTS/COMPONENTS • GROWERS & PACKERS • DATE ISSUES •



## WE PROTECT YOUR BRAND.

We look after your brand as if it is our own. Major grocery retailers and global brand owners trust us to redistribute their surplus products and protect their brands.



## WE CHANGE LIVES.

Transforming lives and communities isn't simple but the way we use your surplus to do that is.



## WE CARE ABOUT OUR PLANET.

We believe that intelligent surplus management is an asset for business, a benefit for the planet and a force for good in communities everywhere. Our infrastructure and logistics enable us to handle high volumes of product, alongside providing a wider range of innovative, safe and compliant product interventions. We ensure that great products reach their intended purpose, whether eaten, used or worn, thereby ensuring that the valuable resources utilised in the production are not lost and do not needlessly become waste.



## WE EDUCATE, INFORM AND INSPIRE.

With just scale, infrastructure and expertise, redistribution solutions would continue to develop but never reach their potential. 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. We know that change makers make change.

One of the most effective ways that we help companies to reduce waste is to educate, inform and inspire the leaders of tomorrow on the power of surplus.



## WE ARE A PEOPLE-LED BUSINESS.

Our amazing 1,000+ strong team of Surplus Superheroes deliver our award-winning redistribution services.

Underpinned by strong values, we are a good business, doing good. Day in, day out each and every colleague is committed to delivering the best possible solutions and service to all of our clients, customers and communities. They work hard to unlock the full potential of surplus, commercially, environmentally and socially. We invite our colleagues to 'Be the potential'.

## WE MAKE IT EASY.

**WE KNOW THAT IN A PERFECT WORLD, YOU WOULDN'T HAVE ANY SURPLUS STOCK. WE ALSO KNOW THAT DEALING WITH YOUR SURPLUS STOCK IS A TINY PRIORITY COMPARED TO GETTING YOUR PRIME STOCK TO RETAILER SHELVES, RESTAURANTS AND CONSUMER HOMES. THAT IS WHY WE WORK REALLY HARD, TO MAKE REDISTRIBUTION EASY FOR YOU.**

“Company Shop Group is very reactive and easy to work with. It is very flexible to our requests.”

**HERE ARE JUST 10 OF THE WAYS THAT WE MAKE REDISTRIBUTION EASY FOR YOU.**

### 1 YOU CAN JUST SPEAK TO US!

“Flexibility and availability are Company Shop Groups key strengths. By availability I mean on the telephone and to pick up products. They have a central distribution centre in Barnsley and we send all the product there. It is a very impressive set up. By flexibility I mean that if we, say have loads of BBQ food leftover all of a sudden as it's summer and raining, Company Shop Group is always there to take it off our hands which means we don't have to waste time stripping and repackaging products.”



# WE MAKE IT EASY.

## 2 WE HAVE A WIDE RANGE OF CAPABILITIES TO HANDLE PRODUCTS AT ALL STAGES OF PRODUCTION; UNFINISHED, UNLABELLED, NON-COMPLIANT.

We adhere to the highest standards of product safety and legal compliance. We are BRC Certified (A Grade) against the Global Food Standard for Food Safety (Issue 8: August 2018).

We have a Primary Authority relationship with Barnsley Metropolitan Borough Council, which provides us with assured advice for some of our innovative processes. This gives us greater confidence in our regulated activities and reduces our risk of contravening legislation across the UK.

“Company Shop Group has provided us with a solution for a product that is not fit for sale in the usual way.”

<b>PRODUCT SORTATION &amp; INVENTORY RECORDING</b> e.g. missing components, damages and consumer product returns.	<b>PRODUCT INK-JET &amp; BAR-CODING CAPABILITIES</b> We use different coloured inks so that the information always stands out	<b>CORRECTION OF DOMESTIC PRODUCT LABELLING</b> Including Food Safety and Legal Compliance	<b>FOREIGN PRODUCT RE-LABELLING</b> Including Licensed Food Business Operator (FBO) Responsibilities
<b>CHILL TO FREEZE CAPABILITY</b> Primary Authority Assured Process	<b>UNDER/OVER WEIGHT DETECTION AND INTERVENTION</b> Allows for price marking of varying weight products	<b>FOREIGN BODY &amp; QUALITY DEFECT DETECTION</b> X-ray facilities for chilled & ambient and metal/ferrous detection for frozen	<b>IN-LINE PRODUCT CONTAINER WASH FACILITY</b> e.g. bottles, cans, jars, tubs
<b>BULK RE-PACKING FACILITIES</b> Including ambient and frozen	<b>INGREDIENTS/WORK IN PROGRESS (WIP) PRODUCT INTERVENTIONS</b> All Temperatures	<b>ON-SITE BAKE OFF FACILITIES</b> Supporting Food Service Redistribution	<b>SHORT SHELF LIFE CAPABILITIES</b> Receipt and handling through to last day of life
<b>FULL LOGISTICS CAPABILITIES</b> Including 24/7 stock collection options	<b>ASSET AND EQUIPMENT MANAGEMENT</b> On behalf of suppliers and approved by retail brand owners	<b>FULL PRODUCT TRACEABILITY AND SUPPLIER/PRODUCT REPORTING CAPABILITIES</b> Assisting your mass balance processes	<b>IMPACT AND CSR REPORTING</b> Tailored to client requirements

## WE MAKE IT EASY.

### 3 WE CAN HANDLE VERY SHORT SHELF-LIFE PRODUCTS.

To unlock the most value, stock challenges need to be addressed as early as possible – enabling greater commercial returns and also allowing more time to get products to the people who need them the most. But we know this is not always possible.

That is why we give careful consideration to our logistics, processes and overall infrastructure, so that we can handle very short shelf life products.

We specialise in providing effective solutions for fresh and chilled short shelf life stock.

“Company Shop Group are the only redistributor that can handle both the volumes and the remaining life on our very short dated chilled products.”



### 4 WE HAVE THE FLEXIBILITY AND SCALE TO TAKE FULL LOADS, MIXED PALLET, BULK STOCK AND HOME SHOPPING RETURNS, AND WE CAN EVEN SORT IT AND TELL YOU WHAT YOU SENT US!

We have flexible, large scale, professional processes and infrastructure in place to cover all product categories from fresh, frozen and ambient to beers, wines and spirits, to non-foods such as flowers, homewares and clothing.

We work with our partners to solve their problems, tailoring our offer to meet individual needs.

A lot of product that we receive is mixed format – SKUs, dates, brands. We have the capability to sort, record and reconcile goods received, sending the information back to the supplier for traceability, reporting and invoicing purposes.

“The ability to handle volume is one of Company Shop Group’s key strengths.”

“Company Shop Group have shown incredible flexibility, evolving into a highly agile operator capable of handling a vast range of short and long life products.”



### 5 WE HAVE FULL CATEGORY COVERAGE, FRESH TO FROZEN, BWS AND A WIDE RANGE OF NON-FOOD.

We work across the food, drink and wider FMCG industry to ensure that good products do not needlessly end up as waste.

Whether the products are to eat, to use or to wear, we have redistribution solutions that unlock value in that surplus stock, commercially, environmentally and socially.

See more about our [Food & Drink Categories from page 3 onwards](#) and our [Non Food Categories from page 9](#).

# WE MAKE IT EASY.

**6 WE UNLOCK VALUE IN YOUR STOCK IN A WAY THAT SUITS YOU, COMMERCIALY, SOCIALLY OR ANY COMBINATION OF BOTH. ENVIRONMENTAL RETURN IS A GIVEN, REGARDLESS OF HOW YOU CHOSE TO REDISTRIBUTE.**

Through our network and processes, we maximise the social value in your surplus products; providing a positive impact for your Corporate Social Responsibilities, as well as a financial return.

“The value of Company Shop Group is threefold really; we receive a commercial return where we didn’t before, we meet our sustainability objectives by preventing waste and we meet our CSR objectives through community Shop by donating product.”



→ [READ MORE HERE ABOUT HOW WE ARE UNLOCK SOCIAL MOBILITY THROUGH OUR GROUP MODEL](#)



→ [SEE MORE HERE ABOUT THE DIFFERENCE YOU CAN MAKE BY WORKING WITH COMMUNITY SHOP](#)



## 7 LOGISTICS.

We can collect from you, or you can deliver to us - you choose. We have a UK wide 24/7 service (including full logistics and hardware management).

We provide total flexibility in our logistics solution – full and part pallets, mixed pallets, damages and returns.

We also provide an equipment tracking service so you don’t lose sight of your assets.

“... the scale of the operation and having its own logistics are key strengths for Company Shop Group.”

“CSG offers speedy collection and there’s no no quibbling on the price for our stock once it has been decided. CSG is reliable in terms of payment. They are a robust method of dealing with excess stock that is recognised by all of the retailers.”

# WE MAKE IT EASY.

## 8 WE PROTECT YOUR BRAND AND YOUR CUSTOMERS' BRANDS.

We are a trusted redistribution route for UK grocery retailer products and global brands; approved to handle their products in full branded packaging.

“Company Shop Group has all the retailer approvals in place, which makes it really easy for us...”

“Using CSG saves the embarrassment of finding products with retailer labels at market stalls or car boots.”

“Another way we sell to Company Shop Group is when we have a premium product that we don't want to see being sold cheap on the High Street, or a product we can't sell to retailers for legal reasons. In those cases, we sell it to CSG. CSG sometimes picks it up and sometimes we deliver it. The people at CSG bend over backwards to help us get stock to them, and they are very aware of our concerns around brand protection.”



→ [SEE WHAT OUR PARTNERS SAY ABOUT US HERE](#)

## 9 WE OPERATE TO THE SAME HIGH STANDARDS AS THE MANUFACTURERS WE WORK WITH.

We are the only redistributor that is BRC certified (Grade A) against the Global Food Standard (Issue 8: August 2018).

We also regularly welcome our industry partners to our sites to undertake their own audits. In addition, we provide a range of information for them including product traceability and impact reporting.



We have a Primary Authority relationship with Barnsley Metropolitan Borough Council, which provides us with assured advice for some of our innovative processes. This gives us greater confidence in our regulated activities and reduces our risk of contravening legislation across the UK.



**“OUR LONG-STANDING RELATIONSHIP WITH COMPANY SHOP GROUP HELPS US TO SIGNIFICANTLY REDUCE OUR WASTE.... THEY HAVE 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.”**

# WE MAKE IT EASY.

## 10 WE HELP YOU TO IDENTIFY SURPLUS IN YOUR BUSINESS.

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

But, you can only start to 'unlock' surplus if you know what redistribution opportunities exist. We work hard to educate, inform and inspire about the power of surplus. This manual is an example of our work.

Alongside workshops and industry events, we provide a range of no-cost practical options where we can work with you to identify surplus opportunities in your business:

- general 'waste walks' designed to help identify 'low hanging' opportunities for waste reduction and redistribution.
- deeper diagnostic visits which combine a thorough review of operating processes, targeted recommendations, additional measurement and reporting insight. This is particularly relevant to situations where we are exploring harder to reach surplus which occurs higher up the manufacturing process.
- shared learning visits, as part of our wider 'Luminary Programme', specifically designed to explore and quantify waste reduction opportunities, but to also identify solutions to address the less tangible process and cultural barriers to reducing waste.

→ [LEARN MORE ABOUT OUR LUMINARY PROGRAMME](#)

**"...THE WORKSHOP HELPED ME UNDERSTAND THAT THERE AREN'T AS MANY BARRIERS TO STOPPING WASTE FROM GOING IN THE BIN AS I THOUGHT."**

Our surplus service is not just limited to products, our free consultation process will help support your own waste reduction strategies.



→ [READ OUR REPORT 'INGENUITY HARNESSSED' HERE, WHICH TACKLES THE COMPLEX ISSUES ARISING FROM HARDER TO REACH SURPLUS](#)

We have also developed customised impact reporting, showing how the redistribution of your surplus products can have a positive impact on your own Corporate and Social Responsibility initiatives.



"I have to provide quarterly reports and so the impact information that comes from Company Shop Group is super helpful in that regard."

# WE UNLOCK VALUE.

WE BELIEVE THAT INTELLIGENT SURPLUS MANAGEMENT IS:

AN ASSET FOR BUSINESS



A BENEFIT FOR OUR PLANET



A FORCE FOR GOOD IN COMMUNITIES EVERYWHERE



“Working with Company Shop Group is about more than just the money, it is a profit with purpose business and it understands how business operates.”

## WE UNLOCK THE VALUE IN YOUR SURPLUS.

WE PROVIDE THE RETURN THAT YOU CHOOSE; COMMERCIAL, SOCIALLY OR A MIX OF BOTH. ENVIRONMENTAL RETURN IS ALWAYS A GIVEN.

“We prevent all surplus where we can and I maximise what I send to Company Shop Group because I get a commercial return whereas I pay to send product via any other avenue.”

▶ [WATCH DAVE & DEBBIE EXPLAIN HOW OUR MODEL WORKS](#)

WE WORK WITH YOU TO MAKE REDISTRIBUTION EASY AND EFFICIENT.

“Flexibility and availability are Company Shop Groups key strengths. By availability I mean on the telephone and to pick up products. They have a central distribution centre in Barnsley and we send all the product there. It is a very impressive set up. By flexibility I mean that if we, say have loads of BBQ food leftover all of a sudden as it’s summer and raining, Company Shop Group is always there to take it off our hands which means we don’t have to waste time stripping and repackaging products.”

[Read more about how we make redistribution easy on page 36.](#)



→ [LEARN HOW WE CAN WORK WITH YOU TO HARNESS HARDER TO REACH SURPLUS](#)



→ [READ MORE ABOUT OUR WORK WITH INDUSTRY PARTNERS](#)

WE PROTECT THE VALUE IN YOUR BRAND AND ALSO YOUR CUSTOMERS BRANDS.

“We brought out a new product last year that didn’t sell well, and we are now bringing out a new formula. That means we have a lot of stock of the old formula that we don’t want to sell to retailers, but we also don’t want it being bought by wholesalers to be sold off cheaply on the High Street. Therefore, we are sending all of that old stock to Company Shop Group as we know our brand will be protected.”

WE DO NOT CHARGE YOU FOR DONATING YOUR SURPLUS.

“While there are some great charitable redistributors, if we donate to them we have to pay a processing fee so it costs us more than it would to donate to Community Shop.”

WE WORK WITH YOU TO IDENTIFY NEW OPPORTUNITIES.

“... and Company Shop Group take a business to business approach and it’s easier to deal with and manage.”

**OUR PURPOSE**

Our 'triple bottom line' is the driver of our profit and purpose model.

**OUR OUTCOME**

The tangible, transformational impact when we receive your stock.

**OUR SOLUTION**

The unique Company Shop Group solution, built on heritage and innovation.

**OUR IMPACT**

We deliver demonstrable results in partnership with the industry.

**OUR PARTNERS**

We act as a catalyst for our partners demonstrating their own value proposition.

**ASSET FOR BUSINESS**

We pay you for your surplus stock.

We help retailers and manufacturers to extract maximum commercial value from any surplus stock. But more than that, we make redistribution easy, by generating operational efficiencies and taking away logistical challenges.

In the last 10 years we have paid clients over £130m for their surplus stock, helping them to achieve an economic return from what may otherwise have become a waste stream.

And we made redistribution easy!

And we unlocked new opportunities for our industry partners too.

"Company Shop Group provides us with a commercial return on stock we'd otherwise be paying to destroy. Products are sold at less than cost but dealing with CSG is problem free."

**BENEFIT FOR PLANET**

We stop great products from going to waste.

However you choose to work with us, an environmental return is a given. All surplus products reach their intended purpose, whether that is to eat, to use or to wear.

In the last 3 years we handled over 225 million\* items.

This included over 60,000 tonnes\* of great food and drink, getting it to peoples' plates as was first intended. That's the equivalent of over 140 million meals.

"We are actively reducing waste through monitoring and analysis. We target the highest areas of waste and measure our progress against the Food Waste Hierarchy."

**FORCE FOR GOOD IN COMMUNITIES**

We transform lives.

Working in the UK's most deprived communities, we are building stronger individuals and more confident communities through our award-winning Social Enterprise, Community Shop.

We believe that every community has the ability to thrive, so we enable our members to build on their assets, not concentrate on their needs.

We monitor and measure our impact across a broad range of impact indicators covering reach, engagement, health, well-being, confidence, finances, progression and mobility.

"In seeking to build human capabilities, reduce real need and improve the efficiency of the British food chain through social entrepreneurship, Community Shop's relevance grows."

\*Period to December 2020.

# WE HAVE OPERATIONAL SCALE AND INFRASTRUCTURE.

**THROUGHOUT OUR 50-YEAR HERITAGE, WE HAVE INVESTED IN OUR BUSINESS TO ENSURE THAT WE CONTINUALLY PROVIDE THE UK'S FOOD AND WIDER FMCG INDUSTRY WITH PROGRESSIVE, SUSTAINABLE AND SCALABLE REDISTRIBUTION SOLUTIONS. OUR INFRASTRUCTURE AND LOGISTICS ENABLE US TO HANDLE HIGH VOLUMES OF PRODUCT, ALONGSIDE PROVIDING A WIDE RANGE OF INNOVATIVE, SAFE AND COMPLIANT PRODUCT INTERVENTIONS; ENSURING THAT GREAT PRODUCTS DO NOT NEEDLESSLY GO TO WASTE.**

“The scale of Company Shop Group and the fact that it has its own logistics and can take bulk stock means it serves a really useful partnership for us.”

Our purpose-built Central Distribution Centre, spanning 9.5 acres, is located close to the M1 (Junction 36) in Tankersley, Barnsley.

In 2020 we opened a Regional Distribution Centre in Leicester, creating our Home Shopping Centre of Excellence as well as providing significant additional processing and storage capacity.

We also continue to invest in our logistics, with our in-house fleet improving the speed of delivery and the efficiency of our redistribution services across the UK.



**“DURING 2020/21 WE ARE INVESTING ANOTHER £16MILLION INTO REDISTRIBUTION INFRASTRUCTURE.”**

**EVERY YEAR, WE HANDLE, REDISTRIBUTE AND PROVIDE FULL TRACEABILITY FOR OVER 100,000 SKUS**



[→ READ MORE ABOUT OUR SUSTAINABLE INVESTMENT STRATEGY HERE](#)

# WE HAVE OPERATIONAL SCALE AND INFRASTRUCTURE.

**WE ADHERE TO THE HIGHEST STANDARDS OF PRODUCT SAFETY AND LEGAL COMPLIANCE. WE ARE THE ONLY REDISTRIBUTOR THAT IS BRC CERTIFIED (A GRADE) AGAINST THE GLOBAL FOOD STANDARD FOR FOOD SAFETY (ISSUE 8: AUGUST 2018) WHICH IS THE INDUSTRY BENCHMARK FOR FOOD MANUFACTURING.**

“The ability to take large volumes, collaborative approach and relabelling capabilities are key strengths for Company Shop Group.”

Our investment in a wide range of product interventions means that:

- We have **full category coverage**, fresh to frozen, BWS and a wide range of non-food
- We can handle very short shelf-life products
- **We have the flexibility** to take full loads, mixed pallets, bulk stock and home shopping returns
- We have capabilities to handle products at all stages of manufacture; unfinished, unlabelled, non-compliant, WIP, components and ingredients
- We can offer a wide range of product interventions, including x-ray foreign body detection, relabelling, packing, weight control and compliant product temper



**IN THE LAST 3 YEARS WE HANDLED OVER 225 MILLION\* ITEMS.**

**THIS INCLUDED OVER 60,000 TONNES\* OF GREAT FOOD AND DRINK, GETTING IT TO PEOPLES' PLATES AS WAS FIRST INTENDED. THAT'S THE EQUIVALENT OF OVER 140 MILLION MEALS!**

“We have worked with Company Shop Group for about 15 years. They handle all of our distressed or excess stock. If I have six or seven trailers of excess stock at Christmas, I know they can shift it.”



**OUR AMAZING 1,000+ STRONG TEAM OF SURPLUS SUPERHEROES DELIVER OUR AWARD-WINNING REDISTRIBUTION SERVICES.**



[→ READ MORE ABOUT OUR AMAZING TEAM](#)



[→ READ MORE](#)

**WE ARE THE TRUSTED REDISTRIBUTION PARTNER FOR MANUFACTURERS, GLOBAL BRANDS, UK GROCERY RETAILERS.**

\*Period to December 2020.

# WE PROTECT YOUR BRAND.

WE LOOK AFTER YOUR BRAND AS IF IT IS OUR OWN.

MAJOR GROCERY RETAILERS AND GLOBAL BRAND OWNERS TRUST US TO REDISTRIBUTE THEIR SURPLUS PRODUCTS AND PROTECT THEIR BRANDS.

## HERE'S WHY:

- We adhere to the highest standards of product safety and legal compliance. We are BRC certified (AA Grade) against the Global Standard for Food Safety (V8)
- Our restricted membership policy, developed with our retail partners, is limited to the FMCG supply chain, Emergency and Care workers and the NHS
- Our strict membership protocols include an evidence based member approval process, photograph embedded membership cards, store based physical access controls, product purchasing limits and member verification at till points
- We have traceability of our products to member, and can provide physical product disclaiming to meet our brand owners' specifications



“Protection of brand is Company Shop Group’s key strength, if you go into their stores you can see it has the buy in of every retailer – Waitrose, Sainburys, Asda, you name it.”

“The key strength of Company Shop Group is that we know product won’t just end up in a market-place. They offer us complete traceability for our products.”

# WE PROTECT YOUR BRAND.

WE ARE THE  
TRUSTED PARTNER.

**“ONE OF COMPANY  
SHOP GROUP’S  
KEY STRENGTHS  
IS THAT IT’S QUITE  
TRANSPARENT.  
I KNOW EXACTLY  
WHERE OUR  
PRODUCTS GO.”**

“Company Shop Group are also approved by our technical team for its food safety processes which gives us a further guarantee on top of its other brand protection arrangements.”

“Company Shop Group’s brand integrity is its key strength, evidenced by extensive retailer buy in.”



→ SEE MORE HERE ABOUT  
WHO WE WORK WITH

REMEMBER..

YOU CAN SEND US YOUR  
PRODUCTS IN ANY BRANDED  
PACKAGING.

YOU DO NOT NEED TO STRIP OR  
DEFACE RETAILER OWN-LABEL  
PRODUCTS BEFORE SENDING  
TO US.

WE CAN HANDLE BRANDED  
FOOD SERVICE PRODUCTS,  
WORKING WITH YOU TO AGREE  
ANY SPECIFIC BRAND OWNER  
REQUIREMENTS.

YOU CAN SEND US UNFINISHED  
AND NON-BRANDED PRODUCTS  
TOO.

## WE CHANGE LIVES.

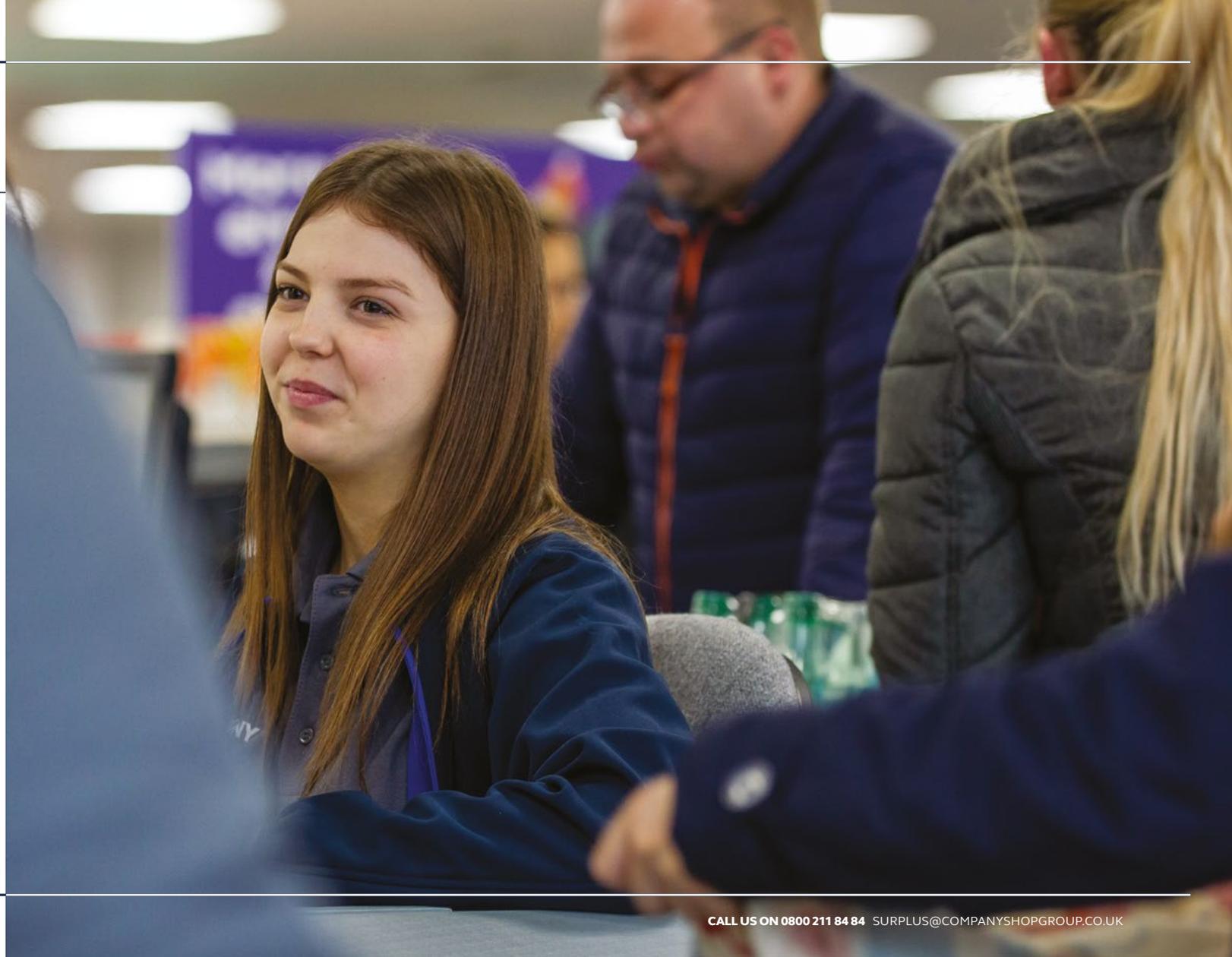
### TRANSFORMING LIVES AND COMMUNITIES ISN'T SIMPLE BUT THE WAY WE USE YOUR SURPLUS TO DO THAT IS.

Releasing the full value of surplus stock has never been just about the stock itself, it has been more about people. We see food and surplus products as the catalyst for creating social impact and social mobility and, importantly we do this across our Group model in two ways:

#### • ENABLING BROAD IMPACT

Access to the low-cost food Company Shop offers allows hard working families to stretch budgets, perhaps have a holiday and live healthier lives. This is our broad impact, offering the greatest impact to the most people through our scale and reach.

Shopping at Company Shop enables people the breathing space and flexibility in their budget to overcome this and to deliver aspiration and mobility for their families.



# WE CHANGE LIVES.

## • CREATING DEEP IMPACT:

Using just your surplus stock, you can feed people and transform their lives; sustainably and for the longer term.

We deliver our deep social impact through our social enterprise, Community Shop. It is about more than just food, more than a lifeline in troubled times. Community Shop has developed a unique 'three space' model which has been tried and tested by thousands of people across the UK.

**Our Community Stores** offer a wide range of great quality products from our supply chain partners at deeply discounted prices. This enables people to overcome the physically and psychologically limiting struggle to provide food for the family table each day.



Once this is addressed, our **Community Hub** and its interconnected personal development programmes, together called 'The Success Plan', enable people to assess their strengths and also their barriers to success. With the support of our skilled mentors this plan is the blueprint for becoming the best version of themselves and connecting with their community to help to do the same.



**Community Kitchen** enables people to engage with food in a positive way, to celebrate its role in building communities and supporting wellbeing. This scaffold provides a safe place for people to rebuild themselves and overcome the challenges that led them to Community Shop in the first place.

This model, which enables every individual to access the personalised support they need, also connects them through our **Community Leadership** initiative so that they can become changemakers in the streets they call home.

We call this our 'deep impact' model and we are proud to see communities across the UK taking hold of this opportunity, to build for themselves the lives and the communities they long for.

# WE CHANGE LIVES.

**“COMPANY SHOP GROUP’S STRENGTHS ARE ITS FLEXIBILITY, RESPONSIVENESS, COLLABORATIVE APPROACH AND THE WHOLE COMMUNITY SHOP MODEL. THERE ISN’T ANYTHING ELSE OUT THERE LIKE COMMUNITY SHOP AND WE REALLY LIKE THE MODEL IN TERMS OF HOW IT OPERATES AND ITS IMPACT.”**



→ SEE MORE HERE ABOUT WORKING WITH COMMUNITY SHOP FOR GOOD



→ READ MORE HERE ABOUT HOW WE UNLOCK SOCIAL MOBILITY



▷ LEARN MORE ABOUT THE SCIENCE BEHIND OUR DEEP IMPACT MODEL



▷ WATCH NATALIE'S JOURNEY WITH COMMUNITY SHOP

# WE CARE ABOUT OUR PLANET.

**WE BELIEVE THAT INTELLIGENT SURPLUS MANAGEMENT IS AN ASSET FOR BUSINESS, A BENEFIT FOR THE PLANET AND A FORCE FOR GOOD IN COMMUNITIES EVERYWHERE. OUR INFRASTRUCTURE AND LOGISTICS ENABLE US TO HANDLE HIGH VOLUMES OF PRODUCT, ALONGSIDE PROVIDING A WIDER RANGE OF INNOVATIVE, SAFE AND COMPLIANT PRODUCT INTERVENTIONS. WE ENSURE THAT GREAT PRODUCTS REACH THEIR INTENDED PURPOSE, WHETHER EATEN, USED OR WORN THEREBY ENSURING THAT THE VALUABLE RESOURCES UTILISED IN THE PRODUCTION ARE NOT LOST AND DO NOT NEEDLESSLY BECOME WASTE.**

Company Shop Group have been at the forefront of the sustainability agenda for the last 5 decades. Actively championing redistribution from the early lens of it being the most discreet outlet for surplus products, through to the important public role that it plays today in the global movement to reduce food and other waste in our industries and our societies.

In 2018, the UK Government recognised the important role that redistribution plays in the prevention of waste by including it in its revised Food Waste Hierarchy.

**THE BEST TIME TO PLANT A TREE WAS TWENTY YEARS AGO. THE SECOND BEST TIME IS NOW.**

Through our Sustainable Investment Strategy, we are committed to increasing redistribution and our wider positive impact.

→ [READ OUR REPORT](#)



We are committed to actively promoting responsible and sustainable redistribution solutions from ourselves, from other organisations and from wider collaborations; ensuring that the end redistribution solution provides the best outcome for profit, people and planet.

→ [READ OUR REPORT](#)



**“COMPANY SHOP’S SUSTAINABLE MODEL GIVES US A SAFE, ENVIRONMENTALLY SOUND, ETHICAL AND COMPLIANT SOLUTION FOR OUR SURPLUS STOCK. IT’S A WIN-WIN FOR US. WE ARE ABLE TO TACKLE FOOD WASTE AND AT THE SAME TIME MAXIMISE THE COMMERCIAL VALUE OF OUR SURPLUS AT A TIME WHEN THERE IS INCREASING PRESSURE ON MARGINS.”**



# WE CARE ABOUT OUR PLANET.

## 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 CAN UNLOCK ITS TRUE VALUE.**

This drives our ambition and our innovation.

During 2019/2020, Company Shop Group embarked on its pioneering Harnessing Harder To Reach Project, funded by the Department for Environment, Food and Rural Affairs (DEFRA) as part of a scheme to substantially reduce food waste.

Through this project, we increased surplus food redistribution and prevented food waste by making it economically viable and sustainable for food businesses to redistribute their more complex surplus that previously had been beyond the reach of redistribution. This diverted surplus away from secondary options such as animal feed, anaerobic digestion or other waste disposal methods.

We focussed our project change theory around three strategic interventions to maximise the value of harder to reach surplus; intervention change, process change and culture change.

“Through this project Company Shop Group has challenged the status quo of the food system and highlighted where the food industry can make real inroads into reducing surplus food. I look to the industry to consider the findings and explore the toolkits Company Shop Group have produced and follow their example by taking action. Surplus food should be utilised and I call on the industry to maximise its commercial, social and environmental value.”

Defra Environment Minister, Rebecca Pow MP



→ **READ MORE HARNESSING HARDER TO REACH SURPLUS PROJECT REPORT**

## OUR COMMITMENT TO 'ALWAYS DO THE RIGHT THING' STRETCHES ACROSS OUR WHOLE BUSINESS AND COVERS EVERYTHING WE DO. OUR ENVIRONMENTAL COMMITMENT IS NO DIFFERENT.

Years ago, we chose to formalise our environmental management system with the aim of continually improving our environmental performance through more efficient use of resources and reduction of waste.

We are ISO 14001:2015 accredited for our main operations and a roll out programme is in place to cover all sites.



## BRC SUSTAINABILITY PARTNERSHIP.

Company Shop Group is proud to be the official 2021 Sustainability Partner for the British Retail Consortium (BRC). We have joined forces to help educate and inspire the retail industry to reduce unnecessary waste, and to change mindsets around sustainably handling and redistributing surplus stock. The Group will be working closely with the BRC to inform and engage its members, and the wider industry, through a range of events and digital resources which will be launched throughout the course of the year ahead.

This latest partnership reflects Company Shop Group's long-standing relationship with the BRC and is another step on the road towards building a more sustainable retail industry, with greater education and industry collaboration, as key focus areas. Through the partnership, Company Shop Group will also be both committing to, and championing, the important work of the BRC's Climate Action Roadmap, which is a framework to guide the industry to net zero, and to create a fairer, more sustainable economy in line with the UN Sustainable Development Goals.

# WE EDUCATE, INFORM AND INSPIRE.

**WITH JUST SCALE, INFRASTRUCTURE AND EXPERTISE, REDISTRIBUTION SOLUTIONS WOULD CONTINUE TO DEVELOP BUT NEVER REACH THEIR POTENTIAL. 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. WE KNOW THAT CHANGE MAKERS MAKE CHANGE.**

One of the most effective ways that we help companies to reduce waste is to educate, inform and inspire the leaders of tomorrow on the power of surplus.

We host a range of workshops, either in collaboration with partners or our own graduate workshops and immersion events.

To complement our workshops, we also provide on-site services tailored to your business aims and ambitions. Working with a cross-section of internal stakeholders, we offer:

- general ‘waste walks’ designed to help identify ‘low hanging’ opportunities for waste reduction and redistribution.
- deeper diagnostic visits which combine a thorough review of operating processes, targeted recommendations and additional measurement and reporting insight. This is particularly relevant to situations where we are exploring harder to reach surplus which occurs higher up the manufacturing process.
- shared learning visits, as part of our wider ‘Luminary Programme’, specifically designed to explore and quantify waste reduction opportunities, but to also identify solutions to address the less tangible process and cultural barriers to reducing waste.

“I attended the CSG and FDF workshop and really enjoyed the day. It was great to meet my counterparts from other businesses and share our challenges and successes.”

“The workshop helped me understand there aren’t as many barriers as I thought to getting surplus away from landfill.”



# WE EDUCATE, INFORM AND INSPIRE.

## OUR KNOWLEDGE LIBRARY

You will only ever redistribute the products that you know can be.

We recognise our responsibility, to educate and inform about redistribution – both its potential but more practically, what can actually be redistributed because it is much more than you think. That is why we have developed our knowledge library, pulling together our experience, expertise, impact possibilities, but most importantly some practical examples of redistribution in practice.

→ **FIND ALL OF OUR KNOWLEDGE LIBRARY MATERIALS ON OUR WEBSITE AT [WWW.COMPANYSHOPGROUP.CO.UK](http://WWW.COMPANYSHOPGROUP.CO.UK)**



## ILLUMINATING SURPLUS

Times are changing fast when it comes to organisational sustainability.

Born through collaboration, our unique Luminary Programme 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.

We invite visionary thinkers from likeminded businesses to learn together and share ideas, and to develop new ways to inspire and influence others. The reward for participants is the satisfaction of contributing to a transformative change in the way business thinks and works; a change whose positive legacy will last forever.

The Luminary Programme combines a mixture of toolkits, activities and mentoring, giving participants the skills and confidence they need to be the driving force for change within their own organisation.

We are also delighted to welcome expert witnesses throughout the modules, all of whom are inspiring our Luminary delegates across a broad range of sustainability topics.

→ **FIND OUT MORE ABOUT OUR LUMINARY PROGRAMME**



**Marcus Gover, CEO WRAP, said**  
 “The Luminary Programme has the potential to deliver long lasting behaviour change through encouraging more businesses and more sites to focus on the root causes of food surplus and waste. Company Shop is a Courtauld 2025 signatory and supporter of the UK Food Waste Reduction Roadmap, and this is exactly the kind of innovative thinking and action that will help us collectively achieve our goal to halve food waste in the UK.”

If you believe in the potential of intelligent surplus management, you may be interested in our Luminary Programme. For some it is too much of a time commitment, and so why not try our Luminary Lite - our lighter option?

Filled with insight and simple tools, our 90-minute online workshop is a taster session to the full programme.

If you are interested in either the Luminary Programme or Luminary Lite, then please contact us at [hello@luminaryprogramme.com](mailto:hello@luminaryprogramme.com).

# WE ARE A PEOPLE-LED BUSINESS.

**OUR AMAZING 1,000 STRONG TEAM OF SURPLUS SUPERHEROES DELIVER OUR AWARD-WINNING REDISTRIBUTION SERVICES.**

**UNDERPINNED BY STRONG VALUES, WE ARE A GOOD BUSINESS, DOING GOOD. DAY IN, DAY OUT EVERY COLLEAGUE IS COMMITTED TO DELIVERING THE BEST POSSIBLE SOLUTIONS AND SERVICE TO ALL OF OUR CLIENTS, CUSTOMERS AND COMMUNITIES. THEY WORK HARD TO UNLOCK THE FULL POTENTIAL OF SURPLUS, COMMERCIALY, ENVIRONMENTALLY AND SOCIALLY. WE INVITE OUR COLLEAGUES TO 'BE THE POTENTIAL'.**

Whether our colleagues are technical, commercial, operational or socially focussed, they are all experts in their roles and are committed to providing the best redistribution solutions for your needs.

We like people and people like us. We are a relationship led business and believe in building partnerships for life. That means that you can contact us however you like, by email, by telephone, in person! A core part of our service is coming to visit your site to help you to identify opportunities for redistribution – giving you the potential!

## DELIVERING REDISTRIBUTION THROUGH OUR VALUES

Our values are the backbone of our success. They've helped form our proud history, our direction and our attitude.



**“THE PEOPLE AT CSG ALWAYS GO OUT OF THEIR WAY TO HELP.”**

**“OVERALL I RATE CSG AS 9/10. THEY’RE NICE GUYS.”**

**“OUR ACCOUNT MANAGER IS ALWAYS SO PROFESSIONAL AND KIND.”**

WANT TO KNOW  
EVEN MORE?  
**TALK TO US.**

CALL OUR TEAM TODAY ON 0800 211 84 84  
SURPLUS@COMPANYSHOPGROUP.CO.UK

**COMPANY  
SHOP  
GROUP**

**GET IN TOUCH AND GET  
OUR SURPLUS EXPERTISE  
WORKING FOR YOU.**

**CALL US TODAY  
ON 0800 211 84 84**

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[companyshopgroup.co.uk](http://companyshopgroup.co.uk)