WHITEPAPER

BECOMING A MORE SUSTAINABLE HOSPITALITY BUSINESS

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The hospitality industry has a vital role to play in the drive towards a more sustainable planet. Some of the insights revealed in a recent report from the IPCC (Intergovernmental Panel on Climate Change) point directly at food consumption and production, and have a direct impact on our industry.

The Sustainable Restaurant Association summarised the key areas affecting the food and beverage industry: **high-calorie diets make a greater impact on the environment and greenhouse gas emissions** can be significantly reduced by a global shift to plant-based diets. Trends in the UK indicate that consumers are eating less meat, whether for health-related reasons, animal welfare concerns or due to the influence of the growing vegan movement.

A third of all food is wasted, according to the UN's Food and Agriculture Organisation, **75% of which could be avoided.** The energy used in producing, transporting, and decomposing that wasted food accounts for a startling **8-10% of global greenhouse gases.**

The report also emphasised that **businesses and organisations** can play a crucial role by reinforcing their own sustainability and net-zero policies and influencing consumers through their communications and marketing.

MEET OUR CONTRIBUTORS

JULIANE CAILLOUETTE-NOBLE
Managing Director,
Sustainable Restaurant Association

Juliane joined the Sustainable Restaurant Association (SRA) as Development Director in 2016 after five years running Jamie Oliver's programmes for improving school food and food education across the UK. The SRA is committed to accelerating change toward an environmentally restorative and socially progressive hospitality sector around the world. As Development Director, Juliane's role included designing and developing strategic partnerships and campaigns, ensuring that the impact and influence of the SRA grew along with the size of their network. Juliane became the Managing Director of the SRA in January 2021 and is now focused on growing the impact of the SRA around the world.

thesra.org

CATERINA LIVERANI
Marketing Manager UK,
Camile Thai

Cate is a seasoned hospitality professional who has experienced the sector from the ground up. Her personal passion for all things sustainability has let her to become the champion for the brand's sustainability strategy alongside her role as Marketing Manager in the organisation. Thanks to Cate's work, Camile Thai won Best Eco Friendly Restaurant at the Deliveroo Awards 2021.

Camile
good mood thai food

DAVID CHENERY
Founder and Director,
Object Space Place

David co-founded Object Space Place (OSP), a sustainable hospitality design studio in 2011 with partner Brendan Mallard. Their work spans the areas of architecture, interior design and branding and focuses on the sustainable principles of the circular economy in restaurant design and fit-out. OSP was the first design and architect agency to become members of the Sustainable Restaurant Association and to be certified as a Carbon Neutral Company.

object·space·place

WHAT AREAS DOES SUSTAINABILITY COVER?

The 2030 Agenda for Sustainable Development was adopted by all United Nations Member States in 2015. It gathered a total of **17 Sustainable Development Goals (SDGs), based on the 5Ps: People, Planet, Prosperity, Peace and Partnership,** with 169 associated targets.

THE 17 SUSTAINABLE DEVELOPMENT GOALS:

The statistics we've shared so far will probably not come as a surprise to most hospitality operators, as we're all aware that the world needs to waste less and develop more renewable sources of energy.

However, it isn't all about food and energy, and its scope goes way beyond this.

1. No poverty
End poverty in all its forms, everywhere.

2. Zero hunger
End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

3. Good health and wellbeing
Ensure healthy lives and promote wellbeing for all at all ages.

4. Quality education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

5. Gender quality
Achieve gender equality and empower all women and girls.

6. Clean water and sanitation
Ensure availability and sustainable management of water and sanitation for all.

7. Affordable and clean energy
Ensure access to affordable, reliable, sustainable, and modern energy for all.

8. Decent work and economic growth
Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

9. Industry innovation and infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

10. Reduced inequalities
Reduce inequality within and among countries.

11. Sustainable cities and communities
Make cities and human settlements inclusive, safe, resilient and sustainable.

12. Responsible consumption and production
Ensure sustainable consumption and production patterns.

13. Climate action
Take urgent action to combat climate change and its impacts.

14. Life below water
Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

15. Life on land
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss.

16. Peace, justice and institutions
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

17. Partnerships for the goals
Strengthen the means of implementation and revitalise the global partnership for sustainable development.

These goals affect all of our societies. In essence, the hospitality sector is affected by most of the 17 goals to a lesser or larger extent. Sustainability encompasses everyone in our organisations, our staff, customers, communities, and the way we operate.

NET ZERO 2050

The seventh of the UN goals is perhaps one of the most critical in combatting climate change: affordable and clean energy. **Reducing our carbon footprint is vital if we are to tackle global warming.**

In response to that, the UN went on to launch a roadmap outlining how we can reach net zero emissions by 2050. Governments, institutions, and organisations must double their investment in renewable energy by 2025, tripling it by 2030. However, the deployment of renewable energy so far has been slow, especially in transport, industry, heating, and cooling.

CORPORATE SOCIAL RESPONSIBILITY: WHAT CUSTOMERS NOW EXPECT

Apart from its effect on hospitality as a sector, the immense disruption caused by the pandemic affected us all on a personal level. In Accenture's 2021 report, Life Reimagined: Mapping the motivations that matter for today's consumers, **50% of the 22,000 global consumers surveyed said they'd reimagined their values and now base their purchasing decisions on factors beyond price and quality.**

Of these "reimagined" consumers:

66% SAID...

they now expect brands to take more responsibility in motivating them to live by their values and to make them feel more relevant in the world.

65% ARE...

attracted to brands that source services and materials in highly ethical ways. Reimagined consumers want to know what goes into a product, how it's produced and how far it's been transported.

65% OF...

customers are attracted to doing business with brands that are environmentally friendly.

It's evident that becoming more sustainable is essential for survival in our disruptive world.

WHERE DO YOU START?

Sustainability is an all-encompassing concept that can initially seem overwhelming, and perhaps a little academic. With so many goals, it's a long journey and it can be difficult to know where to start.

CHANGE DOESN'T HAPPEN OVERNIGHT, BUT LITTLE STEPS CAN MAKE A DIFFERENCE.

THE SUSTAINABLE RESTAURANT ASSOCIATION

Luckily, there is a lot of support out there in the form of the Sustainable Restaurant Association (SRA). This not-for-profit organisation was founded 12 years ago and now works across some 7300 restaurants in the UK. Partners range from small single sites through to large corporations, businesses from across foodservice, like-minded industry bodies and campaign groups.

The SRA started as a membership organisation but soon realised that, rather than just appealing to like-minded organisations, they wanted to make their tools available to the sector as a whole to help drive major change.

Juliane Caillouette-Noble explains exactly how the organisation can help:

"We've developed a matrix of criteria and turned it into an assessment that businesses can use to measure their current sustainability performance. **It helps you identify where you need to improve, and we can help with an action plan to help you drive it forward.**"

So, once you've completed the assessment, where do you go from there? "It depends on the size of the organisation. Larger businesses may be more concerned about tackling their carbon footprint, while smaller business may need to look at simpler, more operational factors like recycling and reducing waste," Juliane explains.

"If I were to recommend two basic areas where hospitality businesses can make more immediate improvements, **energy reduction and reducing food waste are good places to start**", she continues.

- **Reduce energy consumption:** this is an easy one as you can **get a smart meter and gauge where you're using the most energy and see how you can reduce it.** It'll also save you money.
- **Measure food waste:** the three main areas of wastage to analyse are **plate waste, preparation waste and spoilage**, so you can see where your waste is coming from. Then set an internal target, giving your kitchen ownership of this. They may need to rethink the way they order, look into how they prepare food, or think about how customers behave in order to drive down the amount of food wastage.
- **Make an action plan:** the SRA can help you identify, plan and achieve your goals through an action plan that makes sense and is viable for your business. Once you've achieved your goals, **you can also get accreditation from the organisation to show your customers and the wider community your commitment to sustainability.**

CAMILE THAI

Camile Thai, an award-winning premium Thai restaurant group in the UK & Ireland, has led for many years on sustainability from a food industry perspective. Camile's many pioneering practices are **empowering customers to make informed choices around their environmental impact.** From store design to waste management and the food that's served, Camile prides itself on its sustainability. Each year, Cate advocates for the team to develop concrete goals to positively impact the food system. As the **first restaurant group in Ireland to publish carbon ratings for its dishes**, Camile is again leading the way and enabling its customers to make better choices for their planet, through its Carbon emissions ratings.

Caterina Liverani is Camile Thai's biggest sustainability advocate. Working as Marketing Manager for the UK, her passion for sustainability made her the ideal person to lead the brand's sustainability journey for the UK & Ireland.

She reached out to the Sustainable Restaurant Association from the beginning, as "they have helped us enormously in terms of best practices. **The SRA provides you with an assessment which helps you to identify where you are in your journey, and what you need to do.** They offer lots of information and the opportunity to network with other companies who are also driving sustainability in their businesses. I've spoken to people from different restaurant chains to see how we can improve and do things better," she explains.

"When starting to plan your sustainability strategy," Caterina continues, "I would recommend that people **choose two or three realistic goals for the first year and avoid over-ambitious targets.** You need to find what's feasible and hopefully have full control over them. You can then plan more advanced goals for the next year, and so on."

Camile Thai first focused on goals involving customer touch points, such as compostable packaging and a promise to remove plastic bottles from all stores.

For 2022, Camile Thai's sustainability goals will be more internal-focused.

- To ensure all dishes are carbon counted through their partnered solution My Emissions app so people can see the impact of their choices. They also use a nutritionist to ensure that menus also contain the correct calorie labelling, in line with legislation.
- Training staff on sustainability through the Flow Learning app.
- To find a charity partner who can help us offset our carbon emissions. They're considering a few options, one of which is buying their own land to plant trees.

HOW HOSPITALITY BUSINESSES CAN BECOME MORE SUSTAINABLE

REDUCE ENERGY CONSUMPTION

According to a report published by the Carbon Trust, average energy costs for the hospitality sector are in excess of £1.3 billion and the industry is responsible for 8 million tonnes in carbon emissions. Our sector also consumes between 5% and 7% more energy than other business types.

The main culprits are, unsurprisingly, heating and cooling, lighting, hot water, and catering equipment. **The kind of energy we most consume depends on the type of business.** For example, hotels spend more on heating and hot water, while pubs use more energy on lighting and cellar services. So, you should first analyse where you can save the most energy and money before investing in measures.

Investing in energy-efficient appliances such as fridges and freezers, while more expensive than regular appliances, is well worth it in the long run, as it will reduce your energy bill. **Your appliances and equipment also need regular and efficient maintenance if they are to run at optimum capacity.** Fridge and freezer temperatures also need to be monitored to avoid potential food safety issues, and faulty heating or air conditioning can cause discomfort to your customers.

In a case study cited by the Carbon Trust, a luxury hotel in the West Midlands was identified to have two inefficient gas water heaters running at 60% efficiency. By replacing them with two new water heaters operating at 90%, as well as improvements to existing boiler systems in the hotel, this contributed to **annual savings of £5,500.**

So, it makes sense to implement a system to manage maintenance efficiently to avoid excessive paperwork, inefficiencies, or worse, downtime, which affects your service and your bottom line. **Facilities by MAPAL is a comprehensive facilities management system** that is a single source of truth, provides real-time tracking and analysis, integrates with all your other systems, and gives you end-to-end maintenance and inventory control.

Ensuring food safety is now more crucial than ever. Wellbeing is top of mind and consumers choose brands they can trust, and that make them feel balanced, safe, and comfortable. Paper-based systems leave too much room for error, damaging your efforts to comply with food, health and safety regulations, and your reputation.

Using a **user-friendly digital checklist software like Compliance by MAPAL** can simplify all your operational procedures. Your teams can complete compliance checks quickly and efficiently, and only need to see those that apply to them. Area managers can monitor compliance levels from a distance and solve issues fast, and quality departments have easy access to all the information to be able to compare audits and extract reports.

REGULATING WATER USAGE

We use a great deal of water in hospitality: hot water for cooking, dishwashing, showering in hotels, the list goes on. Apart from more energy-efficient equipment and machines, there's still a lot that can be done to reduce water usage.

For example, every Asian restaurant has a wok, a utensil that uses a lot of water, as **Caterina Liverani of Camile Thai explains:**

"Due to their design, woks can be a huge waster of water. We've added woks with sensors that only filter water while they're being used."

SUSTAINABLE PACKAGING AND RECYCLING

The recent surge in pickup and delivery, fuelled by **the pandemic, has also increased the amount of disposable cutlery and packaging used in the industry.** Less people are eating off plates than ever before.

While no disposable items at all may be the ideal scenario, many brands are at least turning their attentions to replacing single-use plastics for more sustainable alternatives. **Caterina Liverani explains that:**

"Camile Thai offers compostable packing that's also beautifully decorated. This initiative means potentially avoiding that millions of cups and boxes end up in landfills every year. The brand no longer offers plastic bottles in its stores and aims to become 100% plastic-free in 2023. And to encourage their customers to join them on their sustainable journey, they also provide a clear and concise guide to compostable packaging for their customers."

Camile Thai uses an intermediary wholesaler to order its ingredients, who supplies them produce that meets the brand's sustainability criteria.

As Juliane confirms:

"We encourage businesses to set sustainable sourcing criteria and we're now seeing more and more intermediaries open to that. It's a contract, so they have to meet those criteria when they purchase on your behalf. Unfortunately, price is often one of them, so it's essential to build sustainability into those requirements to try and strike the balance."

RESPONSIBLE SOURCING AND TRACEABILITY

How we purchase has a direct impact on our carbon footprint. Recent supply chain issues have also influenced our choice of suppliers, and they could persist in the longer term. So, buying more local products that are in season makes much more sense in terms of availability and cost, and ultimately, our impact on climate change.

Caterina Liverani explains that:

"It isn't always possible to source everything locally, however, as we would love to source everything from local and organic farms, but it isn't feasible. They are limited to how much they can produce and neighbouring farms within 2.5 kms must also hold organic certificates to avoid pesticide contamination. So, it's important to be realistic about your goals and take gradual steps you can achieve."

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This may be more difficult for smaller businesses who have less bargaining power. Coupled with legal requirements to obtain documentation of the origins of all food sourced, sourcing responsibly without exceeding the budget is a huge challenge.

The key is in efficient supplier management and a reduction in time and administration.

Streamlining your processes will help you achieve this, and technology is key. With kitchen inventory management software such as Easilys f&b by MAPAL, you'll have all your suppliers and information in one place. Track the origins of all products and have complete and accurate ingredient information at your fingertips. This will also enable you to create menus that are not only labelled correctly, but with the confidence to effortlessly serve customers with a range of dietary requirements. Easilys f&b by MAPAL automatically updates your stock and ordering lists and knows what you need, and when you need it, saving your chef and managers a huge amount of time.

MELIÁ CONTINUES TO LEAD THE WAY IN HOTEL SUSTAINABILITY

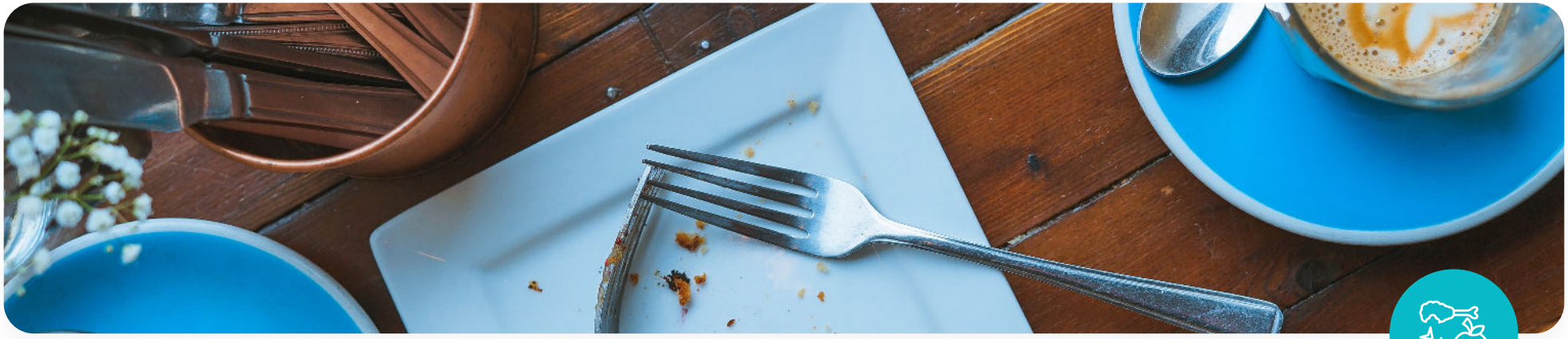
Meliá Hotels International was ranked the most sustainable hotel group in the world in 2019 and 2020 in the S&P Global Corporate Sustainability Assessment (CSA). Maintaining that status in Spain and Europe in 2021, the Spanish-born global hotel group is leading the transformation towards a new sustainable and responsible hospitality model.

Still leading the world in the Governance and Economic dimension, Meliá Hotels also stands out for its work in environmental sustainability. This includes the **design and construction of more efficient and sustainable hotels, as well as several projects to reduce its carbon footprint.**

The group has invested 25 million euros in implementing its sustainability strategy over the last five years, which includes a project to improve energy and water management in hotels through the use of artificial intelligence and buying more clean energy: **61% of the brand's portfolio currently uses renewable energy sources - 100% of all hotels in Spain, UK, France, Italy, and Germany.**

Meliá has also reduced its organic food waste by 30% through the use of kitchen technology and created a roadmap to eliminate single-use plastics in 2018. There is also a project currently underway in Mallorca to **create a circular economy hotel, transforming organic waste into compost to donate to local farmers, and later buying produce from them.**

The company has also been commended for its work in the area of **human capital management, particularly for its promotion of diversity, equality, and inclusion.** Among the highlights are its involvement with Closingap, a group of Spanish companies formed in 2018 to increase visibility of the social and economic value of the contribution made by women.



REDUCING WASTE

A staggering third of all food produced worldwide is wasted, while millions starve. Drastic measures are needed to solve the wider global problem, but also on a business level. As hospitality organisations, we need to ensure we tackle the problem directly not only to contribute to the big picture, but also to **improve our own business sustainability and our bottom line.**

There are many steps we can take:

Simplify your menus to reduce our purchases and avoid some ingredients being thrown away.

Measure plate waste to discover where you can reduce portion sizes in line with customer behaviour.

"Wetherspoons is a good example of this," Juliane Caillouette-Noble reveals:

"They measured their plate waste and saw that guests ordering fish and chips – and especially women – were leaving a lot of chips on the plate. As a result, the brand reduced the portion size of this particular menu item in line with customers' needs. While restaurants may believe that offering food in abundance will win customers' favour, they may not perceive that value themselves. So, restaurants need to readjust their perceptions of how they offer meals."

Reduce portion sizes according to your findings having measured plate waste, as above. **However, Juliane believes we need to go further than that:**

"We need to serve less in general, and this is the elephant in the room for food service businesses. There is not enough high-quality meat available (especially chicken) for the quantities the food service sector demands, so we need to reduce how much we use. There is too much meat in our diet and the answer is procuring less, but better-quality meat and readjusting our menus to focus more on vegetables and the other components."

Reutilise food waste in new dishes. Get creative with leftovers and turn them into another delicious meal.

Efficient stock control through accurate ordering and stock rotation are vital when it comes to minimising food spoilage and reducing food waste in restaurants and kitchens. Make sure your food is properly labelled with use by dates, and that everyone is trained on “first in first out” inventory management techniques.

Predict food orders through a software solution that uses predictive ordering technology.

Compost, if you have vegetable gardens as part of your business structure.

Engage staff: your food handling staff can often be the best source of ideas for reducing food waste. It’s well worth investing in ongoing food safety training and certification for your teams.

Donate to those who need it: If you do have any leftover food, don’t throw it in the bin if someone else can benefit from it. Partner with local charities or homeless shelters, of perhaps an app such as Too Good to Go, that connects hospitality businesses with customer who can take leftovers off your hands for a lower price than normal.

Choosing a kitchen inventory and waste management software such as **Easilys f&b by MAPAL will help you reduce waste far more efficiently.** Your team can easily manage ordering, stock control and waste measurement through a simple and mobile-friendly app, saving their time. The solution will help you standardise portion sizes across your business, measure waste and automatically update future orders as each dish is sold.

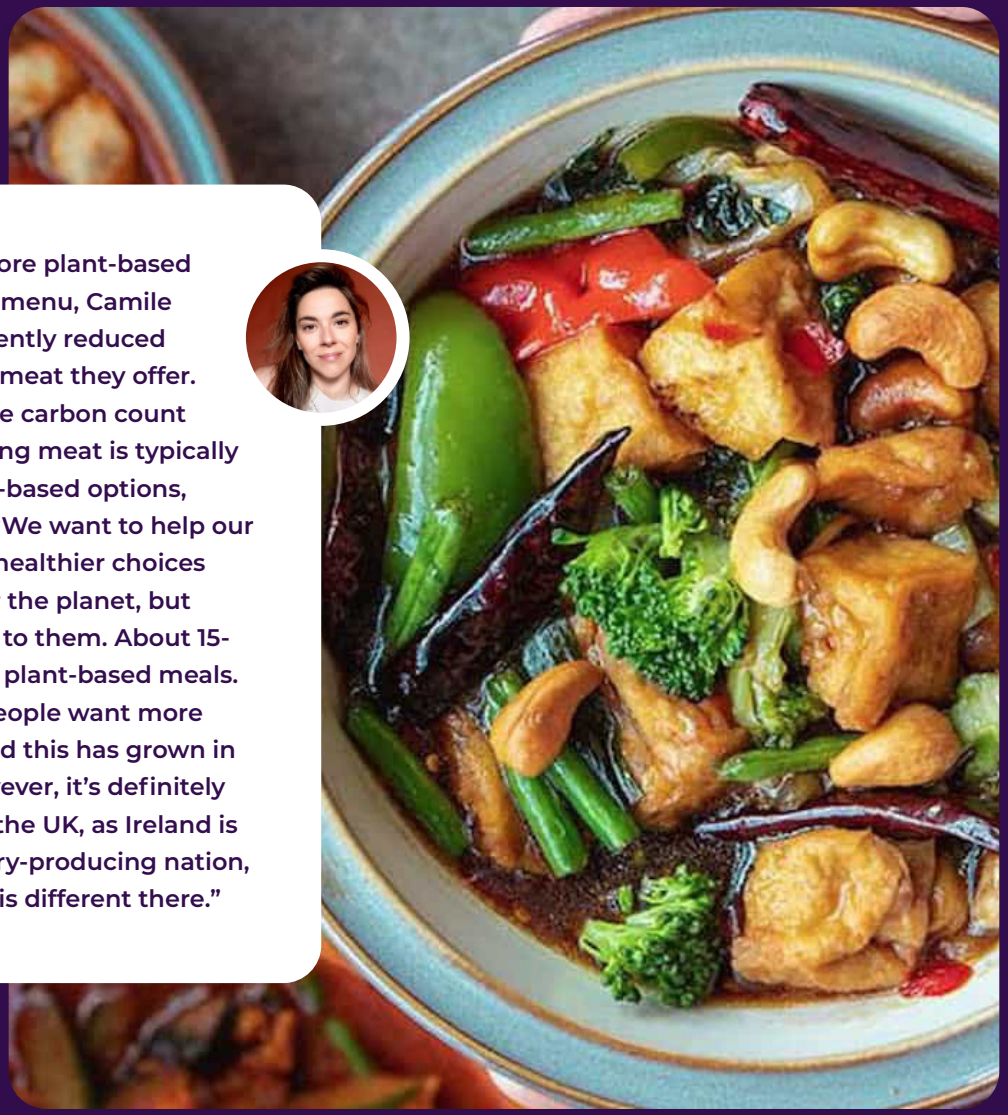
PLANT-FORWARD MENUS

It's no secret that **livestock production, in general, is bad for the environment.** It is responsible for deforestation, water pollution and also emits high levels of greenhouse gases that contribute to global warming.

There has also been a significant rise among consumers for more plant-based options on our menus. So, as hospitality operators, it's our role to **help people make healthier, and greener choices** through plant-forward menus.

The way we design our menus can greatly influence the choices guests make; position meat towards the end, for example, and feature more vegetable-friendly options towards the top. You can even display the meat options on a separate board, keeping the main menu for healthier choices.

Many of your customers may still want meat, but why not try **reducing meat portion sizes and increasing plant-based ingredients on the plate?** As mentioned earlier, sourcing meat responsibly by ordering as many local and organics products as possible will also reduce your carbon footprint.



By introducing more plant-based options into their menu, Camile Thai has subsequently reduced the proportion of meat they offer. Unsurprisingly, the carbon count of dishes containing meat is typically higher than plant-based options, Caterina reveals. "We want to help our customers make healthier choices that are better for the planet, but essentially, it's up to them. About 15-20% are choosing plant-based meals. Trends say that people want more vegan choices, and this has grown in recent years. However, it's definitely a bigger trend in the UK, as Ireland is traditionally a dairy-producing nation, and the situation is different there."

RESTORATIVE DESIGN: OPENING NEW STORES AND THE CIRCULAR ECONOMY

The average building is refitted 20 to 30 times, and yet the average lifespan of a restaurant is five years. If we strip everything away and start again every time we open a new site, that's an awful lot of wastage.

David Chenery is Co-Founder of Object Space Place (OSP), a London-based restaurant design consultancy that helps independents and multi-site businesses refit new sites as sustainably as possible. He explains that "most people only think of their operational carbon impact involved in the running of your restaurant. But few consider the **embodied carbon,** that is, the greenhouse gases that have gone into making your restaurant exist. Globally we **mine about 100 billion tonnes of virgin resources every year, and only 8.6% are kept in a circular economy (reused)."**

Together, David and his co-founder **Brendan Mullard** developed their own **Restorative Design Framework,** which they could apply to all projects.

This approach is based on the circular economy model and involves looking at a previously fitted out site and starting from the position of trying to retain as much as possible. **Reusing existing elements or repurposing materials for a different use can save around 50% of refit costs**, even more depending how operationally aligned you are with the previous business. This isn't to say that your new restaurant has to look like the old one. Preserving your own brand DNA is also crucial and should never be sacrificed.

Even if you can't reuse materials in the new site in question, you can always keep them for a future opening at another site. This is exactly what **Gail's Bakery** have done through their work with OSP, by respraying chairs from an existing site refurb and using them in a different one. "Likewise," David explains "at **Apricity** we had to take out a timber staircase to reposition the flow of space but didn't want to waste it. So, we turned it into timber cladding around the toilet."

When you've made the effort to creatively repurpose existing materials or invest in sustainable new ones, your customers will notice. "Human beings respond to the effort that has gone into something, and storytelling in this way is the best way to connect emotionally with customers and show them what we're doing."

SUSTAINABILITY AND YOUR PEOPLE

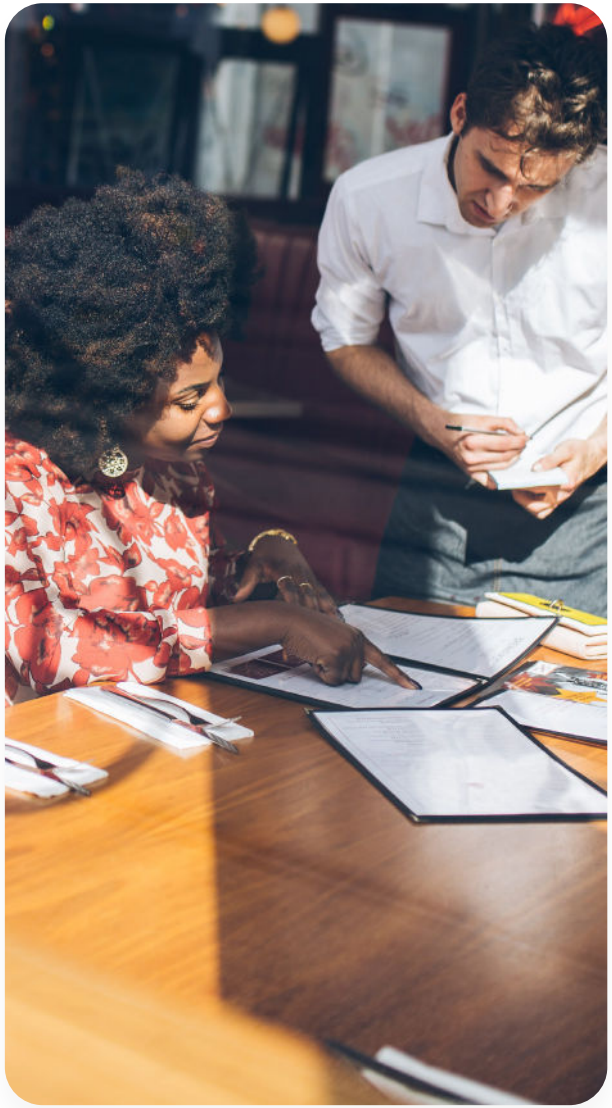
LOOKING AFTER YOUR TEAM

While current recruitment difficulties are complicating our short-term operational objectives, we must also remember to focus on ensuring our longer-term business sustainability. Our people are essential part of our survival plan.

We have a great deal to do to change the perceptions of hospitality careers, and this starts with offering **good working conditions, flexibility and encouraging a healthy lifestyle and work-life balance.**

Scheduling your team shifts in hospitality to suit everyone's needs and offer a good work-life balance is no easy task, however. This is especially tricky when our sector relies on a mix of full-time workers, part-time staff who combine with caring responsibilities, or students topping up their income in between studies.

Technology can go a long way to solving your shift planning headaches. Simple mobile-first solutions like **Workforce by MAPAL enable you to generate schedules instantly,** while also considering your team's preferences, availability, and respecting employment laws. You'll also get optimised shifts that help reduce costs, therefore improving productivity and your balance sheet.



EQUALITY, DIVERSITY AND INCLUSION

Our businesses are expanding across borders and our societies are increasingly diverse. By embracing diversity and building a balanced team regardless of gender, race, age and sexual orientation and ensuring representation throughout all levels of the company, we will create an **environment of belonging, engagement, equality and empowerment** where everyone will support business continuity.

Fostering diversity can also bring significant economic benefits. In her review titled "Race in the workplace", Baroness Ruby McGregor-Smith estimated that benefits to the UK economy of full black and ethnic minority representation across the labour market would generate £24 billion year (1.3% of GDP).

SUPPORTING YOUR COMMUNITY

Most of your employees, their families and our customers will live in the area in which your business operates. Your business depends on them, as well as its social, environmental and its economic wellbeing. It's not just about giving back; it's about nurturing a cycle of benefit for everyone involved.

Jack de Wet, Chief Development Officer at Big Mamma expressed how a sense of community is important not only to employees' wellbeing, but to the company's too, at this year's Restaurant Marketer & Innovator Summit. "At present, up to 20% of our capital is owned by employees and this gets everyone on board at all levels, from HQ down to the floor. Difficult times become even more difficult if you don't have your people behind you. Up until recently our staff was almost entirely Italian, which adds a sense of internal community. **We retained 98% of our team after furlough, even with the recruitment frenzy. Our focus has always been staff first, and that emanates outwards."**

If we look at all 17 of the SDGs mentioned above, hospitality businesses can make an impact on the local community for almost each one listed.

Sourcing locally as much as possible not only benefits the economy but also cuts your transport costs and carbon emissions. Your dishes will also be served with fresher ingredients in line with changing consumer preferences.

Minimise your environmental impact on the local community by reducing waste and recycling. You can also put food waste to good use and offer it to local charities or homeless shelters.

Partner with local associations, sustainability groups, educational institutions or local sports teams to encourage healthy lifestyles, habits and sustainable practices. For example, restaurant chain Fridays is sponsoring five UK women's football teams, as Dan Staples revealed in this year's Restaurant Marketer & Innovator Summit. This is one way the brand is helping to promote diversity as well as highlighting the value of sport in a healthy lifestyle.

BRINGING ABOUT CHANGE IN YOUR ORGANISATION

Change doesn't happen overnight, and how to instigate and manage that change can be a challenge. Change is often attempted with a top-down approach but may not trickle down to the floor as well as it should. Likewise, in a bottom-up model, employees can instigate change through smaller actions, but this may not always gain buy-in from above. So how should sustainability changes be successfully introduced into a hospitality company?

"Both are incredibly important", says Juliane Caillouette-Noble, "but you definitely need top-down policy changes. We're seeing more pressure on C-Suites to change behaviour. Part of that is the recognition that we're going to see some form of carbon-reporting introduced in the not-too-distant future and that brands will become accountable for that. But in restaurants, we also see a huge amount of bottom-up driving too and a lot of engagement comes from staff. We have a large proportion of Gen Z people in our businesses today and it's essential to engage with them."

HOW TO ENGAGE YOUR TEAMS IN YOUR SUSTAINABILITY STRATEGY

Once you've defined your brand's real purpose and commitment towards sustainability, **getting your employees' buy-in is crucial for its success.** It's vital that they are aligned with your efforts and can transmit them to your customers, as well as carrying our sustainable practices correctly and efficiently

ASSIGN A DEDICATED CHAMPION

Many companies start by assigning the sustainability function to an existing employee who is passionate about the cause. However, this will not be enough to deal with the many challenges ahead and assigning a dedicated full-time project leader is probably a better option.

Your champion must be aligned with your overall sustainability goals. They must help ensure that others are working in the same direction and monitor best practices throughout the company.

EDUCATION AND TRAINING

Your teams must be fully informed of your sustainability goals and the role they play if your brand is going to achieve them.

Making this part of your ongoing employee learning and development programme will bring better results.

In today's digital society, short mobile-friendly learning modules create greater engagement and retention, regardless of the material being delivered. So, delivering your sustainable best practices through intuitive, bite-size learning chunks that your team can browse on their own device will lead to easier buy-in and quicker results.

Flow Learning by MAPAL offers an extensive and constantly evolving library of learning resources that you can tap into, assign, and monitor according to job role. You can also create custom courses to suit your needs. Flow integrates with all your other HR systems for a seamless management and employee experience.

Our library already includes modules on diversity and inclusion, anti modern slavery, sexual harassment, and a whole range of compliance modules in food health and safety. As every organisation has its own strategy, many brands who work with us devise their own modules.

Camile Thai, for example, is currently developing a custom module with Flow Learning to educate their teams on their in-store recycling procedure, how to explain their carbon-labelling scheme to their customers, and how to present the menu. Sustainability champion Caterina Liverani also reveals that:

"In my dreams, each store would also have a sustainability advocate who would ensure that measures are being carried out properly."

As we've seen, sustainability encompasses almost every area of your business. Change isn't necessarily easy and doesn't happen overnight, but your people are your future. Educate them, look after them and your business will be in good hands. Technology is vital to help you measure, monitor, and improve.

To learn more about how our suite of back-office hospitality solutions can help you on your road to sustainability, visit www.mapal-os.com

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