



# REPORT



**FEBA**  
SKILL-SHARING  
SESSION

## Recovery from Food Service is possible!

15-16 OCTOBER 2019 / MILAN, ITALY



Published 2019, Brussels.

© FEBA. All rights reserved.

Any reproduction in full or in part must mention the title and credit FEBA as the copyright owner.




This publication has received financial support from the European Union Programme for Employment and Social Innovation “EaSI” (2014-2020). For further information, please consult the EaSI website. The information contained in this publication does not necessarily reflect the position or opinion of the European Commission.

# Contents

|   |    |
|---|----|
| Introduction                                    | 1  |
| Skill-sharing session<br>Summary / 15th October | 2  |
| Skill-sharing session<br>Summary / 16th October | 17 |
| Programme                                       | 22 |

# Introduction



**The Skill-sharing session “Recovery from Food Service is possible!” was organized by the European Food Banks Federation in collaboration with Fondazione Banco Alimentare Onlus and ElioR Ristorazione in Milan on 15-16 October 2019. During these two days, 23 representatives from 10 European countries shared best practices and experiences, to highlight the hurdles to recover from the Food Service sector and to overcome these obstacles in order to increase the amount of recovered food both in quality and quantity. The skill-sharing session aimed to continue the work started with the Working Table on “Food Service” which took place during the FEBA Annual Convention 2019 in Rome.**

It was the occasion to take stock of the situation and exchange experiences on Food Services’ models from different countries. This two-day skill-sharing session was therefore an opportunity to establish future set of actions to be implemented in the following months and years especially for countries that have not yet started or for those who are just starting.

In this document you will find a summary of the information and best practices shared during the two days of the skill-sharing session.

# Skill-sharing session

## Summary / 15th October

**Location:** Food Academy Elior - Bodio Center, Via L.Bodio 37, Milan / Italy

As the key theme of the session was Food Service, it was very fitting that our skill-sharing session was organized at Food Academy Elior. Elior Ristorazione is a big partner of the Italian Banco Alimentare in terms of surplus food recovery.

### Introduction / Food Service: why?

The skill-sharing session started with a general introduction to FEBA activity and impact, underlying that in 2018, 781,000 tons of food were redistributed through 45,700 charities. This is the equivalent of 4.3 million daily meals for a total of 9.3 million deprived people reached.

Although food waste is an increasing concern in Europe and 88 million tons of food waste are generated annually in the EU, there is already good work being done in this area as shown by the impact of European Food Banks.

In addition, as regards the Food Service we should consider that as written in the EU guidelines on food donation the recovery from this sector is possible. Starting from these assumptions this skill-sharing session was a great opportunity to learn in theory and practice how to recover surplus food from the Food Service sector.



**Angela Frigo,**  
**Secretary General, FEBA**

**Food donation is more limited for hygiene reasons, but it is possible to identify and assess opportunities on a case-by-case basis.**



**European Commission, EU guidelines on food donation, 16 October 2017**



Capacity to ensure safe redistribution of surplus will vary depending on factors such as: the type of food/meal produced; the nature of the establishment; availability of receiver organisations; access to a logistics provider which can ensure safe transport of available surplus, etc.

In order to prevent food waste, it is important that catering operators **prevent as much as possible the production of excess food** and **monitor carefully the quantities of food made available**, for instance in a buffet, at any given moment.

While rules may differ in the Member States, some national authorities will authorise the redistribution of certain foods made available to customers, for example, shelf-stable, pre-packed foods (e.g. condiments, crackers, biscuits, etc.) provided that the products are not open and packaging is not damaged. Regulation (EC) No 852/2004 on the hygiene of foodstuffs does not prohibit, as such, **the cooling of meals at the end of service** in order to facilitate food donation from the Food Service/hospitality sector.

In order to facilitate safe redistribution of surplus food, some Member States and sectorial organizations have established or are currently developing **specific guidelines** related to food donation from the catering/hospitality sector.

---

**Source: European Commission, EU guidelines on food donation, Brussels, 16 October 2017**



## Sharing experience / Case study from Italy

Siticibo is a programme created by Fondazione Banco Alimentare in 2003 and consists in recovering surplus food from supermarket chains, Food Service, catering, cruise ships, etc.

Every day, surplus food can be recovered by regional Food Banks or charitable organizations which are constantly trained and monitored.



**Simone Barreca**, National Siticibo Coordinator, Fondazione Banco Alimentare Onlus

### The impact of Siticibo in Italy (2018)

**1,385,741 portions**

of food recovered from 480 canteens, restaurants, hotels, hospitals and barracks

**163 tons of bread**

**124 tons of fruit**

recovered from schools

**8,332 tons**

of surplus food recovered from 1,500 supermarkets

#### Key elements of this program

- Protection of the final consumer;
- Hygiene and food safety;
- Protection of the liability of all the subjects involved.



In this context, the regulatory framework for food safety is a key element. In fact, the program relies on both European and national regulations:

#### ➔ EU regulations

- General Food Law: Regulation (EC) No 178/2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety
- Food Hygiene Package: Reg. (EC) No 852/2004, Reg. (EC) No 853/2004, Reg. (EC) No 854/2004, Reg. (EC) No 882/2004 define the rules of hygiene and food safety for food business operators and competent authorities.

### ➔ National regulations

Specifications concerning the redistribution of surplus food for the purpose of social solidarity:

- Law No 155/2003, the so-called Good Samaritan Law: “Food Bank equated to the final consumer”
- Law No 147/2013 art.1 comma 236 and 237: “The organizations must guarantee a correct state of preservation, transport, storage and food use, each for the part of competence...”
- Law No 166/2016, the so-called Gadda Law:

➔ Adopted in 2016

➔ Integrates the pre-existing rules in a regulatory framework about food donation: - tax relief (Legislative Decree No 460/1997) – civil liability (Law No 155/2003) – hygiene procedures (Law No 147/2013)

➔ Promotes food donation for social purpose and limits waste

➔ Promotes the recovery and redistribution also by extending the shelf-life

➔ Promotes the recovery after the ‘best before’ date

➔ Allows food processing



Before the Good Samaritan Law, surplus food was equated to food waste and therefore the disposal in landfill was mandatory, with resulting losses of resources and generation of waste.

With the Good Samaritan Law, the recovery of surplus food became something possible. According to this Law, Fondazione Banco Alimentare Onlus was considered as “final consumer” for what it relates to liability and responsibility arising from food safety rules.

The Law fosters food donation as donors are only liable towards the recipients of food (i.e. Food Banks), which are considered the final consumers. Therefore, ordinary product liability rules as set by Directive 85/374/EEC and by national tort law do not apply to donated food.



## Examples of recovery from Food Service in Italy



Costa Cruises  
/ A project  
without borders  
for a goal with  
infinite horizons



Kentucky Fried  
Chicken



Federcongressi  
& Eventi

## An important tool is the Manual of Good Practices for charitable organisations

In 2015, Fondazione Banco Alimentare Onlus and Caritas Italiana drafted this important manual.

It is a fundamental tool for non-profit organizations which operate in the back-line and front-line with surplus food recovered from Food Service. It was also validated from the Italian Ministry of Health and it complies with Regulation (EC) No 852/2004.



### How can you start recover from Food Service?

#### ***The start-up of the programme***

The programme started in Milan in December 2003 with a test in collaboration with 3 partners of the catering sector.

### It is important to carry out a feasibility study

- Analysis of the social context of the city
- Analysis of food demand (qualitative and quantitative characteristics)
- Analysis of food offer
- Creation of a network of actors
- Closeness between recovery and delivery
- Evaluation of cost-benefit
- Test

## Case study:

# Siticibo

 Novara / Italy

Surplus food recovered

## 35,000 portions

of food from canteens

## 3,800 kg of bread

## 1,700 kg of fruit

from primary schools



### Main Challenges

Cooked food is nutritionally perfect, but it is important to carry out **feasibility studies** (cost – benefit – demand – offer), understand both the **European and national regulatory framework**, ensure **food safety** and create a **centralised management**

→ **Study of the demand: focus on the main 9 charities with a survey**  
5 soup kitchens , 1 host community, church counseling

→ **Study of the offer**  
1 hospital, care facilities, 6 company canteens, 9 school canteens

→ **Intersection mapping of donors and beneficiaries and sample detection**

→ **Test**  
2 charitable organizations, 5 school canteens and 1 hospital canteen

→ **Start of the program**

→ **5 years later**  
6 charitable organizations, 10 school canteens, 1 hospital canteen, 3 company canteens (Barilla, Gucci, DeAgostini), 1 military airport

## BringTheFood / A webapp to help collect food donations

Fondazione Bruno Kessler is a research centre in Trento (Italy), a scientific and humanities hubs for basic and applied research.

Adolfo spoke about the reality of BringTheFood, a place where the offer of surplus food can meet the demand and vice versa. The first prototype was developed in 2011.

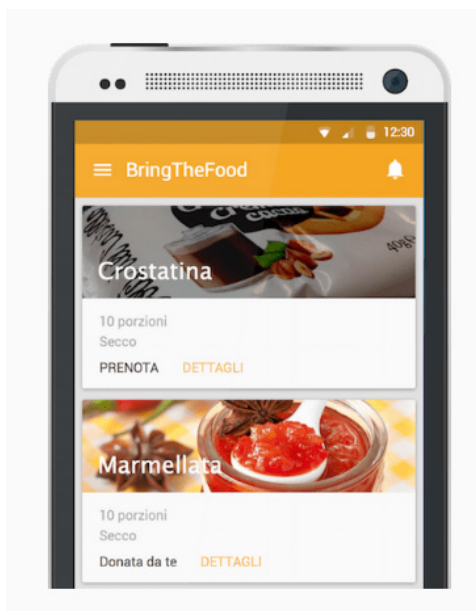
The first prototype had several weaknesses, among others:

- **User “density”:** distance required to collect donations
- **Quality control:** who ensures the quality of the food donated (initially tackled with a rating system)
- **Purpose:** fighting waste or helping people in need?
- **Build by people not expert in the domain:** fresh point of view, but little knowledge of the actual issues

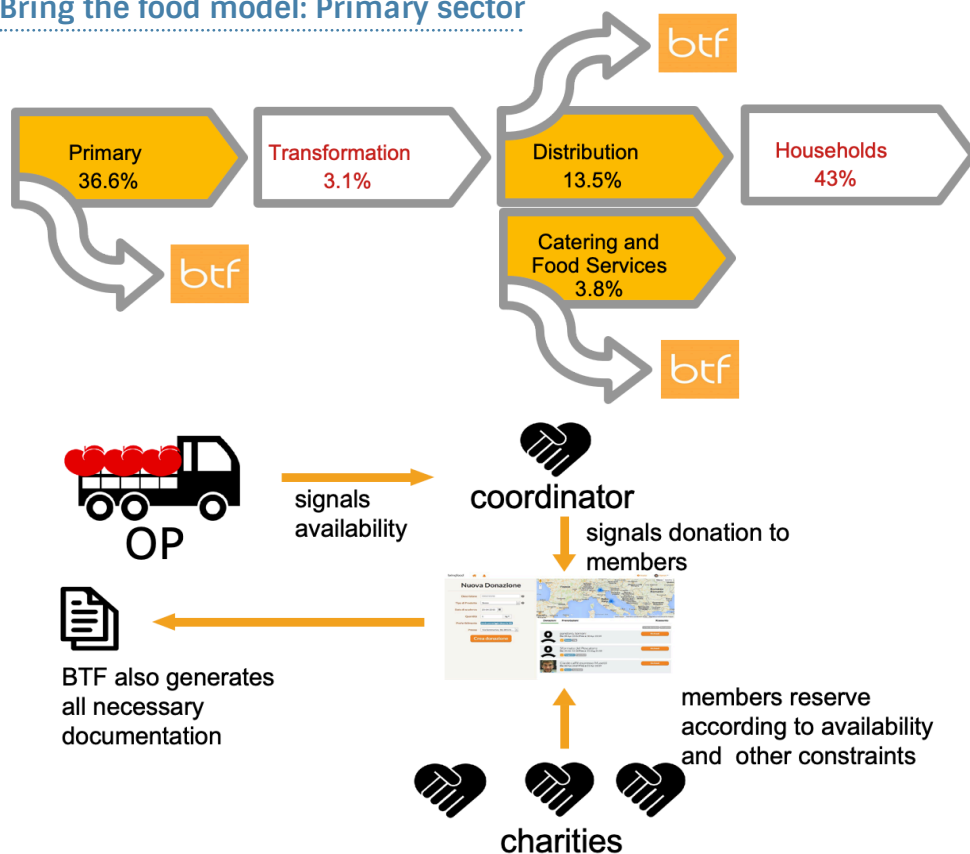
Afterwards, a more successful model was designed: a new collaboration with Fondazione Banco Alimentare Onlus started. The model became more functional to better meets the needs of charities and volunteers from the front-end to the back-end.



*Adolfo Villafiorita,  
Head of Unit,  
Fondazione Bruno  
Kessler*



## Bring the food model: Primary sector



### Main difficulties:

- Small quantities (paperwork and tracking)
- Geographical distribution (collection has to be planned, might not be efficient)
- Frequency may vary (different from large distribution, which has a constant stream)
- Timing is essential (food has to be recovered fast)
- Quality Control and traceability (temperature)

### Operations:

- More efficient: recovery happens only where there are donations; overview and control by supervisors; self-organization and management of exceptions
- Simpler and faster: ready-made documentation; distribution lists
- BTf as a multiplier: BTf as a communication kit to enlarge the number of donors

**Process and Data Management:**

- More accurate: menus; all donations (and their flow) are tracked in a single place
- Simpler to maintain: no need for manual entry (the donor enters data)

**BringTheFood: Under the hood**

- **Different models of donation**

Direct, broadcast, splittable, reservable

- **Rich information set**

Management of food containers, value estimation of donated food, temperature at recovery, cost estimation for recovery

- **Flexible representation of networks**

Networks, network of networks, network chains, "listening" channels, different roles and authorizations

- **Integrated**

Excel and SAP export, standardized R script for statistics

**BringTheFood results**

# 15,667 tons

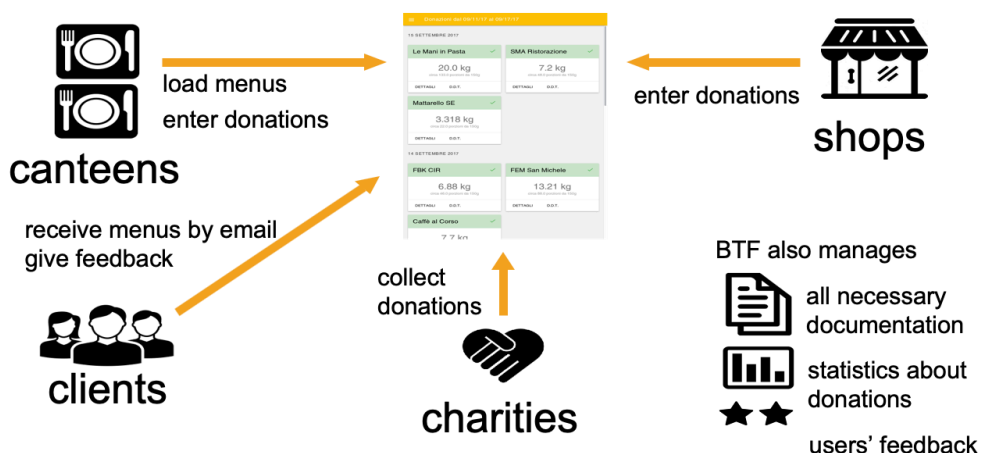
recovered from the primary sector

# 112 tons

recovered from the distribution and Food Service

**Obstacles to overcome when getting started with BTF:**

- Need to invest time to get started and planning if resources are stretched
- Depicting/rationalising the network with various degrees of abstraction to what really happens
- Need to adapt, coming to terms with the fact that it might sometimes be a reciprocal adaptation
- Technical issues. There is much to be gained by adopting IT solutions to support food recovery.

**Bring the Food Model: Redistribution and Food Services**

## Brainstorming / Understanding the recovery from Food Service: challenges and solutions

Participants were split into 3 groups to identify internal & external challenges and solutions in relation to the recovery from the Food Service sector.

### Internal



- Food Safety
- New organizational model
- Operating costs
- Rigidity of the technology
- System integration data flow
- Process control & training
- High logistics cost
- Training & auditing charities
- Cost of recovery lower for Food Service
- Volunteering training
- Traceability for Food Service donations
- Reliability of volunteers
- Relationships with donors



- Technology does not replace a sound process
- Data accuracy & data-driven decision
- Cooperative partnership with big chains
- Focus on chain in Food Service with small number of products
- Cost-benefit: evaluation tool for Food Service and recovery to demonstrate incentive
- Professionalisation of food redistribution
- Ice blocks and time to recover food
- Systematic freezing of recovered food

### External



- Internal conflict between operational departments do not want to release waste data and CSR
- Charities are not always able to accept food
- Limited / excess stock from donors
- Technology user engagement
- Legal matters related to incentives
- Food donors do not understand how to store/rescue food
- Food Safety



- Engagement of the donors
- Use FEAD money to finance
- Demonstrate to donor that it is cheaper to donate than to destroy
- Social media / raising awareness / promoting donors
- Lobby for sustainable solution of food redistribution
- Use positive case studies to encourage donors
- Use CSR as a repositioning tool for donors – public statement of positive use of surplus increasing sales.





## In action: Recovery from Food Service

After lunch, participants had the possibility to see in action the recovery of surplus food from the buffet and all the steps to “save” food from waste.

The Chef of Food Academy Elixir, Federico Ferrari, demonstrated how with all the necessary instruments, not throwing away surplus food is possible.



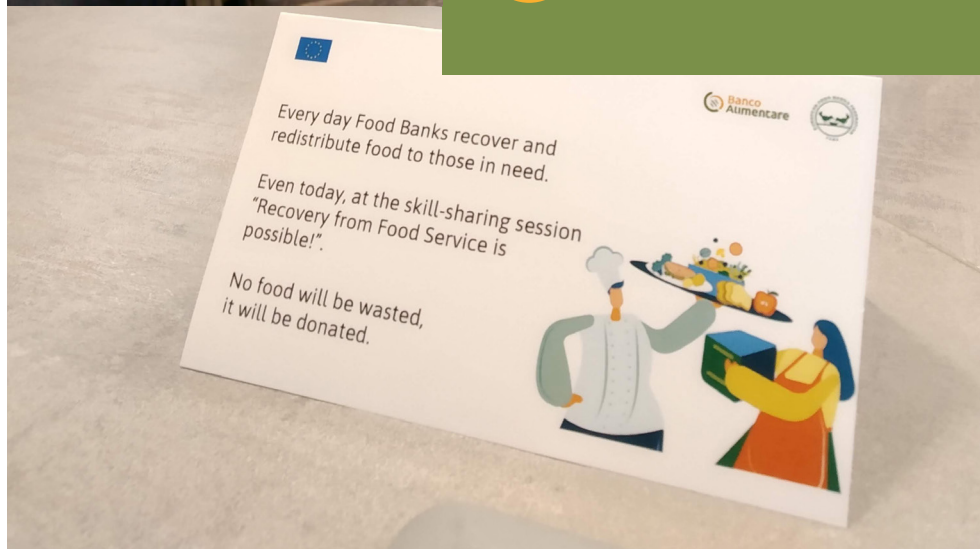
Store the surplus food in aluminium trays



Lower the food temperature in the blast chiller till arriving at 0-4 degrees to eliminate all bacteria



Conserve the food in a refrigerator till the volunteers pick it up





## Sharing experience / The perspective of external experts

### 1 / ElioR Ristorazione

Laura Gibertoni gave a presentation explaining the Italian market of food consumption, contract catering and the activity of ElioR Group. Moreover, she explained the importance of consumer requests, reputation, legislation and the gap of the market. She concluded highlighting the importance of CSR and why and how recover surplus food. If the food was a country, it would be the third country in the world for CO<sub>2</sub> emissions, therefore **it is a problem that cannot be avoided and should be tackled by all the actors involved in the food supply chain.**

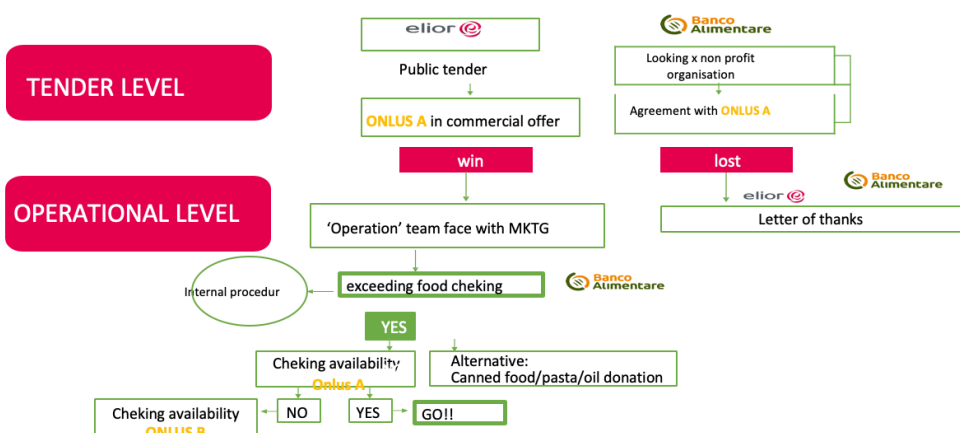


**Laura Gibertoni, Corporate Communication and Sustainability, ElioR Ristorazione**

For a company it is important to recover surplus food to:

- Strengthen its market position and be recognized as a leader also in terms of sustainability
- Provide additional elements to strengthen commercial offers
- Engage clients and employees

There are some important key elements when building a partnership with companies: example of the collaboration between ElioR Ristorazione and Fondazione Banco Alimentare Onlus



## Sharing experience / The perspective of external experts

### 2 / The Pret Foundation

Giovanna Pasini gave a presentation starting from the global problem of food waste underlying how every year, 1.3 billion tons of food are wasted. Moreover, food waste costs the economy \$1 USD trillion and is responsible for 8% of global gas emissions.



**Giovanna Pasini,**  
International  
Manager,  
Pret Foundation

Surplus food redistribution is one of the most important values at Pret Foundation.

#### **Pret Food Donation Programme**

- Reduces food waste and is environmentally friendly
- Provides healthy fresh surplus food to those in need
- Helps to reduce pressure on the charities time and resources

#### **Pret Foundation has 4 foundation pillars:**

1. Food Donation Programme
2. Financial support
3. The Rising/Shooting Stars Programme
4. The Pret House

Even for Pret, food safety is of fundamental importance. They work to ensure that all the food is safe to be redistributed and consumed. In addition, all charity partners sign a charity contract which outlines health and safety guidelines.



We donate the freshly made food surplus to 100 charities across the city, collect from the majority of Pret 239 stores in London

**The Pret Foundation**  
REGISTERED CHARITY NO. 1050195



**Pret Guidelines:**

- Surplus food should be temperature controlled
- Food must be stored in a fridge
- Food must be disposed of the day after recovery

In UK, the Food Donation Programme started to have positive results:

- 3 million meals donated last year
- 400+ charity partners
- 98% allocation rate in London

Regional collections carried out directly by charities or volunteer groups

- 156 stores – 95% allocation rate



## Wrap-up / Urgent questions and solid answers – Plenary Session

At the end of Day 1, following all the presentations and working groups, participants realized that often it is not easy to recover surplus food from the Food Service due to high costs and food safety risks.

In order to avoid risks it is important to use a manual of good practices, as in Italy, in order to follow clear procedures to manage food. In fact, a precise manual can be more effective than a dedicated Law.

# Skill-sharing session Summary / 16th October

**Location:** Food Academy Elior - Bodio Center, Via L.Bodio 37, Milan / Italy



Today we are here to learn that recovering surplus food from the Food Service is possible. In Food Service sector, the recovery of surplus food requires economic resources to ensure a rapid and safe management, but the high nutritional value, as well as economic, social and environmental, requires a strong collaboration with all the players for the benefit of all our beneficiaries and also of the planet.



Jacques Vandenschrik,  
President, FEBA

## World Food Day

On 16 October, FAO calls for action at all levels to ensure that a healthy and sustainable diet is accessible to all. The 2019 slogan was meaningful:

Our actions are our future. Healthy diets for a **#ZeroHunger** world

Rosario Ambrosiano, CEO of Elixir Ristorazione added: "We are proud to host 24 Food Bank representatives from 10 European countries in our Food Academy to discuss a fundamental issue such as the recovery of surplus food.

As a Food Service company, thanks to the fruitful collaboration with Banco Alimentare in Italy, with whom we have been collaborating for over 10 years, we feel our responsibility to offer a sustainable and supportive future to the entire community. Uniting our Group and the European

Food Banks Federation has a fundamental objective: to promote in Europe a climate of social and environmental responsibility aimed at creating concrete actions against food waste and helping people in need".

The DAY 2 of the skill-sharing session was the World Food Day. RAI took a television footage and did some interviews to broadcast on Italian national television and radio. This could have hampered the development of the skill-sharing session, but instead it was the occasion to understand the broad interest and the communicative potential of food donation from the Food Service sector.

## In action: Recovery from Food Service



During the morning of the second day, participants had the possibility to follow the second part of the process of recovering surplus food.

The surplus food of the lunch of Day 1, perfectly stored and conserved in the

kitchen of Food Academy Elixir, was donated to volunteers of Banco Alimentare Lombardia. They arrived to pick it up, signed the necessary administrative documents and transported the aluminium trays inside the refrigerated vans (at 0 degrees).



Afterwards, participants followed the journey of the volunteers until the final destination: Convento S. Antonio Frati Minori, a charity in Milan.

Donated food from Elio Ristrazione contributes to provide almost 90 persons in need who daily go to the refectory with a complete meals. Surplus food from canteens and restaurants, together with fresh fruit and vegetables have a strong impact on the daily activities of charities. Almost every meal served in this charity in Milan come from Siticibo Program.



We never have to buy fruits, vegetables and dairy products. For us this is an enormous benefit.



Father Emanuele,  
Convento S. Antonio  
Frati Minori



## Getting involved / Plan for action

Back to Food Academy Elior, the 2 groups continued the discussion about the topics of DAY 1 and formulated a plan for an action, defining possible

future steps in collaboration with experts from Pret Foundation, BringTheFood and Elior Ristorazione.



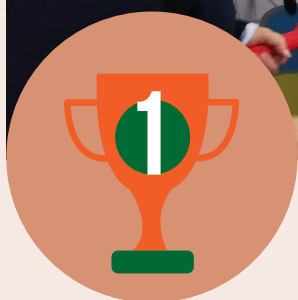
## Preparing a pitch / Sharing a plan - Plenary Session

Both groups underlined how there are different **regulatory frameworks** from country to country and in most of them there is a “grey area” in relation to this field. Therefore, it is important to work to develop a regulatory framework even if this is not enough.

**Practical guidelines** to approach potential donors can be an effective and useful tool. It is important to **identify the person in charge** and the

**contact person** of a company to start talking and explaining to Food Banks the reality and the potential impact for both sides to recover surplus food from the Food Service.

Food Banks should use a **business approach** and **professional words** regarding for example the process of food safety. It is important to explain the process with **examples** and then start with a **pilot projects** to then expand if there are positive outcomes.



## Teambuilding during the coffee break

We organized the first Food Service Championship: a soccer-table tournament which saw as winners Karen from Ireland and Modestas from Lithuania. Well played!





# Programme

## October 15th

|               |   |   |
|---------------|---|---|
| 9h00 - 9h30   | <b>Welcome</b> / Agenda and expectations of participants                                      | Plenary session   |
| 9h30 - 9h45   | <b>Introduction</b> / Food Service : why?   | Angela Frigo, Secretary General, FEBA   |
| 9h45 - 11h00  | <b>Sharing experience</b> / Case study from Italy   | Simone Barreca, National Siticibo Coordinator, Fondazione Banco Alimentare Onlus<br><br>Adolfo Villafiorita, Head of Unit, Fondazione Bruno Kessler |
| 11h00 - 11h30 | <b>Coffee Break</b>   |    |
| 11h30 - 13h00 | <b>Brainstorming</b> / Understanding the recovery from Food Service: challenges and solutions | Working in groups   |
| 13h00 - 14h30 | <b>Lunch</b>  |   |
| 14h30 - 15h00 | <b><i>In action: recovery from Food Service</i></b>   |   |
| 15h00 - 16h30 | <b>Sharing experience</b> / The perspective of external experts                               | Laura Gibertoni, Corporate Communication and Sustainability, Elio Ristrazione<br><br>Giovanna Pasini, International Manager, Pret Foundation        |
| 16h30 - 17h00 | <b>Coffee Break</b>   |    |
| 17h00 - 17h30 | <b>Wrap-up</b> / Urgent questions and solid answers   | Plenary Session   |
| 19h30         | <b>Dinner at St. Nicola Parish / via Livigno 21, Milan</b>                                    |   |

## October 16th

|               |   |                                       |
|---------------|---|---------------------------------------|
| 9h00 - 11h00  | <b><i>In action: recovery from Food Service</i></b> |                                       |
| 11h00 - 12h45 | <b>Getting involved</b> / Plan for action           | Working in groups                     |
| 12h45 - 13h15 | <b>Preparing a pitch</b> / Sharing a plan           | Plenary Session                       |
| 13h15 - 13h30 | <b>Closing remarks</b>                              | Jacques Vandenschrik, President, FEBA |
| 13h30 - 14h30 | <b>Lunch</b>  |                                       |

# Acknowledgement

The European Food Banks Federation takes this opportunity to gratefully acknowledge DG Employment, Social Affairs & Inclusion, European Commission for concretely supporting the capacity building of FEBA and its membership.

A deep appreciation to Laura Gibertoni, all her colleagues of Elier Ristorazione for hosting the skill-sharing session at Food Academy Elier and all the organizational support.

A special thanks to the Chef Federico for cooking us delicious lunches and showing us all the stages of the recovery of surplus food!

Thank you to Fondazione Banco Alimentare Onlus for co-organizing the skill-sharing session.

A huge thank you to Simone Barreca from Fondazione Banco Alimentare Onlus (Italy), Giovanna Pasini from Pret Foundation (UK), Adolfo Villafiorita from Fondazione Bruno Kessler (Italy) and Laura Gibertoni from Elier Ristorazione for the inspiring presentations and their commitment to collaborate with Food Banks and support their activities.

Last but not least, many thanks to all the participants who actively contributed to the success of the skill-sharing session!





European Food Banks Federation  
asbl - FEBA

---

Chaussée de Louvain 775  
Brussels 1140, Belgium

+32 2 538 94 50  
[info@eurofoodbank.org](mailto:info@eurofoodbank.org)



[@EuroFoodBanks](https://twitter.com/EuroFoodBanks)



[@EuroFoodBanks](https://www.facebook.com/EuroFoodBanks)



[eurofoodbanks](https://www.linkedin.com/company/eurofoodbanks)



[European Food Banks Federation](https://www.youtube.com/EuroFoodBanks)



[eurofoodbanks](https://www.instagram.com/eurofoodbanks)



[eurofoodbank.org](https://www.eurofoodbank.org)