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# Sustainability Toolkit

Celeste Catering 2019

*Keeping it Green*

# Introduction

Celeste Catering supports a pragmatic approach in support of the early preparation for climate change. We believe energy regulation and waste management is the most efficient and cost effective way to ensure the long-term survival of a business in the hospitality industry, whilst making a tangible contribution to broader initiatives.

To address this issue, we have assembled a practical and tailored toolkit to assist and guide our executives, managers and staff to understand and implement continuous improvement practices around sustainability. The 'Sustainability Toolkit' is one component of a multitude of business resources that Celeste Catering draw upon to assist in the transition to a more sustainable organisation.

The Sustainability Toolkit was compiled using scientific research and case studies undertaken by the NSW Business Chamber and Sustainability Advantage Programs (administered by the NSW Department of Environment and Climate Change), incorporating research from the Australian Department of Climate Change, Australian Business Roundtable on Climate Change, Sydney Water, Best Practice Fact Sheets, Department of Environment, Water, Heritage and Arts (DEWHA), Department of Energy, Utilities and Sustainability and Carbon Trust – Hospitality Saving Energy.

"More than just buzz words"

# Risk Management

Climate change and sustainability can be considered in terms of business risk management. Every business needs to understand the major risks to its operations and profitability, this is no different in the context of sustainability. Aspects of sustainability such as energy and water are critical to every business, especially within the hospitality industry, where a lack of availability or large increases in costs could have significant negative impacts on the business bottom line.

The core climate change risks to hospitality businesses are:

- Higher energy costs
- Increased general business costs including food, supplies, insurance premiums, raw materials etc.
- Loss of revenue
- Increased legislative requirements
- Consumer expectations for 'greener' businesses and products

The best management of climate change risks and sustainability is to act early and prepare for doing business in a carbon- constrained economy. This will identify and allow for changes where necessary, as well as position a business ahead of its competitors.

Identifying the areas of the business that are at risk to climate change will help identify and prioritise immediate and longer term actions to address these risks. You will need to evaluate climate change risks based on your individual operating requirements and procedures. However, the key areas to consider include:

### Supply cost risks

- Increased raw material costs
- Increased food costs
- Increased supply costs
- Increased transportation costs
- Decreased water availability
- Increased water costs
- Increased energy costs
- Interruption or cessation of supply flows

### Physical structure risks

- Increased insurance premiums due to climate change issues
- Structural damage from storms and floods
- Transportation delays or interruptions due to storm, heat and/or water damage

### Regulatory and litigation risks

- Carbon emission liabilities
- Loss of tenders due to lack of sustainability or environmental policy
- Non-compliance fines
- Business delays from lack of preparedness for regulations
- Liability for non-compliance with regulations or non-disclosure
- Liability for non-compliance with client sustainability requirements

### Market and competitive risks

- Loss of new and existing consumer base by not offering green products and operating procedures
- Loss of market share to competitors offering of greener products and services

### Reputation risks

- Lack of consumer/client confidence in organisation
- Appearance of being less innovative and not proactive compared to competitors
- Loss of revenue resulting from decreased patronage

After the key climate change risks have been identified, it is helpful to prioritise these risks and form an action plan.

# Planned Approach

# Seven Steps

**Step 1:** Obtain management commitment
**Step 2:** Understand historical and current resource usage
**Step 3:** Establish baselines, benchmarks and targets
**Step 4:** Audit
**Step 5:** Prioritise an action plan
**Step 6:** Monitor and measure
**Step 7:** Staff engagement

## Step 1: Obtain management commitment

The most important step in taking an active approach to sustainability is to obtain senior management commitment. It is not sufficient to just have CEO/General Manager initiation; it is necessary to get the senior managers engaged in the project as well. As sustainability becomes part of the organisation's culture, it will be important to continually review and update the sustainability commitments. Furthermore, measurable goals will need to be included in the commitment to ensure that performance can be measured.

## Step 2: Understand historical and current resource usage

In order for a business to progress and realise savings, it is necessary to know the resource usage history and analyse the findings.

> Obtain the following historical information:
> Energy usage (gas and electrical)
> Water usage
> Waste / garbage services
> Transportation

## Step 3: Establish baselines, benchmarks and targets

Once historical and current usage data have been obtained, it is important to establish a baseline. A baseline is the amount of a resource (water, energy, supplies and waste) that your business typically uses. The baseline is used as the comparison rate for monitoring future progress and benchmarking against industry best practice standards. Using the average consumption rate from a recent year (12-24 months) is an appropriate baseline. Regular monitoring of usage and cost against the baseline will identify the efficacy of your sustainability efforts and also alert you to any discrepancies that need to be resolved, such as leaks or equipment that needs to be repaired.

## Step 4: Audit

It is essential to know the types and amounts of energy, water, waste and materials that are being consumed and generated in your business. An audit of key resources should be conducted to determine the overall resource efficiency of your business and opportunities for savings. The audit type that will be most useful and cost effective to your business depends on the size and complexity of your business and the level of detail you require. Two common audit types are walkthrough audits and engineering audits.

## Step 5: Prioritise an action plan

Once an audit has been undertaken, it is important to outline the savings and efficiency potential or goals. This outline will be the practical guide to achieving your resource conservation targets. Whilst not all options are financially viable, outlining them provides an opportunity for assessment over several years.

When planning and documenting resource improvement opportunities identified in the auditing phase, it is important to assign responsibility and a timeframe

## Step 6: Monitor and measure

You can only manage what you can measure. Scheduling regular monitoring and measuring of progress against the designated targets will help assess the effectiveness of your sustainability programs and identify areas that need improvement. It will also highlight any unusual activity or discrepancies in resource use that may require maintenance.

## Step 7: Staff engagement

Staff engagement is critical to the success of any sustainability program and will be a powerful driver to change within the organisation. Implementing the necessary process changes required for sustainability and efficiency improvements in the workplace is dependant on the cooperation and involvement of everyone in the organisation. People are generally willing to contribute to being more sustainable and efficient when they are given the appropriate information on how their actions can make a difference in improving the environment and help the business run more effectively. High commitment levels by senior management help employee commitment and participation in sustainability and efficiency measures.

# Energy Efficiency

## Food preparation

> Use appropriate sized sauce pans and lids to minimise wasted heat
> For small orders or one customer, use frying pan rather than griddle
> Cook in large batches outside of peak hour electricity times
> Source food from local providers
> Thaw food the night before in the refrigerator rather than using water

## Dishwashers

> Only run dishwashers when full
> Rather than using lengthy drying cycles, shorten drying times and use heat generated by dishwasher to dry contents
> Install strip curtains to minimise heat loss during drying cycle

## Ovens

> Minimise opening of oven doors
> Reduce heat or switch off when not in use
> Only use maximum heat required for your cooking needs, do not over heat
> It's more efficient to cook with a full oven, cook in large batches whenever possible
> Utilise microwave rather than the oven when appropriate
> Verify thermostat accuracy and recalibrate if necessary

### Top energy and money saving tips in the kitchen

1. Reduce equipment standby and pre-heating time
2. Install energy efficient light bulbs
3. Fix leaks and make repairs
4. Use appropriate temperature, don't use max temperature unless required
5. Cook in large batches
6. Switch off equipment at the end of the day
7. Thaw food in the refrigerator overnight rather than using running water or microwaves
8. Purchase appropriately sized equipment for your needs
9. Install timers on key equipment, such as boilers and appropriate refrigerators
10. Insulate water heaters

### Fast fact:

Increasing a refrigerator's temperature by only 1° C can reduce its energy consumption by 2-4%[9]

## Refrigeration

> Minimise opening refrigerator and chiller doors
> Install automatic door closers on all refrigerators
> Install strip curtains in walk-in refrigerators to minimise air loss
> Check door seals every 6 months, replace if damaged, leaking or cracked
> Schedule regular maintenance and cleaning for all refrigerators, including cleaning coils and ensuring refrigerant levels are correct
> Set refrigerators to the appropriate temperature, over cooling wastes energy
> Follow manufacturers recommended defrost procedures and set up a defrosting schedule, which can save energy and prolongs the life of equipment
> Only refrigerate necessary items, example, excess stocks of canned beverages don't need constant refrigeration
> Switch off unneeded refrigerators
> Install timer plug on all appropriate refrigerators to switch off after hours. Example, soda and bottled water cases that don't contain perishables
> Locate refrigerators away from direct sunlight or other heat producing sources
> Allow a gap between the back of the refrigerator and the wall for proper air circulation

## New systems

> Consider upgrading older and inefficient systems, which can typically pay for themselves through energy and cost savings
> When purchasing a new system, make sure it is the most energy efficient model
> Consult *www.energyrating.gov.au for* energy efficiency ratings
> When purchasing a new system, be sure it is the appropriate size for your space and use requirements. Systems that are too large or too small will not only waste energy but also increase your energy costs

## Temperature

> Match temperature controls to occupancy – only use during hours of operation, set back when not needed by staff or customers
> Program thermostat settings to automatically adjust to changing temperature needs throughout the day
> Take advantage of sunlight and use shades/curtains to minimise over or under conditioning
> Ensure thermostat sensors are placed away from heat producing equipment

# Water Efficiency

## General

> Look for water devices labelled under the Water Efficiency Labelling and Standards Scheme (WELS), with 6 stars being the highest ranking
> Place signage in kitchen reminding staff to conserve water and report leaks
> Switch off hot water heaters at night, install timer if necessary
> Sweep or mop floors instead of using a hose
> Install a waterless wok
> Install water efficient sprayer, see additional water saving assistance information

## Sinks

Water use in older model sinks and hand basins can typically be cut in half through a few simple cost effective measures.

> Add flow control regulator or tap aerators to existing taps
> Install 6 star rated WELS taps and sprayers
> Minimise the use of garbage disposals- which can waste over 30L of water a day, use a sink strainer instead

## Dishwashers

> Only run dishwashers when full
> Scrape excess food off before loading dishes
> Install flow control to the rinse line, if possible
> Train staff to operate the dishwasher in the most efficient manner
> Set to the economy or efficiency setting

### Top water saving tips for the hospitality sector

1. Install flow restrictors and aerators on taps and showers – look for most water efficient equipment
2. Install dual flush toilets
3. Schedule regular maintenance for major equipment such as HVAC, cooling towers and laundries and keep them free from leaks
4. Use high efficiency pre-rinse spray valves and trigger nozzles on hoses
5. Upgrade laundry facilities to use continuous batch washers, which reuse rinse water and are very efficient
6. Mulch garden areas and use alternative water supplies, such as rainwater or treated greywater to irrigate gardens
7. Replace traditional wok stoves with waterless wok stoves
8. Inform staff and customers of your water saving efforts and how they can participate
9. Record and monitor water use

### Fast fact:

Running hot water in the sink for 5 minutes uses the same amount of energy as a 60-watt light bulb burning for 14 hours

## Hand basins

> Install WELS efficient mixer taps (combined hot and cold) with a flow rate of 6L/min and an aerated flow
> Check tap flow rates – more than 10L/min are high flow, wasting unnecessary water
> Whilst sensor taps appear good, they need to switch off within 6 seconds, but generally they waste more water than manual taps
> Check hot water temperature has not been set too high

## Urinals

> Cistern size should be 7L or less
> Manual urinals generally use less water, although depending on the size of the facility this option may not always appropriate
> Check sensors are placed directly above the urinal so that people using basins or toilets do not accidentally trigger the sensor
> Some sensors when they fail, fail in the open position, meaning they are constantly flushing
> Waterless urinals are available either with a cartridge or cube. If considering this, note that it works best with wall mounted urinals and they still require maintenance, new cleaning regimes and used only in well-ventilated areas

## Cleaning

> Review cleaning practices with staff to ensure water wastage is kept to a minimum

# Resource Efficiency

## General

> Have separate and distinctive bins for food wastes, general wastes and recyclables in easily accessible locations to minimise sending items to the landfill that can be recycled, composted or reused
> Review purchasing decisions and prioritise recycled, recyclable and compostable products
> Buy in bulk and in concentrated form, such as beer and soft drinks on tap rather than cans and bottles
> Switch from disposable utensils to reusable ones
> Purchase refillable condiments rather than individual packets
> Use cloth rags rather than paper towels

## Food waste

> Monitor your food waste and adjust inventory to minimise waste due to spoilage
> Develop daily production plans to minimise over-prepping food that will then be wasted
> Review food deliveries upon arrival for spoiled or sub-standard food and don't accept these items from the supplier
> Compost food waste rather than sending it to the trash bin
> Consider using a worm farm
> Request produce be delivered without excess foliage
> Offer customers environmentally friendly take-away containers for left over food
> Have cooking oils and fats collected for re-processing and reuse
> Adjust portion sizes to avoid excessive food wastes

### Top hospitality waste reducing tips

1. Implement recycling in all areas of the company, kitchens and offices
2. Provide ample recycling bins and fewer waste bins, encouraging guests and staff to recycle rather than trash waste
3. Purchase products with minimal or reusable packaging
4. Source food and supplies from local producers
5. Replace disposable items with reusable ones, such as refillable soap
6. Require vendors to take back pallets and crates for reuse
7. Compost organic wastes, including food and garden cuttings
8. Use environmentally friendly cleaning and gardening supplies
9. Use waste reducing best practices in office areas, such as printing double sided and buy recycled paper
10. Buy in bulk with low packaging, this will reduce packaging, transport & disposal
11. Inform staff and guests of waste reduction goals
12. Monitor and measure waste and recycling levels

### Fast fact:

Each tonne of paper that is recycled saves:

> Almost 13 trees
> 2.5 barrels of oil
> 4100 kWh of electricity
> 31,780 liters of water

## Takeaway containers

> Offer a discount or rewards to customers who bring their own reusable coffee cups
> Ask customers if they *need* a bag or takeaway utensils rather than automatically dispensing these items with food orders
> Purchase recycled content and recyclable takeaway containers, cups, utensils and serviettes
> Purchase disposable utensils that minimise excess packaging, such as avoid individually wrapped items – use health department approved dispensers instead
> Utilise reusable trays rather than bags for in house dining

## Recycling

> If recycling is currently not available at your facilities, contact your waste contractor about recycling options
> Use waste audit outcomes to determine which materials are the highest priority to recycle and reuse
> Replace trash bins with recycling bins and utilise a few central waste bins. This will help remind staff and customers to recycle more and waste less
> Buy products that are recyclable or can be taken back at end of use

# Staff Engagement

### Suggestions to engage staff and enhance the outcomes of your sustainability efforts:

- Use common areas as forums to inform employees about energy, waste and water savings techniques and company commitment to efficiency
- Look for 'sustainability advocates' in different areas of the organisation to help monitor and implement efficiency measures
- Reward employees for new resource saving ideas
- Inform staff of sustainability 'wins'
- Let your staff and customers know what steps the organisation is making to become more sustainable
- Join Government efficiency programs such as NSW Government Sustainability Advantage Program
- Participate and celebrate national/ international environmental events such as Earth Hour and National Ride to Work Day

## Education

Staff education initiatives and easy access to the Where, When and How of your organisation's sustainability program goals will improve the success rate and retention of process changes. A few simple ways to increase education and awareness around the office include:

### Signage and communication

- Post best practice signage in key areas such as toilets, kitchens, near copy machines and printers
- Post signs noting the building or sustainability contact that should be notified of leaks or equipment failures
- Create a designated area for sustainability updates and information, such as on the company's internal website or information board in break rooms/kitchens
- Regularly communicate sustainability outcomes and wins to the entire company
- Include sustainability updates with all company performance and financial reviews. This will reaffirm the organisation's commitment to sustainability as part of business operations rather than it being seen as a separate program or department
- Create a sustainability newsletter for staff and customers
- Develop a mechanism for staff feedback and ideas for sustainability projects

### Internal sustainability team

- Create a sustainability team with members from each major department such as kitchens, maintenance, marketing, finance and operations
- Meet regularly with the sustainability team and give updates on project progress as well as brainstorm new initiatives
- Give one or two relevant and manageable sustainability action items to each team member. This will assist in promoting ongoing improvement measures throughout the organisation
- Find other advocates within the organisation who are interested in sustainability to help promote process changes to staff

There may be a few growing pains when implementing processes that require staff to change unsustainable behaviours that they have had for years, but do not let this discourage or derail the company's sustainability efforts. Continuous demonstration of management commitment and gradual adjustments will help to show staff that sustainability measures are important and require a new mindset rather than more effort.

## Rewards

Demonstrating of company and management commitment to sustainability measures will go a long way in engaging staff to act sustainably. Providing incentive programs and rewards to employees who actively participate in efficiency and sustainability will help retain process changes and bring more staff members onboard. Examples of reward and incentives:

- Provide a company mug to all employees with 'green' branding
- Provide a reusable carrying bag with the company logo to all employees
- Offer public transportation incentives to employees, i.e., discounts or make travel passes available pre-tax
- Impromptu small rewards, such as movie tickets, to staff who turn off their computer and monitor everyday

# Continuous Improvement

Sustainability is a journey that does not end with the installation of lighting motion detectors or recycling, it is a continuous process throughout the life of your business. No matter how efficient or innovative your organisation becomes, there will always be developments and new technologies that will be able to further the sustainability of your business. Sustainability should be viewed as a continuous process rather than a destination. This mindset will help position your business to always seek process and efficiency improvements, positively influence and educate staff and customers, save time and money while also preserving the environment and reducing carbon emissions.