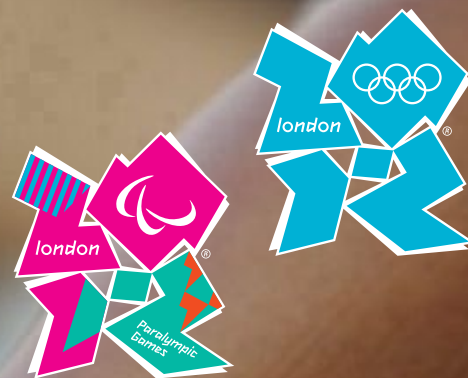


London 2012
Food vision for the London 2012 Olympic Games
and Paralympic Games

December 2009



For starters



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For starters...

Imagine the most spectacular sporting event in the world. Imagine the excitement of the world's finest athletes competing proudly for their nations. Imagine the mix of languages, nationalities and cultures. Imagine the millions of spectators that will gather to watch, and the hundreds of thousands of people working behind the scenes.

Imagine what it will take to feed them all.

In the summer of 2012 the Olympic and Paralympic Games come to London. They will have an enormous impact on the city, the country and even the planet. The London 2012 bid promised a memorable occasion that will make a positive impact before, during and beyond the main event.

The way we cater for the Games must reflect this promise. We and our partners are committed to delivering a tastier, healthier, greener Games.

This food vision outlines the enormous scale of our challenge, and how we intend to meet it.

During the course of the Games, we will serve more than 14 million meals, across 40 different locations. An operation on this scale is a unique challenge, and requires a unique approach. This document details the steps that London 2012, and our partners, will take to deliver outstanding food and drink services. Our work will fall under five main themes:

- Food safety and hygiene
- Choice and balance
- Food sourcing and supply chain
- Environmental management
- Skills and education

Beneath these themes we have set out the commitments and objectives that will frame all our catering operations at the Games. They will be relevant to London 2012 and our current and prospective partners, outlining benchmark standards and aspirational targets for the suppliers, products and services that will realise our vision.

This food vision is the result of one lengthy and detailed process, and the start of another. It is the product of 18 months of research, analysis and consultations with industry and sustainability experts, advisory groups and key partners. Their work has created the foundations not only for a spectacular occasion, but also for the building of the stronger, more sustainable catering and hospitality industry that will be our legacy.



Our food vision

For starters we'll have a tastier, healthier, greener Games

- We will enhance everyone's experience of the Games by celebrating the great diversity and quality of British food, and delivering it at affordable prices.
- By nurturing commercial and educational partnerships, we will leave a strong, sustainable legacy for London and the UK.

Catering to a sustainable Games

In 2012 London will host one of the greatest international occasions on the planet.

The city will be transformed into a vibrant festival of sport and culture, welcoming millions of people from across the world to enjoy the spectacle. The Games will have an enormous impact. The challenge for London 2012 is to make sure they also leave a sustainable and lasting legacy.

London put sustainability at the heart of its bid for the 2012 Games¹ and the following five themes will guide all the preparations for, and execution of, the event:

- Climate change
- Waste
- Biodiversity
- Inclusion
- Healthy living

While sport will take centre stage, the 'Olympic experience' that people will take away will be built from and influenced by a multitude of other factors. And one of the biggest will be food and drink.

Our challenge is to make sure that the catering enhances the experience for everyone and, in doing so, makes a significant contribution to the delivery of a sustainable Games.

Our vision aims to seize the opportunity to use the transformational power of the Games to celebrate and promote the variety and quality of British regional food; to inspire lasting, positive and sustainable change in the event, catering and hospitality sectors; and to contribute to the growing public agenda on healthy living.



Fairtrade cocoa farm

How we got here

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is the first Games organiser to publish a food vision. The task we have set ourselves is considerable: to deliver a catering operation of the highest quality, on a gigantic scale. And to do that sustainably.

Scoping out requirements

To gather the wide range of knowledge, insight and leadership this food vision is built on, we have consulted an equally wide range of industry experts, sustainability experts, advisory groups and themed sub-groups.

This document is the culmination of an 18-month research, analysis and consultation period, designed to cover three fundamental areas:

- The catering requirements for the Games
- The key sustainability criteria for the food vision
- Potential revenues, costs and space requirements

A great deal of detailed insight sits behind this vision. To build a picture of the task we have in front of us, we have undertaken a detailed catering supply chain capability assessment and developed a comprehensive commercial model. The model builds a picture of potential numbers of customers per day, per session, per venue and per client group. We know who we are likely to have to serve, and when.

The Food Advisory Group

Following a series of 'industry briefings' with representatives from a cross-section of the hospitality industry, we formed the Food Advisory Group. The group has been working collectively with London 2012 and relevant commercial partners (see the Appendix for a list of members and contributors) to develop the key commitments that underpin our food vision. We have worked across the following main themes:

- Food safety and hygiene
- Choice and balance
- Food sourcing and supply chain
- Environmental management
- Skills and education

The Sustainable Sourcing Code

LOCOG has produced a Sustainable Sourcing Code² to create a framework for the procurement of products and services. Through the application of the code, LOCOG is challenging suppliers and licensees (including caterers and food service suppliers) to adopt, or further develop, practices that are environmentally sound, socially responsible and ethical.

Continuing to improve

We've done an enormous amount to understand our challenge and the solutions required, but we haven't solved all the issues yet. This document marks the start of a monitoring and review process that will continue to refine our approach. For instance, our product sourcing list (see p18-19) has started to look at the sourcing of meat with a view to the origin of animal feeds. This is one of several avenues of investigation we will continue to pursue to ensure that our aspirational standards are as challenging as they can be.

²london2012.com/publications/locog-sustainable-sourcing-code.php

What we want to leave behind

Delivering an exceptional catering service at the Games is our first priority. However, we want to leave behind more than a fond memory or a best practice case study. We see the Games as a huge opportunity to leave not only a positive mark on the UK's event, catering and hospitality industries, but also to help speed and evolve the delivery of affordable, sustainable food.

A stronger, more sustainable industry

As the Games period draws closer, we envisage being able to see partnerships built across the industry. These partnerships will continue to build on the standards, principles and learning that will guide a spectacular event. We believe that the confidence of having delivered the largest peace-time catering operation in the world will enable us to turn this learning into a stronger and more sustainable industry.

The 2012 Food Charter

The 2012 Food Charter is a campaign that will be launched in spring 2010. It will encourage organisations throughout the events, catering and hospitality sector to commit themselves to supporting and implementing local, seasonal, healthier and sustainable standards across the industry.

While the focus of this food vision is on the delivery of outstanding food and beverage services for the Games, we recognise the opportunity for the principles and practices developed here to be used much more widely. Using this opportunity to spread the sustainable food agenda throughout the industry would be a major legacy achievement.

The scale of the Games will mean that London 2012 will have to work together with a huge variety of other catering and hospitality organisations. In many of these situations, London 2012 will have no direct control over catering operations. Instead, we will offer inspiration, guidance and advice, which will form the foundation of our 2012 Food Charter.

– Catering we can control

The majority of our catering locations will be at the main, public-facing venues in which the sporting events take place. London 2012 determines and manages the overall catering offer directly at these stadia, pools, tracks, pitches, lakes, rivers (and even the sea). We will also operate within a number of venues and locations that will not be public-facing, but where food will play an important role in the day-to-day activities of the people present. These areas include the athletes' villages, Main Press Centre, International Broadcast Centre, and transport and logistics depots.

– Catering we can inspire

The overall reach of events and activities will extend beyond Games venues, which means there are other catered locations that are associated with the Games but outside the control and management of London 2012. These locations include transport hubs (airports, railway stations, depots), and other non-competition venues. There will also be myriad other catering events across the UK's hotel and restaurant sector, and around the country, at Live Sites, festivals, celebrations, regional food fairs and cultural events along the route of the Torch Relay.

Our challenge

31 competition venues
955 competition sessions
160,000 workforce
23,900 athletes and team officials
20,600 broadcasters and press
4,800 Olympic and Paralympic Family
9 million ticket sales
14 million meals

Food quantities in the Olympic Village:

25,000 loaves of bread
232 tonnes of potatoes
More than 82 tonnes of seafood
31 tonnes of poultry items
More than 100 tonnes of meat
75,000 litres of milk
19 tonnes of eggs
21 tonnes of cheese
More than 330 tonnes of fruit and vegetables

'The largest peace-time catering operation in the world'

Games catering is indeed recognised as being the 'largest peace-time catering operation in the world'.

The sheer number of people to feed, and the volume of food to feed them with, makes this catering operation a unique challenge in itself.

But add to that the traditional constraints faced by event and hospitality caterers the world over: limited service time and space; fitting in with hectic event schedules; the distinct requirements of different customer groups over so many locations; coordinating supplies and deliveries, stocking and restocking. Storage, cooking, serving, cleaning...

Then consider health and safety, crowd modelling, international dietary requirements, staffing, security, time schedules and, of course, budgets that deliver affordable quality and choice.

London 2012 and our partners have a lot on our plate. And due to the limited time period in which the Games run, we have to get it right first time. There is no opportunity to iron out teething problems – the catering needs to be 'ready to serve' from the outset.

Our food vision is not designed to add to this list, but rather to approach it in an effective way. It has been created with a view to building a high-quality, efficient and sustainable catering force that will deliver food and drink to a high standard.

Who are we feeding?

The diners at the Games are a diverse and discerning party. In total there are nine customer groups, each with their own needs and desires. This means each of the venues must support several independent catering facilities. The nine groups are detailed below. They can be split into two main categories: those who pay to eat, such as Rights holding broadcasters, Press and Ticket holders, and those who don't, like Athletes. For those who don't, London 2012 will bear the cost.

- **Athletes and Team officials**

The primary concern of the 16,500 athletes is to make sure they perform to their peak on competition days. Their ability to do this depends in no small part on the provision of familiar and nutritionally balanced food and drink, available at exactly the right time of day or night.

- **Technical officials**

More than 4,000 technical officials adjudicate at each of the competitions. Familiar with the style of catering provided at sporting events, expectations and requirements are high. They depend on comprehensive, comfortable, hassle-free catering provision to be able to support the delivery of fair and timely competition for athletes.

- **Olympic and Paralympic Family**

There are 4,800 people involved in the Olympic movement. They range from members of the International Olympic Committee and International Paralympic Committee, to marketing partners, personnel from future Host Cities, and their guests (including VIPs, dignitaries and world leaders). This client group will visit many Games venues, across the day, as well as touring the city.

- **Workforce**

The 160,000 people who comprise the workforce are responsible for making the Games happen. From logistics to security, ball boys and girls to technicians, the Games could not take place without them. More than 70,000 people in the workforce are volunteers: for them, a full meal while on duty is not only essential to their well-being but is also their only 'remuneration' for the critical services they provide.

- **Rights holding broadcasters and Press**

20,600 members of the media, both press and broadcasters, connect the events in London to the rest of the world. They will be visiting London for an extended period and spending much of their time working at venues. They pay for their own food but are essentially at work, so food needs to be available 24/7. Value for money is key.

- **Ticket holders**

Spectators are the largest group of catering customers. There will be nearly nine million of them, and many will only come into contact with Games catering on one occasion. It is crucial that their expectations for their 'once in a lifetime' experience are exceeded, both through great sporting action and also the highest quality food available at affordable prices.

- **Corporate and Sponsors hospitality**

All customers will be able to purchase premium food and beverage offers if they choose to. These are provided in two hospitality zones in the Olympic Park. One is reserved for specific groups with a connection to the Games, such as athletes, broadcasters who have paid for the rights to Games, or members of the International Olympic Committee. The other will be open to members of the general public who buy a 'corporate hospitality' package.

Where are we feeding them?

The catering at the Games will be quite a spread geographically as well as gastronomically. In total, London 2012 will have direct management of the catering facilities at around 40 venues in and around London. But it will also have a vested interest in making sure all the catering related to the Games is of the highest standard. The table below contains a full overview of catering venues.

London 2012 involvement	Venue type	Examples
Direct management and delivery of catering services	Olympic Park competition venue x10	Olympic Stadium, Aquatics Centre, Basketball Arena, Handball Arena, Hockey Centre, Velodrome and BMX Circuit, Paralympic Archery, Wheelchair Tennis.
	London competition venues x12	Earls Court, ExCeL, Greenwich Park, Horse Guards Parade, Hyde Park, Lord's, North Greenwich Arena, Regent's Park, Royal Artillery Barracks, Wembley Stadium, Wembley Arena, Wimbledon.
	Non-London competition venues x9	Broxbourne, Eton Dorney, Hadleigh Castle, Hampden Park, Millennium Stadium, Old Trafford, St. James' Park, Weymouth & Portland.
	Non-competition venues and events	Main Press Centre and International Broadcast Centre; Olympic Village (athletes); Sailing Village (athletes); Rowing and Canoeing Village (athletes); Olympic Park Common Domain; Sponsors Hospitality and Corporate Hospitality; Opening and Closing Ceremonies.
Inspiration, guidance and influence		Olympic festivals, cultural events around the Torch Relay, regional food fairs, restaurants and food outlets in and around London.



Our commitments

A great Games with a lasting legacy

Our commitments build on the positive work already happening in the food and catering industries, not least the significant work done in the areas of sustainability, food traceability, labelling and training by our commercial partners, and outline ambitious goals for the catering at the Games. It is essential that they are not simply short-term initiatives but rather kick-start the legacy of London 2012 by seeking to develop the catering and hospitality industry as a whole.

Our commitments will underpin everything we do, from sourcing our suppliers to saucing our suppers. And they will do this in line with five key themes:

- Food safety and hygiene
- Choice and balance
- Food sourcing and supply chains
- Environmental management
- Skills and education

Under each theme, we have identified specific commitments. These set the benchmark for what we consider important to be able to deliver an outstanding event.



Vision, themes, commitments, legacy

Our vision	For starters we'll have a tastier, healthier, greener Games Enhance everyone's experience. Celebrate the great diversity and quality of British food and drink. Deliver at affordable prices.				
Our themes	Food safety and hygiene	Choice and balance	Food sourcing and supply chains	Environmental management	Skills and education
Our commitments	<ul style="list-style-type: none"> – Ensure exemplary standards of food safety and hygiene at all Games venues – Develop and apply robust traceability procedures – Manage the risk of targeted, malicious contamination of food supply 	<ul style="list-style-type: none"> – Ensure there is a diverse range of food and beverage for all customers, catering for all dietary and cultural requirements, that are high quality, value for money and accessible – Provide access to free drinking water at all Games venues – Provide a range of healthy and nutritious options for all customer groups – Effective use of vending services 	<ul style="list-style-type: none"> – Support the delivery of safe food across the Games – Ensure food and beverage products are sourced with regard to high benchmark and aspirational environmental, ethical and animal welfare standards – Support a broad supply chain including smaller scale, British, regional and local enterprises 	<ul style="list-style-type: none"> – Optimise supply of catering equipment – Maximise energy and water efficiency of catering equipment – Zero waste direct to landfill during Games time (see Coca-Cola case study) – 70% waste reused, recycled – Minimise carbon emissions 	<ul style="list-style-type: none"> – 100% of catering staff to receive minimum 'Games' training – Use Games as a live case study for students – Target host boroughs for recruitment into hospitality training – Encourage and support innovative partnerships between catering organisations and colleges – The Games provide an unparalleled opportunity to showcase the substantial and diverse hospitality career opportunities available – Develop Quality Credit Framework to formulate sustainable catering study modules
London 2012 legacy	Nurturing commercial and educational partnerships, embracing the 2012 Food Charter, and raising standards for the sustainable sourcing of food across the industry				

Product sourcing standards

Benchmark standard All food must achieve this standard or a demonstrable equivalent and comply with the LOCOG Sustainable Sourcing Code	Aspirational standards As many of these standards should be achieved, or a demonstrable equivalent where food is available and affordable
Plant-based produce (fruit, vegetables, salads, cereals)	
<p>Red Tractor Assured, UK Grade 1 or 2 (where Grade 2 relates only to appearance). Where available, British, seasonal and of high quality, fit for purpose and free from damage or spoilage.</p> <p>Where products are not available from the UK, and not available under the Red Tractor Assurance Scheme, they will need to be fully traceable.</p> <p>Bananas to be Fairtrade.</p> <p>Tea, coffee and sugar to be Fairtrade.</p>	<p>LEAF Marque certified</p> <p>Organic</p> <p>Products that are ethically traded/sourced (including Fairtrade certified and/or Rainforest Alliance certified) (see Cadbury's Cocoa Partnership case study)</p> <p>GLOBALGAP certified or comparable standard</p>
Dairy produce (milk, cream, butter etc except cheese)	
<p>British, Red Tractor Assured, of high quality, fit for purpose and free from damage or spoilage.</p> <p>Chocolate products to be Fairtrade or ethically sourced.</p>	<p>Organic (see McDonalds case study on British organic milk)</p> <p>Products that are ethically traded/sourced (see Selkey Vale Farmers case study)</p>
Cheese	
<p>For British cheese, must be made from British milk and Red Tractor Assured, ie traditional British cheeses such as Cheddar must be British.</p> <p>For non-British cheese, must be fully traceable.</p> <p>For both, of high quality, fit for purpose and free from damage or spoilage.</p>	<p>Organic</p> <p>Products that are ethically traded/sourced</p>
Eggs	
<p>British Lion Mark free range (see McDonalds case study on UK free range eggs), of high quality, fit for purpose and free from damage or spoilage.</p>	<p>Organic</p> <p>Products that are ethically traded/sourced</p>
Beef, lamb, veal, mutton*	
<p>British Red Tractor Assured, (see McDonalds MAAP/ UK beef case study), of high quality, fit for purpose and free from damage or spoilage.</p>	<p>Organic</p> <p>Products that are ethically traded/sourced</p>
Poultry (chicken, turkey, duck etc)	
<p>British Red Tractor Assured, of high quality, fit for purpose and free from damage or spoilage.</p> <p>Across the Games a minimum of X%* RSPCA Freedom Food Certified chicken will be available.</p>	<p>Free range</p> <p>Organic</p> <p>RSPCA Freedom Foods certified</p> <p>Products that are ethically traded/sourced</p>

Benchmark standard All food must achieve this standard or a demonstrable equivalent and comply with the LOCOG Sustainable Sourcing Code	Aspirational standards As many of these standards should be achieved, or a demonstrable equivalent where food is available and affordable
Pork products (pork, ham, bacon, sausages)	
British Red Tractor Assured, of high quality, fit for purpose and free from damage or spoilage. Across the Games a minimum of X%* RSPCA Freedom Food Certified pork will be available.	RSPCA Freedom Foods certified Outdoor reared, straw based system Organic Products that are ethically traded/sourced
Fish and seafood	
All fish demonstrably sustainable** with all wild-caught fish meeting the FAO Code of Conduct for Responsible Fisheries (includes Marine Stewardship Council certification and Marine Conservation Society 'fish to eat'), of high quality, fit for purpose and free from damage or spoilage.	Utilisation of diverse species and shellfish to reduce pressure on sensitive stocks Farmed fish raised to high standards of welfare and fed only with demonstrably sustainable feed Products that are ethically traded/sourced

- Halal and Kosher meat are subject to very specific preparation requirements and are not currently available under the Red Tractor Assured scheme. Where used they should be of the European Halal Standard, with Kosher food being prepared in conjunction with the Beth Din.

* Percentage to be agreed, once menus have been submitted and agreed with contractors

** Based on the following principles:

- Exclude the worst: complete exclusion of those species and stocks identified by the Marine Conservation Society (MCS) as 'fish to avoid'.
- Promote the best: inclusion of all Marine Stewardship Council (MSC) (or equivalent) and MCS 'fish to eat' list.
- Improve the rest: require systematic approach to traceability and demonstrable sustainability for the rest, with reference to FAO Code of Conduct for Responsible Fisheries; new IUU regulation; fishery sustainability status; seasonality to avoid spawning seasons; use of a diversity of species (including shellfish).



This section explains our approach to achieving our commitments and, in doing so, realising our vision. Each theme is broken down into the areas of work that will make that happen.

Food safety and hygiene

Before we look any further, our primary concern is that all food at the Games is safe to eat.

Food safety will be the highest priority throughout our planning process, from food supply and premises design to transport and management systems. Our work is backed up not only by the expertise in this area of our commercial partners but also the regulatory framework on health and food safety, and coordinated with the effective assurance framework provided by the Health Protection Agency and local Environmental Health Officers.

Some of the risks to food safety are harder to predict and control. It is possible that people could attempt to interfere with the food supply chain. We will be working with security to make sure that this risk is mitigated.

Choice and balance

Our customers at the Games will have extremely diverse tastes, preferences and dietary requirements. We want to cater as best we can to what people want to eat. As such, we will provide a particularly broad offering, especially for an event the size of the Games, where we must make sure that the level of choice we offer strikes a balance between what is desirable and what is feasible.

Celebrating diversity

We are starting from a great position. London is a hugely diverse city, with an equally huge variety of cuisines. Its multitude of restaurants, markets and shops reflect a diverse food culture, which already matches the mix of nationalities and cultures who will be visiting London for the Games. We will celebrate this diversity, and channel what we already do well into our offering at the Games.

While London is justly renowned for its cosmopolitan cuisines, we must also recognise the heritage and diversity of British regional products and recipes. Our true celebration of British food will see these on the menu in London and at other Games venues across the country.

- Food outlets and individual menus will reflect both international and British regional cuisine

Catering for dietary and cultural requirements

There are practical necessities for providing a high level of choice at the Games; many visitors will have specific cultural and dietary requirements. Catering for all specialist requirements at all outlets would be impractical, so we have adopted the following guiding principles:

- A variety of dietary requirement options will be available
- All food will be labelled clearly
- Staff will be trained and aware of possible needs

Quality, value and affordability

For all our customers it is important that quality and choice are matched by value for money and affordability. This applies to people paying for their own food, such as spectators or the media, as well as for London 2012, who will provide food for athletes, technical officials, the Olympic and Paralympic Family and volunteers.

- Affordable food options for everyone

Providing free drinking water

London 2012 will not only provide free drinking water at the Games, but will also work with venue owners to urge them to make sure it continues to be available in the Olympic and Paralympic venues beyond the Games.

- Provide access to free drinking water at all Games venues

Providing healthy and nutritious options for everyone

Healthy and nutritious food is important for everyone. We want our menus to provide a balanced diet for all our customers, from athletes and their very specific requirements before, during and after competing, to members of the public who may want a full meal or a light snack. We aim to do this by following these principles:

- Helping people understand what makes a balanced diet and how to choose food that is appropriate for their needs
- Make sure that lower salt, fat and sugar options are available
- Increase the visibility and variety of fruit and vegetables
- Increase use of grilling and steaming as cooking methods
- Use whole grains
- Increase the proportion of menu items without meat/fish content
- Optimise portion sizes, especially of fish and meat, to encourage responsible eating habits

Food sourcing and supply chains

In order to deliver high-quality, safe and sustainable food at the Games, we need to know where it comes from and how it is produced. By looking at how we source our produce, we can work with large- and small-scale suppliers not only to provide great tasting food for the Games, but also to raise standards across the food industry as a whole.

Product standards

First and foremost, we want to deliver great tasting food at the Games. But it also needs to be safe and nutritious, and it needs to have been produced in a way that has a positive social and environmental impact. Our standards are designed to make that happen. The guideline list of standards can be found on pages 17–18. They are split into the following two important categories:

- **Benchmark standards**

In order to make sure that all the food we source at the Games meets our high expectations, we have developed benchmark standards. The criteria they set out are what we feel will allow us to deliver outstanding food and drinks at the Games.

- **Aspirational standards**

Our own aspirations are that the catering operation at the Games will raise standards across the British food industry as a whole. Food suppliers to the Games will be encouraged and supported to go beyond the benchmark standards and work towards our even higher levels of animal and worker welfare, environmental sustainability and food safety wherever they can. We are really encouraged by the interest we have received from the food industry in driving these aspirational standards beyond the Games to provide a broader opportunity for suppliers who seek to deliver these standards and create lasting change.

The procurement of catering contracts through CompeteFor.com will be based on these food sourcing standards and application of the LOCOG Sustainable Sourcing Code. Successful contractors will be able to demonstrate the following:

- How they will achieve the benchmark standards
- The extent to which they are able to deliver the aspirational standards, and at what cost
- How they are building sustainability into their businesses on a long-term basis
- How they intend to work in partnership with smaller local and regional suppliers to deliver this

Supply chain management

Our food supply chain will be made up from a range of different types and sizes of organisation. While the scale of the operation requires us to leverage the experience and resources of larger service providers, London 2012 is also committed to promoting diversity within the overall supply chain by including smaller producers and caterers. This will give smaller catering organisations and suppliers an opportunity to be involved in an event far larger than they would otherwise be able to.

- Use expertise and resources of larger enterprises
- Ensure accessibility to the London 2012 supply chain for small- and medium-sized enterprises
- Support partnership working

Assurance

To provide effective assurance that required standards are being applied in venues and along the supply chain London 2012 will:

- Use existing certification schemes, including SALSA
- Impose contractual requirements on caterers and supply chains to demonstrate compliance
- Carry out spot checks
- Facilitate independent third-party verification audits
- Continue to work with the agencies that make up the Food Advisory Group

Additional assurance of the overall sustainability of the food and beverage programme will be undertaken by the Commission for a Sustainable London 2012.

Environmental management

Environmental management is a fundamental aspect of delivering a sustainable Games, and therefore our approach to catering. It will also feature strongly in education plans for the sector. The focus in this section is on improving the environmental management performance of our catering operations and food sourcing.

Waste and packaging

Details of London 2012 Games waste management plans are set out in the London 2012 Sustainability Plan (2009). The aim here is to find ways of minimising food waste and packaging in the catering operations as these typically account for more than 80 per cent of event waste.

- Menu design should facilitate balanced use of whole animals
- Portion sizes to be optimised
- Food stock management
- Packaging specifications and controls
- Information to be provided in advance to customer groups about food choices available at the Games
- Online ordering systems where practical

We have outlined a process to cut waste from packaging at the Games:

- Prevention/reduction – the less we bring in, the less there is to throw away
- Reuse – what packaging we can't avoid, we will try to reuse
- Recycling or composting – what we can't reuse, we will recycle or compost

Catering equipment

The catering equipment we need for the Games will be made up of a combination of existing facilities, and hired and purchased equipment. The equipment we purchase will need to re-enter the market when the Games are over. Historically this has created two problems: a peak in demand for manufacturers in the run up to the Games, and a flooded market for second-hand equipment after the Games.

The strategy for minimising these problems has three steps. Firstly, we will try to use existing facilities and equipment wherever possible. Secondly, we are engaging with the equipment industry to determine how much additional equipment we are likely to need and the most appropriate and cost-effective way to redistribute it when we no longer need it. Finally, we will consider the lifetime environmental impact of all the additional equipment we do require, and will follow best practice on efficient use of existing equipment.

- Use existing equipment
- Consider how equipment will be re-distributed after the Games
- Choose energy-efficient equipment where possible
- Use equipment efficiently

Minimising carbon emissions

London 2012 is committed to minimising its carbon footprint. We will achieve this by working with our commercial partners and wider supply chain in the following ways:

- Maximising the use of local, seasonal produce from environmentally responsible agriculture according to our benchmark and aspirational standards
- Optimising food distribution and storage, packaging and waste management systems and equipment utilisation and reuse
- Encouraging suppliers to use palm oil only from demonstrably sustainable sources, or to seek alternatives to this ingredient
- Seeking alternatives to unsustainable animal and fish feed
- Measuring and reporting the food services component of the London 2012 carbon footprint

Skills and education

The strength of our legacy following the Games will depend on building the capacity of the people working within the hospitality sector.

Traditionally the hospitality sector is limited in how well it can build the skills of its workforce by the transient nature of contract staff and shortage of time available for training. The Games offers a unique opportunity to improve the skill levels of a large and relatively 'captive audience' on customer service, food provenance, sustainability, health and food safety, nutrition and cultural awareness.

In addition, the Games has the power to inspire a new generation of prospective entrants to the hospitality industry. Catering training establishments will be able to use the Games as a 'case study' for students, in particular demonstrating the importance of catering to the whole Games experience. These case studies can work alongside teaching modules focusing on the sustainable elements of the catering delivery. We will use the new Quality Credit Framework, to enable colleges and students to build courses that will support the 'Olympic and Paralympic' training of staff and create a new series of sustainable catering study options.

Communications

London 2012 is committed to communicating the vision and ongoing developments for food at the Games to all customer groups and industry partners.

This food vision is a starting point. The development of plans will continue up to and throughout the Games. This is a partnership exercise, involving many organisations both large and small and will involve regular communications and dialogue. This is a dynamic and complex process that will evolve over the coming months, developing further into specific criteria with the appointment of the Games caterers.

Providing customers with as much information as possible about the style and variety of food and beverages available during the Games will enable them to make the most of the catering as part of their Games experience. One strand of communications will focus on educating consumers about how to choose food that best suits their lifestyles, and the role that good food plays in a healthy lifestyle.

The success of all of our commitments depends on sharing our vision with industry partners so that we can deliver them together.

Information about London 2012's food vision and plans starts with this document. It will be continued from now, up to and throughout the Games, via a variety of media:

- Activation of the Games food vision within forthcoming industry events
- Web-based communication forum for ongoing updates on progress
- Engagement of regional contacts and suppliers throughout the chain
- Games-time messaging through staff, posters, menu boards, 'on-package' information
- The Food Charter
- The opportunity for showcasing within the Olympic Park, during the Torch Relay, and at other Live Sites and cultural events
- Programmes in conjunction with the initiatives that are currently underway in primary schools, to help reinforce the role a balanced diet plays in healthy living

*Our obligations
and commercial
commitments*

Sponsors

The Games could not take place without sponsors. They play a huge role in supporting the Games and promoting sport, way beyond the core provisions of their service or product categories.

The sponsors most relevant to the food and beverage sector are not only great supporters of the Games, but also significant leaders in sustainability. Between them there is considerable expertise in event catering, supply chain management, food safety and hygiene. Their recognised outstanding track record in training in particular will be hugely valuable in delivering a successful and sustainable catering offer at the Games.

Meet the sponsors

McDonald's	A Worldwide Partner of the Olympic Movement since 1964, McDonald's is the exclusive branded retail restaurant at the Games
Coca-Cola	A Worldwide Partner of the Olympic Movement since 1928, Coca-Cola is the exclusive provider of hot and cold non-alcoholic beverages at the Games
Cadbury	A London 2012 domestic Tier 2 sponsor (Official Supporter), Cadbury is the exclusive provider of confectionery and packaged ice cream. Additionally Cadbury have Tier 3 (Official Provider) rights under the Trident brand for chewing gum

Some potential sponsor categories are still being considered or negotiated.

Living the vision

We are delighted at the way our sponsors have worked with London 2012 to help drive the sustainability agenda and are actively working together with LOCOG to help deliver the sustainability policies, including the Sustainable Sourcing Code and the provisions of this food vision.

Sponsors' rights

Sponsors have exclusive branding and promotional rights within their specific categories. This does not mean that all food and beverage products are provided through these companies alone. It does, however, mean that all food and beverage products and services that are not provided by these companies must be unbranded.

No compromise on choice

There will be an extremely diverse range of food and drinks on offer at the Games.

Although McDonald's will be the only branded food outlet at Games venues, they will be joined by a vast array of other outlets (from kiosks to food courts and dining rooms) that will provide unbranded food products. Current projections are that McDonald's catering at the Olympic Park will amount to about 20 per cent of the total food provision available to the public. At many of the smaller individual Games venues, McDonald's may not be present. However, the same brand restrictions will still apply.

We know from previous summer Olympic Games that about two-thirds of the drinks consumed by visitors will be water or juice. All soft drinks and mineral water available at any Games outlet will be provided by Coca-Cola who are committed to providing a wide variety of drinks including still, sparkling, low and no sugar, 100% juice, water, sports and energy drinks.

Incumbent caterers at venues

Most existing venues (such as Wembley Stadium, Earls Court, ExCeL and Lord's) also have existing contractual arrangements with caterers. Although there is no obligation for LOCOG to use the incumbent service suppliers, our obvious preference is to work with those who already know the venue best and have established operations including staff and equipment in place.

Living the vision

London 2012 will expect incumbent suppliers to be able to meet the specifications, both in terms of service standards and sustainability, that are set out in this food vision. We will work closely with existing suppliers and caterers to ensure they are able to meet our requirements. Only in the unlikely event that incumbent caterers cannot meet our requirements, and their continued operations would therefore be detrimental to the quality of service provided at the Games, will LOCOG consider bringing in alternative suppliers.

Working with the sponsors

Incumbent caterers will also be tied to the branding restrictions that make up the sponsors' rights. Their own products will have to be presented in an unbranded form, and they will have to stock the branded products of official London 2012 commercial partners exclusive of any competitor brands.

Commercial commitments

At the Games, commercial catering considerations exist to make sure that catering is delivered within a realistic and reasonable budget and that the overall catering offer is good value for money for all customer groups. This also applies to those where the costs will be borne by London 2012.

How the catering is paid for

London 2012 is obligated to provide complimentary catering to a sizeable proportion of customers from specific customer groups. The majority of the overall funding for staging the Games comes from sponsorship, broadcasting rights and ticket sales, but the remaining costs need to be covered in part by the customer groups who pay for their food and drink. This means that our catering operation must balance what we ask for from paying customers with the need to manage the catering operational costs effectively.

Good value and good for the planet

We will secure the best revenue by ensuring that the catering offer provides choice and diversity while being great value for money, accessible and affordable to all. Naturally this means we must balance the sustainable commitments outlined in this food vision with the need to guarantee that the catering offer remains good value for money, accessible and affordable for all our customer groups.



Next steps

This London 2012 food vision is a starting point. The development of plans will continue up to and throughout the Games. It will be a partnership exercise, involving many organisations both big and small, and will involve regular communications and dialogue with stakeholder organisations. This will be a dynamic and complex process that will evolve over the coming months, developing further into specific criteria with the appointment of the Games caterers.

Timescales

The outline timeframe for the appointment of caterers to manage and operate the catering at the Games will commence in spring 2010 through an open bid procurement procedure. Evaluations and presentations to support the bids will happen in late summer 2010 with the award of the contracts being announced towards the end of 2010.



Case studies

Skills and education – SmallSteps4Life

What is it?

SmallSteps4Life aims to motivate and support young people (aged five to 16) across the UK to take small, achievable, everyday steps to eat well, get active and feel good. It is an Inspire mark project which also sits within the Healthy and Active Lifestyles strand of Get Set, the official London 2012 education programme.

How will it work?

SmallSteps4Life directs young people to activities and programmes that get them involved with growing, preparing and cooking food.

The project centres on an interactive 'portal' website that will provide teachers with the information and steps that help them to deliver SmallSteps4Life in school. Teachers registered with SmallSteps4Life are able to promote what their school is doing, nominate their 'Young Activators' and, importantly, share their experiences to inspire other UK schools.

Young people are asked to take up a range of healthy eating challenges, from making sure they drink enough water, to increasing the amount of fruit they eat, to preparing healthier meals for their families.

In addition to this, a local engagement programme explores how best to help schools make the most of SmallSteps4Life. We will work closely with communities and schools, through face-to-face engagement with pupil referral units and peer led approaches. Importantly, the programme includes delivery in and out of school, to ensure that the young people most in need of this kind of support (who are those least likely to be engaged through school) are also able to access the programme.

What will it achieve?

By taking these steps young people will want to know more about their food, how it is grown and where it comes from.

About the project

The project was launched in October 2009 by the Food Standards Agency in partnership with the Department of Health, Department for Children, Schools and Families, the Youth Sport Trust, National Children's Bureau, Change4Life, National Healthy Schools Programme, the School Food Trust and London 2012.



Living the Olympic
and Paralympic Values

McDonald's case study 1: Free range eggs

In 1998 McDonald's UK made the switch to using free range, Lion coded, Freedom Foods whole eggs in its breakfast menu.

Over the following ten years McDonald's set out to convert all eggs used as ingredients across the entire menu and in 2008 everything from the Big Mac sauce to the Chicken McNuggets coating was made with free range eggs. McDonald's is the only large-scale restaurant chain – and one of the few retailers – to use exclusively free range eggs on its menu.

The move to free range eggs came at an annual cost to McDonald's UK of around £3 million but it is one that has been very well received by customers and external bodies alike. The continued use of free range eggs has led to external recognition through the awarding of a Good Egg Award by Compassion In World Farming in 2008 and the Good Business Award by the RSPCA in both 2008 and 2009.

In addition to being free range, all eggs used across McDonald's menu in the UK are produced to the 'Lion Quality Mark', the gold standard in egg production. This strict code ensures high standards of pullet rearing and egg production and is externally audited at every stage.

McDonald's range enrichment programme

Towards the end of 2007 McDonald's launched a range enrichment programme for laying hens. Working closely with its egg suppliers, Noble Foods and The Lakes Free Range Egg Company, along with the Food Animal Initiative in Oxford, the programme aims to increase laying hens' use of the range, helping to ensure that all eggs are sourced from hens that are truly free-ranging.

As part of this programme, trees have been planted to provide a natural canopy cover for laying hens. This provides shelter, shade and protection for hens which encourages them to roam further and exhibit natural behaviours such as dust bathing and foraging.



McDonald's case study 2: Beef

All beef used in the McDonald's menu is sourced from British and Irish farms and is reared to the highest standards of quality, animal welfare and animal husbandry set independently by national farm assurance schemes.

In addition, McDonald's has developed its own assurance scheme called MAAP (McDonald's Agricultural Assurance Programme). This consists of supplier guidelines to ensure produce from farms working to higher standards and which is integrated into everyday business covering food safety, quality and sustainability in the company's agricultural supply chains.

McDonald's sources beef from more than 16,000 British and Irish farms and only uses whole cuts of forequarter and flank in its burgers.

Traceability is essential for the McDonald's business and for its customers to ensure confidence in the safety and origin of the food served. All cattle are required to be identified with ear tags and have a passport which remains with them throughout their life, recording all of their movements. This means that beef used in McDonald's hamburgers is traceable back to the farms where it was produced.

In 2009 McDonald's introduced its Flagship Farm scheme across Europe, designed to promote and share the benefits of sustainable agricultural practices through real case studies that are real farms in the McDonald's supply chain. The intention is that demonstrating the benefits of these practices will encourage broader adoption across the farming community. One such Flagship Farm is Dempsey Farm in Ireland, which supplies beef for McDonald's.



McDonald's case study 3: Organic milk

All milk used in the McDonald's menu is sourced from the British Isles and from farms that are assured under the National Dairy Farm Assured Scheme.

In 2003 McDonald's switched all of its bottled milk to semi-skimmed organic milk and consequently the company saw a 14 per cent uplift in bottled milk sales. In 2007 it went one step further in ensuring that all of the milk used in its teas and coffees was organic.

All bottled milk sold at McDonald's UK and milk used in its coffees and teas is semi-skimmed organic milk sourced from the British Isles. This milk comes from farms that are assured under the National Dairy Farm Assured Scheme. McDonald's is now the biggest buyer of organic milk in the UK.



Coca-Cola case study

At Coca-Cola, we are immensely proud of our long association with the Olympic Movement. We have been involved so long – continuously for over 80 years – that we suspect we are the only sponsors who took part last time the Games were held in London in 1948.

We look forward to the Games returning here. After all, we might be a global brand but we are also a local business. Coca-Cola has been made in the UK now for over 100 years, and the drinks we supply to athletes and visitors to the 2012 Games will be made here – many just a few miles away in Edmonton.

This local connection makes it even more important to us that we play our full part in making 2012 ‘the most sustainable games’ in history. As a company, we have a good track record to build on.

At Salt Lake City in 2002, for example, we introduced the first 100 per cent biodegradable cold drink cups. In Beijing, we won Greenpeace’s first ‘Green Medal’ for our environmentally friendly refrigeration programme and support for community water projects.

These innovations demonstrate how hard we are working to operate as a sustainable business here in the UK and across the world. We will bring this determination to what we do at the 2012 Games – and the legacy it leaves on reducing waste, on promoting recycling and on tackling climate change.

We sell millions of cans and bottles of drink every year in the UK, making us one of the country’s biggest users of packaging. We have taken steps to reduce this packaging wherever we can, reducing the weight of our bottles and cans and steadily increasing the use of recycled material.

Our cans, for example, are now the thickness of a human hair and have set the standard for the whole industry. They already contain 50 per cent recycled aluminium. We have redesigned our iconic glass bottles to make them lighter. By the time of the London Games, our plastic bottles across Europe will use 25 per cent recycled material.

We take recycling very seriously as a business. It cuts our costs as well as being good for the environment. We already recycle 97 per cent of all waste at our UK plants and are working towards zero waste to landfill. When consumers return our cans to be recycled, the aluminium they contain can be back on the shelves in new Coke cans within six weeks.

We are also determined to convince our consumers to see packaging – like we do – as a valuable resource rather than waste. We can only increase the amount of recycled content in our packages if consumers return the material by recycling their empty cans and bottles.

All our products carry a Recycle Now message and we run imaginative initiatives using the power of our brands to encourage recycling.

We also want to make it easier for people to recycle on the go and, with a variety of partners, are setting up Recycle Zones across the country. We already have 22 up and running in places as diverse as Manchester Airport and Thorpe Park, and plan to have 80 by the end of 2011. We will use the lessons we learn when planning how to promote recycling at the 2012 site and to change recycling behaviour across the country.

Our pioneering work on cutting packaging and driving recycling rates has made us a global leader – exactly what our consumers expect of our company and proof of our determination to achieve right across the board on sustainability. We know we haven’t yet got everything right. But we believe we have made real progress – and are determined that 2012 will help us do even better.



Cadbury case study: Launch of Cadbury Dairy Guide

Cadbury buys fresh milk from UK dairy farmers. In 2009, as part of a focus on environmental sustainability, Cadbury launched the Cadbury Dairy strategy in partnership with a collective of UK dairy farmers, designed to help reduce the environmental impact of dairy farming.

In partnership with the Carbon Trust Cadbury calculated the carbon footprint for milk chocolate and discovered that milk contributes to just over 60 per cent of emissions. As a result, the partnership – which is part of Cadbury's broader 'Purple Goes Green' environmental initiative – works with 65 dairy farmers in Selkley Vale in Wiltshire and Gloucestershire, providing practical advice to help farmers reduce emissions.

It includes a Cadbury Guide to Low Carbon Dairy Farming – a best practice guide to reduce the carbon impact of dairy farming. The guide was jointly developed with the farmers with an initial pilot study taking place at a number of sites. The guide was then rolled out to the Selkley Vale group and gave an overview of the factors that contribute to carbon emissions from milk production, providing practical measures that farmers can implement to reduce them.

John Wildy, a Dairy Farmer from Slimbridge in Gloucestershire and a member of the Selkley Vale Executive welcomed the guide saying, 'The one thing that is quite evident from this booklet is that in order to be able to reduce your carbon footprint you need to be efficient. In order to be efficient you have to be profitable and that's exactly what supplying Cadbury has enabled us to become.'

Ian Walsh, Global Head of Environment at Cadbury, commented; 'At Cadbury we are committed to tackling climate change and we rely on scientific research to inform the actions we take and ensure that we reach our green targets. Reducing our emissions is an exciting challenge.'

Cadbury's guide aimed to reduce emissions through changes to farm management practices such as:

- Improving herd health and welfare, enabling more milk to be produced, which reduces greenhouse gas production per litre.
- Optimising milk yields eg: giving cows a diet with a balanced nutritional profile – reducing the fibre levels and increasing the starch level of cow feed.
- Prudent use of fertilisers – appropriate to crop demand, timed to minimise wastage and avoiding excess use of inorganic fertilisers.
- Reducing energy consumption – switching off equipment when not in use, using timers and passive infrared sensors to ensure equipment and lighting is only on when needed.

The partnership is just one of the initiatives Cadbury is running as part of its Purple Goes Green strategy, in which Cadbury has committed to an absolute reduction in carbon emissions of 50 per cent by 2020.





Appendix

The Food Advisory Group

London 2012 would like to acknowledge the support of the member organisations and consultees that have made up the Food Advisory Group, and thank them for their invaluable insight.

Member organisations

British Hospitality Association
Cadbury
Chartered Institute of Environmental Health
Coca-Cola
DEFRA
Food and Drink Federation
Food Standards Agency
Foodservice Consultants Society International
London Food Board
McDonald's
National Farmers Union
Professional Association for Catering Education
Russell Partnership
Sustain: The Alliance for Better Food and Farming

Consultees

AHDB
Ali Group
Amcor
Aramark
Bidvest Europe
(3663 is part of this group)
Billingsgate Market
Billingsgate Seafood Training
BioRegional Development Group
Birdseye
Bob Lisney
BP
BRE
British Hospitality Association
British Retail Consortium
Bywaters
C&C Catering/Catering Equipment Distributors Association
Cadbury
Centre for Remanufacturing & Reuse

CGMA
Chartered Institute of Environmental Health
City & Guilds
CIWM
Closed Loop Recycling
Coca-Cola
Colchester Institute
Commission for a Sustainable London 2012
Compass Group
Compassion in World Farming
Conran Restaurants/Pater Noster
Chophouse (also involved in Good Catch)
Construction Products Association
DEFRA
Deloitte
Department for Culture, Media and Sport
EDF Energy
Edge Foundation
EDI
Environment Agency
Fairtrade Foundation
Food and Drink Federation
Food Standards Agency
Foodservice Consultants Society International
Foster Refrigeration
Friends of the Earth
Good Food on the Public Plate
Good Food Training
Government Olympic Executive
Greater London Authority
Greenstar
H&K Europe
Hotelympia
INCPEN
Innovia
Kingston University
LEAF-Marque
Lend Lease
LOCOG Sustainability Ambassador
London Development Agency
London Food/Corporation of London
London Food/Sloeberly Trading

London Food Board
London Waste and Recycling Board
M&J Seafoods
Marine Conservation Society
Marine Stewardship Council
McDonald's
Mechline/Catrerer Equipment Suppliers Association
Mechline/CSFG
National Farmers Union
National Non-Food Crops Centre
NHS London
NISP
Novamont
Olympic Delivery Authority/CLM
Packaging Federation
Pisces Responsible Fish Restaurants (and Moshi Moshi restaurants)
Professional Association for Catering Education
Real Bread Campaign
Resource Futures
Resource Recovery Forum
RSPCA Freedom Food
Russell Partnership
Sainsbury's
Seafish
Seafish Industry Authority
Seafood Choices Alliance
Seaweb
Shanks
Shellfish Association of Great Britain
Sodexo
Soil Association
Soil Association Scotland
Sustain
The Seafood Company (part of Findus Group)
Tower Hamlets Council
Trafford College
University of Leeds
University of Northampton
Westminster Kingsway
WWF
WRAP

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