

Critical reflection of Food Works' introduction of Just Meals.

Reflection is 'a process of learning from experiences, considering and evaluating previous knowledge in light of these experiences, and then incorporating this new knowledge to inform future practice' (Jasper and Rosser, 2013). This essay will consider whether Food Works introduction of 'Just Meals' is a good example of sustainable leadership. This reflection will be loosely structured based upon Gibbs' Reflective Cycle. The structure will be slightly adapted as the model is particularly focused on personal repeated situations (Gibbs, 1988). One strength of this model, as argued by Lawrence (2008) is that the framework is a straightforward, well-structured model. It is however, criticised that the model 'does not foster deeper reflection' (Moon, 2007).

Food Works is a Sheffield based non-profit organisation that focuses on food waste. It has four sections of the organisation: Kitchen, Market, Farm and Community. Their aim is to change the current food system, through redistributing food that would have otherwise gone to landfill. This essay will cover all aspects of the Food Works mission, however, will focus specifically on their introduction of pre-cooked ready meals 'Just Meals' where 'each meal is cooked using surplus and locally grown ingredients (Food Works, 2022a). Rene Meijer, CEO of Food Works, when asked how Just Meals helps the organisation meet their objectives, explained 'ultimately Food Works wants to make environmentally sustainable food relevant and accessible to everybody. Just Meals do that in a way that engages people across demographics and income spectrum in a way that is also financially sound for us' (Meijer, 2022).

So, what is sustainable leadership? Spiliakos (2018) argues that 'sustainability refers to doing business without negatively impacting the environment, community or society as a whole'. Spiliakos (2018) argues further that there are two main categories; the effect on the environment, and society,

and that the ‘goal of a sustainable business strategy is to make a positive impact on at least one of those areas’. The United Kingdom discards 10 million tonnes of food every year (European Commission, 2010). For example at least 200,000 tonnes of supermarket own-label food which is fit for human consumption ends up as animal food or to generate electricity each year in the UK (Butler, 2022). Food Works has a positive impact in terms of reduction of food waste, preventing over 500 tonnes of food ending up in landfill each year, but also helps the local community and society through serving over one hundred food boxes per day to the Sheffield community (Food Works, 2022e).

It can also be argued that for an organisation to be a sustainable leader it must be working towards the United Nation’s Sustainable Development Goals. Polman (2022), CEO of Unilever describes the SDG as ‘the fundamental cornerstone to secure future economic and business growth by eradicating poverty in an inclusive way, while protecting the environment’. Food Works’ actions help to achieve many of the United Nation’s Sustainable Development Goals (SDGs). Particularly SDG two and SDG twelve. SDG two is to ‘end hunger, achieve food security and improve nutrition and promote sustainable agriculture’ (United Nations, 2022) which Food Works do through their farm in Sheffield, where they grow local produce to supplement the surplus food. They also strive towards and support SDG twelve which is to ‘ensure sustainable consumption and production patterns’ through their Share Market, surplus cafés and through the introduction of the discussed Just Meals. There is some criticism of the progress towards the SDGs as a whole. Saxena et al. (2021) argue ‘while progress towards these goals has made a marked difference in peoples’ lives, it has been slow, episodic, and geographically isolated’ therefore the actions from Food Works will help combat this.

It is argued furthermore that a sustainable organisation should see itself as part of a community. Multiple stakeholders will be involved with a sustainable organisation which are essential to the success of the business (Avery and Bergsteiner, 2011). Food Works have a community of over one hundred volunteers which work in various roles such as warehouse assistant, van drivers and farm assistants (Food Works, 2022f). Food Works have also established relationships with key suppliers, such as Nestlé, where they redistribute their waste products, for example surplus Easter eggs, therefore developing 'long-term cooperative relationships between affected parties' (Avery and Bergsteiner, 2011). Meijer (2022) stressed in my communication with him, the importance of community, in order for Food Works to achieve their aims.

'Research and observations in over 50 firms around the world, including in many listed corporations, suggest that sustainable leadership requires taking a long-term perspective in making decisions' (Avery and Bergsteiner, 2011). Food Works are considering the future and establishing practices to prepare for it. The main aim of Food Works is to improve the food system, and the ideal system would be that there is no surplus food within the supermarket system. Most of the ingredients used for Just Meals is currently food surplus from Food Work's partners. Food Works therefore have launched a farm in Sheffield, where they are using unused plots of land to grow food for both their Just Meals and the food boxes. Food Works argues that 'growing more of our food locally is the single most important thing we can do to improve our food system' (Food Works, 2022b). This long-term thinking makes Food Works sustainable in my opinion, as 'sustainability requires the consideration of time' (Bansal and DesJardine, 2014).

They are also working with stakeholders such as the local community who are 'growing a row' for Food Works, utilising spare growing space in local allotments and gardens, creating a web and community surrounding the food production within the city. Avery and Bergsteiner (2011) that 'the

firm should see itself as an interdependent part of a community that consists of multiple stakeholders whose interests are integral to business success'. The volunteer led farm, for example, has just harvested 71 kilograms of food in one day (Food Works, 2022c). 'In turn, this interdependency helps the firm be sustainable and resilient' (Hall and Soskice, 2001). Food Works are preparing, through establishing the farm for 'future generations of stakeholders (Avery and Bergsteiner, 2011) and are again working towards the SDG two by establishing and promoting sustainable agriculture.

I believe that Food Works is as a leader in sustainability within Sheffield. I would, however, argue that the organisation is not solving the main issues within the food supply chain system. It is my thought that it is allowing supermarkets to continue 'business as usual' without having to deal with the consequence of poor management of food ordering, mis-management of stock, and food labelling etc. The supermarket system itself focuses on the needs and wants of the consumer, rather than factors such as seasonality – within this system there will be surplus and waste as consumers demands change daily (Caraher and Furey, 2017). Food Works for example, takes on the financial burden of taking away supermarkets, and suppliers waste food, therefore actually reducing the costs for the supermarkets and other suppliers. This is not providing those businesses with an incentive for change. Caraher and Furey, (2017) argues this point that 'giving away surplus food will not fix the dysfunctional food system, address environmental problems, provide incentives to reduce surplus or cut waste in the long term'. Notwithstanding I appreciate that Food Works must maintain positive relationships with the food manufacturers and suppliers, in order to be able to intercept the waste.

Butler (2022) highlights that often it is retailers who have the control over how their own-branded goods that are surplus can be redistributed, for example currently it is mostly limited to redistribution to two charities FareShare and Company Shop. Some supermarkets, such as Sainsburys have allowed its 'own-label suppliers to pass on goods directly without signing numerous local

agreements (Butler, 2022). This is a positive step, however, does not reduce the issue of overproduction of food, nor the issue that ‘retailers should consider their stock control/planning, communications with suppliers, packaging and promotional offers to reduce waste (Caraher and Furey, 2017). It must be noted, however, that Food Works are undergoing brilliant actions to prevent the immediate issue of food waste in the short term, saving over five hundred tonnes of waste from landfill each year (Food Works, 2022e).

Caraher and Furey, (2017) argues furthermore that donation to food banks and charities by supermarkets does not ‘address the structural, root causes of poverty’. Caraher and Furey (2017) argue that ‘the use of surplus food to feed food insecure people highlights how this practice undermines calls for direct actions to both reduce the production of surplus food and to address upstream drivers of food insecurity and ensure the right to food’. Food Works could therefore develop their links with specific food poverty organisations and pressure groups to develop upon this, as it is currently out of their remit.

Food Works have furthermore done very little to change the current system, for example, they have done no public nor high profile campaigning of the issue of Food Waste. It could therefore be argued that they are facilitating the current wasteful system. Governments for example, can ‘make a claim to have supported the reduction of food waste and food poverty’ (Caraher and Furey, 2017) without the need for legislation, nor action by parliament. Food Works could be protesting food waste, or more actively trying to change legislation. While they do save over five hundred tonnes of waste from landfill each year, this does not cover all wastage. Legislation elsewhere in Europe such as France and Italy mean that supermarkets must donate surplus food and drink to charity (Chrisafis, 2016). This is also being considered in the UK. Again, however, Food Works, in my opinion, seem to shy away from the campaigning side of sustainability, to change the current systems.

That being said - after speaking with Rene Meijer, CEO of the Food Works, I was interested to gain the perspective from within the organisation. They consider that Just Meals is the protest against the current system. Meijer (2022) explained ‘our food products are our campaigning tool. They show that a different food system is possible. If we can make these meals for a pound and be this sustainable, then there is no reason anyone else can't do the same’. I think this is perhaps a weak argument for lack of campaigning. Others, however, are in agreement with Food Works - Gupta (2021) argues that ‘leaders seed the idea for change, by showing its feasibility and empowering and inspiring people to take action’.

With all organisations, and projects, there are positive and negative sides of their level of sustainability. GlobeScan (2019) highlight that experts unprompted, mention ‘integrated sustainability values’ the most, as how they define sustainable leadership, followed by sustainability being ‘part of core business model / strategic approach’. We can confidently say this applies to Food Works whose mission as a social enterprise is to ‘raise awareness of and reduce the scandal food waste’ and consider every aspect of their organisation in terms of sustainability (Food Works, 2022d).

Food Works for example have broken against traditional practices in the microwave meal industry. Food Works launched their ready-meal project during the COVID-19 pandemic, where the project was in response to a need provide meals to those who could not travel to the Food Works market or cafés. Demand for frozen foods increased globally during the pandemic, for example, within the USA, frozen foods have been described as a ‘pandemic powerhouse ringing in \$65.1 billion in retail sales in 2020, a 21% increase compared to a year ago’ (Browne, 2021). All the meals are made from surplus food, into healthy, nutritious meals, that would have otherwise gone to landfill. In 2020, an estimated 5.33 million people in Great Britain used ready meals more than once a week (Statista,

2021). As of 29th March 2022, Food Works have distributed 26,500 ready meals within the Sheffield community. The meals are purchased with a minimum of a £1 donation per meal, compared with the average UK price of a ready meal being £3.50 (Statista, 2015), this offers an affordable alternative to the community. Again, helping to achieve SDG two, by providing affordable nutritious meals.

The original Just Meals started in traditional plastic takeaway containers. It is estimated unfortunately that there are 2025 million takeaway containers being used in the European Union alone each year (University of Manchester, 2018). About 29% of all greenhouse emissions come from packaging (Wolf, 2022). Most packaging is designed to be single use, and therefore ends up in landfill (Bodamer, 2016). The University of Manchester (2018) argue that ‘finding a way to recycle disposable takeaway containers could help reduce equivalent greenhouse gas emissions generated annually by 55,000 cars’. Studies have found that polypropylene takeaway food containers are the worst option, considering 12 different impacts such as depletion of ozone layer, and human toxicity (Gallego-Schmid, Mendoza and Azapagic, 2018). A study by Local Government Association, the national membership body for local authorities, found that two-thirds of plastic food packaging in the UK likely ‘gets incinerated or thrown into landfill’ (Forrest, 2018). In November 2021 Food Works made the decision to switch to a more environmentally packaging, re-brand these meals to ‘Just Meals’ and relaunched the project. Now ‘the container is 100% compostable and biodegradable packaging made using waste products from the food system’ (Food Works, 2022a). Food Works, in an attempt to lead by example, felt that they had no option but to switch to the new more environmentally friendly packaging (Meijer, 2022). Food Works now highlight that each Just Meal are said to save one kilogram of CO₂e (Food Works, 2022a) due to food diverted from landfill. Since the re-launch of the meals, Food Works have distributed 12,000 meals (Meijer, 2022), therefore arguably saving over 12,000 kilograms of CO₂e. Meijer (2022) highlighted ‘one key challenge for us was affordability. Truly responsible packaging is not just rare, it is also expensive.

Making that affordable in a product that also sells for a bare minimum of a pound all across the city, and still also covering chef pay, transportation costs etc. is a huge challenge. We have to run our operation more efficiently than most regular businesses and that is not easy’.

It could be argued, however, that this packaging is still single use. Single-use containers used for takeaway food represent a significant source of waste and environmental impacts due to their low recyclability’ (Gallego-Schmid, Mendoza and Azapagic, 2018). Food Works claim that the packaging is biodegradable and compostable, however, some packaging with these credentials can only be composted at industrial composting sites (Dube, 2021). A 2014, study found however that only 3% of households in the UK compost (Hall, 2014), but it is argued that this increased during Covid-19 lockdowns when some local councils stopped or reduced kerb-side garden-waste collection (Stafford, 2021). Some of this compostable packaging therefore may end up landfill, where it will not biodegrade due to the lack of oxygen surrounding the packaging, which is due to waste being tightly packed together (Greenorb, 2021). Speaking from personal experience, however, Food Works’ packaging did biodegrade in my home composting system. Going forward, Food Works could encourage, or partner with the local authority to encourage home composting within Sheffield, therefore ensuring their packaging is disposed of correctly and sustainably. Food Works, alternatively could trial a re-usable container system, such as Loop, the reusable packaging scheme in order to develop their sustainability leadership further (Loop, 2022).

Positively, Food Works offers four categories of Just Meals: ‘Regular’ (containing meat), ‘Vegetarian,’ ‘Gluten free’ and ‘Vegan and low allergen’ (Food Works, 2022a). Eating Better, a network of over sixty organisations such as the Soil Association, Greenpeace and the RSPCA want retailers to ‘help us make healthy and sustainable food choices: this includes encouraging us to eat less and better meat and dairy and more vegetables, fruit, beans, pulses and wholegrains’ (Eating

Better, 2021). Eating Better (2021) have found that in their 2021 survey that 267 out of 2318 ready-meals were plant-based, making it the 'fastest growing category – up by 92%' since their 2018 survey. It is positive therefore that Food Works ready meals are 50% vegetarian, surpassing industry standards.

Perhaps an organisation can only be seen as sustainable if external independent third parties have confirmed this? Food Works have been nominated for 'Best Sustainable Brand Award' by the Exposed Magazine, a Sheffield based magazine (Exposed Magazine, 2022). Food Works, however do not publish any sustainability reports for their organisation, therefore public information is limited. There has been growing pressure within the private sector for organisations to publish sustainability reports (Kolk, 2007), therefore, to be increasingly perceived as sustainable, Food Works should consider this. Keeble (2003) highlights however the difficulties of sustainability reporting when organisations have different 'business streams, functions and projects'. The complexity therefore for Food Works must be considered with their various projects including their Warehouse, Farm and Just Meals. Ball, Owen and Gray (2000) argue however that sustainability reporting may represent a short-term action, rather than a whole organisational approach and commitment to sustainability.

In terms of an action plan, or general changes Food Works could consider to improve their sustainability leadership are the two areas of communication and community. Communication of their progress is limited, and that leading by example, without communicating their progress and projects is limiting the organisation's potential impact. If consumers and industry leaders do not know that Just Meals exist, and that it is possible to produce more sustainable ready-meals, then there will be limited pressure upon main-stream ready-meal producers to make sustainable changes to factors such as packaging. I believe this communication of how Food Works is specifically

helping the situation needs to also be explicit in order to encourage further change in the industry. This could further assist Food Works in aiming towards SDG twelve to ‘ensure sustainable consumption and production patterns’ so that consumers are making a conscious choice in their ready meal purchases. Again, as mentioned earlier in this reflection, Food Works do not currently produce a sustainability report. I think this would also be an effective method to communicate with an even wider group of stakeholders (Matuszyk and Rymkiewicz, 2018).

I feel community, furthermore, is an area that progress could be made. Meijer (2022) discussed that the introduction of Just Meals, highlighted the importance of local communities. Meijer (2022) explained ‘before lockdown we always operated on the basis of the city as a whole being our ‘catchment area’ Lockdown made it clear that this is naive as it exacerbated challenges around transportation and accessibility’. In my opinion, prior to the COVID-19 lockdowns, it was a small proportion of Sheffield’s community that were high-frequency customers of Food Work’s Market and Just Meals. The pandemic highlighted that in fact some residents of Sheffield, faced accessibility issues, visiting the Share Market to collect Just Meals, for example, due to lack of public transport links. In an aim to improve this situation, and increase the distribution of Just Meals, Food Works switched to a partner hub system. This system, meant that Just Meals are now available at a range of locations, including local businesses, and charities, throughout the city. Meijer (2022) argues that these local organisations are ‘already known in their areas and know the people’. He adds that ‘it is a much better way to be accessible, not just in terms of distance, but also in terms of understanding and reach into those communities’. I believe that Food Works have further work to do in this area, for example, with the opportunity to expand into further areas of Sheffield, in order to widen further the community of individuals purchasing and being aware of their Just Meals system.

In conclusion, Food Works introduction of Just Meals, their ready meals made from surplus food and local produce from Sheffield, alongside their other projects, in my opinion, is demonstrating strong sustainable leadership. They are helping to achieve two United Nation's Sustainable Development Goals, while surpassing many industry standards, such as levels of plant-based foods available and their biodegradable packaging. There are without doubt, areas where Food Works could develop as highlighted in this essay. I believe however that Food Works are combatting the self-extinction nature of their organisation – that is, if they prevent food surplus in the supply chain, there will be no food to redistribute, by their development of the Food Works farm, growing food locally in Sheffield, and by launching local campaigns such as 'Grow a row'. Food Works are planning and implementing vigorous sustainable actions to further secure food security within Sheffield in the long-term. If we consider once more the definition of sustainability, I am confident Food Works achieves this – 'sustainability refers to doing business without negatively impacting the environment, community or society as a whole' (Spiliakos, 2018).

Word count: 3,457

References

Avery, G.C. & Bergsteiner, H. 2011, "Sustainable leadership practices for enhancing business resilience and performance", *Strategy & Leadership*, vol. 39, no. 3, pp. 5-15.

Bansal, P. and DesJardine, M., 2014. Business sustainability: It is about time. *Strategic Organization*, [online] 12(1), pp.70-78. Available at: <<https://journals.sagepub.com/doi/10.1177/1476127013520265>> [Accessed 25 May 2022].

Ball, A., Owen, D. and Gray, R., 2000. External transparency or internal capture? The role of third-party statements in adding value to corporate environmental reports1. *Business Strategy and the Environment*, 9(1), pp.1-23.

Bodamer, D., 2016. *14 Charts from the EPA's Latest MSW Estimates*. [online] Waste360. Available at: <<https://www.waste360.com/waste-reduction/14-charts-epa-s-latest-msw-estimates>> [Accessed 17 May 2022].

Browne, M., 2021. *Frozen food sales up 21% in 2020 as COVID alters shopping and eating behaviors*. [online] Supermarket News. Available at: <<https://www.supermarketnews.com/consumer-trends/frozen-food-sales-21-2020-covid-alters-shopping-and-eating-behaviors>> [Accessed 22 May 2022].

Butler, 2022. *Supermarkets wasting 200,000 tonnes of food that could go to needy, say charities*. [online] the Guardian. Available at: <<https://www.theguardian.com/business/2022/feb/22/supermarkets-wasting-200000-tonnes-of-food-that-could-go-to-needy-say-charities>> [Accessed 22 May 2022].

Caraher, M. and Furey, S., 2017. *Is it appropriate to use surplus food to feed people in hunger? Short-term Band-Aid to more deep-rooted problems of poverty*. [online] Food Research Collaboration. Available at: <<https://foodresearch.org.uk/publications/is-it-appropriate-to-use-surplus-food-to-feed-people-in-hunger/>> [Accessed 21 May 2022].

Chrisafis, A., 2016. *French law forbids food waste by supermarkets*. [online] the Guardian. Available at: <<https://www.theguardian.com/world/2016/feb/04/french-law-forbids-food-waste-by-supermarkets>> [Accessed 21 May 2022].

Dube, N., 2021. *Is Compostable Packaging Really Biodegradable?*. [online] Industrialpackaging.com. Available at: <<https://www.industrialpackaging.com/blog/is-compostable-packaging-biodegradable>> [Accessed 20 May 2022].

Eating Better, 2021. *Ready Meals 2021*. [online] Eating Better. Available at: <<https://www.eating-better.org/uploads/Documents/2021/EB-ready-meals-survey-FINALJune2021.pdf>> [Accessed 21 May 2022].

European Commission, 2010. *Preparatory study on food waste across EU-27..* [online] Available at: <https://ec.europa.eu/environment/eussd/pdf/bio_foodwaste_report.pdf> [Accessed 22 May 2022].

Exposed Magazine, 2022. *Exposed Awards 2022: Nominees announced - Exposed Magazine*. [online] Exposed Magazine. Available at: <<https://www.exposedmagazine.co.uk/exposed-awards-2022/exposed-awards-2022-nominees-announced/>> [Accessed 24 May 2022].

Food Works, 2022a. *Introducing Just Meals – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/introducing-just-meals/>> [Accessed 18 May 2022].

Food Works, 2022b. *Farm – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/farm/>> [Accessed 19 May 2022].

Food Works, 2022c. *Food Works*. [online] Twitter. Available at: <<https://twitter.com/TheFoodWorksSHF/status/1527952346982096896>> [Accessed 22 May 2022].

Food Works, 2022d. *Food Works Facebook Page*. [online] Facebook.com. Available at: <<https://www.facebook.com/TheFoodWorksSHF/>> [Accessed 21 May 2022].

Food Works, 2022e. *Market – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/market/>> [Accessed 20 May 2022].

Food Works, 2022f. *Volunteer – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/volunteer/>> [Accessed 19 May 2022].

Forrest, A., 2018. *Only one third of UK's plastic food packaging is recycled, study finds*. [online] Available at: <<https://www.independent.co.uk/climate-change/news/uk-plastic-food-packaging-recyclable-third-government-study-a8476431.html>> [Accessed 19 May 2022].

Gallego-Schmid, A., Mendoza, J. and Azapagic, A., 2018. Environmental impacts of takeaway food containers. *Journal of Cleaner Production*, [online] 211, pp.417-427. Available at: <https://www.researchgate.net/publication/329166723_Environmental_impacts_of_takeaway_food_containers> [Accessed 20 May 2022].

Gibbs, G., 1998. *Learning by doing*. 1st ed. Oxford: Oxford Centre for Staff and Learning Development.

GlobeScan, 2019. *The 2019 Sustainability Leaders - The GlobeScan-SustainAbility Survey*. [ebook] GlobeScan. Available at: <https://moodle.uwtsd.ac.uk/pluginfile.php/328161/mod_resource/content/0/GlobeScan-SustainAbility-Leaders-Survey-2019-Report.pdf> [Accessed 19 May 2022].

Greenorb, 2021. *Why Biodegradable Products Are Bad For Landfills - Thinking Sustainably*. [online] Thinking Sustainably. Available at: <<https://www.thinkingsustainably.com/biodegradable-products-landfills/>> [Accessed 20 May 2022].

Gupta, M., 2021. *Lead by Example, A Leadership Style for Sustainable Changes*. [online] Medium. Available at: <<https://medium.com/leading-and-managing/lead-by-example-a-leadership-style-for->

sustainable-changes-

14e29ac6ace5#:~:text=Lead%20by%20example%20is%20an,inspiring%20people%20to%20take%20action.> [Accessed 23 May 2022].

Hall, M., 2014. *97% of UK households don't compost. Britain forgets the art of composting*. [online] Business Waste. Available at: <<https://www.businesswaste.co.uk/97-of-uk-households-dont-compost-britain-forgets-the-art-of-composting/#:~:text=art%20of%20composting-,97%25%20of%20UK%20households%20don't%20compost.,forgets%20the%20art%20of%20composting&text=A%20huge%20majority%20of%20Britons,a%20new%20survey%20has%20revealed.>> [Accessed 22 May 2022].

Hall, P.A. and Soskice, D.W. (2001) *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage*. New York, Oxford University Press. Hutton, W. (2002) *The World We're in*. London: Little, Brown.

Jasper, M. and Rosser, M., 2013. Reflection and reflective practice. *Professional development, reflection and decision-making in nursing and healthcare*. Chichester: Wiley-Blackwell, pp.41-82.

Keeble, J., 2003. Using Indicators to Measure Sustainability Performance at a Corporate and Project Level. *Journal of Business Ethics*, [online] 44(2), pp.149-158. Available at: <<https://link.springer.com/article/10.1023/A:1023343614973#citeas>> [Accessed 25 May 2022].

Kolk, A., 2007. Sustainability, accountability and corporate governance: exploring multinationals' reporting practices. *Business Strategy and the Environment*, [online] 17(1), pp.1-15. Available at: <<https://onlinelibrary.wiley.com/doi/abs/10.1002/bse.511>> [Accessed 25 May 2022].

Polam, P., 2022. *Why Sustainable Development Makes Good Business Sense*. [online] Business & Sustainable Development Commission (BSDC). Available at: <<http://businesscommission.org/our-work/sustainable-development-isnt-just-doing-the-right-thing-its-good-business-sense>> [Accessed 23 May 2022].

Lawrence, P., 2008. Reflecting on events. *Emergency Nurse (through 2013)*, 15(9), p.16.

Loop, 2022. *Purpose*. [online] Exploreloop.com. Available at: <<https://exploreloop.com/purpose>> [Accessed 25 May 2022].

Markkanen, P., Välimäki, M., Anttila, M. and Kuuskorpi, M., 2020. A reflective cycle: Understanding challenging situations in a school setting. *Educational Research*, [online] 62(1), pp.46-62. Available at: <<https://www.tandfonline.com/doi/citedby/10.1080/00131881.2020.1711790?scroll=top&needAccess=true>> [Accessed 25 May 2022].

Matuszyk, I. and Rymkiewicz, B., 2018. Integrated Reporting as a Tool for Communicating with Stakeholders – Advantages and Disadvantages. *E3S Web of Conferences*, [online] 35, p.06004. Available at: <<https://www.proquest.com/docview/2038413109?accountid=130472&parentSessionId=50oSzLArqvaxpkK%2BhQmmPIkLtqLXwzQVZK72HQ%2FzaZU%3D&pq-origsite=primo>> [Accessed 24 May 2022].

Meijer, R (2022) Email to Megan Wynne, 23rd May.

Moon, J., 2007. Getting the measure of reflection: considering matters of definition and depth. *Journal of Radiotherapy in Practice*, 6(4), pp.191-200.

Saxena, A., Ramaswamy, M., Beale, J., Marciniuk, D. and Smith, P., 2021. Striving for the United Nations (UN) Sustainable Development Goals (SDGs): what will it take?. *Discover Sustainability*, [online] 2(1). Available at: <<https://link.springer.com/article/10.1007/s43621-021-00029-8>>.

Stafford, 2021. *Compost: Why are more people dealing with green waste at home?*. [online] BBC News. Available at: <<https://www.bbc.co.uk/news/uk-england-58261972>> [Accessed 22 May 2022].
Statista, 2015. *Cost for ready meals in the UK | Statista*. [online] Statista. Available at: <<https://www.statista.com/statistics/724051/average-cost-for-supermarket-ready-meals-in-the-uk/#:~:text=The%20term%20ready%2Dmeal%20means,cost%20of%203.5%20British%20pounds.>> [Accessed 23 May 2022].

Statista, 2021. *Ready meal usage frequency in GB 2013-2020 | Statista*. [online] Statista. Available at: <<https://www.statista.com/statistics/301779/ready-meal-usage-frequency-in-the-uk/>> [Accessed 23 May 2022].

United Nations, 2022. *THE 17 GOALS | Sustainable Development*. [online] Sdgs.un.org. Available at: <<https://sdgs.un.org/goals>> [Accessed 18 May 2022].

University of Manchester, 2018. *Takeaway containers -- the environmental cost of packing our favourite fast-foods.*. [online] Science Daily. Available at: <<https://www.sciencedaily.com/releases/2018/12/181218100410.htm>> [Accessed 20 May 2022].

Bibliography

Anderies, J., Rodriguez, A., Janssen, M. and Cifdaloz, O., 2007. Panaceas, uncertainty, and the robust control framework in sustainability science. *Proceedings of the National Academy of Sciences*, [online] 104(39), pp.15194-15199. Available at: <<https://www.pnas.org/doi/abs/10.1073/pnas.0702655104>>.

Avery, G. and Bergsteiner, H., 2011. Sustainable leadership practices for enhancing business resilience and performance. *Strategy & Leadership*, [online] 39(3), pp.5-15. Available at: <https://www.researchgate.net/publication/235278149_Sustainable_leadership_practices_for_enhancing_business_resilience_and_performance> [Accessed 20 May 2022].

Aybaly, R., Guerquin-Kern, L., Manière, I., Madacova, D. and Holt, J., 2017. Sustainability practices in the luxury industry: How can one be sustainable in an over-consumptive environment?. *Procedia Computer Science*, [online] 122, pp.541-547. Available at: <<https://pdf.sciencedirectassets.com/280203/1-s2.0-S1877050917X00215/1-s2.0-S1877050917326492/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEHsaCXVzLWVhc3QtMSJHMEUCIQCJwJWzoxWI9ACsrA7z5m6A51LiBfycRa>> [Accessed 23 May 2022].

Ball, A., Owen, D. and Gray, R., 2000. External transparency or internal capture? The role of third-party statements in adding value to corporate environmental reports1. *Business Strategy and the Environment*, 9(1), pp.1-23.

Bansal, P. and DesJardine, M., 2014. Business sustainability: It is about time. *Strategic Organization*, [online] 12(1), pp.70-78. Available at: <<https://journals.sagepub.com/doi/10.1177/1476127013520265>> [Accessed 25 May 2022].

Bodamer, D., 2016. *14 Charts from the EPA's Latest MSW Estimates*. [online] Waste360. Available at: <<https://www.waste360.com/waste-reduction/14-charts-epa-s-latest-msw-estimates>> [Accessed 17 May 2022].

Browne, M., 2021. *Frozen food sales up 21% in 2020 as COVID alters shopping and eating behaviors*. [online] Supermarket News. Available at: <<https://www.supermarketnews.com/consumer-trends/frozen-food-sales-21-2020-covid-alters-shopping-and-eating-behaviors>> [Accessed 22 May 2022].

Butler, 2022. *Supermarkets wasting 200,000 tonnes of food that could go to needy, say charities*. [online] the Guardian. Available at: <<https://www.theguardian.com/business/2022/feb/22/supermarkets-wasting-200000-tonnes-of-food-that-could-go-to-needy-say-charities>> [Accessed 22 May 2022].

Caraher, M. and Furey, S., 2017. *Is it appropriate to use surplus food to feed people in hunger? Short-term Band-Aid to more deep-rooted problems of poverty*. [online] Food Research Collaboration. Available at: <<https://foodresearch.org.uk/publications/is-it-appropriate-to-use-surplus-food-to-feed-people-in-hunger/>> [Accessed 21 May 2022].

Chrisafis, A., 2016. *French law forbids food waste by supermarkets*. [online] the Guardian. Available at: <<https://www.theguardian.com/world/2016/feb/04/french-law-forbids-food-waste-by-supermarkets>> [Accessed 21 May 2022].

Dube, N., 2021. *Is Compostable Packaging Really Biodegradable?*. [online] Industrialpackaging.com. Available at: <<https://www.industrialpackaging.com/blog/is-compostable-packaging-biodegradable>> [Accessed 20 May 2022].

Eating Better, 2021. *Ready Meals 2021*. [online] Eating Better. Available at: <<https://www.eating-better.org/uploads/Documents/2021/EB-ready-meals-survey-FINALJune2021.pdf>> [Accessed 21 May 2022].

European Commission, 2010. *Preparatory study on food waste across EU-27.* [online] Available at: <https://ec.europa.eu/environment/eussd/pdf/bio_foodwaste_report.pdf> [Accessed 22 May 2022].

Exposed Magazine, 2022. *Exposed Awards 2022: Nominees announced - Exposed Magazine*. [online] Exposed Magazine. Available at: <<https://www.exposedmagazine.co.uk/exposed-awards-2022/exposed-awards-2022-nominees-announced/>> [Accessed 24 May 2022].

Food Works, 2022a. *Introducing Just Meals – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/introducing-just-meals/>> [Accessed 18 May 2022].

Food Works, 2022b. *Farm – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/farm/>> [Accessed 19 May 2022].

Food Works, 2022c. *Food Works*. [online] Twitter. Available at: <<https://twitter.com/TheFoodWorksSHF/status/1527952346982096896>> [Accessed 22 May 2022].

Food Works, 2022c. *Food Works*. [online] Twitter. Available at: <<https://twitter.com/TheFoodWorksSHF/status/1527952346982096896>> [Accessed 22 May 2022].

Food Works, 2022d. *Food Works Facebook Page*. [online] Facebook.com. Available at: <<https://www.facebook.com/TheFoodWorksSHF/>> [Accessed 21 May 2022].

Food Works, 2022e. *Market – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/market/>> [Accessed 20 May 2022].

Food Works, 2022f. *Volunteer – Food Works*. [online] Thefoodworks.org. Available at: <<https://thefoodworks.org/volunteer/>> [Accessed 19 May 2022].

Forrest, A., 2018. *Only one third of UK's plastic food packaging is recycled, study finds*. [online] Available at: <<https://www.independent.co.uk/climate-change/news/uk-plastic-food-packaging-recyclable-third-government-study-a8476431.html>> [Accessed 19 May 2022].

Gallego-Schmid, A., Mendoza, J. and Azapagic, A., 2018. Environmental impacts of takeaway food containers. *Journal of Cleaner Production*, [online] 211, pp.417-427. Available at: <https://www.researchgate.net/publication/329166723_Environmental_impacts_of_takeaway_food_containers> [Accessed 20 May 2022].

Gibbs, G., 1998. *Learning by doing*. 1st ed. Oxford: Oxford Centre for Staff and Learning Development.

GlobeScan, 2019. *The 2019 Sustainability Leaders - The GlobeScan-SustainAbility Survey*. [ebook] GlobeScan. Available at: <https://moodle.uwtsd.ac.uk/pluginfile.php/328161/mod_resource/content/0/GlobeScan-SustainAbility-Leaders-Survey-2019-Report.pdf> [Accessed 19 May 2022].

Greenorb, 2021. *Why Biodegradable Products Are Bad For Landfills - Thinking Sustainably*. [online] Thinking Sustainably. Available at: <<https://www.thinkingsustainably.com/biodegradable-products-landfills/>> [Accessed 20 May 2022].

Gupta, M., 2021. *Lead by Example, A Leadership Style for Sustainable Changes*. [online] Medium. Available at: <<https://medium.com/leading-and-managing/lead-by-example-a-leadership-style-for-sustainable-changes-14e29ac6ae5#:~:text=Lead%20by%20example%20is%20an,inspiring%20people%20to%20take%20action.>>> [Accessed 23 May 2022].

Hall, M., 2014. *97% of UK households don't compost. Britain forgets the art of composting*. [online] Business Waste. Available at: <<https://www.businesswaste.co.uk/97-of-uk-households-dont-compost-britain-forgets-the-art-of-composting/#:~:text=art%20of%20composting-,97%25%20of%20UK%20households%20don't%20compost.,forgets%20the%20art%20of%20composting&text=A%20huge%20majority%20of%20Britons,a%20new%20survey%20has%20revealed.>>> [Accessed 22 May 2022].

Hall, P.A. and Soskice, D.W. (2001) *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage*. New York, Oxford University Press. Hutton, W. (2002) *The World We're in*. London: Little, Brown.

Jasper, M. and Rosser, M., 2013. Reflection and reflective practice. *Professional development, reflection and decision-making in nursing and healthcare*. Chichester: Wiley-Blackwell, pp.41-82.

Keeble, J., 2003. Using Indicators to Measure Sustainability Performance at a Corporate and Project Level. *Journal of Business Ethics*, [online] 44(2), pp.149-158. Available at: <<https://link.springer.com/article/10.1023/A:1023343614973#citeas>> [Accessed 25 May 2022].

Kolk, A., 2007. Sustainability, accountability and corporate governance: exploring multinationals' reporting practices. *Business Strategy and the Environment*, [online] 17(1), pp.1-15. Available at: <<https://onlinelibrary.wiley.com/doi/abs/10.1002/bse.511>> [Accessed 25 May 2022].

- Lawrence, P., 2008. Reflecting on events. *Emergency Nurse (through 2013)*, 15(9), p.16.
- Loop, 2022. *Purpose*. [online] Exploreloop.com. Available at: <<https://exploreloop.com/purpose>> [Accessed 25 May 2022].
- Markkanen, P., Välimäki, M., Anttila, M. and Kuuskorpi, M., 2020. A reflective cycle: Understanding challenging situations in a school setting. *Educational Research*, [online] 62(1), pp.46-62. Available at: <<https://www.tandfonline.com/doi/citedby/10.1080/00131881.2020.1711790?scroll=top&needAccess=true>> [Accessed 25 May 2022].
- Matuszyk, I. and Rymkiewicz, B., 2018. Integrated Reporting as a Tool for Communicating with Stakeholders – Advantages and Disadvantages. *E3S Web of Conferences*, [online] 35, p.06004. Available at: <<https://www.proquest.com/docview/2038413109?accountid=130472&parentSessionId=50oSzLArqvaxpkK%2BhQmmPIkLtqLXwzQVZK72HQ%2FzaZU%3D&pq-origsite=primo>> [Accessed 24 May 2022].
- Moon, J., 2007. Getting the measure of reflection: considering matters of definition and depth. *Journal of Radiotherapy in Practice*, 6(4), pp.191-200.
- Polam, P., 2022. *Why Sustainable Development Makes Good Business Sense*. [online] Business & Sustainable Development Commission (BSDC). Available at: <<http://businesscommission.org/our-work/sustainable-development-isnt-just-doing-the-right-thing-its-good-business-sense>> [Accessed 23 May 2022].
- Saxena, A., Ramaswamy, M., Beale, J., Marciniuk, D. and Smith, P., 2021. Striving for the United Nations (UN) Sustainable Development Goals (SDGs): what will it take?. *Discover Sustainability*, [online] 2(1). Available at: <<https://link.springer.com/article/10.1007/s43621-021-00029-8>>.
- Stafford, 2021. *Compost: Why are more people dealing with green waste at home?*. [online] BBC News. Available at: <<https://www.bbc.co.uk/news/uk-england-58261972>> [Accessed 22 May 2022].
- Statista, 2015. *Cost for ready meals in the UK | Statista*. [online] Statista. Available at: <<https://www.statista.com/statistics/724051/average-cost-for-supermarket-ready-meals-in-the-uk/#:~:text=The%20term%20ready%2Dmeal%20means,cost%20of%203.5%20British%20pounds.>> [Accessed 23 May 2022].
- Statista, 2021. *Ready meal usage frequency in GB 2013-2020 | Statista*. [online] Statista. Available at: <<https://www.statista.com/statistics/301779/ready-meal-usage-frequency-in-the-uk/>> [Accessed 23 May 2022].
- Townsend, S., 2018. *46 Sustainability Leaders (Who are also women)*. [online] Forbes. Available at: <<https://webcache.googleusercontent.com/search?q=cache:R04V69Yk7NwJ:https://www.forbes.com/sites/solitairerownsend/2018/07/18/46-sustainability-leaders-who-are-also-women/+&cd=1&hl=en&ct=clnk&gl=uk>> [Accessed 14 May 2022].
- United Nations, 2022. *THE 17 GOALS | Sustainable Development*. [online] Sdgs.un.org. Available at: <<https://sdgs.un.org/goals>> [Accessed 18 May 2022].

University of Manchester, 2018. *Takeaway containers -- the environmental cost of packing our favourite fast-foods..* [online] Science Daily. Available at:
<<https://www.sciencedaily.com/releases/2018/12/181218100410.htm>> [Accessed 20 May 2022].