

Guidelines for Sustainability as a Competence in the HoReCa Sector

Project partners:



Lithuania



Bulgaria



Spain



Portugal



Greece



The Netherlands



Poland

Contents

Chapter 1: Introduction to the guidelines for sustainability as a competence in the HoReCa sector	2
1.1 The Aim2Sustain Project	2
1.3 Methodology	4
1.4 The Guidelines for HoReCa Sector Representatives.....	5
1.5 The Guidelines for HoReCa Sector VET Representatives	5
Chapter 2: Waste management and recycling	7
2.1 Introduction.....	7
2.2 Objectives	7
2.3 Action area and the competencies that it entails	7
2.4 Activities	8
2.5 Skills requirements and criteria.....	9
Chapter 3: Reduction of food waste	10
3.1 Introduction.....	10
3.2 Objectives	10
3.3 Action area and the competencies that it entails	10
3.4 Activities	11
3.5 Skills requirements and criteria.....	13
Chapter 4: Local products, economy and society, usage of organic ingredients	14
4.1 Introduction.....	14
4.2 Objectives	14
4.3 Action area and the competencies that it entails	14
4.4 Activities	15
4.5 Skills requirements and criteria.....	16
Chapter 5: Alternative/Renewable energy sources and low carbon production	18
5.1 Introduction.....	18
5.2 Objectives	18
5.3 Action area and the competencies that it entails	18
5.4 Activities	19
5.5 Skills requirements and criteria.....	20
Chapter 6: Human Resources Management, the importance of employees' well-being and training	21
6.1 Introduction.....	21
6.2 Objectives	21
6.3 Action area and the competencies that it entails	21
6.4 Activities	22
6.5 Skills requirements and criteria.....	23
Glossary	25
Related Videos and Links	29
Bibliography	30

Chapter 1: Introduction to the guidelines for sustainability as a competence in the HoReCa sector

1.1 The Aim2Sustain Project

It is no secret that the interest and concern about sustainability is increasing among HoReCa stakeholders – investors, owners, customers, employees, VET administrative and teaching staff, etc. Sustainability can reflect on the process that demands initiatives and an understanding of how the HoReCa sector can become more environmentally, socially, and economically responsible. Becoming more sustainable refers not only to making business operations more efficient and practical but also to staying relevant in the ever-evolving and competitive market and being able to respond to current and future market demands. Osnabrück Declaration 2020 (EC) identifies sustainability as one of the challenges to be addressed by VET (Cedefop, n.d). This report reveals that sustainability is not a separate subject – it is embedded across all relevant learning areas; therefore, education on sustainability should be incorporated as a cross-curriculum priority across all curriculum areas.

The project “Sustainability skills for HORECA / Aim2Sustain” (No. 2022-1-LT01-KA220-VET-000085675) is a joint initiative of 7 partner organisations from 7 countries – Bulgaria, Greece, Lithuania, the Netherlands, Poland, Portugal and Spain, co-funded by the ERASMUS+, sub-action KA220-VET Cooperation partnerships in vocational education and training.

The project aims to promote education on sustainability in the VET sector to develop the sustainability competence of hotel, restaurant, and catering (HoReCa) employees, contributing to an overall sustainability strategy.

The objectives include:

- Identify sustainability action areas, skills requirements, and criteria in the HoReCa sector.
- Create appropriate teaching/learning content on sustainability topics following HoReCa sector requirements.
- Build VET teachers’ capacity to teach sustainability for working life.

- Expand students' understanding of sustainable work culture in the HoReCa sector.
- Ensure a link between VET and HoReCa labour market demands.

The partners plan to deliver the following tangible project outputs:

- Guidelines for Sustainability as a Competence in HoReCa.
- Online Aim2Sustain learning space on sustainability in HoReCa related topics hosting Open Educational Resources (OERs). All materials will be available in the languages of the project consortium: Bulgarian, Dutch, Greek, Lithuanian, Polish, Portuguese and Spanish, as well as English.
- Transnational dissemination conference.

The results mentioned above would be of use for the direct target groups of the project:

- VET providers, VET trainers, learners, and apprentices in the HoReCa sector across Europe.
- HoReCa sector employees.
- Associations, networks, social partners, and enterprises in the HoReCa sector.

The indirect target group for this project includes other education providers, such as secondary schools and Higher Education Institutions (HEIs). These institutions can benefit from the resources and guidelines developed by the project to improve their sustainability practices and education.

1.2 Guidelines for Sustainability as a Competence in the HoReCa Sector

The Guidelines for Sustainability as a Competence in the HoReCa Sector aim to raise awareness about the importance of environmental, social, and economic responsibility in the hotel, restaurant, and catering industry and offer practical insights and strategies on the most relevant sustainability topics. They combine valuable insights from both the HoReCa industry and vocational education sectors, ensuring that the guidelines are practical, relevant, and effective.

Thus, in the Guidelines, the proposed definition of sustainability competence refers to a shift in mindset, including the knowledge, skills, and attitudes essential for the effective and conscientious management and operation of businesses within the

HoReCa industry. This "new mindset" minimises environmental and social footprints while ensuring operational efficiency. It involves not only the ability to incorporate sustainable practices, reduce waste, and conserve resources but also cultivating a holistic perspective that contributes to the well-being of employees and the local community.

Each chapter of the Guidelines identifies action areas and competencies, recommends activities and highlights skills, requirements and criteria needed to develop sustainability competence. Overall, the guidelines offer a comprehensive and collaborative approach to sustainability in the HoReCa sector, bridging the gap between education and industry and promoting responsible practices that benefit businesses and society.

1.3 Methodology

The methodology used for the development of the guidelines was based on valuable insights and opinions expressed in the survey by HoReCa sector representatives (front-line employees, executives, entrepreneurs) and HoReCa VET sector administrative and teaching staff preparing the future employees of the sector in the seven countries of the project partnership. Additionally, GreenComp was used as a standard for sustainability competencies, offering learners a shared understanding and direction for educators to introduce the topics and content.

The survey revealed the most common challenge for the “Green transition” of the sector to be the lack of employees with relevant skills. It also highlighted the need to focus on topics related to:

- Waste management/reduction/elimination of waste.
- Knowledge and understanding of the use of renewable energy sources.
- Minimisation of waste of resources by developing skills for proper storage of cooking raw materials and proper use of equipment, etc.
- Sustainable working practices (including the physical and mental health of the employees in the HoReCa sector).

- Shortening the "farm-to-table" path by reducing or minimising transportation - using local products, supporting local gastronomy with traditional meals and recipes, optimising the supply chain, and switching to a low-carbon economy.
- Skills for identifying and selecting raw materials produced sustainably.

The guidelines for sustainability as a competence in the HoReCa sector chapter arrangement is the following:

Chapter 1: Introduction to the guidelines for sustainability as a competence in the HoReCa sector.

Chapter 2: Waste management and recycling.

Chapter 3: Reduction of food waste.

Chapter 4: Local products, economy and society, usage of organic ingredients.

Chapter 5: Alternative/Renewable energy sources and low carbon production.

Chapter 6: HRM protection and safety, the importance of training.

The guidelines also include a glossary, a bibliography and a section with related videos and links for further study.

1.4 The Guidelines for HoReCa Sector Representatives

HoReCa sector representatives can use the guidelines to assess their current situation, identify areas for improvement, set goals and monitor progress. The guidelines can also help HoReCa sector representatives communicate their sustainability efforts to their stakeholders, such as customers, suppliers, employees, and regulators. By following the guidelines, HoReCa sector representatives can enhance their competitiveness, reputation and profitability while contributing to the global sustainable development goals.

The guidelines can guide and support employees in applying sustainability principles and practices in their daily work and career development and help evaluate and monitor the effectiveness and impact of sustainability in their HoReCa sector business.

1.5 The Guidelines for HoReCa Sector VET Representatives

The Guidelines for Sustainability as a Competence in the HORECA sector can also be used as recommendations and best practices for integrating sustainability into the vocational education and training (VET) of hospitality, restaurant and catering

(HoReCa) professionals. They aim to provide a common framework and reference for developing and accessing sustainability competencies in the HoReCa sector and promote a culture of sustainability among VET providers, learners, and employers.

HoReCa sector VET Representatives can use the Guidelines in various ways, such as

- Reviewing and updating the existing curricula and learning outcomes to include sustainability aspects relevant to the HORECA sector, such as waste management, energy efficiency, local sourcing, social responsibility, etc. and
- Designing and delivering innovative and engaging learning activities and methods that foster sustainability awareness, skills, and attitudes among learners, such as project-based learning, gamification, simulations, etc.

Chapter 2: Waste management and recycling

2.1 Introduction

The HoReCa sector is considered a great consumer of resources and generator of waste (both organic and inorganic). The magnitude of the facilities, the large number of catering services the HoReCa sector offers, and the diversity and complexity of the waste it generates imply the need for proper waste management and recycling techniques.

2.2 Objectives

This chapter aims to raise awareness about the importance of proper waste management and recycling practices in reducing the waste and carbon footprint produced by the HoReCa sector. Additionally, this chapter will demonstrate the key competencies in implementing sustainable practices to minimise waste generation and promote effective recycling.

2.3 Action area and the competencies that it entails

Waste management and recycling encompasses competencies in waste reduction, segregation and collection, and recycling. The waste management and recycling action area is focused on competencies in implementing sustainable practices to minimise waste generation and promote effective recycling initiatives to reduce the significant impact of the carbon footprint on the environment.

- The waste management and recycling area contains competencies in various sub-areas, such as waste reduction, segregation and collection, and recycling.
- The waste reduction sub-area contains knowledge regarding new waste reduction techniques (such as portion control, menu optimisation, and inventory management) and skills regarding assessing waste generation patterns and identifying opportunities for waste reduction during all the processes of producing and selling food.
- The waste segregation and collection sub-area is linked with competencies about different types of waste, their proper separation methods, and the identification and usage of appropriate waste collection procedures and equipment.

- Finally, the recycling initiatives sub-area is linked to competencies connected with knowledge of recycling processes and the appropriate handling of recyclable materials, as well as skills that help the collaboration and communication between waste management partners and between the employees that ensure the effectiveness of recycling initiatives.

2.4 Activities

There are different activities that the HoReCa sector representatives (front-line employees, executives, entrepreneurs) should apply to support the waste management area:

- Identification of the types of food waste generated and their quantity through waste audits (such as expired ingredients or plate waste).
- Implementation of waste segregation procedures and provision of bins for different types of waste (organic, recyclable, non-recyclable, etc.)
- Analysis of potential solutions to reduce, reuse, or recycle food waste (for instance, improving portion control, implementing efficient inventory management, or exploring options for recycling food waste, such as composting or converting it into bioenergy through anaerobic digestion).
- Collaboration with local recycling suppliers to establish effective recycling programs.
- Training employees and customers about the importance of recycling and proper waste segregation and collection.

On the other hand, there are different activities that the HoReCa sector VET administrative and teaching staff representatives should apply to support the waste management area:

- Integration in the different programs and curricula of the VET schools' waste management and recycling topics.
- Organisation of workshops and practical sessions about waste reduction strategies and waste segregation techniques to encourage the teachers and students to implement waste reduction practices.

2.5 Skills requirements and criteria

The minimum skills that the activities should provide in waste reduction strategies are the:

- Ability to assess waste generation patterns and identify opportunities for waste reduction during various food production and selling processes.
- Knowledge to implement waste reduction techniques, such as portion control, menu optimisation, and efficient inventory management.

Related to waste segregation and collection, the minimum skills that the activities should provide are the following:

- Understanding of the different types of waste and their proper segregation methods.
- Ability to identify and use appropriate waste collection procedures and equipment.

The minimum skills that the activities should provide in recycling initiatives are the following:

- Knowledge to implement recycling processes and handling of recyclable materials.
- Capability to work with waste management partners and engage staff to ensure effective recycling initiatives.

Chapter 3: Reduction of food waste

3.1 Introduction

This chapter is a valuable tool to help HoReCa sector representatives (front-line employees, executives, entrepreneurs) and HoReCa VET sector administrative and teaching staff to reduce food waste. A considerable percentage of food made for human consumption is lost or wasted yearly. As part of the “[Farm to Fork Strategy](#)”, the European Union (EU) aims to mobilise all stakeholders to prevent and reduce food losses and waste. Food waste occurs at all stages of the food supply chain (from farm to fork), including losses and wastes.

3.2 Objectives

The main objective of this chapter is to promote a change in attitudes and the adoption of sustainable practices, illustrating through practical examples how food waste before and after consumption can have less economic, social, and environmental impacts. Additionally, this chapter aims to share initiatives and best practices that the HoReCa sector can develop to reduce food waste and losses and donate cooked but not served food in the context of social responsibility initiatives.

3.3 Action area and the competencies that it entails

The action area of this chapter will focus on food waste, but before this, it is useful to explain the terms food loss and food waste. Food loss most often occurs at the production, post-harvest, and processing stages of the food chain, while food waste occurs at the end of the food chain. Food waste is food initially produced for human consumption but discarded or not consumed by humans.

Food waste in the HoReCa sector tends to come from at least one of the following sources:

- Food preparation - peels and garnishes.
- Spoilt food (it has not been made, or it has exceeded the term).
- Food leftovers from customers or even from the confection.
- Overproduction – buffets and “the dish of the day / daily special”.

In the supply chain, a large part of food is not considered suitable but is perfectly edible. Food is discarded for aesthetic reasons ("ugly" or "different calibre") or excess production (no flow in the market). Planning, observation, and monitoring have never been so crucial for a company's economic and environmental performance improvement.

Food waste action area require the following competencies:

- Design, plan, and implement a strategy towards reducing food waste.
- Utilisation of packaging materials and techniques to maximise food storage life and minimise food waste.
- Implementation of storage techniques.
- Implementation of practices in the circular economy context.

3.4 Activities

Simple and practical activities to reduce food waste that both HoReCa sector representatives and HoReCa sector VET representatives can develop are the following:

- Prepare raw materials focused on decreasing food waste and locating the sources of food waste.
- Use “zero-kilometre” products. The journey from the producer to the retailer/seller becomes shorter and avoids excessive fuel consumption in transport.
- Consciously plan the menus, considering seasonality and proximity.
- Draw up a shopping list before contacting suppliers.
- Prioritise the direct relationship with farmers and companies to dispose of fruits and vegetables that do not fulfil the size, colour and shape rules. Ask product suppliers if they have a second line of food selection or edible products that usually do not go to the market ("ugly" fruit/vegetables, out of calibre, or with weird formats). They might be added to your order for free or at a significantly lower value.
- Check the expiry dates of products before buying them and choose those with a longer storage life.
- Respect the food storage conditions indicated on the labels.

- Organise food according to its expiry date. The ones with the shortest shelf life should go first.
- Cook the exact quantities for the number of people who will consume the meal.
- Adjust portion sizes and reduce the serving container size.
- Promote individual meal portions rather than buffets.
- Pack any cooked but not served food in the appropriate cold equipment and containers.
- Leftovers should be turned into compost.
- Use cooked but not served food to make soup, pie, fruit smoothies, tea or jam, sauces, or gravies. Also, consider the food safety regulations, such as HACCP and ISO 22000.
- Send cooked but not served food that has not been served or displayed to charities or sell it at a lower price, directly or through companies.
- Raise awareness among all stakeholders (producers, manufacturers, employees and consumers) to participate in the implementation of solutions that reduce food waste.
- Draw up a list of organisations that are experts in giving products a second chance. Some examples are a) “Too Good to Go” ([Too Good To Go](https://www.toogoodtogo.com/)) a is a private company that developed an app that rescues unsold food from an untimely fate at your favourite spots. You can buy a product that is about to be thrown away or expire and b) the “REFOOD Movement” (re-food.org) a non-profit association that rescues food feeds people and includes the entire local community, co-creating a more just, caring and sustainable society. Transform food waste into priceless meals.

There are also some activities that the HoReCa sector VET representatives could apply to support food waste areas:

- Integrate food waste topics in different training programs and curriculums of the VET centres.
- Organise workshops/ practical sessions about food waste strategies to encourage teachers and students to implement food waste practices.

3.5 Skills requirements and criteria

The food waste action area requires the following skills:

- Identification of food loss and food waste in the food chain.
- Design of specific actions (e.g., menus) aiming to reduce food waste.
- Organise work more efficiently to avoid practices that encourage food waste.
- Use of preservation techniques that reduce food waste.
- Use low-impact packaging solutions to reduce food waste.

Chapter 4: Local products, economy and society, usage of organic ingredients

4.1 Introduction

This chapter is designed as a valuable tool to learn more about the usage of local traditional products and organic ingredients and their impact on the local economy and society. Some key questions that will be answered are the following. What are the benefits? What is the impact on your daily business? What do you have to consider? What impact do you make?

4.2 Objectives

The main objective of this chapter is to promote a change in attitudes and behaviour and adopt sustainable practices regarding local traditional products and the economy. This objective will be achieved by illustrating practical examples of how choosing local and traditional products and organic ingredients is better for the local economy, healthier for society, and less harmful to the environment. Additionally, the chapter aims to share initiatives and best practices that will act as eye-openers and inspire HoReCa sector representatives (front-line employees, executives, entrepreneurs) and HoReCa VET sector administrative and teaching staff to act sustainably.

4.3 Action area and the competencies that it entails

In pursuit of sustainable menu engineering, consider the following action areas when purchasing products and ingredients:

- The quantity (pieces/kilos/litres) you need. Consider buying in bulk or ordering small purchases.
- Find out how cooking products like meat, vegetables, etc., are grown, cultivated, bred, harvested, or caught (organic, circular, etc.)
- Preferably choose seasonal products.
- Find out where the ordered products are produced. Preferably choose for locally produced products. Locally produced means that the product or ingredient is served and consumed within a radius of 150-250km around the place where it was produced.
- Preferably choose a short and sustainable supply chain.

- The story you want to tell your guests, suppliers, partners, colleagues, etc., is based on corporate social responsibility. Is it worth using if it is not sustainable, or is there an alternative? Compare producers and check whether there is one who makes it more sustainable. The story you tell about your sustainable choices distinguishes you in the market.

The above entails the following competencies:

- The meaning of sustainable menu engineering, local traditional resources, local economy, society, and usage of organic materials.
- The correlation between local traditional resources, local economy, society, and usage of organic materials.
- How you make delicious, healthy, and sustainable dishes that save costs and reduce waste.
- How to tell your customers, suppliers, partners, colleagues, etc., the story of your sustainable choices.

4.4 Activities

Practical activities to switch to local and traditional products and the use of organic materials are:

- When possible, prioritise seasonal and local ingredients. Prioritise direct relationships with farmers and regional companies (within a radius of 150-250km). You will support the local economy, farmers and community and contribute to reducing greenhouse gas emissions produced by the transportation industry.
- Create a unique dining experience for your customers by buying fresh and flavorful ingredients from a local farm.
- Consciously plan the menus, considering seasonality and origin.
- Be creative in replacing non-sustainable products with sustainable ones.
- Give vegetables the starring role and more frequently put local seasonal products on the menu.
- Choose eco-labels or organic brands. Reflect on the production process and circularity of products.

- Make your guests, suppliers, partners, colleagues, etc., aware of your sustainable choices regarding local traditional products, local economy, society, and usage of organic ingredients. Make your guests, suppliers, partners, colleagues, etc., aware of the sustainable choices they can make regarding local traditional products, local economy, society, usage of organic ingredients. Give healthy and sustainable dishes a more prominent place on the menu. For example, put them on the top left of the menu. Use colourful frames or eye-catching fonts and clarify that those dishes are the chef's favourites.

There are also some activities that the HoReCa sector VET representatives could apply:

- Find out what the impact on your daily business when taking the use of local traditional products and organic ingredients into account
- Find out what your impact on the local economy and society by taking the use of local traditional products and organic ingredients into account. Compare it with the way you have been working until now.
- Calculate your environmental impact (CO₂ emissions). Compare sustainable and unsustainable choices regarding seasonal and organic products and transport.
- Find out what local suppliers there are in your area within a radius of 150-250km.
- Make sure the supply chain is as short and sustainable as possible. Consider the origin of products and the transport needed from the producer to you/your company (within a radius of 150-250km). What can you source domestically, and what must be imported?
- Find out what partnerships you can establish with local partners, e.g., logistics hubs.

4.5 Skills requirements and criteria

The transition to use local and traditional products and the use of organic materials requires the following skills:

- Analyse the products needed for the menu that are available within a radius of up to 250km.

- Think of alternatives for products that are not available regionally (outside a radius of 250 km).
- Work with residual products and misfits from producers, which contributes to strengthening the local economy (and, of course, prevents food waste).
- Redefine your menu by including dishes that contain organic ingredients.
- Create an account dish that consists primarily of organic ingredients.
- Develop a menu based on seasonal products.
- Create awareness among guests, suppliers, partners, colleagues, etc., about the role they can play in making the hospitality sector more sustainable or on whom the activities for making the hospitality sector more sustainable have an impact.

Chapter 5: Alternative/Renewable energy sources and low carbon production

5.1 Introduction

The HoReCa sector is an integral part of the global economy. However, in addition to the benefits of providing food services and accommodation to millions of people around the world, it carries many challenges closely associated with environmental pollution. Considering constantly occurring adverse climate changes, the search for more sustainable energy solutions seems essential. This chapter aims to illuminate HoReCa sector representatives (front-line employees, executives, entrepreneurs) and HoReCa VET sector administrative and teaching staff on issues related to Alternative/Renewable energy sources and practical actions that can reduce carbon production.

5.2 Objectives

The main objective of this chapter is to support and aid HoReCa sector representatives and HoReCa VET sector administrative and teaching staff by familiarising them with diverse renewable and alternative energy sources. It also focuses on raising their awareness about leading causes of energy loss and effective reduction strategies and providing them with valuable insights into the advantages of energy-efficient technologies.

5.3 Action area and the competencies that it entails

The action area of this chapter is based on ways to eliminate the carbon footprint and use sustainable energy solutions in the HoReCa sector. In the HoReCa sector, energy consumption by equipment is a huge environmental concern. At the same time, reducing electricity consumption seems essential with the ever-increasing electricity prices. Thus, maximising the reduction of electricity consumption will enable better business profitability.

The competencies associated with this action area include:

- Proficiency in conducting energy audits and implementing findings for continuous improvement.

- Knowledge of emerging technologies in renewable energy and their applicability to HoReCa settings.
- Ability to educate and train staff on energy-efficient practices and sustainable behaviours.
- Skill in monitoring and evaluating the environmental impact of energy-related decisions.
- Capability to collaborate with stakeholders to develop and implement sustainable energy policies.
- Understanding life cycle assessments to make informed decisions about equipment and energy sources.
- Expertise in integrating renewable energy solutions into existing infrastructure without compromising operational efficiency.
- Skill in utilising data analytics to track and optimise energy consumption patterns.
- Proficiency in communicating sustainable energy practices' environmental and financial benefits to internal and external stakeholders.

5.4 Activities

This section outlines targeted activities aimed at HoReCa and VET representatives to enhance their competencies in sustainable energy practices.

When it comes to HoReCa representatives, they are advised to:

- Conduct energy efficiency workshops tailored to the specific needs of HoReCa establishments.
- Implement on-site assessments to identify and recommend energy-saving kitchen and dining equipment measures.
- Facilitate training sessions on the operational benefits of low-carbon production methods in food preparation.

As far as VET representatives are concerned, they are recommended to:

- Develop and integrate modules on alternative energy and sustainability into the curriculum.

- Organise industry partnerships, enabling students to gain hands-on experience with sustainable energy solutions.
- Host seminars featuring guest speakers from the renewable energy sector to provide insights into current trends and innovations.

There are activities that both HoReCa representatives and VET institutions could do together. They are encouraged to:

- Arrange collaborative projects between HoReCa establishments and VET institutions to implement sustainable energy solutions.
- Organise field trips to facilities showcasing the successful integration of renewable energy in the HoReCa sector.
- Establish a knowledge-sharing platform where HoReCa and VET representatives can exchange best practices and lessons learned in sustainable energy adoption.

5.5 Skills requirements and criteria

Skills requirements and criteria necessary for HoReCa and VET representatives engaging in sustainable energy practices are as follows:

- Proficiency in energy auditing and the ability to translate findings into actionable strategies.
- Demonstrate knowledge of renewable energy technologies and their application in the HoReCA sector.
- Effective communication skills to educate and advocate for sustainable energy practices among stakeholders.
- Competency in data analysis for monitoring and optimising energy consumption patterns.
- Collaborative skills to engage with industry partners and implement sustainable energy initiatives.
- Understanding of regulatory frameworks and incentives related to renewable energy adoption.
- Capability to integrate sustainable practices seamlessly into daily operations, minimising disruptions.

Chapter 6: Human Resources Management, the importance of employees' well-being and training

6.1 Introduction

This chapter shifts the focus from environmental sustainability (as explored in the previous sections) to human resources in the HoReCa sector. People have a crucial role in designing and implementing sustainability practices on an organisational level. On the one hand, the employees' well-being directly impacts their overall performance and engagement at the workplace (Reilly, 2022).

The employees in any organisation shall be involved in suitable training and up-skilling programmes to be up-to-date with the new trends, technologies and requirements in terms of sustainability and have the necessary skills and competencies to apply new approaches in the field.

6.2 Objectives

The first objective of this chapter is to explain the importance of applying human resource protection and safety measures, focusing on ensuring the well-being of the employees in the HoReCa sector. The second one is to highlight the importance of establishing suitable training and development programs for the professionals working in the HoReCa sector, which would result in general improvement of the performance of companies in the HoReCa sector.

6.3 Action area and the competencies that it entails

According to research, professionals working in the hospitality industry experience high levels of stress (University of Cambridge, 2023) and report issues related to that, such as sleeping issues, anxiety, and depression (Harrison, 2018). In order to reduce these effects, the following measures shall be undertaken within the enterprises in the HoReCa sector:

- Ensure a better work-life balance for the professionals in the company.
- Introduce and maintain a positive, supportive and cooperative working environment.
- Promote an organisational culture with zero tolerance for discrimination, harassment and other toxic behaviour among colleagues.

- Offer additional support to employees suffering from burn-out, anxiety and other stress-related issues.

Additionally, training and upskilling programmes for the employees at all levels of operation are essential to become more efficient and adaptive to the changing working environment and requirements. Those processes would require the following action areas and competencies from the managers in the HoReCa sector:

- Promote a “culture of life-long learning” at the workplace.
- Establish relevant training and upskilling programme(s) for the professionals working at the company, ensuring personal development and self-confidence while enhancing the company performance (ensuring better and higher customer satisfaction) and, improving efficiency and enhancing the "green transition" of the organisation.

6.4 Activities

The above-mentioned competence areas can be decomposed into the following activities (professional behaviours) that are relevant to the HoReCA managers.

In terms of ensuring the mental health and well-being of the employees:

- Optimise the workload and the working schedules, ensuring better work-life balance.
- Introduce activities supporting better collaboration among colleagues (mentoring programmes, team building activities, etc.).
- Integrate ethical norms and behaviours within the general working rules of the organisation.
- Identify risk situations and create support strategies for employees suffering from burn-out and other stress-related issues (possibility for additional leave, support from mental health professionals, etc.).

In terms of training and upskilling of the professionals working in the organisation:

- Assess the existing on-the-job training practices on a regular basis in order to update and improve them when necessary.

- Implement a strategy/plan for motivating the professionals to upgrade their skills (formal or informal recognition, financial bonuses).
- Assess (and re-assess) the skills and competences of each member of the staff;
- Follow the new trends and technologies in the sector, select the relevant ones and plan their introduction in the current company processes.
- Critically compare one's own skills with the workplace requirements and procedures and identify the existing "skill gaps".
- Identify sources of expertise (internal and external) that would support the learning process of the employees.
- Plan suitable training activities for the staff members of the organisation.

To prepare such managerial professionals for the HoReCa, VET institutions shall implement the following activities in their curricula:

- Help students understand the importance of relevant human resources management practices that would ensure retaining motivated and qualified employees who are ready to adapt to the new trends and requirements in the sector.
- Include relevant training content in order to provide knowledge and skills for the identification and adoption of HRM practices for sustainability.
- Explore, assess and discuss good practices and examples of human resource management strategies and activities for training and well-being for the staff members.

6.5 Skills requirements and criteria

To implement the above-listed activities successfully, one shall possess the following skills:

- Organisation and management skills for planning, organising and implementing strategies, as well as assessing their effectiveness.
- Capacity to develop and follow relevant organisational culture and make sure all staff members are familiar with it, fit there and are ready to follow it.

- Learning to learn, expressed by the abilities (self), assess current skills, set learning goals, follow them, and demonstrate readiness to develop.
- Facilitating learning by supporting others to develop the learning to learn skill too.

Glossary

Anaerobic digestion is the mechanism by which organic waste is broken down to generate biogas and biofertilisers.

Biogas it is a naturally occurring and renewable energy source. It is formed as a result of the decomposition of organic matter.

Carbon Footprint. The total greenhouse gas emissions, mainly carbon dioxide (CO₂), linked to human activities, products, services, or entities. In the HoReCa sector means minimising the environmental impact of resource use and waste generation to combat climate change.

Disposal of waste means:

- the collection, sorting, transport and treatment of waste as well as its storage and tipping above or underground.
- the transformation operations necessary for its reuse, recovery, or recycling.

Food loss happens earlier in the supply chain before food reaches the consumer. This can be during growing, post-harvest, processing, or transportation stages.

Food waste happens at the end of the supply chain, once it's with consumers – this includes individuals, restaurants, grocery stores, markets, and cafeterias. Discarding food, either before or after it's spoiled, is a key part of food waste.

Learning to learn competence is about how the participants are aware of and how they take responsibility for their own learning. European projects offer various possibilities for young people to choose their own learning paths and to decide what they want to get out of those experiences. It's about setting learning aims and objectives, reflecting upon own learning strengths and weaknesses and the ways to learn best, organising own learning, self-motivation, being aware of being a learner, taking responsibility for own development, assessing and monitoring the progress, collecting outcomes and reporting changes ([European Commission](#)).

Local economy. Buying locally ensures that the money does not flow away, and that the region receives economic growth. It stimulates local entrepreneurship and local

employment. In addition, local purchasing ensures a shorter supply chain, which is less harmful to the environment.

Local traditional products are products that can be grown, raised, bred, farmed, harvested and caught within a radius of 150-250 kilometers from where they are served and consumed.

LED bulbs are modern light sources that are energy-efficient comparing to the traditional ones with tungsten wire.

Organic ingredients are products that are grown, cultivated, bred, harvested, caught, or produced in a sustainable way. This is done without harmful chemicals and with care for the maintenance of healthy soil, clean groundwater and protection of biodiversity (regenerative agriculture and marine agriculture).

For the HoReCa sector, you can think of food and non-food products and pay attention to organic and eco-labels when purchasing.

For example:

- Fruits and vegetables that are produced organically without chemical pesticides.
- Meat grown organically.
- Loam.
- Hemp.
- Reed.
- Flax.
- Bamboo.
- Straw.

Organisational culture - the ensemble of beliefs, assumptions, values, norms, artefacts, symbols, actions, and language patterns shared by all members of an organisation. ([*Encyclopedia Britannica*](#))

Photovoltaic (PV) is the conversion of light into electricity, using semiconductor materials.

Seasonal products are fruit and vegetables that are naturally grown locally in a specific season.

Society. By society, we mean the population of the country that can play a role in making the HoReCa sector more sustainable or on whom the activities for making the HoReCa sector more sustainable have an impact. Think of making your guests and suppliers aware of making sustainable choices, working with cooperatives (buying from the farmer) and stimulating social entrepreneurship (from electronic stocking to making workplaces available for people with a distance to the labour market) and buying from small suppliers. Making available and using subsidies from the government and involving companies in education for cross-pollination.

Sustainable menu engineering is making delicious, healthy, and sustainable dishes that save costs and reduce waste.

Ask yourself questions like: How do you composite your menu? What is the allocation between the different dietary groups? What adjustments can you make to your menu to make a balanced menu? What adjustment can you make in purchasing to make your choices more sustainable?

In Chapter 4, we focus on food and drink, but as a hospitality entrepreneur/employee you can also think of sustainable solutions in construction, upholstery, furnishing, decoration, choice of crockery.

Upskilling - the process of learning new skills or of teaching workers new skills
([*Cambridge Dictionary*](#))

Waste means any substance or object which the holder disposes of or is required to dispose of pursuant to the provisions of national law in force.

Waste audit. A systematic examination and analysis of waste types and quantities generated by an organisation, like those in the HoReCa sector. It identifies, measures, and assesses waste, including expired ingredients and plate waste, to understand waste generation patterns and discover opportunities for reducing, reusing, or recycling waste in an organisation's operations.

Waste segregation is the sorting and separating waste types to facilitate recycling and correct onward disposal.

Wind energy is a low-carbon way of producing electricity with the use of wind power.

Workplace Well-being relates to all aspects of working life, from the quality and safety of the physical environment to how workers feel about their work, their working environment, the climate at work and work organisation. Measures for workplace well-being aim to complement Occupational Safety and Health (OSH) measures to ensure workers are safe, healthy, satisfied and engaged at work ([*International Labour Organisation*](#)).

Related Videos and Links

- Food Waste, Global Hunger & You:
https://www.youtube.com/watch?v=TVP3j7_W7og
- Food Waste: The Hidden Cost of the Food We Throw Out:
<https://www.youtube.com/watch?v=ishA6kry8nc>
- Foodwaste = money waste:
<https://www.youtube.com/watch?v=VGTPKKOVoz4>
- Impression MLN 2017 in Rotterdam:
https://youtu.be/a36tJ_6k0uQ?si=zBy3b-6etDXDczO3
- Koppert Cress Manifest:
<https://youtube.com/watch?v=XMgASdmf9oA&feature=shared>
- Reduce Waste in Your Restaurant: Composting:
<https://www.youtube.com/watch?v=CCN-r-hLHd0>
- Renewable Energy – For Hotels, Resorts, Inns & Bed & Breakfasts:
<https://www.youtube.com/watch?v=pi-CGAtE2R0>
- SensorFlow: How can hotels use technology to maximise energy efficiency?:
<https://www.youtube.com/watch?v=c6aZUJHZsCY>
- The Dutch Weed Burger - CineCrowd Trailer:
<https://youtu.be/dlkFhFoeRV8?si=AL6ND8G65VdMjv4n>
- The ReFood Process: <https://www.youtube.com/watch?v=kC3SH90QPhs>
- Tips to reduce food waste (ordering):
<https://www.youtube.com/watch?v=MVBBe-PzCw8>
- Too Good to Go: the app that reduces food waste:
https://www.youtube.com/watch?v=PdB_iW1LVc0
- What are the Effects of Food Waste on the Economy of a Country:
<https://www.youtube.com/watch?v=kGRmSRzg76k>
- Zero Waste Power in HoReCa: <https://www.zerowastepower.eu/our-project.html>

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