Plant + by Finer Diner 3.0 - Terms of Reference

**Background – WWF & Sodexo partnership**

Food is at the heart of many of the world’s most urgent environmental issues. Diets that are increasingly high in meat, dairy and ultra-processed foods are a major contributor to climate change and responsible for almost 60% of global biodiversity loss. That’s why WWF has been working with Sodexo since 2010 to support the development of more sustainable meal options that prioritise good quality, tasty produce and encourage the creative use of more vegetables, pulses and wholegrains. By moderating our meat consumption, eating more plants and whole foods, and choosing certified sustainable ingredients we can all help reduce our impact on the planet whilst still eating great-tasting, healthy food.

Sodexo are a quality-of-life services provider and one of the world’s largest contract caterers, serving diverse segments including schools and universities, business and industry, healthcare and much more. WWF and Sodexo have been working in partnership globally since 2010 to address key environmental priorities linked to its business operations including carbon reduction, responsible sourcing, food waste and sustainable eating.

WWF-UK are supporting the establishment of Sodexo’s sustainable eating strategy, providing technical guidance in line with Sodexo’s ambition of becoming a leader on sustainable diets in the wider food service sector. The sustainable eating workstream aims to contribute towards Sodexo’s science based 34% carbon reduction by 2025 target by reducing consumption of food products that have a high environmental impact and increase the consumption of sustainable proteins and plant-based foods on Sodexo’s menus.

Never before has a generation been more engaged in climate change, and food is at the heart of many environmental issues. It’s a significant contributor to climate change and responsible for almost 69% of global biodiversity loss.

**Context with Sodexo Partnership**

Sodexo works with clients to provide food to customers within many contexts: businesses, hospitals, public sector and education, such as secondary schools.

Therefore, Sodexo want to ensure that their services and menus fit the demands of their clients and customers for good sales, good relationships and continues business. Sodexo as a central business, is working to set their net zero strategy for the environment[[1]](#footnote-2), including things like sustainable fishing, palm oil, and around diets – low carbon and plant-based meals. However, there is a continued tension between business and governmental pressure to meet new environmental standards, and consumer pressure to provide popular options. These can often be misaligned, or of differing priorities. However, at least in the consumer market, it seems that a movement towards sustainably and plant-based options are an increasing trend. [[2]](#footnote-3)[[3]](#footnote-4)

Background to Finer Diner

In 2019 Finer Diner 1.0 was trialled in 5 UK Sodexo catered universities. It had a street food pop-up with information and aimed to showcase delicious, nutritious plant-based meals and opportunities for students to understand link between food and its environmental impact.

The impact of this work was that 10,100 plant-based, sustainable meals were sampled, 923 pledges were collected from university students, and there was improved perception of plant-based options. However, there was less impact on behaviours.[[4]](#footnote-5)

In 2022, Finer 2.0 was run. This ran as ‘Plant+’ and continued the pop-up engagement but moved to secondary schools and considered the entire school journey, from student to teacher to catering manager. Secondary schools were chosen as Sodexo was developing offers in that audience and it fit [E4C](https://www.wwf.org.uk/eat4change?utm_source=Grants&utm_medium=PaidSearch-Brand&pc=AVN014007&gclid=CjwKCAiAzp6eBhByEiwA_gGq5KmEjUWN1qyXuMXhOfTw0vOvZ5XgdHqXnYENE5-PWJXdFvHEUvxG0BoC3gQQAvD_BwE&gclsrc=aw.ds) audience age range. 15 schools were recruited – 7 independent and 8 public. The aims of this round of work was to build on Finer Diner 1.0. Encourage students to sample plant-based meals, communicate taste and environmental benefits, inspire and engage food service and teaching staff on impacts of food choices on nature, increase plant-based meals sold in the schools.

The impact of this work was that more environmentally friendly meals were provided in school, 6094 plant-based meals were sold, 486 pledges were collected, 37 student ambassadors were recruited, 100% increase in rating of taste, 59% students would continue to choose plant based.

Project brief

The last two iterations of the project work have shown there is interest from UK secondary school students to eat healthily and sustainably and think differently about the food they eat. Existing research conducted in experimental and real-world settings indicates that interventions that alter the physical food environment (in this case the canteen) to increase the salience of plant-rich meals have a high potential for impact (see e.g., emerging research on plant-based defaults).

For this project we are looking for a consultancy/academic institution, preferably with previous experience of working across UK secondary schools, to design, implement and measure the impact of a behavioural intervention aimed at increasing the uptake of healthy, sustainable meal choices in UK secondary schools.

**Intervention design and implementation**

The intervention should be designed in a sensitive manner that takes into account, and ensures no negative impact on, student nutrition, satisfaction and experience, whilst also seeking to maximise impact by engaging a diverse and representative cohort of UK secondary school pupils. Through this project we wish to engage a broad demographic of pupils, across both private and state school canteens.

As well as testing the physical intervention, we wish to understand the additional impact/benefit that can be generated by positive communications aimed at increasing understanding of the benefits of plant-rich eating using the collateral developed during previous iterations of Finer Diner.

**Measuring impact**

Indicators of interest include (but are not limited to):

* Number of students choosing plant-rich meals
* Volume of plant-rich meals sold
* Student satisfaction

We expect the consultant to support the design of the M&E process, but they will not be responsible for data collection on numbers of students or meals sold.

**Project outputs**

This project should culminate in two primary outputs:

1) A practical and applicable framework to enable Sodexo to implement/scale the intervention across schools, and potentially other settings (eg universities). This should also include the areas that need adaptation within diverse local contexts and a different demographics, and methods of how to do this e.g. how to assess effective language/placement within a specific school context.

2) A case study and briefing for policymakers that addresses the following questions:

1. How effective is changing the default when it comes to increasing plant-rich meal choice (and decreasing high-impact meal choice)?
2. How can a default intervention be designed to be appropriate for UK secondary school settings (i.e. taking into account student satisfaction but also nutritional requirements of adolescents)?
3. What are the business and policy implications and opportunities afforded by this intervention pilot (i.e., what is the business opportunity and what impact could this have if scaled across public settings)?

Please include the following in your proposal:

* How you plan to engage and influence catering managers and staff to ensure successful project implementation
* How you intend to collect data related to the indicators of interest above
* A socially sensitive intervention design process that accounts for student needs and expectations across diverse demographics, as outlined above.
* What support you would need from Sodexo during the project

**Timings:**

Live date in schools, **September 2023**: dates with individual schools’ tbc

**Budget**

Budget is £90,000 total – please note this must include any associated VAT

costs

**Roles and responsibilities:**

WWF-UK is leading this piece of work, with close participation of Sodexo Group.

The supplier shall:

Be under the direction of the WWF staff managing this project.

Commit to regular check-ins with WWF at agreed timepoints, and inform WWF when issues arise between check-ins

Carry out agreed objectives to meet deliverables

WWF shall:

Work closely with the selected supplier

Provide available resources

Sodexo Group shall:

Consult on the assessment of proposals and selection of consultants

Be informed of progress and consulted if issues arise

Facilitate introductions to catering staff when agreed and required

**Submission of Proposal**

Proposals should include:

* Approach and method to meet Objectives and Outputs.
* A project plan detailing scope and timeframes for deliverables.
* Brief overview of your organisations environmental and social activities
* Details of relevant experience
* A fee proposal including days and day rates for each member of staff who will work on the project, and any non-staff/travel/ancillary costs, including any applicable charity discounts
* Names and CVs of all staff who will work on the project, and proposed roles (can be beyond the 5 pages). To include safeguarding qualifications or checks if proposing work with specific vulnerable audiences. Agree to WWF’s Safeguarding Policy or submission of own.
* Indication of acceptance of WWF-UK’s standard terms and conditions , or submission of your own for review by our legal team.
* Completion of WWF Sustainable Procurement Questionnaire

WWF will assess proposals and appoint the successful supplier through a selection of criteria, to include:

* Quality of the submission and adherence to the brief
* Relevant organisational experience, expertise, and skills of staff
* Cost and overall resource inputs
* Quality and effectiveness of the proposed methodology and ability to deliver the brief
* Sustainability – based on Sustainable Procurement Questionnaire

Closing date to submit proposals: **24th February 2023**. Applications received after that will not be considered.

W/C 27th February WWF-UK will hold pitches with shortlisted suppliers. Please confirm your availability this week.

Commissioned by: WWF-UK, Living Planet Centre, Brewery Road, Woking, GU21 4LL

Contact person: t, Partnerships Manager and Joanna Trewern, Head of Policy, WWF-UK

Please email submission to: [ccadei@wwf.org.uk](mailto:ccadei@wwf.org.uk) and [jtrewern@wwf.org.uk](mailto:jtrewern@wwf.org.uk)

Email subject: **Plant + by Finer Diner V3.0**

Alternative contact: Procurement Team, [procurement@wwf.org.uk](mailto:procurement@wwf.org.uk)

***Key References:***

Future 50: [Future 50 Foods: Transforming Your Workplace for a Healthier Planet (sodexo.com)](https://www.sodexo.com/inspired-thinking/future-50-transforming-your-workplace.html)

Finer Diner 2019: [WWF Finer Diner BBC - YouTube](https://www.youtube.com/watch?v=dntgS8V7jAs) and [Forum Finer Diner - YouTube](https://www.youtube.com/watch?v=XQoZurY027k)

2022 Plant + by Finer Diner Case Study: [Plant-by-Finer-Diner.pdf (wwf.org.uk)](https://www.wwf.org.uk/sites/default/files/2022-10/Plant-by-Finer-Diner.pdf)

1. <https://uk.sodexo.com/netzero.html> [↑](#footnote-ref-2)
2. [Mintel\_2022\_US\_Foodservice\_Trends.pdf](https://insights.mintel.com/rs/193-JGD-439/images/Mintel_2022_US_Foodservice_Trends.pdf?mkt_tok=MTkzLUpHRC00MzkAAAGH2Ac1WUaZVwWMO8LmmUcea2AW76coF4650nw9My8vv7Y6aC1p-t2Y4sJMopZJX433AxZgFxLp90OSMh5E2y1Pv2a6qMP7txFM6OtC1rav) [↑](#footnote-ref-3)
3. <https://go.restaurant.org/rs/078-ZLA-461/images/2022_What%27s_Hot_Report.pdf> [↑](#footnote-ref-4)
4. <https://wwforguk.sharepoint.com/sites/team-ptshps/Shared%20Documents/Forms/AllItems.aspx?ga=1&id=%2Fsites%2Fteam%2Dptshps%2FShared%20Documents%2F05%20Companies%2FP%2DT%2FSodexo%2F5%2ESodexo%20UK%202020%2D23%20work%2FPG%20Finer%20Diner%2FWWF%20x%20Sodexo%20Evaluation%20%2D%20Short%2Epdf&viewid=50de6a23%2D4fb9%2D47ee%2Da90c%2D27c648a5d71d&parent=%2Fsites%2Fteam%2Dptshps%2FShared%20Documents%2F05%20Companies%2FP%2DT%2FSodexo%2F5%2ESodexo%20UK%202020%2D23%20work%2FPG%20Finer%20Diner> [↑](#footnote-ref-5)