



**Welcome to Green Restaurant
- An Eco-label of Eateries**

From May 2020

**Green Restaurant
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The importance of sustainability is growing in the restaurant industry

Restaurants play a central role in the tourism industry and has a great influence on where tourists choose to go for their holiday. Denmark in particular is known to be a gastronomic destination to visit. Food experiences lift the overall experience for the tourists and the value they place on it and are willing to pay for it.

As Denmark is also known to be a green destination it is natural to combine these two subjects and push the sustainable agenda even further to attract the growing number of tourists, who both value sustainability and gastronomy.

In 2002 criteria for restaurants became a part of the Green Key label and more restaurants became certified. The restaurants have slowly lost their interest in staying certified Green Key. Lastly, in 2014, the restaurants within Danish Ministry of Taxation and The Danish Environmental Protection Agency left Green Key.

After discussion of the issue with several restaurants and industry leaders it became clear to HORESTA that the Green Key is too administratively heavy for restaurants and eateries to manage as it is far from their core competencies as well as interests – which is food and preparing it. It was not satisfactory to use the hotel criteria and apply them to restaurants. The criteria needed to be much more specific and directed at restaurants. Furthermore, the name and logo of a key did not appeal to the target group – the restaurants.

Experience showed that more specific schemes such as the Organic Cuisine Label and REFOOD – with a particular focus on food – has a much greater chance of success.

Green Key criteria for restaurants are impossible to change in the near future, and it is doubtful whether this category will cease to exist due to a lack of interest in most countries.

Instead, HORESTA wishes to re-think this category under the name Green Restaurant, so it becomes easier to “digest” and less administratively comprehensive for eateries. The focus is however still on a holistic view on the environment.

To HORESTA it is imperative that the scheme is trustworthy, which is why they have decided to build it around a renowned concept such as Green Key with its strict criteria, as well as the trustworthy application – and control process where a Jury includes an environmental organization.

It is of great importance that the scheme is relatable for industry and easy to promote as well as for the guests to understand. At the same time, it provides concrete tools for the members to use to improve their concept and environmental efforts.

Alongside of this, efforts are put into other types of tourism companies.

This document contains:

1. Description of existing schemes
2. Target group
3. Organization and procedure
4. Secretariat
5. Development of criteria for restaurants
6. More criteria with a new and simplified application method
7. Gold, silver and bronze level
8. Economy and fees
9. Growing the scheme
10. Timeline
11. Green Restaurant in relation to the rest of the world



1. Description of Existing Schemes

In the Green Key scheme specific criteria for restaurants has existed since 2002 but despite this fact the scheme has not been popular in the restaurant industry. Internationally few countries such as Holland, Belgium and France have succeeded in starting up a restaurant area of Green Key, but none of them have been able to grow the demand for it. In the international meetings it has been discussed that the scheme was too rigid and that no restaurant could relate to the symbol of a key.

In 2016 it became possible to label restaurants in Denmark with the Nordic Swan. An eco-label that has its origins in Sweden. In Denmark the 10 restaurants within the Scandic Hotels are labelled with the Nordic Swan.

There are several narrow labels for eateries. The most known is "The Organic Cuisine Label" in the categories of gold, silver and bronze. With regards to food waste there is a trust-based label called REFOOD. Companies and organizations within the food – and service industry are awarded this label if they are taking extraordinary measures to repurpose and combat food waste. This label has 870 members, it is for free and without any control. All it takes to become a member is to have 3 food waste regulating initiatives including a system for repurposing food waste.

In the occasion of COP15 in 2009 the Municipality of Copenhagen created an Eco-label for restaurants called KLIMA. This label was without any criteria and control mechanisms. The label has since been replaced by an inspiration – and knowledge sharing network for green restaurants.

The "Key hole label" is known from prepackaged foods but it is also possible to "key hole label" specific dishes in a restaurant. Furthermore, this label is also being used by catering services.

The latest label on the market is the REGA-label (Restaurateurs' Guarantee Association), which focuses on social responsibility. Members commit themselves to already existing schemes such as the UN Global Compact and the UN and OECDs minimum requirements for responsible business conduct.

At the workshop under the topic "Developing a Sustainable Cuisine Label" November 12 2018 hosted by Guldsmeden Hotels, it became clear that there is a need for another label beside the Organic Cuisine Label. A label that has greater focus on the climate. Beside that it was concluded that an effort should be put into a label that aims broader in terms of sustainability.



2. Target Group

Green Restaurant is awarded restaurants that wish to make an additional effort in terms of sustainability taking care of the of the environment.

The definition is similar to that of the Nordic Swan, which entails that restaurants includes institutional kitchens, canteens, street kitchens, cafes and restaurant chains as long as it is visible, which part of the organization is awarded the label of Green Restaurant. There is a great potential as there is between 25-30.000 restaurants and eateries in Denmark. Included in this number are restaurants, cafes, catering companies etc.
Source: E-Smile.

More than 2000 Danish restaurants are already awarded the Organic Cuisine Label and the number is expected to grow the coming years. Today, more than 2.600 awarded labels either gold, silver or bronze whereof 10% are within the HORECA-segment (with a growth in interest) but majority are in public commercial kitchens.

Green Restaurant collaborates with the Økologisk Landsforening (Organization for Organic Cuisine) as they control the percentage of organic food produced at the restaurants, whereas Green Restaurant secretariat will control the rest of the criteria. The collaboration creates synergy as Green Restaurant will create an increase in demand for the Organic Label and dining places certified with the Organic Cuisine Label will be exposed to Green Restaurant and raise the demand for that if they wish to increase their sustainability efforts.



3. Organization and procedure

As mentioned above, the same procedure for organization as in Green Key is used for Green Restaurant.

Purpose of the procedure

- To secure that Green Restaurant companies live up to the mandatory criteria and respective standards in order to remain a high and trustworthy standard for this eco-label.

Application process

- Interested restaurants apply for the Green Restaurant label at the secretariat of HORESTA.
- A consultant / Employee from the secretariat visits the applicant and assesses the restaurant in order to secure that it lives up to the criteria or nearly does.
- When the application and documentation is in place the Secretariat forwards the application to a jury, who the makes the final decision regarding approval.
- All mandatory criteria have to be fulfilled. The jury can take into account cases of dispensation if a mandatory criterion is not fulfilled.
- The application process will be adjusted and simplified in comparison to that of Green Key. See section 6.

Jury

All applications are treated and approved by a Jury. The presidency of the Jury has to consist of a representative of a green NGO as well as a representative from the industry association. If not changed, the president of the jury is the representative from the industry association and the vice president is the one from the green NGO.

The Dancy Environmental Protection Agency has agreed to be an independent observer in the Jury.

Participants	Names
HORESTA	Kirsten Munch Andersen, Political director
The Outdoor Council (green NGO)	Torben Kaas, Vice President
The Dancy Environmental Protection Agency	Observer
External Consultancies	External consultants will verify the efforts and the eco-labelled companies bi-annually (Initiated by the international coordination).

It is intentional that the jury is area focused. The presidency can decide upon a recommendation by the secretariat to expand the Jury further.

Duties of the Jury

Case reviews

- Approve Green Restaurant applications
- Reject applicants and members that does not comply with the criteria
- Treat and potentially approve dispensation cases
- Yearly reviews of cases within a particular theme
- Secure visits from consultants take place



Criteria

- Approve greater Danish additions to the criteria,
- Offer their assistance on existing and new criteria,
- Provide suggestions for changes within the criteria.

Meetings

- Annual meeting at year end. Other meetings will be held according to demand,
- The secretariat is responsible for invitations and meeting preparations,
- Status report is sent to the Jury prior to the meeting.

Procedure:

- Presidency receives applications and dispensation cases from the secretariat,
- Presidency's decisions are verified at the annual jury meeting,
- The Jury receives a status report prior to the meeting. The report includes the efforts on how to keep the eco-labelled companies fulfill the criteria,
- Potential suggestions to changes of criteria etc. are discussed by the Jury at the, meeting or via a written correspondence,
- Every year the jury's work is reviewed by an external third party.

Control & Verification

A GREEN RESTAURANT is regularly checked both before and after the labeling to ensure that the establishment meets the criteria.

GREEN RESTAURANT has a number of procedures to ensure compliance with criteria and progress in environmental efforts.

- The application process
- Approved by Jury
- Ongoing audit and inspection
- Ongoing documentation and ensuring compliance

The application process

To be awarded the GREEN RESTAURANT, an application must be submitted with relevant documentation from the restaurant, catering or canteen. Afterwards, a consultant visits the establishment to help and ensure that all the requirements are met and the necessary documentation is found or developed.

Approved by Jury

When all requirements are met and the documentation is in place, the application for approval by a Jury is canceled. If the jury approves the application, the company can then be awarded the GREEN RESTAURANT.

Ongoing audit and inspection

At the initial consultancy visit, the form is completed and a joint environmental procedure, goals, waste plan, activities and information material targeted at the restaurant are prepared jointly.

All GREEN RESTAURANT receives audit before the award and a visit again after approximately one year after the award. Thereafter, the company is visited every two or three years, ensuring that the requirements are still met, so that the company can retain the GREEN RESTAURANT and get advices on how to proceed with the environmental work. The audit is carried out by consultants who have a thorough knowledge of the scheme and its environmental requirements and who can also advise and save with the labeled companies.



The cost of the inspection visit is borne by the GREEN RESTAURANT, while all expenses for any consultancy, necessary investments, etc. is held by the restaurant.

Ongoing documentation and ensuring compliance

In addition to the ongoing inspection visits, the restaurant must submit information about selected criteria and how the site is continuously improving at the turn of the year. The marking may be removed from the eatery if it is found that the fulfillment of the criteria is breached.

4. Secretariat

The Secretariat, which is part of HORESTA runs the operations of Green Restaurant as a part of Green Key Denmark.

Purpose

- To secure that all members live up to the criteria and standards so the scheme can retain a high standard within the environmental area.
- To secure promotion of the various schemes, so more restaurants can take part and more guests can choose eco-labelled restaurants.

Work Assignments

- To secure that members are living up to the criteria within a specific area and the appropriate standards,
- To secure and perform the visits at the awarded companies,
- To visit potential new members,
- Promoting the scheme, within the industry as well as to potential new members,
- Market Green Restaurant and other eco-labels to the guests,
- Handle complaints and critique of the scheme,
- Secure a sustainable economy for the scheme,
- Create a network, inspiration, advice and material for members and other stakeholders of the industry,
- Follow up on international requests from the international coordination,
- Collaborate with and report to the international coordination
- Develop criteria on based on the international frame work and future tendencies,
- Servicing of the jury and write and annual report to the jury about the procedure as well as what has been don in order to secure that the members are upholding the criteria,
- Service the SusDaneable – network

Each member is awarded one hour for the development of individual information material.



5. Development of Criteria for restaurants

An eatery, that wishes to be awarded Green Restaurant has to put in the extraordinary environmental effort and the criteria are based on the following:

- A. Content from Green Key
- B. Building-related relations
- C. Specifically for restaurants about ownership
- D. Background document about the Nordic Swan Label
- E. Commercial Kitchen Guide
- F. Focus on food and its climate impact
- G. Organic food and the Organic Cuisine Label
- H. Efforts towards minimizing food waste
- I. Plastics and food containers
- J. Sustainable fish and fishing
- K. Animal Welfare
- L. Sustainable Beverages
- M. Collection of information on sustainable food
- N. Outdoor service and heating
- O. Respecting the concept
- P. Sustainable Restaurant Association (SRA)
- Q. Summary of needs for additional criteria

Point of departure is that this scheme is supposed to be simpler for restaurants to navigate than Green Key. At the same time there must be a much stronger focus on the key areas such as the food and less on the building etc., which in many cases is out of the influence of the restaurateur. Lastly, it is important that this scheme is based on interest, targeted interaction and guidance and inspiration for future work.

5A. Content from Green Key

Green Key has developed a model for reviewing environmental efforts in a hotel with mandatory as well as point criteria. This model is used as a point of departure for the development of a model suitable for restaurants.

5B. Building-related circumstances

There are huge variations in the construction-related circumstances of the restaurants. Some of them are brand new while others are situated in older buildings. Some are very modern, while other more traditional. Additionally, some restaurants are part of a chain or a concept or related to a company through catering. Common for all, however, is the building-related circumstances which are the same for restaurants as in other buildings such as hotels that are labelled Green Key. This in particular evolves around water usage in f.ex. toilets, lighting, isolation, heating, ventilation and cleaning. The existing criteria from Green Key will therefore be used in respect to these environmental issues whereas other criteria related to the rooms such as shower facilities and fitness are not included in this particular set of criteria.

5C. Specifically for restaurants about ownership

Relatively speaking, the biggest environmental impact will come from the kitchen from preparing the food and from the choice of produce. Furthermore, restaurants have daily opening hours and when closed the energy usage can be partly shut down. Some restaurants are even closed for a period of time during the year.

Different types of eateries



There are many different ways cafes /eateries/restaurants are constructed.

1. The eatery belongs 100% to a different company such as a hotel, holiday resort, attraction etc.
2. The eatery leases or owns the venue from a company.
3. The eatery owns the building
4. The eatery is part of a chain

Due to the various circumstances the option "not relevant" is available for answers of the criteria, which does not have an impact / does not exist at the restaurant in mind.

Opposite, it should be mentioned that if the restaurant at hand is able to influence such circumstances fx. when renewing the lease.

5D. Background document from the Nordic Swan label for hotels etc.

In general, it is rare that restaurants have any influence on the already existing energy intensive appliances on the premises. The owner of the venue usually also owns the appliances. However, the restaurant often has a say when it comes to the acquisition of new appliances and is therefor able to demand high efficiency when acquiring new energy-intensive appliances.

The difference in energy-efficiency between the difference energy classifications depend on the product group. A combined refrigerator and freezer in energy class A+++ uses 60% less electricity than a similar product in energy class A. the actual energy use depends how the product is used. Focus on energy labelling professional refrigerators, freezers and combinations has been subject to energy labelling since July 1st 2016.

5E. Commercial kitchen guide

In 2013 a commercial kitchen guide was made, which is still in use. Data from HORESTA show that the appliances using the most energy is refrigerators and freezer (25%), stoves and ovens (25%), dishwashing (20%), lighting (10%), ventilation (10%), heating equipment (5%) other (5%).

EKSEMPLER PÅ KØKKENETS ANDEL AF ELFORBRUGET

TYPE	HOTEL	VANDRERHJEM	CAMPING	RESTAURANT
Andel af institutionens elforbrug	35 %	25 %	25 %	70 %

Kilde: HORESTA (1998)

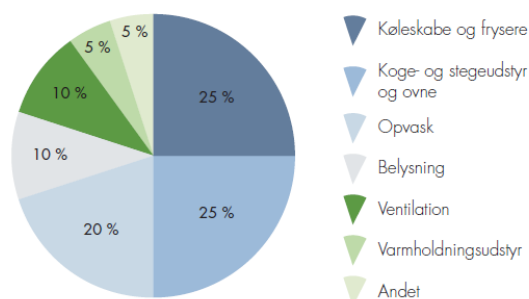
Den største del af køkkenets elforbrug anvendes til madlavning (koge-/stegeudstyr og ovne), køl/frys og opvask. Hertil kommer elforbrug til belysning og ventilation.

Fordelingen kan variere fra køkken til køkken afhængigt af produktionsform mv.

I kan opnå betydelige besparelser både ved fornuftig indretning, ved at vælge energieffektivt udstyr og ved at have en energirigtig adfærd.

Typisk fordeling på apparater

(Kilde: Danske Elværkers Forening (1993)):



The numbers are older but still provides a realistic picture of the situation. The technological development has made it easier to do change f.ex through better use of machines and more energy-efficient appliances.



This leads to

- Kitchen facilities should count more in the restaurant criteria than in the hotel criteria both through having more mandatory and point criteria on this topic.
- Many suggestions in the guide concern behavior, which should also be reflected in the criteria for restaurants.

5F. Focus on food and climate impact

The past few years there has been a focus on how food impacts the climate, and what is safe to eat to reduce this impact. In this section different angles on food and climate impact are presented in relation to the criteria.

“Climate-oriented nutritional advice”

National Food Institute has made a report that primarily looks on households, but similar advice can be applied to commercial kitchens.

Climate impact from the Danes use of food products can be reduced by making better food product choices, by minimizing food waste and through a more sustainable food production fx. farming.

Conclusions from the report

- Organic food benefits the environment but does not necessarily emit less CO₂ due to the fact that organic farming gives a smaller outcome per acre than conventional farming. However, organic food has a positive effect on many other environmental parameters.
- Calculations show that a diet that follows the nutritional advice and climate optimizations from the Ministry of Environment and Food of Denmark can reduce climate impact by 23% compare to the average diet including beverages.
- Reducing food waste has a positive effect on climate impact. Det collective food waste from a household is around 20%.
- There is a potential synergy effect between the goal of eating healthy and the goal of reducing climate impact.
- Fruits, vegetables, grains and potatoes are according to the nutritional advice what majority of our diet should consist of. These all have a relatively low climate impact, while meat and cheese have a generally higher impact.
- Plant oils, should according to the nutritional advice replace butter and margarine, also have a low climate impact.
- Sweets alcoholic beverages, candy and cakes should according to the nutritional advice be reduced as they have a medium climate impact.
- Replacing meat with fish and shop consciously it is possible to reduce the CO₂ emissions significantly.
- By replacing even more foods with low impact substitutes climate impact can be reduced significantly while at the same time lowering the content of fat and increasing amount of fiber.

There are many links between the official nutritional advice and minimizing climate impact.

TÆNK: This is how you eat more climate friendly

The food you eat impacts the climate and contributes to global warming. The magazine TÆNK (read: Think) has provided some suggestions on how to make more climate friendly food.

Eat less meat

- Meat has a high climate impact than fruit and vegetables.
- Beef and lamb have particularly high climate impact as the animals are ruminant



- Chicken and other lighter meat only have a quarter of the negative impact on the environment than that of beef.

Eat plenty of fruits and vegetables

- Vegetables is that type of food that impacts the climate the least. Especially roots and beats have a particular low impact.
- Eat seasonal vegetables then the energy use from storage in fridges or freezers reduces. So is transportation.
- Fruits in general have a low climate impact.

Eat legumes

- Beans, peas, lentils and other legumes are a great source for protein and the climate impact is almost 50times lower than that of beef.

Eat more fish

- Fish and seafood have a lower climate impact than meat. Therefore, it's a good idea to choose that over meat. However, various fish have varying impacts.
- Herring and muscles have a low impact, while that of shrimps and flat fish is much higher.

Eat potatoes, pasta and whole grain bread

- Rice has a much higher impact on the climate than potatoes, pasta and whole grain bread because rice is farmed in flooded areas that emit a lot CO₂.
- Potatoes have a climate impact that is 12 times less than that of rice
- Pasta have a climate impact that is 4 times less than that of rice

Drink water from the tap

- Bottled water has a climate impact that is more than 35 times that of water from the tap. This is partly caused by the energy used when producing the bottles and partly caused by the distribution of water.

Avoid Food Waste

- Food is to be eaten – not wasted. Leftover food is easily made into a delicious meal.

Source: TÆNK: <https://taenk.dk/test-og-forbrugerliv/mad-og-indkoeb/mad-saad-an-spiser-du-mere-klimavenligt>

Local produce is – often – good for the climate

Local produce means short distance from production till consumption. This is why local produce emits less CO₂. The total climate impact, however, depends very much on how the food is produced, which is very well described in an article on foodculture.dk.

“Applicable for most food items, is the fact that the production is creates more negative impact than transportation. Vegetables grown free-range and transported from Southern Europe have less negative impact than vegetables grown in Danish green houses.” Says Michael Søgaard Jørgensen, Associate Professor in Sustainable Innovation and Change Management at Aalborg University.

Tomatoes from Spain are more climate friendly:

According to climate calculations from Aalborg University

1 kg of Danish tomatoes will impact the environment by emitting 9,5kg CO₂ from lighting and electricity used in the green house. Compared to 1 kg of Spanish tomatoes they only emit 0,4 kg CO₂ as they grow outdoor. Even when including the emissions from transportation, the Spanish tomatoes emit 10-12 times less CO₂ than the Danish tomatoes.



Green houses benefitting from excess heat

Torben Lippert, head of Secretariat at Danish Horticulture, recognizes the fact that green house production put a greater strain on the environment than production from free-range. However, he underlines the importance of not only looking at how much energy the green houses consume but also takes into account what types of energy they consume.

Fewer pesticides in Danish vegetables

Torben Lippert points to the differences in the amount of pesticides in the vegetables as well as the number of Danish jobs as two reasons for choosing Danish vegetables.

" There is a huge difference, when it comes to pesticide residue. Especially when it comes to tomatoes. In Denmark there is close to no pesticide residue found in Danish and Nordic tomatoes, while residue is found in up to 50% of the test on foreign tomatoes. Additionally, the freshness and quality are easily kept when transportation is short. On top of that buying local produce will support Danish jobs" says Torben Lippert.

De økologiske varer er den bedste garanti mod pesticidrester i mad. Fx viser undersøgelser, at der er pesticidrester i 84 % af de udenlandske jordbær, 64 procent i de dansk konventionelle jordbær og nul i de økologiske. Danske konventionelle frugter og grønt indeholder ofte mange pesticidrester.

Flights are the greatest sinners:

When accounting for transportation it is far from indifferent, which means of transportation is used. The Green Think Tank, Concito, has made various calculations on the climate impact from food and the impact of transportation is only a serious problem, when using flights.

"Flights are the form of transportation that strains the most on the environment. Second to that comes trucks and ships are the least straining form of transportation. As a rule of thumb, the impact from transportation is not a terrible problem within Europe. The most crucial aspect of sustainable food is the yield per acre, where grains and root crop, that are amongst the most climate friendly foods." says Torben Chrintz, Chief of Science at Concito.

Source: <https://foodculture.dk/tema/foedevarer/2014/lokale-foedevarer/lokale-foedevarer-er-ofte-godt-for-klimaet>

Fish and the climate

Many are aware of the fact that beef is one of the greats climate sinners. But what about fish? Here the picture is not a clear. Wild-caught fish are generally in the middle or lower end of the scale of animal products, when it comes to CO2 emissions. But fish are not just fish. The strain on the climate from fish depends on many things.

What many consumers are not aware of is the fact that it is the catching of the fish that is the most straining part of the production. Second to that comes transportation and cooking it in private homes.

For more: <http://skaansomtkystfiskeri.dk/klimapaavirkning-stor-forskel-paa-fiskemetoder/>



Climate in labels

It is a must for a label to focus on reducing the climate impact by including criteria on buying locally, seasonal as well as minimizing food waste.

The organic agriculture has a smaller emission of climate gasses per acre and the ecologists and Organic Denmark are working tirelessly on this subject.

5G. Organics and the Organic Cuisine Label

The word ecology (organic) is derived from the Greek word for 'keeping house', and means the science of the living conditions of living beings in nature. Organic is food without food makeup or remnants of spray poisons. Organic is also your guarantee against genetically modified food and feed, and organic production provides both cleaner groundwater and a more diverse nature.



Danish Organic Label

In 1987 - Denmark became the first country in the world - a law on how to make organic food. This means, among other things, that the organic quality is controlled by the authorities of the farmer and the companies that process and package organic products.



EU's Organic Label

10 good reason to use organic food:

1. you will get food free from pesticides and insecticides
2. you will get food with more flavor
3. you will get clean product without make up
4. organic animals have better living conditions
5. organic agriculture is better for our ground water
6. preserves a rich and clean nature
7. you will get food with more nutrients
8. organic is free from GMO
9. Ø-Label stands for rigid control
10. organic is good for developing countries

Source: Organic Denmark

The Organic Cuisine Label



The Organic Cuisine Label for commercial kitchens show the part of organic produce that is in the kitchen at a certain period but not the part of organic items that are served in each dish. Applying for the label is done at the regional section of the Danish Veterinary and Food Administration. The label can be awarded in bronze with organic food amounting to 30-60%, silver is 60-90% and gold is between 90-100%.



The Organic Cuisine Label is for free and state regulated. Therefore, there are no economic interests involved in the certification. This is adding to the credibility of the label, which has an awareness of 71% within the market in 2018, which is up compared to 2017, where it was on 62%.

For more information go to: www.oekologisk-spisemaerke.dk

Organic in a label

It is obvious that organic purchasing plays a central role in an eco-label for restaurants and eateries. It is of great importance that they primarily use organic food items or have the intension of doing so. Relative to the Organic Cuisine Label it is important to set the bar at a realistic level where many different concepts can take part and at the same time have incentive factors in place to motivate them to strive even further when it comes to organics.

5H. Food Waste

The focus on food waste has increased in the later year, which is beneficial for the environmental as well as costs are significantly reduced. Every year in Denmark 700.000 tons of food are wasted that could have been eaten. The households' waste consists of 260.000 ton each year. The service sector the annual waste amounts to 227.000 ton, where off 163.000 ton are from retail, 29.000 ton are from hotels and restaurants and 31.000 ton are from institutions and commercial kitchens.

Food waste from primary production is 100.000 ton each year, which the food industry has an annual waste of 133.000 ton of food. (Source: *Miljøministeriet, Regeringens Strategi for affaldsforebyggelse "Danmark uden affald II" - tal fra 2015*)

Food Waste project

How can the industry become even better at using each food item the most optimal way in terms of the environment and the company's economy? This is the ambition behind the project: "Love Food – Reduce Waste" that HORESTA, Copenhagen Hospitality Collage, National Food Institute, Stop Spild af Mad and PlanMiljø was behind in the fall of 2018. The goal was to find and spread new methods of how to optimize the use of each food item and thereby reduce food waste in restaurants and hotel restaurant. The experiences of the project showed which criteria was relevant in a potential new eco-label.

Collective advice on food waste

The company can reduce its food waste through optimization of: purchasing, storage, preparation, portioning and cleaning.

- It is important with some form of measurement and review of the eatery's food waste,
- It is important that the restaurant has carefully considered the subject of food waste and made procedures on how to optimize purchasing as well as how the employees can bring down their waste. Educating and including the employees is of great value in the food waste effort. It is important to regularly evaluate the effort.
- A buffet can provide a lot of food waste, so if the place has a buffet initiatives should be taken to reduce the waste from it, such as smaller quantities that are regularly filled up, dishes served in portions, smaller but higher quality offerings etc.
- When preparing the food, the goal is to use most of each food item that goes in the dish and not making too much food. It can become a sport in the kitchen figuring out how to make the most out of each product.
- One advice from the project was to have a shelf for leftovers and always have a purpose of what to make of them.



Acknowledging how big a strain food waste have on the environment had resulted in it having its own set of criteria in the Green Restaurant.

5I. Plastic and Packaging

In Europe, almost half a million ton of plastic waste end up in the sea every year. This is the same as if 66.000 waste trucks dumped all their plastic waste directly in to the ocean instead of at the recycling facility. A part of this waste comes from the restaurant industry where the to-go-culture, the fast food wave and the increase in outdoor service has increased the used of single-use packaging.

A new EU-Directive is set to solve this environmental problem. Before the end of 2018 the EU agreed on the so-called Single Use Plastic Directive.

The directive aims at limiting the production and use of the ten most common single use plastic items that ends up on the European beaches such as cotton sticks, single use utensils, straws, food containers, single use cups, and plastic bottles.

Plastic, that makes up of 27 percent of the ocean waste k, som udgør yderligere 27 procent af havaffaldet

In the cases where alternatives are in place the plastic version will be prohibited. In other instances focus is on reducing the consumption of this item all together through a better design, labels and better waste sorting opportunities.

The plastic issue should be addressed by an eco-label for restaurants and eateries. The use of plastic cannot be completely avoided. However, it is important that efforts are made to reduce the use of plastic and find more environmentally friendly alternatives. Importantly, getting rid of any plastic waste in a rightful manner so it can be reused and so it does not end up in nature.

In many cases the experience improves significantly when eating and drinking from proper plates etc. instead of from single use plastic items.

5J. Sustainable fish and fishing

Over-fishing, certain fishing methods, depleting the oceans its resources as well as pollution are great threats to lot of different fish stocks. When buying the recommended fish one can avoid threatening the fish stocks even further.

www.hvaforenfisk.dk

WWF's fish guide can be used when buying fish. It is recommended to buy the fish from the green list. If no fish from the green list are available then go for the ones on the yellow list and do not buy any of the ones from the red list. On the website you can find more information on why the fish are classified the way they are.

To be sure one can also choose to buy fish that are MSC certified.

Buy fish that are MSC-labelled

MSC stands for The Marine Stewardship Council and is one of the environmental standards for sustainable fishing that has to be fulfilled in order to become certified MSC. Only fish and seafood from a MSC-certified fishery is allowed to be labelled with the blue MSC-label and is only for fisheries that works with wild caught fish – regardless of size, type or geographical location. This label, therefor is not applicable for fish from farms.





Buy fish that are ASC-Labelled

ASC or Aquaculture Stewardship Council is an eco-label for farmed fish and seafood founded in 2010 by the WWF and Dutch Sustainable Trade Initiative (IDH) to create an institution that regulates a collection of standards for sustainable and responsible aquaculture.



It is an international independent non-profit label for responsibly farmed fish and seafood.

To address the section about the climate impact, then it is important to mention, that it is not always the most climate friendly choice to make to buy MSC/ASC-labelled fish. The same goes for the fish from the WWF list as climate impact from fish very much relates to how the fish was caught. Here the label "Skånsomt Kystfiskeri" can be the solution to that issue.

Skånsomt kystfiskeri (read: considered coastal fishing)

Skånsomt kystfiskeri is done with fishing tools that has a minimal or not impact at all on the seabed. This considered or even gentle way of fishing has almost no by-catch and very little fuel use compared to other fisheries and their way of fishing for the same fish.

When fishing with nets, the nets are lying still at the seabed and the fish are swimming in to the net.

In the traditional Danish reed fishing, a rope with a net is pulled above the seabed. Fishing takes place at a very low speed and an easy move because the net is pulled in by hydraulics on the deck of the boat. Therefore, this type of fishing can only take place on very smooth and flat ground, and therefore the seabed and the seabed's animals and nature are minimally affected and the fishery has a small by-catch. Both fisheries are so gentle that the fish can be landed alive.

Coastal fishing is a term for the type of fishing carried out along the coast from smaller vessels. Coastal fishermen most often do day fishing, which means that the fishermen are out and home on the same day. Therefore, coastal fishing can provide day-caught, fresh fish. Coastal fishing vessels can be found in both large and small ports. There is also a sea-going fishery where larger vessels fish for an extended period of time.

5K. Animal Welfare

Animal welfare is about animals, especially them held by humans, should not be exposed to any harm, when they are used as food, working animals or when used for research. This related to both where they are kept and how they are transported. .

Animal Protection Act:

- Today a lot of rules are already in place to secure animal welfare in Denmark and the EU. In Denmark we have the Animal Protection Act that describes how animal should be treated.

Advice on product choice

If companies want to secure that the animals are treated rightfully, they can take the following measures:

- Choose food products with great care. Prefer products that are locally produced, organic and/or free-range.
- When buying Danish products, choose the labels that guarantees a special care for animal welfare such as the label called: "Køb med Hjertet".



- When buying products internationally research which labels to look for when buying animal products and make sure they cover production as well as transportation and slaughter.

5L. Sustainable beverages

Some of the advice given for food can, with some modifications, be applied to beverages. Environmental strain can be reduced if following these advices:

- Use tap Water
- Minimizing waste of water
- Buy local products
- Use seasonal products
- Buy organic
- Buy FairTrade

Why tap water instead of bottled water?

Beside the fact that tests show that tap water taste better, is cheaper and healthier, tap water is from an environmental perspective also the preferred choice over bottled water. Huge amounts of water are used to produce the bottles and when filtering the water and estimation of two liters are wasted on every liter that is filtered.

Energy use is 1500 times more on producing one bottle of water compare to the same amount from the tap and every year 1,5 million ton of plastic are used to produce water bottles globally. 80% of those bottles made of PET end up in the waste bin or in nature instead of being reused.

5M. Collective main points on sustainable food

Following points are taken into account when developing the criteria regarding food:

- Buy organic
- Minimize food waste
- Buy local øb lokalt
- Use seasonal products
- Use less meat and more greens
- Buy free-range products
- Buy fish that are certified or that are not on the red list (threatened by extinction)
- Prioritize animal welfare
- Use tap water instead of bottle water
- Avoid plastic

5N. Outdoor service and heating

There is a significant growth in outdoor service in Denmark and other Nordic countries. The season is prolonged by outdoor heating, blankets and terrace heaters. If the restaurant had outdoor service one should carefully consider how to minimize energy use from outdoor heating.

See guide on environmentally friendly outdoor heating: [guide til miljøvenlig udendørsopvarmning.](#)

5O. Respect for the concept

It is important that the criteria respect the different dining concepts and provides sufficient flexibility for the individual food concepts to take part in the scheme. It should be



possible to take part in the scheme even though a food concept is serving meat and other products that have a higher climate impact than other products. Instead, focus should be on how this impact can be minimized. However, it will not be possible to awarded Green Restaurant if a food concept directly participates in eradicating protected species or nature. Neither will it be awarded to a concept that does not have any focus on animal welfare.

5P. Sustainable Restaurant Association (SRA)

Sustainable Restaurant Association (SRA) is a non-profit membership organization in England that helps food companies with their work with sustainability in their industry and guides the customers towards more sustainable choices.

SRA has developed "Food Made Good 50", which is a new way of tracking and monitoring your improvements across 50 impactful initiatives - large and small.

It is not label, but more a collection of advice that helps out eateries becoming more sustainable. Read more here: <https://thesra.org/food-made-good-50>

Many of the advice provided by Sustainable Restaurant Association (SRA) are covered in the suggested criteria of Green Restaurant. There are a few that potentially could conflict with the concept and for that reason has not been included. Some advice could be used as material for advice, while others will be included in the point criteria. The latter evolves around responsible purchasing of palm oil and offers of reduced portion size of meat dishes above 85 grams.

5Q. Need for additional criteria

A review shows, that quite a few areas are covered by the Green Key criteria for hotels, thus could be used directly. At the same time, there are certain areas that are only relevant for hotels thus not included. There will also be certain areas that some restaurants are not able to directly influence, why it is possible to answer "not relevant".

All together the criteria will have the following changes:

- Simplified set of criteria and application procedure.
- Greater focus on advice and assistance to applicants and members with concrete material and advice. See appendix 4 for an example on advice material on purchasing seasonal products.
- Focus on restaurants core competencies.
- More focus on food and less on the physical building.
- Food waste has its own section



6. More criteria but new and improved method

According to section 5 the criteria, application form and process have been adjusted in relation to those of Green Key.

Criteria and application

There will be the following adjustments of the criteria of Green Key to fit the concept of Green Restaurant:

- Environmental management is made more concrete and less academic.
- The criteria will be broader and comprised on one page based on the 12 areas to provide an over and better suit the particular group of applicants, which has a greater focus on action.
- A part of the content is placed in the application form, which means that the application in itself is a definition of which criteria are mandatory and which are voluntary.
- A lot of words have been removed by making the application form in bullet points.
- Beside the proposed criteria, a point has been added regarding green leasing contracts, which can influence restaurants.
- The food part is strengthened and a particular section is devoted to food waste.
- Specific requirements to the kitchen and its facilities have been expanded.
- Greater effort in relation to education and behavior.
- Food waste is under waste.
- There will be more motivating and inspiring point criteria.

Adjusted application process

- A restaurant that is interested in Green Restaurant looks at the criteria on page 2 in the application – and criteria document.
- The restaurant makes the decision of whether they can / want to live up to the criteria.
- Afterwards, contact should be directed to the Green Restaurant secretariat in HORESTA who will be of assistance with the application.
- At the visit by a Green Restaurant consultant the restaurant is studied and the consultant fills out the application for in collaboration with the restaurant. Additionally, they develop concrete procedures, educational – and promotional material. The consultant also assists the restaurant in finding sufficient documentation of fulfillment of the criteria.
- When the material and documentation are in place, the application is submitted to the jury. Further control mechanisms are described in section 3.







7. Levels in gold, silver and bronze

Based on feedback from members and discussions in the government's climate partnerships, it is proposed to divide the Green Restaurant into different categories based on how sustainable they are.

It should both be possible to get a larger group of eateries to make an effort - as at Green Key - and which is not too elitist. At the same time, those who do something very special can be further emphasized. That is why the basic idea of the success of the Ecological Eating Mark in gold, silver and bronze, which is also part of the division, has been continued.

The new model can help ensure progress for all future members and strive to improve. We have seen the same for the Organic Food Label.

LEVELS:

<p style="text-align: center;">Green Restaurant Gold</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="margin-left: 20px;"> <h1 style="margin: 0;">GREEN RESTAURANT</h1> </div> </div>	<ul style="list-style-type: none"> • All mandatory criteria • 90% of the points for the points criteria • Minimum The Ecological Gold Label (90%)
<p style="text-align: center;">Green Restaurant Silver</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="margin-left: 20px;"> <h1 style="margin: 0;">GREEN RESTAURANT</h1> </div> </div>	<ul style="list-style-type: none"> • All mandatory criteria • 70% of the points for the points criteria • Minimum The Ecological Food Tag in silver (60%)
<p style="text-align: center;">Green Restaurant Bronze</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="margin-left: 20px;"> <h1 style="margin: 0;">GREEN RESTAURANT</h1> </div> </div>	<ul style="list-style-type: none"> • All mandatory criteria • 50% of the points for the points criteria • Minimum The Ecological Brand of Bronze (30%) • Green Restaurant
<p style="text-align: center;">Green Restaurant</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="margin-left: 20px;"> <h1 style="margin: 0;">GREEN RESTAURANT</h1> </div> </div>	<ul style="list-style-type: none"> • All mandatory criteria • 30% of the points for the points criteria • Minimum 20 % ecology *

*) The ecology percentage is set realistically, which can make more people work towards the brand. If the ecology percentage is set to a minimum of 20%, it will still be well above the average of less than 10% ecology in restaurants. 20% is also on par with the estimated average of ecology at Green Key hotels – without hotels with the Organic Label.



8. Economy and fees

Development of the criteria and material as well as the meetings are covered by Green Key/HORESTA and later by the Green Key secretariat.

Visits of selected restaurants are initially covered by project Gate21 and Green Key, while food waste criteria are developed as part of the food waste project.

HORESTA is working on a project with Gate21 that will cover some of the costs of events, screenings, eco-labelling and promotion.

Green Restaurant should have a membership fee that can cover both the costs of the label including visits, marketing etc. and at the same time does not scare any interested restaurants away. Modulation according to size is proposed similar to that of Sports Facilities and Hotels.

Levels for fees:

Bigger restaurants <i>Revenue more than kr. 10 mill.</i>	Kr. 15.000 pr/year
Medium size restaurants <i>Revenue between kr. 2,5 og 10 mill.</i>	Kr. 10.000 pr/year
Small restaurants <i>Revenue less than kr. 2,5 mill.</i>	Kr. 5.000 pr/year

Chain discounts are given. Contact the secretariat for further information.

Included in the membership fee are a control visit and a preparation of material on site or via skype.



9. Growing the scheme

In order to grow the scheme the following initiatives have made initiated:

- Develop a website as a sister site to Green Key
- Develop promotion material that focuses on the benefits of a membership
- Information description of the concept to relevant tourism organizations
- Personal contact to key individuals via network and steering committees.
- Create the SusDaneable Network
- Information meetings, directed places that are already working with sustainability.

First step is to form a partnership agreement with greater restaurants and chains that have expressed their interest in this label and work towards getting them labelled.

Logo for Green Restaurant

A logo has been made that is signaling a connection to Green Key, but that also lives up to the recommendations from the book "Mærk Din Forretning" (read: Label your business). Labels should be round, green, blue and white. The round shape symbolizes the complete, the universe and the sky. It is a symbol of the most important things and the highest aspirations. A symbol of the sun and the moon. The green circle signals that it is a specific part of the business that is label, while the knife and fork are common symbols for restaurants, which many people know of.



GREEN RESTAURANT



The logo will also link to other sister organizations.

Synergy in promotion

Synergy is expected to take place during the promotion of the scheme. Restaurants can promote a long with Green Key. For the business and leisure tourists and at the same time push to have more accommodation places and tourist organizations take part.



10. Time line

Italic initiatives have been implemented

November 2018	<ul style="list-style-type: none"> • <i>Logo and name in place</i> • <i>Internal background material</i> • <i>Proposal for criteria in place</i> • <i>Workshop at Guldsmeden Hotels</i> • <i>Mail to workshop group</i>
January 2019	<ul style="list-style-type: none"> • <i>Suggestions send to interest group</i>
February 2019	<ul style="list-style-type: none"> • <i>Adjustments of content</i>
March 2019	<ul style="list-style-type: none"> • <i>Approval of Jury</i>
April 2018	<ul style="list-style-type: none"> • <i>Informing the board and the industry</i>
May 2019	<ul style="list-style-type: none"> • <i>Meetings and visits at restaurants that has expressed their interest in Green Restaurant</i> • <i>Presenting the concept at "Madens Folkemøde"</i>
June 2019	<ul style="list-style-type: none"> • <i>Informing the SusDaneable-network</i> • <i>Participation at "Folkemødet"</i>
August - September 2019	<ul style="list-style-type: none"> • <i>Final launch</i> • <i>Promotion at "BITE"</i> • <i>Promotion at "Responsible Hospitality Day"</i> • <i>News leetter and KeyNews</i> • <i>Promotion material created</i> • <i>Communicating to the industry</i>
October - December 2019	<ul style="list-style-type: none"> • <i>Promotion at HORESTAs Annual Celebration</i> • <i>Launch package for Green Restaurant</i>
May – July 2020	<ul style="list-style-type: none"> • <i>Jury approval of criterion changes with level classification</i> • <i>Information to special stakeholders</i> • <i>Launching website and level sharing</i> • <i>Direct mail to interested eateries</i> • <i>Direct mail to relevant Green Key locations</i> • <i>Communication to the entire industry</i> • <i>Newsletter and KeyNews</i> • <i>Additional promotional material is prepared</i>
August - Dezember 2020	<ul style="list-style-type: none"> • <i>Visits to potential eateries</i> • <i>Jury meeting with possible extension</i> • <i>Continued promotion</i>



10. Green Restaurant in relation to the world

It is important to view the label in relation to its surrounding environment and the world as a whole. This is done in three different ways:

1. SWOT - Appendix 1.
2. In relation to UN's Sustainable Development Goals – Appendix 2
3. Check list for labels from the book "MÆRK DIN FORRETNING" by Jakob Zeuthen and Lars Ludvigsen - Appendix 3.

1. SWOT

The SWOT-analysis indicates that there are many strengths and opportunities within this scheme, that are worth pursuing, while the weaknesses and threats are perceived to be much lower.

2. In relation to UN's Sustainable Development Goals (SDG)

The scheme's effort to contribute to fulfilling the SDG, depicted in appendix 3, show how Green Restaurant with its expertise can make a significant contribution. The depiction shows in detail which areas Green Restaurant can contribute and where it cannot.

3. Check list for labels from the book "MÆRK DIN FORRETNING"

From the check list for labels from the book "MÆRK DIN FORRETNING" it is derived that there is a potential and a need for the label. The scheme follows the guide lines provided for the establishment of a label.

Overall assessment

It is assessed that Green Restaurant is unique, has relevance, eligibility and the right expertise and network in place.



Appendix 1 - SWOT on expanding into the restaurant segment

Strengths	Weaknesses
<ul style="list-style-type: none"> • Increased focus on sustainable food, which is a growing trend • Increased focus on sustainable tourism • Shorter response time with interest • Direct advisory on sustainability and contact with clients and coordinators • Good relation with tourist organizations, that can assist with the sustainability efforts • Synergy in marketing with benefits for new and existing labelled-companies • Several labelled tourist organizations within existing Green Key categories. 	<ul style="list-style-type: none"> • As a new brand, not many people are helping to spread the effort and the promotion • Takes time to get started
Opportunities	Threats
<ul style="list-style-type: none"> • Potential in relation to attractions and events • Potential in relation to destination level • Ahead in case of new labels start to appear • International adaptation as was the case with Green Key 	<ul style="list-style-type: none"> • If other tourism organization do not support the label












Appendix 2 – Green Restaurant and UN’s SDGs

Below is a depiction of how Green Restaurant (GR) contributes to the fulfillment of UN’s 17 SDG and where it does not.

SDG	In general
<p>1 NO POVERTY</p>	No particular effort
<p>2 ZERO HUNGER</p>	<ul style="list-style-type: none"> ✓ Food waste criteria and food waste initiatives ✓ Spread the use of organic food and the Organic Cuisine Label ✓ Particular focus on sustainable food
<p>3 GOOD HEALTH AND WELL-BEING</p>	No particular effort
<p>4 QUALITY EDUCATION</p>	No particular effort except for education of employees on environmental aspects and how they can contribute to the sustainable efforts through their work.
<p>5 GENDER EQUALITY</p>	No particular effort
<p>6 CLEAN WATER AND SANITATION</p>	<ul style="list-style-type: none"> ✓ Criteria on water saving efforts within facilities and behavior ✓ Criteria on reducing the use and only using environmentally friendly cleaning products ✓ Criteria on not using poisonous weed killers ✓ Criteria on using tap water and less bottled water
<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<ul style="list-style-type: none"> ✓ Criteria on using sustainable energy ✓ Criteria on energy saving in relation to facilities and behavior ✓ Share advice and good cases on energy saving initiatives to the industry ✓ Criteria on advisory in relation to purchasing and establishment of new machines and installations
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	No particular effort



	<ul style="list-style-type: none"> ✓ Criteria on the use and promotion of public transportation
	<p>No particular effort</p>
	<ul style="list-style-type: none"> ✓ Criteria on organic food and the use of seasonal and local products ✓ Criteria on collaboration with and respect for the locals ✓ Criteria on promoting sustainable tourism in the area and that more companies participate actively in the environmental work ✓ Criteria on promoting sustainable transportation
	<ul style="list-style-type: none"> ✓ Criteria that makes tourists choose and appreciate sustainable solutions ✓ Increased focus on the sustainable food ✓ Criteria on purchasing ✓ Criteria on organic food and the Organic Cuisine Label ✓ Advice on the environment and energy savings ✓ Criteria on promoting eco-labelled products
	<ul style="list-style-type: none"> ✓ Criteria on energy savings ✓ Cases for the members on energy savings and the use of sustainable energy ✓ Advice on the environment and energy savings
	<ul style="list-style-type: none"> ✓ Criteria on the use of MSC and ASC as well as advice on a list of fish that restaurants are not allowed to use ✓ Criteria on "Skånsomt kystfiskeri" ✓ Criteria on not using poisonous weed killers and conventional cleaning products
	<ul style="list-style-type: none"> ✓ Extra focus on sustainable food ✓ Criteria on organic food, use of seasonal and local products ✓ Criteria and guide to a greater collection of nature experiences
	<p>No particular effort</p>
	<ul style="list-style-type: none"> ✓ SusDaneable-network ✓ Sharing of advice, solutions and cases on ex. Energy savings ✓ Criteria on supplier and collaborators



Appendix 3 – Check list for labels

From the book "MÆRK DIN FORRETNING" by Jakob Zeuthen and Lars Ludvigsen

Nr.	Check list	Reflecsions
1	Is your subject and purpose relevant enough to make a new label?	Yes. Initiator is not familiar with an equivalent label and this particular one is initiated as a response to demands from the industry.
2	Determine the label's feasibility	Initiator has expertise and system from Green Key and networks across Danish Outdoor Council and HORESTA.
3	Does your label already exist?	Existing labels /certifications, see section 1, focus on specific areas or too complicated.
4	Determine whether a "neighbor" label could potentially cover your label.	Initiator has tried to get Green Key to take upon the task of including restaurants in this already existing label, but it was not a success.
5	Describe the purpose of the new brand.	To get restaurants to work with environmental protection at its own premises, and focus on promoting sustainable tourism and SDGs through their network and destination efforts.
6	Identify the stakeholders who are interested in developing the label with you.	Organic Denmark, Danish Veterinary and Food Administration, Foreningen for Skånsomt Kystfiskeri (read: Association of cautious coastal fishing), The Outdoor Council and The Danish Environmental Protection Agency.
7	Identify stakeholders that are able to contribute with in-depth knowledge of the subject.	Organic Denmark, Danish Veterinary and Food Administration, Foreningen for Skånsomt Kystfiskeri (read: Association of cautious coastal fishing), The Outdoor Council and The Danish Environmental Protection Agency.
8	Make sure that the criteria are defined and accepted by relevant stakeholders.	The criteria are built on those of Green Key, which is a renowned concept. The criteria are adjusted according to the inputs from The Danish Outdoor Council and Wonderful Copenhagen. The opinions of other carefully chosen organizations will also be heard in terms of the Green Restaurant criteria.
9	Evaluate, how much a licensee is willing to pay to get the label.	To be done.
10	Develop the label based on scientific criteria.	It is based on the renowned Green Key concept and adjusted according to a mapping of existing companies.
11	Describe how the new label is found relevant.	The label is developed on behalf of inquiries and is relevant according to the Global Destination Sustainability-index (https://www.gds-index.com), who has criteria for labelling tourism organizations.
12	Describe how you will include your stakeholders.	The criteria are built on those of Green Key, which is a renowned concept. The criteria are adjusted according to the inputs from The Danish Outdoor Council and Wonderful Copenhagen. The opinions of other carefully chosen organizations will also be heard in terms of the Green Restaurant criteria.
13	Prioritize transparency	Much like Green Key, all procedures and criteria will be available at: www.green-key.dk and later on: www.greenrestaurant.dk



14	Make sure to develop a bullet-proof third-party strategy.	Consultant from initiating organization will visit and evaluate applicants and an external jury will have the final say in terms of approval of applicants. The jury have representatives from The Danish Outdoor Council (a green NGO) and HORESTA (an industry organization) and the Danish Environmental Protection Agency are independent observer. Every year the work will be reviewed by an external auditor.
15	Make sure the new label achieves a high market value.	Tourism organizations are very good at promoting their own efforts.
16	Make a plan for the creating awareness of the label	See section 8 of this document.
17	Design your organization according to whether your label is national or international.	The label starts out as a national label, much like Green Key that now has its presence in more than 55 countries and 3000 companies. Initiator considers the label to have international potential.
18	Define the level of service needed by the membership companies.	The level of service is the same as that of Green Key with a secretariat and a consultant to assist the companies. Additionally, a comprehensive tool box and materials has been developed to support the environmental work.
19	Evaluate the pros and cons of seeking official recognition of the label.	Initiator does not believe it being relevant at the moment, but keeps its options open.
20	Evaluate your label's position in Butterfly.	Since the label is new and highly specialized the awareness of the label will initially be low but the service high. Trustworthiness is expected to lie in the middle with a high transparency, network, relevance and serious approval – and control process.
21	Ensure the label is not causing confusion.	The name is unambiguous and will become part of a family of labels that are targeted specific areas.
22	Ensure the label is not exaggerating its value.	The name is unambiguous the focus in on restaurants and eateries. The label is consciously not claiming to be about sustainability and social responsibility, which are broader concepts and not where initiators core competencies lie.
23	Name your label, so you don't promise too much.	The name is unambiguous the focus in on restaurants and eateries. The label is consciously not claiming to be about sustainability and social responsibility, which are broader concepts and not where initiators core competencies lie.



Appendix 4 – Example of advisory material on seasonal fruits and vegetables

Fruits and vegetables are of cheaper, when they are in season. If you wish to by locally produced seasonal products, you can you the list of Danish seasonal products as inspiration for your purchasing.

January	Jerusalem artichokes, mushrooms, carrots, white cabbage, potatoes, Chinese Napa cabbage, onions, parsnips, parsley root, leeks, Brussel Sprouts, beet roots, red cabbage, celery and kale.
February	Mushrooms, kale, carrots, white cabbage, Jerusalem artichokes, potatoes, onions, parsnips, parsley root, leeks, Brussel Sprouts, beet roots, red cabbage, celery.
March	Mushrooms, lamb's lettuce, kale, carrots, white cabbage, Jerusalem artichokes, potatoes, onions, parsnips, parsley root, leeks, chives, Brussel Sprouts, beet roots, red cabbage, celery, Oyster Mushrooms.
April	Wild garlic, Mushrooms, carrots, white cabbage, Jerusalem artichokes, potatoes, onions, parsnips, parsley root, leeks, rhubarbs, radishes, Brussel Sprouts, beet roots, salad, celery, spinach and Oyster Mushrooms
May	Rhubarbs, mushrooms, spring onion, parsley, radishes, salad and spinach.
June	Asparagus, chard, cauliflower, broccoli, mushrooms, carrots, strawberry, potatoes, Chinese napa cabbage, onion, parsley, radishes, salad, spring cabbage, spinach, green peas.
July	Strawberry, chard, cauliflower, broccoli, berries, mushrooms, carrots, raspberry, Jerusalem artichokes, potatoes, Chinese napa cabbage, cherry, onion, Parsley, rhubarb, radishes, salad, spring cabbage, squash, green peas.
August	Spring cabbage, beans, chard, celery, cauliflower, plums, broccoli, berries, mushrooms, carrots, raspberries, white cabbage, Jerusalem artichokes, potatoes, Chinese napa cabbage, onions, maize/corn, parsley, leeks, pear, rhubarb, radishes, beet roots, red cabbage, salad, spinach, squash, apples, green peas.
September	Plums, gherkin, chard, celery, cauliflower, broccoli, beans, mushrooms, kale, carrots, white cabbage, Jerusalem artichokes, potatoes, Chinese napa cabbage, onion, maize/corn, parsnip, parsley, parsley root, leeks, pear, radishes, Brussel sprout, beet root, red cabbage, celery, spinach, squash, apples.
October	gherkin, chard, celery, cauliflower, broccoli, mushrooms, kale, carrots, white cabbage, Jerusalem artichokes, potatoes, Chinese napa cabbage, onion, maize/corn, parsnip, parsley, parsley root, leeks, pear, radishes, Brussel sprout, beet root, red cabbage, salad, celery, spring cabbage, spinach, squash, walnuts, apples.
November	Pumpkin, cauliflower, mushrooms, kale, carrots, white cabbage, Jerusalem artichokes, potatoes, Chinese napa cabbage, onion, parsnip, parsley root, leeks, pear, Brussel sprout, beet root, red cabbage, salad, celery and apples.
December	Kale, cauliflower, mushrooms, carrots, white cabbage, , Jerusalem artichokes, potatoes, Chinese napa cabbage, onion, parsnip, parsley root, leeks, pear, Brussel sprout, beet root, red cabbage, celery and apples

Source: TÆNK at: <https://taenk.dk/test-og-forbrugerliv/mad-og-indkoeb/lokal-mad-find-vej-til-de-lokale-smagsoplevelser/her-er>