

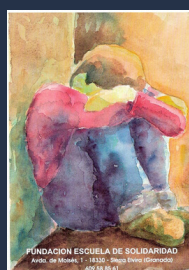


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Technical Guide Social Restaurants



"COOK FOR FUTURE: NEW VET HORIZONTS FOR SOCIAL
INCLUSION IN FOOD SERVIC" 2017-1-ES01-KA202-038142



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Introduction



The project [Cook for Future](#) aims to develop a guide that highlights the restaurants, cafes, and catering businesses that are a part of the social economy. We aim to support, strengthen, and increase the visibility of the social economy by providing our social catering guide, which outlines the various goals and accomplishments of social enterprises in the restaurant industry across Europe.

We believe that the food industry is a sector that deserves special recognition, as these businesses benefit not only their employees and customers, but they also help to facilitate conversations between the community members and the marginalized population. In restaurants, the community can come together and have valuable conversations about social issues while uniting around their love for food. Everyone is included. People with different levels of privilege get to interact, learn from each other, and work together to reduce social inequality.

[Cook for the Future](#) began with this simple idea, and has resulted in the extensive social catering guide. This is the technical guide accompanying our research.

Who are we?

Fundación Escuela de Solidaridad



The [Fundación Escuela de Solidaridad](#) aims to welcome and intervene with people who are living in a situation of uprooting, social disadvantage, mistreatment or social exclusion. Mothers with children in emergency situations, young immigrants, sick and abandoned adults, disabled people without families, adolescents at risk or any person in need of a home come to our community.

The climate in the community is that of an extended family. While it plays a socializing role par excellence, it is also the starting point for personal recovery, as well as a platform for the future social and occupational integration of the people who live there.

The educational role falls to all members, since each one is a reference point for the others, although the testimony of those who have been in the house longer is fundamental for the rest.

The Foundation acts in the social-cultural, sports, environmental, health, information and non-formal education sectors, directing its training activity to its members and the general public throughout their lives. The methodology applied is that of "learning by doing".

It pays particular attention to initiatives with a European dimension and to the dissemination of good practice. In particular, the Foundation has gathered the support of volunteers (spanish and Europeans) who have been committed for many years to supporting initiatives in favour of the most disadvantaged people, thus formalising the work desempeñada by members of civil society and professionals from the most diverse sectors: education, medicine, agriculture, environment, sport and art. It has created in its own headquarters in Sierra Elvira (Granada) the living and working spaces necessary for the development of the seminar. The Solidarity School Foundation was established in 1997, although its activity began in 1995. It is a non-profit organization, Law 30/1994, registered in the register of entities of the Department of Social Affairs of the Andalusian Government, classified as social assistance.

The Foundation is dedicated above all to the involvement of people without discrimination of gender, census, origin or age, giving all the necessary tools for real participation, especially those who have less access or opportunity. It promotes initiatives to develop creativity and social cohesion through lifelong learning by stimulating the exchange and mobility of ideas and people, participation in active (European) citizenship initiatives, cooperation between associations, citizens and institutions, in favour of the consolidation of European ideals.

The Foundation houses in its facilities disadvantaged people from Spain and immigrants from Africa, Eastern Europe and South America, of all genders and ages, in an attempt to give them all, first of all, a training in basic & social skills (basic and social competences); this is where their experience with this type of people comes from.

The concept of the School of Solidarity is supported by specific programs through which we intervene with people living in the home, enabling them in turn for their future integration.

The Foundation's internal staff and volunteers work permanently on some specific programs:

BETTER WITH MOM

The Foundation welcomes mothers with their children, providing a warm and familiar environment, where they are not only provided with a roof and maintenance, but also find the love and support they need to reintegrate into society.

Many of the cases we are presented with are family groups where the head of the family is a single woman. Our aim is to protect these children by welcoming the whole family group, i.e. the mother and her children, and in addition to providing them with stable accommodation and all the basic needs, we try to surround them with the affection and emotional support necessary for the family to move forward and regain its independence.

BETTER OCCUPIED

"Best Employed" programme, aimed at the reintegration into the labour market of people who have been taken in by the Foundation and who have great difficulties in entering the world of work (the physically and mentally disabled, immigrants, adults, especially women, with little training, etc.)

We have several Occupational Workshops such as Hairdressing, Sailing, Copper, Ceramics, Forging, Wood, Cutting and Dressmaking and the Recycling of Ink and Toner Cartridges, Candles, Glass, Sewing, Soap, Bakery, Kitchen, Catering. These workshops, in addition to providing an activity for the people who live in the FES, are fundamental for people to feel useful and to recover their self-esteem, which has been lost due to different life circumstances, including training in the different workshops as part of a trade which they can exercise in the future for their social reinsertion.

BETTER TRAINED

The Solidarity School Foundation also has the "Best Training" programme, aimed above all at young people at risk and with a high level of school failure, who are given training through support classes.

These support classes are not only given to children from the Foundation, but for some time now young people from Sierra Elvira, Atarfe and Pinos Puente have also been attending our Support Classes.

BETTER ACCOMPANIED

The Foundation makes sure that, once the families leave our house, we continue in contact with them until their full social reintegration.

Throughout the year, the Foundation organises training courses for its guests and for young people from the surrounding area. It receives about 30 young people for practical training from universities and schools all over Europe. Year after year it has consolidated a very important network in Granada with training and social and labour insertion entities. Several of the people received are protagonists of self-employment start-ups.

The FES develops multicultural catering activities for families, parties and events with the work of the mothers hosted in its facilities. We are developing the idea of setting up a special employment centre, but we need to research new methods to achieve autonomy from public aid and to ensure that disadvantaged people are hired, continuity of employment and better economic, social and professional conditions. Through our office we are developing an observatory in our territory that aims to identify the main needs of existing companies in the area in order to promote specific vocational training courses that respond to the demand for employment through the acquisition of key skills.



Cooperativa Sociale Artemide



The **Cooperativa Sociale Artemide** was born in the territory of Latiano (Br) in October 2000, with the aim of sharing a process of analysis, research and experimentation of innovative services aimed at prevention and primary and secondary treatment of psycho-social disorders.

The purpose has always been to contribute to the socio-cultural change of the territory, with the participation of the public, the citizens, in a synergic action, to build a collective solidarity.

The methodology prefers to work by objectives, emphasizing the choice of quality and professionalism, with the adoption of tools for reading and intervention, such as equipment, training, monitoring, ongoing dialogue and networking.

In particular, the social cooperative Artemide carries out the management of social services, residential and non-residential, and vocational and adult education activities. The experience of the Social Cooperative begins in 2001 with the annual management of the C.A.I.G. (Center of Interest and Youth Aggregation) of the city of Latiano.

In 2002 the first educational community for children "La Tegola Blu" was born and is still active in the reception of children separated from their families by the Juvenile Court or the Social Services, for reasons of neglect, mistreatment and sexual abuse. Authorized by the 2002 to date authorized under the Regional Regulations - Puglia (No. 4 of 2007) determines n. 666 of 28/10/09. In 2004 Artemide Social Cooperative starts the Center "The Moon", a neutral place to listen.

The center is equipped with one-way mirror and video recording and authorized and is operating as: Center for combating violence, center for listening and family mediation, assessment, diagnosis and psychotherapy aimed at children who are victims of abandonment, mistreatment and abuse; psychotherapy aimed at women victims of violence and abuse, advocacy, promotion and support of family custody.

On several occasions, the centre has had accidents evidenced by the Ordinary Court of Brindisi. The Centre was licensed in 2004. Last authorization (due to transfer of venue) in accordance with the Regional Regulation - Puglia (No. 4/2007), with a resolution of the municipal executive 28/06/2011 n. 475.

The group apartment for pregnant women and mothers with children "L'Arca di Noè", was born in 2007, in order to host mothers and children and pregnant women after situations of mistreatment, abuse or uncertain economic conditions, almost always with the specific mandate of services to carry out an assessment of the care of parents. Authorized under the Regional Regulation - Puglia (n.4/2007), with regional determines n. 667 of 28/10/2009.

Since March 2011 the Group apartment for pregnant women and mothers with children, "Paragoghè" (from the Greek "to lead the future"), for women with children, has been operating; organized H24, this service was created to strengthen the activities of evaluation of the care of parents. Authorized in accordance with the current Regional Regulations - Puglia (No. 4/2007), Decision n. 01080 08/11/11.

The project aims at building a European strategy for the employment of people at risk of social exclusion, with the aim of training professionals in a perspective of mobility and self-entrepreneurship European cpaz self-sustainability.

With reference to the project, these are the relevant previous experiences of Artemide:

1) Erasmus project + "The hunt for Artemis: from Italy to Romania in search of new skills" (KA1 adults). In this project, operators have been involved in short training courses for Romanian interns in Romania for their mobility in countries where their professionalism is required. In this experience the two entities involved have been able to verify the real shortcomings of the training provided by professionals in Romania, the shortage that is particularly evident in European mobility that is normally activated without any special preparation.

2) Launching promoted by Artemide in 2006 of the social cooperative "Amethyst", a type B social cooperative, dedicated to the recruitment of disadvantaged people, ensuring the same continuity of employment and better economic, social and professional conditions. This service is aimed at employment on a permanent or temporary basis, for cleaning and catering activities.

3) Research on the analysis of professional needs.

Artemide manages, through the Vocational Training Centre, the 4-MY-ACIÓN observatory which aims to identify the main needs of the companies in the area in order to promote specific vocational training courses that respond to the demand for employment through the acquisition of key skills.

4) The management of the Artemide activity is carried out through specific procedures of the quality system certified by DNV since 2006.

Mateja Bela University



PEDAGOGICKÁ
FAKULTA UNIVERZITY
MATEJA BELA

Matej Bel University in Banská Bystrica is the leading university in Central Slovakia. It consists of 6 faculties (Faculty of Economics, Faculty of Arts, Faculty of Natural Sciences, Faculty of Law, Faculty of Political Sciences and International Relations, and Faculty of Education). The University has almost 600 university teachers and researchers, and around 9,000 students. International cooperation has been rapidly developing in recent years mainly through numerous EU programmes including the Framework Programmes.

University of Matej Bel has participated in project within the 5th, 6th and 7th Framework programme as well as the Horizon2020 and has long-term experience in participation in many other research project financed by various grant schemes, for example NIL funds, OSF, CEEPUS, Central Europe Programme, Erasmus, British KHF, American Express, EEA GRANTS, VISEGRAD etc.

Matej Bel University is involved in 4 running H2020 projects and playing a pivotal role in Vision2020, which is a prestigious network of European universities and SMEs aiming at higher participation in Horizon2020. UMB has an advanced and sufficient infrastructure with all necessary technical equipment (laptops, PC's, printers and scanners, fax and all needed hardware and software) that was improved in recent years with the financial support of European structural funds. All university premises have an access to world databases such as Cambridge Journals: Humanities and Social Sciences, Emerald, Scopus, Science Direct, Springer Link, Web of Knowledge, Wiley Online Library etc. UMB provides ample space and facilities for research, teaching and networking.

The mission of the Faculty of Education is to prepare new professionals in occupations focused on work with people, i.e. educational and social professions, as well as to develop their scientific knowledge. The process of education at the Faculty is realised by nine departments that employ 119 university teachers. The Faculty of Education provides instruction in accredited programmes at the 1st, 2nd and 3rd levels of university studies.

The scientific and research activities of the Faculty are focused on basic as well as applied research in the field education theory of individual subjects, pedagogy, psychology, social work, art, and Evangelical theology. The Faculty and its Departments cooperate with related foreign institutions providing university education in the Czech Republic, Germany, Poland, Hungary, the UK, Belgium, Switzerland, the USA, the Netherlands, and Serbia.

The Faculty of Economics belongs to the best economic faculties in the Slovak Republic. The Faculty of Economics provides study programs in 6 accredited fields of study: Tourism; Business economics and management; Management; Finance, Banking and Investment; Public Economics and Services; Regional Development and Public Administration. The students can attend the "bachelor", "master" or "doctorate" form of study. For the years of its existence the Faculty has undergone significant conceptual changes, which meant progressiveness and creativity. On the basis of the results of accreditation and evaluation and higher demand for study than supply the Faculty of Economics of Matej Bel University belongs to stabilized and fully-fledged higher education institutions in Slovakia. At present the Faculty has almost 2,800 students.

There will be two departments from two faculties involved in the project. They are developing know the new study program focused on economic and management of social work. The aim of the study program is to prepare the specialist in the social entrepreneurship. The Department of Social Work at the FE MBU guarantees study program Social work as a Bachelor, Master and Doctoral study programme. Research at the Department of Social Work has gradually specialized in the following areas: theory and methodology of social work, social work with families, social policy and social security, social pathology and its prevention, the third sector and volunteering, social youth work, social work with seniors, social reality of the Roma population. The members of the Department have actively published in the mentioned areas and they have participated in the implementation of several scientific-research projects of basic and applied research. This cooperation results in joint seminars, conferences, exchanges of students and teachers under the Erasmus programme, the mutual exchange of professional literature, joint publications in proceedings and journals, participation in conferences and common projects. An important activity of the Department has been the organisation of students' voluntary activities. This activity has significantly helped the Department's profile not only within the FE MBU, but also externally. Concerning this area, the Department has actively cooperated with the civic association Volunteer Centre. The city of Banská Bystrica, non-governmental organisations and social services providers in the Banská Bystrica region are major partners of the Department of Social Work in implementing professional experienced of students of social work as well as organising professional events and in troubleshooting research projects.

Fundación Tomillo



Fundación Tomillo is a non-lucrative organization focused on developing people and communities in the south of Madrid. Its intervention includes helping children with difficulties in their school. Tomillo offers healthy leisure activities and assist children in their decision making along with how to deal with them to continue their way to being successful. It also guides families with support to enable them to perform more successfully and effectively in their educational work, from early childhood to adolescence. This involves collaborative work with the family, educational, social and health fields.

On the other hand, Tomillo is also focused on improving the employability of people who are at risk of social exclusion, especially young people, by building labour and social inclusion pathways.

Tomillo provides VET (basic and medium level) to young people at risk of poverty or social exclusion or coming from disadvantaged backgrounds in several education profiles: electricity, computing, administrative services and catering (cooks and waiters). Students are sometimes involved in the participation of social innovation projects with systemic approaches.

Moreover, Tomillo provides training for employment specialized courses. For instance, Tomillo participates in "Gastronomix" (<http://proyectogastronomix.org/>), a project which involves the provision of culinary training for 50 young people by the Basque Culinary Centre. In this context, Tomillo develops professional guidance itineraries to the participants. As in this case, the underlying model of intervention focuses on the person, understanding that training, employment (and self-employment) are vehicles that promote and foster active social inclusion.

Finally, Tomillo is involved in the creation of a social catering enterprise through which their VET catering students will have their first professional experience in a real working environment. The project is led by the Research and Social Innovation Area. Tomillo has a long experience in developing learning mobility activities in the education field, especially within the Erasmus+ framework. In this context, Tomillo has been encouraging their young pupils to spend around two months abroad (generally working for companies in the United Kingdom) in order to reinforce the acquisition of personal and professional competences and enhance their employability.

This initiative have strengthened their motivation and opportunities, especially as they usually come from disadvantaged backgrounds. Tomillo has been involved in these activities for the last five years. In 2017 around 14 young people will participate of this programme. Moreover, as a result of its experience, Tomillo is involved in nets of non-lucrative organizations which deploy programmes focused on sending and hosting volunteers across European countries.

Currently, Tomillo is involved in an EVS (European Voluntary Service) project with other six Spanish and European non lucrative organizations from Romania, Poland, France, Great Britain and Germany. In this context, the participation of Tomillo will imply sending two volunteers for a period between one and six months between March and August 2017. Volunteers are young people aged among 18-20 who are finishing high-school expecting to make contact to new people and cultures in order to gain personal competences.

In the context of this Social Catering project within the Erasmus + Initiative, Tomillo may contribute with innovative methodologies in the learning process of young people participating, who may be selected from students belonging to Tomillo VET catering courses.



Our Project



Our Guide of [Good Practices of Social Restaurants in Europe](#) is one branch of a four parts project called [Cook for the Future: New Horizons for Social Inclusion in Food Service](#). This project is a collaboration between Fundación Tomillo (Spain), Fundación Escuela de Solidaridad (Spain), Cooperativa Social Artemida (Italy) and the University of Matej Bel in Slovakia. The project is funded by Erasmus+, the European Union's program to support education, training, youth, and sports. Currently, social enterprises are under-recognized, especially in the restaurant industry. The lack of publicity of social enterprises means that few employees are trained to work at these organizations and few entrepreneurs understand how to start a social enterprise. Through this project, we aim to increase awareness of social enterprises in the food service industry in order to:

- Promote the [inclusion of marginalized groups and individuals](#) in society, especially by providing them with training and a path to become hired in the formal labor market.
- [Help entrepreneurs realize the merits of social enterprises](#), and provide a guide for how to start them.
- [Reduce public spending](#), by encouraging social enterprises to start providing more public services for the betterment of the general welfare.
- Publicize and [support social enterprises in the restaurant industry](#) that are already doing great work, and compile best practices.
- [Create a European strategy](#) to train and incentivize people to work at social enterprises. Within this project, we also are placing a special emphasis on sustainability.

Environmental issues, especially [food waste](#), are a pressing concern in Europe. Social enterprises, as businesses with a social conscience, are uniquely positioned to tackle this issue, especially since they are often small and are able to locally source more environmentally friendly products. We hope to start a conversation around the need to create a comprehensive European food waste policy.

What is a Social Economy? How Does the EU Support It?

What exactly is a social economy? Europe's social economy is comprised of all businesses that are focused on a social mission or use their profits to benefit the greater good, instead of the investors or owners of their company. (1) Social enterprises, the individual businesses that are a part of the social economy, combine "societal goals with entrepreneurial spirit." (2)

Today, the social economy represents 10% of all business in the European Union and employs over eleven million people. Over 160 million people are members of these organizations. Most of these enterprises are micro, small, or medium sized, and this is evident in their work, which often includes a local focus. Unfortunately, due to their small size, and a lack of recognition and understanding of their work, social enterprises often struggle to obtain adequate funding. The European Commission provides a number of incentives and initiatives to support social enterprises, in recognition of their contributions and the additional barriers they face to becoming economically viable and competitive within their sector.

Also, it has created a Social Business Initiative in 2011, focused on 11 priorities. These 11 priorities fall into three categories:

- Making it easier for social enterprises to get funding
- Increasing the visibility of social entrepreneurship
- Creating a better legal environment for social enterprises.

A few of the priorities outlined in the Social Business Initiative are very important in fostering an environment conducive to social enterprises. These priorities are highlighted below:

- Encourage the development of microcredit.
- Make social enterprises an investment priority of the European Regional Development Fund and European Social Fund.
- Create a register and database with certifications for social enterprises.
- Create a guide to social innovation.
- Assist national and regional governments in supporting social enterprises and simplifying the legal rules for recognizing a social enterprise and awarding public aid (3)

1 European Commission, *Social Economy in the EU* (2017)

2 European Commission, *Social Enterprise* (2017)

3 European Commission, *Social Enterprise* (2017)

The European Union provides other supports for social enterprises in addition to the Social Business Initiative. Funds are available to social enterprises through the Employment and Social Innovation Program, Horizon 2020, the SME Instrument, and COSME (Competitiveness of Enterprises and Small and Medium-sized Enterprises).

The EU also created a Social Innovation Community portal to allow businesses to collaborate with one another and facilitates a European Social Innovation Competition every year to increase the visibility of social enterprises.

Most recently, in 2018, the European Commission instituted the European Social Economy Regions Pilot (ESER) to help stakeholders build networks and to raise awareness about the social economy on a regional and local level. (4)

In short, the European Union provides many supports for social enterprises, which is part of the reason they flourish and are such a significant part of Europe's economy.

Characteristics of Social Enterprises in the EU

As noted above, social enterprises are businesses that are created with the goal of maximizing social impact and change. Social enterprises differ from typical businesses in a number of important ways, noted below:

- People and the organization's social values take precedence over profit. This is reflected in transparent, democratic, and participatory business management. Financial decision-making prioritizes people's contribution to the organization's mission over return on investment.
- Profits are mainly reinvested in the social enterprise, in order to further the organization's social mission.
- The social economy values prioritizes solidarity, social cohesion, local development, gender equality, stable employment, work-life balance and sustainability. The social economy seeks to provide opportunities for marginalized groups, including, but not limited to, immigrants, people with disabilities, racial and ethnic minorities, women, the homeless, the unemployed, and low income people reliant on social services.
- Organizations are apolitical and are not subject to outside parties' interests.



Thus, in contrast to typical businesses, social enterprises are alike in that do not use profits to benefit their owners or outside interests, and they focus on a social initiative. However, businesses in the social economy vary greatly in their purpose and include many types of organizations, such as cooperatives, nonprofits, foundations, mutual societies, and social enterprises.

Although social enterprises are diverse, most of them fall into one of four fields: work integration (especially of people who have disabilities or are unemployed), personal social services, local development of disadvantaged areas, or other. (5)

Social enterprises, regardless of their focus, all provide valuable service to the economy and the community. We are excited to build upon the European Union's work in order to better publicize social enterprises in the food service industry and compile best practices.

Food Industry Sector in Europe

Context and Characteristics of the Food Service Industry in Europe

Eating out has become much more prevalent in Europe. Today, the European food service industry is the second largest after North America's food service industry, (6) amounting to 20% of all consumption. European households spend about 25% of their budgets on food and drink (7) and on average, we consume almost 18% of all meals outside of our homes. People have very strong views on food, as it is necessary for survival. Consumers have a diverse array of needs, desires, and expectations of restaurants, including offering healthy food, fresh food, local food, ethnic food, allergy-friendly food, convenience, etcetera. (8)

In addition to the challenges that come with balancing consumers' competing desires, the food service sector faces several other unique challenges. It is highly dependent on natural, human, and physical resources and has a considerable impact on the environment. Thus, businesses in the food industry must balance many competing interests and priorities, as varied as sustainability, health and safety, and providing a quality work environment for their employees. (9)



5 European Commission, *Social Economy in the EU* (2017)

6 Foodservice Market, *Foodservice Studies, Europe* (2017)

7 Oliveira, Jorge, and Augusto Medina, *Education and Training for the European Food Industry* (1993)

8 GIRA Foodservice, *Foodservice Europe 2018* (2018)

9 Kosutova, Tatiana and Malgorzata Jarossova, *Ethics and Corporate Social Responsibility on the Food Market* (2014)



Financial Importance of Catering Industry in Europe

Food is the most important industry in the EU according to many economic indicators. (10) The food service industry is the European Union's largest manufacturing sector in terms of employment and value added to the GDP. The food service industry benefits from being a part of the EU Single Market. Food exports have doubled during the last 10 years (11), resulting in a trade surplus in food worth about 35 billion euros today. (12) Wholesale and retail trade, transport, and accommodation and food services comprise 19% of the European Union's GDP and 25% of employment, making the sector the top employer of Europeans and one of the top three sectors in terms of contribution to GDP. (13)

Context and Importance of Food Industry

Social enterprises within the food service industry are of growing importance. In 2017, the European Commission did a study on innovations in food in cities, and found that 75% of the cities that participated in their survey considered their food-related work innovative. (14)

The European Commission has also recently developed a Food 2030 plan detailing their goals for the food industry. One of the main priorities of the plan is innovations and the empowerment of communities. The EU wants to help the industry function more responsibly and ethically so that they meet people's needs using fair trade products and pricing, sustainability, and inclusivity. (15) In short, there is growing recognition of the importance of the social catering industry.

10 Oliveira, Jorge, and Augusto Medina, *Education and Training for the European Food Industry* (1993)

11 European Commission, *Food and Drink Industry* (2019)

12 FoodDrinkEurope, *Data and Trends: EU Food & Drink Industry 2018* (2018)

13 Bourgeais, Vincent, Julio Cesar Cabeza and Jenny Runesson, *EU Industry Accounts for Just Over 19% of Total Gross Value Added and 15% of Employment* (2016)

14 De Cunto, Anja et al., *Food in Cities: Study on Innovation for a Sustainable and Healthy Production, Delivery, and Consumption of Food in Cities* (2017)

15 European Commission, *Food 2030* (2019)

Food waste is one of the biggest focuses of the social catering industry, and it is the most researched social issue addressed by social enterprises. It is a very important issue, as we waste about 33-50% of global food production every year (16) and Europe wastes 20% of the total food produced. In industrialized countries, approximately 40% of food waste occurs at the retail and consumer level, so social enterprises are positioned to make a significant impact on food waste. (17)

However, although there are numerous studies reviewing social innovations in the food service industry in the context of food waste and sustainable food, research on other types of social enterprises is limited. It is very hard to define and measure social entrepreneurship, so that is likely part of the reason for the lack of research regarding this topic.

One of the main studies was conducted by the World Cooperative Economy. They collected data on 2575 social enterprises from Europe (1855), the Americas (418), Asia-Pacific (293), and Africa (9). The agriculture and food industry boasted the highest number of social enterprises worldwide, and the industry was also the most likely to support initiatives relating to the Sustainable Development Goals. (18) Thus, it is clear that the social catering industry is of great importance, since it is one of the largest social enterprise sectors worldwide.



16 Bologna Business School, *Social Business and Green Startups: The Value of Sustainability* (2018)

17 European Commission, *Stop Food Waste* (2019)

18 Roelants, Bruno and Gianluca Salvatori, *Exploring the Cooperative Economy* (2018)



Gender Inequality in the Food Service Industry

As in many sectors, gender inequality is a significant issue in the food service industry. More women (54%) than men (46%) are employed in restaurant industry. However, fewer women are cooks or managers.

Cooks are better-paid, viewed as more prestigious, and in a position of authority in comparison to servers and hostesses, positions women typically occupy. Managers, who are also more likely to be men, are in a position of power relative to other workers in the food service industry, and receive better pay and benefits. Thus, the food industry is structured so that even though more women work in the sector overall, they occupy the lowest paid, least prestigious positions, and have to navigate unequal relationships with men, who are usually their bosses.

Women in the restaurant industry have lower levels of overtime pay than men, which indicates that they either do not feel able to advocate for themselves and request the pay they deserve from their supervisors, perhaps because of the gender imbalance, or their supervisors actively take advantage of women by neglecting to pay them when they ask for their wages. More women than men in the food service work part time as well. Generally, workers who are part time are overlooked for promotions and are the first workers who are laid off. (19)

In short, women are subject to a power structure that systematically disadvantages them, preventing them from gaining promotions, getting overtime pay, or working in the most prestigious and well-compensated positions. Social enterprises in the food service industry could consider implementing gender initiatives as part of their business, in order to tackle some of the unique challenges women have to face.

Methodology



The methodological process of the European Social Restaurant Guide has been carried out in several steps:

- Conceptual definition. A first phase in which it was defined that it was understood as a social restaurant and what are the main characteristics that make social a restaurant.
- Documentation research. Once defined the main characteristics of the social enterprises we were looking for, we searched the possible candidates evaluating their profiles to see if they fit in what we were looking for.
- Analysis. A list of more than 100 social enterprises dedicated to catering and food was gathered. The main characteristics of each of the restaurants were analyzed.
- Contact. We contacted each of the restaurants and social initiatives to see if they wanted to participate in the project and appear in the European Social Restaurant Guide.
- Evaluation and selection. We received responses of 20% of the restaurants contacted. Their characteristics were evaluated and the best 10 success cases were selected. They are those that appear in the Guide.

Project limitations

The draft of the Guide has had some specific limitations due to several factors:

- Lack of information and data on the sector of social restoration in Europe. There is no guide or document that groups the sector or could not be found.
- Social enterprise Organisation. Many of the social enterprises contacted were managed by foundations or other social enterprises, making it difficult to find the exact person in charge of the company.

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