



**Social assessment  
of turning food industry by-products  
into secondary feedstuffs  
via circular – economy schemes**

**Eirini Xaxiri**  
Project Manager  
Federation of Hellenic Food Industries

## Social assessment:

- **Objectives:**

- 3 targeted value chains:

- **winery** by-products for ruminants
    - **orange peels** for ruminants
    - **olive oil** by-products for **poultry**

## SCOPE:

Focuses on **evaluating** the **social sustainability**

Use a set of **Socio-Economic** Key Performance Indicators (SE-KPIs)

**Collecting data** from testing companies across **all life stages** of the value chains

## Social assessment:

Feed Sector

Food Industries

Livestock

Valorization

### - 4 key stakeholder categories:

- Workers
- Local Communities
- Consumers
- Value Chain

### - Subcategories:

- Human Rights
- Working Conditions
- Health & Safety
- Cultural Heritage
- Governance
- Socio-Economic repercussions

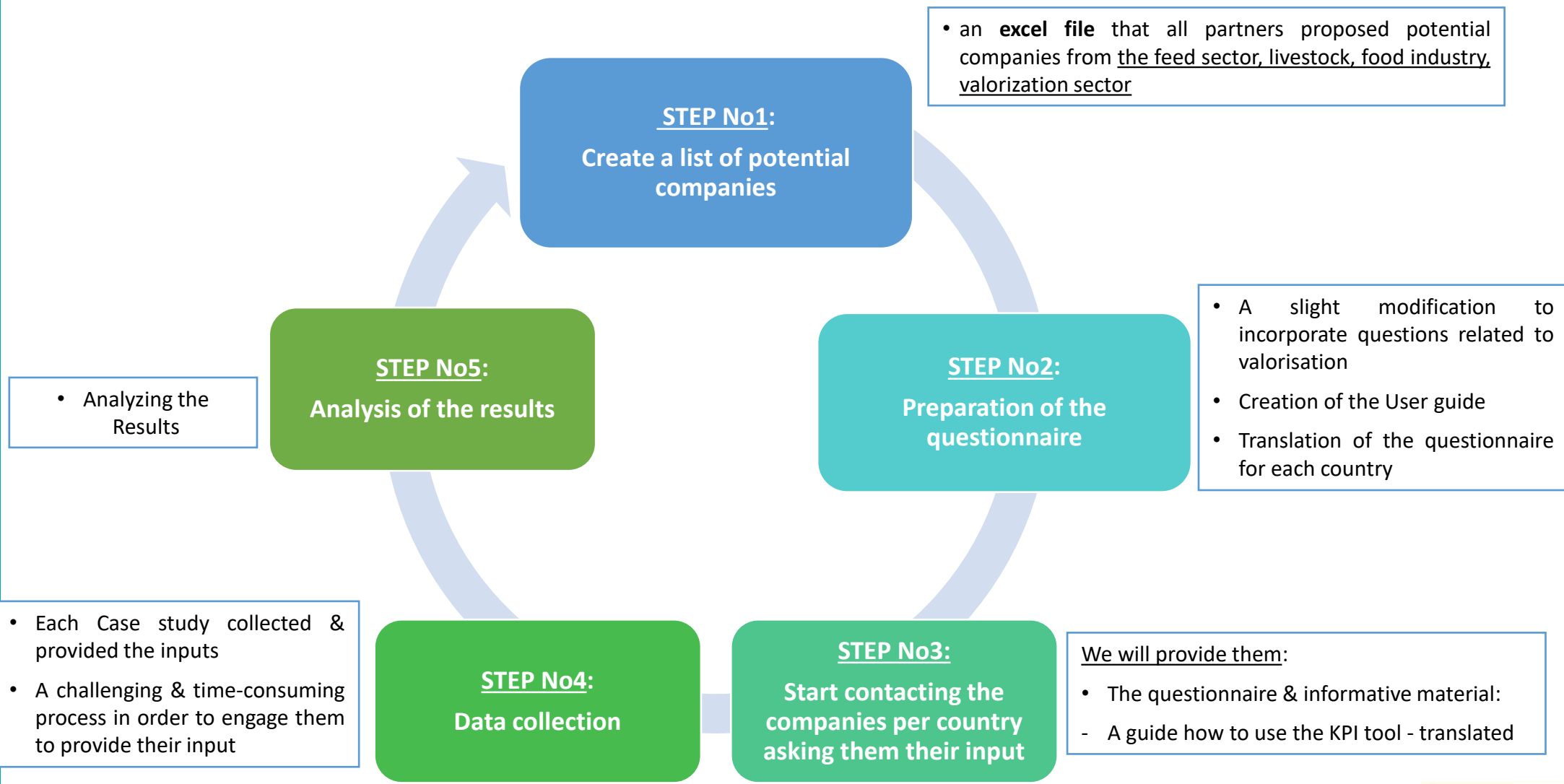


**Tool** was applied:

- **Identify improvements** in SE-KPIs
- Highlighting areas **requiring further development**

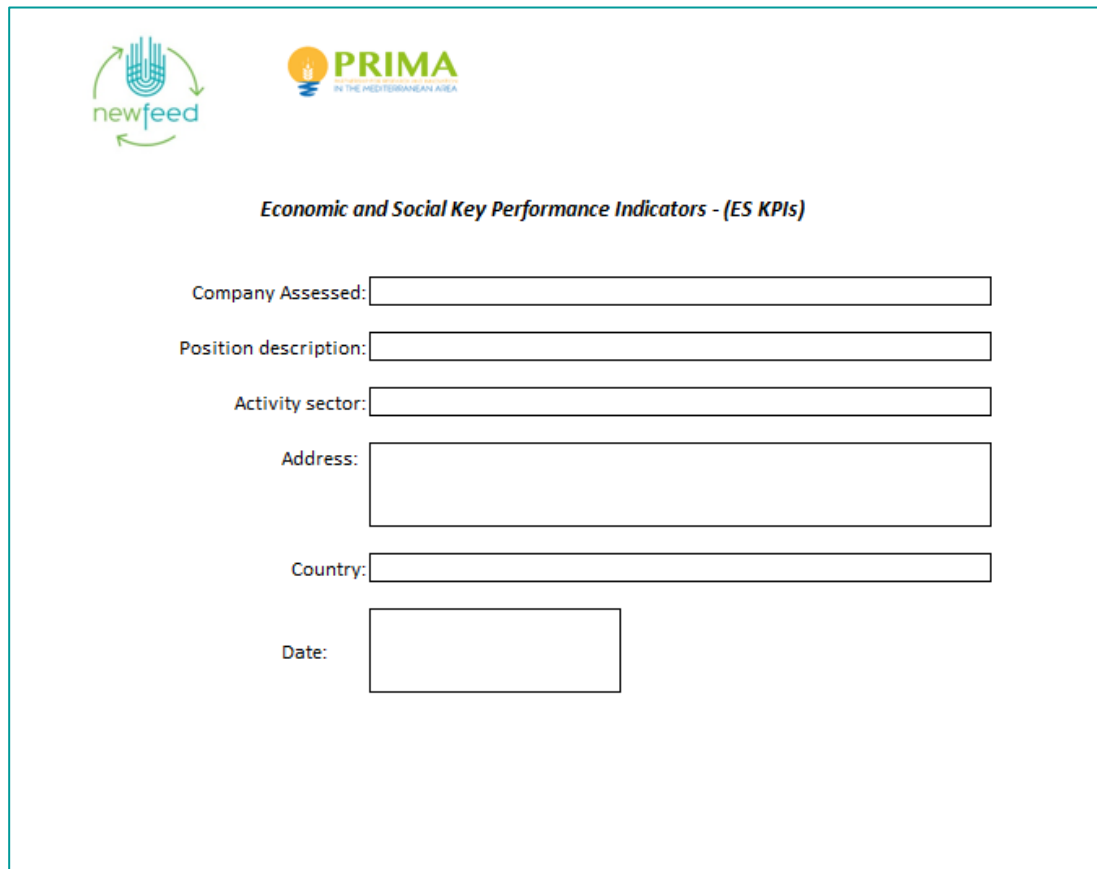
Ensuring actionable insights for enhancing social sustainability

## MATERIAL & METHOD:





## MATERIAL & METHOD:

## FORMAT OF SOCIAL ASSESSMENT TOOL & USER GUIDE



The screenshot shows the top part of a form. It includes the logos for 'newfeed' and 'PRIMA IN THE MEDITERRANEAN AREA'. Below the logos is the title 'Economic and Social Key Performance Indicators - (ES KPIs)'. The form contains several input fields: 'Company Assessed:', 'Position description:', 'Activity sector:', 'Address:', 'Country:', and 'Date:'.

*Economic and Social Key Performance Indicators - (ES KPIs)*

Company Assessed:

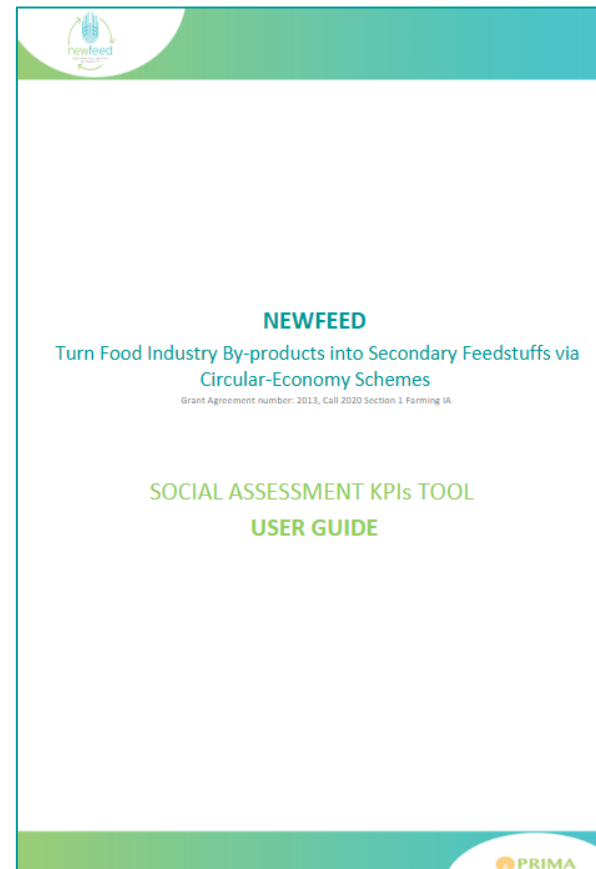
Position description:

Activity sector:

Address:

Country:

Date:



# MATERIAL & METHOD:

## OVERALL STRUCTURE OF THE SOCIAL ASSESSMENT TOOL (EXCEL)

Subcategory	Metric n°	Quantification	Mandatory (M) / Voluntary (V)	Issue	Absence of activities (0%-25%)	Basic level (26%-50%)	Continuous improvement (51%-75%)	Proactive (76%-100%)	Max score	Rarity	Factor (from 1)	Weighted	Agreement	Records reviewed (In case information exist, please record it in the tool (column O or separate file))	Notes by assessor
Health & Safety	1.1	M	M	H&S Policy	No formal H&S policy present	H&S Policy exist, but no objective or planning	H&S policy is annually reviewed and communicated to workers and suppliers	H&S policy is communicated to all stakeholders and along the supply chain; and feedback is used for the revision of the policy	100%	0%	0.2	0%	0%		
	1.2	M	M	Occupational health & safety and preventive measures	No H&S measures exist	H&S measures exist but are the only reactive (only once accident happened)	H&S measures are periodically reviewed	H&S measures are taken not only upon an accident, are proactive	100%	0%	0.3	0%			
	1.3	M	M	H&S metrics	No H&S metrics exist	H&S metrics exist but for a limited part of the organization (i.e. only workers)	H&S metrics exist for all the company / department / stakeholder	H&S metrics are asked at all value chain actors along the life cycle	100%	0%	0.3	0%			
	1.4	M	M	Social certification	No certification exist	Certification is ongoing or planned for next year among SA8000, OHSAS18001 or other social certification	1 certification in place among SA8000 or OHSAS or other social certification exist and cover PEF product under study	Both SA8000 and OHSAS or other certification exist at the same time and include the PEF product under study	100%	0%	0.2	0%			
	1.5	V	V	Number of injuries and/or fatal accidents in the organization	No data	Data exist but only company level	Company ask along the supply chain about injuries/fatal accidents metrics	Data exist from life cycle actors regarding H&S metrics are the basis for taking actions and changes on the H&S system	100%	0%	1	0%			
Training	2.1	M	M	% of training hours or total worked hours in the last 3 years (split per year)	No data or isolated data	Data exist but only global level and by topic or environment, H&S, racial, etc.	Data is available with detail of the number of training hours divided in the following topics: health and safety of workers, environment, sustainability, social issues	Training hours investment (hours/ff) increase year to year	100%	0%	0.9	0.00	0%		
	2.2	M	M	% of training dedicated resources (hours/ff) per task (office work, manual production, on the field, mechanical and automated processes)	No data	Only general data available not per task or required	Data available and splitted are required	Data is known for the supply chain	100%	0%	0.1	0.00			
Freedom Association & Collective Bargaining	3.1	M	M	Presence of unions within the organization	No presence	Presence as required by law	Presence is adequately supported (availability of facilities to union, union, notice period)	Employer/Union representative are invited to participate in planning of great changes in the company affecting working conditions	100%	0%	1	0.00	0%		
	4.1	M	M	Respect of human rights / Forced labour / Discrimination and fair treatment	No policy exist / No central or measures in place	Basic legal requirements are complied / Policy exist	Procedure exist / Controls are in place to monitor compliance / Same actions are implemented with respect to human rights / Same actions are implemented with respect to forced labour	Information is asked along the supply chain for both subjects / Company have full control and very low risk on his value chain	100%	0%	0.5	0.00			
	4.2	M	M	Type of contracts and percentage of workers involved	No information is available for: / Open-ended contract (annual) (year/ff); percentage of workers with type of contract. / Fixed-term contract (annual) (year/ff); percentage of workers with type of contract. / Seasonal employment (year/ff); percentage of workers with type of contract. / Different types of contract (e.g. casual/seasonal) percentage of workers with type of contract.	Same information exist but not all.	Full information is available for: / Open-ended contract (annual) (year/ff); percentage of workers with type of contract. / Fixed-term contract (annual) (year/ff); percentage of workers with type of contract. / Seasonal employment (year/ff); percentage of workers with type of contract. / Different types of contract (e.g. casual/seasonal) percentage of workers with type of contract.	Information is taken into account for changes in the organization in the context of a plan of personnel recruitment, management and variation according to performance of skills and needs / Information is asked along the supply chain and compared with organization data	100%	0%	0.5	0.00			
Working conditions	4.3	V	V	Initiative for work-life balance	No initiative at all	One initiative (for example tele-working, part-time compensation in economic value or holidays, etc...)	More than one initiative / Employer and/or representative are interviewed and the result is the basis for defining the initiative / Initiative are known by employer and are implemented	New initiative year to year / Initiative is asked along the supply chain	100%	0%	0.25	0.00	0%		
		V	V	Workplace conditions		Company has carried out inspection of workplace conditions, but	Company has carried out inspection of								

**Source of information**

**Remarks**

- Interview and/or questionnaires filled by management, HR, workers, union, governmental agencies
- Review of organization-specific reports, such as audits
- Own company records, certification bodies, websites
- Check scope of existing certifications to be valid data

- This KPI not only look for information within the company, also along the supply chain, the better company know his supply chain the better the scoring.
- For same issue the scoring can be intermediate (i.e. 60% based on professional judgment by the assessor)
- Sensitive information or company accident are left Voluntary.

- Source of information:**
- Data from company, OI, Human resources records
  - Training plan, training records
  - Organization chart, Job description

- Remarks:**
- For same issue the scoring can be intermediate (i.e. 60% based on professional judgment by the assessor)
  - For % of training dedicated resources (hours/ff) per task, this is a statistic value only, but since an overview on the organization
  - The point is also to know how training matters are considered along the value chain, as a potential input for future decisions on supplier selection for example.

- Source of information:**
- Interview (Director / Human resources / Union representative)
  - Interview with workers
  - Verification of organization documents

- Remarks:**
- This information depends very much on every country rule.
  - The point is also to know the supply chain aware of this issue, at least working along the value chain.

- Source of information:**
- Human rights and Forced Labour: Interview with Human Resources and Director / National law
  - Type of contracts: Interview with Human Resources
  - Initiative for work-life balance: Interview with Human Resources and Workers representative
  - Investigation on media if same issue affects the company or its supply chain

- Remarks:**
- Despite the metric on human rights and source of labour principles is not a potential problem in EU, same care user found especially on specific area based on company, it needs to be managed

### Used 4 maturity levels:

- **Absence (0-25%):**  
Nothing or almost nothing is developed
- **Basic (26-50%):**  
Something has started but complies with the minimum requested by law or common/best practices
- **Continuous improvement (51-75%):**  
Company above the average, above law and closed to the best practices
- **Proactive (76-100%):** Company Leader

**COLLECTED RESPONSES FROM TARGET GROUPS**

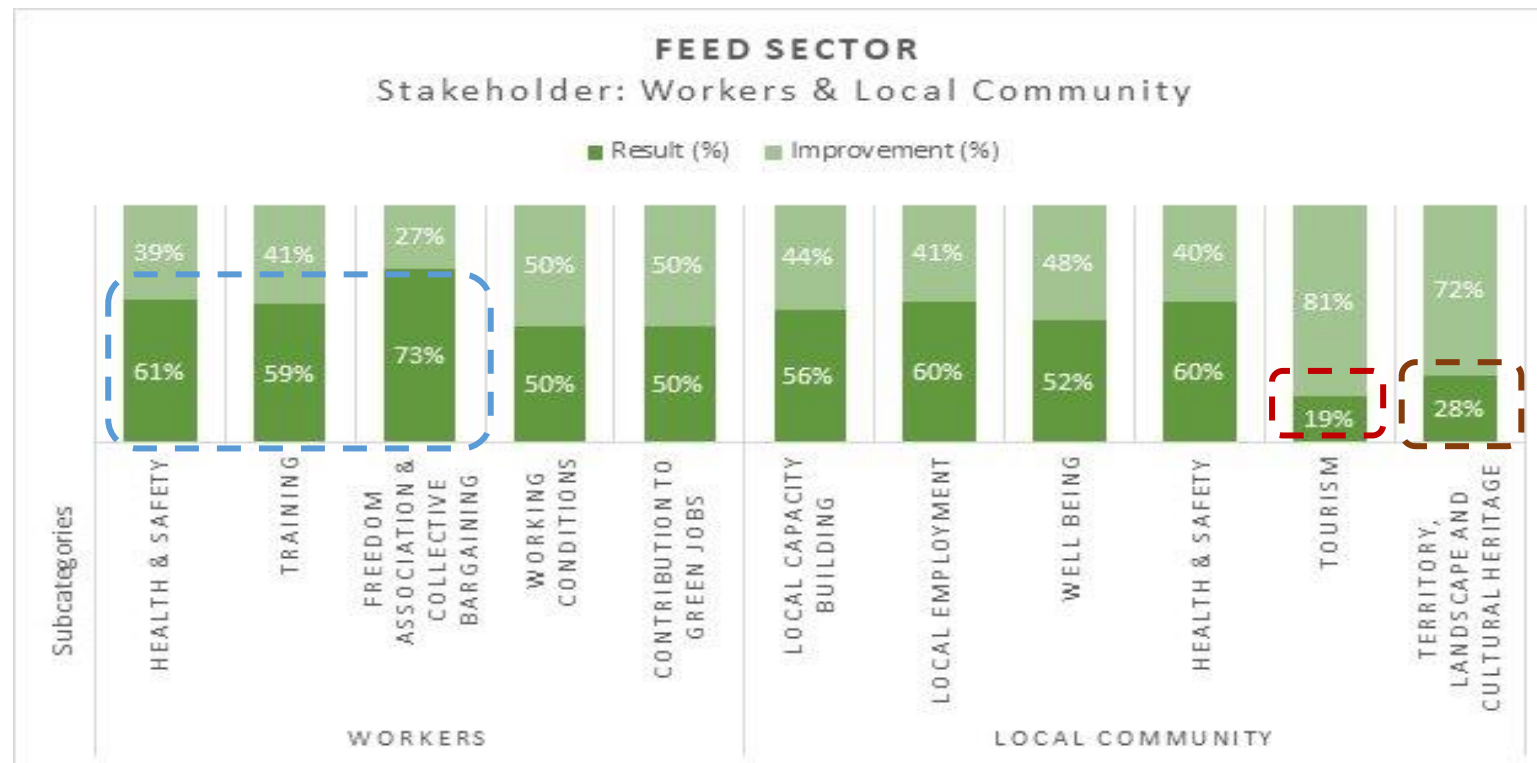
SECTOR	COUNTRY			Total per sector
	Spain	Greece	Egypt	
Feed sector	6	1	2	9
Livestock	1	-	1	2
Food industry	4	3	-	7
Valorization	1	-	-	1
<b>Total per country</b>	<b>12</b>	<b>4</b>	<b>3</b>	<b>17</b>

# Social assessment

## RESULTS

# Social assessment - RESULTS

## FEED SECTOR - Overall score 57% - Continuous Improvement



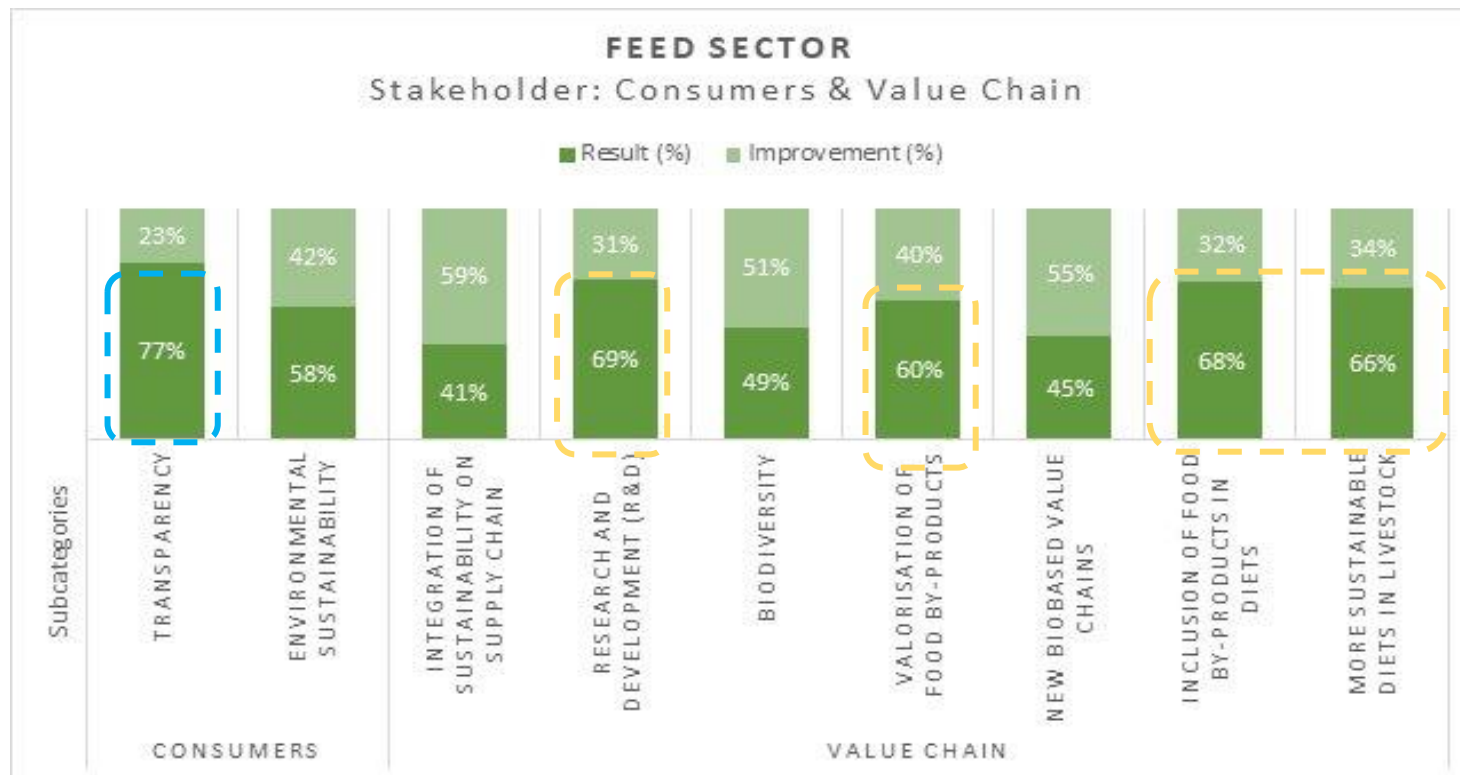
Proactive (76-100%)  
 Continuous impr. (51-75%)  
 Basic (26-50%)  
 Absence (0-25%)

- **Worker's category**, a total score of 58%. 3 out of five subcategories fall within the "Continuous Improvement" level
- **Local Community** 46%, "Basic" level. 4 out of 6 KPIs -"Continuous Improvement" level

No stakeholder group falls into the "Absence" category.

# Social assessment - RESULTS

## FEED SECTOR - Overall score 57% - Continuous Improvement



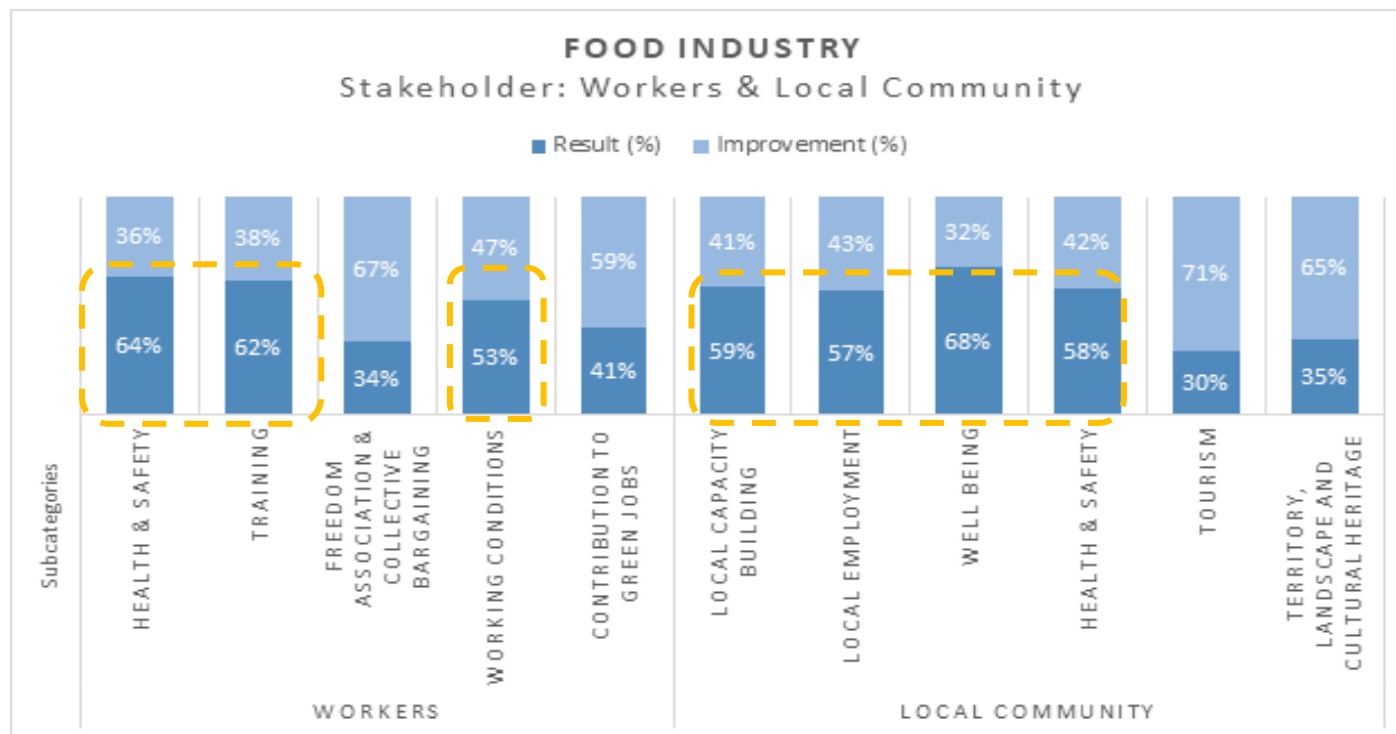
Proactive (76-100%)  
 Continuous impr. (51-75%)  
 Basic (26-50%)  
 Absence (0-25%)

- Consumers stand out with 67%, “Continuous Improvement”
- Value Chain category 57%, “Continuous Improvement”. 4 out of 7 subcategories (KPIs) fall within this level

No stakeholder group falls into the “Absence” category.

# Social assessment - RESULTS

## FOOD INDUSTRY - Overall score 56% - Continuous Improvement



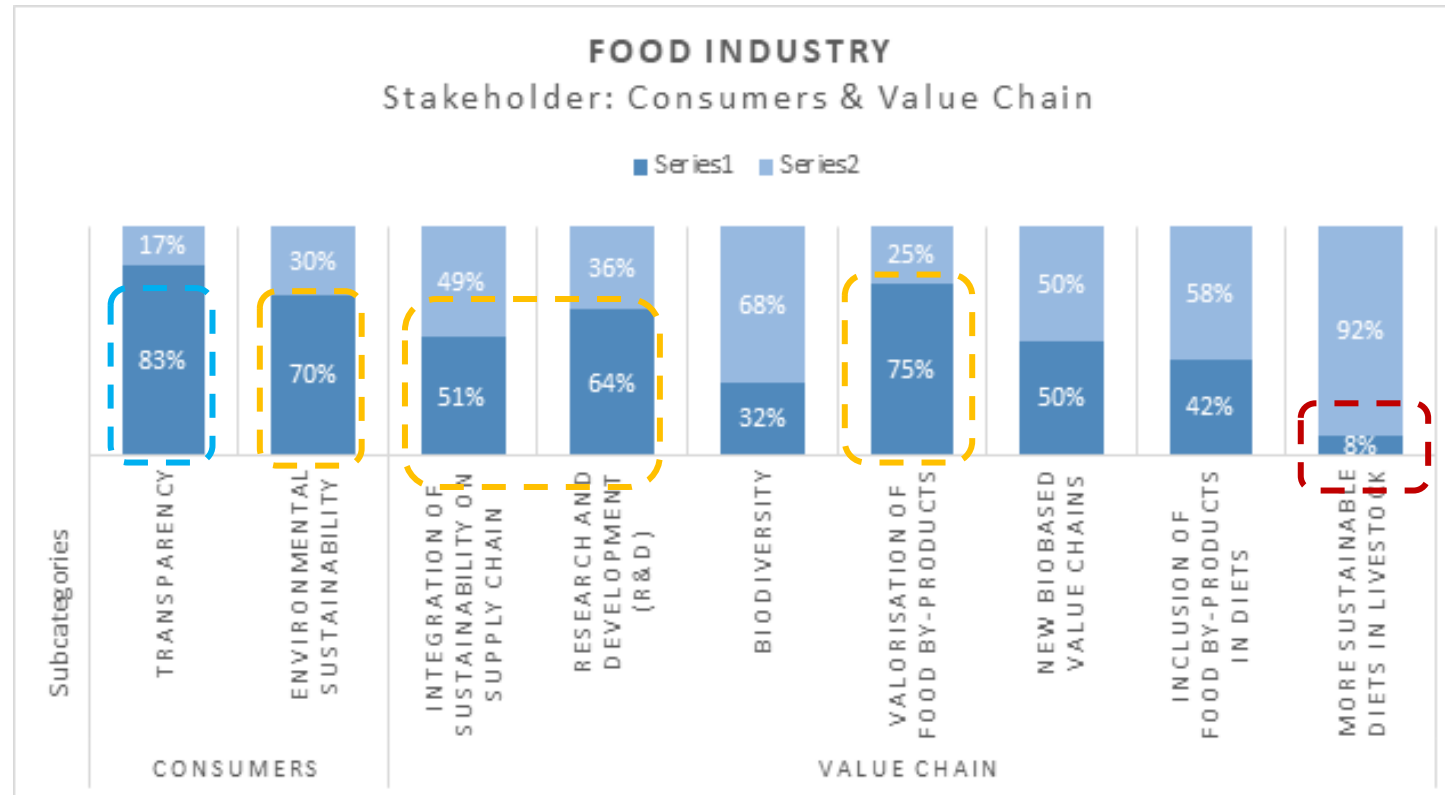
Proactive (76-100%)  
 Continuous impr. (51-75%)  
 Basic (26-50%)  
 Absence (0-25%)

- **Worker’s** category, KPIs achieved an overall score of 50%, “Basic”. 3 are classified under the “Continuous Improvement”
- **Local Community** category, the average score 51%, “Continuous Improvement” level. 4 of the 6 KPIs in this category in the “Continuous Improvement”

No stakeholder group falls into the “Absence” category.

# Social assessment - RESULTS

## FOOD INDUSTRY - Overall score 56% - Continuous Improvement



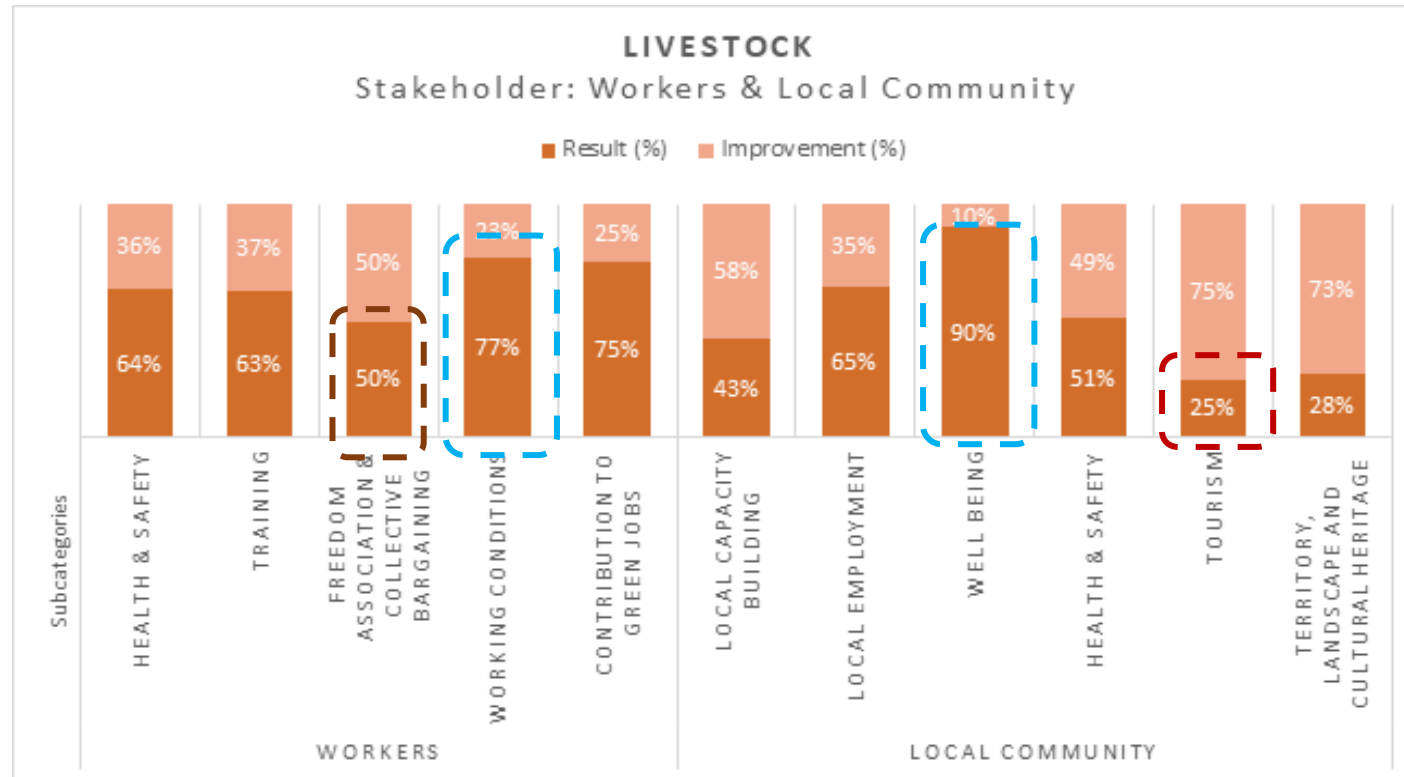
Proactive (76-100%)  
 Continuous impr. (51-75%)  
 Basic (26-50%)  
 Absence (0-25%)

- Consumers stand out with **77%**, “Proactive”
- Value Chain category 46%, “Basic” level. Only 3 out of 7 achieved “Continuous Improvement” level | 3 subcat. - “Basic” level

No stakeholder group falls into the “Absence” category.

# Social assessment - RESULTS

## LIVESTOCK - Overall score 58% - Continuous Improvement



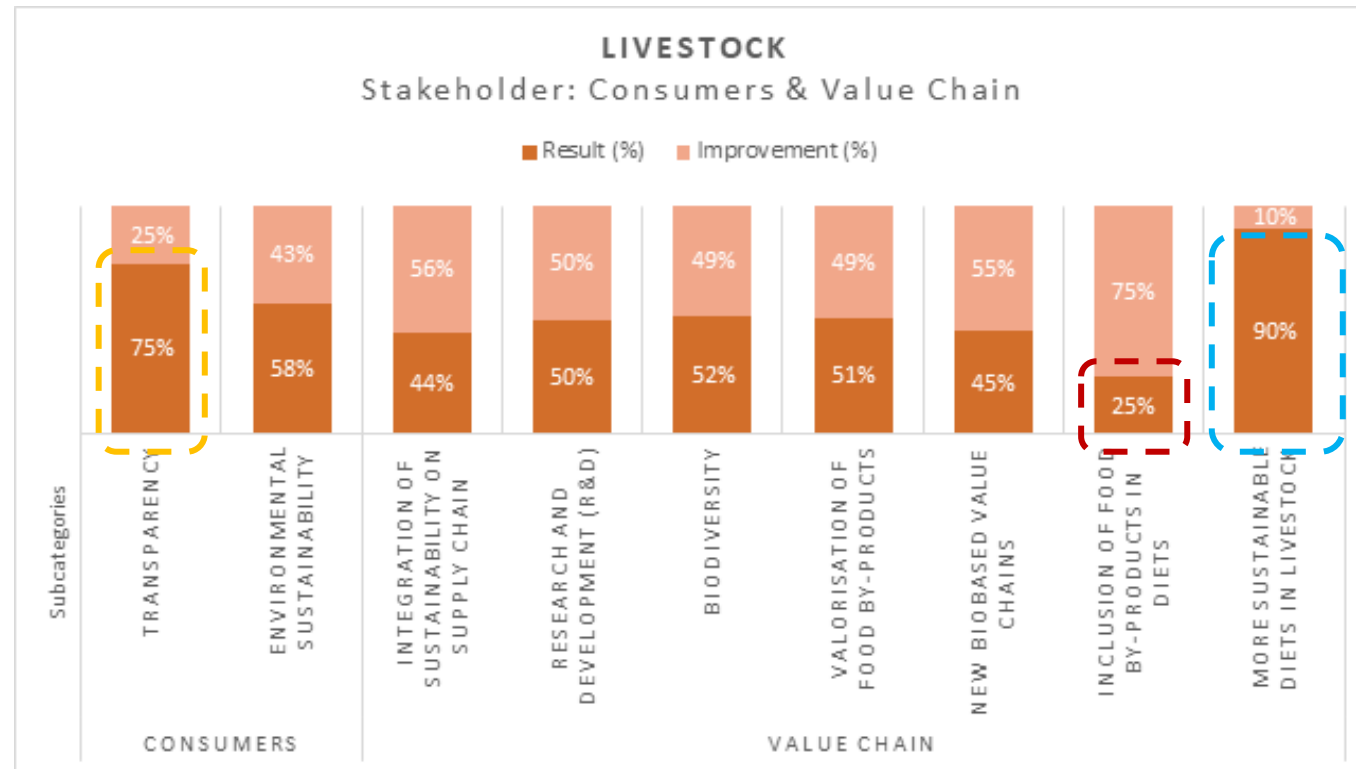
Proactive (76-100%)  
 Continuous impr. (51-75%)  
 Basic (26-50%)  
 Absence (0-25%)

- **Workers** 66%, within the “Continuous Improvement”. Working Conditions subcategory stands out, 77% “Proactive” level
- **Local Community** 50%, “Basic” level. Well-Being subcategory achieved an impressive score of 90% “Proactive” level

No stakeholder group falls into the “Absence” category.

# Social assessment - RESULTS

## LIVESTOCK - Overall score 58% - Continuous Improvement



Proactive (76-100%)  
 Continuous impr. (51-75%)  
 Basic (26-50%)  
 Absence (0-25%)

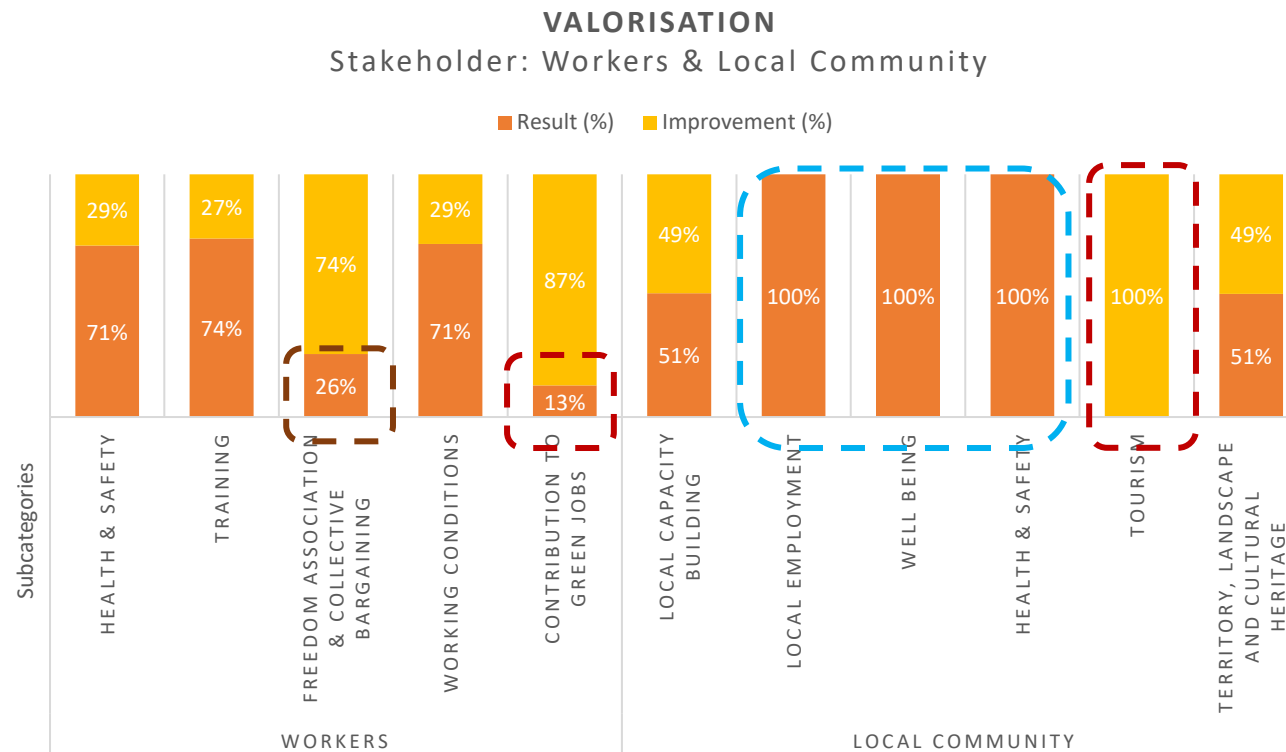
- Consumers a total score of 66%, “Continuous Improvement” level
- Value Chain, a total 51%, “Continuous Improvement” level

No stakeholder group falls into the “Absence” category.

# Social assessment - RESULTS

**VALORISATION** - Overall score **76%** - **Proactive**

**Proactive (76-100%)**  
**Continuous impr. (51-75%)**  
**Basic (26-50%)**  
**Absence (0-25%)**



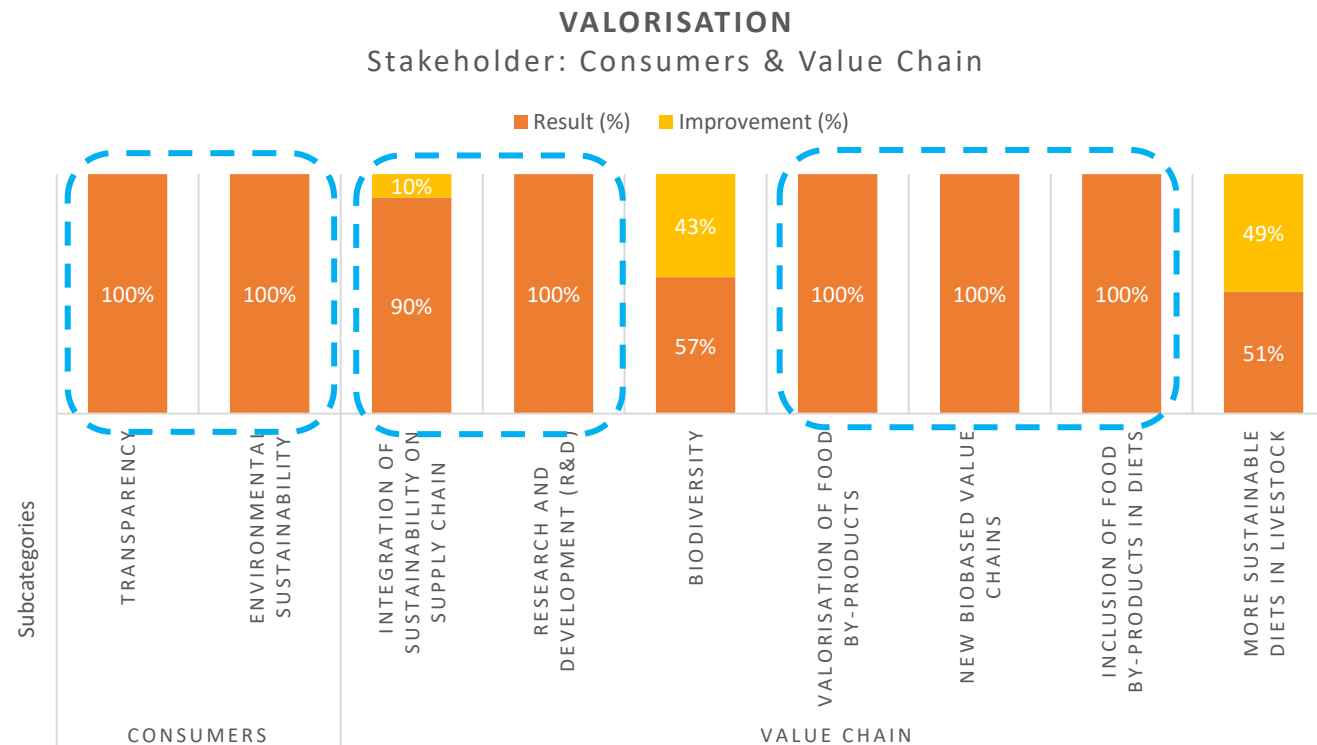
- **Workers** 51%, “**Continuous Improvement**”. Five subcategories assessed, three within the “**Continuous Improvement**” level
- **Local Community** 67%, “**Continuous Improvement**” level

No stakeholder group falls into the “**Absence**” category.

# Social assessment - RESULTS

**VALORISATION - Overall score 76% - Proactive**

**Proactive (76-100%)**  
**Continuous impr. (51-75%)**  
**Basic (26-50%)**  
**Absence (0-25%)**



- **Consumers** a perfect score of 100% “Proactive” level
- **Value Chain** 85%, also within the “Proactive” level

No stakeholder group falls into the “Absence” category.

Social assessment

**CONCLUSIONS**

# Social assessment – CONCLUSIONS

## Feed sector

- ✓ Continuous Improvement level
- ✓ **Local community** is the weakest - need for actions to the **protection of landscapes, cultural heritage, & the promotion of local tourism**
- ✓ Value chain - **New biobased value chains**, requires further attention

## Food industry

- ✓ Continuous Improvement level
- ✓ Value chain KPIs -“Basic” level, with particular concern around **Biodiversity** KPIs
- ✓ **Local Community** and **Workers**- actions needed for increasing **green jobs**, the **protection of landscapes and cultural heritage, & promoting local tourism**

## Livestock sector

- ✓ Continuous Improvement level
- ✓ **Local community** requiring the most attention-protection of **natural landscapes, safeguarding cultural heritage, and boosting local tourism**
- ✓ **Value chain**, need for **integrating sustainability within the supply chain** and the establishment of **new biobased value chains**

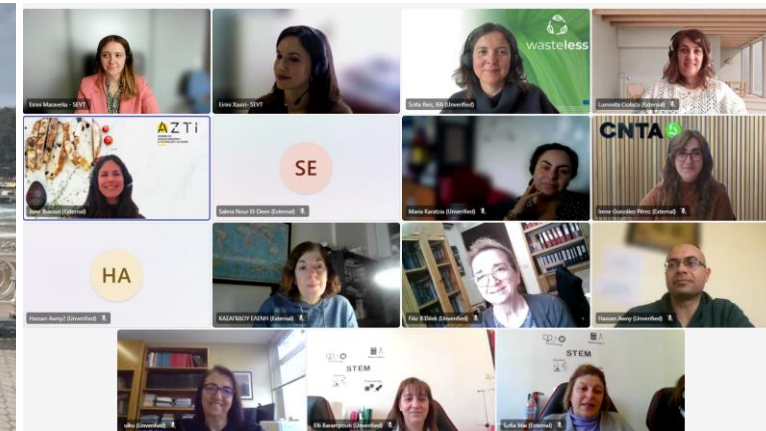
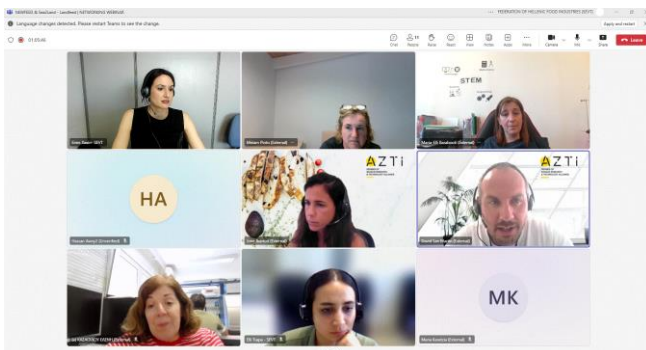
## Valorisation sector

- **Only within the Spanish region**
- Proactive level
- Further efforts in increasing the **availability of green jobs**

## The NEWFEED partnership

The project partnership involves 14 partners  
(R&D Institutes, Universities, Federations) from 4 countries (Egypt, Greece, Spain and Turkey).





Thank you for listening...

