



Kai Commitment
LEADING ACTION ON FOOD WASTE

Impact Report 2025





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Our role is to support businesses to move from awareness to action, and from action to sustained impact, and to make that process as practical and accessible as possible.

Carmen Doran
Kai Commitment Executive Director

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COMMENT

Board Chair



Food waste is one of the most solvable challenges in our food system, but only if we understand it.

Over the past year, we have seen clear evidence that when businesses take a structured, data-driven approach to food waste, they do not just reduce waste, they improve how they operate. They become more efficient, more resilient and better able to respond to both commercial and environmental pressures.

What is particularly encouraging is not just the sustained progress across the businesses involved in the programme, but what sits behind it. Changes in behaviour, systems and decision-making signal lasting change.

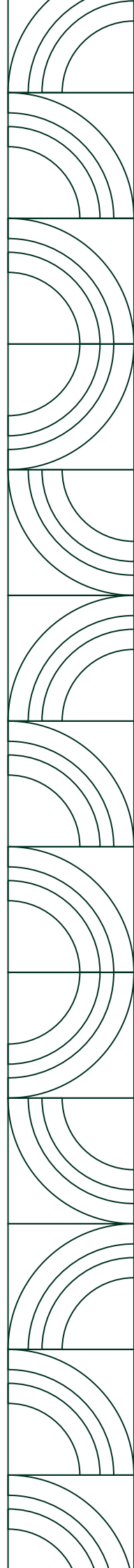
This year also marks an important step forward in how we support that change. The Best Practice Business Actions framework brings together what works into a clear, shared approach for businesses, while the NZ Business Food Waste Survey begins to fill a critical gap in understanding how businesses across Aotearoa are engaging with food waste.

Together, these initiatives strengthen the foundations for system-wide progress, ensuring that action is informed, consistent and scalable.

As a Board, we remain focused on supporting Kai Commitment to scale its impact, bringing more businesses into the fold, strengthening partnerships and working towards ensuring food waste reduction becomes standard business practice across Aotearoa.

Paul Harvey

Chair, Kai Commitment Board of Trustees



COMMENT

Executive Director



This year's results show sustained progress across Kai Commitment signatories, with less food going to landfill, lower emissions and reduced costs for businesses.

These outcomes reflect a shift in how businesses are operating. Food waste is being tracked in more detail, embedded into KPIs, considered earlier in planning and production and understood by staff across organisations. This is why the results are sticking.

We are also seeing that progress translate into growth. Mars NZ and Compass Group NZ joined the programme this year as a new signatories, and our partnership programme expanded significantly, bringing in organisations across the food system to support businesses to take action. This reflects a growing recognition that food waste reduction is both a business priority and a shared responsibility.

A key focus for us this year has been making that shift easier to adopt. The Best Practice Business Actions framework distils what works into a clear set of actions businesses can apply in practice. Alongside this, we have developed a suite of tools to support implementation, collectively downloaded more than 8,000 times.

We have also looked beyond our own cohort. The NZ Business Food Waste Survey provides the first national picture of how businesses are engaging with food waste. It shows that while awareness is growing, action is often still at a surface level, reinforcing that measurement remains the key unlock.

Our role is to support businesses to move from awareness to action, and from action to sustained impact, and to make that process as practical and accessible as possible.

Carmen Doran

Kai Commitment Executive Director

KEY HIGHLIGHTS

Our impact

**The programme
is delivering
measurable
results**

85% ↓

reduction in food waste
sent to landfill

Food waste and disposal costs
reduced from \$338M to

\$190M

**10.6
million**

meals redistributed to
communities in 2025

**The movement
is growing**

10 SIGNATORIES

Compass Group NZ, Fonterra,
Foodstuffs, Goodman Fielder,
George Weston Foods, Mars NZ,
Nestlé, Silver Fern Farms, Wilcox,
Woolworths

15 PARTNERS

from the food waste action
ecosystem:

- 5** PREVENTION
- 5** REDISTRIBUTION
- 2** UPCYCLING
- 1** RECOVERY
- 4** INDUSTRY ORGANISATIONS

Crucial data gaps were filled

NEARLY **70**

medium and large organisations
canvassed in the NZ Business
Food Waste Survey

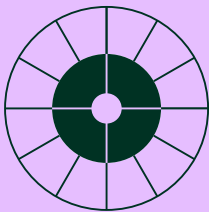
3,000+

data points
collected



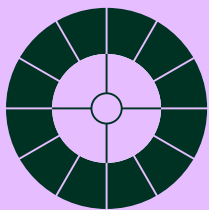
We are helping build sector capability

**Best Practice Business Actions
framework developed:**



4

strategic quadrants



12

key actions

8,000

times tools and resources
downloaded online

3

workshops/webinars
hosted

OVERVIEW

Our activity

Measuring impact

The 2025 measurement results show continued momentum across the Kai Commitment cohort. Businesses are not only reducing waste, but embedding the systems and practices needed to sustain that progress over time.

This reflects a shift away from ad-hoc action towards structured, data-driven approaches – where food waste is measured, understood and actively managed as part of core operations.

KEY RESULTS

- **85% reduction** in food waste sent to landfill (vs baseline)
- Median food waste **reduced from 1.95% to 1.73%** as a percentage of food handled
- Food not sold **reduced from 14% to 12%**
- **3.39% reduction** in emissions linked to food waste (year-on-year)
- Food waste and disposal costs **reduced from \$338M to \$190M**
- **10.6 million** meals redistributed to communities

Businesses are operating differently

- **More than 50%** of signatories now track causes of food waste in detail
- **57%** have food waste targets embedded in operational KPIs (up from 17%)
- **100%** include food waste prevention in staff training
- **71%** link food waste reduction to climate or sustainability strategies

Growing the movement

In 2025, Kai Commitment continued to expand its reach across the food system.

Mars NZ and Compass Group NZ have joined as new signatories, bringing additional scale and influence to the programme. At the same time, the partnership programme grew to 15 members, strengthening the ecosystem of organisations supporting businesses to take action on food waste.

These partnerships are critical, enabling businesses to access practical solutions across the food waste hierarchy, from prevention through to redistribution and lower emissions processing.

SIGNATORIES



PARTNERS



Filling the information gap

The NZ Business Food Waste Survey

In 2025, with support from AGMARDT, Kai Commitment delivered New Zealand's most comprehensive snapshot to date of how food businesses perceive, measure and manage food waste.

The survey:

- Involved **nearly 70** medium and large NZ food businesses
- Collected **over 3,000** pieces of information
- Used a **mixed method delivery** of interviews and a survey
- Included representation from **5+ sectors**.

KEY FINDINGS

1

Food waste reduction is a proven commercial opportunity, but businesses are not yet capturing the full value.

57% say financial performance is the strongest motivator for action on food waste, yet only **33%** feel their food waste is under control.

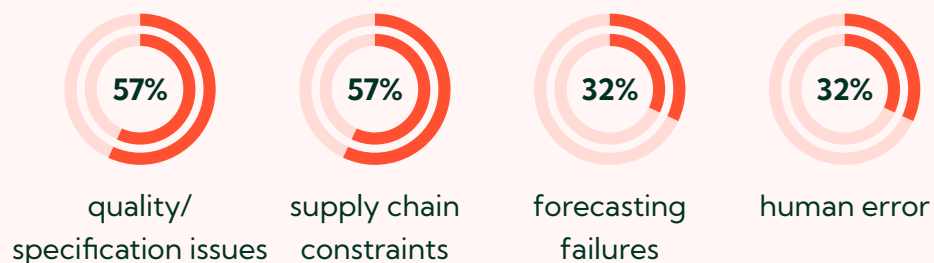
2

Measurement and strategic foundations remain inconsistent and are limiting progress.

While **86%** of businesses believe they understand the causes and impacts of food waste, only **49%** measure causes.

3

The major drivers of waste are areas where businesses can act.



The webinar, delivered in collaboration with Argon & Co, helped translate these insights into practical next steps for businesses. We had more than 200 registrations for the event.

Building capability

Best Practice Business Actions framework

A key milestone in 2025 was the development and launch of the Best Practice Business Actions framework. The framework, made up of 12 key actions across four quadrants, draws on global best practice and provides businesses with a clear, practical pathway for reducing food waste.

Alongside the framework, we also developed a suite of tools that support businesses in putting the framework actions into practice. Together, these tools were downloaded nearly 8,000 times.



Workshops and webinars

We held knowledge-sharing sessions with signatories on cross-functional buy-in and communication, and with English-as-a-second-language team members to build capability and share food waste knowledge within our cohort.

Cross-functional collaboration

KEY TAKEAWAYS

1

Engagement is strongest when it is values-led

Supporting natural advocates, rather than assigning responsibility, drives more effective and sustained engagement.

2

Collaboration requires shared understanding and embedded processes

Aligning on common challenges and building cross-functional understanding are critical, with success depending on integrating initiatives into business-as-usual processes.

3

Consistency in language and data enables progress

Standardising how food waste is defined, measured and discussed is key to improving collaboration and strengthening the business case.

4

Culture and structure together sustain change

A supportive culture enables action, but long-term impact relies on clear processes, tools and organisational backing.

ESL and workforce training

KEY TAKEAWAYS

1

Training quality is a key driver of operational performance

Gaps in training contribute to human error, waste and inefficiency across the supply chain.

2

Language barriers impact efficiency and risk

Communication challenges for non-native English speakers can lead to misunderstandings, rework and compliance risks.

3

Simplified, visual and multilingual approaches improve understanding

Clear concise materials supported by visuals, audio and interactive tools are more effective across diverse workforces.

4

Technology and tailored support are improving outcomes

AI-enabled translation, bilingual resources and workplace-specific training are helping to increase productivity, safety and engagement.

Connecting across the local and global ecosystem

Kai Commitment continues to engage across both local and international networks to accelerate progress.

KEY HIGHLIGHTS

- Showcased in WRAP's first global **Food Pact Network Impact Report: Transforming the Food System Together**
- Joined the **global pact meeting** in Brazil (pictured below)
- Presented at the **Food and Grocery Council National Conference**
- Featured in **Bakery NZ Slice** magazine as part of the Bread Supply Chain Mapping project
- Presented to the **FGC Sustainability Committee**
- Presented at the **Australasian Plastics Forum**
- Collaborated with **REFED** and **End Food Waste Australia** on a staff engagement on food waste webinar





Kai Commitment
LEADING ACTION ON FOOD WASTE



GET IN TOUCH WITH US

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