

2021

CARBON REDUCTION STRATEGY

Elior UK



**POSITIVE
FOODPRINT
PLAN**



Healthy
Choices



Sustainable
Ingredients



A Circular
Model



Thriving People
& Local
Communities



OUR 2025 STRATEGY

We've made a commitment to reduce our carbon footprint and we have a robust plan being rolled out to ensure we achieve this, our efforts are in line with the reduction recommended by the Paris Agreement.

Our strategy is part of the Elior Group greenhouse gas emissions reduction plan. We commit to reducing our greenhouse gas emissions by 12% per meal by 2025 (compared to 2020), this is underpinned by our Positive Foodprint Plan, which directly supports four of the **UN Sustainable Development Goals**. This objective includes Elior's direct emissions (scope 1 & 2) and those generated by activities among the value chain with our clients and suppliers (scope 3).

We have defined realistic and measurable operational objectives specifically aimed at a reduction in food waste, gas and electricity consumption, as well as reducing the carbon footprint of our menus.

As a business, we have intensified our efforts to ensure consistent and timely reporting is achieved across the business for these commitments and that this information is made available as part of our annual reporting processes, both internally and externally with our guests.

These commitments contribute to the reduction of the carbon footprint of our clients and customers too, and we look forward to sharing our achievements so these can be celebrated as collective successes.

WE'RE WORKING ON OUR MOST SIGNIFICANT IMPACTS

Our material analysis shows us that the most significant contributors to our carbon footprint as a business come from:

- Menu design
- Food wasted
- Gas & electricity consumption

These are the areas that we are acting on as a priority to ensure we have the most impact in driving down our carbon footprint in a timely and effective manner.

Four projects and subsequent sub-targets have been launched across the business, each ensuring they meet the individual challenges of the sectors and taking into consideration where we feel the most progress can be made. Our targets will be acted on in all industries and divisions within the Elior UK contracts.



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IT'S IMPORTANT THAT WE ACT ON DRIVING CARBON REDUCTION FIRST AND FOREMOST, WE HAVE TO ENSURE WE RESPECT THE EARTH'S PRECIOUS RESOURCES.

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To achieve a 12% reduction in our carbon footprint we have divided our strategy into 4 key sub-targets with their own project workflows and key performance indicators:



100% renewable energy for directly supplied energy contracts



40% reduction in beef consumption



15% reduction in gas & electricity consumption



25% reduction in food waste



A CLOSER LOOK AT OUR TARGETS

100% renewable energy for directly supplied energy contracts



This part of our carbon reduction strategy is about managing our impacts within our scope 1 & 2 greenhouse gas emissions.

Renewable energy provides reliable power supplies and fuel diversification, which enhance energy security, lowers the risk of fuel spills, and reduce the need for imported fuels. Renewable energy also helps conserve the nation's natural resources.

We are committed to ensuring that 100% of our directly managed energy supplies are supplied from 100% renewable sources.

Whilst we have been working towards switching our energy supply at our offices we are pleased to share that our emissions have been offset through reforestation projects.

We chose to support reforestation projects due to the ability and rate at which trees absorb and store carbon dioxide (CO₂) emissions that are driving global heating.

15% reduction in gas & electricity consumption



Our target here is answering to one of the biggest contributors to our scope 3 greenhouse gas emissions, along with supporting our clients to manage their own scope 1 & 2 emissions.

It is estimated that 47% of our carbon footprint is a result of gas and electricity consumption in our client sites, where we are not responsible for managing the energy supply.

We are working collaboratively with clients to gather usage data in the first instance, to ensure that collectively we take responsibility for these impacts. By measuring this data we will then be able to act by finding best practices and behaviors, and by looking at efficiencies in the catering environment to ultimately drive down our usage levels across all divisions.

A number of client sites across our divisions have been selected to take part in the first phase already, and we will be welcoming more clients into this journey during 2022.



A CLOSER LOOK AT OUR TARGETS

40% reduction in beef consumption



As part of our scope 3 greenhouse gas emissions, beef consumption is responsible for a large portion of our carbon footprint within our menu design. For example, during 2020, less than 11% of the animal-based protein that we purchased was beef, yet it made up 38% of the total CO₂e footprint of this category.

The main factors that cause beef to be a high carbon ingredient include methane production, land conversion for grazing and animal feed, as well as below-ground land-use changes in soil carbon.

We recognise that by innovating our menus to substitute the proteins that emit the most carbon with other less carbon-intensive ones, such as chicken or vegetables, we can collectively achieve a reduction in the overall carbon footprint of our food whilst still offering a range of delicious meals and achieving high levels of customer satisfaction.

We are also focusing on best practices and engaging with our suppliers on carbon management. Whilst we will be reducing our purchases of beef, we will also continue to celebrate the great achievements of our suppliers on this topic. We will ensure that our customers and clients continue to learn about the high quality and good animal welfare practices of the food that we serve, as well as about where this food comes from and the impact it has on both social and environmental factors.

As part of this commitment, we have also launched a new loyalty scheme that rewards customers for choosing low-carbon dishes.



This scheme is enabled on our digital ordering app, Breaz. When low carbon dishes are purchased, eco-points are awarded, 10 eco-points equals a full loyalty card and then a tree is planted through our partner, JUST ONE Tree.

This scheme's impacts are twofold, we are encouraging more customers to opt for low-carbon dishes, whilst also planting trees to help sequester more carbon from the atmosphere. It is known that forests can provide 30% of the solution to keeping rising global temperatures below 2°C, so we see that bringing our customers into this solution is the right thing to do.

Our beef reduction target contributes to 39% of our total CO₂ reduction goal. Some sectors of the business will see higher or lower targets depending on specific considerations for the individual division, whilst the collective target remains at 40% overall.





Across our Business & Industry, Stadia, Concessions, University and Healthcare contracts we have a range of targets in place to meet the individual needs of these diverse catering environments, ranging between 15-50% reduction targets. We are on track to achieve our beef reduction goals by 2024, earlier than the 2025 target.

Our most ambitious target is within the Education sector, where we are aiming for all of our state schools to be 100% beef-free. Carefully collaborated menus that are designed by our specialist menu development chef and approved by our team of qualified dietitians will see increased plant protein and lower carbon meat for our guests.

We continue to consult with our qualified dietitians on the benefits of increasing plant proteins in our menus across the business. We're pleased to share that our menus contain a balance of the key nutrients required to nourish and fuel our guests.

By increasing plant-based proteins we're improving many nutritional factors. As well as being rich in fibre, vitamins, and minerals, they are low in saturated fat, can support a healthy digestive system, and can help to keep hearts healthy.

As we collaborate further in our sectors we will continue to ensure that dietary requirements are considered, which forms part of our strategy to provide our guests with healthy and sustainable choices.

As well as addressing nutritional factors, reducing beef consumption is taking our environmental impacts further than reducing our carbon footprint. What we have learnt, especially when increasing plant-based proteins is that many other environmental benefits can be achieved too, such as preserving global freshwater sources, reducing the need for animal feed production, which is one of the leading causes of deforestation. By reducing land use demand for livestock and crop production for animal feed we're also making way for improved biodiversity in the natural environment.

A CLOSER LOOK AT OUR TARGETS

25% reduction in food waste



Food waste is one of the biggest contributors to climate change. As a global population, we're wasting about a third of all food produced for human consumption.

This wasted food has already taken water, land, and labour to produce it, along with packaging, production, and distribution resources. It is a devastating fact that if food waste were a country, it would be the third-highest emitter of greenhouse gases in the world.

The environmental impacts of food waste, combined with the crisis surrounding food insecurity, where 1 in 4 people globally are moderately or severely food insecure, mean we must act on this issue with as much ambition as we can.

Here at Elior, we manage our menus very closely to ensure we're purchasing, preparing and serving only what we believe will be eaten, wherever possible.

We do however believe there is always more we can do, which is why we have committed to push ourselves further on this topic and we're taking a three-pronged approach to this issue.



Inspiring our teams to act

To succeed in acting on food waste, it is essential that we work collaboratively through all levels of the company and most importantly, with our site-based and operational teams. This is why we're also working with WRAP to engage our colleagues on food waste by taking them through learning modules through the 'Guardians of Grub Becoming a Champion' course. The course is designed to raise awareness of food waste and highlights how everyone at every level in a catering environment has a role to play.





Food should never be wasted

Sometimes surplus food will occur, despite our best efforts to avoid it. This could be due to last minute event cancellations or lower than expected footfall, and so we need to equip our teams with how to ensure that edible food is not thrown away.

We have partnered with 2 national surplus food organisations, OLIO and Too Good To Go. These initiatives are already live in the business and we will continue to utilise these partnerships to help drive down our wasted food and ensure edible food ends up in bellies and not bins.

OLIO launched in the business in 2019, they specialise in connecting members of the community with each other through sharing surplus. Volunteers support local businesses so that surplus food (and other good things) can be shared, not thrown away. OLIO has more than 35,000 trained volunteers who safely rescue food from over 6,000 business locations every week so we know that our surplus is in good hands and will always be redistributed.

Too Good To Go is a new partnership with Elio UK, launched during 2021 following a successful roll out in Elio France where they have already saved 15,000 'Magic Bags' of surplus food from going to waste so far. Too Good To Go is a free app that lets consumers rescue surplus, unsold food from businesses to save it from going to waste. Would-be wasted food is packaged into surprise 'Magic Bags', sold to customers through the app, then collected by the customer at a pre-set time.

The power of data

We're excited to be launching innovative technology through our partnership with Chefs Eye Tech in a cross section of our business, within all sectors. Chefs Eye is already trialed and tested in a selection of our sites and has proved food savings can be achieved between 20-30%.

This technology will provide us with detailed reports and analysis of preparation, spoilage, counter and plate waste to arm us with data so we know how to act. Our onsite teams and operational support functions will have the ability to monitor progress live and on a daily, weekly and monthly basis.



IT'S VERY IMPORTANT TO UNDERSTAND WHERE FOOD WASTE IS COMMONLY OCCURRING, SO THAT WE CAN CONTINUE TO PUSH THIS AGENDA FORWARD TO ACHIEVE OUR GOALS AND SUPPORT THE GLOBAL MISSION TO REDUCE FOOD WASTE.





TAKING OUR COMMITMENTS A STEP FURTHER

In order to achieve our targets, we are taking a collaborative approach through all levels of our business. As well as ensuring that we engage the whole business internally, we will also be enhancing our projects by drawing on the knowledge and expertise from specialists such as WRAP and The Carbon Trust, as well as our partners on energy, waste and our valued suppliers of local quality food.

As detailed within this document our strategy is first prioritising the projects that will have the biggest impact on our carbon footprint, but our efforts don't stop there. We have many other market leading initiatives that will continue to be driven in the months and years to come, including our move to a 100% electric or electric hybrid car fleet which was launched in January 2021, continuing to design our menus to reduce imported foods, offering alternatives to carbon intensive dairy and reducing delivery emissions with our suppliers wherever possible.

ELECTRIC FLEET POLICY

From January 2021, 100% of our new company owned cars will be either fully electric or electric hybrid. We will have moved across all company cars to this new policy by 2025. Backed by our move to renewable energy at our offices we have also installed electric car charging points, to help ensure that our drivers are supported with the transition from diesel or petrol vehicles, this way, that they can easily and conveniently charge up whilst they work..

This policy change will greatly reduce our transport-related carbon footprint, and it also means that we are prepared ahead of the scheduled targets set by the government, where production of new petrol and diesel cars will be banned in 2030.

SEASONAL FOOD

Our menu framework has been designed to compliment the UK seasons. This ensures that we are using ingredients that have been grown locally wherever possible, reducing the need for importing from abroad. Imported, out-of-season food has a higher environmental impact than locally grown produce due to transportation and refrigeration requirements.

We're proud of our delicious award winning food concepts that have been established over the years.

Our Chef teams continue to take great pride over championing our menus and serving dishes that utilise seasonal produce wherever possible.



MILK ALTERNATIVES

Plant-based milk alternatives are on the rise, and there are a number of options to choose from. We have a range of alternative milk options in our business that have a lower carbon footprint than cow's milk.

Almond milk is common alternative milk that has lower carbon emissions than cow's milk. Almond trees occupy smaller amounts of farmland compared with other crops grown for milk. However, almonds require more water than any other dairy alternative, consuming 130 pints of water to produce a single glass of almond milk.

Soy milk is the only milk alternative that comes close to offering a protein content compatible with dairy. However, the production of soy is associated with significant environmental destruction. Large amounts of the Amazon rainforest have been cleared to make way for soy farms, meaning that soy milk has a larger carbon footprint.

Oats are grown in cooler climates such as the northern US and Canada (and even the UK!) and are therefore not associated with deforestation in developing countries.

It is important to consider not only the emissions associated with the production of milk but also the associated land use and water use. Various studies show that oat milk has been found to be the most sustainable plant-based milk alternative.



SUPPLIER DELIVERIES

2% of our carbon footprint is attributed to supplier deliveries, and although this is a small percentage overall, we believe there are further improvements we can make with our suppliers to make an impact. This is why we are working together to create efficiencies and where possible reducing the number of deliveries to our sites.

An example of good practice in our supply chain is with one of our London-based suppliers, who have been making a percentage of their deliveries using electric bikes, which is an innovative market leading delivery solution that we're looking forward to encouraging elsewhere where practical.

Furthermore, to help reduce waste caused by delivery packaging, this same supplier has also been using reusable crates for deliveries. We performed an analysis at one of our London B&I contracts, where 40% of their produce was delivered in crates that were reused onsite or returned back through the supply chain.



OUR 2025 STRATEGY TIMELINE & NEXT STEPS



Throughout 2021 we're preparing our business for change and ensuring we have everything in place to drive down our carbon footprint through the projects detailed with this document. This includes our chef teams working on menu innovations to incorporate more low carbon proteins, launching client collaborations on energy reduction within our sites and engaging the business on the topic of food waste.

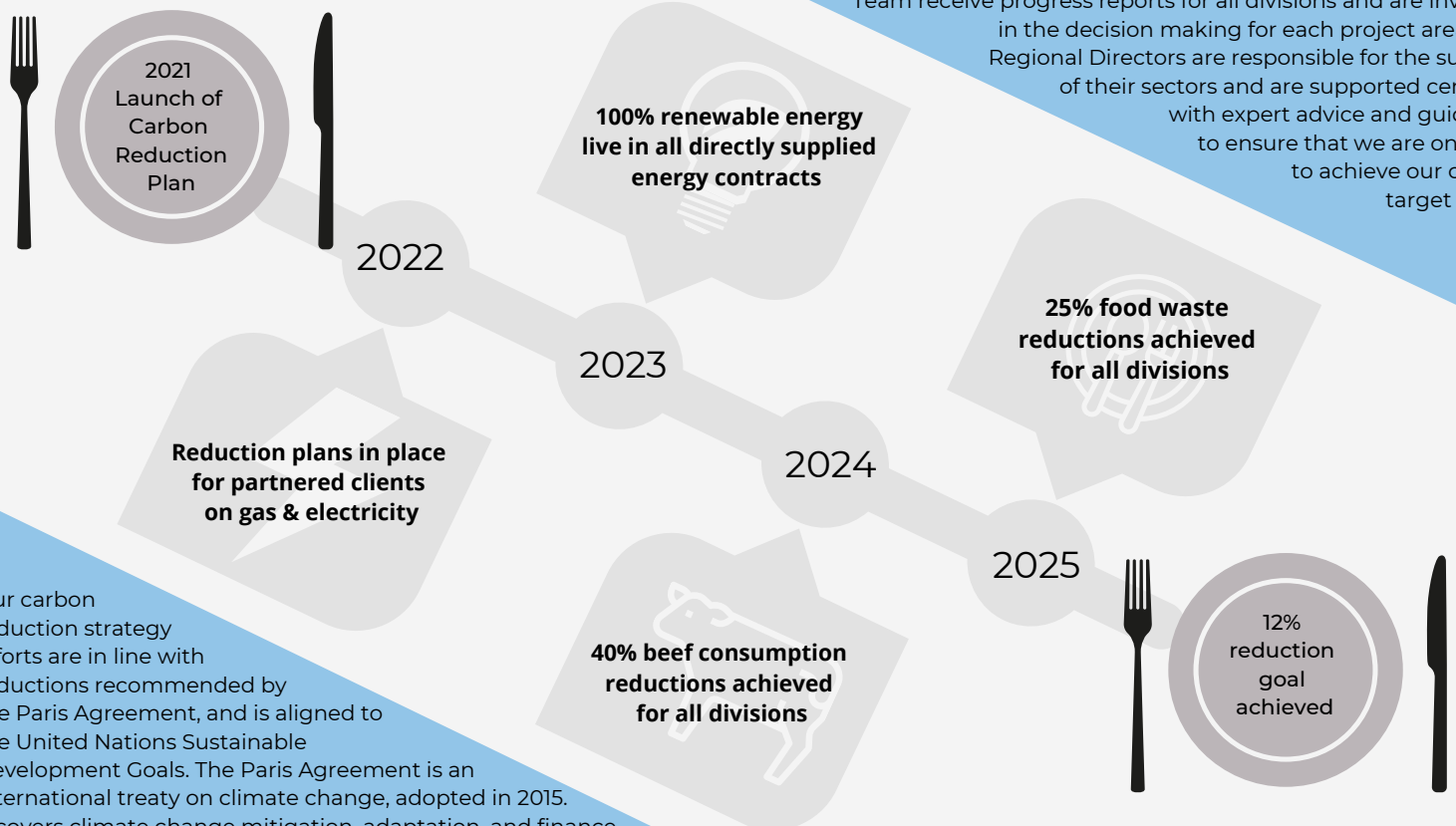
Measurement has already begun on these projects by setting our baseline during 2020, and monthly reporting has been launched to record our progress on beef consumption per division. Measurement on food waste and energy consumption will launch in October 2021 and the next phases on identifying opportunities for savings, best practices and taking actions will be communicated to the business during early 2022.

We're excited to be launching this ambitious strategy and can't wait to share our achievements as we progress through each phase of this journey together.

If you have questions about anything shared within this document please do not hesitate to drop us a line via email at csr@elior.co.uk.

Our Carbon Reduction Timeline

We're tracking our progress on a monthly basis and will be publishing our achievements on at least an annual basis. The UK Leadership Team receive progress reports for all divisions and are involved in the decision making for each project area. Our Regional Directors are responsible for the success of their sectors and are supported centrally with expert advice and guidance to ensure that we are on track to achieve our overall target goals.



Our carbon reduction strategy efforts are in line with reductions recommended by the Paris Agreement, and is aligned to the United Nations Sustainable Development Goals. The Paris Agreement is an international treaty on climate change, adopted in 2015. It covers climate change mitigation, adaptation, and finance. The Agreement was negotiated by 196 parties at the 2015 United Nations Climate Change Conference.

