

Elior UK Group

Section 172(1) Statement

For the year ended 30 September 2024

Section 172 of The Companies Act 2006 lays out the duties of company directors, in particular outlining their obligation to act in good faith and to promote the success of their company.

Throughout this statement reference is made to Elior UK Group which comprises of Lexington Catering Limited and other UK registered subsidiaries.

To promote the success of the company, the Elior UK group uses a strategic framework with a clearly defined set of priorities. This framework combines several value creation drivers which focus on - our market positioning, clients and community impacts, customers, cost and cash optimisation. Setting key performance indicators to assess our delivery against this framework ensures we understand and adapt our offer to current demands whilst keeping focused on the positive environmental impact we can have. These strategic priorities support the Elior UK group on being an innovative, socially responsible employer of choice.

As is normal for companies in a large group the governance of this framework is delegated to an executive leadership team; certain financial and strategic thresholds have been set within the business to identify matters requiring Board consideration and approval.

The leadership team meet during various committee meetings where every leadership executive reviews progress against the strategic and operational priorities, as well as the changing scope of the business priorities, coupled with changing external environment. The collaborative approach by the board helps to promote the long-term success of the company.

In order to deliver on strategic priorities, the Elior UK group engages and fosters strong relationships with some of its key stakeholders. For the Elior UK group these stakeholders include:

- Colleagues
- Clients and customers
- Suppliers
- Communities
- Shareholder
- Government and regulators

Specifically, Section 172 requires a director to consider, alongside other matters, the:

- Likely consequences of any decisions in the long term
- Interests of the company's employees
- Need to foster the company's business relationships with suppliers, customers, and others
- Impact of the company's operations on the community and environment
- Desirability of the company maintaining a reputation for high standards of business conduct; and
- Need to act fairly between members of the company

The views of our stakeholders, and the impact our activities have on them, are always considered when we make business decisions. While there are cases where the company itself judges that it should engage directly with certain stakeholder groups or on certain issues, the size and nature of the company's stakeholders and the structure of the Elior UK group means that generally stakeholder engagement takes place at a group level as this is generally a more efficient and effective approach.

Below we have set out the details of how the Elior UK group engages with its various stakeholders, as well as the feedback we have received from them regarding our decisions

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Key Considerations (as per Section 172)	Engagement Strategy	Key Actions & Achievements
<p>Colleagues</p> <p>Our colleagues are fundamental to our business – we employ almost 10,000 people in the UK.</p> <p>We rely on our colleagues to maintain the highest standards, delivering a truly outstanding customer experience supported by innovation.</p> <p>Our goal is to create a positive inclusive workplace, where people can thrive because they are valued, cared for and given everything they need to achieve their potential.</p> <p>We know this generates a happy and more engaged workforce, which leads to improved customer service and increased productivity.</p>	<p>Two-way communication</p> <ul style="list-style-type: none"> • Internal social media and colleague apps • Colleague surveys – including regular pulse surveys • Quarterly newsletters • One Team Talks (colleague forums) • Direct mailing via email <p>Diversity and Inclusion</p> <ul style="list-style-type: none"> • Increasing awareness of diversity more broadly through factsheets, webinars, forums, newsletters and investment in formal training. <p>People Promise</p> <p>Defined 'to value our colleagues like we value our customers, making them feel appreciated, supported and fulfilled'.</p> <ul style="list-style-type: none"> • Share Employee Stories: Showcase authentic testimonials to reflect the promise in action. • Boost Social Media Content: Use behind-the-scenes and day-in-the-life videos to highlight company culture. • Recognise Achievements: Promote recognition programs that demonstrate employee appreciation. • Gather Feedback to align the People Promise with employee needs. 	<ul style="list-style-type: none"> • Annual Elior Awards • "You Made a Difference" scheme • Trained Mental Health First-Aider • "You said We Did" management communications • Thrive@elior learning platform • Celebrate Equality Committee • Celebrate Equality Champions • Wo-mentoring' programme • Allyship Training • Power-hour Roundtables • Driving the culture to make Elior unique as an employer, and to attract and retain colleagues by providing a great place to work - clarifying expectations & driving consistency in terms of our colleague experience. • It aims to be authentic & truly represent what it's like to work for the company.

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<p>Clients and Customers</p> <p>Elior UK caters to a diverse clientele across three key markets: Business and Industry, Healthcare and Education</p> <p>We are committed to providing safe, healthy, and nutritious food that is sustainably produced and ethically sourced.</p> <p>To improve customer experience, we share market trends and insights with clients and offer innovative solutions.</p> <p>We support hybrid working patterns by providing social, convenient, and flexible solutions, including digital ordering.</p> <p>Elior UK also focus on robust allergen management and partner with the Natasha's Allergen Foundation to ensure safety.</p>	<p>Business Development Process</p> <p>During tender process we focus on understanding the bespoke needs and curate a value-add proposition to support our clients.</p> <p>Our teams maintain consistent communication from point of award through the entire contract life. Our relationships are built on trust and transparency. We engage with clients and customers in a variety of ways including:</p> <ul style="list-style-type: none"> • Face to face engagement • Listening to customers via social media • Sharing news and information via our cafés • Market research • Surveys and feedback gathering exercises • Regular site visits and client meetings 	<p>Innovation</p> <p>We have invested in Robotics to enhance service provision and are actively rolling out service delivery robots to provide a convenient and cost-effective delivery platform.</p> <p>We continue to the roll out of our digital payment and mobile App solutions", enabling us to communicate directly with our end customers, offering a way of ordering safely, engaging with our food and building customer loyalty.</p> <p>This year, through the development of strategic partnerships with market leading digital delivery and Epos providers, we have enhanced our ability to drive consumer engagement, to drive commercial benefit and improve the consumer experience.</p> <p>Sustainability</p> <p>Enhancements to our menu management system "StarChef" and through the direct investment in subject matter expertise relating to environmental impact(s), we have embedded a Carbon monitoring tool, which allows us to provide real-time labelling of menus with Carbon data.</p> <p>Health and Safety</p> <p>We provide added value to our client base and consumers, inclusive of Nutritional and wellbeing advice and guidance, to parent of school age children.</p> <p>We to partner with the Natasha's Allergen Foundation to ensure safety for all customers</p>

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<p>Suppliers</p> <p>We have hundreds of trusted suppliers and partners that we rely on to deliver the very best quality and increase sustainability and introduce innovation.</p> <p>Our supply chain consists of suppliers ranging from large multi-national companies to small independently run businesses.</p>	<p>Procurement Process</p> <p>At Elior UK, our procurement team evaluates suppliers based on a robust code of conduct. We focus on key areas when onboarding new suppliers to maintain the integrity of our supply chain.</p> <p>Food health and safety, ethics, and sustainability are core to our operations and form a fundamental part of our responsibility. We take our responsibility seriously to guarantee that all produce sourced and supplied is safe, traceable, and reliable, posing no risk to our clients, customers, or staff.</p> <p>To ensure these standards are upheld, we gather essential information through:</p> <ul style="list-style-type: none"> • Consistent communication with suppliers • Supplier brochures/catalogues • Surveys • Market research • Annual meetings and conferences <p>We remain dedicated to addressing supply chain disruptions, maintaining a secure supply, and minimizing the impact of inflation. To enhance our supply chain performance, we:</p> <ul style="list-style-type: none"> • Conduct weekly or daily operational meetings. • Follow a structured Contract Management protocol to optimise our contractual relationships. 	<p>Sustainability</p> <p>Our approach supports our Positive Footprint Plan and broader sustainability objectives.</p> <p>The Positive Footprint Plan is a corporate social responsibility (CSR) program by Elior Group that aims to reduce the environmental and social impact of their business. The plan includes goals for reducing food waste, energy consumption, and carbon footprint.</p> <p>Building Strong Supplier Partnerships</p> <p>Maintaining strong partnerships with our suppliers is achieved through collaborative efforts allowing us to improve product quality, reduce costs, enhance reliability, drive innovation, and mitigate risks.</p>

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<p>Communities</p> <p>At Elior we believe in the power of community. Connecting with the groups of people who live and work in the locations where our client sites are based. We are proud to have a wide geographical presence with sites based in all areas of the UK.</p> <p>We aim to support local employment, charities, and causes that make a meaningful impact on the lives of those around us.</p> <p>By sourcing locally, we not only ensure the highest quality products but also help strengthen the economy and create more opportunities for our neighbours.</p>	<p>Charity Partnerships</p> <ul style="list-style-type: none"> • Fundraising Events for chosen charity. • Local charity initiatives. <p>Social Environmental impact</p> <ul style="list-style-type: none"> • Fleet Policy changes - Replacing Petrol/Diesel fleet vehicles for Electric or Hybrid. • ‘Lifetime of Enrichment’ social value campaign aims to elevate social value awareness and unite efforts into a company-wide focus with one vision: to deliver 28,835 days of social value by 2025. • Volunteer Days. <p>Employment partnership</p> <ul style="list-style-type: none"> • Internship programs open to local communities. 	<p>Our approach goes beyond business—we aim to build lasting relationships with the people and organisations that make our community thrive.</p> <p>Our CSR Team drive action through our sites and customer/client communication. We also share what we are doing via social media and press to encourage a change in behaviour or people to take positive action.</p> <p>Positive action in 2024:</p> <ul style="list-style-type: none"> • Raised over £100,000 for Alzheimer’s Society through individual and group fundraising efforts. • Achieved 73% of its UK’s fleet, meeting electric or hybrid car targets. • Launched the ‘Lifetime of Enrichment’ social value campaign in January 2023 and has delivered exceptional value in the first 18 months. • Reached over £100,000 of donations for the not-for-profit organisation - Water Unite.
<p>Shareholders</p> <p>The Elior UK group is owned by Elior Group SA, which is publicly traded on Euronext Paris.</p> <p>Elior UK is committed to fulfilling its fiduciary duties to shareholders, ensuring that it acts in the best interests of the company while diligently avoiding any conflicts of interest.</p>	<p>We maintain regular and ongoing dialogue with our shareholders through:</p> <ul style="list-style-type: none"> • group performance reviews, meetings, and calls • The Elior UK Leadership Team spends significant time engaging with the Elior Group SA board and are responsible for key deliverables and achievement of UK objectives. 	<p>We rely on the support of our shareholders, and their investment is important to the long-term success and growth of our business.</p> <p>We support Elior Group SA with their engagement activities, explaining our financial and operating performance, showcasing innovation, and sharing our strategy in order to encourage continued investment.</p>
<p>Government and regulators</p> <p>The UK Government and regulators across the UK set the regulatory environment in which we operate.</p> <p>Working with hundreds of UK public sector clients, from schools and councils to hospitals, means that Elior UK continually provides input on important matters impacting hospitality services. These include, but are not limited to, supply chain issues, inflation, and job creation.</p>	<p>Engagement with Government, both in Westminster and in more local areas, takes many different forms.</p> <p>Members of our Leadership Team have been on committee groups and panels and involved in discussion with the Government. We have also been working closely with many industry bodies on policy related issues.</p> <p>Our Operations team delivers our public sector contracts and services; our priority is fulfilling our responsibilities and delivering an excellent service to our public sector clients and customers.</p>	<ul style="list-style-type: none"> • Committee groups and panels • UK Hospitality (of which our UK CEO is on the board) and The Business Services Association. • External Publications: Elior UK results and data feed into the consolidated group annual report and investor relation material