

CSR REPORT

PUBLISHED AUGUST 2025













A Note on Forward Looking Statements

This report contains various forward-looking statements regarding Elior's future plans and growth. Words like "expect," "anticipate," "believe," "plan," "likely," "could," or "might" and other similar expressions, are used to show these are forward-looking statements. Other forward-looking statements can be identified in the context in which the statements are made. These statements are about possible future events and do not describe past or current facts. They are not guarantees of future performance and they involve uncertainties and assumptions on matters that are difficult to predict. These forward-looking statements are based on information, assumptions and estimates considered reasonable by management. They may change or be amended due to uncertainties related to, among other things, the economic, financial, competitive and/or regulatory environment. Forward-looking statements are included in a number of places in this report, and consist of statements related to Elior UK's intentions, estimates and objectives concerning, among other things, its markets, strategy, growth, results, financial situation and cash position. The forward-looking statements in this report are to be understood as at its publishing date, and Elior UK does not accept any obligation to update forward-looking statements to reflect subsequent changes affecting its objectives or any events, conditions or circumstances on which the forward looking statements are based, except to the extent required by the applicable laws and regulations.

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AIMER SA TERRE

French, meaning 'Love Our Earth'



Preserving Resources



Sustainable Food and **Service**



Cultivating **Talent and** Celebrating **Difference**



Supporting a Responsible **Economy**

Welcome to Elior UK's 2025 CSR Activity Update

As a market leader, sustainability is a critical pillar in ensuring the long-term viability of our business. We're committed to preserving resources, providing and serving sustainably, valuing talent and diversity, and supporting a responsible economy.

This report showcases the meaningful ways Elior is making a positive impact both communities and the environment. It reflects our progress toward key targets and outlines our ambitions for 2030 as we continue to lead with purpose and responsibility.











AIMER SA TERRE

French, meaning 'Love Our Earth'

Our mission is to foster a culture where loving our land becomes second nature. We're dedicated to creating lasting value by nurturing the environment, empowering communities, and driving sustainable progress. Previously the 'Positive Foodprint Plan', our new 'Aimer sa Terre' strategy develops this and underpins our CSR strategy for 2030 and overall net zero by 2050. Also known in English as 'Love Our Earth', we commit to protecting natural resources, honoring local cultures, and innovating responsibly for generations to come. This is underpinned by the following four pillars.

PRESERVING RESOURCES

Every day, we strive to offer the best services, in the belief that best means best for everyone: for our customers, our partners, our employees, but also for the planet. We're committed to shrinking our environmental footprint and preserving the world's resources by offering services that are increasingly responsible and sustainable.

SUSTAINABLE FOOD AND SERVICE

As a company committed to offering high-quality, sustainable services, we are dedicated to delivering an environmentally conscious food offer to our customers. As operators, it's our responsibility to promote healthy eating, making it easy for our customers to eat well, in a way that won't harm the planet.

CULTIVATING TALENT AND CELEBRATING DIFFERENCE

At Elior Group, we believe that our culture can help create a more responsible society. Every day, we strive to offer our staff a safe and stimulating working environment, where they can express themselves and promote their well-being to support their ambitions. Diversity in talent and our inclusive culture drives the group forward. Both are factors in our collective success.

SUPPORTING A RESPONSIBLE ECONOMY

As a leader in catering and services, we ensure that our entire supply chain is part of the responsible economy. By focusing on local, ethical, and sustainable procurement, our service offering adds value to the communities in which Elior Group operates. We promote practices that respect the environment and animal welfare.











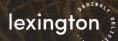


OUR 'LOVE OUR EARTH' COMMITMENTS

Shared Priorities	Sustainable Development Goals	Elior Love Our Earth Commitments	
REDUCING OUR CARBON FOOTPRINT	GOAL 13 "Climate action"	Reduce per-meal carbon emissions (scopes 1, 2, and 3), versus 2020 by: 12% by 2025 25% by 2030	
	GOAL 3 "Good health and well-being"	SUSTAINABLE FOOD AND SERVICE Increase % purchases of healthy and plant-based ingredients and % vegetarian recipes	
LIMITING THE IMPACT OF OUR SUPPLIERS	"Responsible consumption and production"	100% reusable, recyclable, or compostable food packaging by 2030 Replacing 15% of disposable packaging with reusable solutions by 2030 SUPPORTING A RESPONSIBLE ECONOMY Increase the proportion of purchases of certified food produce	
REDUCING THE IMPACT OF OUR OPERATIONS	GOAL 2 "Zero hunger"	PRESERVING RESOURCES Reduce food waste by: 30% by 2025 50% by 2030	
	GOAL 7 "Affordable and clean energy"	PRESERVING RESOURCES Obtain 100% of directly supplied electricity from renewable sources Reduce energy consumption in our sites	
TALENT AND CULTURE	GOAL 8 "Decent work and economic growth"	CULTIVATING TALENT AND CELEBRATING DIFFERENCE Reduce the frequency and severity rates of workplace accidents	
	GOAL 5 "Gender Equality"	CULTIVATING TALENT AND CELEBRATING DIFFERENCE Increase the proportion of women managers to: 50% by 2025 55% by 2030	













PRESERVING RESOURCES

SUSTAINABLE FOOD AND SERVICE CULTIVATING
TALENT
AND
CELEBRATING
DIFFERENCE

SUPPORTING A RESPONSIBLE ECONOMY

ELIOR UK'S 2024 HIGHLIGHTS



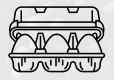
32% reduction in food waste



85% customer satisfaction



85% of company car fleet are electric or electric hybrid



100% cage free for liquid and shell eggs



100% of renewable electricity for directly supplied contracts



97.7% of packaging spend met sustainable criteria*



60.2% spend on local food products



64% women on leadership committee



Surpassed our beef reduction target with a company average of 7.05 CO2 per kg**



Carbon labelling trial in partnership with student from Cambridge Sustainability Institute



24,208 meals served in reusable Caulibox containers



Rated Advanced for carbon management on Ecovadis



SINCE JANUARY 2023, WE HAVE DELIVERED:



294 colleagues delivered 1,328 number of days



35,064 jobs supported through Water Unite partnership



5,143 trees planted through Just One Tree partnership



40 students trained through Chef School***



18,150 meals redistributed through OLIO and Too Good To Go



£100,000 raised for Alzheimer's Society



54 mentors and mentees connecting through two cohorts of Womentoring



150 sessions delivered to school children on healthy eating

*Sustainable packaging refers to disposable packaging made from materials that are biodegradable, bio-sourced (such as corn or bamboo), compostable and recyclable
**Surpassed our beef reduction target of 7.18 CO2 per kg of animal protein
**Surpassed our beef reduction target of 7.18 CO2 per kg of animal protein
**Surpassed our beef reduction (5.04 Septical per production of the periodical of Chef Septical in 2014 129 styledges bawe graduated from the programme















Our food strategy unifies our mission to elevate quality, empower teams, drive innovation, and stay ahead in a fast-moving market. It provides the framework to lead with clarity and confidence.

Underpinning the new food strategy are seven pillars of success, these are:

- 1. Planet-Friendly Food
- 2. Food for Health & Wellbeing
- 3. Flexible, Future-Proof Menus
- 4. Culinary Craft & Quality
- 5. Efficient Kitchens, Exceptional Food
- 6. Moments that Matter
- 7. Smart Food Systems

For each of the seven pillars for success underpinning the food strategy we've developed a robust and comprehensive sit of KPIs. The following pillars embody the ethos of sustainability, which is reflected consistently from their mission statements through to their KPIs.

Planet-Friendly Food: As a market leader, sustainability is a critical pillar in ensuring the long term viability of our business. To reflect the weight of our responsibility, we embed planet-positive principles across our entire food ecosystem. Our strategy prioritises waste minimisation, environmental stewardship and social value, emphasising local produce and regenerative food systems. Through culinary efficiencies, circularity, and low-carbon sourcing, we focus on futureproofing our operations.

This will lead the transition to a climate-resilient, ethically driven food service model. We will monitor this against our emissions inventory to achieve a 25% reduction in line with our net zero plan.

Food for Health and Wellbeing: We focus on setting the benchmark for health and wellbeing in food service by placing personal and public health at the heart of every offering. Through our menus and nutrition education offer, we support health outcomes by providing nourishment for both physical and mental wellbeing. We are passionate about allergen transparency, reducing ultra-processed foods, and embracing evidence-based approaches to personalised nutrition. We aim to demonstrate that 100% of clients benefit from nutrition and wellness programmes.

Flexible, Future-Proof Menus: Innovation is the engine of our food strategy. We promote a culture of creative agility - responding to shifting consumer tastes, regional preferences, and emerging trends with authenticity and flair. Our menus are seasonally-inspired, socially inclusive, and grounded in culinary storytelling. By embracing global influences - from vibrant street food to wellness-driven cuisines - we create differentiated experiences that resonate demographics and sectors. Our across innovation does not only reflect current demand but will shape the future of food experiences. Our target is to source a minimum of 60% of ingredients locally.







Net Zero and Carbon Reduction

Elior UK has set the target to be net zero by 2050.

The Elior near-term net zero and carbon reduction plan is aligned to the Science Based Targets Initiative (SBTi) as well as the ambitions set out in The Paris Climate Change Agreement, to prevent global temperatures rising by no more than 1.5°c above "pre-industrial" levels.

As a business, we are taking proactive measures and initiating projects to ensure we're on track to achieve our carbon reduction goals and continue to be aligned to The United Nations Sustainable Development Goal (SDG) 13: Climate Action - 'Take urgent action to combat climate change and its impacts'.

By definition, 'net zero' means cutting greenhouse gas emissions to as close to zero as possible, with any remaining emissions reabsorbed from the atmosphere through natural processes such as absorption by oceans and forests.'

Taylor Shaw

To achieve our net zero target, our actions over the coming decades will be crucial. We have defined realistic and measurable operational objectives. These are specifically aimed at reducing the carbon footprint of our menus, reducing food waste, and gas and electricity consumption.

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

International scientific consensus states, to prevent the worst climate damage and to preserve a liveable planet, that global net human-caused carbon dioxide (CO2) emissions must reach net zero by 2050 to prevent global warming rising above 1.5°c. 1.5°c is a crucial ambition; we can see the predicted effects of 1.5°c vs 2°c in the table below.

S/A	Fig.1: The Predicted Effects of the Earth Warming 1.5°c vs 2°c ²			
Cli	mate Effect	1.5°C → 2°C	Impact of 2°c compared to 1.5°c	
③	Extreme Heat	14%	2.6 X Worse	
	Sea-Ice-Free Arctic	At least 1 every 100 years At least 1 every 10 years Number of ice-free summers	10 X Worse	
P	Loss of Plant Species	6% —— 18% Of plants will lose half of their habitable area	2 X Worse	Sin
	Crop Yields	3% — 7% Reduction in maize harvests in tropics	2.3 X Worse	
紫	Coral Reefs	70% ————————————————————————————————————	29% Worse	
	4.16			11000

OUR CARBON TRAJECTORY AND 2030 TARGETS

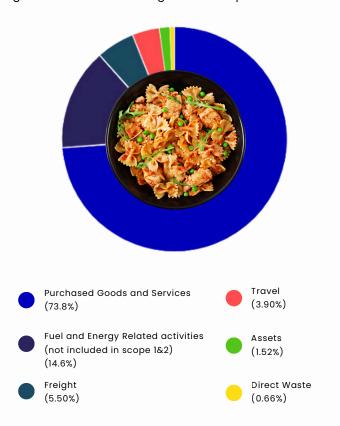
For 2023-2024, Elior UK measured its greenhouse gas (GHG) emissions for all scopes (1, 2 and 3) in line with the GHG protocol. For Elior to reach Net Zero we must reduce GHG emissions per meal served. The climate impact of food is measured in terms of GHG emissions intensity. The emissions intensity is expressed in kilograms of "carbon dioxide equivalents" – which includes not only CO2 but all GHGs.³

Scope	2023-2024 Tonnes Co2e	Scope Description		
1	969,331.82	Direct GHG emissions from operations owned or controlled by the reporting company.		
2	0.00	Indirect GHG emissions associated with the generation of purchased or acquired electricity, steam, heating or cooling consumed by the reporting company.		
3	299,879,960.58	Indirect GHG emissions (other than those covered in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.		
2023-2024: 3.63 kg CO2e per meal served				

The emissions from purchased goods and services are the highest carbon emission category in our scope 3, as is common within the food industry. This is primarily due to the significant emissions generated by agricultural food production and the land use changes associated with agricultural supply chains.

One of our main priorities is collaborating with suppliers whilst we work towards achieving net zero. We support agricultural transition by encouraging more sustainable farming in our supply chain. Where possible, we prioritise the use of local and seasonal produce and products from regenerative farming practices to reduce the environmental impact of our food purchases. We are working with suppliers to track the emissions more closely within our supply chain, which will allow us to be able to track progress and mutually benefit from a reduced reported footprint.

Fig.2: Break down of Categories in Scope 3 Emissions











2030 NEAR TERM TARGETS

The following section describes our near term targets, why they are important, and provides an overview on our actions for and progress towards each target.

25% Reduction in CO2e per Meal Served by 2030

As 73.8% of our scope 3 emissions are from the goods and services we purchase, to reach our carbon reduction target we have to reduce the carbon emissions associated with the goods and services we purchase. We must continue to innovate our menus to ensure that we are using less carbon-intensive ingredients whilst continually providing the flavour and taste that our dishes are known for.

Animal-based foods, especially red meat and dairy, produce the highest greenhouse gas emissions. This is due to stored carbon being released as a result of deforestation for grazing areas, methane being released by cows and sheep during digestion, and nitrous oxide being emitted from manure and fertilisers which is used to grow animal feed. Plantbased foods, such as fruits and vegetables, whole grains, beans, peas, nuts, and lentils, generally use less energy, land, and water, and have lower greenhouse gas intensities than animal-based foods. Fig. 3 is an indicative scale, comparing food products and their relative quantities of CO2e released.

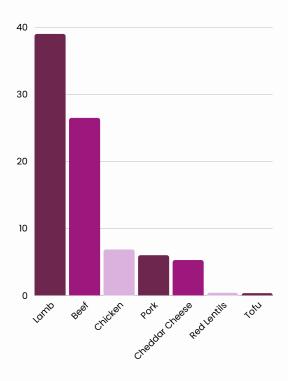


Fig.3: kg Co2e per kg of Different Food Products⁶















20% Reduction in Meat Consumption by 2030

The environmental impact of meat takes into account different factors throughout the agricultural and farming process. This includes large-scale deforestation to grow cereal crops for animal feed, an activity that occupies 40% of the UK's arable land. The use of manure and synthetic fertilizers to grow this animal feed results in nitrous oxide emissions which are potent greenhouse gases. The nitrogen pollution from pesticides and fertilisers damages biodiversity, which in turn reduces the carbon absorption capacity of ecosystems such as forests. In addition, methane released by cows and sheep during digestion further contributes to overall emissions. By reducing meat consumption and encouraging customers to choose vegetarian options, we can help lessen these environmental impacts and support more sustainable food systems.

We're advocating for a plant-first approach on the counters, with nutritional marketing and carbon labelling appealing to the growing flexitarian consumer demand. We will look to increase the proportion of plant protein versus animal protein in some of our dishes, with a focus on meat quality and a balanced dish.

15% Reduction in Dairy by 2030

Dairy farming has a high carbon impact primarily due to methane released during enteric fermentation (the digestive process of cows) and manure, as well as the emissions from feed production and land use. These factors, combined with the energy used in the processing and transportation of products, contribute significantly to the overall carbon footprint of dairy products.

We're assessing where we use dairy and making less carbon intensive substitutions where possible. Our chefs are rethinking where and why we use dairy products. For example, they are interrogating which type of cheese we use in a dish. Cheese production is energy and water-intensive, but the impact varies by type - soft cheeses like mozzarella use less milk and typically have a lower environmental footprint than hard cheeses. They are looking at the composition of dishes to see where product alternatives can be used without compromising the quality of the dish. We're also considering the different impacts of plant-based alternatives. For example, the environmental impact from the production of butter is 3.5 times worse than plant-based spreads. The production of butter is 3.5 times worse than plant-based spreads.

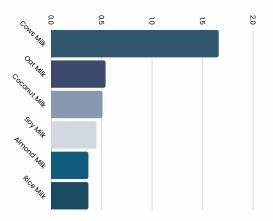


Fig.4: kg CO2e per kg of Milk and Milk Alternatives."





50% Reduction in Food Waste by 2030

Food waste is a shared priority for us, our clients and our customers. Food waste contributes to climate change and environmental degradation in two ways; through the release of gases (such as methane) from its breakdown in landfill, and through the waste of energy and resources required to produce wasted food.12





Since 2023, we have been fine-tuning the internal development of our Foodprint Reporting Assistant App. This year we have redesigned and refined the tool into "Track'd". Track'd will be the platform for local teams to report their progress. The reporting function and data available to us via the app will support client reporting and engagement. It will drive positive CSR behaviours and practices at our sites. The app will highlight the impacts achieved through environmental sustainability programmes, capturing quantitative data supportive of legislative reporting requirements. The daily food waste log is an in-house system to monitor our food waste across the business.

Sites across the business have used digital technology to measure food waste by recording weight and financial data, as well as uploading pictures of the waste for implementing strategic changes. At Elior, we manage menus very closely to ensure we are purchasing, preparing, and serving only what we believe will be eaten where possible.

As part of our Carbon Reduction Targets, we have been monitoring our food waste since 2019. Throughout the year, we analysed digitally-derived food waste data across 15 of our sites. We measured food waste generated from production as well as counter waste, excluding plate waste. In 2022 to 2023 we saw an average waste reduction of 24.67% per meal compared to the baseline, and in 2023 to 2024 we overachieved on our yearly food waste target, having reached a 32% average waste reduction per meal served compared to the baseline.

Unfortunately, despite our best efforts, surplus food does occur. In order to counteract this, we have with partnered two national surplus food organisations, OLIO and Too Good To Go. Between January 2023 to August 2025, we have redistributed 18,150 meals of surplus food through OLIO and Too Good To Go. We will continue to utilise these partnerships to drive down food waste and ensure that any edible food is delivered to people as opposed to being thrown away.















100% Renewable Energy for Directly Supplied **Electricity Contracts**

We are pleased to report that all of our directly managed electricity suppliers are supplied from 100% renewable sources.

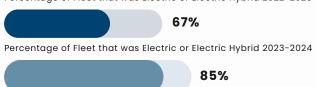
Achieve a Fully Electric/Electric Hybrid Fleet by 2030

Electric vehicles are a lower-emission option than cars with internal combustion engines. Over the course of their driving lifetimes, EVs will create fewer carbon emissions than gasoline-burning cars. ¹³ Fuel cars burn fossil fuels, directly releasing carbon dioxide into the atmosphere and thus contributing to global warming and climate change.14

Our Fleet team continues to position pure electric as a preferred option for both the company and the driver. As we consider the infrastructure and external challenges to having a completely electric fleet, we have revised our 100% fully electric fleet target by 2030 to achieving a 70% electric & 30% electric hybrid by 2030. This revision has been incorporated into our carbon trajectory and we remain on track for the reduction required by Net Zero.

We have continued to increase the percentage of electric and electric hybrid cars in our fleet. In 2022-2023, 67% of our fleet was either fully electric or electric hybrid. In 2023-2024 this increased, with 85% of our car fleet being electric/electric hybrid. Charging points have also been installed at head office for the convenience of our employees.

Percentage of Fleet that was Electric or Electric Hybrid 2022-2023



Replacing 15% of Disposable Packaging with **Reusable Solutions by 2030**

Plastics generated 1.8 billion tonnes of greenhouse gas emissions in 2019, accounting for 3.4% of total emissions, as single-use disposables release carbon throughout their lifecycle as well as methane and ethylene.¹⁵ Additionally, they degrade microplastics that harm environments. comparison, reusable alternatives produce fewer CO2 emissions and become more climate-friendly after multiple uses, according to life cycle assessments.16













We're taking a multi-layered approach addressing single-use plastics. Firstly, advocate for a plate-first approach, encouraging our guests to use crockery wherever possible. Across the business, many sites have removed disposable packaging by partnering with reusable solutions such as Caulibox. Caulibox is the UK's first award-winning tech-enabled, solution provider for reusable food and drink packaging. It enables onsite dining facilities to seamlessly ditch single-use crockery and maintain full control over operations whilst benefiting from Caulibox's reusable packaging supply chain and digital customer management platform.

Where service and customer needs dictate the use of crockery or where reusable solutions are not possible, the use of plant-based and plastic-free packaging is encouraged. This is derived from lower carbon, recycled, and renewable resources. Sustainable packaging refers to disposable packaging made from materials that are biodegradable, biosourced (such as corn or bamboo), compostable, and recyclable. Where possible, we aim to use sustainable packaging. In 2022-2023, 91% of our packaging spend met sustainable criteria and in 2023-2024 increased this, with 97.7% of our packaging spend meeting sustainable criteria.

Our Supply Chain

One of our main priorities is collaborating with suppliers whilst we work towards achieving net zero. We support agricultural transition by encouraging more sustainable farming in our supply chain. Where possible, we prioritise the use of local and seasonal produce and products from regenerative farming practices to reduce the environmental impact of our food purchases. We're working with suppliers to track the emissions more closely within our supply chain, which will allow us to be able to track progress and mutually benefit from a reduced reported footprint.

In 2024 we made significant progress towards our commitment to purchase 100% cage free liquid and shell eggs, and we're pleased to share that this goal was achieved in January 2025.





















In today's fast-paced world, consumers often face the challenge of making healthy food choices amidst the convenience of readily available options. This has contributed to a concerning statistic: as of 2023–2024, approximately 64% of adults in England are estimated to be overweight or living with obesity. This underscores the need for accessible tools that empower individuals to make informed decisions about their nutrition and overall well-being.

As a leading contract caterer in the UK, Elior recognises our responsibility to support our customers in their journey towards healthier lifestyles. Our commitment is reflected in our Eatuitive initiative, designed to simplify healthy eating choices for our clients by providing a wide selection of resources from bite-sized videos and online seminars, to healthy eating tips and meal swap suggestions.

Navigating the abundance of nutritional information available online and in the media can be overwhelming. Eatuitive aims to cut through the complexity by providing clear, straightforward guidance that helps customers make better food choices effortlessly.



At least 3g/100g fibre



At least 12% kcals from protein



1.5g/100g or less saturated fat

To assist our customers in making informed decisions, we are implementing a system of nutritional signposting across our menus. Dishes will be clearly marked with icons indicating whether they are:

- A source of fibre (at least 3g of fibre per 100g)
- A source of protein (at least 12% total kcal provided by protein)
- Low in saturated fat (no more than 1.5g saturated fat per 100g)

Dishes that meet all three of these criteria will be highlighted as Eatuitive approved, ensuring our customers can easily identify meals that align with their health goals.

Customers will be able to scan a unique QR code on each poster and be taken to a video which has expert guidance from our nutrition team on how to eat intuitively and make healthier choices.













Not fussy. Not difficult. Just allergic.



Food allergies are **NOT** a choice.

Partnerships

After a three year charity partnership supporting Alzheimer's Society, we raised over £100,000, beating our fundraising target. A key contributor to this in the 23/24 financial year was our annual charity dinner, raising £30,000 for the charity and contributing to improving the lives of those living with dementia.

In January 2025, we started our charity partnership with The Natasha Allergy Research Foundation, who we have been a founding partner of since its conception. Similarly, we aim to raise £100,000 for the charity by the end of 2027.

The Natasha Allergy Research Foundation (NARF) is a UK-based charity dedicated to improving the understanding, diagnosis, and treatment of food allergies. Established in 2019, NARF's vision is to prevent and eradicate allergic disease, to create a world that is inclusive and safe for all individuals.

In the UK, an estimated 2.4 million people have a clinically diagnosed food allergy and they are more vital now than ever before.

Through driving impact, awareness, fundraising, we are part of NARF's misson to #MakeAllergyHistory. Our efforts will contribute funding towards their oral immunotherapy clinical trial. This has the goal of improving children's tolerance to foods that they are allergic to, with final results being published in 2027. Alongside this, The Foundation advocates for change to improve the lives of those with food allergies, campaigning across the UK and raising awareness, such as through the creation of Natasha's Law. Their newly developed Allergy School is a nationwide initiative that teaches children about the importance of food allergies, raising awareness for the next generation. We are excited to continue our support for the charity, creating meaningful impact and change for an important cause.













Pact Coffee

Pact Coffee champions sustainable farming practices, encouraging gender equity at source, and paying farmers significantly more than the Fairtrade base price. Lexington's exclusive collaboration with Pact focuses primarily on coffee grown by Cafeina, a collective of 1,868 women in Brazil that empowers, motivates, and inspires women farmers, giving them rightful visibility in a traditionally male-dominated industry. collaboration enables offices across Lexington to contribute directly to the development of coffee growing communities across nine countries through Pact's direct-trade supply chain model.

Change Please

Elior has been working with Change Please since 2015, supporting this social enterprise through investing in their training programme, sourcing job opportunities for new team members, and creating a branded coffee offer for our sites. Change Please is where social enterprise and coffee expertise blend; with every award-winning cup brewed and every cup of coffee purchased, someone's life is able to be changed for the better.

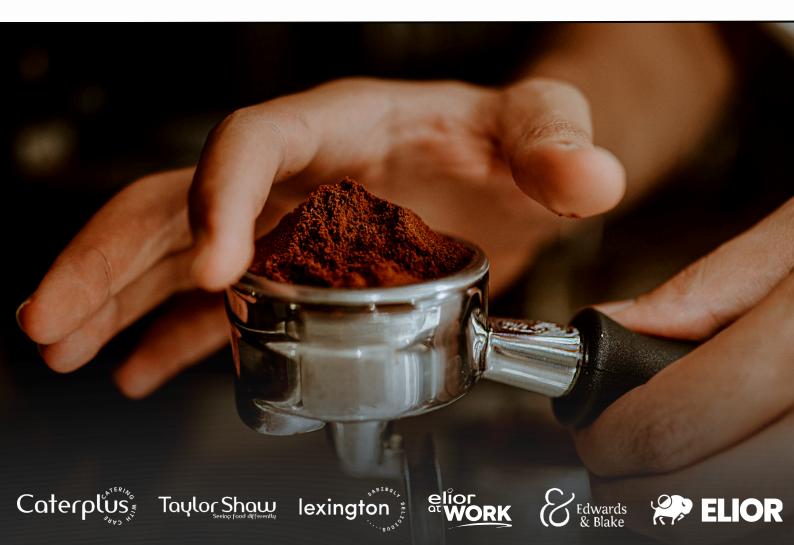
Water Unite

We are committed to supporting enterprises that have a social impact and maximising opportunities to partner with them through our supply chain. Our community involvement is part of the fabric of who we are as an organisation.

Since 2019, Elior UK has been a supporter of non-profit organisation Water Unite, whose mission is to provide clean water for people and the planet. Elior's donations have been invested into innovative entrepreneurs and businesses, providing water and circular economy solutions in the Global South.

JUST ONE Tree

JUST ONE Tree is a non-profit initiative which removes CO2 from the atmosphere through global reforestation. A £1 donation to JUST ONE Tree results in the planting of one tree in areas including Indonesia, Brazil and Kenya, as well as in the oceans. Through our Eco-Points scheme, we are donating 10p from every low carbon dish sold at a participating sites towards JUST ONE Tree. In the last four years, Just One Tree has planted over three million trees across 11 countries.







The 'Lifetime of Enrichment' campaign is dedicated to encouraging our employees to deliver social value. We believe that every day should be used to positive economic, social environmental impacts. Our company target is to collectively deliver 28,835 days of social value by 2025. This number reflects the number of days in an average lifetime.

We have been tracking our progress towards this goal since campaign launch and are monitoring our activity across three core pillars:

- Economic: Driving a positive economic impact within local communities through an inclusive approach.
- Social: Nurturing a culture of inclusivity, improving skills and giving back to society and local communities.
- Environmental: Tackling climate change, respecting our environment and reducing waste.

As of August 2025 we have delivered 25,663 days of social value, with colleagues across all areas of the business contributing and helping us to achieve our goal. Contributory activities include but are not limited to, apprenticeships, chef school, mentoring, charity fundraising, volunteer work, and our partnerships with enterprises that have a social impact.

To remain updated on our Lifetime of Enrichment targets and activity, keep an eye out for our regular reports.













Accreditations

C score for

64th percentile for

Aligned to



ecovadis



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