

Elior UK Group

Section 172(1) Statement – year ended 30 September 2025

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

Key Considerations (as per Section 172)	Engagement Strategy	Key Actions & Achievements
<p>Colleagues</p> <p>Our colleagues are at the heart of our business, with nearly 10,000 people employed across the UK.</p> <p>We depend on their dedication to uphold the highest standards and deliver exceptional customer experiences, driven by innovation. Our aim is to foster a positive, inclusive workplace where everyone feels valued, supported, and empowered to reach their full potential.</p> <p>We believe that when our people are happy and engaged, it naturally leads to better customer service and greater productivity.</p>	<p>Two-Way Communication</p> <p>We are committed to maintaining open, transparent, and engaging communication with all colleagues through:</p> <ul style="list-style-type: none"> Internal social media channels and colleague apps Regular colleague surveys, including quick “pulse” surveys Quarterly newsletters <i>One Team Talks</i> (colleague forums) Direct email communications <p>Diversity and Inclusion</p> <p>We continue to strengthen our commitment to diversity and inclusion by:</p> <ul style="list-style-type: none"> Raising awareness and understanding through factsheets, webinars, forums, and newsletters Investing in formal training to promote inclusive behaviours and build a diverse workplace culture <p>People Promise</p> <p>Our <i>People Promise</i> is to value our colleagues as we value our customers – ensuring everyone feels appreciated, supported, and fulfilled.</p> <p>To bring this promise to life, we:</p> <ul style="list-style-type: none"> Share Employee Stories: Highlight authentic colleague experiences that reflect our values in action Enhance Social Media Content: Feature behind-the-scenes and day-in-the-life videos to showcase our culture Recognise Achievements: Celebrate success through recognition programs that demonstrate genuine appreciation Gather Feedback: Continuously listen and adapt to ensure our People Promise reflects the needs of our colleagues 	<p>Recognition and Awards</p> <ul style="list-style-type: none"> Annual Elior Awards celebrating outstanding contributions “You Made a Difference” scheme to recognise colleague impact Colleague Spotlights highlighting achievements, EDI topics, and diverse perspectives <p>Learning, Wellbeing, and Support</p> <ul style="list-style-type: none"> Trained Mental Health First-Aiders available across the organisation Dayforce Learning platform for personal and professional development Menopause support in partnership with <i>See Her Thrive</i>, including cafes, a dedicated policy, wellbeing plan, factsheet, and trained champions Providing maternity chef uniforms to support working parents <p>Communication and Feedback</p> <ul style="list-style-type: none"> “You Said, We Did” management communications keeping colleagues informed of actions taken Launched improved internal communications channels Pulse surveys and continuous feedback opportunities via Colleague Resource Groups <p>Diversity, Inclusion, and Belonging</p> <ul style="list-style-type: none"> Quarterly cultural awareness calendar to celebrate diversity and inclusion Three new colleague resource groups: Neurodiversity, Andy’s Macc Club, and Working Parents Partnerships with LGBTQ+, Neurodiversity, BAME, and Disability job boards to enhance inclusive recruitment Renewed Age-Friendly Employer pledge with the Centre for Ageing Better Equality initiatives including Celebrate Equality Committee, Equality Champions, Allyship Training, Wo-mentoring programme, and Power Hour Round Tables <p>Culture and Employer Brand</p> <ul style="list-style-type: none"> Driving a unique culture to attract, retain, and engage colleagues by clarifying expectations and ensuring consistency in the colleague experience Focused on being authentic and genuinely representing what it’s like to work at Elior

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<p>Clients and Customers</p> <p>Elior UK serves a diverse client base across sectors including Business & Industry, Healthcare, Education, Concessions and Stadia. We are dedicated to delivering safe, healthy, and nutritious food, prioritising sustainability and ethical sourcing. To enhance the customer experience, we share market insights and offer bespoke and innovative solutions tailored to client's individual needs.</p> <p>Our flexible, digital-first approach elevates the consumer experience, and recognises hybrid working patterns – this year we have rolled out AI epos technology and enhanced app solutions. Safety is at the forefront of all decisions and robust allergen management is ensured through our partnership with the Natasha's Allergy Research Foundation. Food and health & safety provision is robust - this is managed via a dedicated team of experts who provide policy guidance, support and training to our teams.</p>	<p>Business Development Process</p> <p>Our tender process is centred on understanding each client's unique requirements, enabling us to curate value-added propositions. We remain open, honest and transparent with our clients at all times.</p> <p>We deliver consistent communication throughout the contract lifecycle, building relationships founded on trust. Engagement channels include face-to-face meetings, digital platforms (company websites, apps such as "Breaz", "Lex Eats", and "Lunch Hound"), social media, market research, and regular feedback exercises.</p>	<p>Innovation –We are investing in robotics to enhance service delivery and efficiency, and we continue to expand our digital payment and mobile app solutions. Strategic partnerships with leading digital delivery and EPOS providers further strengthen consumer engagement and commercial outcomes.</p> <p>Sustainability – Our enhanced menu management system, "StarChef", features a carbon monitoring tool, providing real-time carbon labelling on menus. We have also invested further in environmental expertise to embed sustainability across our operations. Our B&I division, Lexington, has won several sustainability awards this year, including the Footprint Award for Sustainable Health in Hospitality (2025) for its "Mindful Kitchen" concept. They also received a three-star rating from the Sustainable Restaurant Association and won the Restaurant Marketer and Innovator Award for their employee-led "Green Force" initiative in 2025</p> <p>Health and Safety –Our approach to communicating health and safety with clients is proactive, transparent, and multi-channel. We combine regular compliance updates, open sharing of policies, collaborative meetings, detailed audit feedback, ongoing training communications, and responsive support. This ensures our clients are always informed, engaged, and empowered to maintain the highest standards of health and safety</p> <p>We deliver added value through nutritional and wellbeing guidance across all sectors in which we work. We recognise that our collaboration with the Natasha's Allergy Research Foundation is particularly important for parents of school-age children. We place allergen awareness front and center and ensure customer safety from an allergen awareness perspective.</p> <p>New Division Launch – Elior at Work This year we were proud to introduce "Elior at Work"—our new regional Business & Industry division. The brand reflects the evolving needs of modern workplaces. Developed through extensive research with clients, consumers, and industry expert. Elior at Work's purpose is to provide great food and nutrition that brings out the best in people at work, with a vision to be renowned for delivering outstanding food, service, and wellbeing experiences in the workplace.</p> <p>Central to the brand is our focus on quality, sustainability, and wellbeing. The brand's wellness initiative, Eatuitive, empowers employees to make healthier food choices with nutritionally balanced dishes and transparent nutritional information. Sustainability is also a core value, with efforts to reduce waste, offer plant-based options, and provide clear carbon labelling. Our commitment to ethical sourcing and environmental responsibility aligns with the priorities of both clients and consumers.</p>

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<p>Suppliers</p> <p>Our supply chain includes a significant number of trusted suppliers and partners that we rely on to deliver the very best quality and increase sustainability and introduce innovation for our business to operate efficiently and effectively as well as meeting needs of our clients.</p> <p>Our supply chain consists of suppliers ranging from large multi-national companies to small independently run businesses to meet and fulfil our commitments to our clients.</p>	<p>Procurement Process</p> <p>Our procurement process at Elior UK, is based on four key principles:</p> <p>1.Product Safety/ Quality First – All suppliers undergo an initial rigorous and comprehensive technical approval process through our internal Technical team to ensure they meet our Food Safety and quality expectations. As part of this process all suppliers must meet the requirements laid out in our Group Responsible Sourcing Charter. Ongoing supplier performance is monitored regularly via pre-defined KPI's to ensure ongoing compliance and to support continuous improvement.</p> <p>2. Commercial Efficiency to deliver value- We undertake a structured Category Management process across all our main categories, engaging with key internal and external stakeholders to develop Category specific plans. Aligned with the category plans, we complete regular benchmarking and cyclical tendering across all categories to ensure we secure competitive pricing, long term value and stability for clients.</p> <p>3. Responsible & Sustainable Sourcing – Elior operates within a clear CSR and sustainability framework, utilising our 2030 Food Strategy. We prioritise suppliers who demonstrate responsible sourcing, environmental stewardship, animal-welfare commitments, waste reduction and alignment with our Net Zero objectives. We work closely with suppliers to reduce carbon footprint and improve ethical supply chains.</p> <p>4. Operational Efficiency- We manage a range of supply options to meet the requirements of our clients:</p> <ol style="list-style-type: none"> 1. Suppliers who can deliver an offer on a national range with consistent availability. 2. Suppliers with local networks to deliver regional/ local produce but with centralised control of cost/ operations 3. Local/ Regional supply partners to meet specific requirements of particular clients. <p>Our wider procurement team also includes supply chain and administrative support to ensure delivery of a first-class procurement service for our clients focusing on strong stock availability, robust logistics capacity and the ability to scale for major events, and high-volume trading days. We work closely with our supply partners to ensure availability and consistent service levels across the business.</p>	<p>Building Strong Supplier Partnerships</p> <p>At Elior, we place significant importance on building and maintaining strong, transparent and responsible supplier partnerships. The business works with a portfolio of long-standing strategic suppliers, fostering collaborative relationships that support continuity of supply, innovation, quality improvement and a focus on delivering long term value.</p> <p>Alongside these established partnerships, the Company seeks to develop new supplier relationships to meet our long-term strategic aims around sustainability and social value and additionally seeking to ensure resilience across the supply chain. Structured and cyclical business review meetings are held with key suppliers to review performance, assess risk, and align on strategic objectives, future growth opportunities and market developments.</p> <p>Category Planning</p> <p>The Category management approach is facilitated by following a newly formed gated sign off methodology engaging with stakeholders cyclically through the process across the business to ensure that the final category plan and category direction is in line with Elior, customer and client requirements.</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.</p> <p>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 Charity Dinner Donation 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 companywide 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"> Intern 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>Here is a selection of our achievements in this area during the last year:</p> <ul style="list-style-type: none"> Launched a new charity partnership with The Natasha Allergy Research Foundation and raised over £25,000 through individual and group fundraising efforts. Achieved 98% of the UK's fleet, meeting electric or hybrid car targets. This year's total kWh related to company car fleet has reduced by 3% from the previous reporting period, which is equivalent to 25,401 kWh, the same as boiling a kettle over 250,000 times! Continued to report on the 'Lifetime of Enrichment' social value campaign, which includes our progress on redistributing food surplus to local communities, social mobility statistics and positive environmental impacts achieved. Through promoting reusable solutions versus single use disposables, we've avoided 68,175 food and drinks containers going in the bin, which is estimated as a saving of 13,521 kg CO2 and 45,753 litres of water
<p>Shareholders</p> <p>The Elior UK group is owned by Elior Group SA, which is publicly traded on Euronext Paris. Elior UK is committed to fulfilling its fiduciary duty 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</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 involved in discussion with the Government. We have also</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.

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provides input on important matters impacting hospitality services. These include, but are not limited to, supply chain issues, inflation and job creation.	been working closely with many industry bodies on policy related issues. 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.	<ul style="list-style-type: none">External Publications: Elior UK results and data feed into the consolidated group annual report and investor relation material