

CH
&CO



2022 Sustainability Report

Be the CHange

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Introduction

CH&CO Group



Creating **exciting, memorable food and service experiences** is what CH&CO is all about.

Great food and hospitality **bring people together** whatever the location, whatever the occasion, lifting the spirit and fuelling emotional positivity and physical well-being. Our team comprises more than **10,000 people** and our expertise and enthusiasm span the diverse hospitality sector, touching people at every stage of their lives. Our talented teams of chefs and service professionals operate at more than **1,000 sites across the UK and Ireland** in schools, workplaces, venues, visitor attractions, stadia, events and healthcare.



c1,000 sites

across the UK and Ireland

More than 10,000 people

in our team

Our recognised and respected businesses within hospitality are:



Foreword: Doing the right thing

Our annual sustainability report enables us to showcase **our commitment to doing the right thing by our people, communities and planet**, a core pillar of our strategic approach, but more importantly provides a valuable measure of what we've achieved and the goals we're working towards.



This year we have made significant progress towards our **net zero to 2040 commitment**, including the completion of our scope 3 baseline and the submission of our Science Based Target for greenhouse gas emissions. This commitment is a critical milestone for us; we have a clear understanding of the work required to meet net zero and we are determined to achieve our target through continued development, collaboration and innovation.

As we move towards net zero, I am also mindful of the broader context in which we operate both within nature and society. I recognise the cost of living crisis that our communities face. We are committed to minimising the impact felt through our business operations and in addition to our environmental efforts, **we are committed to the well-being of our people**. We recognise that our team members are at the heart of our business

and we are committed to creating a safe, healthy and inclusive work environment. This year, we have invested in a range of programmes and initiatives to support our employees' physical, mental, financial, digital and social well-being, including access to health and wellness resources, flexible work arrangements, and career development opportunities.



We understand that sustainability is an ongoing journey, and we are committed to continuous improvement and progress. Our annual sustainability report is a critical part of our transparency and accountability, and I am delighted to share our progress with you.

Allister Richards,
Chief Operating Officer



Introduction

Introduction

It gives me great pleasure to share the progress and achievements we have made over the past year. We are proud to have seen growing change and renewed energy across the organisation that is **creating headway against our sustainability goals**. We have been able to recognise the importance of not only meeting our own targets but also inspiring action and leading by example within and beyond our industry.



Our focus this year has been on **empowering our operational teams** to take action and drive sustainability through the entire value chain. I believe that it is only through **collective action** that we can make a positive impact on the environment and society.

I have been blown away by the enthusiasm of teams across the business who have taken the time **to learn, to challenge and to act**.



I have been inspired, for example, by Executive Chef, Glenn Murphy who has led the charge by rethinking food waste to deliver no bin kitchens; Catering Manager, Mark Byrnes and his team who have reduced disposable cups by 100% in under a year across four sites by using classic behaviour change nudges; and, Performance Manager, Jessica Clark who has coordinated teams across the country on sustainability initiatives, including testing menu carbon labels in collaboration with a behavioural insights team. **Transparency and adherence to recognised frameworks** are fundamental principles that guide our sustainability efforts:

We align our practices with the **Sustainable Restaurant Association's Food Made Good Framework, focusing on responsible sourcing, society and the environment**. We are also engaging with other reputed disclosures and frameworks, EcoVadis, CDP (formerly Carbon Disclosure Project), Science Based Targets Initiative and Planet Mark.



By working with these esteemed organisations, we continually challenge ourselves, enhance our credibility, drive constant improvement, and contribute to a more sustainable future.

We hope that this report inspires you to act and join in our sustainability journey. Together, we can make a difference and create a more sustainable future for all.

Clare Clark, Head of Sustainability

Introduction

Report Contributors:



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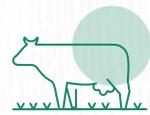


Executive Summary

1 Net Zero

Our scope 3 baseline was completed, a significant step in **understanding and how to address our indirect greenhouse carbon emissions**. We have submitted science-based targets for greenhouse gas emissions, aligning our ambitious target for net zero by 2040 with climate science. We achieved a reduction in relative scope 1 and 2 carbon emissions of 25.8% since 2021, while our partnership with environmental impact measurement platform, Foodsteps has enabled us to train chefs on the carbon impact of food which we hope will prove fruitful in future scope 3 breakdowns. We recertified our carbon impact with Planet Mark for the third year. They recognised our 'transparent and effective' communication of sustainability progress for our 2021 report with a sustainability reporting award. Our Risk Committee was established, with climate and nature key features on its agenda.

2 Reduce Waste



We tackled the challenge of food waste data, developing a more robust

methodology for reporting and setting the groundwork for data transparency at a site level and providing frameworks for action plans. **In 2022 16% more sites reported food waste, and we saw a 33% reduction in food waste intensity per site since 2021.** We also extended our waste action to a farm level, onboarding farm surplus distributor, Waste Knot into our supply chain. We are prepared for upcoming legislative change, including plastics bans and deposit return schemes. **We collected and catalogued 32 sacks of litter on our charity days for environmental charity Surfers Against Sewage.**

3 Greenest Supply Chain Solution



Over 62% of our supply chain by spend have completed ESG assessments through our Authenticate System, with 90% rated as transitional and transformational. We revised and updated our procurement and supply chain policy to include more robust sustainability measures and targets, as well as **adding in key action on antibiotic use in livestock supply**. We have started the process of mapping our water risk, aligned to industry best practice. Our support of Voluntary Community and Social Enterprises within our supply chain **increased by 500% compared to 2021, a figure we hope to increase again in 2023.** In 2022, 38% of direct, tier 1 supplier spend was with micro, small, medium sized enterprises (MSME's). This provides a baseline to monitor and measure future progress supporting smaller businesses.



Culture of CSR

In 2022 the social value generated by CH&CO increased to £2.2m.

We delivered on key actions from our 2021 people engagement survey, including apprenticeship enhancements, our benefits handbook and salary finance scheme. We took the time to reflect and revised our engagement strategy, for launch in 2023. Our focus has been on our people and their well-being. One hundred people took part in additional training on mental health, and people utilised our financial well-being offer. We launched our Planet Ambassador scheme, where 60 team members from across the business were engaged to cultivate a commitment to sustainability. We continued to expand our recruitment strategy, which puts equality of opportunity at its core. **CH&CO recruited 62 people who were facing long term unemployment or requiring extra support to find work, 10 of which were young people.**

Strategy Summary and Update

Our goal is to halt climate change, to protect nature and deliver high social value by 2040. Our 2030 milestone is for our customers' first option to be the most sustainable item on the menu.



Our challenge is to **deliver wholesale change** in a world where there is an unwillingness to make change, or to pay, for sustainability. As a society, we are content to let people, the environment and nature pay for low priced food. The UK and Ireland have the third and fourth lowest priced food by income in the world¹ and yet food banks are seeing unprecedented levels of need². We acknowledge factors beyond our remit must be addressed for systemic change in our food systems to happen, to ensure that our farmers are **paid a fair and decent price** for their food whilst ensuring our nurses and teachers can **afford to pay for well-produced local and seasonal produce.**

Legislation means that we must make certain changes to the way in which we operate, which we welcome as an organisation, though it is important to recognise that rightly, our clients and teams have increasingly high expectations of us on climate, nature and social impact that go way beyond legislation.

Our strategy focuses on delivering wholesale change in the way people eat, drink and experience food. Our two guiding workstreams to deliver our goals are through **upskilling and changing behaviour.** Developing green skills centred and targeted at our central and operational functions and to change behaviour, using our voice to influence and education to promote climate, nature and socially positive behaviour change in customers and clients. We remain focussed on our four pillars: net zero, reduce waste, greenest supply chain solution and create a culture of CSR commitment.

We must deliver **wholesale change** in the way people eat, drink and experience food



1 | Our World in Data

2 | The Trussel Trust

Monitoring Progress to 2023



Status

Red – Target activity levels low, more resource required to get associated activity on track to achieve

Amber – Target activity levels are medium, additional resource may be required to ensure associated activity is on track

Green – Target activity levels are high, associated activity is on track or complete

STRATEGY PILLAR	TARGET	STATUS	PERFORMANCE / ACTIVITY 2022
NET ZERO	Reduce CH&CO total energy consumption by 25% per full time equivalent (FTE)	Amber	Baseline reset in 2022
	Source 100% renewable energy for buildings	Amber	33% renewable energy in buildings
	Reduce number of deliveries per site by 20% (2019 baseline)	Green	51% reduction achieved across open sites in 2021
	Increase number of sites delivering one or more carbon reduction activities via menus	Green	Carbon central recipe bank project launched with Foodsteps



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STRATEGY PILLAR	TARGET	STATUS	PERFORMANCE / ACTIVITY 2022
MINIMISE WASTE	Zero waste to landfill	Red	Data not available
	Reduce food waste by 50%	Green	Absolute 50.8% reduction recorded (-33% per site) - drastic reduction due to improved methodology
	Reduce non-food waste by 25%	Red	Data gathering process underway: Suppliers engaged on packaging reduction and several trials underway to reduce waste
	Reduce wasted water by increasing the number of sites & suppliers delivering 1 or more water saving activities	Orange	Data gathering process underway: Unit activity captured through ops audits to obtain baseline

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STRATEGY PILLAR	TARGET	STATUS	PERFORMANCE / ACTIVITY 2022
GREENEST SUPPLY CHAIN SOLUTION	Increase procurement from micro, small, medium enterprises (MSME) to 33%	Green	38% supply chain spend with MSME's achieved in 2022
	Increase spend with voluntary, community, social enterprise (VCSE)	Green	500% increase in spend with VCSE's at £235,059
	100% CH&CO suppliers have their own or agree to CH&CO Equality, Diversity and Inclusion (EDI) policy	Orange	Data gathering process underway: Activity to establish baseline via new supply mapping platform
	65% of raw ingredients are of UK or Irish origin respectively by 2023*	Green	54% raw ingredients are of UK or Irish origin by supplier spend
	At least 50 % of food and drink are from certified ethical or sustainable sources	Red	Data gathering process underway: Activity with supply chain to increase certification visibility via new supply mapping platform
	Ensure 100% of animal produce meet high welfare standards by 2026	Orange	Data gathering process underway: We have elevated the standards in our procurement policy to include prophylactic antibiotic use and feed
	Monitor the number and % of suppliers with specific mechanisms in place to protect biodiversity	Orange	Data gathering process underway. Information on biodiversity requested from all suppliers - 62% spend represented in response in 2022
	100% seafood is sustainably sourced (1-3 rated by the Marine Conservation Society)	Green	87% fish and seafood rated 1-3 by MCS and 72% of spend on big 5 fish
	At least 50 % of non-food product procurement is from certified ethical or sustainable sources by 2023	Orange	Data gathering process underway. Elevated standards in procurement policy

*Raw ingredients includes meat, fish, dairy products, eggs, fruit and vegetables, sugar, flour and cereals.

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STRATEGY PILLAR	TARGET	STATUS	PERFORMANCE / ACTIVITY 2022
CREATE A CULTURE OF CSR COMMITMENT	Gain recognition for CH&CO's legitimate approach and action around CSR with 5 prestigious certifications & reporting achievements	Green	CH&CO maintained 3 star status from the Sustainable Restaurant Associations Food Made Good Framework, Planet Mark for carbon impact and social value and completed our Eco-Vadis rating
	Achieve 82% employee retention by 2023	Orange	56% employee retention in 2022 during a transitional Covid year - we're on target for 82% in 2023
	Pay the Real Living Wage to 100% employees by 2023	Red	National Minimum Wage audit ongoing through 2022
	Achieve Gender Wage Equality by 2024	Orange	Gender pay gap has decreased by 5.7% Men earn 14.6% more by mean hourly pay. Men earn 13.2% more by median hourly pay
	Increase Health and Wellbeing in our employees and customers through provision of 2 large scale initiatives by 2023	Green	Enhanced wellbeing strategy in place and good uptake of initiatives across our people
	100% employees access increased L&D opportunities by 2023	Green	100% of our employees had increased access to L&D opportunities in 2022 through our ABC training
	Minimum 70% employees complete workplace survey by 2023	Orange	No survey complete in 2022, strategically reviewed and relaunched in 2023
	100% employees consider CH&CO to be committed to CSR	Orange	No surveys were conducted in 2022, but will be relaunched as part of our engagement strategy in 2023
	Measure and increase by minimum 10% CH&CO's social value through charitable activity	Green	£2.2m in social value delivered, an increase of 29%

The Sustainable Development Goals: Support global targets



As a catering and hospitality company, we recognise the vital role that food systems play in achieving the **United Nations' Sustainable Development Goals (SDGs)**. Food is not only a basic human need, but it is also intricately linked to all 17 of the SDGs, from ending poverty and hunger to promoting sustainable consumption and production.

Our sustainability initiatives reflect our commitment to supporting the SDGs, and we have worked hard to ensure that all aspects of our food system - from sourcing to waste reduction - contribute to the goals. In this report, you will see that **we have highlighted the SDG that each theme contributes to at the bottom of each page.**

We believe that by focusing on sustainability across the entire food system, we can make a meaningful contribution to achieving the SDGs and creating a more sustainable future for all.

CH&CO support the Sustainable Development Goals



Throughout the report, the **SDG number** our topic relates to is located in the bottom right hand of the page footer.

Introduction

Eco Vadis: Our bronze award

CH&CO has been **awarded a bronze medal in recognition of our sustainability performance by EcoVadis**. This award is a testament to our ongoing commitment to sustainability and responsible business practices.



Our rating was based on an extensive evaluation of our sustainability performance across a range of criteria, including **environment, labour and human rights, ethics, and sustainable procurement**. We are proud to have scored particularly well in the environment section, reflecting our efforts to minimise our environmental impact through responsible sourcing, waste reduction, and energy efficiency measures.

While we are pleased with our bronze medal rating, **we recognise that there is always room for improvement**. Our intention is to continue to enhance our sustainability performance and move up the rankings in future annual evaluations. We are committed to setting ambitious sustainability goals, measuring our progress transparently, and engaging with our stakeholders to drive positive change.

We are proud of our ongoing commitment to sustainability and responsible business practices



Introduction

CDP: Securing a sustainable, net-zero, deforestation-free and water-secure world



In 2022 we made a disclosure for climate, forest and water that reflects our 2021 reporting year. This disclosure provided a comprehensive overview of our environmental impact and **outlines our efforts to reduce our carbon footprint, protect forests, and conserve water.**

Our disclosure was based on robust data collection and analysis, enabling us to accurately measure our impact and identify areas for improvement. We recognise that there is much to be done, **but we are proud to have taken the first step on full climate change disclosure**, reflecting our efforts to reduce our greenhouse gas emissions through energy efficiency measures, responsible sourcing, and waste reduction.

We are committed to transparency and accountability

in our sustainability performance



In addition to our climate change performance, our disclosure also highlights our **efforts to protect forests and conserve water**. We recognise the importance of these resources and are committed to responsible stewardship of the natural environment.

We remain **committed to transparency** and accountability in our sustainability performance, and we will continue to use the CDP framework to disclose our progress and identify opportunities for improvement. We believe that by working collaboratively with our stakeholders and partners, we can make a meaningful contribution to global efforts to mitigate climate change and promote sustainable development.



Another year of extreme weather, including floods, droughts and record temperatures, has shown us that climate change is already posing a real and increasing risk to companies and their supply chains

Companies have a fundamental role to play in securing a sustainable net-zero, deforestation-free and water-secure world. It is only through measuring their environmental impact, risks and opportunities that they can manage them and prepare for the future. By disclosing through CDP, CH&CO has taken a vital first step. I look forward to their continued dedication to transparency and action for the benefit of all people and planet.

Dexter Galvin, Global Director of Corporations and Supply Chains at CDP



Sustainable Restaurant Association: Maintaining the top rating



In 2022, the SRA undertook a major review of our flagship tool: the Food Made Good Standard. The aim was to bring the Standard up to date with the latest developments in sustainability and make it accessible to food businesses across the world.

A key part of making sure the Standard helps drive change in the sector is ensuring that it meets the needs of food service businesses, whether they're a single site business or a national caterer. Thank you CH&CO for providing such thoughtful and detailed feedback on our new question set! You have been invaluable in making sure the 2023 global Standard is accessible, applicable and ambitious for all types of food businesses.

Julia Holiday, Global Certification Lead the Sustainable Restaurant Association



We are proud to report that **CH&CO has maintained the maximum three stars with the Sustainable Restaurant Association's (SRA) Food Made Good rating for another year.** This achievement reflects our continued commitment to sustainability and responsible business practices.

The Food Made Good rating is an important benchmark for sustainability in the hospitality industry, evaluating restaurants and catering companies across a range of criteria, including **sustainable sourcing, energy efficiency, and waste reduction.** As a company, we are dedicated to meeting and exceeding these standards. In addition to maintaining our three-star rating, our team has also supported the SRA team when they



undertook a review of the Food Made Good standard to ensure it is **up to date with changes in the sustainability space and strives for best practice.** CH&CO's sustainability professionals all contributed to the review. We are proud to contribute to the development of this important initiative and to play a role in driving positive change in our industry.

We are committed to **maintaining our high standards of sustainability performance** and to continuing our collaboration with the SRA and other industry leaders to drive progress towards a more sustainable future.



Introduction

Cost of Living



To support our people with the cost of living crisis, we created a series of communications that focused on **financial well-being** with the goal of ensuring that all team members were aware of the **ongoing support available to them** – e.g. retail discounts, learning opportunities, financial advice etc.

Our cost of living guide highlighted all the financial well-being options available and how people can access them. The guide included details on:

Salary Finance – tools and support that can assist with people's financial well-being that can help people get out of debt and into savings, helping employees stay financially healthier and happier.

UnLock – a website where people can access discounts, earn cash back, apply for cycle to work schemes and find well-being information on financial support.



We remain committed to **supporting our employees through the cost of living crisis and beyond**, and to doing everything we can to promote their health, well-being, and financial security. Read more detail on page 62 and 75 on how we are supporting colleagues with their financial wellbeing.

Everyone at CH&CO has access to **confidential support and advice** on a range of issues, including mental health and financial well-being



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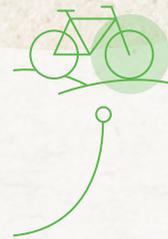
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TYPE OF SUPPORT	NO OF PEOPLE USING SALARY FINANCE	VALUE
Financial support platform visits	2,137	
Borrow	65 accepted applications	Total value of £112,600 with 9 of our people using the scheme for debt consolidation
Advances	1,985	Total Advances value £275,507
Save	3	Total savings made £3,400

UNLOCK 2022:

- **11,400** people had access to UnLock
- **52%** active users
- **£371,500** spent
- **£25,070** saved
- **3,450** page views across well-being area
- **44%** visited well-being money pages
- **8,565** recognition moments – e-cards to instant rewards
- **£13,440** instant rewards (including competitions)
- Cycle to work – **25** of our people used the scheme collectively spending £30,713. Employees saved **£13,968.96** and the company saved of **£6,024.12** in reduction of NI contributions.





Net Zero

Be the CHange

Summary

1



Our commitment to achieving net zero by 2040 requires a comprehensive approach **to measure and reduce our scope 1, 2 and 3 greenhouse gas emissions**. As is common across our industry, our scope 3, indirect emissions that result from our value chain, including emissions from our suppliers, customers, and other stakeholders are our significant carbon impact, representing over 99.66% of our emissions in our baseline year of 2021.



2



To ensure that our emissions reduction targets are based on scientific evidence, we have submitted **science-based targets** in line with the latest climate science. These targets are designed to align our emissions reductions with the Paris Agreement's goal of limiting global warming to 1.5 degrees Celsius above pre-industrial levels.

3

wrap

We have also worked closely with the **Waste and Resources Action Programme (WRAP)** as part of their Scope 3 Pilot. This initiative is aimed at empowering the rest of the industry to measure their own Scope 3 emissions and develop effective emissions reduction strategies. We have shared our own experiences and best practices with other companies in the pilot and have learned from their experiences as well.

4



We believe that a collaborative approach to reducing Scope 3 emissions is essential if we are to achieve our net zero by 2040 goal. By working together with our suppliers, customers, and other stakeholders, **we can develop effective emissions reduction strategies that benefit us all**.

We are committed to continuing this work and to sharing our progress with our stakeholders in our annual sustainability reports.

We set a net zero plan aligned to the latest climate science

Net Zero Plan



As part of our commitment to addressing climate change, **CH&CO submitted science-based targets in line with the latest climate science.**

These targets align our emissions reductions with the Paris Climate Agreement's goal of limiting global warming to 1.5 degrees celsius above pre-industrial levels.

To make our Science Based Target submission (SBTi), we have completed our greenhouse gas (GHG) inventory, following the GHG Protocol guidelines. Using 2021 data as the baseline, **this inventory provides us with crucial insights into the climate impact of our activities.**

Scope 1:

Direct greenhouse gas emissions

Scope 2:

Indirect greenhouse gas emissions

Scope 3:

Greenhouse gas emissions in our value chain

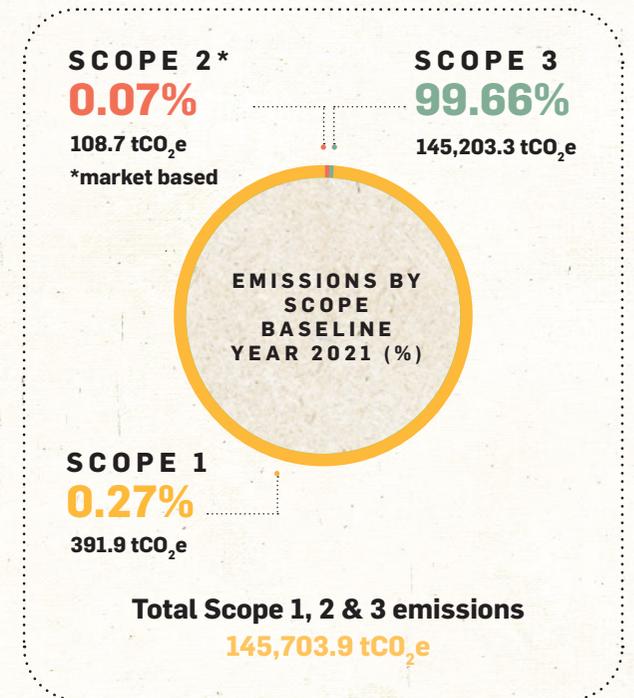


Over 99% of CH&CO's emissions are scope 3 value chain emissions, of this, **purchased goods and services represent 62% and upstream transportation and distribution 16.6%.**

To ensure accuracy and delivery of best practice, we collaborated with Carbon Intelligence, part of Accenture, on our baseline and reduction roadmap. Stakeholder workshops with our culinary, procurement, people and facilities senior teams were held to design and develop a comprehensive roadmap towards achieving net-zero emissions. This collaboration allowed us to incorporate diverse perspectives and align our sustainability goals with stakeholder expectations.

CH&CO will be net zero by 2040

We acknowledge the importance of staying up to date with evolving standards, and therefore, we will recalculate our baseline in line with the recent SBTi FLAG (Forest, Land and Agriculture) guidance. This will ensure that our emissions calculations **accurately reflect the most current and relevant data.** Our commitment to sustainability remains steadfast as we forge ahead on our journey towards achieving net-zero emissions.



Our Climate Impact 2022

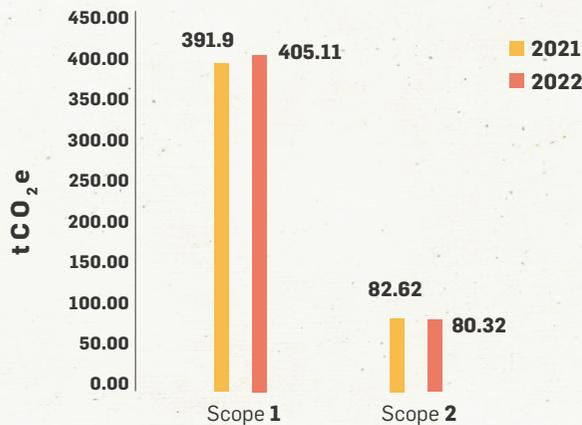
In 2022, across scope 1 and 2 emissions, we saw a small increase in absolute scope 1 emissions and a decrease in scope 2 emissions. This is partly explained due to increased levels of business as well as the transfer of our fleet to more electric vehicles, with a much lower emission per kwh of energy.

Emissions created from leased vehicles remained our largest emissions source across scope 1 and 2, contributing nearly 70% of impact.

Our ambition to transfer to 100% hybrid electric fleet by 2023 has been missed due to shortage of new vehicles.

We have taken this opportunity to revisit our approach to fleet and have set a new target for 100% no tail pipe emission vehicles by 2030.

SCOPE 1 AND 2* GHG EMISSIONS



* Location based scope 2 CO₂e

0.1%
FUGITIVE EMISSIONS
(Scope 1)

14%
FUEL
(Scope 1)

17%
ELECTRICITY
Location-Based
(Scope 2)



69%
LEASED VEHICLES
(Scope 1)

SCOPE 1 & 2 EMISSION INTENSITY RATIO

2.11 tCO₂e
per FTE employee
2021

1.57 tCO₂e
per FTE employee
2022

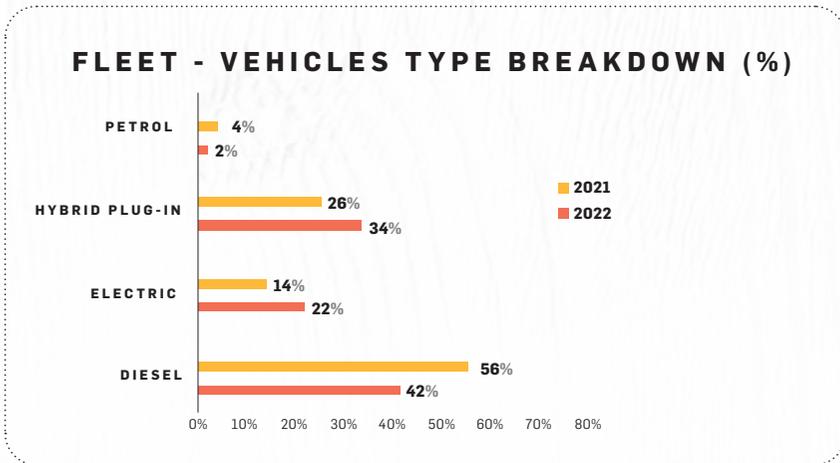
Energy Data



Our fleet is the main source of CH&CO's direct energy consumption and scope 1 emissions. The transition of our fleet to low emission vehicles has continued with 56% of the fleet now made up of low emission <50gCO₂e vehicles, distributed between electric and hybrid (electric and plug-in).

Our Energy Management System is certified to ISO50001:2018 standards. Throughout the year we have used our quarterly energy newsletters to **communicate about our energy commitments and performance to our team members.** In recognition of the energy crisis, our focus this year has also been helping our people achieve energy savings at home too.

In 2022, of our 5 offices and centralised production units, two were powered with energy from renewable contracts. Throughout the next year our key focus will be to transfer our remaining buildings over to renewable energy. Emissions created from leased vehicles remained our largest emissions source across scope 1 and 2, contributing nearly 70% of impact.



In 2022 the proportion of low emission vehicles in our fleet grew from 40% to 56%

Planet Mark Certification



For the third consecutive year, CH&CO has achieved the prestigious Planet Mark certification that measures carbon and social data to measure emissions reductions and monitor progress against the UN SDGs.

Our last sustainability report has been recognised at the annual Planet Mark awards, **awarded for the most transparent and effective communication of an organisation's sustainability progress**, including use of brand and alignment with global frameworks.

We remain steadfast in our mission to **further enhance our sustainability initiatives and inspire positive change within our industry** and are active in the Planet Mark community, including sharing our progress, initiatives and insights at monthly lunch and learn sessions.



The Planet Mark certification is a testament to our dedication to sustainability and highlights our progress in addressing climate change. By meticulously tracking our carbon impact, we have identified areas for improvement and implement targeted strategies, including our fleet changeover scheme.

As a company, we firmly believe in the importance of transparency and accountability. By attaining the Planet Mark certification for the third year running, we are demonstrating our commitment to upholding the highest standards of sustainability and environmental stewardship.

“

Planet Mark is proud to be supporting CH&CO on the necessary journey to reduce their environmental impact. This organisation's holistic and accessible approach to sustainability is commendable.

CH&CO, who won the Planet Mark 2022 Award for Sustainability Reporting, have been exemplary in dedicating the time to upskill employees and provide them with opportunities to contribute to CH&CO's sustainability strategy. CH&CO's monthly webinars, which often host industry experts, are a fantastic way to engage and educate employees on tackling the climate crisis and they also empower team members to make an impact on the company's carbon footprint. It is important to make sustainability enjoyable and CH&CO are a fantastic example of how to do this. Our Engagement experts at Planet Mark have thoroughly enjoyed supporting CH&CO to weave sustainability into the daily actions and decisions of the business.

**Steve Malkin,
founder and CEO, Planet Mark**

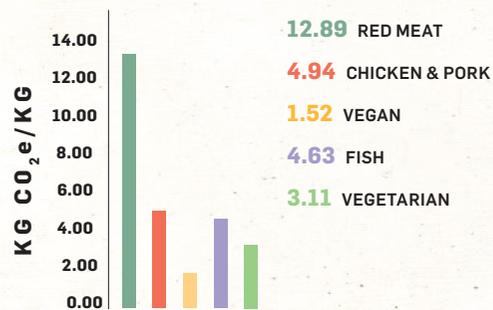
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Carbon Reduction on Menus

In collaboration with Foodsteps, a leading recipe carbon calculation platform, in 2022 we assessed a total of 770 recipes. **Our assessed recipes have a carbon intensity per kilogram of food that is 7% lower and a carbon footprint that is 34% lower than the platform average**, showcasing our efforts in minimising greenhouse gas emissions.

CARBON INTENSITY OF RECIPES BY DIET TYPE



AVERAGE CARBON FOOTPRINT OF 1.05 KG CO₂E PER SERVING (34% LOWER THAN THE PLATFORM AVERAGE)



We are proud that 32% of our assessed recipes are already aligned with the Paris Climate Agreement's 1.5-degree pledge, reflecting our commitment to combatting climate change. **These recipes prioritise ingredients and cooking methods that have a lower environmental impact, contributing to a greener and more sustainable future.**

Additionally, our assessed recipes incorporate a wide range of unique ingredients that are not listed in typical food carbon databases. This includes ingredients like pistachio cream and black rice. Thanks to the support of Foodsteps, these ingredients have been added to the platform and validated by their expert team. This contributes to the catalogue of products on Foodsteps, also helping other businesses assess the carbon values of these ingredients.

Our collaboration with Foodsteps continues to play a vital role in our sustainability journey, enabling us to **make informed decisions and reduce our carbon footprint**. We look forward to further enhancing our partnership and driving positive change in the catering industry, including exploring how supplier specific carbon intensity values can be included in the platform.



AVERAGE CARBON INTENSITY OF OUR RECIPES 3.71 KG CO₂E PER KG (7% LOWER THAN THE PLATFORM AVERAGE)



Climate Change; Assessing the Risks

We recognise the importance of **proactively addressing potential risks that may impact our operations and the natural ecosystems in which we exist.** These risks are now incorporated into our risk management system and analysed quarterly by the group risk committee.



To ensure effective risk management, the newly established, dedicated Risk Committee comprises of key stakeholders across the organisation. This committee includes the Head of Sustainability, the Group Procurement & Supply Chain Director, and the People Director. **Together, they bring a diverse range of expertise and perspectives to identify, assess, and mitigate risks.**

Enhancing our understanding of climate, water and forest related risks

contributing to a sustainable future

In our commitment to transparency around risk, we have disclosed our sustainability efforts to CDP (formerly the Carbon Disclosure Project) across all three major disclosures: **Water, Forest, and Climate.** By participating in these disclosures, we aim to provide stakeholders with a comprehensive overview of our environmental performance, risk management strategies, and progress towards our sustainability goals.



By actively engaging with CDP and implementing the recommendations that arise from their assessments, we continually strive to enhance our understanding of climate, water and forest-related risks and opportunities. We remain dedicated to adapting our business practices and operations to effectively manage and mitigate climate risks while contributing to a more sustainable future.



“ The CH&CO audit and risk committee is up and running with core risk pillars addressed on a quarterly basis, including climate and nature.

Andy Burrill, Head of Risk and Compliance

”

Reduce Delivery Miles

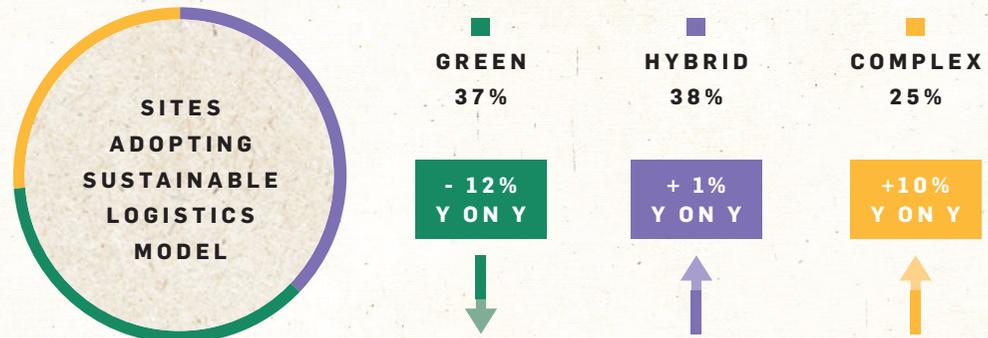
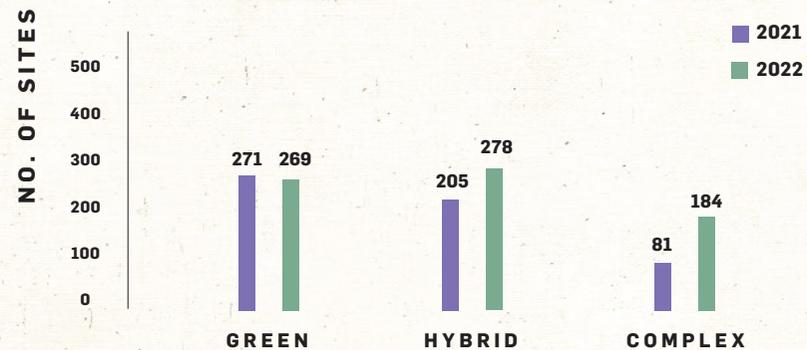


We are incredibly proud of our **award winning sustainable logistics model model in the UK**, aimed at reducing our logistics emissions and keeping vehicles out of busy cities and towns. Due to supply chain challenges in 2022 the number of sites able to operate under our consolidated delivery model was limited.

In 2022, we saw a 33% increase in the total number of deliveries our strategic supply partner made. This was a result of the global supply chain crisis. By increasing the number of deliveries across the estate, we were able to support our supply chain to cope with driver shortages and manufacturer disruptions.

We introduced a **Fresh to the Kitchen**, an initiative which sees those sites who operate on the 'hybrid model' having their fresh produce and meat deliveries combined onto one vehicle instead of two to halve the number of fresh deliveries per week. We are also reviewing **how we can be more efficient in driving down delivery miles and combining deliveries.** We actively encourage all our smaller suppliers to utilise our strategic supply partner as their route to market to eliminate further road miles.

UK SITES ADOPTING SUSTAINABLE LOGISTICS MODEL



Case Study 1

Making plant-based eating the default choice

A behavioural shift to more plant-based eating is a critical step towards **reducing the carbon associated with catering operations**. At University College London (UCL) throughout 2021 and 2022, the Gather & Gather team provided vegetarian and vegan meal options as standard across the University's hospitality service – covering events, meetings and special dinners – in line with UCL's own 'Powered By Plants' strategy.

Although meat is available on request the vast majority of hospitality orders are Powered By Plants – **over a six-month period only 2 out of 1,600 contained meat, representing around 1% of turnover**.

The catering team has helped make vegan and vegetarian dishes the default choice through creative marketing and menu development. **The focus is on developing menus that centre on seasonal vegetables rather than meat replacement products**. Chefs have replicated some classic dishes using plant-based ingredients – the faux-smoked salmon mini bagels made with carrot is a particular customer favourite.

Additionally, the hospitality brochure, used to promote the food offering, is designed to be visually

appealing and to emphasise taste, quality and provenance over the meat-free element.

The plant-led strategy extends to UCL's food retail outlets, including refectories, canteens and cafés. A target for dishes to be 50% or less meat based, 25% or more vegan and 25% or more vegetarian has been achieved with no negative effect on overall sales. Around 35% of all sales come from plant-led dishes.

The team uses 'nudge' tactics to encourage customers to choose plant-based options. **Plant-based dishes always feature first on the menu and are never described as vegan or vegetarian but signified with a green 'V' or 'VE'**. Social media images are dominated by attractive looking vegan and vegetarian dishes without being labelled explicitly as plant-based. Menus also display carbon labels which show customers the relative impact of their food choices.

By reducing the carbon impact of food across UCL's catering operation, Gather & Gather is helping the University meet its own sustainability targets. Our food at UCL was awarded the Udine award for Best Plant-Based Menu, and the team was highly commended at the UCL 2023 Sustainability Awards for our work to create a climate-positive food environment on campus.

“

We sell customers the idea of eating vegan and vegetarian food by making really tasty food that looks beautiful both on the plate and through our marketing.

Cicily Abdy-Collins, Sustainability Manager, Gather & Gather (UCL)

”



45% reduction in carbon emissions

The plant-led strategy at UCL has contributed to an estimated 45% reduction in carbon emissions for the entire catering offer.

Case Study 2

Showcasing low carbon menus that support biodiversity

Our sustainability-minded chefs catering for visitors to Kew Gardens have been rising to the challenge of **delivering menus that have a positive impact on the planet.**

Last summer, Kew's summer visitor programming focused on food sustainability, called Food Forever and featured large-scale art installations, film screenings, talks and pop-up restaurants in collaboration with four celebrity chefs.

Its aim was to **highlight how our food choices impact the planet and to showcase sustainable, low carbon menu options that help conserve biodiversity.**

The culinary team contributed to the success of the event by supporting pop-ups from leading chefs including Tom Hunt (Poco) and Zoe Adjonyoh (Zoe's Ghana Kitchen). Led by head chef Gary Morris, the team transformed the popular Pavilion Bar & Grill into a **100% plant-based kitchen** for a four month period, while delivering innovative, sustainable menus at other Kew food outlets including flagship à la carte restaurant, The Botanical.

Such was the popularity of dishes like Tom Hunt's Portobello Mushroom and Pulled Jackfruit Sloppy Joe Burger and Zoe's Adjonyoh's Yam and Sweet Potato Curry that the absence of meat from the Pavilion Bar & Grill menu had no negative impact on sales.

Completely overhauling the menu four times in as many months proved a big task for the team but it's one they embraced wholeheartedly. The opportunity to learn from some great chefs has proved invaluable and the summer programme has had a **positive effect on the chefs' professional development as well as their education in plant-based cookery.**

'Since Food Forever at Kew, the chefs have continued to embrace sustainable menu options in line with **Kew's target for at least 50% of its menu to be plant-based.** The culinary team is constantly collaborating with Kew's internal team to ensure that menus incorporate fresh, seasonal produce grown within Kew's kitchen gardens.

“

Food Forever has made me look more and more into the supply chain. I'm a lot more conscious now of sustainability when I order.

Gary Morris, Executive Chef, Kew Gardens (Company of Cooks)

”



Our target is for menus to be 50% plant based

Average menu in the UK is 9% plant based³



Reduce Waste

Be the CHange

Summary

1 **wrap**

We remain members of WRAPs Courtauld 2030 commitment, with an ambition to **reduce food waste by 50% by 2030**. We have reported our wastage figures to the initiative, contributing to national and international understanding on the amount of food that is wasted. We have contributed back to the initiative, providing case studies and recipes for others to learn from and take action.



2

We have made progress in our ambition to **improve our food waste reporting methodology** with a further 45 sites taking part in food waste measurement. This helped us be more confident on the overall food waste produced and has given us more granular data to enable action to make food waste reductions. Our food waste figures show **an absolute reduction in food waste of 50.8% and a reduction of 33% per site**.

We report this cautiously, recognising that the large reduction is contributed to by our improved reporting methodology. What we can be very confident of is that we have a much more reliable baseline figure for 2022 food waste data.

3

Much activity has been undertaken around non-food waste, in particular, preparing our operations for upcoming plastics bans, **which we will be compliant with ahead of schedule**. Our business has been preparing for incoming deposit return schemes, due to launch in Ireland in February 2024. Our teams have **prepared training and communications** to ensure the implementation is smooth for our people, clients and customers. We were highly commended for our initiative to remove disposables through a group of sites by 'Footprint - Sustainable, Responsible Business'.

4

Our commitment to reducing waste goes beyond our doors. In 2022 we rolled out our **partnership with Waste Knot**, an organisation determined to reduce farm level waste by redistributing surplus produce within food service. We've also been out collecting and cataloguing 32 sacks of litter for Surfers Against Sewage.

We aim to reduce food waste by 50% by 2030



Food Waste YoY

At CH&CO, **we are committed to reducing our food waste year on year.** We are pleased to report that in 2022, **we improved our reporting processes to gain a better understanding of our annual food waste.** While we still have a long way to go in terms of reducing food waste, we are proud to see more and more sites taking part in measurement and meaningful action to reduce and manage food waste.



Our commitment to reducing food waste is aligned with WRAP's Courtauld 2030 commitment to **reduce food waste by 50% by 2030.** In 2022 we again improved the methodology and number of sites reporting food waste, with 45 additional sites taking part in monitoring. With this in mind, year on year data may be misleading, however our data shows a reduction in waste of 50.8% overall and 72.1% by turnover.

Whilst this data still relies on some estimates and assumptions, we are confident in the accuracy of our 2022 data and will use this year as a baseline from which to measure progress moving forward.

Our chefs have led efforts to eliminate food waste in our kitchens and dining areas. **We are proud to share that food teams have launched no-bin kitchens,** which produce no food waste and operate with circular systems that eliminate waste completely. Read about progression from the beginning of the monitoring journey to a no-bin ethos in 5 years on page 34.

We are proud to share that food teams have launched no-bin kitchens

In 2022, **127,475 litres of used cooking oil were collected within the CH&CO estate,** all our used cooking oil is collected by our waste oil partner who convert it into biodiesel and then used to power their vehicles and sold back into major fuel forecourts.





Waste Legislation



The Environment Act 2021 has brought new measures to the UK to address waste management and reduce pollution.

As a catering company, **we acknowledge the importance of taking action to minimise our environmental impact.**

We welcome the introduction of mandatory food waste collections for businesses, the deposit return scheme for drinks containers, and the ban on single-use plastics.

We understand that the implementation of the new legislation will require close collaboration with our clients who manage the waste streams we use.

We will work together to ensure compliance with the new regulations and take all necessary steps to reduce our waste footprint.

We are fully prepared for **bans on single use plastics, already in effect in some areas of our operation.** Whilst no disposables is always our first choice, where necessary we have arranged alternatives and are always exploring new materials to help reduce the use of single use plastics.

We believe that by embracing these changes and working collaboratively with our clients, **we can make a meaningful contribution to achieving a more sustainable future.** We are committed to continuing to improve our waste management practices and reduce our environmental impact wherever possible.

We acknowledge the importance of taking action to minimise our environmental impact.

Deposit Return Scheme



Deposit Return Schemes (“DRS”) offer an important opportunity to create a truly circular economy that creates **a quality supply of recycled material, reduces greenhouse gas emissions and reduces littering while fostering positive recycling behaviours among consumers.** It’s the right thing to do. At the same time, we recognise the huge amount of effort incumbent on us and our retail and industry partners to deliver an effective scheme.

By creating Deposit Return Schemes (DRS), governments want to **increase the recycling rate of drinks containers and reduce littering.** By mandating a small deposit on drinks containers, to be refunded when the container is returned for recycling. Introducing such schemes will aim to help change consumer behaviour to encourage higher levels of drinks container recycling. While we currently have poor recycling rates in the UK – **approximately five billion plastic bottles in the UK are not recycled every year⁴,** the success of Deposit Return Schemes is proven in other countries. For instance in Germany, where a mandatory Deposit Return Scheme has been in place for over three decades, an incredible 98% of recycled plastic, cans and glass bottles are returned.⁵ Having more of our packaging recycled means we can use more recycled materials in our bottles.

During 2022 we were preparing for schemes to go live in Ireland in 2024 and the UK in 2025. Our teams have worked together with our drinks providers to **prepare a solution that will enable a seamless operational change.**

During 2022 we were preparing for schemes to go live in Ireland in 2024 and the UK in 2025. Our teams have worked together with our drinks providers to **prepare a solution that will enable a seamless operational change.**



⁴ | Environmental Audit Committee, Plastic bottles: Turning Back the Plastic Tide

⁵ | Directorate-General for External Policies: A European Refunding Scheme for Drinks Containers

Case Study 1

Successful disposable cup removal

Our work with Gather & Gather client, Bupa, to reduce disposable cup usage is a fine example of how **we support clients in achieving their sustainability goals.**

Disposable cups are among the biggest sources of non-food waste for CH&CO; they are hard to recycle and not reusable which means they mostly end up in existing waste infrastructure. Bupa wanted to move away from disposable cups and instead **encourage people to use the crockery provided.**

Working across four of BUPA's sites our team supported the ambition through a number of interventions, some of which incentivised customers to do the right thing and others nudged them towards more sustainable choices.

The charge for a disposable cup was increased from 20p to 45p, **with half of the proceeds raised going to charity. £10,357 was donated to charity.** The team presented this as a charge rather than a discount on reusable alternatives since research shows people are more motivated to change their behaviour to avoid a charge rather than to save money.

Crockery collection points were situated around the building so that customers could return their cups in a way convenient to them.

Behaviour change was encouraged by changing the choice environment so that crockery was placed at the front and centre of service stations and disposable cups were harder to see. Baristas warmed the mugs to ensure the customer enjoyed a pleasant drinking experience. They also engaged with customers to build their trust, using friendly verbal prompts such as "in a mug?" or "a mug ok?" to help signpost crockery as the default choice.

This mix of hard and soft tactics **helped achieve customer acceptance** in a way that simply mandating the removal of disposable cups would not have done.

Within a year of initiating the strategy all sites were at 100% crockery usage.



100% cup disposables removed in a year

£10k donated to charity

Case Study 2

Five years to a bin free kitchen

Pioneering creative approaches to food waste reduction.

With a philosophy focused on reducing food waste to the bare minimum, Gather & Gather Ireland's LinkedIn site in Dublin is testament to how **sustainability initiatives can spark creativity and create a fun catering environment.**

Inspired by zero-waste chefs and restaurateurs, Doug McMaster & Matt Orlando, Gather & Gather executive chef Glenn Murphy and his team use fermentation and dehydration techniques to repurpose prep waste – the peelings and pulps of fruits and vegetables that often end up in the bin – into seasonings, glazes and other applications.

It's the latest evolution of a food waste reduction journey that began when the site started monitoring its food waste back in 2018. The LinkedIn office now has a dedicated fermentation room that has been approved by the health authorities as food safe and is being used to repurpose the kitchen's trim waste alongside other waste reduction initiatives.

Food waste bins have been removed from the kitchen and replaced with a trolley containing gastro trays. Any trim from produce prepared by chefs is placed into one of the trays and then, following the lunch service, **the chefs meet to decide how best to repurpose it.** Vegetables such as carrots, ginger and beetroot are dehydrated, blitzed into a powder and then used on chips as an umami-flavoured seasoning. The trim from fruit such as melons, bananas and pineapples is made into a fruit stock which is reduced right down to molasses, cooked overnight and used for glazing roast meats or celeriac rotisseries.

Moving to a plated service, where customers can take a few smaller plates, **has also contributed to reduced food waste as it allows any unserved food to be repurposed.** Elsewhere, root vegetables like carrots and beetroot are baked in coffee grounds, which adds a subtle flavour according to Murphy. The grounds are then offered to customers to take away and use in their garden.

Continued...



NET ZERO

REDUCE WASTE

GREENEST SUPPLY CHAIN SOLUTION

CULTURE OF CSR

Case Study 2

Five years to a bin free kitchen

The removal of bins has had a **significant, positive impact on food waste**. Trim and overproduction waste per cover has fallen from 45g to just 16g in the space of two months.

The Gather & Gather team has also stepped-up efforts to reduce plate waste through **consistent customer engagement and communication**, including posters, through which they encourage people to eat whatever they take and to come back for more rather than take too much food initially.



Chefs have embraced the challenge of minimising food waste with great enthusiasm.

LinkedIn Dublin consists of two offices, each with its own kitchen and restaurant. The two teams of chefs have created a text group in which they post innovative ways they've tried to use the trim; the result being **the chefs are constantly learning from each other's creativity and pushing one another to improve**.



“

It's a steady process of improvement. We target one thing, make that work and then move on to the next thing.

**Glenn Murphy, Executive Chef,
LinkedIn (Gather & Gather)**

”



Prep and overproduction waste per cover has fallen from

45g to 16g

since food waste bins were removed.

Case Study 3

Reducing farm level food waste

Reducing food waste throughout the supply chain is a key priority for CH&CO. World Wildlife Fund (WWF) estimates that almost **3 million tonnes of edible food go to waste on UK farms each year.**

In 2022, we launched a partnership with Midlands-based organisation Waste Knot to take surplus vegetables from farmers' fields and put them into our kitchens. Our chefs can opt into receiving a veg box each week containing 15kg of three different types of vegetables that would otherwise have gone to waste. **They then use their creativity to build tasty dishes based around the ingredients.**

Currently, over 50 sites are taking a Waste Knot box at least once a week, alongside their regular supply of fresh produce, with all the vegetables originating from Red Tractor or LEAF Marque certified farms.

6,750kg
of surplus vegetables were supplied to CH&Co sites during February and March 2023

Thanks to the support of businesses like CH&CO farmers are able to experiment with new crops and techniques, safe in the knowledge there will be an end market for their produce. **This in-turn boosts on-farm biodiversity and allows producers to develop important new revenue streams.**

Seasonality is a key element of the Waste Knot model. Chefs can expect to receive root vegetables and brassicas throughout the winter and early spring before the UK's natural larder becomes more abundant with vegetables like asparagus, courgettes and beans supplied throughout the summer.

Chefs have embraced the challenge of not knowing which vegetables they are going to get from one week to the next. **Receiving the veg boxes has stimulated the creative process as well as developing the plant-based cookery skills of our culinary teams.**



“

We're delighted to now be working with CH&CO. Our mission to fight food waste and support UK agriculture has been embraced by those throughout the business, be it through developing carefully crafted recipes with our produce or working with already existing initiatives.

Collaborating across the industry means our messages can take on a new light and inspire in formative and creative ways. I look forward to working further with the teams at CH&CO to see how we can bring this even more to life for chefs and clients alike!

Jess Letchford, Director, Waste Knot

”



Case Study 4

Clearing up our oceans and countryside

Empowering people to improve the environment.

Gather & Gather team members dedicated an entire day to improving their local environment when they took part in beach, river and park cleans in support of Surfers Against Sewage, **a charity that campaigns for clean oceans, rivers and lakes for wildlife and people.**

Up and down the country team members visited their local park, river or beach armed with sacks, litter pickers and reusable gloves supplied by Surfers Against Sewage. **They filled 32 sacks of litter and audited everything they collected.** The data was reported back to Surfers against Sewage which then contacted brands associated with the litter as part of its own campaigning activities.

Waste collected on the day varied from commonly littered items such as plastic bottles and tin cans to items such as toys that were in sufficiently good condition to donate to local charity shops.



The day formed part of CH&CO's two annual, paid volunteer days that empowers team members to devote time to a local charity or community project. As well as being a great team building exercise teams enjoyed the feeling of doing something tangible for their community by **preventing litter from ending up in the natural environment.**

More beach, river and park cleans have already taken place in 2023 and others are planned.

“

Giving team members the opportunity to do this kind of meaningful activity in an organised way has brought us together as a team, helped the planet and we all had fun on the way!

Fiona Gilbertson, Operations Director, Gather & Gather

”



27 People

took part on our first beach clean; 32 sacks were filled with waste from parks, rivers and beaches across the UK.



Greenest Supply Chain Solution

Summary

On the backdrop of **unprecedented global inflation** and **supply chain pressures** the procurement team has certainly been kept busy meeting the challenges presented whilst maintaining our commitment to the greenest supply chain solution.

2022 saw the horrendous impact of the Russian invasion of Ukraine which put pressure on both the oil and wheat markets which in turn **impacted feed for animals which saw 40 year cost precedent.**



The procurement team continued their learning and development, receiving training from the Sustainable Restaurant Association and Food For Life Served Here. This has ensured our team is equipped with the green skills required to fulfil our strategic ambitions.

The team also achieved the **Chartered Institute of Procurement & Supply (CIPS) Corporate Ethics Kite Mark**. The CIPS Corporate Ethics Mark publicly reinforces an organisation's assurance to ethical sourcing and supplier management, as well as signalling to suppliers, customers and potential employees that the organisation is committed to ensuring its staff are trained in these issues. We're even more thrilled since we're the only contract caterer to have achieved this mark and **we've demonstrated an ongoing commitment to ethical sourcing behaviour with the procurement team** especially in a background of cost pressures.



Policy Update and Review

We are **committed to maintaining an ethical and sustainable supply chain**, developing partnership relationships with suppliers and being at the forefront of all new sustainable and ethical innovations and requirements in the industry.

All our customers can be assured that the meals we produce and serve everyday comprise of **high-quality ingredients verified to high safety standards** which have been sourced and produced with social and environmental aspects in mind. Our processes and policies are reviewed annually to develop our approach and ensure that all of the Group's activities are compliant and relevant in the current marketplace.

We worked with The Alliance to save our Antibiotics, an organisation that brings together health, medical, civil-society, farming, and animal-welfare groups and campaigns to **stop the overuse of antibiotics in animal farming**. They worked with us to curate our antibiotic policy.



Our supply chain is constantly monitored by NSF our technical partner to ensure that they are technically safe. All food and beverage suppliers must provide a certification to prove their technical accreditations whether that is Safe and Local Supplier Approval (SALSA) for smaller companies or British Retail Consortium (BRC). We work closely with mirco businesses to support them through their accreditations and use NSF to conduct their audits to support them through the process.

Our **procurement and supply chain policy** is available via our website.



CLICK ON THE LINK TO VIEW THE POLICY



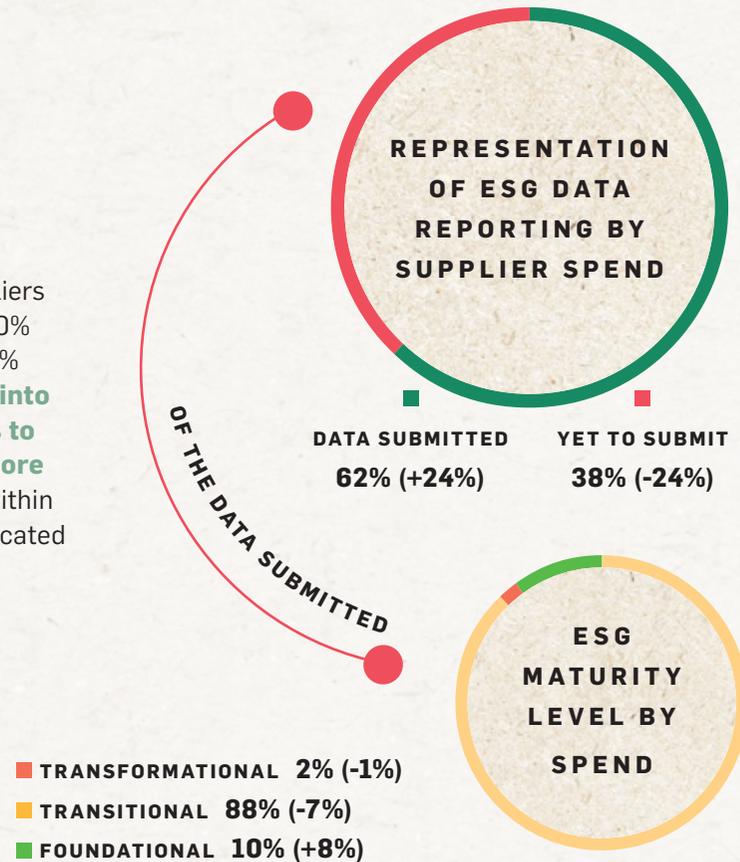
- EXPIRED / NO CERTIFICATE **0.1%**
- CERTIFICATE LIVE **83%**
- UNQUALIFIED CERTIFICATE **7.7%**
- CERTIFICATE DUE TO EXPIRE **9.4%**

Mapping our Supply Chain

Following the successful launch of our supply chain transparency platform Authenticate in 2021, we have further **mapped key safety, compliance and sustainability data** and have dedicated more resource to this initiative.

All our suppliers complete an environmental, social and governance assessment

Our ESG assessment allows us to map our supply chain against common ESG criteria. To date 62% of our tier 1, direct spend suppliers have completed our ESG module of which 10% are foundational, 88% are transitional and 2% are transformational (appendix 1). **Looking into 2023 we are bringing in more resources to support our supply chain in providing more information like this**, especially MSMEs within our supply chain who often do not have dedicated sustainability teams.



All our suppliers complete a detailed question set targeted at food and non-food suppliers

Our supplier questionnaire contains 8 sections covering everything from diversity to the use of non-permanent staff. This information allows us to understand things like which suppliers are B-Corp, minority owned and **understand what the gender diversity is within our supply chain**.

In 2023 we will be extending this questionnaire out to our tier 2 suppliers, manufacturers we purchase from via wholesalers. **We are using this information to support our decisions on awards of business.**

84%

of our direct spend suppliers have engaged with our questionnaire

Continued...

Mapping our Supply Chain



All suppliers must provide their modern slavery policy or implement CH&COs policy

For suppliers who are not legally required to hold a Modern Slavery Policy (companies under £36m turnover) must sign up to CH&COs policy. **This requirement forms part of our supplier contracts.** Suppliers are also requested to provide their own Environment and Sustainability Policy and Business Continuity Plan.



Mapping our supply chain to a farm level is key to measuring, managing and mitigating risk and allows us to be transparent with our customers and clients.

Samantha Davis, Group Procurement & Supply Chain Director



We are tracing our products to a farm level and beyond

Product Mapping helps us to map our supply chain to a farm level and beyond. **This aids us in mapping and managing risks associated with deforestation, biodiversity and water scarcity.** Requests have been made to all tier 1 suppliers*.

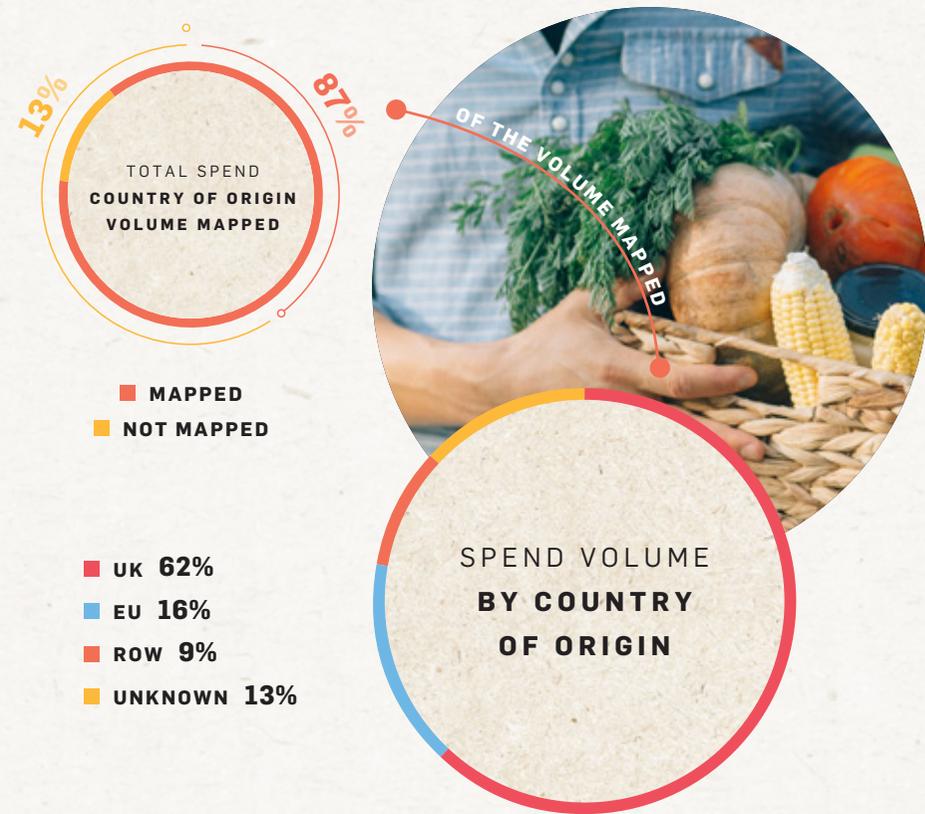
For product mapping, 259 suppliers have engaged with Authenticate, of which **75% have accepted our product links** (this is all the products that we purchase from them) and 61.1% of them have mapped their products.

The mapping with Authenticate has been slower than anticipated as suppliers are reluctant to share information due to feeling that this is commercially sensitive information, we have held a number of webinars with suppliers to engage them in completing the information.

* | Suppliers directly paid by CH&CO

Local Produce

By utilising our supply chain mapping platform we have been able to **increase the percentage of raw food ingredients⁸ we have provenance data for by 27%**. Incorporating UK and Irish produce onto our menus is important to our customers. It brings us closer to where and how food is produced and ensures we are supporting our local farmers and producers. In doing so we hope to provide a social return on investment in our local economies, supporting local jobs and opportunities.



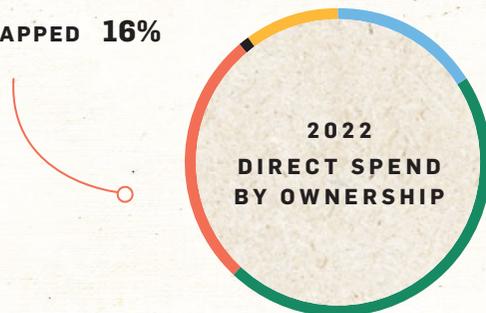
* | Raw ingredients includes meat, fish, dairy products, eggs, fruit and vegetables, sugar, flour and cereals

Supporting Smaller Companies and Social Enterprise

Supporting micro, small and medium sized enterprises in our supply chain

In 2022 we mapped 84% of our Tier 1 (direct) suppliers and of that 45% of our supply chain by spend is with MSME's.

- **LARGE 46%**
(>250 staff and >£45m turnover)
- **MEDIUM 27%**
<250 staff and <£45m turnover)
- **SMALL 10%**
<50 staff and <£8m turnover)
- **MICRO 1%**
<10 staff and <£1.75m turnover)
- **NOT MAPPED 16%**



We have increased spend with social enterprises by **over 500%**

38%
of our supply chain is with MSMEs

Voluntary and community social enterprise in our supply chain

In 2022 we continued to **support a number of Social Enterprises** in our supply chain and through onboarding more VCSE's as well as promoting them internally, we have increased our spend from £42,629 in 2021 to £235,059 in 2022.



Fish and Seafood

Our pledge is to only use fish and seafood that are rated as good to eat, or 1-3 by the Marine Conservation Society (MCS).

In 2022, 87.54% of our fish purchasing from our main fish and seafood suppliers was rated 1-3, so we have made significant progress toward our target.



A key species that has proved a challenge to remove is tuna, popular with our customers and in limited availability from sustainable sources. **Our procurement teams are working hard to source MCS rated 1-3 tuna which should be achieved in 2023.**

Over 80% of all fish and seafood consumed in the UK and Ireland is of 5 species, known as the big 5 - cod, haddock, prawns, tuna and salmon.⁷ This puts huge pressure on these species and can lead to unsustainable farming practice.

In 2022 big 5 species represented 72% of our spend across all fish and seafood. This topic is being tackled by our culinary teams, taking effort to change the fish species featured on our menus and using alternative species.

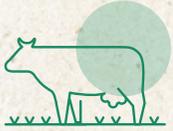
Each of our sites is able to report the MCS ratings of the fish on offer as well as % use of big 5 fish. This supports education at a site level and allows our sites to set and manage sustainable fish targets. Our supply partner has been taking part in roadshows across the business highlighting alternative fishes to the Big 5.

87.54%

of our fish purchasing was rated 1-3 in 2022 by the MCS

⁷ | [Marine Conservation Society: How to buy the big five](#)

Animal Welfare

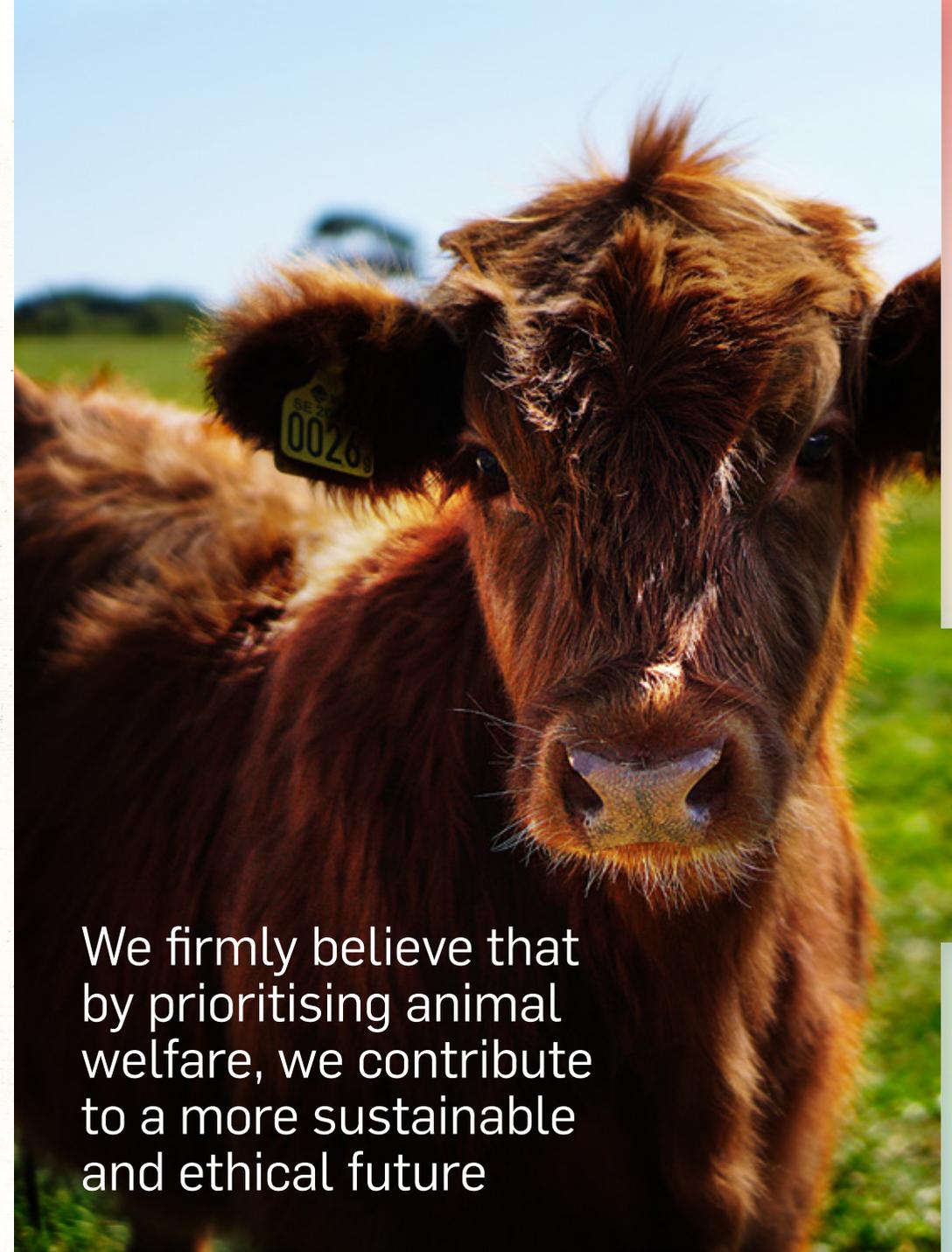


We firmly believe that the well-being of animals is a moral imperative and a crucial aspect of our business practices.

In alignment with this belief and in line with our 2026 goal, **we aim to ensure 100% of our animal produce meets high welfare standards.** These standards will be based on the guidance provided by Compassion in World Farming, a globally recognised authority on animal welfare. This benchmark ensures that our products come from sources that prioritise the humane treatment of animals.

Recognising the critical issue of antimicrobial resistance and its impact on public health, we launched our policy on antibiotic use in livestock supply chains in 2022, as part of our review of our supply chain and procurement policy. This policy⁸ is rooted in the understanding that responsible antibiotic use is essential for safeguarding animal welfare and reducing the risk of antimicrobial resistance. By implementing stringent controls and working closely with our suppliers, we are committed to promoting sustainable practices that prioritise both animal welfare and human health.

We firmly believe that by prioritising animal welfare, we contribute to a more sustainable and ethical future. Through our actions and initiatives, **we strive to lead by example and inspire positive change across the industry.**



We firmly believe that by prioritising animal welfare, we contribute to a more sustainable and ethical future

⁸ | [CH&CO Procurement Policy](#)

Nature

As a food business, **biodiversity plays crucial role in our operations and the broader industry.** We recognise that our success is intricately linked to the health and resilience of our planet's ecosystems.



To demonstrate our commitment, we are proud members of the esteemed UK Business Biodiversity Forum. Through this partnership, we are actively involved in developing a robust framework for risk reporting on nature. By integrating biodiversity considerations into our risk assessment processes, **we can better understand and mitigate our environmental impacts.** Furthermore, we continue to foster our collaboration with the Global Farm Metric initiative. We firmly believe in the power of shared knowledge and data transparency. Through this partnership, we are exploring **innovative ways to improve the sharing of farm-level data**, including valuable insights on biodiversity. By collectively working towards better data sharing practices, we can enhance our understanding of the impact of agricultural activities on biodiversity.

We have implemented an effective system to track supplier biodiversity through our ESG assessment on Authenticate, our robust supply chain mapping software. This allows us to monitor and evaluate the biodiversity performance of our suppliers, ensuring that our sourcing practices align with our commitment to environmental stewardship.

We will continue to prioritise biodiversity conservation and sustainable practices throughout our operations. By nurturing biodiversity, **we safeguard the future of our planet**, support sustainable food production, and contribute to the overall well-being of our communities.

We will continue to prioritise **biodiversity conservation** and **sustainable practices** throughout our operations



Working Toward Water Resilience

Freshwater is vital for our business, agriculture and economies as a whole. CH&CO remain members of WRAP's water roadmap, joining forces with other industry leaders on a target that 50% of the UK's fresh food is sourced from areas with sustainable water management.

We have made significant progress toward understanding our impact.



The World Wildlife Fund (WWF) framework for action to reduce water risk outlines **key stages to realising our water**

targets. Using the WWF water risk filters, we have begun to explore and assess our water risk relating to **15 key areas utilising our supply chain mapping platform.**

- 1 Basin physical risk
- 2 Basin regulatory risk
- 3 Basin reputational risk
- 4 Water scarcity
- 5 Flooding
- 6 Water quality
- 7 Ecosystem services status
- 8 Enabling environment
- 9 Institutions & governance
- 10 Management institutions
- 11 Infrastructure & finance
- 12 Cultural importance
- 13 Biodiversity importance
- 14 Media scrutiny
- 15 Conflict

Our target is that

50%

of the UK's fresh food is sourced from areas with sustainable water management



In 2023 we will look to **expand the source data for our ingredients and products to map our water risk further.** We will respond to this risk by supporting WRAP's water roadmap collective action project in the Southern Spain region, where over half of water bodies do not meet 'good' ecological status and with the knowledge that the cost of inaction on water security is five times higher than the cost of action.⁹

⁹ | CDP: A Wave of Change The Role of Companies in a Building Water Secure World

Case Study 1

Creating a compelling farm-to-fork story

Story telling is a key part of the Vacherin food experience. Their partnership with Surrey Docks Farm is a great example of how community support has combined with a farm-to-fork story to create a **compelling sustainability narrative**.

Surrey Docks Farm is a working city farm and charity that occupies a two-acre site on the south bank of the River Thames in Rotherhithe, London. The farm works with local communities and the residents of Southwark to provide opportunities for people to learn about farming and food production, and to be actively involved in the ongoing working life of the farm.

Surrey Docks Farm produces its own meat from a small livestock herd, some of which it sells through its own shop with the remainder purchased by Vacherin and supplied to client sites throughout London. Lambs and pigs are purchased as whole carcasses and butchered on site, while cows are butchered at source and the cuts distributed to our kitchens.

As well as providing a great farm-to-fork story the partnership with Surrey Docks Farm has a strong chef development element. Chefs have taken it upon themselves to **create innovative products from the meats, such as lamb scotch eggs, and incorporate them into exciting tasting menus**. Our meat supplier has also hosted butchery sessions for Vacherin chefs where experts demonstrate how to break down the animals. Not only has this provided chefs with an opportunity to learn about butchery, it has also **given them an appreciation of the story behind the meat** which they can then communicate to their customers.



“

Not many chefs get the opportunity to have a skilled butcher in front of them demonstrating how to break down a carcass.

Alex Rowe, Head of Culinary Operations, Vacherin

”



Case Study 2

Supporting social enterprise through commercial partnerships

One of the most meaningful ways CH&CO can support social enterprises is to buy products from them. Vacherin has a long-term partnership with Luminary Bakery, a London-based charity that uses baking as a tool to take **vulnerable women on a journey to employability and entrepreneurship.**

Luminary offer courses, work experience and paid employment within its bakeries located in Camden and Hackney. **Each year Vacherin supports the charity through fundraising activities** such as bike rides and quizzes – a 2019 'Tour de Vacherin' raised enough money to fund the baking equipment for Luminary's new Camden training centre.



In 2022, Luminary was onboarded onto Vacherin's procurement platform, making it easier for sites to order cakes and other baked goods from Luminary for special events. Although Luminary's ultimate purpose is to **empower women to build a future for themselves**, purchasing products from the bakeries provides an important source of funds for the charity.

An average month will see more orders placed with Luminary **with the revenue raised helping support the work of women in its bakeries.** There are plans to expand the opportunity to order from Luminary to other CH&CO brands over the course of 2023.

Vacherin also provides work experience placements for women which could help lead to a permanent role. In 2022, three Luminary graduates enjoyed placements with Vacherin, working within the kitchen teams at Ashurst and Ortus and the reception team at AXA XL.



Continued...

Case Study 2

Supporting social enterprise through commercial partnerships



“

Ordering baked goods from us is just as significant as the other things Vacherin does for us because it generates work for the women in our kitchens.

Alice Williams, Founder and CEO, Luminary Bakery

”

Case Study 3

Showcasing the benefits of seasonal produce

Situated on the outskirts of Dublin, the Airfield Estate showcases the value of seasonal produce and **farming in harmony with nature**. Airfield is a 38-acre working, urban farm and gardens with a farm-to-fork sustainable food system. Its aim is to help visitors learn about **sustainable food production** both through educational activities and through the food served in the restaurant and farmers' market.

The Gather & Gather culinary team at Airfield works closely with the estate owners and team to develop menus that show off the variety of organic food and drink produced on the estate.



Airfield's farm-to-fork ethos is intrinsic to a menu which is fully seasonal and changes depending on what the farm is harvesting at a particular time of year. **Head chef Isobel Farrelly places a particular emphasis on using seasonal vegetables** with chefs incorporating everything from root vegetables and brassicas to rhubarb and strawberries in the restaurant's 'hero' dishes.

At various points of the year the restaurant, which serves 600 covers on the busiest days, is fully self-sufficient in meats such as pork, beef and lamb produced from livestock farmed on the Estate, while milk from Airfield's herd of Jersey cows supplies all of its dairy milk demand.

Isobel meets regularly with Airfield's head gardener to walk the estate and see what is being produced for next season's harvest. She then plans the menu cycle accordingly with **any additional produce sourced locally and sustainably**. This sometimes means planning menus months in advance.

The site also boasts a large digester meaning all the food waste from the restaurant is turned into fertiliser to use on the land in a genuinely closed-loop system.

Continued...

Case Study 3

Showcasing the benefits of seasonal produce



Airfield is a 38-acre working, urban farm and gardens with a farm-to-fork sustainable food system



“

I want to be able to show people that this really is farm-to-fork food, not the kind of food they would see on a supermarket shelf.

**Isobel Farrelly, Head Chef,
Airfield Estate (Gather & Gather)**

”





Create a Culture of CSR Commitment

Summary



We are proud to have increased the social value generated by the company to £2.2m in 2022. This growth has been realised through many initiatives: Our dedication to employing those **not in education, training or facing long-term unemployment**; our charity partnerships and the dedication of our team members to using volunteering days, providing expertise and support to organisations that will benefit from it, and, environmental initiatives.



Women make up 59% of our workforce. We're pleased to report that **in the last year our gender pay gap has decreased by 5.7%**. The education sector makes up a third of roles in the lower quartile due to the flexibility of these roles has meant that significantly more women than men have always been represented in the low quartiles. However, over the last year we have **successfully recruited more men to the lower two quartiles, increasing their representation by 20%**. Whilst our improvements are encouraging, we recognise that all the while there is a gender pay gap there is still work to be done.



Through 2022, **our apprentices attended 384 workshops or webinars provided by our learning partners**, and we spent over £260k in apprenticeship levy funding. We have delivered 2,776 hours of in person training and mandatory e-learning for our people covering the all important basics has seen 26,454 hours of learning delivered and 478 other eLearning.



We have maintained our **excellent track record for safety** and were again awarded Achillies, Safecontractor, CHAS and RoSPA gold along with our ISO accreditations ISO9001:2015, ISO14001:2018 and ISO 50001:2018. We have set robust targets with our delivery partner for 2023 around training and development.

Educating our team
will allow us to achieve
our sustainability goals

Social Value

Community is a key part of the CH&CO ethos, and **we are proud to have increased our social value** in 2022 to £2.2m, representing 0.6% of our annual turnover.



Our social value is calculated using the recognised TOMs framework (theme, outcome, measure), and our data verified annually by Planet Mark. Some of the activity that contributed to our social value is detailed throughout this report, but to highlight a few: In 2022 we continued our partnership with Well Grounded, supporting those not in employment, education or training into roles with funded apprenticeships and a guaranteed job with us at the end of the apprenticeship. **We provided numerous learning and development opportunities** as well as **supporting our people with our comprehensive health and well-being programme**. We increased the amount of time spent on volunteering projects, something we aim to again increase in 2023.

2021

£1.35m

2022

£2.2m

Social Value Contribution

0.6% turnover

“

Doing the right thing by our people and the communities within which we work is incredibly important.

It's fantastic to see that our social value contribution has grown, and we remain committed to increasing this further through development opportunities and meaningful benefits for our teams as well as initiatives that support the wider community.

Bill Toner, CEO, CH&CO

”



People Survey

In 2022, the decision was taken not to run any engagement surveys but to take the opportunity to review and update our engagement strategy **in line with business and people growth and needs.**

Our new strategy objectives are to give our people the opportunity to **have their voice heard, share their ideas and be proud that they work for a great company.** We want to consistently engage with our people, review how they're feeling, and follow through with action plans from feedback.

Our rebranded quarterly people engagement surveys, let's talk, aim to understand how our people really feel about working for CH&CO. Ad hoc, topical bite-size surveys on a site-by-site basis will also be available.



Engage – We want to hear from all our people across the business for anonymous feedback.



Review – Within 30 days following the survey all data will be reviewed and action plans formulated and communicated.



Repeat – The survey will open for a different engagement pillar every three months.

This faster, more frequent, short survey approach is intentionally designed to be conducted every few months. Pulse surveys offer a nearly real-time glimpse into the health of the organisation. They enable managers to understand team sentiment and identify issues at the earliest opportunity.

Engagement will focus on four key pillars (one per quarterly survey) – **employee experience, well-being, communication, and vision and values** – over the year each pillar's findings will feed into our organisation strategy and goals.

Each survey also focuses on four core focus points – **me, my manager, my growth and my organisation** – which enables us to effectively review the data year on year and see what engagement drivers we are improving on, and which need more focus.

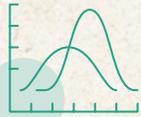
We look forward to launching our new strategy in 2023 and to the results and actions that come from them.

You said we did actions:

In 2022, we reviewed the results of the 2021 engagement survey and throughout 2022, **'you said, we did'** actions were launched across the business, including:

- ✓ Benefits handbook
- ✓ Family friendly & parental leave enhancement
- ✓ Refer a friend scheme
- ✓ Cycle to work scheme
- ✓ Apprenticeship enhancements – e.g. more awareness of courses, apprentices paid the same as non-apprentices for the same role, paid travel
- ✓ Salary finance scheme

Gender Pay



For 2022, **women made up 59% of our workforce** and the mean gender pay gap was 14.6% (median 13.2%) - **a reduction of 5.7% from 2021**. Nearly two thirds of our workforce consist of women, however the gender pay gap exists primarily as a result of there being **less females in senior leadership roles**.

In line with Gender Pay Gap legislation we calculate and publish our gender pay gap data on an annual basis. In 2022, the Company of Cooks brand, a separate legal entity also reported gender pay in a separate report.

Flexibility within our entry level positions attracts predominantly female candidates.

This has meant that significantly more women than men have always been represented in the low quartiles. This sector alone makes up a third of the roles in the lower quartile and of these employees, 81.5% are female. **However, since 2021 we have successfully recruited more men to the lower two quartiles, increasing their representation by 20%.**

Mean gender pay gap using hourly pay

MEN EARN 14.6% MORE THAN WOMEN ACROSS THE COMPANY

Median gender pay gap using hourly pay

MEN EARN 13.2% MORE THAN WOMEN ACROSS THE COMPANY

PER QUARTILE	MEAN GENDER PAY GAP
Lower pay quartile	Men earn 0.6% less than women
Lower middle pay quartile	Men earn 1.3% more than women
Upper middle pay quartile	Men earn 1.2% more than women
Upper pay quartile	Men earn 0.7% less than women

PER QUARTILE	MEDIAN GENDER PAY GAP
Lower pay quartile	Men earn the same as women
Lower middle pay quartile	Men earn 3% more than women
Upper middle pay quartile	Men earn 1.3% more than women
Upper pay quartile	Men earn 1.3% more than women

Continued...

Gender Pay

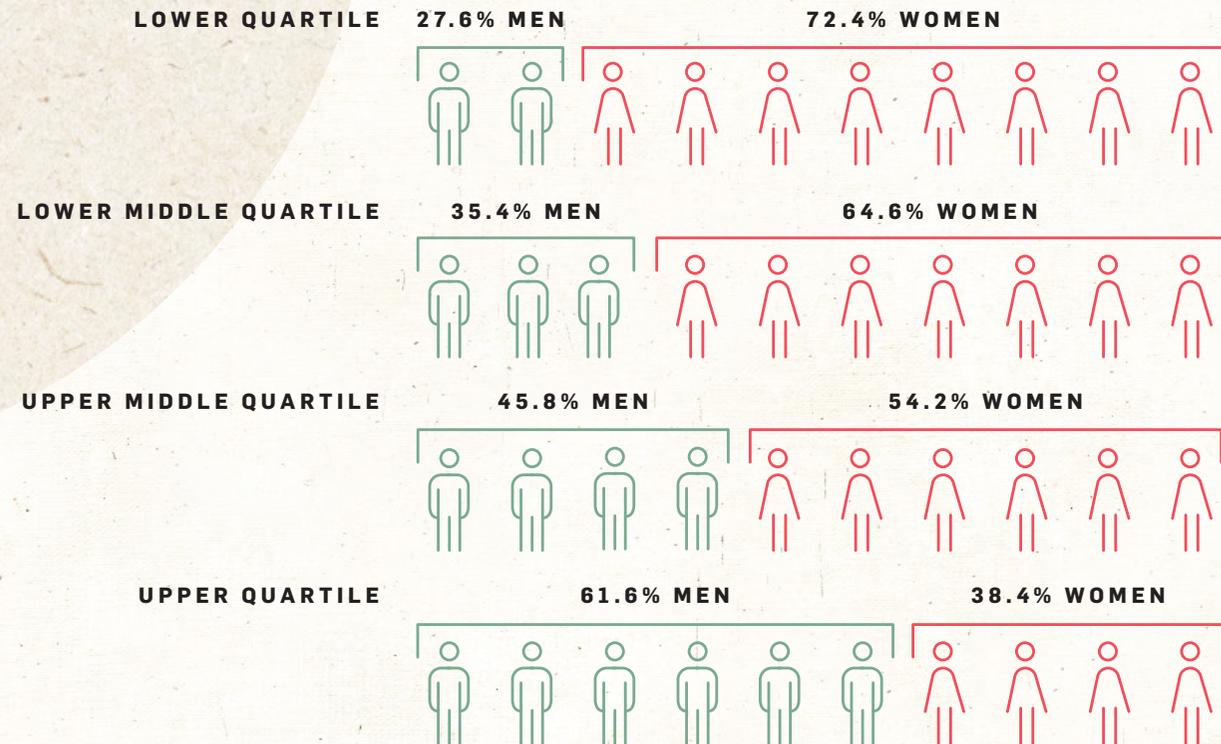
We have also noticed that the gender pay gap is at its highest in the age ranges where women are most likely to have family commitments – 31-40 and 41-50. **According to the World Economic Forum¹⁰ some studies have shown that the 'motherhood penalty' makes up 80% of the gender pay gap.** Joeli Brearley, author of *The Motherhood Penalty: How to stop motherhood being the kiss of death for your career*, said: "There really isn't a huge gender pay gap for women in their 20s and below, and you start to see the gender pay gap widening from the age of about 30 to 33. It really takes a jump and increases from there."

Mothers returning to work after a period of time away from the business are more likely to adopt a flexible working pattern, which enables them to meet the demands of caring for their family. **We are committed to offering flexible working at all levels, where possible, but this inevitably impacts pay and the gender pay gap.**

YOU CAN ACCESS THE FULL GENDER PAY REPORT ON OUR WEBSITE

[VIEW REPORT](#)

Percentage of men and women in each pay quarter



Continued...



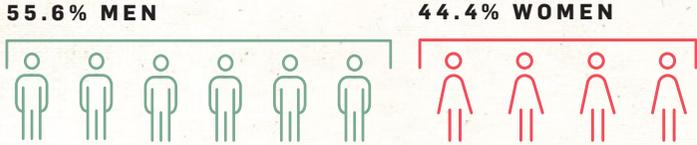
Leadership Diversity

At our core, we firmly believe that diversity is not just a buzzword, but an essential driver of innovation, resilience, and long-term success. It is imperative that our leadership reflects the rich tapestry of our workforce and the communities we serve. We must foster an environment where **everyone, regardless of gender, can thrive and contribute their unique perspectives and talents.**

It is with a sense of regret that as a result of an organisational re-design which streamlined the number of senior roles, we must acknowledge the number of crucial group positions held by women has unfortunately decreased since 2021. **This is a matter that demands our immediate attention and action.** In light of this downward shift, we are implementing a strategy of positive discrimination to rectify the gender disparity in our crucial group positions. This approach acknowledges the need for deliberate interventions to ensure equal opportunities and representation. We are committed to actively seeking out talented women leaders and providing them with the support and development opportunities they need to excel.

While progress has been made, we acknowledge that we have work to do. At the board level, our gender representation remains at 16% female. **We will redouble our efforts to address this imbalance and aim for a more equitable representation of women at the highest levels of our organisation.**

Percentage of men and women in senior leadership team



Family Friendly

At CH&CO we understand there is **more to life than work** and that, in most cases, **family form an integral part of our people's priorities**. That is why we are committed to supporting our people in achieving a good balance between their work and home lives by supporting flexible working. To support our team members, we also offer enhanced family friendly pay for all.



Maternity/Adoption Leave – first 10 weeks' pay at full basic rate, a return-to-work bonus of two weeks' pay at basic rate after completing one month's service upon return.

Paternity Leave – two weeks paid at full basic rate.

Shared Parental – eight weeks paid at full basic rate, following the initial compulsory two weeks' the birth parent has to take.



Family friendly cases supported throughout 2022 totalled:

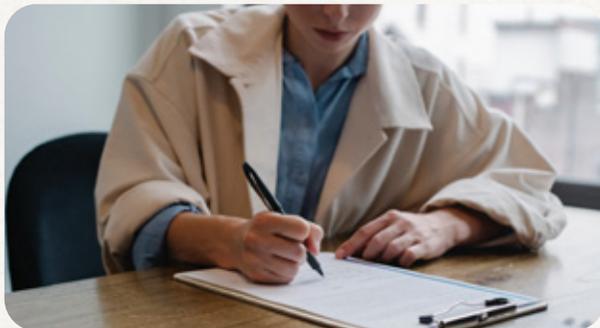
MATERNITY	23
ADOPTION	1
PATERNITY	7
SHARED PARENTAL	2
FLEXIBLE WORKING APPLICATIONS	47



Health and Well-being

We have introduced a range of training workshops and webinars to support the Mental Health and Well-being of our employees. By embedding mental well-being training into our business, it encourages our people to **talk more freely about mental health, promotes early intervention, enables recovery, reduces stigma, and creates a positive culture.**

Hospitality in Action is our Employee Assistance Helpline, which in 2022 received 233 contacts to the helpline, demonstrating this is a service utilised by our people. **Hospitality Action employ the clinical measure GHQ 1 & 2 at the start and end of counselling to assess client well-being.** The form consists of 28 questions which are scored numerically, with low scores reflecting well-being and higher scores indicating greater cause for concern. Fifteen Last Session general health questionnaires were returned in the reporting period, of which 14 showed improvements.



We support the mental health and well-being of our employees

CH&CO provide **In-house training on mental health and well-being**, delivered via short workshops or webinars, by experienced accredited Mental Health trainers to create a safe and secure learning environment, where our people are free to share feelings and express opinions, free from judgement.

Alternatively, we also offer two-day workshops via external supplier (St John Ambulance). This qualification teaches delegates to be workplace **Mental Health First Aiders**, who will be able to recognise the signs and symptoms of common workplace mental health issues and know how to effectively guide a person towards the right mental health support.

IN 2022 THE FOLLOWING NUMBER OF COURSES WERE COMPLETED:

7 employees completed the St John Ambulance, two-day mental health first aider workshop



94 people completed the Mental Health Awareness webinar

213 people completed well-being eLearning courses



Training, Learning & Development



The learning and development team provide and facilitate all learning and development opportunities offered to CH&CO people. This includes apprenticeships, mandatory legislative eLearning, workshops delivered by in-house trainers, system experts or development workshops provided by market-leading external providers.

Apprenticeships

Our CH&CO apprenticeship opportunities are offered through four Apprenticeship Academies: Chef; Service; Leadership; Business, all of which are managed by our Academy Manager.

Throughout 2022, **our apprentices attended in total 384 workshops or webinars, provided by our Apprenticeship partners**, and we spent £263,461.24 of our Apprenticeship levy funding.



OPERATIONAL APPRENTICESHIPS					
CHEF APPRENTICES	L2	L3	L4	L5	L6
Production Chef	20	3			
Commis Chef	9				
CPD		2			
Culinary Arts			5		
FRONT OF HOUSE APPRENTICES	L2	L3	L4	L5	L6
Hospitality Assistant	5				
Team Leader / Supervisor		17			
LEADERSHIP APPRENTICES					
Hospitality Manager			27		
Operations Manager				24	
Chartered Manager's Degree					1

Continued...

Continued...



PROFESSIONAL APPRENTICESHIPS					
HR PROGRAMMES	L2	L3	L4	L5	L6
CIPD		1		1	
FINANCE PROGRAMMES					
CIMA level 7					5
AAT		1	1		
ACCA level 7					2
PROCUREMENT PROGRAMMES					
CIPS			1		
OTHER PROGRAMMES					
Facility Management - Supervisor level 3		2			
Operations / Departmental Manager (HIT)				1	
EVE PROGRAMMES					
Lead with Eve			8		
Emerge with Eve				11	

We are committed to the progression and development of our employees

Training, Learning & Development

Mandatory eLearning



Our new starters are auto enrolled onto a suite of eLearning on our learning management system AccessPlanit, relevant to their job role, when they first join CH&CO.

The mandatory eLearning is a mixture of legislative training, CH&CO company policies and procedures, developed to increase our new starters knowledge and skills important to effectively and safely work within our businesses.



MANDATORY E-LEARNING	DELEGATE NUMBERS	SESSION DURATION (HR)	LEARNING HOURS
Health & Safety (All Levels)	2,516	1	2,516
Food Safety (All Levels)	2,980	1.5	4,470
Allergies (All courses)	9,727	0.5	4,863.5
Introduction to GDPR	1,336	0.5	668
Policies to be familiar with	2,314	0.5	1,157
Anti-bribery, data protection...	1,727	0.5	863.5
COSHH	2,720	0.5	1,360
Equality & Diversity	2,567	0.5	1,283.5
Manual Handling	1,616	0.5	808
Keeping Children Safe in Education	700	0.5	350
Monthly ABC E-Learning	28,560	0.25	7,140
Natasha's Law (PPDS)	1,949	0.5	974.5
TOTAL			26,454

Training, Learning & Development

Development eLearning



There are also a number of development eLearning accessible to all and available for our people to book themselves onto, designed to enhance their knowledge, skills and behaviour.



DEVELOPMENT E-LEARNING	DELEGATE NUMBERS	SESSION DURATION (HR)	LEARNING HOURS
Change Management	9	0.75	6.75
Communication	46	0.75	34.5
Customer Service Essentials	80	0.75	60
Innovation	6	0.75	4.5
Safeguarding Children & Vulnerable Adults	317	0.75	237.75
Teamwork	67	0.75	50.25
Understanding Resilience	5	0.75	3.75
Working With Young People	7	0.75	5.25
Time Management	24	0.75	18
Unconscious Bias	77	0.75	57.75
TOTAL			478.5

Training, Learning & Development

Learning & Development workshops / training

The learning and development team facilitate and deliver a number of in-person workshops, designed to assist our people in their job roles, whether that be soft skills or hand skills.

Hard skills training includes system webinars delivered in person either by system experts or the learning and development team themselves.

Soft skills development includes customer service, well-being, writing skills, influencing and negotiation skills, personal impacts and presentation skills among others.

L&D WORKSHOPS / TRAINING 2022	DELEGATE NUMBERS	WORKSHOP DURATION (HR)	LEARNING HOURS
eProcurement Systems	506	1.5	759
People Systems	103	1.5	154.5
AccessPlanit Overview	39	1	39
Sharepoint / intranet	40	1	40
QHSE	71	1.5	106.5
PowerBI & Reporting	254	1	254
Expenses System	24	1.5	36
Well-being	94	1	94
CH&CO induction	41	2	82
Bespoke	78	1	78
Coffee Workshop	42	5	210
CAKE Customer Service	5	5	25
Writing Skills	38	6	228
Influencing & Negotiation Skills	7	16	112
People Management	96	3	288
Procurement & Sustainability	31	3	93
Stress Management	7	3	21
Personal Presentation Skills	39	4	156
		TOTAL	2,776

Safety

Safety underpins everything we do at CH&CO – we understand the importance of getting it right first time. We have an excellent track record when it comes to producing safe food in a safe environment for our customers, team and anyone other persons that may be visiting or working at our sites. During 2022 we maintained an excellent safety record and **our aim for 2023 is to further reduce risks from food safety and health and safety within our business.**

Working with our partner Bureau Veritas, data gained from audits, site visits, accidents, incidents, food complaints and near misses provided us with trends understand gaps in knowledge and provided us areas of focus to ensure procedures are implemented effectively.

During 2022 KPI's were established which will continue to be monitored **helping us target areas for improvement and reduce risk.** (See page 69)

In 2022 we welcomed a new primary authority partnership with Cornwall Council. This provides CH&CO with assured, consistent regulatory advice making it easier to comply with environmental health, trading standards and fire safety legislation.

In 2023 we plan to further enhance the gathering of information by effective communication and looking at digital platforms making it easier for the teams and easier to provide accurate and timely information. **QHSE will continue to drive standards to improve our Food Safety and Health and safety KPI's.**

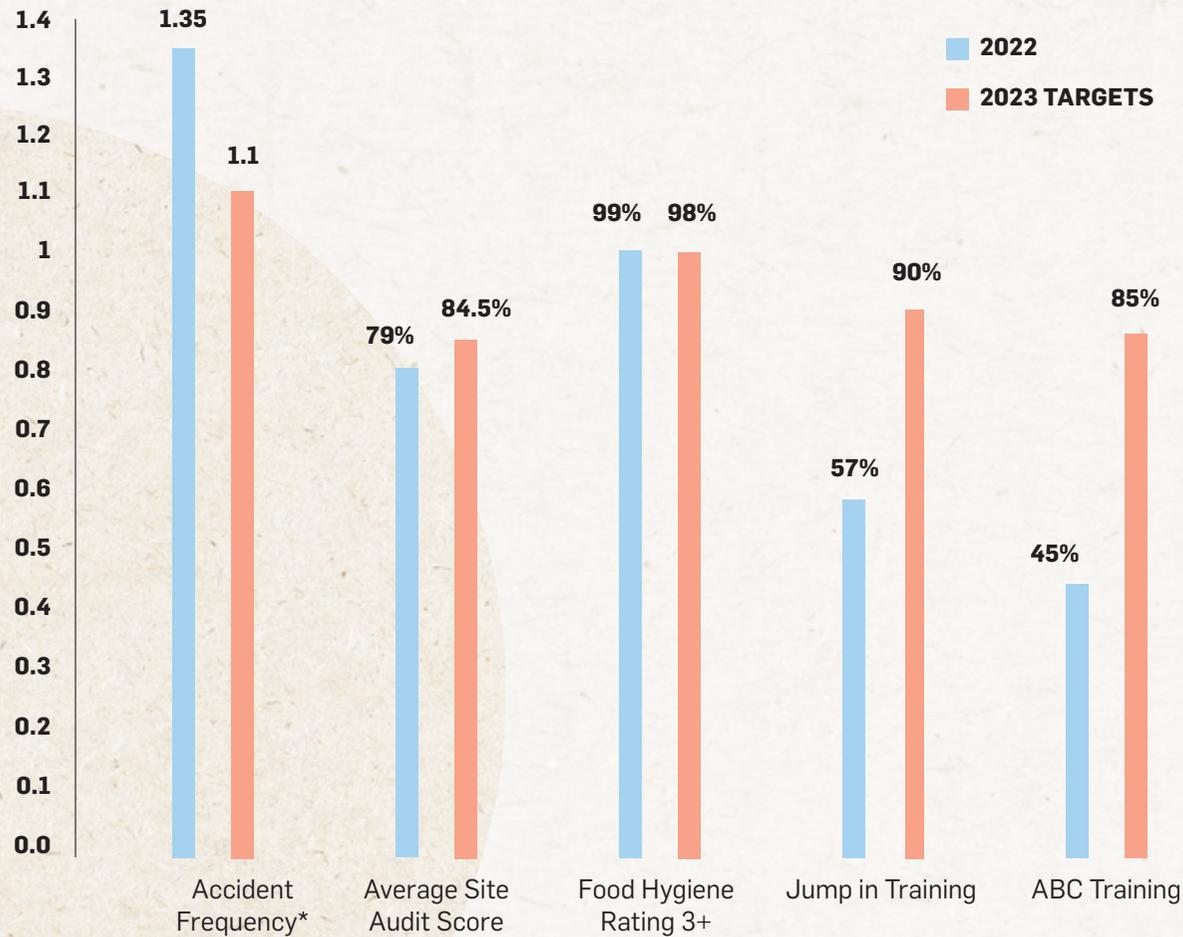
We continue to successfully maintain our certifications for Safecontractor, Achilles, CHAS and RoSPA (with 6 consecutive gold awards), and continue to maintain our ISO accreditations ISO 9001:2015, ISO 14001:2018, ISO 50001:2018.



Continued...

Safety

QHSE 2022 RESULTS AND 2023 TARGETS



*Number of accidents multiplied by 100,000, divided by the number of employee hours worked, for this figure we are looking at a decrease YOY.

“

Bureau Veritas has been working in partnership with CH&CO since 2019, with an aligned focus on H&S and Food Safety strategy to improve compliance.

Bureau Veritas provide full support to CH&CO teams with auditing, coaching and advice and are committed to working with CH&CO in **supporting a positive safety culture and driving improvement in compliance** within QHSE throughout the estate.

Mick McAllan,
Senior Food Safety Consultant Bureau Veritas

”



Internal Communications

Effective internal communication is **essential to achieve the business objectives of our diverse organisation, support our vision and values, and meet the needs of and engage all our people.** We communicate with our people through in-person events, digital activity and print. To help everyone understand their responsibilities we have produced a communications strategy and a communications toolkit, an easy-to-use resource containing bite-size information to provide the know-how and confidence to deliver clear and engaging communications.

Yapster

Yapster is our communications app that connects everyone across the CH&CO family from on-site kitchens to the offices and at a time that suits. Launched in 2021 people across the business can receive and share company news and chat with colleagues across the company.

61% of all our people have activated accounts

70% permanent employees activated

48% casuals activated

IN 2022:

15,500 messages sent via Yaps (Group and Private)

5,700 news posts

8,300 comments on posts

71,000 reactions

71,000 yapplications clicked (i.e. payroll etc)

In Conversation

In 2022, we continued our live events where the exec team update people on company news, finances, people updates and opportunity for people to ask questions. With the business returning to normal we held quarterly updates.

3 live events

2 recorded events

2,559 Total video views



&U Magazine

People magazine that provides personality and shines a light on what others are doing within the business. &U is written for our people by our people.

IN 2002:

x3 printed magazines – spring, summer, autumn - sent directly to our people's home address

25,654: Total number of magazines sent

We deliver clear and engaging communications through bite-sized pieces of information



Recruitment

CH&CO has continued to make **equality of opportunity a key feature of our recruitment strategy**. We actively recruit people from NEET backgrounds (not in education, employment, and training) and provide them with the opportunity to build a career within the hospitality sector.

Even though the Kickstart Scheme was ending in Q1 2022, we recruited 10 candidates across the UK. The Kickstart Scheme was a programme launched by the government to deliver funding for employers offering new job roles for 16-24 year olds who are currently in receipt of Universal Credit, aimed at **preventing young people who are currently unemployed facing long term unemployment**.

We are regularly looking to **diversify our recruitment channels to enable CH&CO to be accessible for all**, in 2022 we have focussed on growing our relationships with external partners. We are proud to work with Ingeus, Maximus, Reed in Partnerships, Springboard, Richmond Fellowship, DWP, The Shaw Trust and Sona Circle which has enabled us to recruit 52 candidates of all ages and backgrounds. Our partners largely assist candidates who are on the government Job Entry: Targeted Support programme (known as JETS) and ReStart Scheme. JETS is designed to assist those who are recently unemployed and require extra support to find work. The ReStart Scheme is aimed at providing **enhanced support for people who have been unemployed for over 9 months** by providing a range of personalised support interventions and considering the specific barriers that individuals face to gaining employment.

Equality of opportunity is a key feature of our recruitment process

Continued...

Continued...



We have also had the pleasure in 2022 of **raising brand and hospitality sector awareness in the UK**

by attending regular job fairs and career open days with our external partners which have included Kickstart DWP, International Women's Day with Springboard, Sona Circle and Ingeus. Our external partners also attend regular open days which we host bi-monthly across the business which enables candidates to attend an interview with our hiring teams to be offered a position with us or constructive feedback.

We are thrilled to have obtained our sponsorship licence in 2021 and within 2022 **have recruited 6 candidates in 2022 from overseas** which include 2 employees on the Ukrainian scheme leave to enter and 4 employees as Tier 2 skilled workers. We have now created an overseas recruitment procedure and are looking forward to growing this in 2023.

We have supported with regular work placements in 2022. In November 2022 drinks brand Diageo announced a partnership with Springboard and the Prince's Trust to run their award-winning Learning for Life Program which aims to support 3,000 people over 18 into work and promote the skill sets needed to succeed in a career in hospitality whilst also addressing the chronic skills shortages that the sector is facing in 2022. The Springboard Charity have also partnered with 'Skill Up, Step Up', a joint initiative of the Evening Standard and The Independent in partnership with Barclays LifeSkills, to **upskill unemployed and disadvantaged young Londoners and help them get into sustainable jobs or apprenticeships.**

We are looking forward to continuing our progress and growth with our partners in 2023.

We are committed to helping disadvantaged young people find sustainable work and apprenticeships within CH&CO



Case Study 1

Planet Ambassadors

When we join forces and work together, we become more effective, **especially when it comes to protecting the planet.** Inspired by this mindset, CH&CO has established the Planet Ambassadors initiative, comprising 60 dedicated team members who will serve as catalysts for best practices, provide their expertise, and **contribute to achieving our sustainability goals.**

The Planet Ambassadors, selected from various roles and business areas, will engage in training, workshops, and the testing of new sustainability initiatives. They collaborate with colleagues, sharing insights, ideas, and resources to elevate the profile of sustainability projects across teams. Through their expertise, **the Ambassadors will help shape the future of CH&CO, driving meaningful change** and sharing success stories along the way.

It's an incredibly important issue, the most important, and we need to speed up the changes we can make to save our planet sooner.

While the Planet Ambassadors program is still in its early stages, we envision its growth until every member of our organisation becomes an Ambassador. In the coming year, the existing Ambassadors will recruit seven additional individuals, allowing the program to organically expand within work networks. **We aim to cultivate a collective commitment to sustainability,** ensuring that everyone plays an active part in our journey towards a better future for our planet.



“

For as long as I can remember I've carried a reusable water bottle and coffee cup, and this is just one small change everyone can make. When we were given the opportunity to join the Planet Ambassadors working group a year ago, I jumped at the chance to meet like-minded colleagues, to work together to be part of the change.

It's an incredibly important issue, the most important, and **we need to speed up the changes we can make to save our planet sooner.** Being a Planet Ambassador is an honour, it gives us the knowledge, data and power to influence change and challenge behaviours with our clients directly, working together to build a better future and being part of the leaders in sustainability and CSR for our business.

Jessica Clark, Performance Manager at Gather & Gather, is part of the Planet Ambassadors team.

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Case Study 2

Using technology to support sustainable choices

Investment in digital technology at Gather & Gather client, Sky, means the business is able to **support Sky's employees in making more sustainable choices**. Sky has invested in a complete integrated digital technology solution, from electronic point of sale to payments, app ordering and self-serve, the technology by Lolly which has allowed it to gain much greater visibility over key sustainability indicators like carbon and waste.

A recent application for the technology has seen carbon labels added to menu items, an initiative that has been rolled out across all of Sky's 15 UK sites which collectively host around 25,000 employees.

In collaboration with Foodsteps, a platform specialising in the calculation of lifecycle environmental impacts of food, Sky and Gather & Gather have labelled each item with a colour-coded "impact rating" grade between A and E, with green 'A' scores applied to food items with the lowest carbon intensity. Customers are able to see the environmental impact of their food choices, along with calorie and allergen information, at a glance via



digital screens and on the Sky Buy employee app. The app also boasts a carbon dashboard which allows users to track their daily, weekly and monthly carbon footprint.

The lowest-impact food options are always displayed at the top of menus and the technology gives Sky the ability to track the impact of these kind of behavioural 'nudges' through app data. Moreover, by linking carbon footprints to the Sky Buy app, Sky has opened up the opportunity to link future employee rewards to the purchase of more sustainable options.

The benefits of the technology extend beyond carbon labels. Digitising the ordering process has allowed restaurants to **reduce waste through improved demand forecasting**, while digital barista screens, which display personalised hot drinks orders, have **helped drive uptake of reusable cups** to the point where single-use alternatives have been eliminated.

Gather & Gather teams also use the technology to monitor and measure food waste. In fully tech-enabled locations, food waste is 50% less than those that aren't fully tech-enabled.



We deliver a reimagined customer experience through our technology solutions whilst also driving action on our sustainability goals with better data and operational efficiency.

Raj Jayaratnam,
Special Projects Director,
CH&CO



Case Study 3

Supporting our people with their financial well-being

Across all business sectors, the cost of living crisis has made it challenging for many people in paid employment to make ends meet. Through the work of our people team we have been supporting our team members both with their general well-being and by highlighting the many financial benefits they have access to as CH&CO employees.

As an organisation **CH&CO is committed to supporting and helping all of our people when they are facing challenges or problems**, either at home or at work. We have made it a focus of the business to direct team members towards our Well-being Corner where they can find help and advice regarding their mental, physical, financial or nutritional well-being.

In October 2022, we ran a campaign to **raise awareness of the financial well-being support available to all of our employees**. This included a focus on the hundreds of deals available via UnLock which offers a range of discounts and cashback on purchases from popular high street brands. Some regular users report saving over £500 a year on products ranging from groceries and petrol to DIY and holidays by taking advantage of UnLock's discounts.

We have also been promoting our partnership with Salary Finance which provides access to affordable loans repaid through salary and advance earned pay, alongside other financial services. Over the past 12 months, 44 colleagues have accessed cheaper loans via Salary Finance with an **estimated total saving of over £6,000**. Additionally, 168 people have actively used our advance salary finance option **saving an estimated £23,750 in total**.

Every member of the CH&CO family, along with their dependents, is able to use Hospitality Action's Employee Assistance Programme, which provides independent, expert, support and advice 24/7.

Managers are also being actively encouraged to check in with team members informally and through the appraisal process to ask how they are doing and **ensure they have access to the support they need**.

“

We are a people business, ensuring that all our team members have the support that they might need around any area of well-being is so important to us.

Liam Hatcher

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54.7%
**of people with access to UnLock
logged in at least once between
October 2021 and October 2022**

Case Study 4

Making healthy eating effortlessly easy

At Airbnb's office in Dublin **healthy eating is embedded into the ethos of the workplace.**

The Gather & Gather team, led by head chef Dan Cruickshank and general manager Agnieszka Widurek, use all their creativity to offer customers innovative dishes and beautifully presented snacks that make healthy eating feel effortlessly easy for customers.

From beautiful fruit platters to freshly baked bread, Airbnb employees are always able to choose from a healthy, tasty option. Cakes are treated as a treat while crisps and other snacks, such as chocolate covered raisins or pretzels, are displayed in large jars encouraging staff to take only what they need. Where chocolate is used within snacks, the team ensure it is high-quality, dark chocolate with a high cocoa content.



Airbnb sources authentic, local, seasonal produce

The culinary team delivers on Airbnb's desire to source authentic, seasonal food from small, local suppliers. Each week the chefs create what they refer to as an 'impromptu moment' where they **showcase products from small companies that have sustainability baked into their culture.** Everything is designed to tell a story about where the food comes from and how it has been produced, often right down the farm level. Dan encourages his chefs to indulge their creativity in a test-and-learn approach.

For Earth Week, the team decided to take all the drinks out of the fridges and produce their own on-site. Leftover fruits from the platters were juiced down and made into syrups, **reflecting the site's 'Reduce – Reuse – Recycle' philosophy.** The team also dehydrated leftover bananas to create dried fruit snacks and created a homemade tea station by infusing ingredients such as ginger, lemongrass, hibiscus and strawberries.



We take pride in everything we put out for our customers. We want people to have the wow factor every day.

Dan Cruickshank, head chef, Airbnb (Gather & Gather)



Appendix 1: ESG Maturity – Definition of Levels - from Mapping our Supply Chain

Integrating sustainability into the business strategy and processes is a journey, with steps on the way, which Authenticare and Anthesis call maturity levels in the ESG ratings model. They define three levels of maturity in integrating sustainability into the business – Foundational, Transitional and Transformational which CH&CO have chosen to adopt.

Foundational

Organisations are mainly concerned with compliance with legal requirements on environmental, social, and governance areas. They have policies and practices to ensure compliance, but typically have disconnected ad-hoc responses to specific continuity or compliance issues. They make limited steps towards addressing wider sustainability issues, such as calculating their GHG emissions, when prompted by customers or investors, but these steps are usually unplanned and uncoordinated. There is usually no ownership of the ESG and sustainability agenda at senior levels, and activities are often considered an overhead cost to the business.

Transitional

Organisations are integrating sustainability and ESG aspects into their business agenda. Material issues and risks are actively identified and managed for defensive & risk mitigation purposes, and in some cases recognised as sources of efficiencies and opportunity. A sustainability strategy and related ESG policies covering key material issues have been created and are being implemented. Business cases for investing in sustainability related activities are prepared and there is internal advocacy for implementation. Targets for key material issues have been set and progress is tracked with key performance indicators and reported externally in annual reports. There is oversight at Board or Executive level, and a Sustainability manager with resources.

Transformational

Organisations have sustainability fully integrated into their business strategy and business functions. Sustainability is a core performance and value driver for the business. Sustainability is owned at Board level with stretching targets set on the key material areas, including alignment with science-based targets. Senior executives have remuneration linked to ESG performance, and sustainability targets and actions are included in the job objectives and performance reviews of all management. The organisation clearly advocates for sustainability, and continually engages with stakeholders, including customers and suppliers, to identify and address risks and opportunities. It is a member of industry and cross-industry sustainability initiatives and collaborates for business change to address key impacts. Sustainability reporting is to the highest standards and clearly integrated into annual reports.

Be the CHange