

Sustainability Report 2021

Be the CHange

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About CH&CO

From Royal Palaces to your local school we create exciting, memorable food experiences.

Great food and hospitality brings people together, regardless of the location, whatever the occasion. Our expertise and enthusiasm span the hospitality sector and our talented teams operate in circa 1,000 sites across the UK and Ireland in workplaces, schools, venues, visitor attractions, healthcare, stadia and events. **CH&CO holds a Royal Warrant for catering services to HM The Queen.**

Our recognised and respected businesses within hospitality are:



c. 1,000 sites across the UK & Ireland

You can find more information on our business in [Appendix 1](#)



Foreword

We understand the integral role that food will play in tackling the climate crisis, and how food links to other social and environmental factors – health, wellbeing, biodiversity and water to name but a few. **This year has seen us reopen and renew our commitment to sustainability and set our pledge to net zero.** The recruitment of our new dedicated sustainability expert will help us steer the ship, provide expertise and to set out our long-term ambitions. We continue to work with external partners for guidance, to benchmark and share ideas and innovation.

This report highlights some key achievements for 2021 and sets out our intentions for the coming year. **One specific area I would like to highlight is our focus on people.** This year, we unveiled our new parental policy, renewed our commitment to our Grow With Us career pathway scheme and a committed to supporting more people through apprenticeships and other learning opportunities.



I am immensely proud that our commitment to sustainability has once again been recognised by the Sustainable Restaurant Association with the maximum 3-star Food Made Good rating.

We improved our score from our last submission, a true testament to the commitment of our people to delivering sustainability from farm to fork, as evidenced in this report.

Allister Richards, Chief Operating Officer, CH&CO



Introduction

Urgency in the need to accelerate change and create sustainable solutions to some of the world's biggest challenges has seen CH&CO renew focus and energy on its sustainability strategy and actions. We have set even more ambitious targets that capture more of the breadth of environmental and social issues we are facing, including water scarcity, biodiversity loss, diversity, and inclusion.

We are committed to change and have a view of long-term challenges faced by our industry, our people and our supply chains. In some cases, solutions are not yet clear, but we are in the right conversations, asking the right questions and always looking for innovative, lasting, full lifecycle solutions, rather than the latest fad in sustainability.

This report reflects our transparent and authentic approach to key topics, it outlines activity from 2021 aligned under our four strategic values: achieving net zero, reducing waste, having the greenest supply chain and creating a commitment to corporate social responsibility (CSR) through our people.

Clare Clark, Head of Sustainability, CH&CO



Sustainability Strategy

In 2021 we set our key strategic sustainability pillars and revised our key performance indicators to align to the United Nations Sustainable Development Goals, the Sustainable Restaurant Association's Food Made Good framework and to reflect key topics from our materiality assessment. Our short term sustainability aims are interwoven into the group's overarching business plans.

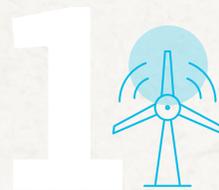
Our aims were to set ambitious short-term goals, to lay the foundations for long-term climate resilience, to be equipped to meet best practice reporting standards, to align operationally to client expectations and to demonstrate industry leadership on sustainability. These targets reflect an increased focus on sustainability across our clients and sites but are sensitive to the challenges faced by our stakeholders over the past few years.

short term goals

long term climate resilience

Our Strategy has 4 pillars:

Net Zero



2 Reduce Waste

Greenest Supply Chain



4 A Culture of CSR

In 2019 CH&CO conducted a materiality assessment, with the aim of identifying and categorising potential material topics that could inform the company CSR strategy. Though informative, the previously limited assessment will be revisited in 2022 engaging a greater breadth of stakeholder, with the aim to refresh and prioritise material topics.

Monitoring Progress

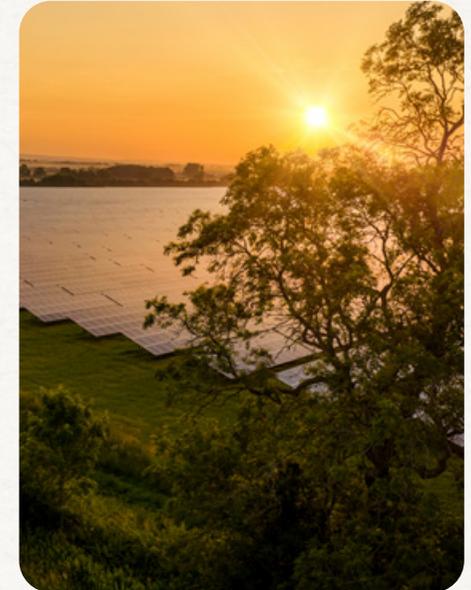


Status

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 2021
NET ZERO	Reduce CH&CO total energy consumption by 25% per FTE	Amber	Baseline under review
	Source 100% renewable energy	Amber	Two of our office sites switched to renewable energy in 2021
	Reduce number of deliveries per site by 20%	Green	51% reduction achieved across open sites in 2021
	Increase number of sites delivering one or more carbon reduction activities via menus	Amber	Carbon central recipe bank project launched with Foodsteps

Continued...

STRATEGY PILLAR	TARGET	STATUS	PERFORMANCE / ACTIVITY 2021
MINIMISE WASTE	Zero waste to landfill		Data gathering process underway: Recruitment of Facilities Manager to lead waste control
	Reduce food waste by 50%		Data gathering process underway: Robust, standardised monitoring and measuring in development
	Reduce non-food waste by 25%		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 by 2023		Data gathering process underway: Unit activity captured through ops audits to obtain baseline

Continued...



STRATEGY PILLAR	TARGET	STATUS	PERFORMANCE / ACTIVITY 2021
GREENEST SUPPLY CHAIN SOLUTION	Increase procurement from micro, small, medium enterprises (MSME) to 33%		Data gathering process underway: Activity to establish baseline via new supply mapping platform
	Increase spend with voluntary, community, social enterprise (VCSE)		Baseline spend with VCSE's established as £42k for 2021
	100% CH&CO suppliers have their own or agree to CH&CO Equality, Diversity and Inclusion (EDI) policy		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		Data gathering process underway: Activity to establish baseline via new supply mapping platform
	At least 50 % of food and drink are from certified ethical or sustainable sources		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		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		Data gathering process underway. Information on biodiversity requested from all suppliers - 38% spend represented in response in 2021
	100% seafood is sustainably sourced (1-3 rated by MCS)		Data gathering process underway. Work to maximise MCS 1-2 rated fish on menus and reduce big 5 fish
	At least 50 % of non-food product procurement is from certified ethical or sustainable sources by 2023		Data gathering process underway. Elevated standards in procurement policy

Continued...

STRATEGY PILLAR	TARGET	STATUS	PERFORMANCE / ACTIVITY 2021
CREATE A CULTURE OF CSR COMMITMENT	Gain recognition for CH&CO's legitimate approach and action around CSR with 5 prestigious certifications & reporting achievements		In 2021 CH&CO achieved 2 prestigious certifications. 3-star status from the Sustainable Restaurant Association's Food Made Good rating, Planet Mark certification for carbon impact and social value
	Achieve 82% employee retention by 2023		76% employee retention in 2021
	Pay the Real Living Wage to 100% employees by 2023		Data gathering process underway will be informed by 2022 National Minimum Wage audit
	Achieve Gender Wage Equality by 2024		Women employed in the upper middle quartile increased by 9.3% 55.7% of promotions within the business were awarded to women 53.7% of new starters within the business were women
	Increase Health and Wellbeing in our employees and customers through provision of 2 large scale initiatives by 2023		Enhanced wellbeing strategy underway
	100% employees access increased L&D opportunities by 2023		100% of our employees had increased access to L&D opportunities in 2021 through our ABC training
	Minimum 70% employees complete workplace survey by 2023		22% completed in 2021 survey
	100% employees consider CH&CO to be committed to CSR		63% employees consider CH&CO committed to CSR in 2021 survey
	Measure and increase by minimum 10% CH&CO's social value through charitable activity		£1.3m baseline established in 2021

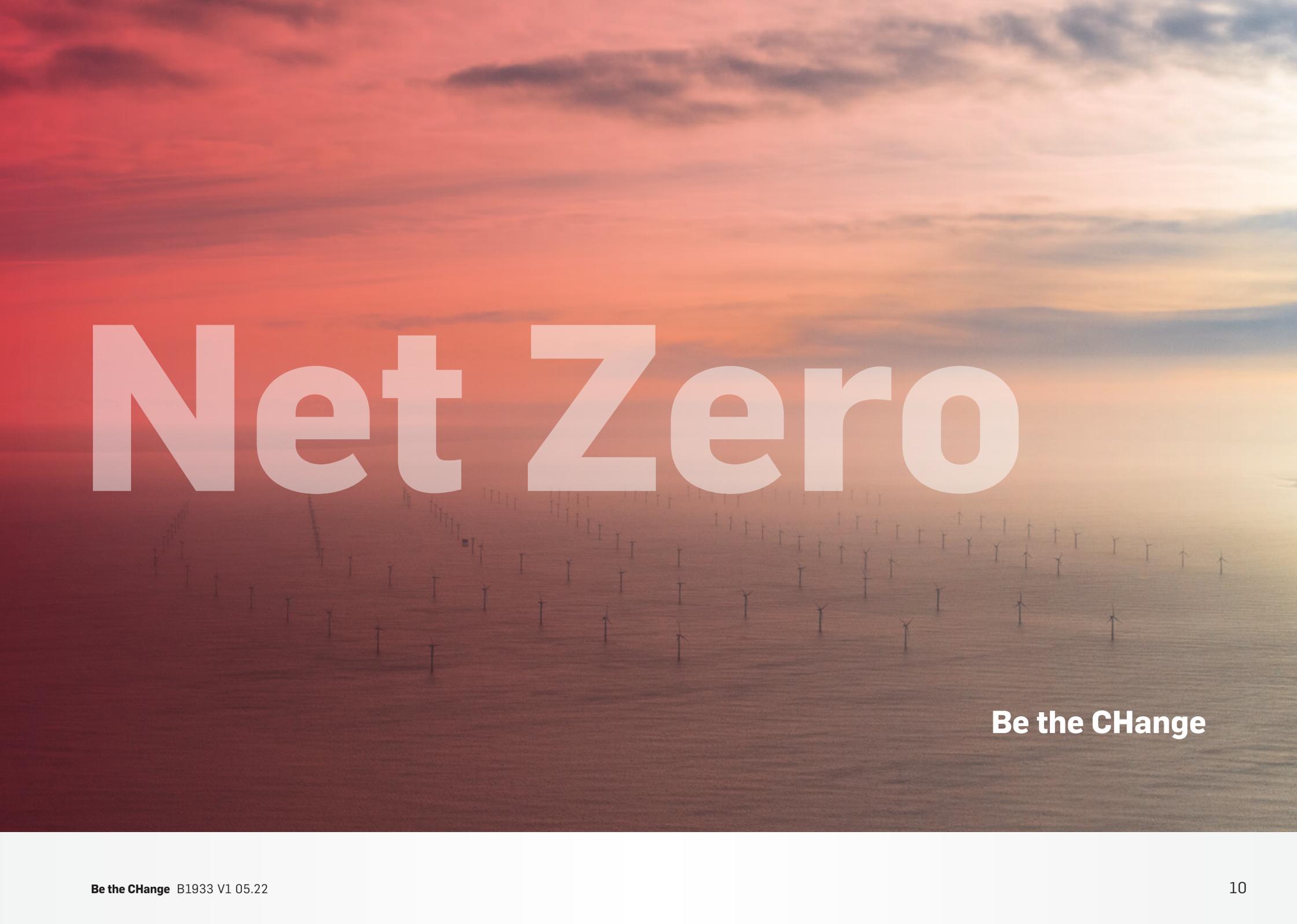
Sustainable Development Goals

The Sustainable Development Goals (SDG's) are the United Nation's blueprint to achieve a better and more sustainable future for all by 2030. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. All the SDG's can be directly or indirectly connected to sustainable and healthy food¹. We at CH&CO are very aware of this interconnectivity and see the role that we can play in supporting the global goals for good by linking our progress, aims and outcomes with those of the SDG's.



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

¹ | [Stockholm Resilience Centre \(2016\)](#)

A large-scale offshore wind farm is shown at sunset. The sky is a vibrant mix of orange, red, and pink, with scattered clouds. The sea is calm, and the wind turbines are arranged in neat rows, stretching far into the distance. The overall mood is serene and hopeful, symbolizing clean energy and a sustainable future.

Net Zero

Be the CHange

Summary

The world must face up to the challenge of limiting climate change to 1.5°C in line with the Paris Climate Agreement. In 2021, CH&CO revised our pledge to achieve Net Zero by 2040 and stepped-up associated activity through our menus, our supply chain and our people.

Key carbon reduction projects came to fruition in 2021.

1



Our 3 year phasing to 100% electric or hybrid vehicles has led to over **40% of our fleet now been represented by electric or hybrid vehicles.**



2

Our award-winning sustainable logistics model saw a total saving of 115tCO₂e from a 2019 baseline.

115tCO₂e saved

2021

3



Our People team have aligned our company benefits to really support our team members to support our net zero goals too, with the full roll out of our cycle to work scheme and action with our pension providers to move to greener funds.

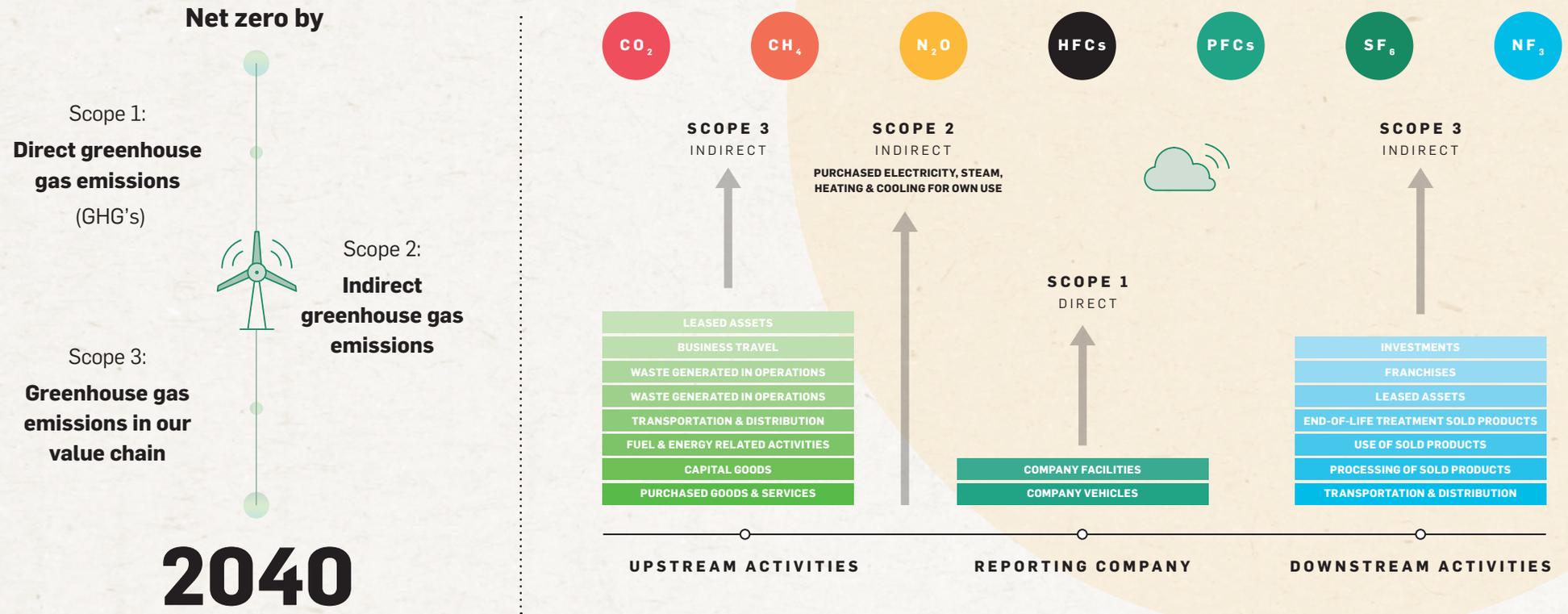
4

As part of our commitment to transparency and managing our environmental impacts, from 2022 **CH&CO has chosen to disclose our carbon, forest and water impact** via the internationally recognised CDP data framework. From 2020, our carbon impact has been third party certified by Planet Mark.



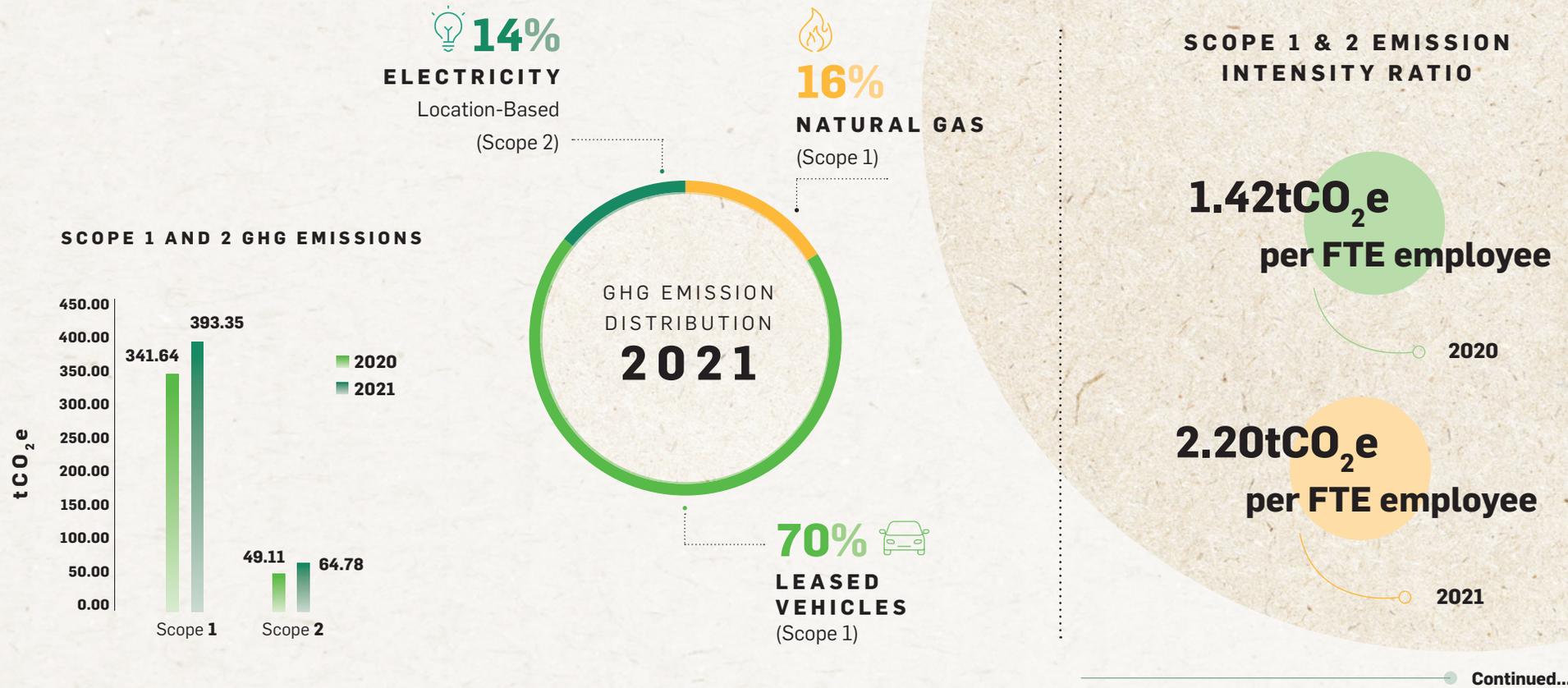
Our Net Zero Pledge

CH&CO is committed to reaching net zero using science-based targets across our scope 1, 2 and 3 emissions. CH&CO will deliver a minimum 90% absolute reduction in scope 1 and 2 emissions by 2030, with any residual emissions addressed with carbon removal projects. **CH&CO will achieve net zero by 2040 at the very latest.** Work is underway to understand what achieving true net zero will mean for the business, and we will publish our scope 3 targets in due course.



Our Impact

At CH&CO, our direct significant GHG emissions are via our fleet. Our efforts have focused on the transition to a fully hybrid / electric fleet by 2023, with good progress made. As our business returned to full operations in 2021, following Covid-19 restrictions and impacts, the energy consumption and GHG emissions for our buildings increased compared to the previous year.



Continued...

Energy Use

Our fleet is responsible for the majority of CH&CO's direct energy consumption and scope 1 emissions, and so, CH&CO continued transitioning the fleet to low emission vehicles in 2021. Currently, 40% of the fleet is made up of low emission vehicles, distributed between electric and hybrid (electric & plug-in). The remaining fleet is composed mostly of diesel vehicles (56%) and petrol accounts for 4%. We are on course to achieve fully electric/hybrid fleet by 2023.

FLEET - VEHICLES TYPE BREAKDOWN (%)



Our Energy Management System is certified to ISO50001 requirements. In 2021 a formal buildings' energy assessment was conducted to two of the Company's sites to identify opportunities for further energy reduction. During 2021, quarterly newsletters were delivered internally on various energy topics **to keep employees engaged with the company's commitments on continual improvement of our environmental performance,** including energy performance and emissions reduction.



Regarding our fleet, CH&CO has a 3-year lease agreement in place for the vehicles. In 2021 any new leased vehicles had to meet an emission threshold of <math><50\text{g}/\text{CO}_2</math>, as defined by internal procurement policies. **A new digital platform to report the Company fleet and employees owned vehicles' fuel consumption (scope 3 emissions) has been implemented late 2020 to improve our reporting.**

in 2021 the proportion of low emission vehicles in our fleet grew from 27% to 40%

Certified Carbon Impact

It is important to obtain third party certification for the activity we are undertaking to meet net zero to ensure we are legitimate in our approach, **that we work to the highest possible standards** and that we keep to the 2015 Paris Climate Agreement warming limit target of 1.5°C alive.

We are proud to announce that we have achieved the Planet Mark Business Certification for 2020 and 2021. This is an incredible achievement involving the entire business. The Planet Mark Business Certification is an internationally recognised sustainability certification for business acknowledging continuous progress, encouraging action and building an empowered community of like-minded individuals.

Through Planet Mark we have protected an area of endangered rainforest thanks to Cool Earth; a charity working alongside rainforest communities to halt deforestation. Our pledge through Cool Earth goes directly towards supporting the Asháninka community in Central Peru.

Through our commitment to Planet Mark we are also helping the Eden Project – an educational charity building connections with each other and the living world, exploring how we can work together towards a better future.

empowering change for a brighter future



“

I am thrilled to see CH&CO join the Planet Mark community.

The company has already embarked on some fantastic sustainability achievements; and reinforcing these with a commitment to continuous improvement is a vital next step in this space. I'm proud to be supporting CH&CO on their journey, and look forward to continued work with the team in the future.

Steve Malkin, CEO and Founder, Planet Mark

”

Low Carbon Menus

It is estimated between 25% - 35% of global greenhouse gas emissions can be attributed to food supply chains². To give our Chefs the tools to create menus that are low impact from the start, we have launched an innovative partnership with the award-winning Foodsteps platform.

Foodsteps help us to educate our team and our customers on the environmental impact of our food, from farm to fork, by completing a life cycle analysis on our recipes.

Over 500 recipes from our central recipe bank have had their environmental carbon impact intricately calculated using complex data sets from around the world that look at everything from how food is transported to the way it is stored and cooked. The data allows us to identify and track key themes, such as carbon intensity of our recipes by diet type. Our Food Development team are using this data to empower each other to create lower and lower carbon menus. The Foodsteps team co-led research at the University of Cambridge³ showing that displaying carbon labels can help citizens to select more sustainable food options. Some of our participating sites are displaying the carbon labels to our customers to help make informed decisions and support our net zero ambitions.

know your impact.



2 | Our World in Data 3 | Lohmann et al (2022) Do Carbon Footprint Labels promote Climatarian Diets? Evidence from a large-scale Field Experiment

Foodsteps

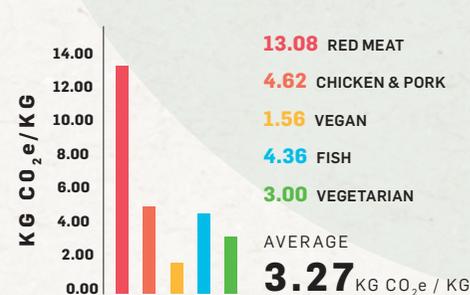
“ It has been fantastic to work with CH&CO to provide carbon impact scores and labels for their central recipe bank.



CH&CO have shown strong commitment to understanding and reducing the climate impact of the food they serve. We look forward to working further with CH&CO to scale up our partnership and continue to press ahead with meaningful action on their Net Zero target.

Anya Doherty, CEO, Foodsteps

CARBON INTENSITY OF RECIPES BY DIET TYPE



Commuting Sustainably

Transforming how our people commute is vital to meeting net zero. Travel by more environmentally friendly transport methods can be cost prohibitive. We offer solutions to our people to financially manage travel and help reduce our environmental impact.



Cycle to Work

Emission reduction targets for transport are unlikely to be met without a significant move away from motorised travel⁴.

In 2021 we launched our Cycle to Work Scheme. This allows our people to purchase a bike and accessories saving 25-39% on the cost, as well as spreading the payments over a year.

Our people save

25-39% off

the cost of a new bike through our cycle to work scheme



Season Ticket Loans

We offer our people season ticket loans, a benefit that can reduce commuting costs and encourage the switch to public transport.

Changes to the way we work in recent times, hybrid, part-time or full-time remote, mean the way people work can vary. The types of work and the different types of commutes that come with it have become more fragmented. The introduction of new flexible train tickets or "Flexi-Season" tickets, designed primarily to give flexibility to those travelling by rail a few days a week, helps us achieve the same benefits for our people hybrid working.

Climate Change Assessing the Risks

The risks to the catering industry associated with climate change have been widely documented and publicised. It is therefore imperative that as a responsible and diligent business, we assess these risks, mitigate as far as possible and continually monitor them.

These risks will be incorporated into our new web-based Risk Management system for 2022 and discussed at quarterly Audit & Risk Committee (ARC) meetings, chaired by the Head of Compliance & Risk and attended by relevant stakeholders. The committee will monitor progress against our CSR pledges set out in the CSR Policy statement:

- To set Science Based Targets by 2023
- To transparently and accurately monitor and measure our impact on climate change
- Reduce total energy use year on year and achieving Net Zero by 2040
- Encourage site level activity to promote behaviour change that promotes low impact operations

This will be a scheduled agenda item for all Audit & Risk meetings for 2022.

continually monitoring risks



“

During 2022 we will conduct an extensive review of the Audit and Risk Committee

looking at the roles and responsibilities of the committee to ensure we capture changes to regulations and demonstrate best practice. This review will also enable the committee to support the delivery of the company's CSR Policy and evolving strategy.

Andy Burrill, Head of Risk and Compliance

”

Greener Pensions

£££

There is **£2.6 trillion** invested in UK pensions with an average impact of **26 tonnes of carbon associated with each pension**⁵. For CH&CO it is important that our people know our standard workplace pensions are working to reduce that negative environmental impact. In 2021 we engaged our pension providers to ensure our standard funds have a greater emphasis on environmental, social and governance (ESG) considerations.



NEST

The National Employment Savings Trust (NEST) has pledged to be net zero in their default fund by 2050, with a halving of emissions by 2030. In 2019, they also became the first national fund to announce they would divest completely from tobacco. They have now partnered with Octopus Renewables to invest £1.4bn in renewable infrastructure projects, such as solar and offshore wind farms⁶.



Hargreaves Lansdown

Hargreaves Lansdown believe that sustainable businesses have greater potential to offer sustainable returns to investors over the long term. Our standard fund holds at least 80% of its value in investments for which there are ESG requirements. The fund invests more in companies that score well on ESG criteria and less in those that score poorly. The fund managers engage with poorer scoring companies to encourage them to improve their behaviours.⁷



MORE THAN HALF OF ADULTS IN THE UK NOW WANT THEIR PENSIONS TO HELP TACKLE CLIMATE CHANGE⁸

Continued...

5 | [Make My Money Matter \(2021\)](#) 6 | [Nest \(2021\)](#) 7 | [Hargreaves Lansdown \(2022\) - download PDF](#) 8 | [Euro News \(2022\)](#)



Continued...



Irish Life

In line with the overall fund objective, the Irish Life pension fund targets investment in strategies which help contribute to achieving its sustainability goals. It is invested in several funds which have a lower level of unmanaged ESG risk and potential risk. This involves selecting strategies which exclude or reduce exposure to companies with poorer sustainability characteristics and increasing exposure to companies with better sustainability characteristics⁹.

All our people are free to invest their pension where they choose.



greener



pensions

“

Working with our pension providers to ensure our money is invested in a way that does good is important in driving change.

We're committed to offering our savers greener pension options by continually monitoring our default funds to make them more sustainable.

Nick Thomas, Chief Financial Officer, CH&CO

”



9 | irishlifecorporatebusiness

10 | YouGov / Make My Money Matter Poll, 2021

Reduce Delivery Miles

It is estimated around **0.8 billion tonnes of CO₂e** are associated with transport in food supply¹¹. To tackle emissions in our value chain, CH&CO developed a sustainable logistics model to reduce delivery miles from our supplier vehicles by consolidating deliveries in the UK.

The logistics model, adaptable to each of our clients has been widely adopted across the company:

GREEN MODEL – All goods (including from post box schemes and nominated lines) arrive on one vehicle – fresh, frozen and ambient.

HYBRID MODEL – Sites adopt the green model, but have additional fresh deliveries

COMPLEX MODEL – Sites adopt the green model, but also small SMEs can deliver direct

In 2019 our sites received an average 24 deliveries per week, equating to 70 million road miles annually. Through our new logistics model there has been a 50% reduction in the average number of deliveries per week to 12. This equates to a reduction of 720,000 road miles or 115 tonnes of CO₂e.* Operating our sustainable logistics model will also be having impacts reducing air pollution from non-exhaust emissions too¹². We are on track to achieve our aim – a 20% reduction in mileage by 2025. Our achievements were recognised in 2021 by the Chartered Institute of Procurement and Supply.

115 tonnes of CO₂e saved

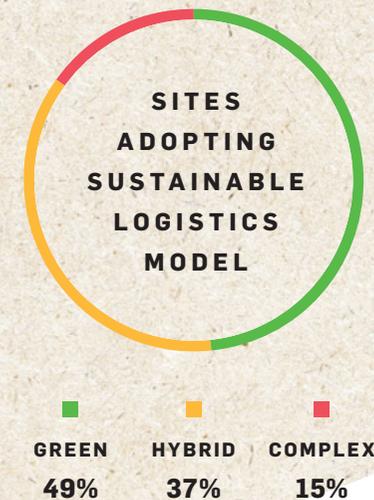


Willingness to challenge the norm against the backdrop of a global pandemic, means our sustainable logistics model is now part of our culture."

Samantha Davis, Group Procurement and Supply Chain Director



NUMBER OF OPERATING SITES (TOTAL 557)



11 | [Our World In Data](#) 12 | [uk-air.defra.gov.uk](#) * | Based on 30 miles per delivery, this is a conservative emissions estimate

What's next?

2022

In 2022 our focus will be on scope 3 emissions and gaining a greater understanding what this will mean for the business in order to refine our roadmap to net zero.

Key reduction activity will include:



Reductions in our Scope 1 and 2 emissions, **with building improvements, switches to renewable energy** and the continued switch to a fully electric and hybrid fleet a key focus.



Our food development team will utilise the carbon data from our central recipe bank project with Foodsteps and work across the business to realise carbon reductions via our menus without any compromise on taste, bringing our clients and customers on the net zero journey.



In 2022 every person in CH&CO will understand how their role contributes to net zero, and the actions they can take to support our goal. This will be achieved through our universal ABC training series led by our Learning and Development team.



of our people will be offered training on net zero in 2022



Reduce Waste

Be the CHange

Summary

Waste has an important role to play in reaching net zero. To tackle waste requires action and collaboration throughout the whole value chain. This year we sought expertise and joined with industry leaders to set our pathway to further reduce waste.



Our annual food waste audits, reported to WRAP (Waste & Resources Action Programme), showed a doubling of food waste but our data set was limited by the confines of the pandemic. **This has led us to review our audit procedures and create a refreshed monitoring and measuring plan for 2022.**

Non-food waste is high on our agenda and we are working with our clients and suppliers to reduce waste through initiatives such as **the removal of disposables where practicable and reducing the virgin materials used in items like packaging.** We have prioritised activity in audits to achieve more site level data in 2022.

Each of our sites face different challenges with waste, and case studies from across the company highlight the diverse and innovative action being taken. LinkedIn in Dublin use the latest AI technology to monitor and measure their waste and the team at The Royal Opera House worked in tandem with the site sustainability team, comms team and waste provider **to introduce new streams to ensure disposables can live out their intended life cycle.**



Food Waste

Each year, one third of food produced in the world goes to waste, and it is responsible for 8-10% of all greenhouse gas emissions¹³. One of the most significant impacts that we can have to reduce our emissions is to minimise our food waste.

On an annual basis, CH&CO voluntarily submits its food waste data to WRAP contributing to WRAP's Food Waste Reduction Roadmap. As we improve on our waste reporting, we expect to see an increase in our food waste.

Our total food waste baseline for 2019 was estimated at over 700 tonnes. For 2020, food waste was estimated at over 1,400 tonnes.

The methodology to estimate these figures involved collecting food waste data across a sample of sites for a couple of weeks and then extrapolating across the group and the year. The variation between the baseline and 2020 estimations could be due to the small sample sizes used or differences in the calculation methodology applied due to the limited availability of data, both of which reduce the accuracy and comparability of the estimations.



A review of our food waste audit procedures in 2021 concluded improvements could be made. This has led to an interdisciplinary approach and a complete review of our procedures, led by our chefs. The objective is to build new robust systems to maximise monitoring and measuring potential across a larger number of sites, **with the aim of collecting more consistent and accurate food waste information to inform decisions at a site-level as well as for submission to WRAP.** CH&CO aims to use this information to enable sites to focus on developing food waste reduction plans and implementing ideas and initiatives to reduce food waste on site.



¹³ | <https://www.unep.org/resources/report/unep-food-waste-index-report-2021>

Courtauld 2030

CH&CO is eager to collaborate and align to cross industry targets. In 2021, we signed up to the WRAP Courtauld Commitment 2030. All signatories share the same ambition - to cut the resource needed to provide food and drink, increasing value for everyone.

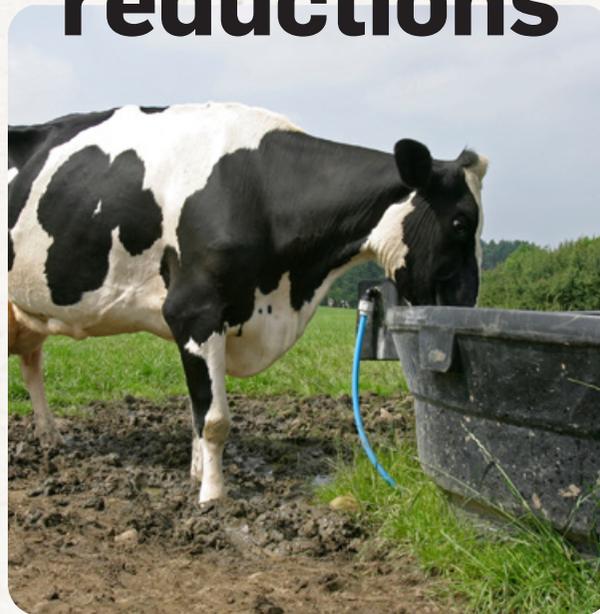
The Courtauld Commitment 2030 is a voluntary agreement that enables collaborative action across the entire UK food chain to deliver farm-to-fork reductions in food waste, greenhouse gas (GHG) emissions and water stress that will **help the UK food and drink sector achieve global environmental goals.**



ACHIEVING GLOBAL ENVIRONMENTAL GOALS TOGETHER



farm-to-fork reductions



CH&CO reports annually to WRAP as part of the Food Waste Reduction Roadmap but decided to make further commitments to goals that go beyond food waste. **We are also supporters of WRAP's Water Roadmap, associate members of the Plastics Pact and joined cross industry action to support the delivery of Meat in a Net Zero World.** It is by working collaboratively on common issues that we will overcome key resource issues within foodservice.

Continued...



Continued...

Three Key Targets for Courtauld 2030:

The targeted overall outcomes for industry from 2015 to 2030, calculated as a relative reduction per head of population, are:

1

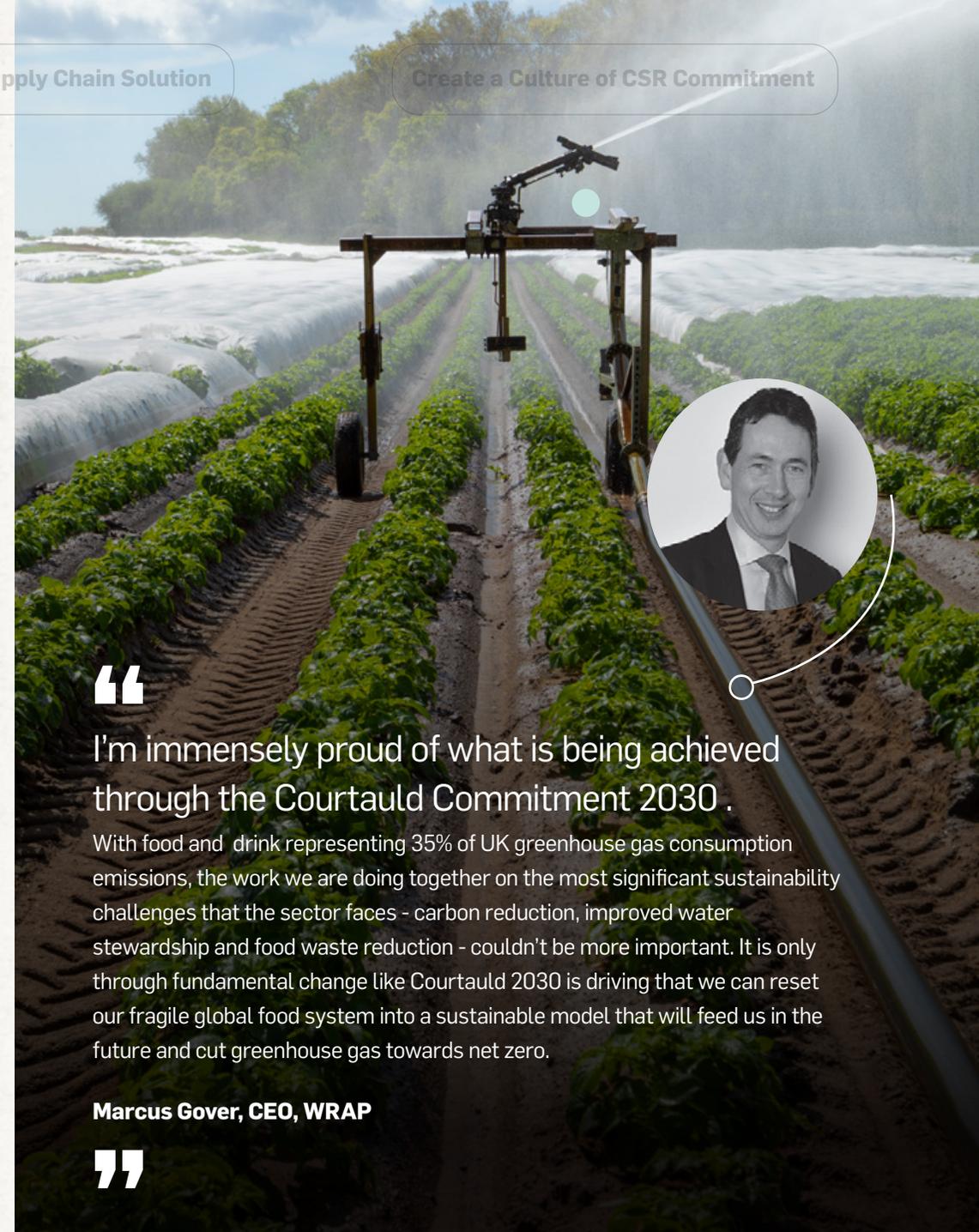
For food waste, to deliver against SDG12.3 (a 50% per capita reduction vs the UK 2007 baseline)

2

To reduce absolute GHG emissions by 50% by 2030, with a baseline year of 2015. This would deliver against what is needed to help limit warming to 1.5°C and help achieve Net Zero.

3

By 2030, by working together, the UK food and drink industry will have helped to achieve sustainable water management in the top 20 most important product and ingredient sourcing areas in the UK and overseas, covering 50% of 'at risk' product/ingredient supply.



“

I'm immensely proud of what is being achieved through the Courtauld Commitment 2030 .

With food and drink representing 35% of UK greenhouse gas consumption emissions, the work we are doing together on the most significant sustainability challenges that the sector faces - carbon reduction, improved water stewardship and food waste reduction - couldn't be more important. It is only through fundamental change like Courtauld 2030 is driving that we can reset our fragile global food system into a sustainable model that will feed us in the future and cut greenhouse gas towards net zero.

Marcus Gover, CEO, WRAP

”

Supply Chain Packaging

The amount of packaging waste that arrives at our door is important to tackle. Our strategic supply partnership with Bidcorp, representing over 40% of our UK supply, allows us increased influence and awareness on the raw materials used in packaging arriving onto site.

CH&CO aligns itself to the WRAP UK Plastics Pact 2025, but as a non-producer, we rely on and work in collaboration with our suppliers like Bidcorp to work to TARGET '4' the industry wide targets. In 2020 Bidfood, (part of Bidcorp), delivered 20,686 kg of plastic reduction by working with its suppliers to identify opportunities in packaging formats and materials. From Jan – July 2021 Bidfood was able to reduce plastic in own-brand products by a further 13,394 kg.

Bidfood's Progress Towards the WRAP UK Plastics Pact 2025 Targets - Representing 30% of CH&CO's supply

PLASTICS PACT 2025 TARGET	BIDFOOD PERFORMANCE	ADDITIONAL INFORMATION
TARGET 1 – eliminate problematic or unnecessary single-use packaging	Complete	Removal of polystyrene and PVC Removal of plastic straws and stirrers Removal of black / non-NIR detectable plastics
TARGET 2 – 100% reusable, recyclable or compostable packaging	97.3% of all packaging now recyclable	Mono materials options being evaluated to remove complex laminates and mixed materials components
TARGET 3 – 70% plastic packaging effectively recycled or composted	83% of plastic packaging is recyclable	
TARGET 4 – 30% average recycled content in plastic packaging	13.3% current plastic recycled content	Target: 20% by end 2022, 25% by end 2023



Zero Waste to Landfill

Achieving zero waste to landfill for our controlled sites means the diversion of any waste from landfill or incineration to reuse or recycle. Our new Facilities Manager, Dirce Iervolino, is leading the business to a circular future.

The relocation of our London office in September was completed with just 0.3 tonnes of waste sent to landfill. What couldn't be reused was donated to charity or recycled. The experience gained through the move prompted a drive to ensure full lifecycle considerations are always taken with any office purchases.

Other activities undertaken working toward our zero waste to landfill goal include a review of our archive systems, the digitisation of records, ambitions for a paperless office and the development of robust monitoring and measuring frameworks.



■ REUSE 54% ■ RECYCLE 44% ■ LANDFILL 2%

“Doing the right thing isn't always the easiest. I am here to make sure we always make the most sustainable choice available to us.

Waste makes a huge environmental impact and I want to be able to say I've helped to contribute to our pledge and get everyone else on board too”.

Dirce Iervolino, Facilities Manager, CH&CO



reduce, reuse, recycle

Case Study 1

2021

Giving Equipment a Second Life

Reusing and recycling surplus equipment is a key step towards creating a more sustainable, circular economy.

CH&CO works in partnership with resale specialist RAMCO to reuse or recycle decommissioned kitchen appliances and other business assets, giving them a second life and helping us achieve zero waste to landfill for these appliances and assets.

Without due care and attention old equipment will often end up in skips and ultimately in landfill, or needlessly taking up space in buildings. This is particularly relevant in the post-Covid era when commercial kitchens are being reconfigured to deliver new service models, adapt to resource efficient requirement and respond to changing customer demands.

RAMCO visits CH&CO sites to assess the range of items available for reuse and matches them with a buyer; for kitchen kit this is often catering start-ups or independent businesses among whom demand for second hand equipment is high.

As a last resort, equipment is broken down into its constituent materials, like stainless steel, and recycled.

Finding a home for surplus equipment helps CH&CO deliver against our own net zero commitment by removing the emissions associated with sending waste to landfill.

To date, RAMCO has worked with CH&CO across approximately 10 of our sites meaning we have only just scratched the surface of what we can achieve together in partnership.

“
We don't use the word waste. We see everything as a resource.”

Paul Fieldhouse, Business Development Manager, RAMCO



37,000 kg
of equipment
saved

To date 37,000 kg of equipment has been reused through CH&CO's partnership with RAMCO.

Case Study 2

2021

Distributing Surplus Food with Olio

Food waste reduction is a sustainability priority for CH&CO and will play a key role in helping us achieve our net-zero ambition.

At SEB, a leading Nordic financial services group, the Vacherin catering team led by General Catering Manager Oleksiy Bekhta goes to great lengths to ensure no edible food goes to waste.

The kitchen has recently moved from a batch to bistro-style cooking model where food is served on plates ensuring chefs maintain control over portion size and waste is minimised.

Any surplus food that is generated is redistributed within the local community via our charity partner Olio.

Food left over from a hot meal service, such as beef lasagne, is carefully packaged up along with surplus grab-and-go items like salads and sandwiches and kept in a dedicated area of the fridge.

Each Friday, the food is taken to the loading bay complete with all necessary paperwork ready for collection by Olio Food Waste Hero, Sam.

Oleksiy and his team – from porters to chefs – each play their part in ensuring the food is presented to Sam in the best possible way, including the careful addition of comprehensive allergen information on each recyclable container.

The food is then redistributed by Olio to people within the local community who need it most.

In 2022, CH&CO is launching a company-wide collaboration with Olio so that all of our sites have the opportunity to redistribute surplus food within their communities.

In 2021 251 kg of food has been provided to local people rather than going to waste

“

For us, it's a mission to make sure that nothing gets wasted. This initiative helps us to close the loop completely and make sure food is passed on to those who might not be fortunate enough to have it.

Oleksiy Bekhta, General Catering Manager, SEB (Vacherin)

”

538

local families fed

Case Study 3

2021

Using Technology to Reduce Waste

Whilst free food policies benefit employees, they can present significant challenges for food waste management.

At LinkedIn Dublin, with a capacity for up to 2,000 employees, CH&CO is tackling this head on by investing in state-of-the-art equipment which measures food waste and helps the catering team take decisive action to tackle it.

Led by General Manager David Lowcock, the team has been on a food waste reduction journey over several years culminating in the installation in December 2021 of the Winnow AI system.

All uneaten food – from trimmings to plate waste – is weighed, photographed and categorised, providing the team with insight into exactly what is being wasted and at what stage of the catering process. Over time, the Winnow AI system

automatically recognises the wasted food items, saving the data being inputted manually.

Insight from a previous waste monitoring system had shown that overproduction of food was a particular problem at LinkedIn. The catering team has since switched from self-service to a plated system and begun breaking down food counters earlier in service, both of which have had a beneficial effect.

Customer engagement has been another priority and has helped drive behaviour change among LinkedIn employees. A whiteboard has been positioned outside the waste drop off area which shows on a week-by-week basis the levels of food waste generated and reductions achieved.

Client buy-in has also been strong. The reductions achieved in food waste are helping LinkedIn as it works towards its own net-zero by 2030 target.

“

It's not all about saving money. It's about doing the right thing, educating our customers and being sustainable in our actions.

David Lowcock, General Manager, LinkedIn (Gather & Gather)

”

42%

Decrease

in December weekly foodwaste at LinkedIn Dublin's site, from 471 kg to 272 kg in the week ending 12 March 2022.

Case Study 4

2021

Reducing Disposable Use and Introducing a New Waste Stream

Our work with the Royal Opera House (ROH) to introduce a closed loop system for compostable packaging shows what can be achieved when supply chain partners collaborate.

Working closely with the ROH sustainability team along with our compostable packaging producer and the site waste contractor, we have developed a separate compostable waste stream which ensures cups and other items of compostable packaging are processed responsibly.

The ROH uses around one million coffee cups alone each year. These couldn't previously be recycled because they were made of a combination of cardboard and plastic.

The site moved to compostable coffee cups in November 2021 and has since introduced

compostable packaging for all food and beverage items with the exception of aluminium drinks cans.

Green bins on-site have been rebranded to communicate the message that everything purchased on-site is compostable.

Significant effort has also gone into creating clear signage, which features product images as well as written instructions, to ensure visitors place compostable packaging in the correct bin.

Waste audits have shown a steady reduction in contamination since compostables were introduced.

The ROH is also encouraging visitors to bring their own reusable cups and food containers by offering a 10p and 20p discount respectively. These now account for around 15% of all food and beverage purchases.

“

Messaging is key. When we updated the posters with images of the products that could be composted people really started to follow the advice.

Ciaran Hogg, General Manager, Royal Opera House, Company of Cooks

”

15%

of all food and beverage purchases are now served in reusable cups.

Case Study 5

Composting with School Eco-Councillors

As a business providing school catering services, CH&CO has an important role to play in supporting the education of children around food and sustainability matters.

Greenbank Preparatory School in Cheadle Hulme, Cheshire, is an Eco-School with a Green Flag accreditation, for which we help deliver a range of sustainability initiatives involving food.

One of these involves composting any leftover food from the lunchtime service and using the compost to grow the school's own vegetables.

Every day at 1pm, two of the school's young eco-councillors meet with Chef Manager Andrew Hopper to gather up any plate waste or trimmings and put them in the school's Ridan composter

– known fondly to the pupils as Colin. The food stays in Colin for around three weeks before being transferred into maturation bins. After three months' maturation, the compost is ready to be distributed around the school's vegetable plots and flower beds.

Greenbank's gardening club is involved in growing produce like strawberries, lettuce, carrots and onions that Andrew then incorporates the ingredients back into meals in a circular system.

As well as educating the children about how their food is grown, the composting initiative has made them think more carefully about their own food choices and as a result the volume of leftover food has reduced over time.

2021

“
Not only do the children know where the food comes from, they know where it goes to afterwards – literally from the ground to the plate and back to the ground again.”

**Andrew Hopper, Chef Manager,
Greenbank Preparatory School**



What's next?

2022

Our priority for 2022 is to increase our availability of data around food waste, understanding this will help us to implement site specific reduction plans and prepare for legislative changes on food waste reporting.

1



Alongside our new monitoring frameworks, we will work with national supply partners to support **the redistribution of any surplus food.**

2



We will also help tackle farm level food waste with new supply partner, Waste Knot. **Waste Knot supplies local and seasonal surplus fruit and vegetables into foodservice.** Our partnership with Waste Knot not only supports domestic farmers, but also helps to keep food out of bins.

3



We will continue to work with our suppliers to reduce packaging waste and work to **encourage behaviour change that reduces the need for disposables and single use items on site** through initiatives such as introducing reusable cups or reducing use of disposable items like blue roll and clingfilm.



a reduction in:

- **packaging**
- **disposables**
- **single use items**

Greenest Supply Chain Solution

Be the CHange

Summary

The majority of our environmental impacts fall within our supply chains, working in tandem with our supply partners to measure, monitor and reduce impacts is vital to meeting our social and environmental commitments.

ambitious environmental and social targets

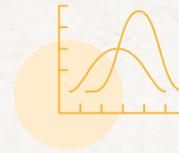


1



Our Group Supply Chain and Procurement Director Samantha Davis, leads the way with **a refreshed look at our supply chains and policies, with sustainability playing a key role** in any procurement decision.

2



As part of our commitment to transparency and managing our environmental impacts, **we have improved our supply chain mapping**, with a new, robust system for tracking compliance data from our suppliers and the capacity to trace our supply chain to a farm level.

3



Ambitious targets to support positive environmental and social outcomes through our supply chains are in the foundational stages. There are key challenges to overcome to track our impact, but we continue **to support local and seasonal producers and collaborate with Micro, Small and Medium-sized Enterprises (SME's) and Voluntary, Community and Social Enterprises (VCSE's) where possible.**

Policy Update and Review

CH&CO's procurement team sources products from all over the world. We have controls in place to ensure that our supply chain conforms to our own standards and national legislation.

We review our procurement policies throughout the year to ensure that they are **up to date with legislation and the directional changes that the business wants to take**. Our policies stretch from modern slavery to deforestation, and we have worked with the Sustainable Restaurant Association (SRA) and our supply chain to make sure that these are both aspirational and achievable.

Our supply partners are required to hold a technical accreditation, whether that be BRC (British Retail Consortium), SALSA (Safe and Local Supplier Approval) or Safe Contractor status, to ensure that they are legal and safe. Global health and safety organisation NSF is our auditing body and ensures that all our suppliers continue to hold up-to-date certification, this is a pre-requisite condition of trading with CH&CO.

The procurement team monitors this with NSF and takes proactive steps with suppliers to support accreditations. With SME's or start-ups, we will support them by working with NSF to take them through an audit process to ensure they meet the required legislation and standards whilst they work towards a SALSA or BRC.



TECHNICAL ACCREDITATION IS A MUST



- **CERTIFICATE LIVE 81%**
- **NO CERTIFICATION LOGGED 10%**
- **CERTIFICATION DUE TO EXPIRE 5%**
- **EXPIRED CERTIFICATION 4%**

Monthly meetings with NSF review certification status of our suppliers and those not meeting our requirements are suspended. Due to the pandemic, NSF, BRC and SALSA are all facing a backlog of audits.

Mapping our Supply Chain

Food supply chains can be incredibly complex. It is crucial that we fully understand our supply chains from farm to fork. To achieve our objective, in 2021 we adopted the Authenticate Platform to support the collation of relevant information from our suppliers.

The platform gives CH&CO a live and dynamic view of the supply chain of raw materials we source, along with key technical data such as sourcing and welfare declarations, live technical and ethical accreditation, and other relevant data requirements such as risk assessments and Self-Assessment Questionnaire's (SAQs). There is no cost for our suppliers to join the Authenticate platform.

In 2021, CH&CO was the first catering organisation to go live with Authenticates Environmental Social Governance (ESG) module, a question set developed in partnership with sustainability consultancy Anthesis. All our suppliers are requested to complete this question set and 38% of our total supplier spend is now represented in ESG data, with 98% rated as Transitional or Transformational in the maturity of their ESG agenda ([Appendix 2](#)). This allows us to compare and benchmark our suppliers on their ESG performance and work with them to support in moving the dial to become more environmentally and socially responsible.

Our drivers for adoption are:

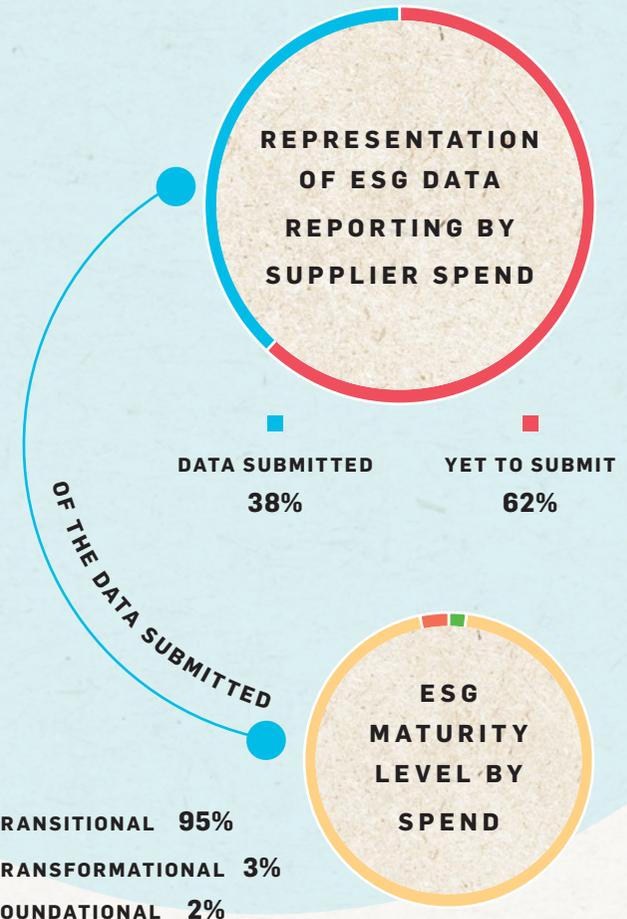
- To drive transparency and compliance
- Direct, live visibility throughout the supply chain
- As a central repository for compliance data (Red Tractor, SEDEX etc.)
- To demonstrate continual improvement in the quality of the supply chain.



We have been working with the team at CH&CO since Q4 2021.

The team has been using our tool to gain deep insight into their supply chains, with a real focus on the ESG Benchmark amongst their suppliers. This has enabled them to gain previously unseen ESG insight across the breadth of their supply chain."

Alex Walters, Chief Commercial Officer at Authenticate



Local Produce and Supporting our Communities

It is essential for our business that we know exactly where our raw ingredients are coming from and trace their origin in order to evaluate risk and to track environmental and social factors within our supply chain. We are able to make the most of our partnership with Bidfood to be our wheels for local producers, SME's and VCSE's allowing us to support smaller producers and those giving back to communities.

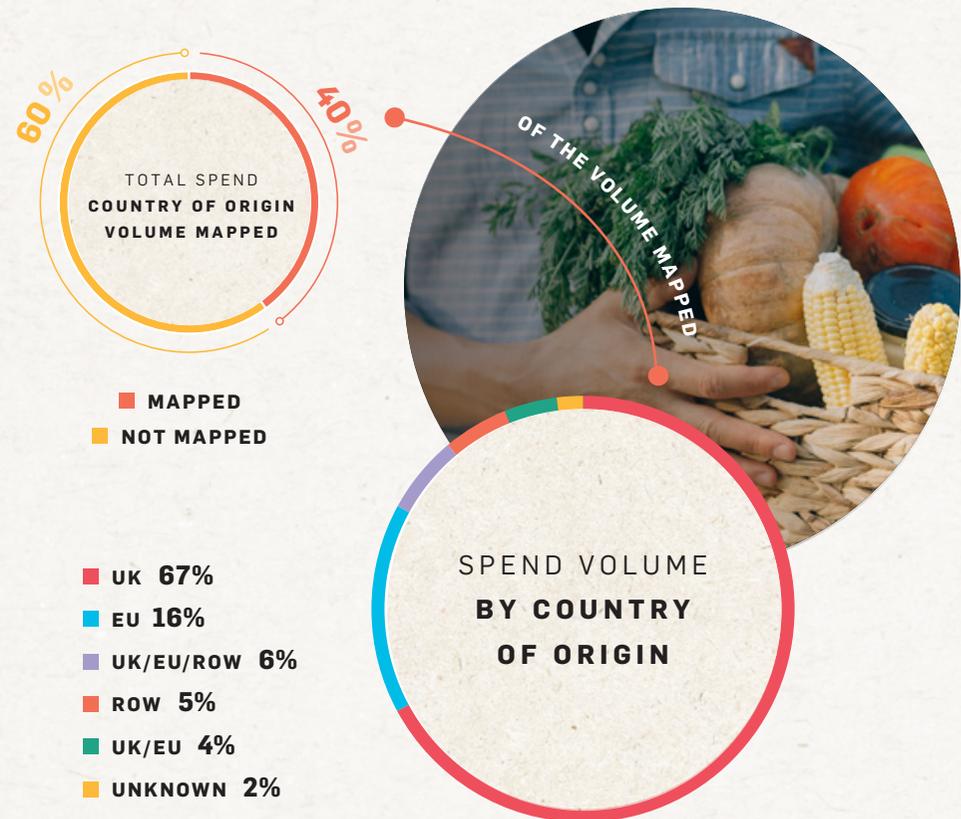
Over the last 2 years the procurement team has been instrumental in 44 workstreams to streamline our supply chain. Due to the complexities of food chains, seasonal changes and supply shortages it can be challenging to record and measure where raw ingredients have come from.

To address this, our partnership with Authenticate enables us to track and monitor all our ingredients and finished products so we can accurately record for the future together with our spend on VCSE's.

Our strategic supply partnership with Bidcorp, which accounts for over 40% of all our UK procurement purchases in 2021, provides us with comprehensive data, tracking the country of origin as well as ethical and sustainable certifications held.

In 2021, we continued to support VCSE's in our supply chain putting our buying power into organisations like Social Bite and Change Please. Owing to the pandemic, our spend with VCSE's was limited to £42'659, but this number does not represent our wider work with VCSE's such as our partnership working with Well Grounded. In 2022 we are committed to more meaningful spend volumes with VCSE's.

Read more about our partnership with Well Grounded on page 73

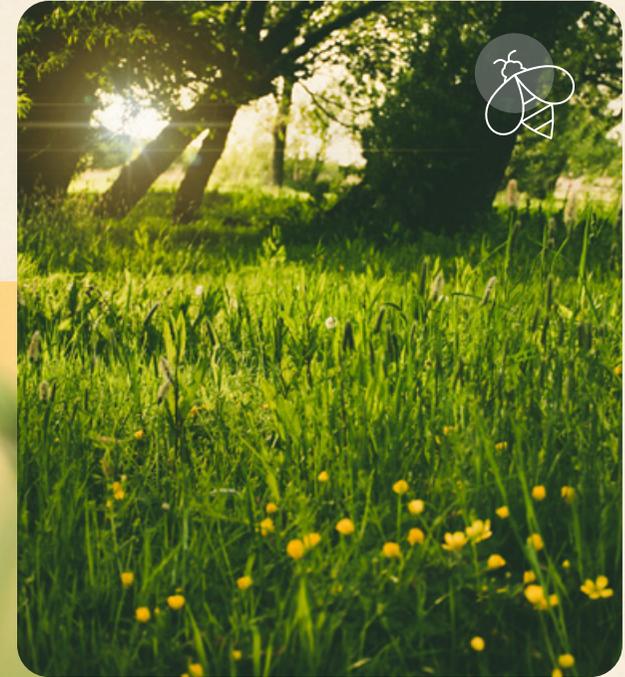


Biodiversity

Biodiversity underpins all food production – it is essential that the processes supported by biodiversity are maintained for food security. Producers in our supply chain are taking steps to support biodiversity and we have begun to explore the mechanisms in place to further monitor and protect biodiversity within our supply chains.

Our aim is to work with farms that are taking steps to promote biodiversity and to be able to monitor, measure and compare our suppliers based on this. To achieve this, we are working with the Global Farm Metric to explore quantifiable ways to track sustainability metrics such as biodiversity and other farm level social and environmental indicators examining soil health and air quality.

We have joined the UK Business Biodiversity Forum which aims to identify opportunities and practical solutions to manage biodiversity impact and risk, facilitating the sharing of knowledge whilst providing a unified voice for UK businesses on the importance of nature including the UK and international biodiversity policies.



Water Resilience

We cannot produce food and drink without water. Safeguarding our natural resources also means protecting nature that needs water to survive. We are beginning our journey targeting water action.

We have joined WRAP's water roadmap with the aim that 50% of the UK's fresh food is sourced from areas with sustainable water management. Key to this is both our own water impacts, and those in our supply chain.

By following the World Wildlife Fund (WWF) framework for action to reduce water risk and improve resilience (pictured right), we have begun activity to track our direct water use and better understand measures in place to reduce water impacts at unit level.

Our suppliers have begun reporting to us on the actions they are taking to manage water use and our next steps are to map this and evaluate.



Case Study 1

2021

Supporting Independent Business

Enterprise Foods is a distributor that sources and supplies food and drink from over 600 of the best local suppliers throughout the UK.

Through our partnership with Enterprise, CH&CO is able to maintain strong local supply chains and support small, artisan producers who often get excluded from supplying mainstream caterers and retailers.

We currently source from 42 local suppliers via Enterprise – 38 bakeries and 4 breweries. Enterprise manages all of the supply chain logistics and administrative paperwork allowing the suppliers to focus on what they do best – providing businesses like CH&CO with quality food and drink.

Several CH&CO sites have recently begun sourcing beer from the Crumbs brewery in Reigate which uses surplus bread from local artisan bakery,

Chalk Hills, and turns it into beers such as Sourdough Pale Ale and Rye Coffee Porter.

All of our Enterprise suppliers deliver direct to CH&CO sites meaning both vehicle journeys and road miles are reduced.

Enterprise also prioritises working with suppliers who source most of their ingredients domestically meaning the value generated in the wider supply chain is kept largely in the UK.



“

A lot of the bakeries are family run businesses who are really passionate about the food and drink they produce in the same way that chefs are. That's why they love making bespoke items for foodservice businesses like CH&CO – it's that shared passion and flair.

Natalie Fowden, Enterprise Foods

”

Case Study 2

2021

Local Producers Support National Supply

Developing and maintaining local supply chains is a key element of CH&CO's sourcing strategy.

Local supply chains allow us to reduce the frequency and length of vehicle journeys around the country which in turn reduces greenhouse gas emissions. They also enable us to support small and medium-sized producers in the communities we serve.

In partnership with our wholesaler Bidfood, CH&CO runs a green delivery model for eggs whereby Bidfood provide UK customers with 100% free range shell eggs from farms via a network of regional suppliers.

Bidfood works with four suppliers – Stonegate, Fridays, Bird Brothers and Noble Foods – who source eggs from free-range farms in their regions. Eggs are delivered into local Bidfood depots where they are consolidated with orders of ambient foods,

fruit and vegetables and delivered twice weekly to CH&CO sites.

The model ensures that eggs are still at their freshest when they arrive on site, while deliveries are minimised meaning road miles are reduced.

By sourcing from several regional suppliers and a wide network of local farms we have also built supply chain resilience into our egg sourcing model.



It is fantastic to see our strategic partnership with Bidfood in action – enabling us to maintain regional supply chains but to reduce the number of deliveries onto sites with consolidated deliveries.

Samantha Davis, Group Procurement & Supply Chain Director, CH&CO



What's next?

2022

In 2022 our focus will be on onboarding all our suppliers fully to the authenticate supply chain monitoring and increasing the level of data available to us. This work will look at everything from ethical and sustainably certified produce to local and seasonal produce.



Our category manager for meat will be working to meet the high welfare standards of the **European Chicken Commitment.**



We aim to enhance the sustainable fish on offer on our menus. A large proportion of our sites will move to only MCS rated 1 and 2 fish.

This work will be coupled with activity to support species diversity on menus, swapping out the 'big 5' species – salmon, tuna, prawns, cod and haddock, which face huge pressure and demand that drives unsustainable fishing and farming practices, with tasty alternatives.



Work has already begun **integrating our culinary teams with the procurement process** and there are some exciting partnerships in the pipeline that support waste reduction, biodiversity and soil health.

authenticating and increasing available data



Create a Culture of CSR Commitment

Be the CHange

Summary

We pride ourselves on having an incredible team of individuals who are passionate about food, eager to learn and are always striving for more. We wish to look after our people and the communities in which we work.

We were proud to launch our enhanced parental policy in 2021 as part of our actions to level diversity within the company.

This, along with countless other activity, has been recognised through our maximum 3-star score from the Sustainable Restaurant Association.

positive impacts

on people and communities

Capturing and quantifying the positive impacts we have on people and in our communities, the contribution that each and every CH&CO person makes has been acknowledged by our social value contribution for 2021 certified by Planet Mark, **at £1.3million or £188 per employee.**



Our journey of discovery on the pathway to join the Best Companies listings began with the relaunch of our People Survey, which achieved good take up. The results help us acknowledge where we are and **create meaningful change for the future.**

All our people have an important role to play in ensuring we can deliver on all of our sustainability targets, equipping them with the tools to support this is vital for our success and the work completed around learning and development in 2021 is a testament to this.



Food Made Good Rating from the Sustainable Restaurant Association

The Food Made Good Rating is the world's largest and most comprehensive measure of sustainability in food service. CH&CO was the most diverse contract caterer to achieve the rating first time round in 2018 and have this year retained the maximum 3 star Food Made Good rating from the Sustainable Restaurant Association (SRA).

Known throughout the industry as the benchmark for sustainability, we have been working to the SRA's Food Made Good framework for a number of years. The framework encompasses crucial activity under ten themes, broadly split into sourcing, society and environment. **We are pleased to have achieved an overall score of 74%, a 4% increase on our last assessment.**

The introduction of our enhanced people policies to ensure we treat staff fairly and support the community saw us achieve industry leading scores on society. Our activity to ensure all our team members are trained on key sustainability issues helped contribute to our environment score.

Being a Food Made Good business is more than just the rating, it is also about engaging with the community and sharing our success, knowledge and questions to drive the industry forward. We encourage our team members to contribute to the Food Made Good community and welcome the opportunity to have open conversations with others to help drive improvement across the industry.



we have held the maximum 3* 'Food Made Good' rating since 2018

+4% SCORE SINCE 2018

Continued...

Continued...



“ Ever since CH&CO started working with the SRA we've been impressed with the company's commitment to constantly do more.

In such a competitive market as contract catering, it can be easy to cut corners. CH&CO has demonstrated, with its recent Three Stars in our Food Made Good Sustainability Rating, that it's possible to source, prepare and serve food that's good for their customers, the planet and the bottom line.”

Juliane Caillouette Noble, Managing Director, The SRA



Social Value

We are very proud of our ongoing support for social causes. This year, for the first time, we have conducted certified analysis on our social value to help us demonstrate a holistic overview of our impact.



Contributing back to society is at our heart, that's why we are long-term supporters of **Prince's Trust, Springboard and Hospitality Action amongst many others.** In 2021, CH&CO reported the social activity conducted across the organisation via the national Themes, Outcomes and Measures (TOMs) Framework. Our data has been certified by third party, Planet Mark, according to the principles laid out within the Public Services (Social Value) Act 2012.

Social value is the net social and environmental benefits generated by an organisation to society through its corporate and community activities.

We reported across five social value areas: our people, donations, community and volunteering, procurement, and environmental impacts.

It is crucial that we track our social contribution beyond that of financial donations and look to the incredible activity that happens through our recruitment, our career development schemes and our supply chains to monitor and measure progress.

SOCIAL VALUE CONTRIBUTION

TOTAL: £1,356,048

0.65%
Turnover



PER EMPLOYEE: £188

“ I've always been very proud of the commitment our business and people have to the community in which we live and work.

For example, when the pandemic hit our teams stepped up and helped local communities in their droves. Giving back to society is very important to CH&CO group and to me personally. Whilst it's something we've always done, it's good to have this officially measured by a recognised framework and it's something we will continue to build on in the coming year.”

Bill Toner, CEO, CH&CO



Best Companies

Our Goal is to make CH&CO a truly great place to work and be recognised as a **Best Place to Work** by 2023. For us to achieve this we need to understand how our people feel about their working life with us, what we do well as a business and the areas we can improve.

In 2021, we relaunched our annual people engagement survey 'Let's Talk' as part of our aim to have everyone's voice included in our business. We ran the survey internally based on the 8 key drivers of engagement suggested by Best Companies.

Over 22% of our permanent workforce completed the survey which reflects the impact of extended absence from a normal place of work as a result of the pandemic. The results gave us a great insight with positive feedback on how employees feel about and communicate with their direct manager.

Top 3 Highest Scoring Areas

AGREE

- 82%** I feel that my manager talks openly and honestly with me
- 80%** I have confidence in the leadership skills of my manager
- 80%** My manager regularly expresses their appreciation when I do a good job

Lowest 3 Scoring Areas

AGREE

- 62%** I am happy with the pay and benefits I receive to do my job
- 62%** I feel I am paid fairly in my role when compared to similar roles within other organisations
- 65%** I feel that I am treated fairly here (the pay I receive to do my job and the opportunities available to me are fair)

Our lowest scoring areas relate to how happy employees are with pay and benefits.

In response, we acted to introduce new benefits to our employees. We shared these to our employees in our revised Benefits Handbook with regular reminders of the benefits available shared via internal communications. We also implemented our new enhanced family friendly policy, increased uptake of learning and

development opportunities across the group and improved internal communication with new our new platform, Yapster.

Benefits Include:

- Private Medical care
- Eye Care
- Life Event Support
- Professional Subscriptions
- Salary Finance
- Enhanced Family Friendly Benefits



Employee engagement is more than just a people survey. The survey is an entry point to engagement, which involves being part of something. Running an internal people engagement survey is committing to a journey of discovery, insight and action that will help us acknowledge where we, our team and the wider company excel and where meaningful.

Continued...

8 Key drivers of employee engagement measured by our workplace survey

1 My Manager

How employees feel about and communicate with their direct manager.

2 Leadership

How employees feel about the head of the organisation, senior management and the organisations values and principles.

3 My Company

The level of engagement employees feel with their job and organisation.

4 Personal Growth

How employees feel about training and their future prospects.

5 My Team

Employees' feelings towards their immediate colleagues and how well they work together.

6 Wellbeing

How employees feel about stress, pressure at work and life balance.

7 Fair Deal

How happy employees are with pay and benefits.

8 Giving Something Back

The extent to which employees feel their organisation has a positive impact on society.



A great employee engagement strategy puts our employees at the heart of the organisation, analysing what they think and feel and identifying the real issues that need to be addressed."

Great places to Work



We want all our people to enjoy coming to work, have pride in what they do and in being part of CH&CO. It's important that everyone enjoys working with their colleagues in an environment where they feel trusted and valued, and where they are encouraged to develop personally and professionally."

Allister Richards, COO, CH&CO

Gender Pay

Promoting a diverse and inclusive workforce is integral to the success of our business. The gender pay gap is one of the reports we use to measure inclusion at CH&CO. We are proud to report that 63.8% of our workforce are women and that since 2020 we have made improvements.

The gender pay gap exists at CH&CO primarily because there are less females in senior roles and a low proportion of men in entry level positions. Flexibility within our entry level positions attracts predominantly female candidates, which in turn impacts the recruitment of males in this area.

We have revamped the design of our recruitment adverts to use inclusive wording, reviewed our benefits to offer greater support for people and their families, launched a talent and future leaders review to support personal growth plans, and launched our people survey to understand our teams better.

IN 2021 WE:

- Increased the number of women employed in the upper middle quartile by **9.3%**
- **55.7%** of promotions within the business were awarded to women
- **53.7%** of new starters within the business were women

Mean gender pay gap using hourly pay



Median gender pay gap using hourly pay



PER QUARTILE	MEAN GENDER PAY GAP
Lower pay quartile	Men earn 1.4% less than women
Lower middle pay quartile	Men earn 1.5% less than women
Upper middle pay quartile	Men earn 0.8% more than women
Upper pay quartile	Men earn 2.7% more than women

PER QUARTILE	MEDIAN GENDER PAY GAP
Lower pay quartile	Men earn 3.0% less than women
Lower middle pay quartile	Men earn 1.6% less than women
Upper middle pay quartile	Men earn 1.1% more than women
Upper pay quartile	Men earn 1.5% more than women

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Continued...

YOU CAN ACCESS THE FULL GENDER PAY REPORT ON OUR WEBSITE

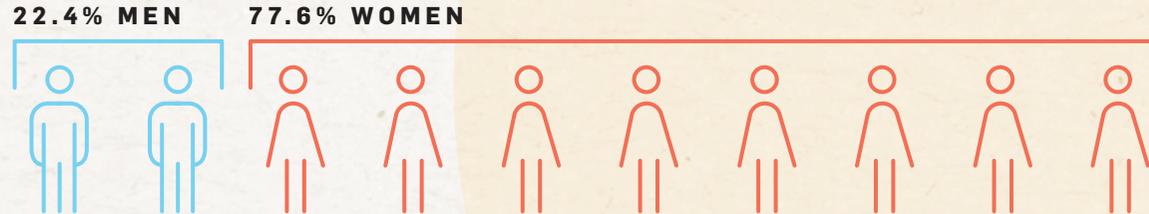
[VIEW REPORT](#)

Percentage of men and women in each pay quarter

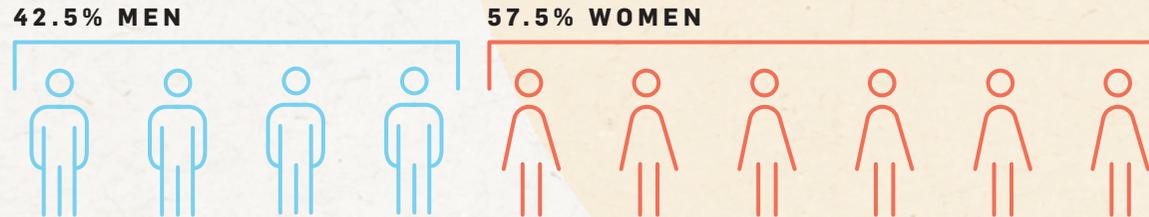
LOWER QUARTILE



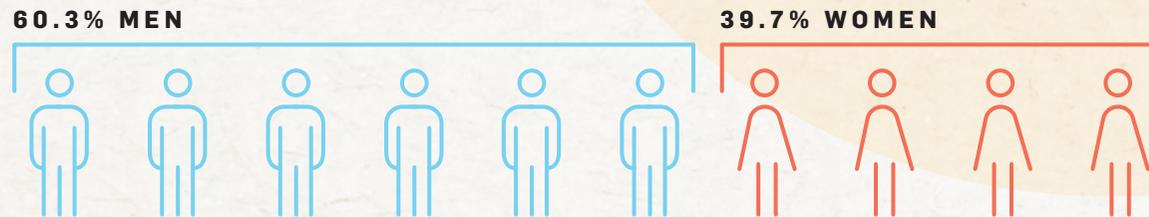
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE





“ We all have a responsibility to broaden our efforts in EDI and a large part of this is being aware of what’s been achieved but more importantly what still needs to be done.”

Allister Richards, COO, CH&CO



Leadership Diversity

We recognise that diversity is essential to a successful workforce, culture and business. We have much to be proud of with the senior leadership gender diversity at CH&CO. A significant number of crucial group leadership and strategic positions are filled by women 73% - Managing Directors, Departmental Directors and Heads.

As we move forward into 2022, our focus will be on executive level diversity, in particular where our board level gender representation sits at 16% female.

We also recognise the value of achieving greater diversity beyond gender, including ages, cultures and ethnicities. This will ensure more effective decision making, risk management and guidance. With 2021 as a baseline year, we will build strategies that translate to meaningful action and greater representation, in particular in BAME representation, through both our senior leadership team and board level representation.

Percentage of men and women in senior leadership team



Senior Pay

At CH&CO it is important to us to ensure transparency around benefits and pay. We have a structured pay system in place for all roles to ensure we are competitive with the industry to attract the best talent.

Our pay scales have been designed as a banding scale for each role based on the seniority, knowledge and skills for each role. The range includes a minimum compensation level and a maximum level for a given role, and our employees actual pay will fall somewhere within that range.

One of the main benefits of our banding system is that it ensures consistency and employees in the same type of role know that their pay will be equivalent to colleagues in the same role. (Please see appendix 3 for competency level)

BAND	NATURE OF ROLES	INDICATIVE ANNUAL SALARY RANGE	COMPETENCY LEVEL
A	Team Members	NMW – £24,999	1
B	Supervisory – Team Leader / Supervisor / Professional	£25,000 – £34,999	1-2
C	Management Team – Manager / Senior Professional / Professional	£35,000 – £54,999	2-3
D	Operations Leadership Team – Senior Management / Expert	£55,000 – £79,999	3-4
E	Strategic Leadership Team – Director / Head of Department	£80,000 – £99,000	4
F	Group Leadership Team – Group Director / Head of Function	Role specific	4
EXEC	Executive Team	Role specific	EXEC

We Are One – Equality, Diversity and Inclusion

It is important that CH&CO creates, enables and fosters an environment where our people, clients, customers and partners feel valued for their individual contribution and are able to be themselves every day.

Equality, Diversity and Inclusion (EDI) is a vital aspect of all that we do at CH&CO, bringing diverse and innovative thinking to drive our business forward and providing equal opportunities for all our people.

Our We Are One Community network will bring together all of our diversity groups, provide reverse mentoring for our leadership team, discuss and collaborate on business issues and lead the way towards a more diverse and inclusive CH&CO.

Our commitment to EDI is strong and goes beyond the minimum standards we set or may be guided by. It recognises the benefits and contribution of all our people, especially given their differences and characteristics, protected* or otherwise. We will drive real change via our diversity efforts, embedding EDI best practice throughout CH&CO, ensuring that recommendations are adopted, monitored and reported on, so that we can make progress and maintain excellence in all that we do.



We recognise that, as a business, we have a responsibility to increase and broaden our efforts in EDI. Through reflecting on where we are now, openly asking the business to support the development of deeper awareness within the leadership team and developing a strategic EDI plan in collaboration with our people, **we believe we will develop a strategy which is fit for purpose, sustainable and impactful.**

Continued...



Continued...

We recognise that our people value their working environment, wellbeing, and ability to **contribute and develop themselves and their careers**, without barriers.

Recognising these factors enable us to ensure that our behaviours and culture promote and enthuse growth in EDI and demonstrate that CH&CO is a place where our people can **grow, feel valued, respected and outperform our competition**.

Importantly, EDI ensures all diversity groups and communities are given the **opportunity to raise and discuss opportunities and barriers**, allowing for a collaborative solution to be sought.

PERSONAL AND PROFESSIONAL PROGRESSION



Recognising the diverse experiences and perspectives of individuals brings greater opportunity for innovation. The celebration of diversity allows all our people to bring their whole self to work and **allows all voices to be heard**.

Embedding diversity, equality and inclusion within CH&CO is supported by a compelling business case. Not only is it the right thing to do for everyone, it also adds real value to CH&CO through innovation, creativity and fresh thinking.

EDI is a key element of our People Strategy and supports our business objective **of becoming a Great Place to work**.

EDI focused training is a key element of our learning strategy and culture with **annual training plans available for all**.



Family Friendly

We set a new standard in employee benefits for hospitality workers this year. Our new family friendly procedure offers greater support for employees and their families, over and above the current statutory minimum entitlements from maternity leave and paternity leave to adoption leave, shared parental leave and flexible working. There is more to life than work and, in most cases, family forms an integral part of our people's priorities. That is why we support our people to achieve a good balance between their work and home lives.

We recognise that at some stage in everyone's employment, they may need to take some time out on family-related leave, and we encourage this so that our people may enjoy some quality time with family. We believe it is important to remain competitive and to look after the wellbeing of our people and therefore in 2021 all our family friendly policies were enhanced.



At a glance, our enhanced benefits

MATERNITY LEAVE	<ul style="list-style-type: none"> • Offering enhanced pay for eligible employees • Return to work bonus after completing one's service after returning • Keeping in touch days 10 days paid work during maternity leave
ADOPTION LEAVE	<ul style="list-style-type: none"> • Enhanced Adoption Pay ten weeks' basic pay, followed by 29 weeks SAP for everyone eligible for Statutory Adoption Pay • Return to work bonus – two weeks' basic pay after competing one month's service after returning • Keeping In Touch days – ten days' paid work during adoption leave
PATERNITY LEAVE	<ul style="list-style-type: none"> • Paternity Leave – two weeks' basic pay for everyone eligible for Statutory Paternity Leave/Pay (SPP)
SHARED PARENTAL LEAVE	<ul style="list-style-type: none"> • Enhanced Shared Parental Pay – eight weeks basic pay, followed by ShPP for everyone eligible for Statutory Shared Parental Pay (ShPP) • Keeping In Touch days – 20 days paid working during shared parental leave
FLEXIBLE WORKING	<p>Sometimes our people may need to change their working patterns to support their family responsibilities. We will always consider requests for flexible working and if the business and operations allow, we will do our best to support our people.</p>

Health and Wellbeing

We want work to be a place where everybody can be themselves every day and know that their wellbeing is important to us. It is our unique and diverse workforce that makes us great and is something we are very proud of and choose to support.

We genuinely care about our people; we have introduced a range of tools and initiatives to support the Wellbeing of everybody. Our wellbeing strategy aims to support our mission and our core values of being Inclusive, Inquisitive and Uplifting. We want to be a place that people want to work, grow and develop, as well as a place to truly look out for each other.



MENTAL WELLBEING

Employee Assistance Programme (EAP) Hospitality Action – Offering assistance 24/7 365 days per year from support counselling sessions, debt and money advise, addiction and parenting helpline.

Mental Health First Aid – By embedding Mental Health First Aid training into our business encourages our people to talk more freely about mental health, promoting early intervention which enables recovery, reducing stigma and creating a positive culture.

Wellbeing Centre – Provides education support and tools including an A to Z guide to all thing's mental health. Top tips, podcasts and videos.

PHYSICAL WELLBEING

Healthy Lunches – Providing a healthy balanced meal during the working day from nutritional information to lunching ideas.

Fitness – A selection of videos' are available on unlock from strength and toning, cardio, yoga and many more.

Cycle to Work – allowing our people the opportunity to purchase a bike under a salary sacrifice scheme and in turn helping the environment.

Private Healthcare – AXA provide our people and their families with private treatment when you need it, without a long wait.

Occupational Health – Helping to address long term health issue to get our people back to a healthy work life.

Flexible Working – We will consider all flexible working requests to encourage a healthy work life balance for all our people.

Continued...

Continued...

<p>SOCIAL WELLBEING</p>	<p>Awareness Day Communications (Unlock) – Providing information to everybody on upcoming events to ensure our people can link into the latest awareness initiatives.</p> <p>We are one – A diversity, equity and inclusion network where all our people across the business have a voice and know they will be listened to.</p>
<p>FINANCIAL WELLBEING</p>	<p>Salary Finance – Helping our people to manage their finances with one simple application which is then agreed between the individual and Salary Finance.</p> <p>Unlock – We have many discounts offers available all designed to help our people save money.</p>
<p>DIGITAL WELLBEING</p>	<p>Notifications – We encourage our people to switch off notifications when they need to.</p> <p>Meetings – If our people feel they are spending too much time in meetings, it is ok to say no.</p> <p>Using technology outside of working hours – We set guidelines outside of working hours so our people can switch off.</p>

“ Our business has demonstrated that the wellbeing of our people is of the utmost importance.

The launch of our Wellbeing Wednesday sessions proved a great success during the pandemic with employees tuning in to events tackling various subjects, such as menopause, mental wellbeing, sleep and mental health, healthy eating and many more. The business is continuously looking at other ways to help improve our people’s health and wellbeing and this will continue to remain a big part of the business focus going forward.



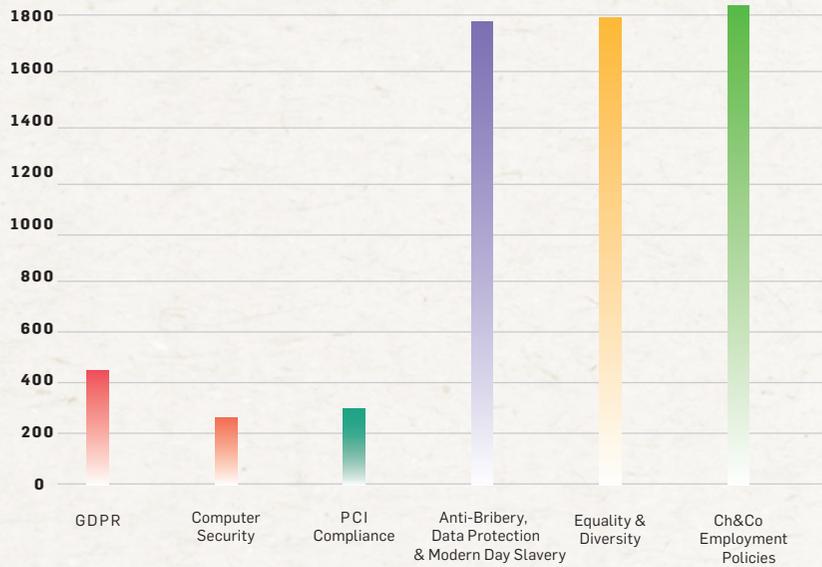
Shelley Westwood, Group HR Business Partner, CH&CO



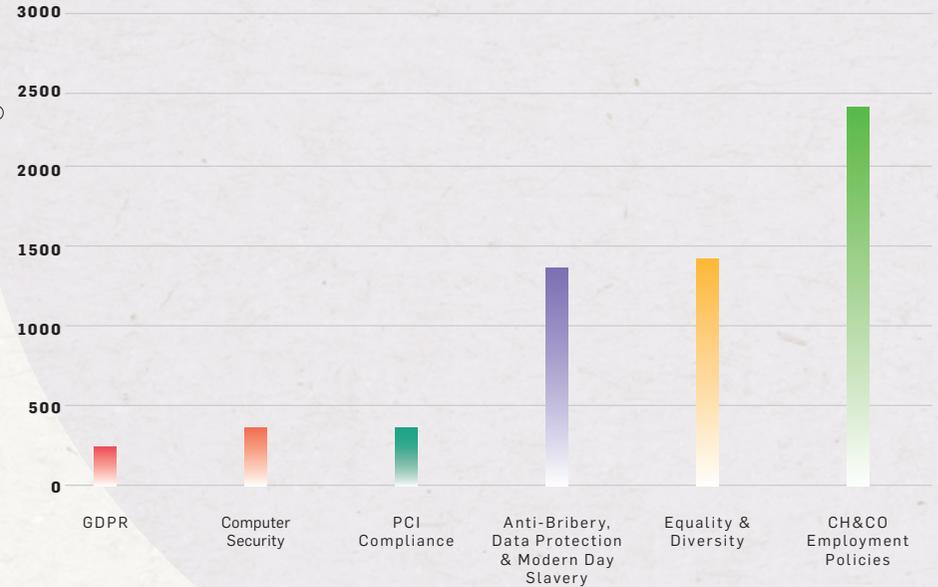
Mandatory Training

Our people and our customers are what we're all about, so it is essential we know how to keep our people, customers, data and working conditions safe. Our Mandatory Training is essential in ensuring our business operates safely and that our people have the knowledge and skills to maintain safeguarding our business.

CH&CO MANDATORY NEW STARTER TRAINING
NUMBER OF PEOPLE COMPLETING TRAINING IN 2021



CH&CO MANDATORY NEW STARTER TRAINING
NUMBER OF HOURS DELIVERED IN 2021



keeping our people, customers, data and working conditions **safe**

Learning & Development

At CH&CO, we believe our people will succeed when they feel supported and are given the opportunities to develop their skills and knowledge to be brilliant at their job.



Our business continues to grow and adapt, so like our business we want our people to grow and adapt with it. Now, more than ever, it is important we support our people to develop with us, building their confidence, increasing productivity, and most importantly making sure they're happy.

providing skills to excel and grow with the business

E-LEARNING SESSIONS

61,174 e-Learning courses were completed by CH&CO people.

An average learning duration of 1.5 hours each totalling **91,761** learning hours delivered.

TRAINER DELIVERED SESSIONS

1,974 people attended a learning session.

A total of **6,458** learning hours delivered.



CH&CO Apprenticeship Academies

Our vision is simple - no matter who they are or where they work, we will support our people's growth from apprenticeship to the boardroom. We will give them room to outperform the competition and become well known for doing the right thing.

Continued...

Continued...

We have made a commitment to support the development of existing employees and new team members coming into our business. We've done this by offering new talent an apprenticeship pathway, funded by our Apprenticeship Levy. Plus, by partnering with some of the industry's best apprenticeship providers, we're **creating opportunities for the entire business**, informed by the skills gap and skill development opportunities. A total of 32 people started apprenticeships in 2021, we hope to grow this number in 2022.

During 2021 we sponsored 7 non-CH&CO apprenticeships.

Apprenticeship opportunities were provided to the Ritz London – the programmes sponsored are Level 2 Hospitality Assistance and a total Apprenticeship Levy sponsorship of £24k over the 12 month period was provided. In addition, one Level 3

Business Administration apprenticeship sponsorship was provided to Umbrella Training, with a total Apprenticeship Levy sponsorship of £5k over the 12 month period provided.

APPRENTICESHIPS

32 people on apprenticeships in 2021

£29k in apprenticeship sponsorship donated



“ Before my apprenticeship, I was a General Assistant and I wanted to become a Chef -

the apprenticeship was the perfect fit for me. I strongly believe my apprenticeship has helped me to be where I am now.”

Alina Botosanschi, Level 2 Commis Chef Apprenticeship, NHSBT Newcastle

Safety

To demonstrate our commitment to protecting the health, safety and welfare of our team members, customers and any other persons who may be affected by our work activities, we implement, monitor and review a CH&CO Group Health and Safety & Food Safety Management System (HSMS & FSMS). We are committed to controlling workplace hazards, assessing risks and establishing suitable and sufficient risk control measures.

The performance of team members in identifying and implementing safe working procedures is monitored on a regular basis. In 2022 we are looking to digitise the CH&CO HSMS & FSMS to reflect our commitment to innovation in this area. A system that incorporates digital auditing processes and the Internet of Things (IoT) will further meet our sustainability responsibilities.

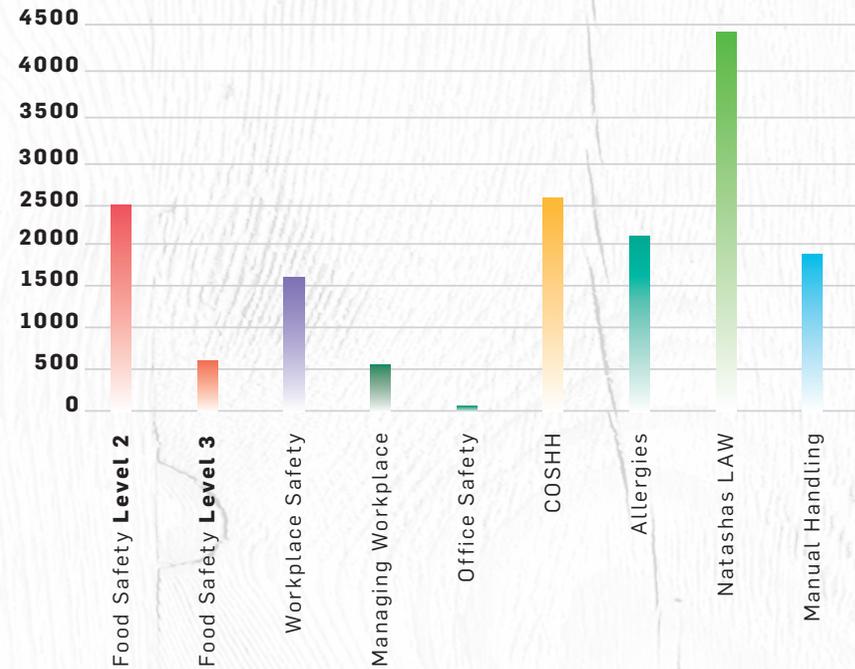
In 2021 CH&CO was awarded the Royal Society for the Prevention of Accidents (ROSPA) Gold Award for the fifth year running across the diverse independent hospitality and catering business, which includes workplaces, education, healthcare, destinations, events and venues. This is fantastic recognition of our ongoing commitment to raising health and safety standards.

CH&CO's outstanding health and safety record of achievement continues to be recognised. Once again, we scored an impressive 100% in all three sections of the Achilles Audit for the fourth year running and successfully recertified our Safecontractor accreditation.

CH&CO also maintains a number of ISO accreditations: ISO 9001:2015, ISO 14001: 2015, ISO 45001: 2018, ISO 50001: 2011.



NUMBER OF PEOPLE COMPLETING TRAINING IN 2021



Natasha's Law

Natasha's law requires all food outlets to provide full ingredient lists with clear allergen labelling on Pre Packed for Direct Sale foods (PPDS). We welcomed new legislation in 2021 that further protects allergy sufferers and gives them confidence in the food they buy.

To implement the safety requirement, we worked with our supply partners to capture allergen data on all ingredients and products that we purchase throughout our supply chain. The data is fed into our recipe system to generate allergen data for each dish.

Chefs are fully trained to use the system, ensuring all dishes have correct allergen data to comply with Natasha's Law.

All employees undertake our mandatory allergen training as part of their induction to bring them up to date on the process involved, with regular refresher training for everyone.

As part of our everyday procedures, **our chefs and managers complete allergen matrix for all food that leaves our kitchens.** This is briefed to our teams so that everyone knows and understands the procedure when asked about allergens.

For allergen labelling we use the Labelogic system, which is linked to our recipe database system, with all allergen data pulled through to the labels before printing to ensure that any PPDS comply with Natasha's Law.

“ The introduction of the Natasha's Law Legislation highlighted an important knowledge and technical skill training need.

We were able to develop a bespoke training solution for all our people that took Natasha's Law hand in hand with our already robust Allergens training and Standard Operating procedures. Our training, Safe Systems or Work and SOP's are integral to ensuring our people have the skill and knowledge to be able to provide our People, Customers and Partners the safest of experiences within our operation”.

Liam Hatcher, Group Head of Learning and Development, CH&CO



Calorie Labels

It is our duty to ensure people can make informed decisions when it comes to eating out. It is also part of the government's strategy to tackle obesity. To prepare for the introduction of calorie labelling in England, mandatory from April 6th 2022, we trained our team and built robust systems to ensure compliance.

All of our ingredients have nutritional information attached to them, which has been generated by our suppliers and systems team working together.

All recipes inputted into the system have a calorie content generated for display on menus and labels.

We have created a shared information page to capture all guidance to comply with the new legislation. This has been communicated through multiple channels to ensure it reaches our people.

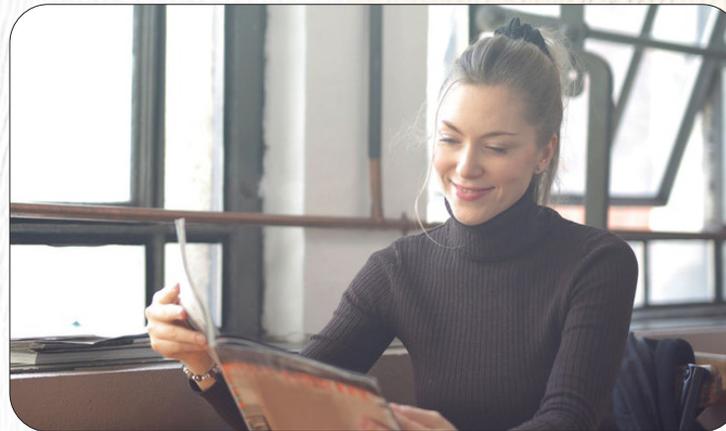
The information has been turned into a set of training sessions designed to give our people the tools they need to deliver calorie labelling on all foods leaving our kitchens. This training includes calorie awareness, using the recipe system to generate the calorie content, marketing training on how to display calories correctly and where to get menu templates.

Our senior nutritionist Lucy Frew holds/held regular training clinics for people to dial into and ask any questions about the process and raise any concerns they may have. This support continues beyond April 6th.

“ It's really important that our people have all the right training and tools to deliver accurate calorie labelling for our customers.

It's no easy task nutritionally analysing a recipe, due to many different factors, but with the right systems and training in place we have been able to ensure all sectors of the business are supported and able to deliver calorie labelling from April 6th. Most of our sites work independently, allowing creativity for food development so it is vital that everyone is confident in recipe analysis as our food offer is forever evolving.”

Lucy Frew (RNutr), Senior Nutritionist, CH&CO



CALORIE CONTENT IS DISPLAYED ON MENUS AND LABELS

Healthy Eating

At CH&CO we believe in balance, so menu design is key in ensuring there is always a good variety and choice, so everyone is well catered for. Nutrition and healthy eating are integrated into the food development process.

Our senior nutritionist sits on the food team and is part of the food development process.

Our nutritionists review all new recipes as they are being developed to help ensure they are as healthy as possible.

Ranges such as our Live Well series of grab and go recipes have been developed by our nutritionists and development chefs in consultation with one of our Gathered Table collaborators Dr Rupy Aujla from the Doctor's Kitchen. The range aims to increase intake of whole fruit and vegetables, healthy fats and wholegrains and signpost a healthy offer to our customers.

We offer Vocationally Recognised Qualifications (VRQs) to our teams in nutrition

- nationally recognised qualifications, delivered through flexible learning, which allow our people to achieve qualifications in their own time and at their own pace. Learning Curve Group supported our

online enrolment and induction for all our vocational related qualifications on offer, including 456 hours of training on Understanding Nutrition and Health.



456 training hours on 'Understanding Nutrition and Health' delivered in 2021



Dr Rupy Aujla

Internal Communications

The majority of people in our business are not desk based. Our raft of internal communications tools helps keep everyone connected, from Dublin to Dover and everywhere in between.

Company news and important announcements are shared by:

- Yapster (a mobile application for all)
- Unlock (reward and recognition for all)
- SharePoint (managers' intranet)
- Online live events
- Face-to-Face events

In October 2021 we launched Yapster, accessible by all CH&CO people, **an app-based solution that connects everyone across the CH&CO family from on-site kitchens to the offices and at a time that suits.** As of April 2022, nearly half of our people are using Yapster to receive news and chat with their colleagues.



50% OF THE WORKFORCE IS USING YAPSTER TO COMMUNICATE



With Yapster our teams:

- Never miss an important announcement
- Are able to chat with teams and other colleagues across the business including the CEO!
- See what's happening across the business
- Control what they see, how they see it and when they see it
- Access other platforms such as payroll, training and discount centre

Yapster statistics (April 2022):

SINCE LAUNCH:

- 6,500+** conversations via private and group chats
- 3,700+** news posts
- 49,000+** engagements
- 5,000+** access other platforms

connecting across the CH&CO family



Case Study 1

Recruitment Partners

CH&CO has made 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.

Working with external partners such as Ingeus and Springboard we recruit candidates of all ages and backgrounds through a range of government schemes including Restart, Kickstart and JETS (Job Entry Targeted Support).

Some candidates are in long-term or youth unemployment while others have faced challenges relating to their physical or mental health. We collaborate with case workers at our partner organisations to find roles that fit the candidate's particular personality and skillset and offer them flexible employment opportunities within the business.

Candidates don't need to have previous experience of working in the hospitality sector. CH&CO supports new recruits through our learning and development programme so they will acquire all the skills they need to succeed on the job.

People who join in entry level roles such as catering assistant or hospitality porter have the opportunity to progress through the business into management and senior-level positions.

Through our recruitment partnerships, we are also helping develop CH&CO's future talent pipeline by giving opportunities to candidates who traditional job searches may miss.



I was anxious about starting a new job and suffer from worrying. I now love coming to work and my team are so nice to me. No day is the same and the building is amazing. I feel a part of something which makes me feel good.

Chris Shahid, Hospitality Porter at Sky Osterly

We are proud to work with a range of recruitment partners supporting a diverse array of candidates into roles with us, these include Sona Circle, Maximus UK, The Shaw Trust, Kickstart, Reed in Partnership, Ingeus, the DWP and Springboard.

Hannah Lawler, Resourcing Business Partner CH&CO

Case Study 2

Brew Bar Supports Local Employment and Training Opportunities

Our ground-breaking, first-of-its-kind new café at the UCL Bartlett School of Architecture site is a prime example of how CH&CO supports employment opportunities beyond the norm.

Launched in 2021 in partnership with the award-winning social enterprise Well Grounded, the café offers permanent roles and work experience to candidates from the Well Grounded training academy, which itself provides Londoners facing barriers to employment with the skills, training, mentorship and qualifications they need to access work in the specialty coffee industry.

The café is an innovative extension of CH&CO's existing partnership with Well Grounded through which we offer a number of 'into employment' programmes to academy graduates each year.

Previous trainees have gone on to secure new roles as café managers or supervisors within the wider CH&CO business.

The idea behind the café was not only to showcase CH&CO's work with Well Grounded but to give tailored employment support to trainees and create a pipeline of future barista talent. As well as developing their barista skills, trainees are given the opportunity to explore the sensory aspects of coffee and gain insight into the brewing process, including through trips to coffee roasteries owned by CH&CO suppliers.

By recruiting trainees from diverse backgrounds CH&CO is able to reflect the diversity of our own clients, such as UCL, and provide career opportunities to people with a wide range of skills and experiences.

“
We are really good at letting people play to their strengths. It's not about saying to people 'if you don't tick that box then you're not going to get anywhere', it's about saying to them 'these are the things you're really good at so pursue those.’

Lynne Christie-Deutsch, Account Director, University College London

10p for every coffee sold in our Brew Bar

goes back to Well Grounded.

Case Study 3

2021

Supporting the Achievement of the Well Standard

By providing nutritious food choices, CH&CO is supporting commercial real estate services company CBRE in meeting the WELL Building Standard at their recently refurbished Henrietta House head office in London.

The WELL standard takes a holistic approach to health in the built environment by measuring and certifying features that contribute to people's wellbeing.

Our on-site catering team has been working on behalf of CBRE to ensure the food offer meets the 'nourishment' criteria. This includes the promotion of fruit and vegetables at till points within the restaurant. We have also put an emphasis on plant-based menu options which are always placed in the most prominent positions on serving counters.

Vacherin's Healthy Eating range is available for customers to choose from, while any product that contains 25 grams or more of sugar is clearly labelled. Allergen and calorie information is also provided for food items.

The catering team, led by General Catering Manager Carly Hicks, have developed a daily check list which helps them monitor performance against the criteria and maintain the high standards they have set.

The success of the CBRE initiative has provided us with invaluable experience of meeting the WELL nourishment criteria and puts us in a strong position to support other clients who choose to become accredited via the scheme.



It's been noticeable – particularly with our plant-based options – that since returning to the office people are a lot more conscious about what they are eating.

Carly Hicks, General Catering Manager, CBRE (Vacherin)



What's next?

2022

To accelerate our ambition to join the Best Companies listings, company action plans have been created based on our people survey results and shared with the business along with communication to our people on 'what's next'.

1



Our Planet Ambassador scheme will be relaunched in 2022.

A team of individuals from across the business that will lead sustainability action on the ground and contribute the design and implementation of sustainability initiatives.

2



We will launch further training and development around sustainability, including our **Introduction to Sustainability** that all our people will complete alongside specific in depth training on net zero and waste.

3



Being a 3-star Food Made Good business is much more than just the rating and we look forward to **sharing our know-how across the industry at SRA events.**



our 'planet ambassador scheme' will fuel sustainability action across the group



Appendix 1: CH&CO Group - from About CH&CO

CH&CO Education

We've been feeding pupils across the country for over 20 years, and we are a proud member of the CH&CO family. We operate in over 600 schools in both the state and independent sector and our 2,000 strong team are inquisitive, motivated, and challenge the perception of school dining. Our focus isn't school food, it's great food that captures our customers' imagination and just happens to be eaten at school. <https://www.chandcogroup.com/expertise/education>

CH&CO Healthcare

The CH&CO healthcare division spans across many sectors including private hospitals, hospices and care homes. Our approach is based on service flexibility combined with professional advice and guidance on all catering activities within a healthcare environment.

Venues by CH&CO

Venues by CH&CO is the largest portfolio of unique and iconic venues in London. We partner with over 25 Venues and Livery Halls providing catering, event, and sales expertise. The team are connected through our passion, knowledge and expertise within the Venues sector. The Venues team also operate Eve, an extended sales and marketing team for our venues. www.venuesbychandco.com

Company of Cooks

We are an innovative catering and hospitality business operating and specialising in creating memorable food, beverage and service experiences in the visitor attraction and cultural sectors. We have a portfolio of renowned and muchloved spaces in and around London, which include The Royal Opera House, RHS Garden Wisley, and Royal Academy of Arts, among many others. <https://www.companyofcooks.com>

Gather & Gather

Our distinctive brand with on-trend food and drink, engaging teams, and experience in creating design-led environments help clients make the most of an opportunity to create a point of difference through food and drink. Predominantly a workplace hospitality business, working with some of the UK and Ireland's best-known brands and organisations. We also operate in a number of large stadia and event spaces and outdoor special and sporting events. We are proud to have a strong people-led culture where our team members come to work and feel empowered to be bold, look after each other and own what they do on a daily basis. <https://www.gatherandgather.com>

Continued...

Continued...

Inspire Catering

Inspire is our Scotland based catering brand, operating across multiple sectors including education, healthcare, workplace, destinations and events. The team in Scotland are passionate about pushing the culinary boundaries and exceeding expectations, in everything they do. <https://inspirecatering.co.uk>

Vacherin

Vacherin is CH&CO's London based workplace hospitality business. Vacherin was born in 2002 and joined the CH&CO family in 2020. The vision was clear and remains: to be a specialist caterer looking after high-end central London clients and our ethos continues to this day: by putting the clients first, creating bespoke solutions for each and every one and having a hands-on approach. We embrace change, we encourage innovation, and we love to make a difference. <https://www.vacherin.com>

Create

Create has been one of London's leading event caterers for over 35 years and we are on the accredited supplier list at over 30 venues across London. Our chefs, operators, sales, warehouse and logistics teams provide a wealth of unrivalled experience in catering for and delivering outstanding events. We apply our extensive knowledge in delivering uncompromised quality whilst ensuring each client receives that bespoke experience we are known for. All our food is created at our London Kitchens, and we will transport and deliver the events onsite from music venues to museums, client offices to private residences and pop-up venues to outside gardens – we've catered them all! <https://www.createfood.co.uk>

Ultimate Experience

Ultimate Experience are a highly sought-after seasonal venue operator and London based event management agency. Our portfolio of venues across the capital give our clients exclusive access to some exceptional pop-up spaces, curated and produced to an unrivalled standard. For over 35 years, we have formed close and long-standing partnerships with our venues so we can create bespoke event spaces for our clients. We pride ourselves on our venue installations and logistical delivery whilst operating in challenging environments across esteemed sites such as Old Billingsgate, the Tower of London and The HAC. Split across two seasons per year, we manage over 200 events across ten live event weeks, specialising in summer and winter corporate parties, award ceremonies, charity fundraisers, conference and product launches. All catering is by our sister-company, Create. <https://www.weareultimate.co.uk>

Appendix 2: 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.

Appendix 3: Competency Levels - from Senior Pay

Level 1

Provide and Contribute and is generally for employees with no line management responsibilities. So Baristas, Hospitality Assistants, Chefs Supervisors, Advisors, Receptionists and School Cooks etc.

Level 2

Manage and Operate and is for Site Managers, Head Chefs, Department Manager, Sous Chefs, Deputy Managers and Supervisors.

Level 3

Steer and Support and is for Operations Managers, Directors, Heads of Departments, Company Chefs and Senior Specialists.

Level 4

Strategise and Lead and is for Managing Directors, Leadership Team and Function Directors.

Appendix 4: Protected Characteristics - from We Are One

*The protected characteristics set out in the UKs Equality Act 2010 include age, disability, gender reassignment, marriage or (in employment only), pregnancy and maternity, race, religion or belief, sex or sexual orientation.



Be the CHange