

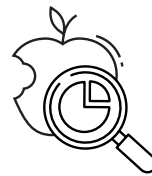
THE FIGHT AGAINST FOOD WASTE CHARTER

Elior commits to reducing its food waste by 30% between now and 2025

Nearly a billion tons of food is wasted around the world every year. That's equivalent to around 20% of all the food available to the global population. With 4 million meals served every day in its restaurants, Elior has a responsibility and duty to push back against this level of food waste. Which is why the Group has set itself the goal of reducing food waste from its restaurants by 30% in average in 2025. This ambition is consistent with United Nations Sustainable Development Goal 12 (Responsible Consumption and Production), and involves all Elior operations teams.

To achieve its goal, the Group is focusing its actions on four key areas: measurement, prevention, recycling surplus food and biowaste, and transforming production methods. In each of these areas, innovative solutions involving all stakeholders, from frontline teams to customers and guests, are being implemented and tailored to operational challenges to reflect the specific conditions applying in each Elior countries.

As part of monitoring its initiatives and ensuring their transparency, Elior has introduced a series of monitoring indicators over the past three years to measure data such as the number of sites sorting biowaste and/or implementing anti-waste programs. The results are audited by an independent third-party organization and published annually.



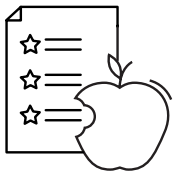
MEASURING FOOD WASTE

Quantifying the volume of food waste and sharing the resulting data helps everyone to become aware of its impact: the kitchen teams at the preparation stage, guests as they enjoy their meals, and the choices customers make regarding service times and menu diversity. That's why it's essential to analyze avoidable food waste, whether as a result of overproduction, unsold food, uneaten food left on trays. These data are gathered either directly by Elior teams using a software tool integrated into their daily management system (as in France or Spain), or by expert external partners. The results are then analyzed and shared with customers as the basis for building action plans to address the sources of waste in individual restaurants.

In France, the average waste measured is lower than the national data (<120g/meal). As a member of the food waste working group La Défense des Aliments, Elior rolled out targeted food waste reduction initiatives in selected restaurants over a period of five months (charging for second bread rolls, reducing portion sizes and even visualizing the quantity of food wasted), with the result that food waste was cut by 28%.

A number of Elior UK sites are also taking part in the 'Guardians of Grub' program, which simplifies the process of identifying food waste using an online cost saving calculator that makes it easy to enter and visualize wasted food data.

In Italy, Elior is proactively supporting schools in their efforts to reduce waste, starting by working with them to measure that waste. Our Italian teams are also working with Winnow on a detailed assessment of where waste happens.



PREVENTING FOOD WASTE

In 2020, 85% of Elior entities rolled out a program to push back against food waste. The Group's ultimate goal is to have a food waste prevention program in place in every country, adapted to the local food culture and context. A number of practical initiatives have already been implemented as part of these programs, including forecasting flows to match production as closely as possible to demand on a daily basis, in-service training in waste prevention for team members, guest approval of recipes, and encouraging guests to choose a plate size that matches their appetite.

For example, our teams in the USA have built the ambitious 'Waste Nothing' program that focuses on food waste reduction and creative recycling in kitchens as well as diversion efforts to keep it out of landfills. This program includes special training for operations teams, dedicated measurement tools and guest awareness information. In Europe, Elior has been part of European Week for Waste Reduction (EWWR) for several years, and runs dedicated campaigns to raise awareness of food waste issues among guests of all ages.

One essential element of these programs is to figure out how to design recipes and menus that limit waste from the outset, since meal presentation has a direct impact on waste. Tests carried out in French schools have demonstrated the effect of targeted actions, such as allowing guests to choose a plate size that matches their appetite, providing pre-sliced fruit to ensure that all of it is eaten, and offering bread at the end of the line. These good practices are now shared by all Elior restaurants.



RECYCLING SURPLUS FOOD AND BIOWASTE

Where surplus food is unavoidable, the Group is committed to recycling it through a range of different initiatives, for example :

- **Offering meals not eaten at lunchtime for takeaway sale at the end of the day.** The Group's partnership with Too Good To Go allows company staff to reserve a reduced price surprise pack of surplus food from lunch service for collection at the end of the day. This system is already saving thousands of meals every year in France and Spain.
- **Redistributing uneaten meals to non-profit organizations.** Committed to supporting the most vulnerable in society, the Group makes an active contribution to social welfare by working closely with food redistribution and donation organizations based in its operating regions; examples include our work with food banks in Italy.
- **Sorting biowaste.** 90% of restaurants* now sort their biowaste, which can then, be collected by local specialist companies for methane production or industrial-scale composting. Other avenues are also being explored, particularly in Italy, where we are looking at the use of food waste as animal feed.



TRANSFORMING PRODUCTION & CONSUMPTION HABITS

As part of supporting the contract catering profession as it transitions to a more sustainable model, **Elior is working in the public interest by converting its restaurants into innovation test sites.** Elior is a member of the International Food Waste Coalition (IFWC) of restaurant and hospitality companies, which regularly tests innovative solutions. The Group also takes part in experimental projects initiated by public authorities (ADEME in France, University of Mondragon in Spain, Wrap and Guardians of Grub in the UK).

But Elior also sees its responsibility extending beyond its restaurants, and is keen to involve the general public. For example, the Group publishes tips and advice from its chefs and culinary partners on how to cook with 'leftovers' and raises guest awareness about how they can carry on the fight to end food waste at home. This hands-on involvement by Elior teams is an essential part of its commitment, and has been recognized with awards: the 'Trashed' program in the UK received a 2019 Footprint Award and a 3-star rating by the Responsible Restaurant Association for promoting recipes that use products normally overlooked or destined to become waste. In Spain, some sites are certified «Sustainable Restaurant Certification» by an official certifier, Aenor, rewarding the prevention of food waste, among other aspects.

*which control the waste management service contract

**POSITIVE
FOOTPRINT
PLAN**

