

# OUR COMMITMENTS

2019



eliorgroup



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Students, parents, employees, hospital patients, care home residents... all have expectations when it comes to the meals they eat. And so do we.



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How do we meet the expectations of, and deliver customer satisfaction, to 4,000 people who eat at work every day? By focusing on taste. We bring you a special report direct from the lunch break.

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We asked 12 employees working in our six operating countries to tell us about their commitments and initiatives to feed the future better, both at work and in their daily lives.



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When our chefs come together from all over the world to compete in a cooking challenge, the result is friendship, interaction and creativity.

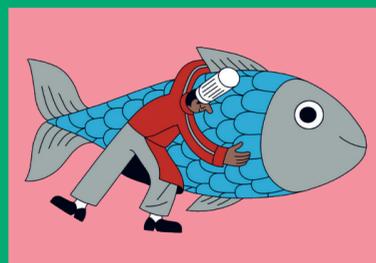


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Let's cook healthy, sustainable and tasty with vegetable starters from our Indian chef David Eward Raj and a delicious fish recipe from Mr. Goodfish.

“In future, the way we exercise our responsibility for feeding our guests will focus more than ever on the three major issues of health, the environment and taste. Every day for 25 years, the men and women of Elior have been applying their expertise, talent, innovative skills and culture of service to serve everyone attentively with healthy, tasty and responsible meals. We respond on a daily basis to today's environmental challenges, changing consumption patterns and societal changes by serving great tasting, healthy meals, promoting the use of sustainable ingredients, encouraging the circular economy and creating local jobs. And because we are always looking to the future, we have a daily commitment to going the extra mile, being more demanding in our requirements, supporting good ideas, motivating our teams and partners, and driving innovation forward in ways that benefit our clients and guests. Our ultimate commitment is to Feed the Future by Taking Action Today.”

**The Group's 110,000 employees**

Some days I just really feel like a burger, but in the end I'll choose vegetarian dishes, well prepared with fresh ingredients. I get just as much pleasure out of it and it's better for my health!

Our family has changed the way we eat at home. We pay much more attention to the quality and sustainability of the ingredients we cook, and we do this out of conviction as well as for taste. We're glad our kids' school meals are made this way too!

I hardly ever eat outside the office because here the atmosphere is great - and the price is unbeatable considering the quality of the food.

**ORGANIC,  
LOCAL,  
AND FRESH**

**I want to eat less, but better.**

**On my lunch break, I want to eat like I would at home.**

**The atmosphere has to be laid back so we can settle in and chill out!**

**THIS ISN'T YOUR OLD MAN'S CAFETERIA**

If I notice that the apple comes from my region, I'll choose it over a yogurt, for example.

# OUR GUESTS' NEEDS BECOME OUR DUTIES

The right cooking times and techniques, for meat, fish or vegetables - that's super important if you want to lock in the taste of good products.

A friendly welcome, in a clean and well-maintained place, is a sign you're going to enjoy yourself.

Sometimes meetings run over into lunchtime. If I can eat, even if just to grab something quickly, any time of day - that's a huge plus for me.

**TASTE,  
THAT'S WHAT COUNTS**

The chef is always around, he makes sure we're taken care of... he'll even share cooking techniques and recipes!

When you're recovering from a scary operation, being served well made comfort food is reassuring; it makes a hospital stay so much more bearable.

**The checkout queue has to move quickly.**

**MY NEEDS ARE MET**

**I just love homemade fries.**

I'm careful about seasoning: I like less salt in dishes and less sugar in desserts, not just because it's better for my health, but because it's just better!



# The good fight, for good taste



For more than 25 years, the Elior group has developed out of a shared DNA that unites its teams. We assert our identity as an innovative and socially responsible caterer by committing ourselves to achieve non-negotiable ambitions. And the first of our battles is taste. Every day, we earn the trust of our guests and clients by offering them healthy, tasty and environmentally friendly food.

But how is it possible to meet and exceed the expectations of 4,000 guests who eat at work every day? The answer is simple: by focusing on taste. More used to grabbing a quick ham sandwich at her laptop, our reporter pretended to be an Elior Entreprises employee curious to find out what it would be like, and delighted by the experience. Here's her story.

Special report from Thalès in Gennevilliers. Words: Sonia Gonzalez • Images: Nicolas Lascourèges



Entreprises Area Manager Michel Magnien standing by the food truck parked on the campus forecourt, where we warm up with an excellent espresso, as most employees do every morning. "We have a responsibility to offer a choice of options that our guests are going to enjoy," he continues, leading the way to the self-service restaurant. "This is definitely not a canteen; it's a restaurant." And it's true that lunches here are taken in a contemporary, welcoming space bright with natural daylight.

Is it the result of his lengthy experience of the hospitality industry worldwide? In meeting the expectations of guests, Michel Magnien from the Savoie region of France has brought together a list of ingredients to create a recipe for success. The first is transparency. The open kitchen is one of the first nice surprises of this restaurant. "We have nothing to hide. So cooking as clients watch is the clearest demonstration that everything is cooked fresh on the spot. It's a sign of trust." And as I watch, Louise delicately adds hazelnut cream to a shortbread tart base. Which looks like a fantastic end to my meal. In the centre of the self-service space, this Tout en Douceur (All Things Sweet) display draws me like a magnet. I think I'll build my menu around the final course. So if I'm going to give in to the temptation of a slice of tart, I'll go for a lighter main course and take a good look at the veg. Which is a great idea, because the Légumes en scène (Vegetables Centre

I have to say that I hadn't eaten in a 'canteen' for at least a quarter of a century. As a result, I'd clung onto some clichés from the years I spent eating in the self-service cafeteria at secondary school: a lot of noise in the room, but not much taste in the plate. Taste-testing Elior's corporate catering was going to give me the opportunity to put an end to the bad taste left behind by those memories! And I had the pleasure of doing so at Thalès in Gennevilliers. One thing you should know is that this facility is outside of town, so employees here have no opportunity to eat anywhere else. "No one eats in front of their computer screen here. Thalès wants its employees to enjoy an excellent level of comfort in the workplace. So we see a good lunch break as essential," explains Elior



Everything is focused on offering employees an enjoyable and delicious experience, from morning coffee to meals cooked and served as guests look on. Freshness and taste guaranteed!



Opened as part of a restaurant upgrade, La Cucina offers homemade pizza every day. The open kitchen concept of the wok workshop, the barbecue and patisserie area is a sign of trust the guests really appreciate.

Stage) display is incredibly well stocked. Alongside the inevitable peas, the roasted aubergines, gratins of seasonal vegetables and cauliflower come together to create a vegetarian meal with a delicious variety of flavours. "We're working increasingly with fresh vegetables, and use as much local produce as we can. We're adapting to demand for vegetarian options. This new trend also gives us the opportunity to innovate by offering gnocchi and squash gratins or a vegetable lasagne, for example," explains Executive Chef Tony Rodrigue. After a career in traditional and Michelin-starred restaurants, Tony made the switch to contract catering three years ago. He believes that the greatest culinary technique is the one that allows you to "rediscover the taste." We can all remember the horrors of canteen 'beef bourguignon', where the only connection with Burgundy was the name. "In contract catering, you have to offer local recipes," Tony reminds us, "but more than anything else, you must focus on the produce. When you use great products, half the work is already done, and you know that the dish is going to taste wonderful. Then, of course, you must use the right techniques; cooking at low temperature or sautéing the vegetables for a dish served with a sauce." Here in the self-service restaurant, everything is cooked on site, just as it is in the Club, where reservations for business lunches must be made and Thalès staff and clients receive table service. As well as the hustle and bustle of the open kitchen, there's also the wok workshop, the pizza cook at La Cucina and the grill corner (which

delivers that authentic barbecue taste thanks to the Josper charcoal oven), and all the food for all these outlets is prepared every morning in a large communal kitchen. In the lunchtime rush hour, I'm surrounded by a seamless ballet of guests moving between service points, with no one having to queue for too long... unless that is, they arrive just after the batch of 16 homemade pizzas emerges from La Cucina (a victim of its own success!). The mirrored structure introduced by Michel Magnien smooths out the flow of guests by offering them the same symmetrical choice of starters and mains. Whether you arrive at 11.30am or 1.30pm, every service point is well stocked with appetising menu options. "During service, we restock on the basis of a just-in-time system. In the kitchen, we have a digital display that gives us real-time updates on how production is matching up to sales. That way, no meals need to be reheated for any length of time." explains Tony Rodrigue. The guests may be on a break, but backstage, it's a hive of constant activity. There's never a hint of that in the dining area. Self-service restaurant manager Siham Azmane sees it as an absolute priority to maintain the atmosphere of calm competence and good humour. "Everyone here gets along well, respects each other and works in a friendly and constructive atmosphere. And that's essential." Michel Magnien concludes: "Being convinced, and convincing our team that we can all enjoy our work is very important. We have to be credible and lead by example. And a touch of madness can really help!"

## Delighting workers' taste buds, all around the world



USA

### Smiles light up the kitchen

Corporate Chefs, the Elior corporate catering subsidiary company in the US, was delighted to win the contract to provide its restaurant services at The Jackson Laboratory, one of the world's leading genetics research centres. The far-reaching changes made to the design of its restaurant and menus were noticed by guests very quickly. The smiles on the faces of employees as they rediscovered their restaurant, the words of the restaurant chef, happy to "be able to cook properly again," and the passionate commitment of the teams have all been agreed by The Jackson Laboratory management team as the firm basis for a lasting partnership.



UK

### The art of making a great cup of coffee

Good coffee is an essential part of any successful break in the working day. Elior is committed to developing increasingly sophisticated coffee concepts to deliver a high-quality experience to its in-company guests. And because making good coffee is an art and a long learning process, Elior stimulates and nurtures the talent of its baristas.

Luis Caicedo, a barista with Lexington Catering, received the 2019 BariStar Award after competing successfully in a final against six other employees in London. Each was allowed just 10 minutes to prepare their signature coffee. A panel of judges then scored the baristas on visual appeal, creativity and taste. Will Corby, Director of Coffee at Pact and panel member, was keen to emphasise the quality of service delivered: "The combination of the skills they showed in the technical semi-final and their signature cups made this final a very close call. But Luis is a deserving winner: the warmth the drink generated in the mouth, the sweetness of the chocolate and the acidity of the coffee completely blew my mind. Absolute genius!"



**"The best cooking techniques are the ones that bring out the taste."**

TONY RODRIGUE,  
Executive Chef,  
Elior Entreprises  
— France

# 12 commitments for tomorrow

## Our team podcast 🎧

We interviewed 12 of our employees in 6 countries about their commitments and initiatives, at work and in life, to better nourish the future.

Listen to what they had to say at [sur.committed.eliorgroup.com](https://sur.committed.eliorgroup.com)



1

“Offer young people examples and advice to guide them in their daily eating habits.”

ELENA RIVOLTA, nutritionist — Italy



2

“Handicap, diversity, reliable employment — these are the issues that motivate me.”

VIRGINIE BRIAN, head of human resources — France



3

“I feel empowered because we really can make a difference even with the little things we do every day.”

FEDERICO FERRARI TRECATE, chef at the Food Academy — Italy



4

“Cooking in a school offers a chance to teach kids how to eat better.”

PHILIPPA MORETON, Catering Manager — UK



5

“Making workers more comfortable, and work more fun: that’s how we can help others.”

MATTHIEU VOISIN, project manager for workforce sizing, and ROSALIE NOYON, restaurant employee — France



6

“My co-workers are my number one priority. If they get home having learned something new, that means I’ve done something good with my day.”

ALEXANDRA MCDOWELL, general manager — USA



7

“When it comes to reducing plastic packaging, I’ve converted sceptics into real ambassadors.”

FABIANA MATOS, Catering Manager — UK



8

“If through my cooking I can improve peoples’ health, well that is my contribution to society.”

KULDEEP GARUDE, chef — India



9

“I feel really engaged. We have a responsibility toward patients: good food is part of their recovery.”

VÍCTOR MANUEL HERNANDO, chef — Spain



10

“I help people who don’t have jobs find work, in my sector.”

SERGE KONAYAO, site manager — France



11

“Positive thinking is contagious! A few kind words can really help a lot.”

KIMBERLY PARKER, district manager — USA



12

“When you cook for children, you can really change things.”

ALFONSO SÁNCHEZ GONZÁLEZ, operations manager — Spain

“The need to reinvent yourself on a daily basis and adapt to real-life constraints sums up what I like about my career as a chef, and that’s definitely what I experienced during the competition. The passion and commitment of all the chefs involved enabled us to create a completely original starter recipe that conveyed the personal touch of each of us.”

**Jimmy Lejeune, Arpège, France**



# COMMITTED TO CREATIVITY, TOGETHER

Every year, Elior chefs from all over the Group come together to compete in a friendly competition. It’s a fabulous opportunity to share good practices and create beautiful combinations of people and flavours.

“The most important thing is that it allows us to work together as a team of chefs from different countries, and with each of us being able to contribute our own culture. That’s the essential philosophy of this competition.” These words from London chef Danny Leung perfectly summarise the ambition of the International Chef’s Competition. For its second year, the competition brought together 13 chefs from the USA, France, India, Italy, Spain and the UK, in Edinburgh on 25 and 26 June 2019. Divided into three teams, they were tasked with creating a starter, main course and dessert from a selection of seasonal Scottish produce. Following the model everyone is now familiar with from TV, the final dishes were tasted by the Group’s 120 top executives and rated on three criteria: presentation, taste and originality.



“Cooking gives me the opportunity to build bridges between cultures, and involves me in some really interesting interaction. This contest was a brilliant opportunity to interact with my peers and experience amazing culinary creativity!”

**Danny Leung, Lexington, UK**



“What I like most about the job is working with fresh, local, seasonal produce, travelling around the country and meeting talented people. The chefs’ competition gave me the opportunity to bring all that together!”

**Thomas Frost, Elior, UK**



“It was an amazing experience: my visit to Edinburgh gave me the chance to work as a team member alongside colleagues from other countries who I’d never have got to meet without this competition. Now, we’re always in touch through WhatsApp and other social media. My team was the winning team, but I think the other two teams were just as satisfied and happy with the competition as we were. Thank you so much for giving me this wonderful experience!”

**Gustavo Gona, Italy**



“I cook to please others and please myself. My philosophy is all about learning something new every day working alongside my teams. This competition gave me the opportunity to think about creating a vegetarian dish by working collaboratively with colleagues from other cultures whose techniques are different from mine. It was an amazing learning experience.”

**Prabhakar Nagaraj, Elior, India**



“It was a fantastic experience to meet other chefs from around the Group. I really enjoyed the opportunity to take part in this competition, which has helped me to build a network of new friends right around the world. For me, the highlight was serving the menu we designed together at the executive lunch.”

**John D’Arcangelo, Elior, USA**



# Behind the scenes

We gave photographer Cyril Zannettacci an Access All Areas pass at three of our sites around the world. In return, Cyril has given us a clear and unvarnished insight into life around the Group, as it is experienced by the men and women of Elior who apply their expertise, talent, innovative minds and sense of service every day as they deliver on their commitment to transforming our Group for the very significant benefit of our clients and guests.



Serunion, an Elior Group subsidiary company in Spain, has been managing the catering operation at the Lycée Français in Madrid since 2016. Chef Alejandro Saavedra (lower photo) is at work by 6:30 every morning to take delivery of produce, brief his team and develop special menus for students with allergies.

Preparing and serving 3,700 meals every day with a very short lead time demands a great deal of organisation and focus. But the teams here are extremely experienced and totally committed to student and customer satisfaction.

Madrid, Spain



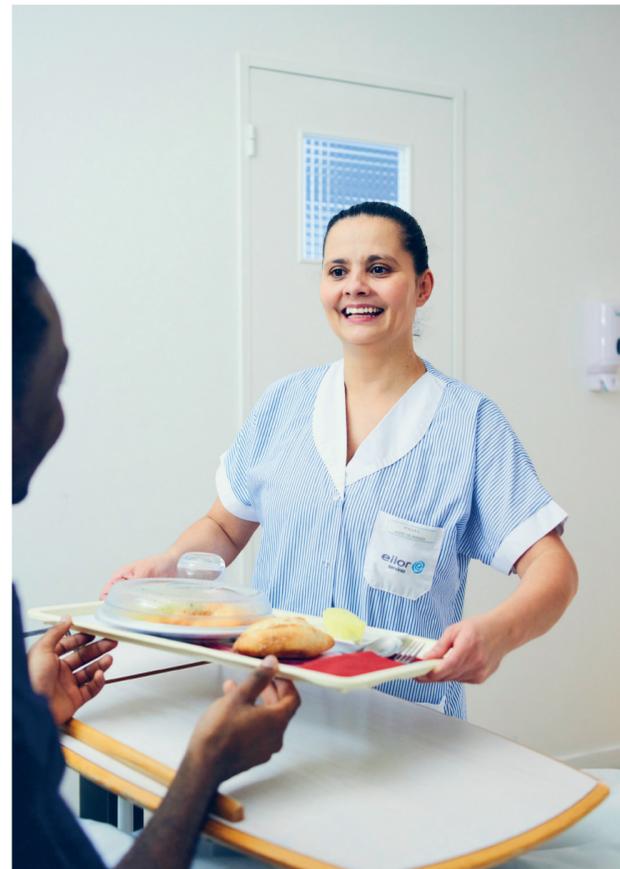
Head chef for both sites of the Lycée Français in Madrid, Rafael Ojeda (top left photo) is actually a former student of the school. He has wonderful memories of those days and enjoys sharing those special emotions with today's students. Serving hot chocolate and churros in the school yard is a particular favourite.



From Italy to the UK



Elior has operated Itinere, the onboard catering service for rail operator Trenitalia since 2013, and has now successfully transposed this expertise to the UK. The service has enabled the Group to win its first multi-year contract in England alongside partner Trenitalia for the East Midlands line. Elior UK has also introduced significant improvements to upgrade the catering offer onboard the 1,200 trains that run every week on the three lines operated by South Western Railways. The upgrade includes a new trolley-based service with new menus and a test campaign for a mobile app that allows passengers to order from their seats. This newly gained expertise in the UK market gives Elior UK the potential to seize future opportunities in this market.



Specialising in orthopaedic and ophthalmologic surgery, the Jouvenet clinic operated by the Ramsay Santé Group is recognised for the excellence of its medical teams and the quality of its technical and patient care infrastructures. Its operating theatres are biologically cleaned in accordance with a strict protocol by specially trained Elior Services technicians. Our certified and proven techniques are continuously updated to keep pace with the new healthcare sector requirements and to provide the best-possible care for patients and their surroundings.

Being welcomed into a clean room and receiving service with kindness are the basic building blocks for creating a comfortable environment that promotes and facilitates healing. Welcoming and caring for patients, especially when serving meals or cleaning rooms, are two skills integral to the DNA of Elior Services teams.

# SOLIDARITY FINDS ITS VOICE IN THE KITCHEN



Iranian chef **Kianoosh Kokabidanesh** cooked for **400** special guests at Renault Trucks in Lyon.

Catering has the ability to change perceptions of refugees and accelerate their inclusion in the world of work. That's the belief and purpose of the Refugee Food Festival supported by Elior Group Solidarities.

## Refugee\* FOOD FESTIVAL

Every June, the non-profit Refugee Food Festival organises collaborative initiatives involving refugee cooks and restaurant owners in cities around the world. In June 2019, Elior Group handed over the kitchens of some of its company restaurants in France and Spain to refugee chefs for the second year running. The initiative provides them with an opportunity to find out more about contract catering kitchens and the skills at work in them, to work as part of a team and — crucially — to meet our human resources managers. For Elior employees and restaurant guests, these events often provide an introduction to a little-known food heritage.

It's just one initiative by Elior Group Solidarities, which also supports the La Résidence Refugee Food Festival. Open in central Paris since 2018, La Résidence is both a restaurant and training centre for refugee chefs, providing them with a springboard from which to test and refine their techniques and recipes before embarking on their own professional adventures.



Sudanese chef **Hussein Abdallah** cooked for the **600** employees of BNP Paribas Real Estate in Issy-les-Moulineaux.



Syrian chef **Khuzama Dalati** cooked for **400** employees of Caisse d'Epargne Aquitaine Poitou-Charentes in Bordeaux.

### FOCUS ON ELIOR GROUP SOLIDARITIES

Formed as a non-profit organisation in 2017, Elior Group Solidarities supports solidarity initiatives targeting food, education and access to work for disadvantaged population groups. It empowers people to achieve tangible and lasting results by providing direct funding for other non-profit organisations, awarding hospitality studies scholarships for students from low income families and supporting projects put forward by employees. All its initiatives have direct links to one of the

Group CSR strategy goals: energising teams and communities.

### CALL FOR PROPOSALS FROM EMPLOYEES

Every year, Group employees are invited to submit solidarity projects in those areas actively supported by Elior Group Solidarities. In 2019, 10 of the 39 employee proposals were awarded grants. The winners included Mercy Chefs, a US non-profit set up in 2006 to help the victims of natural disasters. Since then, more than two million meals have been served to disaster victims. Elior Group Solidarities provides

financial support for this community kitchen.

### THE HUNGER CHALLENGE

Organised by the NGO Action Against Hunger (Action Contre la Faim), this international sporting event helps raise funds for its humanitarian missions around the world. In 2019, 200 Group employees took up a range of different sporting challenges on behalf of Elior Group Solidarities in nine cities of Spain, France and Italy. So how does it work? For every six minutes of activity (running, walking, zumba, football, yoga, boxing, Tai chi, climbing,

etc.), Elior Group donates €15 to Action Against Hunger. Between May and October 2019, the efforts of our employees raised €35,000.



# Our shared commitments are growing

Conscious of its economic, social and societal responsibilities, the Elior Group has ensured that CSR forms the backbone of its daily actions and missions across contract catering and business services. As part of asserting our status as an innovation and social responsibility champion, we are able to count on all our stakeholders to give us the impetus we need to excel and innovate more and better every day.

# Fish fetish

Laky Zervudachi is Group Sustainability Director at Direct Seafood, which supplies fish and seafood to Elior in the UK. Laky's passion for fish and seafood began 40 years ago. "Fish are living creatures, so they change every day! And that's what I love about my job."



As a boy, Laky Zervudachi didn't actually like fish. This Londoner with Greek and Irish roots had always intended to work in the theatre. "But when I was in my twenties, I found myself — rather by chance — working in a leading London fish restaurant. That's really where I discovered fish and seafood. My time there taught me what a good fish actually is." It was the beginning of a lifelong passion. In the 1980s, the term 'sustainable fishing' was still a remote concept. But not for Laky, who was then working for a small seafood delivery company. "I used to go to the fishing ports of Rye and Hastings on the south-east coast, buy direct from the fishermen and then deliver to London's most high-profile restaurants by bike." Being in daily contact with professional fishermen at one end of the scale and the greatest chefs of the English capital at the other allowed Laky to perfect his knowledge of seasonality and many subtleties of fish and seafood. "Chefs are extremely demanding, and they know precisely what they want!", he tells us.

In 2005, as environmental awareness began to grow among consumers, Laky was appointed Head of Sustainable Fishing at Direct Seafood. "There's a balance to be struck between wild fisheries and fish

farming, which has become increasingly important. From our perspective, the most important thing is to provide the best and most responsible products." Direct Seafood gives contract catering chefs a guarantee of improving their good practices. "Elior is highly committed to sustainable fishing and is a particularly demanding partner. My job is to guide its buyers in making the right choices. So I steer them towards fish that carry the Marine Conservation Society green label and to favour species that meet not only their quality criteria, but also sustainability criteria. There are always new fish appearing in the market, which makes it a very complex environment. You could say that I'm a bit like the fish police!"

[See our recipe for responsibly sourced fish on page 39.](#)

Recognised for its sustainability expertise, Direct Seafood is a preferred supplier for Elior in the UK. In the 2018/2019 financial year, it supplied 91 tonnes of fish and seafood — more than 92% of which was responsibly sourced — to 244 Elior locations. More than simply a supplier, the company is a committed partner which regularly supports Elior in its promotions by showcasing their role and the benefit of sustainable fishing in restaurants, and by running fish and seafood training courses for Elior chefs.

# "There's a virtuous ecosystem behind organic food."



Didier Balanche is National Purchasing Manager for Elior in France. Coming from a farming background himself, he is familiar with the agricultural world, and has both organic and conventional producers among his family and friends. As a buyer, he works every day to increase the proportion of organic produce offered by Elior.

**Can you tell us about your work with organic producers?**

**Didier Balanche :** The organic producers we work with are all members of consortia and platforms. We approve them against a set of criteria, the most important of which is guaranteed food safety. This nationwide structure matches the size of our market and meets the needs of our different types of catering from small sites to central kitchens. That's because they're used in different ways. Let's take the example of organic carrots: for central kitchens, the carrots will be delivered trimmed, but restaurants will simply receive washed raw carrots. Our regular interaction with producers helps them to respond more accurately to the specific needs of our business sectors. But it's also our duty to support them, help them to develop and encourage them to go beyond where we are today.

**Does organic mean local?**

In practice, supporting organic farming very soon becomes supporting local farming. We work mainly with French producers, who account for 90% of our suppliers. The relationship of trust that we build with our consortia over time gives very small producers access to a huge market. We've agreed with them to offer a range that's suited to local growing conditions, which inevitably means that we're giving preference to regional specialities. That in turn allows us to keep supply chains short, because we have such wide coverage. Looking beyond the organic issue, this commitment also helps to sustain the local economic fabric, and ensure the continued presence of producers in our rural areas. Because these farmers are the people who have made and continue to maintain the landscape of France. From woodland management to market gardening and livestock farming, it's this diversity that's the wealth of our country. It's an entire ecosystem.

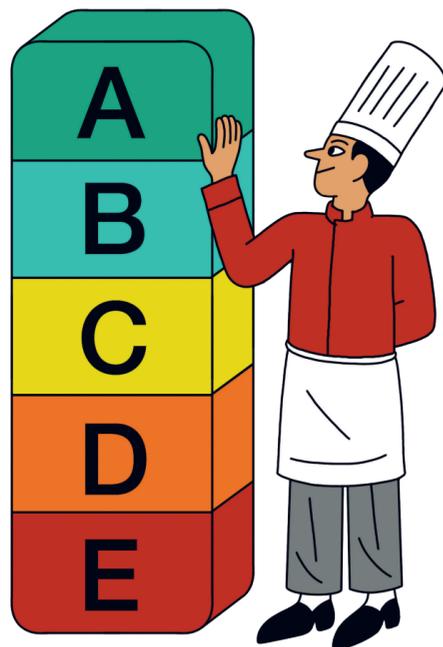
**Is there one partnership that's particularly important?**

Elior works with 16 RMB (Réseau Manger Bio - The Eat Organic Network) producer consortia, which together cover almost all the country. We recently signed a tripartite agreement at the Paris International Agricultural Show to include the FNAB (French National Federation of Organic Agriculture). That has brought us closer together, particularly in terms of accessing ranges of produce that are much more local, align with our business sectors and meet not only our own requirements, but also those of producers. We also have another project underway with them, which should enable us to source eco-friendly produce from a larger number of producers to supply more Elior restaurants, beginning in the first quarter of 2020. This is the kind of produce that helps to protect the environment, provides a guaranteed income for producers, and allows our guests to make even healthier choices. This set of parameters gives us the confidence to say that we are fully aligned with the expectations of consumers today and going forward.



# Nutri-score, the nutritional thermometer for our dishes

Elior has pioneered the implementation of the Nutri-Score system in the catering industry. This logo and rating system has been designed to make the nutritional information provided for pre-packaged foods immediately obvious and understandable. The challenge now is to adapt it for use with ready meals. We spoke to its designer Professor Serge Hercberg.



Healthy choices that are good to eat

## Why was the Nutri-Score system originally developed?

**Serge Hercberg :** Nutri-Score is a branded nutritional information label designed to be displayed on the front of food packaging in France. It has two purposes: to allow consumers to judge the nutritional quality of foods at the point of purchase, and to encourage manufacturers to improve the nutritional composition of the foods they produce by changing recipes and becoming more innovative. What makes Nutri-Score relevant and superior to other nutritional labelling schemes has been amply demonstrated by more than 30 scientific studies published in international scientific journals.

## So is it possible yet to quantify the consumer benefits of Nutri-Score?

No, it's still too early to measure the impact, but many scientific studies have clearly shown that the presence of the Nutri-Score label on packaging improves the nutritional quality of consumers' shopping baskets. But something we have seen since it was introduced is how interested consumers are in this label. According to a survey conducted by the French government public health agency Santé Publique France, 91% of French people are in favour of the Nutri-Score labelling of food products; 86% say that it is easy to find on

packs; 77% trust the information it provides; 88% associate it with product nutritional quality, and 87% think it should be mandatory.

## What has been your experience of working collaboratively with Elior?

Prompted by the desire of the public health authorities to extend Nutri-Score to include the catering industry, Elior contacted us with an expression of interest. Our research team worked intensively with a number of Elior departments to resolve technical issues such as calculating the Nutri-Score for recipes by addressing ingredients, the effects of cooking, and other issues. Underpinned by a robust methodology, the project was implemented in a number of pilot and control sites to test the impact of Nutri-Score on the choices made by guests. Right from the beginning, the collaborative process has been content-rich and productive, ensuring its integration with the approach promoted by the French Ministry of Health.

## This is the first time that Nutri-score has been introduced in the catering industry, but what makes that an important step?

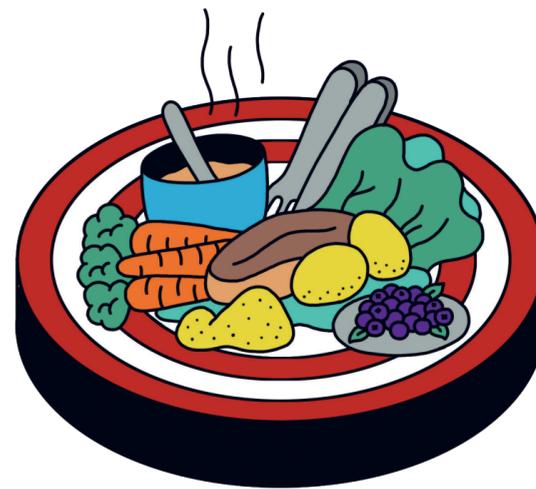
Extending Nutri-Score into contract catering may make it possible to reach a significant number of consumers, who will have the opportunity to focus their choices on better ba-

lanced foods and menus. As well as being useful for meals taken in communal restaurants, this new level of transparency will complement the use of Nutri-Score on shop-bought food products. All of which will help consumers to maintain a balanced diet over the course of a day or over a period of several days. And all of this can be achieved simply and conveniently!

## So do you think it could change some of our guests' eating habits?

Nutri-Score will give guests the information they need to be aware of differences in the nutritional quality delivered by the food and meals on offer. That means they will be able to manage their overall dietary balance more healthily, while still enjoying the food they eat. Delivering information in this straightforward way makes it easy for guests to make those choices. And the adoption of Nutri-Score will encourage contract caterers to think about how they can further improve the nutritional quality of their recipes. And that's definitely in the best interests of consumers and public health!

# Make the healthy choice the easy choice with BeWell



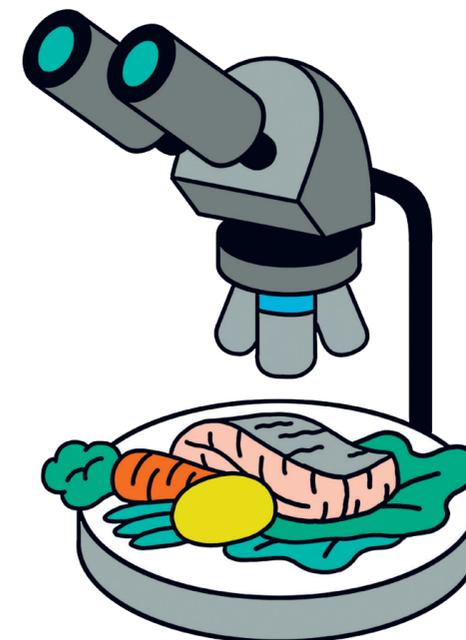
Scientific studies regularly confirm that eating behaviours play a crucial role in reducing the risk of chronic diseases such as diabetes, obesity and cancer. In the USA, Elior has taken another step towards helping its guests stay healthy with the introduction of the BeWell programme. The aim of the new programme is to create an environment that encourages and facilitates positive decision-making at lunchtime. BeWell focuses on high food quality to deliver guest satisfaction and wellbeing. Its blueberry symbol — chosen for its high vitamin C and antioxidant content — shows at a glance which dishes are best for good

health. More than 900 recipes have been specially developed to offer a broad diversity of choices. Focused essentially on a vegetarian diet, BeWell recipes offer meals that use small amounts of processed foods, are visually appealing (pulses, fresh fruit and vegetables, vegetable proteins, seeds, etc.) and are low in salt, but delicately flavoured with aromatic herbs and spices. BeWell is accompanied by a loyalty programme designed to reward guests who choose meals with the blueberry symbol. By the end of 2019, 136 sites in North America had introduced the BeWell programme.

# The Food Academy for eating well

What will tomorrow's catering look like? That's one of the issues being addressed by the Elior Italy Food Academy opened in Milan in January 2019. In this centre for experimentation and development, chefs and nutritionists work on developing and exchanging good practices and new recipes, at the same time as conducting a range of different research projects. Projects include substituting vegetable proteins for animal proteins, which is a major challenge for the food options of tomorrow, especially for contract catering chefs who face challenges, such as how to encourage children to eat and

enjoy more vegetables and how to develop dishes with high nutritional value for elderly people with smaller appetites. Food Academy Executive Chef Federico Ferrari believes the secret lies in the product: "The best way of adding value to a raw material is to make it the central element of the recipe. So when I design a dish, I decide which product will be the central focus, and then I build the recipe around it with the aim of creating a unified taste that will celebrate and respect my central product."





“At Elior, we value a culture of giving.”

On 23 May 2019, Elior Group signed a national agreement with Banques Alimentaires, the French network of food banks. Its CEO Laurence Champier explains how the new partnership works.

**How did your partnership with Elior come about?**

**Laurence Champier:** The background to this partnership is the fact that combating food waste has become a priority over the past four or five years. The culture of giving is valued and encouraged at Elior, and some of the food banks in our network had already formed partnerships with kitchens managed by Elior. But this new agreement allows us to expand that to achieve national coverage. In 2019, we collected two tonnes of food at Moulins and Auxerre alone.

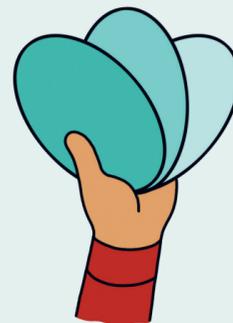
**What would you say are the particular strengths of this partnership?**

Elior gives us good quality products that we can then redistribute to people in real need. The products they give us are a perfect fit with the needs of our non-profit organisations, which distribute food parcels, actively seek out those in need, run social grocery shops or serve meals in shelters and ‘solidarity restaurants’. The packaging is also a real benefit, because food in heat-sealed trays is more convenient for our recipients who live in emergency accommodation or in hotels where they typically have access only to a microwave.

**So what's the next step?**

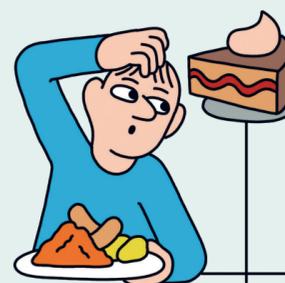
Wherever there's an Elior kitchen, one of the 79 food banks in our network is ready and eager to work with it! In Italy, where the partnership has been in place since 2004, Elior employees themselves volunteer to take part in food collections. We could also discuss using Elior kitchens to help people trying to get back into work. We have the ability to develop skills-focused sponsorship initiatives alongside Elior chefs who could come and lead cookery workshops on how to minimise food waste and cook healthy recipes on a tight budget. For example, the national collection campaign was launched at Elior headquarters on 28 November 2019 with a cooking workshop led by Guy Martin. Another possibility would be donations of kitchen equipment so that we could set up our own preparation workshops. So there are many other avenues to explore than simply food donation.

# Good practices avoid waste at Elior



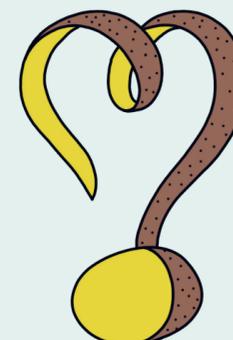
## DON'T THROW IT AWAY

Too Good To Go is the No.1 food waste reduction app that allows users to order unsold food at low prices. Impressed by its effectiveness, Elior Entreprises decided to join in by enabling guests to order their lunch box via the app after lunch service is over, and pick it up at the end of the day. Before being rolled out on all Elior sites volunteering to support the scheme, it was first tested on a pilot site. In just three months, it saved 600 meals from hitting the bin.



## NOT BIGGER THAN THE STOMACH

In three pilot cities, Elior Enseignement has tested an offering designed to involve schoolchildren actively in combating food waste. The children are encouraged to choose portion sizes that match their appetite. Bread is located at the end of the self-service line to prompt them to take only what they need. The fruit is ready sliced to make it easier to eat. Lastly, they use the same plate for starter and main course as encouragement to finish their starter before asking for more. This has the added bonus of reducing the amounts of water and detergent used for washing up.



## EVERYTHING IS GOOD

Can you really cook with waste food? That's the challenge taken up by Lexington and its chef Tom Bradley. Using the 'Trashed' range of recipes, they use meat and vegetable leftovers that are usually discarded: canned vegetable juices, vegetable stems and leaves, dry bread, over-ripe fruit, cheese rinds, etc. Their initiative was rewarded with a 2019 Footprint Award and a Three Star Sustainability Champion rating from The Sustainable Restaurant Association — its highest accolade.



## BACK TO EARTH

Every year, the Elior head office in the Tour Egée (La Défense) produces four tonnes of coffee grounds. So the Group has got together with UpCycle, the innovative urban agriculture enterprise, to recycle this waste. This effective soil improver is collected every fortnight and used to grow oyster mushrooms. The first mushroom harvest was in autumn 2019, when the crop was served to head office guests at culinary events. A very effective way to close the circular economy loop!



## PERFECT RAMEN

At the end of the 2019 Milano Food City event dedicated to health and sustainability, Elior Italy, the Banco Alimentare Foundation and the City of Milan got together to host a competition at the Elior Food Academy, challenging competitors to create a 'perfectly sustainable' dish using surprise surplus food ingredients. The event also provided a forum for sharing waste reducing recipes, such as 'Ramen alla Lombarda', the dish that won the competition.



## RECYCLING LOGICALLY

Highly committed to ensuring that its business activities impose a positive footprint, Elior Services has designed Valogic as a complete sorting solution for the service sector. Valogic is both a sorting box designed in accordance with occupational medicine ergonomics to facilitate the task of service operators, and a solution that generates data for the quantities collected, savings made and recycling channels used. Promoting the results that can be achieved by encouraging good practices, this virtuous approach benefits everyone involved in the waste sorting cycle.

# Yes, you can hire me!

Elior Group delivers on its commitment to providing employment opportunities for jobseekers by working alongside experienced partners such as France's ESAT vocational rehabilitation centres.



"The word 'disability' has no real importance for me. Alban is simply an employee like everyone else; someone who's developing his career and putting his skills to work for the benefit of our clients." When Patrice Dupuis, who heads up the Healthcare Sector at Elior Services in the Rhône-Alpes region, won the contract for the Médipôle Lyon-Villeurbanne private hospital, he needed to recruit staff very quickly. A previous and very positive experience in Dijon convinced him to involve the local ESAT vocational rehabilitation centre for people with disabilities. "The two people I recruited there via the ESAT have been with us for 12 years now. The process of recruiting people can pose many difficulties. So being able to rely on the help of the ESAT is all the more valuable." Having made an initial selection of candidates, the ESAT team suggested that Patrice Dupuis should meet Alban Rousset.

This young forty-something already had experience in the cleaning sector, but the world of biological cleaning in a healthcare context

was something completely new. "My main goal as a recruiter is to make sure that the mission is suitable for the person in terms of tasks and working hours." And that's where the trial period comes into its own. Alban began by receiving three weeks of training to prepare him specifically for his new responsibilities. His only request was that he didn't want to work in the operating theatres. So he was given all the ancillary areas. "Alban was therefore trained to take care of all the communal areas of the Médipôle technical centre, wet cleaning of traffic areas and storage areas, and given responsibility for operating the floor cleaning machine."

During this training period, the recruiter, the recruit and the ESAT met every week. "We really benefited from the support we received. That's the biggest difference from traditional recruitment. It gives us more time to get to know each other and adapt accordingly. That makes it a very valuable period," explains Patrice Dupuis.

At the end of the three weeks, Alban was

given a further week to adjust his working hours to three and a half hours a day. "I really felt the people were listening to what I had to say throughout my training. And at the end, I signed a permanent contract of employment!", says Alban

Patrice Dupuis sees his collaboration with Alban as a real success. "I now tell all my managers to call in their local ESAT! We have to put a stop to the stereotypical idea that disability imposes an excessive workload. The truth is the opposite, because Alban has a lot of good ideas about how to improve his work and safety... I'm very proud to have recruited him."



## Eat well to age well

In September 2019, Elior North America launched Trio Community Meals, bringing together three leading regional brands in senior nutrition and home delivery. It marks another step in combating malnutrition and isolation of the elderly. We conducted this two-way interview with John Kirk, Managing Director of Trio, and Paul Downey, President & CEO of Serving Seniors, a charity and Trio client.

### How would you define good nutrition for seniors?

**John Kirk:** The standards set out in the Older Americans Act recommend that meals designed for seniors should provide at least one-third of the Dietary Reference Intakes. Trio complies with those standards, but goes further still to offering meals that people really enjoy. So we study local trends, for example. For Serving Seniors, our dieticians conduct quarterly surveys of what the seniors who receive these meals would like to see included in future menus.

**Paul Downey:** The quality of a meal is measured by the balance it strikes between foods that are good for health and providing a choice of dishes based on fresh and appetising products. Today's seniors want more contemporary menus with fresh salads, sandwiches, soups and ethnic dishes.

### What would you say are the particular strengths of this collaboration?

**P.D.:** We chose Elior for its ability to provide us with thousands of high-quality menu options, and its international expertise in catering delivered at very competitive prices. Making savings is fundamental to a charity like Serving Seniors, because it allows us to allocate donor funding to other important needs, such as housing, social care and healthcare.

**J.K.:** To ensure the smooth launch of the new offering, we put in place a well thought transition plan and worked with the existing staff. But the main strength lies in the quality of ingredients and the time saved for

the catering manager, who is now free to focus fully on meal production.

### What feedback have you received from recipients since Trio has been working for Serving Seniors?

**J.K.:** Here's a flavour of the feedback we've received: "What I ate today was packed with flavour — my compliments to the chef!"; "The young lady who delivers my meals is charming, she makes me smile!"; and "Your meals are a great help for my 92 year-old mother who suffers from senility." The impacts are clearly positive for their health and daily life.

**P.D.:** The most important benefit is that this programme keeps seniors healthy at home. These meals have an extraordinary value to those who receive them, not just from the human contact point of view, but also financially given the reduction in healthcare provisions.

### What are the next steps?

**P.D.:** We'll be continuing to increase the number of meals we serve, because there's no sign of the need diminishing. Our target is to provide more than one million meals in 2020.

**J.K.:** To hit that target, Trio is expanding its production kitchen and creating a new restaurant area.

# Chef David Edward Raj's veggie starters

Passing on the principles and philosophy of Indian vegetarian cuisine: that's precisely what Chef David Edward Raj, Director of Culinary Development and Innovation at Elior India did at a workshop in October 2019 that brought together Elior chefs from all over the Group of life to create fifteen dishes using local produce. Here are two of his recipes.



## ALOO MATAR ROLL REVISITED WITH MICROGREENS AND TAMARIND CHUTNEY

Serves 4

### Ingrédients :

60g broccoli  
40g green asparagus  
40g mushrooms  
40g courgettes  
40g onions  
50g single cream  
20g crème fraîche  
2g ground cardamom  
2g ground pepper  
2g salt  
4 thin wholewheat chapatis  
30g mint chutney

### Step 1: Prepare the vegetables

Finely chop all the vegetables except the asparagus and onions. Blanch for a few minutes in lightly salted boiling water and set aside. Combine the single cream, crème fraîche and spices. Marinate all the blanched vegetables except the onion in this sauce, and roast them in the oven at 100°C. Sauté the sliced onions and add to the other vegetables.

### Step 2: Assemble

Spread the chutney on the chapati. Add the chopped vegetables and whole asparagus, then roll. Heat the roll in a frying pan until slightly crispy and serve hot with the mint chutney.



## SAG WITH SPINACH, ROASTED TOFU AND KALE

Serves 4

### Ingrédients :

100g spinach  
50g spring onions  
30g sorrel  
30g brown onions  
10g garlic  
5g green chilli (optional)  
5g cumin seeds  
30g coconut milk  
2g salt  
2g pepper  
50g kale  
1 tbs refined oil

### Step 1: Prepare the Sag

Chop all the leafy vegetables and set aside. Heat the oil, add the cumin seeds, garlic and onion and sauté until browned. Add the spinach and spring onions and sauté. Add the sorrel and continue cooking until all the water from the vegetables has evaporated. Add the coconut milk and stir, seasoning to taste (with or without the green chilli).

### Step 2: Roast the kale and tofu

Wash and dry the kale leaves, remove the stalks, and lay the leaves on a baking sheet lined with baking parchment. Dice the tofu and arrange next to the kale. Drizzle with oil, season with salt and pepper and roast for approximately 10 minutes at 180°C until nicely browned. Keep each ingredient separate.

### Step 3: Assemble

Line a soup plate with the Sag, placing the tofu cubes and roasted kale on top. Serve with a chapati (traditional Indian wholemeal flatbread).

# Mr. Goodfish's good fish recipe

Fish is good, but sustainably caught fish is better. Here's a recipe based on the recommendations of Mr. Goodfish, an Elior partner since 2017.



## MACKEREL AND TOMATO COMPOTE WITH OLIVES

Serves 4

### Ingrédients :

8 mackerel fillets  
100g tomatoes  
100g onions  
Olive oil  
A few black olives  
2 garlic cloves  
1 sugar cube:  
2 pinches of thyme  
Salt  
Pepper

### Step 1: Prepare the tomato compote

Sauté the chopped onion in a frying pan with a little olive oil, then add the crushed tomatoes, thyme, sugar cube, salt, pepper and crushed garlic cloves. Simmer gently over a low heat, stirring occasionally, and reduce until the water in the tomatoes has evaporated. Add the previously sliced black olives and season to taste. Set aside.

### Step 2: Cook the mackerel and assemble the dish

Place the mackerel fillets skin side down on a sheet of oiled baking paper. Cook at around 100°C for 5 to 10 minutes.

Serve the fillets skin side up on the tomato compote.

See also our commitment to sourcing sustainably caught fish from our suppliers on page 30.

#### ABOUT OUR CONTRIBUTORS

##### Simon Landrein

With his colourful characters and naive, provocative style, the work of this French illustrator has appeared in prestigious titles, including The New Yorker, The New York Times, Wired Magazine, M le Monde and Télérama.

##### Cyril Zanettacci

A graduate of the French Photographic Society college, Cyril began his career as an assistant working alongside famous-name photographers for The Face, Dazed and Confused, Self Service, Harper's Bazaar and Vogue. Having developed his own distinct photographic style, his many portraits and photo reports on social issues are published regularly in the French daily Libération.

##### Elior Group

Tour Egée - 11 allée de l'Arche  
92032 Paris La Défense Cedex  
France

##### Managing editor

Philippe Guillemot, Elior Group Chief Executive Officer

##### Editorial director

Damien Rebourg, Elior Group Chief Communications Officer

##### Editorial committee

Elie Grange, Elior Group Head of Communications and Sonia Cordier, Consulting Director at Abmo

##### Editorial staff

Sonia Gonzalez, Sonia Cordier

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##### Concept, design and production

Abmo -  
Sonia Cordier, Consulting Director;  
Dezyderiusz Gusta, Creative Director;  
Laure-Lise Fejeux and Nina Peyrachon,  
Project & Production Managers;  
Axel Keussel, Graphic Designer.

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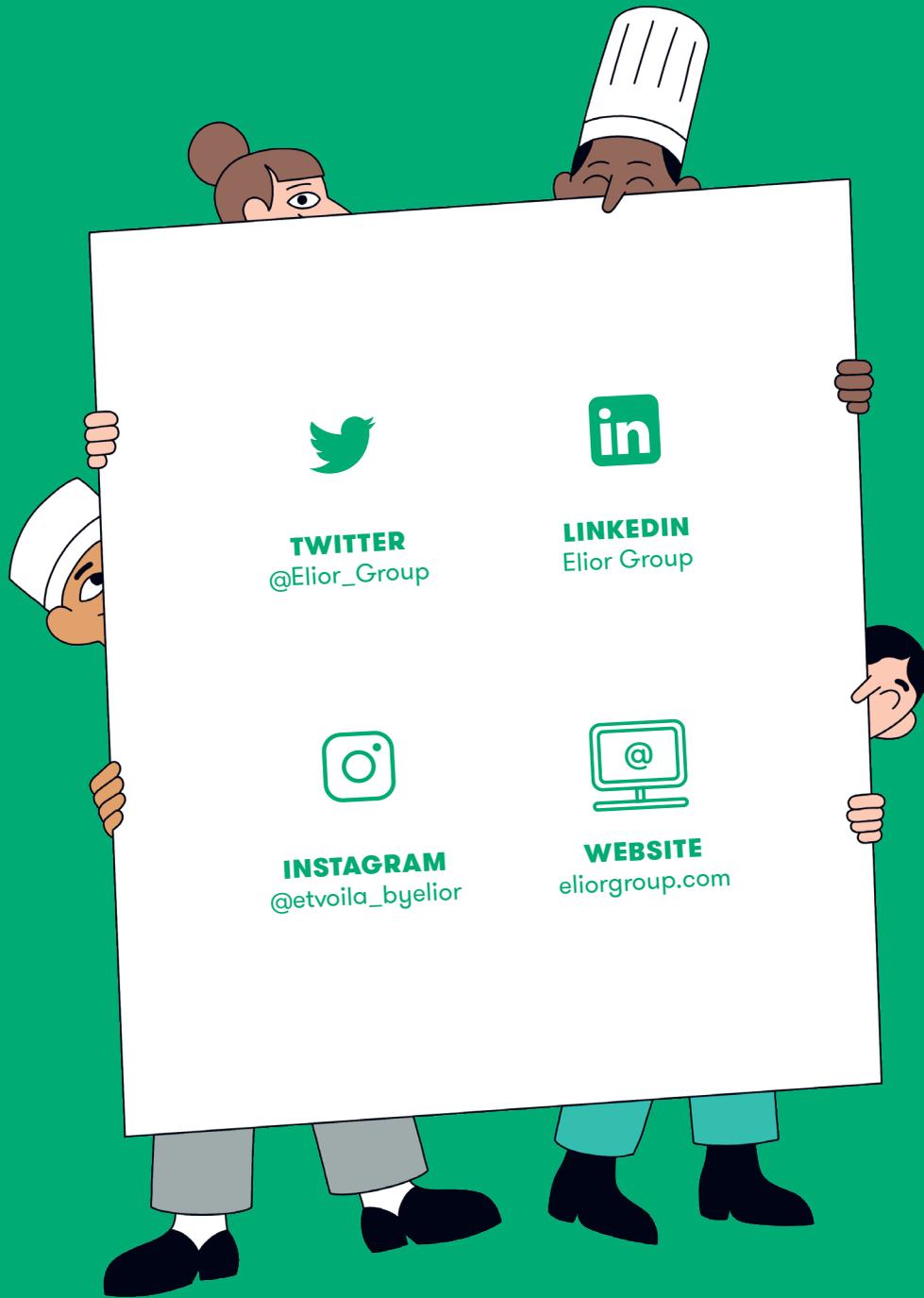
##### Illustrations

Simon Landrein

##### Photo credits

Pages 6-11: Nicolas Lascourrèges (La Company) • Pages 12-13: Alessandra Albert, Zahra Amiruddin, Raphaël Neal, Ben Rusnak, Hannah Yoon, Cyril Zanettacci (Agence Vu) • Pages 14-15: Combova • Pages 16-25: Cyril Zanettacci (Agence Vu) • Page 26: Mathilde Viana • Page 27: Vassili Feodoroff • Page 27: Benjamin Pavone • Pages 38-39: Dezyderiusz Gusta

This 2019 Review of Commitments forms part of the Elior Group 2018/2019 Activity Report. It is complemented by Essentials 2019.



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