

Commitment Review

TWICE AS READY



**MORE INNOVATIVE,
MORE RESPONSIBLE**



eliorgroup

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Philippe Guillemot
Chief Executive Officer
of the Elixir Group

In response to the ongoing Covid-19 crisis, our business has successfully confirmed its financial strength and demonstrated its adaptability. As the Group celebrates its 30th anniversary against the background of this ongoing uncertainty, I would like to take this opportunity to pay tribute to the exceptional commitment of all our people at Elixir. Thanks to our teams, Elixir has done more than just hold up against the crisis, has also put the wheels in motion in each of our geographies to accelerate our business transformation. This unprecedented period in the history of contract catering has given us the opportunity to very quickly develop more flexible anytime, anywhere catering formats, while of course remaining intransigent about nutritional quality, hygiene, and food safety, and the economic and environmental impact of each meal we serve. Because, despite the crisis, our CSR commitments remain at the heart of everything we do. We are actively contributing to the transition to organic and local food. We’re working with all of our partners to minimize our carbon footprint. We have continued to focus on solutions that are sustainable and that respect people and the planet’s resources. In recent months, in each of our businesses we have embarked on a deepseated transformation, with new solutions and offerings which we are rolling out at many of our clients, once again demonstrating our pioneering approach to innovation. It is by leveraging our industry-leading position in terms of CSR that we can stand out from our competitors.

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UNDERLYING TRENDS THAT ARE DRIVING CHANGE



Awareness

It's the common thread that runs through and unites many of today's food trends: the awareness that our health is inextricably linked to our daily diet, and that how and what we eat impacts our environment, seems to have reached the tipping point and is now generating new consumer expectations and demands. As Marie-Catherine Cerruti, Head of the Strategy Team at Ipsos France, explains: "We're now confronting new risks that threaten the planet itself: global warming, depletion of resources and carbon footprint. Plant-based and locally sourced solutions are now emerging as the new best practices in countering these risks. We're now seeing the planetary emergency feeding through into what and how we eat." And consumers have high expectations of companies and the action they should take. 39% of French consumers believe that food companies should be offering them socially and environmentally responsible products.

Source: www.ipsos.fr

Anti-waste

Every year, we waste around 1.3 billion metric tons of food. Awareness of this issue is growing, and legislation isn't far behind. As good practices take root in consumers' homes, so companies are being pressed increasingly hard in terms of customer expectations around this issue. An OpinionWay survey on the issue of mindful consumption shows that food waste is a major concern for 68% of French consumers interviewed, 94% of whom say they are focused on the issue in their own homes, while 85% say they are persuaded to choose brands with clearly stated waste reduction policies. What's more, 80% believe that digital technologies can help combat food waste effectively. The belief that responsibility should be shared also emerges very clearly: these French respondents believe that the effort should be borne equally by companies (69%) and consumers (64%).

Source: OpinionWay survey for Smartway, May 2021.



FoodTech

The health crisis has given new impetus to the FoodTech sector. According to the results of a Xerfi survey published in 2021, investor interest is growing strongly, with the total amount of capital raised jumping by 45% over the year. Local retail delivery services and short supply chains have emerged the clear winners from the Covid-19 period. Apps designed to help reduce food waste and provide nutritional scores continue unaffected by the crisis. Investment is now being focused mainly on developing sectors like AgTech and Food Science. So companies specializing in nutrition on issues like non-meat proteins, menus tailored to individual health needs and tackling malnutrition are forecasting strong growth.

Source: Results of the Xerfi "FoodTech post-crisis strategies and dynamics" survey published in January 2021.



Health and well-being

As health issues continue to remain front of mind, consumers are very interested in foods beneficial to their immune system: known as "nutriceuticals" or "functional foods", they typically contain valuable probiotics, minerals, fiber, vitamins and/or antioxidants. Milk with added Omega3 and natural foods claim to have multiple virtues - olive oil, fish, turmeric, cabbage, celery, parsley, kiwi, mushrooms, kombucha - are all popular choices. At the same time, the focus of consumers is moving away from counting calories in isolation to focusing more on issues like diversity and balance as they seek to achieve a diet that is simultaneously tasty, nourishing and healthy.

Source: Food Report 2021 - Hanni Rützler in cooperation with the Zukunftsinstitut and Lebensmittel Zeitung.

Local

One consequence of the pandemic has been the widespread rediscovery of the benefits offered by local food production. Locally produced fruit, vegetables, meat and cheeses have become increasingly popular. This strong impetus to return to thinking local is accompanied by sharper focus on seasonality, quality and unprocessed food. Figures published by Ipsos clearly illustrate this trend: 37% of French consumers are giving preference to products from short supply chains, that have been produced in France (45% say they opt for French produce more often than before the crisis) and are fresh (37%). The change appears to be a long-term trend, since the majority of respondents say they are determined to continue this new way of shopping.

Source: New Consumption Observatory survey conducted by Ipsos for E.Leclerc in June 2020.



Plant-based

Definitely a long-term trend. According to a Bloomberg Intelligence report published in August 2021, plant-based food alternatives will become an increasingly common sight on our plates. With more and more options available, plant-based foods are becoming a permanent feature of the landscape, creating a level of familiarity with the potential to change eating habits significantly. The wider global context also plays in favor of plant-based diets, with issues like population growth resources under pressure, the appetite for healthier food and environmental awareness driving growth, largely among the increasing number of flexitarians. By 2030, plant-based foods have the potential to represent up to 7.7% of the global protein market, with a value in excess of \$162 billion.

Source: Bloomberg Intelligence report "Plant-Based Foods Poised for Explosive Growth" of August 2021.



Transparency

Demand for transparency continues to grow, and remains a key trend. Six out of ten consumers worldwide want to know more about where their food comes from. From processing details and ingredients to type of packaging, supply chain and sourcing method, the amount of information now demanded by consumers is growing all the time. This appetite is supported by new technologies and highlighted by the popularity of apps that provide full product information. Examples include Yuka, which now has more than 21 million users.

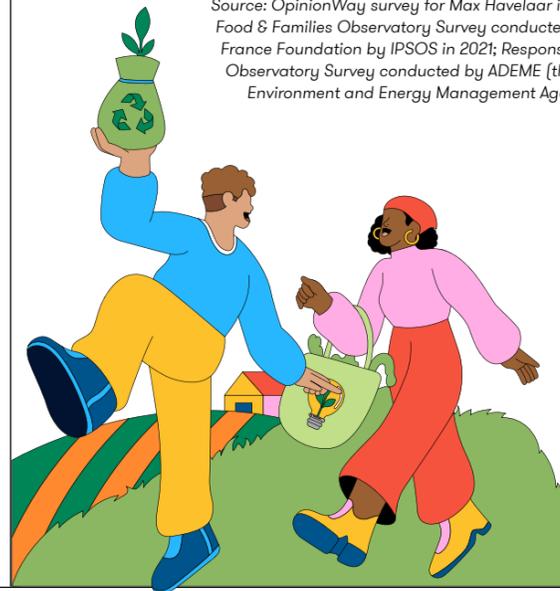
Sources: the Innova "Consumer Survey 2020" and Yuka media reports of March 2021.



Food for good

Seen as a new safe haven in troubling times, food is also mirroring new demands for responsible behavior. Survey results indicate that 80% of French consumers would like to eat more adventurously. The focus on nutritional value and price remains unchanged, but they now expect brands to be more committed to the greater good. So they are seeking to take action through the food they consume. This commitment is feeding through into a marked shift towards organic food, where according to a Nielsen survey, consumption rose by 63% between 2019 and 2021. Consumers are also more attentive to issues such as food waste, excessive packaging and are moving spontaneously towards bulk buying. What's more, 63% of them also say that they buy as many local products as possible to support the local economy. Nevertheless, demand goes further beyond that, since 74% of consumers would like to have more information on the societal impact of the products they buy. More and more people are also concerned about the need for higher animal welfare, which is one of the reasons they give for reducing their consumption of meat, alongside the wish to reduce their personal environmental footprint and improve their health.

Source: OpinionWay survey for Max Havelaar in April 2020; Food & Families Observatory Survey conducted for the Nestlé France Foundation by IPSOS in 2021; Responsible Consumption Observatory Survey conducted by ADEME (the French Environment and Energy Management Agency) in May 2021.



Tammy Drechsler
SENIOR VICE-PRESIDENT
AT ELIOR NORTH AMERICA

“Healthy, plant-based products are no longer alternatives, but first choices”

“More than 65% of consumers are now choosing products that are simultaneously sustainable and healthy, which in practice means a plant-based diet. It's one of the biggest trends in the market, and shows no signs of weakening. These guests equate environmentally friendly products with healthy products. 73% of North American consumers now associate health and nutrition with respect for the environment. And this is a global trend. Reducing our carbon footprint is a hot topic, and one that affects everyone. People are asking themselves: 'What can I do for the planet?' Consumers are now aware that what they eat impacts their own health and the health of the planet. For example, reducing their intake of sugar and fat to eat healthier means that they will naturally move towards a more plant-based diet. The great thing is that today's healthy, plant-based alternatives are delicious. That means they're longer alternatives... They're becoming people's first choices!”



Frédéric Galliath
CHIEF EXECUTIVE OFFICER,
B&I MARKET AT ELIOR FRANCE

“Seamless experience, high quality, pleasure and responsibility are the cornerstones of tomorrow's offerings”

“Our inspiration comes from four trends that I see as unstoppable. The first is the expectation of a seamless experience. Guests want a natural, simple, hassle-free and highly digitized journey, and a range of options available throughout the day. Which is why our restaurants are evolving towards a permanently available guest journey that involves with no trays or checkout. The second key trend is quality. It's crystal clear that guests want to find high-quality local products on their plates. The third is pleasure. That means a desire for delicious recipes seen through the lens of doing good and providing high-quality nutrition. On this last point, the availability of nutritional information is key to offering guests an informed choice. The final dimension is undeniably and increasingly important: guests do not want the meals they eat to damage the planet. Hence the high levels of expectation placed on CSR indicators, such as zero plastic, no waste and short supply chains. Enjoying food at the same time as doing good and caring for the environment: those offers that fulfill all these expectations will inevitably be the most attractive.”

Snacking

While the past two years have witnessed the rediscovery of breakfast, the trend towards eating at all times of day also continues to grow in popularity. Survey results show that French consumers enjoy 6 or even 7 snack breaks every day on average. With the rise of “fast good”, mobility and the increasingly diverse range of takeout options, snacking meets all today's expectations, and shows no sign of slowing. It promises food products

for quick and easy consumption, hot or cold, anytime, anywhere, but more recently, it has become combined with demand for new tastes and positive impacts on health and the environment.

Source: Speak Snacking survey conducted by CHD Expert in October 2021.



“The next step is menu personalization”



Jean-Pascal Dragon
HEAD OF GROUP STRATEGIC PLANNING
AND BUSINESS DEVELOPMENT

“Just like the changes driven by introducing digital solutions into our business lines, menu personalization will undoubtedly be a fast-growing trend. Personalization began out of necessity, because it's important that we can offer dishes free of certain allergens and menus that meet specific health needs. But now, we have the tools and ability to develop this trend towards

delivering pleasure in response to personal preferences. When you intersect that situation with the fact that more and more of our guests are using apps to order or rate their meals, it's easy to imagine the next step where we're able to offer them menus that match their pre-selections, preferences and expectations.”

What will lunch breaks look like in the future? Telecommuting has certainly shaken up the routines of cafeteria regulars, and we're starting to measure the effects the pandemic has had on at-work meals. Diners appreciate this moment of conviviality even more since they have been deprived of it, and their increasingly refined expectations are being met through new offerings. An overview.

the cafeteria of the future



T

The first thing to say is that Covid-19 has most definitely accelerated the pace of tech-based innovation. A more digital life with greater mobility is resulting in new instincts. "Digital has become our most important strategic focus," agrees Claire Small, Director of Innovation at Elior UK. "Ordering online is increasingly common, because it reduces person-to-person contact, which many consumers have found reassuring since last year. But many of our sites are simply not equipped for online ordering: WiFi signals are not always the strongest, and potential guests – and especially those in senior residential care – don't always have smartphones. Our Breaz app is a mobile app, but when you're visiting a patient, for example, it's not necessarily ideal to have to download an app to your phone." This reality



KIOSK

led to the idea of designing a more intuitive solution that would be more widely accessible to many more people. The result is the digital KIOSK terminal, whose oversize tablet-like screen shows guests visuals of menu options, allows them to put together their meal tray, order it and pay for it. Installed in self-service areas, these kiosks can replace waiting lines. Currently on test in two UK pilot sites, they will initially be introduced in parallel with existing catering options in a number of sites, but may well replace them completely in some locations.

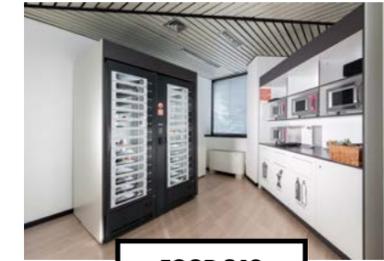
▶ Currently being rolled out in the UK, KIOSK touchscreen terminals allow guests to order and pay online, rather than use a mobile app they may not always have had the chance to download.



Claire Small believes that they are likely to prove very successful in settings like universities and museums... "Similar kiosks already exist in some English franchises, so guests are familiar with the concept. It's our intention to offer them solutions they're already familiar with and like using. Kiosks really speed up the meal ordering process, which is something our guests find very important," says Claire Small.

Fresh meals at any time of the day

Another trend confirmed by the pandemic and supported by tech-driven innovation is flexibility. Which takes us to Italy, where connected fridges run by Food 360 are extending the iColti In Tavola offering. This allows guests to choose and pre-book a complete menu from two options, and collect it from a refrigerated locker whenever they choose. Now available at 60 sites, the majority of which are in the north of the country, this service lets guests enjoy their meals at any time of the day or night. "We've rolled out this service in production plants where employees take their lunch breaks at different times. Guests appreciate the ability to pre-order their meals the night before, because it allows them to optimize the way they organize their working day," says Ilaria Vitale, from the Elior Italy Marketing Department.



FOOD 360

The new-generation cafeteria: 100% focused on guest expectations

Offering healthy, nutritionally balanced menus allows Food 360 to meet an essential demand from guests. Technology may hold out the promise of making lunchtime easier for guests, but their demands for high quality and transparency are becoming louder all the time. New restaurant concepts with cutting-edge contemporary design are now emerging in response to these trends. The Arpège Food Court is one of a new generation of company restaurants offering a broad diversity of options and a great guest experience. Now rolled out in 14 restaurants, it gives guests the option to choose their dishes from six distinctly different concepts. Bistro cuisine at La Passe, 100% vegetarian at Sensé, Italian cuisine and traditional produce at Da Gino, the Zesté salad bar, and meat, poultry and fish at Brut. And for guests with a sweet tooth, desserts at Léché. The common thread running through this food court is the involvement of nutritionists in designing

"Guests appreciate being able to pre-order their meals the night before, because it lets them organize their working day more effectively."

Ilaria Vitale
Head of Communication and Marketing Elior Italy





the dishes and sourcing produce from eco-responsible organic farms and orchards. “The dishes are very varied and nutritionally well balanced. Everyone can put together their own menu, because there’s something for everyone and the food itself is really very good... even better than a restaurant!” Bilal Mokono, a civil servant with the French Ministry of the Interior. Arpège Market Director Patrick Boisseau believes that the Food Court concept provides the perfect response to the expectations of today’s guests: “The health crisis has profoundly changed organizations and working methods, but it has also changed the expectations of guests who are now looking for greater authenticity, diversity and flexibility in their meals.”

Rethinking the kitchen fundamentals with Re-Set !

These expectations have also been addressed by the Re-Set ! offering, which was tested during summer 2021 in six pilot sites, and will be extended to around 40 others beginning in January, ahead of a full rollout by summer 2022. “The first project was sourcing, or how to fill a plate with the best produce to meet guest expectations. So we decided to select fewer products of higher quality to ensure that we work only with the best,” explains Stéphanie Peguet,

Communication & Digital Manager at Elior Entreprises France. How do you define a good product? “At Elior, a good product is one that tastes great, is a healthy option for employees, and is good for the planet,” continues Stéphanie. It’s an approach that aligns perfectly with the commitment to working more closely with local producers all over France.

Stage two is all about the recipes. “We started from the point of setting out to rediscover the original spirit of what cooking is. Focusing on fewer, but very well cooked dishes. The same thing is happening in commercial catering too. The days of endless menus are over!” continues Stéphanie Peguet. Traditional culinary techniques are used to ensure that all ingredients are processed as minimally as possible for maximum flavor and nutritional benefit. “It’s a much simpler and more open style of cuisine, that reduces the number of options available, but is ultimately more in tune with guest expectations,” she continues.

The third component is meeting guest demands for transparency, information and dining experience. This is achieved through the contemporary design of each stand, which is diametrically opposite to the gloomy self-service counter and old-style contract catering, colorful tableware and modular furniture.

“We decided to select fewer products of higher quality to ensure that we work only with the best.”

Stéphanie Peguet
Communication & Digital Manager
Elior Entreprises France



“The food itself is really very good and very well balanced nutritionally... even better than a restaurant!”

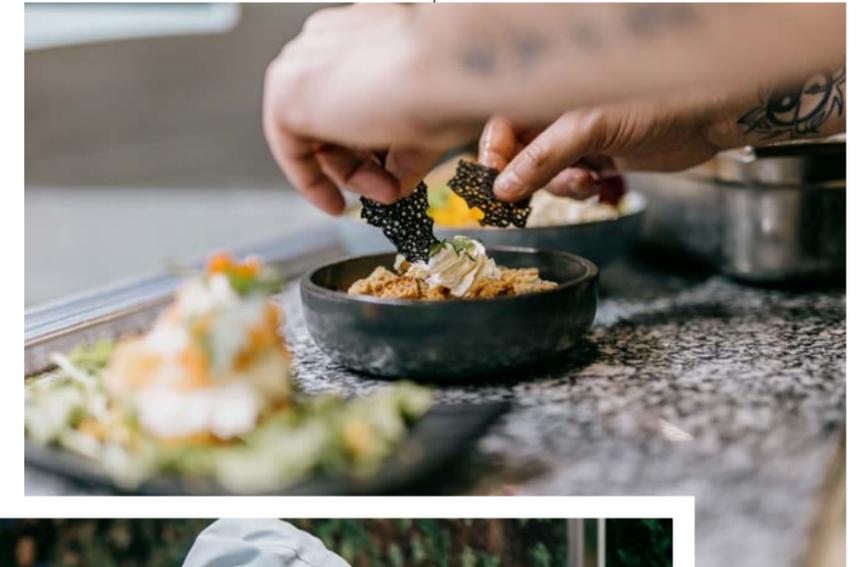
Bilal Mokono
Civil servant with the French Ministry of the Interior, and Arpège guest

New world, new philosophy

Stéphanie Peguet describes this all-embracing new approach as creating a completely new world. “That’s why we call this project Re-Set ! Beyond the obvious play on words, it also refers to the creation of a new world. But that doesn’t mean we’re canceling the world that came before or that we haven’t been doing our job properly in the past! The truth is the absolute opposite, because we’re putting people back at the heart of this very large-scale project”. This has involved the development of a completely new training package in conjunction with Academy by Elior. The new package uses a broad range of learning content – including videos and quizzes – to facilitate adoption of

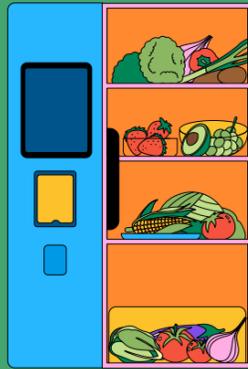
the new approach, and has now been rolled out to the teams with the aim of “helping them to understand this new philosophy and its new way of cooking, so that they can embrace it as the new everyday reality in all our sites.”

ReSet ! may include a click-and-collect option, but we can be sure that lunch breaks in the company restaurant will be with us for a long time yet. “What we missed during these periods away from the workplace was precisely this opportunity for sociability that allows us to reconnect with our colleagues. The company restaurant is the perfect embodiment of social togetherness and the cafeteria of the future, which will draw people into the office to meet!” concludes Stéphanie Peguet.



From Food 360 at Arpège or ReSet! at Elior, the emphasis is on expert culinary technique and the use of minimally processed ingredients to deliver maximum flavor and nutritional benefit.





Fresh in... always

Connected fridges give guests greater flexibility without

compromising on quality. The "Fresh in" system offered in Ansamble restaurants in France gives guests an all-day choice of home-cooked appetizers, main courses and desserts, all made with fresh produce. The system works by recognizing guest badges, and records what they buy. Another benefit is that all meals are presented in reusable containers that maximize flavor, but minimize waste.

Cantine: the app that builds bridges

In Spain, Serunion has created a mine of information for parents whose children eat lunch in the school cafeteria. So users can access menus, information on nutrition and allergies and evening meal recommendations using this single app. It also details the activities and educational projects run during lunch breaks, and gives families the opportunity to interact directly and easily with Serunion. It also facilitates interaction between Serunion and school teams, who are able to access attendance, menu and activities data.



Even more traceability

In Italy, Elior has introduced an operational innovation in a central kitchen to take traceability to an even more reliable level. Based on the automated scanning of key data, such as expiration date, QR codes and RFID, the automated system provides comprehensive, simpler and more effective tracking from order to delivery. It also improves food safety and traceability levels for whole meals.

Micro version

Elior North America has developed a tailor-made solution for small spaces: Micro Market. In small businesses where space is at a premium, guests now have access to a range of drinks, takeouts and light meals... This self-service solution relies on pre-ordering and paying online. Adaptable and customizable, Micro Market combines quality of choice with flexibility for guests looking for healthy and nutritionally balanced dietary options.

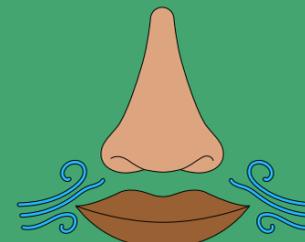


Digital solutions

The health crisis has increased expectations for more flexible, mobile and digital offerings. Elior is accelerating its digital transformation to meet new needs and use cases in all its markets: product traceability, remote ordering, connected refrigerators, home delivery, monitoring data on the needs of the elderly, air quality control in classrooms, etc. Tools and solutions are constantly being reinvented or improved.

Breaz, the multifunctional app

Menus, nutritional information, remote pre-ordering and payment, time slot pre-booking and a pick-up point. The Breaz app from Elior UK brings all the benefits of click-and-collect to customers' company restaurants. The app was developed in response to guest health concerns, but also boosts team efficiency by involving staff on the basis of orders received. The data collected by the system also provide a detailed understanding of guest preferences to ensure that the meals on offer are constantly adjusted and refined to meet their expectations even more closely.



Improving air quality

Elior Services in France has introduced an innovative air quality monitoring solution for schools. From the smart sensor to the monitoring and reporting app, this complete IoT solution developed by environmental intelligence startup Rubix has been tested in the classrooms of the Cabu School pilot site in the Nord region of France. Its aim is to look after the health of students and teachers by monitoring the concentration of CO₂ in the air and triggering an alert when it rises to an unhealthy level.



Time for FoodTech

Its acquisition of startup company Nestor gives Elior Group the benefit of this super-agile innovative FoodTech player. In-house production and a varied food offering complementing its unique ability to deliver hot meals through a hot link delivery process. Nestor also offers a range of models to suit different sizes of site and facilities: grouped delivery, an on-site Nestor counter, connected fridges and home deliveries for homeworkers.



Enhanced care

The introduction of SeniorDomo Protect technology by Serunion in Spain provides additional peace of mind for families who use the home care services of Ullasar. This innovation further improves support for seniors by using remote monitoring technology and involving family and friends more closely in care provision. The Luzia robot detects high-risk scenarios (lack of movement, a fall, disorientation, irregular pulse, etc.) and calls relatives directly.

When research makes its way into the kitchen

On either side of the Alps, the cuisine of the future is being invented in laboratories where recipes are created and chefs are trained. In the La Défense sector of Paris, “The Lab.” In Italy, the “Food Academy.” Interviews with Charlotte Forest, head of culinary innovation for the health care market, and Federico Ferrari, head of development for the Food Academy.



Federico Ferrari
FOOD ACADEMY DEVELOPMENT
MANAGER AT ELIOR ITALY

“The Food Academy is the place where we invent tomorrow’s flexible, sustainable, customer-driven and replicable restaurant experience. When developing new recipes, I always start with the customer profile the new product will target. Most recently, I created the meal options for Itinere, our catering offer onboard Italian high-speed trains. This fine dining journey of more than 400 products was tested, photographed and presented to the customer to showcase a whole year of menu options created using local and seasonal products, and is designed to appeal to guests in terms of tastes and textures.

Central kitchens, restaurants and more individual settings are distinct environments with their own special features in terms of meal production and product life, and all these details affect and shape the menu creation and delivery. But what we do have is a high degree of freedom in our choice of raw materials, the flavors we create and the dining trends from which we draw our inspiration. The inspiration for my own recipes comes from my career experience in many different restaurants and from my travels. I personally love the contrast between acidity and saltiness in mains and desserts. I love the constant stimulation of having new projects and challenges to work on. That’s what I like best about my job: the fact that it requires me to solve a huge diversity of production issues!”

Innovation is always a process of co-construction involving multiple business lines.



Charlotte Forest
HEALTHCARE MARKET CULINARY INNOVATION
MANAGER AT ELIOR FRANCE

What exactly is the LAB?

Charlotte Forest : It’s the name of our innovation laboratory where we test new recipes and products under development. Several times a year, we invite Elior chefs in for recipe creation days. We also bring in suppliers to showcase some of their new products. It’s a forum for trading culinary ideas between our chefs, suppliers and customers.

So what is your role at the LAB?

CF : I’m Healthcare Market Culinary Innovation Manager at Elior France. Innovations come in many shapes and sizes. Beginning with the process of creating new recipes in response to the latest market trends and expectations. So one of our biggest challenges at the moment is plant-based cuisine that celebrates fruit, vegetables, cereals and pulses. We also reformulate existing recipes like pastries, for example, where the sugar content has been significantly reduced. In terms of technology, innovation may take the form of new equipment that helps us to become more productive and more precise in our cooking systems, for example. Lastly, there are innovations directly related to our expertise as a caterer for the healthcare market. The latest of these is Idéquatio, our modified texture offering for people with health issues that make it difficult for them to chew and swallow, which I worked closely on with our nutrition manager and chefs.

Can you take us through the creative process of developing new recipes?

CF : We never develop innovative new products in isolation. We always work closely with other departments across the Group. Especially with chefs to get their feedback: will a recipe

idea be feasible or not? Will it meet the expectations of customers and guests? We also work with dietitians to confirm nutritional balance, and with the marketing department – my department – which clarifies the expectations of the market. The process of coming up with new ideas demands that we free ourselves from every type of constraint, at the same time as following a fairly structured process. Let’s take the development of Idéquatio, for example. We began with an offering that no longer aligned with market expectations. So the first thing we did was to identify the stress points, and what we discovered was that there was a lack of consistency in working methods. Our first response was to create a common vocabulary by working with a college of speech therapists and doctors in France and internationally: the resulting IDDSI (International Dysphagia Diet Standardization Initiative)

standardized terminology and definitions for texture-modified foods is now internationally recognized. We worked closely with the Ducasse Conseil culinary consultancy to solve the issues around culinary techniques. We asked our own chefs what they needed, and involved them in recipe development workshop sessions. Having identified a series of potential solutions, we tested them at pilot sites, and we’re now in the rollout phase.

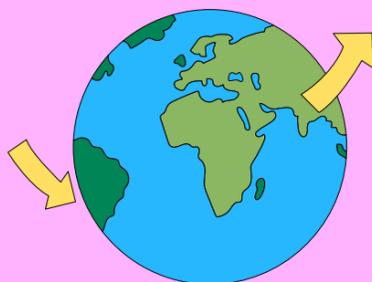
What do you like best about your job?

CF : Seeing the satisfaction of our guests when they taste our recipes! I also get a great deal of motivation from the role we play in inspiring chefs and solving their problems. It’s also a job that lets me change hats regularly. I trained at the Ferrandi School of Culinary Arts, and I also have qualifications in marketing and sociology. So this job is perfect for me!

Innovation awards

A SHOWCASE FOR GOOD IDEAS

The ability to adapt to guests' expectations was the focus of the group's first day dedicated to innovation. More than 2,000 employees from all the countries where Elixir operates came together - virtually - to identify trends and imagine the offerings of the future. Following an innovation competition, seven projects imagined by different teams were highlighted for distinction. Here are their submissions.



Sustainable development The Eco Points loyalty scheme

The Elixir UK Eco Points loyalty scheme is our winner in our Sustainable Development category. Developed by Elixir UK CSR Manager Charlotte Wright, this program is integral to the company's partnership with the non-profit initiative JUST ONE Tree, which encourages guests to embrace the principles of responsible consumption. By choosing menu options with low carbon impact, guests earn loyalty points under a scheme that will see JUST ONE Tree planting a tree for every 10 points earned.



New B&I offering Icolti in Tavola

Sponsored by head of communication and marketing, Ilaria Vitale and Senior Marketing Specialist Ilaria Del Fabbro, Icolti in Tavola (from Elixir Italy) is a single-serving food offering developed using MAP (Modified Atmosphere Packaging) technology to ensure impeccable hygiene and traceability. The Icolti concept also allows guests in small company cafeterias to order using the Joyfood app and collect their food from connected fridges or self-service points.



Operational innovation Heol

The award for operational innovation goes to the Heol light meal delivery solution developed by Elixir France. Sponsored by Matthieu Voisin, MO Project Sizing Manager, and Stéphanie Venault, Healthcare Market Manager - short and medium stay, this user-friendly cart makes simple work of delivering and serving breakfasts, light meals, snacks and drinks.



Public Award Nutri-Score

The Public Award goes to the Nutri-Score nutritional rating scheme. Submitted by Group Nutrition Manager Anne-Cathy de Taevernier, Assistant Project Manager Clémentine Bousange and RSP France Manager Thierry Cosnuau, the Nutri-Score rating system helps guests to balance their diet by providing nutritional information for each dish of the meal.



Nutrition & Culinary Innovation Healthy at Home

The Cura innovation from Elixir North America is sponsored by Director of Marketing Shannon Mallozzi (see interview opposite). Healthy at Home offers personalized catering services during hospitalization and post-hospital outpatient care with the aim of reducing the number of readmissions to acute care facilities.



Occupational Safety & Food Safety Easy Q

The winning project in this category is Easy Q, sponsored by the team of Juan Luis Celis Garcia, Quality Director at Serunion in Spain. This new tool digitalizes every stage in the food quality and food process. At the same time as making the process more efficient, it also makes it more eco-friendly by eliminating the need for 1,000 kg of paper and 150,000 liters of water.



Services Effi See

Developed by Health Marketing Manager Harry Delon and Research & Development Manager Damien Chazeaud, the Effi See app is our winner in the Services category. Effi See provides premises traceability and management in real time. Its modularity means that many other features can be added as new customer needs emerge.

Shannon Mallozzi

MARKETING DIRECTOR AT CURA

In the Nutrition and Culinary Innovation category, the winning project was Healthy at Home, a personalized food service innovation created by Cura in the United States. Interview with Shannon Mallozzi, Marketing Director for Cura.

What's the basic principle behind Healthy at Home?

Healthy at Home offers personalized meals matched to the medical profile of patients in hospital and in nursing homes after they return from a stay in hospital. The ultimate goal is to limit the rate of patient readmission to acute care facilities.

So how did this project come about?

The closure of hospital cafeterias as a result of the Covid-19 crisis has seriously impacted our customers and their employees, requiring us to be extremely innovative. Healthy at Home is being rolled out in three phases. The first target group is the patients themselves. The second is hospital staff. And the third includes all those who live near hospitals and could also benefit from meals prepared in accordance with their medical care plan. During the Covid-19 crisis, hospital admissions were restricted solely to patients. So in terms of working with residents living near to hospitals, we really had to start from scratch. This third phase of the program lets us reach out to meet the needs of a broader category of guests.

What would you say makes Healthy at Home particularly innovative?

When readmission rates rise above a certain threshold, hospitals are subject to financial penalties. All the latest scientific research and data clearly show that nutrition plays a strategic role in treating chronic disease. So we hope that within a few months of im-

Nutrition plays a strategic role in treating chronic disease.



plementing our program - and maybe within six months - we'll see readmission rates begin to fall. Let's take the example of helping a patient with diabetes to manage their diet. Simply doing that is already half the battle against the risk of readmission to the emergency room as a result of diabetic coma.

How has the Healthy at Home idea been received?

The customers I talk to about it are very enthusiastic... in fact, they love the idea! They say: "You've nailed it... that's exactly what we need!" I think we won this award because this project takes our commitment to wellness and body care to a new level. The co-morbidities associated with Covid-19 accelerated the collective realization that taking care of ourselves is more important than ever.

THE COMMON SENSE DYNAMIC

The brightest inspirations come from our employees. To encourage the flow of new ideas within the Group, Elior organized a day dedicated to innovation in July 2021, during which seven projects designed by our employees were recognized by awards. The photographer Audoin Desforges had carte blanche for this series of photos featuring five of the winning teams. The theme: collective energy.

Projet Heol, Elior France
From left to right : Céline Lakrim et Arnaud Nedelec (from the Clinique de La Sagesse in Rennes), Stéphanie Venault, Véronique Le Landais (from the Clinique de La Sagesse in Rennes) and Matthieu Voisin.





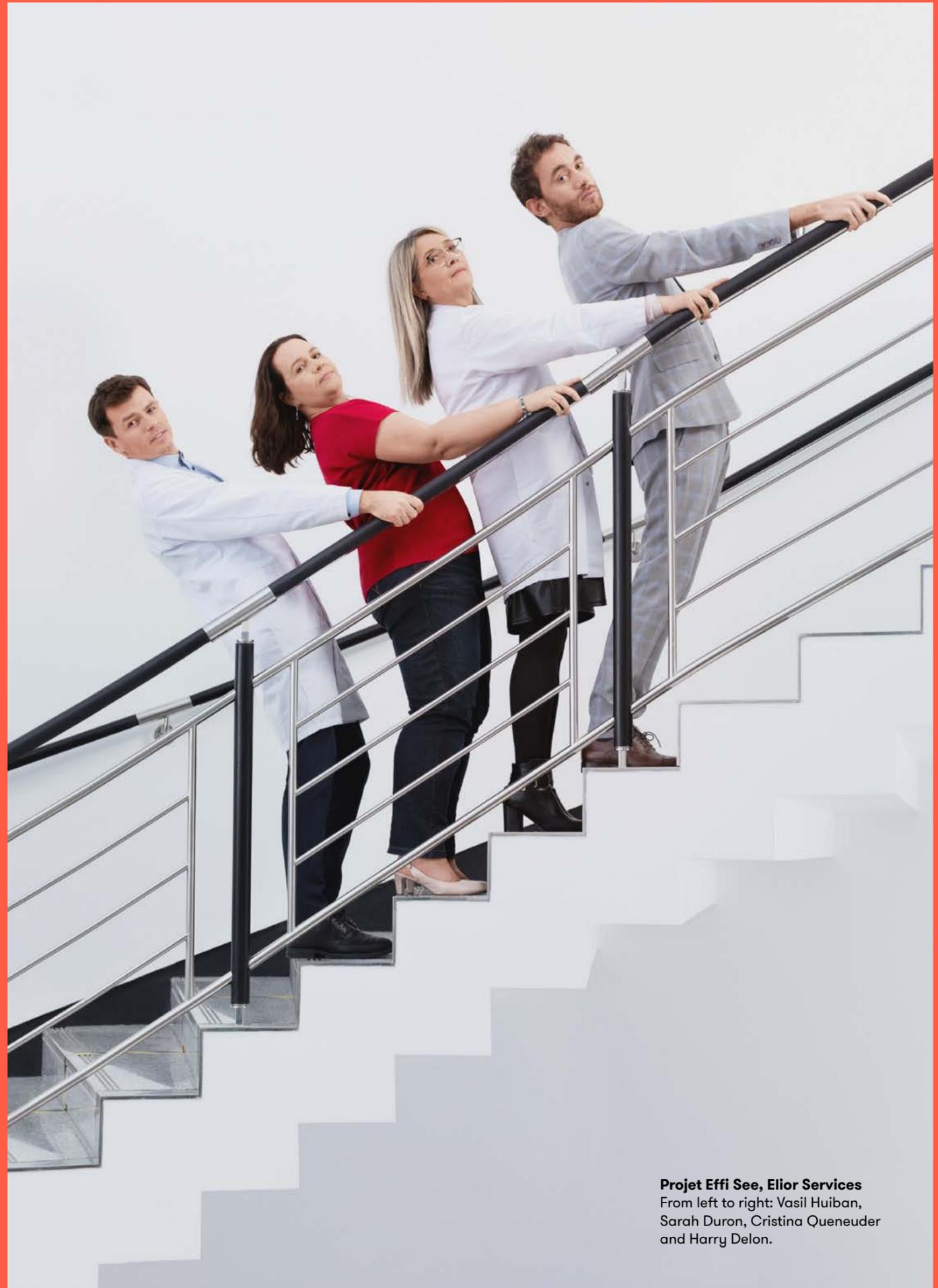
Projet Easy Q, Serunion
From left to right: Juan Luïs Celis, Ixeia Carriòn,
Paula Català, Ana Martínez and Natalia García.



Projet IColti, Elior Italy
From left to right: Mauro Pala, Francesca Rizzi,
Fiorella Ria and Fabio Piccioli.



Projet Nutri-Score, Elior France
From left to right: Thierry Cosnuau, Bruno Coutant,
Isabelle Perron, Anne-Cathy de Taevernier and Thierry Malguy.



Projet Effi See, Elior Services
From left to right: Vasil Huiban,
Sarah Duron, Cristina Queneuder
and Harry Delon.



Eating well

NUTRI-SCORE

on the menu, a welcome guide

A new Elior client since last June, the Centre International de Valbonne welcomes 2,500 students and educational staff. Noteworthy: international programs and bi-national students or children of expatriates. For everyone, the big news of the new school year was the appearance of the Nutri-Score in the self-service cafeteria.

The setting is like something out of a dream.. Deep in the pine woods, surrounded by nature and only six miles from Cannes. Some students are taking their lunch on the terrace under the winter sun. Catering Manager Vincent Menardo introduces us to the school restaurant: "Ours is a different kind of self-service, because students are free to put together their own meal trays with no restrictions, so that they can eat a varied diet across their three meals of the day." 15-year-old Elya is sitting at a table with her friends from the Italian section of this international high school. They all agree on just how important the quality of food is. "My mother is very much into Nutri-Score and organic food," says Elya. "I take a look at the menu as soon as I come into the restaurant, and choose what I feel like eating. The Nutri-Score rating helps me see whether I'm making healthy choices or not."

CPGE student Sirine refers to Nutri-Score ratings, at the same time as taking care to balance her meals and diet. Information provided by Elior has helped her to understand the issues involved.

Tatiana agrees: "I always check out the Nutri-Score, because I have high cholesterol. So that information is important for me." "From 9th Grade up, students here really care about the food on their plates," picks up Vincent Menardo. This is a generation that seems much more aware of the importance of healthy eating and demands transparency, and it's also a generation that makes its choices based on ratings of all kinds. Nevertheless, some essential foods are rated D. "Our young people eat quite well," says CIV school nurse Christine.



Centre International de Valbonne Catering Manager Vincent Menardo sees Nutri-Score as a welcome benchmark for students who really care about what they put on their plates.

"I could see that I'd been mistaken." All the students agree: education is essential to understand what the Nutri-Score system is all about and deal with the psychological barrier raised by low-rated foods. Elya continues: "The Nutri-Score ratings help you make good choices, but the most important thing is enjoying what you eat! If you've got the choice of an A-rated fruit and a D-rated chocolate dessert, there's no contest: you're going to take the chocolate every time... obviously!" It's essentially a question of balance, and one that Badr – soon to be 18 – deals with pretty quickly. "I look at the menu and the Nutri-Score ratings... and then I choose what I feel

like eating! As a vegetarian active in sport, I naturally want to eat healthily." Two options on that day's menu proved particularly popular with our young guests: the B-rated organic chili con carne, and the D-rated duck breast. Hoodies up and headphones on, David and Eden make short work of the duck breast. These two 11th Graders know perfectly well that French fries followed by chocolate donuts don't necessarily make for the best balanced meal. But they also know all about Nutri-Score. "My parents talked to me about it, and there was a presentation about in 4th grade," says Eden. "But if something's D-rated, then – hey – I'll take it! We have a lot of classes, so lunch break is all about us!" David continues: "It's important to have this information so you can eat healthily. But when duck breast pops up in the cafeteria, you don't look at the Nutri-Score rating!"

455

SCHOOLS DISPLAY NUTRI-SCORE RATINGS (at September 30th, 2021)



3 questions for Anne-Cathy de Taevernier, Nutrition Officer at Elior

What stage are you at in the Nutri-Score rollout for contract catering?

We've just introduced the scheme into our first site in Spain. We'd like to extend it to more company restaurants, but that's more complex, because Nutri-Score for takeouts isn't as widespread there as it is here in France.

What have been the challenges with this rollout?

The first thing we needed to do was get together the nutritional values of all the ingredients in our recipes to calculate their score. Then came team training, because following recipes and getting the proportions right are crucial. Lastly, we had to get our guests – and especially those in educational settings – to understand that you need to eat something from all rating levels, not just A and B. You have to balance your meal tray, but that could be a daily, or even weekly, balance.

What's next?

To continue the rollout to as many appropriate sites as possible, and continue the work on educating guests. Nutri-Score is an ethical tool for offering recipes that are increasingly delicious and healthy.



Five approaches to learning to eat better

Increasingly plant-based

It's pretty obvious that if you want to encourage guests to opt for vegetarian menu options, you have to offer them high-quality service too. But it's also about changing habits and behaviors. Elior UK has introduced an original initiative to make guests in company restaurants more aware of the environmental impact of their menu. So every time they choose a vegetarian option, they earn points which the company converts into donations made to JUST ONE Tree, a non-profit initiative that's removing CO₂ from the atmosphere through global reforestation.



Targeting health

The Nutrition Lab is now up and running. Five startups, all working on technologies that improve health through food, have been selected by Prevent 2 Care Lab and Elior. Feeleat is tackling the issues around eating disorders, Sympatoque is helping to educate children in good eating habits, Ogust is reinventing gourmet sauces to treat undernutrition in seniors, Luxia Scientific is developing a new class of diagnostics based on analysis of the gut microbiome, and Umiami offers 100% plant-based alternatives to meat and fish. All the startups in this first intake will join the business acceleration program.



The Ayurvedic way

France Franco, a chef specializing in Ayurvedic cuisine, has been working with the teams of Elior France to share this lifestyle that focuses on maintaining good health through an holistic philosophy that includes food. The work they have been doing together is guided by the shared desire to offer a style of cuisine that is as healthy as it is tasty. The result is a series of new recipes for school cafeterias and health care facilities that combine precisely the right ingredients and spices to achieve a healthy balance between the 6 basic tastes.



Veggie expertise

Spanish guests are showing an increasing appetite for plant-based cuisine. So the teams at Serunion are now receiving special training to help them develop and offer tasty, varied and nutritionally balanced recipes. Training sessions focus mainly on the best ways to cook the ingredients for a plant-based diet, and how to bring their own style to any vegetarian recipe with panache. The impact is positive in two ways, because in addition to responding to customer demand, vegetarian meals also help to cut carbon emissions.



Cultural transmission label

Convinced that food is an effective vector for cultural transmission, the Italian teams have designed an educational workshop for schoolchildren. By exploring beyond the flavors of PDO and PGI labeled products of excellence, they are encouraged to learn more about regional geographies and cultural identities. These workshop sessions have proved so successful that Elior Italy has now integrated this information into its digital food education project.



“Our safety standards are very high”

For Arran McDowell, Elior Group's safety director, the priority is to ensure that everyone, guests and employees alike, experience safe and healthy environments.



Arran McDowell
HR OPERATIONAL EXCELLENCE
& SAFETY DIRECTOR AT ELIOR GROUP

The Covid-19 crisis poses new challenges for health safety. How have Elior's teams adapted?

In each country, we have teams dedicated entirely to safety and used to responding to requests from customers, guests and our own staff. This ability to respond and adapt has been a very effective asset throughout the crisis. We started holding Covid-19 response meetings as early as January 2020. So when the pandemic really took off, we weren't taken completely by surprise.

Would you say that the expectations of guests have changed?

Under lockdown conditions, people weren't able to eat as healthily as perhaps they would have liked. Which explains the very strong demand for healthy options we're seeing today. And working from home, people have sometimes just gone from online meeting to online meeting, skipped lunch and missed out on coffee with colleagues, but as people go back to offices, I think we'll see this sociability element returning. This means that coffee machines and similar meeting spaces should be disinfected regularly and kept as safe spaces.

What specific measures have been introduced to reassure guests?

We've seen that when people return to the workplace, they become even more demanding in terms of hygiene and health safety. So we've made sure that we're always ahead of the

game. As well as the adjustments to hygiene rules imposed by central government, such as the visible presence of alcohol-based hand sanitizer gel dispensers and frequent disinfection, we also use a number of specific technologies. So for our guests, the ability to pre-order to avoid waiting in line is important. At one of our sites, you can even pay for your meal with no contact at all: a camera captures an image of the tray, the amount is calculated, and payment is taken from the guest's account. In Italy, we've been working with the University of Milan on developing our hygiene and disinfection procedures to go beyond the level of advice received from central government and doctors. And in North America, we've introduced Safe Cafe, where guests can scan a QR code to find out more about what we are doing to ensure there health safety.

How did Elior become involved in the AFNOR labeling scheme?

Since March 2020, the teams at Elior have developed and updated a preventive health guide to help our restaurants implement special Covid-19 measures as the pandemic has developed and government guidance has changed. Having assessed our procedures, AFNOR awarded us its accreditation label evidencing the compliance of our health measures. This label sends a very strong message to our customers about our very high food safety standards.

SHORTER DISTANCES BIGGER IDEAS



Local sourcing is becoming increasingly popular as a guarantee of greater local commitment and higher levels of traceability. At Elior, it's now one of our priorities.

the specific realities that give local areas their distinct character, from farming communities to employment catchment areas, local and regional administration and local culinary tradition. The idea is really to identify each of these areas, within which we and our customers can have a positive impact on local communities." To achieve this goal, Elior has therefore hired five Channel Managers to work on the front-line and assist our regional purchasing teams. Their mission is to build our local offering and engage with food producers and local projects to offer meals that are increasingly relevant to local realities: "Globalization and standardization are things of the past! Our goal is to seek out special products and - in some cases - smaller supply volumes that we're not used to sourcing," continues Jean-Yves Fontaine.

The mad cow crisis sparked a grassroots movement away from everything and anything associated with the food processing industry. Since then, consumer demand for local produce, traceability, transparency and reassurance has only increased," explains Jean-Yves Fontaine, CEO of Elior France. "To meet that demand, Elior has embarked on a reform of its entire purchasing and recipe traceability system." What does local sourcing mean in practice? "Well, we've prepared our own specifications that clearly identify the areas we want to source our ingredients from, and set clear rules for each type of produce to create a structured and ambitious approach to local sourcing. Our goal is to ensure that, on average, at least 20% of every menu is prepared using local produce," continues Jean-Yves Fontaine.

The result has been a new regional structure that divides France into twelve sourcing areas. Local sourcing project manager Antoine Laudet adds: "This national breakdown is based on



The chef from Arpège selects fresh herbs grown on the roof of the building by our partner Sous les Fraises.

From local to ultra-short supply chain is only a small step, and one that Arpège has just taken in partnership with urban farm pioneer Sous les fraises. Using vegetables and herbs grown in a plot of at least 1,000 m² on the roof of the building, catering staff at Nestlé are able to

Elior North America partners with Slade Gorton for sustainable seafood

When Elior North America chose to partner with sustainable seafood pioneer Slade Gorton, it was on the basis of their shared vision of ethical and responsible sourcing. As a founding member of the Global Sustainable Seafood Initiative, Slade Gorton works with a broad swathe of responsible producers who guarantee that their products meet the very highest standards. This shared eco-responsible vision even feeds through into packaging.

offer their guests ultra-fresh, seasonal and super-local produce throughout the year... all with a carbon footprint that could hardly be smaller! But the children of the Ile-de-France region are also entitled to fresh local produce. For example, at the Epône central kitchen where 6,000 meals are freshly prepared every day, 80% of the seasonal apples and pears used are harvested in 100% eco-responsible orchards on a farm in the Oise region with Level 3 High Environmental Value accreditation (the highest level). Every week, Elior buys a metric ton of fruit considered too "ugly" to be retailed, but still perfectly delicious and healthy, which is then used to prepare fruit puree. The process of raising awareness of responsible consumption can't begin too early!

Ansamble is on a mission

Ansamble has a dual commitment in its DNA: acting for the health of diners and for the environment. This positioning is strengthened by the fact that it has become a benefit corporation, a status created by the 2019 PACTE law on the growth and transformation of companies.

Yours is the first contract catering company to adopt *Entreprise à Mission* status but what persuaded you to do that?

Vincent Gendrot : It's because I'm convinced that the financial performance of companies going forward is inseparable from their social responsibility. Becoming an *Entreprise à Mission* gives us the opportunity to unite all our teams and stakeholders around the same public interest mission. It also allows us to be more effective in accelerating our transition projects, at the same time as encouraging us to improve our ability to retain and attract talent by giving what we do a new sense of purpose and direction. Ultimately, these are the factors that will allow us to create value we can share with all our stakeholders.

Would you say that the health crisis has accelerated your decision?

V.G. : Without a doubt, because it has forced us to reconsider our priorities, those of our customers, and those of our employees. From the very beginning of the crisis, we've taken our social role very seriously, not only as a contract caterer, but also as an employer. And as a result, we've become more aware of the responsibilities that come with our business.

To become an *Entreprise à Mission*, you will have had to involve stakeholders in defining the corporate purpose of Ansamble. Could you tell us what it is?

V.G. : It's to act responsibly and involve all our stakeholders in offering a contract catering service that protects health and the environment, and make our contribution to the creation of local virtuous ecosystems by putting people at the heart of our concerns.

"I'm convinced that the financial performance of companies going forward is inseparable from their social responsibility."

Vincent Gendrot
CEO at Ansamble



Can you tell us more about the missions and goals to be set out in your articles of incorporation?

V.G. : Our plan is built around the four missions to be set out in articles of incorporation. The first is to play our part in improving and maintaining the health of as many people as possible through the food and nutritional information we provide. The second is to involve all our stakeholders in protecting the environment and (re) developing biodiversity. The third is to be a key stakeholder in the life and development of our operating regions. Lastly, we want to



provide meaningful employment for our people, offer them a working environment that facilitates their personal development, and include them in our shared commitment to progress. These four missions have been translated into an action plan, which was introduced in 2021 and is designed to take us forward to achieving the targets set for 2024.

And what challenges do you foresee in achieving these goals?

V.G. : These articles of incorporation are simultaneously very simple and very ambitious, because they commit us to achieving goals that we have set ourselves on the basis of our own business missions. That means we must develop clear action plans and goals that can be measured using key indicators. Our success in achieving these goals will be assessed by an expert external organization, and we are fully committed to sharing assessment outcomes transparently with all our stakeholders.



The goals set by Ansamble include providing a working environment that facilitates the personal development of its people, and including them in a shared commitment to progress.

Anti-waste

OBJECTIVE -30%

By 2025, Elior aims to achieve a significant reduction in food waste, with a target of minus 30%. On the ground, teams are measuring, evaluating, raising awareness and transforming. Here is an overview.

When AI gets involved

Our Elior teams in Italy have entered into a partnership with the world's number one food waste solution provider Winnow Solutions. The pilot project is now underway in a company restaurant in Milan. This AI-driven solution uses a camera installed above the garbage cans, a digital scale and an optical recognition system to collect and process food wastage data. The result is that chefs have access to the highly accurate information they need to optimize shopping lists and incoming raw materials. Guests also make their contribution to the system by using a special leftover food collection point that displays the weight of waste food in real time. With food wastage reduced by 60% since the introduction of the Winnow system, the results are more than persuasive.

Creative fiber

Another way of pushing back against food waste is to challenge the creativity of chefs. And that's precisely the point of the monthly recipe contest held in the USA as part of the Waste Nothing program. The rules are simple: the recipes submitted must contain reclaimed ingredients, and are judged on taste, visual appeal and creativity.

90%

of our sites recover their biowaste for recycling.

A new deposit scheme

At the same time as pushing back against food wastage, Elior is also taking action to reduce packaging. A number of company restaurants in France are now testing deposit systems, including one located in the Alpes-Maritimes region of southern France, where takeouts are now provided in returnable glass containers. Guests are also encouraged to bring their own containers.

In schools too

To raise guest awareness of how they can help to avoid food wastage, Elior France is working with the Too Good To Go movement in hospitals, company restaurants and schools. The 300 children who eat lunch every day in the school cafeteria at Champfleury grade school in Carrières-sous-Poissy are involved in a comprehensive and fun program on the issues around food waste and how to prevent it. One of the strengths of this program is that it involves all stakeholders in gaining a better understanding of what children prefer, so that waste can be reduced by serving recipes they want to eat.

Putting measures in place

Our teams in the USA have introduced a very simple system for measuring food waste. Awareness of the quantity of food involved got team members thinking about how to reduce and limit waste. The system is part of the Waste Nothing program, which not only provides measurement containers, but also practical advice on how to save uneaten meals, donate them to nonprofits or compost them.

13,000 Magic Bags

That's how many Magic Bag meals have been distributed thanks to the commitment of more than 100 Elior France sites that have partnered with the Too Good To Go initiative.

Throw nothing away

In Spain, Serunion has been working since 2016 with students and schoolchildren on reducing food waste. The "Food Doesn't Throw Itself Away" program designed by three NGOs raises awareness among around 10,000 young guests every year. Information about the impacts of food waste is presented in a more playful and hands-on way for younger children. So far, the initiative has reduced food waste by an impressive 16.3%.

Quantify for action

The Chefs Eye Project technology that quantifies food waste has been introduced in the UK. This quick and easy tool tracks waste in real time and helps chefs and purchasing managers identify opportunities for reducing food waste. When previously tested at several sites, Chefs Eye delivered food savings of between 20% and 30%.

90 metric tons

This is the amount of food Elior France donated to nonprofits and food banks in 2021. When surplus food can't be avoided, we recover it and re-purpose it.



Everyone is mobilized

AGAINST FOOD INSECURITY AMONG STUDENTS

UNITED STATES



With more than 43% of American students struggling to meet one of their basic needs, the teams at Aladdin Campus Dining are keeping up the fight back against food insecurity. The latest initiative at Georgia Gwinnett College is the opening of its GGC Care Pantry that allows students to help themselves to food for free, at the same time as helping to reduce food waste. Unsold food from the cafeterias is repackaged together with full nutritional information and

made available to students to reheat and eat in their dorms or at home. The Aladdin Eats program offers yet another way of reducing food waste, while providing students with high-quality food for free. By involving a student organization in texting those who need its service most, Aladdin Eats invites students to collect leftover buffet food within 30 minutes of a catered event ending. Again, containers are provided so that students can take away the food they want to reheat and enjoy later.

43%

of American students struggle to meet one of their basic needs.



Elior Group

WORKING WITH THE ALZHEIMER'S SOCIETY

UNITED KINGDOM



Elior UK has set itself the target of raising more than £100,000 over the next three years as part of its partnership with the Alzheimer's Society. To achieve this impressive total, Elior UK teams will compete in a number of charity events, including marathons and other sporting challenges. The second aspect of the partnership is the "Dementia Friends" Alzheimer's disease awareness program. Its one and a half hour training program is designed to help trainees understand what life can be like for Alzheimer's patients. Elior UK CSR Manager Charlotte Wright: "Our goal is to ensure that all our em-

ployees will have taken part in this program by the end of the three-year period. It's going to be quite a challenge, but I know we can do it, because we're now very familiar with running virtual training sessions." The partnership will also allow the Health Division of Elior UK to share its expertise with the networks of the Alzheimer's Society. "We have dietary offerings specifically developed to help people with dementia, including modified texture food for patients experiencing difficulty with chewing and swallowing." The fact that Alzheimer's disease remains incurable makes this a particularly important collaboration.



TOGETHER FIGHTING HUNGER

FRANCE

This year, the Elior Group invited all its employees to take part in the national food drive organized by the Banques Alimentaires. On 2021, November 26, 70 people got motivated to take part in civic solidarity activity.

Diversity & inclusion

“THINK DIFFERENT, BE INCLUSIVE”

Achieving diversity at all levels of the Group and inclusion at all sites are the two ambitions that are defining the company's path. Beyond just the framework, the actions carried out and the experiences lived underscore the dynamics at work at Elior. Here are a few examples.

Group operating countries are involved in making progress on these two important issues. Its dedicated governance committee meets every four months under the chairmanship of Philippe Guillemot. Its action plan is now structured around four priorities. Elior Global HR Development & Diversity Director Vanessa Lefranc summarizes: *“Our challenge is to set a common ambition and basis for action. Each country can then move forward from its own starting point to make progress on its own specific issues.”* So a broad range of initiatives are now being implemented to address the four priorities set. Examples include a two-day seminar on cognitive biases for every member of the Group Executive Committee. In the United States, 4,500 employees are receiving training on discrimination and harassment issues. All teams with responsibility for hiring – and their managers – are also receiving non-discrimination training in France and in Spain. But factual measurement of the situation is equally important, so a global analysis has been conducted to identify potential wage discrepancies and take action to eliminate them. A number of campaigns on diversity, equality, disability and social integration issues have also been conducted across the Group, and events organized. Examples include the Elior Italy workshop sessions on empowering women in the industry. Lastly, targets and figures are regularly shared between Group entities. *“Just the fact of talking about these issues is already having its effect,”* continues Vanessa Lefranc. *“So it's important that we not only publish the data, but also speak out on these subjects in external forums.”*

Think different, be inclusive. A multitude of initiatives have been launched under this banner since 2020, when the Group-wide Diversity & Inclusion program was introduced. Twenty people from all

VALÉRIE LAPEGUE

FOOD PREPARATION COLLEAGUE
AT ELIOR FRANCE



“They trusted me straight away.”

Now 41, Valérie Lapegue has been with Elior for nearly 11 years, and has just completed a new in-house training program. *“I'm continuing to train as I work. It has taught me how to introduce myself to others and how to welcome new members to the team.”* Valérie has already completed a number of other training programs on subjects such as food hygiene and cold meal preparation. She's been working in her present job at the self-service restaurant of the Bouygues Telecom Technical Center in the Paris region for several years. *“I love these training sessions. They allow me to prove to those who would otherwise doubt it that I can succeed in my life.”* Valérie has an invisible disability: *“My cognitive issues are the result of an illness I had when I was very young. But at work, people can't see that I have a disability, and I've never experienced any kind of discrimination.”* Before joining Elior, Valérie almost opted for horticulture rather than the catering industry, and began her career at the French Ministry of Health. *“I'd only been at the CAT [integration through employment center] for barely a week when I was offered the chance to work on a buffet. They trusted me to do that straight away.”* She goes on to explain that that kind of trust came immediately at Elior, and that her efforts were supported by her manager and colleagues. *“They help me and put in place all the support I need to help me progress in my job. It really is like having a second family!”*



TRENNA GRICE

SENIOR DIRECTOR BUSINESS
DEVELOPMENT AT
ELIOR NORTH AMERICA

As well as being Senior Director Business Development for Higher Education at Elior North America, Trenna Grice is also an active member of the DEI Leadership Council. This dual role means that she's well placed to promote diversity, inclusion and equality on a day-to-day basis. *“I'm a woman and I'm black. So when I walk into a room, people look at me!”* laughs Trenna Grice. But this daughter of a military family describes herself spontaneously as more of a chameleon. *“I've learned to adapt to my environment. I get that from my childhood: because my father was in the military, we moved around a lot and lived in places with*

different cultures, religions and ethnic backgrounds.” More specifically, Trenna is working to develop partnerships with HBCUs (Historical Black Colleges and Universities); an issue close to her heart: *“I felt that these students in particular had no access to a decent diet. So the impact we can have on the quality of the food they get is very important.”* Through her work with the Leadership Council, Trenna hopes to attract a greater diversity of talent into management roles. *“We're still seen all too often as a white company. And it's true that on several occasions, I've been the only person of color in a meeting. So we have a long way to go, but I truly believe that we will get there.”*

The ability to be yourself in the workplace makes you more successful and helps your business succeed.



EMMA LANGFORD

HEAD OF HR & PEOPLE
DEVELOPMENT
AT ELIOR UK

In 2008, having recently graduated from York University, Emma dreamed of one day working at Elior. *“I drove by their building every day, and*

“Many companies take advantage of maternity leave to marginalize their women employees. But my experience has been the exact opposite!”

it looked like it would be a great place to work!”. At just 21, she joined the Human Resources department and climbed the career ladder very quickly. *“I've always felt that Elior puts talent first. My manager saw my potential and did everything to encourage it.”* When Emma was on maternity leave in 2018 and her manager's role fell vacant, she applied immediately. *“I didn't feel like being on maternity leave was any barrier to me applying, and it clearly wasn't a problem for anyone else, since I got the job.”* Then came the pandemic. *“The department*

was restructured, and I was asked to expand the scope of my responsibilities. That was in August 2020 when I was on maternity leave again with my second child! So when I went back to work for the second time, maternity leave once again coincided with a promotion.” Another important aspect of well-being for this executive is the ability to spend alternate Fridays with her children. *“If I hadn't had these professional opportunities and work/life support, I might not have stayed. So it speaks volumes about how well I've been treated.”*



TRENT KRUPICA

MARKETING DIRECTOR AT
ALADDIN CAMPUS DINING &
LEXINGTON INDEPENDENTS

“As a member of the DEI Leadership Council, I bring a rather younger perspective to what's happening in the world today, and represent the LGBTQ community. At Aladdin Campus and Lexington, we've created a cultural calendar of monthly events that promote diversity, equality and inclusion. When people can be themselves in the workplace, they're more successful and so is their business, simply because their employees are just happy.”

Low carbon chicken and pesto penne

Low-carbon cooking? A relevant option when you realize that food represents one of the top items in your carbon footprint



CHICKEN AND PESTO PENNE RIGATE

Serves 1

Ingredients:

- 120 g Penne Rigate
- 40 g button mushrooms
- 40 g roast chicken breast, thinly sliced
- 30 g pesto sauce
- 1 pinch coarse salt
- 10 g arugula
- 1 tablespoon oil



Preparation

Rinse and drain the arugula. Thinly slice the mushrooms. Pre-cook the pasta in boiling salted water. Set aside and leave to cool.

Method

In a wok, brown the pre-cooked pasta and mushrooms in a little oil. Add the pesto and thinly sliced roast chicken breast. Fry for about 1 minute.

Serving

Serve in a soup plate and garnish with a sprinkle of arugula.

SYRIAN CHEF ABDUL RAHMAN'S Baba ganoush

Hosted in an Elior restaurant in Marseille as part of the Refugee Food Festival, the refugee chef gives us his recipe for this essential Middle Eastern dip.



Cooking is a universal language

Having worked as a chef in a Marseille restaurant since April 2018, it was in 2021 that Abdul Rahman took part in the Refugee Food Festival, whose philosophy he shares: using cooking to change the way refugees are seen by others. It's a style of cuisine he has good-naturedly introduced to the appreciative restaurant guests of Elior, which has supported the RFF since 2017.

BABA GANOUSH

Serves 4

Ingredients:

- 1 eggplant
- 3 tablespoons tahini (sesame paste)
- 1 clove garlic, crushed
- 1 lemon
- 3 tablespoons olive oil
- Chopped parsley
- Mint and tomato (optional)



Preparation

Preheat the oven to 230 degrees. Prick the eggplants using a sharp knife. Arrange on a baking sheet and bake for 30 to

40 minutes until tender and wrinkled. Leave to cool. In the meantime, chop the parsley and mint and dice the tomato. Cut the eggplant lengthwise and spoon out the flesh. Purée the flesh in a blender until smooth. Add the lemon juice, tahini, garlic, salt and pepper. Mix well and add 2 or 3 tablespoons of olive oil until the sauce is creamy in texture. Season, pour into a bowl, cover with plastic wrap and chill for at least 2 hours.

Serving

Serve on individual plates, using the back of a spoon to create a hollow in the middle. Drizzle a little olive oil into the hollow and sprinkle with chopped parsley. Serve with warm pita bread.

ILLUSTRATIONS



Jiaqi Wang

Jiaqi Wang is a Chinese-born illustrator and animator currently based in Los Angeles. She loves using strong lines with equal weight, surrounding flat colors and giving equal priority to every element in a drawing, whether in the background or foreground. Sometimes, she also uses perspective, quirky characters and moving images to add more to the narrative. Her work is just as likely to appear on magazine pages as in campaigns for leading international brands.

PHOTOGRAPHY



Audoin Desforges

Having trained as a graphic designer, Audoin soon made the transition to photography, and has developed a very distinctive take on portraiture. He works alongside choreographers, in music and in the theater, which has helped him further develop his sense of dramatic presentation. Audoin uses bodies and sets as props for the creation of inventive and offbeat images. A large number of his portraits have appeared in French and international press titles. His practice also embraces a more spontaneous style of photography that allows him to capture gestures, postures and glances behind the scenes of French designer runway shows.

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