



making  
change.

## Our Kitchen Promise

Inspiring better food  
choices for people  
and planet.

Eurest

14forty  
FM support services

Dine  
Contract  
Catering.



# Contents

Making Change	3
Climate Net Zero Commitment	4
Our Food Philosophy	8
Our Kitchen Promise	10
Consumer-led Offer	12
The Power of Plants	14
Healthier, Happier	16
Best of British	18
Leading the Way	24
A Circular Approach	26
Guiding Principles	28
Evidence and Insight	34
Making Change Team	35



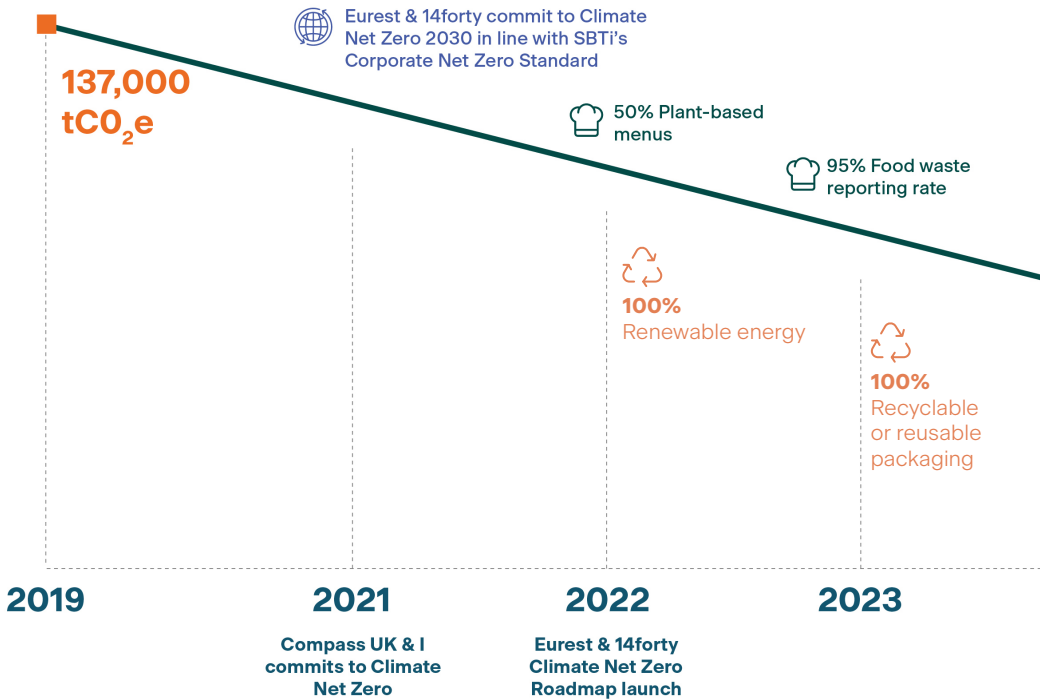
# Making Change

We are passionate about serving food with purpose, food that does good from seed to stomach. That means doing the right thing in our supply chain, all the way through to our customers, and beyond.

This ambition is encompassed by our three promises, which set out clearly the roadmaps for achieving all of them by 2030.



# Climate Net Zero Roadmap



Note: the 2030 carbon emissions is including business growth of 3% p.a from 2022-2030. The 3% growth is excluding inflation.





Food




Non-Food

# OUR CLIMATE PROMISE

 60% Plant based menus

 50% Food waste reduction

 **100%**  
Electric car fleet

 **55%**  
Carbon footprint reduction

 70% Fresh meat, dairy and vegetables from regenerative agriculture sources

 40% Switch from animal proteins

**80%**  
reduction  
in carbon footprint  
**28,000**  
**tCO<sub>2</sub>e**

2024

2025

2030

Carbon Neutralisation of 28,000 tCO<sub>2</sub>e in 2030 to deliver the B&I Net Zero claim through high quality UK&I carbon projects such as reforestation, peatland and wetland rehabilitation.

**B&I and Compass UK&I Net Zero from 2030 onwards**



# Compass Group UK & Ireland announces commitment to reach Climate Net Zero by 2030

The climate emergency is the biggest challenge of our lifetime and food has a key role to play. Food and agriculture alone is responsible for 30% of direct greenhouse gas (GHG) emissions globally.

As the UK's largest food service company this accounts for around 80% of our GHG emissions, so we know we can truly make a difference. We are calling for a food revolution to fight for our planet. Our size and scale enable us to have a transformative influence on the global food supply.

We want to work with our partners to improve our business and be a catalyst for wider change. Our target is to reach Climate Net Zero by 2030 and we are proud to be the first in the industry to do make this ambitious commitment.

Our vision is to match our passion for quality food and service with our care for the planet, this will help us work towards a more sustainable food system.





# Our Food Philosophy



## FLAVOURFUL

Our priority is to make food that tastes delicious. Eating with us should always be a joy.



## MINDFUL

Our nutrition-first approach aims for balance in every dish. We also recognise the social power of food



## PLANET-POSITIVE

Our ingredients are chosen with a holistic view on sustainability, from plant-based protein to ethical sourcing



# Food to take you further

We're interested in what food can do.

Our plates are put together with impact in mind. We want our guests to love every bite, and leave a little more energised, engaged or enlightened than when they arrived.

We also care deeply about the impact our food has beyond our walls. We're committed to sustainable sourcing, passionate about provenance and obsessed with waste reduction.

We believe in seasonality, and search out the best suppliers and social enterprises.

It's all about making food that tastes good, looks good and does good too, for the maximum possible benefit.

# Our Kitchen Promise



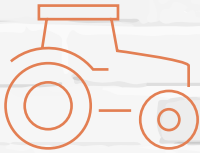
## **We believe in protecting our planet**

We always prioritise suppliers who align with our sustainability targets on biodiversity, deforestation, water pollution and ethical sourcing



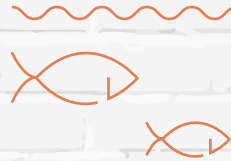
## **We believe in nourishing the nation**

Every recipe is analysed by Registered Nutritionists to serve food packed with goodness and menus that always offer balance



## **We believe in farming with care**

All of our lamb and beef are reared in Britain, milk is UK-sourced, fresh chicken and milk is from quality-assured farms and we only ever use cage-free eggs



## **We believe in sustaining our oceans**

All of our fish is certified sustainable and MCS grade 1-3 and we constantly review our menus to ensure we only use the most sustainable species





### **We believe in the power of plants**

Our menus are always plant-forward, prioritising varied alternative proteins, vegetables and wholegrains



### **We believe in zero waste**

Whatever we're cooking, our approach is root-to-stem, nose-to-tail. Where there is surplus we always try to redistribute



### **We believe in fresh, seasonal produce.**

We maximise British-sourced ingredients and support local growers by developing menus with seasonality in mind and rotating quarterly



### **We believe in closing the loop**

We operate with reusables service solutions where possible. All disposables will be recyclable or fibre-based and biodegradable

# Consumer-led Offer

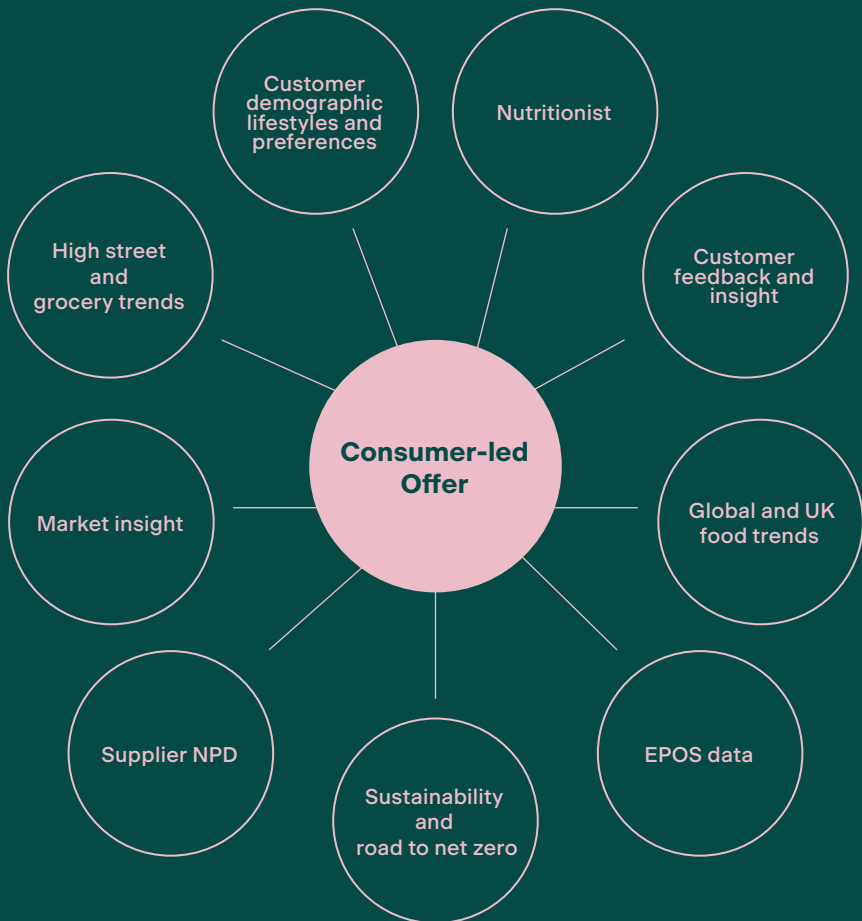
We created our Consumer-led Offer over 3 years ago after recognising that food service needed to be as innovative, responsive, and agile as other food sectors. Built on insight, tracking popular food trends, and keeping pace with the ever-changing high street food scene, the offer is designed to drive demand. Creating great concepts in conjunction with our nutrition team so that your people have a wide variety of options to help fuel their day – including healthy and plant-forward options.

We plan our menus for every type of diner, including vegan, veggie and free-from. We know that our customers are looking for information and so we have comprehensive allergen information and calories are displayed on all menus. We are also pioneering initiatives such as LEAP labelling which communicates clearly and simply the eco-impact of each dish on the environment.



# Insight is at the heart of our consumer-led offer,

from high street trends to our own customer feedback. It is important to us that we make decisions, and draw inspiration, from a variety of different sources, when creating our award-winning menus.





# The Power of Plants; Planet-friendly protein

We're putting plants front and centre, literally, at the top of our menus you will find our most planet-friendly dishes. Tasty and colourful; we're not compromising on flavour.

Clever protein swaps using beans, pulses, lentils, chickpeas and delicious meat alternatives that are healthy and wholesome, all while doing good for the planet.

But we're not saying goodbye to meat. Beef and lamb feature less often but we're still serving the foods people know and love.

Not forgetting "hybrid" plant-forward meals which seamlessly combine vibrant veg, animal and plant protein in line with our less and better approach to meat.



**We achieved 50% plant-based menus in 2022**

**Now we are targeting 60% by 2024**

**We will increase purchasing of plant-based proteins by 20% by 2030**

**Including a 25% animal protein switch by 2025  
Rising to 40% by 2030**

# The Power of Plants; People-pleasing products

We know that many consumers want products that don't compromise on the taste, look and feel of meat. We work closely with the leading producers of plant-based alternatives to help attract meat-eaters, vegans and the dietary needs in between.

Our award-winning food concept Plantilicious is a great example of this. Using great products such as the Nestlé Garden Gourmet range in dishes which prioritised health and sustainability transformed our offer and boosted plant-based sales.

We continuously explore industry insight, customer feedback and market trends to ensure we are delivering amazing food that tastes great and does good too.

**PLANTILICIOUS**  
PLANT BASED



# Healthier, Happier; Nudging the Nation's Lifestyle

We nudge the nation's lifestyle with a rounded approach to health and wellbeing. After all, our restaurants and the food we serve can have a huge impact on individuals and the workplace as a whole.

Our healthier options are showcased in weekly Wellness Wednesday events, as we help you connect with your food and recognise how it links with exercise, sleep and mental wellbeing.

Our restaurants are a place to refuel, re-energise and de-stress as we vow to step beyond our catering role. We partner with Mental Health UK to gain expertise on creating safe and supportive spaces. This helps us raise awareness and provide valuable information to people in the workplace.





# Healthier, Happier; The Good Stuff

Our food philosophy promotes healthier dishes as aspirational rather than restrictive. The Good Stuff highlights our most nutritious options so getting your five-a-day is fuss free and finding fibre-rich wholegrains is easy.

This positive and clear message makes the healthier choice an easy one as we cut through the complexities.

We work hard to reduce saturated fat, sugar and salt through careful ingredient selection and healthier cooking methods, but we keep that back-of-house to emphasise our positive approach.



We offer wholegrain carbohydrates as standard

Our portion sizes are standardised in line with British Nutrition Foundation guidelines

Our entire breakfast offer is free of deep-fried foods

Flavour is never compromised as our nutrition and culinary team collaborate on every recipe

# Best of British; Lovingly Grown



We celebrate the seasons by basing our menu cycles on the fruit and veg we can source on home soil. We pick and choose the freshest ingredients that the UK has to offer, shortening the farm to fork journey and optimising nutritional value.

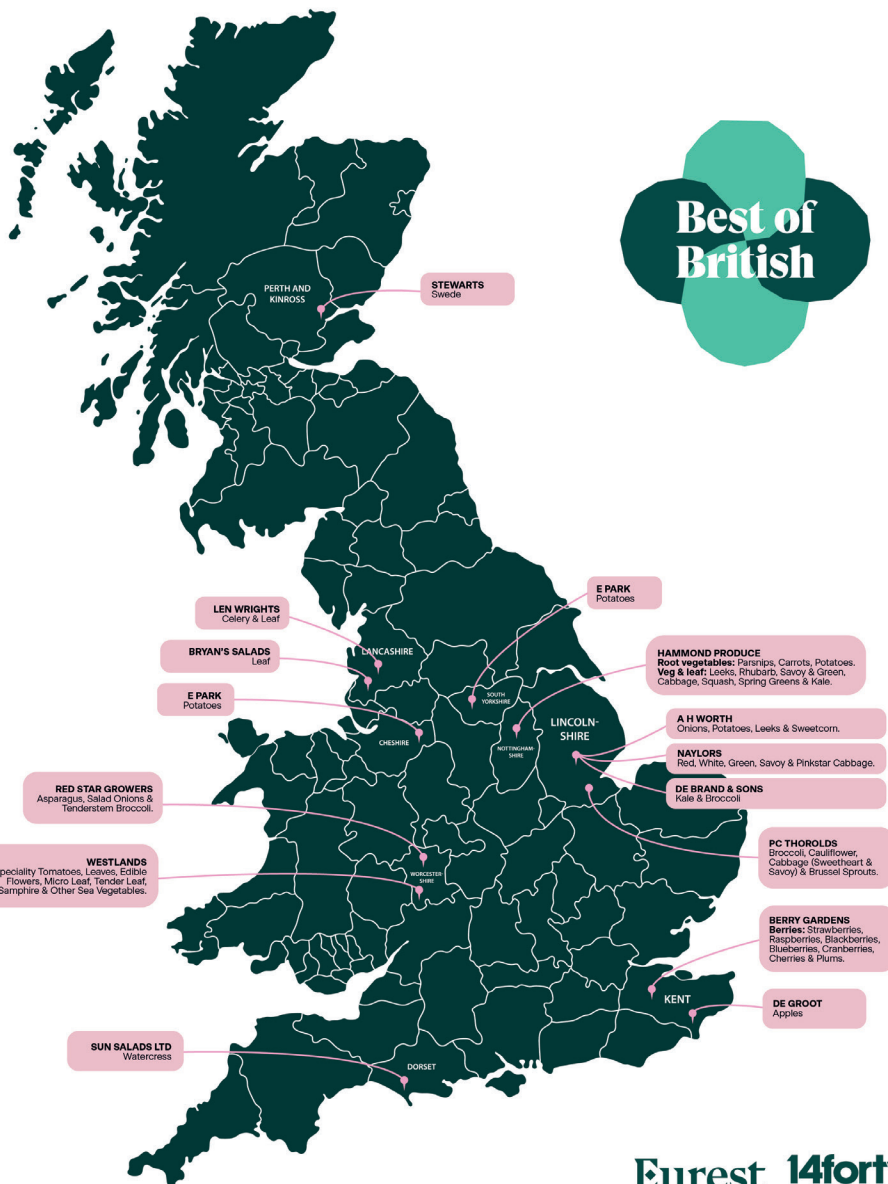
We do this by working closely with our growers, understanding their challenges and adapting to the ever-changing conditions caused by climate change.

Non-seasonal produce is removed from menus and we are transparent with this policy. You won't find strawberries on our menus outside the summer months as we don't compromise on quality.

When we do need to fill the gaps we look to European or frozen ingredients to make the best choice we can, to keep our menus vibrant, balanced and appealing.

# Lovingly grown, thoughtfully sourced Fruit and Vegetables

Best of  
British



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# Best of British; Thoughtfully Sourced

The best ingredients make for the best-tasting food, and our supply chain is the machine behind the mission. We are committed to sourcing the vast majority of ingredients from UK producers and we support local growers, farmers and fishermen by paying a good price.

Responsible sourcing is important to us, which is why we take steps to maximise welfare, quality and sustainable practices:

- All fish is MCS-rated 1-3
- All eggs are cage-free
- All milk is British Red Tractor assured
- All lamb and beef is British farm assured
- All fresh chicken is British farm assured

We maximise local and specialist supply but deliver to site using one wholesale distribution partner to further reduce transport emissions.



**All air freighted fruit and veg has been removed from Approved Product List**

**We are targeting 70% fresh meat, dairy and veg from regenerative sources by 2030**

**We are reducing over-farmed salmon, cod and haddock on menus in favour of more sustainable seafood**

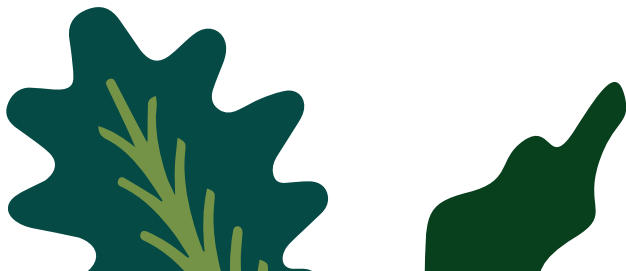




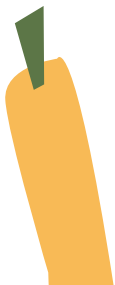
# Seasonal Veg Calendar

VEGETABLES		J	F	M	A	M	J	J	A	S	O	N	D
Artichoke	Globe					●	●	●	●	●	●	●	●
	Jerusalem	●	●										●
Asparagus	Green/Purple				●	●	●						
Aubergine						●	●	●	●				
	Broad						●	●	●	●			
Beans	French/Runner/Flat						●	●	●	●	●		
							●	●	●	●	●	●	
Beetroot		●	●	●	●	●	●	●	●	●	●	●	●
Broccoli	Calabrese				●	●	●	●	●	●	●	●	●
	Purple Sprouting	●	●	●	●	●	●	●	●	●	●	●	●
Brussel Sprouts		●	●						●	●	●	●	
Cabbage	Red	●	●	●	●	●		●	●	●	●	●	●
	Savoy	●	●	●	●	●	●	●	●	●	●	●	●
	Spring Green	●	●	●	●	●	●	●	●	●	●	●	●
	Winter White	●	●	●	●	●	●	●	●	●	●	●	●
Carrots	●	●	●	●	●	●	●	●	●	●	●	●	●
Cauliflower	●	●	●	●	●	●	●	●	●	●	●	●	●
Caleriac	●	●	●	●	●	●	●	●	●	●	●	●	●
Chard					●	●	●	●	●	●	●	●	●
Chilli					●	●	●	●	●	●	●	●	●
Courgettes					●	●	●	●	●	●	●	●	●
Fennel							●	●	●	●	●	●	●
Garlic	●							●	●	●	●	●	●
Horseradish	●	●	●	●	●	●			●	●	●	●	●
Kale	●	●	●	●	●			●	●	●	●	●	●
Kohlrabi						●	●	●	●	●	●	●	●
Leeks	●	●	●					●	●	●	●	●	●
Marrow							●	●	●	●	●	●	●
Onions	●	●	●	●	●	●	●	●	●	●	●	●	●
Pak Choy							●	●	●	●	●	●	●
Parsnips	●	●	●	●	●		●	●	●	●	●	●	●
Peas					●	●	●	●	●	●	●	●	●
Peppers	Capsicum					●	●	●	●	●	●	●	●
Potatoes	Maincrop	●	●	●	●	●				●	●	●	●
	New					●	●	●	●	●	●	●	●
Pumpkins	●	●	●					●	●	●	●	●	●
Romanesco						●	●	●	●	●	●	●	●
Samphire						●	●	●	●	●	●	●	●
Shallot	●	●	●	●	●	●	●	●	●	●	●	●	●
Spinach					●	●	●	●	●	●	●	●	●
Squash	●	●	●					●	●	●	●	●	●
Swede	●	●	●	●	●		●	●	●	●	●	●	●
Sweetcorn							●	●	●	●	●	●	●
Turnips	●	●	●	●			●	●	●	●	●	●	●

- **In Season:** when produce is at its best and most widely available
- **Available:** produce coming in/going out of season or grown outside of season in polytunnels
- **Available from store:** produce harvested in season and stored to extend its availability



SALADS		J	F	M	A	M	J	J	A	S	O	N	D
Celery							●	●	●	●	●		
Chicory/Endive/Radicchio						●	●	●	●	●		●	
Cress	Mustard/Mixed	●	●	●	●	●	●	●	●	●	●	●	●
Cucumber				●	●	●	●	●	●	●	●		
Edible Flowers					●	●	●	●	●	●	●		
Lettuce	Cos						●	●	●	●	●		
	Curly					●	●	●	●	●	●	●	
	Iceberg	●	●	●	●	●	●	●	●	●	●	●	●
	Little Gem			●	●	●	●	●	●	●	●	●	
	Round				●	●	●	●	●	●	●		
Radish				●	●	●	●	●	●	●	●	●	
	Daikon/Mooli					●	●	●	●	●	●	●	●
Rocket				●	●	●	●	●	●	●	●		
Spring Onions				●	●	●	●	●	●	●	●	●	
Tomatoes			●	●	●	●	●	●	●	●	●	●	
Watercress					●	●	●	●	●	●	●	●	
MUSHROOMS													
Button/Cup/Flat	Cultivated	●	●	●	●	●	●	●	●	●	●	●	●
Enoki	Cultivated	●	●	●	●	●	●	●	●	●	●	●	●
Girolle	Scottish, Wild							●	●	●	●	●	
Morel	Wild			●	●	●							
Oyster	Cultivated	●	●	●	●	●	●	●	●	●	●	●	●
Pied Bleu	Cultivated	●	●	●	●	●	●	●	●	●	●	●	●
Shitake	Cultivated	●	●	●	●	●	●	●	●	●	●	●	●
FRUITS AND NUTS													
Apples	Braeburn	●	●	●	●							●	●
	Bramley	●	●	●	●	●	●	●			●	●	●
	Cox	●	●	●	●				●	●	●	●	●
	Discovery								●	●	●		
	Early Windsor								●	●	●		
	Egremont Russet	●								●	●	●	●
	Golden Delicious	●	●							●	●	●	●
Royal Gala	●	●	●	●	●				●	●	●	●	
Blackberries								●	●	●	●	●	
Black/White/Redcurrants								●	●				
Blueberries								●	●				
Cherries				●	●	●	●	●	●				
Cobnuts								●	●	●			
Damsons								●	●	●			
Gooseberries							●	●	●				
Medlar											●	●	●
Pears	Comice/Concorde	●	●								●	●	●
	Conference	●	●	●	●	●				●	●	●	●
	Williams'									●	●	●	●
Plums													
Quince										●	●	●	
Raspberries						●	●	●	●	●			
Rhubarb	Forced	●	●	●								●	●
Outdoor					●	●	●					●	
Strawberries						●	●	●	●	●			
Walnuts	Fresh									●			



# Leading the way; inspiring change

From transporting food efficiently to reducing wastage, there are many ways we can continue to improve our carbon footprint.

We've got a roadmap laid out ahead of us based on science-backed targets and policies.

As a FTSE 100 company, we have a bigger part to play in order to inspire change; we will use every opportunity to inform and support people in making choices better for themselves, and the planet.



**We've set ourselves a target of reaching Climate Net Zero by 2030**

**This includes validated SBTi target of 69% reduction in scope 1, 2 and 3 GHG emissions by 2030 \***

\*Since validation, the SBTi has released a new Corporate Net-Zero Standard which now requires 80% decarbonisation for food sector companies by 2030. We are also aware of FLAG sector guidance due to be published by the end of this year and have a meeting confirmed with the SBTi in early 2023 given the need to revalidate targets.



# Leading the way; partnerships for the planet

To help us drive towards credible climate action we have established a partnership with University of Oxford working on industry-leading research such as eco-labelling. We also support the Food Standards Agency strategy, in collaboration with their new sustainability arm of their strategy.

We know collaboration across the value chain is key to systemic change which is why we host our Making Change sustainability lunches. From growers to suppliers, manufacturers to researchers, innovative recipe creators to waste management providers, all are among the list of special guests.

Linking in with well-known external organisations such as Olio and Too Good To Go has also helped us redistribute food destined for the bin.

We have established a partnership with University of Oxford partnership on industry-leading trials such as eco-labelling



# A Circular Approach; Waste-not, Want-not

Staying inventive and creative means we reduce waste and get the best out of all our ingredients – coffee grinds, vegetable peel, you name it – it can all be changed up for something new. We have captured these techniques in our Plenty concept so they can be replicated throughout the business.

Wonky fruit and veg are never rejected, even roots and stems are repurposed. We're proud to say we're resourceful to the point of obsession.

Our agile chefs batch-prepare meals with portion size in mind, monitoring wastage during the cooking process so that very little is discarded. Our hydration stations are a big success, making the most of leftover fruit peels by adding colour and flavour to water.



We use The Source menu management software to strive towards and maintain 95% waste reporting across all of our restaurants

We aim to cut our food waste in half by 2025

# A Circular Approach; Closing the Loop

We know that reusable serveware is the best way to reduce the impact of the containers we use to deliver great food and drink in the workplace. That is why we have worked with suppliers to establish a wide range of good quality reusable solutions.

We look to use them wherever possible; from the simple ceramic crockery and metal cutlery in restaurants to eco-takeout containers for those on the go meals. Similarly with drinks; mugs, glasses and keep cups can be a hugely powerful tool and have become our first-choice.

We also appreciate reusable isn't possible in every scenario, therefore we have worked with our disposables suppliers to build a range of recyclable or fibre-based biodegradable products which can be tailored to on-site waste streams.

We are targeting 100% reusable, recyclable or fibre-based biodegradable packaging by 2023



# Guiding Principles

Our guiding principles have been created to inspire and enable our chefs, clients and consumers to make better food choices and use food experiences to develop more sustainable lifestyles and communities.

We have a responsibility to offer and cook food in a way that supports and enables our clients and consumers to make better food choices.

We believe our food and beverages should be delicious, nutritious and responsibly-sourced. It's not just what we serve that's important; it's also about where it comes from, how much we use and how we use it, how we prepare and serve it, and how it's experienced.



Our values:

- **Responsibility**
- **Innovation**
- **Consumer Focus**
- **Community**
- **Transparency**



## Building our Plant-Forward menus

### Increased fruit & vegetables

- Increase the amount of dishes hitting '5 a day claims' i.e. The Good Stuff– Our nutrition and culinary team regularly review dishes on our menus, to increase fruit/vegetable content within recipes
- Do not use produce out of season, e.g. strawberries in Winter. Use the seasonality guide to support this when creating menus
- No air freighted fruit and veg is to be used on our menus- these items are removed from Approve Product Lists
- Vegan/vegetarian dishes should always be placed at the top of menus
- Make vegetables the hero, and a key part of every dish. When designing food offers, fruit/vegetables should always be first, and meat should always be secondary
- Change the language on menus with no segregation- do not use the words “vegan” “vegetarian” “healthy”. Dishes should appeal to both vegans and flexitarians alike
- Look to diversify ingredients by using lesser used fruit and vegetables such as those featured in The Future 50 Foods list.

### Reduction of animal protein

- Meat protein portions to be around 90-120g (raw weight)
- Substitute dishes for great plant-based proteins that don't compromise on quality or cost
- Treat beef and lamb as a luxury product
- Switch to less carbon impactful meats - such as poultry
- Flavour is paramount, regardless of the protein source
- Use more plant-based proteins such as beans, pulses, lentils, chickpeas
- Switch to fortified milk alternatives where possible, particularly less water-intensive types such as soy or oat
- Opt for lower impact cheeses, often low-fat and softer varieties such as; feta, brie and cottage cheese

## Building our Plant-Forward menus

- The Good Stuff options are offered and well promoted across food offers
- Healthier dishes are prominent on hot counters and first on menu
- Increase availability of healthier options by incorporating in main concepts as standard
- Lead with wholemeal options; breads, pasta, rice etc and high fibre grains; bulgur wheat, quinoa
- Ensure plant-based options hit criteria with sufficient protein and vegetable content
- Make smart swaps and nutrition nudges e.g. baked skin-on wedges, instead of fries to help improve nutritional value
- Reduce calories on dishes without impacting flavour- switch to light products, substitute some meat for beans/ pulses
- Standardised portion sizes for consistency in execution and accuracy of nutrition information
- Tweak cooking methods i.e. baking or grilling instead of frying to reduce fats and saturates
- Reduction of saturated fats e.g. dressings on the side, rapeseed oil instead of butter in cooking and reducing processed meat
- Limit salt where possible, season to taste and choose reduced salt stocks and sauces

### Healthier Options

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### Menus

- Maximise British supplied produce using seasonal menu cycles and liaising with procurement teams
- Increase plant-based dishes in line with Climate Promise targets
- Beef or Lamb to feature no more than once a week

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### Switch to Wholegrains

- Work with nutritionists to make smart swaps- offer wholegrain carbohydrates as standard i.e. brown rice or wholewheat pasta
- Utilise a diverse range of grains, for example those in The Future 50 Foods list.



# Animal welfare & standards

## Provenance

- Display provenance and traceability on menus i.e Vale of Lake District Lamb
- 

## Lamb & Beef

- Farm Assured minimum standard
  - New Zealand lamb must not be used
  - British Lamb to be used when in season only
- 

## Pork

- Where GP allows use UK sourced produce
- 

## Chicken

- Frozen breaded lines UK Farm Assured only- no Thai or Brazilian options to be used
  - Farm Assured British minimum standard on fresh chicken
- 

## Fish & Seafood

- MCS 1-3 only
- Fish graded 4-5 is not permitted to be used - this is updated twice a year
- Move away from only using haddock, cod and salmon showcasing sustainable alternatives
- Frozen fish must be certified sustainable
- Work with the seasonal fish and seafood guide
- Use provenance i.e. region, port e.g. Cornish Hake



## Control waste

### Circular Economy

- When building menus think circular, if a main course predominantly uses one fruit or veg, can the offcuts be utilised in an accompaniment or infused water
  - Use a full carcass approach working closely with culinary teams and suppliers where possible, utilising all elements to minimise waste
  - Batch cooking and controlled portion sizes - utilise the Source at all times to regularly review production numbers
  - Always follow wastage control methods i.e. daily waste reporting
  - Root to stem cooking as standard, proudly display the PLENTY range on menus i.e. charred broccoli stalk, chickpea water meringues, fruit peel, core and stalk hydration water
  - Utilise wonky and ugly veg where possible
  - Where necessary establish redistribution routes i.e. Olio or Too Good To Go
- 

## Environmental impact

### Eco labelling

- Ensure all menus are balanced and execute eco-labelling effectively (such as University of Oxford LEAP or similar eco labelling) so consumers can make more informed choices. Use this approach to nudge consumers into better choices and a more plant-rich diet
- 

### Logistics

- Reduce the number of suppliers by using the good, better, best approach
  - Reduce road miles and vehicle numbers by increasing usage of the Brakes logistics platform
-

# Evidence and Insight

In pursuit of a Kitchen Promise that embeds a healthy and sustainable culture we used insight and evidence from several sources.

The following sources informed and influenced our approach as we continue to strive towards credible and transformative change in the food service industry and wider food system.



## **WWF**

Future 50 Foods for healthier people and a healthier planet

Catering for Sustainability

## **Nestlé Professional**

Balancing plates

## **The Food Foundation**

The Broken Plate

## **IGD**

Appetite for Change

## **Footprint**

Designed with health in mind report

## **Ellen Macarthur Foundation**

Big Food Redesign

## **EAT Lancet**

Healthy diets from sustainable food systems

## **University of Oxford**

Livestock, Environment and People (LEAP)

## **The Plan**

National Food Strategy

# The Making Change Team



1 **Ryan Holmes**  
Culinary Director

2 **Rees Bramwell**  
Head of Nutrition & Sustainability

3 **Jason Trotman**  
Head of Culinary Operations

4 **Gemma Evans-Hurley**  
Culinary Projects Lead

5 **Peter Smith**  
Senior Culinary Lead

6 **Carol Rhead**  
Head of Marketing

7 **Neil Mulhearn**  
Culinary Lead

8 **Jeremy Nutsford**  
Culinary Lead

9 **Joe Docherty**  
Culinary Lead

10 **Russell Butcher**  
Development and  
Menu Manager

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