



Be the CHange

# Sustainability Report 2023





blueapple  
food is our passion

CH  
& CO  
EDUCATION

CH  
& CO  
HEALTHCARE

COMPANY  
OF COOKS

CREATE  
Creating memorable food experiences together

Entrée.  
BY VACHERIN

eve  
unique venues: extraordinary events

GATHER  
— & —  
GATHER

i  
inspire  
CATERING

pabulummm  
HONESTLY GOOD FOOD

ULTIMATE  
EXPERIENCE

Vacherin.

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# Introduction

INTRODUCTION

NET ZERO

REDUCE WASTE

GREENEST SUPPLY CHAIN SOLUTION

CULTURE OF CSR



## CH&CO – A House Of Brands



Great food and hospitality bring people together whatever the location, whatever the occasion. Exciting and memorable food and service elevate a good experience to an amazing one – and that's what we're all about.

CH&CO is a collection of specialist businesses and market-leading brands whose specialism, inspiration and enthusiasm span the hospitality sectors in the UK and Ireland, from workplaces, schools and healthcare to venues, visitor attractions, stadia and events.

We are always innovating and pushing boundaries and our talented teams of chefs and hospitality professionals are always looking for ways to create magic and make a difference.

Exceptional food and service is everything to all our team members and we're incredibly proud to be Royal Warrant holders. We're committed to doing the right thing by our people, communities and planet and this has been recognised with the top three-star rating from the Sustainable Restaurant Association.

## Introducing our winning brands and specialist sectors.

Our team of more than 10,000 people proudly deliver our passion for great food and hospitality at more than 1,000 locations across the UK and Ireland.

Each of our well-known and loved brands specialises and thrives in its dedicated space with an ever-evolving offer that continually excites and delights and is always fit for purpose. It's no wonder that our impressive client portfolio features prestigious and enviable names and locations. Our recognised and respected business within hospitality are:



## A Note From Our COO

“Reflecting on the past year, I am filled with **pride and gratitude** for the achievements of CH&CO in 2023. Despite the challenges presented by a dynamic economic landscape, our unwavering commitment to excellence in contract catering has positioned us as a leader in the industry.

We have successfully navigated supply chain disruptions, adapted to evolving client needs, and maintained our dedication to delivering high-quality, sustainable food services across the UK and Ireland. It's clear that CH&CO and its brands have made significant strides, both in our growth and our commitment to sustainability. Our Accelerate strategy aims to reach £600 million in revenue by 2025, and we're well on our way. This growth is driven by our unwavering dedication to doing the right thing, embedding Environmental, Social, and Governance (ESG) principles into every facet of our operations.

In 2023, we set ambitious targets to reduce our carbon footprint, enhance our supply chain transparency, and support the communities we serve. Our merger with workplace brand Blue Apple and education brand Pabulum has further strengthened our capabilities, enabling us to offer more sustainable and innovative solutions to our clients.

I am particularly proud of our team's relentless focus on sustainability. From sourcing locally to minimising waste, we have made significant

progress, yet we recognise there is always more to do. Our acquisition by Compass Group UK & Ireland (May 2024) marks a new chapter, providing us with additional resources and expertise to accelerate our ESG initiatives.

Thank you for your continued support and partnership. Together, we will achieve our ambitious goals, ensuring a prosperous and sustainable future for all.”

**Allistair Richards, Chief Operating Officer, CH&CO**







# 2023 has been a landmark year for CH&CO in our pursuit of **sustainable** growth and excellence.

Our focused efforts have led to a normalised reduction in Scope 1&2 emissions as our operations have expanded. This demonstrates our commitment to achieving growth while minimising our environmental impact.

For the second consecutive year, we have increased the number of sites recording food waste, contributing to an increase in the total food waste reported, and a 0.6 tonne per £1m turnover reduction in food waste. Enhanced reporting and data transparency across our supply chain have been pivotal, with 74% supplier spend now represented in ESG assessments (+12%). Notably, some

suppliers are providing specific Scope 3 data for their own supply chains, furthering our transparency and accountability.

Our dedication to social value is evident through the outstanding efforts of our Learning and Development team. They have successfully supported an additional 1320 hours of apprenticeships since 2022 (+41%), bolstering industry skills and offering valuable opportunities. The commitment of our teams to these programs has been truly inspiring.

We have also achieved a small reduction in our mean and median

gender pay gap (-0.4%), reflecting our ongoing commitment to equality. Additionally, our Health & Safety team has maintained strong safety scores, ensuring a safe and supportive environment for all.

We recognise the United Nation's Sustainable Development Goals (SDGs) as a vital blueprint for a sustainable future for all. SDG numbers are noted in the bottom right hand corner of pages for content and metrics linked to specific goals.

Thank you for your continued trust and support as we strive for a sustainable and prosperous future.

# Certifications



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# Accelerate Targets

Accelerate is our company strategy to grow to £600m turnover for 2025. Doing the right thing is a key part of this, so embedded in our strategy, short term sustainability targets were set to accelerate progress to our north star goal to halt climate change, restore nature and deliver high social value by 2040. Our 2025 Accelerate targets are:

## By 2025...

TARGET  
WHY?  
STEPS

**1**   
**NET ZERO**

Reduce Scope 3 emissions by  
**18.75%\***

Carbon emissions need to fall quickly and drastically to halt the worst of climate change.

- Purchase less high carbon foods like beef, lamb, cheese and milk.
- Work with suppliers who work to reduce their own emissions.

\*From 2021 baseline.

**2**   
**SLASH WASTE**

**100%** of sites accurately monitor food waste

Food waste is a big source of emissions and should be eaten. It is also a financial drain on money and labour.

- Better systems that suit the wide variety of our sites.
- All sites use a digital system to record wastage.

**3**   
**GREENEST SUPPLY**

**10%** Raw ingredients (kg) from organic or regenerative sources

Nature is seriously depleted and urgently needs to be restored to avoid collapse of the food system.

- More organic products available for our sites to purchase.
- Partnerships with suppliers that use regenerative practices.

**4**   
**BE THE CHANGE**

Return **£6m** in social value

Community is a key part of the CH&Co ethos, both our own people and wider society.

- Our people volunteer.
- Spend with voluntary, community and social enterprise (VCSE).
- Charitable donations and fundraiser.



# Net Zero

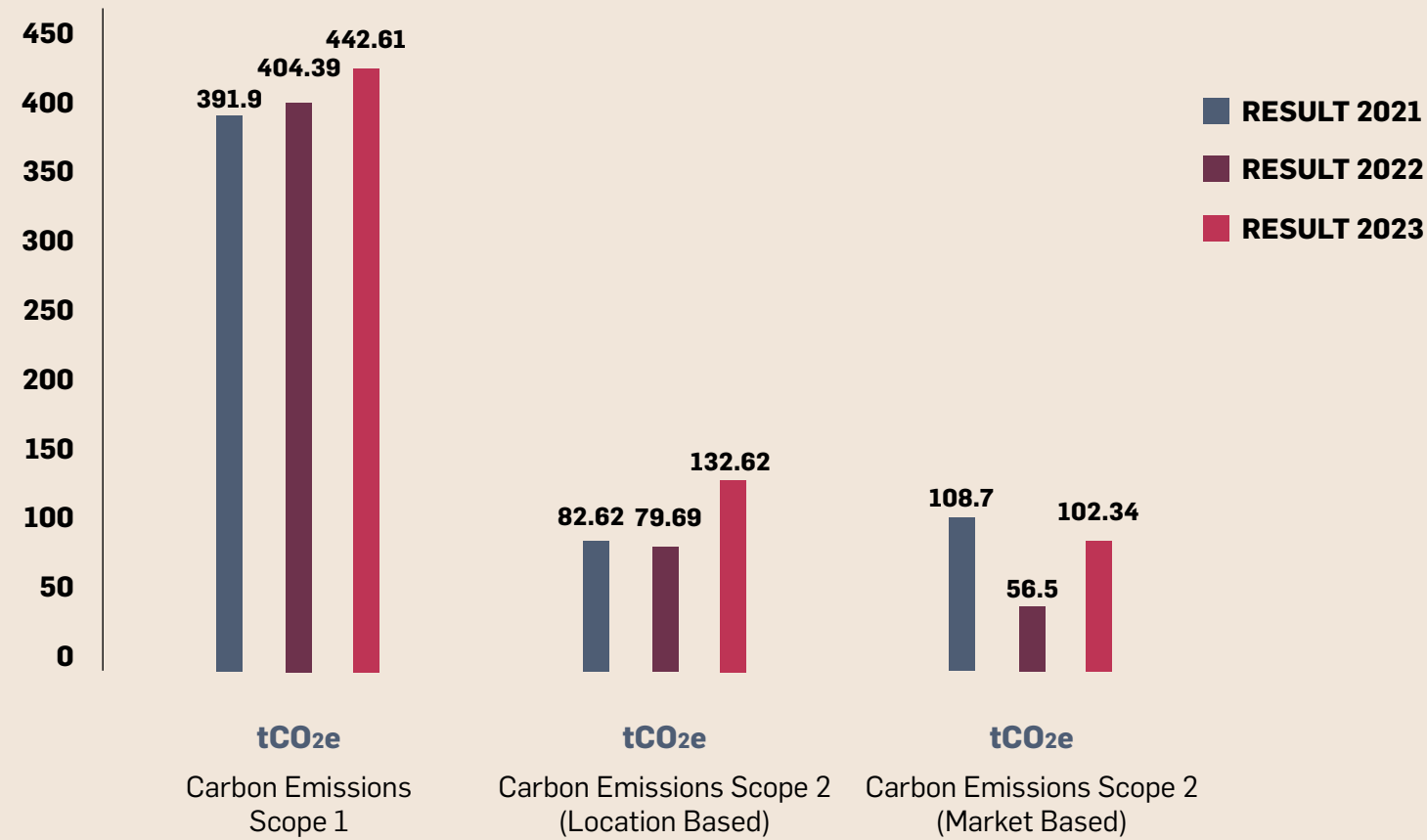




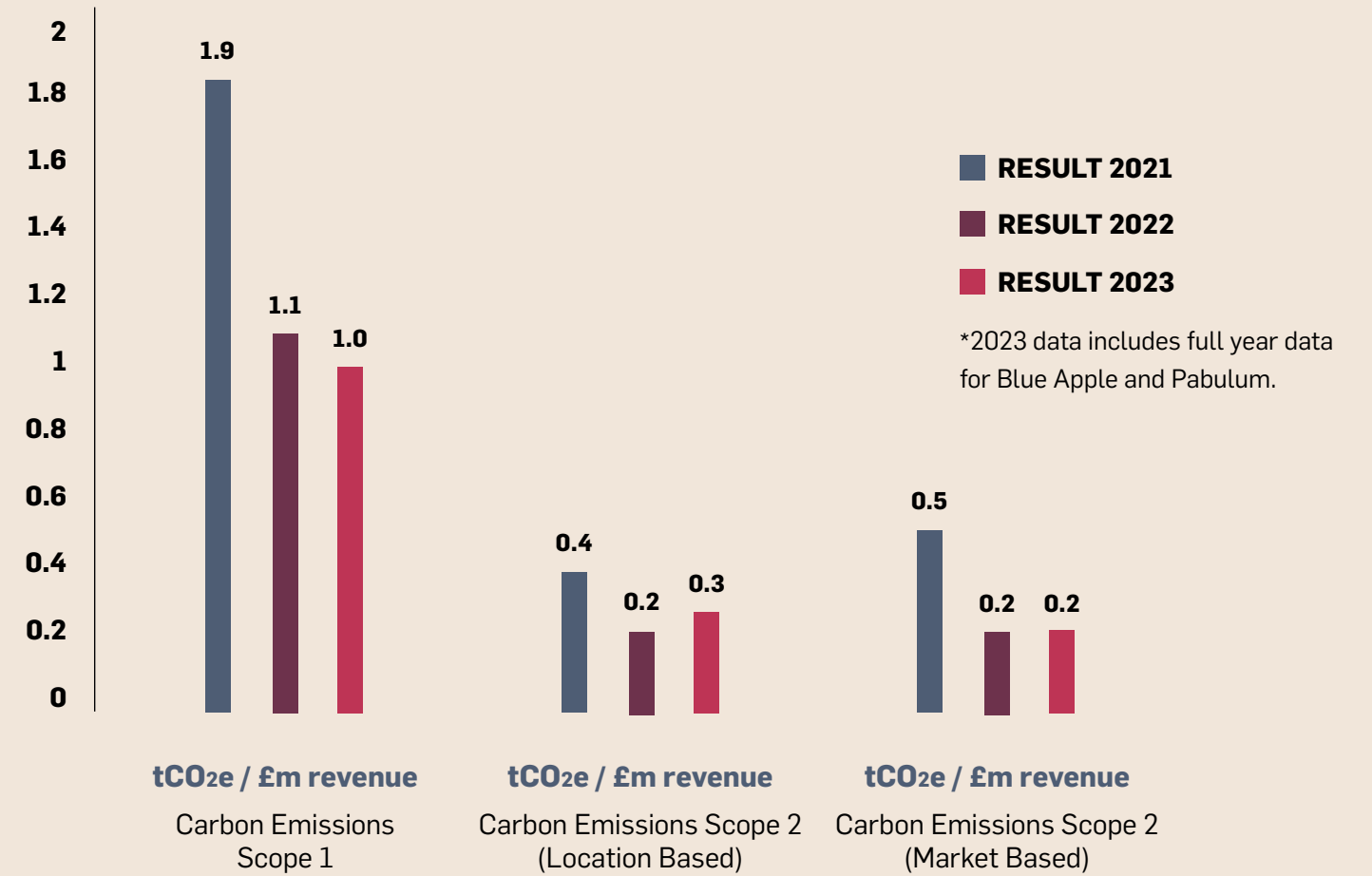
# Carbon Emissions

Since our 2021 baseline, normalised by turnover, location based emissions have decreased by 44% and market based emissions have decreased by 50%. Actual results show location based scope 1 and 2 emissions have increased by 21% and market based scope 1 and 2 emissions have increased by 9%.

**TOTAL CARBON EMISSIONS EQUIVALENTS  
YEAR ON YEAR SCOPE 1&2 (TCO2E)**



**CARBON EMISSION EQUIVALENTS BY TURNOVER (TCO2E)**

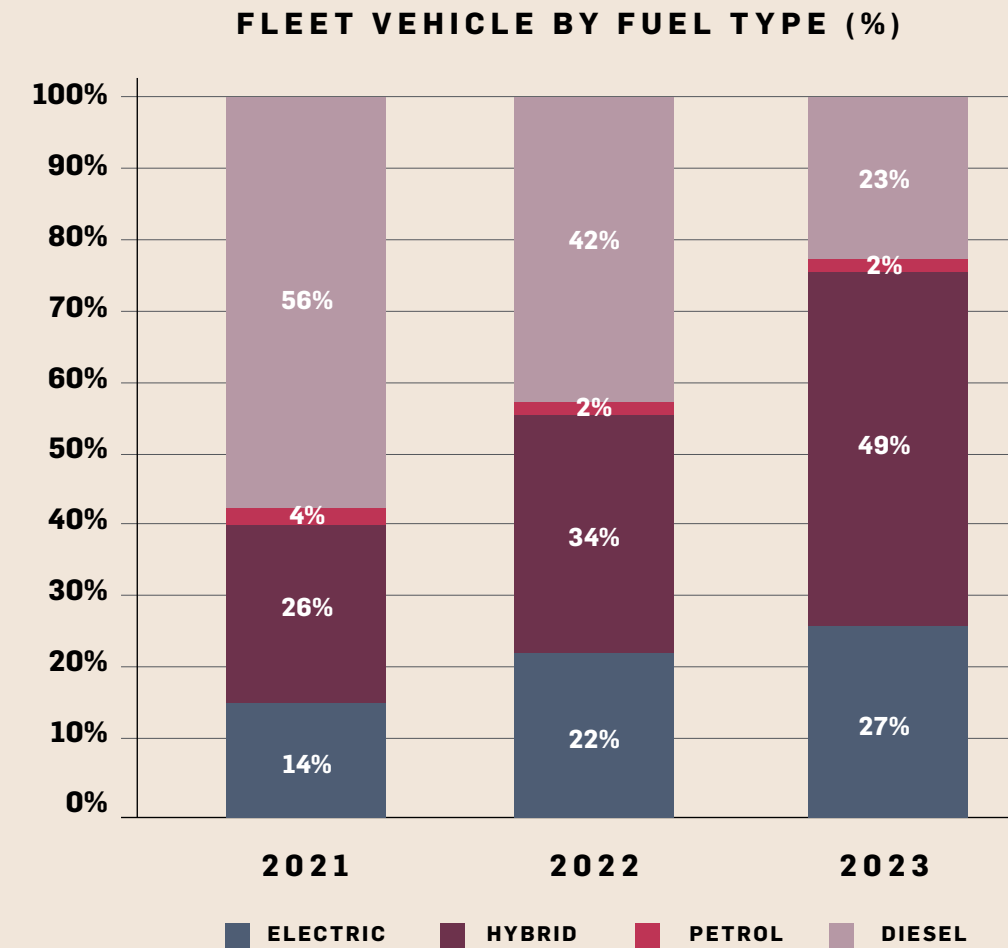
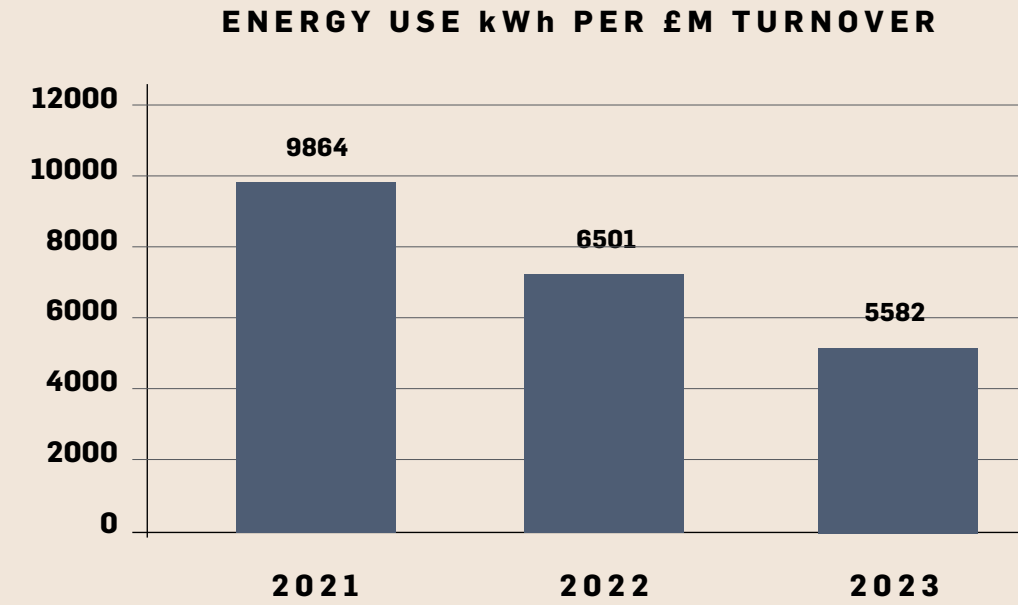
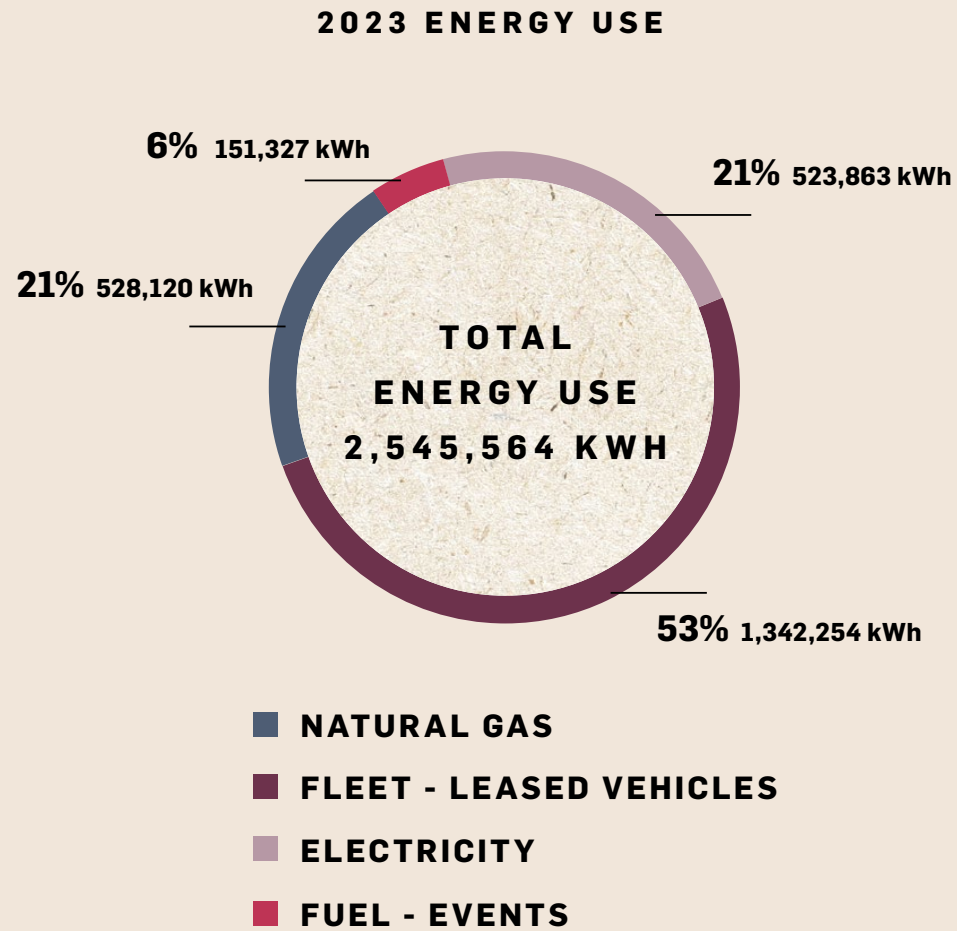


\*2023 energy and carbon data includes full year data for Blue Apple and Pabulum.



# Energy Use & Fleet

The increase in our reported energy use has been heavily impacted by the incorporation of two new offices to our energy reporting, from the merger with Blue Apple and Pabulum. Full year data has been included across scope 1 and 2. Fleet continues to represent a significant energy use within our energy assessment. In 2023 the proportion of low emission vehicles in our fleet grew from 56% to 76%. Since 2021, that is a shift of 36 percentage points.





# Reduce Waste







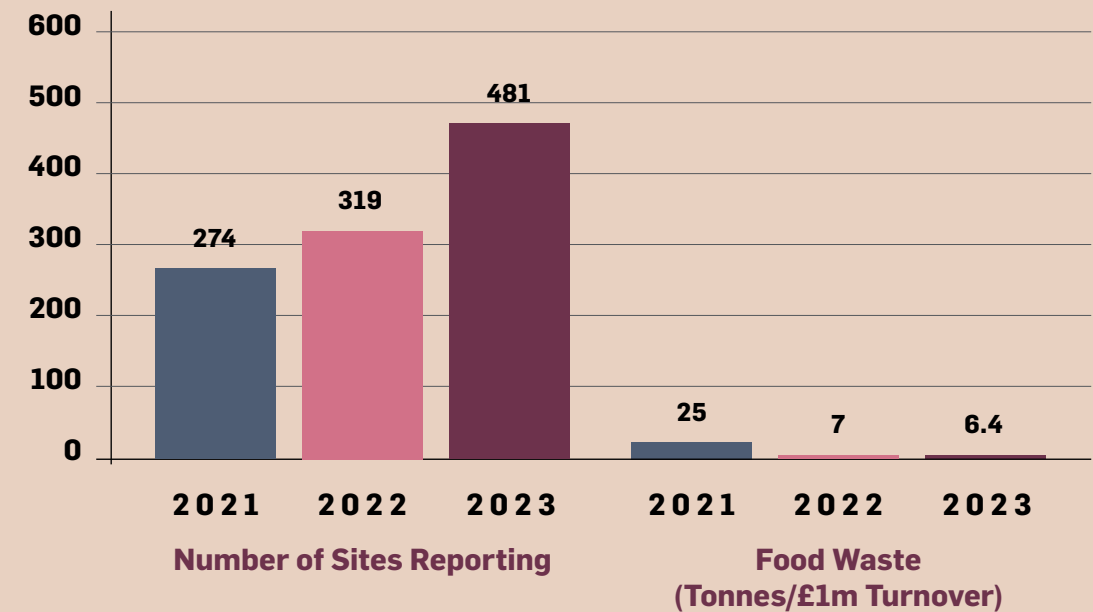
This year, we've increased the number of sites reporting food waste, providing us with more specific data to drive effective action.

Our commitment to transparency is underscored by our UK data being reported through WRAP. These efforts enable us to identify key areas for improvement and implement strategies to minimise waste, contributing to our sustainability goals. Total food waste for the company has been estimated using data from 228 of the 481 sites that have reported and extrapolating this based on food sales information.

**Accelerate Target**

100% of sites to accurately monitor their food waste

\*Data represents all CH&CO brands (includes Blue Apple & Pabulum).





# Greenest Supply Chain Solution



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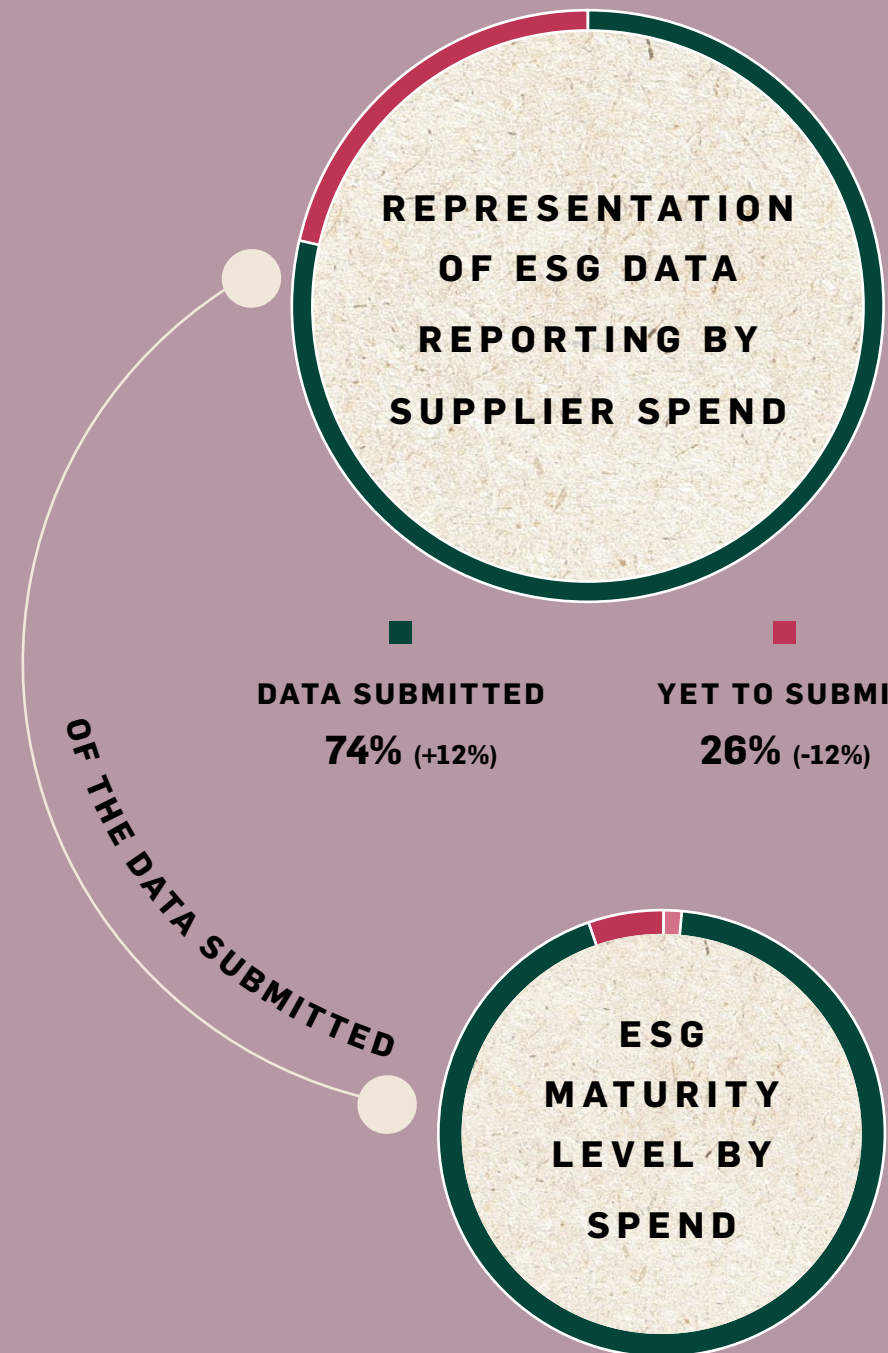


# Supply Chain Monitoring and Transparency

We are pleased with the engagement on our ESG and supplier question set – sent to all of our Tier 1 suppliers annually. The supplier questionnaire helps us to gather detailed information on the businesses we are working with, such as their carbon emissions data. Our ESG assessment helps us to assess the maturity of our supply chain in relation to ESG matters. Overall, the spend assessed for ESG maturity has increased by 12% since 2022, however the majority of those businesses fit into the foundational category. Please see appendix 1 for maturity descriptions. We have been engaging with our suppliers further on their ESG practices, including around setting net zero targets aligned to limiting climate change to 1.5c warming.



- **CERTIFICATE LIVE 82%**
- **CERTIFICATION DUE TO EXPIRE 13%**
- **NO CERTIFICATION LOGGED 1%**
- **EXPIRED CERTIFICATION 4%**



For definitions please see Appendix 2.

\*Data represents 99.9% of spend by all CH&CO brands (includes Blue Apple & Pabulum).

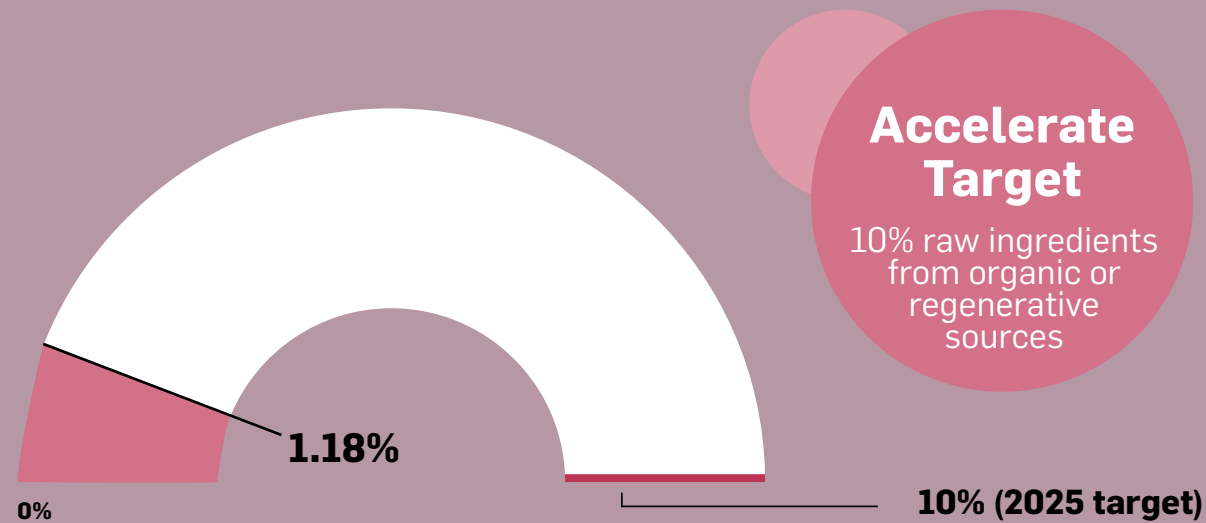
\*Numbers in brackets show % increase/decrease since 2022 on all CH&CO brands (includes Blue Apple & Pabulum).



# Ingredient Sustainability

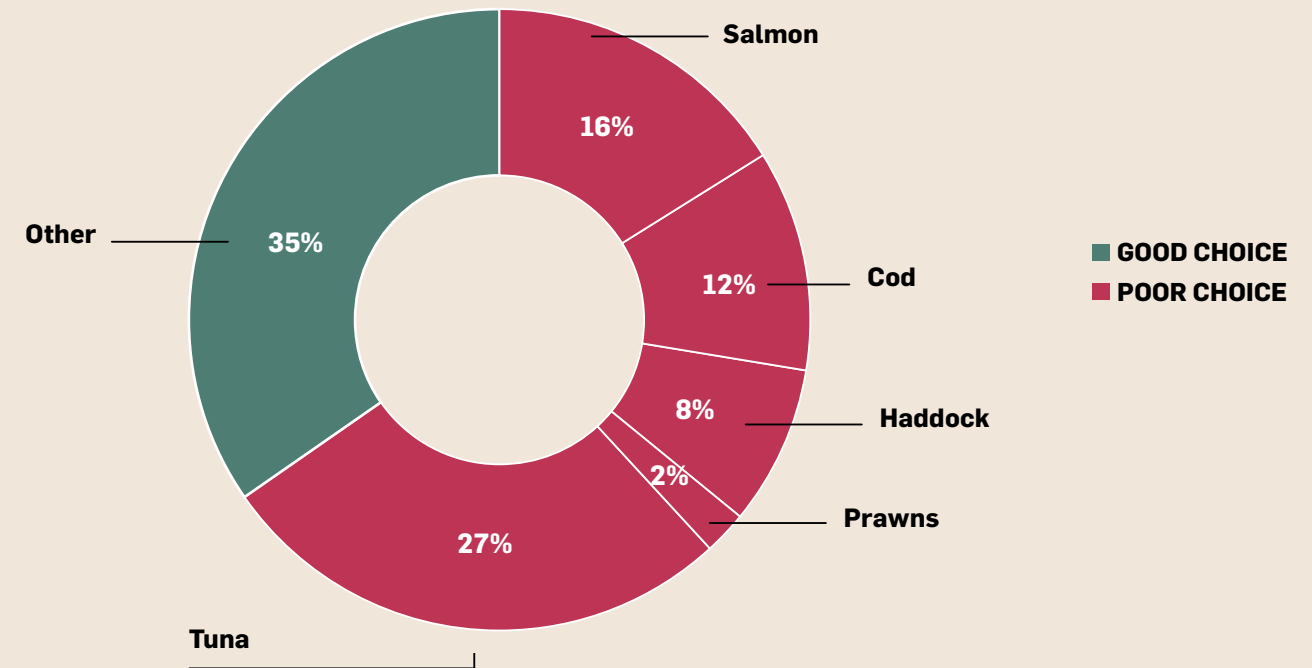
Nature plays a crucial role in our food system's resilience. Embracing regenerative and organic agriculture strengthens soil health and biodiversity, ensuring sustainable crop production. We recognise certified organic produce and regenerative produce where we have visibility of on farm action. Prioritising fish rated as best choice by the Marine Conservation Society (MCS) helps to support responsible fishing practices, while avoiding the 'Big 5' fish species (cod, haddock, salmon, tuna and prawns) helps protect vulnerable marine populations. In the UK, 80% of the fish and seafood eaten is of these five species. Our commitment to these practices not only enhances our food system but also safeguards the natural ecosystems we depend on.

## PROCUREMENT OF ORGANIC AND/OR REGENERATIVE RAW INGREDIENTS (% WEIGHT)

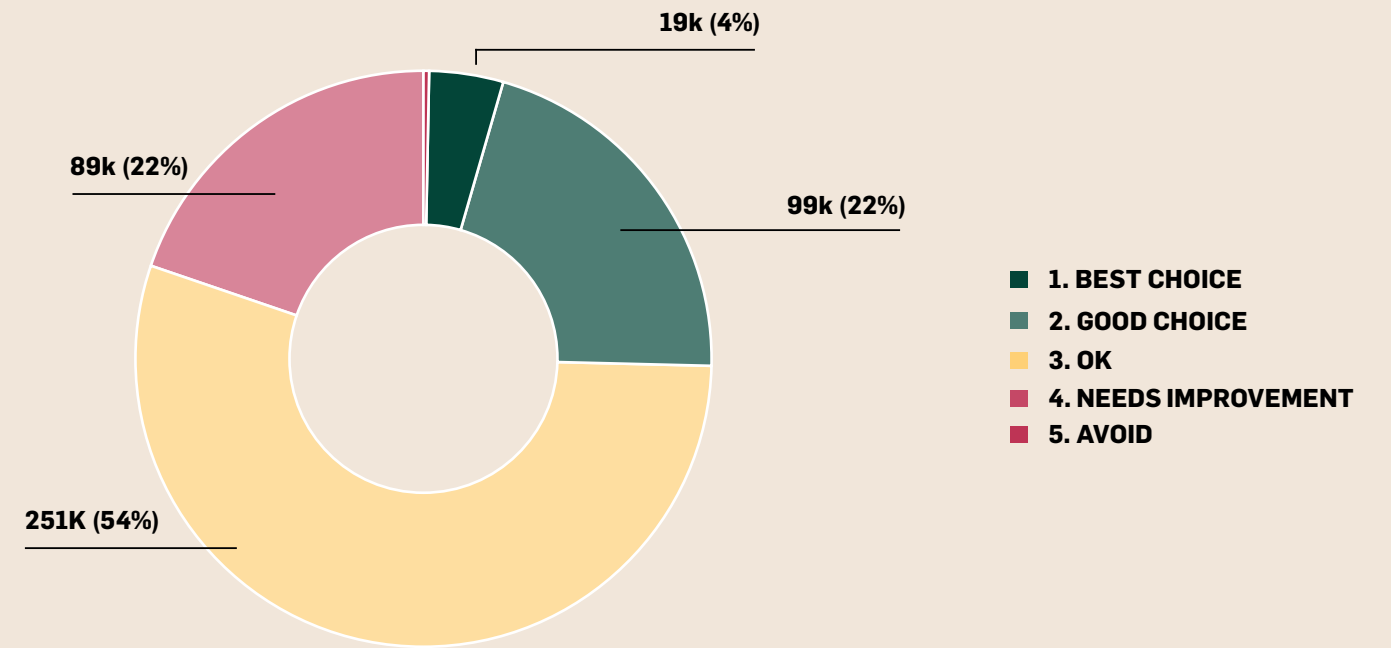


\*Data represented on this page refers to on-list food and beverage spend (87.9% total food and beverage spend) by legacy CH&CO brands (excludes Blue Apple & Pabulum).

## PROCUREMENT OF BIG 5 FISH (% WEIGHT)



## PROCUREMENT OF FISH BY MCS RATING (KGS)

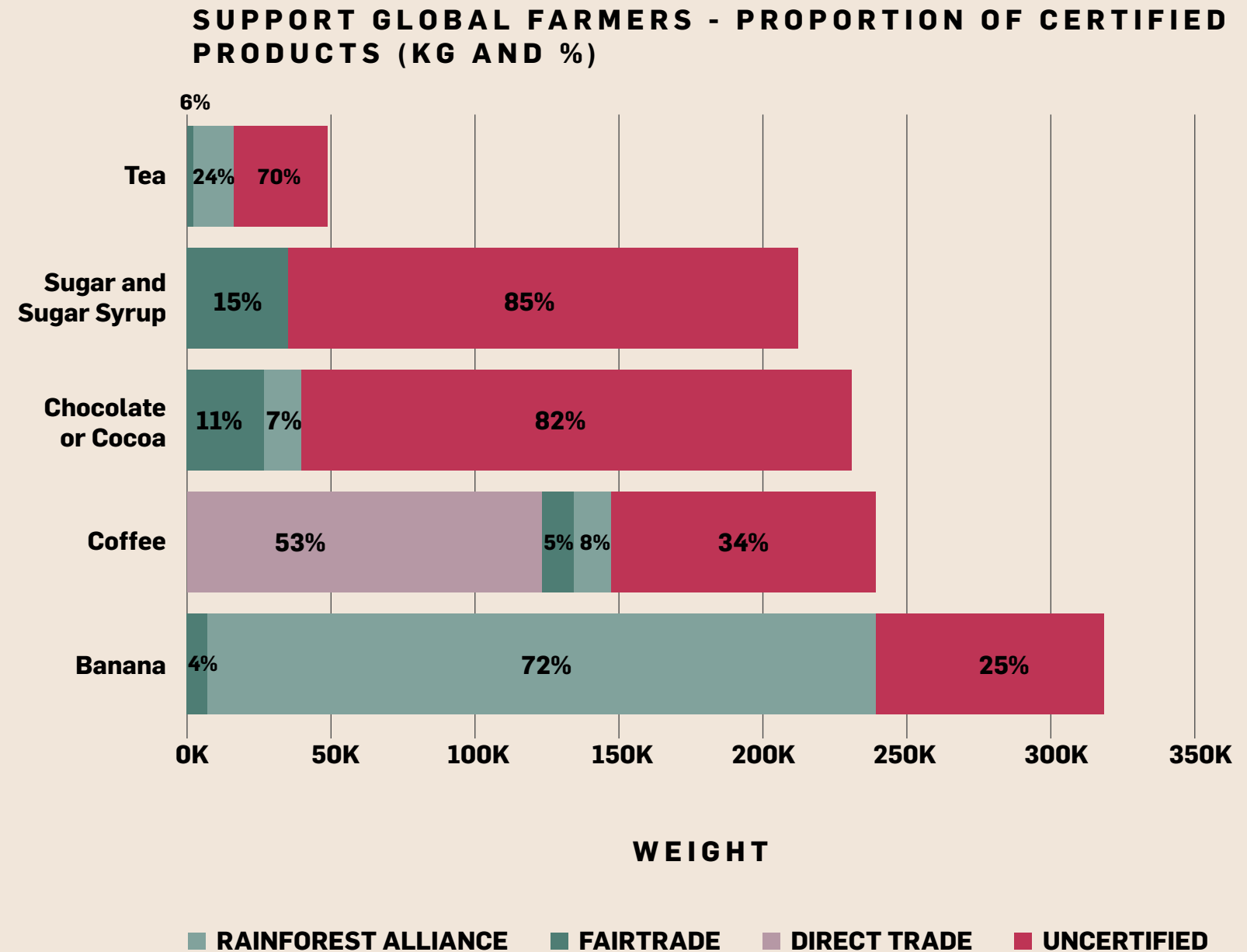




## Support Global Farmers

Supporting global farmers and their communities is paramount to ensuring a sustainable food supply chain fostering economic stability, and promoting social equity.

We want our terms of trade to be fair, encouraging long term, mutually beneficial relationships in which farmers earn a decent living from their work and their human rights are respected. We recognise Fairtrade as best practice, direct trade (where we have visibility on supply to a farm level) and Rainforest Alliance as a stepping stone.



\*Data represented on this page refers to on-list food and beverage spend (87.9% total food and beverage spend) by legacy CH&CO brands (excludes Blue Apple & Pabulum).



# Culture of CSR

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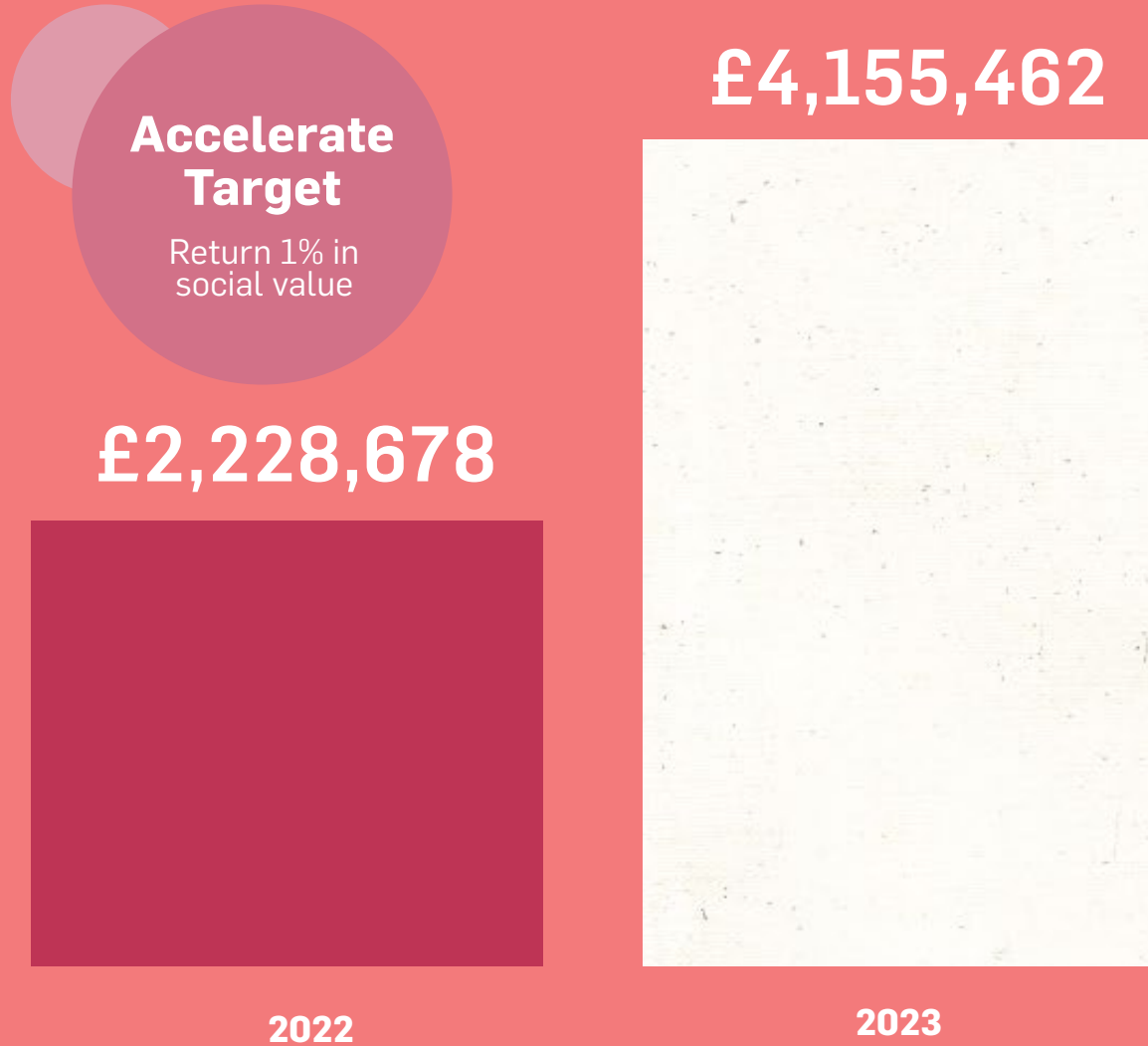
CULTURE OF CSR



# Social Value

In 2023 the amount contributed back to society by CH&CO and its brands was £4,155,462 or 0.9% turnover. Social value is calculated annually in line with the nationally recognised themes, outcomes and measures framework (TOMs) and certified by Planet Mark. In 2023 we were able to increase the volunteering hours used across the group from 160 to 952 with more structured volunteer opportunities, such as with The Felix Project and Surrey Docks Farm. Other measures contributing to an increase in our social value include more learning and development activity and charitable donations.

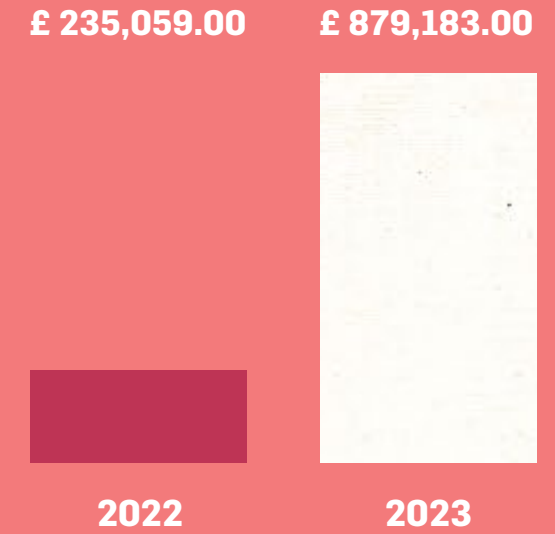
## SOCIAL VALUE CONTRIBUTION



## CHARITABLE DONATIONS



## SPEND WITH VCSES



## VOLUNTEERING HOURS CONTRIBUTED



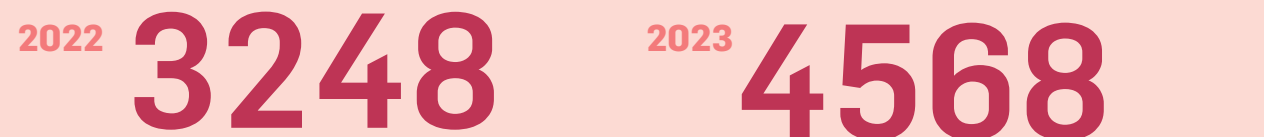




# Over the course of 2023, four people surveys were conducted with an average NPS of 9.

In 2023, 47% of our people took the opportunity to share feedback with us - over 10,000 responses in total. Feedback from these surveys has led to action. Examples include everyone getting their birthday off, cycle to work scheme applications extended for the whole year and better access to benefits information. We significantly increased the number of our people in apprenticeships and the number of weeks spent on an apprenticeship increased by 41% to 4568. Our mean gender pay gap decreased by 0.4% and our median gender pay gap by 1.4%.

WEEKS OF APPRENTICESHIPS



\*Data represents people results by legacy UK CH&CO brands (excludes G&G Ireland, Blue Apple & Pabulum).



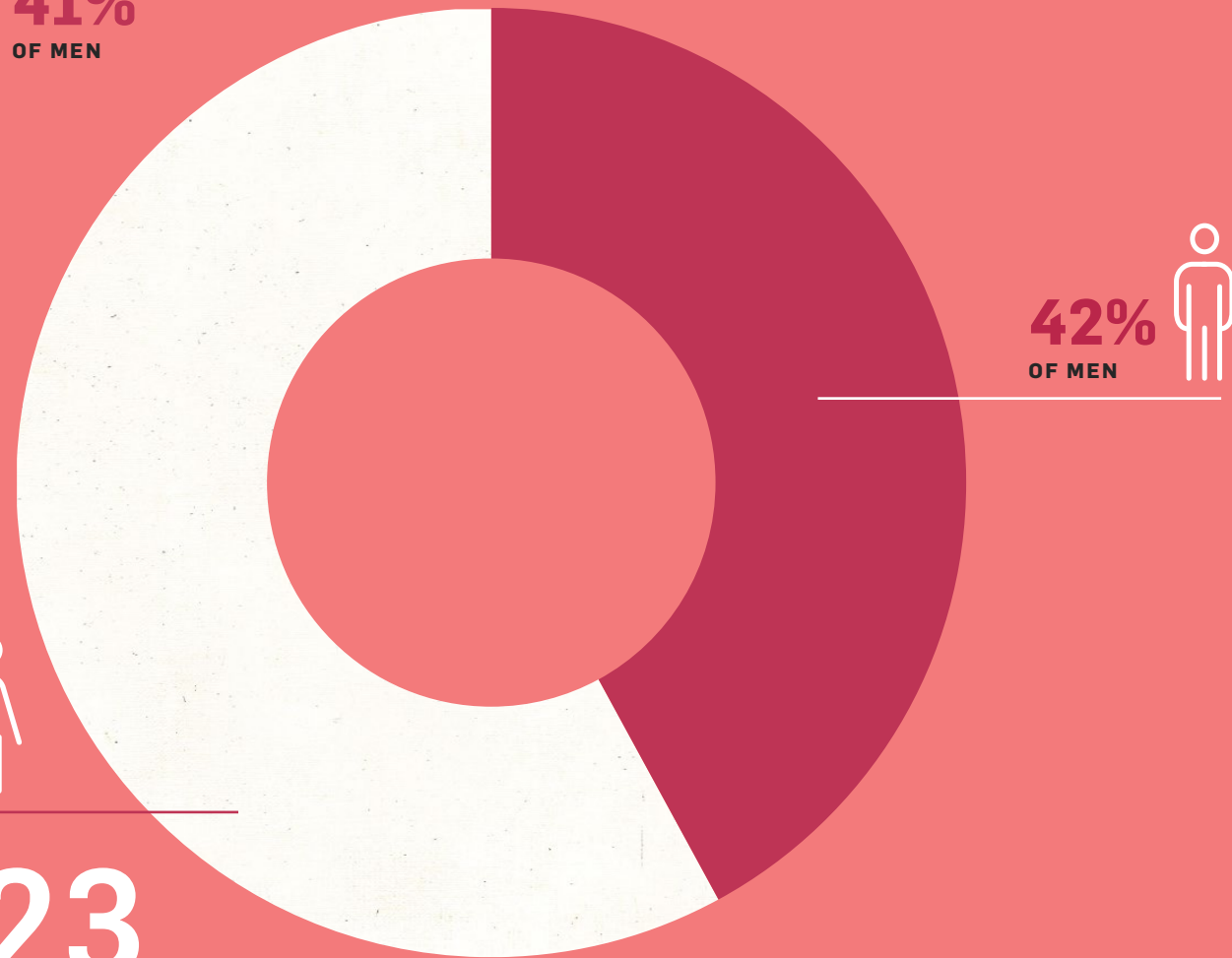
# Our People

## PERCENTAGE OF WOMEN IN THE WORKFORCE

# 2022

**59%**  
OF WOMEN

**41%**  
OF MEN



**58%**  
OF WOMEN

# 2023

## % MEAN GENDER PAY GAP (% MORE MEN EARN)

# 14.6%

2022

# 14.2%

2023

## % MEDIAN GENDER PAY GAP (% MORE MEN EARN)

# 13.2%

2022

# 11.8%

2023

\*Data represents people results by legacy UK CH&CO brands (excludes G&G Ireland, Blue Apple & Pabulum).



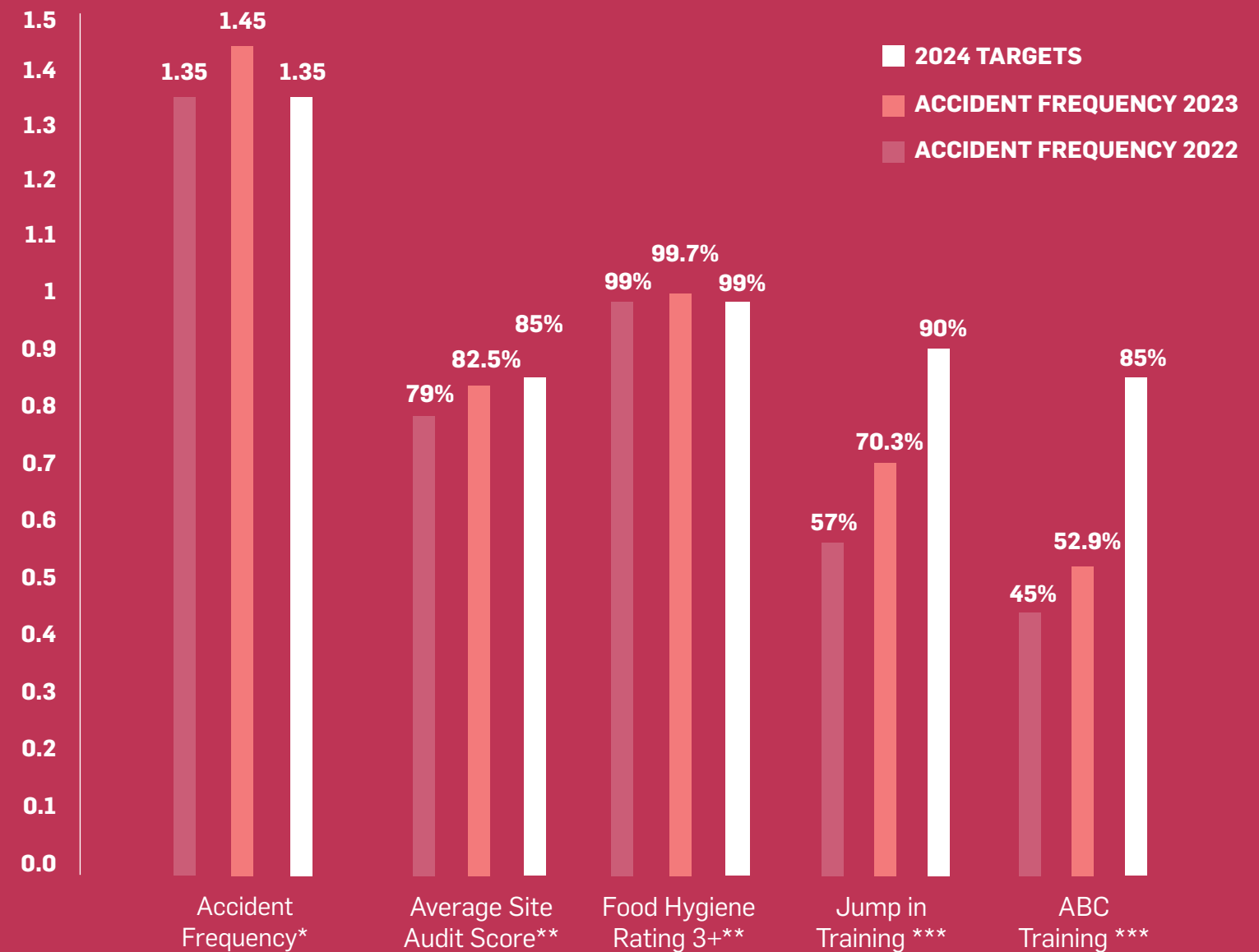
# We set our standards high to ensure we create a safe environment for our teams, customers and all other site visitors.

To help focus and improve our safety culture in 2023, we engaged site teams to complete a safety culture survey. During 2024/5 sites will be introduced to our safety culture initiative to further engage the teams and reduce risks within our business.

Our Health and Safety team increased the number of routine visits during 2023 and will continue to do so in 2024. This has seen increased compliance in food safety and health and safety requirements. Information from our site visits and accidents, incidents, food complaints and near misses data continues to provide us with trends and enables us to target training where required..

In 2024 our sites will be moving to a new digital platform to allow easier reporting for accidents, incidents and audits, which will enable the Health and Safety team to continue to drive improvements in line with our KPI's.

HEALTH AND SAFETY 2023 RESULTS AND 2024 TARGETS



\*Number of accidents multiplied by 100,000, divided by the number of employee hours worked, for this figure we are looking at a decrease YOY.

\*\*Percentages represent the % units.

\*\*\*Percentages represent the % of people.

\*Data represents all Health and Safety results by CH&CO brands (includes Blue Apple & Pabulum).



## **Appendix 1: CH&CO Group**

### **Blue Apple**

At Blue Apple, food is our passion and our innovative menus satisfy all tastes, demographics and budget. We work with our clients to create a 'high street' café or restaurant experience that make a positive difference to the working environment.

### **CH&CO**

Royal Warrant holder CH&CO is a collection of specialist businesses and market-leading brands. From workplaces, schools and healthcare sites to venues, visitor attractions, stadia and events, we span hospitality sectors across the UK and Ireland. Committed to doing the right thing by our people, communities, and planet, we've been recognised with the top, three-star rating from the Sustainable Restaurant Association.

### **Company of Cooks**

We've been working with some of the UK's most cherished venues since 1996. From opera houses and galleries through to historic palaces and heritage gardens, through our Craft, Creativity and Community we shape unique experiences to create lasting memories. We delight customers and clients with great food and drink plus deliver brilliant service levels that elevates good restaurants, cafés, and bars... into great ones!

### **Create**

We're one of London's leading event caterers, delivering innovative, delicious and beautifully presented food. Our passionate team of chefs deliver bold, seasonal flavours to create memorable food experiences. Whether it's simple, modern, elegant, fusion or comforting menus, we design dishes to match our clients' requirements and have an enviable reputation for pushing boundaries.



Continued...

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## **Eve**

Eve is a market-leading, full-service venue and events solution. Connecting customers to iconic spaces, you can be assured of the highest level of creative event management and production alongside innovative catering. Curating and creating extraordinary experiences in unique venues across London (and beyond), eve knows the events landscape inside out.

## **Gather and Gather**

Blazing a trail in everything we do, wherever there's a Gather & Gather restaurant or café there are smiles all round. Wherever you find us - workplaces, universities or leisure sites - our food and coffee experiences align to the brand and culture of every client. We love to deliver authentic, bold adventures that shake up the norm.

## **Inspire**

Inspire delivers bespoke catering solutions - from workplaces to schools and colleges - to clients in Scotland. Our focus is what's on the plate, where it comes from and serving it in as wonderful a way as possible. We find that keeping it simple has the biggest impact plus it's all served up with a smile.

## **Pabulum**

We're passionate about shaping the food culture in education and improving the next generation's health and wellbeing. We create tasty, nutritious and healthy meal experiences for pupils throughout their school journey, encouraging them to take an interest in food and make informed choices. We also focus on providing an inspiring dining room experience.



Continued...

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## **Ultimate Experience**

We're London's seasonal venue and event specialist and our extensive portfolio gives access to some of the most 'in-demand' spaces in the capital. We're the number one summer and Christmas party organiser also managing stunning corporate events, award ceremonies, conferences, charity fundraisers, product launches, exhibitions... and more. Whatever the occasion, we'll make it our business to dazzle your guests.

## **Vacherin**

Since 2003, Vacherin has been providing food and front of house experiences with a difference. We've been at the forefront of London's dynamic workplace catering and hospitality scene, delivering the exceptional every day. We delight customers with outstanding food, drink, wellbeing and sustainability initiatives that reflect our clients' individuality and make their businesses stand out from the crowd.

## **Entrée by Vacherin**

We create first impressions that last by opening doors to a reception and concierge experience that goes beyond the warmest of welcomes. Our teams care and ensure a seamless experience for guests by working as an extension of our clients' own teams. We manage all front-of-house services including Main, Help and Hospitality Desks, Room Reservations, Switchboard and Concierge Services.



## **Appendix 2: ESG Maturity – Definition of Levels** - from Mapping our Supply Chain

Integrating sustainability into the business strategy and processes is a journey, with steps on the way, which Authenticate and Anthesis call maturity levels in the ESG ratings model. They define three levels of maturity in integrating sustainability into the business – Foundational, Transitional and Transformational which CH&CO have chosen to adopt.

### **Foundational**

Organisations are mainly concerned with compliance with legal requirements on environmental, social, and governance areas. They have policies and practices to ensure compliance, but typically have disconnected ad-hoc responses to specific continuity or compliance issues. They make limited steps towards addressing wider sustainability issues, such as calculating their GHG emissions, when prompted by customers or investors, but these steps are usually unplanned and uncoordinated. There is usually no ownership of the ESG and sustainability agenda at senior levels, and activities are often considered an overhead cost to the business.

### **Transitional**

Organisations are integrating sustainability and ESG aspects into their business agenda. Material issues and risks are actively identified and managed for defensive & risk mitigation purposes, and in some cases recognised as sources of efficiencies and opportunity. A sustainability strategy and related ESG policies covering key material issues have been created and are being implemented. Business cases for investing in sustainability related activities are prepared and there is internal advocacy for implementation. Targets for key material issues have been set and progress is tracked with key performance indicators and reported externally in annual reports. There is oversight at Board or Executive level, and a Sustainability manager with resources.

### **Transformational**

Organisations have sustainability fully integrated into their business strategy and business functions. Sustainability is a core performance and value driver for the business. Sustainability is owned at Board level with stretching targets set on the key material areas, including alignment with science-based targets. Senior executives have remuneration linked to ESG performance, and sustainability targets and actions are included in the job objectives and performance reviews of all management.

The organisation clearly advocates for sustainability, and continually engages with stakeholders, including customers and suppliers, to identify and address risks and opportunities. It is a member of industry and cross-industry sustainability initiatives and collaborates for business change to address key impacts. Sustainability reporting is to the highest standards and clearly integrated into annual reports.





**Be the CHange**