



## FEEDBACK

### What do chefs dream about?

Three of our partner chefs tell us what they'd like to see in tomorrow's catering world

— Page 4

## GOOD FOR ME

— page 6

“Increasingly, what’s good for me is good for my health and well-being: a transparent and balanced diet that meets my specific needs in a safe setting. But it’s also – and always – about food that’s delicious, attractive to look at and wonderful to eat. Because when food’s good for us and beautiful to look at, we enjoy it so much more!”

Special report: Nutri-Score arrives in the Lycée Descartes high school near Lyon

### Well informed is well fed

— page 8

Chef profile

### The good food dynamic

— page 12

Patients, seniors and children

### Encouragement to eat well

— page 13

Interview: how to cook for racing cyclists?

### Recipes for champions

— page 14

Interview: how is corporate catering adapting?

### Flexible on offers, inflexible on quality

— page 15

## GOOD FOR US

— page 16

“What’s good for us is sharing good times and togetherness. Because these are times of interaction, mutual support, discovery and team spirit; eating together is a strength that drives our people in their relationships with each other and with the wider communities.”

Open brief for photographer

Rip Hopkins

### Togetherness is everything

— page 18

A story of tremendous solidarity worldwide

### Everyone united at a time of crisis

— page 26

Focus on Elior Group Solidarities

### Fighting hunger, advancing education

— page 28

Collective energy

### Healthy competition, intense emotions

— page 29

## GOOD FOR ALL

— page 30

“What’s good for all is the attention we pay to the impact each of us has at every link in the value chain. Every day, we work to promote the use of sustainable ingredients, encourage the circular economy and develop the skills of our people by supporting great ideas and partnerships that set the bar ever higher.”

Photo report: the HVE Muscat grape

### Fruits of success

— page 32

Interview: the Trashed program

### Zero-waste cuisine

— page 33

Three-way interview with Too Good to Go

### Strength through unity

— page 34

Redistribution, transformation, awareness

### Leveraging innovation to put an end to waste

— page 35

Interview: how does employee mobility work?

### Enhanced mobility

— page 36

The story of one career

### A career path that’s anything but monotonous

— page 37

## The artists



### Mar Hernandez (Malota)

Mar Hernandez (Malota) approaches all her projects from a very colorful and optimistic perspective. She works in a richly detailed style built around textures. She particularly enjoys working on illustration projects with links to design, music and ceramics.



### Rip Hopkins

British-born Rip Hopkins constantly seeks out new challenges and spaces of expression. Straddling the line between documentary photography and artistic expression, he enjoys testing and bending social codes to deliver a unique perspective on society today. Represented by the VU Agency, his work spans press, corporate and advertising commissions. At the same time, he continues to pursue more personal documentary projects that test the limits and possibilities of photography and its potential to surprise.

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This 2020 Review of Commitments forms part of the Elior Group 2019/2020 Activity Report. It is complemented by Essentials 2020.

## RECIPES

### Three recipes as tasty as they are virtuous

From three of our chefs: David Edward Raj, Stefano Sibona and Paul Basciano.

— page 38



**“In meeting the challenges that lie ahead, Elior remains steadfast in its mission. In today’s unprecedented circumstances, our challenge is not to change course, but rather to stay on course and accelerate our progress.”**

## **“Reasserting our corporate purpose is now more necessary than ever.**

Our company has responded to the Covid-19 pandemic not only with a very high degree of control, but also with impressive responsibility and solidarity; two values deeply embedded in our DNA. And for that, I would like to take this opportunity of celebrating the admirable commitment shown by all our employees.

In meeting the challenges that lie ahead, Elior remains steadfast in its mission to earn the trust of our guests and clients on a daily basis by guaranteeing that they receive healthy, tasty, eco-responsible food, and to exercise responsible stewardship of our customers' facilities and settings through our support service businesses in France. In today’s unprecedented circumstances, our challenge is not to change course, but rather to stay on course and accelerate our progress.

Our ambition is to reinvent our business as a social caterer so that we can respond effectively to three major concerns of our guests, which have been further accentuated by the pandemic: is what I eat healthy and tasty, and is it good for me? Secondly, will eating also be a pleasurable opportunity for togetherness, and will it be good for us? And lastly, will the impact of what I eat be good for everyone? Based on these fundamental commitments to delivering food that is healthy, pleasurable and respectful of the natural environment and communities, our action plans are now in place across all our markets in all Elior operating countries.

Our ability to embrace transformational change, drive innovation and roll out new offers that meet the expectations of our guests will enable us to emerge from this crisis as a more competitive Group, at the same time as asserting our leadership in CSR.”

**Philippe Guillemot**  
CEO, Elior Group

Feedback

# What do chefs dream about?

## Helping consumers to eat better

FRANCE

“Produce that is as healthy as it is delicious is produce that needs the minimum of preparation. The only reason for tampering with the taste of food is to fulfil the desire to eat the same things all year round at all costs. But a tomato can never taste great in winter. However when you eat a tomato picked at the peak of ripeness, all you need is a little *fleur de sel* sea salt and olive oil: the produce itself is tasty and delicious, so it needs no more preparation than that! Eating with the seasons is very important. But if people are to change their dietary habits, we need to be offering them meals that are full of color and taste. Achieving that doesn't involve mixing up 50 different flavors, but it does require us to offer people simple, delicious food that requires the minimum of preparation. If you respect the produce you work with, there's no need for tons of sugar and salt to produce a lovely dish. Instead, you can use blends of spices, a few fresh herbs, seeds, etc. That's what will make people want to dip their spoons in your food! Retaining taste is the most important thing for me.”

—  
**Catherine Kluger**

Creator of the organic brand Supernature,  
Catherine creates healthy recipes  
for Elior corporate customers.



## Creating simple opportunities for togetherness

ITALY

“The dining table is primarily a place to get together with family and friends for a shared and pleasurable experience. For me, sharing lovely food and enjoying good wine is the very definition of togetherness. It’s simultaneously a calm space in our lives and a time and place that’s all about pleasure. That’s why we like to spoil our guests: so that they feel free to enjoy themselves. It’s the immediacy of the experience that creates this pleasure, and that demands a certain simplicity in terms of the plate of food presented. There’s just no need to complicate things! This simplicity is reflected in my dishes, and informed by a new take on Italian cuisine. When choosing ingredients, I take my inspiration from the traditions of Italian farmers and artisan food producers. I’m also inspired by encounters, so each of my recipes contains something of all the people I’ve met and who’ve enhanced my cuisine.”

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### Eugénio Boer

Proprietor and chef at [bu:r] di Eugenio Boer, the Milan restaurant he opened in 2018. Eugenio also trains Elior chefs at the Food Academy.



## Shrinking the carbon footprint of restaurants

SPAIN

“In today’s world, we must give more priority than ever to using local produce. Reducing the distance our food travels by eating local inevitably generates less pollution. It’s also a guarantee of quality. Market cuisine is good cuisine because it’s all about seasonality. In Spain, we have a great fine dining tradition built around vegetable dishes. It’s a very sustainable style of cuisine! Another challenge is to minimize food waste. The first rule of cooking is that you must always begin by estimating the ingredients you need as accurately as possible. If you need two peppers, don’t buy a kilo! Take a look at what’s already in the fridge, and be inspired by the produce you already have. It makes you more creative and helps you avoid waste. The second rule is: recycle! Whatever the recipe, there’s always an original way of using the leftovers. And lastly, when you cook, the result must be so appetizing that you can’t resist emptying your plate and posting a photo on Instagram to make your friends envious!”

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### Sergio Fernandez

Spanish chef and host of the TV show ‘Cocinamos Contigo’, Sergio worked with Serunion on the launch of its ‘Nutrifriends’ program.

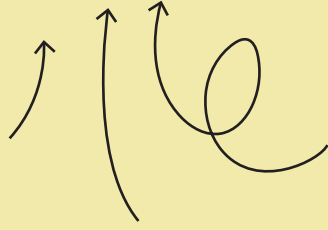




Increasingly, what's good for me is good for my health: a transparent and balanced diet that meets my specific needs in a safe setting. But it's also – and always – about food that's delicious, attractive to look at and wonderful to eat. Because when food's good for us and beautiful to look at, we enjoy it so much more!

Our employees are committed on a daily basis.  
Find their testimonials on our blog

[foodforgood.eliorgroup.com](https://foodforgood.eliorgroup.com)



**Patricia Moyenin**  
Elior Chef at the Lycée Descartes  
high school in France



**Stacy Wiroll**  
Chef at  
Elior North America

“The Nutri-Score ratings  
teach teens to eat a bit of  
everything, even things they  
might not be familiar with.”

— page 8

“I see cooking as  
pleasing my guests and  
creating something  
super-delicious!”

— page 12



**Jade Glower**  
Promotions Manager -  
Education and Health at Elior UK

“Some children now choose  
broccoli over spaghetti,  
which highlights just how  
effective this campaign is!”

— page 13



**Paul Quipourt**  
Head of Transformation  
at Elior France

“Diners want more  
digital and greater  
transparency about what  
they're ordering.”

— page 15

## Special report

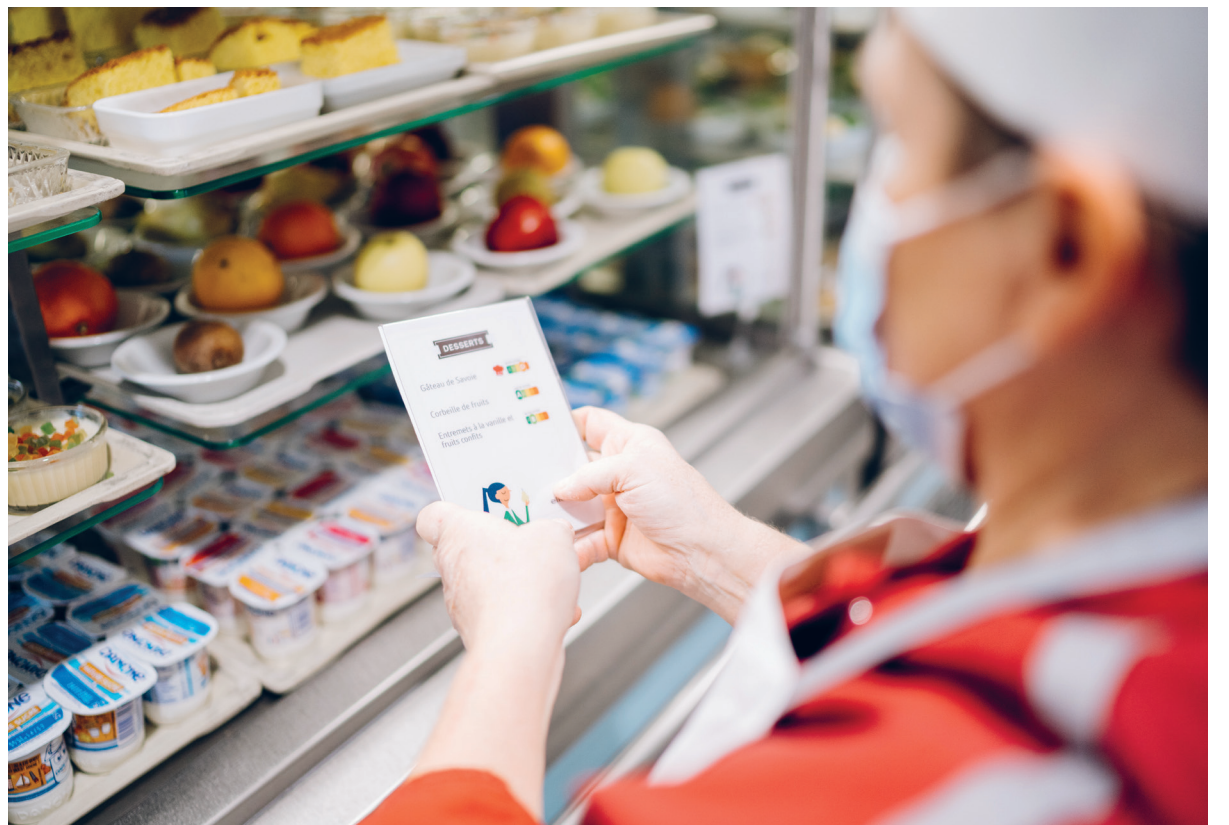
# Well informed is well fed

First experimented with it in corporate settings, Elior began the gradual rollout of Nutri-score in school cafeterias at the start of the 2020 academic year. It's a first! Our report comes from the Lycée Descartes high school, near Lyon, where we interviewed a group of guests who can be very demanding when it comes to food: teenagers.

It's noon right now, so the rush will begin soon... Around four hundred students at the Lycée Descartes high school in Saint-Genis-Laval are about to surge into the cafeteria. To comply with strict health measures, the young guests are admitted into the self-service and dining area ten at a time, maintain social distancing, and sit by three at tables designed for six. Pre-Covid, twice many students had a school lunch, so it's easy to imagine the excited noise levels the cafeteria once generated! Colorful wall posters remind everyone of how to reduce food waste. But the big news since the beginning of the 2020/2021 academic year has been the introduction of the Nutri-Score scheme for the self-service area. Designed in 2016 by a team led by Professor Serge Hercberg, President of the French National Nutrition & Health Program, this algorithm calculates the nutritional value of a foodstuff on a scale from A to E, accompanied by an instantly understandable color code grading from green to red. Éric Dupaz is Principal at the Lycée Descartes: "Our students were familiar with the Nutri-Score scheme in the context of consumer products, but didn't know that it could apply to the cafeteria as well. The communication campaign run by Elior was very effective, and the students took all the information on board very quickly!"

## Enabling informed choice

Right under the "Welcome to your cafeteria" banner, there's today's menu, with its color-coded letters from A to E prominently displayed next to each meal option. For their appetizer, today's young guests can choose between grated carrots (Nutri-Score A), salade lyonnaise (B) and pâté en croûte (D). Then come two entrée Nutri-Score A options - chicken paella



The Nutri-Score display helps students to put together well-balanced menus every day of the week. The initiative has had a massive welcome from teens increasingly concerned about food quality and diet.





**“Eating well and healthily is particularly important for growing teenagers, which is why school catering is so essential.”**

**Éric Dupaz**

Principal of Descartes High School  
in Saint-Genis-Laval

or lamb fillet with Basque sauce – and sides scored A and B. For dessert, yogurt scores a B, while the cheese and cake get a D. Further information like short supply chain, local produce, homemade, etc, is also displayed. In the self-service area, students have ample time to study the menu while they’re in the line, and tend to make their choices fairly quickly. Today, many of them will opt for grated carrot, paella and homemade gâteau de Savoie. Maëlig and Mathis – both 17 – think that Nutri-Score is definitely the way to go: “It gives us a lot of information about what we’re eating, so it’s really good. I try to put my lunch together around the Nutri-Score,” explains one. “I do a lot of sport, so I’m careful to take A and B for appetizer and dessert. I tend to avoid anything that scores D,” adds the other.

#### **No poor score, no poor product**

Today’s high school generation may be particularly sensitive to the issues around global ecology and food waste, but these young guests still need guidance as they learn how to maintain a healthy nutritional balance. Anne-Cathy de Taevernier, Nutrition Officer at Elior, explains: “Nutri-Score shouldn’t have any kind of unintended effect. Our goal is to provide the information needed to put together well-balanced menus every day of the week. So we talk a lot about the need for young people to eat certain foods. Take cheese, for example. It may have a Nutri-Score of D calculated on the basis of the standard 100-gram measure, but the 20-gram portion served in the cafeteria is important for balancing the meal they put together on their trays.” There’s a clear message here to encourage these young guests not to abandon this important source of calcium, which is crucial for growing teenagers: ‘I may get bad grades, but I do have potential’, promises a colorful sign in the cheese section!

#### **The essential role of contract catering**

The introduction of the Nutri-Score scheme in school cafeterias hasn’t been delayed by the Covid-19 health crisis. Quite the opposite, in fact. As Éric Dupaz emphasizes, offering well-balanced meals is a school catering priority. “It’s an unfortunate fact that some students simply don’t have the option of three meals a day. Some have only one, and that’s the one they have in the cafeteria. Eating well and healthily is particularly important for growing teenagers, which is why school catering is so essential.” And for many students, lockdown has accelerated and sharpened this awareness. For Solenne, whose baby face belies her young womanly look, the introduction of Nutri-Score for the self-service area was the best news of the new academic year. “We’re re-learning how to eat properly! In lockdown, there was always food around, and I ended up snacking a lot... So Nutri-Score came at just the right time. Now I’m learning how to balance what I eat in the evening with what I ate for lunch.”

#### **A rating calculated at the end of the process**

‘Balance’ is the keyword of Nutri-Score, and the stated goal of Public Health France. “The ultimate aim is to help guests make the right choices so that their meal trays of appetizer, entrée and dessert are balanced over the week based on a clear understanding of the nutritional quality of each recipe, at the same time as really enjoying the food they choose,” stresses Anne-Cathy de Taevernier. “Our menus are designed by dietitians to deliver all the nutrients teenagers need for healthy growth: calcium, iron, essential fatty acids like omega 3,



vitamins, etc. We then add more criteria, such as seasonality and local sourcing,” she continues. “We develop our menus on the basis of these criteria before their Nutri-Score is calculated, rather than the other way round.” Another benefit highlighted by the students we spoke to is that Nutri-Score helps to limit waste. “I’ve chosen everything that’s on my meal tray. So if I’ve taken cake for dessert, I’m not going to throw it away, because I know it’s balanced with my appetizer and entrée. In the past, we tended to take too much and then throw it away...” says high school senior Lanzo.

#### **Cooked to the nearest gram**

Patricia Moyenin has been the chef at Lycée Descartes for the last 11 years, and on the day we visited, it was clear that her paella was everyone’s dish of the day. In fact, some students were even coming back to the self-service area to ask for more! “Paella’s all about eating together, so it always reminds me of family meals! I wasn’t expecting to see this on the menu here, and definitely not with such a healthy score, because I thought it was a pretty high-fat option. So it’s a great surprise!” says Solenne. Patricia and her kitchen team have adapted to Nutri-Score very quickly: “I receive a very precise technical data sheet, complete with weights of all the ingredients. If, for any reason, I need to substitute an ingredient – chicken, for example – it will always be with another fresh product with the Nutri-Score rating.” As someone on the frontline of service, the chef has a detailed knowledge of student eating habits, and has seen vegetables become a real favorite over the past few years. “But the bottom line is that they’re still teenagers! We’re never going to stop them eating pizza and kebabs! But at least the Nutri-Score ratings teach them that it’s important to eat a bit of everything every lunchtime – even things they might not be familiar with, such as fresh organic turnips – because they’re well prepared and well cooked!”

# Healthy choices that are good to eat



**“The Nutri-Score ratings teach teens to eat a bit of everything, even things they might not be familiar with.”**

**Patricia Moyenin**  
Chef, Elixir Group





*For the kitchen, the introduction of Nutri-Score means strict compliance with the recipe cards the chef shares every morning with her team.*

## 3 questions for Chantal Julia

*Epidemiologist, nutritionist, physician and professor/researcher at the University of Paris 13, Chantal Julia is a member of the scientific team that developed the Nutri-Score system.*

### **Why did you adapt the Nutri-Score system for the meals served to high school students?**

Nutri-Score becomes valuable whenever consumers need to make informed choices. In our teenage years, we're beginning to become independent, and are highly likely to do the opposite of what our parents may suggest. Teenagers like external benchmarks to measure their decisions against, so Nutri-Score gives them that, and it's credible for the very reason that it's calculated outside the family. So this then empowers them to question the nutritional quality of their food in general terms, and make their own conscious choices based on accurate information about nutrition.

### **Is the Nutri-Score for catering calculated in the same way as it is for food products?**

The same principle applies, except for the fact that in contract catering, products are offered in a ready-to-eat form. So unlike supermarket products, Nutri-Score for catering settings is calculated on the basis of the recipe and cooking method. For example, the Nutri-Score for a burger will be calculated on the basis of the cooked meat, and will therefore include additional fat and any reduction in volume as a result of cooking.

### **What role did the scientific team play in the rollout of the Nutri-Score scheme for contract catering settings?**

We joined with Elior in responding to a French Ministry of Health call for projects on the suitability and potential impact of Nutri-Score on contract catering. We worked as an independent research team to set up the most rigorous scientific study we could design. Our contribution was automating the process of calculating the Nutri-Score and ensuring that our calculations were consistent, taking into account all the data specific to contract catering. And for the purposes of this research, we specifically asked that no recipe should be changed: we expressly didn't want to introduce any behavioral bias on the supply side, because our work was focused entirely on consumer behavior. For consumers to change their habits, they must not only want to do so, but they must also have the information they need to do so.

*# Healthy choices that are good to eat*



### Chef profile

# The good food dynamic

**“Eating well means eating healthy, but not just for the body. It’s just as essential for the mind.”**



**Stacy Wirroll**  
Corporate Chef - Culinary  
Program Development at Elior  
North America

As a child, Stacy Wirroll never missed a show by American celebrity chef Julia Child. “She treated food with respect. She could even make roast chicken sound exciting. A roast chicken is a very simple thing. But that doesn’t stop it being really delicious.” Watching these cooking shows with her dad in the family living room at home in Wisconsin had a lasting impact on this young American girl. “Chefs like Julia Child or Jacques Pépin, who could zip together a vinaigrette using just herbs from his own garden, taught me that food is about a lot more than simply something you need to fill your belly.” Nevertheless, when Stacy left high school, cooking was not her first choice of career. Her focus was on a career in medicine, but a student job as a waitress in a large restaurant triggered a change of direction.

*“I remember coming home to my parents after the spring semester and telling my mom: I think I want to go to culinary school! I studied in Minneapolis, and when I graduated, it was like a no-brainer: I felt like I’d found my place.”*

#### **Cooking healthy, delicious food is all about pleasure**

She clearly felt a natural connection between the two worlds of medicine and cooking: “I feel like there’s a synergy there in the sense that you’re serving people.” In practical terms, this chef who now has responsibility for culinary innovation at Elior North America wants her guests to relish their food, at the same time as eating as healthily as possible. It’s her firmly held belief that healthy cooking is never dull or boring. “Prejudices run deep. There’s a general belief that ‘healthy’ food is inevitably bland, boring and not particularly nice to eat. But that’s just not true!”

**“So if I use tofu in a salad, I’ll coat it in cornstarch, throw it in the oven, and call it ‘crispy tofu’ on the menu. That immediately makes it more desirable!”**

All it takes is a little imagination to convince guests that a dish can be healthy and delicious. The chef makes the point with a broad smile: “It’s not like crazy outside the box. All you have to do is work on the name and the image. So if I use tofu in a salad, I’ll coat it in cornstarch, throw it in the oven, and call it ‘crispy tofu’ on the menu. That immediately makes it more desirable!”

Likewise, adding Greek yogurt to a ranch dressing recipe helps lower sodium intake and contributes some protein. “I see the whole point of cooking as pleasing my guests, so my ultimate goal is to produce something super delicious! My challenge is that the recipe I develop for a particular burger or salad has to be repeatable in all our kitchens right across the country.” It’s the kind of challenge that never fazes Stacy Wirroll; it has quite the opposite effect. Supercharged with energy, what she loves best is all the teamwork that goes with her status as head of development and innovation. “My job’s all about preparing our chefs by providing them with the tools they need to cook the recipes successfully.”

#### **Pleasure for the taste buds, comfort for the soul**

She still uses her first kitchen utensils today. The first was acquired at the age of 15 when she returned a Christmas sweater to the department store and swapped it for a pepper grinder. Next comes the pasta machine she specifically requested as a Christmas gift. Food has always been a family affair for Stacy. “Despite the fact that my Midwest family is definitely more meat and potatoes, with fruit and veg seen as more important for the kids! But you have to strike the right balance. Of course, it takes an effort to eat healthy, but I love going to the local farmer’s market, buying great products and cooking them at home.” The current health crisis has taken the importance of healthy eating to a new level. “Eating well means eating healthy, but not just for the body. It’s just as essential for the mind. Over the last few months, I haven’t been able to see my family as much as usual. But being able to cook and share meals remotely, even via a video call, can be very comforting during lockdown. Cooking really does bring people together.”

# Healthy choices that are good to eat

# Encouragement to eat well



## Encouraging patients

### Happy sensations

Meals are key points in the day for hospital patients. Since 2017, the Institut Gustave Roussy (Europe's leading cancer center), Elior and Michelin 2-star Chef Alexandre Bourdas have been working together on developing meals that meet the needs of cancer patients, stimulate their appetite and heighten their sense of taste.

Three times a week, the Elior kitchen teams prepare seasonal recipes designed and developed by Alexandre Bourdas. Developing enjoyable meals for these patients requires a thorough understanding of the side effects of cancer therapies. These therapies can cause a loss of appetite, digestive problems, nausea, disturbed senses of taste and smell, mouth problems and difficulties with chewing. All of these constraints and more must be addressed in order to offer patients an appropriate diet built around traditional, homemade cuisine that uses organic and quality-labeled ingredients.

"I've used childhood memories and associations with travel as the basis for putting together flavor combinations that encourage positive memories that can help patients escape temporarily from the confines of the hospital. It's not about discovering new flavors, but rather reconnecting people with flavors they associate with happy times," explains chef Alexandre Bourdas. This goal aligns perfectly with the new direction in which the chef has taken his SaQuaNa restaurant in Honfleur, leaving the fine dining model behind in the fall of 2020 to introduce a more affordable, informal and sociable experience for diners.

# Healthy choices that are good to eat



## Encouraging seniors

### An intuitive idea

90% of people aged over 80 suffer from appetite-related disorders. But what if aromatic stimulation could give them back their appetites? That was the question that Serunion and a team of Spanish professionals set out to answer in their two-year Better Taste in Older Age study. "We recruited volunteers in residential care homes in Barcelona, Madrid and Cantabria. Almost everyone noticed that the presence of aromas improved their appetite," explains Mireya Sanchez Martinez, Product Manager Social at Serunion.

The study analyzes the improvement in the food taste experience as a result of dual aromatic stimulation: a food flavoring that is neither salt nor a taste enhancer (e.g. sodium glutamate) in conjunction with an ambient aroma. In this case, the aroma of toasted bread was diffused every three minutes. "Food flavor has shown itself to be effective regardless of the appearance of the food served. We've seen improved perception of physical and emotional wellbeing among seniors as a result of improving their eating experience. Elderly people gradually lose the olfactory function largely responsible for the perception of taste. And actually, smell makes a much larger contribution to the way we perceive the taste of our food, than the actual taste alone. Smell acts as a kind of psychological preparation for eating: it stimulates appetite, at the same time as improving mood and self-perception."

On the basis of these positive results, our Spanish subsidiary plans to offer this dual aromatic stimulation option to those residential care homes that would like to try it in 2021.

# Healthy choices that are good to eat



## Encouraging children

### Eat them all up!

Elior UK has been working with the Food Foundation on its Eat Them to Defeat Them campaign since 2019. Screened on the commercial channel ITV, the campaign enjoyed a second successful year in 2020 across all 350 participating elementary schools. Jade Gower, Promotions Manager - Education and Health, Care & Retirement Living at Elior UK, looks back on this original and highly motivational campaign.

"Children are usually told to eat vegetables because they're good for them. But our campaign slogan turns that on its head: you have to eat vegetables because they're bad! The campaign highlights a seasonal vegetable every week, and we adapt our menus to include it during that week. The basic principle is to encourage children to taste a vegetable in many different forms by giving them small test pots of foods they might not have tasted before, such as carrot and coriander soup, for example. Even though the campaign had to be shortened by two weeks as a result of lockdown, our teams were even more closely involved than in the previous year, because they were in direct contact with the children. Talking face to face with them helped us to understand whether they preferred a particular vegetable cooked, raw or mashed up. The campaign also encourages our teams to be very creative, because they're the ones responsible for setting up the testing sessions. So during the year, we ran a competition that asked schools to showcase vegetables as effectively as possible in their cafeterias. The result was an incredible level of friendly competition! Some made robot vegetables, we saw vegetables modeled into super heroes and vegetables in sports team colors.

Some children even took the campaign home with them. Parents have written to us to tell us that their children now choose broccoli over spaghetti, which highlights just how effective this campaign is!"

# Healthy choices that are good to eat

## Interview with the team

# Recipes for champions

For elite athletes, eating well when competing is crucial. Our Elior teams prepared custom-made menus for Total Direct Energie team riders in the world's premier event, the Tour de France. Three-way interview with chefs Yann Lous and Serge Hutte and dietitian/nutritionist Véronique Mourier.

## What's special about the dietary needs of elite athletes?

**Véronique Mourier:** A professional cyclist's day includes four meals: breakfast, a snack during the race, a recovery snack after the race, and dinner. We pay very close attention to the weight, nutritional balance and variety of foods included in all four of these meals.

**Yann Lous:** A rider needs between 4,500 and 5,000 calories a day, compared with the normal person intake of around 2,000. That means cooking recipes with very specific weights of ingredients. So to include the more starchy foods these riders need in greater quantities, I substantially increase the quantity of them as side dishes, and also add some to desserts.

**Serge Hutte:** Riders understand the quantities of different foods they need for their own morphology, fitness level and the demands of the next day's stage. So we take all of those factors into account, at the same time as making sure that our menus comply fully with the very strict food plan framework. It's perhaps the ultimate in custom cooking!

## What other factors do you take into account when you're developing these menus?

**VM:** We also focus on making each meal a pleasure to eat. And we like to develop recipes around produce specific to the regions the race passes through.

**SH:** Absolutely... adding local interest to each meal is actually very important. We go out every day to buy the produce we'll be cooking to ensure that it's ultra-fresh and sourced from local producers and retailers. Take the Cazères to Loudenvielle stage, for example, where we served a very regional recipe: a top-quality local heritage breed pork chop with ratatouille and navy beans. So we did our shopping in the local butcher's and used the Tarbes beans typical of this region.

## Another special feature is your mobile kitchen!

**VM:** Yes, and another unusual thing is the size of the kitchen. It's actually fitted inside a truck that follows the race. The equipment, working methods and space available are therefore very different from normal. That makes it a very real challenge for our chefs!

**YL:** So from breakfast to dinner, we're cooking in what's essentially a food truck. We prepare and present hot dishes plated and served precisely on time. The riders often stick their heads into the kitchen to see what we're cooking for them before they sit down at the table, which makes for a very friendly and family-like atmosphere.



**Véronique Mourier**  
Dietitian/nutritionist,  
Elior



**Yann Lous**  
Chef Elior



**Serge Hutte**  
Chef Elior



# Flexible on offers, inflexible on quality



## Interview

**“The health crisis hasn’t diverted us off course... it’s actually accelerated our transformation.”**



**Paul Quipourt**  
Head of Transformation  
at Elior France

### **What challenges does the current health crisis pose to corporate contract catering?**

The main challenge is the volume of guest traffic through our restaurants: most of our customers – and especially those in the service sector – have introduced a significantly higher level of teleworking, and we expect that trend to continue as we emerge from the health crisis, although perhaps on a smaller scale. It’s a fact of life, and we must organize ourselves accordingly.

### **So how is Elior adapting to today’s new health and working conditions?**

The health crisis hasn’t diverted us off course; it’s actually accelerated our transformation and made us more agile. We began by changing the way we work, and in just a few

weeks, we’d emulated the most agile startups by developing our own concepts and testing them with customers. One example of that is our Chaud Bouillant (Boiling Hot) concept. This hot meal click-and-collect offer was developed by Arpège, and is produced in an under-utilized customer kitchen for delivery to satellite locations. In those areas where we have less expertise, we’ve signed partnership agreements with targeted partners, including the i-Lunch startup which allows us to serve teleworkers in their own homes.

Next, we largely digitalized our offers over a few months to develop click-and-collect in ways that comply fully not only with today’s health restrictions, but also with the needs and requirements of corporate catering. Our Chefs & Go app offers freshly cooked recipes for click-and-collect, while the Petite Brigade app allows users to order packaged meals produced by a catering partner and accompanied by full information, including photography, ingredients, Nutri-Score and ingredient provenance.

### **Would you say that some new guest aspirations were already emerging before the Covid-19 crisis?**

It’s true that the majority of these trends were already in the market before the health crisis broke. Three stand out particularly: the first is the gradual increase in teleworking, which was averaging one a week; the second is the increased blurring of boundaries between corporate and contract catering, as the corporate age profile becomes younger; and lastly, the growing demand from our guests for greater transparency in terms of sourcing, nutrition and other quality-related issues. The bottom line is that the health crisis has acted as a catalyst in accelerating these trends.

### **How can company lunch breaks continue to be opportunities for socializing?**

With today’s health restrictions, which are designed specifically to restrict contact, taking meals together is inevitably complex in corporate settings. But not all the new patterns of consumption we’re now developing restrict social dining in companies, because at the same time as facilitating a different and more flexible ordering experience, they will remain fully compatible with collective dining when health conditions allow.

### **Has self-service definitely entered a new era?**

Self-service will remain our core business. The fact is that it’s one of the very few systems capable of delivering a very high-quality catering solution at an affordable price for the vast majority of corporate employees, especially in larger settings. Nevertheless, it will inevitably have to be adapted in response to market trends, regardless of whether those trends are related to the health crisis or not: it will have to incorporate multiple service models, including click-and-collect and smart fridges, at the same time as becoming more transparent, particularly in terms of sourcing and nutritional values, whether through digital or physical media. So the future of catering with Elior will be flexible in time and space, but completely inflexible when it comes to quality.

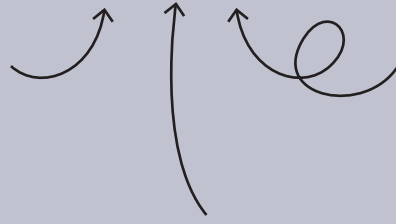


What's good for us is sharing good times and togetherness. Because these are times of interaction, mutual support, discovery and team spirit; eating together is a strength that drives our people in their relationships with each other and with the wider communities.



Our employees are committed on a daily basis.  
Find their testimonials on our blog

[foodforgood.eliorgroup.com](https://foodforgood.eliorgroup.com)



**Jonathan Alexandro**  
Chef at Serunion



**Sylvie Bourgoin**  
Maître d'Hôtel at Elior

“The most rewarding thing is the way the kids look at us when they see us cooking with love and fussing over our ingredients.”

— page 19

“What I like best here is having direct contact with guests: advising them, helping them choose and chatting with them day to day.”

— page 22



**Valérie Bertin**  
Service Operator at Elior Services



**Rosa Sachez Olmos**  
CFO at Serunion

“We always smile as we work, and we all get along very well. It's the same with our customers too, because they're happy with how we work.”

— page 24

“My involvement with Vitamundi brings me closer to principles that are very important to me.”

— page 28

Open brief for Rip Hopkins

# Together is everything

How can meals still be enjoyable and sociable in a world of social distancing and personal protective measures? The answer is: with positive team spirit and a permanent commitment to delivering satisfaction on a plate. We gave English photographer Rip Hopkins total freedom to capture the commitment to sociability and teamwork that unites everyone at Elior and all those around them. Shot through with his unique sense of humor, the resulting images reflect the close relationships he took the time to create with each person, to the point where he also appears in each shot.



The (Serunion) kitchen team at the Fedac Horta school in Barcelona, Spain, takes a break together at the collection point for meals specially prepared for students with food allergies and intolerances.

The monitores (in red and orange coats) – work alongside catering staff to help children with their education outside school hours, including raising their awareness of the need to eat well and live together as a community.





The teams at Serunion also take care of cleaning and maintaining R&R areas.

The kitchen teams at Maïff in Paris, France, prepare orders booked by guests using the TimeChef app.





The dining room teams stay constantly tuned in to the expectations and comments of guests.

Every day, Elior Services maintenance staff take care of workspaces at the Nemera medical devices production facility at Le Tréport, France.







Good teamwork and recognition are key to work that's regularly praised: the pleasure of doing a great job in a friendly, cheerful atmosphere.



## Newsroom

# Everyone united at a time of crisis

On the one hand, restaurants were forced to close overnight. On the other, people were struggling and becoming even more vulnerable as a result of the pandemic. Lockdown took everyone by surprise right around the world. Fortunately though, the shock was followed by an incredible outpouring of supportive solidarity.

In every Elior subsidiary company worldwide, the issues around managing food stocks were very quickly resolved. Donate, donate, donate! As soon the crisis broke, Elior and Serunion responded to the Red Cross appeal for food. The six Elior central kitchens in France began preparing meals specifically for distribution by the Red Cross. In Spain, Serunion donated more than 6,000 kg of food to Spanish charities. In the regions of Italy most heavily impacted by Covid-19, Elior donated around 5,000 ready meals to families on benefits and families with members over 65 years old who were shielding.

### Caring for the most vulnerable

More vulnerable to infection than younger members of society, the pandemic affects seniors in two ways: zero contact with loved ones for those shielding, and an end to communal dining in residential care homes. Elior employees supercharged their inventive skills to make life easier for residents. Lisa Shairer is Managing Director of Cura in the USA: “We knew our seniors were experiencing loneliness, so we made sure that mealtimes were still enjoyable, even though they couldn’t be taken collectively. So, for example, our employees wrote personalized messages on meal packs to cheer them up with a bit of laughter. We also organized theme days when employees would wear appropriate fancy dress to deliver themed meals. We really wanted to entertain them!” Emmanuel Ruffenach, who heads up the ADR central kitchens in Shiltigheim, France, is also keen to praise the commitment shown by his teams during the first lockdown: “Our teams showed a completely unprecedented level of involvement in successfully taking up this enormous challenge. Our people feel a strong

sense of responsibility, and absolutely threw themselves into a mission that extends even further than cooking meals for the vulnerable in society. *Theirs is a very real cause.*”

### Making daily life easier for nursing staff

Another challenge highlighted by the crisis was making daily life easier for nursing staff. Back in the USA, Cura has set up a system of mini grocery stores in Pennsylvania hospitals to save nursing staff time by removing the need for them to go shopping. Lisa Shairer explains: “We’ve turned our cafeterias into mini grocery stores so that nurses can buy basic items like cereals, pasta, sauces, bread, peanut butter, jam, milk and eggs without having to go shopping on the way home after a long day or night at work.”

“Our teams showed a completely unprecedented level of involvement in successfully taking up this enormous challenge, a mission, theirs is a very real cause.”



### Continuing to feed underprivileged children

The closure of schools and universities meant that many children and young adults no longer had access to the only healthy meal they had during the day, effectively highlighting the fundamental role played by contract catering. So Elior launched a range of initiatives to ensure the continuity of this mission. Nowhere more so than in the USA, where thousands of students depend on free or subsidized school meals. Elior team members worked with bus drivers and school district staff to prepare food and load buses to serve students in need. Between March and September, Elior distributed 51.6 million meals to seniors, students and people in need. In the UK, food produced for the Cummins diesel engine plant in Daventry, but not needed due to the introduction of teleworking and social distancing, was put to remarkable use through a collaborative effort between the Elior catering management team and the plant management team. Together, they drew a team of volunteers to continue providing meals to underprivileged children who no longer had access to school meals. So 300 lunch boxes were delivered every day to local schools, and sometimes directly to the homes of vulnerable children who normally eat free school lunches.

The list of initiatives launched and implemented by Elior employees around the world is long indeed. No community was forgotten or overlooked. Elior has responded to this unprecedented global crisis by living up to its reputation as a responsible and socially supportive company.

# dynamic teams and communities

## In hospitals, our teams and nursing staff are more united than ever

*As we learn to live with Covid-19 and personal protective measures have become the norm, Karinne Lecoeur, Elior Services Manager at the Foch hospital in Suresnes, explains how the first wave of the pandemic sparked an unprecedented level of mutual support between her team and nursing staff as they work shoulder-to-shoulder on the frontline.*

Karinne Lecoeur will always remember Sunday, March 8, 2020. "I was relaxing at home when I got the call that two Covid patients were coming in. It was a bit of a panic, because we were going into the unknown. But I didn't hesitate for a second; I just rushed straight to the hospital." As head of a team of 200 specialist biocleaning staff, Karinne was immediately aware of their confusion and disorientation. "What were we being expected to do? This was the first time we'd had to bioclean a Covid room, so my team member obviously needed support and a full briefing on the safety instructions. So I reassured her and helped her to get dressed in her PPE."

### Impressive protocols

The first PPE requirements set out in the protocol developed by the team of hygiene experts at the Foch Hospital were already in place. Overshoes, disposable scrubs, disposable apron, cap, face mask and protective goggles. "It was rather daunting and time-consuming, because not only did you have to get dressed in the right PPE, but you also had to know how to undress correctly by disposing of some of the equipment in the yellow bin before leaving the room." Although Karinne's staff were already familiar with the cleaning and service procedures for Highly Resistant Bacteria (HRB) areas, the time taken to deep clean each room had doubled from 15 to 30 minutes. Since then, the Elior Services

Technical Methods and Quality departments have drafted no fewer than 60 special protocols for their guidance.

### Extraordinary mutual help and support

"The Elior Services training department was a huge help. Many of our people were really apprehensive about the situation they found themselves working in. I didn't share their fears, and did everything I could to reassure them every day. I also had incredible support from my own manager, who called me every day for an update on how we were coping." So as France was experiencing a lockdown on a scale unprecedented in its recent history, a wave of mutual support quickly engulfed the Foch Hospital. "In my 27-year career here, I've never seen anything like it. The nursing staff were extremely grateful for the work done by our teams, and showed their gratitude on a daily basis." In a resuscitation room, a nursing assistant helps a member of cleaning staff to get dressed in PPE. The gratitude of those outside the hospital environment began to flow in. Deliveries of pizza and Easter chocolates were shared with Elior Services team members. "We could rely 100% on the hospital psychologists and occupational medical team. We became fully integrated members of the hospital team."

Because most of the cleaning staff live a long way from the hospital, and there was virtually no public transportation, a car sharing scheme was introduced, and the hospital arranged for on-call rooms to be made available to cleaning staff unable to return home. "The amount of mutual help and support was extraordinary. Our staff were able to sleep in the hospital and have breakfast in the self-service area with the nursing staff. I've never seen that happen before." The cleaning staff are now familiar with the protocols, and the second wave of the virus is not impacting their work as dramatically as it did during the first wave. And nursing staff now look at the work of our cleaning staff with new eyes.

# dynamic teams and communities



# Fighting hunger, advancing education

Every year, Elior Group Solidarities invites Group employees to submit proposals for solidarity projects. As a result, 11 non-profit organizations and charities received support in 2020. Vitamundi was one of them.

Held every year since 2016, the call for solidarity projects is a highlight in the Elior Group Solidarities annual diary. This initiative makes it possible to provide assistance for public interest nonprofits in those areas actively supported by Elior Group Solidarities, at the same time as celebrating the commitment shown by the readiness of Group employees to volunteer. The friendly competition of the first three calls for projects has had a very positive effect, with support provided for around 40 projects across all Elior operating countries. The 2020 selection committee chose to support 11 of the 24 projects submitted: four in the USA (Carolina Farm Trust, Girls On The Run, Heart Math Tutoring and Mercy Chefs), three in Italy (Centra Papa Giovanni XXIII, Vo.Re.co Volontari Regina Coeli and Zero 5), two in France (Le Hérisson and Réseau Môm'artre), one in the UK (Graft) and one in Spain (Vitamundi). It was Rosa Sanchez Olmos, Serunion CFO who put forward Vitamundi, the NGO for which she has been a volunteer since 2000. Founded in 2000 by healthcare professionals and volunteers from a broad range of business backgrounds, Vitamundi is committed to humanitarian projects that promote and facilitate education and combat hunger and undernourishment in a number of countries. *“The support provided by Elior Group will allow Vitamundi to give families in a Mumbai slum a basket of basic food every month in return for enrolling their children in school to give them a*

*realistic option of a better future,”* explains Rosa Sanchez Olmos, who describes her personal contribution to this project: *“My involvement with Vitamundi and the work I do with them bring me closer to something very important to me as a mother: the principle of leaving my children and future generations the legacy of a better world.”* Traditionally active in Ghana, followed by Guatemala and India, Vitamundi has more recently embarked on a food project for families – especially those with babies and small children – in the underprivileged Ciudad Meridiana neighborhood of Barcelona.

# dynamic teams and communities

**“The support provided by Elior Group will allow Vitamundi to give families in a Mumbai slum a basket of basic food every month in return for enrolling their children in school.”**



**Rosa Sanchez Olmos**  
Serunion CFO and  
Vitamundi Volunteer



## Elior Group Solidarities

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

links to one of the Group CSR strategy goals: energizing teams and communities. Elior Group Solidarities regularly works in collaboration with the **Refugee Food Festival** charity by lending its kitchens or helping to develop new recipes for refugee chefs. It also helps Group employees to contribute to the international **Challenge Against Hunger** sporting event that raises funds for the humanitarian work of the NGO Action Against Hunger.

# Healthy competition, intense emotions



## Celebrating the abilities of those 'differently abled'

**“This competition is great because it takes residents out of everyday life to experience new things.”**

As every year for the past ten years, the Tout Chocolat! (Totally Chocolate) patisserie competition hosted by Elior Santé attracts entries from many residential centers for the disabled. Each team includes an Elior chef, a resident with a disability and a trainer. All three must work together to cook an original chocolate-based recipe in front of a judging panel of catering professionals chaired by Michelin-starred chef Emmanuel Hébrard in Chamalières, and Meilleur Ouvrier de France Stéphane Collet in Stains.

In Stains, it was the chocolate, passion fruit and toasted sesame dome that won the grand final at the end of 2019. *“They picked me up and carried me as if I’d just won the World Cup!”*, says Ibrahim Hassan, Elior Chef at the Fondation Darty Malakoff. His fellow team members were a trainer and center resident Sandrine. *“Sandrine was very happy to take part in this competition, which is great because it takes residents out of everyday life to experience new things. On the day of the final, Sandrine loved it that there were so many people there – even a photographer.. but we knew all along that we had a really good recipe!”* This was Ibrahim’s second competition, and he was determined to win: *“We practiced every day for a month to make this recipe work. We wanted the ideal balance of silky softness, crispness and acidity. But any successful recipe is all about teamwork.”*

# dynamic teams and communities



## Raising awareness of breast cancer

**“The most important thing is taking part in showing our commitment to fighting back against a disease that’s still way too common.”**

*“We all know someone who’s had a breast cancer diagnosis.”* Cura Managing Director Lisa Shairer saw it as only natural that Elior North America should be involved on Race for the Cure day in Charlotte, North Carolina. Cura sponsored the charity event organized by the Susan G Komen association, which has been funding the fight against breast cancer for decades. That commitment saw Cura and Constellation Culinary working even harder

than normal. Twenty employees volunteered to prepare and serve breakfast at 6 a.m. to 700 breast cancer patients, their friends and families. Lisa also headed up a mixed team of 5 Elior and Cura employees who trained together and competed in the 5 km race. *“We didn’t win, but the most important thing is taking part in showing our commitment to fighting back against a disease that’s still way too common,”* she says. In the USA, one in every eight women will be diagnosed with breast cancer at some time in their lives. Elior has been involved for several years in combating cancer through awareness programs worldwide, including in Italy with Incontradonna, and in France alongside Cancer@Work.

# dynamic teams and communities



What's good for all is the attention we pay to the impact each of us has at every link in the value chain. Every day, we work to promote the use of sustainable ingredients, encourage the circular economy and develop the skills of our people by supporting great ideas and partnerships that set the bar ever higher.

Our employees are committed on a daily basis.  
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**Rob Kikry et Jon Lilley**  
Chefs, Lexington

“Our new set of recipes, Trashed, offers amazing dishes created from products that are usually trashed.”

—page 33



**Damien Penin**  
Chief Executive Officer, Elior France

“Our goal for France is ambitious: to save 40,000 meals every month.”

— page 34



**Vincent Bohelay**  
Chief Employment Officer, Elior

“Employees are leaving to discover other places and other missions. It's great hope for the future of our long-term mobility policy.”

— page 36



**Delphine Botbol**  
Quality Training Manager, Elior Services

“It's important to realize that there are these bridges between activities. Here, we understand that everything is possible.”

— page 37

## Photo report

# Fruits of success

In the fall of 2020, Elior worked with the AOPn Raisin de Table (national PDO for Dessert Grapes) to promote a French grape grown to High Environmental Value standard. Producers in the department of Vaucluse provided the Muscat grapes served in all 9,500 Elior restaurants in France during September.



For the past 18 months, the vineyards of Saint Rock have been working voluntarily towards achieving HVE (High Environmental Value) certification.



Extending to more than 45 hectares, the vineyard is surrounded by a further 40 hectares of woodland rich in biodiversity.



To achieve certification, producers must agree to meet a range of biodiversity protection targets, implement an optimized strategy for using plant protection products, and provide sustainable management of fertilizer and water usage.



The vines are protected by vast expanses of netting which, combined with 'pest confusing' techniques, reduce the need for insecticides by 75%.



The ancient variety of Muscat has been selected for its sweetness, creamy texture and distinctive musky taste.





### Chefs' interview

# Zero-waste cuisine

Nearly 2 million metric tons of food are wasted every year by the UK food industry. Our new set of recipes, Trashed, offers amazing dishes created from by-products that are usually trashed!



**Rob Kirby**  
Chef Director  
Lexington, UK



**Jon Lilley**  
Chef Innovation  
Lexington, UK

#### How did the Trashed program come about in the first place?

**Rob Kirby:** As chefs, we're both on the frontline when it comes to pushing back against waste. We've got a huge responsibility, and we can help to make a difference. We launched the Trashed program in 2018 to coincide with the Lex Chefs annual competition for Lexington chefs. The year before, we'd asked them to look at vegetarian food, because there was a real trend in that direction. This time round, we ask them to think about waste. At first, I was a bit skeptical because most chefs want to use luxury ingredients! But they proved me wrong, and got totally on board with the theme. That commitment encouraged us to put together our Trashed program, which subsequently made its way onto our menus.

#### So what's the basic principle behind Trashed dishes?

**Jon Lilley:** For me personally, food is really important and something I really care about. When I was running kitchens, I hated the chefs wasting any food at all. If you really want to reduce waste, you have to push your creativity to the limit. That makes you learn how to use orange or carrot peelings instead of throwing them in the bin. Take chickpea water... instead of throwing it away when we open the can, we now use it as a stabilizer to make a delicious and very creamy mayonnaise and a great meringue.

**RK:** We were pioneers with Trashed! The basic idea is to teach our chefs how to use every part

of a vegetable, for example. Instead of throwing coffee grounds away, you can use them in a chocolate brownie recipe to make a delicious chocolate/coffee brownie. The most important thing is to gain the commitment of chefs, because they're the ones who will make sure that the end result is great to eat. That's why organizing culinary contests is so important, because it generates healthy competition and a whole lot of enthusiasm.

#### How have the guests reacted to this new menu label?

**RK:** We serve 33,000 meals every day in central London alone, and we think it's very important that our customers realize that they have a role to play in combating food waste as well. The Trashed ethos is to create delicious dishes using cuts of meat and parts of vegetables that are usually discarded, so that's the way we explain it to our guests.

**JL:** A week before we introduce Trashed options in any of our outlets, we run a dedicated communication campaign. We talk to our guests about food waste, what it means, and why it's important that we reduce the volume of waste we generate. Then we get practical and hand out samples prepared using food that normally would be wasted, like chicken skin or salmon skin. We really engage our guests in conversation about the issues involved. We offer about ten Trashed recipes in our restaurants, and there are always two or three on the day's menu. We suggest our guests look at the menu with us, explain the labeling scheme and tell them particular dishes have been made using

ingredients that are usually thrown in the bin. Telling people that zucchini peelings are great salad ingredients is also a way of telling them that they could do the same at home. We get some really amazing feedback and a real uplift in sales as well!

#### What makes Trashed so successful?

**RK:** Innovation is the key to the success of Trashed. The dishes have to be really sexy and stand up with the rest of them. They're sophisticated. So the real challenge is in making the guests want to try them. They mustn't get the impression that they're eating food of lower quality, because that's definitely not the case! So innovation, the interplay of flavors and all the educational chats about food waste issues are essential. It may take twice as much work, but it's really worth it. And it works! Guests are very receptive to the Trashed message.

[# a circular economy](#)

## Partnership

# Strength through unity

“We have an ambitious goal for France: to save 40,000 meals per month.”



**Lucie Basch**

Founder of Too Good to Go



**Guillaume Beliard**

Contract Catering Manager,  
Too Good to Go



**Damien Penin**

Chief Executive Officer,  
Elior France

## What's the partnership between Elior and Too Good To Go all about?

**Guillaume Beliard**: Reducing food waste wherever it occurs is integral to our DNA. So in 2018, we approached the Group to help us test how our concept could be adapted for contract catering, and their positive response has made them very early adopters. Our service complements other prevention and recycling initiatives (such as donations to charities), helps reduce the financial, social and environmental impacts of waste, and delivers an innovative and proactive response to the related expectations of corporate, educational and healthcare settings.

**Damien Penin**: Elior sees food waste and its environmental impact as key issues requiring practical and effective action. Having been successfully tested in more than 11 company restaurants, we now aim to offer this service to all our customers via this partnership.

## So how do your guests benefit from this partnership?

**DP**: The idea is to offer company employees who eat in our restaurants the opportunity to use the free Too Good To Go app to order a low-cost Magic Bag of food unsold during the day. They won't know what it contains until they pick it up at the end of the working day. Our central goal here is to maximize the value of the work done by our teams, at the same time as raising guest awareness of more responsible ways of consuming food. The scheme also has the added benefit of extending the scope of our catering solutions by offering takeout meals that employees can take home and enjoy for their evening meal, for example.

**GB**: We've tried to adapt a scheme to the specific circumstances of individual locations. There's often a time lag between the time the catering facility closes and the time guests leave their workplace. That lets us be flexible by making Magic Bags available at the catering facility, in the cafeteria, at the concierge desk or at reception.

## Why are you also offering the app in higher education settings?

**DP**: We've now set ourselves the goal of raising awareness of food waste among our student guests, and offering them a lower cost option through a new sustainability initiative. We selected École Télécom Paris as our pilot site, and hope to extend the partnership to include all our cafeterias in higher education settings.

**GB**: We've found that students and academic staff are very supportive of this type of initiative. They're very concerned by these issues, are often already familiar with Too Good To Go and sometimes use it to order waste-saving bags from other food sources.

## What's next for your partnership?

**DP**: Our goal for France is ambitious: to save 40,000 meals every month, which equates to around five meals per day, per restaurant, on average. If we could bring the percentage of food wasted in our production system to below the current 10% and channel it through an alternative outlet like Too Good To Go, we'd really be making progress.

**Lucie Basch**: Going forward, we'll be exploring demand in healthcare and education, as well as in new regions. In Europe that means Italy and the UK, as well as continuing to develop our existing partnership with Serunion in Spain, which covers 16 healthcare facilities. In September, we launched Too Good To Go in the USA as well. Working with the Elior Group on the other side of the Atlantic is another of our shared ambitions. Raising household and consumer awareness is one of our priorities for 2021, alongside educating younger generations about the need to curb food waste. As we've already discussed with Philippe Guillemot, contract catering has a key role to play in these considerations, so our partnership is also addressing that goal.

# a circular economy



# Leveraging innovation to put an end to waste



## Redistribution

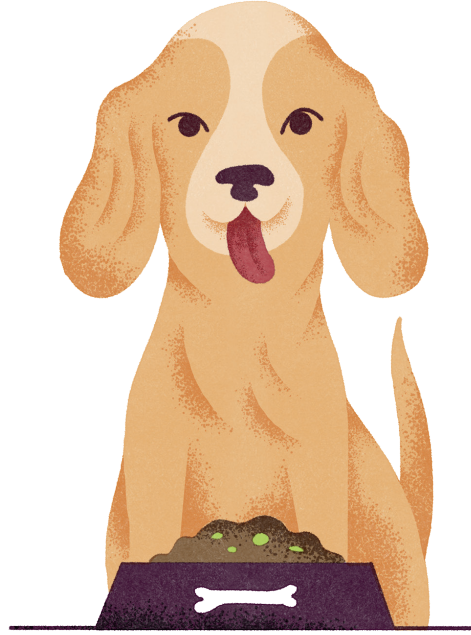
### Donating surplus food

What were we going to do with all the surplus food generated by the closure of so many sites during the Covid-19 health crisis? To ensure that this food would go straight to those whose access to supermarkets and food banks was complicated by health restrictions, Elior UK partnered with Olio, the free sharing app. A month later, Elior and its Tailor Shaw and Lexington subsidiaries had already donated 15,500 meals.

Thanks to the incredible commitment of the on-site teams, as Charlotte Wright, CSR Manager at Elior UK, explains: “We actually began testing this partnership on a single site in 2019 as part of our commitment to reducing food waste. But the Covid crisis meant that we had to expand its scope very quickly. Our on-site teams worked tirelessly to ensure that all this food got to those most in need of it.”

Olio’s teams of Food Waste Heroes take care of collection from Elior sites and redistribution of food to local communities. Liam Jones, Business Development Manager at Olio, welcomes this partnership: “We’ve been very impressed by Elior’s responsiveness. Redistributing food to our communities is more important today than ever.”

# a circular economy



## Transformation

### Recycling waste as animal feed

Despite being unsuitable for human consumption, some waste and surplus food is still too good for the trash can. There are still some guests that would enjoy it: animals! That’s the concept behind Feed from Food, the Italian start-up formed and run by university lecturers and researchers to recover food chain waste and reuse it in the form of ingredients for pet food or animal feed.

Its first commercial partnership was with Elior Italy, which was attracted by this innovative way of recycling waste into food, thereby fulfilling its own core mission! “The partnership with Elior fits perfectly with our ethos of providing a second life for very large volumes of food,” explains Marta Castrica, co-founder of Feed from Food. “We installed our first machine in the Novatese central kitchen in Milan, where Elior produces around 5,000 meals every day. The Elior commitment to constant process optimization means that waste levels are already very low, but our solution lets them recover the inevitable ‘physiological’ component of food waste.”

# a circular economy



## Awareness

### Encouraging good behavior from an early age

Since the Good Food Bag was launched in 2015, Elior Italy has distributed more than 27,000 cool bags to children so that they can take home what they didn’t eat in the school cafeteria. This initiative means that the war on food waste is not limited to kitchens and restaurants, but extends to include the families of these young guests. Elior Italia strives to make them aware of their responsibility for making sure food that’s still good and edible doesn’t end up in the trash can.

Launched on World Earth and Environment Day, the Good Food Bag campaign was rolled out with the Italian environmental organization Legambiente. It encourages school students to use washable, reusable cool bags to take home bread, fruit, snacks and other food left over from their school lunches, providing them with strong encouragement to change the way we all look at perfectly edible food and ‘leftovers’.

# a circular economy



Interview

# Enhanced mobility

**In a business with such high seasonality, internal mobility is a major challenge. For Elior, which has set itself the goal of appointing 70% of its managers via internal promotion by 2025, it's also an opportunity to build a diversity of accelerated career paths.**

## How does employee mobility work at Elior?

**Vincent Bohelay :** Our human resources policy has always promoted and encouraged mobility. Many of our people work on secondment, and employees are redeployed to other areas of the business to cope with shortfalls in staffing. We've been using Andjaro for 3 years across several thousand French sites. This management platform analyzes the needs of each site and compares them with human resource availability to match supply with demand. It uses three parameters. The first is location to ensure that employee travel times are roughly the same. Then comes expertise and skills for which we've developed a correspondence table so that a cook will be offered a vacancy requiring their cooking skills. Managers will be offered management posts. The final parameter is mobility between entities. Before the Covid-19 crisis, there was no mobility between the corporate and health catering sectors. Now that's a definite possibility. Once a match has been made, the employee concerned receives details of their possible new assignment in a text message. If they accept, the validation process begins and the employee receives a detailed secondment agreement.

## So how have you changed the way you do things as a result of the crisis?

**VB :** Many corporate and school catering sites closed during the first lockdown, so we had a lot of employees working part-time. But in health, demand was enormous. The only problem was that we hadn't rolled out the system for that sector at that time. So we developed a new set of parameters to enable mobility in that direction. But no matter how sophisticated it may be, a system is still a system, so under these very special circumstances, the

employees concerned were called personally. Job coordinators, HR managers and line managers were all involved in explaining the context of their new health sector missions to employees. In fact, we adapted very well, very quickly.

## What are the benefits of a platform like Andjaro for Elior?

**VB :** The current health crisis has absolutely demonstrated just how important it is. Of the 74,900 days of secondment arranged in 2020, 40% were organized by Andjaro. It's a particularly effective solution in Paris and its surrounding region. That's because with a thousand restaurants and several thousand employees concentrated here, Andjaro does an excellent job of optimizing travel times. The result is a very real gain in terms of time saved and higher efficiency.

## What is it that motivates employees to opt for mobility?

**VB :** We've set up a volunteer database to complement employee reassignment. Many employees are leaving to discover other places and other missions. During the health crisis, we've seen a great upsurge in solidarity and a real will to help each other, with everyone ready to respond to the needs of the health sector. But corporate catering is very different from the catering environment of a residential care home. But once people overcame their initial reservations about working in a new environment, the feedback was very positive. That fact gives us great hope for the future of our long-term mobility policy.

# dynamic teams and communities

**“Before the Covid-19 crisis, there was no mobility between the corporate and health catering sectors. Now that's a definite possibility.”**



**Vincent Bohelay**  
Chief Employment Officer

## The story of one career

# A career path that's anything but monotonous

**“It's important to realize that there are these bridges between activities. Here, we understand that nothing is set in stone, and that everything is possible.”**



**Delphine Botbol**  
Quality Training Manager,  
Elior Services

Now 48, Delphine Botbol has already had many careers. The one thing that unites them all is her passion for service delivery. *“Even at the age of 14, I knew I wanted to work in hospitality. I have always enjoyed the world of service. I was really attracted to the idea of working in beautiful environments. I wanted to have a career where there would always be job opportunities, and which would also allow me to travel and see something of the world. In hospitality, no two days are ever the same!”* she recalls. Delphine clearly wanted to work in a world that was far from monotonous, because if there's one thing she fears above all others, it's routine. *“I love a challenge!”*

### An appetite for challenge

Having gained experience in the hotels of a leading chain, followed by a business adventure with her partner in her home region of Normandy, Delphine explored many different facets of the industry, from catering to reception, before joining a cleaning company in 2005; a company that was later acquired by the Elior Group. At that time, she was employed as senior housekeeper at the Trianon Palace, Versailles. *“It was a real challenge at the beginning, because we had to form the team, set everything up from scratch and get the site operational. Once that was all in place, things began to become more...well... routine, and I needed a new challenge,”* she laughs.

### From training to hiring

Her ambition wasn't lost on her sector manager, who in 2007 offered her the opportunity to become a trainer. *“I applied as soon as I got the chance, was accepted and joined the training team. It seemed a natural progression!”* It was

certainly a new experience, and one that was a logical fit with Delphine's career path. *“In addition to the training content, the job also includes a large element of service provision. I really liked having this overview of the Paris region, from the diversity of its outlets, its employees and its variety of job profiles... An incredibly broad spectrum of everything our industry offers. So actually, zero routine!”* she smiles. Delphine then moved on to recruitment, where she particularly enjoyed the personal contact: *“Listening to what employees have to say is something I really enjoy.”*

### Support and encouragement for mobility

During the first lockdown, Delphine felt compelled to offer her services when the health sector reached out for help. The online platform that matches the needs of individual sites with available human resources allowed her to offer to stand in for a site manager in a Meudon psychiatric clinic. *“It's important to realize that there are these bridges between activities, and that thanks to the Job Center, the company really allows us to do that. Having ideas isn't enough in itself if you don't have the support of your company. Here, it's the opposite, with encouragement coming from the company. We understand that nothing is set in stone, and that everything is possible. I see that as immensely important.”*

# dynamic teams and communities



# Vegetarian Samosas by Chef David Edward Raj

Director of Culinary Development and Innovation at Elior India, David Edward Raj has a strong commitment to spreading the principles and philosophy of Indian vegetarian cuisine around the Group.



## SWEET POTATO AND SPINACH SAMOSAS

### Ingredients :

450g sweet potatoes  
200g leaf spinach  
125g red onions  
10g garlic  
10g ginger  
5g fresh coriander  
15g curry powder  
500g filo pastry sheets  
30ml vegetable oil

### Prepare the stuffing

Thoroughly wash all the leaves and herbs. Peel the sweet potatoes and cut into small cubes. Peel and thinly slice the red onions. Finely chop the coriander, peel the ginger and finely grate it together with the garlic. Steam the sweet potato until just cooked.

In a frying pan, heat the oil and cook the red onion until tender. Add the grated garlic and ginger and cook for 30 seconds before adding the curry powder. Leave to cook for a further 30 seconds, then add the spinach, cook for 30 seconds more, and finally add the sweet potato. Gently crush all the ingredients together and leave to cool completely before incorporating the chopped coriander.

### Assemble the samosas

Unroll the pastry and take two sheets to work with — keep the rest covered with cling film to prevent it from drying out. Brush both sheets with a little oil. With the shorter side facing you, cut down the center line to make two long strips. Put 50g of the stuffing mixture on the top right corner of the sheet and roughly shape it into a triangle. Fold the pastry at an angle and continue for the full length of sheet to form a neat triangle that completely contains the stuffing.

Use a knife to cut off any excess pastry.

### Cook and serve

Preheat the oven to 180°C. Place the samosas on a baking sheet lined with baking paper. Brush with a little more oil. Cook in the oven for 15-20 minutes or until golden brown.

# The Halloween Burger from Chef Stefano Sibona

Getting children to like broccoli... mission impossible, surely? Not for Stefano Sibona, Chef Manager at Hospes, Elior Italy, who created this mind-changing recipe for the Elior Food Academy.



## SALMON & BROCCOLI BURGER

For 1 burger

### Ingredients :

1 seeded burger bun  
60g cooked broccoli  
80g cooked salmon  
1 boiled potato (mashed)  
Breadcrumbs, salt and black pepper  
30g frisée lettuce  
½ tomato  
1 piece of cucumber  
1 stuffed olive  
1 drizzle of extra virgin olive oil

For the low-calorie mayonnaise:

1 whole egg  
230ml vegetable oil  
15g lemon juice  
4g salt  
120g Greek yogurt

### Make the salmon and broccoli “steak”

Crush and mash the broccoli with a fork. Flake the cooked salmon and add it to the broccoli together with the mashed potato. Season with salt, pepper and add sufficient breadcrumbs to create the ideal consistency. Take a handful of the mixture and shape it into a burger patty. Pan fry with a drizzle of olive oil.

### Make the mayonnaise

While the patty is cooking, make the mayonnaise: put all the ingredients – except the Greek yogurt – into a blender jar (at room temperature). Use a hand blender in contact with the base of the jar, and blend until the emulsion is the right texture. Gently fold in the Greek yogurt.

### Assemble the burger

Serve in a seeded burger bun spread with a thin layer of mayonnaise topped with salad and tomato slices. Use a vegetable peeler to slice a ribbon of cucumber and insert it between the patty and the top half of the bun to create a “tongue”. Halve the stuffed olive and use wooden toothpicks to fix them onto the burger like a pair of eyes. Serve and wait for compliments!

You can also see this recipe in action on video on the YouTube Elior Italia channel (in Italian).

# The BeWell recipe from Chef Paul Basciano

Chef Paul Basciano, Vice President of Culinary Development at Elior North America, draws on his most treasured memories to create delicious nutritionally-balanced recipes for the BeWell program.



**Paul Basciano**  
Vice President  
of Culinary  
Development at  
Elior North America

“We all have memories of a dining experience that takes us to the ‘best dish I’ve ever eaten’. I can say without a doubt that sometimes the simplest, unassuming, ones that surprise you the most! I had the pleasure of dining at David Chang’s Momofuku on a couple occasions, and after having the roasted brussels in fish sauce vinaigrette, I was blown away. Living in NY’s Hudson Valley region, and happen to be in the height of apple season brings me to my iteration of that Momofuku menu item; Roasted Brussel sprouts in a Hudson Valley cider vinaigrette. Very simple, seasonal ingredients, the combination of sweet, heat, and earthy vegetables to me packs a big punch, and happens to be good for you as well!”

## ROASTED BRUSSEL SPROUTS WITH CIDER VINAIGRETTE

### Ingredients :

3 Tb apple cider vinegar  
1/3 cup apple cider  
2 Tb tahini  
2 Tb maple syrup  
1/2 Tsp salt  
1/2 Tsp minced Thai chili  
1/2 cup extra virgin olive oil  
1 Lb. fresh Brussel sprouts, halved

### Directions

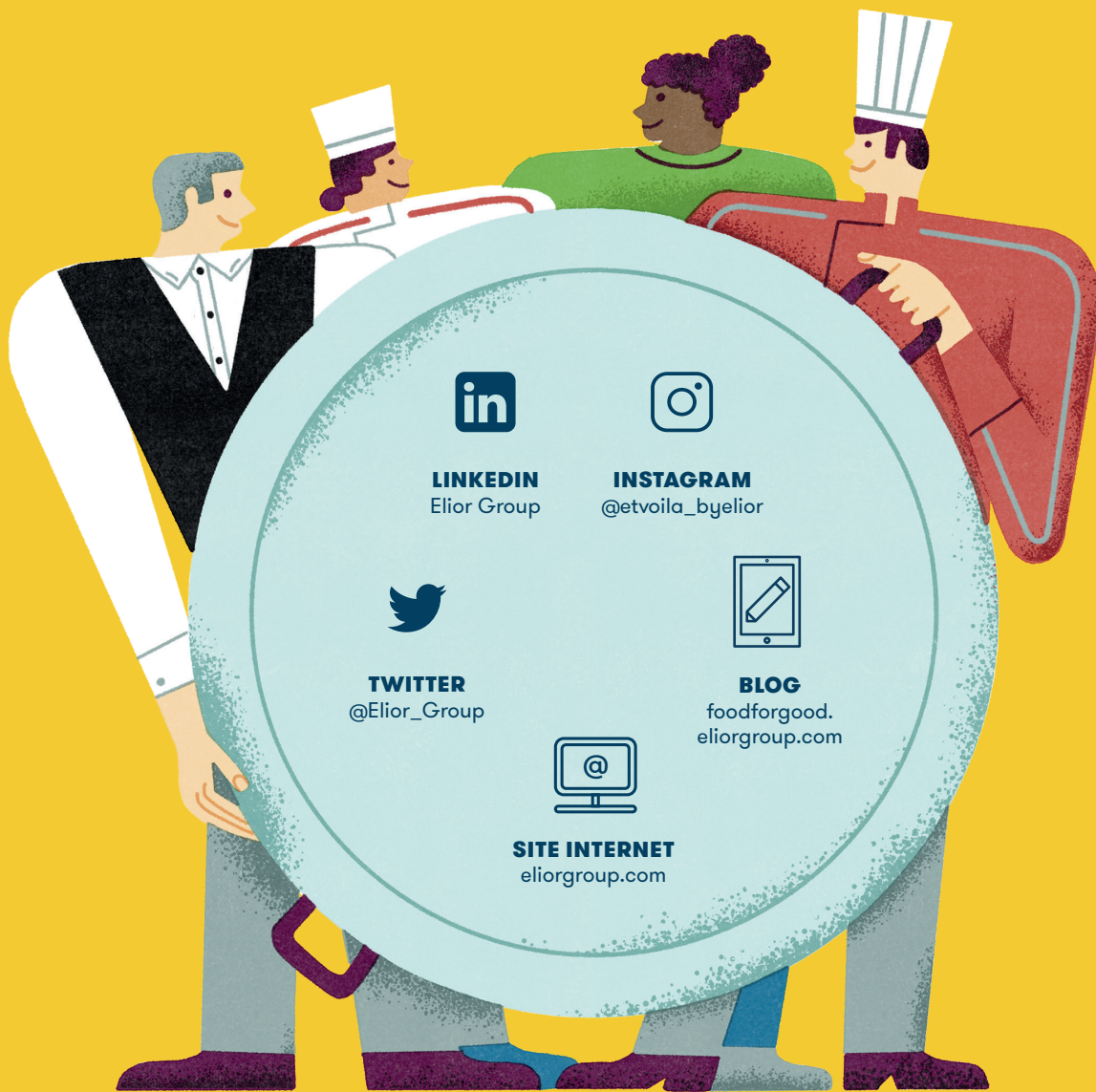
Pre heat oven to 400 degrees.  
On a lined sheet pan, layout  
Brussel sprouts coated w/ olive,  
oil, salt and pepper.

Roast for 20-30 minutes, until slightly  
caramelized and tender inside.

Meanwhile, place vinegar, apple cider,  
tahini, maple syrup, salt, in blender  
on in bowl. Blend, or whisk until  
combined and then slowly add olive  
oil while mixing to emulsify.  
Add Thai chili, reserve.

When Brussel sprouts are done,  
allow to cool slightly, toss in bowl  
with vinaigrette.

# healthy choices that are good to eat



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