

ACTIVITY REPORT

2022



Our commitment to you: better service and nutrition

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**A Group dedicated to
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**A responsible employer,
committed to social and
environmental resilience**

Committed to our people

Committed to quality

Committed to our planet and its communities

Sustainable, responsible, inclusive: growth in the service of society

Every day more than 3 million people rely on Elior to serve them meals. Every day, at more than 2,400 sites across the world, Elior ensures a safe and healthy environment. You can count on us to do our jobs well, because we are with you, every day.

We make sure all of our guests, in all our catering facilities — from nursery schools to big companies, from hospitals to universities, from city centres to rural communities — get what they need. We serve balanced, nutritious and tasty meals, and leaders at our food-service facilities are constantly inventing ways to provide friendlier service and to keep up with changing times, at the fairest of prices.

The services we provide — from cleaning, to reception, to maintenance and technical work — convey consistent proof of our high quality standards and our desire to put our clients' minds at ease.

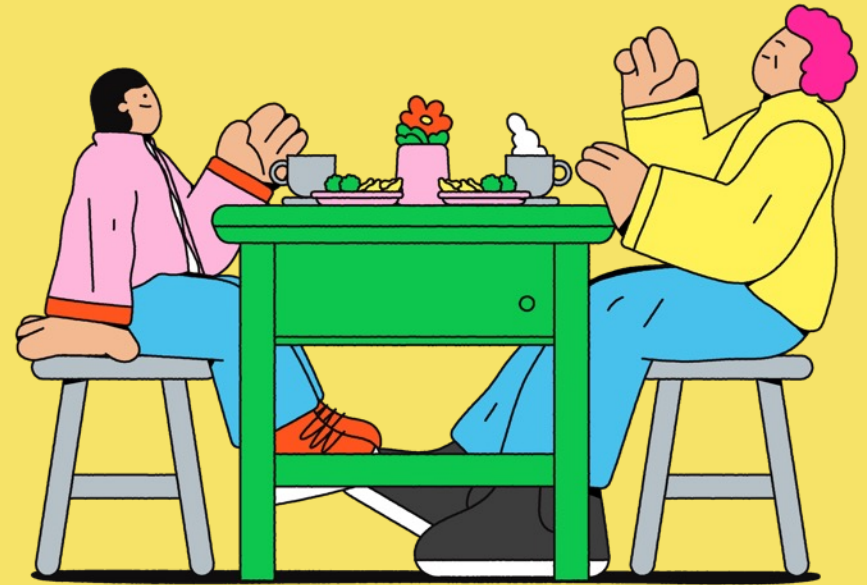
As a responsible caterer and service operator, we work with a view to a future that includes all of our stakeholders: from our employees, who can count on us to advance their careers, to our suppliers, local producers, and all those who are with us on our quest for innovation. Our sense of responsibility encompasses customers and guests, but also environmental resources, which we are committed to respecting at every level of our business.

We strive to make sure our company grows sustainably, responsibly and inclusively. Because that is the kind of growth that best serves society.



1. Essentials

A world leader in contract catering and services



Profile



Better food and service

Elior is a world leader in the catering contract and services markets.

As the contract caterer of choice for the worlds of business, education, health care and leisure, we operate in 5 countries on 2 continents.

Profile

Every day, our 97,000 employees feed 3 million people in 20,250 restaurants, and deliver services at 2,400 locations throughout France.

Our business model is built around innovation and quality. Our 2021/2022 financial performance highlights the resilience of the Group, and evidences the strength of our ongoing recovery. Committed to a more inclusive and planet-friendly business model, Elior Group has also achieved the GC Advanced Level of the United Nations Global Compact.

[MORE ABOUT THE ELIOR GROUP](#)

Key figures

Elior Group in 2022



97,000

employees



27,3%

of supplies are responsibly sourced



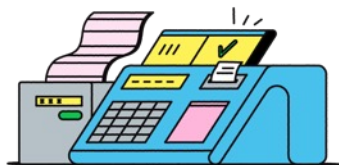
19,000

approved suppliers and partners



50%

of management roles are occupied by women



€4.45bn€

in annual revenue



5

countries



22,650

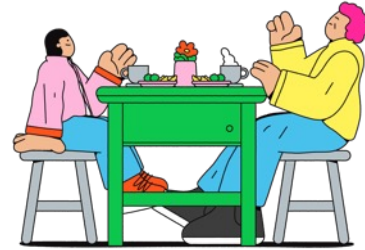
restaurants sites and services

Our activities

Contract catering

Every day, our guests trust us to serve them healthy, tasty food that is more respectful of our planet.

Now a global force in the contract catering market, Elior has been offering personalized solutions and innovative catering concepts to the worlds of education, business and health care sectors for nearly 30 years. Elior applies its culinary expertise and operational excellence on a daily basis to tailor its offerings to a very broad diversity of needs and expectations. The Group consistently delivers an effective response to customer demand for great tasting, healthy and environmentally friendly products in sociable surroundings, as well as providing lifestyle-focused catering services.



3 million

guests served every day



20,250

restaurants and points of sale



The No.2

global pure player
in 5 countries



75,900

employees

Our activities

Every day, our experts focus their commitment on delivering service excellence to ensure that our customers' sites provide a safe and healthy working environment.

As a leader in health care hospitality, Elior Services is expanding its portfolio of services in ways that benefit the well-being and health of all its guests, from caregivers to patients and residents. In the multi-segment market, the cleaning company is moving upmarket to meet the changing demands and expectations around health and safety.

On all its customer sites, from health care facilities to sensitive industrial environments and public, professional and business spaces, Elior Services covers the full spectrum of service provision, from biocleaning and hospitality in health care settings to facility management with front desk reception services, landscape management, mail handling and minor technical maintenance tasks. This extensive range of expertise enables us to meet the highest standards set by our customers, at the same time as maximizing our social impact and reducing our environmental footprint.

Services



2,400

sites served



No.1

in health care facility
cleaning in France



21,100

employees

Our brand portfolio

Our commercial brands

France



Italy



Spain



USA



UK



Our governance structure

The Executive Committee of Group senior executives is chaired by Elior Group Chairman & Chief Executive Officer Bernard Gault. On November 30th, 2022, the Executive Committee had thirteen members; eight men and five women.

The Executive Committee has responsibility for:

- preparing, developing, implementing and supervising implementation of the Definitely New Elior strategic plan
- addressing structural issues that present the Group with significant challenges, with particular emphasis on information systems, procurement, innovation and human resources
- examining, considering and approving major operational contracts in France and internationally, together with the related capital investment plans
- acquiring or disposing of equity holdings or assets, strategic partnership projects and, more generally, acquisition projects.

The Executive Committee

Rosario Ambrosino

Chief Executive Officer of Elior Italy

Anne-Laure Desclèves

Group Chief Communications & Public Affairs Officer

Arnaud Debart-Johner

Director of Human Resources, Elior Group & Elior France

Joanne Deval

Group Chief Information & Digital Officer

Jean-Yves Fontaine

Chief Executive Officer of Elior France

Esther Gaide

Group Chief Financial Officer

Bernard Gault

Group Chairman & Chief Executive Officer

Fabienne Lecuyer

Chief Procurement & Logistics Officer, Elior France and Elior Group

Floréal Peix

Chief Executive Officer of Elior Services

Antonio Llorens

Chief Executive Officer of Serunion

Olivier Poirot

Chief Executive Officer of Elior North America

Catherine Roe

Chief Executive Officer of Elior UK

Thierry Thonnier

Group Chief Legal Officer & Secretary to the Board

Our governance structure

The Elixir Group Board of Directors discusses and decides on all and any issues within its legal and regulatory remit. It reviews and approves all decisions relating to the Group's major strategic, economic, social, environmental, financial and technological choices, and ensures that they are effectively implemented by the executive management team. Its operation is described in detail in the Registration Document.

At present, the Board of Directors has ten members, including four independent members, four women and two employee representative members. 30% hold non-French nationality.

The Board of Directors

Bernard Gault
Group Chairman &
Chief Executive Officer
Executive Director

Gilles Auffret
Lead Director

Anne Busquet
Independent Director

Ines Cuatrecasas
Independent Director
(representing Emesa Private
Equity)

Virginie Duperat Vergne
Independent Director
(representing Fonds
Stratégique de Participations)

Rosa Maria Alves
Employee Representative
Director

Luc Lebaupin
Employee Representative
Director

Gilles Cojan
Director

Daniel Derichebourg
Director
(representing Derichebourg SA)

Françoise Mahiou
Director
(representing Derichebourg
Environnement SAS)

2. Strategy and performance

**A Group dedicated
to innovation and
creating sustainable
long-term growth**





A robust model with effective drivers for future growth

The 2021/2022 fiscal year has confirmed the robust strength of our **social catering model**, and that our growth drivers – particularly those for the corporate market – are working effectively.

A robust model with effective drivers for future growth



Our offering successfully addresses complex challenges, and more and more of our contract catering customers are relying on our essential expertise in quality, dietary balance and respect for the environment. The flexibility, sociability, originality and diversity of the spaces we offer our guests are being increasingly appreciated and complemented by those who use them. They make an important contribution to **attracting** people back to the office at a time when our customers are keen to reignite the **desire of their people to work together** in the same environment. Although employees are working remotely more than they were before the pandemic, more of them are also using company restaurants when they are in the office, and putting more on their meal trays, because we are seeing an increase in the average spend, compared with the pre-Covid period. This trend is being driven by our ability to develop new formats more quickly, at the same time as remaining as **uncompromising as ever on quality**.

We have developed our **business portfolio** and created value by capturing **new markets**.



A robust model with effective drivers for future growth

Our innovative offerings have undoubtedly helped us to develop our business portfolio and create value by capturing **new markets**. In Italy, for example, delivery services have helped us to secure a leading position in the market for small and medium-sized companies. In the USA, we deliver meals for seniors in their own homes through our **LiveWell with Traditions** offering.

In Services, demand is following the same upward trend, because once again, these needs are best met by drawing on the experience and knowledge of an expert with all the right resources and equipment. We are continuing to expand and evolve our portfolio of activities: in health care, for example, we have transitioned to the next level by integrating catering into our tailor-made offering.



We have every reason to be confident in the future. On the one hand, although we face challenges in what is an inflationary post-Covid trading environment, we are still delivering double-digit organic growth driven by **dynamic sales** with high-profile contract wins in all our operating countries, and set a new record for contract retention across the Group during the fiscal year. All of this positive momentum is a direct result of the close and constant attention we pay to our customers, the quality of our offerings and our loyalty programs.

On the other hand, our margin recovery plan has been fully implemented with precision and determination. Given today's economic environment, we have methodically renegotiated contracts in all our operating countries in order to **cope with price inflation**. We are making particularly strong progress in France, where we have been able to engage in positive interaction with our public-sector customers and move forward together. Our goal now is to maintain our financial ambitions for the period to 2024, reassert our commitment to quality, and hit our environmental and social targets for the period to 2025.

A robust model with effective drivers for future growth

Lastly, we would like to take this opportunity of paying tribute to the talent and unfailing commitment shown by our teams. Ultimately, we are a business built of people, and in 2021/2022, every one of them once again showed themselves worthy of the challenge and just how creative they can be in fulfilling the new expectations of our customers. Together, we are continuing to drive forward our transformation and are ready and waiting to seize new opportunities.

“We have won a number of prestigious contracts and set a new record for contract retention.”





Creating value

By reinventing ourselves

By exploiting the potential of digital

By promoting intrapreneurship

By exploring new opportunities

Creating value

By reinventing ourselves

In responding to the global upheaval in working and consumer behavior patterns, Elior is reinventing its core business to ensure that it continues to meet the expectations of its guests. So in 2022, the Group rolled out its new [Re-Set](#) offering in all 650 of the company restaurants it operates. Re-Set marks a complete break with old-style contract catering, in terms of the space guests experience and what they are offered on the plate. In modular, welcoming dining spaces, Re-Set offers menus developed by Elior chefs with the emphasis on seasonality, nutritional benefit and the environmental impact of the products used. The culinary techniques have also been rethought and redesigned to highlight the skill of the kitchen staff. The new self-service units can be combined with the Group's Click&Collect options to offer guests even greater flexibility. Other examples include: the [Prepped & Market](#) and [COLMAD.O](#). micro-market offerings currently being rolled out in the USA and Spain, which are based on the concept of self-service catering with a distinctively premium touch: all the food on offer is fresh and prepared in our own kitchens.



650

Company restaurants offer the new **Re-Set concept**

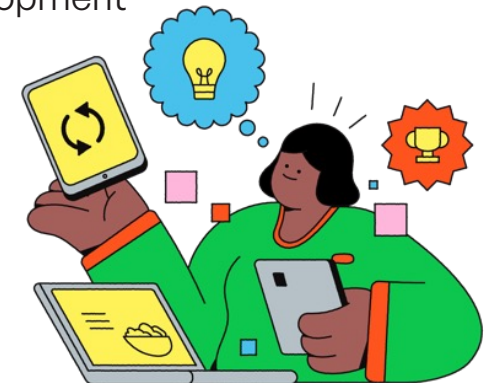
Creating value

By exploiting the potential of digital

Elior continues to deliver its digital transformation as part of meeting new expectations and dining patterns in all its markets. So in October 2021, Elior Services launched the **Effi-See** smart cart and traceability system, which uses a web interface to provide more effective management of human resources, stocks, and report any issues to technical services. Our teams in the UK are developing the **Scan&Go** app that makes life easier for self-service guests to choose, order, pay for and collect their meals, snacks or drinks. In France, the **Non-Disposable Packaging** app was designed in 2022 to support a new model of returnable deposit, and is currently under test: guests scan the packaging, which is then allocated to their account, but will be charged for only if they fail to return it to a designated collection point.

By promoting intrapreneurship

At the 2022 **Innovation Awards**, six projects were selected for fast-track development using a tailor-made program inspired by design thinking and led by expert mentors. The process involves examining and investigating the project from every angle and discussing it with peers to discover how its performance potential stacks up against real-life operating conditions. Each team creates a prototype or pilot project, identifies key indicators of success, develops a business plan, and prepares for rollout in 2023. The Elior Group also continued its partnership with Fondation Ramsay Santé, Pfizer Innovation and INCO Incubators, during the year as part of **Prevent2Care Lab**, France's first incubator program dedicated to preventive health care, which welcomed its fourth intake of startups in 2022. Elior is providing nine months of support for eight of these with the aim of assisting the development of emerging new businesses committed to promoting preventive health improvements through diet.



Creating value

By exploring new opportunities

The Group identifies new growth markets, and designs and develops offerings dedicated to their needs. 2022 saw the launch of the **MAISON.A** concept by Group subsidiary Arpège, a French market leader in the premium B&I corporate catering sector. This personalized offering combines delicious original cuisine with an upmarket designer dining space in exceptional surroundings. The new concept is designed to help companies in Paris and its wider region host premium events.

Across the Atlantic, Elixir is launching a new offering to expand its operations into the Medicaid and Medicare Advantage markets. **LiveWell with Traditions** has been designed for U.S. health plan beneficiaries and leverages Elixir North America's expertise in meals for seniors to deliver personalized meals to the home. By addressing the specific needs of individuals, these meals improve health and limit the need for hospital readmission.



[READ THE FULL ARTICLE](#)

Key financial figures

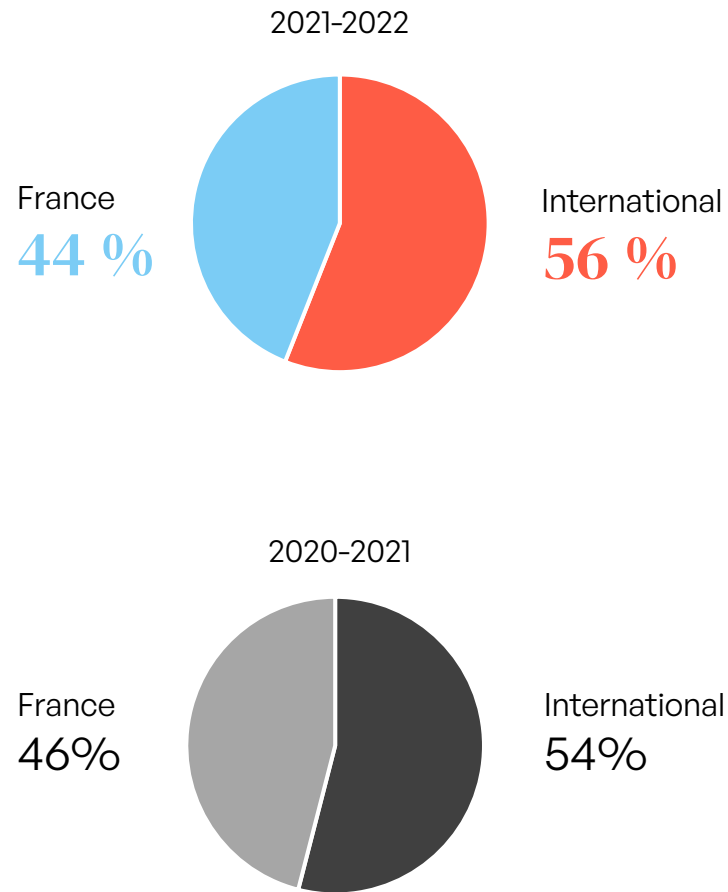
Results for 2021/2022

Group annual revenue (up 20.6% on 2020/2021)	2021-2022	€4.45 billion	Attributable net profit	2021-2022	-€427 million
	2020-2021	€3.69 billion		2020-2021	-€100 million
Underlying EBITA	2021-2022	-€48 million	Operating free cash flow	2021-2022	-€34 million
	2020-2021	-€64 million		2020-2021	€19 million
Adjusted EBITA margin	2021-2022	-1.1%	Adjusted earnings per share	2021-2022	- €2.48
	2020-2021	-1.7%		2020-2021	-€0.58

[SEE ALL RESULTS AND FINANCIAL REPORTS](#)

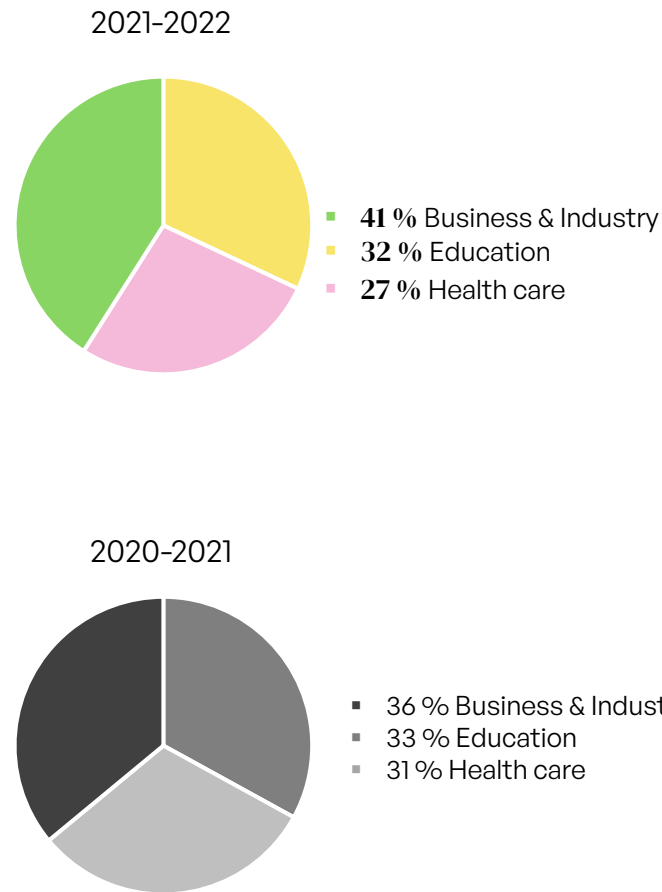
Key financial figures

Breakdown of revenue by region

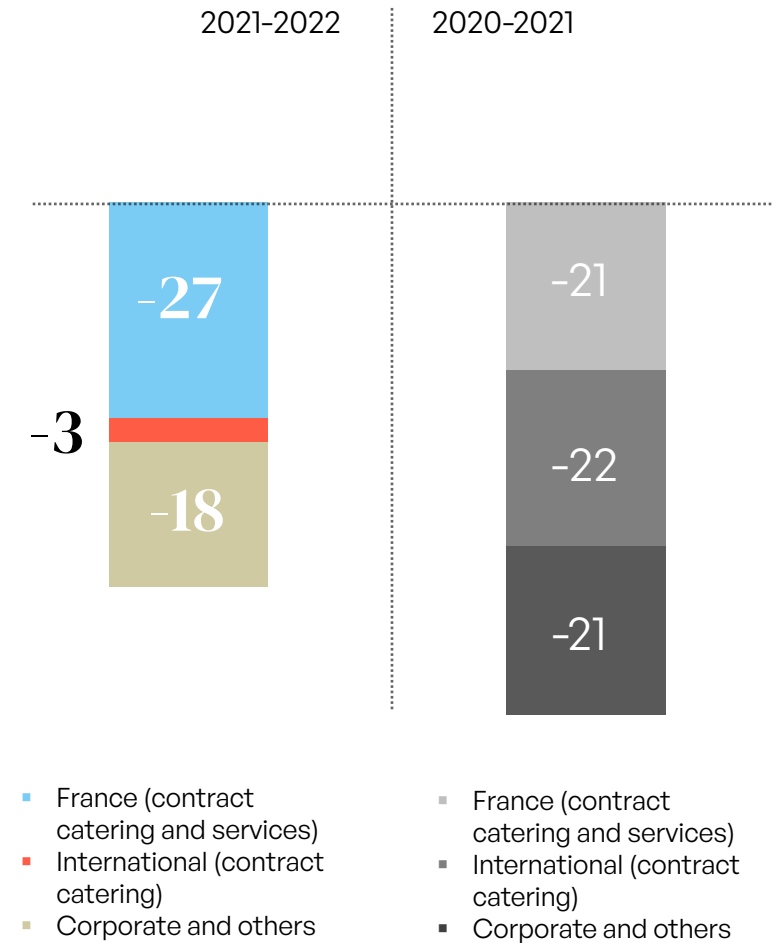


Results for 2021/2022

Breakdown of revenue by business activity



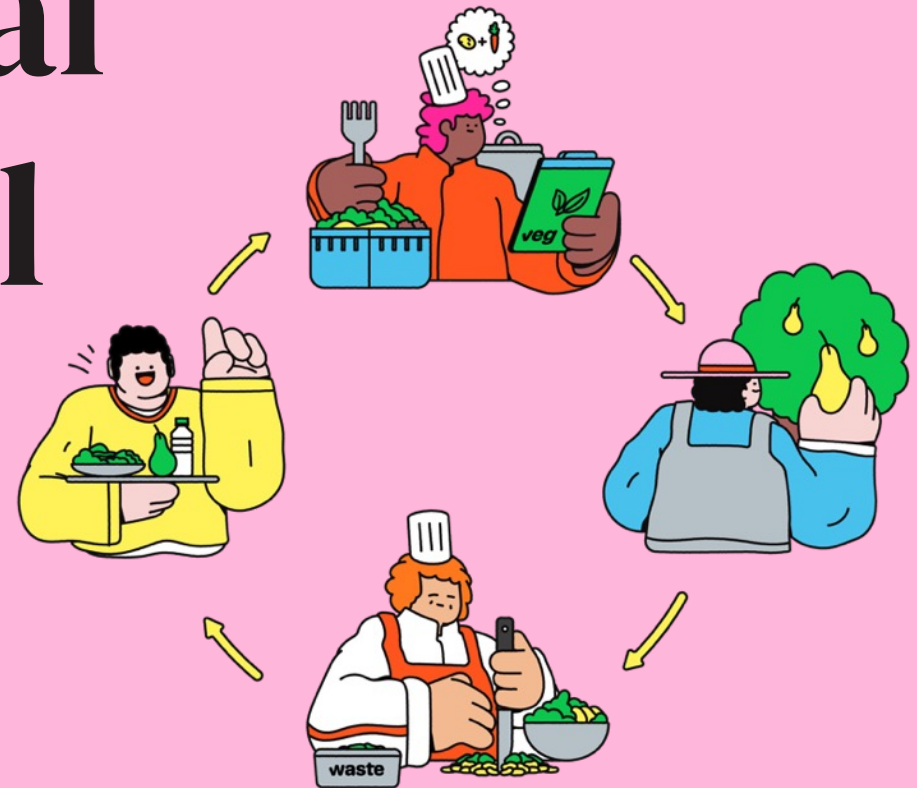
Underlying EBITA by business activity and region (in millions of euros)



[SEE ALL RESULTS AND FINANCIAL REPORTS](#)

3. Commitments

**A responsible employer
committed to social
and environmental
resilience**





Aiming higher for our people

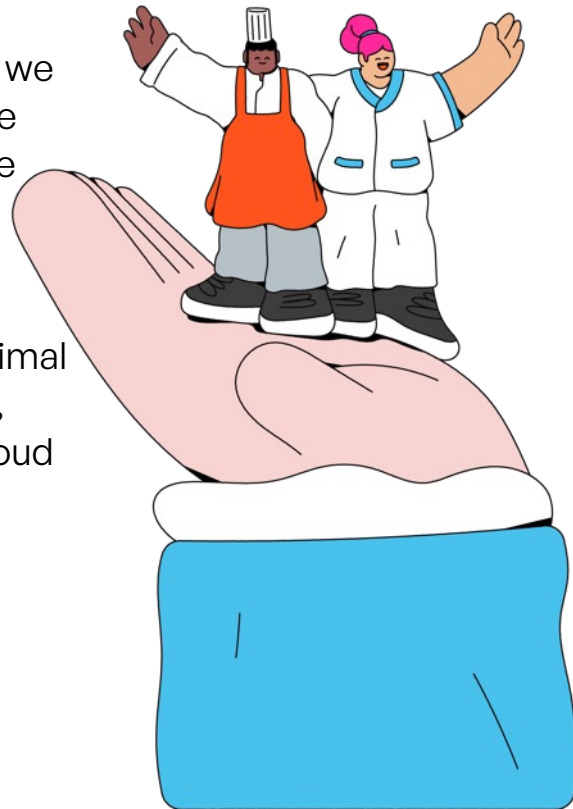
Elior is shaped by a community of 97,000 women and men who share the same passion of delivering better food and service for our guests.

We are in no doubt that the satisfaction expressed by our guests and customers is a direct reflection of the well-being and commitment of our employees.

Committed to our people

Which is why we do everything in our power to take care of their health to keep them safe. We see the provision of training and career development support as part of that commitment, the two targeting the single goal of promoting the personal and professional development of our people and their social mobility.

As a contributor to regional economies and a local employer, we want everyone to realize their true potential by offering an attractive business model that rewards their commitment and the contribution they make. We are also committed to providing optimal working conditions that are safe, inclusive, and make everyone proud of the work they do.



Our policy is structured around 3 key priorities:

Ensuring the safety and well-being of all our people

For example, in 2022, the teams of Elior Services in the Greater Paris area and the north of France were awarded MASE certification following an audit of their Occupational Health and Safety Management systems

Facilitating internal development and advancement

Close to 60% of Elior managers have taken advantage of internal mobility

Diversity and inclusion

Elior is a member of the WiHTL Collaboration Community devoted to increasing diversity and inclusion across hospitality, travel and leisure with the aim of improving gender and ethnic diversity throughout our industry.

Committed to our people

“I’m gradually being given new responsibilities.”

Irene Perez is 38, and has been working at Café Barça for more than a year now. Thanks to the collaboration between Serunion and the [La Caixa Incorpora](#) program, her disability poses no barrier to her working life. A life she describes as very busy, with leisure time divided between her passions of sport and travel.



Committed to our people

How has your career at Serunion developed?

Irene Perez:

I joined Café Barça after the pandemic, when hospitality began to reopen. I started by clearing and cleaning tables. But as the recovery gathered pace, I began to feel less comfortable working on the frontline of the business. Together with my manager Ramon, we decided that I should find a more suitable position. So I went into the kitchen, and absolutely loved it.

What does your work actually involve?

I.P : When I started in the kitchen, I was in charge of cleaning, but I'm gradually being given new responsibilities. So now I also help to prepare ingredients and make sandwiches and salads... I'm never bored! I really like being able to cook, because it's something I love, but also love being able to chat and joke with my colleagues. They help me, they're very patient with me, and I really enjoy seeing the results of our teamwork. My job also gives me the opportunity to develop my skills, because I have to go about my work independently, interact with others and take responsibility.

How has Serunion supported you in your job?

I.P : I need a very structured schedule and feel comfortable about what it is I'm doing. Serunion has allowed me to adapt my schedule, so I now work mornings, which allows me to help out at the Human Rights Assembly or train for hockey, which I play with the [Fupar Foundation](#) (a Spanish disability services & support organization). I know that my job will involve me in taking on more responsibilities as time goes on. In fact, my manager is planning to give me a role in the cafeteria bar soon.

“Irene has highly structured schedules and routines, which are essential for her. So we've adapted her schedule to make sure she feels properly balanced. And we've thought about how she can progress step by step in ways that suit her potential and ambitions.”

— Ramon Lopez Soldevila, Café Barça manager



Committed to our people

SUPPORTING LITERACY

Elior Services has launched a program to help and support those employees who struggle with their reading and writing. As part of a social support program, Elior Services provides funding for these employees to complete 150 hours of training during working hours. Since 2021, this program has given around 40 people greater independence and confidence, not only in their work, but also in their daily lives. A similar scheme is in place at Elior Catering, where the [Academy by Elior](#) offers 12-day adult literacy workshops to help employees develop their verbal and written communication skills.

150 hours

of literacy training funded by
Elior Services



Committed to our people

SAFETY

Commitment rewarded

The approach adopted by Elior UK to **health and safety** was rewarded in 2022 when the Royal Society for the Prevention of Accidents (**ROSPA**) presented the company with its Gold Award for Occupational Health and Safety, followed by another from the **British Safety Council** in its International Safety Awards. Both organizations made their awards in recognition of the results of the company's strategic plan, which puts **safety and well-being** at the heart of the organizations, and works to build and maintain a shared safety culture.



Committed to our people

TARGETING GENDER EQUALITY

Elior has set itself the target of ensuring that between 30% and 40% of executive management roles are occupied by women by 2025. The results for 2022 show a clear 6-point improvement in just one year, with a representation level of 28.7%. A new initiative was also launched in France during the year: the aim of the new **Gender Equality Committees** is to encourage women into jobs where the proportion of women remains low. The members of these seven regional committees are employees keen to get involved in promoting gender diversity, and who are ready to get to work on changing the company's practices. Having selected members following a call for applications, the teams are now ready to begin work. Elior is also taking action on gender diversity through mentoring. During the year, the Group launched a new mentoring initiative that focuses particularly on women in its initial phases. Nine mentor/mentee pairs have now been brought together and are in regular contact. At the same time, Elior UK has launched its **Womentoring** scheme to optimize the professional development of its women employees, ten of whom have benefited from it so far.



Committed to our people

Taking action to help jobseekers

As a local employer with considerable hiring needs, Elior is fully committed to acting as a responsible stakeholder in the communities it operates in. Despite the fact that young people and over-50s have more trouble finding jobs, 26.8% of people hired by Elior Group in 2022 were under 25, and 18.2% were over 50. There is also another indicator that highlights this particular commitment: 24.3% of people hired by Elior in France come from Priority Urban Neighborhoods. Several more targeted initiatives have also been implemented, including at Elior Catering in France, which is partnering with the [Each One organization](#) to recruit 30 refugees, and at Elior Services, which is doing outreach work in prisons to help prisoners approaching release to gain the skills they need for employment. Elior UK is now a partner of the [Change Please](#) social enterprise that works to reintegrate homeless people into employment.

[READ THE FULL ARTICLE](#)



24.3%

of Elior hires in France come from
in priority urban neighborhoods.



Taking action to maintain the highest quality

At Elior, we serve 3 million meals every day. Our **social role is crystal clear:** the meals we serve in school and university cafeterias are sometimes the only meal of the day for students. Our cafeterias are the most reliable and economic way for these young people to feed themselves.

Committed to quality

For more than a year, our industry has been confronted by significant and sustained increases in the price of raw materials, wages and energy, all of which add a much greater level of complexity to our financial model. It could have been interpreted as **an opportunity to lower quality standards**, but at Elior, we prefer to ensure that it is grasped as an opportunity to move forward, and refuse to compromise on the quality of the food we serve. We value the trust of our guests, and continue to offer them balanced, tasty meals at reasonable prices.

With the help of our customers and partners, and the expertise of our highly skilled employees, we are using every lever at our disposal to limit the negative effects of inflation, and respond positively to the challenges faced by our customers. We want the results of our efforts to be enjoyed, not wasted. The current economic environment demands that we become more creative and roll out practical solutions across our operations: these include using digital technologies and artificial intelligence to improve our forecasting, measuring waste, adapting recipes, saving energy, and raising diner awareness of all these issues and more.



In terms of services, we are continuing to refine our understanding of our customers' working environments – health care settings, sensitive industrial environments public spaces, offices, retail spaces, etc. – so that we can match our offerings to the specific features of each site. As a social integrator, it was unthinkable for us to make our workforce pay the cost of inflation. So by working closely with our customers, we have reviewed our ongoing contracts to ensure that we can continue to deliver the **right quality of service**, at the same time as providing people with a proper work/life balance and working conditions.

Committed to quality

“We’ve made sure that we work as closely as possible to the real needs of guests.”

Jean-Marie Duran is a Sector Manager in the Elior Education regional management team for the Île-de-France. He and his team are responsible for all the meals served in no fewer than 15 schools, which puts them very much on the front line when it comes to the effects of price inflation. It also means they have to be proactive when it comes to minimizing the impact of inflationary trends and uncompromisingly maintaining the Group’s commitment to serving only high-quality meals.



“We’ve kept in very close touch with our customers, to work together on solutions and ensure there are no compromises on the quality of recipes offered to our guests.”

— Jean-Marie Duran, Sector Manager in the Elior Education regional management team for the Île-de-France.

Committed to quality

So as food prices continue to rise, what adjustments have you made?

Jean-Marie Duran: We've worked on a number of different factors, the first of which has been to target the preferences of our guests as closely as we can. So rather than offer three or four menu choices, we now focus on two that we know are student favorites. That slightly reduces diversity of choice, but in reality, its most important effect is to reduce the overall cost of producing our recipes... and it means we generate less waste! Secondly, we organize meal production so that part of every service is prepared on a just-in-time basis: that gives us room to maneuver and ensures that student absences don't result in food being wasted. It's also been an excellent opportunity to raise the awareness of team members to the importance of reliable forward planning. The ability to study the student attendance and absenteeism rate and work closely with our customers on these subjects is what allows us to produce the most accurate outcomes. Still on the subject of forward planning, we're also making progress on Click & Collect.

In a number of high schools, we've introduced an app that allows our guests to pre-order anything from the cafeteria cold meals menu, which allows us to be certain of producing the right number of meals.

How have you worked with your teams to succeed in these challenges?

J-M.D: Close dialogue is the way I choose to do things. So we regularly sit down around the table and talk issues through with our restaurant managers and chefs. This ability to chat together creates greater flexibility and fuels inventiveness: smart solutions developed by teams in one restaurant can quickly benefit all their colleagues in other teams. The current situation with inflation has also resulted in me maintaining very close contact with our customers since March last year. They've shown themselves to be very receptive to this policy of close dialogue. We have, for example, been able to offer a solution that doesn't impact the meal bill for parents: quite simply switching to a four-item menu instead of five, and rotating menus more often. So on Mondays and Tuesdays, for example, we offer a main, cheese and dessert, and on Thursdays and Fridays an appetizer, main and dessert. Regardless of the set menu, every meal includes a dairy product and carbs.

Committed to quality

ELIOR RESPONDS PROACTIVELY TO THE THREAT OF INFLATION

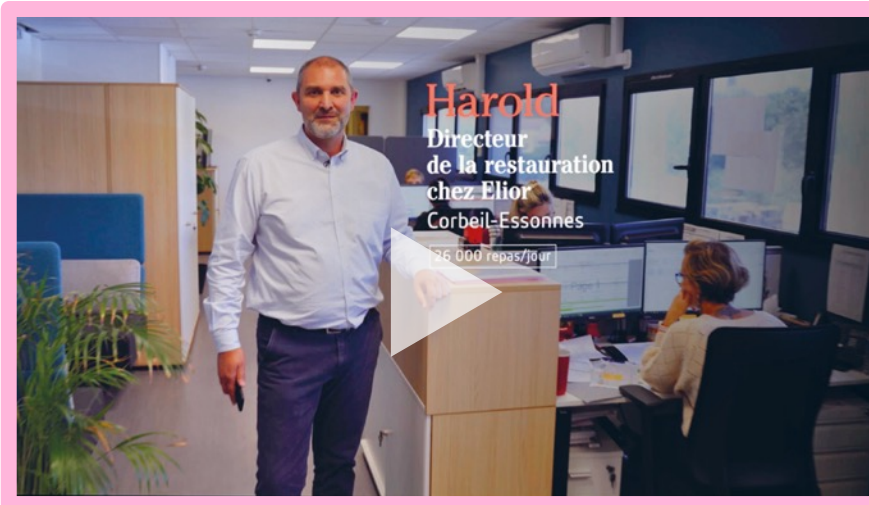
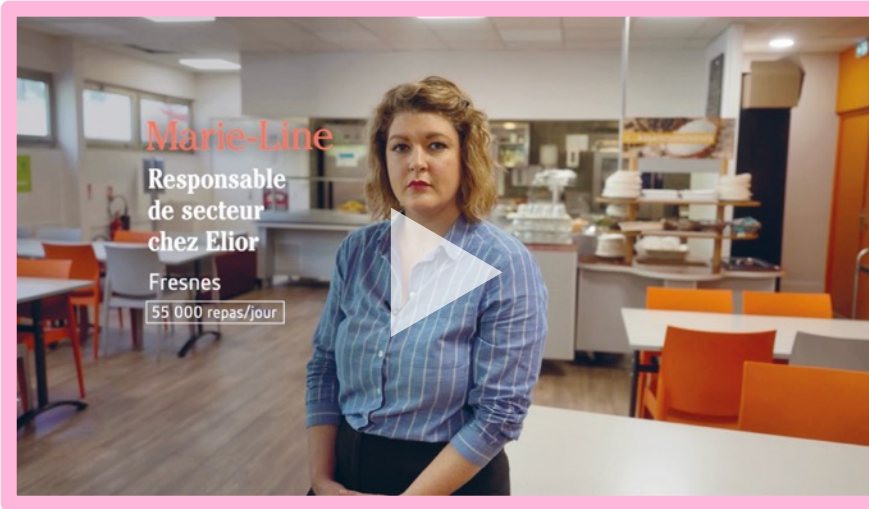
As food cost inflation bites, Elior Group is pulling out all the stops to ensure that it can maintain its uncompromising position on quality, and continue to offer its customers the fairest prices. By relying on the expertise and ingenuity of our people, we have been able to continue guaranteeing that all our guests are served **high-quality, tasty meals** as part of a balanced diet. The solutions developed and deployed were showcased in *Les bonnes recettes contre l'inflation* (Great inflation-busting recipes) campaign, whose six episodes streamed on social media from March onwards, giving individual employees the opportunity to talk directly about their efforts. Filippo, a chef and catering manager who orchestrates the preparation of 800 meals every day, explains how he has organized his kitchen to **minimize food waste** by preparing just 25% of the day's meals in the morning, and when those have been.



Watch the full *Les bonnes recettes contre l'inflation* (Great inflation-busting recipes) videos (French only).

[SEE THE VIDEOS](#)

Committed to quality



Jean-Philippe, executive chef at Elior in the Greater Paris area and north of France, who cooks for 21 retirement homes, is using **homemade** recipes in preference to industrial products. This solution reduces costs, at the same time as boosting nutritional quality and creating tastier dishes.

Adel, a customer service manager in the Hauts-de-Seine region, talks about his solution for **reducing the cost of fruit purees** in schools: 100% of the apples used by the central kitchen are now sourced from a nearby orchard. Not necessarily beautiful, and in all different sizes, they are ideal for making purees... and much less expensive.

Sector manager Marie-Line explains how her team maximizes the number of **seasonal products** they offer to reduce costs. So at the end of summer, when the price of tomatoes rises by as much as 166%, her kitchen staff use cucumbers, which are still in season. Delivering identical vitamin content, this initiative makes a stark difference in terms of price, saving 24 euro cents per meal, and when you think that this central kitchen in Fresnes produces 55,000 meals per day, that soon adds up! Harold, a catering manager at Elior in Corbeil-Essonnes, has responsibility for serving 26,000 meals every day. He sees the key as a combination of talking regularly to his **local customers** and targeting the day's best quality/price ratio when preparing menus, at the same time as refusing to compromise on flavor and nutritional balance.

Committed to quality

Nutri-Score, a win-win success for everyone

By August 2022, the [Nutri-Score](#) labeling scheme that objectively grades recipes from A to E on the basis of their nutritional value had been in place for a full year in all [642 company restaurants](#) and [455 school cafeterias](#) operated by Elior in France. The 12-month milestone made this the perfect occasion to conduct an assessment that ultimately revealed a very positive impact on the meal trays put together by guests. The findings of the study conducted jointly by Elior and the Nutritional Epidemiology Research Team ([EREN](#)) are clear: people eat more healthily when the Nutri-Score system is in place and on display. The reality of the situation is that guests then reduce their intake of sugar and saturated fatty acids, and choose meals of higher nutritional quality. So it is fair to say that when supported by information and education campaigns, Nutri-Score provides a key benchmark for creating a balanced, satisfying and enjoyable diet. In junior high and high schools, the Nutri-Score for each dish is clearly displayed in the cafeteria. In grade schools, the same information is made available to parents via the [App'Table app](#);



welcome additional help in ensuring a weekly balanced diet for younger members of the family. Lastly, Nutri-Score also provides an effective tool for driving continuous improvement in menu design through its ability to measure menus against the indicator. The Group is now rolling out this nutritional scoring system in Spain and the UK, highlighting the pioneering role it is playing in responding to the public health challenge of better-balanced diets. This in turn has a very tangible impact, since children who learn healthy eating habits at an early age tend to adopt those habits, which will then benefit their health throughout their lives.

Committed to quality

GETTING THE RIGHT HABITS ACROSS

Elior continues to bring forward new educational initiatives for younger guests as part of its ambition to educate people about taste, nutritional balance, and what is good for their own health and that of the planet. Elior Italy has launched its *Il mondo in un piatto* (World on a Plate) digital edutainment project to teach children healthy eating habits through a series of interactive videos. By the end of 2022, in Spain, more than 500 schools had signed up for the Serunion [Nutrifriends](#) program to educate young guests about healthy eating.



500

Spanish schools have signed up to Serunion's Nutrifriends awareness program



Boosting our collective resilience

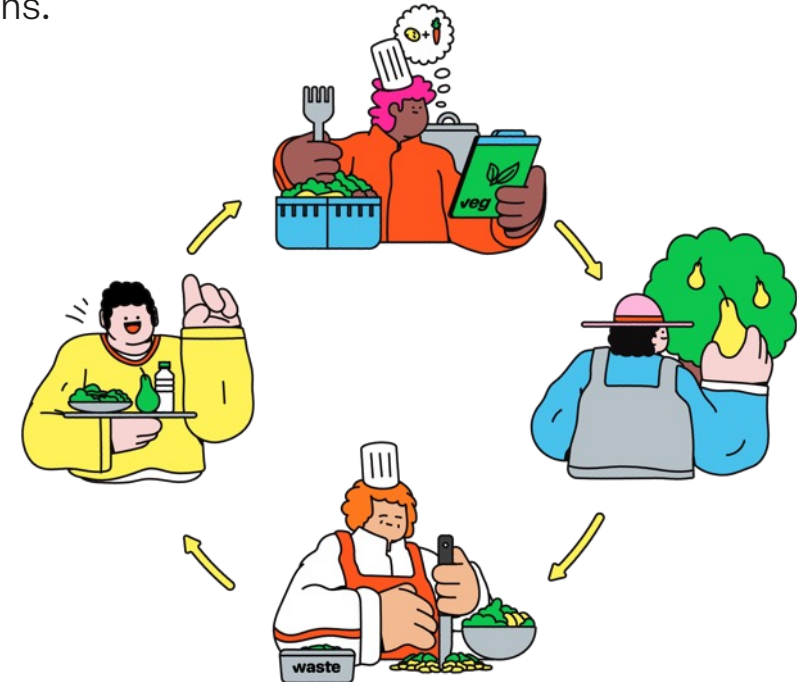
The food industry has a major role to play in making the transition to a more sustainable world, since it contributes nearly one-third of humanity's global carbon footprint. We are well aware that we are just one link in a very long chain, but we want to lead by example and make our contribution to boosting our **collective resilience** to environmental change.

Boosting our collective resilience

To succeed in that ambition, we must evolve our business model to reduce our carbon footprint and manage our resources wisely by taking action at every link in our own value chain, and involving all our stakeholders in our transformation. This requires us to rethink the way we design our menus. So we offer our chefs training around how to include more **vegetarian options**. It also means building local supply chains, prioritizing seasonal produce, label-accredited products and those sourced from eco-friendly agriculture. Currently, 27.3% of the supplies we source are accredited as responsibly produced, and our continued efforts in this direction are paying off, with a three percentage point increase over 2020/2021.

We are also working hard to **reduce food waste** and the volume of other waste we generate. Our efforts are focused on the four key areas of measurement, prevention, recycling surplus food and biowaste, and transforming production methods. We are continually identifying innovative solutions that effectively address the operational challenges specific to each of our markets and which involve all stakeholders.

Lastly, we have a key role to play in raising **awareness** among our guests, and providing them with the information they need to make the informed and more sustainable choices that will allow them to play an active role in the food transition. Supporting our stakeholders in changing their habits by providing tools such as the **Carbon Score** labeling system that shows guests and customers the carbon footprint of individual recipes is essential if we want to reduce our CO₂ emissions.



Committed to our planet and its communities

“Accompanying our chefs, raising awareness among our guests: this is essential to ensure the success of plant-based menus.”

Switching to a diet richer in plant-based foods is now a must. The positive impacts of doing so for the environment and guest health are now incontrovertible. Kelly Myers, Senior Director of Responsible Business & National Programs at Elixir North America, revisits this transition and the resources Elixir is leveraging to facilitate it.



Committed to our planet and its communities

You've targeted a 50% meatless offer in your new menu plans by 2025: how are you going to deliver that revolution?

Kelly Myers: The basic trend is very definitely towards vegetarian recipes, but making that change requires real adaptations to be made. So we've designed programs for our chefs that give them the direction and recommendations they need to stimulate their creativity. Since April 2022, we've been partnered with the Humane Society of the United States to offer training events where our teams can discuss these techniques very openly and learn more about working with plant proteins. And during the year, a number of our chefs received training at the Culinary Vegetable Institute, which puts vegetables front and center of menu options, and insists on using every part from tip to root...

"Students focus on flavor first, and they love the taste, whether they're consciously choosing plant-based or not. Our chefs are having a great time as well and we're seeing an energized culinary attitude. It's very exciting to be able to inject fresh new flavors and recipes into menus."

— Eric Pearce, Director of Culinary, Aladdin Campus Dining



which also helps to limit waste. We can already see that our chefs are being increasingly inspired by vegetables, and making them the real stars of the dish.

Guest choices are central. So how are you persuading them to change their habits?

K.M: Well, for example, we've launched the So Good! program, which features a range of recipes designed around a different seasonal fruit or vegetable every month, and is backed up by messages about our commitment to the planet and healthy eating. For our student guests, our Aladdin brand has partnered with vegetarian actor and director Terence J., who promotes this eating ethos through his networks. And we also want to inject an element of surprise, so we organize vegetarian "takeovers" of our campus food trucks, where animal proteins are replaced on the menu by plant-based alternatives. For example, the burger patties are made from black beans, and the "chorizo" in the tacos is vegan... And it turns out that the students love it, sometimes to their own amazement!

Committed to our planet and its communities

Forecast and reduce

Elior is aiming to reduce food waste by an impressive 30% between now and 2025, and is using a number of digital tools and artificial intelligence to hit that target. For several months now, the implementation of an AI solution has been helping the managers of 350 French catering sites to accurately forecast the number of guests to be served. This kind of predictive data is essential for adjusting supplies and production, both of which have an immediate effect on reducing food waste. But there are also many other tools now being used to push back against waste. Still in France, the **Helios** software waste measurement module is used in 303 sites to analyze returns and make corrections accordingly. In the USA, they are also quantifying food waste with the **Waste Nothing program**, which uses awareness-raising initiatives for kitchen staff to help change habits and practices.

In the UK, teams at 29 sites are using the **Chef Eye** app to control and reduce overproduction, while in Spain, the in-house **Power Bi** system does a very similar task at 851 sites.



Committed to our planet and its communities

100% RATIONAL BIOCLEANING

To help reduce its environmental footprint, Elior Services has developed an eco-responsible service for the health care sector. Special abrasive discs are used to clean floors effectively without the use of chemicals. For laundry, traditional products have been replaced by hydrogen peroxide solution. The teams also use ozonated water to break down dirt and other contaminants just as effectively as chemical detergents, with zero environmental impact. Lastly, the 100% recyclable cleaning carts are produced using 70% recycled materials.



Elior UK partners with JUST ONE Tree

In the UK, the new Eco Points loyalty scheme introduced through the digital ordering app, **Breaz**, was created to help educate, inform and influence customers to make more environmentally friendly food choices. So, in partnership with non-profit organization **JUST ONE Tree**, when guests choose vegetarian and vegan offers they earn Eco Points and for every 10 points collected a tree is planted, helping contribute to changing behaviors and supporting the Group's sustainable development policy.

Committed to our planet and its communities



THINK LOCAL

Here's an example: Elior has given its commitment to buy three metric tons of organic dried beans produced by the [Saveurs de nos Terres](#) (Local Flavors) family farm in the Eure-et-Loir region of France to supply its restaurants in the greater Paris region. Elior hopes that committing to bulk purchases in this way will encourage the development of the local vegetable production channels that come with so many benefits: not only nutritional and agronomic – because these crops help improve soil quality – but also environmental, because by replacing meat, they reduce the carbon impact of the dish. So to support the development of locally grown vegetable supply chains, Elior is also involved in the West and South West regions of France as a stakeholder in the [LEGGO](#) and [FILEG](#) non-profit organizations involved in running these projects.

[READ THE FULL ARTICLE](#)

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Carbon Score: Elior measures and publishes the carbon impact of its recipes

At Elior France, chefs now have the opportunity to include an essential piece of data into their menu development process: the carbon footprint of their recipes. The calculation is made using the [Agribalyse](#) database provided by ADEME (the French Environment and Energy Management Agency) which has now been fully integrated into our information systems. As a result, each meal is given a carbon emission score from A to E as the basis for steering production towards recipes that are consistently less carbon intensive. Elior B&I and [Ansamble](#) are relying increasingly on this digital resource, which is also being implemented at Serunion.

COLLECTIVE RESILIENCE: ELIOR AND CARBONE 4 ANALYZE THE RISKS POSED BY CLIMATE CHANGE

In 2022, the leading climate consultancy [Carbone 4](#) was commissioned by Elior Group to conduct a wide-ranging survey to quantify the cost of climate change as it impacts procurement. This is a major challenge at Elior, which needed expert support with developing an adaptation strategy. Carbone 4 has used the findings of the survey to construct a series of impact scenarios, and has been able to estimate the additional purchase cost generated as a direct result of certain climate events for the period to 2035. This type of forecasting helps the Group to gain the insight needed to take more joined up long-term and short-term decisions. The intention is to share the survey results with stakeholders, so that a collective effort can be made to boost the resilience of the value chain from end to end.

[READ THE FULL ARTICLE](#)

The group's csr performance has been recognized by independent organizations, including:



Elior Services, B&I, Arpèges, Ansamble, Serunion have obtained Ecovadis medal



For the second year in a row, the CDP, an international non-profit organisation, has awarded Elior a B score for its efforts in the fight against climate change.



Given the ESG Gaïa scoring, Elior outperforms the sector 52 companies benchmark

Elior Group

Tour Egée – 11 allée de l’Arche
92032 Paris La Défense Cedex
France

Managing Editor

Bernard Gault, Elior Group Chairman & Chief Executive Officer

Editorial Director

Anne-Laure Desclèves, Elior Group Chief Communications & Public Affairs Officer

Editorial Committee

Alexandra Vickery, Elior Group Head of Corporate Content
Elie Grange, Elior Group Event and Image Manager
Sonia Cordier, Consulting Director at Abmo
Camille Lamouche, Editorial Manager

Editorial Staff

Camille Lamouche

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Concept, design and productionAbmo

Sonia Cordier, Consulting Director
Dezyderiusz Gusta, Creative Director
Nina Peyrachon, Project & Production Manager
Axel Keussel, Graphic Designer

Translation

TagLine

Typeface

General Sans
DM Serif Display

Illustrations

Emans

Photos

P.5, 14,20 : Stéphanie Têtu (La Company) • P.15, 18, 26 : Nicolas Lascourrèges (La Company) • P.19 : Pierre Morel • P.22: Julie Havyernik • P.28: Azahara Carretero, Ramon Lopez Soldevilla • P.31: RoSPA • P.32: Audoin Desforges (La Company) • P.34: Maïté Baldi • P.36,37,38: Elior Group • P.40: Maïté Baldi • P.42,48 : Eve Lancery • P.44: Ben Pien (Elior North America), FenixPhotography • P.47 : David Pell



LINKEDIN
Elior Group



INSTAGRAM
@elior_france



TWITTER
@Elior_Group



WEBSITE
eliorgroup.com



TIKTOK
@elior_france