



REACHING NET ZERO BY 2030

A MENU FOR CHANGE

THE URGENCY TO ACT

We recognise that the risks posed to the world from climate change represent an emergency, with experts predicting unthinkable impacts on the food system, natural disasters and infectious diseases if no action is taken.¹ We will reflect this urgency in our food system transformation and reduction of food waste to meet the challenge. We will commit to making our Net Zero ambition a business priority and a key indicator of how our business is performing.

RECOGNISING THE HUMAN STORY

The consequences of climate change are already being felt by people all around the world. Some communities will experience climate-related hardship more acutely than others. We also know that the mobilisation, creativity and persistence of individuals and their communities will be a critical part of the solution. As a company committed to helping people live healthier, happier and more productive lives, we believe that the human dimension to climate change matters. In our transition to Net Zero, we will respect human rights and uphold the highest ethical sourcing standards in doing so. We will ensure that farmers and fishers across the value chain receive their fair share as they support us. That is why we will commit to highlighting the work and stories of those on the frontline of climate change solutions.

USING OUR VOICE

Our size and scale give us a platform to advocate for approaches that we believe will help society decarbonise through a sustainable food system. We will use our voice to call for policies that support Net Zero. This will include lending our support to a carbon pricing system and national policies to reduce food waste, and being vocal and active in our opposition to damaging practices such as deforestation.

INCENTIVES

We will seek to align incentives for our workforce, clients and suppliers with our climate ambitions.

OUR PEOPLE

Our colleagues will be integral in helping us to get to Net Zero. Across our organisation, our teams are keen to play an active role. We will empower them to develop innovative ways, helping our company transform and rewarding them for doing so. We will also support our colleagues to become advocates for a decarbonised food system in their personal and professional networks.

SCIENCE-BASED TARGETS

We have announced our commitment to reach Net Zero greenhouse gas emissions across our own operations and our value chain (GHG protocol Scope 1/2/3) by 2030. We have aligned our climate ambitions by developing science-based targets to limit global temperature rises to 1.5°C above pre-industrial level in line with the Science-Based Targets Initiative (SBTi) criteria. Our science-based targets will be validated and published later this year.

INNOVATION

We will increase our investment in lower impact meat, plant-forward menus, food waste reduction, regenerative agriculture, water conservation, renewable energy, green logistics and other practices to aid our transformation to a Net Zero company. We will continue to review our investment strategy as new technologies develop. We will create a £1m investment fund to support sustainable and regenerative food production.

OUR LEADERSHIP

Becoming a Net Zero food services company will be the responsibility of the entire leadership team. We also commit to adding an advisor with specific climate change expertise to our Executive Team.

ACCOUNTABILITY AND TRANSPARENCY

Leading the transformation of our food system will not be easy. We will report our successes as well as being open about the challenges that we face. We will learn from these challenges and share them with the farmers, suppliers and clients we work with. Every year, we will ask our stakeholders to provide feedback on our efforts and commit to making that public. We will work constructively with reporting benchmarks to the appropriate standards for transparency, which will help us become a leader in transparency standards. Crucially, we will be clear, accessible and jargon-free when we communicate our progress.

PARTNERSHIPS FOR THE PLANET

We can only achieve our climate ambitions by working with our clients, suppliers and non-profit partners, including Business Ambition for 1.5°C. Together, our impact will be more significant. We will commit to holding our partners to the standards that we will hold ourselves to. We will approach dialogues with our partners openly, constructively and with humility. We want our partners to be critical friends to us if we fall short. We will commit to sharing our experiences, data and processes with our partners.