

Our social promise will create 1 million opportunities by 2030, helping people to change their lives for the better.

We aim to address the inequalities that create barriers to progression – with a particular focus on those from less advantaged and under-represented backgrounds.

#### We will achieve this through:

#### **1) ENSURING REPRESENTATION**

Representation matters. Our workforce must represent the rich diversity of the customers and clients we serve, as well as broader society. We benefit from a myriad of perspectives.

Our aim is for all levels of our organisation - from frontline to senior leadership - to be representative of the UK working population. We have committed to reaching 50/50 gender parity for junior management through to senior leadership by 2025. Our ethnic diversity will be in line with the UK population by 2027 across all management levels and by 2030, 40% of our management and leadership population will be from a lower socio-economic background.

We will also commit to disability data recording along with an outreach programme for skills development and job placements.

## 2) PROVIDING SKILLS AND PROGRESSION

Everyone in our business should have an equal opportunity to progress in their career. The food services sector is uniquely placed to support people, as one of the widest reaching industries in the country, with their progression whatever level they enter the business. Everyone in our organisation will have visibility of a clear pathway for progression and development, helping them advance through the ranks from entry-level to senior management.

We will establish dedicated support and mentorship programmes for aspiring senior leaders from underrepresented and historically marginalised groups. This will enable us to ensure there is fair representation across our business, in terms of gender, ethnicity, economic background, and disability.

To have a clear understanding of the impact of our work, we will start tracking progression rates for employees of different genders and ethnicities and will increase the scrutiny and monitoring of the barriers that underrepresented and historically marginalised groups may face as they attempt to progress.

We will continue to invest in apprenticeships – creating 750 each year, and provide access to learning and development programmes.

# **3) OUTREACH TO OUR COMMUNITIES**

We will look to provide good employment for those from hard-to-reach groups, working with partners such as the DWP, Springboard, the Clink and Care Leaver Covenant.

We will also look to engage further with local communities with the launch of a new voluntary work scheme, providing our 45,000 employees with a day off to support initiatives in the local community.

# **4) HELPING THE NEXT GENERATION**

Recognising the essential role health and nutrition plays in people's lives, through our education business, we will enhance our engagement with school children and teachers on benefits of nutrition and culinary skills.

We will also work with schools and colleges to provide access to work placements, and employment opportunities in the food services industry.

## **5) SECURING FAIR PAY FOR ALL**

We will publish clear annual gender and ethnicity pay gap reports, including a detailed explanation of the actions taken to close the gap year on year.

While we already pay the real Living Wage to those we directly employ and have Recognised Service Provider status by the Living Wage Foundation , we will also continue to advocate for the living wage across the industry and encourage clients and suppliers to also pay the living wage. In the past 18 months, in partnership with 300 clients over 28,000 employees (in addition to those we directly employ) are now on the real living wage. Going forward, we will track and report on this activity.

As a major UK employer we will convene and mobilise the hospitality sector to follow our lead in raising employer standards. We will share the positive impact of paying the living wage with parliament and government.



