

Fruitful World



THE IMPACT OF COLLABORATION: VISITING PERKEE COFFEE'S FARMERS IN NICARAGUA

CORPORATE, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY REPORT 2018



**bartlett
mitchell**
fundamentally food



**“AS A FRESH FOOD BUSINESS,
EVERYTHING WE DO DEPENDS
EITHER DIRECTLY OR INDIRECTLY
ON OUR NATURAL ENVIRONMENT”**

Wendy Bartlett MBE, Executive Chairman, bartlett mitchell

I am proud of the energy shown by our team over the last year and their actions demonstrate a resolve to make a **long-term difference**. Last year we focussed on reducing waste. This year we have continued to improve in this area and focussed on our **social sustainability**, including the way we engage with our supplier partners and teams. This included my enlightening trip to Nicaragua to meet the farmers from the Soppexcca co-operative who grow our Perkee Fairtrade coffee.

By adopting the Sustainable Restaurant Association's (SRA) three pillars of sustainability as a framework we have created a balanced approach to achieving **triple bottom line** results for people, planet and profit. A simple red, amber, green traffic light system shows how we performed against last year's targets.

The success we have achieved so far proves that **collaboration** between suppliers, team members, customers, NGOs, government, education and clients is the key to tackling sustainability challenges. It's impossible to separate our co-dependence. I want us to lead the way so that collaboration will be the 'new normal' to ensure we progress together on all fronts.

Front cover: Wendy Bartlett met the ladies at the drying mill where Perkee coffee beans are processed. Fatima Ismael, CEO Soppexcca Co-operative (third from left).
Above: Wendy Bartlett meeting Anabel Lopez Gianado, daughter of Perkee coffee beans farmer, Abel de Jesus Lopez.

BIG CHALLENGES...

Our vision is to grow our business whilst reducing our environmental footprint and increasing our positive social impact. We have set ourselves a big goal to be the UK's most ethical and sustainable foodservice catering business. We want to be leaders in environmental responsibility, not just in catering but in the wider business world.

Our 'Fruitful World' plan sets stretching targets. Our ambition means that we are finding new ways to partner with other businesses, our team and society.

Faced with the challenge of climate change and the need to directly contribute to improving the livelihoods for people around the world, we want to inspire a new generation of clients, customers, and team members who care about how we behave and operate.

...OUR APPROACH

PEOPLE



Social pillar of sustainability

Social sustainability balances the needs of the individual (team member, customer, client and supplier) with the needs of the wider community. We want to be part of a vibrant and healthy community that benefits from the goodwill, time and expertise we can offer.

PLANET



Environmental pillar of sustainability

Environmental sustainability occurs when our systems and processes reduce the environmental impact of our offices, food and operations.

PROFIT



Economic pillar of sustainability

With record sales predicted, we have to grow without creating negative social or environmental issues that would harm the long time success of the company.

We need to find ways of using our resources in a more efficient and responsible way that provides us with long-term benefits and profitability.

Our 2017 Fruitful World statistics are detailed over the following pages. We have highlighted seven of our biggest achievements in the case studies.



Introducing our stars

Recognition aids motivation and retention

Initiative

We held our biggest ever company awards celebration event in 2017 and our first ever BM Barista championship.

The **FOODIES** awards were based on the company's **values**, and recognised high achievers who demonstrated their commitment to our strategic objectives.

The event was attended by many of our team members, who were treated to a champagne and canapé reception provided by the chef development team assisted by our apprentices.

Each category is sponsored by a board director and short-lists were developed following the submission of a 100-word nomination which was then reviewed by a panel made up of the CEO, HRD, and Executive Chairman.

The coveted **Chef of the Year** prize went to Dave Hands, who was presented with his award by our chef consultant Adam Byatt, Michelin-starred chef at Trinity Restaurant.



Results

- Key people engagement stats have improved by 5%.
- Nearly 50% of teams or team members have received recognition.
- Significant growth in peer-to-peer recognition in the first year.
- Played a part in retaining Best Companies one star award.
- Increased workforce motivation and satisfaction.
- Improved peer-to-peer relationships.

Impact

Wendy Bartlett, Executive Chairman, bartlett mitchell, said: "We have always placed great emphasis on **reward and recognition** within our business and, given our fantastic growth in recent years, we wanted to bring everybody together to really celebrate the brilliant efforts of our teams.

"Our values are embedded in everything we do; I'm very proud to see so many of our team members demonstrating these through so many innovative and creative activities on a daily basis."



Serving coffee that improves women's lives

An empowering experience with the Soppexcca Co-operative



Initiative

Our unique **Fairtrade coffee brand** 'Perkee' is farmed by the Soppexcca coffee co-operative in Nicaragua.

In January 2018, Wendy Bartlett MBE, founder and Executive Chairman went to **Nicaragua** to visit the co-operative (led by CEO, Fatima Ismael) and meet the farmers who grow Perkee coffee. She saw how Soppexcca invests their profits and the Fairtrade premium;

- **Education** and training including agronomy and the impact of climate change
- **Diversification** into a cacao crop
- Women's **social enterprise** including a home-made biscuit business
- Mobile **health screening** programmes
- Organic compost manufacture
- Youth programmes that create a **sustainable future** for the next generation

Women are an important part of the farmer co-operatives that produce Perkee, and nearly 40% of Soppexcca's members are women.

Together with the wives of the male participants, they play an essential role in running the enterprise via the management and oversight boards.

More than 320 women take part in a solidarity savings and loan programme to diversify their families' income and complement coffee production. Many of them are saving money for the first time in their lives, and are learning business, marketing and credit skills.

Wendy Bartlett MBE, Executive Chairman, bartlett mitchell, said, "It was amazing to meet the farmers who grow our Perkee coffee beans. I was impressed to see all the **sustainable initiatives** they have like making organic compost and diversifying into cacao. By serving Perkee, our customers can enjoy a great-tasting, Fairtrade coffee, and make a **positive difference** to the Soppexcca community."

Results

bartlett mitchell bought nearly a million pounds of coffee in 2017. Sales of coffee have **increased by at least 20%** in every site where Perkee is sold.



Impact

bartlett mitchell's commitment to Fairtrade-certified coffee sourcing has achieved a great deal for the Soppexcca co-operative by investing Fairtrade's Premium in an education fund and an **empowerment** programme focusing on women's health, social enterprise businesses for the next generation and a chocolateria.

As well as providing farmers with a short term safety net through Fairtrade's Minimum Price, as sales of Perkee grow in the future, bartlett mitchell will be contributing to more of these longer term projects by providing;

- Credit
- Fundraising for the women who work in the drying mill. They have set up a biscuit business so they can sell more bakery products to reduce their reliance on the seasonal coffee harvest
- Training in food safety
- Branding and marketing expertise for their website and chocolate business.



How small, individual commitments add up

Supporting the Jannehkunda village in the Gambia



Initiative

Our connection with the Jannehkunda village in the Gambia came from one of Wendy Bartlett's cousins and a request from his Rotary Club.

It started in a small way with a donation of clothes and excess stationary and a number of Bartlett Mitchell's team members giving £60 to sponsor a child's education. Team members receive a photograph and school report showing their progress.

One of the students funded by a team member is the first young person in the village to go to university. Bartlett Mitchell will continue to fund his education.

When Wendy's mother passed away she asked for donations instead of flowers. This raised enough to build a classroom.

We have continued the support with;

- Donation of hundreds of nearly new football boots
- **Pre-loved team uniforms** are returned to head office and sent to the village to use as football strips
- When containers are sent out to the community in the Gambia, Bartlett Mitchell team members donate clothing, old medical items, tools and children's clothes
- Team members' families knit small baby jumpers for the orphans
- Fundraising to buy a milling machine
- Fundraising to build a small wall around the village to keep the animals out of the kitchen garden.

Our next project is to fund solar panels for the school and teachers accommodation in Jannehkunda because there is no electricity. This will enable students to do their evening studies using lights and not candles or torches (if they can afford the batteries).

Results

In 2017 Bartlett Mitchell raised the money to **donate a milling machine** to the community which allowed girls to go to school rather than daily hand-milling the grains to make flour.

The machine also **generated income** for the village by allowing other villages to use it for a nominal sum. If the Rotary Club tried to do this project by themselves it would take 4-5 years to raise the money.

Impact

By directly being involved in the village we know 100% of the money raised is given to the community. More importantly it's providing a **sustainable future** for the people who live in Jannehkunda.

Selling bottled water to transform lives

Customers hydrate and we donate to Thirsty Planet Water



Initiative

In 2013 bartlett mitchell chose to sell Thirsty Planet charity bottled still and sparkling water. Everything - bottles and water - are sourced within a 70-mile radius of the Harrogate source.

Four pence from every litre of Thirsty Planet we sell is donated to Pump Aid, a British Charity that helps rural communities in remote sub-Saharan Africa to have a **constant source of safe, clean, drinkable water**. bartlett mitchell and Thirsty Planet's guaranteed donations ensure that Pump Aid has the financial security to plan ahead and expand its operations.

Everyone is concerned about the environmental impact of plastic water bottles. Although there isn't an alternative at the moment we feel we have the best solution. Thirsty Planet bottles are 'right-weighted'.

This means the bottles are designed to use the **minimum amount of plastic** whilst maintaining their functionality. The bottle, label and cap are 100% recyclable and weigh 14.5 grams as opposed to 24 grams in 2007.

Thirsty Planet is a **zero waste to landfill facility** and has one of the most environmentally efficient production lines in Europe.

Thirsty Planet has also partnered with the **Keep Britain Tidy** group to encourage a responsible approach to the disposal of the bottles and to promote recycling. Thirsty Planet water is the first product to carry Keep Britain Tidy's new Tidyman Logo.

Marketing campaigns to educate customers to reuse and recycle their bottles and advertise the benefits of purchasing Thirsty Planet water are used by all our restaurant sites.

Results

Since June 2013, bartlett mitchell has raised over £35,000 for Pump Aid by selling Thirsty Planet bottled water.

They sponsored 27 water pumps in 2017, a rate of one pump every 10 (working) days, taking us up to a **total of 66 pumps**. This is a 56% increase on our target.

Impact

Fresh, potable **water for over 10,000 people** in 2,225 households in Malawi from sustainable, home-serviced pumps: 2,181 men, 2,088 women, 6,277 boys and girls, of which 675 are orphans.



TARGET	RESULTS 2017	GOAL 2018
 <p>Develop inspiring training with access to at least two training sessions a year for every team member</p>	<p>85% of team members attended at least three training sessions.</p>	<p>Training that ensures Investors in People Gold status is retained in 2019</p>
 <p>Be a top company for our teams to work for</p>	<p>2013, 2014, 2015 & 2016, 2017, 2018 Best Companies accreditation</p>	<p>Achieve one star and listing on Sunday Times Top 100 Company to Work For in 2019</p>
 <p>Create a safe, healthy and supportive working environment</p>	<p>100% of team have accessed the Safety 360° training. EAP, Health and well-being promoted to all teams</p>	<p>100% of team continue to have access to Food Safety and H&S Level 2</p>
 <p>A diverse workforce made up of individuals with different ideas and cultural backgrounds</p>	<p>41% of our team are from an ethnic minority background</p>	<p>Maintain this level of diversity</p>
 <p>Support the London Living Wage (LLW) foundation and always promote LLW to clients</p>	<p>100% of direct employees are paid at least the LLW or NLW</p>	<p>Increase the number of contracts where LLW is paid</p>
 <p>Every team member to have access to healthcare cover</p>	<p>100% of the company's permanent employees have healthcare coverage</p>	<p>Maintain 100% level of cover and benefits</p>
 <p>Head office team to make a difference to local community groups</p>	<p>100 Easter Eggs donated to the White Lodge Disabled Centre in Chertsey</p>	<p>Donate 120 Easter Eggs</p>
 <p>Encourage bartlett mitchell teams to raise money for community and industry sector charities</p>	<p>£15,000 raised for the Gambian village, Macmillan and Little Troopers. An increase of 25%</p>	<p>Raise money to fund solar panels in Jannehkunda school and set up biscuit factory in Jinotega</p>
 <p>Close gender pay gap</p>	<p>6% mean gender pay difference identified between men and women. Mainly due to men in senior chef positions</p>	<p>Provide mentoring and career development so that more women are promoted into senior positions, particularly chefs</p>
 <p>Launch 'Freedom Friday'</p>	<p>100% of team members can claim one paid day per year to work as a volunteer at a registered charity to support the community</p>	<p>Increase level of participation in new 'Freedom Friday'</p>
 <p>Raise team Health & Safety (H&S) & Food Safety standards</p>	<p>95% of team members completed a nationally recognised qualification in H&S & Food Safety within their first month's employment. An increase of 35%</p>	<p>Improve on 95%</p>

TARGET	RESULTS 2017	GOAL 2018
 <p>Improve lives by increasing our £ spend on certified coffee</p>	<p>80% of our coffee spend is certified Fairtrade and Rainforest Alliance coffee. A spend of over £1m in 2016</p>	<p>Increase spend on certified coffee beyond £1m</p>
 <p>Measure how well we live our values</p>	<p>82% of team members who took part in mobile VOX POP survey said we mostly or always live our values. Achieved a 5% increase on 2016.</p>	<p>Improve results from 2017 survey to 87%</p>
 <p>Subscribe to the UK Apprenticeships Scheme</p>	<p>40% increase in team members accepted on three-year apprenticeship programme.</p>	<p>Increase number of apprenticeships by 10%</p>
 <p>Develop a leadership programme</p>	<p>100% of senior operations managers attend the PEAR leadership academy</p>	<p>Senior manager team to become mentors for bartlett mitchell Rising Stars and Talent team</p>
 <p>Attract young people to employment in the hospitality sector</p>	<p>5 Board Directors are mentoring marketing and hospitality students</p>	<p>Extend mentoring scheme to senior leadership team</p>
 <p>Engage customers with sustainable food issues</p>	<p>100% of customers have access to a Green 'Food Roadshow' in their workplace restaurant</p>	<p>Increase attendance at Green 'Food Roadshows' and engage client CSR teams</p>
 <p>Play our part to improve public health</p>	<p>8 Department of Health 'Responsibility Deal' pledges signed up to</p>	<p>Communicate the pledges through our DARE-ing customer programme</p>
 <p>Promote healthy eating to customers</p>	<p>100% of customers have access to DARE (Delicious and Responsible Eating) manifesto</p>	<p>Extend the reach of DARE Eat Well programme to include our own nutritionist</p>
 <p>Use ethical purchasing to improve the lives of others</p>	<p>10,000 people are now drinking clean water in Malawi due to our sales of Thirsty Planet water. A 200% increase on 2016</p>	<p>Win more contracts to increase the sales of Thirsty Planet water</p>
 <p>Encourage young foodie entrepreneurs</p>	<p>3 new business entrepreneurs supported through 'BM Inc' food start-ups</p>	<p>Provide pop-up opportunities to 5 more 'BM Inc' entrepreneurs</p>
 <p>Find a new use for our old uniforms</p>	<p>100% of all used bartlett mitchell uniform t-shirts are donated to the Jannekunda School in the Gambia</p>	<p>Continue to send old uniforms to The Gambia</p>

Turning the tide on single use plastics

Collecting evidence to show how to change behaviour



Initiative

An estimated 2.5bn disposable coffee cups are used in the UK each year, creating approximately 25,000 tonnes of waste. Whilst it may be difficult to persuade customers to change the way they drink their daily cup of coffee or tea, we have a responsibility to play our part in solving the waste problem.

bartlett mitchell was the only contract caterer to take part in a research project with Cardiff University that tested a range of measures that could **encourage customers** to use **re-usable coffee cups**.

Our research found that financial incentives, re-usable alternatives, and clear messaging all had a direct impact on customer behaviour. The findings;

- A charge on disposable cups increased the use of re-usable coffee cups by 3.4%
- Environmental messaging in cafes increased the use of re-usable coffee cups by 2.3%

- The availability of re-usable cups led to an increase of 2.5%
- Distributing free re-usable cups led to a further increase of 4.3%.
- Providing free re-usable alternatives combined with clear environmental messaging and a charge on disposable cups increased the use of reusable cups from 5.1% to 17.4%.

Commenting on the results, Professor Wouter Poortinga of Cardiff University and author of the report said, "While the increases for individual measures were modest, the greatest behavioural change was when the measures were combined. There is an important nuance when it comes to financial incentives. People are far more **sensitive to losses** than to gains when making decisions – so if we really want to **change a customer's behaviour** then a charge on a disposable cup is more likely to be effective".

Results

The findings were submitted to the **Government's Environmental Audit Committee's enquiry** into coffee cup waste.

bartlett mitchell **saved 370 metric tonnes CO²** stopping 500,000 cups going to landfill by implementing a policy banning any team members from using disposable cups.

Impact

bartlett mitchell used the research findings to introduce measures with client that steer customers towards bringing their own cups or using keep cups.

We are working with our clients to **overcome operational challenges** such as washing and storing reusable cups so that we have a **sustainable solution**.

Reducing food waste

Teams and customers continue to get 'waste-ed'



Initiative

Reducing food waste saves money and helps to slow down global warming and deforestation. We operate a comprehensive waste management strategy that ensures that waste is minimal, recycled or disposed of responsibly.

Part of our strategy is to educate our teams. We do this by;

- An internal initiative '**Weigh your Waste**' to record all food prep waste
- Pete Redman, Chef Director, holds '**Waste-ed**' master-classes. Chefs learn innovative ways of recycling food without simply using 'leftovers'. This includes potato jam, herb stalk pesto, caramelised celery tarte-tatin and watermelon rind relish, porridge bread using left over porridge. Paneer and other cheeses are made from left-over frothed barista milk



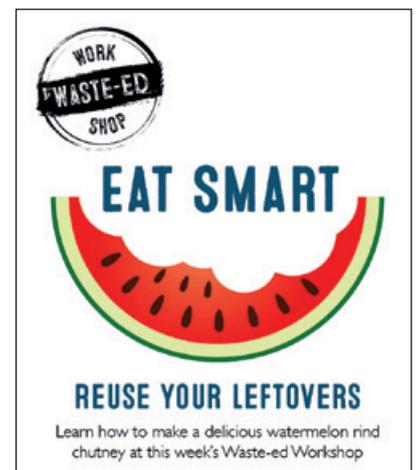
- Extend the chefs masterclasses into ground-breaking 'Waste-ed' pop up **workshops for customers**
- Supporting **City Harvest London** who collect our **leftover meals and redistribute them** to over 100 charities that nourish London's vulnerable men, women and children
- We partnered with Olleco and Bio Bean to conduct a four-month free trial in 14 sites. Spent **coffee grouts** were collected and sent via Olleco (who already provide a collection service for our waste oil recycling) and **turned into coffee logs** for fires. Each log is made up of waste coffee grounds from 25 cups of coffee. The rest of our used coffee grounds are offered free to customers to use as fertiliser on their gardens.

Results

Data demonstrates a further food waste reduction of 7.5% in 2017.

Impact

- Continued reduction in food waste sent to landfill vs alternate solutions.
- Better treatment of waste minimised CO² emission in the atmosphere and reduced client waste transfer costs.



TARGET	RESULTS 2017	GOAL 2018
 <p>Retain ISO14001</p>	<p>7 years since we were first accredited. In 2017 successfully transitioned to the 2015 standard, managing the change in requirements and expanded the scope to our wider business</p>	<p>Retain ISO 14001: 2015 accreditation</p>
 <p>Fund 1 water pump a month to provide drinking water to improve lives in Malawi.</p>	<p>27 water pump wells sponsored in Malawi by selling Thirsty Planet bottled water. 70 water pumps in total, at a rate of one pump every 10 (working) days. 60% improvement on target</p>	<p>Sell enough bottled water to purchase one pump every ten days</p>
 <p>Sponsor more beehives to improve pollination and British Farming</p>	<p>12 beehives sponsored with the British Bee Keepers Association. Increase of 20%</p>	<p>Sponsor 12 beehives</p>
 <p>Source more British meat</p>	<p>85% of fresh meat procured in the UK</p>	<p>Achieve 87%</p>
 <p>Source only whole British eggs</p>	<p>100% free range whole shell British eggs</p>	<p>Maintain 100%</p>
 <p>Source only milk from British farmers</p>	<p>100% British milk sourced, majority from SE England</p>	<p>Maintain 100%</p>
 <p>Reduce food miles. Set a 100-mile radius target for sourcing fresh produce for each client site</p>	<p>14% increase in locally sourced products.</p>	<p>Increase further and integrate with BM Inc entrepreneurs</p>
 <p>Develop a partnership with a charity to reduce food waste</p>	<p>1st trial with City Harvest</p>	<p>Roll out to at least 10 sites in central London</p>
 <p>Recycle disposable paper cups</p>	<p>Became a member of Simply Cups closed loop recycling scheme</p>	<p>Sign up first sites to closed-loop cup recycling</p>
 <p>Cook with sustainable herbs</p>	<p>10 herb gardens set up in client site grounds</p>	<p>Set up a further 5 herb gardens</p>
 <p>Reduce deliveries to units</p>	<p>2% average reduction in deliveries through bartlett mitchell 'Free Wheeling' campaign</p>	<p>Reduce deliveries by a further 3%</p>

TARGET	RESULTS	GOAL 2018
 <p>Increase use of UK sourced disposables by 10%</p>	<p>51% of all disposables are now UK sourced</p>	<p>Increase to 60%</p>
 <p>Only use green cleaning products</p>	<p>100% Delphis Eco award-winning eco-cleaning products are used by teams</p>	<p>Maintain 100%</p>
 <p>Reduce food waste by 15%</p>	<p>7.5% reduction in food waste. 2.5% more than target</p>	<p>Reduce by a further 5%</p>
 <p>Reduce environmental impact of Grab and Go packaging</p>	<p>90% of sites now use fully recyclable or compostable packaging</p>	<p>Achieve 100%</p>
 <p>Convert used cooking oil to create energy</p>	<p>54 tonnes CO² saved by recycling waste cooking oil. Increase of 35% on target</p>	<p>Save a further 50 tonnes of CO²</p>
 <p>All strategic suppliers to be evaluated and selected based on SRA approved principles</p>	<p>15% of nominated suppliers are approved following SRA guidelines</p>	<p>Increase number of SRA approved suppliers to 25%</p>
 <p>Retain SRA Food Made Good 3 star rating</p>	<p>100% retention of three stars and short-listed for Support Global Farmers category at the Food Made Good Awards</p>	<p>Retain three stars and improve score in sourcing and environment</p>
 <p>Reduce use of disposables</p>	<p>19% decrease in disposables use versus revenue growth</p>	<p>Reduce disposable consumption by further 5%</p>
 <p>Create carbon neutral communications</p>	<p>100% of carbon produced during Read Your Wrap production is offset by planting trees with the Woodland Trust</p>	<p>Maintain 100% level of carbon neutral communications</p>
 <p>Reduce use of/or recycle takeaway coffee cups</p>	<p>6 restaurants trial different approaches to behaviour change. Research in collaboration with Cardiff University presented to Parliamentary select committee</p>	<p>Use research results to reduce use of takeaway cups and provide 'Keep-cups'</p>
 <p>Serve sustainable fish</p>	<p>100% of fish is bought from the safely sourced list which is endorsed by the SRA, MCS and MSC.</p>	<p>Continue to source 100% of fish from sustainable list</p>
 <p>Reduce food waste by finding uses for 'misfit' vegetables and fruit</p>	<p>Served 5,000kg of misfit fruit and vegetables</p>	<p>Serve 10,000kg of misfit fruit and vegetables</p>



We DARE to be different

Putting delicious and responsible eating at the front of customer's minds

Initiative

DARE is Bartlett Mitchell's Delicious And Responsible Eating range. As the name suggests, our aim is to set a DARE(N) agenda. DARE delivers a healthy eating range that focuses on real change, real health and real benefit for you, our customers.

DARE shows that a sustainable meal extends beyond the food on the plate to include how the business operates. We are aware that just because our beef is grass fed and the cheese is local, it doesn't mean we can leave the tap running.

The quality of food is key when it comes to health. As an independent caterer we can **responsibly and authentically source** our food. DARE's eating responsibly includes serving seasonal and local ingredients.

As **interest in health food soars**, we want to support our clients and their teams in learning more about sustainable eating at work and the significant benefits:

- Improved productivity
- Knowing what to eat for improved control of blood sugar, leading to better concentration and energy

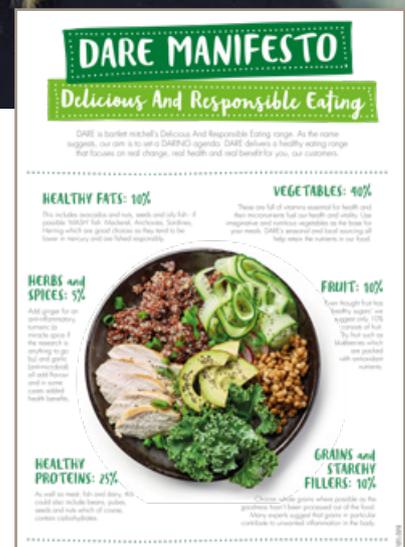
- Eating food that helps deal with stress
- Getting people to eat together as a community enhances communication and work flexibility
- Reducing absenteeism, presenteeism and increasing staff morale, enhancing company reputation and increasing talent retention.

There is a lot of controversy about what exactly constitutes the perfect diet for optimum health benefits. To guide us through the nutritional maze, we have **appointed nutritional therapist** Kate Cook.

Results

The new DARE educational information has allowed customers to make healthier choices at work and they are **more informed generally about nutrition**.

Sales of the new healthier plant-based dishes have increased by 50%.



Impact

Dare has been extended to include a **greater range of healthier options** for customers to choose from and now includes; gluten free, dairy free, vegan and vegetarian dishes.

Nutritionist, Kate Cook visits client sites and hosts DARE 'lunch and learn' sessions. Kate is also developing a range of initiatives including **Wellness Wednesdays, Meatless Mondays and FunkyFish Fridays**.

Chefs are improving their knowledge of nutrition using Kate's **nutritional training**.

TARGET	RESULTS 2017	GOAL 2018
 <p>Develop a management information system to deliver full transparency to clients</p>	<p>£50,000 investment in new H&S system integrated into our MIS: safety incidents and accidents at historic low</p>	<p>Continue to deliver further efficiencies from Pear Pages MIS to improve ROI</p>
 <p>Create a vibrant and progressive work place</p>	<p>150 new team member positions created during 2015/16 and 40 team members were promoted</p>	<p>Win more contracts to create additional employment and career growth opportunities</p>
 <p>Have strong, ethical relationships with our suppliers to achieve the best results</p>	<p>33 days was the average time it took us to pay our supplier partners</p>	<p>Continue to adhere to supplier's payment terms</p>
 <p>Ensure we purchase efficiently for our clients so they have complete confidence in our purchasing decisions</p>	<p>5.31% better than the industry average for contract caterers using Quenelles independent benchmarking service for shopping basket of items</p>	<p>Benchmark against Quenelles to ensure we perform above industry averages</p>
 <p>Reduce clients' subsidy</p>	<p>6% increase in like-for-like sales across all client sites</p>	<p>Increase like-for-like sales by at least 5%</p>
 <p>Build and sustain long-term client relationships</p>	<p>98.2% contract retention by providing great service and delicious food</p>	<p>Maintain 98% contract retention</p>
 <p>Be a responsible corporate citizen</p>	<p>43% increase in profit, resulting in increased contribution to UK Plc.</p>	<p>Increase profit by 10.5%</p>



“AS MULTIPLE WINNERS AT THE SRA’S FOOD MADE GOOD AWARDS, BARTLETT MITCHELL HAVE PROVED OVER AN EXTENDED PERIOD THAT SUSTAINABILITY IS AN INTRINSIC PART OF THEIR SUCCESSFUL BUSINESS MODEL ”

Andrew Stephen, Managing Director
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