

Fruitful World

# WELCOME TO BARTLETT MITCHELL'S FRUITFUL WORLD CORPORATE, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY REPORT.

This report outlines our goals, achievements and every day actions. including the way we manage our food waste, how we treat our team and how we support farmers and producers by purchasing their goods at a fair price.



**bartlett  
mitchell**  
fundamentally food



## “BARTLETT MITCHELL’S ‘FOOD MADE GOOD CATERER OF THE YEAR AWARD’ RECOGNISES THEIR OBVIOUS COMMITMENT TO SUSTAINABILITY”

Mark Linehan, Managing Director  
Sustainable Restaurant Association



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

Wendy Bartlett MBE, Executive Chairman  
bartlett mitchell

bartlett mitchell has CSER at its core and this was a deliberate intention by Ian and I when we established bartlett mitchell in 2000, arguably well before many companies were even considering it.

Sustainable catering at bartlett mitchell is achieved by the integration of social, environmental and economic initiatives. Our 'Fruitful World' business plan combines long-term profitability with maximum social responsibility and environmental care underpinned by trust, courage, respect and transparency.

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. The company has achieved many firsts and accolades in this area over the years, but perhaps our work with the SRA to establish a standard for contract caterers demonstrates this most effectively.



A handwritten signature in blue ink, appearing to read 'W Bartlett'.



# THE WORLD FACES 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 develop livelihoods for people around the world, we want to inspire a new generation of clients, customers, and team members who care about how a company behaves and operates.

## ...OUR THREE PILLARS OF SUSTAINABILITY IS HOW WE ARE TACKLING THEM

### PLANET



#### Environmental pillar of sustainability

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

### PEOPLE



#### Social pillar of sustainability

This 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.

### PROFIT



#### Economic pillar of sustainability

To be in it for the long term, we have to make a profit, and without creating negative social or environmental issues that would harm the long time success of the company.

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

## PLANET CASE STUDY

# Selling bottled water to transform lives



## 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.

A guaranteed 4 pence from every litre of Thirsty Planet sold is donated straight 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.

Each 'Elephant Pump' is installed by Pump Aid and is made simply from local equipment. Each pump is community driven and owned to ensure lasting sustainability and success for years to come.

Chilled and ambient bottles available in restaurants and hospitality increase impulse buys.

Marketing campaigns to advertise the benefits of purchasing Thirsty Planet water and achievement certificates are used by all our restaurant sites.

### Results

Since June 2013, bartlett mitchell has bought over nearly £15,000 of Thirsty Planet bottled water.

In 2014/2015 bartlett mitchell purchased enough water to sponsor 13 wells, one every four weeks. This was a 25% increase on their target. In 2016 they sponsored 22 wells, increasing the sponsorship rate to one well every 23 days.

### Impact

Fresh, potable water for over 5,000 people in 1,040 households in Malawi from sustainable, home-serviced pumps: 964 men, 1,034 women, 3,055 boys and girls, of which 296 are orphans.

Read more about Thirsty Planet Water

\* Our 2016 Fruitful World statistics are detailed over the following pages. We have highlighted five of our biggest achievements with detailed case studies.



# FRUITFUL WORLD: PLANET

TARGET	RESULTS	GOAL 2017
 Retain ISO14001	<b>6 years</b> since we were first accredited with ISO14001 certification. This EMS controls our activities affecting the environment, reduces our impacts and ensures our legal compliance	Retain ISO14001 accreditation
*  Fund 1 water pump a month to provide drinking water to improve lives in Malawi.	<b>43</b> water pump wells sponsored in Malawi by selling Thirsty Planet bottled water. Providing access for over 5,000 people to sustainable, potable water. 33% improvement on target	Sell enough bottled water to purchase one pump every three weeks
 Sponsor more beehives to improve pollination and British Farming	<b>30</b> beehives sponsored with the British Bee Keepers Association	Sponsor 10 beehives
 Recycle coffee grounds	Investigated and sourced a provider- Bio-bean	Recycle at least 50% of our coffee grounds to create bio-fuel to heat homes in London
 Reduce deliveries to units	<b>19.31%</b> average reduction in deliveries through bartlett mitchell 'Free Wheeling' campaign	Reduce deliveries by a further 10%
 Source more British meat	<b>89%</b> fresh British meat procured to high welfare standards	Achieve 92%
 Source only whole British eggs	<b>100%</b> free range whole shell British eggs, 4,500 eggs a day	Maintain 100%
 Source only milk from British farmers	<b>100%</b> British milk sourced, majority from SE England	Maintain 100%
 Reduce food miles. Set a 100-mile radius target for sourcing fresh produce for each client site	<b>14%</b> increase in locally sourced products.	Increase by a further 5%
 Use environmental challenges to create innovative customer service	<b>1st</b> electronic mobile app loyalty card trialled	Roll out so that more communication is digital: at least 20% take up
 Recycle disposable paper cups	Become a member of Simply Cups closed loop recycling scheme	Sign up 5 sites to closed-loop cup recycling
 Cook with sustainable herbs	<b>10</b> herb gardens set up in client site grounds	Set up a further 5 herb gardens

\* Read more in case studies overleaf

# FRUITFUL WORLD: PLANET

TARGET	RESULTS	GOAL 2017
 Increase use of UK sourced disposables by 10%	<b>65%</b> of all disposables are now UK sourced	Increase to 68%
 Only use green cleaning products	<b>100%</b> Delphis Eco award-winning eco-cleaning products are used by teams	Maintain 100%
 Reduce food waste by 15%	<b>17.5%</b> reduction in food waste. 2.5% more than target	Reduce by a further 7.5% *
 Reduce landfill	<b>2</b> wormeries (natural anaerobic digesters) used on client sites for food waste	Increase use of anaerobic digestion
 Convert used cooking oil to create energy	<b>209</b> tonnes CO <sup>2</sup> saved through recycling waste cooking oil since 2010	Save a further 40 tonnes of CO <sup>2</sup>
 All strategic suppliers to be evaluated and selected based on SRA approved principles	<b>15%</b> of nominated suppliers are SRA approved	Increase number of SRA approved suppliers to 25%
 Assess all bartlett mitchell restaurants for SRA accreditation	<b>39%</b> Two and Three Star SRA accredited restaurants	Achieve at least 50%
 Reduce use of disposables	<b>11%</b> reduction in disposables by engaging and educating customers to use less by printing poetry on to napkins	Reduce disposable consumption by a further 5%
 Create carbon neutral communications	<b>100%</b> of carbon produced during Read Your Wrap production is offset by planting trees with the Woodland Trust	Maintain 100% level of carbon neutral communications *
 Reduce use of/or recycle takeaway coffee cups	<b>6</b> restaurants trial different approaches to behaviour change. Research in collaboration with Cardiff University. Results due Q4 2016	Use research results to reduce use of takeaway cups
 Serve sustainable fish	<b>100%</b> of fish is bought from the safely sourced list which is endorsed by the SRA, MCS and MSC.	Continue to source 100% of fish from this sustainable list
 Reduce food waste by finding uses for 'misfit' vegetables and fruit	New initiative for 2017	Source misshapen fruit and veg and develop customer recipes

\* Read more in case studies overleaf



PLANET CASE STUDY

# Engaging customers with waste neutral communications

## Read your Wrap



### Initiative

bartlett mitchell recorded an increase in questions from customers for information about ingredient sourcing and provenance.

Read your Wrap was born to create a credible, compelling story about bartlett mitchell's corporate social responsibility.

The strategy was to tell 'what' bartlett mitchell do, and 'why' they do it i.e. to educate customers about the importance of eating sustainable food, as well as to engage customers so that they become aware of eating the seasonal, local produce that features on the menus.

Designed to deliver an environmentally-friendly minimal or zero waste solution which was cost effective, and preferably a 'no additional cost' solution.

### Results

- Like for like sales grew by 4% (excluding any tariff increases) during this period.
- Environmental impact: saved 490kg of landfill if and equivalent newsletter had just been thrown away, saved 786kg wood, 72kg of CO<sup>2</sup>, 13,000 litres of water, and 802kwh of energy.
- Carbon neutral - a proportion of the cost of printing is calculated in relation to the amount of CO<sup>2</sup> generated in the production and delivery of the greaseproof paper. These charges are paid directly to the Woodland Trust to offset the carbon generated in the production process.
- Cost £0 nil.
- Engagement - communicated via 'interactions/uses' to at least half a million customers in 6 months.

### Impact

- Saved £5,000 by using existing greaseproof paper as the carrier of the information.
- Saved 460kg in CO<sup>2</sup> emissions, by not printing additional materials to communicate with customers.
- 0% additional recycling or landfill waste.
- Generated an increase in customer conversations.
- Recognised with two awards: FSM Award for Marketing Communications and Footprint Runners Up Award for Stakeholder engagement.



PLANET CASE STUDY

# Reducing food waste



### Initiative

Sally Grimes, bartlett mitchell's 'Green Queen', recognised the need for the company to monitor and measure waste, prior to potential legislative requirement.

bartlett mitchell became a founding signatory of WRAP's Hospitality and Food Services agreement with a target to reduce waste to landfill by 15% by end 2016

The team elected to weigh kitchen prep waste only and launched an internal initiative 'Weigh your Waste' to support the agreement.

Benchmark measurements were established in 2013. In 2014, 2015 and 2016 measurements were recorded weekly by each site.

On-going measurement, online waste training, quarterly waste management 'Cup of Tea' conference calls and 'Wast-Ed' workshops hosted by Chef Director, Pete Redman showed ways to manage waste better.

The 'Wast-Ed' workshop demonstration imaginative recipes including veggie burgers created from the vegetable and fruit pulp by-product from bartlett mitchell's Raw and Ripe pressed juices.

### Results

This data demonstrates food waste reduction by 17% from 2013 benchmark in tonnes/m turnover

### Impact

- 17% waste reduction.
- 2015 and 2016 saw a major reduction in food waste sent to landfill vs alternate solutions.
- Better treatment of waste minimised CO<sup>2</sup> emission in the atmosphere and reduces client waste transfer costs accordingly.

Read more about #wastenotwantnot

YEAR	LANDFILL	RECYCLING	COMPOSTIBLE	SEWER	TOTAL TONNES	T/O	TONNES/M T/O PREP WASTE	% LANDFILL WASTE
2013	26.695	15.718	20.86	13.017	76.29	£19m	4.02	34.99%
2014	29.325	19.955	13.185	15.528	77.993	£21m	3.71	37.60%
2015	30.564	22.574	42.147	30.251	125.536	£34m	3.69	24.35%
2016	26.178	28.492	43.125	31.148	128.943	£36m	3.58	20.30%



# FRUITFUL WORLD: PEOPLE

TARGET	RESULTS	GOAL 2017
 Develop inspiring training with access to at least two training sessions a year for every team member	<b>82%</b> of team members attended at least two training sessions. bartlett mitchell became one of only 14% of companies to achieve Investors in People Gold	Achieve 90% attendance at a minimum of two training sessions.
 Be a top company for our teams to work for	<b>2013, 2014, 2015 &amp; 2016</b> listed on Best Companies	Achieve one star and listing on Sunday Times Top 100 Company to Work For in 2017
 Create a safe, healthy and supportive working environment	<b>100%</b> of team have accessed the Safety 360° training. EAP, Health and well-being promoted to all teams	100% of team continue to access to H & S and EAP
 A diverse workforce made up of individuals with different ideas and cultural backgrounds	<b>41%</b> of our team are from an ethnic minority background	Maintain this level of diversity
 Support the London Living Wage (LLW) foundation and always promote LLW to clients	<b>100%</b> of direct employees are paid at least the LLW or NLW	Increase the number of contracts where LLW is paid
 Every team member to have access to healthcare cover	<b>100%</b> of the company's permanent employees have healthcare coverage and benefits for dependants	Maintain 100% level of cover and benefits
 Head office team to make a difference to local community groups	<b>80</b> Easter Eggs donated to the White Lodge Disabled Centre in Chertsey	Donate 100 Easter Eggs
 Encourage bartlett mitchell teams to raise money for community and industry sector charities	<b>£12,000</b> raised for Action Medical Research, Macmillan, Comic Relief and Hospitality Action	Increase funds raised by 10%
 Head office team to use their skills to make a difference to local schools	<b>25%</b> of Head Office team are mentoring students at the local comprehensive.	Increase level of participation by extending paid time off to all team with new 'Freedom Friday'
 Provide support for people from disadvantaged and underprivileged backgrounds into sustainable employment	<b>1</b> team member employed via Springboard charity	Improve employment opportunities for people from disadvantaged and underprivileged backgrounds
 Raise team Health & Safety (H&S) & Food Safety standards	<b>70%</b> of team members completed a nationally recognised qualification in H&S & Food Safety within their first month's employment	Increase to 90%

\* Read more in case studies overleaf

# FRUITFUL WORLD: PEOPLE

TARGET	RESULTS	GOAL 2017
 Improve lives by increasing our £ spend on certified coffee	<b>8.5m</b> customers served 205 metric tonnes of Fairtrade and Rainforest Alliance coffee. A spend of over £1m in 2016  Developed new brand Perkee using coffee from Soppexcca cooperative in Nicaragua	Ensure 75% of our coffee spend is certified and increase spend beyond £1m
 Measure how well we live our values	<b>100%</b> of team members invited to take part in mobile VOX POP company feedback and values survey.	Improve results from (2016 survey) where 78% of team members said we mostly or always live our values
 Subscribe to the UK Apprenticeships Scheme	<b>25</b> team members are currently on BM three-year apprenticeships programmes	Increase number of apprenticeships
 Develop a graduate programme	<b>3</b> candidates accepted for a structured learning programme exposing them to all areas of the organisation, prior to specialisation	Create graduate scheme for two operations roles
 Attract young people to employment in the hospitality sector	<b>5</b> Board Directors are mentoring marketing and hospitality students	Extend mentoring scheme to senior leadership team
 Engage customers with sustainable food issues	<b>1st</b> award by ACE Sustain Corporate Award for waste neutral 'Read Your Wrap' communications	Run a Green 'Food Roadshow' in every restaurant site
 Play our part to improve public health	<b>8</b> Department of Health 'Responsibility Deal' pledges signed up to	Communicate the pledges through our DARE Eat Well customer programme
 Promote healthy eating to customers	<b>100%</b> of DARE (Delicious and Responsible Eating) recipes nutritionally analysed and available on MyFitnessPal	Extend the range of DARE Eat Well programme to include vegetarian, vegan and gluten free options
 Use ethical purchasing to improve the lives of others	<b>5,000</b> people are now drinking clean water in Malawi due to our sales of Thirsty Planet water.	Win more contracts to increase the sales of Thirsty Planet water
 Encourage young foodie entrepreneurs	<b>3</b> new business entrepreneurs supported through 'BM Inc' food start ups	Provide pop-up opportunities to 5 'BM Inc' entrepreneurs
 Find a new use for our old uniforms	<b>100%</b> of all used bartlett mitchell uniform t-shirts are donated to the Jannahkunda School in the Gambia	Continue to send old uniforms to The Gambia

\* Read more in case studies overleaf



## PEOPLE CASE STUDY

# Buying coffee to improve women's lives

## Soppexcca Cooperative



Fatima Ismael, CEO Soppexcca Co-operative

### Initiative

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

In 1997, the charismatic Fátima Ismael took over the struggling Soppexcca coffee co-op. She developed a business plan that would revolutionise it, improving the lives of its members and the community. Soppexcca's aim is to empower women farmers; coffee profits are ploughed back into education, diversification and health centres.

Women are an important part of the farmer co-operatives that produces 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.

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. This community participation helps the women develop leadership abilities and boosts their self-esteem.

Wendy Bartlett, Executive Chairman, bartlett mitchell, said, "When I read about Fátima and her view that a 'woman's independence can only be achieved through economic autonomy and awareness', I recognised a kindred spirit.

I was determined that we would partner with Soppexcca to create bartlett mitchell's new coffee. By drinking Perkee, our customers can enjoy a great-tasting, Fairtrade coffee, and make a positive difference to the Soppexcca community."

### Results

Sales of coffee have increased by at least 20% everywhere that Perkee has been introduced.

### Impact

bartlett mitchell's commitment to Fairtrade-certified coffee sourcing has achieved a great deal for the Soppexcca cooperative by investing Fairtrade's Premium in an education fund and an empowerment programme focusing on women's health and business support.

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 even more of these longer term positive social and environmental projects.

Read more about Perkee Coffee Soppexcca Cooperative

## PEOPLE CASE STUDY

# Improving life chances from employment opportunities

## Mark\*



Mark\* onstage with Springboard CEO at the Springboard Charity Ball 2016

bartlett mitchell is a supporter of The Springboard Charity who assist disadvantaged and underprivileged people into sustainable employment within hospitality, leisure and tourism.

Having a permanent job at bartlett mitchell has changed Mark's\* life.

Mark was born in Iraq and moved to the UK when he was 7 years old after his parents separated. He came with his Mum, brother and sister, Mark remembers, "My Mum started to hit me when I was three which continued until I was 18. When I was six I was run over by a car, my hair was caught and I was lucky to survive. When I was seven my Mum burnt me with a hot knife and I still have the scar."

Mark was bullied at school and because he hated going, his attendance suffered. His studies were affected as a result and coupled with learning difficulties he really struggled with education. As a punishment for not doing his homework correctly his mother would lock him outside all night.

When Mark was 15 years old the beatings were so bad he ran away from home. Mark's Mum called the police and they returned him home, but Mark says if they hadn't, he would never have returned home.

### Results

In 2014, after a long period of unemployment, Mark was referred to the Springboard Charity. Mark had work experience in a community café, and The Springboard mentor thought he would be a good fit for bartlett mitchell. She forwarded Mark's CV immediately to bartlett mitchell. The HR Director felt there was a post that would fit his experience. Mark was offered an immediate interview and trial shift. He shone on the trial and was subsequently offered a contract of employment.

Mark's manager said, "Mark has been wonderful and we love having him here. Mark always arrives early and leaves late, he is very dedicated to his job and a very reliable team-member to have around. I have recommended Mark to other managers who need extra help".

### Impact

Getting a job has changed Mark's life. Mark now has a sustainable future and importantly a routine that he can commit to. Mark can spend positive time away from home, where he can concentrate on himself. Mark said, "I work with great people at bartlett mitchell and it feels like a family. My job has given me the financial security to plan my future".

As a further marker of Mark's transforming life, he had the confidence to volunteer to fund-raise for Springboard on a wonderful trek to Peru. A chance like this made Mark feel there are people that care for him and good things can happen after horrible experiences. The trekking experience coupled with mixing with industry professionals instilled a unique set of skills and confidence that changed Mark's life forever, for the better.

Mark\* (not real name)

Read more about The Springboard Charity

# FRUITFUL WORLD: PROFIT

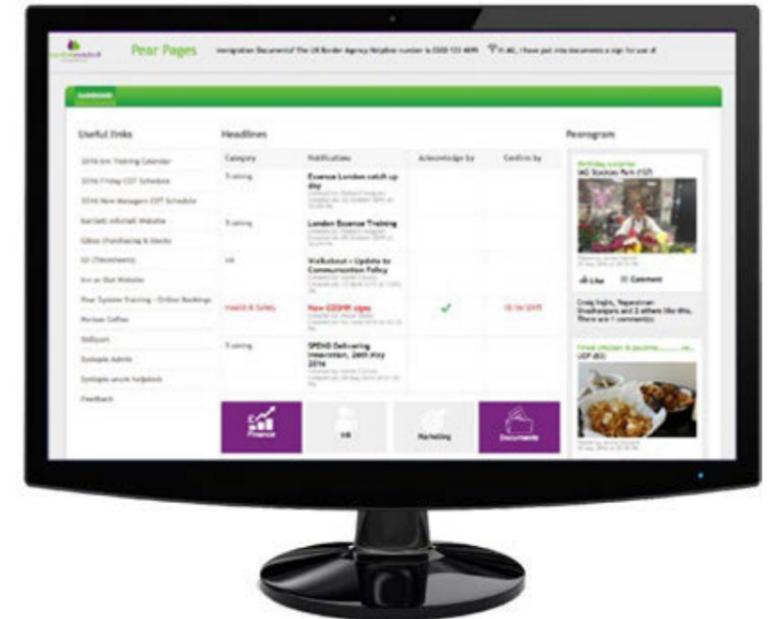
TARGET	RESULTS	GOAL 2017
<p>*  Develop a management information system to deliver full transparency to clients</p>	<p><b>£150,000</b> investment provided business efficiency and a one year ROI with total account visibility to clients</p>	<p>Deliver further efficiencies from Pear Pages to improve ROI</p>
<p> Create a vibrant and progressive work place</p>	<p><b>130</b> new team member positions created during 2015/16 and 36 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><b>33</b> days is the average time it takes 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><b>2.95%</b> 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><b>11%</b> increase in like-for-like sales across all client sites</p>	<p>Increase like-for-like sales (after inflation) by at least 5%</p>
<p> Build and sustain long term client relationships</p>	<p><b>98.2%</b> contract retention by providing great service and delicious food</p>	<p>Maintain 98% contract retention</p>
<p> Be a responsible corporate citizen</p>	<p><b>36%</b> increase in profit, resulting in increased contribution to UK Plc.</p>	<p>Increase profit by 10.5%</p>

\* Read more in case study overleaf

## PROFIT CASE STUDY

# Investing in MIS to improve efficiency & user experience

## Pear Pages



### Initiative

The Pear Pages System was developed by bartlett mitchell to provide a bespoke IT infrastructure and create a structured platform to support sustainable growth.

This key operational and financial management tool enables the on-site management and remote senior management teams to operate the business in a proactive way through a user-friendly and food-focused system.

This unique, overarching system combined bespoke systems with existing third-party, 'best of breed' systems.

Manager collaboration was imperative in the development of this system. Technology is used as a facilitator to draw on the skills and experience of real people working in the real world. This approach was validated by the positive feedback from users.

### Results

- Improved time management.
- Automated manual processes.
- Ensure timeliness, accuracy and auditability of financial data and management of information.
- Allows managers to plan and monitor all training activities.
- Streamlined payroll, ordering, stock management and invoice processing.
- Document database for operational manuals and marketing materials.
- Interactive auditing and feedback systems.
- Social hub to share best practice.
- 'Likeability' and ease of use for the team.
- Improved profitability.

### Impact

- Users saved on average 15 minutes a day, resulting in a financial saving that equalled initial investment and provided a 12-month ROI.
- 'A single truth' figure operates i.e. the data is the same across all third-party programming with users safe in the knowledge that management decisions are based on accurate data.
- Remote access 24/7 allows for immediate data retrieval.
- Real-time trading reports eliminate wait time for month-end results.
- Improved data accuracy through automatic population of reports and reduced manual data re-keying.
- Business alerts identify account lags quickly, ensuring proactive resolution.
- Food and merchandising standards improved by sharing best practice via a unique social media tool called Pear-o-gram.
- Complete transparency for clients.





# WE ARE WORKING TO CREATE A FRUITFUL WORLD: ABUNDANT, GROWING, BEAUTIFUL AND BENEFICIAL FOR ALL



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