

2014-2015 SUSTAINABILITY REPORT

PRINCIPLES
OF
RESPONSIBLE
FOOD



This sustainability report was prepared according to the G4 Global Reporting Initiative (GRI) guidelines, following the 'in accordance' criteria in the **Core** option. **G4 Food Processing Sector Disclosures** were also taken into consideration. This most recent version of the GRI underscores the importance given to materiality assessment so that reporting companies give priority to the dimensions of their business that make significant contributions towards sustainability and act on them. Eurest's reflection on material Aspects was a result of aligning its strategy to accommodate the expectations and concerns Stakeholders communicated in online surveys and focus groups.

HOW TO READ THIS REPORT

Certain symbols are used in this report to make it easier to follow:

-  Profile Indicator
-  Economic Performance Indicator
-  Environmental Performance Indicator
-  Social Performance Indicator
-  Performance Indicator – Food Processing Sector Disclosures

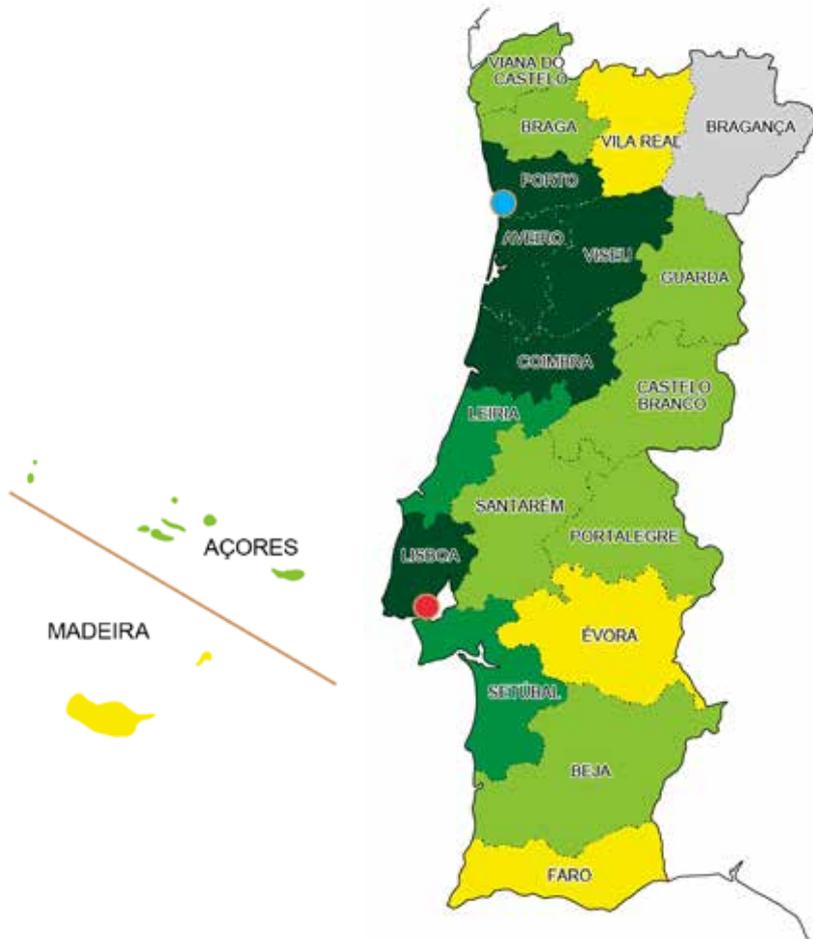
The information contained in this report focuses on the principal sustainability issues relevant to Eurest's operations. The GRI table and other relevant information can be found in the Additional Information section.

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G4-9

OUR COMPANY



- > 100 units
- 51-100 units
- 11-50 units
- 0-10 units
- Head office in Lisbon
- "Northern" branch in Porto

Euresst is a leading supplier of food services and restaurant management services for the corporate market and the broader public.

Euresst is part of the Compass Group, a world leader in food and support services in areas as diverse as cooperative restaurants, catering, public catering, service areas and vending*.

* Vending is the term used to describe the sale of products or services from automated machines, using money or tokens.

great people
great service
great results

>50

WE OPERATE
IN MORE THAN
THAN 50
COUNTRIES

>50,000

WE HAVE A PRESENCE
IN MORE THAN
50,000 CUSTOMER
ORGANISATIONS

>500,000

WE EMPLOY
MORE THAN 500,000
EMPLOYEES

>5
BILLION

WE SERVE MORE THAN
FIVE BILLION
MEALS A YEAR

SUMMARY | 2015



SERVE

133,000 meals | day
35 million meals | year
1,180 units



EMPLOY

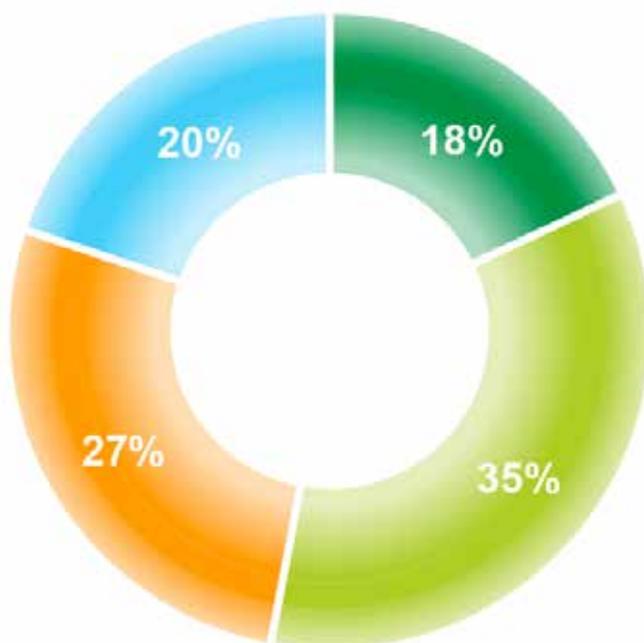
4,279 Employees | 2,854 FTEs
€ 32 million payroll | 1,425 PTEs



DISTRIBUTE

€ 107 million Economic value generated
€ 106 million Economic value distributed
€ 1 million Taxes

BUSINESS STRUCTURE | 2015



- Group Catering Health
- Group Catering Corporate
- Public Catering and Vending
- Group Catering Education

G4-1

MANAGING DIRECTOR'S MESSAGE

Companies that Change the World!

We take great pride in announcing that the Compass Group – Eurest Portugal's parent company – has been included in Fortune Magazine's list of "**Companies that Change the World**", making it one of 50 organisations in the world creating a positive social and environmental impact through its operations and business strategies.

As a member company of the Compass Group, we strive daily to apply sustainable practices to our business with the objective of making a positive impact on the lives of our Stakeholders.

The 2014–2015 Sustainability Report, the third of its kind, focuses on "**Principles of Responsible Food**", and the various actions developed in this regard.

We believe that sustainable practices help us overcome the growing challenges we and our partners have to tackle, and we are proud of the public acknowledgements our efforts have received.

We consider our **Employees**, value them and invest in their well-being and development. We achieved 4th place in the large company category of the **Prémio Excelência no Trabalho** – 'Excellence in the Workplace Awards', which gives recognition to companies with the best organisational climate and best Human Resources management system.

We consider our **Customers** and **Consumers** as we strive to meet the highest standards in our restaurants. In 2015, four Eurest restaurants were awarded the CFE seal – from the Compass Group **Centres For Excellence** – for having met the 400 rigorous criteria required to qualify. This places Eurest among a select group of just 30 companies in Europe within the Compass Group to have achieved this honour.

In striving to boost the national economy, we favour our domestic **Suppliers** and support Portuguese producers wherever possible. Some **96%** of our purchases are from **Portuguese Suppliers**. Given our large overall purchase volume, we have a clear idea of the significant impact our preference for Portuguese Suppliers has on the domestic economy. Our action in this area is motivated by our membership as a "participating company" of **Portugal Sou Eu** (the "Made in Portugal" label), which serves to raise awareness among Consumers of the "Portugality" – or very high Portuguese content – of our products, as well as add value to Portuguese products in general.

We consider the **Society** in which we live when we set initiatives in motion such as the **Sustainable Restaurant** project, bringing together ten environmental, social and food campaigns launched at our restaurants to which our Customers subscribe in exchange for a membership seal. This project obtained an honorary mention in the Sustainable Consumer category at the 2015 **Green Project Awards**. As part of the project, we launched a book compiled by Employees entitled "**40 Healthy, Sustainable Recipes**" based on Eurest's three food initiatives: **Choose Beans**, **Choose Veg** and **Integrating Food**.

We consider our **Shareholders**, our future, and the sustainability of our business through constant commitment to the **loyalty of our Customers and Consumers**, through innovation and the opening up of new business areas that reinforce our positioning and growth in the market.

Winning the Exame magazine's **Best Company in Hotel and Catering** award was a fitting recognition of the work done and progress made as a whole by Eurest Portugal.

Such acknowledgements only serve to increase our sense of responsibility towards how we perform both now and in the future.

Let's change the world together!

HENRIQUE LEITE

MILESTONES: 2014-2015

2014

Eurest adopted the Social Responsibility management system in compliance with the Portuguese standard NP4469, making it the first such company in the food sector to obtain this standard's certification.



Eurest achieved 4th place in the Excellence in the Workplace awards in the large company category, an award given in acknowledgement of companies who invest significantly in and place considerable value on their Human Resources, and have a good organisational climate and HR management model.



Eurest strengthened its corporate responsibility (CR) strategy by becoming a member of BCSD Portugal, the Business Council for Sustainable Development, an association for companies that promote sustainable development.



The CCRA campaign in Portugal – which promotes consumption based on conscious, environmentally aware choices – won the Internal Communication Award in the Glocal category, thus proving the power of communication in creating a local project in Portugal based on one originally founded in Brazil.



2015

Eurest was awarded the prize for best company in the hotel and catering by Exame magazine, based on the assessment of 22 different economic and financial indicators.



Two Eurest restaurants obtained the CFE seals – from the Compass Group Centres For Excellence – for having met the 400 rigorous criteria required to qualify. This placed Eurest among a select group of just 30 companies in Europe within the Compass Group to have achieved this honour.



Eurest became a “participating company” in the “Portugal Sou Eu” (“Made in Portugal”) label, indicating its commitment to boost the domestic economy by supporting Portuguese producers.



Creation of the Sustainable Restaurant project, bringing together ten environmental, social and food campaigns launched at our restaurants to which our customers subscribe in exchange for a membership seal.



The Sustainable Restaurant project obtained an honorary mention in the Sustainable Consumer category at the 2015 Green Project Awards



We launched a book containing “40 Healthy and Sustainable Recipes”, which was compiled by our Employees, and based on Eurest’s three nutritional initiatives: Choose Beans, Choose Veg and Integrating Food



The CCRA campaign was one of the Top 3 finalists in the EDPartners awards in the Social Responsibility category, and was acknowledged for its social role in preventing food waste.



We inaugurated the Padaria Lionesa bakery, a new concept in public catering.



EUREST: MANAGING OUR SOCIAL RESPONSIBILITY



Chestnut tree (Castanea sativa)

EUREST'S SUSTAINABILITY CONTEXT – THE CHALLENGES WE FACE

In the catering sector, sustainability challenges arise from a number of Aspects along the value chain, ranging from climate change, which affects food production, to the provision of a food service with impacts on the health, safety and well-being of Consumers.

Aside from these challenges which are specific to our business, Eurest also follows principles relating to best practice as regards environmental, social and economic responsibility in keeping with the type of corporate conduct which seeks to contribute to sustainable development.

GLOBAL FOOD SUSTAINABILITY CHALLENGES

It is essential for a responsible, successful corporate strategy in catering to consider topics which have a strong impact on the worldwide sustainability of the food chain.



INCREASE IN THE WORLD POPULATION

In 2050, the world will have more than nine billion inhabitants, and have to contend with a growing demand for a varied supply of quality food while also dealing with food shortages faced by a large part of the global population.



FOOD PRICES

Food prices have risen sharply because of the volatility of agricultural markets and the situation is expected to worsen in the light of the trend towards reduced availability of food on a global scale.



CHANGES IN DIET

Recent decades have witnessed a trend toward less healthy and less sustainable food. In many regions of the world, people consume an excess of calories, fat, sugar and salt.



FOOD WASTE

It is estimated that one-third of all food produced in the world is lost or goes to waste. In Europe it is estimated that by 2020, food waste will have risen to as much as 120 million tonnes per annum.



FISHING

Roughly 75% of fish stocks in European waters with commercial potential have almost reached, or have already exceeded, safe biological levels.



WATER

More than 1.4 billion people live in areas where there is not enough water to meet agricultural, human or environmental needs.

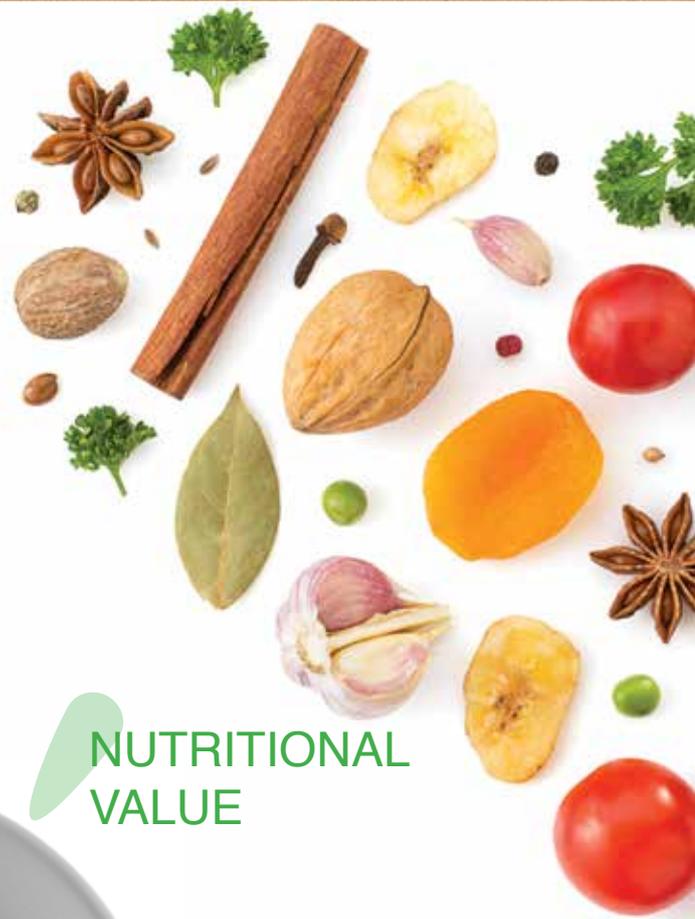


LOSS OF BIODIVERSITY

Human activity alone accounts for an overall rate of extinction between 100 and 1,000 times greater than the normal rate of extinction through natural death alone.

STAKEHOLDER ENGAGEMENT STRATEGY

The nature of Eurest's business means that our service is rated every day by Customers, Consumers, Employees, Suppliers and the Community, but it also provides us with important opportunities to gauge our level of performance and improve upon it.



Systematic engagement with Stakeholders enables us to manage (economic, social and environmental) impacts at all stages of our operations by taking Stakeholder concerns and expectations into account, thus creating synergies and strengthening Eurest's overall performance on the road to sustainability.

IDENTIFYING STAKEHOLDERS

G4-24 **G4-25** The Stakeholder identification exercise followed a process of consultation with managers responsible for the different operational areas within the company.

Relationships of mutual dependency, and shared value creation were among the factors considered to ensure the future sustainability of the business.



G4-26 At Eurest, communication is key when engaging with Stakeholders and, as such, it is the pillar of success in our corporate social responsibility strategy. We focus on communication in all instances of dialogue, in current engagement and in contact between our teams and Stakeholders. We improve

communication by showing our willingness to listen and promote discussion, and by conveying our desire to exceed expectations. Once appropriate communication channels are in place, periodic review and evaluation is fundamental to ensuring that each communication tool is both efficient and relevant.

| TYPE OF ENGAGEMENT | TOOL | | STAKEHOLDERS | | | | | |
|--|---|---------------------------|--------------|-----------|-----------|-----------|-----------|----------------------|
| | | | Employees | Customers | Consumers | Suppliers | Community | Scientific Community |
| Communication | Eurest website | P | | | | | | |
| | Eurest News | Q | | | | | | |
| | With You in Mind | M | | | | | | |
| | Eurest intranet | P | | | | | | |
| | Product labelling | P | | | | | | |
| | Food News | M | | | | | | |
| | Occupational Health and Safety News | M | | | | | | |
| | DTC News | M | | | | | | |
| | Online Shopping | O | | | | | | |
| | Customer Portal | P | | | | | | |
| | Terms and Conditions of Purchase | M | | | | | | |
| | Legal Notice | M | | | | | | |
| | Technical Report | M | | | | | | |
| | Nutrition for special days | W | | | | | | |
| | Dialogue | Nutritional consultations | O | | | | | |
| Workshops | | O | | | | | | |
| Nutritional health status and well-being assessments | | O | | | | | | |
| Competitions (sustainable recipes, sustainable Christmas decorations | | O | | | | | | |
| Christmas cards, etc.) | | O | | | | | | |
| Activities organised at catering units | | P | | | | | | |
| Consultation /Satisfaction evaluation | <i>Your Voice</i> - organisational climate survey | B | | | | | | |
| | Consultation with Employees – Occupational Health and Safety | B | | | | | | |
| | Periodic meetings | P | | | | | | |
| | <i>Speak Up</i> – anonymous complaints channel | P | | | | | | |
| | Customer Satisfaction Survey | B | | | | | | |
| | Consumer Satisfaction Survey | A | | | | | | |
| | Supplier Satisfaction Survey | A | | | | | | |
| | Business Partner Satisfaction Survey | A | | | | | | |
| | Wity <i>What is important to you</i> (interviews) | A | | | | | | |
| Partnerships | Educational fairs | O | | | | | | |
| | Volunteer exchanges | O | | | | | | |
| | Initiatives promoting solidarity | O | | | | | | |
| | Courses and presentations / Scientific articles / Conferences | O | | | | | | |
| | Member of workgroups and research organisations | O | | | | | | |

STAKEHOLDER CONCERNS AND EXPECTATIONS

G4-18 **G4-26** Systematic engagement with Stakeholders is the foundation of our strategy for managing our corporate social responsibility. Given that many sustainability challenges require a collective effort, the responsibility to nurture this type of dialogue becomes even more pressing.

For this report, we conducted specific consultations with our Stakeholders to identify their concerns and expectations in relation to the priority sustainability topics relevant to our business.



| APPROACH TO LISTENING | STAKEHOLDERS | RESPONSE RATE |
|---|--------------|---------------|
| Online survey | Customers | 30% |
| “Our social responsibility through your eyes” | Suppliers | 25% |
| | Employees | 69% |
| <i>Focus Groups</i> | Employees | N/A |

The surveys and focus groups were structured using a set of social responsibility performance criteria (ranging from quality of service and food safety to ethics in our work), and included the 14 key Topics recommended by the Sustainable Restaurant Association to introduce sustainability to the catering sector.

KEY TOPICS RECOMMENDED BY THE SUSTAINABLE RESTAURANT ASSOCIATION

PURCHASING



Local and
seasonal products



Animal
welfare



Sustainable
agricultural practices



Responsible
fish



Fair
trade

SOCIETY



Equal
treatment
of people



Healthy
food



Responsible
Marketing



Engagement
with the Community

ENVIRONMENT



Supply chain
transport



Waste
management



Efficient
management
of resources



Energy
efficiency



Efficient
management
of water

The results of our consultation with the Sustainable Restaurant Association are remarkably similar to the sustainability topics our Stakeholders considered as priorities.

PRIORITY SUSTAINABILITY TOPICS

G4-19 G4-20 G4-21 G4-27

| AREA | PRIORITY TOPICS | BOUNDARIES | |
|--------------------------|------------------------------------|------------|--|
| | | Eurest | External organisations |
| Food | Food Safety | x | Suppliers |
| | Sustainable and balanced food | x | Suppliers, Customers, Consumers |
| Environmental management | Food waste | x | Suppliers, Customers and Consumers |
| | Efficient management of resources | | |
| Quality of service | Diversity and events | x | Suppliers, Customers, Consumers, Community |
| | Customer and Consumer Satisfaction | | |
| Communication | Quality of internal communication | x | Customers and Consumers |
| | Quality of external communication | | |
| | Sustainability awareness | | |
| Supply chain | Domestic producers | x | Suppliers |
| | Animal welfare | | |
| | Fair trade | | |
| | Responsible fishing policy | | |
| | Sustainable agricultural products | | |

These topics are covered throughout the report. In each section, they will be identified with this icon:

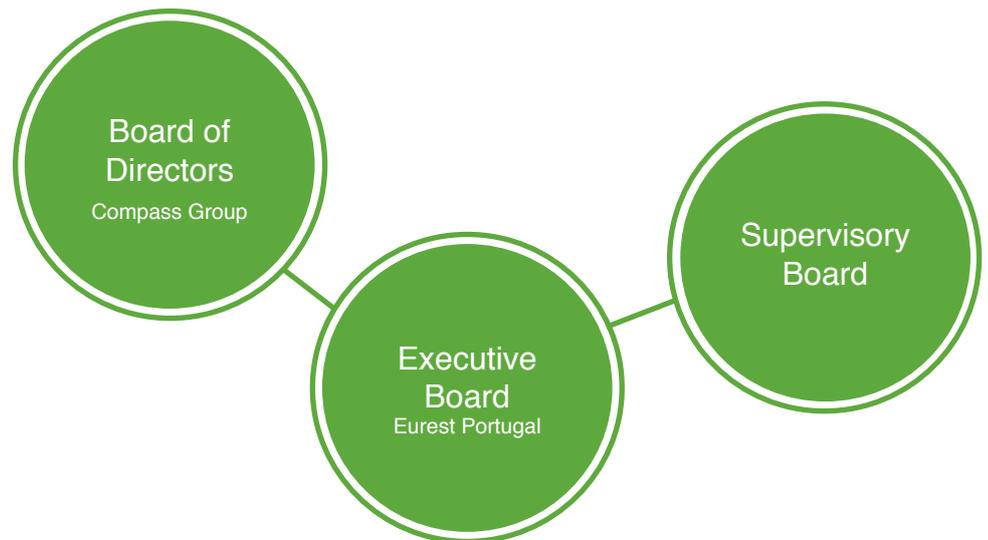


PRIORITY TOPIC

SUSTAINABILITY PLANNING AND ORGANISATION

GOVERNANCE STRUCTURE

G4-34 Eurest Portugal follows the governance model of the Compass Group, and is composed of a Board of Directors, a Supervisory Board and an Executive Board for each company. The chairperson of the Executive Board exercises administrative functions delegated by the Compass Group Board of Directors.



The **BOARD OF DIRECTORS** is the governance body responsible for the management and governance of the Compass Group. Its responsibilities include approval of the long-term objectives of the Group, its business plan and annual budget. In the execution of its duties, the Board of Directors supervises operations and monitors performance in accordance with agreed strategic objectives, the business plan and the annual budget.

The **SUPERVISORY BOARD** comprises independent non-executive members appointed by the Board of Directors of the Compass Group. Its duty is to regulate any activity which disrespects the integrity of the company, to ensure compliance of Group companies' financial reporting, and to validate the effectiveness of the financial control and risk management systems of individual companies within the Group.

The **EXECUTIVE BOARD** functions at the individual Group company level and is made up of the executive directors of each company. The Executive Board is responsible for implementing the strategy defined by the group, managing business operations, and regularly reporting to the Board of Directors.



EUREST'S ORGANOGRAM

Henrique Leite | Managing Director

Director, Expansion & New Business | **Rui Teixeira**

Director, Finance & Administration | **João Faria**

Director, Information Systems | **Duarte Pereira**

Director, Human Resources | **Bárbara Constantino**

Director, Quality & Service Area Operations | **Beatriz Oliveira**

Director, Southern Operations | **Carla Conde**

Director, Purchasing | **Hugo Furão**

Director, Northern Operations | **Sara Silva**

ORGANISATIONAL STRUCTURE OF OPERATIONS



ETHICAL AND RESPONSIBLE CONDUCT

G4-56 Our conduct is based on

_OUR VISION | “what we want to be”

Be the leading service provider in the food and services sector, and acknowledged for our excellent Employees, excellent service and excellent results.

_OUR MISSION | “how we are going to get there”,

At Eurst, we are all committed to providing consistently superior service as efficiently as possible for the common benefit of our Customers, Shareholders and Employees

_OUR VALUES | “what we believe in and what determines our conduct”

OPENNESS, TRUST AND INTEGRITY



We always set the highest ethical and professional standards. We strive to base all our relationships on honesty, respect, fairness and a commitment to open dialogue and transparency.



PASSION FOR QUALITY

Supplying food and services of superior quality is our passion, and we take pride in doing so. We seek to replicate successes, learn from mistakes, and develop ideas, innovations and practices that will help us improve and lead the market.



SUCCESS THROUGH TEAMWORK

We encourage individual ownership, but work together as a team. We value competence, individuality and the contribution of all colleagues who help others while working and who readily share best practices to achieve common goals.



RESPONSIBILITY

We assume responsibility for our actions, both individually and together as a Group. We always seek to contribute positively to the health and well-being of our Customers, the Communities in which we work and the world in which we live.



DYNAMISM

We adopt a dynamic, positive and business-orientated approach to the opportunities that arise and the challenges we face.

Our **GUIDING PRINCIPLES** | “what we base our decisions on”

TOP PRIORITY FOR HEALTH, SAFETY AND THE ENVIRONMENT –

always ensure that the health and safety of our Customers and Employees is not at risk, and that we sustainably manage the impact our company has on the environment.

WE KEEP OUR PROMISES TO OUR CUSTOMERS AND CONSUMERS –

achieve the continued loyalty of our Customers, and demonstrate consistently why we are the first choice in quality, service, value and innovation.

WE DEVELOP OUR EMPLOYEES AND VALUE DIVERSITY –

we acknowledge and place value on diversity, and on the contribution made by our Employees. We create a challenging working environment which provides both opportunities and support so that all Employees are able to learn, develop and succeed in their work.

PROFITABLE GROWTH –

provide value to Stakeholders through disciplined, sustainable growth backed by a strong sense of ethics, leading to greater global benefits.

CONSTANT FOCUS ON PERFORMANCE AND EFFICIENCY –

offer the best quality and performance, while always aiming to be the most economical and efficient service provider.

The following sections of this report begin with a statement of our Guiding Principles, which define how the company operates in relation to sustainability.

CODE OF CONDUCT

The Eurest Code of Conduct establishes the company's commitment to doing business fairly, treating all Stakeholders honestly, with integrity and respect. This Code of Conduct includes the Code of Ethics and applies to all companies within the Compass Group. It is based on social, ethical and environmental principles on which the company's commitment to responsible business practices is founded and also reflects our commitment to the 10 Principles of the United Nations Global Compact.

SOCIAL RESPONSIBILITY MANAGEMENT SYSTEM

Eurest manages risks and ensures continuous improvement of its activity through its Integrated System for Quality, Environmental and Safety Management, and has also advanced the process of certification for various organisational units.

In 2014, we consolidated our contribution to sustainability by adopting NP4469, the Portuguese standard which regulates a Social Responsibility Management System. This made us the first company in the Portuguese catering sector to commit to a structured management of its social responsibility in all areas and at all stages of its operations.



See Section 5
Constant focus on
performance
and efficiency

NP4469 THE INTEGRATING ELEMENT OF SOCIAL RESPONSIBILITY



The standard is centred on dialogue with Stakeholders, identifying key Sustainability Topics and the strategic management of these issues. Compliance with the standard helps us to chart responsible management consistently and in all areas and phases of operations.

Concurrently, we have developed the **10 Principles of Social Responsibility** as a set of guidelines governing the everyday conduct of each Employee and each team. The principles are based on the rules already established in our Values statement and Code of Conduct, as well as in the Integrated Management System and the Social Responsibility Management System, and provide an integrated framework of the fundamental management and conduct guidelines that Eurest adheres to. The 10 Principles of Social Responsibility are part of the initial training all new Employees receive, and all Employees have a duty to take them into consideration while carrying out their work.

SUSTAINABILITY GUIDELINES

G4-15 Eurest's management approach is based on guidelines taken from the corporate governance structure in which we operate as well as from our adherence and commitment to national and international principles and recommendations.



COMPASS GROUP

As a company belonging to the Compass Group, we are inspired by its corporate responsibility strategy, which is based on the four pillars of health and well-being, responsible purchases, human resources, and the environment.



SUSTAINABLE RESTAURANT ASSOCIATION

Eurest takes into account the 14 Principles of Sustainable Management for catering companies recommended by this not-for-profit association. The principles cover three main areas: Purchasing (supply of responsible food products); society (equitable treatment and engagement of Stakeholders); and the environment (reduction of food waste and efficient resource management).



UNITED NATIONS GLOBAL COMPACT

As a signatory to the UN Global Compact via the Compass Group, Eurest endorses all the commitments to upholding human rights, labour standards, and commitments to environmental responsibility and anti-corruption contained in this document.



GLOBAL REPORTING INITIATIVE

As a reporting company, Eurest has been improving its management and communication in line with the GRI guidelines in order to achieve more sustainable business conduct.



BCSD PORTUGAL

We joined BCSD Portugal in 2014. It is a not-for-profit public utility association which brings companies that actively commit to sustainability together and represents them.



GRACE – GRUPO DE REFLEXÃO E APOIO À CIDADANIA EMPRESARIAL

GRACE provides advisory support to companies registered in Portugal. As members, we contribute by sharing best practices in corporate responsibility and by promoting sustainable development in Portugal





TOP PRIORITY FOR HEALTH, SAFETY AND THE ENVIRONMENT

GUIDING PRINCIPLE

Always ensure that the health and safety of our Customers and Employees is not at risk, and that we sustainably manage the impact our company has on the environment.

FOOD SAFETY

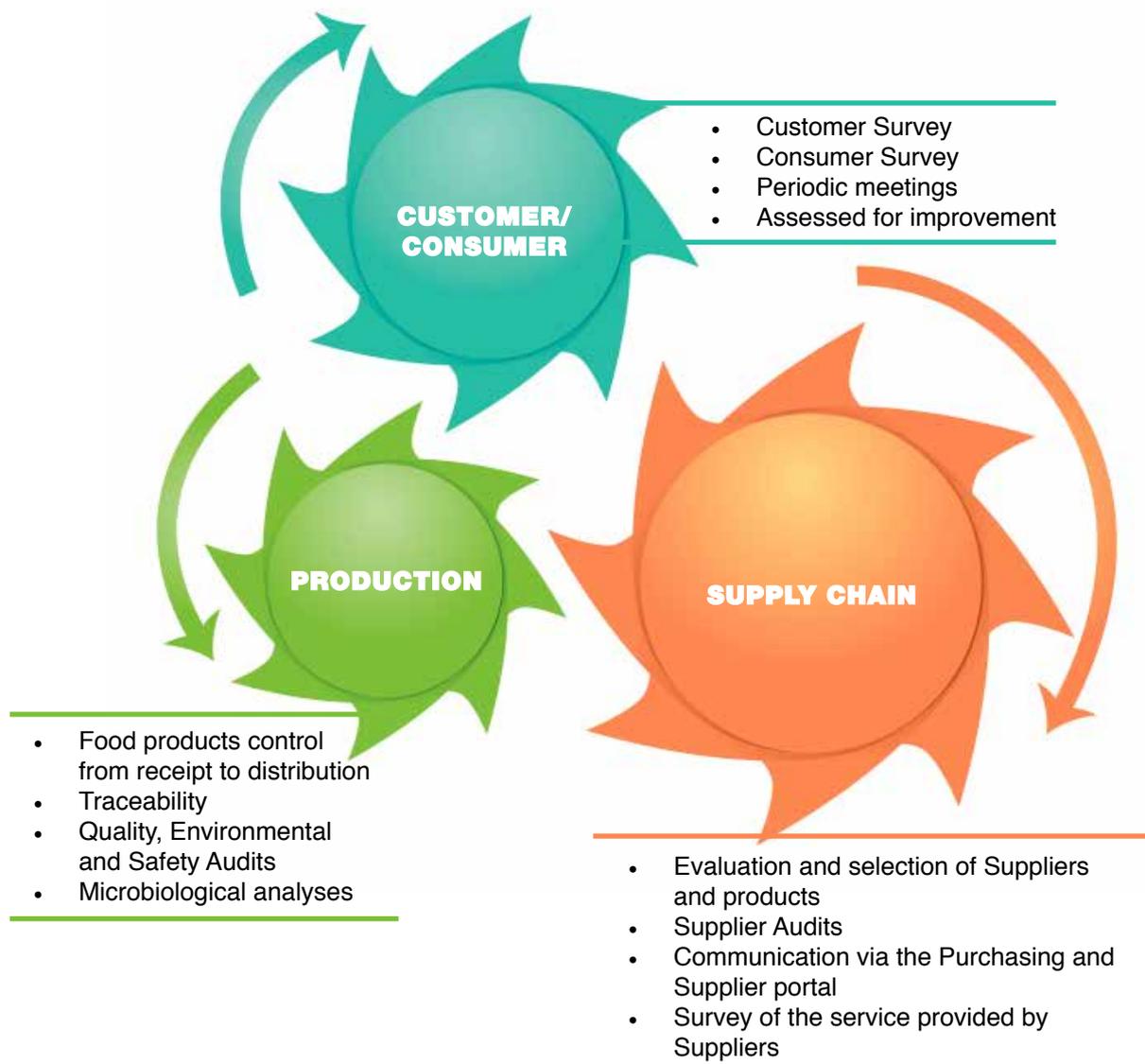


FOOD SAFETY

Given the nature of our business, food safety is the basic pillar of Eurest's operations. All essential food safety conditions are derived from the HACCP (Hazard Analysis and Critical Control Point) system, as they relate to the selection and inspection of raw materials, and at each stage from purchase to the finished product. In addition, all statutory and regulatory requirements are complied with to ensure extremely high food safety standards. To meet

these standards, we have a particular process for selecting Suppliers and producers, who we assess based on our Supplier Evaluation Questionnaire, which outlines the strict food safety requirements and environmental and social responsibility criteria to be met in all cases.

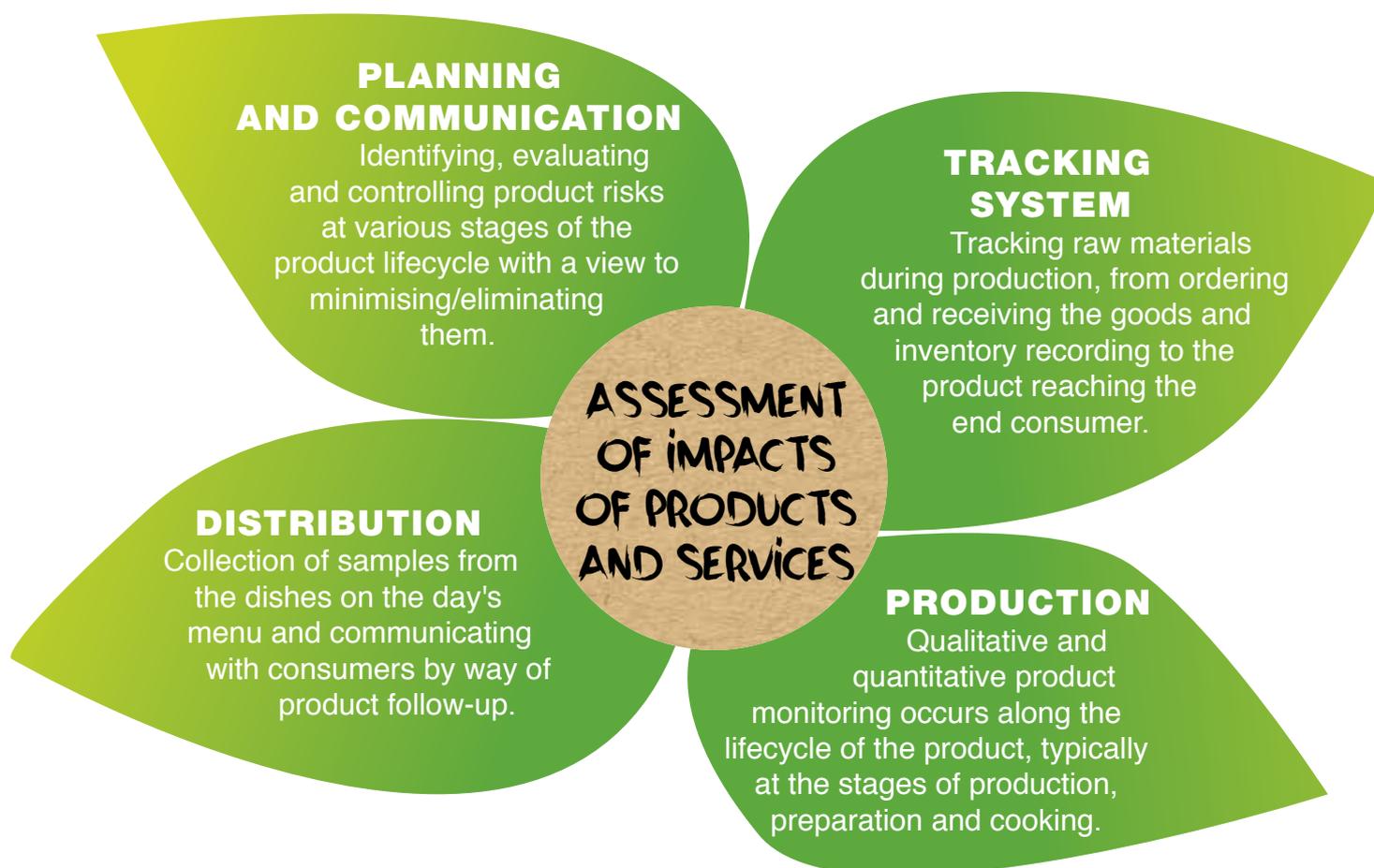
Together with Customers and Consumers, we periodically assess the quality of service within these established food quality and safety parameters, using control and process instruments that support our Quality, Environmental and Safety Policy.



AUDIT FOOD SAFETY

G4-PR1 **G4-PR2** Control measures and processes are integrated in a system of continuous improvement aimed at assessing and monitoring our products and services from production to end consumer stage in order to minimise the impacts on health, the environment and safety.

At Eurest, 100% of products and services are in compliance with these procedures and all units respect the procedures established, derived as they are from our management systems.



Among the tools within the system used to verify compliance and identify opportunities for assessing improvement are internal and external risk assessment audits conducted along the entire production chain. Triggers are in place so that corrective action is taken whenever non-compliance with or deviation from defined objectives and goals occurs.

| | 2013 | 2014 | 2015 |
|--|-------------|-------------|-------------|
| Quality, Environmental and Safety Audits | 976 | 313 | 376 |
| Supplier Audits | 64 | 8 | 16 |
| Microbiological analyses | 3,680 | 1,035 | 4,115 |
| Suspected food poisoning | 4 | 1 | 4 |

Note: Zero cases of confirmed food poisoning

OCCUPATIONAL HEALTH AND SAFETY

The health and safety of Eurest Employees is a top priority.

In addition to OHSAS 18001 certification, Eurest has focused on communication with and motivation of its Employees to continuously improve Occupational Health and Safety (OHS) indicators.

OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

Eurest has a central Occupational Health and Safety Committee which operates in all group units and also functions as an emergency-response team if required. In 2015, 24% of Employees were part of this Committee, an increase of 9 percentage points from 2012.

INVESTMENT IN SAFETY

In the period under review, we carried out a number of measures to reduce in the occurrence of accidents.

- ✓ We developed the “**Safety Mentors**” project, involving a local intervention team elected by Employees in each unit aimed at stimulating motivational work sessions on how to put occupational health and safety procedures into practice. This team currently comprises 39 mentors. During 2014/15, eight meetings were held, involving Employees from units all over Portugal.
- ✓ We highlight the appointment of an **Occupational Health and Safety Officer** (OHS Officer) to improve efficiency in the investigation and monitoring of the causes of accidents.
- ✓ We continued to reinforce **training and communication** measures, and have recorded a significant increase of 125% in the number of hours spent on OHS training.
- ✓ We continued to develop the **OHS Survey** for Employees, in order to identify critical and preventative aspects related to health and the occurrence of accidents.
- ✓ We reinforced **awareness** and invested more in the use of personal protective equipment (PPE), and implemented rules penalising non-use.

OCCUPATIONAL HEALTH AND SAFETY INDICATORS

G4-LA6 **G4-LA7** As a result of this investment, the main Occupational Health and Safety Indicators showed significant positive reduction in general, the most marked reduction being one of 55% in the frequency rate in the period 2013–2015. The severity, absenteeism and total incidence rates also reflect good performance, with reductions of between 10% and 38%.



| CATEGORY | RATIO MEN: WOMEN | |
|--|------------------|-----------|
| Severity rate (SR) (No days lost / No hours effectively worked) x 1,000,000 | 2015 | 10,481.68 |
| | | 10,372.93 |
| | | 10,377.63 |
| | 2014 | 9,115.97 |
| | | 14,580.38 |
| | | 14,295.34 |
| | 2013 | 24,170.31 |
| | | 16,076.17 |
| | | 16,603.64 |
| Frequency Rate (FR) (No lost-time accidents / No hours effectively worked) x 1,000,000 | 2015 | 212.03 |
| | | 141.66 |
| | | 144.70 |
| | 2014 | 388.09 |
| | | 135.27 |
| | | 148.45 |
| | 2013 | 427.79 |
| | | 315.61 |
| | | 322.92 |
| Total Incidence Rate (TIR) No total accidents at work / No total workers) x 1,000 | 2015 | 29.55 |
| | | 61.73 |
| | | 58.42 |
| | 2014 | 50.33 |
| | | 63.59 |
| | | 61.83 |
| | 2013 | 62.24 |
| | | 74.16 |
| | | 72.55 |
| Absenteeism Rate (No hours absent / No potential hours) x 100 | 2015 | 3.2 |
| | | 10.3 |
| | | 9.4 |
| | 2014 | 2.9 |
| | | 13.2 |
| | | 11.8 |
| | 2013 | 7.1 |
| | | 11.0 |
| | | 10.4 |
| Total number of accidents at work | 2015 | 13 |
| | | 237 |
| | 2014 | 23 |
| | | 189 |
| | 2013 | 30 |
| | | 229 |
| Number of confirmed occupational diseases | 2015 | 1 |
| | | |
| | 2014 | 3 |
| | | |
| | 2013 | 2 |
| | | |

■ Men
 ■ Women
 ■ Average

Note: The type of data and method of calculation used differ from those in the previous Sustainability Report. The regulations set out in Annex D of the Single Report (established by Portuguese Ministerial Order No. 55/2010 of 21 January) are now being followed to facilitate comparison of Eurest's OSH data with those of other Portuguese companies.

HEALTH AND WELL-BEING INITIATIVES

As food and nutrition specialists, Eurest develops a number of internal projects to promote health and well-being for all its Employees, the main ones being:

- the nutritional status evaluation and nutritional monitoring carried out by company nutritionists with the aim of motivating healthy food habits and lifestyles, and alerting people to change their eating habits.
- Workshops, and promotion of the Choose Beans and Choose Veg projects.



ENVIRONMENTAL PERFORMANCE

Environmental sustainability is a priority for Eurest. In managing the resources required to produce 35 million meals annually, we seek to ensure strict management to reduce environmental impacts arising from the large volumes handled along the value chain, and to promote sustainable and healthy eating.



ENERGY CONSUMPTION

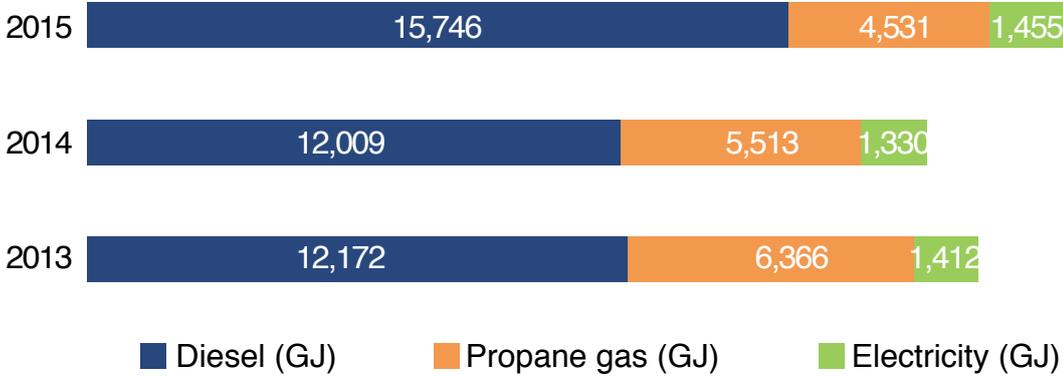


EFFICIENT MANAGEMENT OF RESOURCES

G4-EN3 Eurest’s energy consumption¹ reduced slightly from 2013 to 2014, due not only to a slight reduction in the

number of meals prepared, but also to the company’s efforts to increase energy efficiency and to optimise service. Consumption from 2014 to 2015 increased to values higher than those of 2013 as a result of Eurest’s growth in some segments, particularly that of Education.

Energy consumption (GJ)



By analysing the energy consumed per meal², the value recorded in 2015 of only 3.01 kJ/meal shows a decrease of 21.2% on the 2013 figure.

As regards fuel consumption, the number of fleet fuel cards grew to 237 in 2015, with consumption on each card increasing slightly owing to the geographical spread of Eurest units in the Education sector.

¹ Figures include electricity consumed by the Head Office, the Northern Branch, Service Areas, the Central Production Unit and the Eurest fleet. The verified consumption at Customer units is not taken into account.

² The energy consumed per meal includes figures from meals prepared in the Service Areas and the Central Production Unit only.

G4-EN15 In line with the overall increase in energy consumption, GHG emissions increased by roughly 11.4%.

GHG emissions (t CO₂)



Source of emissions data: EDP Comercial

WATER CONSUMPTION



G4-EN8 Between 2013 and 2015, the amount of water consumed in absolute terms rose³ by in the region of 15%, and consumption of water per meal⁴, rose by around 12.5%.

Although the increase in absolute terms can be partially explained by the number of meals produced at the Central Production Unit for the Education segment, the increase in water consumed per meal will merit the company's attention to ensure that this figure is either maintained or reduced, if possible.

Water consumption (m³)



³ 3 Figures include water consumed by the Head Office, the Northern Branch, Service Areas, and the Central Production Unit. The verified consumption at Customer units is not taken into account.

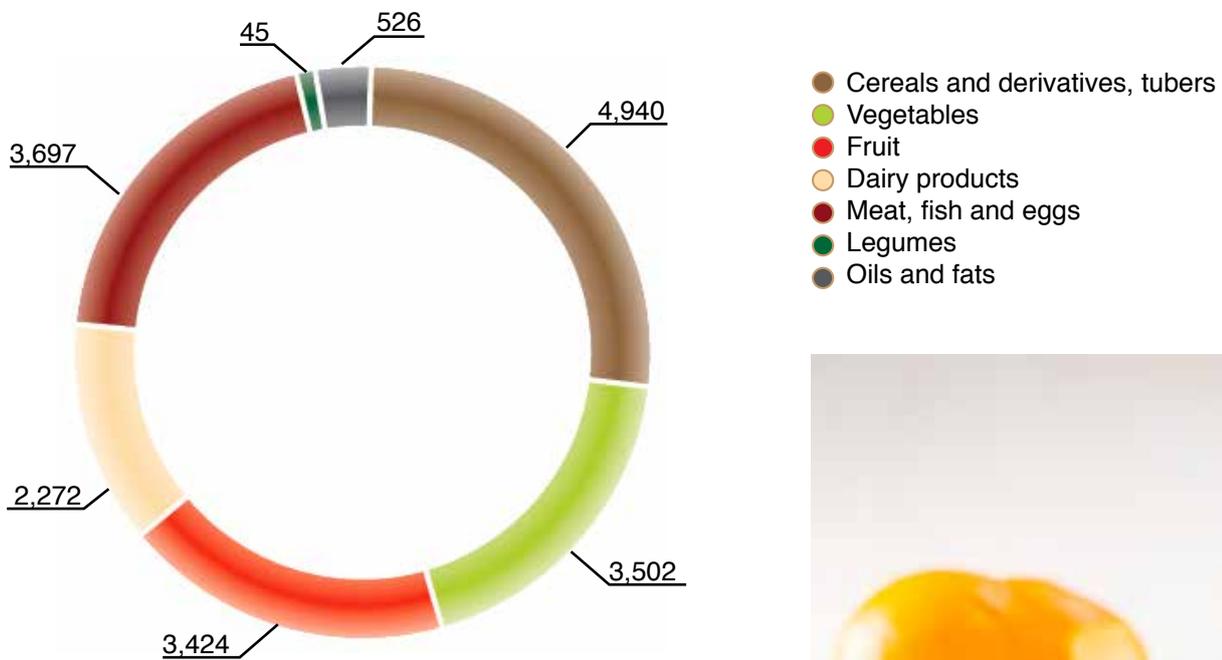
⁴ The water consumed per meal includes figures from meals prepared in the Service Areas and the Central Production Unit only.

FOOD CONSUMPTION



G4-EN1 An increase in the consumption of all types of food occurred in parallel with the 27% increase in the number of meals supplied between 2014 and 2015.

Food purchased (t) - 2015



It should be noted, however, that growth recorded in the consumption of vegetables, legumes and particularly fruit (an increase of over 60%) reflects Euresst’s commitment to serving healthier, more balanced meals. Following consultations with Consumers, Euresst is equally committed to promoting these foods. Fish also recorded a significant increase of over 30%, partly because it has to some extent replaced the use of meat in our menus.



PAPER CONSUMPTION

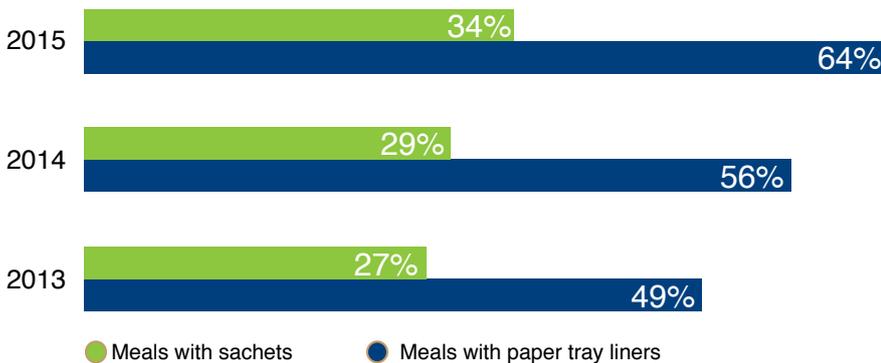


G4-EN1 During the course of recent years, we have been significantly reducing our consumption of photocopying paper. In 2015, our paper consumption was only 3 tonnes, merely a quarter of the verified figure in 2013.



This excellent result is largely due to some tasks which previously used paper being computerised.

Use of sachets and paper tray liners (% of meals)

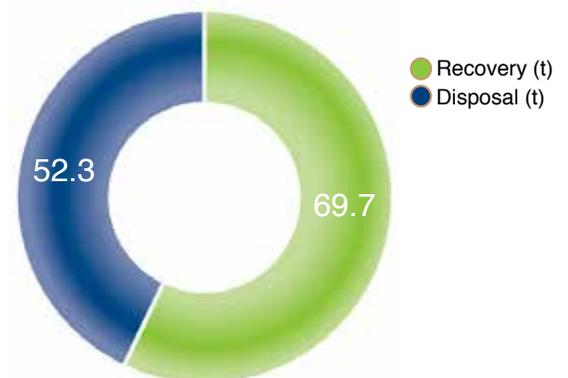


The use of sachets and paper tray liners suffered an increase due to the growth of the business in the public Education sector where the provision of sachets and tray liners forms part of the contract specifications.

WASTE MANAGEMENT

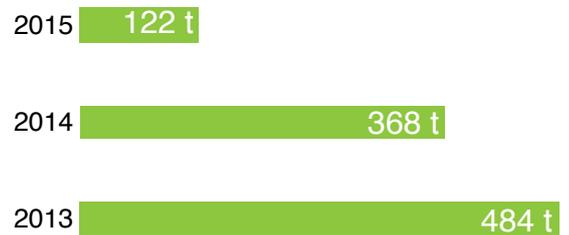
G4-EN23 The collection and treatment of waste produced is carried out by companies licensed by the competent authorities and according to their classification specified in the European List of Waste (LoW).

Quantity of waste by final destination | 2015 (t)



In 2015, 99.9% of the waste produced at Eurest was non-hazardous waste, and 57% of waste produced was sent to recovery operations.

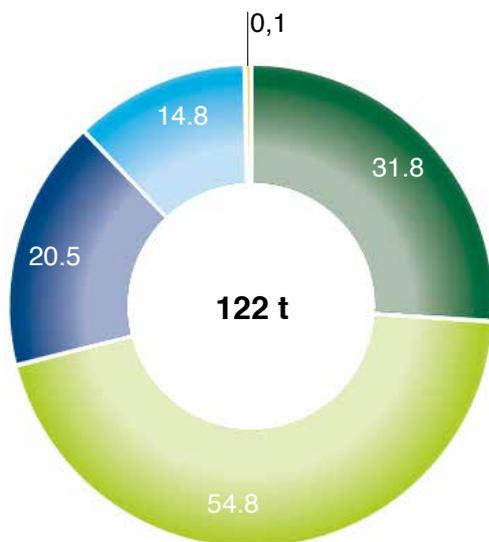
Eurest has significantly reduced the amount of waste it produces by developing several initiatives involving the highest-volume waste product, and the one with the greatest impact – cooking oil.



The 67% decrease in waste recorded between 2014 and 2015 was due to a contract with a Customer who produced a large volume of organic waste and hazardous waste coming to an end.

G4-EN23 The type of waste produced is in line with the nature of our business, and includes a high percentage of edible oils and fats.

Main types of waste produced by Eurest | 2015 (t)



- Mixtures of oils and fats, separation of oil from water containing edible oils and fats
- Edible oils and fats
- Other municipal and similar waste, including mixed waste
- Paper and carton packaging
- Other



ENVIRONMENTAL CAMPAIGNS



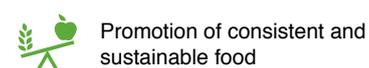
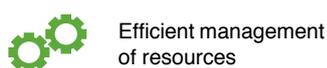
FOOD WASTE
EFFICIENT MANAGEMENT OF RESOURCES
DIVERSITY AND EVENTS

In parallel, we strive to develop effective campaigns involving Customers and Consumers, because the success of most of our initiatives, and ultimately that of our business, depends to a large extent on our capacity to motivate and create a collective vision of sustainability.

The campaigns we are developing were conceived from a dynamic, multi-faceted perspective, with some campaigns fulfilling one or more of the following objectives:

| CAMPAIGN | CCRA CONSUMO CONSCIENTE, RESPEITA O AMBIENTE (CONSCIOUS, ENVIRONMENTALLY AWARE CONSUMER CHOICES) |
|------------|---|
| IMPACTS |  |
| WHAT WE DO | <p>OBJECTIVE Promote a healthy diet of conscious choice, and raise Customer and Consumer awareness on the need to reduce food waste in order to ensure the sustainability of our Planet. The campaign took shape after we worked out that our units produce 1,316 tonnes of organic waste each year.</p> <p>RESULTS</p> <ul style="list-style-type: none"> • 1.3 t food donated 4.3 t since the start of the campaign in 2007 • Institutions in solidarity with the campaign: 17 • 29 campaigns, fulfilling the objective of carrying out a minimum of 20 77 campaigns and 71 Customers (since 2007) • Consistent 30% reduction in food waste • 75% of our Consumers participated in the campaign. <p>PUBLIC ACKNOWLEDGEMENT This campaign has received various awards in recognition of its innovation and active Stakeholder involvement since it began.</p> <ul style="list-style-type: none"> • Winner of the Glocal prize from OCI (Observatório de Comunicação Interna, an 'internal communications observatory') in 2015, for having distinguished ourselves by our ability to communicate with Consumers and motivate them in this campaign • One of the Top 3 finalists in the EDPartners awards in the "Social Responsibility" category, an acknowledgement of Eurest's outstanding sense of social responsibility and its role in preventing food waste in society in general. |

| CAMPAIGN | AIA - INTEGRATED FOOD USE |
|------------|---|
| IMPACTS |    |
| WHAT WE DO | <p>OBJECTIVE Encourage the consumption of food in its entirety, with a view to minimising environmental impacts and promoting a healthy and more nutritious diet, as well as increasing the variety of food on offer and the way it is prepared.</p> <p>RESULTS</p> <ul style="list-style-type: none"> • 21 recipes created. • From its beginnings as a pilot project in three units in 2013, the campaign is now operating in 23% of units. • 99% of Consumers expressed their satisfaction with the alternative food products on offer. • Publication of a book containing “40 Healthy and Sustainable Recipes” to promote a more conscious choice of food among our Stakeholders, and our Customers and Consumers in particular. |
| CAMPAIGN | CARE FLAVOUR-INFUSED OILS |
| IMPACTS |   |
| WHAT WE DO | <p>OBJECTIVE Reduce the number of glass packaging and bottles of oil and vinegar (250 ml) supplied to the market, and at the same time offer the Consumer an alternative product which is growing in popularity. Flavoured oils (infused with aromatic herbs or spices) improve the nutritional value of the food, promote the addition of less salt, and give the food more flavour than conventional oil.</p> <p>RESULTS Saving of 63 t of glass since the start of the campaign in 2012. The number of bottles in relation to the number of meals has begun to drop. (The number of bottles/number of meal figure has fallen from 0.004 to 0.0034.)</p> |
| CAMPAIGN | CARE SACHETS AND PAPER TRAY LINERS |
| IMPACTS |  |
| WHAT WE DO | <p>OBJECTIVE Reduce the use of paper tray liners by raising Customer and Consumer awareness. The use of sachets is an environmentally negative practice, with no food safety benefits, as evidenced by the results of over 3,500 microbiological analyses. In 2014, Eurest accounted for 60 t of paper waste from disposable sachets and tray liners, which corresponds to around 1,020 trees – a figure that underscores the relevance of this initiative. For this campaign Eurest joined forces with Floresta Unida, and made a commitment to plant 17 trees for each tonne of paper saved, and so contribute towards restoring natural habitats.</p> <p>RESULTS Saving of 77 t of glass since the start of the campaign in 2011. In 2013, the 37% reduction in the amount of paper saved was negatively influenced in 2015 by the increase in the number of educational establishments served by Eurest as a result of the strong growth of our presence in this segment. Using sachets and paper tray liners is one of the contractual specifications in the Education segment, and this increased the consumption of tray liners by 14% and that of sachets by 17%. Consequently, our commitment to reduce the use of these consumables by 5% was not achieved.</p> |



OUR COMMITMENTS

| | Initiative | Objective | Goal | Status | Note: |
|---------------------|--|---|------|--------|--|
| Assessment RS 12-13 | CCRA – Consumo Consciente, Respeita o Ambiente | Conduct at least 20 editions of this campaign. | 2015 | ☑ | |
| | CARE Sachets and Paper Tray Liners | Reduce sachet consumption by 5% | 2015 | ☒ | Contractual conditions imposed by units in the Education segment |
| | CARE Energy | Reduce consumption by 10% in Service Areas, the Central Production Unit and Head Office | 2015 | ☑ | |
| | CARE Water | Reduce consumption by 10% in Service Areas, the Central Production Unit and Head Office | 2015 | ☑ | |

| | Initiative | Objective | Goal |
|--------------|----------------------|---|------|
| What's next? | Flavour-infused oils | Reduce packaging by 5% (number of bottles/ number of meals) | 2016 |
| | CARE Energy | Monitor consumption in all units where Eurest is responsible for energy and water management. | 2016 |
| | CARE Water | | |





WE KEEP OUR PROMISES TO OUR CUSTOMERS AND CONSUMERS

GUIDING PRINCIPLE

Achieve the continued loyalty of our customers, and demonstrate consistently why we are the first choice in quality, service, value and innovation.

Strawberry tree [Arbutus unedo]

QUALITY, INNOVATION AND NUTRITION IN ALL MARKET SEGMENTS

We have the unique ability to provide a high-quality, specialist catering service tailored to the culture and specific needs of each Customer.

G4-4

| Eurest Corporate | Eurest Education | Eurest Health | Eurest Vending | Eurest Events Vilaplana | Eurest Public Catering |
|---|--|---|--|---|---|
| We offer a superior quality service to a varied group of corporate Customers across in a very broad range of business types. Our service is tailored to the specific requirements of each Customer. | We promote food education by adopting healthy menus and consciously add value to the quality of food produced for schools. | We dedicate all our technical skills to guaranteeing Consumer satisfaction in hospital, homes and senior citizen residences. We guarantee healthy, balanced and tasty meals for Consumers with special dietary needs. | Every day we distribute thousands of products to the most diverse locations, providing Consumers with practical, accessible solutions of good quality. | We offer the best of our cuisine with elegance, sophistication and attention to detail. Because we know that every moment counts, we have a dedicated specialist team paying attention to details which make all the difference at a special occasion or event. | We develop new concepts which are adapted to the venue chosen by each end Consumer. By achieving perfect harmony between the architecture and renaissance of Portuguese cuisine, we sing the praises of what makes Portugal Portuguese – ‘Portugality’. |

Every day 133,000 Eurest meals are served to Consumers. What food we select, the menus and their preparation are based on our choice to provide quality. We recognise the impact of all these quality criteria which determine the way we work. We are therefore passionate about conscious and healthy food choices which motivate us in our daily efforts to:

- take care in preparing and cooking food to the highest standards while also considering our Customers’ cultural and other preferences;
- insist on excellence in the efficiency of our purchasing logistics results in the procurement of fresh, tasty foods which comply with very strict food safety standards;
- ensure constant capacity for innovation – from culinary procedures to environmental initiatives – to manage a demanding, differentiated service conforming to high sustainability standards; and
- cultivate partnerships with the academic and scientific Community in the areas of nutrition and health which finds expression in the knowledge and innovation guiding the development of our catering services.



See Section 5
Constant focus on performance and efficiency

See Section 1
Top priority for Health, Safety and the Environment

See Section 4
We develop our Employees and value diversity

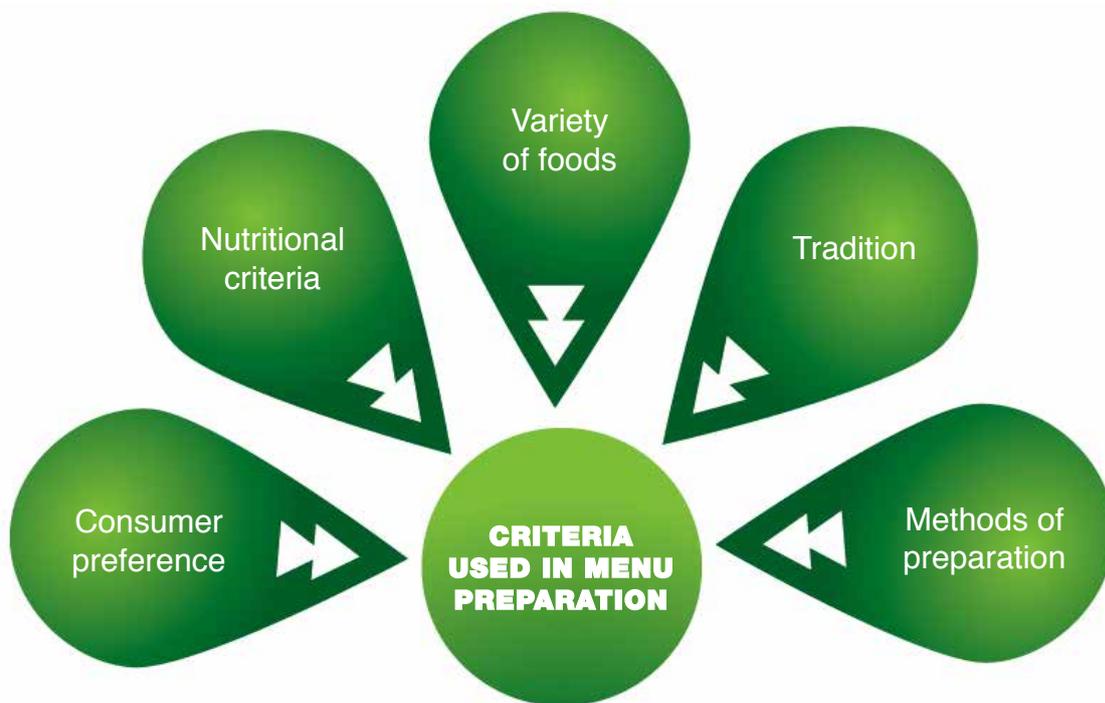
SUSTAINABILITY CRITERIA IN CHOOSING OUR FOOD PRODUCTS

We combined our awareness of the sustainability challenges facing the planet, as well as the issues of health and food quality with what we have gleaned from listening to our Customers to draft a set of sustainability criteria that form our purchasing policy.

- Sustainable agricultural products
- Animal welfare
- Fair trade
- Local and seasonal production and a responsible fishing policy



See Section 5
Constant focus on
performance and efficiency



BALANCED AND SUSTAINABLE FOOD



BALANCED AND SUSTAINABLE FOOD
DIVERSITY AND EVENTS

FP6 FP7 We understand that taking responsibility for our business includes our social role in food education and raising awareness as to conscious and healthy lifestyle and food choices. Our sense of responsibility finds expression in a group of initiatives and campaigns. The success of this contribution is achieved by working with Customers and Consumers – who share our concerns on these issues – in the form of events, campaigns or more long-term initiatives.

The campaigns we are developing were conceived from a dynamic and multi-faceted perspective, some fulfilling one or more of the following objectives:

| | | |
|-------------------|---|---|
| CAMPAIGN | CHOOSE BEANS |  |
| IMPACTS |  | |
| WHAT WE DO | <p>OBJECTIVE Encourage the consumption of legumes, by diversifying products on offer, as a way to promote healthier, more sustainable food. Legumes have unique nutritional properties with high-level health benefits (high protein content, rich in fibre, vitamins and minerals) and a much smaller ecological footprint than meat or fish (because they have a high nutrient density in relation to their carbonic and water footprint from the production process).</p> <p>RESULTS</p> <ul style="list-style-type: none"> • Public acknowledgement - <i>Nutrition Awards</i> • An increase of 25% in the frequency of consumption of legumes since the start of the campaign in participating corporate units. • The book “40 Healthy, Sustainable Recipes” contains a chapter devoted to recipes containing legumes. | |

| | | |
|-------------------|--|--|
| CAMPAIGN | CHOOSE VEG |  |
| IMPACTS |  | |
| WHAT WE DO | <p>OBJECTIVE Encourage the consumption of lacto-ovo vegetarian dishes by diversifying products to provide a healthier, more sustainable diet. The majority of specialists recommend reducing the consumption of meat and fish for nutritional as well as environmental reasons, since the ecological footprint of these foods is smaller than that of meat and fish.</p> <p>RESULTS</p> <ul style="list-style-type: none"> • Public acknowledgement: <i>Nutrition Awards</i> • The frequency of vegetarian meals being consumed has increased by 65% at participating units since the start of this project. • The book “40 Healthy, Sustainable Recipes” contains a chapter devoted to recipes containing legumes. | |

| | | | |
|-------------------|---|---|---|
| CAMPAIGN | CARE SUGAR AND LOW SUGAR |  |  |
| IMPACTS |  | | |
| WHAT WE DO | <p>OBJECTIVE OF CARE SUGAR Reduce the consumption of sugar by suggesting Consumers use sugar more sparingly. The figure was arrived at by dividing the number of meals by number of kilograms of sugar used.</p> <p>OBJECTIVE OF LOW SUGAR Reduce the consumption of sugar added when cooking or preparing food by testing the substitution of sugar with sweetener in various desserts. Excessive consumption of sugar and products containing sugar causes chronic diseases such as obesity and Type 2 diabetes mellitus. With these two initiatives Eurest aims to contribute to the improvement of Consumers’ food standards.</p> <p>RESULTS OF CARE SUGAR The number of packets of sugar per the number of meals reduced by 15%.</p> <p>RESULTS OF LOW SUGAR Two pilot projects at corporate Customers’ locations, with a positive response received from more than half of the Consumers.</p> | | |

| | | |
|-------------------|--|---|
| CAMPAIGN | LOW SALT |  |
| IMPACTS |   | |
| WHAT WE DO | <p>OBJECTIVE Reduce the consumption of salt added to food. Reducing salt intake significantly reduces blood pressure and thus the risk of cardiovascular diseases. Recommended daily salt intake is 5 g, but consumption in Portugal is around 12 g.</p> <p>RESULTS</p> <ul style="list-style-type: none"> • Public acknowledgement - Nutrition Awards and Hospital of the Future • Reduce salt by 25% (kg of salt/number of meals) in participating units. • Overall, considering the communication effort made with this campaign, and the presence of salt shakers on the table, salt consumption was reduced by 5%. | |

| | | |
|-------------------|--|--|
| CAMPAIGN | LOW FAT |  |
| IMPACTS |   | |
| WHAT WE DO | <p>OBJECTIVE Reduce the consumption of fat added to the preparation or cooking process. Excessive consumption of saturated fat is associated with an increased risk of stroke and heart attack.</p> <ul style="list-style-type: none"> • RESULTS I The addition of fat in food preparation and cooking was reduced by 34% in the pilot project. | |



Reduction of the environmental footprint of food



Efficient management of resources



Promotion of consistent and sustainable food



SUSTAINABLE RESTAURANT



In 2014, we decided to create the Sustainable Restaurant project with the goal of integrating all campaigns and practices aimed at environmental, social and nutritional improvement in which Eurest has invested.

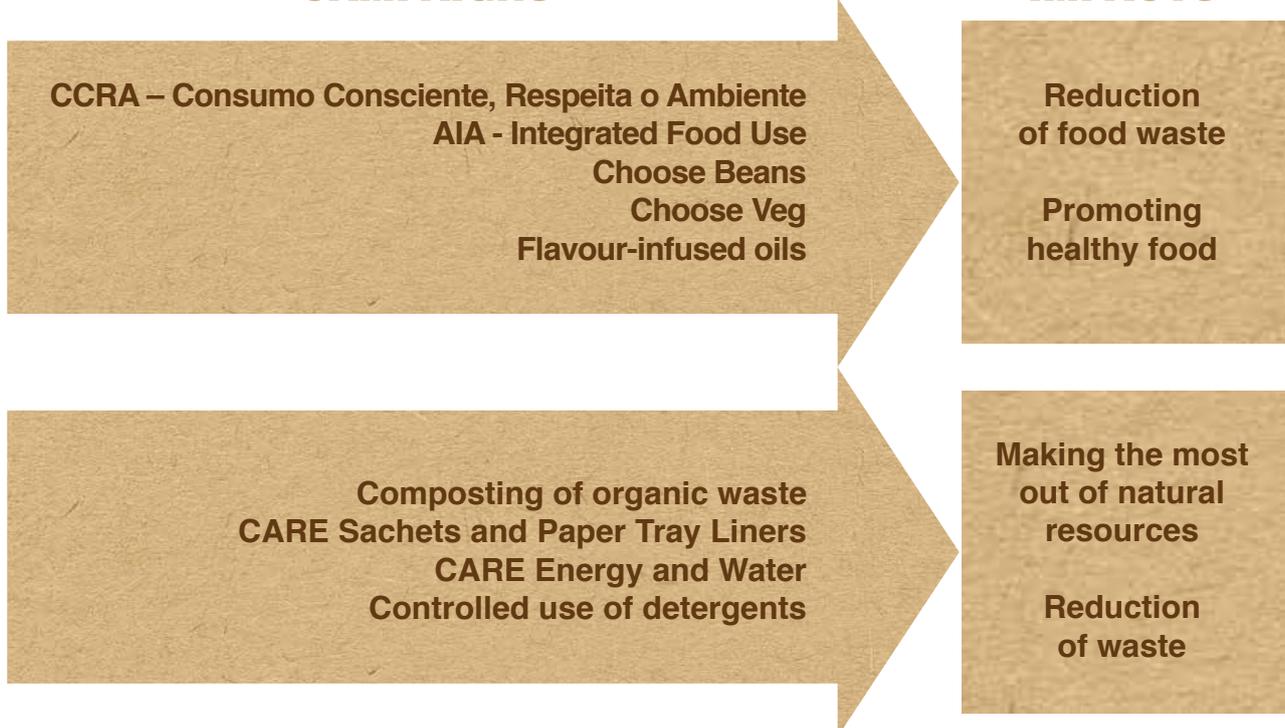
The Sustainable Restaurant project targets all our Customers and is based on the three fundamental vectors of resource management, food waste and waste management.

Customer units that want to obtain the Sustainable Restaurant seal commit to implementing ten core campaigns involving sustainable meal production and distribution. With this project, we offer Customers the opportunity to avail themselves of an integrated sustainable food service, while we realise our ambition of achieving a collective vision and cooperation in pursuit of the sustainable development of our business.

The Sustainable Restaurant project transforms an integrated business vision at environmental, social and economic level into the global objective of sustainable consumption.

CAMPAIGNS

IMPACTS



This is a pilot project in two units. The objective is to encourage its integration in other units.

LISTENING: OUR COMMITMENT TO CUSTOMER AND CONSUMER SATISFACTION

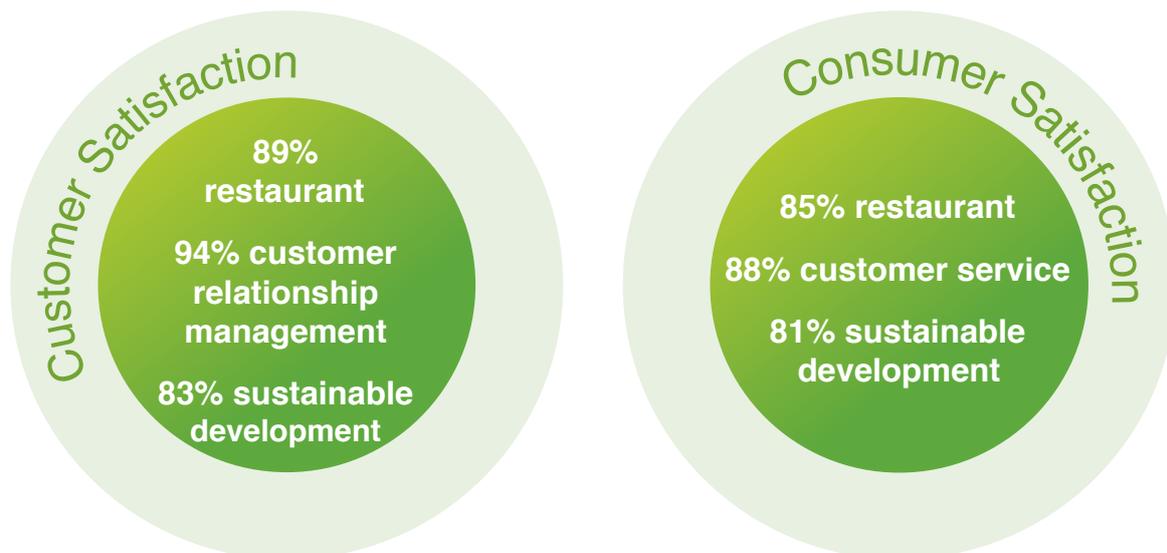


CUSTOMER AND CONSUMER SATISFACTION

G4-PR5 Measuring Customer and Consumer satisfaction is a fundamental tool for guaranteeing superior performance of our services and is also a valuable method of identifying areas for improvement and business opportunities.

We conduct:

- **CUSTOMER SURVEYS I** are conducted at least biannually online. (Last survey in 2015/2016). Customers evaluate the overall service provision, including aspects such as menu presentation, hygiene and the running of operations, professionalism and customer service, effectiveness in providing support to resolve problems, Eurest's level of innovation and performance in tracking food and nutrition trends, and, more recently, a set of parameters related to the company's level of social responsibility.
- **WITY – WHAT IS IMPORTANT TO YOU I** Identification of positive points and opportunities for improvement during in-person interviews with our Customers
- **CONSUMER SURVEYS I** are conducted at least annually. We invite our Consumers to evaluate our level of performance on the product (soup, main dish, and dessert), the service provided, the dining area (engagement), general atmosphere at events and, more recently, on the company's social responsibility initiatives.

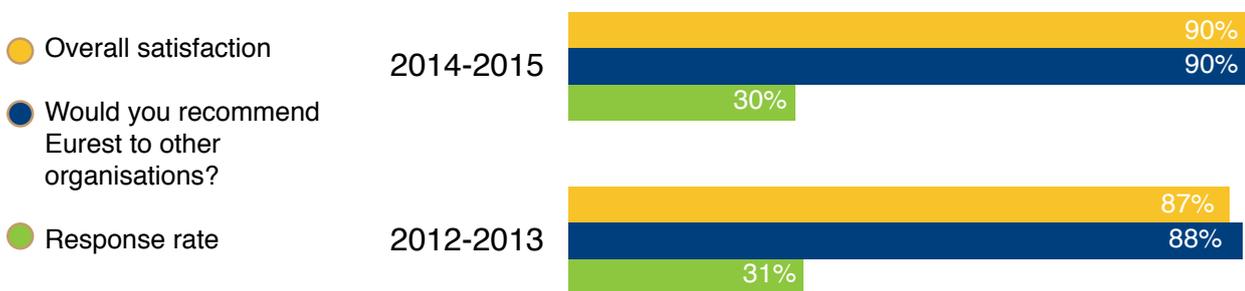


In 2012/2013 we reported overall Customer satisfaction of 85%. For the period 2014/2015, we decided to divide the criteria into three main groups: catering (variety of products on offer, taste, hygiene, friendliness of customer service, events, etc.); Customer relationship management (ethics, communication, etc.), and sustainable development. The overall result obtained was the same in both years.

CUSTOMER SATISFACTION SURVEY

For those parameters surveyed on a regular basis, we can see a continuous improvement.

Results of the Customer Satisfaction Surveys



CONSUMER SATISFACTION SURVEY

We consider parameters rated below 84% as needing to be assessed for improvement.

Results of the Consumer Satisfaction Surveys



The measures planned to improve the less positive Customer satisfaction ratings will also be adopted to improve those parameters evaluated less positively by Consumers (flavour and seasoning, atmosphere at events and sustainable development).



DIVERSITY AND EVENTS

Based on the results obtained, we have set the following improvement objectives:

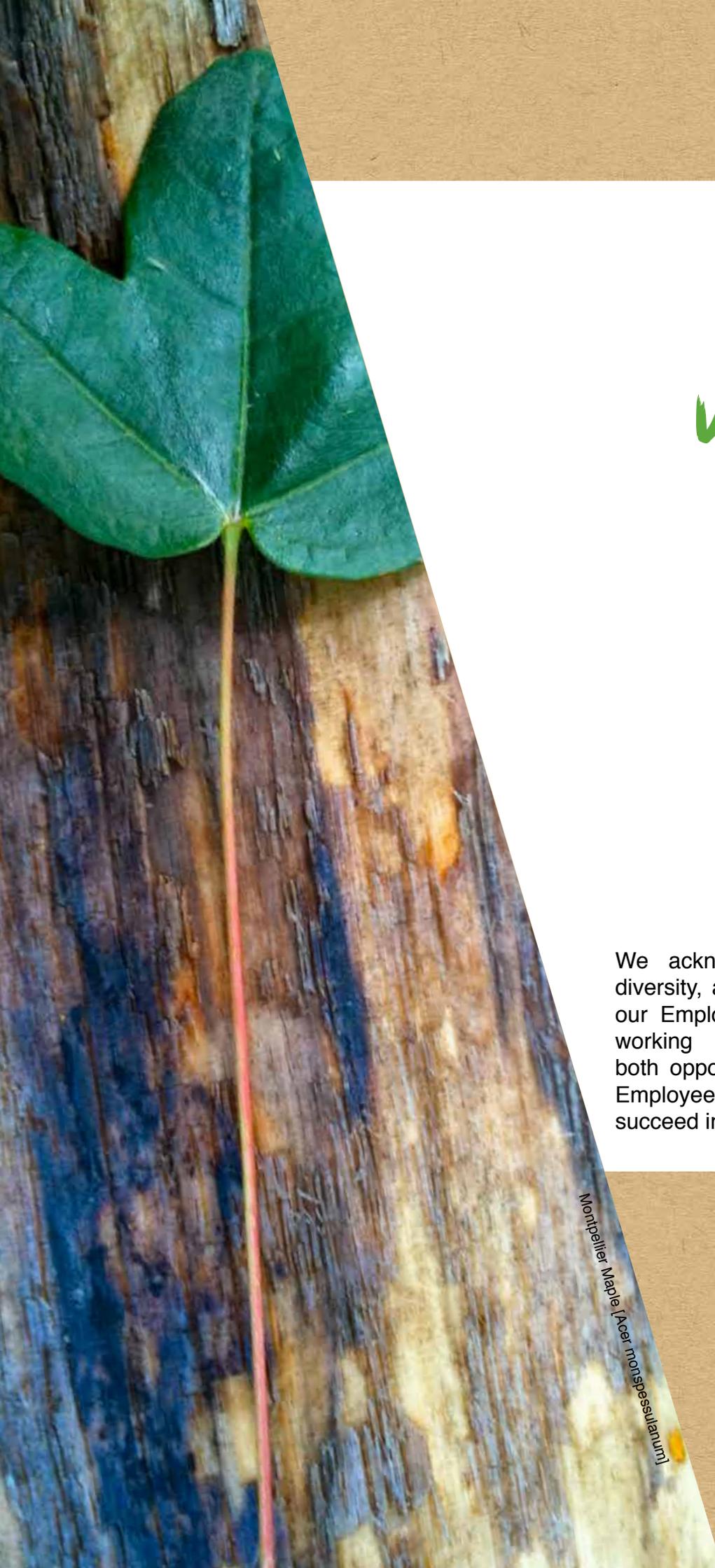
- employment of an executive Chef to provide on-the-job training to our teams of kitchen staff with the aim of improving the taste and seasoning of our products;
- the drafting of a plan to improve the general atmosphere of our restaurants and incorporate Live Cooking sessions by an executive Chef in 2016; and
- the revision of our corporate social responsibility communication strategy to identify omissions or lack of clarity that might hinder people’s awareness of the strategy and the contribution the company is making to sustainable development.



OUR PROMISES

| | Initiative | Objective | Goal | Status |
|---------------------|---------------------|--|------|-------------------------------------|
| Assessment RS 12-13 | <i>Choose Beans</i> | Increase consumption of fruit and vegetable/total meals | 2015 | <input checked="" type="checkbox"/> |
| | <i>LOW Fat</i> | Reduce consumption of fat added during preparation/total meals | 2015 | <input checked="" type="checkbox"/> |
| | <i>LOW Salt</i> | Reduce consumption of salt/total meals | 2015 | <input checked="" type="checkbox"/> |

| | Initiative | Objective | Goal |
|--------------|------------------|--|------|
| What's next? | <i>LOW Sugar</i> | Reduce sugar in hot beverages by ¾ in the Vending segment. | 2016 |
| | <i>LOW Salt</i> | Reduce salt by 10%, using the local intervention of chefs and the quarterly monitoring of the water indicator. | 2016 |



WE DEVELOP OUR EMPLOYEES AND VALUE DIVERSITY

GUIDING PRINCIPLE

We acknowledge and place value on diversity, and on the contribution made by our Employees. We create a challenging working environment which provides both opportunities and support so that all Employees are able to learn, develop and succeed in their work.

OUR EMPLOYEES

Our Employees are at the heart of everything we do so that we can provide a high-quality service. Succeeding in this objective depends on teams being passionate about food, motivated, and having opportunities to learn and develop.

GENERAL PROFILE OF EUREST EMPLOYEES | 2015

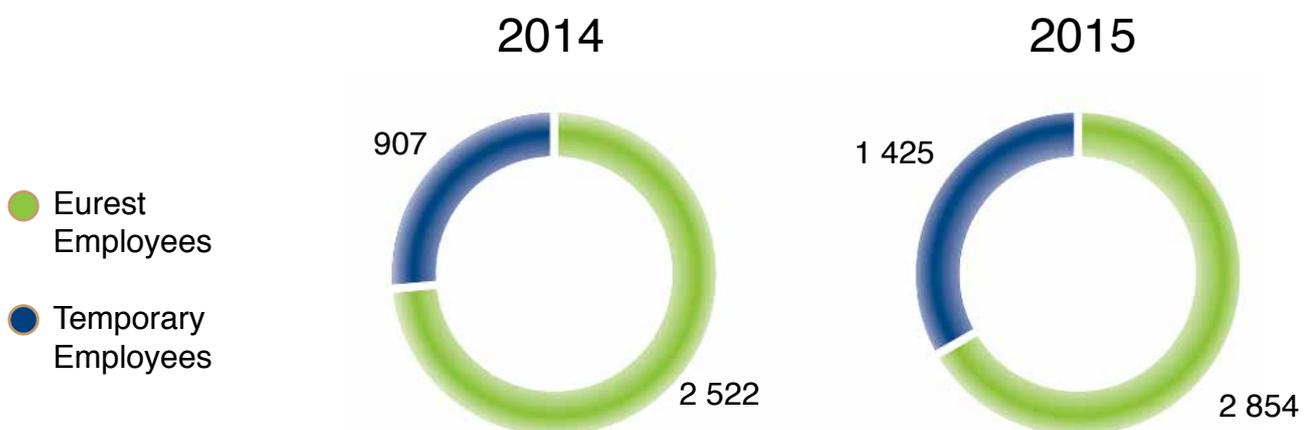
G4-9 G4-10 In 2015, our staff complement comprised 4,279 Employees, most of whom (66,7%) had a contract with Eurest. A large majority of Eurest Employees (69%) had an employment contract for an indefinite period with the company.

Most Employees work on a full-time basis (FTEs), and only 10% part-time (PTEs).

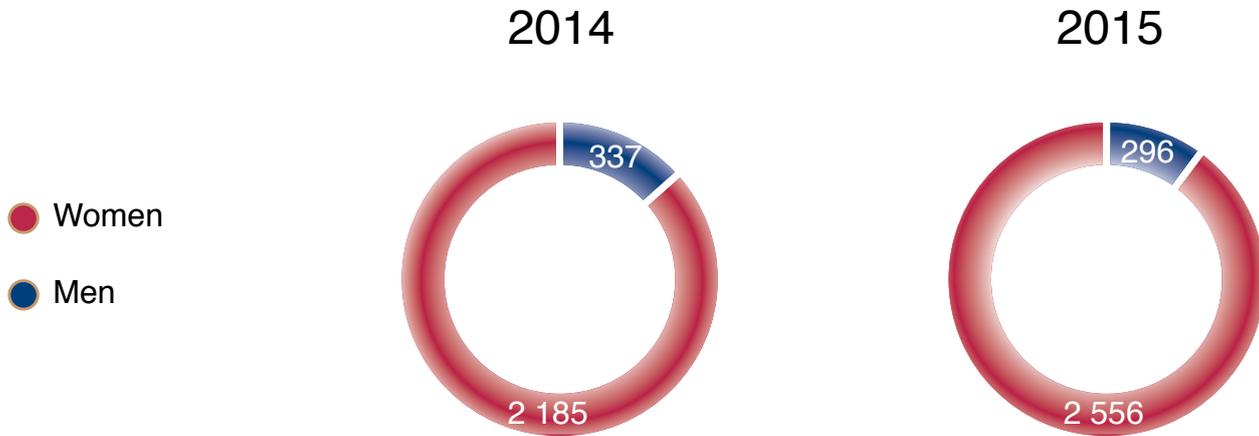
The relatively high number of temporary Employees (1,425 in 2015) is due to the nature of Eurest's business. Temporary staff are taken on to help the company ensure their services when seasonal demand is higher, e.g. in the Education segment.



TOTAL NUMBER OF EMPLOYEES



EMPLOYEES BY GENDER



TYPE OF CONTRACT OF PERMANENT STAFF



TYPE OF WORK OF PERFORMED BY PERMANENT STAFF

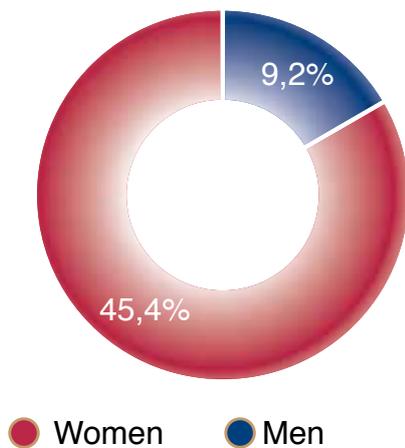


STAFF TURNOVER

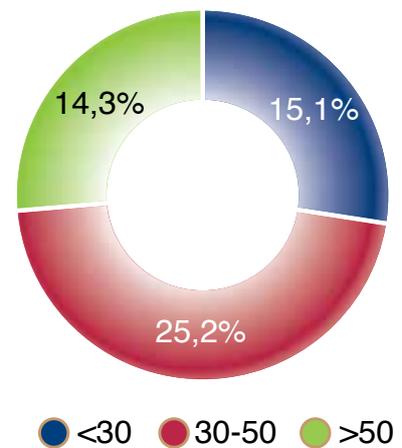
G4-LA1 Given the seasonal nature of some of Eurest's business, the number of Employees can vary considerably without this necessarily signifying any lay-offs or other staff adjustments. In 2015, 2,528 new Employees joined the company and, during the same period, 1,558 left the company, some of these as a result of approved transfers. This represents a staff turnover of 54.6%. This high staff turnover figure is chiefly explained by the way the Education segment works, necessitating a high recruitment rate at the beginning of the year with a corresponding high rate of lay-offs at the end of the school year.



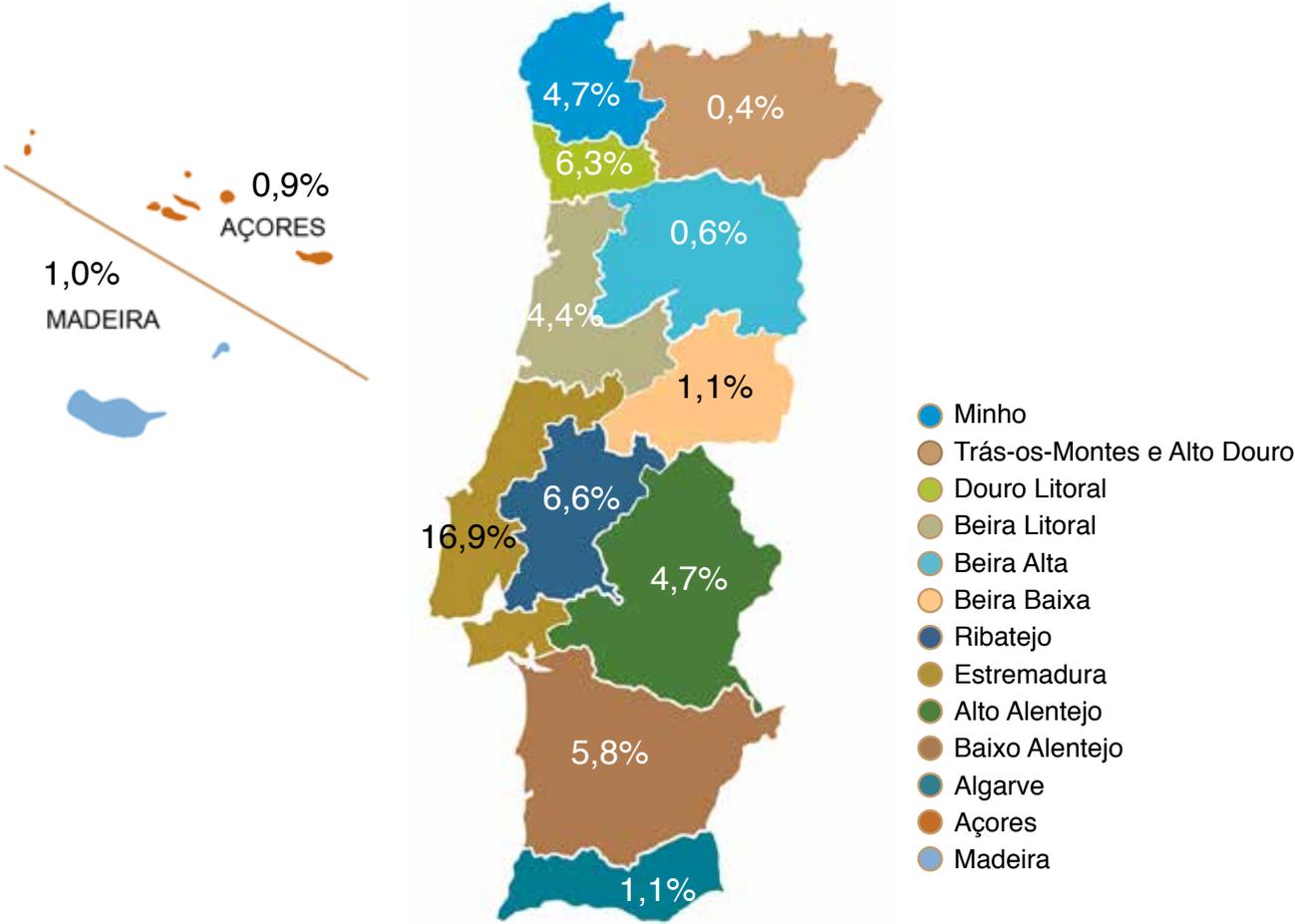
STAFF TURNOVER BY GENDER



STAFF TURNOVER BY AGE GROUP



STAFF TURNOVER PER REGION



HELPING OUR EMPLOYEES DEVELOP

At Eurest, we strive to be an employer committed to the professional and personal development of Employees and to make available to them the necessary resources to provide an excellent service to all our Customers and Consumers.

This objective is designed to offer learning and training opportunities to all Employees, focusing on skills development, career development and the promotion of talent.

TRAINING POLICY

G4-LA9 **G4 LA10** Eurest's training policy emanates from the GO Academy (Academia GO) – a basic structure which organises our roughly 100 training programmes into four key areas. The orientation training for new recruits is the first phase of professional development for Employees and deals with various pillars of the company's cultural identity.



GO ACADEMY*

GO Quality

The GO Academy covers issues related to food safety and nutrition, as well as the environment and occupational health and safety.

GO Service

It also deals with all areas which contribute to service excellence whether in business or technical fields.

GO Be

This is the platform used to organise and develop interpersonal, management and language skills.

GO Staff

Training is provided with the objective of supporting operations requiring knowledge of IT systems, legislation, finance, human resources, logistics and office administration.

*GO is the English acronym for the Portuguese abbreviation of "operational management".

TRAINING SUPPORT PROGRAMME

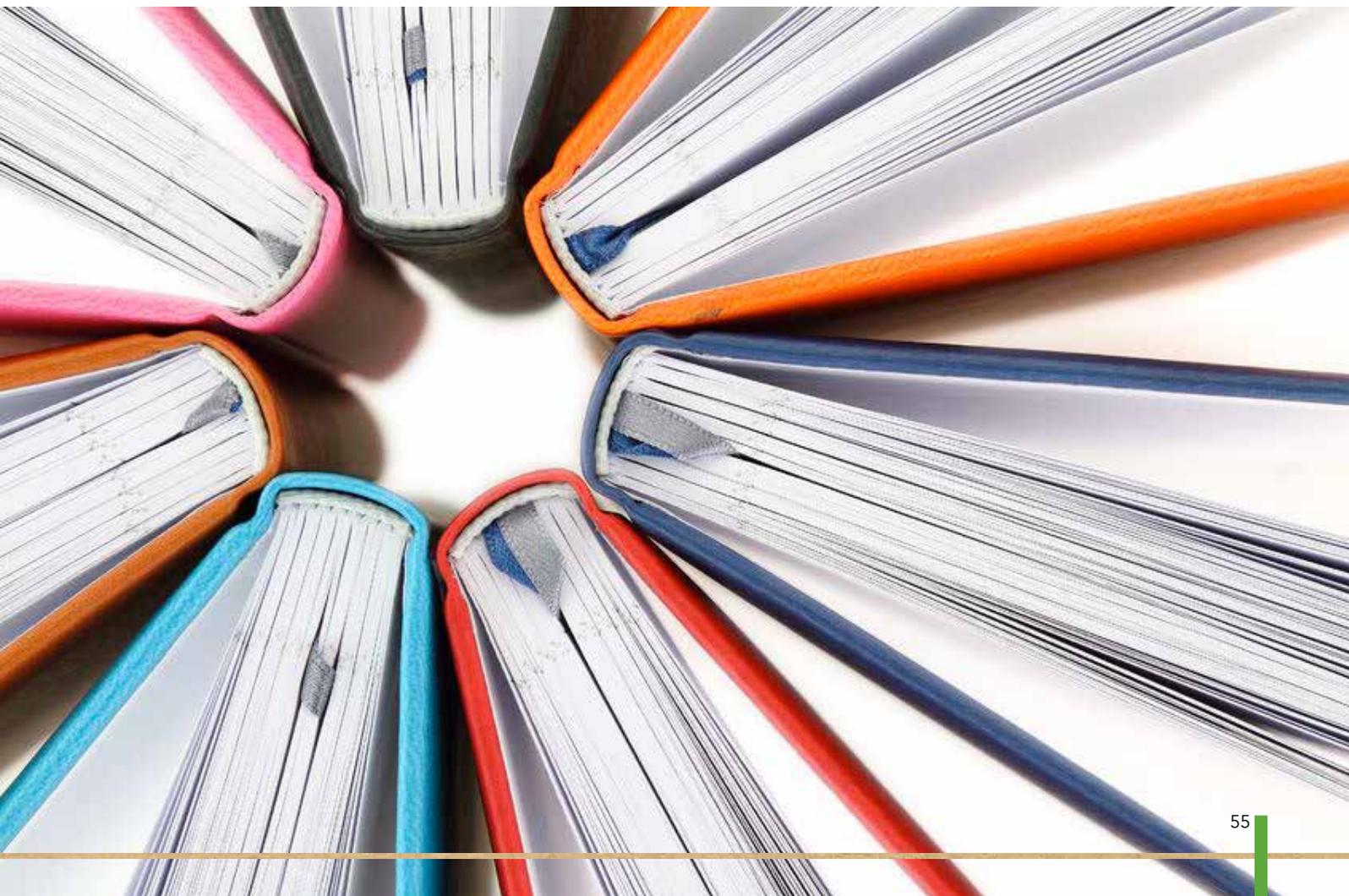
In addition to the GO Academy training plan, and depending on relevance and performance, we support Employees who wish to take post-graduate courses, Master degrees or an MBA related to Eurest's business.

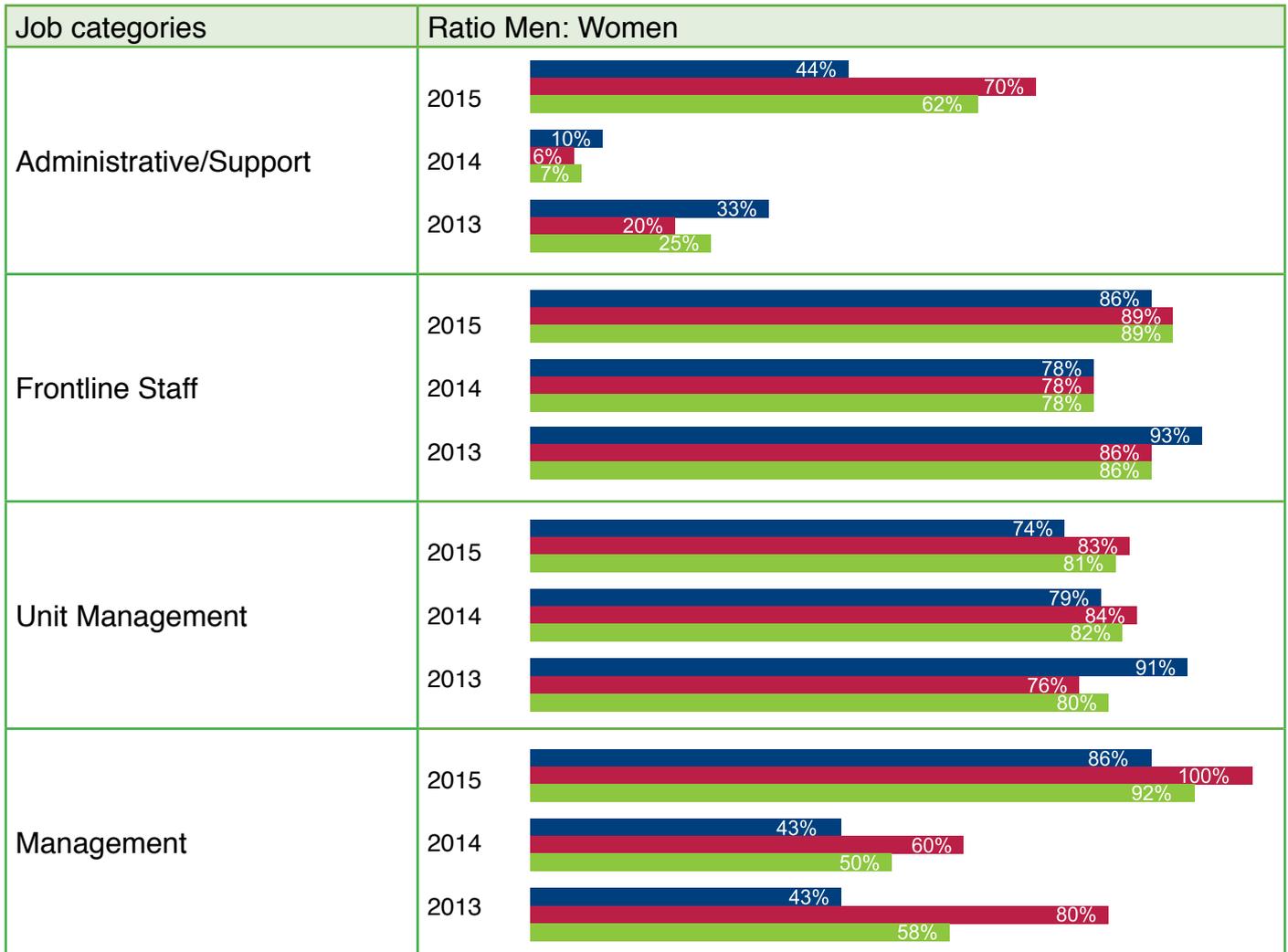
TRAINING EVALUATION PERFORMANCE EVALUATION

G4-LA11 Every year a training plan is drafted based on the main training requirements of the company and on the review and evaluation of the efficiency of the training actions carried out during the previous year. Together with operations managers and unit managers, this review takes place in conjunction with performance evaluations and covers all functions.

All permanent Employees participate in the annual performance evaluation. There are four different types of evaluation, commensurate with the type of job and level of responsibility, but all evaluations are based on performance in relation to the Vision, Values and Code of Conduct of the company.

The evaluation results in the formulation of future objectives for the job concerned and in an individual development plan enabling the employee to achieve a level of performance appropriate to the company's strategic challenges.





● Men ● Women ● Average

Note: Performance evaluations are carried out with Employees who have a contract of employment for six months or longer with Euresst. Therefore, not all Euresst Employees are evaluated.

TRAINING TO MATCH STRATEGY



QUALITY OF EXTERNAL COMMUNICATION
SUSTAINABILITY AWARENESS

Despite our focusing heavily on continuous skills development, our Stakeholders have conveyed to us the importance of adjusting the format and content of some training courses to ensure excellence in service quality and external communication, particularly in the context of innovative initiatives relating to healthy, sustainable food or environmental practices.

These expectations are consistent with the improvement strategy already under way, which now assumes greater importance.

MAP Training I Enhancement of the competencies of operations managers and unit managers in the areas of financial management, team management and operational management in keeping with the practices of the Compass Group so that they can manage and promote the competencies of their teams.

Consolidation of the e-learning platform to reinforce the technical competencies of frontline staff working in operations serving the Customer and the Consumer.

ASPECTS FOR IMPROVEMENT

Training to match innovative services

Diversify training formats



AVERAGE NUMBER OF TRAINING HOURS PER JOB CATEGORY AND GENDER

| Job categories | Ratio Men: Women |
|------------------------|------------------------------|
| Administrative/Support | 2015 Men: 13 Women: 18 |
| | 2014 Men: 11 Women: 6 |
| | 2013 Men: 23 Women: 12 |
| Frontline Staff | 2015 Men: 16 Women: 18 |
| | 2014 Men: 21 Women: 17 |
| | 2013 Men: 9 Women: 8 |
| Unit Management | 2015 Men: 10 Women: 12 |
| | 2014 Men: 17 Women: 16 |
| | 2013 Men: 8 Women: 6 |
| Management | 2015 Men: 10 Women: 91 |
| | 2014 Men: 12 Women: 11 |
| | 2013 Men: 23 Women: 34 |

● Men ● Women

ATTRACT AND RETAIN PROFESSIONAL STAFF

With the aim of attracting talent and enhancing skills diversity, Eurest promotes an active traineeship strategy in various areas of the company as a result of its partnership policy and protocols with numerous universities, polytechnics and vocational schools, particularly those linked to nutrition, health and catering.

CURRICULAR INTERNSHIPS

Eurest’s close relationship with educational establishments and with the Order of Nutritionists enables us to welcome curricular interns and interns eligible for admission to the Order of Nutritionists (Ordem dos Nutricionistas). Over a third of these interns are recruited to work for the company.



| INTERNSHIPS | 2014 | 2015 |
|---|------|------|
| Percentage of curricular interns in the area of nutrition who were employed | 39% | 38% |
| No hours lectured and/or speaking at conferences | 53 | 60 |

“EUREST INTERNSHIP” PROGRAMME

Created in 2014, this programme aims to recruit young graduates within the scope of their professional internships in liaison with the IEFP (Institute of Employment and Professional Training). We seek to promote the selection of professionals with the most appropriate professional and personal skills and at the same time provide them with the opportunity become familiar with and learn new skills in the main areas of the company. The success of this programme is evident from the number of interns in 2014 almost doubling in 2015.

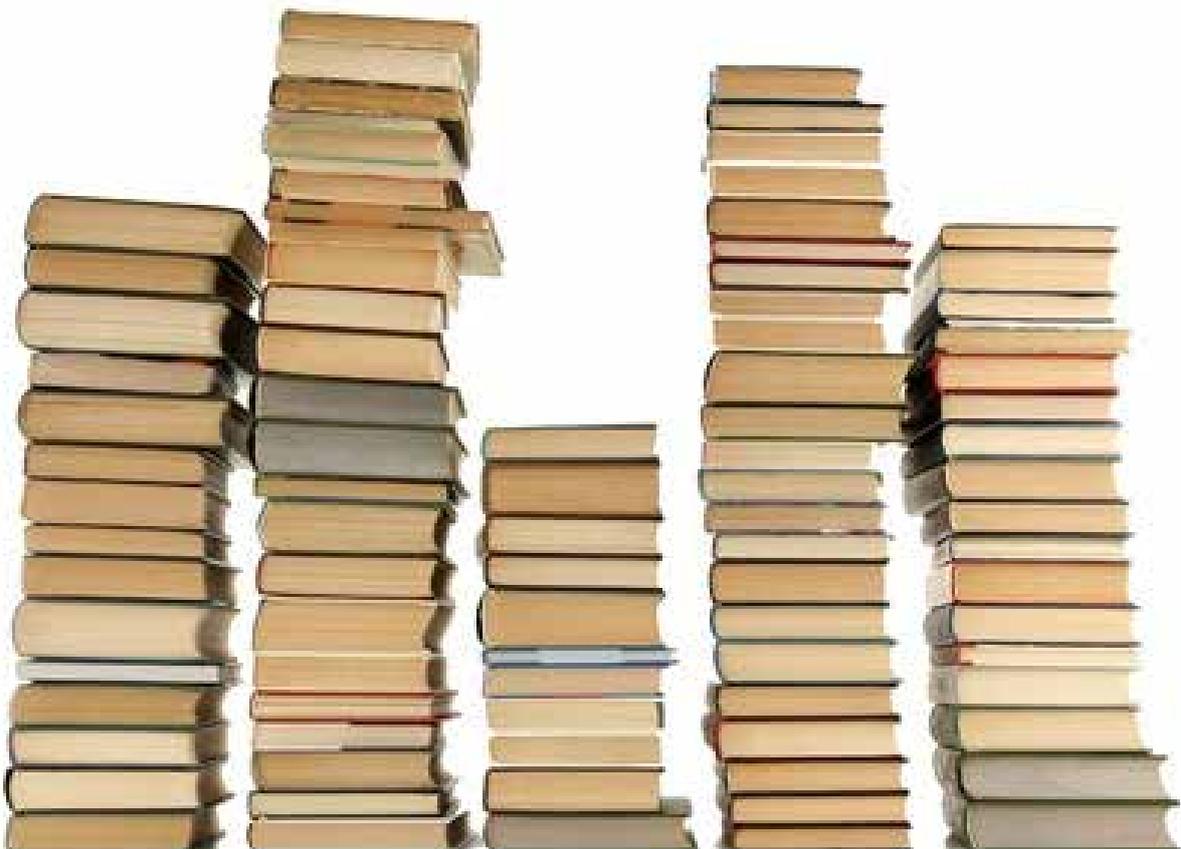
Number of interns



OUR PROMISES

| Assessment RS 12-13 | Initiative | Objective | Goal | Status |
|---------------------|-------------------|--|------|---|
| | <i>E-learning</i> | 5% annual Increase in number of training hours | 2014 | Due to the integration of platforms, this goal has moved to 2017. |
| | Training | 5% annual Increase in number of training hours | 2015 | <input checked="" type="checkbox"/> |

| What's next? | Initiative | Objective | Goal |
|--------------|--|--|------|
| | <i>E-learning</i> | Provide 30% of non-managerial Employees with e-learning training | 2017 |
| | Developing management skills (operations managers [GO] and unit managers [GU]) | 10% increase in training hours for these Employees | 2017 |



LISTENING TO AND TALKING WITH OUR EMPLOYEES

Eurest's internal communication strategy aims to engage Employees beyond the objective, and beyond merely complying with the company's business guidelines. We strive for more dynamic dialogue and exchange of information to enable the sharing of good practices, the identification of improvement opportunities and the promotion of the spirit of innovation and initiative.

The existing channels of communication serve these objectives, and care is taken to maintain efficient mechanisms that allow engagement and effective communication in both directions.

In an organisation of Eurest's size and geographical spread, ensuring effective communication flow is challenging, but essential to the success of its business.

LISTENING TO WHAT EMPLOYEES HAVE TO SAY ABOUT EUREST'S SOCIAL RESPONSIBILITY

FOCUS GROUP FOR DISCUSSION

In 2015, we formed four discussion groups with operations managers and unit managers to hear their opinions and suggestions for improvement of those aspects of Eurest's performance considered less positive.

In all, 50 managers participated in these face-to-face consultations, with the help of external facilitators. These discussion sessions were very well received by Employees, both in terms of promoting dialogue and sharing, and the opportunity to improve the company's management practices.

The opinions of the participants in the Focus Groups contributed towards identifying a few priority sustainability topics. The results of the Focus Groups were communicated internally in a special edition of the monthly newsletter.



TOPICS DISCUSSED

- Environmental best practice
- Healthy and sustainable food service
- Purchasing best practice
- Internal communication



INTERNAL SURVEY

In tandem with the Focus Groups, we conducted a survey called “Social responsibility through your eyes” on Eurest’s performance as regards the corporate social responsibility dimension. The results of this survey were taken into account when defining priority sustainability topics.

Social Responsibility | Eurest Performance **ASPECTS ASSESSED**

Occupational Health and Safety

Human Resources best practice

Environmental best practice

Purchasing best practice

Food Safety

Responsible Marketing and Communication

Engagement with the Community

Consumer Concerns

COMMUNICATION TO MATCH STRATEGY



QUALITY OF INTERNAL COMMUNICATION

One of the concerns raised in discussion groups was the effectiveness of internal communication. Topics of discussion included the volume of information, channels for responses and space for dialogue.

Based on these insights, we are going to evaluate the available means of communication, which channels of communication are most effective and review the kind of information conveyed, and response times.

In the MAP training initiated with the operations managers and unit managers, the “team management” model is also orientated towards improving communication. Positive engagement with Employees is based on talking with – and not talking to – them. With this in mind, we pay attention to the efficiency of existing means of communication and tools to improve dialogue.

ASPECTS FOR IMPROVEMENT

Lower volume of information

**Better means of communication
for some units**

Shorter response time

**Increased opportunity for
dialogue**

YOUR VOICE

The Compass Group is conducting an Organisational Climate Survey – *Your Voice* – as a way to improve and strengthen its organisational structure. The results allow it to measure the degree of satisfaction and commitment of the Employees with the group, and identify possible areas for improvement.

In our 2012-2013 Sustainability Report, the “Teamwork” dimension received poor evaluations and has been the subject of various assessments for improvement. Investment in the Teamwork module totalled 1,043 hours in 2014.

SPEAK UP

G4-57 **G4-58** *Speak Up* is an international Compass Group programme which enables anonymous reporting by Employees of problems relating to conduct and ethics within the company. The existence of this programme is indicative of the commitment of the whole group to an ethical business culture, risk management and the value it places on Employees.

All calls are answered by experts from an independent company and each case is investigated and followed up by a manager.

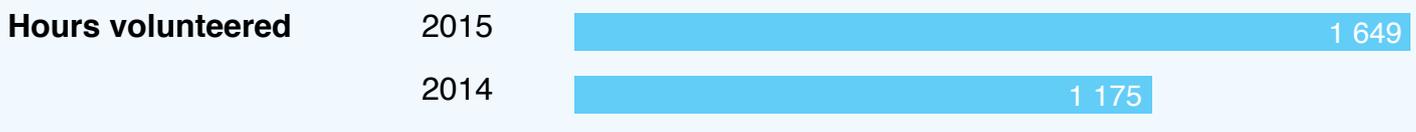
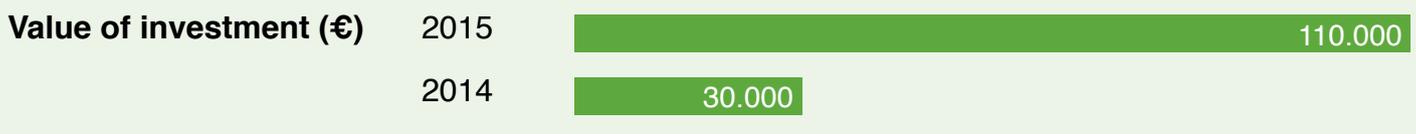


POSITIVE FORCE IN THE COMMUNITY

G4-EC7 Engagement with the Community lies at the core of Eurest’s raison d’être and at the heart of its business providing catering services. It is also one of the main anchors of Employee dedication.

Based on our responsibility to raise awareness among our Stakeholders on sustainability issues, some initiatives, of which CCRA – Consumo Consciente, Respeita o Ambiente is the best example, are designed so that Customers and Consumers can actively participate.

INVESTMENT IN THE COMMUNITY



Partnership with the Floresta Unida foundation – For each tonne of paper saved in the CARE Sachets and Paper Tray Liners initiative, Eurest plants 17 trees, and undertakes to protect them for 30 years. 1,000 trees planted per year | 2014-2015



This programme to reduce food waste engages participating Customers and Consumers: for each meal with no leftovers, Eurest donates 10 g of non-perishable food on the Consumer’s behalf. Donations to charities in 2014 and 2015 were 422 and 867 kg respectively.



Partnership initiated in 2014 with Employee volunteers to deal with Consumers’ wishes and contributions in service areas in selected campaigns. At the same time, we incentivise response to Stakeholder surveys by donating to the star campaign of the Make-A-Wish Foundation for each survey response received. By 2015, 13 wishes had come true.

As food specialists we understand how good practices contribute towards healthier, more sustainable food. To this end, we have developed partnerships with the scientific and academic community and with public health organisations to share information, internship programmes and innovation and research projects.

G4-16



Instituto Saúde Dr. Ricardo Jorge – Member of the Portfir programme: “Rede Portuguesa sobre Informação Microbiológica de Alimentos”, “Rede Portuguesa sobre Composição de Alimentos” – Member of workgroups



DGS – Member of workgroups



APN, Associação Portuguesa dos Nutricionistas – Participation in congresses and Nutricias magazine, and providing information on various projects



Ordem dos Nutricionistas (Order of Nutritionists) – Partnership in various activities, donations, volunteering and internship programme.

Faculdade Ciências da Nutrição e Alimentação da Universidade do Porto
 Universidade Lusófona
 Instituto Ciências da Saúde Egas Moniz
 Universidade Católica
 Universidade Atlântica
 Escola Superior da Tecnologia da Saúde de Leiria
 Escola Superior da Tecnologia da Saúde de Coimbra
 Instituto Politécnico Superior de Santarém
 ISQ | Instituto de Soldadura e Qualidade
 Forave
 Escola Superior da Tecnologia da Saúde de Lisboa
 CESPUI Cooperativa De Ensino Superior Politécnico Universitário
 Universidade do AlgarveForave
 Escola Superior da Tecnologia da Saúde de Lisboa
 CESPUI
 Universidade do Algarve



CONSTANT FOCUS ON PERFORMANCE AND EFFICIENCY

GUIDING PRINCIPLE

Offer the best quality and performance, while always aiming to be the most economical and efficient service provider.

Portugal | Espanha | Prunus lusitanica |

QUALITY, ENVIRONMENTAL AND SAFETY POLICY

We ensure continuous improvement of our performance activity through the implementation of an Integrated System for Quality, Environmental and Safety Management that is certified by various international standards.

In 2014, we adopted NP4469, the Portuguese standard which regulates a Social Responsibility Management System, to ensure systematic procedures for all social responsibility Aspects and practices already in place from the start of our value chain until the product reaches the end Customer. Thus we became the first Portuguese company in the catering sector to acquire corporate social responsibility certification.



See Section 1
Managing our Social
Responsibility



Food Safety – ISO 22000



Environment – ISO 14001



Occupational Health and Safety – OHSAS 18001

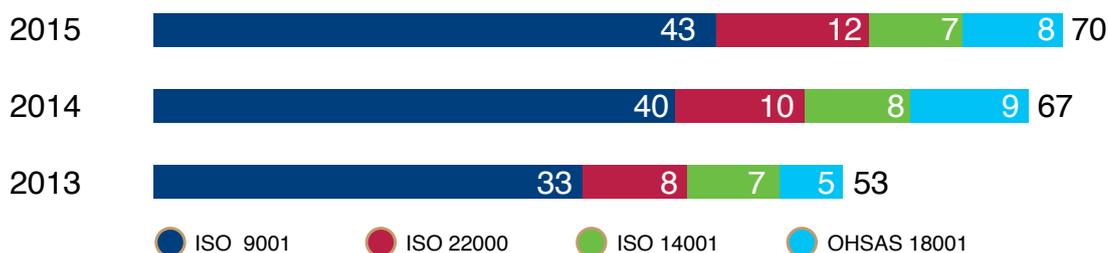


Quality – ISO 90001



Social Responsibility – NP4469

FP5 Every year, we have invested in the process of certifying our units. In 2015, 25,5% of all meals were prepared or cooked in certified units.



Note: The decrease in ISO 18001 and ISO 22000 certifications is due to a contract with one unit certified by both standards coming to an end.

SUPPLIERS – OUR STRATEGIC PARTNERS

G4-12 Because of the nature and size of our business, we depend on the supply of a large variety and quantity of food and non-food products reflected in high purchase costs and the large number of Suppliers.

For Eurest, its Suppliers are strategic partners whose contribution enables us to guarantee quality resources and raw materials conforming to a high level of food safety. The considerable increase in the number of Suppliers from 2014 to 2015 is due to our supporting small, domestic producers and to the increased diversity of the services we offer.

In the current context of climate change, increasing environmental degradation and unsustainable production systems, the supply of raw materials carries risks (scarcity of water, declining fish stocks, child labour risks, etc.) that can have major impacts on the catering sector.

This is why we are committed to a responsible purchasing policy and to positively influencing the sustainability of our Suppliers.



G4-EC9 SUPPLIER COSTS

| | 2013 | 2014 | 2015 | Var. (14-15) |
|--|----------|----------|----------|--------------|
| Total Suppliers | 259 | 235 | 383 | 62% |
| Percentage of domestic Suppliers | 95% | 96% | 96% | 0% |
| Total costs – international Suppliers | € 2.0 m | € 1.7 m | € 1.7 m | 0% |
| Total costs – domestic Suppliers | € 38.4 m | € 33.7 m | € 39.9 m | 19% |
| Total costs – all Suppliers | € 40.4 m | € 35.3 m | € 41.6 m | 18% |
| Percentage of purchases made from domestic Suppliers | 95% | 95% | 96% | 1% |

PURCHASING POLICY

Eurest is guided by the Group's Purchasing and Supply Chain Policy, and carefully selects its Suppliers based on a set of criteria that include:

- Safety
- Value
- Quality
- Responsiveness
- Social responsibility practices
- Environmental performance
- Service ethic

| | 2013 | 2014 | 2015 |
|------------------------------------|-------|-------|-------|
| Number of audits conducted | 19 | 8 | 16 |
| % of Suppliers audited | 7% | 3% | 4% |
| No Suppliers registered on website | 304 | 312 | 319 |
| Response rate on website | 84% | 84% | 81% |
| No Products available on website | 3,738 | 5,017 | 4,881 |

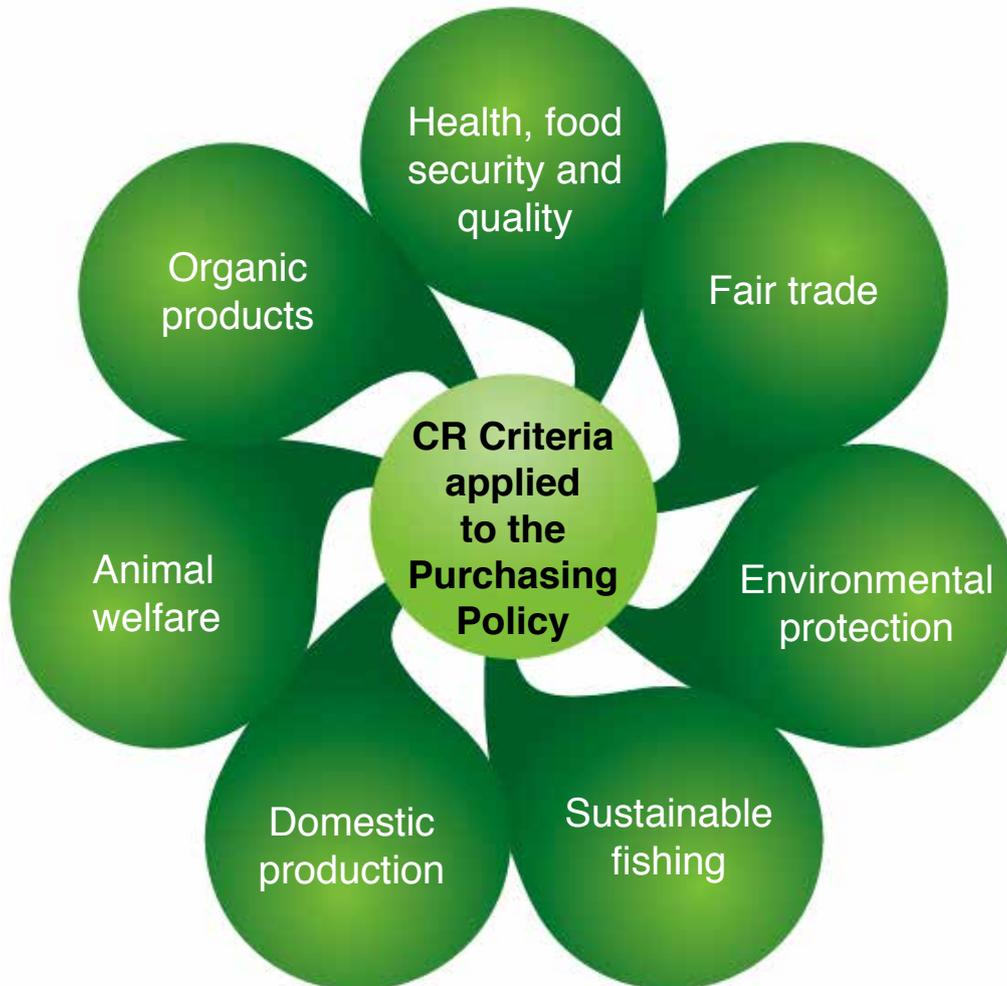
CORPORATE RESPONSIBILITY CRITERIA

We seek to ensure that a set of corporate responsibility (CR) criteria is included in our business practices and strive to extend this experience to our Suppliers.

In the Supplier selection process we have a "Questionnaire to Evaluate the Corporate Responsibility of the Supplier" for the Supplier to complete. We are aware that not all Suppliers are able to meet all criteria, but we encourage and support the adoption of best practices and continuous improvement.

The performance objectives in this area are reviewed annually by Eurest management.

MAIN CORPORATE RESPONSIBILITY CRITERIA APPLIED TO OUR PURCHASING POLICY



FP1

| Purchase volumes from Suppliers in compliance with our Purchasing Policy | 2013 | 2014 | 2015 |
|--|----------|----------|----------|
| In compliance with contractual clauses | € 39.6 m | € 34.9 m | € 41.0 m |
| Total purchase volumes from all Suppliers | € 40.4 m | € 35.3 m | € 41.6 m |
| Purchase volumes from Suppliers in compliance with our Purchasing Policy | 98% | 99% | 99% |

CENTRALISED PURCHASING OPERATIONS FOR GREATER SUSTAINABILITY

Given the size and complexity of our purchasing chain, and to ensure consistent quality standards, we decided in 2015 to centralise distributions with logistics operators.

We can identify positive economic, social and environmental impacts:

- We optimise the transport of various product categories to customer organisations
- We favour the procurement of fruit and vegetables in returnable boxes, in order to reduce the production of carton waste.
- We achieve homogeneous quality standards within each market segment.
- We give preference to Portuguese producers for fresh produce, which has to be certified or at least certified by an integrated production system standard or *GlobalGap – Good Agricultural Practice* (a certification which recognises responsible agricultural, animal husbandry and fishing practices)

MAKING PURCHASING MORE SUSTAINABLE

Purchasing can have a very large impact on the sustainability of the food production system. There are five aspects in this area which have particular relevance in the food and catering sectors and have been identified by the Sustainable Restaurant Association as key sustainability topics: domestic, seasonal products; animal welfare; fair trade; responsible fishing policy, and sustainable agricultural products.

In defining priority topics, our Stakeholders also considered these topics as important.



DOMESTIC PRODUCERS



DOMESTIC PRODUCERS

We seek to use domestic produce whenever quality, quantity, responsiveness and price are assured.

For some categories of food, particularly fruit and vegetables – excluding certain exotic fruits), we have favoured Portuguese producers.

For 2015, in the fruit and vegetable categories, we have shown absolute values for purchases made.

DOMESTICALLY PRODUCED FRUIT AND VEGETABLES



ANIMAL WELFARE



BEM-ESTAR ANIMAL

We share the growing awareness of the importance of how farmed animals are treated, not only from a moral and legal point of view but also in terms of food quality requirements.

Eurest is committed to ensuring the purchase of meat and products of animal origin from Suppliers who meet animal welfare criteria and to encouraging the adoption of best practices among all Suppliers.

The concept of animal welfare is based on the Five Freedoms as defined by the Animal Welfare Council, considered as minimum requirements, to which Eurest subscribes through the Compass Group:

- Freedom from hunger or thirst
- Freedom from pain, injury or disease
- Freedom from discomfort
- Freedom from fear and distress
- Freedom to express normal behaviour

Among the Suppliers who confirm a policy of animal welfare for 100% of their production, there is one company that provides us with all eggs and liquid eggs (from cage-free chickens) and is one of our main Suppliers of poultry meat, at a volume equivalent to 14% (in 2015) of total cost.

As regards other meat, we have a basis for tracking its origin, but are seeking to extend that traceability to include information on the living conditions of all livestock.

FAIR TRADE



FAIR TRADE

FP2 We are aware that fair trade is one way of improving the situation of many small domestic and international producers of quality food who are otherwise subjected to unequal and non-transparent trade practices. We recognise our responsibility to encourage awareness of this issue and demand on the part of Customers and Consumers as a way to increase our procurement of fair trade products, particularly coffee, teas, and Portuguese products.

In Eurest's service areas, favourable conditions have been identified for putting in place an incentivising and promotional strategy, especially because these areas receive a large number of travellers and tourists.

The range of products we offer comes from domestic – and often, local – producers who offer exclusive, high-quality regional products.

This Approach was awarded the “Portugal Sou Eu” (“Made in Portugal”) label, in the “participating company” category, for having marketed products mentioned in the list of the programme launched by the Ministry of Public Affairs.



RESPONSIBLE FISHING POLICY



RESPONSIBLE FISHING POLICY

Over-exploitation of fish is calling into question its natural reproductive capacity, which is evidenced by fish stocks declining by roughly 75% in European waters alone. Conscious of the gravity of the situation, and given that fish features significantly in Portuguese cuisine (see graph), it is our responsibility to contribute to the restocking and preservation of commercialised fish species and, therefore to the global responsible fishing strategy.

The 5 EU Member States with the largest consumption of fish per capita (2011)

| COUNTRY | KG/PER CAPITA P.A. |
|-----------|--------------------|
| Portugal | 56.8 |
| Lithuania | 43.4 |
| Spain | 42.4 |
| Finland | 35.6 |
| France | 34.6 |

Source: FAO, 2014

Eurest applies the following criteria to purchases of fish:

- We comply and demand compliance with national and EU legislation from our Suppliers, thus ensuring 100% of our supply chain complies with catch quotas stipulated in EU Directives.
- We do not procure endangered species of fish.

To date, we have managed to verify that 34% of all fish served comes from responsible fishing. This information was obtained from a survey conducted with our largest Suppliers. As a challenge for the future, therefore, we commit to the following criteria when purchasing responsible fish:

- Purchase only fish accompanied by a catch certificate
- Support strategies to combat illegal fishing
- Purchase fish which has a Lota Portuguesa purchase certificate

SUSTAINABLE ORIGIN AGRICULTURAL PRODUCTS



SUSTAINABLE AGRICULTURAL PRODUCTS

Agricultural food production also needs to be more sustainable to preserve biodiversity and resources (e.g. water), improve soil fertility and ensure healthier food with less use of fertilisers and pesticides.

It is therefore our responsibility to be attentive to the production conditions of the foods we purchase and to share our knowledge with the Customer with the aim of promoting such sustainable practices.

We favour the procurement of food from integrated production where guidelines on sustainable agricultural practices are observed. To date, we have managed to guarantee that 86% of the volume of fresh food we purchase originates from such sources. This information was obtained from a survey conducted with our largest Suppliers.

We intend to extend this survey to include all our Suppliers.

OUR PROMISES

| | Initiative | Objective | Goal | Status |
|---------------------|--|---|------|--|
| Assessment RS 12-13 | Social responsibility management system | Obtain NP4469 certification | 2014 | <input checked="" type="checkbox"/> |
| | Integrated management system | Increase the number of units certified by ISO standard 9001, 14001, 18001 and 22000 | 2014 | <input checked="" type="checkbox"/> |
| | Implement the Compass Group HSE Standard | <i>Obtain the Silver class certification</i> | 2014 | This was not a Compass Group priority. |
| | Provide incentive to domestic producers by purchasing regional, seasonal products. | Expand the sale of regional products to the catering units. | 2015 | <input checked="" type="checkbox"/> |

| | Initiative | Objective | Goal |
|--------------|---|--|------|
| What's next? | Fair Trade Trade in Portugal Sou Eu ("Made in Portugal") products | Creation of a Portugal Sou Eu menu | 2016 |
| | Responsible fishing policy | Purchase only fish accompanied by a catch certificate Support strategies to combat illegal fishing Increase the quantity of fish procured which has a Lota Portuguesa purchase certificate (CCL) | 2016 |
| | Animal welfare | Expand the traceability of animal welfare conditions to include all livestock. | 2016 |

PROFITABLE GROWTH

GUIDING PRINCIPLE

Provide value to Stakeholders through disciplined, sustainable growth backed by a strong sense of ethics, leading to greater global benefits.

Betula (birch) | Betula spp. |

In carrying out the various stages of its business activity, Eurest generates and distributes value to its Stakeholders.

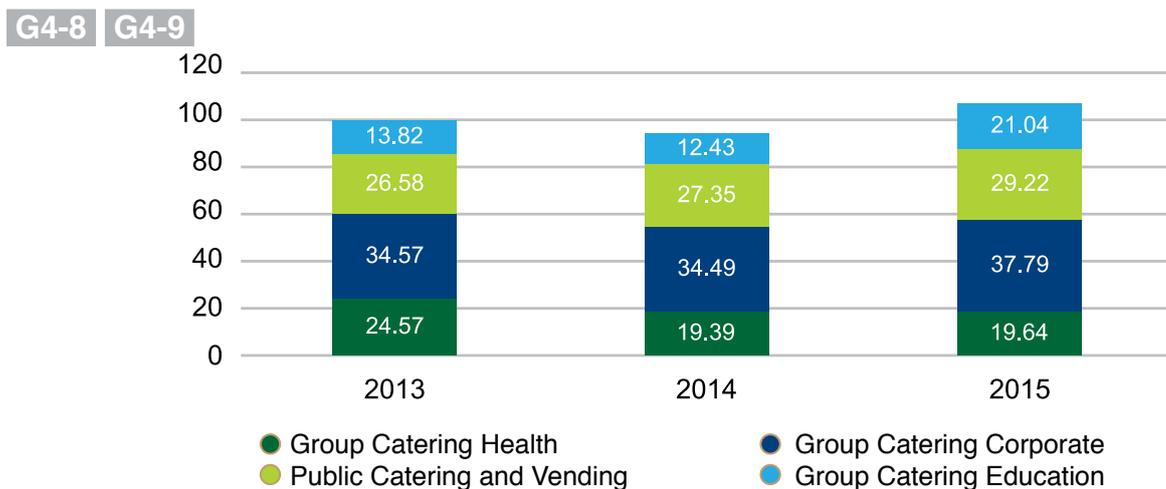
The challenges posed by the current economic, financial and social environment prompted Eurest to concentrate its business strategy on segments with greater economic and financial sustainability based on the following axes of operation:

- Maintain our positioning as a food service provider in the public catering and corporate catering segments by increasing our range of Customers and the loyalty of our Consumers.
- Invest in the public catering segment by introducing new products and concepts that combine innovation and Portugality.

Together with the quality of our service provision, these axes of operation allowed for an increase in the volume of business per market segment in 2015, particularly in the Education segment, where volume almost doubled.



Volume of business per market segment (€ m)



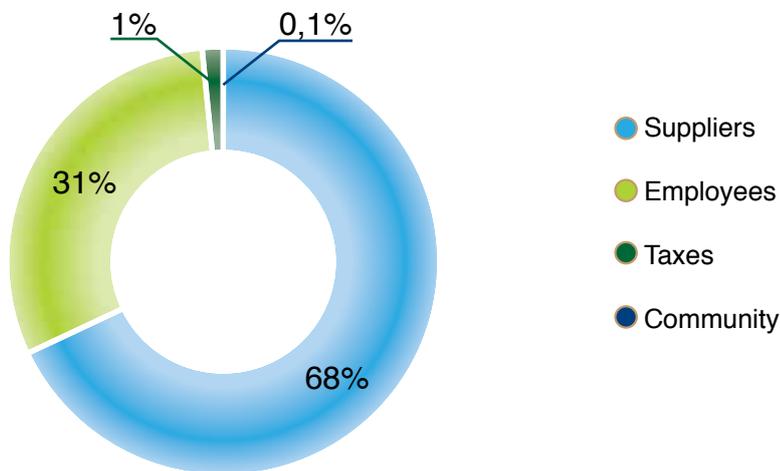
G4-EC1 The increased earnings from 2014 to 2015 resulted in a 15% increase in the economic value generated, a total of EUR 107.69 million, while economic value distributed rose by 36%.

Our operational costs in respect of Employees and Suppliers also increased.

Economic value generated, distributed and cumulative economic value | 2013-15

| | 2013 | 2014 | 2015 |
|---|---------------|--------------|-------------|
| Economic value generated (€ millions) | 99.54 | 93.66 | 107.69 |
| Economic value distributed (€ millions) | 120.59 | 76.64 | 104.44 |
| Operational costs | 118.62 | 78.90 | 102.92 |
| Payroll | 32.26 | 29.03 | 32.35 |
| Suppliers | 62.83 | 58.58 | 71.72 |
| Other operational costs | 23.43 | -8.71 | -1.14 |
| Payment to government | 1.73 | -2.29 | 1.32 |
| Payment to suppliers of capital | 0.20 | 0.01 | 0.09 |
| Community investment | 0.03 | 0.03 | 0.11 |
| Cumulative economic value (€ millions) | -21.05 | 17.02 | 3.25 |

Value and wealth distribution chain (€ millions) | 2015



G4-EC7 Because of the increased economic value generated, Eurest has significantly increased its investment in the Community, most visible in the increased number of partnerships with institutions. Support initiatives in these partnerships always involve the engagement of our Employees with the Community.

ADDITIONAL INFORMATION



European Alder (Alnus glutinosa)

REPORT PROFILE

G4-3 **G4-29** **G4-30** This is the third Sustainability Report published by Eurest Portugal, Lda. It is published biannually to demonstrate the company's commitment to Sustainable Development, and transparency towards Stakeholders.

DISTRIBUTION

This Report is intended for all Eurest Stakeholders.

SCOPE

G4-6 **G4-28** The reporting period covers 2014 and 2015, and corresponds to the Compass Group financial year from 1 October 2014 to 30 September 2015. The scope encompasses all business activities carried out by Eurest, which operates exclusively in Portugal. The content of this report was selected based on the topics considered most relevant to the company and the sector.

SIGNIFICANT CHANGES

Significant changes occurring during the reporting period covered by this report, or relating to the way data has been presented or calculated have been highlighted as appropriate throughout the report.

METHODOLOGY

G4-32 This report was prepared according to the Global Reporting Initiative (GRI), G4 Guidelines, guidelines, following the 'in accordance' criteria in the Core option, and the G4 Food Processing Sector Disclosures (FPSS). The content of this report was defined according to a sectoral benchmark, the Compass Group corporate responsibility strategy, to which Eurest as a subsidiary adheres, and according to current best practice.

CONTACT

G4-5 **G4-31** Edifício Prime, Avenida Quinta Grande 53 – 6º Alfragide - 2614-521 Amadora, Portugal Beatriz Oliveira; Director, Quality & Service Area Operations (QAS) | Tel. 21 791 36 00 | beatriz.oliveira@eurest.pt





GENERAL STANDARD DISCLOSURES

| INDICATOR | | LOCATION |
|---|--|-----------|
| Strategy and Analysis | | |
| G4-1 | Statement of the Chief Executive Officer on the relevance of Sustainability for the organisation and its Sustainability Strategy. | 6 |
| Organisational Profile | | |
| G4-3 | Name of organisation. | 81 |
| G4-4 | Main products and services. | 41 |
| G4-5 | Location of head office. | 83 |
| G4-6 | Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report. | 81 |
| G4-7 | Nature of ownership and legal form. | 86 |
| G4-8 | Markets served. | 78 |
| G4-9 | Scale of the organisation. | 4, 50, 78 |
| G4-10 | Total number of Employees by employment contract and gender. | 50-51 |
| G4-11 | Percentage of total Employees covered by collective bargaining agreements. | 86 |
| G4-12 | Organisation's supply chain. | 69-70 |
| G4-13 | Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain. | 86 |
| G4-14 | Approach to the Precautionary Principle. | 86 |
| G4-15 | Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses. | 22-23 |
| G4-16 | Memberships of associations and national or international advocacy organisations. | 66 |
| Material Aspects Identified and Boundaries | | |
| G4-17 | All entities included in the organisation's consolidated financial statements or equivalent documents which are not covered by this report. | 86 |
| G4-18 | Process for defining the report content and the Aspect Boundaries. | 14 |
| G4-19 | Material Aspects identified in the process for defining report content. | 16 |
| G4-20 | Boundary of each material Aspect within the organisation. | 16 |
| G4-21 | Boundary of each material Aspect outside the organisation. | 16 |
| G4-22 | Effect of any restatements of information provided in previous reports, and the reasons for such restatements. | 86 |
| G4-23 | Significant changes from previous reporting periods in the Scope and Aspect Boundaries. | 86 |
| Stakeholder Engagement | | |
| G4-24 | List of Stakeholder groups engaged by the organisation. | 12-13 |
| G4-25 | Basis for identification and selection of Stakeholders with whom to engage. | 12 |
| G4-26 | The organisation's approach to Stakeholder engagement, including frequency of engagement by type and by Stakeholder group. | 12-14 |
| G4-27 | Key topics and concerns raised by Stakeholders as a result of the engagement process and measures taken by the organisation to address them. | 16 |

| Report Profile | | |
|----------------------|--|-------|
| G4-28 | Reporting period. | 81 |
| G4-29 | Date of most recent previous report. | 81 |
| G4-30 | Reporting cycle. | 81 |
| G4-31 | Contact point for questions regarding the report or its contents. | 81 |
| G4-32 | The 'in accordance' option the organisation has chosen and the GRI Content Index for the option chosen. | 81 |
| G4-33 | Policy and current practice with regard to seeking external assurance for the report. | 86 |
| Governance | | |
| G4-34 | Governance structure of the organization, including committees of the highest governance body. | 17 |
| Ethics and Integrity | | |
| G4-56 | Values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics. | 19-20 |
| G4-57 | Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines. | 64 |
| G4-58 | Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines. | 64 |

SPECIFIC STANDARD DISCLOSURES

| INDICATOR | | LOCATION |
|-----------------------------------|---|----------|
| Economic Performance Indicators | | |
| Aspect: Economic Performance | | |
| G4-EC1 | Direct economic value generated and distributed. | 78-79 |
| Aspect: Indirect Economic Impacts | | |
| G4-EC7 | Development and impact of investments on infrastructures and services supported. | 65, 79 |
| Aspect: Procurement Practices | | |
| Management Approaches | <p>MA-a: The importance of this Aspect was assessed based on the influence it brings to bear on Stakeholder evaluations and decisions, as well as the significance of its impacts (see pp. 14 to 16).</p> <p>MA-b: Information on how Eurest manages these Aspects and their impacts can be found on pages 69 to 76.</p> <p>MA-c: Eurest measures and monitors the indicators associated with this Aspect and communicates them in its Sustainability Report.</p> | |
| G4-EC9 | Percentage of expenses to local Suppliers in major operational units. | 69 |
| FP1 | Purchase volumes from Suppliers in compliance with our Purchasing Policy. | 71 |
| FP2 | Purchase volumes from Suppliers validated as being in compliance with recognised international standards on responsible production, detailed per standard. | 74 |

| Environmental Performance Indicators | | |
|--|--|-------|
| Management Approaches | MA-a: The importance of these Aspects was assessed based on the influence it brings to bear on Stakeholder evaluations and decisions, as well as the significance of their impacts (see pp. 14 to 16). | |
| (Environmental Aspects) | MA-b: Information on how Eurest manages these Aspects and their impacts can be found on pages 32 to 36. | |
| | MA-c: Eurest measures and monitors the indicators associated with these Aspects and communicates them in its Sustainability Report. | |
| Aspect: Materials | | |
| G4-EN1 | Total consumption of materials per weight/volume. | 34-35 |
| Aspect: Energy | | |
| G4-EN3 | Energy consumption within the organisation. | 32 |
| Aspect: Water | | |
| G4-EN8 | Total consumption of water per source. | 33 |
| Aspect: Emissions | | |
| G4-EN15 | Direct emissions of greenhouse gases. | 33 |
| Aspect: Effluents and Waste | | |
| G4-EN23 | Total waste per type and per treatment method. | 36 |
| Social Performance Indicators – Labour Practices and Decent Work | | |
| Aspect: Employment | | |
| G4-LA1 | Number and rate of new Employees recruited and staff turnover by age group, gender and region. | 52-53 |
| G4-LA2 | Benefits provided to full-time Employees (FTEs) that are not provided to temporary or part-time Employees (PTEs). | 87 |
| G4-LA3 | Rates of return to work and retention after parental leave, by gender. | 87 |
| Aspect: Occupational Health and Safety | | |
| G4-LA6 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender. | 28-29 |
| G4-LA7 | Workers with high incidence or high risk of diseases related to their occupation. | 28-29 |
| Aspect: Training and Education | | |
| G4-LA9 | Average hours of training per year per employee by gender, and by employee category. | 54-55 |
| G4-LA10 | Programs for skills management and lifelong learning that support the continued employability of Employees and assist them in managing career endings. | 54-55 |
| G4-LA11 | Percentage of Employees receiving regular performance and career development reviews, by gender and by employee category. | 55 |
| Social Performance Indicators – Human Rights | | |
| Aspect: Child Labour | | |
| G4-HR5 | Operations and Suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour. | 87 |

| | | |
|---|---|-----------|
| Aspect: Forced or Compulsory Labour | | |
| G4-HR6 | Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour. | 87 |
| Social Performance Indicators – Society | | |
| Aspect: Unfair Competition | | |
| G4-SO7 | Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes. | 87 |
| Social Performance Indicators – Product Responsibility | | |
| Aspect: Customer Health and Safety | | |
| Management Approaches | <p>MA-a: The importance of this Aspect was assessed based on the influence it brings to bear on Stakeholder evaluations and decisions, as well as the significance of its impacts (see pp. 14 to 16).</p> <p>MA-b: Information on how Eurest manages these Aspects and their impacts can be found on pages 26, 42-44 and 68.</p> <p>MA-c: Eurest measures and monitors the indicators associated with this Aspect and communicates them in its Sustainability Report.</p> | |
| G4-PR1 | Percentage of significant product and service categories for which health and safety impacts are assessed for improvement. | 26 |
| G4-PR2 | Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes. | 26 |
| FP5 | Percentage of production volume manufactured in operational units certified by an independent third party according to internationally recognised food safety management system standards. | 68 |
| FP6 | Percentage of total sales volume of consumer products, by product category, that has a low saturated fat, trans fats, sodium and added sugars content. | 42-44 |
| FP7 | Percentage of total sales volume of consumer products, by product category, that contains increased nutritious ingredients such as fibre, vitamins, minerals, phytochemicals or functional food additives. | 42-44 |
| Aspect: Product and Service Labelling | | |
| Management Approaches | <p>MA-a: The importance of this Aspect was assessed based on the influence it brings to bear on Stakeholder evaluations and decisions, as well as the significance of its impacts (see pp. 14 to 16).</p> <p>MA-b: Information on how Eurest manages these Aspects and their impacts can be found on pages 44-47.</p> <p>MA-c: Eurest measures and monitors the indicators associated with this Aspect and communicates them in its Sustainability Report.</p> | |
| G4-PR5 | Results of the Customer Satisfaction Evaluation. | 46-47, 87 |

ADDITIONAL INFORMATION

For the sake of simplicity and unless otherwise indicated, all references to 2014 relate to the period 1 October 2013 to 30 September 2014, and references to 2015 relate to the period from 1 October 2014 to 30 September 2015.

G4-7 Limited company. Operation and management of hotels, restaurants and cafeterias, canteens and similar establishments, as well as the provision of safety and hygiene services for such establishments, and related activities.

G4-11 100% of total Employees are covered by collective bargaining agreements.

G4-13 Nothing to report.

G4-14 The Code of Conduct provides that: “Our reputation is a key factor in attracting Customers and Consumers to Compass and it is imperative that the value and goodwill in this reputation is appropriately protected and promoted by, among other things, taking steps to manage and protect our brands properly.”

In addition to its Code of Conduct, Eurest seeks to ensure the highest level of quality standards and commits to continuous improvement of its performance by developing a set of measurable practices and objectives to ensure quality of service, food safety, prevention of the effects of pollution, and prevention of injuries, incidents and work-related accidents through compliance with applicable legislation and requirements and existing codes of best practice.

G4-17 All entities included in Eurest’s consolidated financial statements are covered by this report.

G4-22 The methods used and any restatements of information provided in previous reports have been explained together with the indicators to which they relate, in the course of this report.

G4-23 There have been no significant changes from previous reporting periods.

G4-33 Assurance for the Sustainability Report by an independent third party is an objective to be fulfilled as soon as it is timely and the necessary conditions are met.



G4-LA2 Over the years, Eurest has established protocols with various organisations in different areas to provide benefits to its Employees, enabling them to access goods and services at reduced prices:

- Protocol with a bank (advantages in respect of financial products);
- Protocol with telecommunications operators (advantages related to telecommunications products);
- Discount card in "Ser Eurest" ("Be Eurest")* service areas;
- Acknowledgement of Employees' commitment to the organisation (5, 10, 15 and 20 years of service, birthday and the birth of a child);
- Protocol for the Galp fuel discount card; and
- Free meals in units operated by the company.

G4-LA3

NO OF STAFF WHO TOOK PARENTAL LEAVE, RATE OF RETURN TO WORK AFTER PARENTAL LEAVE AND RATES OF RETENTION | 2015

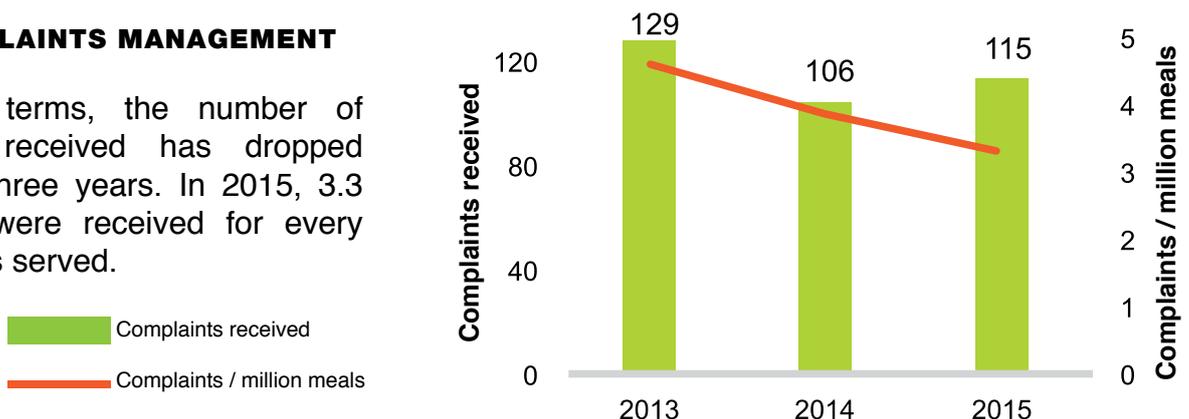
| Category | Ratio Men: Women |
|---|--------------------------|
| Parental leave | 16 (Men) / 67 (Women) |
| Rate of return to work after parental leave | 100% (Men) / 94% (Women) |
| Rate of retention | 73% (Men) / 78% (Women) |

HR5 HR6 No risks of this type were identified. All agreements and contracts concluded by Eurest include social responsibility clauses relating to child labour, health and safety, training, remuneration, working hours, discrimination and control of subcontracting Suppliers and subcontractors. Eurest's Suppliers subscribe to the Code of Conduct which stipulates responsible supply chains, and which gives due consideration to these topics.

S07 Eurest has not has any legal proceedings lodged against it in respect of anti-competitive or anti-trust behaviour, or monopoly practices.

PR5 COMPLAINTS MANAGEMENT

In relative terms, the number of complaints received has dropped in the last three years. In 2015, 3.3 complaints were received for every million meals served.





ACKNOWLEDGEMENTS

Copyright: Eurest Portugal, Lda.

Coordination: Quality Management
Department

Consultants: BSD Consulting Portugal

Design and Layout: Sterling&Partners

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