

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) INVESTING

2024

INTRODUCTION

A letter from our CEO, PB Jacobse

At RHC, we believe that our success is not only measured by guest satisfaction but also by our impact on the environment, our social responsibility, and our commitment to diversity and inclusion. As such, we have implemented a comprehensive environmental, social, and diversity program that guides our business practices and decisions.

We are dedicated to minimising our environmental impact by adopting sustainable practices and reducing our carbon footprint. We also recognise our responsibility to the communities in which we operate and are committed to supporting social initiatives that enhance the quality of life for all individuals.

Furthermore, we are committed to fostering an inclusive workplace that values diversity, equity and inclusion. We strive to create a culture where all employees feel supported and empowered to bring their authentic selves to work.

We understand that these initiatives are ongoing and require continuous effort, and we are committed to regularly reviewing and improving our programs to ensure that RHC are making a positive impact.



P.B. Jacobse

RHC'S PILLARS OF ESG



PEOPLE (EDI & WELLBEING)

WHY?

To support the health and wellbeing of our employees. Create an inclusive workplace in which employees can learn and thrive.



COMMUNITY ENGAGEMENT

WHY?

To support our local communities and wider society through partnerships and projects.



SUSTAINABLE PROCUREMENT

WHY?

To ensure that the goods and services purchased are as sustainable as possible, with the lowest environmental impact and highest positive social results.



CARBON REDUCTION

WHY?

To minimise our operational impacts on the environment, support the global efforts to achieve net zero and reduce our energy consumption and waste generation.

The following pages will outline our current status as well as our goals within each category.

Global United Kingdom United States Germany

PEOPLE

EDI & WELLBEING



WHAT IS EDI?

EQUALITY

Ensuring fair treatment and opportunity for all

DIVERSITY

Understanding, recognising, respecting, valuing and representing differences

INCLUSION

Celebrating differences in an environment where everyone is able to thrive and belong, regardless of background and identity

PEOPLE

EDI & WELLBEING



Nationalities

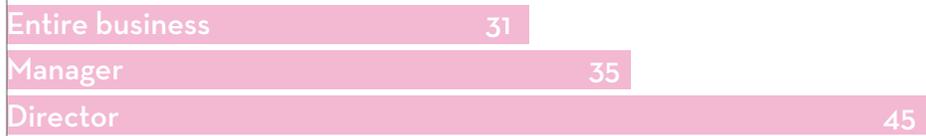


Partnership with Employee Assistance Programme, Vita Health



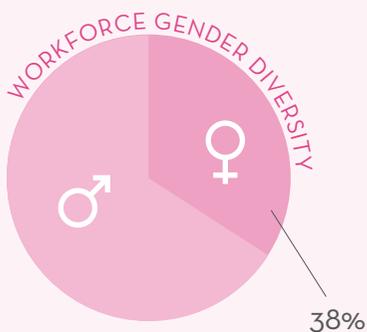
We pay in excess of the national living wage

AVERAGE AGE



GENDER PAY GAP

Percentage of the company made up of male vs. female employees:



EDI METRICS/LEARNING/REPORTING

- Diversity & inclusion (D&I) courses available to employees on e-learning system.
- Engagement with organisations working with disadvantaged groups, such as the Refugee Council and Switchback (working with prisoners).
- Managers have undergone an Unconscious Bias Workshop.
- Policies/procedures in place; Equal Opportunities Policy, Harassment & Bullying, Grievance Procedure.
- Planning to partner with Inclusive Hospitality; running workshops/ awareness programmes to increase understanding of D&I, mentoring, bias, privilege.
- RHC in the US is an active member of the NYC Hospitality Alliance.
- Managers have undergone LGBTQ and Bystander Intervention Training.
- There has been a concerted attempt to recruit from local schools in the five boroughs to weave a workforce that is reflective of the diversity of N.Y.C.
- Partnership with the charity Rethink Food to eliminate food waste.
- Our team in Berlin are a member of DEHOGA and adhere to guidelines for equal pay.

AT RECRUITMENT STAGE

- Job descriptions are bias free and styled to encourage all demographics to apply.
- Diversity questions are optional on application forms and New ATS allows team to adapt style to attract broader diversity.
- 'Recommend a friend' scheme in place to encourage cultural groups forming.
- Flexible roles and hours to suit parents of children in full time education.
- Work with employability organisations to encourage recruitment of marginalised groups.
- Increased outreach to local schools, colleges to encourage reflection of London's diversity.

PEOPLE

EDI & WELLBEING

BY
2024

- 🌐 All employees and managers participate in EDI training.
- 🌐 Quarterly EDI Committee meetings.
- 🌐 National EDI event across group.
- 🌐 Wellbeing KPI's in place.
- 🌐 All policies and practices have been reviewed and updated.
- 🌐 Regular wellbeing initiatives in place.
- 🌐 Record and report on diversity metrics.

BY
2025

- 🌐 Leadership training and awareness established to support the development of women and ethnic minorities into management roles.
- 🌐 Establish employee led advocacy groups.
- 🌐 Become a Disability Confident Employer.
- 🌐 Mental Health Training for all staff.
- 🌐 Initiate team wellbeing events e.g. cycling and running linked to chosen charity.
- 🌐 Frequent wellbeing survey with links to healthy eating/lifestyle - RHC chef recipes & meal plans.

BY
2026

- 🌐 60% of permanent staff are engaging in the Rhubarb wellness programme.
- 🌐 Secure investing into the Wellbeing Project and App resource for all employees.

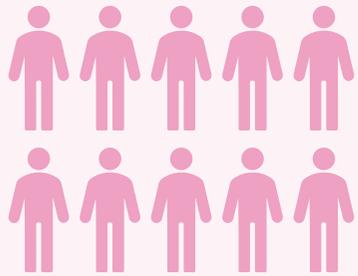
BY
2027

- 🌐 Commit to at least 30% female and/or racial and ethnic diversity representation across managerial levels by 2027.
- 🌐 Industry recognised as a leading hospitality business for D&I through internal team member recognition and industry awards.

COMMUNITY ENGAGEMENT



COMMUNITY ENGAGEMENT



10

Apprentices placed in the business in 2023 through the apprenticeship levy



230

Employees recruited through 'Recommend a friend' scheme in 2023

1

Day paid leave per employee per year allowed for charity work



8643

Meals donated to Felix Project in 2023



2

Employees recruited through Kingsway College re-education scheme in 2023



Undergraduate placements available to Oxford Brookes School of Hospitality students (and occasionally Events students)



£30k+

Donated to range of charities in 2023 in lieu of corporate Christmas gifts



CHARITIES SUPPORTED IN 2023

- Ukrainian orphanage
- Burnt Chef project
- The Felix project
- WasteKnot
- RNLI (Royal National Lifeguard Institute)
- Collective Food Works
- Straßenkinder e.v
- Berlin Be na angel EV
- Pink Ribbon EV for breast cancer awareness



278

employees volunteered in 2023 on paid company time



COMMUNITY ENGAGEMENT

BY
2024

BY
2026

- 🌐 Charity Champion, delivery team and budget in place for charity programme.
- 🌐 Company Charity partnerships and EBP's are agreed and in place.
- 🌐 Charity engagement forms part of our values.

- 🌐 40% of staff take up their 1 day of volunteering per year.



SUSTAINABLE PROCUREMENT



INTRODUCTION

PEOPLE EDI & WELLBEING

COMMUNITY ENGAGEMENT

SUSTAINABLE PROCUREMENT

CARBON REDUCTION

SUPPLIER CODE OF CONDUCT

RHC has a Supplier Code of Conduct.

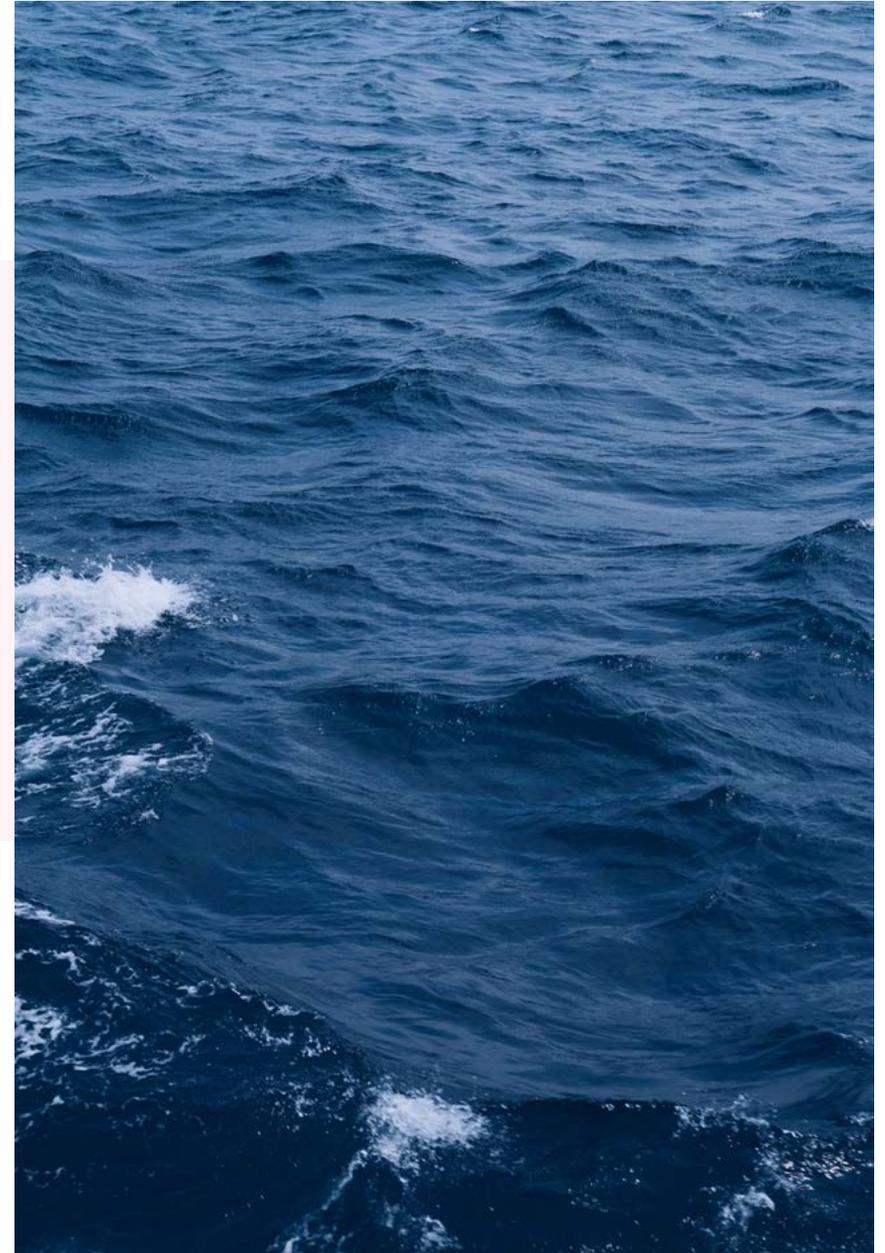
This means we do business in a fair and responsible manner and choose to work exclusively with partners who want to do the same.

This 'supplier code of conduct' is applicable for all our suppliers, (sub) contractors, consultants and other third parties we are conducting business with.



SUSTAINABILITY - OCEAN

- 🌐 As members of the Sustainable Restaurant Association (SRA), we have adopted their framework into all areas of the business. RHC is committed to procuring sustainably-caught fish.
- 🌐 We advise clients on the seafood that is available to them for their events, meetings and functions and encourage them to choose ingredients which are responsibly sourced.
- 🌐 We work with fish suppliers to ensure the fish we procure is traceable and caught using responsible fishing methods.



SUSTAINABILITY - LAND

- 🌐 We champion 'Meat Free Mondays' to encourage employees to consume less meat, as we recognise the effects animal agriculture is having on the environment.
- 🌐 We have eliminated the use of eggs from caged hens and only use free-range or organic shell eggs as standard. This includes ensuring that any composite products containing eggs are also free-range.
- 🌐 Source from at least one local farmer.
- 🌐 Work closely with supply partners to ensure they continue to meet the standards that we require.
- 🇬🇧 Buy Red Tractor Assured Beef (Traceability, animal welfare, biosecurity) or RSPCA Assured beef where practicable.
- 🇺🇸 We work with small independent farms and suppliers where possible for all land produce.
- 🇩🇪 We work with small regional producers wherever possible.



2024 TARGETS 🌐

1. Increase plant based menu items by 15%
2. Plant based menu development to create innovative and unique dishes for our events and restaurants.
3. High welfare, locally sourced meat to be used for all menus.

PRODUCE

CHICKEN & EGGS

- 🌐 RHC have signed the European Chicken Commitment (ECC), thereby committing to meet or exceed the standards set out in the ECC by 2027 for 100% of chicken across our entire portfolio.
- 🌐 Signing the ECC allows us to improve the welfare of millions of chickens used in our supply chain, building on our cage-free-egg commitment, antibiotic usage reduction and responsible fish sourcing programmes, further demonstrating our responsible sourcing approach and ongoing commitment to animal welfare.
- 🌐 Origin of all produce must be known

COFFEE, TEA, CHOCOLATE & SUGAR

- 🌐 We only work with coffee, tea, chocolate and or sugar suppliers who have transparent direct trade agreements.
- 🌐 Work with suppliers to use coffee, tea, sugar & chocolate that are Fairtrade, Direct Trade or Rainforest Alliance certified.
- 🌐 Partner with independent coffee suppliers to increase the amount of ethically and locally sourced coffee throughout the group.

PALM OIL

- 🌐 Work with suppliers to use certified sustainable palm oil (including palm kernel oil and products derived from palm oil).
- 🌐 Buy only RSPO CSPO (and ideally POIG-verified oil).

FRUIT & VEGETABLES

- 🌐 All exotic fruit is Fairtrade or Rainforest Alliance certified.
- 🌐 We promote local, seasonal produce on the menu. We change the menu with the seasons, using seasonal ingredients.

FISH & SHELLFISH

- 🇬🇧 We only use fish which is Marine Stewardship Council certified 1-3 .
- 🇬🇧 No 'red list' or endangered species of farmed or wild fish should be used.

2024 TARGETS 🌐

1. Raise money for global farmers through Fairtrade and Care International customer donations schemes.
2. Partner with independent coffee suppliers to increase the amount of ethically and locally sourced coffee throughout the group.
3. Exclusively work with The Soil Association approved and Certified B Corporation suppliers in the UK.

WASTE NO FOOD

We work with several local charities who have systems in place to reduce food waste.

🇬🇧 *FELIX PROJECT*

The Felix project collects our surplus food and distributes it amongst foodbanks, charities and schools.

🇬🇧 *WASTE KNOT*

Waste Knot takes imperfect and unwanted produce from local farms and delivers them to our kitchen.

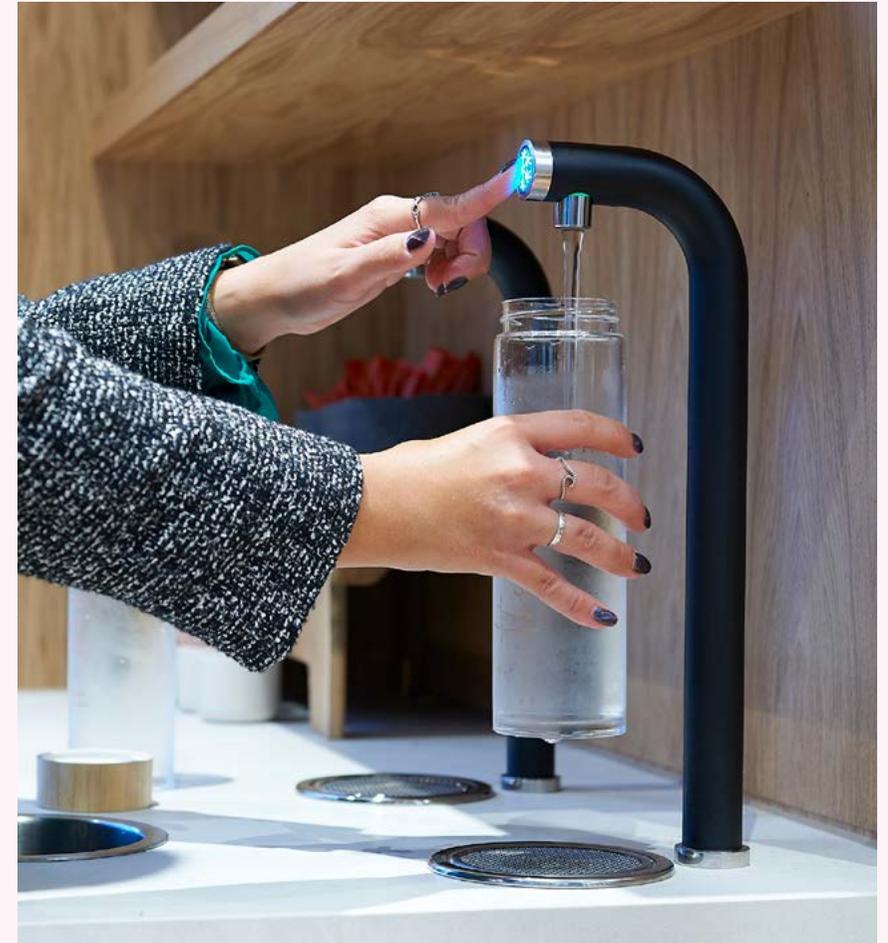
🇺🇸 *RETHINK FOOD*

Rethink Food is a non-profit organisation on a mission to address food insecurity sustainably and equitably. RHC New York is joining this mission by integrating a zero-excess model for its events.



REDUCE, REUSE, RECYCLE

- 🌐 The introduction of a cup deposit scheme within our event venues will save approximately 1,000,000 PE & PLA plastic cups per year from going to incineration.
- 🌐 Continue to monitor energy consumption and support business partners to reduce and reuse where possible.
- 🌐 Daily inventory on food, beverage and operating suppliers completed daily to reduce the number of deliveries. RHC has also introduced an aqueous coffee cup which is PE & PLA plastic free and is 100% recyclable. This cup will be in use throughout RHC's coffee outlets and is another measure introduced to reduce plastic consumption.
- 🌐 We separate and recycle waste in all locations.
- 🌐 LED lighting is installed as standard in to all new RHC locations and we are in the process of upgrading all existing lighting in historical venues.
- 🇩🇪 In Germany, we are a member of the exchange scheme 'Recup' with reusable coffee cups and bowls for takeaway sales.



2024 TARGETS

1. Continue to monitor energy consumption at RHC managed businesses and look to reduce energy consumption by 20%.
2. Continue the switch to green energy providers at RHC managed businesses.

CARBON REDUCTION



INTRODUCTION

PEOPLE EDI & WELLBEING

COMMUNITY ENGAGEMENT

SUSTAINABLE PROCUREMENT

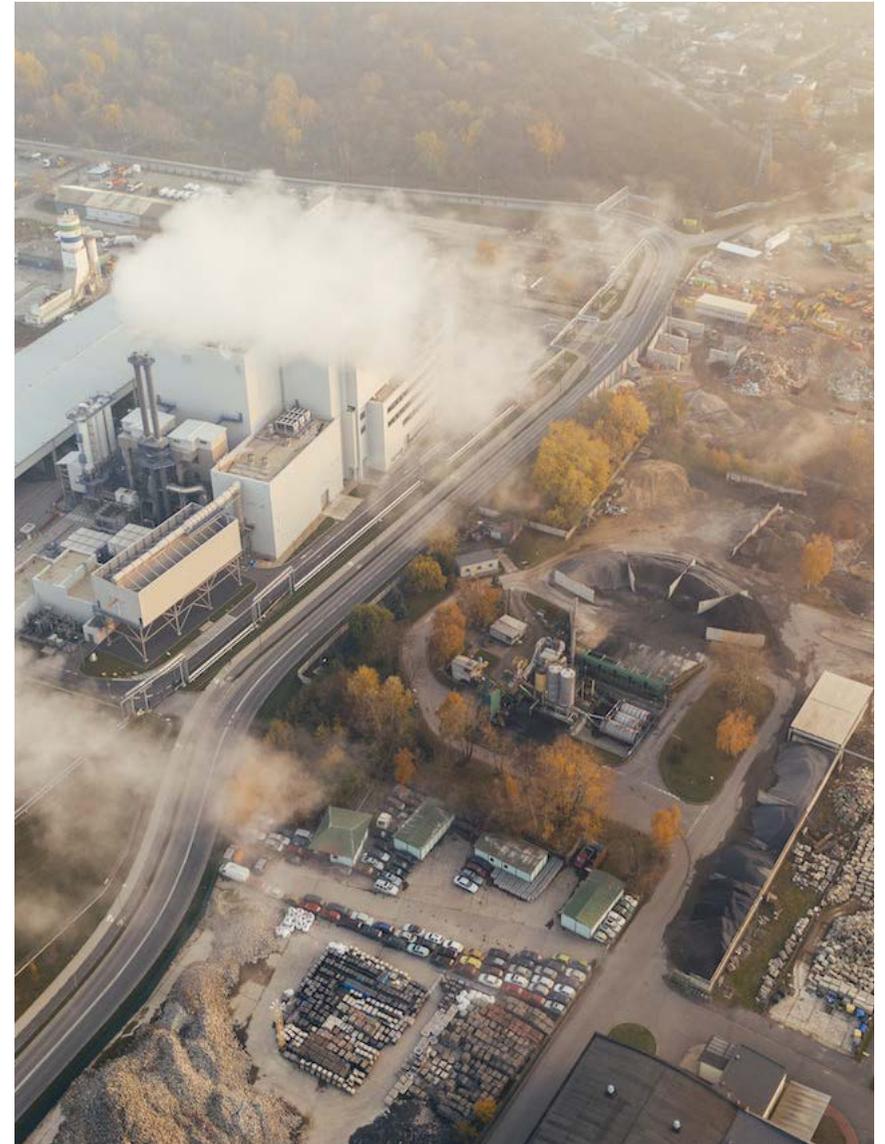
CARBON REDUCTION

CARBON REDUCTION

Rhubarb's ultimate carbon target is to achieve Net Zero scope 1 and 2 emissions by 2035. In accordance with recommendations by the Science-Based Target Initiative (SBTi) this will be achieved by at least a 90% emission reduction, with residual emissions offset with high quality and certified carbon removal investments.

Our long-term target will be supplemented by a near-term target to achieve a 40% reduction in scope 1 and 2 emissions by 2028, a reduction that significantly exceeds the science-determined levels needed to limit global warming to 1.5°C.

- Our entire Electricity supply comes from 100% renewable energy sources.



A wide-angle photograph of the New York City skyline at sunset. The sky is a soft, hazy orange and pink. The buildings are silhouetted against the light, with some windows glowing. The water in the foreground is dark and calm. The text "THANK YOU" is centered in the middle of the image in a white, sans-serif font.

THANK YOU