

IMPACT+ REPORT 2024/25

IMPACT
FOOD
GROUP





CONTENTS



CEO WELCOME	1
OUR RECIPE FOR SUCCESS	5
IMPACT+ INGREDIENTS	10
PASSION FOR FOOD	12
HEALTHY PLANET	20
THRIVING PEOPLE & COMMUNITIES	28
ROBUST GOVERNANCE	38
2025/26 & BEYOND	43

A WELCOME MESSAGE FROM OUR CEO

WELCOME TO IMPACT FOOD GROUP AND OUR 2024/25 IMPACT+ REPORT - REFLECTING OUR PURPOSE, PROGRESS, AND PROMISE TO TRANSFORM ONE MILLION LIVES EVERY YEAR THROUGH THE POWER OF FOOD.



Two years ago, we set out with a clear mission: to transform lives through the power of food. We achieve this by serving high-quality, nutritious and appealing food and ensuring that everything we do creates measurable, positive impact.

This ambition has evolved into Impact+: our social strategy turning purpose into practice through three core pillars: Passion for Food, Healthy Planet, and Thriving People & Communities - underpinned by Robust Governance. It defines what we do and how we do it - raising the bar for school food, taking responsibility for our environmental impact and supporting the schools, students and communities we work with.

In the last year, we served 48.6 million school meals at 640 schools across England - stretching from the heart of the South West to the northern-most coastlines. These are more than just meals. They are foundations for better student outcomes, opportunities for impact, and pathways to brighter futures.

The schools we partner with represent the diverse realities of education across the UK - including high proportions of pupils eligible for free school meals - reminding us daily of the important difference that one hot, healthy meal can make.

Our brilliant teams operate at the heart of hundreds of communities, engaging with hundreds of thousands of students and staff every day through food that is nutritious, delicious, and genuinely exciting.

THIS IS THE ESSENCE OF OUR RECIPE FOR SUCCESS:

APPEALING AND NUTRITIOUS FOOD THAT MAKES STUDENTS HAPPY



INCREASES PARTICIPATION ACROSS STUDENTS, PEOPLE AND COMMUNITIES



BETTER OUTCOMES FOR STUDENTS & BETTER OUTCOMES FOR SCHOOLS

When we launched our first Impact+ Report in 2022/23, we shared a belief that food was a force for good. Research had already shown that improved school food positively influenced student outcomes - from better attainment and attendance to improved behaviour and wellbeing. But we wanted to go one step further. We wanted to track, measure and prove our own impact. Since then, we have continually asked ourselves a powerful question: **WHAT IF?**

WHAT IF our passion for food unlocked brighter student futures?

WHAT IF we created a healthier and more sustainable planet?

WHAT IF we helped students and communities to thrive?

WHAT IF our governance demonstrated our commitment to impact?





This report shows how we are beginning to answer those questions. In what follows, you will see how our work on nutrition, food equity, sustainability, participation and engagement is improving the lives and experiences of students - including their enjoyment of our food, happiness and engagement.

Like the rest of our sector, we have faced the realities of rising food costs and inflation. However, thanks to the strength of our partnerships with schools and the trust they place in our offer; our relationships with our people and communities; and the resilience, ingenuity, and passion of our teams in our shared mission - not only have we endured - we have grown. We have created space for innovation, investment, and meaningful change - all without compromising the quality of our food or service delivery.

What's more, these experiences have served to reinforce why Impact+ matters and why our work is so vital - because every student has the right to the nutrition they need to learn, grow, and thrive. And at a time when 7.5 million people in the UK are living in food-insecure households, and packed lunches fail to meet government nutritional guidelines - every meal we serve counts more than ever.

We are continually inspired by the students we serve, their joy in our food, and the feedback we receive from schools, parents and pupils alike. This drives us to do more, do better, and keep asking: **WHAT IF?**

So, as we look to 2025/26, we are building on this momentum - with new goals and initiatives across student engagement, food equity and inclusivity, and planet-positive menus - while continuing to strengthen our services to meet the needs of every school and community we serve.

This report is more than a summary. It is a statement of intent. A roadmap for how we will continue to raise the bar and lead the way in school food and social impact.

So, thank you - to the schools, students, team members, partners and stakeholders - whose support and collaboration have shaped our journey. You've helped us to prove that school food matters, and that - when it's done right - it has the power to transform lives.

We hope this report inspires you, challenges you and invites you to ask:

**WHAT IF YOU CAN TRANSFORM LIVES
THROUGH THE POWER OF FOOD?**

OUR MISSION

TO TRANSFORM ONE MILLION LIVES EVERY YEAR THROUGH THE POWER OF FOOD

OUR PURPOSE

TO BE PART OF THE SOLUTION FOR BETTER STUDENT ATTAINMENT, ATTENDANCE AND BEHAVIOUR



IMPACT+ TIMELINE

The milestones in our timeline show how we are laying the foundations to achieve our mission. These inform our Impact+ strategy - which has been shaped by expert guidance from our impact and sustainability partners, Seismic.



OUR RECIPE FOR SUCCESS

In 2024/25, we undertook our first Student Outcomes Research project - looking at the specific impact of our food on students. We conducted an extensive literature review, rigorous analysis of schools' data from national public databases, expert interviews with our Headteachers, and an online parent and student survey. This research underpins our Recipe for Success.

1

OUR FOOD SERVICE IS WHERE WE HAVE OUR BIGGEST IMPACT - WE INCREASE OVERALL PARTICIPATION BY AN AVERAGE OF 10% WITHIN THE FIRST 16 WEEKS OF A NEW CONTRACT

+

2

THE MORE THAT STUDENTS ENGAGE WITH AND ENJOY OUR FOOD - THE HAPPIER, MORE FOCUSED AND EASIER THEY FIND IT TO MAKE FRIENDS

=

3

THE HAPPIER STUDENTS ARE, THE EASIER THEY FIND IT TO COME TO SCHOOL - GIVING THEM THE BEST CHANCES TO IMPROVE THEIR GRADES

We believe that Impact Food Group's partner schools have implemented a number of initiatives to improve student outcomes. Our research shows that their commitment to the quality of our food and service is one that contributes to their student and school outcomes. We are proud to support them in this way.

1 STUDENTS AT THE SCHOOLS WE PARTNER WITH ENJOY OUR FOOD AND GET BETTER NUTRITION AS A RESULT

OUR ONLINE PARENT SURVEY TOLD US THAT...

92%

OF STUDENTS ENJOY OUR MEALS

**38% in non-IFG catered schools*

AND...

90%

FIND THEM APPEALING & TASTY

**51% in non-IFG catered schools*

SIGNIFICANTLY HIGHER THAN THE AVERAGE SCHOOL SURVEYED

We reviewed over 1,000 pages of academic literature in order to develop a robust online survey. This went to parents at 466 schools - 110 IFG-catered and 356 non-IFG catered.

IT ALSO SHOWED US THAT OUR MENUS HAVE HIGH NUTRITIONAL INDEX SCORES - BETTER THAN THE AVERAGE SCHOOL MEAL WITH EACH CONTAINING MORE...



Fruits and vegetables in their meals everyday



Varieties of carbohydrates across different recipes

Our Nutritional Index Score is built on eight independent, weighted and normalised variables aligned with the DfE's School Food Standards

VARIETIES OF PLANT BASED proteins across our dishes



“ We've seen improvement in food presentation in terms of creativity and colour spread - there is a range of food on offer every day and there are a number of different options - it looks appetising.

Duncan Roberts
Former Principal at Joyce Frankland Academy

Having worked in schools for 25 years and sampled many different catering teams, this was the best I have ever seen.

David Carpenter
Assistant Principal at The Thinking Schools AcademyTrust

”

2 WHEN STUDENTS LIKE OUR FOOD, THIS CONTRIBUTES TO THEIR HAPPINESS AT SCHOOL

OUR ONLINE PARENT SURVEY TOLD US THAT STUDENTS WE SERVE...

96%

FEEL HAPPY AT SCHOOL BECAUSE THEY ENJOY OUR FOOD

*76% in non-IFG catered schools

FIND IT EASIER TO FOCUS IN CLASS

95%

*72% in non-IFG catered schools

93%

FIND IT EASIER TO MAKE FRIENDS

*64% in non-IFG catered schools

SIGNIFICANTLY HIGHER THAN THE AVERAGE SCHOOL SURVEYED

The survey margin of error was 4.5% - so all results were significant in their conclusion. Quotas were set to ensure answers represented the general population.

“

I was really excited for your contract to begin, and while I expected good things, the success, quality, and consistency of food delivery was nothing short of exceptional.

I was inundated with staff saying “wow,” “this is excellent,” “this is amazing,” and many said they might now eat at school. Congratulations on an amazing start.

”

David Carpenter

Assistant Principal at The Thinking Schools Academy Trust

We track free school meals as an important measure of student engagement. We see immediate improvements in this uptake in new school partnerships. We then continue to see year-on-year increases working in collaboration with schools.

OUR FREE SCHOOL MEAL UPTAKE INCREASES BY

4%

ON AVERAGE

AFTER ONE YEAR OF PARTNERSHIP

Our free school meal uptake then continues to improve. Over the last year, this increased by a further...



AVERAGE OF 3.5% YEAR ON YEAR

This equates to 8 extra students per school on average

3 WE HELP ATTENDANCE THROUGH HAPPINESS AND NUTRITION - GIVING STUDENTS THE BEST CHANCE TO IMPROVE THEIR GRADES

OUR ANALYSIS OF NATIONAL PUBLIC SCHOOL DATABASES SHOWS THAT FOR THE SCHOOLS WE PARTNER WITH...

STUDENTS
attend school
FOR
2
MORE DAYS
PER YEAR

on average and have lower levels of persistent and severe absenteeism

14
MORE
STUDENTS
GAIN 5+
GRADES

in English and Maths at GCSE on average at the schools we partner with

STUDENT
UPTAKE

Improves immediately and we further see it improve attendance rates during our

2 **ND**
YEAR
OF
PARTNERSHIP

“

Student numbers have increased, retention of students has increased, and attainment has certainly improved. It's not just a direct correlation of the food - but if any of those elements were not excellent - then that would impact the results.

Russ Lawrance

Former Chief Executive & Principal at Haringey Sixth Form College

The food that they eat during the day now enables them to sustain their focus a little bit longer.

Martin O'Sullivan

Headteacher at Turing House School

”

We merged publicly available, national data from three Department for Education sources with IFG's internal CRM data to create a proprietary Secondary Education database. We tested the statistical significance of differences in outcomes across eight confounding variables from size and type of school to proportion of FSM eligible students. Schools that had chosen an IFG-catered service were consistently achieving better results.

WE FUEL STUDENTS AND THEIR TEACHERS

“As a teacher, I've found it difficult to maintain a healthy diet over the years. You don't have much time to prepare lunches in advance and money would drain from my pay cheque seeking high street options every month.

At my previous school, the food was small and poor quality - and the canteen was somewhere I'd actively avoid. So when I started at Ash Manor, I expected much the same of the food as at my old school. The school is far from the high-street - so I was reluctantly ready to buckle myself in for years of boring meal prep.

However, IFG's catering at Ash Manor is brilliant. For the first time in years I've maintained a consistent body weight and I look forward to lunch each day - especially, the peri chicken, vegetarian roast and lasagne. The staff are lovely in how they manage the kids effectively in a busy space - and they also help me to keep track of my punch card.

I'd thoroughly recommend IFG. The value for money is also excellent - especially the main meal. As a teacher with a pastoral responsibility, I often discuss this with parents - encouraging their children to eat the meals so they get an extra vegetable or two. Keeping the cost of my lunch below £20 a week has also really helped me - and can support families who may sit only just above the FSM boundary.

”

Daniel O'Keeffe

Head of House & Physics Teacher at Ash Manor School



IMPACT+ INGREDIENTS

These three powerful pillars form our Impact+ ingredients - bringing our Recipe for Success to life. In 2024/25, our stakeholders prioritised...

PASSION FOR FOOD

BETTER FOOD
GREATER APPEAL
UNCOMPROMISING QUALITY
-
NUTRITION & HEALTH
-
AFFORDABILITY

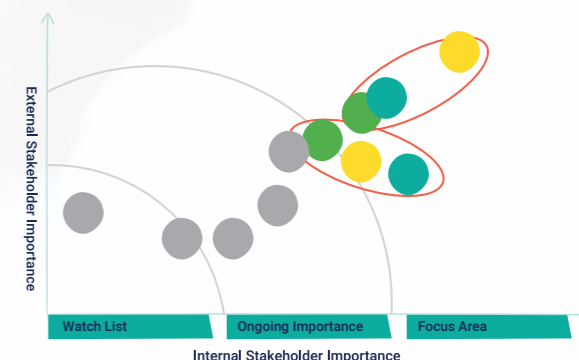
HEALTHY PLANET

FOOD THAT'S GOOD FOR STUDENTS AND THE WORLD THEY'LL GROW UP IN
-
SUSTAINABLE SOURCING
-
FOOD WASTE REDUCTION

THRIVING PEOPLE & COMMUNITIES

INSPIRING CHANGE FROM KITCHENS TO CLASSROOMS AND COMMUNITIES
-
STUDENT OUTCOMES
-
FOOD EQUITY

Our Materiality Assessment guides our focus - ensuring our strategy and actions are aligned with the shared vision of the people and communities we serve. Our process engaged stakeholders from eight key groups through interviews and surveys to prioritise the sustainability themes that matter most to them. We plotted their responses on this matrix to identify our most material aspects - which sit at the heart of our Impact+ framework.





PASSION FOR FOOD

ETHOS

“

WHAT IF OUR PASSION FOR FOOD UNLOCKED BRIGHTER FUTURES?

Our passion for food is about more than just nutrition - it's about transforming lives. It drives us to go above and beyond, serving fresh, high-quality meals that fuel young minds and nurture a lifelong love of food. We are committed to reducing fat, sugar, salt, and ultra-processed foods, and bringing back whole foods, fruits and vegetables. We have increased fibre and protein in our recipes, expanded our range of responsibly sourced ingredients and improved our plant-based, vegetarian and vegan offer. Our chefs and nutritionists use their expertise to drive quality and deliver nutritional workshops that inspire curiosity, choice and wellbeing - supporting students today and shaping better outcomes for tomorrow.

”

Alex Hall

Passion for Food Pillar Lead



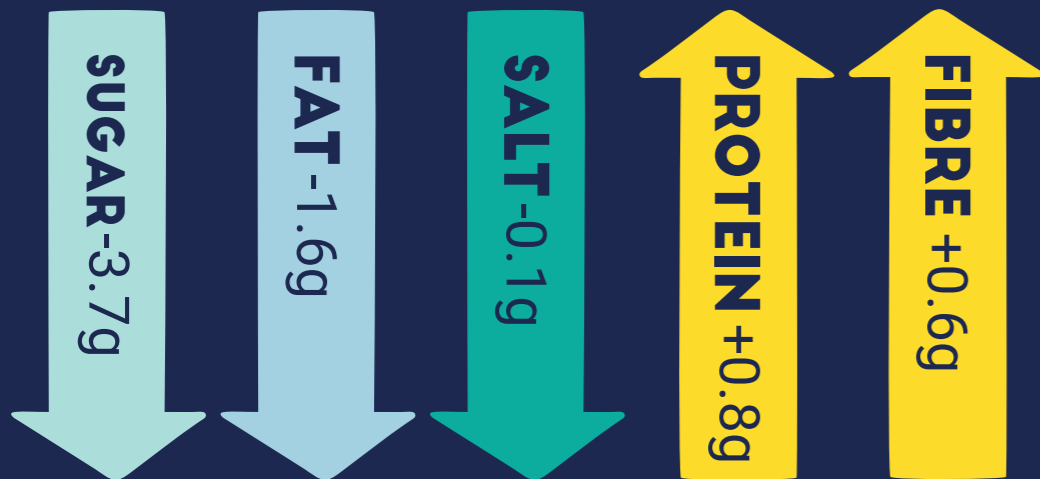
WHAT IF STUDENTS ENJOYED NUTRITIOUS, APPEALING & RESPONSIBLE MEALS?

We know that great quality nutrition is a gateway to enjoyment, inclusion, and opportunity. That's why we are passionate about high-quality, appealing and sustainably sourced food that is both affordable and accessible.

In 2024/25, we focused our efforts on...

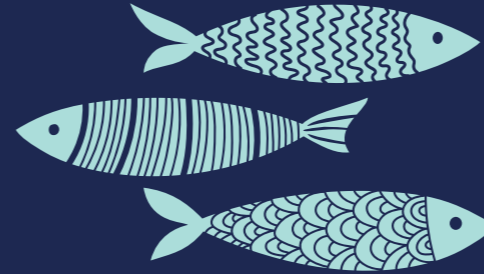
QUALITY NUTRITION

We have improved the average nutritional composition of every meal we serve - ensuring that all levels meet the Reference Nutrient Intake requirements for students



We have removed ultra-processed ingredients across our range and ensured all our food is free from genetically modified ingredients.

SUSTAINABLE SOURCING



MSC and MCS-certified fish



UK-grown baking potatoes, UK-sourced cheese, fresh Red Tractor milk, British free-range and RSPCA-assured eggs and in all egg-based recipes



AFFORDABILITY

We have ensured that every meal - whether breakfast, breaktime, lunch, or after school - is affordable with clear free school meal pricing for eligible students



We designed our StreetVibes range to ensure that our most exciting new products are affordable for all students

WE REMOVED

3.5 MILLION

SUGAR CUBES

FROM OUR BAKERY

WE ADDED

35% MORE FIBRE!



Across our sandwich range by introducing malted baguettes and bloomer breads - contributing to a healthy gut microbiome



We designed adaptable menus to meet the Soil Association's Food for Life Bronze and Silver accreditations

WHAT IF STUDENTS WERE SERVED BY AWARD-WINNING CHEFS EVERY DAY?



“ This was my first year doing LACA’s School Chef of the Year Competition. I didn’t expect to get through the paper entry and didn’t win my heat. I was put through to the final as a wildcard - so was absolutely stunned and super proud to have won. I wasn’t expecting it at all.

My competition menu was inspired by my ‘sweet-chos’ dessert - sweet nacho chips made from a wholemeal wrap, with lime mousse, fruit salsa and a dusting of cinnamon sugar. The main course - minced pork bao bun, rainbow slaw, and spring onion and ginger sauce - followed from this centrepiece. The real challenge was to meet the budget of £1.70 - but by using carrot peelings, ginger skins and spring onion ends for the sauce, I actually came in at £1.69 and was able to use all ingredients sustainably.

Now, with the SCOTY title, I’ll be showcasing healthy school meals at the Public Sector Catering Expo and returning to the SCOTY Competition as a judge next year. At the same time, I’m continuing my own learning with a Level 5 Apprenticeship in Operations Management and Coaching. But I’d really love to move into hands-on menu development - sharing my passion more widely and bringing new creative ideas that give kids the ‘yums’!

Erin Ward

LACA School Chef of the Year
& Chef at Holmer Green School



PLANT-FORWARD MENUS THAT ARE GOOD FOR STUDENTS AND THE WORLD

Our commitment to plant-forward eating isn't just about choice - it's about delivering delicious, balanced dishes that are better for students and the planet. This year, we have...

Achieved Vegetarian and Vegan Society accreditations for our plant-based, vegetarian and vegan dishes



63%

OF ALL SECONDARY

MEAL OPTIONS

WERE **VEGETARIAN** OR **VEGAN**

up by 10% on 2023/24

AND ONE THIRD

OF MEALS SOLD

IN PRIMARY

SCHOOLS

were plant-based, vegetarian or vegan. An increase of 15% on 2023/24

WE PLACED IN PRO VEG UK'S TOP 10

Contract Caterers for our plant-forward, planet friendly menus



We have also made meaningful changes by replacing some animal proteins with plant-based across our nine most popular main meal dishes - of which we collectively sell over 1 million portions every year.

SUBSTITUTED CHICKPEAS



ADDED PEAS, BEANS AND LENTILS



ADDED CAULIFLOWER

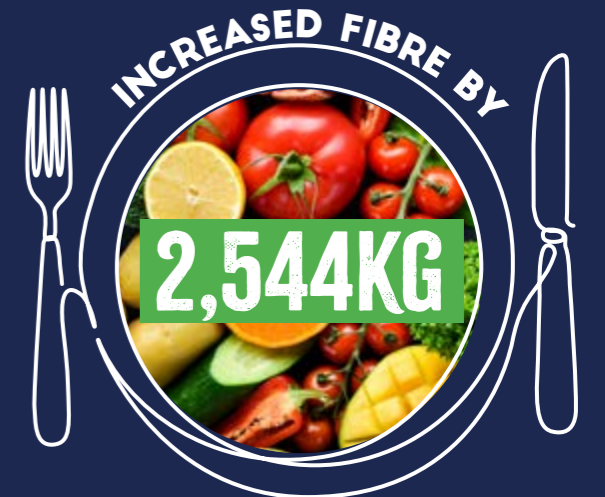


These changes have delivered some of our most powerful environmental and nutritional impacts that are better for students' health, still just as popular on the plate, and better for the planet. We've analysed these changes with data from Nutritics - our supplier's nutritional and carbon data management platform.

Our calculations show that we have...



The equivalent of 388g saved per plate



An average uplift of 2.48g per plate

WE ENCOURAGE HEALTHIER AND MORE SUSTAINABLE EATING HABITS

12 educational workshops delivered to over 800 students on healthy, sustainable and plant-based diets since March 2025

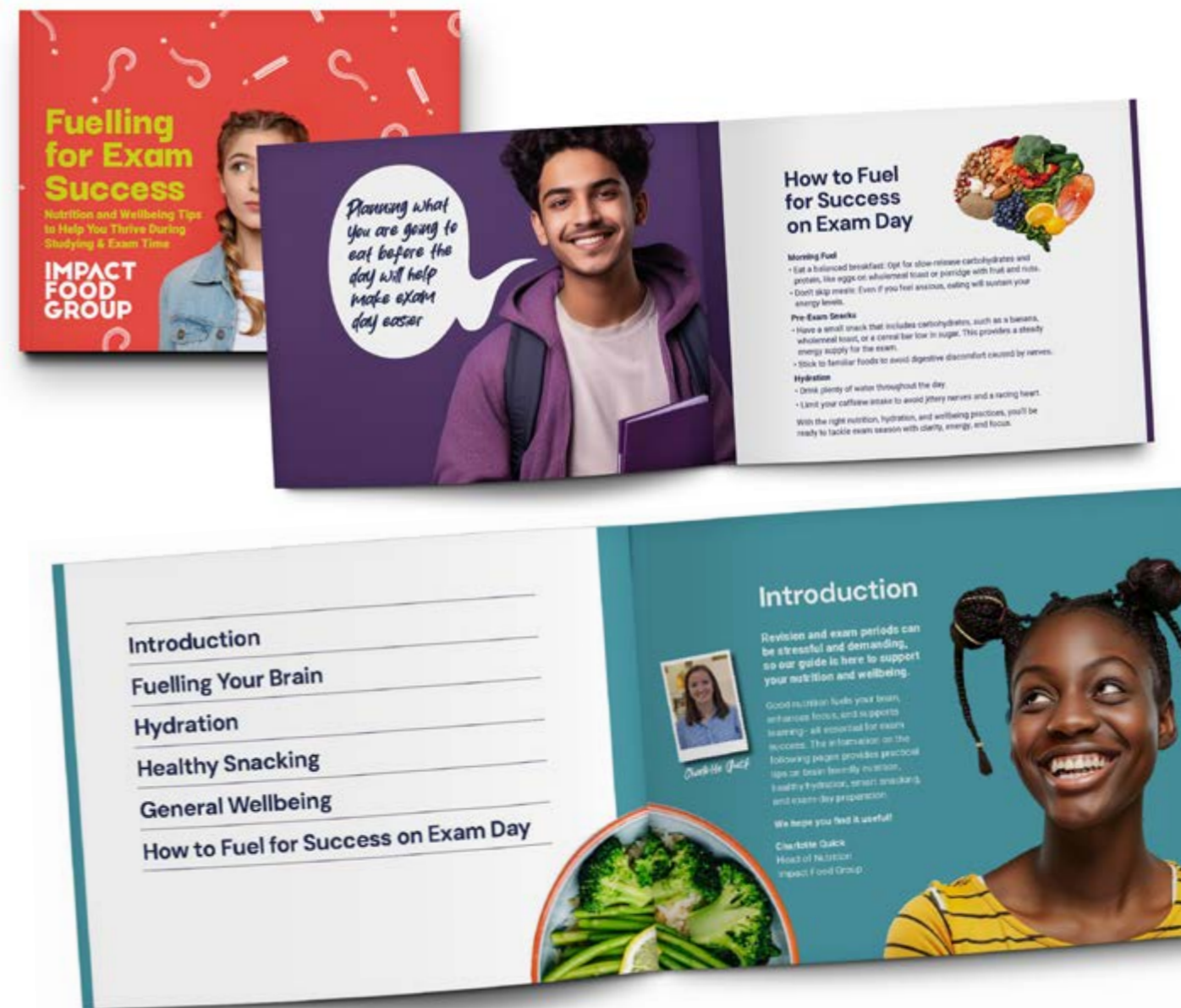
“ We recently delivered a workshop on healthy eating and balanced plates to students at Orchard House - one of our Chapter One Preparatory Schools. After the workshop, we sat down to lunch with the children. They were so excited to come up to us and show us all of the new fruits and vegetables they had got from the salad bar. It was such a delight to see how their engagement with our session immediately led them to choose healthier and more nutritious options at lunch!

We also delivered a series of nutritional education sessions during 'Green Week' at Hampton High - part of the Bourne Education Trust. Our nutritionist, Bethany Hill, focused our sessions on plant-based diets and sustainable eating - including a 'Myth-Buster' quiz about plant-based proteins followed up by hummus with carrot and bread sticks - a healthy high-protein, plant-based snack! The students enjoyed these sessions so much that Beth has been asked to come back again next year!

Charlotte Quick
Head of Nutrition

”

WE RELEASED OUR FIRST EXAM NUTRITION GUIDES THIS YEAR - REACHING MORE THAN 385 SECONDARY SCHOOLS AND SUPPORTING 77,000 STUDENTS OVER THE EXAM SEASON



WE HELP STUDENTS 'EAT THE RAINBOW'

“

When I first presented 'Eat the Rainbow' at the Harris Federation, the idea was to help kids to eat their five-a-day by getting them excited to choose fruits and veg from every colour of the rainbow. We presented these in visually interesting and appealing ways and educated the students about the benefits of eating them - both raw and cooked.



We also set up a smoothie-making station and helped the children to choose five fruits and veg that they want to try. We blended these freshly in front of them on the spot - they went down a real treat! It's always such a heartwarming and humbling experience to bring this to our kids.

Ian Morgan

Partnership Development Chef

”

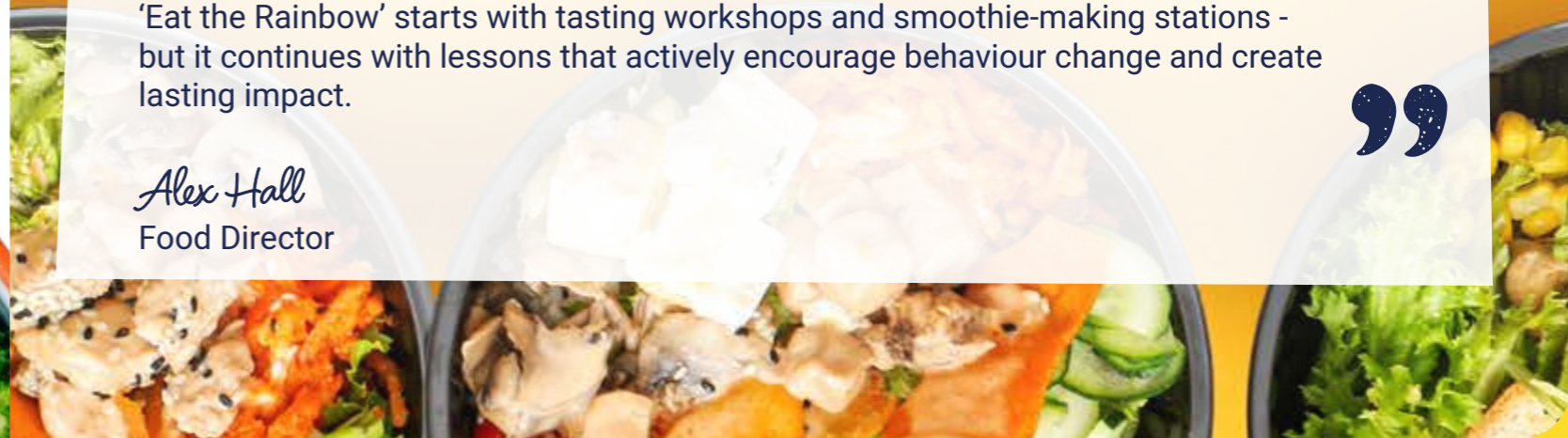
“

We're taking 'Eat the Rainbow' to the next level - looking at the changes we can make to positively influence a generation to eat healthily! Our aspirations are all about 'teachable moments' that link our menus with interactive presentations, engaging activities and exciting teaching materials. This also includes an 'Eat the Rainbow' competition - which takes the learnings from our workshops and transforms them into a fun, longer-term challenge that encourages healthier eating behaviours and builds them into lifelong habits.

'Eat the Rainbow' starts with tasting workshops and smoothie-making stations - but it continues with lessons that actively encourage behaviour change and create lasting impact.

Alex Hall
Food Director

”





WHAT IF OUR NUTRITION SUPPORTED STUDENTS' MENTAL HEALTH?

“ Working with Innovate to make sure the food we’re putting in front of our children has the right nutrients is important and it is biologically known to promote positive mental health. ”

Chris Tooley
Principal at Netherhall School

Camilla Saunders
Director of Inclusion at Anglian Learning

“ I look after the Anglian Learning Trust in Cambridge. I was approached by them several months ago to collaborate with the Young People’s Mental Health charity - founded by Peter Templeton. The charity is researching links between food and mental health in young people. This fully aligns with our Impact+ ethos - transforming student outcomes - of which positive mental health, resilience and wellbeing for young people is such an integral part.

Alongside the Impact+ team, we saw this as a great opportunity for collaboration, to support the charity’s research and learn how we can better support child and adolescent mental health through the power of food.

Melissa Barrett

Regional Operations Manager at Anglian Learning





HEALTHY PLANET

ETHOS

“

WHAT IF WE CREATED A HEALTHIER AND MORE SUSTAINABLE PLANET?

A healthier planet is one in which all students can learn, grow and thrive - now and in the future. This starts with making sustainability-smart choices with every meal we serve. Our ethos is built on reducing our carbon 'food-print' by sourcing more ingredients from the UK and switching higher-carbon foods for lower-carbon alternatives - all while maintaining the same great quality appeal, taste and nutrition students love. We are committed to tackling food waste, and investing in recyclable, reusable and compostable packaging with higher recycled content to cut virgin plastic use and divert waste from landfill.

”

Neville Tuck

Healthy Planet Pillar Lead



OUR CARBON FOOTPRINT HAS SHOWN US WHERE WE CAN HAVE THE BIGGEST IMPACT

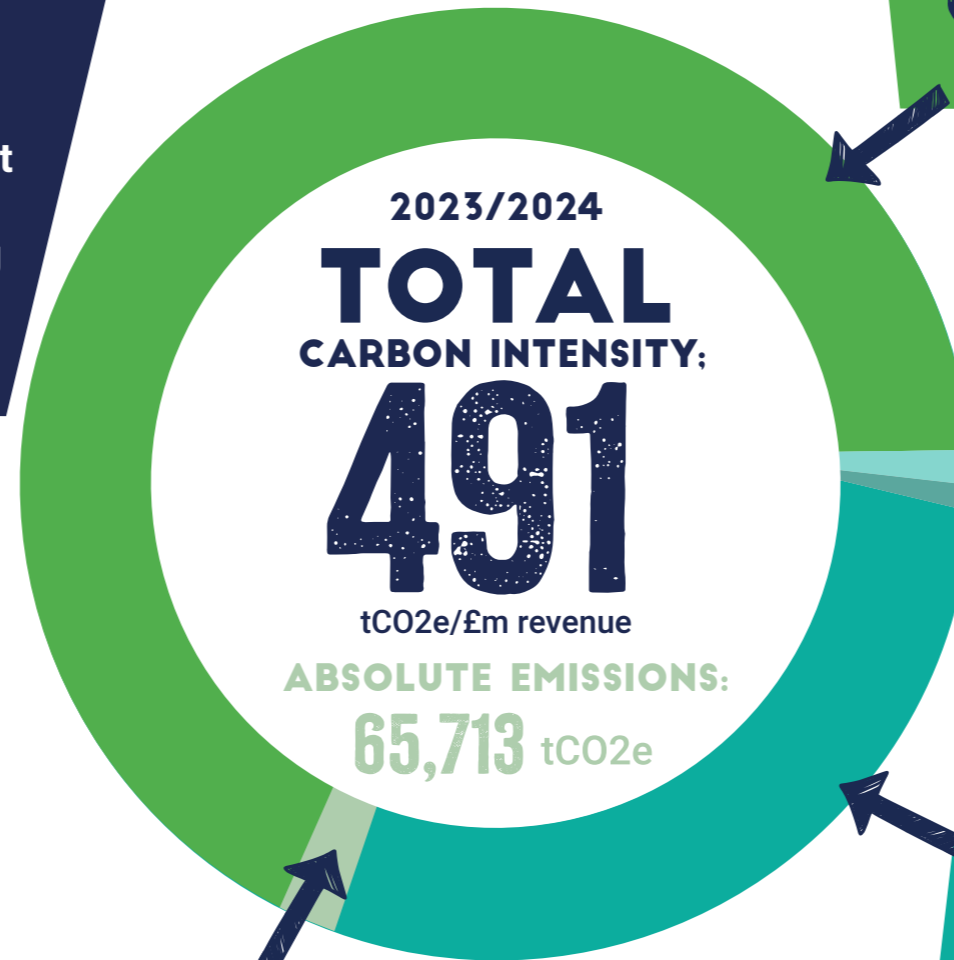
We are committed to being part of the global solution to tackle climate change - creating a healthier and more sustainable world for students to inherit. This is why we have undertaken our first carbon footprint analysis with the support of our expert sustainability partners, Seismic - providing a comprehensive overview of our Scope 1, 2 and 3 greenhouse gas emissions.

SCOPE 1 EMISSIONS 95 tCO₂e = 0.01% of total emissions coming directly from the 50 vans we own.

SCOPE 2 EMISSIONS Normally, this would cover any indirect emissions from the energy we buy and use. As we don't own any facilities, our Scope 2 is 0%.

SCOPE 3 EMISSIONS 65,619 tCO₂e = 99.9% These cover our indirect emissions associated with our upstream and downstream value chain – we don't produce them directly but we are responsible for them. It's where our biggest opportunity for impact lies, as nearly all of our emissions come from this Scope. This is where we will focus our reduction efforts.

Source: Supplier Data 2023/24, Compare Your Footprint - Carbon Footprint Calculator




59%  **FOOD & DRINK**
No surprise here - our largest impact lies with bread, bottled water, soft drinks, beef and pork

4%  **EMPLOYEES**
Emissions from our daily commutes, business travel and working from home. A small but important part of the journey

2%  **PACKAGING**
Emissions wrapped up in our packaging - proof that even the little things add up

28%  **SCHOOL KITCHEN UTILITIES**
The energy we use in our kitchens for everything from cooking and refrigeration. Our teams are trained to maximise energy savings in our kitchens - helping us to keep our emissions in this category as low as possible

>1% **HEAD OFFICE** Energy, water and waste from our humble office space

7%  **OTHER PURCHASED GOODS & SERVICES**
Our emissions served up by our behind-the-scenes heroes - think accounting, consulting and IT

OUR PATHWAY EMPOWERS US TO MEET THESE GOALS

We have already delivered some powerful emission reductions by increasing plant-based proteins in our menu design, and transforming our food presentation packaging. These wins show what is possible and give us the confidence to go further. But our journey has only just begun. Meeting these goals will take focus, innovation and close collaboration with our suppliers and schools. This is why we have worked closely with the expert guidance of Seismic - our sustainability partners - to define a clear carbon reduction pathway. We have prioritised reducing emissions in the areas over which we have the most influence - taking practical steps that are both ambitious and achievable.

STEP ONE

Deep diving into the calculations and emissions factors for our most material food and drink categories - including bread, bottled water, beef and pork - and working with suppliers to improve the quality of our data and transparency.

STEP FOUR

Exploring new opportunities to increase recyclability, compostability and recycled content in our most material packaging categories.

STEP TWO

Establishing new targets and initiatives - building on plant-forward menu progress and reducing our drinks-based emissions by encouraging uptake of water options - including our new bottled water containing 51% recycled content in the plastic bottle.

STEP FIVE

Embedding sustainability into our procurement practices through our Supplier Due Diligence Questionnaire, Code of Conduct and new Sustainable Procurement Policy - ensuring we work only with suppliers with robust environmental practices and a like-minded approach to improve environmental outcomes.

STEP THREE

Strengthening our food waste prevention measures, increasing schools' participation in our Olio and Olleco schemes, and diverting unavoidable waste to compost or anaerobic digestion instead of landfill.

STEP SIX

Driving broader operational change by relaunching our electric vehicle (EV) salary sacrifice schemes and cycle to work initiatives, improving commuting data quality and developing a new Sustainable Travel Policy.

Our carbon reduction pathway is well underway. It has been developed with appreciation of Science-Based Targets (SBTi) and will be used to set the targets for our yearly carbon footprint evaluations - helping us to achieve our long-term ambition to reach net-zero in carbon intensity by 2050. Our full pathway will be published in our 2025/26 Impact+ Report. In what follows, you'll see the progress we've already made.

WHAT IF FOOD WASTE REDUCTION WAS AS GOOD FOR LOCAL COMMUNITIES AS THE PLANET?

Reducing food waste is key to our Impact+ Strategy. Our chefs are trained to repurpose production waste - including using banana peels in banana bread and leftover vegetables in soups. We are also establishing our food waste baseline, tracking it more accurately as a result of our digital transformation, and facilitating schools to access food waste recycling services. We've combined this with three key redistribution and repurposing initiatives in 2024/25...

Encouraging more schools to participate with Olio - redistributing unsold meals to local communities.

WE PUT...

23,079

KILOS OF

FOOD



INTO BELLIES

INSTEAD OF

INTO THE BIN! 1

Helping schools to repurpose used cooking oil for biofuels with Olleco. We...

REPURPOSED

70,000



LITRES OF USED COOKING OIL COLLECTED

WITH 100%

TURNUED INTO BIOFUELS 2

We have saved a total of:

239,000
KILOS OF **CO₂**

WITH



AND



This was equivalent to taking



184 FAMILY CARS off our roads

and removing



1.15 MILLION car miles

Selling leftover baguettes, sandwiches and salad pots at half price after school



1: Olio Impact Metrics 2024/25 2: Olleco Impact Metrics 2024/25

WE HAVE INCREASED OUR SUSTAINABLE PACKAGING

We've transformed our food packaging. In 2024/25, we invested in more recyclable, compostable and recycled-content packaging solutions - delivering some important improvements on 2023/24.

CATEGORY	24/25 ACTUAL	INCREASE FROM 23/24
RECYCLABILITY	99.82%	4.04%
COMPOSTABILITY	66.19%	5.5%
RECYCLED CONTENT	39.98%	8.85%

“ Minimising waste has been a key focus at Denbigh School. The team at Denbigh School has introduced weighing and tracking systems to identify and prevent waste, switched to serving hot meals on proper plates to reduce single-use disposables, and eliminated plastic bottles entirely through our Generation Juice partnership. ”

Catherine Boddington
Senior Operations Manager at Denbigh School

WE ALSO MADE SIGNIFICANT PROGRESS TO TRANSITION AWAY FROM SINGLE-USE PLASTICS. OUR BIGGEST WINS IN 2024/25 INCLUDE...



589,500

PLASTIC BOTTLES AND CANS REMOVED

SAVING 8,279KG IN WASTE AND 1,614,000M³ OF CARBON EMISSIONS IN PARTNERSHIP WITH GENERATION JUICE

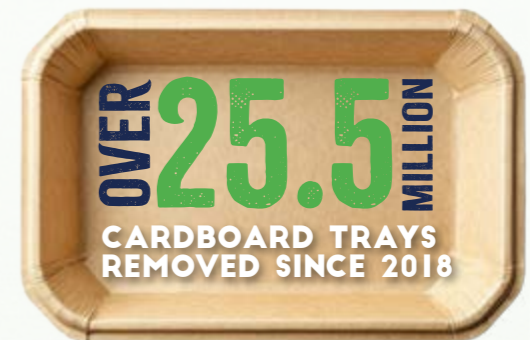
3

OVER 53 MILLION

SINGLE-USE PLASTIC ITEMS

ELIMINATED

since switching to Birchwood Cutlery in 2019



replaced by a reclaimed sugar cane alternative

17,233 KG

OF WASTE DIVERTED FROM LANDFILL OR INCINERATION BY SWITCHING OUR SIXTH FORM COFFEE CUPS TO A RECYCLABLE OPTION



3: Generation Juice Impact Report 2024/25
4: DCS Data Analysis 2024/25

4

WHAT IF SUSTAINABILITY STARTED IN SCHOOL GARDENS?



“

Hazeley Academy's Vegetable Garden has so much potential to inspire students by giving them the opportunity to touch, grow, and understand where their food comes from. It's a brilliant way to spark real curiosity about food - while giving students ownership of the garden helps them to foster that vital connection between food, nature and biodiversity, and what ends up on their plate.

My big dream is to grow this into something bigger. Vegetable patches, herb gardens, and gardening and growing clubs are a key part of our 'Something Growing' initiative - our dedicated social impact fund that helps schools to invest in amazing school community-based projects - just like this one!

”

Ian Morgan

Partnership Development Chef



OUR PARTNER SCHOOLS ARE TRAILBLAZERS IN SUSTAINABILITY



Sustainability is at the heart of the Alliance Schools Trust, and Denbigh School is no exception. This year, their commitment to environmental awareness was recognised in the Milton Keynes Education Awards, where Denbigh School was nominated for several categories - including the Environmental and Sustainability Award which they won - thanks to our partnership, the passion and dedication of Chef Julien, and the entire catering team.

A big part of the school's success has been their move towards a more sustainable food culture, supported by a thriving school garden. Over the past year, Chef Julien and the team have turned the garden into a living classroom and a source of ingredients - from pumpkins transformed into pumpkin pie to carrots served in the Christmas dinner, all grown just steps from the kitchen.

The impact of this project has extended far beyond Denbigh School. It has inspired the creation of a second school garden at Watling Academy - another school within the Trust - in the new academic year. It's a perfect example of how small, sustainable steps can grow into something bigger - sparking change across schools, communities, and future generations.

Catherine Boddington

Senior Operations Manager at Denbigh School



WE SUPPORT SCHOOLS WITH SUSTAINABILITY CELEBRATIONS



“ Green Week is the Bourne Education Trust’s brainchild - a celebration of sustainability and environmental awareness across all of their academies. This year, we were proud to take our food and engagement to the next level, bringing planet-friendly education, creativity and passion.

At Teddington School, Gary - one of our talented chefs - designed a full Meat-Free Monday Menu that was bursting with exciting vegetarian and vegan options. This perfectly complemented the workshops that Beth - one of our IFG Nutritionists - delivered to our Year 7 classes on sustainable, plant-based foods. Her sessions, complete with tastings, quizzes and myth-busting, became a key highlight of the week - sparking conversations about how food choices can shape the future of the planet.

Meanwhile, at Hopescourt SEN School, David - our Group Manager - hosted a ‘Fruit Tasting Session’ with a difference. His mission was to encourage students who find certain tastes, textures, and colours challenging to explore new foods in a safe and supportive environment. Starting simple - then progressing to more adventurous choices like pomegranate, mango and persimmon, David’s session helped to build students’ confidence, curiosity, and joy around food.

Across the Trust, we also championed zero-waste cooking - reviving recipes that use every part of an ingredient, from whole bananas to aquafaba (chickpea water).

At Matthew Arnold School, we are supporting their small school farm - helping to feed goats, ducks and chickens with vegetable trimmings and raw scraps from our kitchens - as well as their gardening club - which uses our social impact funds to purchase gardening equipment and raised beds. We are looking forward to working with them in the new academic year - using their produce for cooking and tasting sessions to really celebrate the food they’ve grown right here on the school ground.

Green Week is more than just a sustainability initiative - it’s a chance to connect students with their food, their planet, and their power to make a difference. From reducing food waste to rethinking single-use plastics, we’re working with the Trust to turn this momentum into long-term behavioural change.

Pete Butterworth

Senior Regional Operations Manager at Bourne Education Trust

David Calvert

Bourne Education Trust Group Manager

”

THRIVING PEOPLE & COMMUNITIES

“ **WHAT IF WE HELPED STUDENTS AND COMMUNITIES TO THRIVE?** ”

Great impact starts with great people. Our ethos is all about driving participation through food equity and accessibility, developing careers through apprenticeships and work experience, empowering learning through our IFG Academy, and recognising our employees through our 'Making an Impact' Reward Scheme and career pathways. It's about creating opportunities by investing in school-led projects through our Something Growing initiatives. We believe that when our people grow, our communities flourish - and that together, we can create impact that reaches beyond the dining hall and lasts a lifetime.

Gemma Bolton

Thriving People & Communities
Pillar Lead



ETHOS

WE ENSURE EQUITABLE AND AFFORDABLE ACCESS TO GREAT FOOD

Good nutrition and participation play a vital role in improving attainment, attendance and happiness. So the more students who participate in our meals, the better their chances to achieve the outcomes that will last a lifetime. In 2024/25, we led the following initiatives...

THE PERFECT SITE

We trained our teams in the 'Perfect Site' - including a 'Grab-and-Go' corridor to increase flow through our serveries and reduce queuing times

“ The percentage of students who engage with the school canteen and get food is huge. We have a really good uptake of Sixth Form students eating the school meals - which is a massive testament as they can easily leave the school site and eat somewhere else. ”

Martin O'Sullivan
Headteacher at Turing House School

We ran our 'Did You Know' campaign in September - communicating our menu offers, range of options and pricing to students and parents as part of our 'Back to School' and 'Year 7' materials



We designed a new 'Free School Meal' logo and branding for our 'Chill Deal' - championing food equity and highlighting our great value for money offers

“ Since moving to IFG, there's been an emphasis on display and making the serveries more inviting. It's made it feel more professional and welcoming. ”

Helena Marsh
Principal at Linton Village College



We upped our Theme Days game by adding more cultural events and seasonal campaigns - including Chinese New Year



“ There is always an option of food from other countries and cultures that's celebrated. We have seen some really good cultural days, like Chinese New Year, where we got some really great food. ”

Duncan Roberts
Former Principal at Joyce Frankland Academy

WE MAKE OUR FOOD MORE INCLUSIVE FOR SEND STUDENTS

“

This year, we connected with Makaton - a charity that empowers children and adults with Special Educational Needs and Disabilities (SEND) to express themselves using a unique combination of physical and visual signs and symbols.

Working with the charity, our ambition is to help our SEND students to more actively engage with our food and make our dining experiences more inclusive using Makaton. So far, they have delivered training programmes to Operations Managers, Food Team members and staff at our SEND schools. The response has been unanimous: excitement, enthusiasm, and a real drive to make it happen.

We are now a Makaton-Aware organisation with many of our colleagues having already completed Level 1 training. Our priority is to continue our rollout to SEND schools, before introducing Makaton to mainstream primary and secondary schools.

This initiative helps to build students' confidence, independence, and a sense of being truly seen and included. For our teams, it breaks down communication barriers, reinforces our partnerships with schools, and gives them the confidence to engage more fully with every child they serve. It's a powerful example of how inclusivity in the dining hall can translate into empowerment far beyond it.

”

Louise Nicoll

Head of People Business Partnering



WHAT IF ONE CHEF MADE ALL THE DIFFERENCE?

“ I just wanted to take a moment to thank you for the incredible impact you've had on one of our pupils this term. This young pupil had never eaten in school before - but on a special fish and chips day, she decided to try some ice cream. That simple moment marked the beginning of an amazing journey. With your support and creativity - including pureeing food and serving it in an ice cream pot - she began to explore new tastes in a way that felt safe and fun for her.

Your invitation into the kitchen, the chance to wear a hairnet and apron, to serve her own food and see the daily options - these experiences have made such a difference. She is now eating lunch in school every day and recently joined her classmates to enjoy our end-of-term celebration - even having an ice cream from the ice cream van. This is something she hasn't been able to do in her five years at school.

Her family has also shared that she even joined them at a local shopping centre food court. She's not eating yet - but is sitting with them - which is a huge step forward for everyone. They're now planning to take her out for ice-cream in the summer holidays - with hopes that they may also be able to take her for a picnic with her favourite foods one day!

Feedback from Leigh Academy Milestone

”



WHAT IF EVERY STUDENT WAS READY TO FACE THEIR FIRST INTERVIEW WITH CONFIDENCE...



We recently supported a Year 11 Mock Interview Day at Cox Green School. We were joined by local businesses to equip students with the tools they need for the world beyond school.

Across the day, we met with 20 students in structured interviews that mirrored real-world, professional scenarios. We created a supportive space that encouraged students to share their aspirations and practice articulating their skills and interests.

We offered feedback on body language, responses, and professional presentation - encouraging students to provide fuller, more engaging answers and providing practical advice on working life, employability, and maintaining a positive attitude.

It was inspiring to see how quickly their confidence grew over the day - even the most nervous students left more assured and ready for their next steps. It showed just how valuable it is to give young people the chance to practice, learn, and grow.



Nicola Allen

People Business Partner

Natasha Brownlie

People & Data Coordinator



AND WE GAVE STUDENTS CAREER TASTERS THROUGH WORK EXPERIENCE & CHALLENGE DAYS?

“

Earlier this year, we supported Collingwood School to organise and run their Year 12 Challenge Day - engaging over 50 students in different business scenarios to solve some of the real-world challenges we face every day.

Working with the Head of Sixth Form and Work Experience Lead, we led a full programme of activities over the day. This included knowledge sharing, group activities and business challenges across menu design, sustainability, finance and marketing.

We also introduced the concept of psychological behaviour profiles to explore different working styles and learnt about the relevance of psychometric testing in the workplace. It helped the students to see the real benefits of combining different skills, strengths and personalities in teamwork.

Overall, this was an incredible effort with support from the wider People and Operations teams to help the students and bring the activities to life. Our feedback was overwhelmingly positive with some great constructive suggestions. I am excited to build these into our future Challenge Days to deliver in the new academic year.

”

Louise Nicoll

Head of People Business Partnering

470
SIXTH FORM
STUDENTS
WERE WELCOMED
INTO OUR KITCHENS
AND SERVERIES
IN 2024/25



WE ARE TRAINING THE NEXT GENERATION OF CHEFS AND LEADERS

We are building a culture of continuous development that helps our people to grow - and ensures that the next generation of chefs, leaders, and changemakers are ready to thrive. Apprenticeships remain the core of our approach - but together, these programmes form a joined-up learning and development offer that gives colleagues the tools to progress, the confidence to lead, and the skills to deliver our mission.

WE LAUNCHED OUR LEVEL



7

WOMEN IN LEADERSHIP COURSE with new mentorship training modules

Building on this success, we are launching a new Level 7 Leadership Course - open to all employees



Our new Manager in Training course is now available as a non-apprenticeship route



We refreshed our IFG Career Pathway Apprenticeship Programme

SEISMIC Our Impact+ team benefitted from coaching and training with Seismic - our consultancy partners with expertise in sustainability and impact strategy

By investing in our people, we're not just building careers - we're creating the leaders and innovators who will shape the future of school food and social impact.

106

EMPLOYEES ARE CURRENTLY ENROLLED

ON APPRENTICESHIPS representing 1.9% of our workforce. In 2024/25, a further 20 employees completed their apprenticeships, with 6 achieving distinctions

6 CORE QUALIFICATIONS

are offered through the IFG ACADEMY HELPING OUR

4,400

EMPLOYEES LEARN, GROW & DEVELOP

42%

OF OUR SENIOR LEADERSHIP TEAM ARE WOMEN

WHAT IF A HAPPIER WORKFORCE COULD ACHIEVE GREATER IMPACT?

Our people are the heart of our Impact+ journey. Every meal we serve, every relationship we build, and every improvement we make begins with passion and purpose. Every year, we listen to our colleagues to deepen our understanding of what drives their engagement, satisfaction, and wellbeing through our Happiness Index Survey. This year's results show...



7.4

OVERALL ENGAGEMENT SCORE

* Based on a 46% participation rate

HOW CLEAR ARE YOU ON THE REQUIREMENTS OF YOUR JOB?

8.5

HOW COMMITTED ARE YOU TO HELPING THE ORGANISATION TO SUCCEED?

8.2

HOW WELL DO YOU GET ON WITH PEOPLE AT WORK?

8.4

1/3

EMPLOYEES WERE IDENTIFIED AS 'PROMOTERS'

* 'Promoters' are colleagues who are advocates for IFG and our mission to transform lives through the power of food.

“ Good job satisfaction, good team to work with and I feel my voice is heard and listened to! ”

“ As a unit manager, I am very willing to support my company to get further. ”

“ I am very happy at work because I have good people that work around me and help me! ”

“ I do the baking and am also on the till at break times. Baking is my favourite thing to do and I love the interaction with the kids. ”

These results reflect strong alignment between our people and our mission. We use them to continually improve our employee engagement through a 'You Said, We Did' feedback process - which has resulted in the launch of our termly newsletters, Summer Conference, and 'Making an Impact' Reward Scheme. Looking forward, we're creating more opportunities to build connections, grow, and ensure every team member feels seen, supported, and inspired.

WHAT IF RECOGNITION INSPIRED EVEN GREATER IMPACT?

We launched our 'Making an Impact' Reward Scheme as a direct response to feedback from our annual Happiness Index Survey. The scheme celebrates colleagues who go above and beyond - ensuring they feel valued, heard and rewarded.. We launched this initiative as a direct response to feedback from our annual Happiness Index Survey - ensuring colleagues feel valued, heard and rewarded. Every month, we receive 100 nominations and announce 50 winners - with quarterly winners recognised for exceptional contributions. Winners receive a £50 voucher to spend through our IFG Rewards portal - our home for exclusive discounts and benefits available to all employees.

IFG REWARDING SUCCESS

MAKING AN IMPACT

Innovate | Cucina | chapter one

Our 'Making an Impact' scheme gives employees the chance to win a variety of exciting prizes! We believe in celebrating and rewarding exceptional behaviours, knowing that by sharing these successes, we cultivate a vibrant culture of excellence and motivation.

Do you know someone who's 'Making an Impact' in one of the following areas?

- Safety**
Demonstrating a remarkable ability to look out for others, this colleague is pivotal in fostering a safe, supportive and caring work environment.
- Quality**
Consistently carrying out their role to the IFG Brand Standards, this colleague always demonstrates unparalleled dedication and professionalism.
- Client**
This colleague understands our Client's needs and always receives positive feedback for exceptional, reliable and outstanding service. Always willing to go the extra mile!
- Service**
Celebrating an outstanding attitude and approach, this colleague provides the best service and support to teams and customers.
- Teamwork**
This colleague cultivates a sense of unity within the team, making working together a joy! Always cheerful and positive, they encourage everyone to collaborate seamlessly as 'one'.

Got someone in mind you'd love to nominate? Just scan below and fill out the quick nomination form.

SCAN HERE

Alternatively you can email makinganimpact@impactfood.co.uk

Since the scheme launched in September 2024, we have invested £67,850 in reward vouchers, recognised 818 monthly winners, 37 quarterly winners and 14 annual winners at our IFG Summer Conference - each receiving £1,000 in IFG Reward vouchers.



WE SUPPORT COMMUNITIES AT HOME AND ABROAD THROUGH OUR CHARITABLE PARTNERSHIPS AND FUNDRAISING

We are donating £45,000 to the Natasha Allergy Research Foundation between 2025 and 2027 - supporting their vision to make allergy history.

£15,000

ALREADY IN **DONATED** **2025**



We are proud partners of United World Schools (UWS) - a charity providing high-quality, inclusive education to children in remote and marginalised communities across the globe.

£21,000

RAISED IN **2024/25**



Now, we're ready to expand that impact. In the new academic year, we are...

Launching our new **VOLUNTEERING POLICY** so employees can give their time to causes that matter most to them

Introducing our new **PAYROLL GIVING** initiative - so employees can make regular donations directly through their pay



“ Thank you for joining us on this journey to transform education for children in some of the most underserved communities. Your partnership feeds into a broader global mission - one that has reached over 75,000 children and trained more than 1,300 teachers to date. Our children have received not only the academic support they need but also the emotional and social encouragement to thrive. The road forward is full of opportunity - for children to stay in school, for communities to lead lasting change. ”
UWS Impact Report for Impact Food Group 2024/25

ROBUST GOVERNANCE

ETHOS

“

WHAT IF OUR GOVERNANCE DEMONSTRATED OUR COMMITMENT TO IMPACT?

Robust governance is what translates our Impact+ mission into real-world impact on student outcomes. It gives our strategy a home within our business - with senior leadership accountability, dedicated resource and strong policies that ensure our commitments are more than words - but actions embedded within our culture at every level. Through dedicated Impact+ leadership, a governance framework rooted in transparency, and a workforce engaged in Impact+ training, we empower our people to connect their everyday with the positive outcomes we create for students. By aligning objectives and rewards with impact, we prove that doing the right thing and achieving success go hand in hand.

”

Caroline Fary
Commercial Director



WE EMBED OUR IMPACT+ MISSION INTO OUR BUSINESS

Robust governance ensures that our commitments are not just words and numbers on a page - but are embedded into the very heart of how we operate. This is made up of...

- 1 Our Impact+ Steering Committee - comprising members of our Executive Team who meet monthly to review progress, discuss challenges, and ensure that Impact+ remains central to our business strategy
- 2 Impact+ Quarterly Reviews - in which we present our progress on our Impact+ strategy to our Board, ensuring full accountability and transparency at the highest level of our organisation
- 3 Our Impact+ Dashboard - including our pillar KPIs with progress against targets reviewed on a monthly basis
- 4 Our Impact+ leaders - including a dedicated member of our Executive Committee, responsible for driving our Impact+ agenda at a senior level - and Head of Impact, responsible for moving projects forward with our Pillar Leads

Our governance is also underpinned by rigorous external standards and disclosure. We are proud to hold ISO 14001 certification - the internationally recognised standard for Environmental Management Systems - and ISO 9001 certification - the global standard for Quality Management Systems. These certifications demonstrate that our systems are robust, externally verified, and aligned with international best practice.

WHAT IF WE STRENGTHENED OUR STANDARDS FOR ETHICAL AND RESPONSIBLE BUSINESS?

Strong governance is built on clear, credible, and consistent policies. Over the past year, we have strengthened our Impact+ framework by developing new policies designed to embed responsibility into every part of our business:

Responsible Marketing and Communications Policy - ensuring our messaging is ethical, transparent, and aligned with government and industry legislation, standards and guidance



DATA PRIVACY



Updated Data Privacy Policy - to safeguard sensitive information

Supplier Due Diligence Questionnaire and Code of Conduct - ensuring that our partners meet the same high standards we set for ourselves



WHAT IF OUR EMPLOYEES CONTRIBUTED TO OUR **IMPACT+** MISSION EVERY DAY?

Our Impact+ objectives help our people succeed - and we reward them for delivering great results. By aligning our performance with Impact+, we ensure that success is always linked to the positive impact we create - building a culture where doing good and being successful go hand-in-hand.



850

employees with Impact+ objectives to boost participation

900

employees receiving Impact+ training at our Brand Standards events and IFG Summer Conference

4,400

employees receiving Impact+ touchpoints every month through internal communications and monthly cascades

This is just the beginning. We are building on this foundation by deploying two new Impact+ objectives to our employee community - apprenticeships and food waste reduction. We are also creating new induction modules, training materials and videos to connect, educate and empower more of our colleagues to champion sustainability, growth and student outcomes in everything they do.

WHAT I'VE LEARNT IN MY FIRST 100 DAYS

“

This report coincides with my first 100 days as IFG's new Head of Impact. The first months of any new role are about listening and learning. Mine have also been about action - identifying more responsibly and locally sourced ingredients, shaping our carbon reduction pathway, supporting our research on student outcomes, and laying the groundwork for the long-term success of our Impact+ future.

Nevertheless, the highlight has been writing this report. Curating it has given me the opportunity to connect with our people, learn their stories, and see firsthand how they make a difference for students every single day. It has shown me that impact is already so strong in our culture - through our relationships with schools, suppliers and partners, curiosity to always want better, and shared commitment to drive student outcomes.

If my first 100 days were about laying foundations, my ambition for the next 100 are about taking Impact+ from momentum to movement - unlocking our potential by refreshing our strategy for 25/26 and beyond, creating more opportunities for learning and development, and engaging more deeply with schools and students - making our ambition to transform one million lives through the power of food a reality.

”

Kiera O'Keeffe
Head of Impact



WHAT IF OUR JOURNEY TO DOING GOOD AND DOING WELL WERE ONE AND THE SAME?

“

I am proud to work for a business where impact is embedded at every level, and where progress against our Impact+ KPIs speaks louder than just promises or commitments. As the Executive Team member accountable for the Impact+ Strategy and its delivery, my first nine months have focused on three core priorities.

First, answering the big **WHAT IF?** What if we could prove that our passion for food can transform student lives, and track this impact over time? I am delighted that we have robustly analysed our 'Recipe for Success.' By sharing this evidence with our clients, we can now work in even closer partnership to maximise outcomes for students.

Second, building a robust governance structure that underpins our Impact+ strategy. This has included appointing our first Head of Impact to cascade Impact+ throughout our organisation and ensure that every employee feels connected to our mission and empowered to contribute every day.

Third, aligning Impact+ with our commercial strategy to deliver true sustainability - ensuring that our success goes hand-in-hand with our mission to transform lives through the power of food, and supporting schools in their core objectives to improve student outcomes.

Looking ahead, I am excited to keep driving Impact+ forward - to prove that the path to doing good and doing well are one and the same journey for our business.

”

Caroline Fary
Commercial Director



OUR SAFETY-FIRST CULTURE HAS THE LAST WORD

SAFETY-FIRST CULTURE

Health and safety are fundamental to our culture. Our achievements are testament to the strengths of our safety-first culture and the systems we use to protect our people, students and communities:



55%

REDUCTION
IN LOST TIME
INCIDENTS

99.1%

OF OUR
SITES HAVE
FOOD HYGIENE
RATINGS
OF 4 OR 5

0.2

FOOD SAFETY
INCIDENTS
PER 100,000
TRANSACTIONS

HEALTH AND SAFETY EDUCATION

At the heart of this is education and accountability. Every new starter completes a Health and Safety induction, and all staff benefit from ongoing training and professional qualifications - up to Level 3 in Food Safety and Health & Safety. To embed this learning, we provide all employees with access to our Health and Safety and Food Safety policies, toolkits, as well as up-to-date logbooks, documents and data sheets - all available through our SharePoint.

'SAFETY STARTS WITH YOU' CAMPAIGN

'Safety Starts with You' is our campaign to keep safety visible, present, and personal for every member of our team. We encourage everyone to speak up about safety concerns, stay curious about safety by completing additional training, report hazards and incidents immediately, and be safety-first role-models. By keeping safety front and centre, we ensure that everyone can work, learn and thrive in safe, supportive environments every day.

ALLERGENS LABELLING AND BUDDY SCHEME

For students, safety means confidence that they can enjoy our food with full knowledge of all ingredients, allergens and nutritional information. Our priority is to communicate this transparently, accessibly and inclusively - giving pupils and parents the information they need to make informed choices and assurance that we have taken every practical measure to prevent contamination from allergens.

Two key parts of this have been to ensure that all of our labelling is in compliance with Natasha's Law for prepackaged food and launch our Allergen Buddy Scheme - providing dedicated and fully trained 'Allergen Buddies' from our catering teams - equipped with comprehensive and accurate menu information - to be clear, visible and accessible go-to experts for allergen support.



ALLERGEN
BUDDY



WHAT IF WE COOKED UP EVEN MORE IMPACT IN 2025/26?

PASSION FOR FOOD

- Introducing our 'Nutritionist Choice' campaign at primary schools - helping students to choose the most nutritionally dense and balanced meals
- Increasing our range of responsibly, sustainably and locally sourced ingredients
- Continuing to increase our plant-based, vegetarian and vegan range
- Sharing our 'Sports Nutrition Guide' and developing our new neurodivergent materials

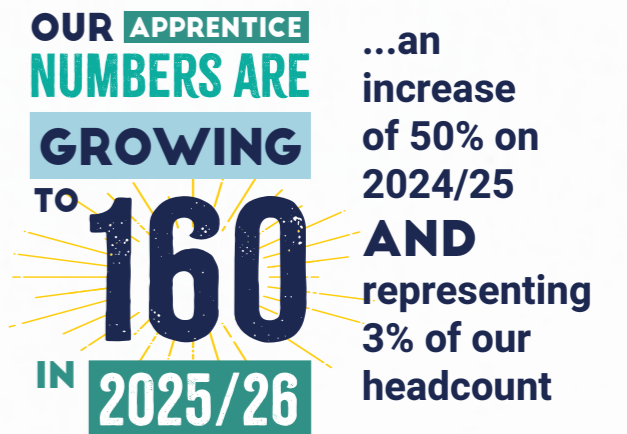


HEALTHY PLANET

- Implementing our carbon reduction pathway action plan and undertaking our next footprint report for 2024/25
- Increasing recyclable, compostable and recycled content across other packaging categories and influencing circular approaches with our suppliers
- Bolstering efforts to divert food waste from landfill, supporting clients to access food waste recycling services, and helping schools to engage with Olio and Olleco

THRIVING PEOPLE & COMMUNITIES

- Driving more participation - working with clients to tailor our offer to student needs
- Increasing participation in Apprenticeships and Sixth Form Work Experience initiatives
- More Makaton training to support inclusivity and engagement for SEND students



ROBUST GOVERNANCE

- New Impact+ training to empower our employees from day-one
- More Governance policy development - including a new Sustainable Procurement Policy and tracking engagement with new policies for suppliers

AND...

Welcoming Hutchison Catering into the IFG family



“ For the 2025/26 academic year, our educational focus is centred on nutrition and mental wellbeing. We are actively reviewing research to identify ingredients that support mental health, and exploring ways to incorporate these beneficial components more widely across our recipes and menus. Alongside this, we are thoughtfully evaluating our approach to inclusivity, with a focus on neurodivergent students - ensuring our menus empower all students to make and access healthier food choices. ”

Charlotte Quick
Head of Nutrition





**THANK YOU FOR
MAKING AN **IMPACT+**
AND TRANSFORMING LIVES
THROUGH THE POWER OF FOOD**

**IMPACT
FOOD
GROUP**