At Aramark, we firmly believe in doing great things for our people and the planet. In a landmark next step in that journey, I’m proud to launch and endorse the Aramark Northern Europe commitment to Net Zero by 2050.

Climate change has become one of the most important topics for both businesses and individuals around the globe. Its effects can be seen in changes in our weather, impacts on our daily lives, as well as impacts on our operations, services, products, and supply chains. Put simply, it is a cause-and-effect cycle that impacts every one of us.

As I have said before, there is no sustainability practice or effort too small, nor too insignificant, once it is firmly rooted in the intent to do right. I’m confident that the Net Zero Roadmap and Commitments outlined in this report capture that intent.

The urgency of the climate crisis has renewed our focus on innovation, collaboration, and competition on a scale that we have never seen before. Heightened by the impact of the global pandemic, and Brexit, our work remains underpinned by an acute awareness for the importance of climate-focused, sustainable practice.

With so much at stake, Aramark Northern Europe, including our UK, Ireland, and Global Offshore businesses, has worked collaboratively and diligently to understand, interrogate, and improve upon the impact of our operations on the planet; all the while ensuring that we also improve our services for clients and customers alike. I can firmly say that we have taken the time to do our homework so that we can identify areas for improvement and efficiencies across our Scope 1, 2 and 3 emissions. This is about more than pledges and promises, it’s about impact and results.

We have also taken the decision to go beyond the already ambitious baseline requirements that the UK government has had a leading role in setting. And while the EU and Irish legislation is still to be confirmed, our comprehensive assessment and inclusive methodology will drive change and accountability for our business at a regional level so that we can do better, as well as ask more of our operations, suppliers, providers, clients and customers – all of whom share in this effort.

Finally, I want to make it clear that we understand that while our Net Zero 2050 commitment is an important step along our sustainability journey, we acknowledge that there is still more to do - particularly in the wider ESG agenda. Globally, Aramark has committed to set science-based targets in line with the Science Based Target initiative’s Net-Zero Standard. Aramark Northern Europe will work with our global sustainability team over the next 24-months to set and validate our science-based targets. Our aim in Northern Europe is to reduce Scope 1 and 2 emissions at a pace that aligns to and supports SBTi’s criteria.

At Aramark Northern Europe, we will continue to invest in and work towards operating in a way that has a positive impact on people and planet for decades to come. Net Zero is a critical step, and I’m pleased to endorse the commitments outlined in this report and pledge.

Frank Gleeson
President and CEO,
Aramark Northern Europe
Aramark Northern Europe Commits
For the purpose of this report, the focus is on seven legal entities. Aramark Ireland operates primarily as a catering company with three subsidiaries who provide catering and foodservices, facilities management, and retail operations. Aramark UK operates primarily as a catering company with two subsidiaries who also provide facilities management services.

<table>
<thead>
<tr>
<th>LEGAL ENTITY NAME</th>
<th>PRIMARY ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ARAMARK IRELAND</strong></td>
<td></td>
</tr>
<tr>
<td>CAMPBELL CATERING</td>
<td>CATERING AND FOODSERVICES</td>
</tr>
<tr>
<td>ARAMARK WORKPLACE SOLUTIONS</td>
<td>FACILITIES MANAGEMENT</td>
</tr>
<tr>
<td>ARAMARK PROPERTY SERVICES</td>
<td>PROPERTY MANAGEMENT</td>
</tr>
<tr>
<td>AVOCA HANDWEAVERS IRELAND</td>
<td>RETAILER – FOOD AND CLOTHING</td>
</tr>
<tr>
<td><strong>ARAMARK UK</strong></td>
<td></td>
</tr>
<tr>
<td>ARAMARK LIMITED</td>
<td>CATERING (INCLUDING OFFSHORE AND SOFT SERVICES)</td>
</tr>
<tr>
<td>ARAMARK DEFENCE SERVICES</td>
<td>CATERING (INCLUDING SOFT SERVICES)</td>
</tr>
<tr>
<td>ARAMARK GULF</td>
<td>OFFSHORE CATERING AND FACILITIES MANAGEMENT</td>
</tr>
</tbody>
</table>
IRISH OPERATIONS

CAMPBELL CATERING
Aramark is the market-leading foodservice provider in Ireland, under the legal entity of Campbell Catering Limited. It encompasses contract catering, workplace dining and in-client retail services across all sectors of the Irish economy, North and South of the border. The Northern European headquarters in Dublin houses the regional leads for many support functions, including Finance, Supply Chain, IT, HR, Safety, Sales and Legal. The operational footprint includes a small office portfolio in Dublin, Belfast and Cork.

ARAMARK WORKPLACE SOLUTIONS
Aramark Workplace Solutions is a dedicated facilities management and workplace solutions provider across Ireland. The operational focus is on self-delivered solutions across facilities management, food services, energy and property management and is currently utilising end-to-end capabilities to deliver sustainable best-practice for clients and customers across the country.

ARAMARK PROPERTY SERVICES
Aramark Property is the largest dedicated property management company in Ireland. Aramark Property Services have been providing clients with management services and strategic advice on office, retail, residential, leisure, and mixed-use schemes for over 70 years. The work encompasses landlord and tenant management, building and sustainability consultancy, asset management and advisory services. They are the managing agent for the Aramark headquarters in Dublin and have a small office in St. Stephen’s Green.

AVOCA HANDWEAVERS IRELAND
Acquired in 2016, Avoca Ireland is a premium retail portfolio of 13 stores focused on artisan Irish produce – from food, to clothing, to homeware, to gardening. The primary store, located in the village of Avoca in Co. Wicklow, is home to a fully operational hand-weaving mill that has been in operation since the 18th Century, powered by the Avoca River.

UK AND OFFSHORE OPERATIONS

ARAMARK LIMITED
Aramark UK is legal entity inclusive of the award-winning foodservice and contract catering provider for England, Scotland, Wales and Northern Ireland, as well as the operational business of Aramark Offshore in the North Sea.

Like Ireland, the onshore business delivers contract catering, workplace dining, and in-client retail services. The company shares leased offices in Farnborough and Leeds, with the Global Offshore business headquartered from Aberdeen.

ARAMARK DEFENCE SERVICES
Aramark Defence Services is a core part of Aramark UK’s operational business, responsible for contract catering and soft facilities management services across the full breadth of the UK Armed Forces. Aramark serves all parts of the UK Defence Infrastructure (DIO), across England, Scotland, Wales and Northern Ireland, working on site with the government as part of central DIO contracts.

ARAMARK GULF
Aramark Gulf Limited, part of Aramark Global Offshore operations, headquartered in Aberdeen, is responsible for hotel/housekeeping, catering and cleaning services for oil & gas clients in the Arabian Gulf, the Mexican Gulf and around the Caribbean. The work currently covers 123 offshore locations across 21 jurisdictions and countries.
Aramark’s Northern European Executive Leadership Team and Board are committed to ensuring that Aramark plays its role in working alongside other UK organisations to achieve the UK Government’s Net Zero target of at least a 100% reduction in the net UK carbon account by 2050 (based on 1990 levels) for its UK Operations.

Aramark is committed to taking actions to reduce its annual emissions from a 2019 baseline and achieving:

- A 59% reduction in our Scope 1 and 2 emissions by 2030, offsetting the residual Scope 1 and 2 emissions to become carbon neutral within our own operations by 30 September 2030.
- A 91% reduction in our Scope 1, 2 & 3 emissions by 2050, offsetting all residual emissions and becoming Net Zero by 3 September 2050.

Via the following actions:

1. Appointed an external specialist carbon consultancy to advise Aramark in order to gather, collate, and convert data to the carbon emissions, as well as advising on carbon reduction options.

2. Set the base year (September 2019) and calculate the carbon footprint in line with Greenhouse Gas (GHG) protocol for that year:

   **Scope 1**
   - i. Transport and gas

   **Scope 2**
   - i. Electricity

   **Scope 3**
   - Selected categories from the below, based on materiality:
     - i. 8 upstream categories
     - ii. 7 downstream categories

3. Created a carbon reduction plan for each scope and category

4. Set the net zero date

5. We will update the carbon footprint annually, September 2021 to be the first year post the base year

**OVERVIEW OF GHG PROTOCOL SCOPES AND EMISSIONS ACROSS THE VALUE CHAIN**

Source: GHG Protocol
Baseline and Assessment
Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured. Aramark has chosen September 2019 as its baseline year. Aramark’s September 2019 baseline carbon emissions footprint is as follows:

<table>
<thead>
<tr>
<th>SCOPE/CATEGORY</th>
<th>EMISSIONS tCO₂e</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport</td>
<td>2,105</td>
<td>2.1%</td>
</tr>
<tr>
<td>Gas</td>
<td>7,595</td>
<td>7.8%</td>
</tr>
<tr>
<td><strong>Scope 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td>6,297</td>
<td>6.4%</td>
</tr>
<tr>
<td><strong>Scope 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cat 1: Purchased Goods and Services</td>
<td>102,696</td>
<td>70.1%</td>
</tr>
<tr>
<td>Cat 3: Other energy services</td>
<td>483</td>
<td>0.5%</td>
</tr>
<tr>
<td>Cat 4: Transport</td>
<td>10,269</td>
<td>7.0%</td>
</tr>
<tr>
<td>Cat 5: Waste</td>
<td>1,747</td>
<td>1.2%</td>
</tr>
<tr>
<td>Cat 6: Business travel</td>
<td>519</td>
<td>0.4%</td>
</tr>
<tr>
<td>Cat 7: Employee commute</td>
<td>14,790</td>
<td>10.1%</td>
</tr>
<tr>
<td><strong>Total emissions</strong></td>
<td>146,501</td>
<td></td>
</tr>
</tbody>
</table>

Aramark has selected the Operational Control method when setting its organisational boundary. The operational boundary will include all three scopes as outlined by the GHG Protocol. Aramark’s emissions reported in tCO₂e have been calculated utilising the following formula:

\[ \text{Source emissions data} \times \text{conversion factor}^* = \text{total source emissions} \]

\[ \text{Source unit} \times (\text{tCO}_2\text{e/unit}) = \text{tCO}_2\text{e} \]

*Conversation factors are noted within the various sections below but are primarily derived from the latest:

- UK Government GHG conversion factors for company reporting
- DEFRA (Department for Environmental, Food and Rural Affairs)
- Ecoinvent Emissions Database
- EEIO Factors
  - Carnegie Mellon University
  - US EPA
Baseline Emissions Footprint

EMISSIONS METHODOLOGY – INCLUSIONS WITHIN CURRENT NUMBERS:

Scope 1 Sources included in the inventory are onsite (or “stationary”) natural gas combustion and mobile fuel combustion from leased and owned vehicles. Excluded from the inventory are fugitive emissions of refrigerant gasses.

Scope 2 Purchased electricity was the only identified emissions source within Scope 2. The GHG Protocol Scope 2 guidance allows for 2 alternative methodologies:

- The location based method has been used reflecting the average emissions intensity of grids on which energy consumption occurs.

Scope 3

- **Category 1: Purchased goods and services**
  - Includes all upstream (i.e. cradle-to-gate) emissions from the production of food related goods purchased or acquired by Aramark in the reporting year. The range of goods and services included in this category will be expanded in future calculation years. Emissions from the transportation of purchased products from a Tier One (direct) supplier to Aramark (in vehicles not owned or controlled by the reporting company) are accounted for in category 4 (Upstream transportation and distribution). Food and beverage make up the largest component of this category and as such has been the focus in the base year calculation.
  - Aramark has used the spend based method for this first emissions / inventory calculation.
  - Aramark has begun analysing weight data, such that future emissions / inventory calculations will, where possible, include weight data via the average-data method.
  - Aramark has also begun working with its Tier One suppliers and will begin incorporating supplier-specific data.
Baseline Emissions Footprint

• **Category 3: Fuel and energy related services** – This relates primarily to transportation and distribution losses.

• **Category 4: Upstream transportation and distribution**
  - Transportation and distribution of products purchased in the reporting year between Aramark’s Tier One suppliers and our operations, or between our operations in vehicles not owned or operated by Aramark. Outbound logistics services purchased by Aramark are categorised as upstream because they are a purchased service.
  - For our base year calculation, we have assumed that 10% of our purchased goods and services’ emissions calculation will equate to the emissions from transportation activities related to transporting the goods to Aramark’s locations and between Aramark locations.

• **Category 5: Waste** – Includes emissions from third-party disposal and treatment of waste generated in Aramark’s owned or controlled operations in the reporting year.
  - We have utilised the waste-type-specific method, which involves using emission factors for specific waste types and waste treatment methods.
  - The base year excludes emissions from disposal of both solid waste and wastewater which will be included in future years.
Baseline Emissions Footprint

• **Category 6: Business travel** – Includes emissions from the transportation of employees for business related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars.
  - We have used the distance-based method, which involves determining the distance and mode of business trips, then applying the appropriate emission factor for the mode used where possible.
  - Elsewhere, we have used the spend-based method, which involves determining the amount of money spent on each mode of business travel transport and applying secondary (EEIO) emission factors.

• **Category 7: Employee commuting** – includes emissions from the transportation of employees between their homes and Aramark’s offices or our clients’ offices. Emissions from employee commuting may arise from car, bus, train or cab travel.
  - Where appropriate, we have used the average-data method, which involves estimating emissions from employee commuting, based on average (e.g., national) data on commuting patterns.
  - We will in future years supplement the above with employee travel surveys which involves collecting data from employees on commuting patterns (e.g., distance travelled and mode used for commuting) and applying appropriate emission factors for the modes used using the distance-based method.
Baseline Emissions Footprint

EMISSIONS METHODOLOGY – INCLUSIONS STILL TO BE QUANTIFIED IN FUTURE INVENTORIES:
The majority of Aramark’s emissions arise from upstream activities. However, there are some downstream activities that are material and need to be quantified from a carbon perspective and require more analysis:

- Catering operations – food is prepared and consumed within client sites in the majority of instances. This requires Aramark to utilise our clients’ premises and kitchens. Facilities management activities – these are predominantly service based – reception, cleaning etc undertaken on client sites.
- Category 11: Use of sold products – to be quantified.

EMISSIONS METHODOLOGY – EXCLUSIONS:
The following are notable exclusions within Scope 3:

- Category 9: Downstream transportation and distribution.
  - The majority of Aramark’s transport emissions are within category 4 due to the nature of Aramark’s activities.
  - Hence category 9 emissions are not material and excluded.
Our Commitment to Net Zero
In order to continue our progress to achieving Net Zero, we have mapped out and planned a number of positive actions in order to achieve the following carbon reduction targets:

- **24%** absolute reduction in emissions by 2025 from 2019 baseline levels
- **51%** absolute reduction in emissions by 2030 from 2019 baseline levels
- **70%** absolute reduction in emissions by 2035 from baseline levels
- **81%** absolute reduction in emissions by 2040 from baseline levels
- **88%** absolute reduction in emissions by 2045 from baseline levels
- **91%** absolute reduction in emissions by 2050 from baseline levels

Note: Aramark is currently calculating its September 21 carbon footprint. This is likely to be lower than 2019 given COVID-19. The above graph has assumed the same activity levels as 2019.
Aramark will utilise accredited carbon offset projects verified by organisations such as Verra and Gold Standard. Earlier projects will be based on renewable projects, as well as carbon avoidance projects. These will be replaced with carbon removal and nature based projects, as well as projects specifically related to farming such as regenerative farming projects.

As Aramark develops its global science-based targets and we make progress implementing reduction strategies, we will continue to evaluate and update this glide path, while ensuring net zero emissions in Northern Europe by 2050.

Following the agreed carbon emissions reduction program, coupled with an offsetting strategy, will result in the following net zero glide path:
Our Carbon Reduction Plan
Our Emissions Reduction Plan

As a responsible business, Aramark has for many years had a focus on the environment and reducing its carbon emissions. In order to drive this to the next level, we engaged the services of Sustainable Advantage to advise the Aramark Board on global best practice within ESG and more specifically on carbon reduction. We have a detailed carbon emissions reduction plan, the key actions of which are summarised below:

**SCOPE 1: TRANSPORT (OWNED AND LEASED VEHICLES)**
- Move diesel and petrol owned and leased vehicles to electric vehicles (EV) as soon as is practical.
- Provide driver training on how to drive more efficiently, so as to reduce emissions.
- Install telematics, where feasible, to gather granular data on driver performance, to issue further guidance.

**SCOPE 2: ELECTRICITY**
- All renewing electricity contracts will be procured from renewable or low carbon sources.
- Energy efficiency guides will be issued to all site employees to facilitate positive behavioural change. Green champions at each site will be gathering up to date monthly energy performance data to provide feedback.
- Energy surveys will be undertaken at sites to identify capital expenditure opportunities.
- Energy champions are being appointed across the business to gather ideas from colleagues across our organisation. These ideas will be collated and shared, supplemented by what we consider to be best practice within the catering industry, but also looking cross-industry and internationally.
- We are ensuring that energy efficiency stats from various products are incorporated into capital spending decisions.

**SCOPE 3: CATEGORY 1: PURCHASED GOODS AND SERVICES**
- Meat based ingredients have carbon emissions up to 20 times plant-based alternatives.
- Aramark has already begun moving towards a higher % of plant-based meals. We are changing recipes, increasing the mix of delicious, plant-based and environmentally sustainable dishes, that are based on 50 key ingredients.
- As an example, palm oil farmed in unsustainable ways causes massive environmental damage, mostly in the form of large scale deforestation. Aramark has made huge strides already in working with certified sustainable palm oil producers.
- We have and will continue to expand our supplier vetting program to work with suppliers who have a focus on carbon reduction within their activities.
- We have begun working with our clients to share information on eating trends and how menus could be shaped to cater for these changing tastes whilst also helping deliver reduced emissions.
• Aramark has begun an evaluation project to identify, per food waste category, where the source/origin of each ingredient is. Where feasible, a preference to UK suppliers will be given to reduce international freight and hence carbon.

• In order to calculate our emissions from transportation and distribution, we need to collect granular data from a considerable number of suppliers.

• We have begun the process of engaging suppliers on the distances our raw materials travel and via what mode.

SCOPE 3: CATEGORY 5: WASTE

• Aramark already follows the waste hierarchy where a preference is given in order to:
  - Reduce the waste generated
  - Re-using/recycling as much as possible
  - Residual general waste to be incinerated in order to limit the volume of waste that goes to landfill

• Software is being trialled that tracks and manages food wastage – indicating possible changes to menus and portion sizes.

• Employee training programmes will be rolled out to provide clear, consistent training and information to minimise waste and maximise recycling.

• In order to divert food waste from ending up in landfill, we have arranged separate collections for food waste which are sent to anaerobic digestion plants. Biogas is produced which is then converted into biomethane (also called green gas or renewable gas) which can be sold commercially.

• We track the disposal methods of our various waste streams and encourage our waste management companies to change suppliers who send waste to landfill.
COVID-19 has taught us that video conferencing tools such as Teams and Zoom can very successfully host meetings. We are encouraging our teams, as our economy returns to normal and things open up, that we continue to embrace this technology to limit travel.

- Where travel is required, we will prioritise carbon reducing travel modes, choosing rail over air and cars.

We recognise that we can’t massively influence what modes of travel our employees use. That said we need to do all we can to encourage them to join us on our sustainable journey.

- We have sent a travel survey to each and every one of our employees to understand how they currently get to and from work.
- We have already put in place and will extend these initiatives to include:
  - Cycle to work schemes
  - Encouraging carpool arrangements
  - Providing information on public transport alternatives
  - Installing Electric Vehicle (EV) charge points at our office locations
  - Paying favourable mileage reclaim rates to EV vehicles.
Aramark engaged Sustainable Advantage, a leading Net Zero consultancy to work alongside Aramark to deliver meaningful progress. A number of initiatives have already begun, most notably:

**RENEWABLE ENERGY CONTRACTS**
We have contacted each of our energy suppliers, identified the contract end dates and as these have been renewed we have begun converting the electricity contracts to green / renewable tariffs.

**REDUCING ENERGY CONSUMPTION**
We conducted a number of energy surveys and identified some minor capital spend projects that would help reduce our energy consumption such as the installation of LED lighting.

**MOVING TOWARDS EV**
We have begun the process of replacing diesel and petrol vehicles with EV’s, as leased vehicles come to the end of their contracts.

**MOVING TOWARDS MORE PLANT-BASED ALTERNATIVES**
We have hired experts within the field to help us change menus, offering clients the same great taste but with more plant-based choices and varying the meat mix so that we move towards meat choices with a lower carbon footprint.

We will shortly be updating our Net Zero report with our September 2021 updated emissions stats.
At Aramark Northern Europe, we will continue to move towards operating practices that have a positive impact on people and planet for decades to come – no small feat, but nothing we intend to shy away from. Our work in this regard will range from investing in ESG and Carbon-tracking resource and expertise, providing business-wide Sustainability training, adoption of sustainable policies and solutions, implementation of accessible tools and guides to ensure best practices reach our frontlines, and so much more.

Net Zero is a critical step on our journey to a sustainable future, and I’m delighted to endorse the roadmap and commitments outlined in this pledge. However, I will also commit to constant interrogation and revision of these commitments, particularly as new information, new technology, new supplier practices, and new ways of working come to light.

We are proud to align with the commitment to science-based targets that Aramark is making on the global stage, and our efforts will ensure that our Northern Europe operations align in support of the momentous, shared challenge ahead.

If it is right by people and the planet, it will surely be right for Aramark and I look forward to the challenge ahead.

Frank Gleeson
President and CEO,
Aramark Northern Europe