Charlie Bigham’s
Impact Report 2021
Welcome to the Charlie Bigham’s 2021 Impact Report.

Creating delicious food has always been our number one priority. Since our launch in 1996, we have strived to do that whilst also doing the right thing – for our people, our community, and the environment. Our ambition has always been to create a company that, built on solid foundations, would stand the test of time. Working as a team, we have achieved much to be proud of in the last 25 years.

The Covid-19 pandemic has challenged us all. Keeping our people safe while ensuring that our customers were able to continue enjoying a freshly prepared, hot meal became our guiding mission, and we are immensely proud of the resilience and dedication demonstrated by our colleagues throughout the pandemic.

Our world is changing at a rapid pace. Every ingredient in our dishes, every box, every piece of packaging we use, comes from nature and depends on a stable climate. The future of the global food industry rests on our collective ability to find solutions to the climate crisis and the associated issues of biodiversity loss, water scarcity, and soil erosion.

As a company, we’ve never been afraid to stand out, challenge ourselves, and do things differently. Eschewing plastic for wooden boxes was a long and complex journey 15 years ago, but it was the right choice. Opting to build our Somerset kitchen in a disused quarry instead of a greenfield site was another way of leading through purpose. Our commitment to becoming a beacon business is what inspired our decision to become a B Corp in 2020, joining the thousands of companies around the world who believe in using business as a force for good. In doing so, we committed ourselves to being accountable, not just to shareholders, but to all stakeholders.

We have always played an active part in the community and supporting artisans and small producers is important to us. Through our continued sponsorship of the Wells Food Festival, in 2020, when the event was forced online during lockdown, we supported producers by giving them an online platform to continue trading, and promoted their products as part of our hamper giveaways.

“We have always played an active part in the community and supporting artisans and small producers is important to us.”

In the following pages, you’ll read about our ongoing support for charities that are close to our heart and why we’re so proud to be a Certified Great Place to Work.

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We were heartened by our initial B Corp score of 83.2 (see pg 4), but we have never been a company that rested on our laurels. Using the B Corp framework, we are challenging ourselves to be better in every area. We have worked with external experts this year to assess our material issues and review our fundamental purpose, which remains the creation of delicious food. Next year, we will develop our strategy, benchmark our performance against our peers, and set targets in all key impact areas. Just as thousands of people trust us to deliver a delicious meal with nothing hidden on the label, this report, and the ones to follow, will share our progress openly and honestly.

As we look ahead to the next quarter century, it is clear that we need to move at pace and push ourselves even harder if we’re to become the beacon business we aspire to be.

We’re hugely excited by our journey – we hope you are too.

Charlie Bigham, Founder & Patrick Cairns, CEO
Company overview

When Charlie started our company from his kitchen table nearly 25 years ago, he had one ambition: to create a brilliant food business that would stand the test of time. And from the start, that has meant working extra hard to look after our people, our community, and the environment.

Bigham’s is still an independent family business and has always been an active part of the community – first in the Park Royal area of London where we still have a kitchen, and since 2017 in Wells, North Somerset. We are a Certified B Corp and have been named a Great Place to Work by the independent organisation Great Places to Work.

We have been based in Park Royal in North West London, and part of the community there, since we started making food more than 25 years ago.

We moved into our current kitchen in McNicol Drive in 2006. This is also our Innovation Centre – where all our new dishes are developed under the watchful eye of Charlie and our experienced chefs, some of whom have been with the company for over 17 years.

Work to expand the site kicked off this year. Both our dispatch and storage areas are being increased and we have added a green roof and a terrace where colleagues can eat their lunch, or take a well-earned break. We are also upgrading our waste recycling capability and water treatment plant as part of the works – as well as installing solar electricity panels.

Our purpose-built Somerset kitchen sits in a disused quarry, land that had previously lain untouched for 25 years.

It was important to us to avoid converting Greenbelt land into industrial land. Four years on, we have helped to improve local wildlife by rewilding 22 acres of surrounding countryside. We have also brought much-needed manufacturing jobs to the local area.

The building itself is specifically designed to work with the land, minimising use of energy and resources. We use motion-sensor LED lights across the site, all refrigeration is hydrocarbon-free, and breathable air vents mean we don’t need air conditioning, saving 40kWh of energy per year. We only buy electricity generated by 100% renewable sources and have our own 320kWh solar panels on the roof. There is also a bespoke water treatment plant onsite that ensures all the water we use is cleaned before it is discharged into the river.
“A little bit better, every day, every week, every month and every year…”

Charlie Bigham, Founder

B Corp - Business as a force for good

B Corps are companies that use the power of business to build a more inclusive, sustainable world.

This has always been part of who we are as a company, but we were incredibly proud to be awarded B Corp certification in 2020.

Being recognised as an organisation using business as a force for good was a wonderful milestone, but it doesn’t end there. We want to keep getting better and better. We’re looking forward to renewing our B Corp Certification in 2023 and we’ll be reporting on our impact each year from now onwards.

B Corp is a global collective of over 4,000 businesses that all believe in using business as a force for good. To become a B Corp requires businesses to demonstrate high social and environmental performance, make a legal commitment by changing their articles of association to be accountable to all stakeholders, not just shareholders, and exhibit transparency by publishing performance information.
All life depends on the natural world. Every one of our ingredients comes from nature - so we need to take care of it, for the here and now, and also for the generations to come.

As a business, we’ve always tried to do the right thing, but we know there is more to do. In 2021, we’ve been measuring and assessing our environmental impacts, with a view to developing a comprehensive strategy and set of targets in 2022. In the coming year, we will also recruit a sustainability manager to lead our environmental work. They will work closely with the leadership team and develop our strategy, set targets, and create an action plan.
We started using wooden trays 15 years ago because we felt it was incongruous to be making lovely food and selling it in plastic containers.

However, finding a viable alternative to plastic wasn’t a quick or easy process. Charlie reached out to a family business in France that made cheese boxes from PEFC-certified poplar. This was the first step of many to come. Once we established that the wood was food-safe, it had to be tested to make sure it wouldn’t catch fire in the oven. Next came the search to find a glue that wouldn’t melt. The now distinctive Bigham’s wooden trays took a long time to perfect, but we’re proud of them.

‘In 2022, we’ll be working with an anaerobic digester operator to investigate whether our wooden trays could be included in kerbside food waste collections.’

130m plastic trays avoided in 15 years

100% of our wooden trays are PEFC certified
Reduce, reuse, and recycle

The best way of dealing with waste is not to produce it in the first place.

Reusing resources is the next best option, and while many of our customers tell us that our wooden trays and ceramic pots find new homes in the garden as seedling trays and plant pots, they can’t be reused by Bigham’s for food for safety reasons.

After reuse, the next best option is to choose materials that are easily recyclable.

- Cardboard sleeves & boxes can be recycled with everyday household paper and cardboard.
- Plastic film can be recycled with carrier bags at larger supermarkets.
- Foil can be recycled with everyday household metal packaging.

“We encourage our customers to reuse and recycle through our marketing and on-pack information.”

Preventing food waste

We believe our food is too good to waste, especially when there are people in the UK who regularly go hungry. That’s why we partner with charities such as City Harvest to ensure that all surplus food and ingredients are redistributed.

Read more on page 26
Bigham’s has been buying renewable energy for the past 15 years. At our Quarry Kitchen in Somerset, we were able to design a building from scratch that had energy-saving mechanisms built in.

The Quarry is around 25% more energy efficient than our older kitchen in London, thanks to its LED lighting and more efficient refrigeration and cooking equipment.

In 2019, we installed solar panels to the roof of the Quarry that generate 320,000 kWh of electricity per year. The remaining electricity we source from renewable sources.

“We also invested in three free-to-use electric vehicle (EV) chargers to encourage the uptake of electric cars”

Work to install more solar panels at the Quarry will be carried out during 2022. Once complete the new panels will generate an additional 1.5% of our electricity. This year, we also installed more motion-activated light sensors into our plant rooms and invested in three free-to-use electric vehicle (EV) chargers to encourage the uptake of electric cars.

In our London kitchen, we replaced the air compressors we use to power our equipment with variable speed versions that are 10–15% more energy efficient.

We also switched our ceramic pots from white clay to red clay. Another example of a small change making a big difference – red clay only needs to be fired once, so uses 50% less energy.

In 2022, we’ll investigate the feasibility of installing solar panels at our London kitchen. We’ll also look at how resource issues, such as water and energy use, can be built into our procurement decisions.
03 | CARBON EMISSIONS

The food system is carbon intensive and depends on a stable climate. The future of the food industry depends on finding solutions to the global climate crisis and associated issues such as water scarcity and biodiversity loss.

Like all UK businesses, we will need to contribute to the UK’s target of net zero carbon emissions by 2050. As a first step towards being able to set a meaningful, science-based target for reducing our own emissions, in 2021 we commissioned a carbon footprint assessment from an independent specialist.

In 2022, we will develop our new sustainability strategy. This will include setting targets for carbon reduction, including our value chain (Scope 3) emissions.

04 | REDUCING MEAT CONSUMPTION

With a third of people trying to reduce red meat in their diet and 20% trying to reduce their intake of chicken¹, we will continue to promote our range of eight veggie recipes.

In 2022, we will launch five new dishes in our vegetarian range. We will continue to monitor the trends and work with our retail customers on how we can best serve shoppers in the coming year.

¹ *Ci Usage and attitude study April 2022

‘If you’re in food production, you’re very close to nature, and everyone has a significant part to play in the amount of carbon we’re producing’

Patrick Cairns, CEO
We monitor water usage in our kitchens

05 | WATER

Water is a precious resource. We have a responsibility to use only what we need and to ensure that the water we use is properly treated before we discharge it into waterways.

We monitor our usage at both our kitchens, and will set a water reduction target once our sustainability manager is in post.

Both of our kitchens have on-site wastewater treatment plants that clean the water we use before discharging it back into the local river. At our London kitchen, work has begun to install a new, high-capacity water treatment unit which will be fully operational by December ‘22.

Not all the water we use is visible. Embedded water refers to the water that’s used in our supply chain - for example, for the growing of crops and the production of beef. In 2022, we’ll be investigating our Scope 3 water footprint in more detail, and setting appropriate targets.
We rewilded 20 acres around our Quarry Kitchen and visitors are frequently enchanted by the natural beauty of the site.

However, we know that biodiversity is about more than our own backyard. Our biggest impacts on the natural world will be in our supply chain, and in 2022 and 2023, we will investigate those impacts in more detail.

‘I think businesses can get stuck worrying, ‘that will be too difficult, too expensive’, but I’m not afraid of taking a risk. I decided we’d just do it, and worry about the problems later’

Charlie Bigham
07 | SUPPLY CHAIN

We have a passion for proper food and believe that part of the joy of a great meal comes not just from the taste, but from knowing that it has been prepared with consideration and care.

Freshness is key to the deliciousness of our meals and we care deeply about quality and where our ingredients have come from. Any Charlie Bigham’s recipe will only use ingredients where the end-to-end supply chain is traceable, even back to the feed.

In practice, this means working closely with suppliers who are primarily based in the UK and Europe, and forming long-term relationships built on mutual trust and shared values. We know that the majority of our environmental impacts will come from our supply chain. As we continue our B Corp journey, we will continue to focus our attention on assessing those impacts and working closely with our supply chain partners to minimise them.


define: Produce

Our entire global food system depends on the health of our soil. By 2024, we will only source our fresh produce from suppliers who adhere to the LEAF (Linking Environment and Farming) standard. This year, we have been briefing our suppliers to help them prepare for this change.


define: Palm oil

Palm oil can be hugely destructive to the environment, if it’s not ethically sourced. This year, we reviewed the pros and cons of removing palm oil from our pastry and replacing it with butter. Following our assessment, we have instead switched to 100% RSPO Segregated Palm Oil. While part of this decision was cost-based, we also see the value in supporting rural economies producing sustainable palm oil.

‘We have switched to 100% RSPO Segregated Palm Oil’


define: Worker welfare

We believe that everyone has the right to be treated equally and with respect. In 2021, all Bigham’s suppliers signed our Code of Conduct. More than 95% of our suppliers are linked on Sedex, an online platform that helps us monitor our suppliers’ ethical and environmental performance. We also use Sedex to run risk assessments as the platform flags any suppliers that have had major non-conformances in an ethical audit, or those operating in high risk sectors or geographic regions.

‘More than 95% of our suppliers are linked on Sedex’


define: Animal welfare

It is important to us that we understand where all our ingredients come from and how animals used in our supply chain have been treated.

We use only fully traceable British beef, and stipulate that cows are grazed outside for a minimum of 120 days a year. We do not work with any suppliers who cull male calves at birth or export them for slaughter.

All our meat is Red Tractor certified. However, we believe in higher welfare conditions for animals and are working towards improving standards for chicken, pork, and dairy. By 2023 all our ham and bacon will be outdoor bred and RSPCA Assured. Continental pork products will be certified to Red Tractor equivalent by 2023, with further welfare certification standards achieved by 2025. By 2026, we will use only Good Dairy Award assured milk. In 2022, we will formalise our fish sourcing policy.
We’re passionate about food – and so are our customers.

We know that they cook from scratch most of the time, but they’re not willing to compromise on quality when they fancy a night off – and neither are we.
We’re obsessive about the quality of our food.

We place an emphasis on using fresh, delicious ingredients, and we only use additives when no other option is available.

Each week we hold a brand tasting meeting to check on quality, discuss ingredients and opportunities for improvement. Our monthly Delicious Food meeting is an opportunity to dig deeper and challenge ourselves to make improvements. Then, each quarter, at our Brand Strategy meeting, we review our entire range.

Listening to customers

We love hearing from our customers, regardless of whether it’s positive or negative. Great feedback is always good to hear, but if customers have an issue, we want to hear about it. Our average response time for all enquiries is 2.5 hours, but if customers call direct, they often get straight through to our colleague Alice, who is always happy to help.
Listening to our customers means that we’re able to continue to deliver the food they love.

The journey from the ideas board to the shelf is a long and considered one. We know our customers love the familiarity of our dishes. We specialise in recipes that are known, loved, and difficult to cook from scratch at home.

Our team of chefs develop recipes based on insight we gather from the market, as well as the invaluable feedback and requests from our loyal customers. Charlie and the food team taste each dish, the recipe is developed further, then tasted weekly, until Charlie and the team are satisfied that we have created a dish that is delicious and good value for money.

This year we launched eight new dishes. In 2022, we will launch twelve new dishes, including five in our vegetarian range.

‘In 2022, we will launch twelve new dishes including five in our vegetarian range’
When Charlie started Bigham’s, he set out to make proper food with proper ingredients, made in a kitchen by people who care – not ‘operatives’ in a factory.

People are at the core of everything we do and we are immensely proud to be a Certified Great Place to Work.

“At some point in the murky past, manufacturers began building one door for the people who work in the office, and another for everyone else. At Bigham’s, we only have one front door.”

Patrick Cairns, CEO
There are 760 people in our team: 460 at the Quarry in Wells, Somerset, and 300 in London.

79% of our colleagues work in our two kitchens, with the remaining 21% making up what we call our Support Team (what others might call their Head Office team – we think it’s the job of everyone in the office team to support our core function as a business: making delicious food).
**Pay & Benefits**

We believe in paying people fairly for the work that they do.

We’re committed to being in the top 25% of pay, benchmarked against comparable roles and companies. This year, we took the first step towards that goal when we began benchmarking each role within the company. In 2022, we will review the skills and competencies of each role and select the most appropriate industry benchmarking tool ahead of setting a formal target.

Everyone in our team shares in our success through our bonus scheme. In 2021, 96% of the team received a bonus. The remaining 4% were new joiners who were not yet eligible for the scheme. We recognise the value of an established and trained team of people, and that’s why we celebrate long service with our growth shares. Growth shares are issued to people on their two-year and five-year anniversary, and every five years after that.

Someone who has been part of our team for two years will receive £200 of growth shares, while someone with 10 years at Bigham’s will have received £1,700 worth of growth shares. These shares, which increase in value if the company does well, can be retained or sold back to the company.

1 This figure is linked to the Gender Pay Reporting 2020-2021 tax year, and not the Bigham’s financial year.

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**Training & Development**

We want everyone who works with us at Bigham’s to have the opportunity to reach their full potential. This year, we invested in over 13,000 hours of training for our colleagues. 2,993 hours was formal face-to-face and online classroom training delivered via our Academy, which welcomed 844 learners during the year. The remaining 10,093 hours was on-the-job training.

**Management training**

All team leaders and first-line managers participate in our Front Line Leader programme. It is delivered internally by our Academy team, with contributions from in-house functional experts. It is the equivalent of an NVQ Level 3.

Our Manager Development programme is aimed at more experienced managers and focuses on leadership. It is delivered by external providers. This year, 35 delegates completed over 900 hours of training as part of the programme.

**Apprenticeships**

As a growing business, we’re preparing for the future and investing in the next generation of specialists. This year, 10 people in the support team enrolled on apprenticeships to develop their functional expertise in learning and development, HR practice, and performance improvement. Two school leavers also joined Bigham’s as apprentice engineers, working towards Level 3 qualifications.

In 2022, we will introduce a new Level 2 apprenticeship programme for our kitchen team.
Gender diversity

Our median gender pay gap for 2021 is 6.9%. While this is almost half that of the UK as a whole, it’s not good enough for us. We have work to do to close that gap, particularly in management roles. We are confident that the changes we have made to shift patterns along with the introduction of targeted coaching and development for all colleagues will help more women progress into team leader roles.

Gender diversity breakdown:

- **ALL COLLEAGUES**
  - Male: 64%
  - Female: 36%

- **TEAM LEADER**
  - Male: 71%
  - Female: 29%

- **MANAGER**
  - Male: 29%
  - Female: 71%

We will be reporting on our progress in next year’s report. Our full gender pay gap report is available here.
ENGAGEMENT

We want everyone who works here to feel part of Bigham’s success. That’s why our teams meet regularly, in-person and virtually, to share business updates, discuss plans and celebrate wins.

COMMS MEETINGS

Each week, colleagues from the office-based team participate in the Comms meeting. Focussing on business performance, sales, quality, and customer feedback, the meetings help set the priorities for the week.

CAFÉ BRIEFINGS

Each month, our founder Charlie and CEO Patrick hold a café briefing for our kitchen teams in London and the Quarry. Part of our commitment to make sure that everyone feels informed about what’s happening in the business.

COUNCIL MEETINGS

We want everyone to be happy in their job and to contribute to making us a Great Place to Work. Bigham’s Council is a forum for elected representatives from the kitchen and support team to meet, share their feedback and talk about how we can improve.

There is a Council at each of our kitchens. They meet monthly, and the agenda is set by the Council members. Minutes of all meetings are published and displayed on noticeboards. Each Council also has a budget for supporting local community events such as school fêtes.
Our Quarry Kitchen is open 24/7 and so our colleagues work in shifts. In early 2021, we received feedback that the existing shift pattern at our Quarry Kitchen wasn’t a great fit for everyone.

We held focus groups with our colleagues and sent out a survey to understand more about the challenges – and what we might do about it. Using the insight from our colleagues, in April 2021 we launched a range of new working patterns at the Quarry Kitchen. At the same time, we introduced fully paid breaks for the team to ensure people are paid for the whole time they are at work, even when resting.
Engagement & satisfaction

We’re proud to be named as one of the Great Places to Work by the independent organisation Great Places to Work.

We want all colleagues to feel valued and respected and that begins with listening. While we encourage open, in-the-moment discussions, we also survey our colleagues twice a year. In July 2021, 84% of people said that they are proud to tell people they work at Bigham’s, an increase of 2% from February 2021.

Our trust index for 2021, as measured by Great Place to Work, was 73%. Our goal is to achieve 77% in 2022.

Living our values

Every month we celebrate those people who demonstrate our values, by crowning them our King or Queen of the month.

Colleagues nominate each other by telling us why they deserve to be treated like royalty for the month. Everyone who is nominated receives a voucher to use in our café, and the person crowned gets to use the café for free for an entire month.

King and Queens are nominated 3 key values: Bringing Real care and Attention, Bringing Extraordinary and Bringing People Together.
TEAM – 2021 IMPACT REPORT

Thank you.
Thank you for listening.
Thank you for caring.
Thank you for your hard work.
Whatever the context, everyone likes to feel appreciated. While we think we’re pretty good at saying it, we wanted to find a way of expressing our appreciation that went beyond words.

In 2021, we introduced thank-you cards that colleagues can send to one another. Colleagues shared over 200 thank-you cards this year. In 2022, we’ll be investigating online cards.

Our Kitchen Excellence Program rewards teams for their performance in manufacturing practice and materials use. Each month, the team with the best result wins a night out. Although nights out weren’t possible during the Covid-19 pandemic, the programme continued and teams deferred their events.

“...It was so enjoyable to finally be able to come together as a team across both Goods In and Despatch. On the night, we celebrated our achievements, and we are looking forward to taking more of our team nights out.”

Alfron, London

Thank you cards

Charlie Brigham’s
Name: ____________________________
Team: ____________________________
Date: ____________________________
Thank you for: ____________________________
From: ____________________________

Respect          On trend
Collaborative    Fun
Passion & Pride  Unique & Fruity
The health, safety and wellbeing of our colleagues is our top priority. We strive to make sure that our policies, procedures, and ways of working support good physical, emotional and mental health and wellbeing.

We support wellbeing in several ways. For example:

**MENTAL WELLBEING**
- We have introduced mental health first aiders and mental health champions.
- We have an Employee Assistance Program for colleagues and their families, including face-to-face counselling.
- We have raised awareness through workshops and information campaigns, such as webinars on managing stress and resilience.

**FINANCIAL WELLBEING**
- We have developed a benefits package designed to help people’s wages go further with discounts at hundreds of high street retailers, including supermarkets, restaurants, cinemas and on holidays and family days out.
- We also have a subsidised café and every member of staff has access to our famous “take-home fridge” - so that they can take a free meal home at the end of their working day.

**PHYSICAL WELLBEING**
- We encourage people to walk and cycle to work and, through our Councils, we fund football and cricket teams.
- From April 2022, we will introduce healthcare for all colleagues, including 24-hour access to a GP service, cashback on dental and optical treatment, and money towards prescriptions.
- We will also develop an active wellbeing calendar with events and seminars throughout the year.
As a business, our focus and passion is making delicious, fresh food. We believe that food does more than just nourish the body – it also helps to bring people together in families, communities and workplaces.

We feel it’s our duty to do all we can to help the friends and family of our team, the local community, and the charities that are close to our hearts, all while treading as lightly as possible on the planet.

‘Business is a force for good in society - and we’re trying to be a business that does things the right way’

Patrick Cairns, CEO
The Bigham’s Foundation

The charities we support through the Bigham’s Foundation are all driven by the desire to make a tangible, measurable impact on the lives of others. We donate 2% of our profits (after tax) to the Foundation. This year, that was £125,099.

City Harvest

City Harvest is a London based charity with a mission to reduce food insecurity and protect the planet by providing surplus food to those who might otherwise go hungry. They provide delicious ingredients and meals to food banks, homeless shelters, soup kitchens, schools, and other community-based organisations.

Bigham’s has supported the charity since 2015, helping to nourish thousands of people across London experiencing food poverty. Over the last six years, we have donated over 10,000 meals and surplus ingredients and donated £149,000 to help the charity continue their vital work. We also donated two of our retiring vans from the fleet.

Our contribution in 2021:

- 7,228 meals delivered
- 3 tonnes of food donated
- 11.5 tonnes CO₂e emissions prevented

In 2022, we will continue our support of City Harvest, donating food and funding to help ensure that everyone has access to quality, fresh food.

“City Harvest is an incredible charity enabling us to offer food made with amazing, fresh ingredients that are perhaps out of reach for a lot of people and we’re passionate about making good food accessible to everyone”

The Soup Kitchen, Camden, London
Chefs in Schools is a London based charity on a mission to improve eating habits and child health, by sending chefs into schools to train kitchen teams. Bigham’s has supported the charity since 2020.

In 2021, Bigham’s donated £12,900. This was raised through the sale of tickets to a live cook-along at the Wells Food Festival, and match-funded by Bigham’s. The funding has helped fund their Hackney School of Food, where they teach chefs of all ages and abilities. In addition, we donated 1,200 puddings for the Christmas hampers the charity distributed to families facing deprivation.

In 2022, we’ll be working with the charity to bring their expertise to a local Somerset school. We also plan to increase funding by around 40%.

“Your donation was a significant contribution towards our core costs, but more than that, your passion and enthusiasm for our mission and the publicity support through the banquet, were all key drivers for us in a challenging year”

Naomi Duncan, Chefs in Schools, Chief Executive
Wells Food Festival

The annual Wells Food Festival is a showcase for the South of England’s best artisan producers and a magnet for food lovers. In October 2020, Covid-19 restrictions sent the event online. With Charlie Bigham’s as headline sponsor, the event became England’s biggest virtual food and market festival.

The festival took place on Sunday 11 October and featured over 150 artisan food producers. The pandemic was a challenging time for many small businesses who would usually rely on markets and other face-to-face events, so we set up a website to enable those without an existing online presence to continue selling their products.

We also created free prize draw hampers that we promoted via our packaging and marketing materials.
Bigham’s Banquet

The festival kicked off with a livestreamed cook-along. Hosted by food critic William Sitwell and Charlie Bigham, the Bigham’s Banquet featured renowned chefs Mark Hix, Thomasina Miers, Henry Harris, Merlin Labron-Johnson and Bigham’s head chef Rupert Willday.

For a ticket price of £20, each cook-along participant received a Bigham’s goodie bag with an apron, a Wells Food Festival tea towel, a banquet recipe booklet and a voucher for a free Bigham’s dish - in addition to the expert tuition.

All proceeds from the Banquet were donated to Chefs in Schools. We match-funded the event, taking the total raised to £12,900.
Based in Wells, Somerset, Heads Up works with people who are affected by mental health issues, learning difficulties and dementia. The charity provides a range of activities and services that boost wellbeing and connection, including social and therapeutic gardening, pottery, woodcraft, cookery, exercise, arts and crafts, and social groups.

Heads Up

C was referred to Heads Up from the Community Mental Health Team at the start of the pandemic. She was lonely, anxious and isolated, with no family or friends nearby to support her. She was visited twice-weekly by their outreach staff, who were able to monitor her mental health and wellbeing, accompany her to medical appointments, collect prescriptions, and help with budgeting, shopping and cooking.

This included:
- Supporting 48 isolated clients through telephone support, regular visits, food parcels, and activity packs.
- Employing two additional staff members
- Refurbishing an office space to allow for Covid-safe face-to-face groups
- Hosting a pamper day for 32 carers
- Launching Cupcakes and Company, a weekly opportunity for people to chat and get advice in a supportive environment

When Heads Up was able to re-open to groups, C started attending a creative session once a week. This allowed her time to socialise and meet others in a safe environment. Her confidence grew and her wellbeing improved.

Our donation helped support 104 local people during the Covid-19 pandemic when the charity had to adapt their services from face-to-face groups to a blend of remote support and one-to-one visits.

In 2022, we will be donating £30,000 to Heads Up to enable them to continue their important work in the community.
Diversity Voice

Somerset based charity, Diversity Voice champions intercultural understanding through social and cultural events and provides translation, interpretation and language support services as part of their mission to create equality for all.

Bigham’s donation of £16,875 enabled the recruitment of a new Portuguese-speaking community worker. The new member of the team is now working one-to-one with around 10 people each week who need language and cultural support to negotiate issues such as housing, social problems, immigration help and job seeking. The funding also supported the salary costs of the CEO and the charity’s ongoing income generation initiatives.

In 2022, we will announce a new partnership with Beyond Food, a charity that helps vulnerable people into employment within the hospitality sector. Working together, we plan to offer thousands of work placements and work experience opportunities over the next few years. We will also help with fundraising and volunteering.

Beyond Food

1 new Community worker supporting 10 people each week
Volunteering

Volunteering is a fantastic way to feel more connected to the community and this year, we held our first community day. Members of the support teams from London and the Quarry volunteered 200 hours to local community projects including Heads Up, Windsor Hill Woods Retreat, Happy Landings animal shelter, and a wetland site in Yeovil.

They also took part in a litter pick on the Strawberry Line, a traffic-free route that spans mid-Somerset.

In 2022, we plan to extend our volunteering to both our kitchens and set a formal goal of donating 10,000 hours by 2027.
Bigham’s was founded on the principle of always aspiring to do the right thing. Therefore, social, environmental, and ethical issues are discussed alongside other core business topics by the senior leadership team and board.

As a B Corp, we have changed our articles of association to reflect our accountability to all stakeholders, not just shareholders. Part of that change also commits us to transparency by publishing performance information in an annual impact report.
Our stakeholders include our colleagues, customers, suppliers and the communities in which we work. Listening to people is something we take seriously. From our customer care line, to our colleague surveys, accountability begins with understanding – and understanding begins with listening.

This year, we’ve also completed a materiality exercise to identify which issues are most important to our business and our stakeholders. Guided and supported by external experts, the results will help us formulate our new sustainability strategy, which we will announce in 2022.

We hold ourselves to high standards and seek to work with people who share our values and commit to going above and beyond in the pursuit of excellence. Our Code of Ethics sets out what we expect from colleagues and all new joiners complete training in anti-bribery and corruption. Our procurement policy sets out our expectations for our suppliers.

We encourage all colleagues to speak up if they have concerns about unethical or illegal behaviour, issues of health and safety or breaches in any of our policies. For anyone uncomfortable with speaking to a team leader, line manager, or senior leader, we regularly publicise our confidential and independently managed ethics hotline.

Any reports made via the hotline are moderated, anonymised and shared with the relevant in-house lead for investigation and action. If the reporter wishes to remain anonymous, the independent specialist will also act as an intermediary for gathering of additional information. In 2021, no reports were made.
PERFORMANCE SUMMARY
### Environment

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>IN 2021 WE...</th>
<th>IN 2022 WE WILL...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food waste</strong></td>
<td>• Donated 3 tonnes of food</td>
<td>Continue our support of City Harvest, donating food and funding help ensure that everyone has access to quality, fresh food.</td>
</tr>
<tr>
<td></td>
<td>• Delivered 7,228 meals</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Prevented 11.5 tonnes CO2e emissions by working with the charity, City Harvest.</td>
<td></td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td>Installed additional motion-activated light sensors into our plant rooms.</td>
<td>Add an additional 65kW of energy from new solar panels at the Quarry.</td>
</tr>
<tr>
<td></td>
<td>Invested in three free-to-use EV chargers to encourage the uptake of electric cars.</td>
<td>Investigate how energy and water efficiency can be built into our procurement processes.</td>
</tr>
<tr>
<td></td>
<td>Switched our ceramic pots from white clay to red clay, reducing energy use by 50%.</td>
<td>Begin assessing our London kitchen’s suitability for solar panels.</td>
</tr>
<tr>
<td><strong>Carbon emissions</strong></td>
<td>Mapped our Scope 1, 2 and 3 emissions.</td>
<td>Develop a road map towards the setting of carbon reduction targets.</td>
</tr>
<tr>
<td><strong>Plant-based food</strong></td>
<td>Reviewed the trends towards plant-based foods and spoke to our retail customers.</td>
<td>Add five new vegetarian dishes to our range.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure there is always a plant-based option on the menu at our staff cafés.</td>
</tr>
</tbody>
</table>

Charlie Brigham - 2021 IMPACT REPORT
## Environment

<table>
<thead>
<tr>
<th>IMPACT</th>
<th>IN 2021 WE...</th>
<th>IN 2022 WE WILL...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>Investigated the cost of sub-metering. We decided not to pursue this, as we already have evidence that most of our direct water use comes from our kitchens.</td>
<td>Investigate ways of reducing our water usage at both our kitchens.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Investigate the embedded water in our supply chain, focusing on animals, e.g. beef, chicken.</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>Invested £11,000 to relocate bats from an unsafe, derelict building at the Quarry.</td>
<td>Set a timeline for more detailed action.</td>
</tr>
<tr>
<td>Governance</td>
<td>Committed to recruiting a full-time sustainability manager.</td>
<td>Welcome a full-time sustainability manager to the team.</td>
</tr>
</tbody>
</table>
### Supply Chain

<table>
<thead>
<tr>
<th>Impact</th>
<th>In 2021 We...</th>
<th>In 2022 We Will...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farming standards</td>
<td>Briefed our suppliers about our plan to source all produce from those adhering to the LEAF standard.</td>
<td>Formalise our fish sourcing policy.</td>
</tr>
<tr>
<td></td>
<td>Switched to 100% RSPO Segregated Palm Oil.</td>
<td></td>
</tr>
</tbody>
</table>

### Customers

<table>
<thead>
<tr>
<th>Impact</th>
<th>In 2021 We...</th>
<th>In 2022 We Will...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening to customers</td>
<td>Responded to all customer inquiries within 2.5 hours.</td>
<td>Maintain our average response time.</td>
</tr>
<tr>
<td>Innovation</td>
<td>Developed eight new dishes.</td>
<td>Develop 12 new dishes, including vegetarian options.</td>
</tr>
</tbody>
</table>
# Team

<table>
<thead>
<tr>
<th>Activity</th>
<th>In 2021 We...</th>
<th>In 2022 We Will...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening to feedback</td>
<td>Worked with colleagues in the Quarry kitchen to re-design shift patterns based on their feedback.</td>
<td>Continue to listen to feedback via our suggestion scheme and by encouraging colleagues to talk to their line managers.</td>
</tr>
<tr>
<td>Engagement</td>
<td>Achieved a 73% Trust Index rating from Great Place to Work.</td>
<td>Aim to increase our score to 77%.</td>
</tr>
<tr>
<td></td>
<td>84% of colleagues said they are proud to tell people they work at Bigham’s.</td>
<td>Aim to maintain or improve our score.</td>
</tr>
<tr>
<td>Wellbeing</td>
<td>Hosted webinars on stress management and resilience.</td>
<td>Roll out healthcare benefits for all staff.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop an active wellbeing calendar of events and seminars.</td>
</tr>
</tbody>
</table>
## Community

<table>
<thead>
<tr>
<th>CHARITY</th>
<th>IN 2021 WE...</th>
<th>IN 2022 WE WILL...</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Harvest</td>
<td>Donated £50,000 and 3 tonnes of food.</td>
<td>Continue to support City Harvest and their mission to ensure everyone has access to quality, fresh food.</td>
</tr>
<tr>
<td>Heads Up</td>
<td>Worked with the charity to understand how our support during the pandemic helped, and how future funding could support their ongoing work.</td>
<td>Donate £30,000 to enable Heads Up to continue their important work in the community.</td>
</tr>
<tr>
<td>Diversity Voice</td>
<td>Donated £16,875 to fund the recruitment of a new community worker.</td>
<td>Continue to support the charity’s work and mission to drive inclusivity through intercultural understanding.</td>
</tr>
<tr>
<td>Chefs in Schools</td>
<td>Donated £12,900 from our Wells Food Festival Banquet.</td>
<td>Aim to increase our financial contributions by around 40%. We will also explore ways of helping Chefs in Schools expand into Somerset.</td>
</tr>
<tr>
<td>Beyond Food</td>
<td>Began discussing how we might work together.</td>
<td>Launch our new charity partnership.</td>
</tr>
</tbody>
</table>
### Community

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>IN 2021 WE...</th>
<th>IN 2022 WE WILL...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteering</td>
<td>Completed 200 hours of volunteering.</td>
<td>Set a formal target of 10,000 volunteering hours by 2027.</td>
</tr>
</tbody>
</table>

### Governance

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>IN 2021 WE...</th>
<th>IN 2022 WE WILL...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materiality</td>
<td>Conducted a materiality assessment.</td>
<td>Use the materiality assessment to inform our sustainability strategy.</td>
</tr>
<tr>
<td>Engagement</td>
<td>Issued two colleague surveys (February and July).</td>
<td>Repeat the surveys as part of our ongoing feedback process.</td>
</tr>
</tbody>
</table>
Thank you for reading our first Impact Report. We are on an exciting journey: we are proud of what we have achieved, but also energised by the plans that we have for the business ahead.

After 25 years, we still have a real sense that we have just begun and there is much to do to build the business that we want to create - as a genuine and pioneering force for good. If you have any feedback or suggestions, we would love to hear from you - please email us at hello@bighams.com