

Balancing Nutrition and Budget with Increasing Labour Costs in School Feeding

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HCL



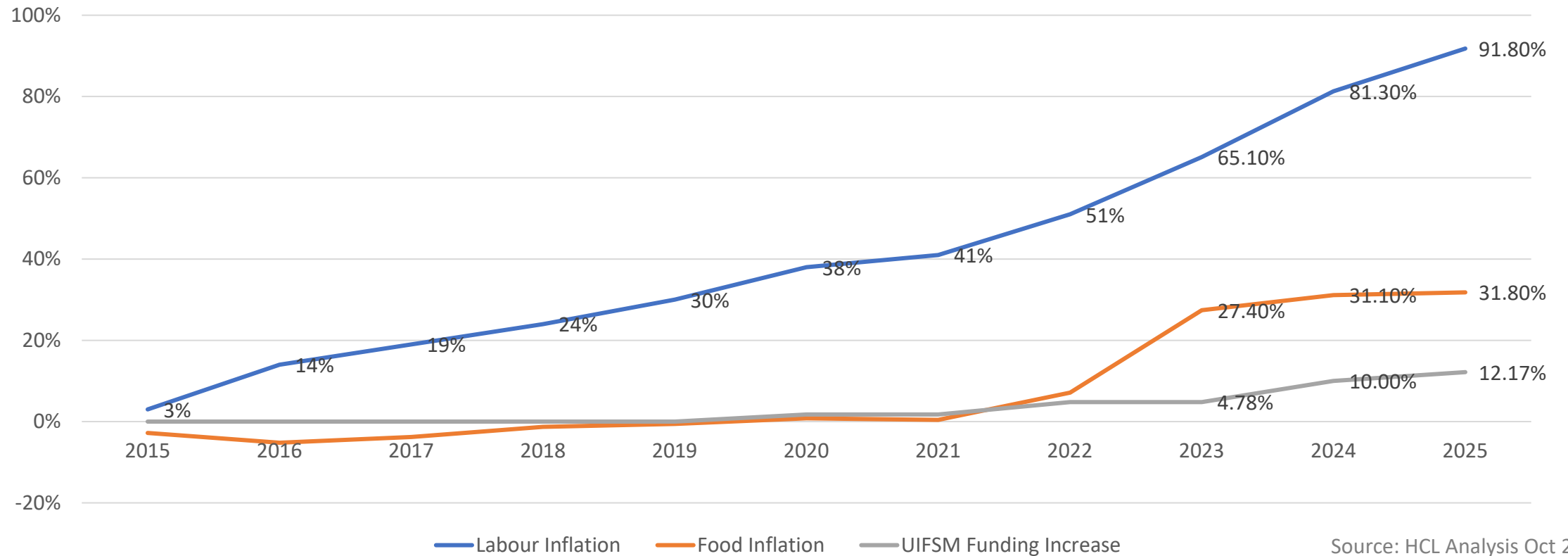
Market Dynamics



The Inflationary Gap

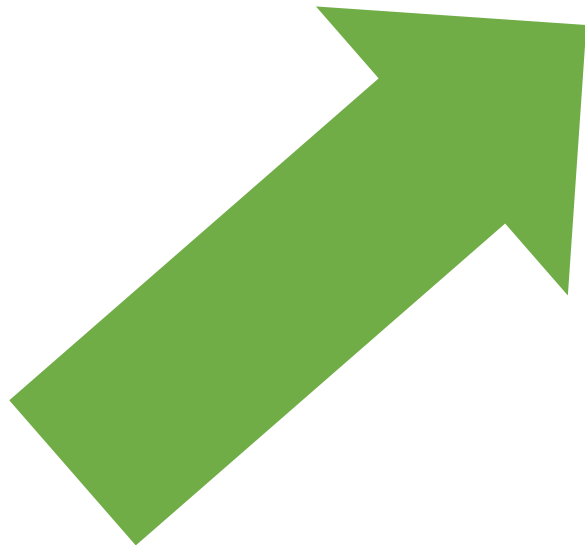


Inflation by Type

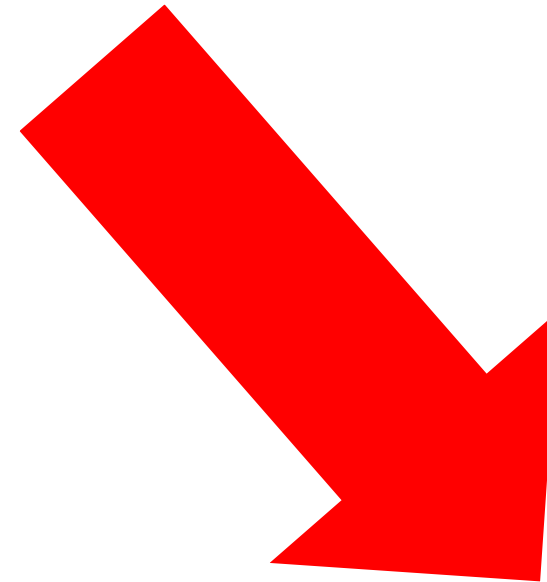


Source: HCL Analysis Oct 2024

A Mixed Picture for Suppliers



£ Sales

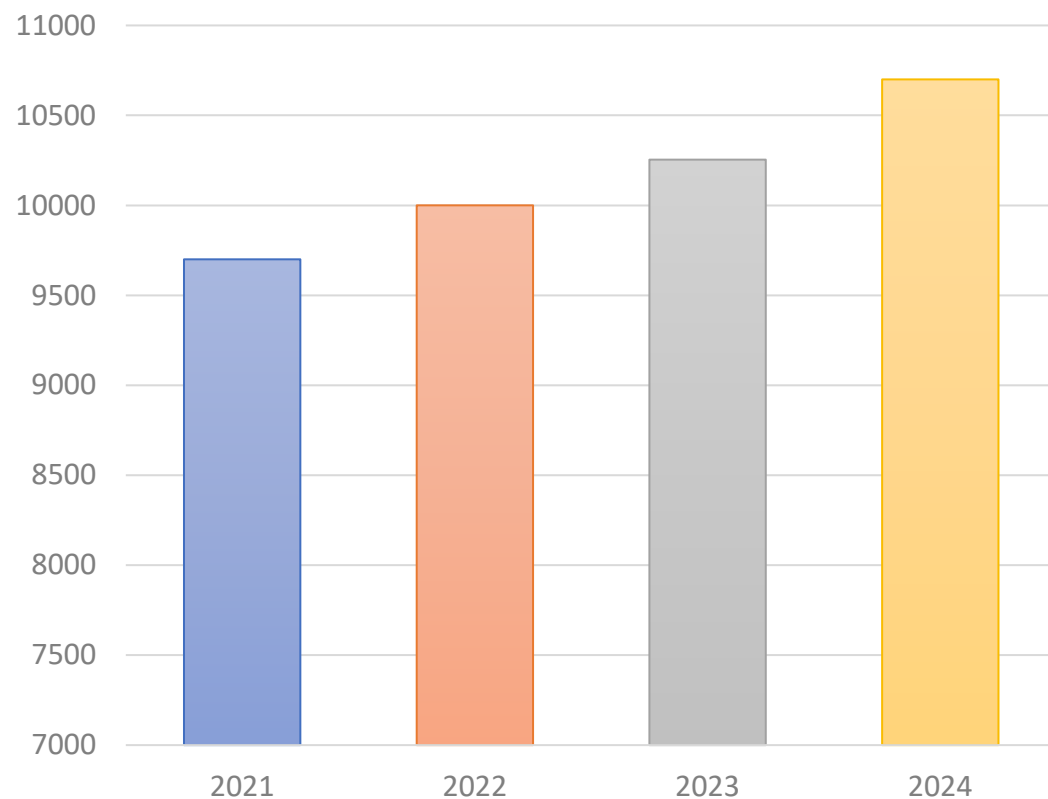


% Margin

It's Not Just Costs Though...



Number of Academies in England



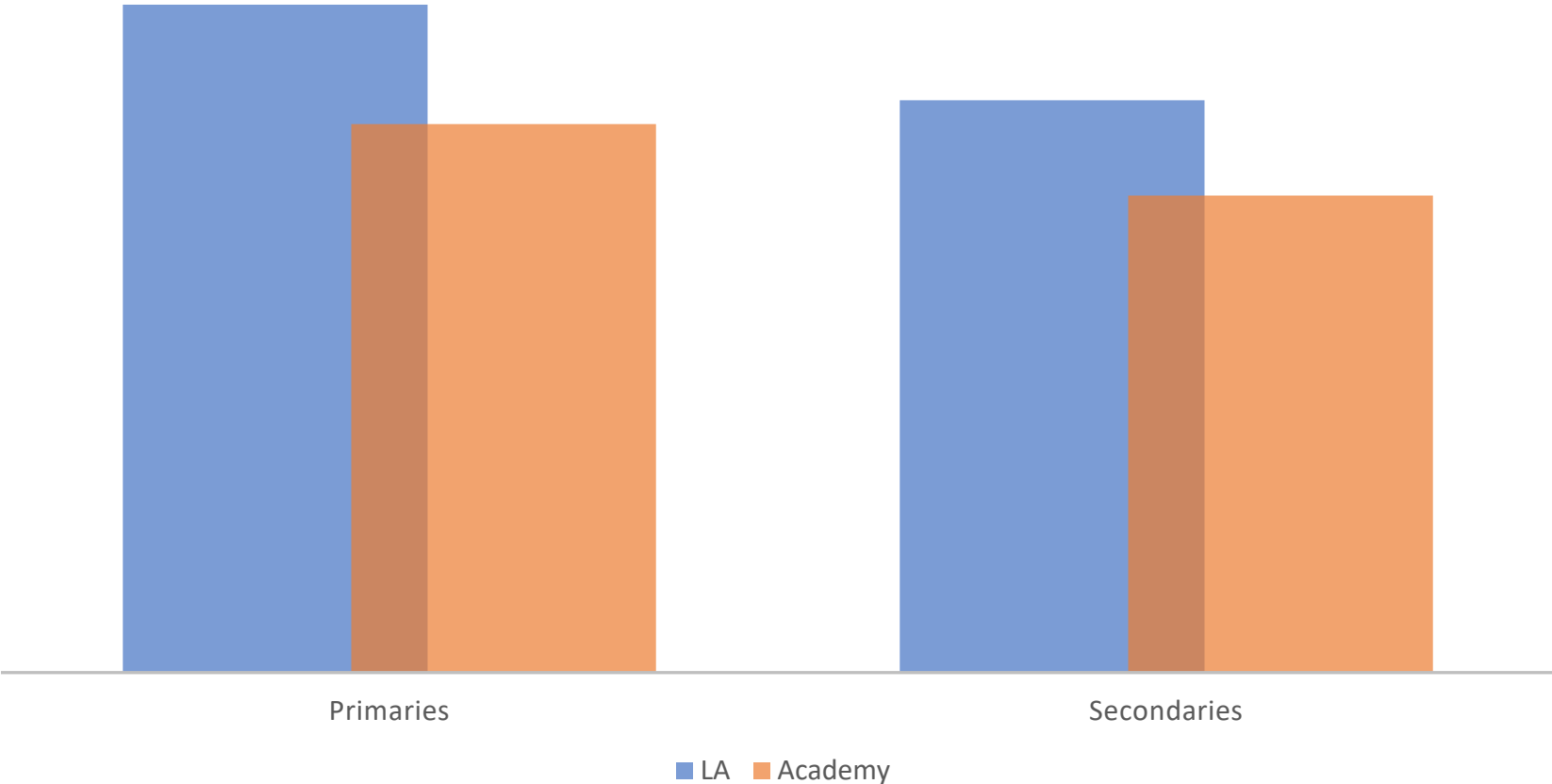
10,700 Academies in 2024

94 MATs have
over 7,500 pupils

266 MATs have
10 or more schools

Source: ONS 2024

Academies Buy Better



We've tried to stay true to our nutritional commitments





Caterers and Schools now have shifting priorities

The Caterer View



The School View



So what's the bridge?



In Summary

- High cost to serve isn't going to go away.
- Neither are school's high expectations: "But you've always done that for me."
- Nutritional standards are at risk, driven by the need to drive uptake with a high meal cost.
- Dramatic review of service delivery is a must, as is continual dialogue over food standards.
- No doubt, consolidation will be a route to success.



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Thank you

Any Questions?

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