



Social *justice* / DEIA

diversity is embedded *in all we do*

We believe that diversity—of gender, background, age, race, ethnicity, military status, sexual orientation, perspectives, abilities and more—is critical to our and your success and we're committed to building leadership that reflects that diversity. Over 70% of the hires coming through our Accelerate to Leadership management training program are women, racially or ethnically diverse.

Our diversity, equity and inclusion initiatives are embedded into our dining program. Whether it is highlighting our chefs as part of our diverse culinary program, giving them the opportunity to share their personal favorite recipes, incorporating international foods into our menus or partnering with diverse and local restaurant partners and suppliers, our goal is to ensure that our program reflects the campus communities we serve.



DIVERSITY, EQUITY & INCLUSION

Diversity, equity and inclusion are an essential part of our culture at Harvest Table and a key area of focus in all aspects of our business. We welcome the opportunity collaborate with you to offer diversity training. We are committed to enriching the lives of our key stakeholders: our employees, clients, customers, shareholders and the communities where we live and work. Because of our commitment, we are well-recognized as an employer of choice and a preferred business partner.

- Our workforce represents who we are. We actively hire, retain and develop a workforce that reflects the marketplace we serve.
- To retain a diverse workforce, we must have an inclusive workplace. We are committed to maintaining a culture that values and leverages differences and similarities in order to build innovative, high-performing teams.
- Diversity, equity and inclusion are critical to remaining relevant in an increasingly competitive marketplace. We strive to create client and consumer value by partnering with diverse suppliers, engaging with and supporting the community and by delivering culturally relevant products and services.
- In partnership with our diversity, equity and inclusion leadership team, we offer an increasingly deep curriculum of programs designed to increase our teams' awareness of diversity, equity and inclusion.

Examples include:

- **Pronouns Matter:** Best Practices for Inclusivity: In this voluntary customized training made in partnership with our partners at PFLAG (Parents and Friends of Lesbians and Gays), employees become educated on respectful use of pronoun usage and learn ways to show solidarity for our LGBTQ+ community through allyship. After the training, employees are encouraged to update their e-signature and business cards to include their pronouns.
- **Leading and Serving Inclusively:** Leading and Serving Inclusively is our mandatory DEI training offered to all salaried employees. Its purpose is to reinforce our values and the impact of creating an inclusive environment for our team members, customers, and clients. It also includes recommendations on inclusive leadership behaviors.
- **DEI Moments:** DEI Moments are a series of Huddle guides designed to facilitate conversations about Diversity, Equity, and Inclusion in field operations. Through a series of huddle guides, leaders of hourly workers are focused on building skills and awareness to support strong conversations about DEI with each other.

MOST RECENT ACTIONS TO COMBAT RACISM:



Formed an executive diversity council.



Created new chief diversity and sustainability officer role.



Activated allyship and support circles relaunched Employee Resource Groups.



Built leaders within each region who understand the company's internal and external efforts related to diversity, equity and inclusion.



Assisted local account and business development efforts in responding to inquiries based on DEI initiatives.



Supported student advocacy through informing and engaging with key stakeholders.



Created additional communication channels to hear from clients and customers on their needs relating to driving DEI initiatives in partnership with our company.



Our people goal is to provide access to opportunities for our employees, students, guests, communities and people in our supply chain. We continue to build on efforts to help people to develop careers and livelihoods; access, choose and prepare healthy food; and grow communities, businesses and local economies. Moreover, we focus on the highest levels of safety for our employees, customers and clients every step of the way—in the food we serve, the places we work and our daily operations.

Our commitment to diversity, equity and inclusion is led through our parent company's Executive Diversity Council and embedded in our DNA. From our diverse workforce to our partnerships with student groups that celebrate the various cultures represented on campus, we guarantee that every Clark student, parent, staff member and guest is embraced with the dignity and respect they deserve.

We can accomplish all of our goals with a workforce from diverse backgrounds, perspectives and experiences and that reflect the greater Worcester community. We pride ourselves on the diversity of our team members and their dedication to serving our campus community.

our *priorities*



DEEPEN & EXPAND

Ensuring alignment with all of our stakeholders



BUILDING CAPABILITY

Broadening knowledge base around equity and allyship



KPIS

Measuring the impact of DEI efforts against our three strategic pillars



INTERSECTIONALITY

Fostering strong connections with internal and external partners



workforce

Harvest Table is composed of a mosaic of individuals from all backgrounds, perspectives and experiences. As a hospitality organization, it is critical that we continually seek to hire, retain and develop a workforce that reflects the markets we serve.

OUR STRATEGY:

- Increase attraction and accelerate sourcing of diverse talent.
- Brand and promote our industry recognition as a diverse employer of choice.
- Drive diverse employee referrals through our Employee Resource Groups, community partners and professional organizations.



workplace

Our goal is to create a workplace that enables our employees to bring their full selves to work and a culture that values and leverages similarities and differences. A culture of equity and inclusion allows our people to be more engaged and ready to innovate the everyday.

OUR CLIENT COMMITMENT

We are addressing customization requests for training in the areas such as: cultural competency, unconscious bias, workplace micro-aggressions, diversity and inclusion as a leadership competency and inclusive customer service and dining options. We have a learning management system along with the ability to facilitate live/virtual training. We offer mandatory diversity and inclusion training. Additionally, our ERGs host a variety of initiatives/events and celebrations that focus on driving a culture of community through celebrating heritage, culture, background and diversity of experience.

EMPLOYEE RESOURCE GROUPS

The company's diversity, equity and inclusion efforts are guided by thousands of associates in 11 employee resource groups: Leaders and Employees of African Descent (LEAD), Dietitians, Impacto (Hispanic/Latino), Pride (LGBTQ+), Rising Sun (Indigenous), Salute (veterans), Synergy (interfaith), Thrive (individuals with disabilities and their caregivers and advocates), Empower (women), Amplify (Pan-Asian) and Young Professionals.

OUR BASELINE METRICS:

Total Active ERGs: 11

Total Members: 8,000+

ERG Growth and Activity:

12-Month Membership Growth: +22%

12- Month Total # of ERG Programming: 112 events/engagement activities



AMPLIFY



DIETITIANS



IMPACTO



PRIDE



RISING SUN



SALUTE



SYNERGY



EMPOWER



YOUNG PROFESSIONALS



THRIVE



LEAD



In year one, we will commit to sourcing 20% of local and third-party certified sustainable purchases from within 150 miles of Worcester.

marketplace

Our goal is to enable equity and well-being for millions, including our employees, consumers, communities and people in our supply chain. Concerning equity, our focus is on acknowledging and addressing the fact that advantages and barriers exist and that our lives are impacted by long-standing societal divides that can affect our success and overall wellbeing.

OUR GOAL:

Our marketplace goal is to create value by partnering with diverse suppliers, engaging with the community and delivering culturally relevant products and services.

Our supplier diversity program is based on the formation of strategic partnerships and providing value to our business, clients and communities. In support of our supplier diversity and local economic impact efforts, a centralized, enterprise-wide initiative is in place, focused on ensuring compliance with our clients' expectations and providing metrics on our progress.

We especially want to support BIPOC businesses and farms. Due to centuries of structural racism within agriculture and the food system, land and agriculture businesses owned by people of color has been declining and the average age of farmers has been increasing. We recognize that we need to think outside the box in order to build a market demand that allows new opportunities for the next generation of farmers, taking into account the specific challenges facing BIPOC growers.

hiring practices

We are committed to building a culture of DEI among our employees, both in the workplace and in the markets we serve. Our goal remains to hire, develop, retain and engage a workforce that reflects diversity of gender, background, age, race, ethnicity, military status, sexual orientation, religion, abilities and more. One of the many ways we foster a culture of inclusion is by encouraging team members to be their authentic selves. We help enable a culture of inclusion through our employee resource groups (ERGs), employee-led groups focused on creating more equitable workplaces and communities for specific constituency groups and their allies.

We are a federal contractor. As a federal contractor, we are required to comply with certain requirements related to equal employment opportunity and affirmative action at all locations where they do business, including those locations that do not do business with the federal government directly. Annually, every location is required to have Affirmative Action Plans – one for minorities and women and the other for individuals with disabilities and protected veterans. We will always hire the best qualified candidate, based upon inclusive recruitment efforts that reflect the communities that we serve. Affirmative action is about taking positive steps to ensure that woman, minorities, veterans and individuals with disabilities have equal employment opportunities both as applicants and employees. We have two dedicated recruitment resources for DEI and veteran hiring.

Our **EMPOWER** employee resource groups support the hiring and promotion of Women with our organization. They facilitate professional development sessions for employees and have participated in creating mentoring solutions. Lastly, they have worked to continuously highlight and recognize the Women through various programming. We also send contingents of employees to external conferences to obtain leadership development and industry knowledge, like Women's Foodservice Forum and Mid-Level Manager Symposium through Executive Leadership Council, which supports their growth, promotion and retention within the organization. Finally, we have partnered with FairyGodBoss as a new partner in the recruitment of women and women of color. We continue to encourage referrals from our employee



TRAINING AND ENGAGEMENT

As part of our commitment to diversity, equity and inclusion is to embed diversity, equity and inclusion awareness and activity into our daily operations, the same way that safety is part of our culture:

Our Champions program equips managers in each operation with the knowledge and resources to support educating and communicating with current clients and our teams. We further empower all of our managers by increasing awareness of current social justice issues and providing tools on empathetic and resilient leadership.

CHAMPION ROLES INCLUDE:

- Reaching out to campus to build client collaborations
- Facilitating formal and informal conversations
- Identifying and sharing resources
- Supporting heritage celebrations
- Trainings for daily, weekly and monthly programs

Managers include diversity, equity and inclusion moments during daily huddles and weekly team meetings.

Diversity, equity and inclusion training occurs monthly for all Harvest Table managers. Each meeting program covers a specific topic and often features a guest speaker. We have found that our campus relationships deepen by sharing our diversity resources and conversations as they develop. For example, in our monthly meetings, we have had campus partner diversity, equity and inclusion leaders address our group. We have also shared some of our training with our campus partners.

Each of our account teams has an assigned salaried and guest associate diversity, equity and inclusion champion. These champions have access to and are familiar with the expanding resources and trainings available. They provide microlessons to their on-site teams and help answer questions, direct individuals to resources and plan additional trainings as needed.



LGBTQ+ EFFORTS

Our Executive Diversity Council has advanced forward workforce efforts specific to LGBTQ+ and self-identification, as well as the previously mentioned pronoun training. Our PRIDE ERG focuses on creating an equitable environment for our LGBTQ+ community for our clients, community and employees. Each year our PRIDE ERG hosts an award ceremony celebrating someone who has played a vital role in workplace inclusion and community investment. We also have an allyship employee network group. PRIDE supports our recruitment efforts and relationships with organizations such as Out & Equal.

DEI STEM EFFORTS

Increasing gender diversity is a key focus as part of our DEI strategy. Our ERGs, which are voluntary employee led groups, focus on increasing representation across demographic factors. Our EMPOWER employee resource, which supports the hiring and promotion of women with our organization is a key driver in increasing representation. EMPOWER facilitates professional development sessions for employees and has participated in creating mentoring solutions. Lastly, they have worked to continuously highlight and recognize women through their programming. We also send contingents of employees in STEM fields to external conferences and leadership programs to obtain professional development and industry knowledge through programs like Leaders Edge Executive Institute for Women, Leadership Experience for Black Women and Women's Food Service Forum Conference.

ROOTED IN SERVICE: OUR MILITARY CONNECTED COMMUNITY

We work with members of the military community year-round and are committed to supporting those who've served their country. We've continued our collaborative efforts with veterans' groups and those entering the civilian workforce. We've also expanded the ways in which we reach them by:

- Establishing new relationships with military bases, as well as nonprofit, government and campus partners. Nonprofits include our strategic partnerships with Hiring our Heroes and American Corporate Partners (ACP).
- Creating and launching a military landing page and a military-focused series for our careers blog
- Launching a military internship for transitioning service members in collaboration with Hiring Our Heroes
- Creating a recruiter playbook and training to support our recruitment teams as they recruit military-connected talent.

SALUTE, our military ERG, was established to support and connect our employees who are veterans or in active service and the families of service members. SALUTE is instrumental in organizing and hosting events and supporting initiatives that spread awareness of the lived experiences of veterans and their families.

AS PART OF DEI INITIATIVES WE ARE COMMITTED TO KEY PERFORMANCE INDICATORS THAT MEASURE AND EVALUATE THE PROGRESS AND IMPACT OF DEIA INITIATIVES AND PROGRAMS. SOME EXAMPLES OF DEI KPIS ARE:

- DEI dashboard to reflect demographics of the team, number of promotions and a snapshot of the workforce. This metric shows the representation and distribution of different groups (such as gender, race, ethnicity, age, disability, etc.) at various levels of the organization, from entry-level to senior leadership.
- Retention across employee groups: This metric shows the turnover rate and retention rate of different groups within the organization. It can indicate the level of satisfaction, engagement and belonging of employees from diverse backgrounds and identities.
- Employee resource group (ERG) participation: This metric shows the number and percentage of employees who are members of ERGs, which are voluntary, employee-led groups that foster a diverse, inclusive and supportive workplace. It can measure the level of involvement, empowerment and advocacy of employees from different groups.
- Number of Cultural celebrations focused on educational and awareness around cultural food.

RAMADAN DINING OVERVIEW

Students who observe Ramadan will have a number of options for dining on campus. In addition to in-person dining, students can also visit the The Table at Higgins during the hours of operation and take their food to-go, which they can enjoy at any time. This includes taking two meals to go at the same time.

Example of our partner account **Brandeis Hospitality** we offer special menus.

SPECIAL MENUS

Fresh, high-quality halal meat entrees at all three meal times in Usdan and Sherman residential restaurants. A month long menu of special entrees are provided before the start of Ramadan for students to preview.

Take-out options include: Pre-packaged bags including breakfast style items (yogurt, cereal) and dates available throughout the day. All beverages are available for take-out.

Students who participate in the existing take-out container program continue to use their green take-out containers during Ramadan. Compostable takeout containers are provided to those observing Ramadan who do not utilize the green to-go containers or need to take additional food.

SPECIALTY ITEMS

The following items are available throughout Ramadan in both Usdan and Sherman Dining Halls.

- fresh dates (pre-packaged)
- olives
- pita bread
- hummus
- fresh fruit and vegetables

PASSOVER BREAK

Brandeis Hospitality extends dining restaurants at select stations, in order to offer a halal meat entree, salad bar and cold breakfast items for students breaking their fast.



FOOD SECURITY INITIATIVES

Harvest Table Culinary Group is addressing food security from several angles including supporting legislation, applying to become campus specific SNAP retail locations, leading food recovery efforts, developing effective operational and food management practices, minimizing surplus food waste, building strategic partnerships and fostering collaborative dialogue. Along the way, we also engage and educate our consumers, provide community support and seek strategic collaborations with community nonprofits and leaders in the food insecurity solutions space.

On campuses across the U.S., we are committed to collaborating with your student-led Food Insecurity Resistance Movement to develop and support a customized plan to address the needs of students on campus and families in the communities that we serve.

EDUCATION

- Performance Dining
- Registered Dietitian/Chef Events
- Operator Guide

CAPABILITIES

- Nutrition Education Resources
- Pantry Support
- Scholarships
- SNAP Access

COLLABORATION & AWARENESS

- Swipe Out Hunger
- Building Community Days
- Food Recovery Network
- Sharing Excess

ADVOCACY

- Legislative Support
- Real College Conference Sponsor
- R&D Food Lab Funding

FROM FOOD INSECURITY TO FOOD SECURITY

We look forward to collaborating with Clark's student-led organization FIRM to increase food access on campus and throughout the Worcester community. Some dining components of this solution are:

- Continuing our partnership with Rachel's Table and developing a partnership with Jeremiah's Inn
- Enhancement of the meal swipe donation program and partnership with Swipe Out Hunger
- Working with industry thought leaders like the The Food Recovery Network and Hope Center to stay up to date on active federal legislation and the broader context of student food insecurity



Food insecurity and food waste are two sides of the same coin. On one hand, one in eight Americans face food insecurity; on the other, 34% of food is wasted before it even leaves the field. We recognize that people on either end of the food system, the farmers and the consumers, face the most risk of financial hardship and hunger. Our responsibility is twofold: to reduce food waste before it is created and to recover all edible food for donation.



How to eliminate hunger and function more sustainably through each piece of the production cycle: reduce risk and waste at each stage.

At four-year colleges, 29% of students reported experiencing food insecurity.

Among students facing basic needs insecurity, only 18% received SNAP while 52% did not apply for support because they did not know how.

#RealCollege 2021