



KERB+

Impact Report

2023

A PROUD MOMENT

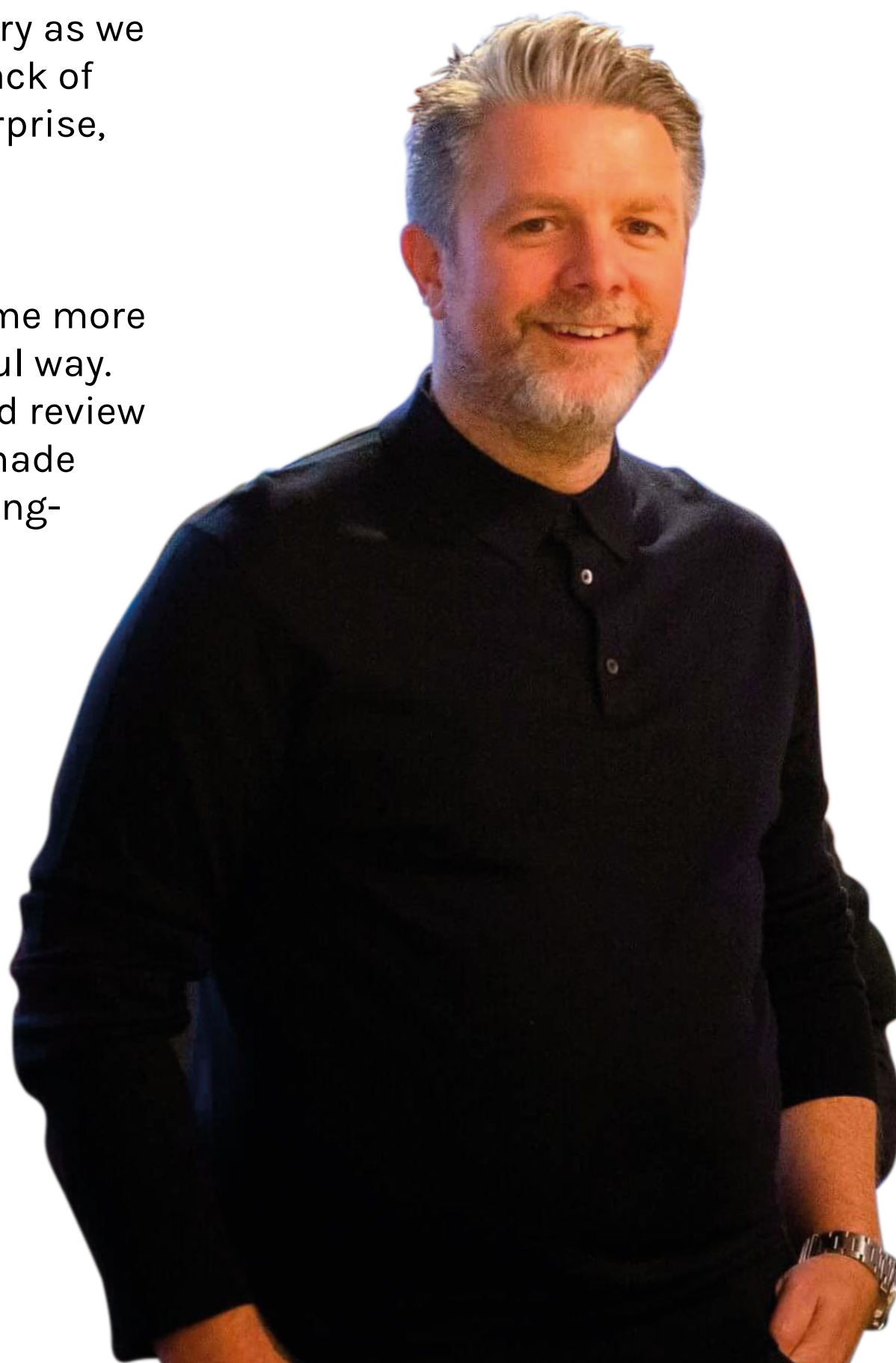
FOREWORD FROM KERB CEO, SIMON MITCHELL

This is a very proud moment in KERB's history as we launch our first ever impact report on the back of the creation of our not-for-profit social enterprise, KERB+.

We have always considered KERB a value led company, but as we have grown it has become more challenging to articulate this in a meaningful way. The global pandemic caused us to pause and review our operating model and the decision was made to double down on our values and create a ring-fenced, not-for-profit, social enterprise.

This is just the start, however. By recording and recognising our impact we have a base case from which to build bigger and better. We have ambitious goals, we want to do more, be better and have a bigger impact on our city and all of the cities in which we operate. We want to make a meaningful difference to as many lives as possible.

Here's to it!





KERB Team Summer Party 2022
Hosting team members from KERB
Events, National Theatre, Seven Dials
Market, KERB+ and beyond.



INTRODUCING KERB

OUR MISSION

**TO CREATE
OPPORTUNITY + JOY
THROUGH GREAT FOOD
— FROM THE KERB UP**

BRILLIANT
FOOD ONLY

INCUBATION &
ACCELERATION

EXCEPTIONAL
HOSPITALITY

DIVERSE
ECOSYSTEM

KERB+

**Focuses on positive
social impact.**

This is the home of our
job coaching, business
development, membership and
markets, and all profits are
reinvested back in.

KERB Ventures

Runs our food halls.

The engine of our permanent, bricks
and mortar food hall Seven Dials
Market, and from 2024, Berlin
City Markt and Saluhall
San Francisco.

KERB Events

**Delivers exceptional
catering and events.**

We bring the very best independent
food and drink to the National
Theatre, sports stadia, venues
and offices across the UK.

WHAT BROUGHT US TO KERB+?

FROM DELICIOUS DISRUPTER TO SOCIAL ENTERPRISE, FIVE MILLION MEALS LATER

KERB kicked off as a membership organisation and lunch-time market on a King's Cross building site in October 2012. Starting out as a disrupter, Petra Barran brought London-beating food and progressive, creative young entrepreneurs together to battle the bland, identikit chains across the city. Londoners took this band of traders to their hearts (and mouths, and stomachs...), and propelled by great press and the rapidly evolving power of social media, the developers and landlords of the city were quick to get involved, allowing us to grow from one market and 50 members in 2012, to seven markets supporting close to 100 members by 2015, working with the likes of The Gherkin, Westminster Council, the Southbank Centre, Peabody Estates and the Canary Wharf Group along the way.

We ran lunchtime markets across Zone 1, night time events from Hackney Wick to Peckham, big weekend blowouts at King's Cross, and began to explore a wide range of private catering opportunities too. Today we feed approximately 220,000 people per year with KERB Events

Across all this, the need to offer greater developmental support to our membership pool became apparent.

We launched an informal programme known as the inKERBator in 2013, and had refined this by 2016 into a full on workshop and trading programme with a cohort of 12 traders looking to graduate from the programme every quarter. Workshops and consultations focused on everything from menu development to health and safety, and this was always funded internally, growing organically and driven from within by the KERB team.

We have worked with a wide host of charitable partners across the years but at Camden Market, our first seven days a week, permanent project comprising 34 KERB traders, we began to work with The Liminality Group on placements for young people. Since then, we have formalised partnerships with a wide range of impact partners including them, The Connection and The Entrepreneurial Refugee Network.

Now, after ten years, five million dishes sold, countless markets, innumerable catering gigs, and the launch of Seven Dials Market and then the National Theatre, we have made the call to formalise and do justice to all the great work happening at KERB to make London look, feel and taste better, in the form of a social enterprise. We've called it KERB+.

IAN DODDS

Director and co-founder, KERB Group





INTRODUCING KERB+

THE REAL HEARTBEAT OF KERB

We are a not-for-profit, working with a range of brilliant impact partners and our wider hospitality network to deliver positive, game-changing outcomes for a diverse, driven and delicious spread of Londoners and London businesses.

We support people into work and we support people at work. We develop raw talent into sustainable businesses. We offer opportunities across a wide network of collaborators, our brilliant hospitality community and at iconic locations throughout the city and beyond.

Across the following pages, we will share our impact and case studies of the work we've been doing over the last twelve months at KERB+.



WHAT IS A SOCIAL ENTERPRISE?

Social enterprises are defined very broadly as businesses that trade for a social or environmental purpose. As a Social Enterprise, KERB+ has committed to reinvesting ALL profits into the membership and coaching programmes outlined within this report.



The work we are doing in KERB+ is changing lives. We are making it a realistic goal for people referred to us by our impact partners to find work in hospitality or even start their own food businesses. We are incubating early stage businesses through our InKERBator programme and we are nurturing more established food businesses through our membership support. This removes barriers to entry into hospitality and makes the industry more inclusive and representative of where we operate."

GAVIN DUNN
Managing Director,
KERB+



KERB+ ECOSYSTEM

THE FOUR STAGES OF
DEVELOPMENT

COACHING

KERB OFFERS A
SPREAD OF LIVE AND
DIGITAL COACHING
OPPORTUNITIES INTO
BUSINESS AND WORK

ENGAGING

A NETWORK OF IMPACT
PARTNERS HELP US
DEVELOP PATHWAYS INTO
WORK AND BUSINESS

INCUBATING

**THE INKERBATOR
PROGRAMME POWERS THE
DEVELOPMENT OF FUTURE
KERB MEMBERS**

ACCELERATING

**ON BECOMING A
FULL TIME MEMBER,
BUSINESSES TAKE
OPPORTUNITIES ACROSS
OUR WIDE RANGE OF
VENUES AND EVENTS**

ENGAGING

We partner with a network of industry leading impact partners working in areas of need: **Youth Unemployment, Through the Gate, Homelessness, and Refugee Support.**

In order to create awareness and drive engagement, we host events with each of our impact partners. These include visits to our venues and bespoke workshops covering an introduction to our Coaching for Business programme, Streets Ahead, and our individual Coaching for Work programmes.

● HOMELESSNESS



● REFUGEE SUPPORT



● THROUGH THE GATE



● YOUTH UNEMPLOYMENT





Christmas fundraising for
The Connection at St Martin-in-
the-Fields, KERB Gherkin

+ **HMP BRIXTON** **UNLOCKING HOSPITALITY**

In October 2022 KERB+ joined impact partners Only A Pavement Away and Food Behind Bars alongside a handful of other hospitality businesses at an engagement event organised by New Futures Network, a specialist part of HM Prison and Probation Service (HMPPS).

For inmates interested in employment opportunities in the hospitality industry, we ran a presentation on our wide range of work and apprenticeship opportunities. For those interested in starting up their own street food business, we ran a presentation on our Coaching for Business programme, Streets

Ahead, including a 30 minute workshop, 'Developing your Idea'.

The workshop focused on how to establish a 'Vision and USP' - the basics for any start-up business, and the subject of Lesson One in KERB's online, self-guided learning platform, KERB Classroom. An industry first, KERB Classroom has since been made available to inmates via the Employment Hub at HMP Brixton and via our partnership with 180 Kitchen at ISIS (Young Offenders Unit) at HMP Belmarsh as a kick-off entry point to the more exhaustive Streets Ahead programme.

COACHING

FOR BUSINESS

We offer coaching for business opportunities for anyone that aspires to start their own food business. Through a blend of online courses and a suite of in-person food-business workshops, would-be food entrepreneurs can get a flavour of the wider skills needed to be a hit in street food.

Our online food business development course is called KERB Classroom, a uniquely tailored development programme which is also free to access for those referred to us by our impact partners through the Streets Ahead programme.

● **120** participants of Streets Ahead

● **17** Streets Ahead referrals attended an immersion day

● **39** Hours of business coaching delivered

Since taking up volunteering for a social enterprise/mental health project back in 2018 I have developed a passion for making a difference to people's lives in my local community and beyond. The opportunity to join KERB and assist in getting the KERB+ Coaching programmes off the ground has been a dream made real. KERB's mantra, 'creating opportunity and joy from the KERB up', couldn't be more true when it comes to what we've been able to achieve in the last 12 months."

LISA DONOHUE
Head of Coaching,
KERB+



+ FOOD POWER TURNING IT UP A NOTCH

TERN's mission is to enable refugees to thrive through the power of their own ideas. They found that 30% of their community would like to open a food business which led them to developing Food Power, an incubation programme for food entrepreneurs from refugee backgrounds. The KERB+ team assists in mentoring these entrepreneurs, particularly those working on a street-food start-up idea, and each cohort culminates with two public food showcases, one of which was hosted by KERB+ and Gipsy Hill at their taproom in April 2022, feeding 200 guests.



+ STREETS AHEAD FRIES SUPPLIES INVESTMENT

We have partnered with McCain FoodService Solutions to offer KERB Classroom for free to 100+ less-advantaged people with big dreams of starting their own food business. Through McCain's sponsorship, we're able to incubate more incredible food start-ups, not only online via the Classroom but by hosting Immersion Days at Seven Dials Market, one-to-one menu development sessions with our Food Team, and the opportunity to pitch for up to £10,000 of investment.



COACHING

FOR WORK

We offer a tailored, four week programme designed in collaboration with our network of impact partners to offer focused and supported work experience opportunities across our venues. Our placements cover a suite of core hospitality skills and accredited training from experienced work coaches. They include weekly mentoring sessions, providing the opportunity to set goals, reflect on progress and give and receive feedback on performance. All are paid at London Living Wage and last for four weeks – two to three shifts per week. These apprenticeships offer a genuine alternative to academic study and help individuals develop the skills, knowledge and behaviours they need to demonstrate competence in a specific occupational area.

67
Referrals onto
work coaching

12
Numbers now
in employment

48
Job coaching
hours delivered



+ JOSH AT NATIONAL THEATRE

FROM WORK EXPERIENCE TO EMPLOYMENT

We were introduced to Josh earlier this year by Action For Kinds (MyAFK). Josh has autism and ADHD and found looking for a job challenging and unsurprisingly this was damaging his confidence. With big ambitions for a career in hospitality, and a super positive attitude, we knew Josh would fit right in. And that he did! It didn't take Josh long to complete his coaching and work experience with KERB at the National Theatre and secure himself a job offer.

□ □ All the feedback I've been getting during the work experience programme, all the support from Lisa and the team, and everyone having my back... I have to say thank you to all the people who have supported me on this journey."

JOSH

NT Food & Drink team member

INCUBATING

We support KERB members through the inKERBator, a development programme commencing every four months supporting a wide spread of London food businesses into the world of KERB, markets and the wider food industry. We run a three week training programme of workshops, consultations and home learning for prospective KERB members. We then let them loose at Cowcross Yards every Thursday, to develop and hone their skills. At the end of a six week run, a graduation ceremony is held and all successful businesses become full time KERB members, enabling full access to the spread of opportunities including KERB catering events, Seven Dials Market and the National Theatre.

● **40** Took part in the programme

● **37** Graduated after nine weeks

● **15** Workshops delivered



▮▮ The inKERBator programme is by far my favourite part of my job. The programme allows us to help early stage businesses to grow and develop. With a combination of theory and trading days we are able to give them an on the job tool kit to put in to practice and prepare them to enter the world of food entrepreneurship. It really gives a lot of businesses the opportunity to confidently break out into the street food world."

CLAUDIA BOVEY
Senior Markets Manager, KERB+



+ OSHPAZ

FROM PLOV TO PROLIFIC IN FIVE YEARS

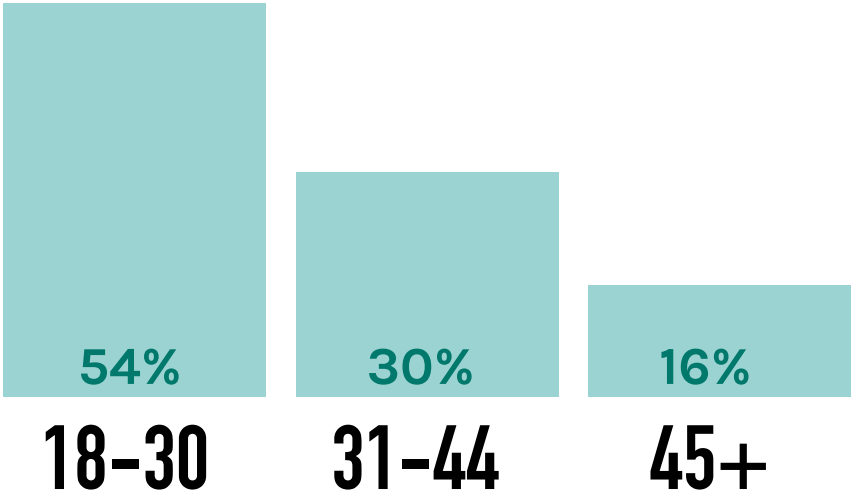
Muzaffar Sadykov brought Oshpaz to life in 2018. As an Uzbeki refugee, he worked first with TERN (The Entrepreneurial Refugee Network) to proudly bring plov to the streets of London. He then joined the KERB inKERBator programme to further aid his business development, hitting new heights, becoming an instant favourite across our spread of markets and events.

This led to permanent homes at Mercato Metropolitano and then Seven Dials Market, first rolling out a dumpling kiosk before adding a hand pulled noodle bar to the roster too. Look out for his first solo bricks and mortar coming to Regent Street very soon!

INKERBATOR GRADUATES

2020-2023

+ AGE



+ GENDER



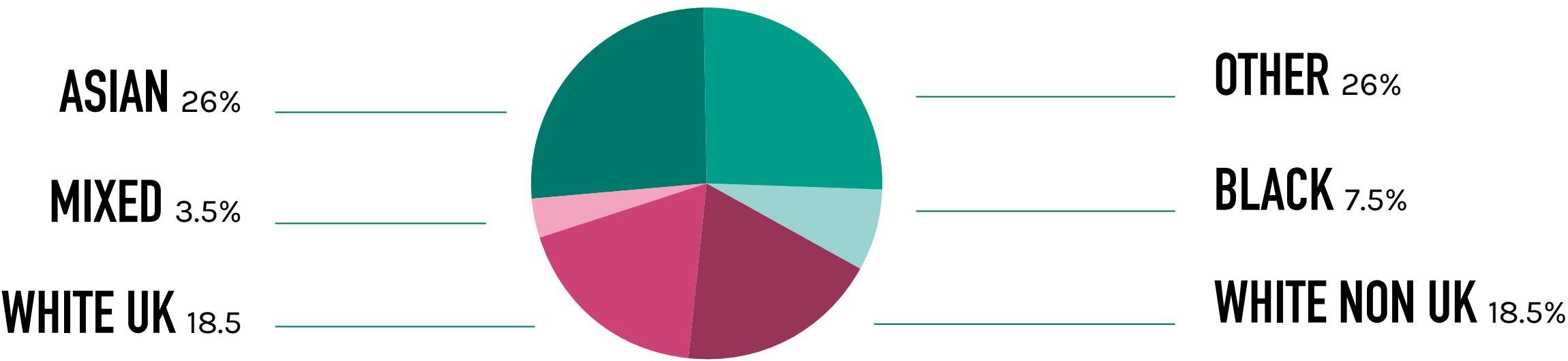
66% STARTED WITH AN INVESTMENT OF LESS THAN £10K

62% IDENTIFY AS NON WHITE

63% FROM NON CHEF BACKGROUNDS

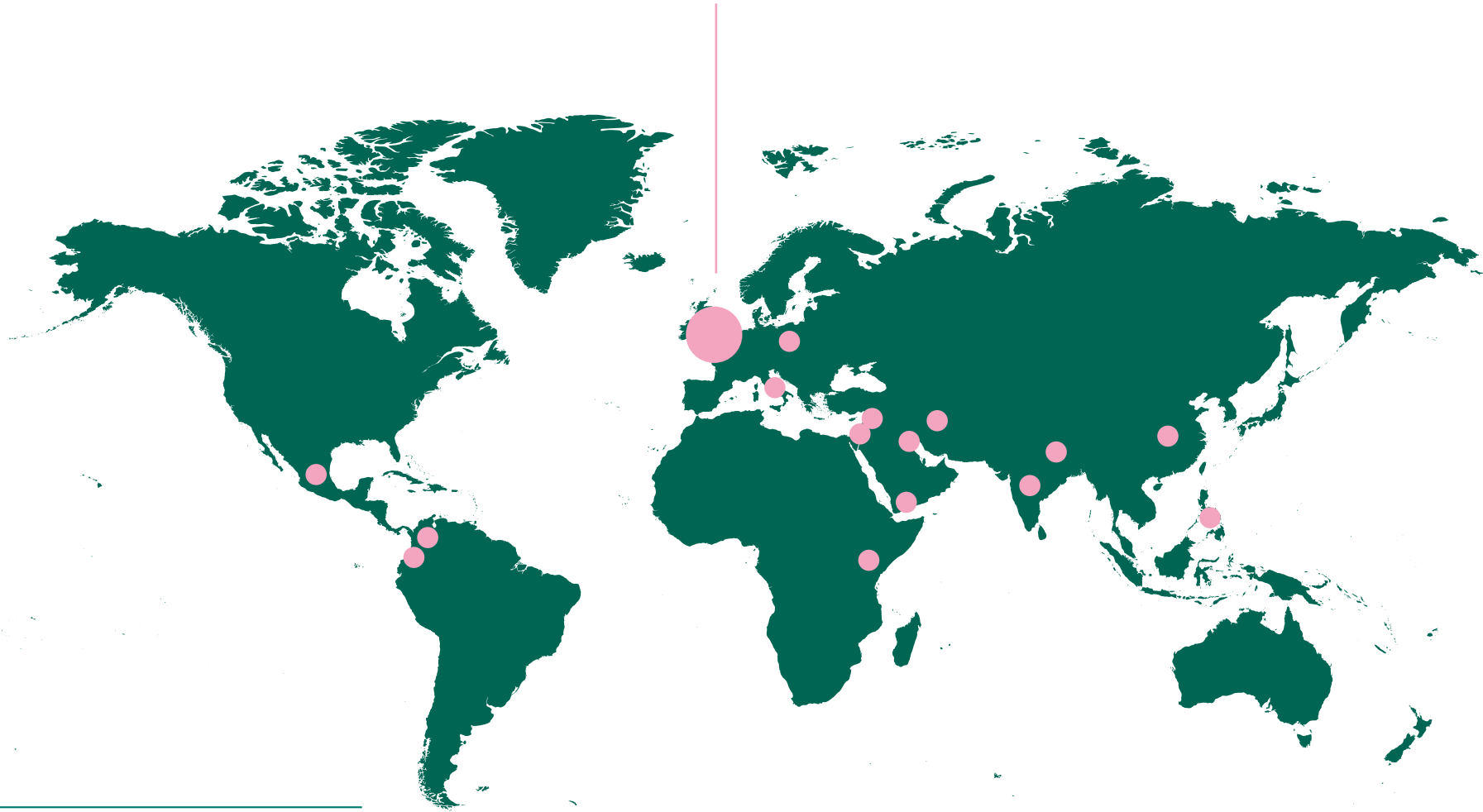


+ ETHNICITY



70% OF OUR TRADERS WERE BORN OUTSIDE OF THE UK

PLACE OF BIRTH



ACCELERATING

FINANCIAL OPPORTUNITY

Accelerating is where the real opportunity kicks in for KERB members. Here sits the unlimited possibilities to develop a fully fledged, multi operation business across our suite of events, markets, food halls and venue residencies. Many members use this as the stepping stone to gain investment, move into permanent bricks and mortar, and hit the festival circuit hard every summer. Establishing a permanent home at Seven Dials Market allows for further growth opportunities, enabling businesses to build out a permanent staffing pool to oversee the operation, and use the income to fund future growth.



An incredible £17m for our members over the last year shows just how impactful KERB can be for small independent businesses, particularly at a challenging time for London with hybrid work and a cost of living crisis continuing to impact the wider industry."

DOMINIQUE ACTIVILLE

Financial Director,
KERB Group

£17M
TO KERB MEMBERS IN 22-23





150

business supported



£590K

Sales on markets



£4M

Revenue at KERB Events



£12.5M

Sales at Seven Dials Market



1200

Estimated number
of people employed



+ TRUFFLE HEAVEN SCENT GROWTH

Tom Bickers' Truffle started out on the inKERBator in 2018. His punchy, truffle infused dishes proved a massive success with the team and across the markets, and we offered him the opportunity to launch a burger spin off at Seven Dials Market from the ato new heights, and with a popular Covid-era meal kit behind him, has led him to establishing four restaurant locations across London: Soho, Spitalfields, Stoke Newington and most recently, Marylebone.



Working with KERB has always been a pleasure. Truffle Burger's first day of trade at a windy West India Quay was the baptism of fire we needed. Trading with KERB offered us the opportunity to springboard into a hyper-competitive food space that is London, and helped shine the spotlight on what was to become Truffle Burger today."

TOM BICKERS
Founder, Truffle Burger

ACCELERATING

COMMUNITY DEVELOPMENT

This is all about fostering a sense of community and collaborative drive forward across like minded food entrepreneurs. It includes regular get-togethers to share best practice and an annual member summit where the previous year is reviewed and plans are hatched for the future. All members get access to a wide range of consultation and development sessions on food, marketing, health and safety and other business critical functions and enjoy discounts on equipment and card payments to support their business development.

We host everyone on a community members board to enable further discussion and sharing of best practice, insider tips and more.

Seeing inKERBators like RiceOn and Arnabeet come through the ecosystem and realise their full potential in an environment like Seven Dials Market shows the level of impact KERB membership has. On a personal level my own growth has been accelerated by the exposure to so many incredibly driven entrepreneurs sharing their knowledge of food from every corner of the world"

CHARLIE CASEY

Head of Food,
KERB Group

● **120** Hours of targeted member development support

● **124** Full time members at KERB





ARNABEET

SYRIOUSLY DELICIOUS BUSINESS

Mouna Elkekia started out in catering under the name Mouna's Kitchen in 2017. She then quickly developed Arnabeet, named after the delicious Syrian fried cauliflower dish, as a street food spin off, and after support from The Entrepreneurial Refugee Network (TERN) joined our inKERBator programme Arnabeet. More recently she has been supported by KERB Head of Food Charlie Casey to bring her fantastic recipes to Seven Dials Market, launching our first salad plate lunch bar, with an evening offer of small plates.

**Find her at Seven Dials Market
seven days a week!**



Being part of KERB has been wonderful and has helped me develop both professionally and personally. I also love being part of a community of like-minded traders and all the knowledge and support that comes with it."

MOUNA ELKEKIA
Founder, Arnabeet

KERB GROUP CULTURE

VALUES

We are a human company where people come first and culture is everything. This means making people feel seen, heard and appreciated wherever possible. This is good for strengthening relationships which makes for a better and more sustainable business. Our culture is our biggest asset at KERB and we work hard to create an environment where everyone is welcome. and where people genuinely want to be. Our values are part of KERB's DNA and form the foundation of the type of company we want to be. We continue to attract people who share these values.

MAJOR WINS



KERB creates an environment where everyone is welcomed and people can truly be their authentic selves. We don't conform and I'm proud to work for such a progressive company where our community thrives and the team is encouraged to bring all ideas to the table."

SOPHIE ALEXANDER
People Director, KERB Group

TREAT THE JANITOR & CEO THE SAME	BRING THE HUSTLE	BE AN AMBASSADOR
You are valued, seen and heard whatever your job role and background	Think on your feet and be an entrepreneur	Good relationships are good business, make people feel part of the family

- 1
EMPLOYING A PURPOSE AND IMPACT MANAGER
- 2
BECOMING A LIVING WAGE EMPLOYER
- 3
PARTNERSHIP WITH BE INCLUSIVE HOSPITALITY



DIVERSITY & INCLUSION

KERB is dedicated to fostering a culture of inclusivity, where our people are able to be their true authentic selves. We recognise that to have a truly representative business we need a diverse ecosystem where unique experiences and perspectives are respected. The role of our DEI Committee is to facilitate change so that KERB is a more socially responsible business: not just for our people, but our environment too.

We empower our people regardless of class, race, ethnicity, creed, nationality, gender identity, sexual orientation, age, ability, size or external responsibilities. We are a values based employer who treat the CEO and the janitor the same. In order to achieve our goals and create a safe environment where everyone wants to work, we embrace the visible and invisible qualities that make our team and our members who they are.



KERB TEAM
DEMOGRAPHICS

78%

are 35 or
younger

75%

identify as
hetosexual

54%

identify as
Women

37%

identify as
non white



□ □ We want to make sure that everyone feels like they can bring their whole selves to work and that their contributions are valued. And we're committed to doing whatever it takes to make that happen, and to make sure that people from different backgrounds, cultures, and identities feel comfortable and supported here. Our diversity and inclusion comittee has been put in place to make sure we're building a supportive and inclusive workplace where everyone feels like they belong, as we're committed to providing equal opportunities for everyone and making sure everyone has a voice"

PRIYA NARAIN
Purpose & Impact Manager,
KERB Group

KERB+ ADVISORY BOARD

Strategic direction and oversight of KERB+ is offered through the advisory board, which is composed of representatives from each of the areas of need that we support, covering youth unemployment, homelessness, through the gate services and refugee support. We also have industry experts in food, markets and social enterprise.

 I'm so into the board we've built for KERB+ - a weighty spread of impressive minds with unique perspectives, many of whom have been in our orbit over many years. It feels good to bring them together with deeper intention and a shared ambition to carve out ever greater opportunities in the industry we love. Let's go!"

PETRA BARRAN
KERB, Founder



ANDREZ HARRIOT
The Liminality Group



CHARLIE FRAZER
TERN



DAVID BARTRAM
UNLTD



ENI TIMI-BIU
Create Your Table



LUCY VINCENT
Food Behind Bars



MARINA D'ARCO
The Connection at St-Martins-in-the-Fields



PETRA BARRAN
KERB



TINA JADAV
Independent

SUSTAINABILITY

+ SDM

SEVEN STEPS FOR SEVEN DIALS

We celebrated World Earth Day at Seven Dials Market this April with the introduction of seven new steps to make the market more sustainable. We will add seven more each year with the goal of being the most progressively sustainable food hall in the world.

+ SALUHALL PLANT FORWARD FOOD HALL

In 2021 KERB was approached by INGKA, the franchisee of IKEA, responsible for the urban development of IKEA stores globally. They invited us to develop a concept for a sustainable, local food hall offer to sit alongside their future IKEAs, asking us to help them become known as 'more than just the meatball'. We have spent the last two years in design and development of a plant forward food hall, termed Saluhall (the Swedish for market hall). This is due to launch in San Francisco in 2024.

● FLOW REGULATORS

Installing flow regulators on 92 taps, reducing volume by 5 litres per minute.

● KIDS MENUS

Our recycled paper kid's menus now teach our visitors about sustainable food choices.

● WE GOT THE POWER

We ensure all power comes from sustainable sources, with all our food waste going into the Rothenburg, a giant anaerobic digester that turns food into biofuel.

● RESUASABLE PACKAGING

We now have all our spirits from East London Liquor delivered in reusable jerry cans, saving approx 250 glass bottles per month.

● WATER STATIONS

We have increased the number of drinking water stations - no plastic bottles here.

● DISPOSABLE CUPS

Working with Chai Guys, we have done away with disposable cups.

● SERVICEWARE

We serve more than 170,000 dishes on metal trays a month. That's 119,000 forks, 93,000 knives and 34,000 spoons being reused rather than going into landfill.

WHAT HAVE WE ACHIEVED?

 I am passionate about removing barriers into employment and business ownership in the hospitality industry and believe that we have demonstrated that KERB+ can do this. This is how we ensure that the food industry continues to innovate and is inclusive. It is also how we ensure that we offer a diverse and authentic range of food and that our ecosystem truly represents London and the cities in which we operate."

GAVIN DUNN

Managing Director, KERB+

COACHING

Introducing the coaching for work programmes and delivering work coaching sessions to 67 people. 15 of whom are now in permanent employment.

IMPACT PARTNERS

Developing the relationships with our incredible impact partners who continue to endlessly inspire us and drive us on.

INCUBATING

Supporting 37 businesses to graduate through our inKERBator, and receiving over 120 sign ups to our Streets Ahead Programme. A big year for starting a business!

MARKETS

Relaunching so many of our street food markets that allow us to offer so much opportunities to trade for all of our members and continue to inspire future food businesses to develop and grow and be creative. This is such a crucial part of the food industry and our City and we shouldn't forget that!

GOALS FOR THE YEAR AHEAD

6+ NEW MARKETS



Activating at least six spaces across London with our unique street food markets.

This provides the opportunities for all of our independent food businesses to trade and enriches the streets of London and beyond with innovative and authentic food offers.

40+ NEW BUSINESSES



Delivering at least four cohorts of the InKERBator programme to nurture another 40 early stage food businesses.

This enables us to keep supporting the latest entrepreneurial talent and ensures a steady flow of great businesses coming through our ecosystem.

100+ BENEFICIARIES



Provide free access to at least 100 people from marginalised groups to our coaching for business programme and help launch at least 10 brand new and exciting food businesses.

This can be achieved through the Streets Ahead partnership with McCain Foodservice Solutions.

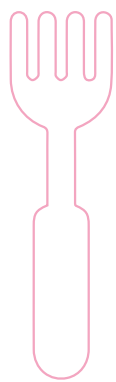
+ LOADS MORE IMPACT



Help more people from marginalised groups access employment opportunities through our coaching for work programme.

We have 15 people in employment in the first year. We want to increase this to 40 over the next 12 months.

**THANKS FOR READING, NOW HERE'S
HOW YOU CAN GET INVOLVED.**



EAT LIKE YOU GIVE A DAMN

As a customer, get down to our markets and support independent food businesses



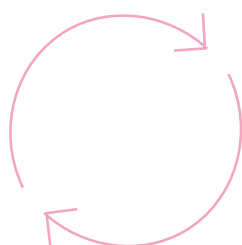
PRO KERB, PRO BONO

Everything from legals to graphic design, If you have skills that can help member development, we'd love to hear from you



PUT YOUR MONEY WHERE YOUR MOUTH IS

If You love what we do and think you can help really drive this thing forward, speak to us



CREATE IMPACT TOGETHER

Doing great things in the community and feel we should collaborate? Get in touch

Email gavin@kerbfood.com to make an impact with KERB+ this year



KERB+ Impact Report 2023
@KERBfood
kerbfood.com/kerbplus

KERB Social Enterprise © 2023

KERB+