The information contained herein is valid for two calendar years. During this period the Sustainable Restaurant Association (hereafter, the SRA) retains the right to withdraw a Rating should any information emerge that significantly affects the score. The SRA retains intellectual property rights for its Sustainability Rating method and process. All information and images within this report are for sole use by the SRA and the client. Third parties that wish to use it must seek prior permission from the SRA. All data provided by the client remains confidential unless approved for release. All of the information in this report is correct as of publication date.
On behalf of the Sustainable Restaurant Association, I want to thank you for your support and membership.

As a member, you are part of a diverse and progressive community. We are independent restaurants, international chains, cafés, pubs, hotels, universities, and workplaces, all with a single shared goal; to be better businesses.

Together, we have been working hard, nudging towards a better food system. Our combined actions and efforts can make a big difference to people, and the planet.

This document is your final 2019 Sustainability Report. In it we celebrate the areas you’re doing well in, help set you on the path to improving the ones you may be falling behind in, and show you how you compare to other business that are the same type as you.

In challenging times for our sector, it’s more important than ever that we help you make the most of your sustainability efforts. We’ll be working hard to do this in 2019 and beyond; from helping you set meaningful and achievable targets in food-waste reduction, conscious meat eating and plastic reduction, and beyond.

We need your help to do this, and that begins with you sharing and celebrating your Rating, successes, and plans. We’ve included guidance on how to share your Rating, and specific measures you can take to improve in this document. Membership is more than doing your Rating – look for opportunities to engage in our biggest events calendar yet, engage on the community and share you knowledge with the wide range of membership we have.

We are here to help you accelerate on the issues that matter, and are most focussed on eliminating food waste and single use plastic, as well as reducing the environmental impact of our menus on our Food Made Good community.

Thanks again for being part of the movement to make food good. I look forward to seeing you at our award celebrations in November or at one of our many events in the coming year.

Andrew Stephen
CEO
YOUR SCORE EXPLAINED

Andrew Wiles Building

YOUR SCORE IS 65%

GIVING YOU A 2 STAR RATING

A good restaurant will...

<table>
<thead>
<tr>
<th>Sourcing</th>
<th>55%</th>
<th>Society</th>
<th>69%</th>
<th>Environment</th>
<th>76%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celebrate local &amp; seasonal</td>
<td>57%</td>
<td>Treat staff fairly</td>
<td>80%</td>
<td>Value natural resources</td>
<td>74%</td>
</tr>
<tr>
<td>Serve more veg &amp; better meat</td>
<td>33%</td>
<td>Support the community</td>
<td>60%</td>
<td>Reduce reuse recycle</td>
<td>73%</td>
</tr>
<tr>
<td>Source fish responsibly</td>
<td>51%</td>
<td>Feed people well</td>
<td>68%</td>
<td>Waste no food</td>
<td>81%</td>
</tr>
<tr>
<td>Support global farmers</td>
<td>77%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Food Made Good Sustainability Rating Report 2019
2019

OVERALL SCORE

65%

Andrew Wiles Building

Raymond Blanc OBE
President

Andrew Stephen
CEO
Serving locally sourced and seasonal produce promotes a healthy environment and provides the British agricultural industry with much needed support.

Half of diners tell us they want restaurants to serve local produce, yet Britain is more reliant on food imports now than it has been at any other time over the last 40 years. Local food will only continue to become more important to the UK after we leave the European Union.

Best performers in this area are building loyalty with local suppliers, and are enjoying more opportunities for creativity and flexibility by letting seasonal produce dictate their menus.

To maximise the positive impact you have on the food system we recommend you take the following five actions:

1. Change your menu more regularly to incorporate seasonal produce.
2. Continue to explore opportunities to increase your range of locally sourced ingredients and products.
3. Explore opportunities to partner with a local farm, or look into possibilities to grow some produce in university green spaces (bee-keeping is a another popular option with universities).
4. Consider sharing your progress and achievements in seasonal and local sourcing in an annual summary.
5. Continue to promote your local and seasonal sourcing to customers through your website and social media.

2018 WINNER

FOODSPACE

“We scoured the country to find the best producers within a 50-mile radius of all 12 sites, allowing us to build a local larder and champion local producers. Now we have a ‘50-mile dish’ on the menu every day, and the customers who choose it receive loyalty points.”
Serving more veg and better meat is healthier for both diners and the planet.

By reducing a dish’s meat portion from 200g to 150g, per plate carbon emissions can be cut by a third.

With customer demand at an all time high for plant-based dishes it makes sense for the planet and your business to capitalise on veg-led eating.

Serving more veg and better meat is healthier for both diners and the planet.

**YOUR TO DO LIST**

To maximise the positive impact you have on the food system we recommend you take the following five actions:

Source and serve higher welfare poultry. Talk to your supplier(s) about options that reduce stocking densities and provide the birds access to sunlight.

Source and serve higher welfare pork, where pigs are reared outdoors for at least 80% of their lives.

Source and serve higher welfare beef & lamb, where animals graze outdoors on a natural diet of grasses, for the majority of the year.

Consider serving meat from animals traditionally considered as waste, or unconventional cuts.

Work towards purchasing fruit & veg that has been farmed to LEAF or organic standards.

2018 WINNER

**WOODS HILL TABLE**

“We looked at the overwhelming impact of meat production in the US and decided to integrate our supply chain. We run our own 360 acre organic, 100% pasture-raised, pesticides-free livestock farm, and we use all parts of our animals, working every cut into our dishes and creating blankets from hides.”
SOURCE FISH RESPONSIBLY

Sourcing fish responsibly keeps our oceans healthy for years to come.

Moving away from the ‘Big 5’, knowing the endangered species to avoid and using the Good Fish Guide is essential in serving sustainable fish.

Best performers in this area are reaping the benefits of closer ties with suppliers and a better informed, trusting customer base keen to try a variety of fish.

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

Remove fish rated 4 or 5 by the Marine Conservation Society (MCS) from your menu (this looks set to be completed by end 2019 - according to notes in the Rating submission).

Only source farmed fish species that hold a sustainability certification (for example ASC, Organic, BAP 2+ or Global G.A.P).

Ensure all seafood served is rated 1-3 by the Marine Conservation Society (MCS) or species that hold a sustainability certification.

Share details with your customers about whether the species served is wild or farmed, capture method, and origin of seafood on your menu.

Continue investing time and energy in sourcing fish sustainably by keeping abreast of any changes in the MCS Good Fish Guide.
SUPPORT GLOBAL FARMERS

Carefully selecting the products you source from global farmers ensures the livelihoods of communities and often lends itself to higher standards of agricultural practices, as well as a more considered product.

Best performers in this area have helped bring their customers and coffee suppliers closer together, creating premium bespoke products that taste great, support communities and have a great story to tell.

HOW DO YOU COMPARE?

<table>
<thead>
<tr>
<th>Your Score</th>
<th>Businesses Like You</th>
<th>SRA Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>77%</td>
<td>59%</td>
<td>71%</td>
</tr>
</tbody>
</table>

2018 WINNER

BARTLETT MITCHELL

“We brought our supply chain in house by launching our own premium Fairtrade coffee brand, ‘Perkee’. Working with the Soppexca Coffee Co-operative, this satisfied customer’s demand whilst ensuring a fair deal for the farmers growing it. The project provides our customers a better coffee experience than the high street but also allows us to have real impact on the lives of over 600 farmers.”

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

Purchase all exotic fruit to a higher standard of ethical and environmental management principles, such as Fairtrade or organic.

Regularly review and revise your policy and targets around serving ethically produced global products - ensure you keep updated on any changes your suppliers make.

Ask your suppliers to keep you updated on their progress in projects that directly benefit farmers such as gender equality, education facilities, community grants or pay above Fairtrade.

Participate in driving change in the sector by interacting with your fellow SRA members via the online community platform.

Consider creating a blog or contributing to the wider industry discussion about global farming and farmers.
TREAT STAFF FAIRLY

Treating people fairly, especially staff, is good for business.

High staff turnover costs the hospitality industry close to £300m a year and almost half of all chef vacancies are considered hard to fill.

Best performers in this area are thinking about how to offer their staff more than just a fair wage by experimenting with new working patterns and benefit packages.

HOW DO YOU COMPARE?

Your Score: 80%
Businesses Like You: 61%
SRA Average: 72%

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

If possible, offer above statutory parental leave options to all staff.

Continue to explore opportunities for further staff training and development.

Continue to explore opportunities to extend staff benefits.

Consider creating a blog or case study about your staff policies, or actively influencing your peers.

Promote your efforts around staff wellbeing and fairness publicly.

2018 WINNER

CAFÉ ST HONORÉ

“We set out not to be a good employer, but the best. We pay livable wages, introduced mentoring and at least one daily shared meal for all staff, while cutting down to a four-day, 45 hour work week. It’s crucial to say ‘I trust you to do this’.”

Treating people fairly, especially staff, is good for business.

High staff turnover costs the hospitality industry close to £300m a year and almost half of all chef vacancies are considered hard to fill.

Best performers in this area are thinking about how to offer their staff more than just a fair wage by experimenting with new working patterns and benefit packages.

HOW DO YOU COMPARE?

Your Score: 80%
Businesses Like You: 61%
SRA Average: 72%

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

If possible, offer above statutory parental leave options to all staff.

Continue to explore opportunities for further staff training and development.

Continue to explore opportunities to extend staff benefits.

Consider creating a blog or case study about your staff policies, or actively influencing your peers.

Promote your efforts around staff wellbeing and fairness publicly.

2018 WINNER

CAFÉ ST HONORÉ

“We set out not to be a good employer, but the best. We pay livable wages, introduced mentoring and at least one daily shared meal for all staff, while cutting down to a four-day, 45 hour work week. It’s crucial to say ‘I trust you to do this’.”

Treating people fairly, especially staff, is good for business.

High staff turnover costs the hospitality industry close to £300m a year and almost half of all chef vacancies are considered hard to fill.

Best performers in this area are thinking about how to offer their staff more than just a fair wage by experimenting with new working patterns and benefit packages.

HOW DO YOU COMPARE?

Your Score: 80%
Businesses Like You: 61%
SRA Average: 72%

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

If possible, offer above statutory parental leave options to all staff.

Continue to explore opportunities for further staff training and development.

Continue to explore opportunities to extend staff benefits.

Consider creating a blog or case study about your staff policies, or actively influencing your peers.

Promote your efforts around staff wellbeing and fairness publicly.

2018 WINNER

CAFÉ ST HONORÉ

“We set out not to be a good employer, but the best. We pay livable wages, introduced mentoring and at least one daily shared meal for all staff, while cutting down to a four-day, 45 hour work week. It’s crucial to say ‘I trust you to do this’.”

Treating people fairly, especially staff, is good for business.

High staff turnover costs the hospitality industry close to £300m a year and almost half of all chef vacancies are considered hard to fill.

Best performers in this area are thinking about how to offer their staff more than just a fair wage by experimenting with new working patterns and benefit packages.

HOW DO YOU COMPARE?

Your Score: 80%
Businesses Like You: 61%
SRA Average: 72%

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

If possible, offer above statutory parental leave options to all staff.

Continue to explore opportunities for further staff training and development.

Continue to explore opportunities to extend staff benefits.

Consider creating a blog or case study about your staff policies, or actively influencing your peers.

Promote your efforts around staff wellbeing and fairness publicly.
SUPPORT THE COMMUNITY

Supporting the community through volunteering time, raising money, donating surplus food, and working with local community groups can make a huge difference.

Best performers in this area are developing closer ties with their local neighbourhoods, and their staff are being motivated by the enriching experiences this provides.

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

1. Source some products from social enterprises or charities.
2. Measure the good things you are doing. This could include volunteer time, socially inclusive recruitment statistics, social enterprise purchasing power or another similar metric.
3. Regularly review and revise your policy and targets around your contributions to the community.
4. Participate in driving change in the sector by sharing your learnings with the SRA community, online or at an event.
5. Promote your charitable efforts to your customers and the public in store or online.

2018 WINNER

THE BREAKFAST CLUB

“We have created an online platform to encourage other restaurants to create ‘good days’ for local charities, their employees and their customers. Charities are given a platform to share their expertise, businesses in hospitality are given the tools and knowledge to network with like-minded individuals, and local communities can benefit from the businesses’ pledge to act upon what they’ve learnt.”
Develop a strategy to include more healthy options on your menu. Make your healthy eating strategy available to all staff, customers and include it in training.

Consider sharing your progress, achievements and challenges around feeding people well in an annual summary.

Continue to effectively promote your work around nutrition and healthy eating to customers in store and online.

Regularly review and revise your policy and targets around your healthy options and offerings.

Participate in driving change in the sector, share your learnings around consumer behaviour and healthy eating with the SRA community.

2018 WINNER

FARMACY KITCHEN

“Our mission at Farmacy is to help raise consciousness around food and promote a healthy lifestyle. This is a movement that advocates plant-based, organic eating and a chemical-free approach to increase health and wellness for both us and the planet.”

Food Made Good Sustainability Rating Report 2019
Global temperatures are rising, damaging the planet and our food supply.

Restaurants use over twice as much energy per square foot compared to other commercial buildings, but simple things like turning the thermostat down by 1°C can reduce energy bills by 7%.

Best performers in this area are benefiting from a reduction of up to a third on their bills thanks to a smart combination of innovation, training and investment in greener technology.

### HOW DO YOU COMPARATE?

<table>
<thead>
<tr>
<th>Your Score</th>
<th>Businesses Like You</th>
<th>SRA Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>74%</td>
<td>33%</td>
<td>56%</td>
</tr>
</tbody>
</table>

### YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

Research whether switching to an energy tariff which has a higher proportion of renewable energy in its mix is possible for your business.

Continue to invest in energy and water efficient equipment during kitchen and cafe upgrades.

Regularly review and revise your policy and targets around your resource conservation efforts.

Consider sharing your progress, achievements and challenges around valuing natural resources in an annual summary.

Promote your environmental efforts, specifically around your energy or water efficiency to your customers.

---

**2018 WINNER**

**NANDO’S**

“We have partnered with Hillcross Furniture and The Employability Trust to refurbish old outdoor furniture and send it back into our restaurants as good as new. The initiative has not only prevented waste and additional purchasing on our side, but also benefited Hillcross, as it enables them to focus on skilled upholstery.”
REDUCE REUSE RECYCLE

Reducing single use disposable waste, reusing whenever possible, and recycling the rest reduces the financial and environmental impact of the things we throw away.

Best performers in this area are actively seeking out reusable alternatives to items with short life spans, in combination with influencing their suppliers to do the same.

HOW DO YOU COMPARE?

73% 56% 67%
Your Score Businesses Like You SRA Average

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

Make your waste management policy available to all staff and customers, and emphasise it in the recruitment and training process.

Hold an internal audit of the disposable items you offer, and consider whether additional items can be removed.

Consider sharing your progress, achievements and challenges around waste management in an annual summary.

Share your operational knowledge and challenges around reducing, reusing and recycling with the SRA community.

Keep talking to customers and suppliers about your ongoing projects and achievements in reducing, reusing and recycling.
WASTE NO FOOD

Wasting food should not be a part of our everyday lives.

On top of helping to cut greenhouse gas emissions, reducing food waste can also have significant financial gains. Restaurants can make a profit of £7 for every £1 they invest in cutting food waste.

The best performers in this area are monitoring their waste, setting realistic targets with good action plans and being innovative in creative ways to manage unavoidable waste.

HOW DO YOU COMPARE?

<table>
<thead>
<tr>
<th>Your Score</th>
<th>Businesses Like You</th>
<th>SRA Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>81%</td>
<td>54%</td>
<td>62%</td>
</tr>
</tbody>
</table>

YOUR TO DO LIST

To maximise the positive impact you have on the food system we recommend you take the following five actions:

Consider sharing your progress, achievements and challenges around food waste in an annual summary.

Continue to look for inventive ways to utilise unavoidable food waste in the kitchen.

Regularly review and revise your policy and targets around your waste food procedures.

Create a blog or case study around your partnership with Olio and impact this has had on reducing food waste/surplus.

Continue to promote your efforts to reduce your food waste with your customers online or in store.
BENCHMARKING

Your business type is:
Café

<table>
<thead>
<tr>
<th>Category</th>
<th>Your Score</th>
<th>Businesses Like You</th>
<th>SRA Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celebrate Local &amp; Seasonal</td>
<td>57%</td>
<td>54%</td>
<td>70%</td>
</tr>
<tr>
<td>Serve More Veg &amp; Better Meat</td>
<td>33%</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>Source Fish Responsibility</td>
<td>51%</td>
<td>62%</td>
<td>68%</td>
</tr>
<tr>
<td>Support Global Farmers</td>
<td>77%</td>
<td>59%</td>
<td>71%</td>
</tr>
<tr>
<td>Treat Staff Fairly</td>
<td>68%</td>
<td>52%</td>
<td>64%</td>
</tr>
<tr>
<td>Value Natural Resources</td>
<td>74%</td>
<td>33%</td>
<td>56%</td>
</tr>
<tr>
<td>Support the Community</td>
<td>60%</td>
<td>39%</td>
<td>61%</td>
</tr>
<tr>
<td>Reduce Reuse Recycle</td>
<td>73%</td>
<td>56%</td>
<td>67%</td>
</tr>
<tr>
<td>Feed People Well</td>
<td>68%</td>
<td>52%</td>
<td>64%</td>
</tr>
<tr>
<td>Waste No Food</td>
<td>81%</td>
<td>54%</td>
<td>62%</td>
</tr>
</tbody>
</table>
**HOW DOES THE SCORING WORK**

The sustainability of your business has been assessed in 10 sustainability areas. Each one carries equal weighting. Your score in this area is made up by your policies, current operations, and influence.

<table>
<thead>
<tr>
<th>Sourcing</th>
<th>Society</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>40%</td>
<td>30%</td>
<td>30%</td>
</tr>
</tbody>
</table>

**TOTAL SRA RATING: 100%**

These areas combine to provide your overall performance score in Sourcing, Society and Environment.

For a detailed breakdown of how scoring works, please visit [www.thesra.org/rating](http://www.thesra.org/rating)

---

**ANY QUESTIONS?**

Head to the rating feedback and support group or contact our membership team at community@thesra.org or 0203 903 2775

---

**How We Conduct Assurance**

To ensure the integrity of the Food Made Good Rating and to confirm your final score we conduct three levels of assurance. We check:

1. That your policies comply with good practice.
2. With your suppliers, the standards to which you buy key items, such as meat, dairy and seafood.
3. Areas of exceptional performance by asking for further evidence on how you’ve achieved success.

**Your Opinion Matters**

From small independent restaurants, to large chains, to university cafeterias and catering companies, you are part of a diverse group of foodservice businesses. We recognise the need to make your Rating score reflective of your particular business and work behind the scenes to ensure that our Ratings are as accurate and as relevant as possible. If you are interested in being involved in the conversations or focus groups that inform future adjustments, or have further questions, please visit the Rating feedback community group.
SHARING YOUR RATING

WHY SHARE?

Your customers care
2 out of 3 diners say that knowing the restaurant they are eating at is focussed on improving its impact on society and the environment makes them feel good.

85% of diners say knowing staff are treated fairly would impact their choice of restaurant.

HOW TO SHARE

Share with your customers
- Celebrate your SRA rating on your menu
- Display your rating sticker in your window
- Feature your rating on your website
- Share and talk about your rating on social media

Share with your staff
- Announce your achievements through internal newsletters and team briefings
- Thank your team for their hard work
- Ask their ideas, involve them in goal setting
- Provide sustainability training for your staff, let them know the difference they can make

Share with your suppliers
- Thank your suppliers for their contribution to your rating
- Work with your suppliers to see how they can help improve future ratings
- Ask your suppliers to speak with their other customers about the benefits of an SRA rating

TOP TIPS TO DO MORE

Sustainability is a journey. Don’t wait until you’ve finished a project to share what you are doing.

Bring your star rating to life. Share it with a story about one of your proudest sustainability achievements.

Empower your staff. Encourage them to promote your achievements and confidently answer customer questions.

Involve your team and customers in the journey. Why not ask them to help nominate a local charity to support?

Look at what other members are doing to get some ideas. Browse the Food Made Good community and get in touch if you’d like some further guidance.

Celebrate efforts and achievements on your website’s sustainability page and share stories in all your marketing. Customers care.

Join our Campaigns. Download our insight report, The Tastiest Challenge, to find out more about the state of the industry and how you can be involved.

WHAT TO SHARE?

You will have received your social media-ready rating logo along with this report and logos for print are also available. Tweet about your achievements, or share a photo on Instagram to get started @FoodMadeGood.

If you would like specific logos or more advice on sharing your achievements, head to the Rating Feedback and Support group.

Download the Food Made Good 2018 Membership Report for an in depth breakdown of stats, insights and trends for all our 10 key sustainability areas

PR OPPORTUNITIES

Need further help brainstorming ideas? Reach out to our PR expert Tom Tanner to discuss further opportunities. tom@thesra.org

Food Made Good Sustainability Rating Report 2019
Our 10 key area framework is a fantastic way to make sense of the key sustainability areas that relate to foodservice and serve as a common framework to make collective progress. In order to emphasize the impact you have on the wider food system through working with the SRA, and to help you use your Food Made Good Report in your business reporting, we’ve mapped out how our framework relates to the UN’s Sustainable Development Goals or SDGs. The 17 SDGs were agreed by all UN members in 2015, and represent a global collective progress towards a sustainable future by 2030.