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**AZZURRIGROUP**

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# SUSTAINABLE DINING REPORT

OUR RECIPE FOR A BETTER FUTURE  
FINANCIAL YEAR 2021-2022

**Zizzi**

**ASK**  
ITALIAN

**COCO**  
DI MAMA

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I'm taking personal responsibility for accelerating our work on sustainability and our people agenda, across our entire value chain.

## CEO'S WELCOME

Welcome to our latest sustainable dining report.

Early on in my career I worked in busy restaurants and kitchens. Everything I learnt in those roles I've carried with me – the importance of excellent customer service, an appreciation of the right team of people around you, and the value of serving great food, every time. I've learnt the importance of the impact restaurants, and business more generally, can have on people and planet. These experiences have been a key driver for our progress over the past 12 months, and I'm excited to share that with you.

Firstly, it's important to reaffirm that we are a people business. Our 4,500 team members working across more than 220 restaurants and stores across the UK, form the beating heart of our business.

And whilst we, like many others, continue to face turbulent political and economic events, which inevitably affect our business operations, we remain steadfast in our commitment to building better food businesses that sustain happy, healthy lives. This is our purpose and is more than just a statement. It's something which guides our decision making and acts as a catalyst for long-term, positive change within our business.

In the past year, we've refined what we mean when we say, 'sustainable dining', by crafting a unique framework that informs where we're investing our efforts in the years to come. It's our 'Recipe for a Better Future', and a framework that captures insights from a series of thoughtful analyses and provides a clear direction for our future impact. Fundamentally, it sets out our ambitious 2030 Goals, across three core areas - People, Planet and Plate.

Through Recipe for a Better Future, I'm taking personal responsibility for accelerating our work on sustainability and our people agenda, across our entire value chain.

Central to this is our existing commitment to reach net zero carbon emissions by 2040 and collaborate across the industry to transition to more sustainable food systems. In the pages of this report, you can read about our achievements so far and our plans to fulfil our ambition, including how we're mapping the carbon impact of every dish we serve.

And as for our people, the core of our business, we're striving for more inclusive workplaces, where teams are rewarded fairly for their contributions and our people have plenty of opportunities to grow.

This report outlines both our achievements so far and the areas we have yet to deliver, as we work hard to become a more sustainable business. Whilst we know this is a journey of continuous improvement, we're eager to keep sharing our progress with you.

**Steve Holmes**

Chief Executive Officer  
Azzurri Central Limited



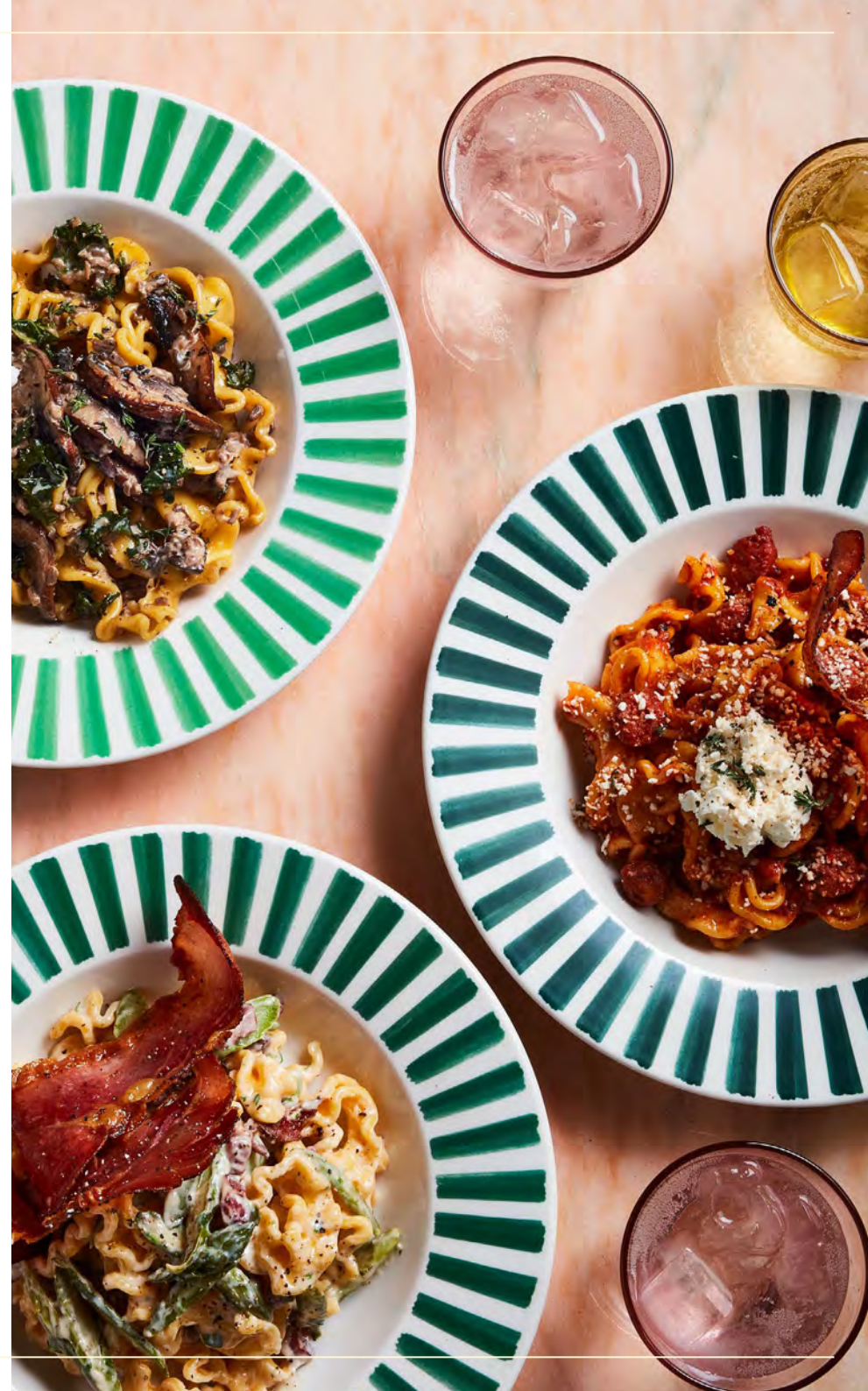
# ABOUT THIS REPORT

## Welcome to our sustainable dining report for our Financial Year 2021-2022.

We're proud to share this past year's journey to defining our Recipe for a Better Future, an evolution of our [sustainable dining](#) plan. In the past year, we've refined our work into a future-fit approach that will guide our impact for years to come.

We've streamlined and simplified our approach to sustainable dining across the group, condensing our previous five pillars – people, customers, suppliers, community, environment and planet - into three: People, Planet, and Plate. Within these three pillars, we've introduced twelve impact areas, reflecting our new and existing work to become a more responsible business.

To accelerate our progress, we're committing to a series of 2030 Goals that provide clarity and focus to our previous efforts, and frame our contribution to the planetary goals listed by the United Nation's Sustainable Development Goals (SDGs). We're also integrating Sustainability Accounting Standards Board (SASB) metrics into our reporting, so that we can be more transparent with our progress. We'll share more about process for target setting in the coming pages.



# WHO WE ARE

**WE'RE BUILDING BETTER FOOD BUSINESSES, DRIVEN BY DEDICATED TEAMS OF PEOPLE WHO PRIDE THEMSELVES ON BEING CONSCIENTIOUS, CURIOUS AND RESILIENT.**

We're a team of more than 4,500 people, who serve 15 million meals a year across 220 restaurants and stores, including Zizzi, ASK Italian and Coco di Mama. For more information on our progress, check out our [Annual Financial Report](#).



They like things a bit different at Zizzi. There's always something to discover when you have a meal with Zizzi: a menu packed with Italian-inspired dishes with twists and theatre, warm & natural restaurants with playful fun touches, and a team that make you feel like you're among friends. Zizzi doesn't do good times, only Great Times.

Zizzi first opened its doors and fired up its signature pizza ovens in Chiswick over 20 years ago. The idea was simple: every time you dine with Zizzi, it should be for great Italian food (with a twist) enjoyed in a warm and rustic environment with fun touches to discover. Today, there are a few more restaurants (over 130 in the UK & Ireland) but the Zizzi way remains the same.



ASK Italian is a family of 65 restaurants across the UK, connected by a love of Italy. They put their heart and soul into the details. Like the lemonade taster at the start of your meal, an invitation to relax and unwind knowing everything is taken care of.

Their food always begins with inspiration from Italy – maybe an ingredient, a tradition or a well-loved dish. The menu is as diverse as the people who come through their doors. From great Italian classics with added 'wow', to non-gluten pizzas and vegan swaps that even the meat-eaters love.



Coco di Mama is the UK's leading Italian-to-Go operator with a vision to be the most-loved modern Italian pasta brand. First opening over ten years ago in Fleet Street, Coco di Mama now has over 190 points of sale nationwide, including 14 flagship stores in London, nationwide delivery kitchens, and a retail partnership with Sainsbury's.

Their award-winning menu is most famous for customisable pasta pots and specialty handcrafted Allpress coffee, all served up fresh and superfast. They also serve a broad range of soups, salads, sandwiches, sweet treats, and breakfast items to complete their all-day menu.



# OUR PURPOSE

To build better food businesses that sustain happy, healthy lives.

## Our Vision

We're serving better, with food businesses that nourish the needs of our people, our customers, our partners, and our planet.

## Our Manifesto

We have a vision for a world where food businesses are better. Better at being honest and truthful. Better at investing in people and communities.

Better at taking risks to find out what works, so that we can hand on heart say we've done our bit to build better food businesses that sustain happy, healthy lives.

We'll need to work together and believe in each other to get this right. To ask for help when we're stuck, to talk through the times when we get it wrong and to be there for each other when it gets tough. We might even have a little fun along the way too!

But if we do succeed, if we do create a world where food businesses truly nourish the needs of people and planet, we'll all be thriving for years to come.

Because better food businesses means better opportunities for people. It means better care for our planet's resources. It means a better future for everything and everyone.





# OUR VALUES

Our essential ingredients,  
our beliefs, how we do things  
at Azzurri, to bring our  
Purpose and Vision to life.

## DO BETTER

We are brave and conscientious. We consistently look for better ways to do things, improving how we work and the results we achieve.

## BE CURIOUS

We are inquisitive, we ask the questions, we seek out the answers. Our curiosity means we take rounded and well thought through decisions that make a tangible difference.

## DON'T GIVE UP

We are resilient, tenacious and driven. We keep going whatever challenges we face, meeting the goals we set ourselves.

## BE CARING

We listen, we give our time, we look out for each other. We embrace and value individuality. We create an environment for everyone to thrive, grow and progress.

## BE YOU

We come as we are. We're warm and welcoming and don't take ourselves too seriously. We work as one team, and we take pride in all that we do. We like nothing better than revelling in our work and enjoying our time together.





# OUR SUSTAINABLE DINING JOURNEY

As a business, we recognise our reliance on quality ingredients for every dish to promote happy and healthy people in every kitchen and restaurant. Whilst we've always upheld responsible business principles, we wanted to go further than what was expected.

Because for us, that's the first step in serving better.

We've spent the past 12 months on a journey to consolidating our sustainable dining initiatives at group level, whilst accelerating progress across our brands and refining our central supporting role in driving impact, so that our businesses can thrive for years to come. We've focused on:

## 1. Reviewing our impact

## 2. Developing our Recipe for a Better Future





# REVIEWING OUR IMPACT

Since 2017, Azzurri has been on a journey to maximise its social impact and reduce its environmental impact. Our work has always centred on our people, our customers, our suppliers, and our planet. We're also aware that the world has undergone significant changes and we're facing new challenges and dynamics.

In 2022, we undertook a materiality assessment to develop a sustainability strategy to address the current social and environmental challenges that impact both our stakeholders and the world at large. We reviewed our impact across ethics and human rights; health and nutrition; sustainable food; waste; fair reward and recognition; carbon; inclusion and diversity; energy; sustainable sourcing; team member wellbeing; growing potential; water; and community welfare and wellbeing.

Each impact area reflects our sustainable dining interests, the Sustainable Development Goals, and the wider issues our industry faces.

To understand the importance of these impact areas, we collected feedback from our Azzurri leadership team, industry experts, more than 1,300 team members and reviewed inputs from more than 2,000 customers.

This feedback allowed us to capture what matters most to our team members, customers and external stakeholders, as well as shape the commitments that will drive our sustainability strategy forward. After analysis, we streamlined to arrive at 12 impact areas with actionable goals.

10+

Categories of impact

1,300+

team members contributed  
with feedback

2,000+

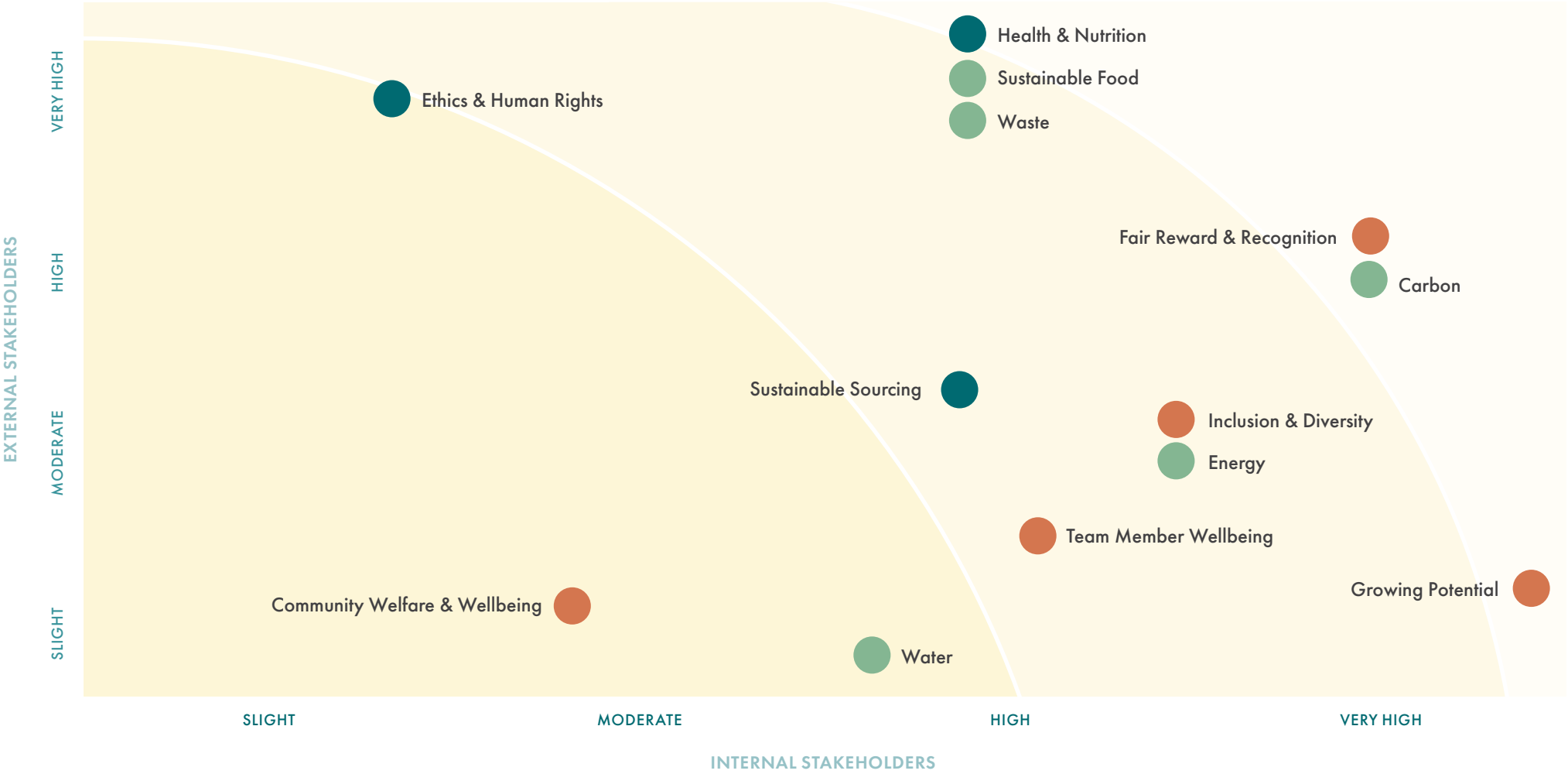
Customer, investor  
and sustainability experts'  
views represented

# MATERIALITY ASSESSMENT

We think it's important to share the rationale for our approach. Our materiality assessment helps demonstrate the importance of the 12 impact areas we've chosen to our stakeholders. The assessment showed that our external stakeholders place higher value on sustainable sourcing and health and nutrition, while our internal stakeholders value people, development and growth. There is also a common understanding that areas such as sustainable food, reducing carbon emissions, rewarding people fairly and reducing waste, are topics that will increase in importance over time.

In the next sections, we'll share our commitments for each impact area, and our progress so far.

- People
- Planet
- Customers & Partners





# DEVELOPING OUR RECIPE FOR A BETTER FUTURE

Our sustainability strategy, our **Recipe for a Better Future**, is informed by our purpose and defines our ambition to drive positive impact across the impact areas that are most important to our people and planet.

## WE FOCUS ON WHAT MATTERS MOST



### PEOPLE

Growing Potential  
Wellbeing, Recognition and Reward  
Inclusion and Diversity  
Community



### PLANET

Energy, Water and Carbon  
Waste  
Sustainable Design and Construction



### PLATE

Sustainable Diets  
Health and Nutrition  
Sustainable Sourcing

## AND WE COMMIT TO



Caring about our teams' potential, creating opportunities for every team member to grow



Tackling climate change



Making it easy for customers to make informed choices that support their health and wellbeing



Rewarding our team members fairly



Actively cutting waste, particularly food waste and packaging



Promoting sustainable diets through conscious menu design

We developed 'Recipe for a Better Future' goals to fulfill our commitments and drive change across our impact areas.

# OUR 2030 GOALS

Our 'Recipe for a Better Future' 2030 Goals are designed to shift our ways of working and focus on serving better by impacting those areas that matter the most to our people and the planet.

## PEOPLE



### GROWING POTENTIAL

By 2030, we will have helped 10,000 individuals enter the job market through apprenticeships, internships, work experience placements and job and life skills training.

By 2025, at least 70% of our positions will be filled by internal candidates as we expand our training proposition to promote internal career mobility.

### WELLBEING, REWARD AND RECOGNITION

By 2030, all employees aged 18+ will receive pay that exceeds the national living wage.

By 2025, we will sign up to the Mental Health at Work Commitment and provide mental health training to 100% of our leaders to develop supportive work environments.

### COMMUNITY

By 2025, we will provide all team members with volunteering opportunities, investing 100,000 volunteer hours in local communities by 2030.

By 2030, we will donate half a million meals to people in need.

### INCLUSION AND DIVERSITY

By 2025, we will be a signatory to BITC's Race at Work charter and build out our full diversity and inclusion strategy.

## PLANET



### CARBON, ENERGY AND WATER

By 2025, we will launch a robust environmental management system, allowing us to monitor and set annual consumption reduction targets for energy and water.

By 2040, we will achieve net zero emissions across our operations and supply chain.

### WASTE

By 2025, all our out of restaurant packaging will be widely recyclable.

By 2030, we will have cut our food waste by 15%.

### SUSTAINABLE DESIGN AND CONSTRUCTION

By 2025, all new restaurants and restaurant fit-outs will be built to the standards set out in our new sustainable design and construction policy.

Expanding on our existing zero-to-landfill commitment, by 2025 we aim to send zero waste to landfill from 100% restaurant fit outs and new builds.

## PLATE



### SUSTAINABLE DIETS

By 2025, we aim to provide the carbon footprint of items sold or listed in our brands' menus.

By 2030, we aim for at least 65% of the dishes listed on our brands' menus to be low or very low carbon impact.

### HEALTH AND NUTRITION

By 2025, all our kids' menus will meet PHE targets for sugar, salt, fat and calories.

### SUSTAINABLE SOURCING

Building on our existing commitments to source sustainably certified seafood, palm oil, free-range eggs and meat, by 2030, we will also source sustainably certified rice, sugar and coffee.

By 2030, we will sustainably source our uniforms, paper products, and work with suppliers who use sustainable alternatives to soy in animal feed and avoid the routine use of prophylactic antibiotics.

By 2030, we will invest in diverse and resilient supply chains by increasing spending with local suppliers by 10% and increasing spending with suppliers from minority backgrounds and sustainably certified organisations by 20%.





## PILLAR 1

# PEOPLE

Our business is nothing without our people. Our team is our greatest asset. That's why we're creating enriching places to work and being an active citizen in our local communities.

We take time to listen to our team members through regular engagement surveys, listening groups and 1-2-1s, to learn what people care about when it comes to wellbeing, growing opportunities and inclusion and diversity. Our work across these areas is informed by what we've heard and what we believe we can do to serve better.





# WELLBEING, REWARD AND RECOGNITION

At Azzurri, we're working towards an engaging and healthy culture and environment that supports and nourishes individuals to be better and do better, creating ownership and pride.

Creating an engaging work environment has been central to last year's work, as we welcomed back our team members to the office and boosted our restaurants' teams following the disruptions caused by COVID-19. We worked tirelessly to build fuller teams, restaurants and stores supported each other during busy times and we promoted internal candidates to ensure business stability.

In addition to these operational challenges, the state of play in the United Kingdom in 2021- 2022 saw an increase in inflation and cost of living. Our team members already have access to a wide variety of benefits, from health insurance to negotiated discounts and cycle to work schemes. In response to the heightened challenges of the past year, we've taken additional actions.

This year we introduced the highest annual pay award that we have ever made following an inflationary pay review.

This is in addition to our tronc policy that stipulates that all tips are democratically distributed amongst restaurant teams, with no deductions or changes made by the company.

We're also committing to breaking down age-related pay barriers, so by 2030 all adult employees will receive pay equivalent to the national living wage.

As we work towards rewarding our people's contributions fairly, we're also striving to create a safe operating environment.

Our brands offer resources to support individuals with their mental wellbeing, ranging from regular wellbeing newsletters and tips, to access for both individuals and their loved ones to medical professionals via an Employee Assistance Programme.

In 2022, Azzurri central teams partnered with the Burnt Chef Project; a not for profit social enterprise committed to making the hospitality profession healthier and more sustainable by focussing on people's wellbeing. The Burnt Chef Project has already helped us train over 20 leaders across the business in understanding and responding to mental health issues in the workplace. This is part of our group's ambition to deliver on the Mental Health At Work Commitment.

We're very proud of our teams and take time to reward their contributions. Our annual awards praise more than financial performance and we reward individuals that bring to life our brands' purpose and values.



At the October Roadshow, Zizzi recognised several General Managers who exemplified the company's purpose by supporting their team members thrive, instilling a sense of togetherness and a culture of helping one another to succeed.



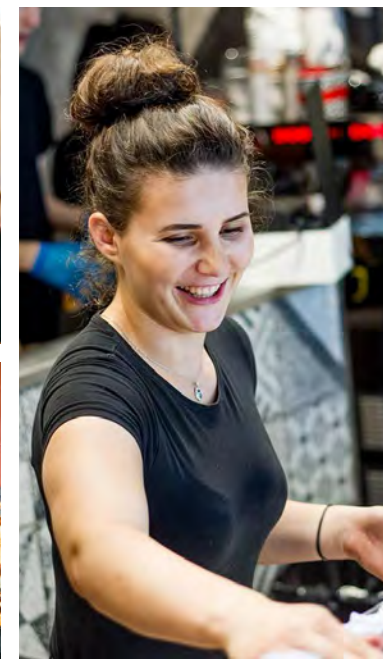
# GROWING POTENTIAL

We believe our industry offers great careers and we invest a lot of time and resources to nurture talent and give people the opportunity to progress their careers with us.

For both front and back of house staff, we provide relevant training and an exciting career development path for those who want to progress within the business. We prioritise internal development and promotion over external recruitment, aiming for at least 70% of positions to be filled by internal candidates. Some of our most popular training and development opportunities include the ASK Italian Journey and Avanti Leadership Programme, and Zizzi Viaggio.

Coco di Mama is determined to grow the team internally through these programmes, and also supports individuals entering a career in hospitality. In June 2022, Coco di Mama employed three candidates from Change Please, a social enterprise that helps homeless people (or those at high risk) to enter the hospitality industry through barista training.

Our ambition is to help 10,000 individuals enter the job market through apprenticeships, internships, work experience placements, and job and life skills training. We have a strong history of empowering individuals and have already celebrated seven cohorts of successful interns from Entrepreneurial Scotland's Saltire Scholar programme. We also help our talent grow within, with over 30 apprentices in our finance, IT and procurement teams. We believe we have a real opportunity to touch people's lives and open doors to fulfilling careers, just like Coco di Mama has shown possible with Change Please.



Our brands offer clear training and promotion pathways, meaning that employees can work their way from kitchen porter to head chef, from waiter to operations managers.



# INCLUSION AND DIVERSITY

For us, inclusion and diversity means valuing and appreciating people's differences, to enable them to thrive at work.

We're working towards a culture of inclusion, diversity and equity, listening and learning about how we can do more. We know that in our business, and the sector generally, people of colour are under-represented, as are women in some of our operational roles – in particular, in our kitchens.

In April 2021, we found a negative gender pay gap across the group, however, this figure was impacted by furlough numbers during the reporting time period. We deduced that there was an actual underlying 2% gender pay gap, which we're exploring more fully as part of the next gender report. We're already addressing gender opportunities at work through initiatives such as our Women In Leadership career development programmes. We've also started to capture diversity data across the business, with an intention to use this information to better understand our business and our people, and identify suitable actions.

As we collect this data, we've also committed to become a signatory of BITC's Race to Work charter. This framework will guide and underpin our work. In the meantime, we're reviewing our policies and ways of working to ensure they are inclusive in both language and application, involving our teams to make sure we get things right. In addition, Azzurri also encourages the employment of all underrepresented groups.

We're committed to ensuring that there is no unconscious bias that restricts opportunities for career progression within Azzurri. We're working closely with our teams to make sure our kitchens are set up to welcome female chefs, with all potential barriers removed and we're exploring how we can support women in these roles.





# COMMUNITY

Investing in our people and creating better spaces to work is important to us and we realise the potential it has to transform communities.

At Azzurri, we believe in the power of hospitality and have committed to unlocking this potential by providing all team members paid volunteering activities. Through these activities, we'll invest over 100,000 volunteer hours in our communities. By focusing our volunteering on causes that are close to our hearts, we believe we can make a real difference.

We're promoting skills-based volunteering to help team members put their know-how to good use. In 2022, our Azzurri Central teams formed a partnership with London Youth, a charity that supports education and training opportunities for the most at-need youths in London. Through this partnership, we're providing on the job life skills training, shadowing opportunities and mentorship, as well as support with maintenance work at London Youth centres.

After raising over £1 million for the Great Ormond Street Hospital Children's Charity, and in response to the cost of living crisis and our communities' struggle with food security, ASK Italian is trialling a new community first approach, supporting local foodbanks via the Trussell Trust network. This transition makes a lot of sense for our teams who want everyone to enjoy a good meal, whether in our restaurants or at home.

This approach also fits with Coco di Mama's approach. They have partnered with the Felix Project in London, raising funds and donating surplus food to help feed people in need. Azzurri also works with partner, Best Food Logistics, to ensure that any surplus food in the supply chain is donated to FareShare. Building on these efforts, we're aiming to donate half a million meals by 2030.

We're also ready to support our communities in times of need. For instance, Zizzi has raised around £150,000 for the Mental Health Foundation in this financial year alone, helping bring the charity's services closer to those who might benefit. In 2021 following events in Europe, the Azzurri Group started fundraising in support of individuals displaced by the war in Ukraine. ASK Italian took these efforts further by raising awareness in restaurants and raised over £13,000 for Choose Love's Ukraine appeal, supporting projects that are providing vital aid and services to those still in and fleeing the country, including: emergency medical care, food, shelter, clothes, legal support, mental health support, support for LGBTQIA+, BIPOC and marginalised communities. This is just one example of how we are ready to respond to our communities' needs, using our skills and our capabilities to have a better impact on people's lives.



30,000+

meals donated to FareShare and the Felix Project



£150,000

raised to support the Mental Health Foundation's work

£13,000+

raised in support of Choose Love's Ukraine appeal



Committed to volunteering

100,000

hours to support local communities



# OUR COMMITMENTS TO PEOPLE



## GROWING POTENTIAL

- » By 2030, we will have helped 10,000 individuals enter the job market through apprenticeships, internships, work experience placements and job and life skills training.
- » By 2025, at least 70% of our positions will be filled by internal candidates as we expand our training proposition to promote internal career mobility.

## WELLBEING, REWARD AND RECOGNITION

- » By 2030, all employees 18+ will receive pay that exceeds the national living wage.
- » By 2025, we will sign up to the Mental Health at Work Commitment and provide mental health training to 100% of our leaders to develop supportive work environments.

## INCLUSION AND DIVERSITY

- » By 2025, we will be a signatory to BITC's Race at Work charter and build out our full diversity and inclusion strategy.



## COMMUNITY

- » By 2025, we will provide all team members with volunteering opportunities, investing 100,000 volunteer hours in local communities by 2030.
- » By 2030, we will donate half a million meals to people in need.





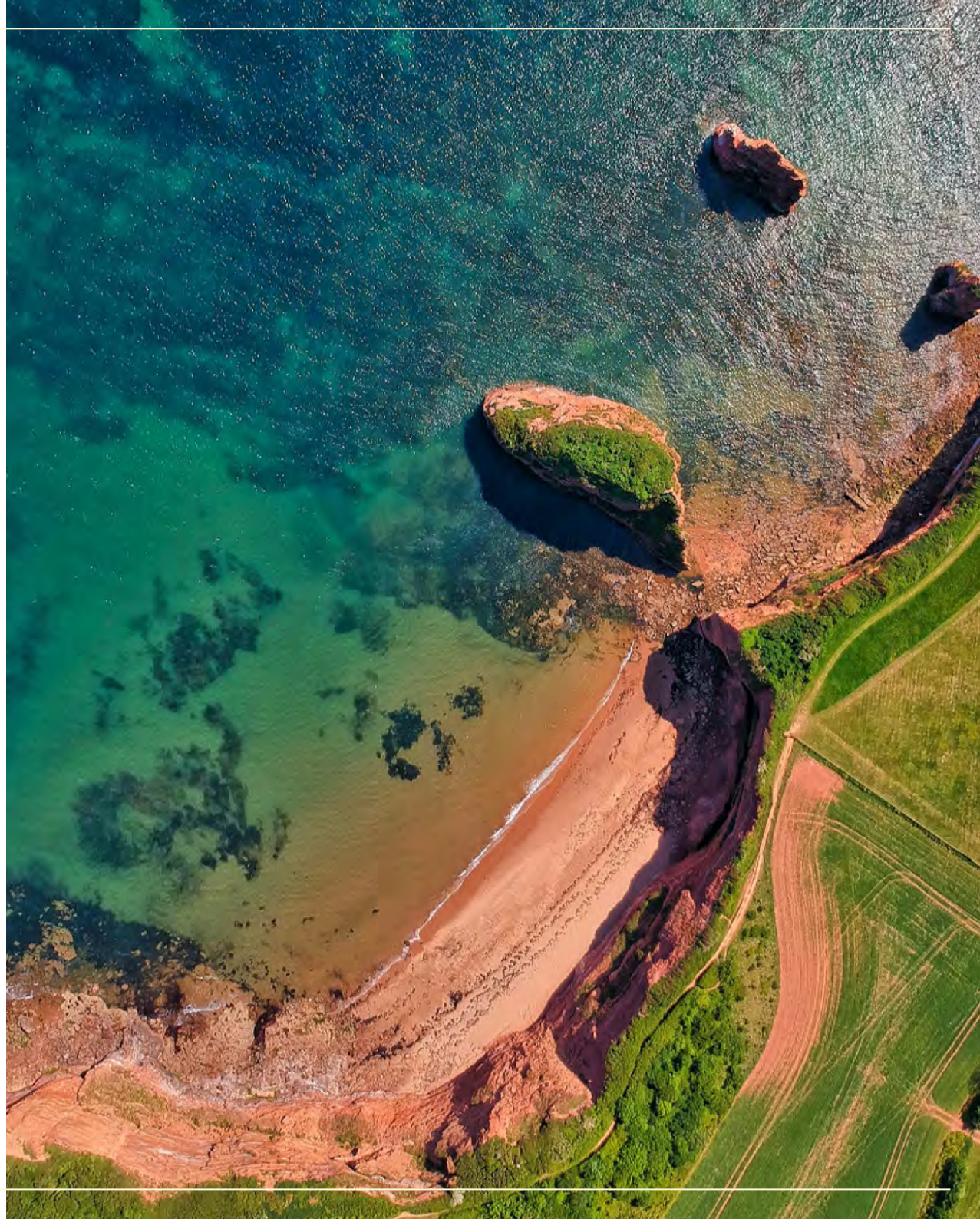


## PILLAR 2

# PLANET

Food is the one thing that connects every single human on the planet. It's also the core of our business – serving great food is a big part of what drives us. But every meal we serve has an impact. From sourcing every ingredient, transporting those to our kitchens, packaging our food, using energy and water to cook and clean, and the creation of food waste along the way, we have both a responsibility to improve how we work and an opportunity to be a better business.

The bedrock of our Planet pillar is our approach to climate change. We've already felt disruption to our supply chains, our operations and our communities' lives, because of the impact of climate change, so we're taking action. This year, we completed our first carbon footprint assessment to better understand our impact and developed a plan to take meaningful action.





# CARBON

We're a founding member of the Zero Carbon Forum (ZCF), an industry collaboration to tackle climate change through knowledge sharing. Through the ZCF, we have committed to achieve net zero emissions by 2040.

To support this commitment, we conducted our first carbon footprint across our entire group of brands and restaurants in line with GHG Protocol Corporate Standard and Scope 3 Standards. We worked with leading sustainability consultancy, ERM, to carry out the footprint.

We set our emissions baseline year as 2019-2020 before the wide-ranging impacts of the pandemic. In the years since, our business has changed and evolved. As such we have also reviewed our 2019 footprint against our 2020-2021 performance and have committed to carrying out annual reviews to keep true to our net zero ambition.

FOUNDING MEMBER OF



ADHERING TO GHG PROTOCOL



# NET ZERO CARBON EMISSIONS BY 2040





# Our footprint

Our carbon footprint for the year from January to December 2019 was 74,013 tCO<sub>2</sub>e across our direct and indirect operations and supply chain. This is our baseline figure on which we based our net zero carbon emissions commitments. We'll use this figure to report year on year progress to reduce our overall emissions.

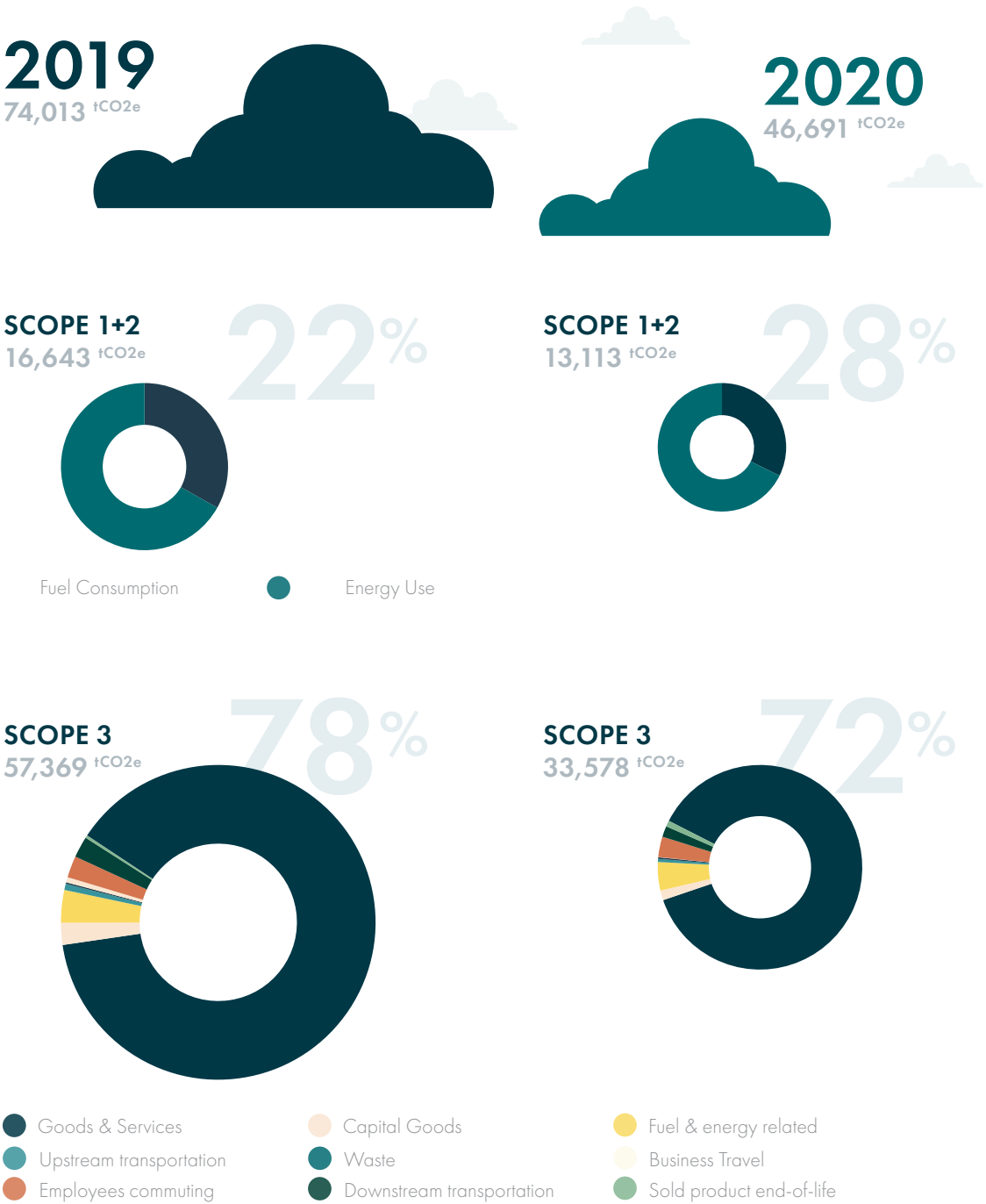
We found that 22% of our total carbon footprint could be attributed to our Scope 1 and 2 emissions from our fuel and gas combustion and the electricity purchased during the year. Our supply chain emissions in Scope 3 accounted, as expected, for a much larger portion, equivalent to 78% of our total footprint. This included emissions from our purchased goods and services, our capital goods, our upstream and downstream transport, our waste and the sold products end-of-life, as well as our business travel and employee commuting.

Through this exercise we realised that the company's long-standing commitment to sending zero waste to landfill paid off, with waste being our area of least impact, followed by our sold-products end of life and limited business travel. Conversely, most of our emissions come from the goods and services we purchase – with 60% of our Scope 3 emissions attributed to the food we purchase for the restaurants managed by our brands. Globally, food production contributes to 37% of GHG [emissions](#), putting the importance of food in our own carbon footprint into context.

# Setting our commitment

We have made a commitment to achieve net zero carbon emissions by 2040, in line with Science Based Target Initiative (SBTI). We plan to do that by first abating our Scope 1 and 2 emissions by 2030 and working toward reducing our more complex Scope 3 emissions by 2040.

To achieve our net zero ambition, we'll start by collecting better information from our suppliers on the carbon footprint of the goods and services that we purchase. We'll also work with them to reduce related impact, starting with our closest food suppliers.



# AZZURRI'S ROADMAP TO NET ZERO

## A NEW ENVIRONMENTAL MANAGEMENT SYSTEM

Put power in our people's hands by 2025, by providing resources to monitor energy consumption and introducing incentivised annual consumption reduction targets.

## RAISING EXPECTATIONS

We will introduce new criteria to our sourcing processes by 2025 to partner with suppliers committed to reducing their own carbon footprint.

## COLLABORATING FOR THE GREATER GOOD

We will continue to work with the Zero Carbon Forum, suppliers and other partners to solve wicked problems that affect our industry.

## IMPROVED PACKAGING

By 2025, all our takeaway packaging will be widely recyclable.

## SUSTAINABLE MENU CREATION

By 2025, all our brands will integrate carbon accounting in menu planning.

## REDUCING WASTE

By 2030, we will have reduced our food waste by 15% based on 2022 baseline levels.

## GREEN ENERGY

By 2030, Azzurri sites will be powered by 100% renewable energy.

## PLATES WITH A PURPOSE

By 2030, 65% of Azzurri brands' menus will consist of low or very low carbon options.

2022

2025

2030

2040



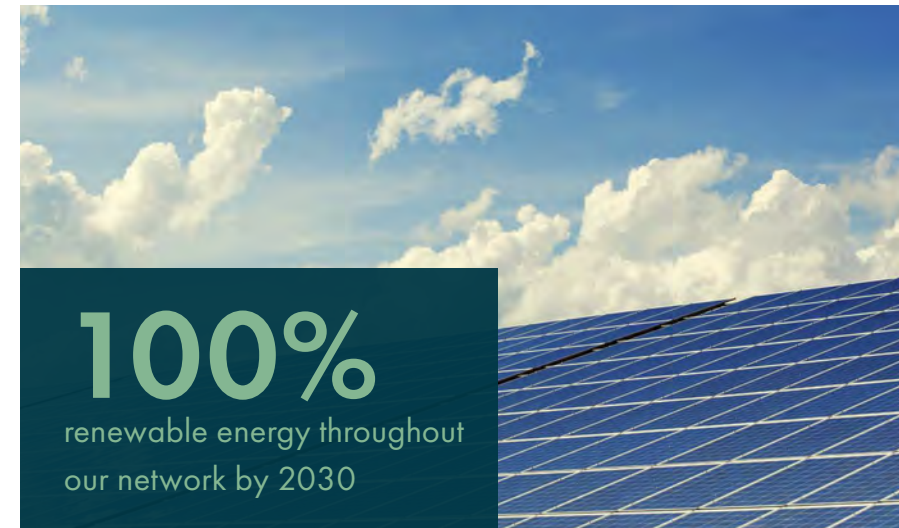
## ENERGY AND WATER

Better management of our energy use has long been an area of focus, even more so today with the increasingly severe impacts of geopolitical events on the energy market. Despite these challenges, we're committing to transitioning to 100% renewable energy by 2030.

We are also setting annual energy reduction targets for our restaurants, as we develop an environmental management dashboard with built-in analytics to identify areas for improvement.

Our property team works alongside our restaurant teams when energy usage spikes are detected. We're also rolling out new energy efficient kitchen equipment and other tools to help curb our use. As an example, we've started installing Mindsett in our restaurants, a predictive energy management tool that helps our teams identify opportunities to reduce energy usage.

We know that better choices derive from better insights. As such, our environmental management dashboard will also extend to water use. As a vital commodity, we've always prioritised the conservation of its use by installing sensor taps and sharing best practice within our kitchen teams.



# WASTE

Reducing waste is a core focus of our business. In the past year alone, our managed restaurants have achieved over 99% waste diversion from landfill through increased recycling, anaerobic digestion of food waste and other programmes focused on key ingredients.

We work closely with Novati (formerly UK Waste Solutions) at over 130 sites to make this possible and look for opportunities to unlock our waste's potential. One example is our cooking oil; once discarded, we divert more than 90% from landfill via Olleco, who turns waste oil into biodiesel. We're committed to keeping up our zero to landfill goal and work with our landlord-managed sites to ensure that happens. In addition, we run on-site segregation programmes and celebrate leading restaurants with quarterly recognition.

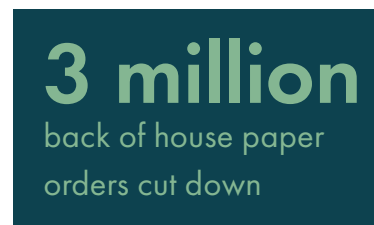
Our Azzurri Central teams continue to motivate and support restaurants to increase on-site recycling and review new opportunities to reduce waste, including food waste. Through our 2030 Goals, we've committed to reduce our food waste across the group by 15% from our 2021-2022 baseline of 1,128,000 kg. We're tackling food waste reduction through more attentive stock management, team training and donation of surplus food to entities such as the Felix Project and FareShare.

As we roll out more resources to our kitchen teams, we're also reviewing the impact these might have. By introducing new quick service restaurant (QSR) management systems, we've digitalised much of the back of house order system removing three million pieces of paper from Zizzi kitchens. We've also reduced the reliance on blue bags; plastic bags used

to keep ingredients safe and fresher for longer. We've rolled out steel gastro tubs and reduced the annual usage by around 90%, or almost 2 million blue bags a year.

Plastic comes in various forms, and reducing our own waste also means not contributing to landfill through our packaging. Since COVID-19, out-of-restaurant orders have significantly increased, especially with Coco di Mama's nationwide dark kitchens. We're increasing recyclable packaging and ensuring 100% of our packaging is widely recyclable for any deliveries and products sold through retailers. Adhering to WRAP's [guidance](#), we identified widely recyclable materials as those that can be collected for recycling by over 75% of local authorities and use these materials as the basis for our packaging.

Avoiding single-use plastics and instead using alternative sustainable materials and sustainably certified or recycled sources of paper is also key to our waste goal. We're currently over halfway through our commitment and continue to deliver improvements, such as launching widely recyclable pasta bowls in 2023. We want to make it easy for customers to choose our out-of-restaurant options, knowing they are more sustainable, with packaging that can be reused or recycled.





# SUSTAINABLE DESIGN

We believe that one of the best ways we can take care of our planet, is to build better restaurants that are fit for the future. Construction plays a key role in the fight against climate change. In the UK, the built environment is responsible for 25% of the UK's greenhouse gas [emissions](#).

At the same time, our restaurants are often the first thing our customers see, and it is what forms their impression of our brands and contributes to their overall desire to come back. Designing more sustainable restaurants is not only important to reduce our carbon footprint, but also provides a platform for us to share our responsible business journey with our customers and teams.

This past year, we launched a new sustainable design and construction policy, based on the gold standard of the SKA Fit-Out for commercial buildings, starting with our ASK Italian restaurant in Horsham. The restaurant was awarded the SKA Gold certification following the improvements, marking the first of many we're set to achieve.

While successful, the ASK Horsham sustainable refurbishment was a challenge for the team. As a beautiful historic Grade II building, we had to introduce changes that highlighted the historical importance of the building, whilst supporting our sustainable ambitions. The timber used was sourced from FSC sources, we reused as much furniture as possible, and introduced sustainable materials such as cork tabletops. We also used low-VOCs paints, sustainable fabrics and energy efficient appliances.

We decorated the restaurant with paintings by a local artist, a trend that we've long been incorporating in our designs to reflect the importance of our communities in our restaurants. Lastly, as part of the policy, we also extended our zero-to-landfill commitment for restaurant operations to our new builds and refurbishments.

These practices are now routine to our teams, and we are eager to show off more restaurants built in line with this policy, and achieve further SKA Gold certifications.



## SKA Gold Standard

Achieved at ASK Italian in Horsham and standard for future restaurant developments



# OUR COMMITMENTS FOR THE PLANET



## CARBON, ENERGY AND WATER

» By 2025, we will launch a robust environmental management system, allowing us to monitor and set annual consumption reduction targets for energy and water.



» By 2040, we will achieve net zero emissions across our operations and supply chain.



### WASTE

» By 2025, all our out of restaurant packaging will be widely recyclable.

25%				
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» By 2030, we will reduce our total food waste by 15%.

10%				
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## SUSTAINABLE DESIGN AND CONSTRUCTION

» By 2025, all new restaurants and restaurant fit-outs will be built to the standards set out in our new sustainable design and construction policy.



» Expanding on our existing zero-to-landfill commitment, by 2025 we aim to send zero waste to landfill from 100% restaurant fit outs and new builds.







### PILLAR 3

## PLATE

Recent times have seen consumers changing their behaviours. Following the pandemic, over [40%](#) of consumers in the UK have increased purchasing from brands that have environmentally sustainable practices and values. Customers have also changed their food habits, with [39%](#) reducing consumption of meat and animal products and [48%](#) opting to buy more locally produced goods. As we work towards doing better by our people and our planet, we acknowledge that this needs to be reflected on the menus of our brands.





# SUSTAINABLE DIETS

One in four consumers in the UK relies on environmental labelling to indicate a product's sustainability and we want to make it easy for our customers to make informed choices that can help the planet.

That's why we've made two commitments that support tackling climate change and facilitating a transition to sustainable diets. By 2025, we aim to roll out carbon labelling across our restaurants and stores to make it easy for customers to take decisions in line with their values. In the meantime, we'll also be working on reducing the carbon footprint of our menus so that by 2030, 65% will comprise low or very low carbon options. This is essential not only to meet changing consumer preferences, but also to tackle our emissions given 60% of our Scope 3 emissions can be traced back to our food.

To work towards these goals, we've partnered with Foodsteps, an emerging start up with a mission to help food businesses reduce their environmental impact. Coco di Mama has taken the lead, working with Foodsteps to learn about our food's impact and what can be done to reduce it. Coco di Mama's menus have 60% low or very low carbon options, ranging from breakfast items to snacks and meals. With Foodsteps' help, we're exploring how to improve even further and share our impact with customers.

We've explored our impact across our 'Vegan Swaps' offered as part of ASK Italian's menu. We found that our Vegan Swaps could reduce the carbon impact of the dishes by up to 70%. On our journey, we learned that balance is key and understanding impact is critical to creating dishes that support a transition to sustainable diets.

We know that our customers are hugely important to our journey. Coco di Mama is [displaying](#) carbon impact information on its website and ASK Italian's [website](#) showcases the impact of 'Vegan Swaps' against their alternatives at point of sale. We know this is not enough, so ASK is working with the University of Cambridge to study the impact of carbon labels in our restaurant and stores, to better understand how we can engage our customers and better communicate our impact.

We believe that achieving our 2030 Goals will help our customers transition to more sustainable diets, and to do this we have to work more closely with our distribution partners, suppliers and farmers as we keep educating and challenging ourselves to develop future fit recipes.



60%

of Coco di Mama's menu options are low and very low carbon options



70%

reductions in carbon impact are possible when choosing vegan alternatives at ASK Italian





# HEALTH AND NUTRITION

Across the Azzurri Group, we believe in serving good food that creates connections and celebrates our customers' most important life events.

The past year has seen some important developments in our food journey, starting with making it easier for customers to make informed choices about their diets through new mandatory calorie labelling in England.

Our customers can now find calorie information on restaurant menus, online menus, third party apps and food delivery platforms across all of Azzurri group's brands. However, conscious that not everyone wants to see this information, our ASK Italian and Zizzi brands have also added filters to allow consumers to choose whether they want to review this information.

As we provide information on calories, we also make sure there are options to meet everyone's needs. At Coco di Mama, customers coming for a quick lunch, breakfast or snack can expect over 70% of main meal options consisting of 500 calories or less. On the other hand, dining experiences at ASK Italian and Zizzi tend to be more fulfilling and 30% of mains sit under 800 calories.

When it comes to kids, ASK Italian and Zizzi are keen to give peace of mind to parents. Both brands' core dishes for kids sit well underneath the PHE calorie guidelines for 7-10 year olds and they both offer customers the possibility to order two portions of vegetables. To encourage more intake of vegetables, vegetable toppings are available for pizzas and ASK Italian is offering all kids a complementary side of peas as part of their [Peas Please](#) pledge.

Through our 2030 Goals, we're committed to going

even further, by introducing new goals for salt, fats and sugar- all to provide our younger diners with memorable experiences that also support their health. In 2021, Zizzi was named by the Soil Association as a [top 3](#) brand in the country for young diners eating out.

Catering to different diets is critical to our work. An estimated two million people are living with a diagnosed food allergy and 600,000 people live with coeliac disease. In addition to our menus offering over 60% vegan and vegetarian options, we also offer gluten free options to cater to a variety of needs.

We're acutely aware of our responsibilities in this area and work hard to embed the management of food hypersensitivity in our restaurants, creating a strong food safety culture. We follow industry best practice by proactively asking customers about allergies and have allocated allergen managers to ensure a safe process, from order through to serving. We also provide full allergen filtering through our digital table ordering system.

All these steps are underpinned by a laser focus on food safety. Our teams take food safety very seriously and as of the end of our financial year, 90% of Azzurri premises held the highest rating of 5 (or PASS in Scotland) as per the Food Hygiene Rating and Food Information Schemes.



800

or less calorie options  
available at Zizzi and  
ASK Italian



500

or less calorie options  
available at Coco di Mama





# SUSTAINABLE SOURCING

We love food and care enormously about where it comes from. Farm-to-fork traceability and working with suppliers who have high ethical standards are fundamental to our business. We know how important these are to our customers and people.

This is why we expect our suppliers to abide by our Business Code of Conduct, which is consistent with internationally agreed conventions on workers' rights and the Ethical Trading Initiative (ETI) Base Code and demonstrates our commitment to the letter and spirit of the Modern Slavery Act.

Our Purchasing and Supply Chain team is key to the group's commercial growth and fully champions sustainability and ethical sourcing. We go the extra mile by partnering with similar value-minded organisations and source ingredients from growers and suppliers who share our commitment to responsible sourcing. Almost 40% of our annual spend is invested in products sourced from the United Kingdom. Over 6% of our yearly spend comes from sustainably certified suppliers, such as cooperatives, B-Corps and community interest groups. In addition, almost 5% of our spend supports minority-owned businesses. We're committed to growing these figures through our 2030 Goals and diversify our spend to support organisations committed to bettering people and planet.

Sourcing sustainable products has been challenging in the past year, as we dealt with critical supply chain and disruptions due to Brexit, the COVID-19 pandemic and the war in Ukraine. In particular, our teams faced major challenges sourcing meat and other imported products and had to be dynamic in adapting to supply challenges to keep up with our business' needs. These challenges made us review our sustainable sourcing ambitions. Building

on achievements and learnings, we've released a more comprehensive approach through our 2030 Goals. We're strengthening our commitments to higher animal welfare and looking at sustainably sourcing commodities that are most vulnerable to climate change, such as coffee and rice, whilst doing the right thing by our suppliers.

These challenges also allowed us to make improvements in other areas. Starting in 2021, Azzurri consolidated its distribution of ambient and fresh products to a single distribution centre, reducing deliveries by 60% and consequently saving around one million food miles a year. Keeping our deliveries local helps us reduce emissions and form stronger connections with our national suppliers. For example, we source our Red Tractor certified milk from Paynes, a family-owned business that works with 121 farms across the UK and our mozzarella is made from UK Red Tractor certified milk.

Forming better connections with our suppliers is important at a local and international level, as it allows us to source high quality ingredients consistently. For instance, we source our passata from Greci, an Italian hallmark business that opened its first tomato production in 1923. Our business has grown alongside Greci's as we've perfected our recipes using their ingredients for over a dozen years. Our relationship has survived business challenges and the impacts of extreme weather events. Together, we've maintained a consistent supply of the secret sauce that our customers love.



**1 million**  
food miles were cut through  
more efficient food distribution



**40%**  
of our ingredients are  
sourced from the UK



# OUR COMMITMENTS ON THE PLATE



## HEALTH AND NUTRITION

» By 2025, all our kids' menus will meet PHE targets for sugar, salt, fat and calories.



## SUSTAINABLE DIETS

» By 2025, we aim to provide the carbon footprint of items sold or listed in our brands' menus.



» By 2030, we aim for at least 65% of the dishes listed on our brands' menus to be low or very low carbon impact.



# OUR COMMITMENTS ON THE PLATE

## SUSTAINABLE SOURCING

» Building on our existing commitments to source sustainably certified seafood, palm oil, free-range eggs and meat, by 2030, we will also source sustainably certified rice, sugar and coffee.

Free-Range Eggs used in our restaurants



Seafood



Palm Oil



Coffee



Higher Welfare Meat



Sugar



Rice



» By 2030, we will sustainably source our uniforms, paper products, and work with suppliers who use sustainable alternatives to soy in animal feed and avoid the routine use of prophylactic antibiotics.

No Routine Use of Prophylactic Antibiotics



Sustainable Sourcing of Soy (in Animal Feed)



Sustainable Sourcing of Customer-Facing Paper Products



» By 2030, we will invest in diverse and resilient supply chains by increasing spending with local suppliers by 10% and increasing spending with suppliers from minority backgrounds and sustainably certified organisations by 20%.

Increase Spending with Local Suppliers by 10%



Increase Spending with Minority Suppliers by 20%



Increase Spending with Sustainably Certified Organisations by 20%





# GOVERNANCE

Our **Recipe for a Better Future** needs our teams to work together to make our 2030 Goals a reality. In the past year, we improved our accountability and governance systems, so that sustainability is embedded throughout our structure.

We created the Responsible Business department in October 2021 to drive our sustainability strategy and support our brands to achieve their goals. At Board Level, sustainability is championed by the Commercial and Property Director and we appointed 11 sustainability leads across Azzurri Central, Coco di Mama, ASK Italian and Zizzi. These individuals are in unique positions to leverage their knowledge, maintain internal momentum and influence key decision making moments. In addition, Coco di Mama has also launched its own committee of 'Changemakers'. This group meets monthly to discuss how to make progress on the 2030 Goals.

To improve internal accountability, we set financial bonus links to our sustainability metrics for key Azzurri Central departments. We introduced a control system to frequently review KPIs for each brand. We run annual environmental, social and governance risk assessments that feed into the group's annual risk assessment process reviewing salient issues and assigning suitable short and long-term actions.

These new governance measures help us keep focused on our Recipe for a Better Future. We've been working hard to evolve our sustainability strategy and set ambitious targets that put our business at the forefront of our industry and on a journey to becoming a business the world needs – one that serves better for our communities and our planet.

## GOVERNANCE STRUCTURE

### Azzurri Group

**Claudia Candioto**, Head of Responsible Business  
**Kieran Pitcher**, Commercial & Property Director  
**Stefan Porter**, Purchasing & Supply Chain Director  
**Matthew Grey**, Finance Controller  
**Jane Bon Bernard**, People Director  
**Adrian Vickery**, Head of Property  
**Lucy La Rana**, Head of Quality & Safety

### ASK Italian

**Corinne Prior**, Marketing Director  
**Amita Patel**, Head of People

### Coco di Mama

**Jim Attwood**, Managing Director  
**Sara McKennedy**, Commercial Brand Director

### Zizzi

**Harry Heeley**, Managing Director  
**Paul Dunford**, People Director  
**Kathryn Turner**, Food Development & Food Strategic Projects Director

# SUSTAINABLE DEVELOPMENT GOALS





Recipe for a Better Future supports seven of the 17 United Nations' Sustainable Development Goals, a global agenda to end poverty, protect the planet, and ensure prosperity for all.

It was important for us to align our 2030 Goals to the SDGs for a few reasons. Firstly, we want our impact to be meaningful and tied to issues affecting people and planet. Secondly, we want our impact to be framed in a way that can be understood by our industry, our investors, the people we work with, and the communities we impact. The SDGs allow us to do just that - link our work to global ambitions pursued by communities, businesses, and governments alike.

We've reviewed the SDGs and identified seven that are most relevant to our work within the group. Reflecting on all areas of our work, we devised goals that we know will impact on these targets and will move us forward on that journey. We understand that our impact is wider than these seven areas, but see these as a solid foundation from which to build our progress.

SUSTAINABLE DEVELOPMENT GOAL	OUR COMMITMENT	OUR 2030 GOAL
<b>SDG 2</b> <b>Zero Hunger</b> (Target 2.1; Target 2.3) 	<i>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</i>  Our 220 restaurants and stores are at the heart of many UK communities. We're here to sustain happy, healthy lives within those communities, managing our food waste, and donating surplus food to those who need it most.	Donate half a million meals by 2030.
<b>SDG 8</b> <b>Decent work and economic growth</b> (Target 8.5; Target 8.6) 	<i>Promote inclusive and sustainable economic growth, employment and decent work for all.</i>  We're committed to training our teams and providing career opportunities. We're dedicated to building an engaging and healthy environment that supports and nourishes individuals to be better and do better.	By 2030, we will have helped 10,000 individuals enter the job market through apprenticeships, internships, work experience placements and job and life skills training.  By 2030, all employees aged 18+ will receive pay that exceeds the national living wage.
<b>SDG 9</b> <b>Industry, Innovation and Infrastructure</b> (Target 9.4) 	<i>Build resilient infrastructure, promote sustainable industrialisation and foster innovation.</i>  With 220 restaurants and stores across the UK, we're focused on minimising our environmental footprint at every site. We're already committed to sending zero-to-landfill and want to take this further. Our design and construction policy will also promote sustainable design and construction.	By 2025, all new restaurants and restaurant fit-outs will be built to the standards set out in our new sustainable design and construction policy.



SUSTAINABLE DEVELOPMENT GOAL	OUR COMMITMENT	OUR 2030 GOAL
<b>SDG 10</b> <b>Reduced inequalities</b> (Target 10.2) 	<p><i>Reduce inequality within and among countries.</i></p> <p>Our customers come from all walks of life and so do we. We're not all the same and that is our greatest strength. We draw on the differences in who we are, what we've experienced and how we think, to build better food businesses that sustain happy, healthy lives. We build teams made up of great people from a wide variety of backgrounds and abilities, not just because it's the right thing to do, but because it makes our business stronger.</p>	<p>By 2030, we will invest in diverse and resilient supply chains by increasing spending with local suppliers by 10% and increasing spending with suppliers from minority backgrounds and sustainably certified organisations by 20%.</p> <p>By 2025, we will be a signatory to BITC's Race at Work charter and build out our full diversity and inclusion strategy.</p>
<b>SDG 12</b> <b>Responsible Consumption and Production</b> (Target 12.2; Target 12.3; Target 12.5; Target 12.6) 	<p><i>Ensure sustainable consumption and production patterns.</i></p> <p>We believe in responsible business - in doing business in a way that is better for both our planet and our people. That means having sound social and ethical practices and considering our impact on the environment and how to reduce it.</p> <p>We believe in getting as much value as possible from every waste stream, to protect our planet's resources and drive value for our businesses.</p>	<p>By 2025, all our out of restaurant packaging will be widely recyclable.</p> <p>By 2030, we will have cut our food waste by 15%.</p> <p>Expanding on our existing zero-to-landfill commitment, by 2025 we aim to send zero waste to landfill from 100% restaurant fit outs and new builds.</p>
<b>SDG 13</b> <b>Climate Action</b> (Target 13.3) 	<p><i>Take urgent action to combat climate change and its impacts.</i></p> <p>Climate change is one of the most urgent issues facing humankind. It requires swift and radical action. We're taking action both within our business through our net zero by 2040 ambition and in the way we support our customers to make more informed choices through carbon footprint labelling too.</p>	<p>By 2040, we will achieve net zero emissions across our operations and supply chain</p> <p>By 2025, we aim to provide the carbon footprint of items sold or listed in our brands' menus.</p>
<b>SDG 14</b> <b>Life below water</b> (Target 14.4; Target 14.6) 	<p><i>Conserve and sustainably use the oceans, seas and marine resources.</i></p> <p>Many of our dishes are reliant on fish and seafood ingredients, so we're committed to sourcing our fish and seafood sustainably to protect fish stocks and marine ecosystems.</p>	<p>Building on our existing commitments to source sustainably certified seafood, palm oil, free-range eggs and meat, by 2030, we will also source sustainably certified rice, sugar and coffee.</p>

# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) RESPONSE

This disclosure marks Azzurri Group's first response to the SASB Restaurants Standard.

We are in the process of developing our approach to collecting data for the accounting metrics.

For metrics for which data is not yet available, we offer information on our approach to and targets for these topics.

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	RESPONSE
Energy Management			
FB-RN-130a.1	(1) Total energy consumed	Energy	198,622 Gigajoules
	(2) percentage grid electricity	Energy	100%
	(3) percentage renewable	Energy	3.3%
Water Management			
FB-RN-140a.1	(1) Total water withdrawn	Water	Data for water withdrawal and consumption is not yet centralised at entity level. We are taking action to improve our data collection processes to accurately measure water consumption and are committed to reducing it.
	(2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Water	
Food & Packaging Waste Management			
FB-RN-150a.1	(1) Total amount of waste	Waste	5,856.51 Mt
	(2) percentage food waste	Waste	7.58%
	(3) percentage diverted	Waste	99.7%



SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	RESPONSE
FB-RN-150a.2	(1) Total weight of packaging	Waste	1,724.09 Mt
	(2) percentage made from recycled and/or renewable materials	Waste	30.7%
	(3) percentage that is recyclable, reusable, and/or compostable	Waste	50.7%
<b>Food safety</b>			
FB-RN-250.a1	(1) Percentage of restaurants inspected by a food safety oversight body	Health & Nutrition	44.9%
	(2) percentage receiving critical violations	Health & Nutrition	0%
FB-RN-250.a2	(1) Number of recalls issued and (2) total amount of food product recalled	Health & Nutrition	0
FB-RN-250a.3	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Health & Nutrition	Not applicable. This metric is only relevant to operations in the United States, which Azzurri does not have.
<b>Nutritional Content</b>			
FB-RN-260a.1	(1) Percentage of meal options consistent with national dietary guidelines and	Health & Nutrition	Refer to <a href="#">page 29</a> for our health and nutrition strategy. Following calorie legislation in the UK, 70% of CDM's menu is under 500 calories, 34% of ASK Italian's menu is under 800 calories, 27.5% of Zizzi's menu is under 800 calories.
	(2) revenue from these options		Refer to our <a href="#">Annual Report</a> for information on the company's financial performance.
FB-RN-260a.2	(1) Percentage of children's meal options consistent with national dietary guidelines for children and	Health & Nutrition	Refer to <a href="#">page 29</a> for data on our main meals, we are working to define a unified methodology for data collection and calculation for our brands' set kids meals.
	(2) revenue from these options		Refer to our <a href="#">Annual Report</a> for information on the company's financial performance.

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	RESPONSE
FB-RN-260a.3	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Health & Nutrition	0
<b>Labor Practices</b>			
FB-RN-310a.1	(1) Voluntary turnover rate for restaurant employees	Wellbeing, reward & recognition	This topic is mentioned in our Azzurri <a href="#">Annual Report</a> . For more information on our people approach to wellbeing, reward & recognition refer to <a href="#">page 14</a> .
	(2) involuntary turnover rate for restaurant employees	Wellbeing, reward & recognition	This topic is mentioned in our Azzurri <a href="#">Annual Report</a> . For more information on our people approach to wellbeing, reward & recognition refer to <a href="#">page 14</a> .
FB-RN-310a.2	(1) Average hourly wage, by region	Wellbeing, reward & recognition	80.3% of our employees are paid above National Living Wage.
	(2) percentage of restaurant employees earning minimum wage, by region	Wellbeing, reward & recognition	100%
FB-RN-310a.3	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations	Wellbeing, reward & recognition	0
	Total amount of monetary losses as a result of legal proceedings associated with (2) employment discrimination	Wellbeing, reward & recognition	0
<b>Supply Chain Management &amp; Food Sourcing</b>			
FB-RN-430a.1	Percentage of food purchased that (1) meets environmental and social sourcing standards	Sustainable Sourcing	We are working to define a unified methodology for data collection and calculation at Azzurri Group.
	Percentage of food purchased that (2) is certified to third-party environmental and/or social standards	Sustainable Sourcing	15.9%



SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	RESPONSE
FB-RN-430a.2	Percentage of (1) eggs that originated from a cage-free environment	Sustainable Sourcing	100%
	Percentage of (2) pork that was produced without the use of gestation crates	Sustainable Sourcing	43% of our main products come from gestation crate-free environments, 57% of our main pork products come from limited-gestation crate environments (compliant with local legislation and/or Red Tractor certifications)
FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Sustainable Sourcing	Refer to <a href="#">page 30</a>
<b>Activity Metric</b>			
FB-RN-000.A	Number of (1) company-owned restaurants	NA	214
	Number of (2) franchise restaurants	NA	0
FB-RN-000.B	Number of employees at (1) company-owned	NA	4500
	Number of employees at (2) franchise locations	NA	0

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# AZZURRI GROUP

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## AZZURRI CENTRAL LIMITED

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