

AZZURRIGROUP

# SUSTAINABLE DINING REPORT

OUR RECIPE FOR A BETTER FUTURE 2022-2023

Zizzi

ASK  
ITALIAN

COCO  
DI MAMA

# TABLE OF CONTENTS

<b>CEO's Welcome</b>	<b>3</b>
<b>About This Report</b>	<b>4</b>
<b>Who We Are</b>	<b>5</b>
Our Purpose	6
Our Values	7
<b>Our Sustainable Dining Journey</b>	<b>8</b>
Our Commitments	9
Our Goals	10
<b>Governing Sustainability</b>	<b>11</b>
<b>Pillar 1: People</b>	<b>12</b>
Wellbeing, Reward and Recognition	13
Inclusion and Diversity	15
Growing potential	16
Community Wellbeing	18
Progress on Our Goals: People	21

<b>Pillar 2: Planet</b>	<b>22</b>
Energy and Water	23
Waste	24
Carbon	25
Sustainable Design	29
Progress on Our Goals: Planet	32
<b>Pillar 3: Plate</b>	<b>33</b>
Health and Nutrition	34
Sustainable Diets	36
Sustainable Sourcing	38
Progress on Our Goals: Plate	42
<b>Sustainable Development Goals</b>	<b>44</b>
<b>Sustainability Accounting Standards Board (SASB)</b>	<b>46</b>



# CEO'S WELCOME

Welcome to our latest Sustainable Dining Report, which serves as an update on our Recipe For A Better Future goals, our framework for impact against three core pillars, People, Planet and Plate. It has been a year since we have reframed our impact following this framework and we have much to share.

During this year, we have continued to evolve, despite significant social and economic changes. We know that these global shocks affect all our stakeholders, from our supply chain partners, to our team members and our customers, which is why we are determined to prioritise our role in building better food businesses that sustain happy, healthy lives. We strongly believe that our businesses are positioned to create positive impact for the people we employ and the communities we serve, whilst being mindful of the resources we use. The need for our businesses to show leadership across these areas, and deliver the changes our people and planet need, is only becoming more pronounced.

We know we will only achieve our goals when our businesses work closely together. We've worked hard this year to foster a culture of collaboration and knowledge sharing, to enable us to drive forward our

sustainability initiatives and create positive impact. This cultural framework enabled us to seamlessly embed our new food business which we welcomed into the Azzurri family: Boojum a Mexican burrito bar, operating across 15 sites in Ireland. We are delighted to have expanded not just our operations, but importantly our opportunity to build another food business that's better for people and planet.

Accountability has also been a key focus this year, as we double down on our governance processes for sustainability initiatives. We have maintained a steadfast focus on sustainability, with regular progress updates for our Azzurri Central core teams, as well as our brands. I was delighted to be asked to chair the quarterly progress meetings for ASK Italian's sustainable business approach, 'Ask for Better', allowing me to get closer to the front line whilst creating space for our leaders to explore sustainability initiatives that have potential to positively impact our communities and environment. I have been inspired by the outcomes of those sessions, which include behaviour change campaigns that reduce energy consumption in our restaurants, to new community impact structures and I am committed to continue my role as a champion for 'Ask for Better' into 2024 and beyond.

As a result of this focus on sustainability across the Group, we have been able to make advances across our People, Planet and Plate goals. Our Sustainable Dining Report has been updated to highlight our most significant – and proudest – achievements, such as our evolving community partnerships, our sustainable restaurant designs and our first closed-loop food waste system.

Our determination to succeed and deliver on our Recipe For A Better Future goals remains strong. This report highlights how we are delivering on our ambitions and putting in place measures to overcome challenges, whilst striving to continue to build better food businesses that deliver a positive impact for our people and planet.



**Steve Holmes**

Chief Executive Officer  
Azzurri Central Limited



We've worked hard this year to foster a culture of collaboration and knowledge sharing, to enable us to drive forward our sustainability initiatives and create positive impact.

# ABOUT THIS REPORT

## Welcome to our sustainable dining report for our Financial Year 2022-2023.

In this latest edition of our Sustainable Dining Report we're excited to share the progress our Group has made in our last financial year, and provide an updated on the key initiatives we're currently working on. Since launching our Recipe For A Better Future goals, we have aligned our efforts across ASK Italian, Coco Di Mama and Zizzi, sharing knowledge, resources and pooling contributions to have a positive impact across the dimension of People, Planet and Plate.

This report summarises our impact against the goals we have set as well as where we are aiming to contribute to the United Nations's Sustainable Development Goals (SDGS). We've also integrated the Sustainability Accounting Standards Board (SASB) metrics for food services into our reporting, so that we can be more transparent with our progress. Change is an ongoing process, and whilst we realise we have a long journey yet ahead of us the coming pages illustrate our story and impact.





# 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 5,600 people, who serve 13 million meals a year across 200 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 160 nationwide outlets, including 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

Since 2017, the Azzurri Group has embarked on a transformative journey towards becoming a more sustainable and responsible business. In 2022, we took a significant step forward by conducting a materiality assessment. This crucial evaluation aimed to sharpen our focus and chart a course for our long-term impact, culminating in the development of our 'Recipe For A Better Future' sustainability strategy.

The [materiality assessment](#) was instrumental in pinpointing the most pressing environmental and social issues facing our Group. With the valuable input of both internal and external stakeholders, we identified 12 key impact areas. These areas became the foundation of our sustainability commitments and goals, forming the backbone of our strategy. To ensure our reporting remains aligned with evolving priorities and challenges, we conducted a materiality refresh exercise in 2023, which verified the continued relevance of our material topics. We will regularly review our material issues that inform our commitments and goals.

Outlined on the following page, our commitments act as a vital link between our overarching purpose and our specific sustainability objectives. They highlight our focus on the most critical aspects of our operations and set ambitious targets for the Group. To bring these commitments to life, we've established our 2030 Goals. These goals are designed as practical, action-oriented benchmarks that span the critical dimensions of people, planet, and plate, guiding our journey towards a more sustainable future.





# OUR COMMITMENTS

The commitments under our **Recipe For A Better Future** define our ambition to drive positive impact across the areas that are most important to our people and planet.

## WE FOCUS ON WHAT MATTERS MOST



### PEOPLE

Growing potential  
Wellbeing, recognition & reward  
Inclusion & Diversity  
Community



### PLANET

Energy, water & carbon  
Waste  
Sustainable Design & construction



### PLATE

Sustainable Diets  
Health & 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

# OUR GOALS

Our **Recipe For A Better Future** goals are designed to shift our ways of working and focus on serving better by impacting those areas that matter the most for 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 & 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 be sourcing sustainably 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%.



# GOVERNING SUSTAINABILITY

Our **Recipe For A Better Future** is embedded in our Groups' deliverables. In the past year, our teams have worked together to engrain our commitments and goals in our governance systems, improving accountability throughout our business' structure.

Since creating the Responsible Business department in Azzurri Central in October 2021, our sustainability strategy is being championed by 16 leads across the Group. Each of our brands has set up their own sustainability governing bodies. ASK Italian has launched Ask For Better, its own sustainability strategy driven by an internal committee led by Steve Holmes, the company's CEO. Zizzi has integrated sustainability progress in its purpose roadmap, first launched in Spring 2023 and now part of the business' deliverables. And Coco Di Mama continues to enforce decisions and pursue change through the 'Changemakers' Group.

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. We have also championed cross-working groups to address salient issues, such as human rights.

These governance measures help us keep focused on our Recipe For A Better Future. We work through challenges together, to ensure that we keep moving the needle and challenge ourselves to be better, so that all our businesses can contribute to having a positive impact on people and planet in a way that most reflects their unique values and identity.

## GOVERNANCE STRUCTURE

### Azzurri Central

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

### ASK Italian

**Amita Patel**, Head of People  
**Corinne Prior**, Marketing Director  
**Jan Dalton**, Operations Director  
**Matthew Gray**, Finance Director

### Coco di Mama

**Jim Attwood**, Managing Director  
**Keyana Mohammadi**, Interim Head of Brand

### Zizzi

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



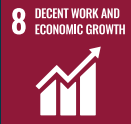


## PILLAR 1

# PEOPLE

Hospitality touches the lives of many people in lots of different ways. For Azzurri, the experience of eating out reaches far beyond the four walls of our kitchens and our restaurants. We're here to create food businesses that are as unique and individual as the people that run and visit them.

That's why our commitment to nurturing a diverse and inclusive environment is at the forefront of our business strategy. We understand that our success is deeply rooted in the well-being, growth, and satisfaction of our employees, partners, and customers. By fostering a culture that values every individual's unique contributions and perspectives, we aim to enrich the dining experience and positively impact the communities we serve.





# WELLBEING, REWARD & RECOGNITION

We want to reward and recognise our team members for contributing to an engaging and healthy working environment. In the past year, we have posed ourselves the challenging question of defining wellbeing for our brands. We have attempted to tackle the aspects of physical, financial and mental wellbeing that we believe will create a healthier working culture and environment.

The UK, and the rest of the world, has been grappling with a challenging economic outlook for some time. In this difficult context, our brands have had to redefine how to support our team members' wellbeing in a challenging operating environment. While 84% of our team members' take home pay already exceeds the living wage, and Azzurri Central and Coco Di Mama's team members' pay is above the London Living Wage, we acknowledged the impact of inflation on meeting basic needs. We endeavour to keep rewarding our team members fairly, and where possible, continue to take steps to award pay increases in line with inflationary rates as we have done in 2023

This is just part of our journey to ensuring that all our team members who are above 18 years of age take home pay exceeds the national living wage.

We also re-evaluated our reward scheme for restaurant-based teams in preparation for the new 'Allocation of Tips Act' to become law in 2024. We have always complied with best practice around Tips and Tronc and have been ahead of legislation by ensuring that every single penny paid in tips by our customers is passed on to our teams. To challenge ourselves in relation to the new Act, we have interrogated the fairness of our Tronc schemes, which manage how tips are shared and paid amongst our restaurant teams.

At Azzurri, we believe in a One Team approach, and that every team member in our restaurants plays a key role in delivering a great customer experience, no matter their Job Title. As a result of our review, and following consultation with our Tronc Masters, we have agreed to a minor change to our Tronc schemes to ensure all roles receive an equal allocation of the available tips.



**84% of our team members' take home pay already exceeds the living wage**





Taking care of our team members on-site is critical. Our Health & Safety team continues to monitor and embed a culture of safety in our restaurants. They are also responsible for the annual update of our 'Fitness to Work' online training to make sure it is fit for current needs. In addition to this, since launching our 2030 Goals, our brands have been working towards improving our mental health programmes. Our teams have responded positively, especially to the release of a new 'Mental Health and Wellness' training via our e-learning platform. The training has been provided as an optional course for those interested in deepening their understanding of the topic and taking action. Team members across Azzurri Central, ASK Italian, Zizzi and Coco Di Mama have spent over 1,000 hours on these modules.

Azzurri Central launched a collaboration with The Burnt Chef Project providing mental health awareness training to leaders. Azzurri has now offered this training to 66% of its leaders, in addition to welcoming three Mental Health First aiders and holding a wellbeing breakfast for team members focussed on best practice sharing amongst teams.

Our brand's investment in their people has paid off, with an increase in 2023 engagement scores for Azzurri, ASK Italian and Zizzi, compared to the previous reporting period. Our brands are further challenging themselves to create positive change – by expanding The Burnt Chef Project and setting up wellbeing working groups. We are starting 2024 with bigger and bolder plans to support, recognise and reward our team members.

## 66% of managers and leaders at Azzurri have participated in Burnt Chef's mental health awareness training



THE BURNT CHEF  
PROJECT





# INCLUSION AND DIVERSITY

We are committed to nurturing a culture where diversity is celebrated, individuality is respected, and everyone has the opportunity to thrive and progress. In our businesses, valuing individuality is a core principle, embodied in Azzurri's 'Be You' and Zizzi's 'Individuality' values.

This ethos is embraced across our Group, because we recognise the strength in our team members' diversity. Our collective differences and experiences are what make us stronger, enabling us to build more innovative and successful food businesses.

In 2023, Azzurri Central launched its first Inclusion team member resource group, hosting events to celebrate team diversity and start conversations about inclusivity in the workplace. Plans for 2024 include expanding this group to our brands to deepen connections and share insights. Supporting this journey, our updated training modules on Diversity, Inclusion, and Equity have seen high engagement, with 92% of team members across ASK Italian, Azzurri, Coco Di Mama, and Zizzi completing the e-learning course.

Azzurri Central is now also a Disability Confident and Committed Level 1 employer. Achieving this certification has been the result of a thorough review of how we recruit, retain and develop disabled talent. In 2023, we proudly participated in the 10,000 Able Interns Programme pilot, to address the underrepresentation of disabled talent within UK industries.

In 2024, we will work towards a Level 2 Disability Confident certification, and hope to welcome more Able Interns.

## Azzurri Central is a Disability Confident and Committed Level 1 employer, working towards a level 2 certification in 2024

Being inclusive employers also requires an understanding of our team members' needs. Following an audit of our internal practices around Modern Slavery, we have reviewed all our policies to ensure that they are up to date and legally compliant, whilst considering the welfare of our teams.

Our team members' welfare is also detailed in our Gender Pay Gap report. In our latest report for ASK Italian, Zizzi and Coco Di Mama, we noted an increase in female representation in all quartiles measured and shared how each brand will address imbalances in our businesses.

Reporting on our gender pay gap on an annual basis gives us insight, enabling us to challenge ourselves and agree actions for meaningful change.

Across the Group we're proud of the people who care deeply, look out for each other, and work together to be the best that they can be. There are still areas where we want to make meaningful progress, and in 2024 we look forward to broadening our working groups to our brands, as well as capturing more detailed feedback from team members to inform future action plans.

Alongside our internal plans, we are also taking action in our communities such as ASK Italian's introduction of braille menus in restaurants. In 2024, we will expand our initiatives and continue learning alongside our teams and partners.

## Our newly introduced Diversity, Inclusion and Equity e-learning was taken by 92% of team members



# GROWING POTENTIAL

At Azzurri, we're dedicated to cultivating talent. We believe in empowering our team with training, development, and career opportunities that foster confidence and support long-term growth.

Our values are the core of our business. This year, we've conducted culture workshops and events across the Group to make sure everyone understands our ethos, whether seasoned employees or newcomers.

Zizzi has been a frontrunner in creating stable 'family trees' and 'rivers of talent', following a redefined company purpose and updated values. With a focus on 'uniting, inspiring, and fulfilling', Zizzi has revamped its people strategy. This includes engaging team members through workshops, refining recruitment processes, and aligning them with our ethos.

A key strategy has been upskilling restaurant leaders to cultivate the right work environment, aligning with our new values and purpose.

Zizzi's 'step up programmes' are tailored to help team members advance into new roles, ranging from supervisory to managerial positions. We've also enhanced our internal management and communication tools, which now include tablets for leaders, to streamline communications and performance tracking.

Prioritising internal talent development is a key focus for our Group. We're dedicated to achieving our ambitious target of filling 70% of our vacancies with our current employees. To support this, we've significantly enhanced our training and development programs throughout the Group. Our e-learning platforms have been updated to be more interactive and user-friendly, aligning with the evolving learning preferences of our team members.

We have also created opportunities for members of marginalised communities. Coco Di Mama, for instance, continues its partnership with Change Please, a social enterprise that helps homeless people (or those at high risk) to enter the hospitality industry through barista training. For the second year running, we hosted a week-long work placement and subsequently hired ten individuals nominated by Change Please into permanent roles.



**Dedicated to investing in our talent and filling 70% of vacancies with current employees**



**Invested in improving our e-learning resources and career pathways**



Similarly, ASK Italian has also explored partnerships with organisations that aim to find employment for individuals from marginalised communities. The past year has been about building these relationships and identifying avenues for scalability. As a result of these searches for talent, ASK Italian has deepened its relationship with Only a Pavement Away, improving recruitment pathways for individuals with mental health needs and ASK Italian has welcomed three

team members through its partnership with Novus, a charity that builds confidence and creates opportunities for individuals who have served time in prison.

Our teams at Azzurri Central continue to expand our apprenticeship programmes, with over a dozen individuals undertaking their apprenticeship training. Our Education & Apprenticeship Manager is also part of the Hospitality & Catering Trailblazers.

The role involves supporting the creation and monitoring of apprenticeship standards, ensuring high standards across our Group and helping to break down barriers and support individuals who wish to find a career in our industry. In 2024, we are preparing to welcome more interns to our head offices as part of our summer internship programme and we are increasing apprenticeship placements across the Group.

## Opening doors for candidates to join us from charities such as Novus and Change Please





# COMMUNITY WELLBEING

We are building close ties with our communities across our business, recognising the importance for our restaurants and stores to be connected and part of everyday local experiences.

Through our 2030 Goals, we will invest in our communities through dedicated volunteering and in-kind donations. We have worked with people across our businesses to identify the most meaningful activities that support those most in need in our communities and address challenges faced by our business and the local community, such as food waste and redistribution.

Each of our brands has embraced unique ways to connect with local communities. Coco Di Mama has continued to partner with the Felix Project, so that unsold food ends up in the hands of those who can still appreciate it. The team has also enjoyed volunteering with the charity and braved the coldest months to distribute meals in-person. Azzurri Central also donated meals, converting perishable Christmas gifts to charitable donations. This is in addition to the Group's partnership with BestFoods and Fareshare, to enable the distribution of surplus food in our supply chain to our communities. Thanks to these joint efforts we have delivered over 13,000 meals to people in need in the past financial year.

Food poverty is a cause that ASK Italian is invested in too. As part of the launch of Ask for Better (ASK Italian's sustainability strategy), ASK Italian has redirected all its fundraising efforts to support food banks, partnering with the Trussell Trust and local foodbanks. This is part of a long-term plan to empower the teams in our restaurants to give to local causes they feel passionately about, either through volunteering, food donations or fundraising via our partners at Pennies.

Fundraising through Pennies enables Zizzi to raise funds for the Mental Health Foundation. Zizzi has raised over £65,000 for the Mental Health Foundation, supporting their work to raise awareness and provide support on mental health and wellbeing.

As a Group, we have collectively donated over £120,650 between the end of July 2022 and end of June 2023, thanks to our brands' direct contributions and fundraising efforts via Pennies. As our next case study depicts, we believe we can help create a better future for all, one where we give our time, share our resources and create opportunities to grow together.



**We collectively donated over £120,650 to charities across the UK such as The Mental Health Foundation, Choose Love, Not a Phase, London Youth and The Trussell Trust**





# FROM STRANGERS TO COLLEAGUES:

## Evolving our approach to community engagement with London Youth



### BACKGROUND

In 2022, we set out to find a partner that would enable our teams at Azzurri Central to create stronger ties with our local communities. With a central office based in London and a growing team member base of young people, we found an incredible synergy with London Youth, a charity dedicated to empowering young people. London Youth operates a network of over 400 community organisations helping tens of thousands of young people develop the confidence and skills needed to succeed and overcome barriers.

Together we work on promoting inclusive and sustainable growth opportunities in the city. We have channelled our teams' goodwill into sustaining London Youth's programmes, putting the 'fun' back in fundraisers for the charity and using volunteering days both to improve team bonding and London Youth's facilities. We have learned that we can be a positive force in our communities by facilitating young people's journey to their first job, assisting with life skills training and creating employment opportunities. We are now preparing to welcome our first intern cohort from London Youth, welcoming as colleagues those young people that were strangers not so long ago.

### EVOLVING OUR APPROACH

We started small and evolved to a multifaceted impact approach.

#### Donations

Team members from our Supply Chain and Finance department joined forces to raise £10,000 for London Youth by organising fundraisers in the office and running the Royal Parks Half Marathon. We have also donated the equivalent of our annual team members' Christmas gifts to London Youth, helping provide 1,500 hot meals across 20 youth centres during the Christmas period.

## 1,500

hot meals provided

## 20

youth centers



#### Job and Life Skills

Our award winning Digital team have signed up to support London Youth's annual Digital Talent programme that supports young people from underrepresented backgrounds begin their careers in digital, data and tech sectors.

Our teams host the 'Digital Inspire' portion of the programme, spending a day sharing insights on all the ways that tech is deployed in the business, what a typical day looks like and offering advice on how to get into the sector.

## 40

hours invested in delivering Azzurri's Digital Inspire programme



#### Volunteering

Our teams volunteered 233 hours, equivalent to ~30 working days, to supporting London Youth. One of our most in-demand activities is helping London Youth maintain Woodrow High House, a facility that helps over 7,000 young people a year experience the outdoors as well as build confidence, resilience and relationship skills. We sent our most giving team member to help out and our own Property department has further supported the Woodrow team with planning successful maintenance projects.

## 233

hours volunteered

## ~30

work days



#### Internships and Work Experience

Having learned from our experience of running Inspire Days, we are setting the groundwork to welcome our first London Youth interns in 2024. Adding to our roster of career entry opportunities that have enabled 4 interns to join us in the past summer from 10,000 Black interns, Able and Saltire programmes, as well as the 8 work experience placements we have run for secondary-aged students and the 17 apprentices that are currently in training at Azzurri Central.

## 8

work experience placements

## 17

apprentices in training





WE'RE THRILLED TO CELEBRATE A FANTASTIC YEAR OF COLLABORATION WITH LONDON YOUTH TO SUPPORT YOUTH ORGANISATIONS AND YOUNG PEOPLE ACROSS LONDON.

## AZZURRIGROUP



*For me, working outdoors and doing something different, that helps the community, is fantastic for my wellbeing. It's also great to spend time with other teams and people from the office who I wouldn't normally work with. Woodrow High House is a beautiful and peaceful place to go. It's always nice spending time there.*

*This remarkable year of partnership between Azzurri and London Youth proves the power of collaboration in making a positive change in the lives of young people in our city. We are incredibly grateful for Azzurri's dedication and support, and we're looking forward to continuing our journey together to ensure young people will always have somewhere to go, something to do and someone to trust.*



**Jon Lee**  
Azzurri Group Volunteer



**London Youth**  
Representative

## OUR IMPACT

THIS FANTASTIC PARTNERSHIP HAS ALLOWED US TO:

- » **Cultivate community ties** by engaging our employees in local charity events like the Royal Parks Half Marathon, enhancing our communal spirit and generating substantial funds to support youth development.
- » **Enhance educational opportunities** by supporting the creation of meaningful outdoor learning experiences for youth.
- » **Inspire future careers** by providing a glimpse into the corporate world, allowing young individuals to envision their future professional paths within Azzurri and the restaurants industry more generally.
- » **Fostering professional growth** by creating internship and work experience placements for 2024, aimed at equipping young people from grassroots organizations with skills and exposure to advance their careers.
- » **Nurturing well-being through nourishment** through donating to ensure that hot meals reach young individuals across youth clubs during Christmas, demonstrating our commitment to combating food poverty and supporting community welfare.



# PROGRESS ON OUR GOALS: PEOPLE



## WELLBEING, REWARD AND RECOGNITION

» By 2030 all adult employees' 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.

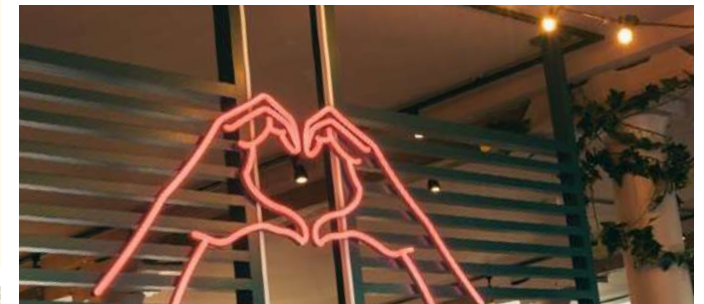


## GROWING POTENTIAL

» 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.



## 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

In this section, we'll share our progress on energy, waste, sustainable design and carbon as we continue to build better food businesses. From opening SKA gold rated sustainable restaurants, to collaborating with our partners to make pizza dough a circular process, our teams have been making consistent progress.

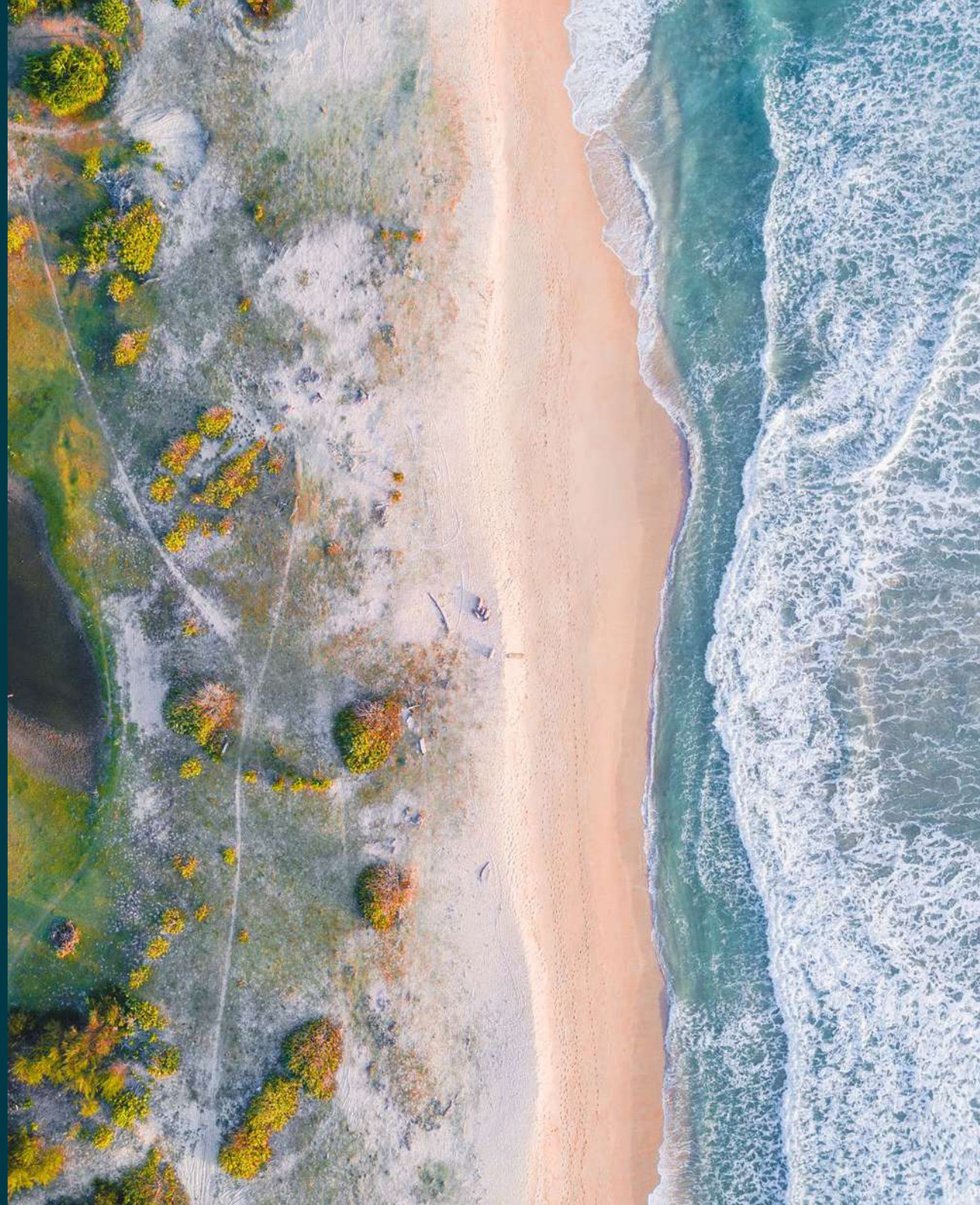
9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



13 CLIMATE  
ACTION





# ENERGY AND WATER

As the global energy crisis continues to bite, we've heightened our focus on energy efficiency. Under our Recipe For A Better Future strategy, we have doubled down on our efforts, setting annual energy reduction targets and improving our data management systems.

In 2023, we introduced a new energy management dashboard. First implemented in Zizzi restaurants, this tool helps us to identify how we use our energy and where we can be more efficient. By 2024, we plan to extend the dashboard to ASK Italian and Coco Di Mama. We're strengthening the dashboard's data with Mindsett, an asset energy monitoring tool, which helps us conduct energy audits and test equipment efficiency.

Whilst energy monitoring tools provide data, we know that it's changes in behaviour that will help us reduce our energy consumption in our restaurants. So we ran targeted campaigns to encourage energy efficient behaviours. ASK Italian achieved year-on-year energy reductions through weekly communications and competitive reduction league tables. Zizzi's 'Watts! The plan for electricity usage?' campaign distributed on-site resources and challenged restaurants to cut their energy usage, rewarding the winning team with a volunteering day focused on environmental conservation.

Our energy winners at Zizzi York spent a day with the Wildlife Trust helping restore peatlands in northern England. Through this partnership, the teams also learnt about carbon sequestration and how saving energy contributes to tackling climate change.

These efforts led to a 6.4% reduction in Zizzi's energy use, and a collective reduction of 760,000 kWh by ASK Italian and Zizzi, equivalent to the energy used to serve 1.1 million pizzas annually.

As well as energy, we're also focused on reducing our water usage. In 2023, we tested smart water meters at five sites ahead of a wider rollout in 2024 to our Zizzi and ASK Italian restaurants. Coupled with the rollout, we are planning to replicate the success of our energy awareness and behaviour change campaigns, with a focus on water so that we can continue minimising the impact of our operations on the planet.



**We saved the energy equivalent of cooking 1.1 million pizzas annually**





# WASTE

We're a zero-to-landfill business with a 99% waste diversion rate. We're improving and innovating our waste management practices at a global and local level, together with our restaurants and waste management partners.

This past year, we pushed ourselves to find new ways to reduce our impact. In 2023, we launched new takeaway packaging across ASK Italian and Zizzi, now meeting our goal of providing 100% widely recyclable takeaway packaging across our brands. This packaging can be recycled with more than 75% of councils in the UK, making it easier for more people to recycle. We are closing the gap with our out-of-restaurant packaging, such as the Coco Di Mama fresh sandwiches available in Sainsbury and Zizzi's retail lines, moving us closer to our 100% goal by 2025.

Working towards our 100% recyclable packaging goal has also given us the opportunity to explore other sustainable packaging options. We have created new purchasing guidelines for our buyers and suppliers. We have worked with our existing suppliers to improve our current packaging. For instance, we transitioned our pasta bowls from a recyclable plastic product to paper-based packaging, eliminating 48 tonnes of plastic a year from our supply chain. We also redesigned our pizza takeaway boxes to reduce cardboard, saving over 145,000m<sup>2</sup> - the equivalent of 16 football pitches.

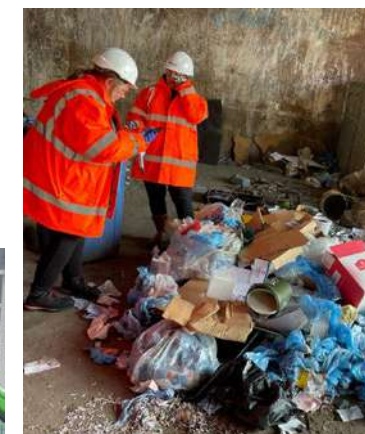
We believe that engaging our team in waste reduction is vital, regardless of whether waste contracts are managed by Azzurri or our landlords. We want all our team members to be advocates for waste reduction, so we have launched new e-training for all our team members and conducted waste audits at our waste management sites and with restaurants. Our efforts have been recognised, and we're proud of our Green Apple award for recycling and our National Recycling Award for creating a circular waste loop with our pizza production.

Reducing our food waste further is our priority for 2024. Coco Di Mama has entered a partnership with Olio to redistribute surplus food within communities, avoiding waste, and we are closely monitoring our operations in our ASK Italian kitchens to optimise our ingredients' use and understand how we could reduce our food waste further.

These initiatives build on our existing initiatives, including turning our cooking oil into biodiesel with our partner, Olleco and maintaining high recycling rates in our restaurants.



## Our takeaway packaging for ASK Italian and Zizzi is now 100% widely recyclable



## Our new widely recyclable pasta bowls helped us eliminate 48 tonnes of plastic



# CARBON

At Azzurri, our pledge to combat climate change is unwavering. Understanding the pivotal role businesses play in reducing greenhouse gas emissions, we are steadfast in our commitment to achieving net zero carbon emissions by 2040. We're actively building a more sustainable future, starting with our founding membership in the Zero Carbon Forum in 2020.

Since joining the Zero Carbon Forum, we have diligently worked to understand and minimise our environmental impact. We are focusing on quantifying our impact through carbon accounting and this report provides an update on our emissions for the financial years 2022 and 2023, analysed by Zero Carbon Services.

## Our methodology

As part of our learning journey, we have worked with our partners at Zero Carbon Services to refine our reporting methodology, aligning it with UK industry best practices and the Greenhouse Gas Protocol. The consistency of the past two financial years, without a global pandemic, offers a more accurate reflection of our true business size and impact.

We have also introduced a hybrid model consisting of analysing data provided directly by our suppliers, analysed through Life Cycle Assessments (LCAs), and obtained through a spend analysis.

Despite these improvements in our methodology, we acknowledge that we are on a journey and expect our data maturity to improve year on year, as we work with suppliers to strengthen our data inputs and improve our understanding of our supply chain's impact. The next few pages present our carbon footprint with our most up to date calculations.



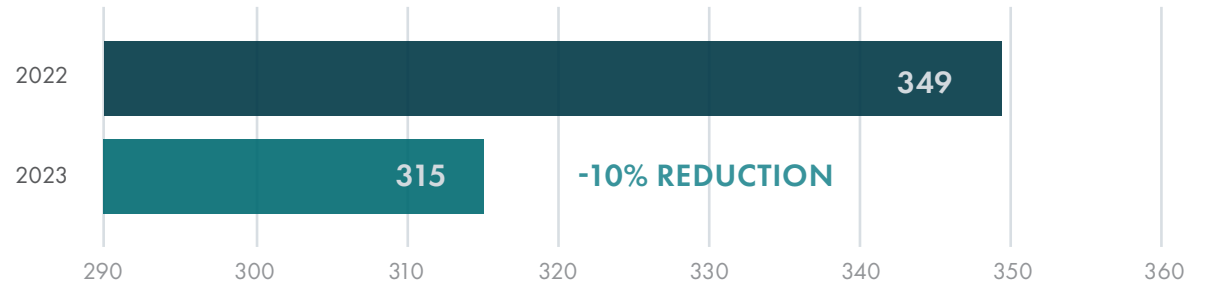
# Our Footprint

Over the financial year 2022-2023, the Azzurri Group not only experienced a robust recovery but also expanded its horizons by opening additional restaurants and expanding our brands' retail offerings. Amidst this period of growth, we achieved a reduction in our carbon emissions, both in absolute terms and in intensity relative to our turnover. Notably, our emissions intensity saw a significant 10% decline over the year, marking an important milestone in our journey towards sustainability. This achievement underscores our capability to pursue growth while simultaneously reducing our environmental footprint, heralding a promising future where we can serve more consumers across the UK & Ireland with significantly lower emissions.

The reduction in our absolute emissions was primarily driven by strategic interventions within our supply chain. Despite the challenges of managing increasing emission factors linked to energy use, our concerted efforts to lower energy consumption across our operations have borne fruit. Moreover, we are aggressively pursuing the integration of renewable energy sources into our electricity mix, with a firm goal to transition to 100% renewable electricity by 2025. Additionally, our commitment to sustainability is evident in the decarbonization of our restaurant kitchens. By adopting electricity-powered equipment, such as induction hobs and electric ovens in our new outlets, we are paving the way for a future that moves away from gas reliance.

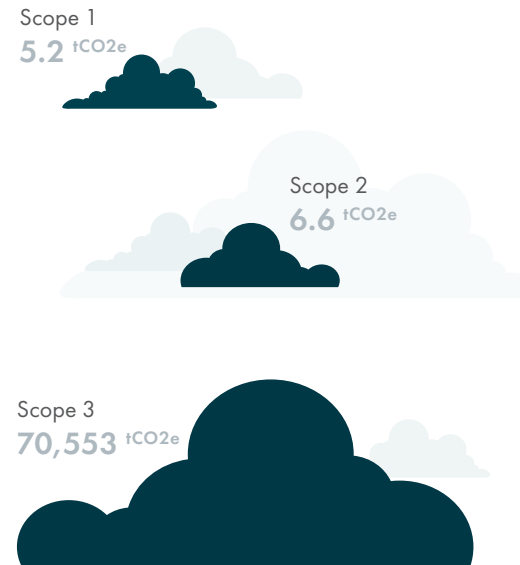
## TOTAL GHG EMISSIONS PER £1M TURNOVER

Intensity (tCO<sub>2</sub>e / £1m turnover)

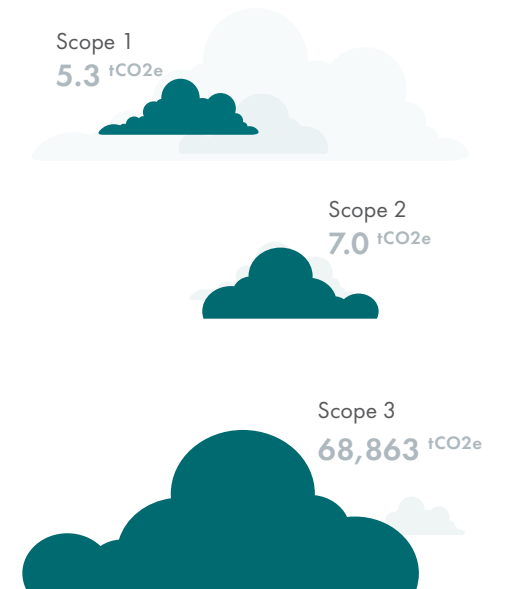


## GHG EMISSIONS

### 2022



### 2023



The revision in reported total Scope 1 emissions from last year to this year reflects improved data accuracy and our commitment to transparent environmental reporting.



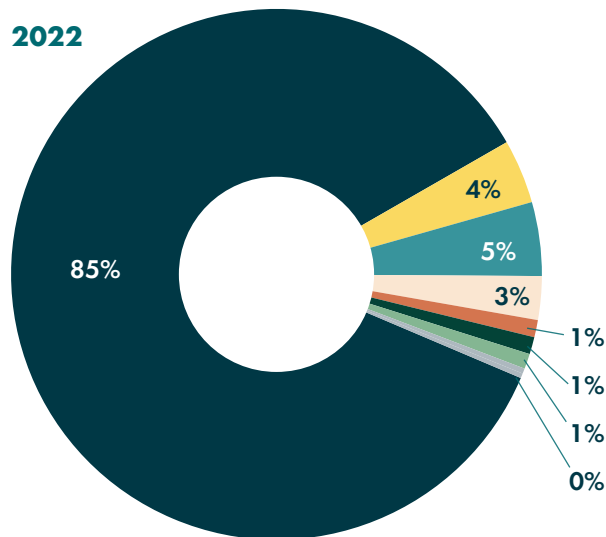
Our biggest emission reductions in 2023 occurred in Scope 3, where enhanced supplier collaboration improved both data accuracy and decision-making. Our transition to widely recyclable packaging has reduced our 'end-of-life' emissions, and our continuous work to reduce waste has also yielded emission reductions. However, our biggest win has been in our food category, where we increased vegan options and diversified our meat options, reducing the overall impact of red meat in our footprint. Whilst we still see dairy as an important area for us, we have been following the decarbonisation efforts of this industry and are proud to work alongside suppliers committed to achieving net zero emissions.

We are excited to have reduced our emissions whilst growing as a business. We have celebrated the smallest wins, conscious that even shaving even a few tons off our emissions total, is the result of a lot of hard work from our teams and our suppliers.

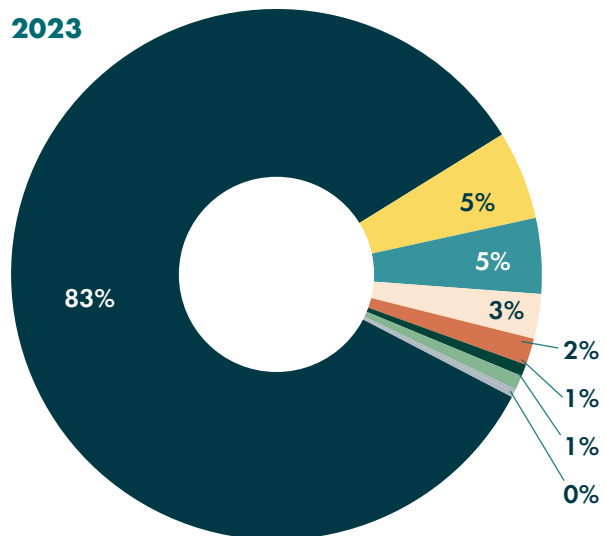
The challenge to continue reducing emissions remains, especially as we open new restaurants and embrace our acquisition of Boojum. In spite of that challenge, we have started 2024 with big plans to explore opportunities for further emissions reductions. We're thankful that our performance in 2023 demonstrates that reducing emissions is possible and that we are on the right track to achieve our net zero carbon emissions by 2040 goal.

### SCOPE 3 EMISSIONS

2022



2023



Legend for Scope 3 emissions areas and reductions achieved in our financial year 2023 versus financial year 2022

- **Purchased Goods & Services** ↓
- Capital Goods
- **Fuel & Energy Related Activities** ↓
- Commuting
- Upstream Transportation
- **Downstream Transportation** ↓
- **Business Travel** ↓
- **Sold Products End-of-Life** ↓
- **Waste** ↓

# AZZURRI 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.

## IMPROVED PACKAGING

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

## RAISING EXPECTATIONS

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

## 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.

## SUSTAINABLE MENU CREATION

By 2025 all of our brands will integrate carbon accounting to menu planning.

## 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.



2030

2040

2025



# SUSTAINABLE DESIGN

At Azzurri, we recognise that opening future-ready, sustainable restaurants is a vital step in our journey towards environmental stewardship. Recognising the burgeoning impact of the construction industry on climate change, particularly in the context of the UK where the built environment significantly contributes to greenhouse gas emissions, we are committed to leading the way in more sustainable design.

Our innovative approach not only reduces our carbon footprint but also sets a new standard for sustainability in the hospitality sector. Since 2022, we have revolutionised our restaurant designs, aligning them with the highest standards of sustainability. It has led us to implement a robust sustainable design policy, which makes sure all refurbishments and new openings are consistent with the best practices in construction and design. We are proud to utilise RICS SKA assessment's criteria, relying on a comprehensive sustainability accreditation built on hundreds of industry-best practices aimed at minimising the environmental footprint of our construction projects.

This journey began with our first SKA gold rating at ASK Italian in Horsham, followed by similar accolades for Coco Di Mama in Reading and Zizzi in Leeds. Our commitment doesn't stop at new projects. We have integrated sustainable practices into renovations across our existing locations, such as ASK Italian at Gloucester Arcade.

This site's transformation has achieved a remarkable 30% reduction in energy usage, through upcycling (e.g. furniture and tiles), sustainable fabric choices and energy-efficient equipment. It's also our first fully electric site for ASK Italian.

We're keen to share our sustainability stories with our customers too. Through informative tags attached to furniture in our ASK Italian restaurants, we can showcase the sustainable choices we have made in our designs.

By implementing our new design policy, we have challenged our team and partners to look at the way we source, reuse and specify our fixtures and fittings across the estate, ensuring that we welcome our customers into restaurants that reflect our commitment to creating a better future. Having launched this practice in 2023, we have now met the goal we set in 2022 ahead of schedule. From now on, we will focus on opening more SKA gold rated restaurants across the UK and Ireland.



We have revolutionised our restaurant designs, aligning them with the highest standards of sustainability



# SUSTAINABLE DESIGN EXCELLENCE: Achieving SKA Gold in Azzurri Restaurants



## BACKGROUND

Through our Recipe For A Better Future, our sustainability strategy, we have envisioned a future where our restaurants can continue to grow whilst doing better for our people and planet. As part of that strategy, we aim to build better, more sustainable restaurants that are fit for the future.

Against that background, last year we implemented a new restaurant design policy so that all our new openings and refurbishments are in line with the SKA Gold Rating - a rigorous, third-party verified assessment aiming to minimize impacts and promote environmental best-practices within fit-outs, from energy efficiency, to waste reduction and the use of environmentally friendly materials.

Adopting this policy allows us to reduce the environmental impact of our expansion across the UK&I, and invest in efficient restaurants that celebrate our inspiring local communities.

We are dedicated to upholding our commitment to sustainable excellence. To this end, we audit a restaurant per brand per year with a view to be awarded a SKA Gold standard certification for implementing best practices across our premises. Our journey began with the ASK Italian restaurant in Horsham, which proudly achieved the certification in 2022 as a result of key enhancements. Continuing this momentum into 2023, we have successfully collaborated with Coco di Mama in Reading and Zizzi in Leeds, both of which have also achieved the certification.

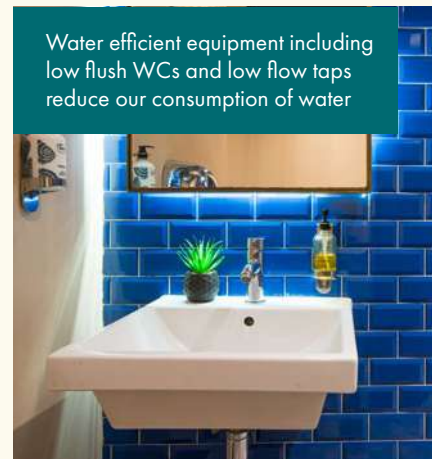
## THE INITIATIVE

To achieve the SKA Gold Rating, we work closely together with our restaurants in a transformative journey, reevaluating and refining every aspect of our operational procedures to align with the rigorous standards of the certification. The following section outlines the key enhancements we implemented at Zizzi's The Light Restaurant in Leeds.

Reuse and upcycling of existing furniture such as chairs and kitchen equipment decrease our waste



Water efficient equipment including low flush WCs and low flow taps reduce our consumption of water



Low impact insulation, paints and finishes on walls reduce pollution and improve the air quality of our restaurant



Certified environmentally-friendly materials such as FSC MDF & timber lower our impact and promote sustainable sourcing practices



Energy efficient lighting system and controls cut down our energy use and related emissions



thelight





THIS IMPACTFUL AND INNOVATIVE MODEL HAS BEEN MADE POSSIBLE THROUGH A UNIQUE PARTNERSHIP BETWEEN AZZURRI, AND SKA RATING.

## AZZURRIGROUP

## SKArating®

I'm proud to see the progress we've made in this Zizzi project and across all our brands in Azzurri Group. We've succeeded in finding new and innovative materials and finishes which enhance the design of our beautiful restaurants. This ambition has challenged our team to look at the way we source, reuse, and specify our fixtures and fittings, alongside with how we work with our partners and suppliers. We have seen how our demand for sustainable products is encouraging our suppliers to develop more options with recycled content and certified environmentally friendly materials. As an industry we are becoming much more conscious of our role in lowering our impact on the planet.

This is one of the best projects that I have had the privilege to work on. The team took the design decision to upcycle as many elements as was possible, and have as a result produced a stunning restaurant, which focuses on environment best practice and energy efficiency. Azzurri Group achieved a Gold rating for the refurbishment of the restaurant, which is the highest Ska accolade for a sustainable fit-out. The Azzurri Group are one of only a handful of companies that have achieved Ska Gold certification. They have designed a contemporary modern-day restaurant that surpasses the standards required by regulations, and incorporated innovative solutions that minimizes the environmental impact of the restaurant.



**Pia Fairhurst**  
Creative Director, Azzurri Group



**Mathew Byway**  
Ska Assessor, Alphacello Ltd

## OUR IMPACT

THE KEY IMPROVEMENTS MADE AT OUR ZIZZI RESTAURANT HAVE ALLOWED US TO...

- » **Minimize waste by diverting 100% of waste materials away from landfill** and upcycling most of the internal loose furniture, kitchen equipment and other items.
- » **Enhance operational efficiency and lower operational costs** through improved monitoring waste streams and the reduction in waste and lower energy consumption.
- » **Lower our carbon footprint by reducing the energy usage by an estimated 31%** through the implementation of efficient mechanical equipment and LED lighting.
- » **Promote sustainable sourcing practices** by using certified materials with Environmental Product Declarations for the majority of the transformation.
- » **Enhance customer health and wellbeing** by providing good levels of thermal comfort, maximising the use of natural daylight, improving ventilation and using materials that reduce the concentration of volatile organic compounds.

# PROGRESS ON OUR GOALS: PLANET



## WASTE

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



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



## CARBON, ENERGY & 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



## SUSTAINABLE DESIGN & 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

To meet dietary requirements for present and future generations, the Food and Agriculture Organization of the United Nations [asserted](#) that “the issue is not ‘if’ diets should change, but how to obtain these results”. Increasing access to food, healthy and diverse options, will need to be supported by sustainable food systems. Our efforts in ‘Plate’ focus on how we can meet our customers’ dietary requirements, how we can promote sustainable diets and promote sustainability across our value chain.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER





# HEALTH AND NUTRITION

Everybody deserves to trust the provenance, production and preparation of their food. That's why at Azzurri, we take our role in catering to our customers' needs very seriously. We want all our restaurants and stores to be a safe choice for customers, supporting dietary requirements, food preferences and individual health journeys.

Our brands are at the forefront of adopting industry best practices for managing food hypersensitivity. We updated our processes to meet the regulatory requirements in response to Natasha's Law on allergen labelling in 2021 and the menu calorie labelling mandate in England in 2022. We've also pledged greater transparency in allergen information, using technology to improve accuracy and traceability of our product data.

The health and safety of our customers and team members is very important to us. In the 2023 financial year, our Quality & Safety team, alongside our third-party partner, conducted over 500 audit inspections to uphold our food safety standards, with each inspection concluding with targeted actions for improvement. Our restaurants also undergo an assessment as part of The Food Hygiene Rating System.

Run by local authorities, these strict standards benchmark food establishments on a 0-5 scale, and we are proud that 93% of Azzurri Group's restaurants and stores have earned the highest rating of 5 (or PASS in Scotland) - a 3% increase from the last report.

Amidst a cost of living crisis that has seen a decline in vegetable consumption to a 50-year low, as noted by the [Food Foundation](#), our brands are making it easier than ever to incorporate vegetables into meals. Throughout the year, our brands' menus include, on average, over 50% vegan and vegetarian offerings, showcasing a variety of dishes from the most traditional vegetarian pizzas to innovative options such as our lentil ragus at Coco di Mama and Zizzi. Each brand places its unique spin on these dishes, championing a variety of plant-based proteins and, where possible, seasonal and local vegetables.



**93% of our restaurants achieved the highest rating for health and safety according to The Food Hygiene Rating System**





We're especially passionate about encouraging vegetable intake among children. Our restaurants, including ASK Italian, Zizzi, and Coco Di Mama, offer an array of vegan and vegetarian options for our youngest guests, as well as adults, with our commitment to making vegetables more accessible recently commended with a Green-Traffic light rating from the Food Foundation. Our brands have also made progress on aligning with the PHE targets for our kids' menus and all brands offer food options for children that are compliant with PHE targets for sugar. In 2024, our brands will keep working hard to close the gap with remaining PHE targets.

For those mindful of their calorie intake, Coco Di Mama proudly offers over 90% of its mains with fewer than 800 calories. Meanwhile, Zizzi and ASK Italian provide a selection of lower-calorie dishes, making up about 35% of their menus. We're dedicated to continual learning as we navigate the evolving understanding of health, wellness, and consumer preferences. We're passionate about expanding our initiatives to do the right thing for our consumer's nutrition, whilst meeting growing regulatory demands.

## Ask and Zizzi were recognised by the Peas Please campaign for their efforts to increase vegetables in kids menus





# SUSTAINABLE DIETS

We have a duty to meet our customers dietary needs, and take pride in addressing health and safety issues. We also work hard to balance these needs against our commitment to become a net zero carbon emission business by 2040. Our businesses have the potential to support resilient food systems that can meet people’s needs today and tomorrow.

The decisions we make on what to include in our menus can support the Food and Agriculture Organizations’ (FAO) objectives for positive change, from enabling healthy diets for all to supporting sustainable food systems that promote healthy soils and better water management practices.

We started taking accountability for our menus by partnering with Foodsteps in 2022 to analyse the carbon footprint of our recipes with a view of increasing low carbon options and making this information more available to customers. Coco Di Mama was our first brand to analyse the impact of its full menu, and adding labels on its website to reflect the ~60% of food options that are low or very low carbon in 2023. We then analysed the impact of our vegan swaps at ASK Italian, and launched a new section on the website to share key takeaways with customers.

ASK Italian also started communicating the impact of kids’ menus, where in Spring 2023 around ~40% of the recipes were low carbon.



In 2023 we increased our efforts to engage suppliers on the journey, by highlighting our focus on carbon reductions at our Supplier Conference, and asking suppliers to support our efforts to improve traceability and transparency. We opened up to ideas and suggestions as well as shared learnings.



~60% of Coco Di Mama’s menu and ~40% of ASK Italian’s kids menu is low carbon





This approach to collaboratively tackle our impact brought new 'hero' products to our menu, such as Wildfarmed's flour. Zizzi was the first brand to bring Wildfarmed to our menus, introducing a Wildfarmed Campanelle Lentil Ragù that scored 'very low' on Foodsteps' carbon rating.

Being known for our pizzas and pastas, our leading brands take flour very seriously, this matches perfectly with Wildfarmed's mission to transform lives and landscapes through food.

Wildfarmed transform arable land into thriving fields full of life by restoring soil health, supporting biodiversity and crop resilience. Wildfarmed's flour is not only a low carbon product, it can make a big difference to our menus, helping us reduce up to four times the carbon emissions associated to our flour use.

Our efforts in 2023 mean that we're well positioned to bring more planet-friendly ingredients to our menu in 2024, as we challenge each other within the Group to reduce our impact, work alongside like-minded suppliers and share our journey with customers.

## WILDFARMED

**Introducing Wildfarmed flour to our menus means lower carbon emissions and thriving fields**





# SUSTAINABLE SOURCING

Sustainable sourcing is a big part of our Recipe For A Better Future. We've set ambitious targets that need a joint effort across the entire value chain. From the food we serve to the uniforms our staff wear, we're on a journey towards a brighter, more sustainable future, together with our partners.

Our customers hold us to high standards and we expect the same of our partners. Our Business Code of Conduct, aligned with international conventions on workers' rights, the Ethical Trading Initiative (ETI) Base Code, and the Modern Slavery Act, sets the ethical framework we expect our suppliers to follow.

In May 2023, we unveiled our Recipe For A Better Future strategy at our first Supplier Conference post-pandemic. This event was a platform to introduce our supply chain objectives and immediate goals, inviting supplier feedback and collaboration to achieve our ambitions. We developed sourcing guidelines for our buyers and suppliers, focusing on key commodities, better supplier engagement and driving progress.

We have achieved our goal of sourcing 100% free range whole eggs and are now working to extend this standard across all egg products. As part of our product approval process, all ingredients containing palm oil must hold a

sustainability certification such as RSPO, and we're working to maintain 100% compliance with this target.

In other categories, we are working with suppliers to move to more sustainable ingredients. For instance, although we haven't met our sustainable seafood goal yet, we are making progress and are proudly standing by key suppliers who are on their own transition journeys and actively working to secure sustainably certified seafood.

Working with value aligned suppliers is also helping us meet our goals. For instance, our uniform supplier BEAT, who is now carbon neutral, is helping us meet our sourcing objectives.

Ask Italian, Coco di Mama and Zizzi team t-shirts are produced using Better Cotton Initiative fabrics, supporting farming practices that are better for soil and water management, and providing decent work and increased access to market for farming communities tackling inequality.



**Presented our sourcing strategy at our Supplier Conference and launched new sourcing guidelines**

**ASK Italian, Coco Di Mama and Zizzi's team t-shirts are produced using Better Cotton Initiative fabrics**





Food provenance is also paramount to us. We love good food and we care enormously about where it comes from. We have increased local sourcing to an average of 50% for our UK-manufactured products. A good example of partner collaboration is with our ASK and Zizzi's centralised distribution partner, Best Food. Working together, we have reduced weekly site deliveries, saving us money and reducing the distance our food has to travel to get to our restaurants, essentially cutting 75,000 food miles (or 3,600 deliveries) annually without impacting food waste.

Similarly, Coco di Mama's optimised delivery strategy in frozen, ambient and chilled foods, has saved 66,000 food miles.

Despite economic challenges and rising costs affecting our supply chain in 2023, we stabilised our operations. Looking ahead to 2024, we'll continue making progress. By collaborating with value-aligned suppliers and expanding our partnerships, we're excited to deepen our commitment to sustainability and navigate the macro-economic landscape together.

**Improved our  
food distributions  
cutting over  
140,000 food miles**



# FROM FORK TO FARM :

## Closing the Loop with Anaerobic Digestion



### BACKGROUND

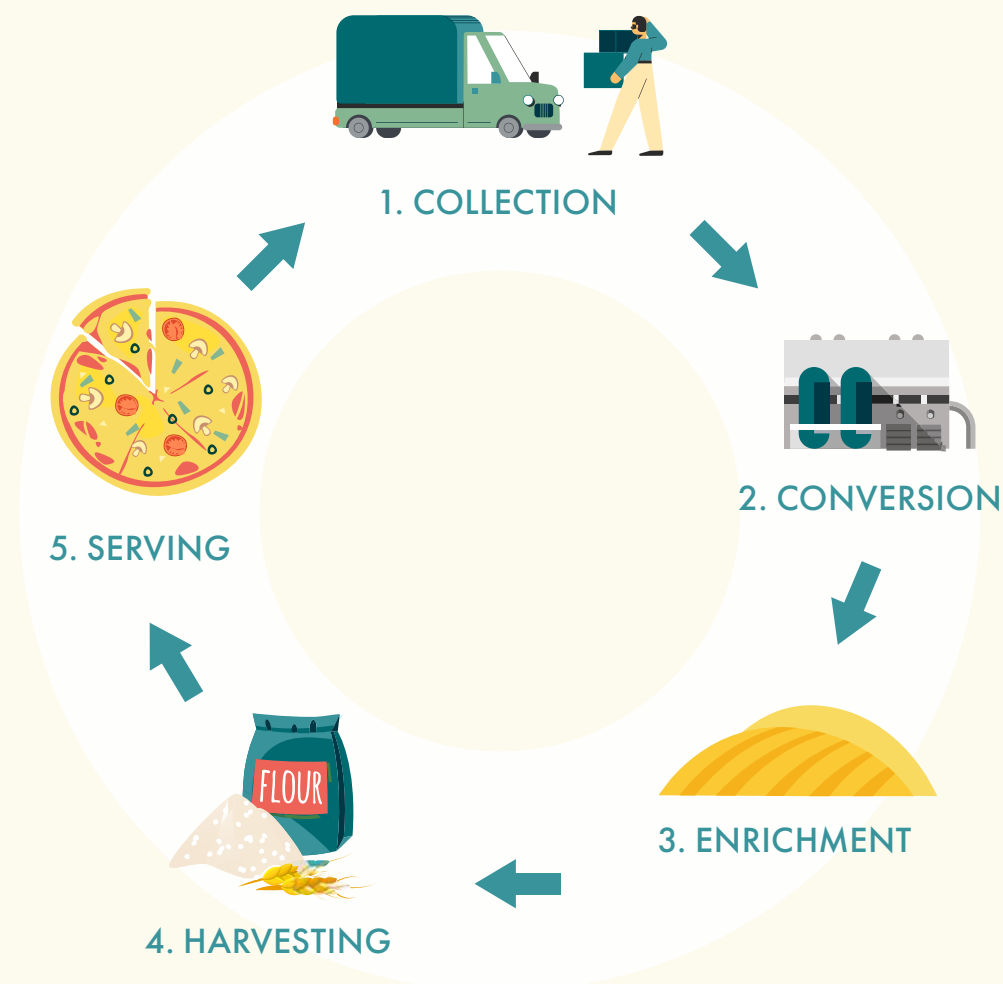
Through our Recipe For A Better Future, we have envisioned a future where our restaurants can continue to grow whilst doing better for our people and planet.

As part of that strategy, we aim to achieve net-zero emissions by 2040 across our operations and supply chain to reduce our environmental impact. We aim to do that through, among other things, cutting waste, increasing recycling, and sourcing more sustainably.

Against that background, we partnered with Bio Collectors and ADM Milling to turn uneaten pizza into valuable new resources in a collaborative closed-looped system - the UK's first known circular food waste initiative of its kind within the hospitality sector.

Winning as the best circular initiative at the 2023 MRW National Recycling Awards, our loop is an example of how we can grow in responsible and sustainable ways, as we also reduce food waste and collaborate to rollout more sustainable practices in the industry.

### THE INITIATIVE



This innovative system relies on a strong partnership between our restaurants, Bio Collectors and ADM Milling, and it works as follows:

#### 1. Collection

Bio Collectors collect food waste from ASK Italian, Zizzi restaurants and other London businesses and households.

#### 2. Conversion

The collective waste is treated and converted into valuable resources like biogas and digestate, a nutrient-rich fertiliser.

#### 3. Enrichment

The biogas powers Bio Collector's vehicles and the fertiliser enriches local fields, supporting wheat growth with nutrient-rich fertiliser.

#### 4. Harvesting

Wheat is harvested and milled by ADM Milling to make flour, which is used for pizza dough.

#### 5. Serving

Customers enjoy their favourite pizza in one of 200 ASK Italian or Zizzi restaurants across the UK.





THIS IMPACTFUL AND INNOVATIVE MODEL HAS BEEN MADE POSSIBLE THROUGH A UNIQUE PARTNERSHIP BETWEEN BIO COLLECTORS, AZZURRI, AND ADM MILLING.

## AZZURRIGROUP

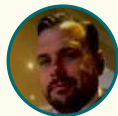


The concept of a closed loop model in the food sector is vital if we are to achieve our net-zero ambitions by 2040. Through this model, we can preserve nutrient and carbon levels, and allow for more sustainable farming.

This partnership is a unique collaboration to deliver fully traceable flour, in the UK's first closed loop food waste system. The success of this initiative has provided the proof of concept we needed. We're ready to scale up and increase the volume of waste collections, so that we can provide more energy, more fertiliser and grow our circular food waste initiative.



**Claudia Candiotta**  
Head of Responsible Business,  
Azzurri Group



**Phil Roche**  
Commercial Director,  
Bio Collectors

## OUR IMPACT

THIS UNIQUE PARTNERSHIP HAS RESULTED IN A FULLY TRACEABLE, CLOSED-LOOP SYSTEM THAT...

- » **Substantially reduces transport-related carbon emissions** by sourcing local wheat and using biogas-powered vehicles.
- » **Promotes sustainable farming practices** by producing nutrient-rich fertiliser from organic waste.
- » **Fosters a sustainable energy model** by generating biogas from organic matter, which then powers homes in the UK.
- » **Contributes to waste minimization and enhances operational efficiency** by ensuring maximum use of local resources, conversion of waste into valuable products, and reduced transport and waste disposal costs.
- » **Sets a strong example for other businesses in the industry** around circular economy models and strengthens our collective standing as industry leaders in sustainability.



# PROGRESS ON OUR GOALS: PLATE



## HEALTH & NUTRITION

» By 2025 all our kids' menus will have 2 portions of vegetables, include vegetarian and vegan proteins, and 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.





# PROGRESS ON OUR GOALS: 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 be sourcing sustainably 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 Uniforms



» 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%






# 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.

The below summarises our approach to the SDGs, and we have marked each section of the report with the relevant SDG logo to indicate our progress in each area.

SUSTAINABLE DEVELOPMENT GOAL	OUR COMMITMENT	OUR 2030 GOAL
<p><b>SDG 2</b> Zero Hunger (Target 2.1; Target 2.3)</p> 	<p><i>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</i></p> <p>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.</p>	<p>Donate half a million meals by 2030.</p>
<p><b>SDG 8</b> Decent work and economic growth (Target 8.5; Target 8.6)</p> 	<p><i>Promote inclusive and sustainable economic growth, employment and decent work for all.</i></p> <p>We are 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.</p>	<p>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.</p> <p>By 2030, all adult employees will receive pay that exceeds the national living wage.</p>
<p><b>SDG 9</b> Industry, Innovation and Infrastructure (Target 9.4)</p> 	<p><i>Build resilient infrastructure, promote sustainable industrialisation and foster innovation.</i></p> <p>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.</p>	<p>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.</p>



SUSTAINABLE DEVELOPMENT GOAL	OUR COMMITMENT	OUR 2030 GOAL
<p><b>SDG 10</b> <b>Reduced inequalities</b> (Target 10.2)</p> 	<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>
<p><b>SDG 12</b> <b>Responsible Consumption and Production</b> (Target 12.2; Target 12.3; Target 12.5; Target 12.6)</p> 	<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>
<p><b>SDG 13</b> <b>Climate Action</b> (Target 13.3)</p> 	<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>
<p><b>SDG 14</b> <b>Life below water</b> (Target 14.4; Target 14.6)</p> 	<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	2022	2023
<b>Energy Management</b>				
FB-RN-130a.1	(1) Total energy consumed	Energy	198,622 Gigajoules	225,185 Gigajoules
	(2) percentage grid electricity	Energy	100%	100%
	(3) percentage renewable	Energy	3.3%	12.3%
<b>Water Management</b>				
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 in order 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	No data available	20,3414 m <sup>3</sup>



SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2022	2023
<b>Food &amp; Packaging Waste Management</b>				
FB-RN-150a.1	(1) Total amount of waste	Waste	5,856.51 Mt	6,224 Mt
	(2) percentage food waste	Waste	7.58%	13.95%
	(3) percentage diverted	Waste	99.7%	99%
FB-RN-150a.2	(1) Total weight of packaging	Waste	1,724.09 Mt	640.44 Mt (based on EPR reporting standards for calendar year 2023)
	(2) percentage made from recycled and/or renewable materials	Waste	30.7%	We are working with suppliers to improve the accuracy of this figure.
	(3) percentage that is recyclable, reusable, and/or compostable	Waste	50.7%	88%. This includes our retail and takeaway business lines.
<b>Food safety</b>				
FB-RN-250.a1	(1) Percentage of restaurants inspected by a food safety oversight body	Health & Nutrition	44.9%	45%  100% of our restaurants and stores are subjects to two annual third-party inspections as part of our comprehensive audit programme.
	(2) percentage receiving critical violations	Health & Nutrition	0%	0%
FB-RN-250.a2	(1) Number of recalls issued	Health & Nutrition	0	0
	(2) total amount of food product recalled	Health & Nutrition	0	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.	

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2022	2023
<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.	Refer to <a href="#">page 34</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.	Refer to <a href="#">page 34</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.	
FB-RN-260a.3	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Health & Nutrition	0	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> .	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 13</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> .	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 13</a> .



SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2022	2023
FB-RN-310a.2	(1) Average hourly wage, by region	Wellbeing, reward & recognition	80.3% of our employees are paid above National Living Wage.	86% of our employees are paid above National Living Wage.
	(2) percentage of restaurant employees earning minimum wage, by region	Wellbeing, reward & recognition	100%	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	0
	Total amount of monetary losses as a result of legal proceedings associated with (2) employment discrimination	Wellbeing, reward & recognition	0	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 level	
	Percentage of food purchased that (2) is certified to third-party environmental and/or social standards	Sustainable Sourcing	15.9%	48.1% of food products hold environmental or social certification as disclosed by our suppliers (based on an 86% supplier response rate).
FB-RN-430a.2	Percentage of (1) eggs that originated from a cage-free environment	Sustainable Sourcing	100%	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)	83% as disclosed by our suppliers (based on a 60% supplier response rate). This figure encompasses products from gestation-free environments and those compliant with Higher Animal Welfare 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>	Refer to <a href="#">page 38</a>

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2022	2023
<b>Activity Metric</b>				
FB-RN-000.A	Number of (1) company-owned restaurants	NA	214	214
	Number of (2) franchise restaurants	NA	0	0
FB-RN-000.B	Number of employees at (1) company-owned	NA	4,500	5,693
	Number of employees at (2) franchise locations	NA	0	0



# AZZURRIGROUP

---

## AZZURRI CENTRAL LIMITED

Third Floor, Capital House  
25 Chapel Street, London NW1 5DH