

AZZURRIGROUP

# SUSTAINABLE DINING REPORT

OUR RECIPE FOR A BETTER FUTURE 2024-2025

ASK  
ITALIAN

Zizzi

COCO  
DI MAMA

boojum

DAVE'S HOT CHICKEN®

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# CEO'S WELCOME

Welcome to Azzurri Group's Sustainable Dining Report 2024 – 2025. This year's report is particularly special, as half of our initial "Recipe for a Better Future" commitments mature at the end of the year. This milestone has given us the opportunity to reflect on the past four years, understand what's worked and what hasn't, and start building a refreshed, future-fit strategy for the Group. We'll provide an update on that soon.

This last year has been undoubtedly challenging for hospitality. The increase in the National Minimum Wage and National Insurance contributions required tight cost management, and subdued consumer confidence meant we had to work extra hard to get customers through our doors. Despite all this, our teams still managed to deliver progress against our sustainability goals, a testament to both the resilience of our teams and our belief in building better food businesses. From helping more young people enter the job market to building on successful energy management practices to improving supply chain risk visibility, we've continued looking at areas where we can have a positive impact.

Truthfully, we didn't achieve all the goals we set out to meet in 2021. It was an

ambitious plan, and we wanted it to be that way so we could both push our mindset and operations while determining how many areas we could meaningfully impact. As time's gone by, operational challenges, cost demands and shifting business priorities have taught us about the realities of delivering this agenda – but they have also given us valuable learnings to take forward.

Nevertheless, we didn't just stay put. We've always prided ourselves in being an adaptable, evolving group of businesses, so wherever possible we found alternative ways of protecting and delivering the spirit of the goals. Sustainability is a complex journey but as the old saying goes, we won't let perfection be the enemy of progress. It also requires enormous collaboration,

from peers to suppliers to policymakers, which is why this year we've also put more focus on our external partnerships.

In the following pages, we've highlighted the main sustainability stories from the year and provided a final snapshot of our delivery against the initial "Recipe for a Better Future" goals. I hope you enjoy reading about it as much as we've enjoyed going on this journey, and that you share our excitement on the future to come.

**Steve Holmes**  
Chief Executive Officer,  
Azzurri Investment Group Limited

“ From helping more young people enter the job market to building on successful energy management practices to improving supply chain risk visibility, we've continued looking at areas where we can have a positive impact. ”

# ABOUT THIS REPORT

**This year's Sustainable Dining report captures the progress Azzurri Group has made during the time period covering our past financial year spanning from 1 July 2024 to 29 June 2025.**

This was a particularly momentous year for us, as 11 out of our 19 "Recipe for a Better Future" commitments reached their deadlines. We have taken this time to both assess our progress against these commitments, and to reflect on what worked, what challenged us, and what our sustainable future should look like. In these years, we have also changed as a Group - from growing sites, to growing businesses, to evolving business models - so this inflection point has provided a strong opportunity to adapt our strategy in a way that's future-fit, whilst giving our businesses enough flexibility to own and deliver on it.

While the last 12 months have not been without their challenges from a market conditions perspective, we are proud to have delivered additional initiatives towards our sustainability progress. From expanding on previous partnerships to forging new ones, engaging teams and suppliers alike, or strengthening our supply chain risk management, the following pages showcase how the Azzurri Central functions and businesses have advanced the agenda. We may not have achieved all the goals we set, but the progress we made and the insights we gained are something we are proud of.

As with previous reports, we present our progress against our 'Recipe For a Better Future' goals linked to the relevant Sustainable Development Goals (SDGs), and summarise our impact based on the Sustainability Accounting Standards Board (SASB) metrics for food service.



# WHO WE ARE

We're building better food businesses, driven by dedicated teams of people who pride themselves on being conscientious, curious and resilient.

The Azzurri Group is one of the UK's largest and most successful hospitality investment platforms. We operate two leading national Italian full service brands, Zizzi and ASK Italian, the UK's leading quick-service Italian, Coco di Mama, renowned Irish fast casual Mexican restaurant brand Boojum, and, more recently, the UK and European Franchise of rising star Dave's Hot Chicken.

We're a team of just under 6,000 people serving 16+ million meals a year in our growing estate of over 245 restaurants and stores across the UK and Republic of Ireland. For more information on our corporate structure, check out our Annual Financial Report.

## Our brands



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, they offer 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.



Fresh, bold Mexican flavours served with passion and personality, a visit to Boojum is about good vibes, at all times. Vibrant fit-outs, eclectic staff-picked playlists, and a welcoming environment that will leave you feeling energised.

The leading Mexican restaurant brand on the island of Ireland, their cult-like following of loyal 'Boojum addicts' has been evident since the disruptive brand first opened its doors in Belfast in 2007. Having entered the GB market with their Leeds opening in Spring 2024, the brand now operates 17 restaurants, with 16 stores across all 5 major Irish cities. Boojum boasts industry-leading store economics and was recently recognised as having the 6th most ordered menu item in the world on the Deliveroo platform.

Boojum's fully customisable menu offers something for everyone, meaning each time you order a burrito, bowl, tacos or nachos, you can stick to what you know, or enjoy a whole new flavour experience.



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 25 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.



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 and Tesco.

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.



Like many American dreams, theirs had a humble beginning. Four childhood friends in their 20s scraped together \$900. Their not-so-grand opening was in a parking lot in East Hollywood, with a couple of folding tables and a portable fryer under the night sky. But people came. And tasted. And came back with their friends. Then, the buzz brought a reporter from Eater LA. He took a bite of his first Dave's Hot Chicken tender, their world changed. The next day he posted, "East Hollywood's new late night hot chicken stand might blow your mind!"

So much was born for them in that moment. The lines went down the street and around the block. And their goal became clear. Make juicy, hot, spicy chicken that will "blow your mind!"

Over 300 restaurants later, Dave's is blowing people's minds across the globe.

## 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 mean 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**



**BE CURIOUS**



**DON'T GIVE UP**



**BE CARING**



**BE YOU**

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

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.

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

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.

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

At Azzurri, sustainability is woven into how we operate, guiding decisions across our central departments and businesses. This commitment has evolved over years of dedicated work, documented in our Sustainable Dining Reports, and marked by the following milestones:

<p><b>2021</b></p> <p>Defined Azzurri's purpose, mission and values.</p>	<p><b>2022</b></p> <p>Launched our Sustainability Strategy 'Recipe For a Better Future', based on our first materiality assessment.</p>	<p><b>2023</b></p> <p>Achieved our first big wins, including a 10% reduction in Group carbon footprint intensity.</p>	<p><b>2024</b></p> <p>Reduced Scope 1 and 2 emissions by 7% year-on-year across our core operations (Azzurri Central, ASK Italian, Zizzi, and Coco Di Mama)</p>	<p><b>2025</b></p> <p>This year, our sustainability highlights included:</p>
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- » Reduced Scope 1, 2 and 3 emissions by 4.5% on a like-for-like footprint including all of our five businesses, demonstrating continued underlying progress in decarbonising our existing operations.
- » Partnered with Sedex, one of the world's leading platforms for managing responsible sourcing in supply chains, to map sustainability practices across our supply chain and identify potential risks.
- » Expanded our partnership with Wildfarmed regenerative flour, which can now also be found in ASK Italian's fresh pasta.
- » Held our first sustainability session at our Biennial Supplier Conference, where we spoke to our suppliers about the important role they play in our carbon emissions.
- » Co-created the industry's first-ever Dairy Industry Standard Interventions resource, a practical new tool designed to cut carbon emissions from dairy, alongside our peers through Zero Carbon Forum.

As we prepare for the next exciting chapter in our sustainability journey with the launch of our new strategy, Azzurri Group remains committed to being a better food business. Going forward, we will continue to dive deeper into the role we play in improving our supply chain, protecting our landscapes, and working with peers and partners to bring the industry forward. In the meantime, we hope you enjoy reading about our progress this year in more detail.



# OUR COMMITMENTS

The commitments we made in our Recipe For a Better Future which have defined our Sustainability ambition and progress to date:



## PEOPLE

- » Growing potential
- » Wellbeing, recognition & reward
- » Inclusion & diversity
- » Community

### AND WE COMMIT TO



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



- » Rewarding our team members fairly



## PLANET

- » Energy, water & carbon
- » Waste
- » Sustainable design & construction

### AND WE COMMIT TO



- » Tackling climate change



- » Actively cutting waste, particularly food waste and packaging



## PLATE

- » Sustainable diets
- » Health & nutrition
- » Sustainable sourcing

### AND WE COMMIT TO



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



- » Promoting sustainable diets through conscious menu design

# OUR ESG GOALS

Our **Recipe For A Better Future** goals were designed to operationalise our sustainability ambition and shift our ways of working.

## 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%.

Read more about our progress on each goal in their respective chapters.

# GOVERNING SUSTAINABILITY

We know that for a sustainability strategy to deliver real impact, it must be fully integrated into the way we operate—with clear actions and accountability at every level.

Since launching *Recipe for a Better Future*, we've maintained strong governance frameworks to keep sustainability on everyone's minds. These include our annual Sustainable Dining Report, quarterly Sustainability Board Meetings with the Brands and regular updates at Azzurri Central team briefs. We also continue to review ESG-related risks annually as part of the Group's risk management process as well as monitor regulatory developments that are increasingly demanding in both the UK and European space.

ASK Italian, Coco di Mama, and Zizzi retain their own Sustainability Governance Boards and programmes, setting annual objectives aligned with Group commitments and brand strategies:

» **ASK Italian** builds community connections through Ask For Better.

» **Zizzi** drives environmental progress through Planet Zizzi.

» **Coco di Mama** champions compassion via Coco Cares.

Boojum continues its Responsible Business journey while Dave's Hot Chicken works on defining the appropriate governance infrastructure for its growing brand. As part of our upcoming strategy refresh, we've been working on providing a set of guidelines to strengthen governance, accountability, and providing decision-making guidance.

This report also features Spotlights, stories of colleagues and partners helping us make sustainability part of the everyday across the Azzurri Group. It is them who ultimately make progress possible.

## GOVERNANCE STRUCTURE

### Azzurri Central

- Celia Iordache** – Head of Sustainability and ESG
- Stefan Porter** – Group Commercial Director
- Celia Good** – Head of People
- Kieran Pitcher** – Property Director
- Lucy La Rana** – Head of Quality and Safety

### ASK Italian

- Jan Dalton** – Operations Director
- Jemma Townsend** – Marketing Director
- Amita Patel** – People Director
- Matthew Grey** – Finance Director

### Zizzi

- Phil Boyd** – Operations Director
- Harry Heeley** – Managing Director
- Corinne Prior** – Marketing Director
- Paul Dunford** – People Director

### Coco di Mama

- Sara McKennedy** – Managing Director
- Cleopatra Zukas** – Head of Food

### Dave's Hot Chicken

- Jim Attwood** – Managing Director
- Keyana Mohammadi** – Head of Marketing

### Boojum

- David Maxwell** – CEO
- Rob Powell** – Head of Operations and People
- Fiona Tanham** – Human Resources Manager



Over **6,000** employees



# PEOPLE



PILLAR 1

At the core of our mission is the drive to nurture happy, healthy lives—something we can only accomplish by caring for our people and the communities we belong to.

Our teams are the foundations of our business: it's only thanks to the passion of our nearly 6,000 team members that we can provide the thousands of dining experiences we proudly offer across the UK and Ireland every day.

Hospitality is a unifying industry. It gives many a first chance at work, brings different backgrounds together and, in many cases, offers the prospects of a lifetime career. At Azzurri, we strive to preserve the industry's values by helping young individuals join the job market through internships, investing in career growth opportunities, and looking after the overall wellbeing of our employees.

As one of the UK's largest hospitality investment platforms, we also understand we have a role to play in the communities we serve. Food insecurity is a cause close to our hearts, which is why we keep working with multiple partners that help us redistribute surplus food once our stores close for the day. We also provide volunteering and fundraising opportunities to all of our team members, so they can choose the best way to support the causes that matter to them.

In this section, we'll look at some of the stories that have helped us progress our People commitments this year.

# PEOPLE SPOTLIGHTS: THE PEOPLE BEHIND OUR SUCCESS



## COMMUNITY - ASK ITALIAN, ZIZZI & PENNIES

Through our partnership with Pennies, we help customers support vital UK charities through optional micro donations at the till. This small change approach is generating meaningful impact: we are proud to announce that last year, we passed the 10,000,000-donation mark across both brands, raising over £2.5 million.

### Zizzi: Championing Mental Health and Youth Opportunity

Since 2011, Zizzi donations have supported four national charities including the Mental Health Foundation, Cancer Research UK, and The King's Trust.

Over the years, these micro donations have helped reach millions of people through mental health awareness campaigns, stigma challenging initiatives and community programmes, fund life saving mental health research, and influence public policy to reduce inequalities.

### ASK Italian: Supporting UK Foodbanks

Since 2022, ASK Italian customers have supported 39 local foodbank charities across the UK.

These donations are helping foodbanks provide emergency food and essentials to households facing rising living costs, support working families struggling with food and energy bills, and improve and access to wider support services.

Every small donation contributes to long term social impact, showing how everyday dining can help transform lives.



## GROWING POTENTIAL - COCO DI MAMA & WELL-GROUNDED

At Coco di Mama, we're delighted to announce our two-year partnership with Well Grounded, a social enterprise supporting the UK's unemployed with the skills to access sustainable careers in the coffee industry. Together, we're brewing opportunities, from volunteering and work experience to fundraising through every in-store and catering purchase.

Over the next two years, we'll be working closely with Well Grounded to make a meaningful impact:

- » **Team volunteering:** Our central team is helping Well Grounded's trainees prepare for job interviews, offering CV surgeries and mock interview support.
- » **Work experience:** We're giving trainees hands-on experience in our Coco di Mama stores to help connect academy training to employment opportunities.
- » **Store donations:** Coco di Mama donates 10p to Well Grounded from a selection of our specialty coffees in-store. We also offer an extra optional 20p donation at the end of every customer order.
- » **Christmas donations:** Over the holiday period, we will be donating £1 from each of our festive catering orders to support Well Grounded's mission.



### Wellbeing, Reward and Recognition - Championing Mental Health Awareness: Jan's Journey Supporting OCD UK

Obsessive Compulsive Disorder (OCD) is a deeply debilitating mental illness that faces funding challenges, misconceptions, and limited understanding. Over the past few years, Jan Dalton, Ask Italian's Operations Director, has passionately taken on a mission to raise money for OCD UK, a national charity run by and for people with OCD. The charity provides life-changing advice, information, and support, while campaigning to end stigma and strengthen understanding among health professionals and the public.

To date, Jan has completed seven demanding fundraising events for OCD UK, from 100 mile cycles to mountain hikes to half marathons. This year, he took on the London Marathon and the Royal Parks Half Marathon. Not only did he smash his fundraising targets, he also organised an Azzurri wide office quiz to raise additional funds, a real highlight of his 17 years at Azzurri. Through tickets, raffle sales, and food and drink sales, he raised £2,000 for the cause!

Across these years of dedication, community effort, and personal challenge, Jan has raised over £12.5k for OCD UK. He also volunteers with the charity, hosting online support groups, running workshops, and taking part in conferences to drive awareness and support people living with OCD.

We are incredibly proud by Jan's achievements and dedication, and cannot wait to support him in whatever challenge he takes on next!

# GROWING POTENTIAL

We're passionate about opening doors to the hospitality industry—through apprenticeships, internships, and growth opportunities—empowering fresh talent and our own team members to rise, thrive, and build meaningful careers that shape the future.

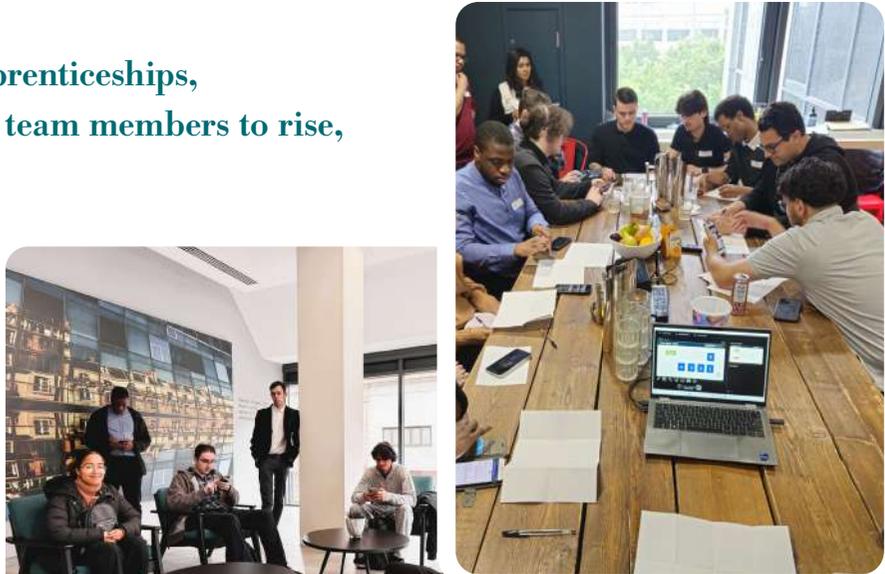
Azzurri Central truly spearheaded this workstream this year. The team ran another edition of its Leadership Programme, developing the future leaders of our business. Additionally, they hosted a Digital Inspire Day, Industry Insight Day, and Work Experience Week throughout the year. Across all these events, participants had the chance to attend workshops and activities hosted by our wonderful teams in IT, Finance, People, Marketing, or Sustainability. The first two events were carried out in partnership with Peoples Place Community Partnerships and London Youth, ensuring we can offer these opportunities to individuals from diverse backgrounds.

Another highlight in this space came from Coco di Mama, who entered an exciting partnership with Well Grounded, a social enterprise supporting the UK's unemployed with the skills to access sustainable careers in the coffee industry. Literally brewing opportunities, the Coco di Mama team will support Well Grounded's trainees prepare for job interviews, give them hands-on experience in-store and additionally donating 10p

from sales from certain specialty coffees to Well Grounded.

Further focused on talent development, Zizzi revamped its career progression programme, "Viaggio", which has become an integral part of the Zizzi culture. Over the past year, they refreshed the programme to include practical, on-the-job learning and digital experiences, ensuring it remains relevant and impactful. In 2024, 106 people enrolled in internal programmes and apprenticeships, and to date, 55 of them have progressed into their next role. The team has also doubled internal promotion opportunities by introducing a new workstream within "Viaggio", with a target of filling 70% of management vacancies through internal talent development.

Equally, Boojum's strong focus on progression has translated into over 70% of General Managers having worked their way up from crew-level positions. In fact, the backbone of their central support team is made up of a mix of colleagues that started their careers rolling burritos on the line, but who have since grown into roles in HR, Finance or Marketing.



# WELLBEING, REWARD AND RECOGNITION

**We know our industry can be challenging, and even more so when trading conditions get tough. That’s why we’ve made it our mission to create workplaces that don’t just support them through the pressures, but also give them fulfilment, balance, and pride in what they do.**

Building on last year’s mental health Senior Manager training, Zizzi launched and revamped various different tools to support their teams’ mental health. February saw the launch of the “Thrive Together” campaign, a digital internal campaign featuring posts, top tips, and bite-sized education around mental health and wellbeing, all rooted in the Zizzi Values. This happened at the same time as the update of Zizzi’s Wellbeing Hub with practical resources and links to external sites like the mental health charity, MIND, and other relevant organisations. Finally, the launch of the Manager’s Guide to Mental Health & Wellbeing brought together key information on mental health and wellbeing, explaining the manager’s role in supporting teammates and including real examples that show the soft skills and HR steps needed to support people at work.

Meanwhile, Boojum’s Employee Assistance Program gives every team member round-the-clock access to the support of counsellors, wellness coaches and a wealth of information about managing mental and physical health. And during Mental Health Awareness Week, ASK Italian ran their own mental health competition to keep conversations around the topic going and

encouraging teams to get out and get some steps in: in total, the teams took 4,583,153 steps – the equivalent of walking all the way from Aberdeen to Bari. The competition went so well that it had to be extended twice

One of our favourite times of the year comes about when our team gets together for roadshows and team-building days. Held bi-annually by Zizzi and ASK Italian, one of the purposes of roadshows is to recognise the passion and hard work that our colleagues pour into their every day, and that helps us build the business that we are. The roadshows sometimes act as a recognition piece themselves: last Autumn, Zizzi held its own in Lake Como, where teams got the chance to meet first-hand the suppliers behind many of our ingredients.

And sometimes, it’s just nice to bring everyone together with no agenda other than having fun. Every Summer, the ASK and Zizzi Fests are highly anticipated events, with hundreds of team members coming together to conquer white-water rafting or run an obstacle course. There’s nothing quite like literally lifting each other up to create some team spirit!

### What. A. Day.

Over 400 brilliant team members joined us at Lee Valley for a day packed with white-water rafting, team togetherness, and plenty of laughs. From conquering rapids and tackling Water Wipeout to photo-booth chaos and Aperol-in-the-rain vibes, our Zizzi values were out in full force.

We also gave back in a big way — raising an amazing £7k for the Mental Health Foundation. This was our second Zizzi Fest supporting MHF, and every penny helps fuel research, tools, awareness, and community projects that make a real difference. Together, we’re helping achieve good mental health for all.



# COMMUNITY

**Food insecurity remains a pressing challenge, and as a business rooted in food, we believe we have a responsibility to support the communities that sustain us. Giving back is central to our purpose, and we aim to make a meaningful impact where it matters most through partnerships with organisations that share our values and amplify our efforts.**

We remain focused on food donations and redistribution as a core part of our impact. Perhaps one of our proudest achievements this year came from our partnership with Pennies, the leading charity on micro-donations: as of July, we've now passed the 10,000,000 donations mark across Zizzi and ASK Italian, translating to over £2.5m raised. These donations have helped over 39 local food banks spread across the country as well as additional charities, in turn supporting thousands of people in need. Meanwhile, Coco di Mama keeps building on their partnership with Too Good To Go and Olio, ensuring surplus food from the day ends up on plates, not in bins: this year we re-distributed over 46,000 meals that would have otherwise gone to landfill across all partners.

Azzurri Central remains committed to its partnership with Crisis, a brilliant charity supporting people facing homelessness by providing essentials like warm meals and safe accommodation, as well as employment support and housing guidance. Last Christmas, we donated £6,360 to their efforts, which were

topped off by an additional £6,500 over the year. For the second year in a row, we've also supported their "Crisis at Christmas" football match by providing lunch to the ~70 people involved. Beyond meal and financial donations, we also had some members of Crisis come into the office and give a talk around homelessness and the work the charity does.

Thanks to these combined efforts, we are proud to have donated over a quarter of a million meals since "Recipe for a Better Future" was created, a milestone that speaks to our commitment to tackling food insecurity in the communities we serve.

On the volunteering front, this year we offered opportunities across food banks and community organisations for team members to be involved. While we will keep offering similar opportunities in the future, we will explore additional ways for our teams to engage with the community going forward—options that better fit their schedules and interests—while continuing to champion our values and strategy.

### Boojum

In June, Boojum partnered up with the Cancer Fund for Children, a wonderful charity that provides support to children and young people impacted by cancer across the island of Ireland, to raise money through a number of initiatives over the following four weeks and across all 16 stores in ROI and NI. Through a voluntary donation at the till, customers were able to add 50p/50c to their bill, 100% of which would go to the Cancer Fund for Children. The team set out to raise £5k in total, however, the final figure amounted to over £22k! The funds will go toward building a respite support centre in County Mayo, which is incredibly exciting news. It just goes to show what incredible things we can achieve when we work together as a team with a common goal.



# INCLUSION AND DIVERSITY

**At Azzurri, we're committed to creating an environment where every individual can thrive. We champion diversity, respect individuality, and provide opportunities for growth at all levels. For us, inclusion isn't just a principle—it's a driver of creativity, resilience, and success.**

Azzurri Central's Inclusion Group - now called Chapel Street Allies - set out the year to increase awareness and celebrate cultural holidays and social topics. From traditional festive activities to quizzes to chats among team members, the Allies brought the office together around the Monthly Office Lunch, taking the opportunity to bring everyone together around the table – just like we do in our restaurants. Looking forward, they're planning to introduce a series of Lunch & Learn sessions in partnership with external providers, cementing the importance of continuous learning and open dialogue in building an inclusive workplace culture.

Azzurri Central also maintained a Level 2 Disability Confident Employer certification, in the same way that Boojum keeps shining a light on people with learning difficulties and autism

through their partnership with NOW and the JAM Card initiative. In fact, Boojum Leeds became the first hospitality partner in Great Britain to embrace the JAM Card initiative! They also proudly employ team members from over 60 different nationalities, reflecting Boojum's core principles of inclusiveness and diversity.

Meanwhile, ASK Italian took the opportunity to launch its first Equity, Diversity and Inclusion (EDI) Snapshot Survey among all team members, which provided valuable insights into our colleagues' perception on inclusivity at ASK and opportunity areas for the team. All these insights, along with further information gathered through focus groups, made possible the launch of a refreshed EDI Strategy at the beginning of the year, which included tangible next steps and objectives in this space.



“Azzurri Central also maintained a Level 2 Disability Confident Employer certification, in the same way that Boojum keeps shining a light on people with learning difficulties and autism.”

“The Allies brought the office together around the Monthly Office Lunch, taking the opportunity to bring everyone together around the table – just like we do in our restaurants.”



# PROGRESS ON OUR GOALS: PEOPLE

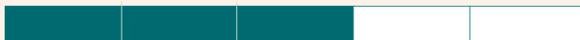


## WELLBEING, REWARD AND RECOGNITION

» 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.



## 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.





All of our out-of-restaurant packaging is **100%** recyclable



# PLANET



**Our journey towards Net Zero is more than a commitment—it’s a responsibility. As we look ahead, we’re embracing innovation and accountability to ensure that every choice we make brings us closer to that goal.**

This next section explores the initiatives driving that vision, from optimising our energy usage to ensuring the smooth implementation of waste segregation legislation to executing any new refurb to SKA Gold Standards.

Most of these initiatives are driven by our restaurant teams as they can directly influence these, and it’s exciting to see how groups and comms like “Planet Zizzi” or “Lightbulb Moments” have driven ownership across teams.

Packaging remains a perennial challenge, especially with Coco di Mama now heavily expanding into retail, and the addition of Dave’s Hot Chicken to the family. We know there’s still work to do to reduce our impact, but we are proud to have achieved 100% recyclability on our out-of-restaurant packaging. Similarly, with Extended Producer Responsibility (EPR) coming into full force, we’re keen to take this as an opportunity to reduce and innovate on our packaging, providing a win for both the planet and the business. On the issue of food waste, we are equally excited to see how “Simpler Recycling” legislation can help us drive better visibility into our waste workstreams and help us identify new opportunities to reduce it.

Finally, we have now incorporated SKA Gold Rating standards to our standard refurb process, ensuring all new refurb have a reduced impact on the planet.

You can read all about it in the next few pages, where we’ve also spotlighted some of our biggest stories this year.

# PLANET SPOTLIGHTS: THE PEOPLE BEHIND OUR SUCCESS



## CARBON - BESTFOOD

As one of our primary national distributors, Bestfood Logistics plays a critical role in moving ingredients and products across our brands. In May last year, Bestfood converted its fleet to Hydrotreated Vegetable Oil (HVO), enabling an expected 80–90% reduction in carbon emissions versus diesel. This shift has already contributed significantly to our year-on-year logistics improvements. In addition to this, our Bestfood emissions have gone down YoY thanks to:

- » A 13% reduction in Azzurri case volume, which contributed to lower distribution emissions.
- » Fleet upgrades—including more efficient engines, aerodynamic kits, and Microlise driver efficiency training—, which helped cut diesel consumption.
- » Roll-out of EV refrigeration units, eliminating the need for off-road diesel previously used to power refrigerated vehicles.

Together, these improvements reinforce the progress we are making to decarbonise our logistics network and demonstrate how operational efficiencies, technological upgrades, and supplier innovation are delivering real, measurable reductions across our distribution footprint.

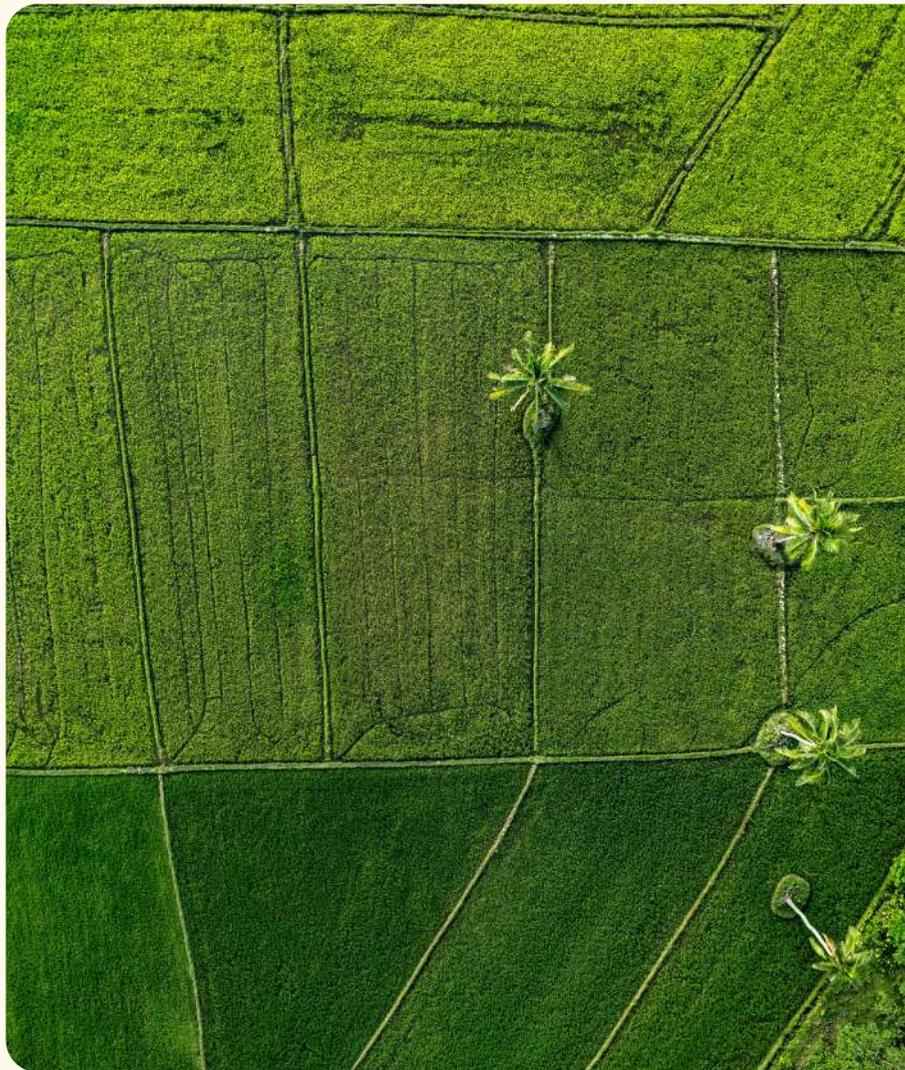


### Energy and Water – Steve Owens

Steve Owens, our Group Energy & Utilities Lead, has been instrumental in driving smarter, more efficient use of energy and water across all Azzurri brands. With a clear focus on data, innovation and everyday behaviour change, Steve has helped embed resource efficiency into the rhythm of our operations—ensuring that sustainability isn’t a side project, but a shared responsibility across every restaurant.

His achievements this year include expanding real time monitoring through sub meters, trialling voltage optimisation systems, or rolling out gas smart meters across the estate. These initiatives have enabled targeted audits and quick fixes, and ultimately contributed to a 2.2% year on year electricity reduction in 2025 across ASK Italian and Zizzi.

Steve’s practical, data driven approach has empowered teams across the Group to take ownership of energy and water use. His work shows how small, consistent actions—supported by the right tools and a culture of curiosity—can deliver meaningful environmental impact while strengthening the way we operate every day.



## ENERGY AND WATER

**Efficient use of energy and water is central to our sustainability journey. We're committed to reducing our environmental footprint by actively tracking consumption, investing in innovative solutions, and continuing to drive behavioural change.**

For energy, we apply a continuous improvement mindset—reviewing goals annually and collaborating with internal champions and external partners to drive progress. On gas, we're expanding monitoring capabilities to pinpoint opportunities for conservation and ensure responsible use across all operations.

In 2025, these efforts led to a 2.2% year-on-year reduction in electricity usage at ASK Italian and Zizzi, amounting to 600 kWh saved – that's the equivalent of serving just under one million pizzas annually! This achievement is largely thanks to the targeted behavioural campaigns implemented by each brand. ASK Italian's 'Lightbulb Moments' and Zizzi's 'Watts the Plan?' campaigns foster energy awareness among team members and encourage everyday action that reduce energy use. Supporting these efforts, Zizzi's 'Planet Zizzi' committee, with its network of restaurant-based ambassadors, ensures that sustainability practices are embedded across all operations.

Similarly, Coco di Mama's dedicated energy-saving committee works closely with the operations team, identifying consumption patterns, addressing outliers and reducing overnight power usage. Through these reviews, Coco di Mama has also found new opportunities to enhance the use of smart meters, laying the groundwork for improved performance in 2026 and beyond. On this very topic, we also look forward to commencing a project

with the Zero Carbon Forum across all brands, which will further improve our behavioural change programme via the use of an Energy Analytics platform.

Sub-meters have played a crucial role in our energy management strategy, helping us track usage patterns in real time. We've continued to utilise Mindsett, an asset energy monitoring tool, in the 17 sites that have them. Mindsett's technology enables us to conduct in-depth energy audits, assess equipment efficiency, and pinpoint savings opportunities. For example, at ASK Merry Hill, Mindsett helped us identify and reset an AC system using power unnecessarily overnight. Insights like these directly inform our training programs and communications, empowering our teams to act on specific opportunities for savings.

To complement behavioural changes, we have also started working on projects that benefit our efficiency campaigns with automated energy savings. Working with a company called Powerhub, we have installed voltage optimisation systems in 5 sites across our estate, and found they have reduced overall consumption by between 7 and 10% in each site. Given the success of this project, each Dave's Hot Chicken site we open in 2026 will have a voltage optimisation system installed before the first day of trade.

While electricity reductions have been significant, our focus is now expanding to gas. In 2025, we installed gas

smart meters across our whole estate and in 2026 aim to bring the same level of control and insight to our gas consumption as we have with electricity.

Our commitment to resource efficiency also extends to water. While an increase in water consumption has been observed due to business growth, we are proactively addressing this by using information from the 14 smart water meters we have in various Zizzi and ASK locations. These meters enable us to track and analyse water usage trends, providing valuable insights to identify and prioritise conservation measures. With these tools, we aim to optimise water usage and minimise consumption across the Group, ensuring we balance growth with sustainability.

**600 kWh**   
**saved – that's the  
 equivalent of serving  
 just under one million  
 pizzas annually!**



# WASTE

**Waste reduction is a core part of how we run our businesses, and we’re raising the bar on what good looks like across every Azzurri brand. By investing in stronger training, working closely with expert partners, and empowering our teams to take ownership, we’re pushing for smarter waste practices, higher recycling rates, and more circular solutions throughout our estate.**

We set an ambition to keep more than 99% of waste away from landfill across all our brands — a benchmark we’ve consistently achieved at all self-managed sites. This result is only possible thanks to the expertise and collaboration of our waste partners, who help us spot new opportunities, refine our processes, and keep driving progress year after year. An example of this is Zizzi’s and ASK Italian’s partnership with Olleco, who turn used cooking oil into biodiesel, and which has also welcomed Dave’s Hot Chicken. In the past financial year, this partnership upcycled 243,736 litres of cooking oil, saving 537t of CO<sub>2</sub>e as a result.

Last year also saw the coming into force of the “Simpler Recycling” legislation, which requires key materials—plastic, paper/card, glass, metal and food waste—to be separated from general waste to boost recycling rates. With nearly 100% of our main takeaway packaging across ASK Italian, Zizzi, Coco Di Mama, and Boojum being recyclable, and “Simpler Recycling” now aiding segregation, our focus is now shifting towards improving inbound packaging. In this respect, Extended Producer Responsibility (EPR) has provided us with the perfect opportunity to do so. This piece of legislation makes producers financially and legally responsible for the full lifecycle of the packaging they place

on the market, aiming to reduce waste and encourage better, more sustainable product and packaging design. It’s served as good encouragement to look at our Coco di Mama baguettes, previously packed in a mix of cardboard and plastic, and now fully transitioned to cardboard.

Perhaps our biggest packaging challenge lies within Dave’s Hot Chicken, given the brand’s quick service restaurant nature, and consequential reliance on single-use packaging. We have already adopted bagasse clamshell boxes instead of polystyrene ones, and paper carry bags over plastic – but we know there is more work to do. With expansion plans into Europe, we hope local legislation will play in our favour and open up new opportunities for more innovative solutions.

As we look for similar opportunities to transition to more sustainable materials across our whole packaging portfolio, we will also work with suppliers to reduce inbound packaging, either through lightweighting or absolute packaging reduction. We know packaging is in many cases essential, but true impact reduction lies in reducing it at origin.

“**We set an ambition to keep more than 99% of waste away from landfill across all our brands — a benchmark we’ve consistently achieved at all self-managed sites.**”



# CARBON

**At Azzurri, our commitment to reaching net zero by 2040 remains steady. Building on several years of robust carbon accounting and continuous improvement, FY25 marks another year of meaningful progress toward reducing our environmental impact while continuing to grow as a Group.**

Importantly, this is the first year in which we report on emissions from both Boojum and Dave’s Hot Chicken, reflecting our expanding portfolio. As a result, while total reported emissions have increased, our like for like footprint has decreased by 4.5%, demonstrating continued underlying progress in decarbonising our existing operations.

### Overall Emissions Performance

In FY25, we delivered further reductions across key emission categories, led by strong improvements in Food & Beverage (F&B) sourcing, operational efficiency, and changes in carbon conversion factors. Total F&B emissions fell by approximately 2,000t of CO<sub>2</sub>e, driven largely by decreases across dairy, pork, poultry, and seafood categories. While beef-related emissions increased, our overall food footprint continued to improve due to shifts in sourcing and

product mix, demonstrating the impact of our ongoing collaboration with suppliers on lower carbon alternatives.

We also saw reductions in Scope 3 Capital Goods emissions, reflecting lower year on year CAPEX investment. Energy-related emissions fell slightly even as revenue increased, evidencing our ability to decouple carbon from growth. Further, the Waste and End of Life (EoL) of Sold Products categories saw significant decreases due to updated DESNZ conversion factors, highlighting the influence of evolving national datasets on our footprint.

Importantly, with the exception of Boojum, all brands achieved reductions in carbon intensity per £m turnover, a strong indicator of operational efficiency and improved sustainability performance across the Group.

## GHG EMISSIONS

**2024**

Scope 1  
**5,629 tCO<sub>2</sub>e**



Scope 2  
**7,286 tCO<sub>2</sub>e**

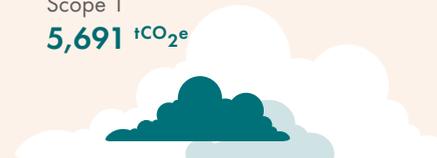


Scope 3  
**78,837 tCO<sub>2</sub>e**



**2025**

Scope 1  
**5,691 tCO<sub>2</sub>e**



Scope 2  
**6,811 tCO<sub>2</sub>e**



Scope 3  
**75,142 tCO<sub>2</sub>e**



This is a like-for-like comparison (i.e. inc. Boojum in FY24, and Boojum and Dave’s Hot Chicken in FY25)

**Progress on Scopes 1 and 2**

Direct emissions from Scope 1 and 2 accounted for just over 14% of our total emissions. While our Scope 1 emissions went marginally up, we are happy to report a ~6.7% reduction in our Scope 2 emissions YoY. We are hopeful that the ongoing energy saving programmes in our restaurants will help us further reduce these emissions in upcoming years.

**Advancing Scope 3 Reductions**

Scope 3 continues to represent the majority of our footprint—and our greatest opportunity for impact. Food emissions remain the largest contributor, and this year’s ~2,000 tonne reduction in F&B emissions reflects targeted progress in key sourcing categories. Even with an increase in beef emissions, reductions across dairy, poultry, pork, and seafood demonstrate the positive effect of supplier engagement, product innovation, and shifting guest preferences.

In distribution, a major milestone came in May when one of our key logistics partners, Besfood, transitioned its fleet to Hydrotreated Vegetable Oil (HVO). With an expected carbon saving of 80–90% compared to conventional diesel, this shift has materially improved our YoY Scope 3 logistics emissions and will continue to deliver significant benefits going forward.

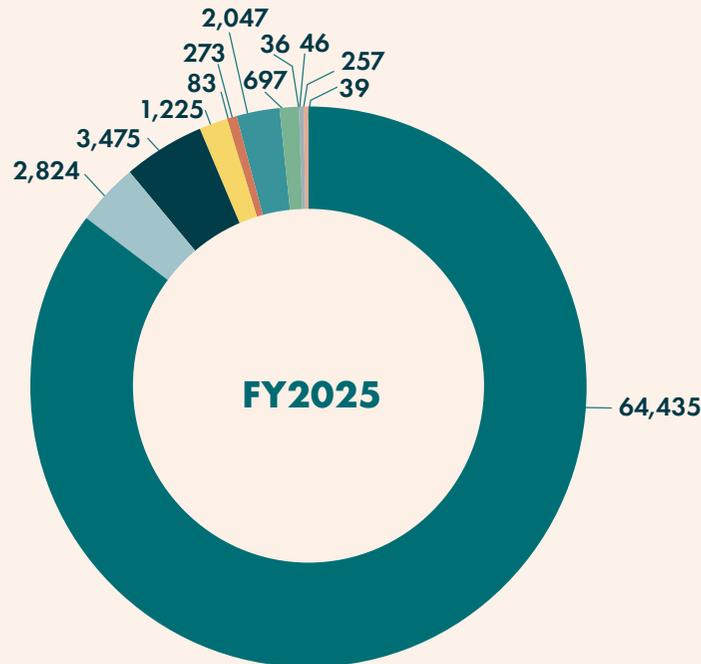
Updates to national waste sector conversion factors also drove large reductions in our Scope 3 waste categories, particularly in Waste and End of Life of Sold Products - highlighting both the importance of accurate methodologies and the broader decarbonisation of the UK waste industry. All these improvements helped us reduce our Scope 3 emissions by 4.7% YoY.

**Looking Ahead**

As we expand and evolve—including the integration of new brands and new operational models—our focus remains on deepening decarbonisation across the Group. Given how Scope 3 remains our largest opportunity, in FY26 we will focus on continuing strengthening supplier partnerships to drive lower-carbon food systems.

By prioritizing high impact areas like food sourcing, logistics or energy efficiency, we are confident in our ability to continue delivering meaningful year on year reductions. As we progress on our pathway to net zero by 2040, we remain committed to balancing growth with environmental responsibility, building a more resilient and sustainable business for the future.

**SCOPE 3 BREAKDOWN FOR FY24:**



Legend for Scope 3 emissions areas and reductions achieved in our financial year 2025:

- Purchased Goods and Services
- Commuting
- Capital Goods
- Downstream T&D
- Fuel and Energy-Related Activities (FERA)
- Processing of Sold Products
- Upstream T&D
- End-of-Life Treatment of Sold Products
- Waste
- F-Gas
- Business Travel
- Company Vehicles

## SUSTAINABLE DESIGN

At Azzurri Group, we continue to embed sustainability at the heart of how we design, build, and refurbish our restaurants. Since launching our sustainable design commitment in 2022, every refurbishment and new opening has followed a consistent set of best practices - aligned with SKA Gold - aimed at reducing environmental impact while maintaining the vibrant, welcoming atmosphere our guests expect.

Our newest ASK Italian refurbishments are a good example of our commitment. This year, we expanded our sustainability and repurposing strategy by refreshing these restaurants with high quality tabletops recovered from previous refurbishment projects. Extending the lifecycle of these materials not only reduces waste but also enables us to maintain a rolling stock of tabletops that can be redeployed across the estate whenever needed. This approach supports a more circular model of operation and reduces reliance on new materials.

We also debuted our new coffee husk tabletops at ASK Preston, ASK's latest opening - later installing them in Winchester and Lincoln. These innovative surfaces are handmade in the UK, plastic free, and produced using a minimum of 70% recycled material. Our design teams also made sure our quintessential Italian stripes—found

across our walls—was produced entirely from 100% recycled fabric.

Our sustainable design principles not only reduce environmental impact but also align with evolving regulatory expectations and the priorities of our customers and landlords. An example of this is the installation of our first dedicated recycling station as part of the Coco di Mama's Monument site refurbishment, with plans to roll this out across future projects. This marks another step in our commitment to improving waste management and supporting more sustainable customer behaviours.

Looking ahead, we aim to continue raising the standard for sustainable restaurant design. As we adopt new technologies and circular practices, we remain focused on building spaces that reflect our vision for a greener, more responsible future.

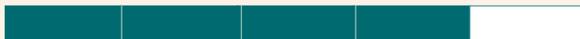


# PROGRESS ON OUR GOALS: PLANET



## WASTE

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

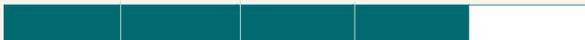


» By 2030, we will reduce our total food waste by 15%.



## CARBON, ENERGY 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.



## 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



Pursuing healthier, more sustainable diets is an opportunity to reshape the future of food. At Azzurri, we’re embracing that challenge with optimism and ambition, evolving our menus and supply chain to make better choices feel effortless, joyful, and delicious.

This year, our progress has been driven by bold, collaborative action across the business and beyond. We’ve joined forces with peers through the Zero Carbon Forum’s Dairy Action Group to tackle shared emissions hotspots and create a unified approach to supplier expectations, recognising that meaningful change requires industry wide alignment. Similarly, our four year partnership with The Natasha Allergy Research Foundation continues to strengthen safe, inclusive dining, deepening our understanding of allergy care and supporting pioneering research that has the potential to transform lives.

At the same time, we’ve taken major steps to build a more responsible and transparent supply chain. Joining Sedex has given us deeper visibility of ethical and environmental practices across our network, enabling stronger due diligence and more focused supplier engagement. We’ve also shifted our sustainability strategy from dish level carbon labels to targeted supplier collaboration, concentrating on the ingredients and partners that have the greatest impact across multiple menus. This approach allows us to drive emissions reductions at scale while keeping the dining experience simple and enjoyable for our guests.

In the pages ahead, we explore how Azzurri is redefining what sustainable dining can be: this is our vision for a better plate and a better future.

# PLATE SPOTLIGHTS: PARTNERS BEHIND OUR SUCCESS



## HEALTH & NUTRITION – NARF

ASK Italian and Zizzi have entered a four year partnership with The Natasha Allergy Research Foundation to help drive their inspiring mission to #MakeAllergyHistory.

Founded in 2019 by Tanya and Nadim Ednan Laperouse in memory of their daughter Natasha, the foundation is driving vital change through campaigning, education and research to transform the lives of the millions of people in the UK living with food allergies.

Here’s what ASK Italian’s Ops Director and Zizzi’s MD had to say:



**“Partnering with The Natasha Allergy Research Foundation reflects our commitment to making dining safer and more inclusive for everyone. This collaboration goes beyond awareness to action, empowering us to drive meaningful change across the industry and work towards a future where food allergies no longer hold people back.”**

**“At Zizzi, we’re constantly evolving to meet the needs of our guests. Working alongside The Natasha Allergy Research Foundation supports us to lead the way in allergy-safe dining and make meaningful change across the industry.”**

We are proud to support their journey, and make out-of-home dining a safe, inclusive experience for everyone.



## SUSTAINABLE DIETS – UK DAIRY INDUSTRY STANDARDS

Dairy farming generates greenhouse gas emissions, but changes in farming practices can meaningfully reduce them while supporting healthier local environments.

Across the Zero Carbon Forum’s 35,000 hospitality sites—around a third of the sector – dairy accounts for an estimated 10% of total emissions. To better understand this impact, the Dairy Action Group was created to pinpoint where emissions are highest and to shape practical strategies that lower the environmental footprint of dairy production and processing.

Through collaborative workshops, data reviews and industry insight, the group identified the key hotspots that must be tackled. These findings shaped a clear framework for action, built around identifying opportunities, gathering feedback and assessing solutions with rigour.

A major outcome of this work is an industry standard dairy question set, designed to help Forum members like us engage their supply chains. By asking these questions, businesses gain a clearer view of current decarbonisation efforts, the barriers suppliers face, and where extra support—whether resource or investment—can make the biggest difference.



## SUSTAINABLE SOURCING – SEDEX

We’re delighted to share that we have joined forces with Sedex, a global leader in supply chain sustainability. This partnership marks an important step forward in our commitment to greater transparency, stronger risk management and a more responsible sourcing approach across our business.

Responsible sourcing sits at the heart of how we operate, shaping the way we support our teams, our suppliers and the communities we source from. Working with Sedex strengthens this commitment by giving us the tools and insight to better identify, manage and report on social and environmental risks throughout our supply chain.

Sedex’s platform and expertise help businesses improve their environmental, social and governance performance, and will support us in three key areas: understanding and addressing supply chain risks, driving meaningful sustainability and fair labour practices, and deepening trust with our stakeholders through transparent, responsible sourcing.

This collaboration reinforces our ambition to ensure our supply chain is ethical, sustainable and aligned with the values we bring to every part of the Azzurri family.

# HEALTH AND NUTRITION

In total, the Quality & Safety team, in partnership with our third-party auditing providers, conducted more than 500 health and food safety inspections during the year. Each visit concluded with tailored actions to drive improvement and accountability.

This year’s programme included a step-change: the launch of a dedicated Allergen Management audit section, recognising allergen control as a critical area of business risk. The aim is not only to measure compliance but also to drive learning - helping us better understand our allergen processes through audits, not incidents. These efforts are having clear impact. A full cycle of allergen audits has delivered stronger execution and raised awareness across the estate. In parallel, we’ve introduced publication of supplier ‘may contain’ warnings, in line with emerging industry guidance - a step that supports greater transparency for hypersensitive customers.

On external benchmarking, our performance continues to lead the sector. As of the end of the 2025 financial year, 97% of Azzurri premises hold the highest Food Hygiene Rating (or PASS in Scotland), up 3% on last year. Independent benchmarking confirms our leadership in this space.

**NARF Partnership**

Everyone deserves to feel relaxed and confident when they dine with us, whatever their needs. That’s why we are committed to creating a safe, inclusive experience for guests with allergies, so they can enjoy great food with genuine peace of mind. We’re proud to announce that ASK Italian and Zizzi have entered a 4-year strategic partnership with The Natasha Allergy Research



Foundation, the UK’s food allergy charity, helping to support the organisation’s goal to #MakeAllergyHistory. As part of this partnership, we had the chance to visit the Southampton Clinical Research Facility to see The Natasha Clinical Trial first hand. The visit provided valuable insight into the environment where families affected by food allergies come for assessments and treatment, as well as the laboratories where pioneering research is underway.

A key moment of the day was hearing from one of the trial participants, who spoke openly about living with food allergies and the difference this work is already making to his daily life. His story brought to life the importance of continued progress in this area.

Visits like this reinforce the importance of strong partnerships. The commitment and generosity of our supporters are helping to accelerate research with the potential to transform food allergy care across the NHS, improving outcomes for thousands of families.

## SUSTAINABLE DIETS

Food sits at the heart of everything we do, and we recognise that the choices we make on our menus can shape a more sustainable future. As customer expectations evolve and the environmental impact of food becomes clearer, we're reshaping our dishes and sourcing choices to make lower-impact, higher-welfare, and plant-forward options an effortless part of dining with us.

Our goal is to celebrate the flavours people love while reducing carbon intensity and championing ingredients that are better for people and the planet.

When we first defined "Recipe for a Better Future", we strictly took a carbon approach to define what sustainable dining meant for us. We partnered with Foodsteps to map the carbon emissions of our menus, providing detailed insights into the footprint of individual dishes and ingredients. While this led to a much better understanding of our hotspots and some innovative recipe reformulations, the resulting carbon-labelled customer menus were not met with equal success. While labels are colour-coded according to a RAG system, meant to be easily digestible, carbon is still a simple topic for most and not a compelling enough reason to swap a meal choice, particularly in our restaurants, which customers regard as a treat meal occasion.

Going forward, we'll pivot in our approach around sustainable diets and will focus on nutrition and choice as drivers. Not in vain, almost 60% of ASK Italian's menu is vegetarian or vegan, with 21.8% of dishes specifically vegan. Similarly, 45% of their main course options are under 800 kcal, supporting lighter choices without compromising on flavour. To top it all off, ASK Italian have now transitioned their fresh pasta

to Wildfarmed flour, building on the successful move in their pizza dough the previous year, and taking a positive step towards lowering carbon impact across another core menu section.

““”

**When we first defined “Recipe for a Better Future”, we strictly took a carbon approach to define what sustainable dining meant for us.**

In the case of Coco di Mama, where 40% of menu items are vegetarian or vegan, the team is further looking at strengthening their “Mediterranean health” credentials. Every menu item will be healthier by design while making them feel indulgent, convenient, and rewarding – we are hoping this will have an impact on the choices customers make in store and deliver a few wins in our sustainable strategy.

While carbon may no longer be the main driver, we will still look at reducing our menus' impact. Instead

of looking at dish-specific footprint, we'll focus on working with our biggest hotspot suppliers to reduce our ingredient specific footprint. Given our brands share ingredients and/or suppliers in many instances, we hope this “fewer but wider” approach will help us tackle multiple dishes at once.

However, we know we won't be able to change an industry – or even our bigger suppliers – on our own. This is why we've sought out industry opportunities to create change alongside our peers. The Zero Carbon Forum gave us the chance to do so last year when, through a new Dairy Action Group, players in the dairy industry like us got together to identify and discuss key emission hotspots across the dairy supply chain and create a structured framework to guide targeted decarbonisation actions. Since many of us share suppliers, it made sense to join forces and standardise the carbon-related requests suppliers get, easing off admin overload on their side. Through industry collaboration and data analysis, the Group developed a three stage approach to identify, assess, and implement emissions reduction opportunities. Its main output is a first-of-its-kind industry standard questionnaire that helps Forum members engage suppliers, understand current progress and barriers, and pinpoint where further support is needed.



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**Sustainability and resilience now go hand in hand. By working together, we can continue to support our suppliers, protect the integrity of our products, and ensure that our customers can rely on us.**



## SUSTAINABLE SOURCING

**Achieving our sustainable sourcing ambitions demands close collaboration across our entire value chain – from central operations to our brands and the partners who grow, produce, and move our ingredients.**

This collective effort has never been more critical. Global supply chains are under sustained pressure as climate volatility intensifies, geopolitical instability disrupts trade routes, and economic uncertainty reshapes consumer behaviour and production costs. Sustainability and resilience now go hand in hand. By working together, we can continue to support our suppliers, protect the integrity of our products, and ensure that our customers can rely on us – even in a rapidly changing world.

In last year’s report, we mentioned our most immediate sustainable procurement & supply chain focus areas would be to enhance due diligence processes across our supply chain and building stronger relationships with suppliers responsible for our highest-emission ingredients. We are proud to report that we’ve taken significant steps in both areas.

In 2025, we joined the Sedex platform to map sustainability practices across our supply chain and identify potential risks. This step marked a significant milestone in our ESG journey and reinforced our commitment

to responsible, sustainable sourcing. To enhance visibility and engagement, we launched a supplier engagement initiative with Sedex in August 2025, aimed at accelerating supplier onboarding. Today, 99 suppliers are successfully onboarded, giving us the ability to monitor and assess risk more effectively while gaining deeper insights into environmental and ethical practices.

Through Sedex’s risk assessment tools, we receive site-level insights into management systems, policies, labour standards, health and safety, environmental practices, and business ethics. This enables us to identify high-risk areas and take proactive measures to mitigate potential issues. The platform also supports ongoing supplier engagement, helping us track ESG progress, benchmark performance, and drive continuous improvement across our supply chain.

Going forward, we will be setting goals to increase the completion rates of the Self-Assessment and Environmental Self-Assessment questionnaires as well as the number of sites that undergo an audit among those that have one recommended.

### Supplier Conference

In April, we held our Biennial Supplier Conference, an opportunity to share a day with our suppliers and generate continued excitement about working with our brands and showcase our latest and future plans. This year, we also wanted to spotlight the need for our suppliers to support our sustainability goals, as reducing our total GHG emissions is heavily dependent on them: as we saw on the “Planet” section, ~80% of our total emissions sit in Scope 3! The key ask was for them to join the Sedex platform, so we could start centralising comparable information across suppliers ahead of understanding how mature each of them is on their sustainability journey.

After talking through the achievements to date and the work that still needs to be done, we invited one of our biggest suppliers, our mozzarella supplier Leprino Foods, to the stage. Leprino Foods, our mozzarella supplier for Zizzi. Leprino started their sustainability journey a couple of years ago, time in which they have made great progress and reduced their cheese carbon footprint by 14% by working closely with their farmers to understand hotspots and opportunities.



Following the conference, various suppliers reached out to discuss their sustainability initiatives present and future, and how they fit into Azzurri’s vision. This goes to show the power of getting all stakeholders in a room together, focusing their mind on a single call to action – and creating a bit of healthy competition!

### Chicken Sourcing

In 2018, ASK Italian, Zizzi, and Coco di Mama signed up to the Better Chicken Commitment (BCC), a set of standards for improving the welfare of chickens farmed for meat. These standards aim to eliminate the worst health issues relating to fast-growth breeds, reduce overcrowding, and provide a better living environment for chickens. As part of this commitment, we have conducted an assessment of our supply chain to understand where our suppliers stand.

While we have made good progress on most criteria, breed transition remains a complex challenge, and it will take time for the poultry industry to adapt.

However, the industry is not standing still. Alongside a few of our peers, producers, and retailers, we have joined the Better Chicken Business Network (BCBN). The BCBN is an industry-wide hub created to help companies transition to the BCC by connecting players across the global broiler supply chain, and providing resources, networking, and practical support to overcome the major challenges of sourcing higher-welfare chicken. They also organise study tours, where participants get the chance to visit producers that have achieved BCC standards and learn from their process. In September, we got the chance to visit Norwegian industrial poultry producer Norsk Kylling’s facilities and gain insights into BCC-compliant practices, while reducing energy consumption, waste and environmental footprint.

Going forward, recognising that ongoing engagement is essential, we will maintain an open dialogue with our NGO partner “Compassion in World Farming” and work on a full transition roadmap that accounts for our supply chain’s needs and challenges.



We have also recently announced ambitious plans to roll out our latest brand, Dave’s Hot Chicken, in the UK, Ireland and Continental Europe. This strategy will lead to a step change in our sourcing requirements for fresh chicken, both in terms of scale and geographic reach, and we will therefore be reviewing our supply arrangements in the near future.

**BCC CRITERIA**

**YEAR END 2025 % COMPLETION**

1.	<b>Comply</b> with all EU animal welfare laws and regulations, regardless of the country of production.	100%
2.	<b>Maximum</b> stocking density of 30kg/m <sup>2</sup> or less	51%
3.	<b>Adopt</b> breeds that demonstrate higher welfare outcomes: either the following breeds, Hubbard Redbro (indoor only), Norfolk Black, JACY57, JA757, 787, 957, or 987, Rambler Ranger, Ranger Classic, and Ranger Gold, or others that meet the criteria of the RSPCA Broiler Breed Welfare Assessment Protocol.	0%
4.	<b>Enrichment</b> - At least 50 lux of light, including natural light.	80%
	<b>Enrichment</b> - At least two metres of usable perch space, and two pecking substrates, per 1,000 birds.	72%
	<b>Enrichment</b> - On air quality, the maximum requirements of Annex 2.3 of the EU broiler directive, regardless of stocking density.	83%
	<b>No cages</b> or multi-tier systems.	81%
5.	<b>Adopt</b> controlled atmospheric stunning or effective electrical stunning without live inversion.*	0%
6.	<b>Demonstrate</b> compliance with the above standards via third-party auditing**	15%

\*All of our chicken is halal and at present, there is no commercially available stunning method that meets both BCC requirements and the specific criteria for halal slaughter.

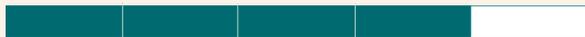
\*\*While most of our suppliers don't carry third-party audits specifically tailored to BCC criteria, they all carry alternative animal welfare audits and certifications.

# PROGRESS ON OUR GOALS: PLATE

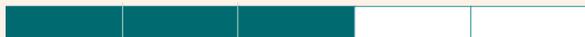


## SUSTAINABLE DIETS

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

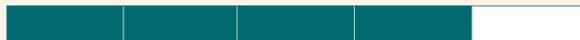


» By 2030, we aim for at least 65% of the dishes listed on our brands' menus to be low or very low carbon impact



## HEALTH & NUTRITION

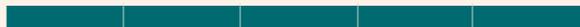
» By 2025, all our kids' menus will meet PHE targets for sugar, salt, fat and calories



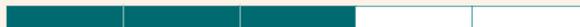
## SUSTAINABLE SOURCING

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.

» Free-Range Eggs used in our restaurants



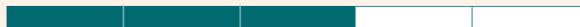
» Seafood



» Palm Oil



» Coffee



» High 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 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 (SDGs), a global agenda to end poverty, protect the planet, and ensure prosperity for all.

Aligning our 2030 Goals with the SDGs was a deliberate decision for several reasons. Firstly, it ensures that our impact is meaningful and addresses critical issues affecting both people and the planet. Secondly, it allows us to frame our progress in a way that resonates with key stakeholders, including our industry peers, investors, team members, and the communities we serve. The SDGs provide a universal framework that connects our work to global ambitions shared by businesses, governments, and communities worldwide.

After reviewing the SDGs, we identified seven goals that are most relevant to our operations and sustainability strategy. These goals reflect the areas where we believe we can make the most significant impact. While we recognize that our work touches on other SDGs, these seven provide a focused foundation to guide our progress and ensure alignment with global priorities.

Throughout this report, we've marked each section with the relevant SDG logo to highlight how our initiatives contribute to these goals. This approach underscores our commitment to advancing sustainability and transparency while driving meaningful change within the Group and beyond.

Additionally, the table below brings it all together, detailing the specific commitments we have made for each goal and the 2030 targets that underpin our strategy. This table serves as a clear roadmap, linking our initiatives to the global agenda and demonstrating how we measure and track our progress.



“

Throughout this report, we've marked each section with the relevant SDG logo to highlight how our initiatives contribute to these goals.

SUSTAINABLE DEVELOPMENT GOAL	OUR COMMITMENT	OUR 2030 GOAL
 <p><b>SDG 2</b> <b>Zero Hunger</b> (Target 2.1; Target 2.3)</p>	<p><b>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</b></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> <b>Decent work and economic growth</b> (Target 8.5; Target 8.6)</p>	<p><b>Promote inclusive and sustainable economic growth, employment and decent work for all.</b></p> <p>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.</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. By 2030, all employees aged 18+ will receive pay that exceeds the national living wage.</p>
 <p><b>SDG 9</b> <b>Industry, Innovation and Infrastructure</b> (Target 9.4)</p>	<p><b>Build resilient infrastructure, promote sustainable industrialisation and foster innovation.</b></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>
 <p><b>SDG 10</b> <b>Reduced inequalities</b> (Target 10.2)</p>	<p><b>Reduce inequality within and among countries.</b></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%. By 2025, we will be a signatory to BITC's Race at Work charter and build out our full diversity and inclusion strategy.</p>

SUSTAINABLE DEVELOPMENT GOAL	OUR COMMITMENT	OUR 2030 GOAL
 <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><b>Ensure sustainable consumption and production patterns.</b></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. 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. By 2030, we will have cut our food waste by 15%. 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><b>Take urgent action to combat climate change and its impacts.</b></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. 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><b>Conserve and sustainably use the oceans, seas and marine resources.</b></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	2024	2025
<b>Energy Management</b>				
FB-RN-130a.1	(1) Total energy consumed	Energy	234,867 Gigajoules	241,262 Gigajoules
	(2) Percentage grid electricity	Energy	100%	100%
	(3) Percentage renewable	Energy	1.9%	0.3%
<b>Water Management</b>				
FB-RN-140a.1	(1) Total water withdrawn	Water	Data for water withdrawal 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	Water	221,650 m <sup>3</sup>	139,874 m <sup>3</sup>

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2024	2025
<b>Food &amp; Packaging Waste Management</b>				
FB-RN-150a.1	(1) Total amount of waste	Waste	8,799 Mt	5,944Mt
	(2) Percentage food waste	Waste	14.71%	14.71%
	(3) Percentage diverted	Waste	99% (Exception of one site)	99% (Exception of one site)
FB-RN-150a.2	(1) Total weight of packaging	Waste	939 mt	740 mt As per EPR data
	(2) Percentage made from recycled and/or renewable materials	Waste	26% across our primary takeaway lines	26% across our primary takeaway lines
	(3) Percentage that is recyclable, reusable, and/or compostable	Waste	96% recyclable takeaway and retail packaging	96% recyclable takeaway and retail packaging
<b>Food safety</b>				
FB-RN-250.a1	(1) Percentage of restaurants inspected by a food safety oversight body	Health & Nutrition	52%  100% of our restaurants and stores are subjects to two annual third-party inspections as part of our comprehensive audit programme.	60%  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%	0.4% (1 site)

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2024	2025
<b>Food safety (continued).</b>				
FB-RN-250.a2	(1) Number of recalls issued	Health & Nutrition	0	1 Tesco Zizzi Vegan Jackfruit Rustica Pizza
	(2) Total amount of food product recalled	Health & Nutrition	0	909t
FB-RN-250.a.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	Health & Nutrition		Refer to page 41 for our health and nutrition strategy progress.
	(2) Revenue from these options	Health & Nutrition	Refer to our Annual Report 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	Health & Nutrition		Refer to page 41 for our health and nutrition strategy progress.
	(2) Revenue from these options	Health & Nutrition	Refer to our Annual Report for information on the company's financial performance.	
FB-RN-260a.3	Number of advertising impressions made on children, and percentage promoting products that meet national dietary guidelines for children	Health & Nutrition	0, 0%	0, 0%

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2024	2025
<b>Labor Practices</b>				
FB-RN-310a.1	(1) Voluntary turnover rate for restaurant employees	Wellbeing, reward & recognition	Please refer to our Annual Report.	Please refer to our Annual Report. For more information on our people approach to wellbeing, reward & recognition, refer to the "People" section on this report.
	(2) Involuntary turnover rate for restaurant employees	Wellbeing, reward & recognition	Please refer to our Annual Report.	Please refer to our Annual Report. For more information on our people approach to wellbeing, reward & recognition, refer to the "People" section on this report.
FB-RN-310a.2	(1) Average hourly wage, by region	Wellbeing, reward & recognition		
	(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	22,498

SASB CODE	ACCOUNTING METRIC	MATERIAL TOPICS	2024	2025
<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		
	Percentage of food purchased that (2) is certified to third-party environmental and/or social standards	Sustainable Sourcing	73% of monitored food products (eggs, meat, seafood, coffee, sugar, rice, palm oil) hold environmental or social certification as disclosed by our suppliers.	As per FY24: no further surveys sent.
FB-RN-430a.2	Percentage of (1) eggs that originated from a cage-free environment and	Sustainable Sourcing	100% whole eggs	100% whole eggs
	Percentage of (2) pork that was produced without the use of gestation crates	Sustainable Sourcing	92% as disclosed by our suppliers (based on supplier response rate to ESG survey issued by Azzurri). This figure encompasses products from gestation-free environments and those compliant with EU standards).	92% as disclosed by our suppliers (based on supplier response rate to ESG survey issued by Azzurri). This figure encompasses products from gestation-free environments and those compliant with EU standards).
FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Sustainable Sourcing		
<b>Activity Metric</b>				
FB-RN-000.A	Number of (1) company-owned	235	245	
	Number of (2) franchise restaurants	NA		
FB-RN-000.B	Number of employees at (1) company-owned	>6000	5,800	
	Number of employees at (2) franchise locations	NA		

# AZZURRIGROUP

## OUR APPROACH TO SUSTAINABILITY REPORTING

Azzurri Group is committed to transparent and stakeholder informed sustainability reporting that reflects our approach to responsible hospitality. Our reporting highlights progress across environmental stewardship, social responsibility, and governance within our restaurants, corporate office, and supply chain. We engage with key stakeholders including guests, employees, suppliers, regulators, investors, and the communities in which we operate to ensure our disclosures remain relevant and decision useful.

## SCOPE AND BOUNDARY

This report covers Azzurri Group's hospitality operations, including restaurants, the corporate office, sourcing activities, and key suppliers across our operating regions. Sustainability data and performance metrics are consolidated at Group level unless stated otherwise.

## REPORTING STANDARDS

This report has been prepared with reference to the Global Reporting Initiative GRI Standards. Selected disclosures are also informed by the United Nations Sustainable Development Goals and reflect recognised best practice for the hospitality, food service, and consumer services sectors.

## DATA INTEGRITY AND QUALITY MANAGEMENT

Data included in this report is sourced from operational teams and business units across Azzurri Group. Each unit is responsible for the accuracy and completeness of its submissions. Final content is coordinated by the Head of Sustainability and reviewed by the Azzurri Board. This report has not been externally assured.

## FORWARD LOOKING STATEMENTS

This document may contain forward looking statements based on current assumptions, expectations, and available information. These statements are subject to change due to operational, regulatory, or market developments within the hospitality sector. Azzurri Group does not guarantee the accuracy of forward looking statements and undertakes no obligation to update them.

## CONTACT

For questions or feedback regarding this report, please contact us via the contact form on our website:

[www.azzurrigroup.co.uk](http://www.azzurrigroup.co.uk)

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