



THE  
SUSTAINABLE  
RESTAURANT  
ASSOCIATION



Gaucho

**2024**  
**FOOD MADE GOOD**  
**STANDARD**  
**FINAL REPORT**

Prepared by The Sustainable Restaurant Association.  
**Valid until 23 July 2026.**



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# WELL DONE FROM THE SUSTAINABLE RESTAURANT ASSOCIATION!

Since 2010, The Sustainable Restaurant Association has set the Standard for sustainable food and drink businesses around the world, connecting organisations to accelerate change toward a hospitality sector that is socially progressive and environmentally restorative. One of the ways we work towards this ambitious and necessary goal is through Food Made Good: the world's largest sustainability certification tailored for the sector.

The purpose of this accreditation is to encourage, support, recognise and celebrate sustainability practices across the hospitality sector worldwide, driving positive change and leveraging the power and influence of the industry to build a better food system for all of us. By taking a big-picture, holistic view of what sustainability should mean for the hospitality industry, the Standard is changing what it means to be a sustainable restaurant in the 21st century.

The Food Made Good accreditation is reviewed by subject experts in their specific fields to ensure that the process is rigorous and evidence-based. We know that completing the Food Made Good Standard is no small undertaking – so we want to take a moment to recognise your hard work.

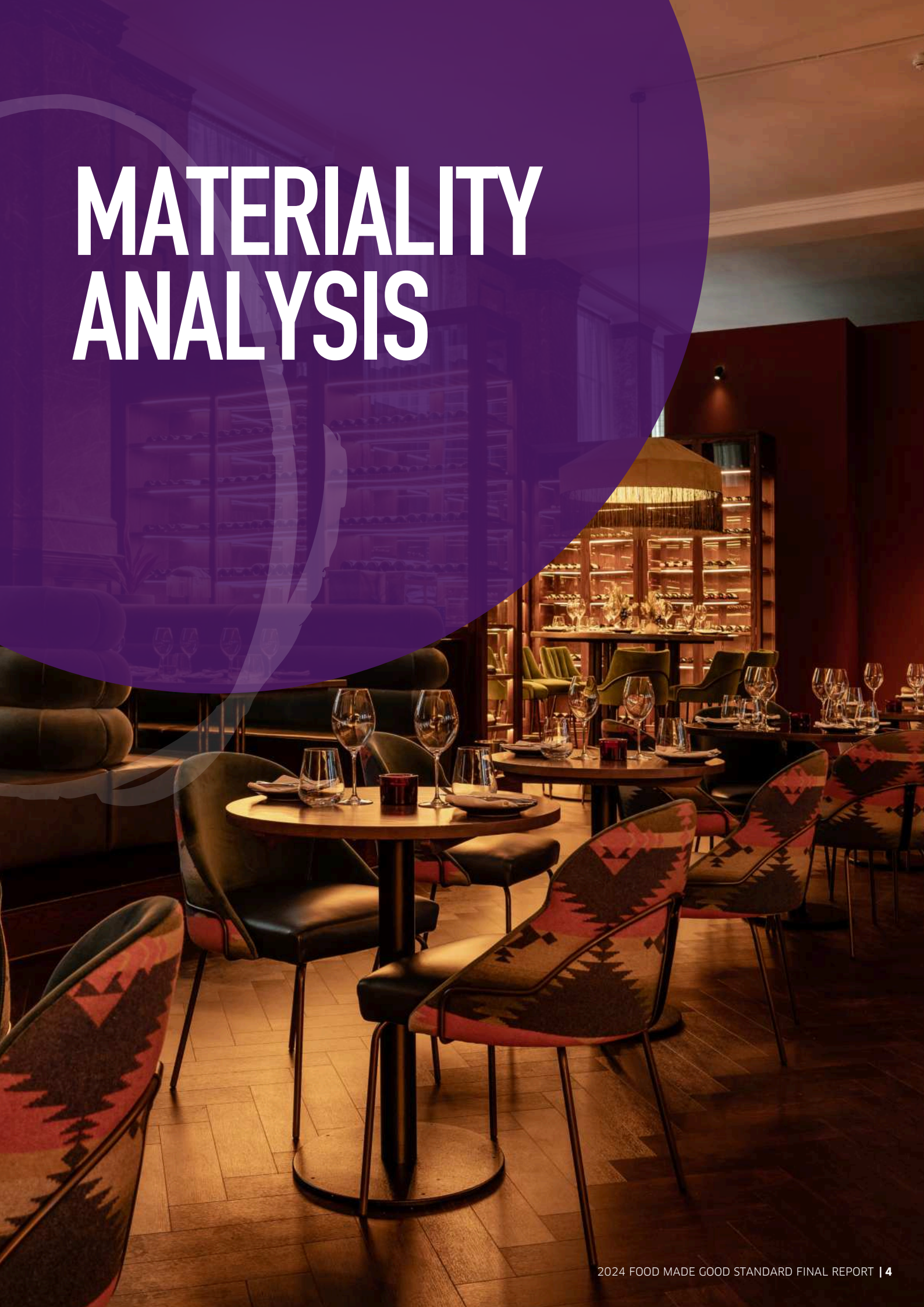
You should be incredibly proud of how far you've already come. We hope the advice and insights provided in this report inspire and motivate you to continue pushing the boundaries, finding ways to do business that benefit both people and planet. Sustainability is a journey, not a destination; that's why the Standard is valid for only two years, always encouraging the industry forward on a path of continuous improvement (and offering a guiding light along the way).

As we see more and more food businesses signing up to the Standard and committing to working towards a better tomorrow, a real sense of hope is beginning to glimmer on the edges of our vision for the future. Forming a pivotal, ever-present link between the food system and the consumer, the hospitality sector holds incredible power to change our world for the better – and we believe that, ultimately, this industry that we love so dearly will play an essential role in saving our planet.

**Thank you for joining us in this movement,  
and well done from all of us here at  
The SRA.**



# MATERIALITY ANALYSIS

The background image shows a sophisticated restaurant interior. In the foreground, there are round wooden tables with black metal legs, each set with wine glasses, water glasses, and plates. The chairs have a bold, geometric pattern in red, black, and white. In the background, there are more tables and a large, illuminated display case filled with various bottles and glasses. A large, purple circular graphic is overlaid on the left side of the image, partially obscuring the background.



# WHAT IS A MATERIALITY ANALYSIS?

A materiality analysis is a process used to identify and prioritise the aspects of the most significant environmental, social, and governance (ESG) issues that are most material to a company - i.e. that most impact a business and its stakeholders.

A materiality analysis provides your business with a clear understanding of your sustainability priorities. It builds a solid foundation, helping you make more informed decisions, better manage risks and create lasting value for your business and stakeholder groups. This analysis allows you to paint a better picture of the whole story with regards to your business' sustainability - one that aligns with the expectations and needs of influential stakeholders.

**A MATERIALITY ANALYSIS ACTS AS A COMPASS, GIVING DIRECTION IN THE COMPLEXITY OF SUSTAINABILITY**

By delving into how your operations run through a sustainable lens, the findings from a materiality analysis enable informed decision-making and create lasting value for your business. By understanding the material issues, companies can enhance transparency, build trust with stakeholders and mitigate any risks associated with emerging trends and challenges.

At its core, a materiality analysis highlights the approach to sustainability within your business and compares it with the needs and expectations of your relevant stakeholders.

## THE BENEFIT

By integrating the results of a materiality analysis into its operations, a company can gain significant benefits that can drive increases in both business performance and ESG profile. The main benefits include:

### **Risk Mitigation:**

The materiality analysis identifies the environmental, social and sourcing risks that are most relevant to F&B businesses. By understanding and addressing these risks, you can avoid costly legal, reputational and operational issues. Additionally, effective risk management can lead to increased trust and credibility with investors, customers and other stakeholders.

### **Focusing Positive Impact and Minimising Negative Impacts:**

The materiality analysis allows you to identify and prioritise the areas where you can have a significant positive impact. At the same time, it helps minimise negative impacts in these areas. This can lead to greater operational efficiency, improvements in brand reputation and an increase in customer and employee loyalty.

### **Improved Communication with Stakeholder Groups:**

The materiality analysis reflects the involvement and expectations of your stakeholder groups with the goal of improving relationships with these groups and promoting open and effective communication. By understanding and responding to their concerns, you can increase stakeholder satisfaction and loyalty, which in turn can result in long-term business benefits. In the case of hospitality, recruiting and retaining talent can be challenging and negotiations with suppliers in the current climate can be tough - it is important to tune in, listen and understand everyone's priorities for the greatest success.



# METHODOLOGY

## STAKEHOLDERS

In order to get a well-rounded understanding of your business' actual and perceived sustainability performance, a combination of internal and external stakeholders are identified for participation.

## INTERNAL

### Primary stakeholders:

Senior Leadership Team and key influential members of staff who are responsible for strategic decisions and implementation in operations. Referred to as the "leadership team".

### Secondary stakeholders:

Employees with a broader perspective, often operational staff who are not necessarily responsible for devising strategy but play a role in its delivery. The aim is to understand how they feel/think about sustainability in your business and how they perceive your aspirations and execution. Referred to as the "operational staff".

## EXTERNAL

### Suppliers, landlords, investors, etc.:

Groups who have a role/ability to influence decisions and the feasibility of strategic goals and successes.

### Customers (optional):

It's important to understand how your customer or client perceives your sustainability efforts, aspirations and execution.

## METHODS

**A combination of semi-structured interviews and surveys are used to gather the necessary insights.**

### Interviews

Only primary stakeholders are interviewed in a semi-structured format alongside a numerical scoring system. This combined approach allows for the collection of both qualitative and quantitative insights.

### Surveys

A survey was sent to all stakeholders – including those interviewed – to gather more data for comparative analysis alongside the feedback gleaned from other participating stakeholder groups. Varied versions of the survey were used, with a mix of stakeholder group-specific questions alongside broader questions which were kept consistent for subsequent comparative analysis and job-specific insights.

The survey structure was thematic to support further analysis, incorporating the Food Made Good submission results. All stakeholders surveyed were also asked to rank issues under the Food Made Good Framework areas on a scale of 1-10.

**GAUCHO  
ACHIEVED A SURVEY  
RESPONSE RATE OF**

**79%**



# DATA & INSIGHTS COLLECTION

The broader sustainability categories (consistent throughout all surveys) are described in ‘Table 1. Overarching Categories & Themes’, with examples of themes explored.

TABLE 1. OVERARCHING CATEGORIES & THEMES

CATEGORY	THEMES INCLUDED	EXAMPLE QUESTIONS
ENVIRONMENTAL IMPACT	<ul style="list-style-type: none"><li>Renewable energy &amp; efficiency</li><li>Reducing emissions</li><li>Water stewardship</li></ul>	<ul style="list-style-type: none"><li>What steps has the company taken to transition to renewable energy sources and improve energy efficiency in its operations? Does this happen across all operations?</li></ul>
WASTE & PACKAGING	<ul style="list-style-type: none"><li>Preventing waste (organic &amp; non-organic)</li></ul>	<ul style="list-style-type: none"><li>How does the company address and actively prevent food waste in its operations, and are there programmes in place to minimise waste?</li></ul>
SUSTAINABLE SOURCING	<ul style="list-style-type: none"><li>Low impact and higher welfare sourcing</li><li>Protecting nature and supporting biodiversity</li><li>Food provenance and local sourcing</li><li>Sustainable seafood and ocean protection</li></ul>	<ul style="list-style-type: none"><li>Can you describe the company's approach to sourcing organic or low-impact ingredients in its products?</li></ul>
SOCIAL IMPACT	<ul style="list-style-type: none"><li>Ethical sourcing; fair trade &amp; human rights</li><li>Treating staff fairly: pay, health, training</li></ul>	<ul style="list-style-type: none"><li>How does the company ensure that its HR policies promote fair pay, training opportunities and equitable treatment of all staff members?</li></ul>



## GAUCHO SNAPSHOT

A few interesting insights about the process of data gathering and stakeholders involved.

### INTERNAL STAKEHOLDERS (LEADERSHIP TEAM & OPERATIONAL STAFF)



With roles in operations, human resources, menu development, procurement and sustainability within the company.

Operational site-level staff, with roles in front of house, back of house, events, bar operations and property.



SEVERAL ROUNDS OF FOLLOW-UP WERE NEEDED TO DRIVE UP THE RESPONSE RATE. ONLY ONE SUBMISSION WAS OUTSTANDING FROM THE LEADERSHIP GROUP.

### EXTERNAL STAKEHOLDERS (SUPPLIERS)



Rellmans (Argentine beef), Fairfax (meat), Ritter Courivaud (dry stores), Reynolds (fruit & veg), Harvey & Brockless (dairy), Reach Seafoods (seafood), Enotria (wine), Glass Half Full (beverages), Venus (beverages).



Interviews lasted 45 minutes and were conducted online.



22 OF 28

surveys sent out via email were submitted.

Surveys were open for seven weeks (early February 2024 to mid March 2024) to allow for sufficient responses.





# FOOD MADE GOOD FRAMEWORK

The foundation of our data collection and analysis is grounded in The Sustainable Restaurant Association's Food Made Good (FMG) Framework, a methodology developed specifically for the foodservice sector. It is used as a diagnostic tool to capture holistic sustainability performance in the areas that are most impactful for the industry. It provides guidance on measuring and managing sourcing, environmental and

social issues across your operations, aligning with broader sustainability goals and principles. The process of conducting a materiality analysis allows access to insights on the internal architecture of a business and its company culture. The findings are then overlaid with the results of the full Food Made Good Standard assessment – highlighting the real opportunities for driving impact.

## SOURCING



### CELEBRATE PROVENANCE

- ✓ Seasonality
- ✓ Local Sourcing
- ✓ Traceability
- ✓ Ethics & Sustainable Procurement
- ✓ Deforestation
- ✓ Human Rights (Policy)
- ✓ Sustainable Farming Practices



### SUPPORT FARMERS & FISHERS

- ✓ Terms of Trade
- ✓ Relationships: High-Risk Commodities
- ✓ Diverse Producer Purchases
- ✓ Human Rights Actions
- ✓ Living Income/Wage
- ✓ Community Development



### MORE PLANTS, BETTER MEAT

- ✓ Plant-Rich Dishes Dairy & Meat Alternatives
- ✓ Biodiversity (Plant & Meat, Local Species)
- ✓ Chemical Inputs & Organic
- ✓ Cultivation Animal Welfare (+ Environmental Management, Soy Feed)



### SOURCE SEAFOOD SUSTAINABLY

- ✓ Sustainable Fishing: Wild & Farmed
- ✓ Endangered Species
- ✓ Sea Plants
- ✓ Marine Environment

## SOCIETY



### TREAT STAFF FAIRLY

- ✓ Workers' Rights & Conditions
- ✓ Job Security
- ✓ Fair Pay, Living Wage
- ✓ Representation (Unions)
- ✓ Diversity & Inclusion
- ✓ Health & Wellbeing
- ✓ Discrimination, Violence, Harassment
- ✓ Training & Education



### FEED PEOPLE WELL

- ✓ Health & Nutrition
- ✓ Children's Nutrition
- ✓ Responsible Drinking
- ✓ Inclusivity - Dietary Requirements



### SUPPORT THE COMMUNITY

- ✓ Civic Engagement (Volunteering, Donations, Pro Bono)
- ✓ Social Inclusion
- ✓ Training & Education
- ✓ Client Accessibility

## ENVIRONMENT



### REDUCE YOUR FOOTPRINT

- ✓ GHG Reduction, Carbon Removal
- ✓ Resource Efficiency: Energy & Water
- ✓ Renewable Energy
- ✓ Sustainable Buildings, Equipment & Technology
- ✓ Pollution (Air, Water, Chemicals)
- ✓ Climate Education (Menu Labeling)



### WASTE NO FOOD

- ✓ Reduction
- ✓ Reuse & Circularity
- ✓ Recycling & Composting
- ✓ Sustainable Design (e.g., Recipes)
- ✓ Waste Disposal (Organic Waste)



### REDUCE, REUSE, RECYCLE

- ✓ Reduction
- ✓ Single-Use Items
- ✓ Reuse & Circularity
- ✓ Recycling
- ✓ Sustainable Design (e.g., Recipes)
- ✓ Waste Disposal (Non-Organic Waste)



CROSS-CUTTING THEMES INCLUDE POLICY, GOVERNANCE, TRAINING & COMMUNICATIONS



# ANALYSIS & CATEGORY RANKING

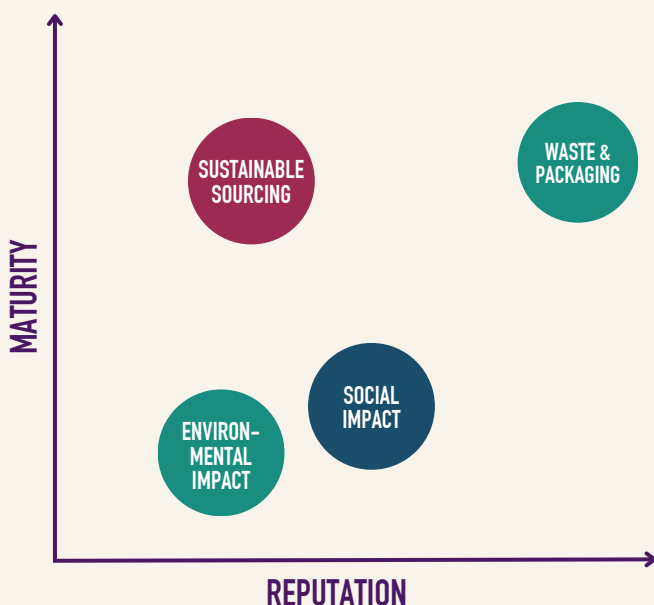
Using interview, survey and data collection insights, a benchmark score can be generated for the Food Made Good Standard assessment, in addition to a more qualitative mapping/positioning exercise. Plotting insights on matrices that depict the relationships between maturity, reputation, responsibility and feasibility illustrates the perception of the business' position with regards to the sustainability focus areas.

<b>MATURITY</b>	➔	To what extent this thematic area is considered well developed and implemented throughout the business.
<b>REPUTATION</b>	➔	How your business is perceived externally to be performing in this thematic area.
<b>RESPONSIBILITY</b>	➔	To what extent the business is considered to have responsibility to take action in this thematic area.
<b>FEASIBILITY</b>	➔	To what extent improving in this thematic area is considered easy/difficult.

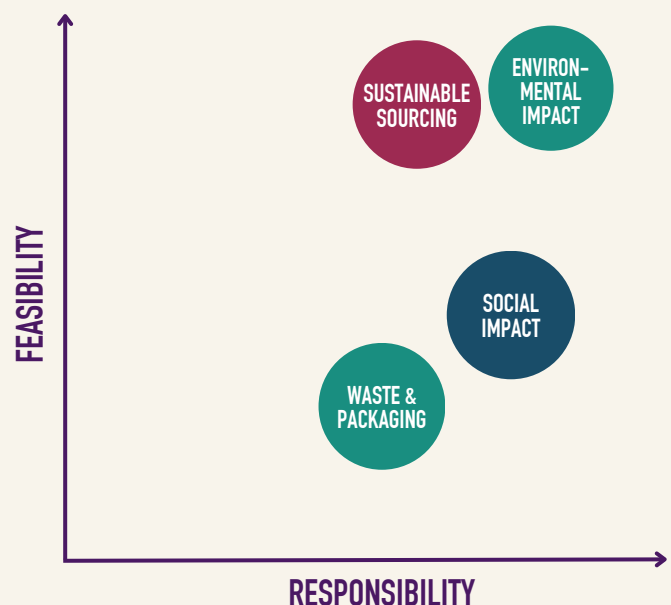
## CATEGORY RANKING

Surveys and interviews reflect the opinions of stakeholders at a particular moment in time and to the best knowledge of each individual. To ensure the relevance and accuracy of these data, this project was delivered in a timely manner, delayed slightly by a pause to allow for an extra policy to be written and submitted for the Food Made Good Standard. Graphs 1 and 2 depict the perceived positions of the thematic categories explored, showing the averages from all three stakeholder groups.

GRAPH 1 | MATURITY & REPUTATION



GRAPH 2 | FEASIBILITY & RESPONSIBILITY



# ANALYSIS & CATEGORY RANKING

## GRAPH 1. MATURITY & REPUTATION

Sustainable Sourcing scored highly in maturity but lower in reputation, indicating that Gaucho has established strong internal practices for sustainable sourcing. How these efforts are communicated to the public is a key part in influencing diners to make sustainable choices and improving a brand's reputation. Enhancing public awareness and transparency around your sourcing initiatives could bridge this gap, ensuring stakeholders recognise Gaucho's commitment to sustainability.

Environmental Impact shows balanced but lower scores in both maturity and reputation. While Gaucho has started various environmental initiatives (carbon offsetting with Not For Sale), stakeholders felt there was considerable room for growth. Improved communication about these efforts will also help enhance public perception.

Social Impact shows a balanced position but scored slightly higher in reputation than in maturity. This highlights Gaucho's comprehensive and well-recognised efforts in making a positive social impact. However, there is potential to further develop these initiatives internally. By building in more cross-collaboration on strategy and implementation, Gaucho can ensure its positive reputation is supported by equally robust internal processes known to all staff members.

Waste & Packaging stands out with the highest scores in both maturity and reputation. This reflects the positive reception of Gaucho's efforts to manage waste and packaging sustainably. The high maturity score indicates that these initiatives are well-established within the business, and the high reputation score shows that these efforts are effectively communicated and across stakeholder groups.

## GRAPH 2. RESPONSIBILITY & FEASIBILITY

Sustainable Sourcing scored highly in both responsibility and feasibility, indicating that stakeholders felt that effecting internal change was very possible. This speaks to the business culture within the company and how stakeholders (external and internal) perceive it positively.

Environmental Impact is also high in both responsibility and feasibility, showing that Gaucho's environmental initiatives are both a priority and stakeholders feel they can contribute to them.

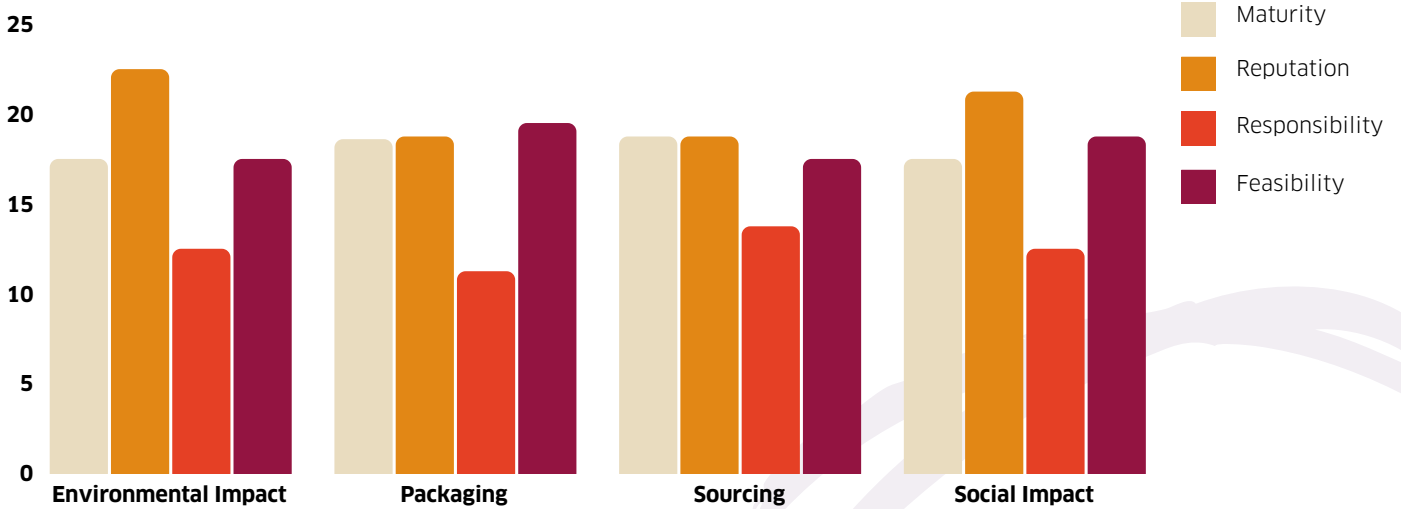
Waste & Packaging shows a balanced position but scores lower in feasibility compared to other areas. This suggests that, while stakeholders believed Gaucho had some level of responsibility towards tackling waste and, they also felt there may be challenges in implementation. Creating feedback pathways to increase the feasibility of these initiatives could ensure that the business can better manage waste and packaging.

Social Impact displayed also a balanced score, with a slightly higher score in responsibility than in feasibility. This indicates that, while Gaucho's social initiatives are highly regarded and prioritised, there may be challenges in driving internal change. Addressing these challenges through cross-functional feedback will allow the company to maintain its strong commitment to social responsibility, with input from more stakeholder groups.



# ANALYSIS & CATEGORY RANKING

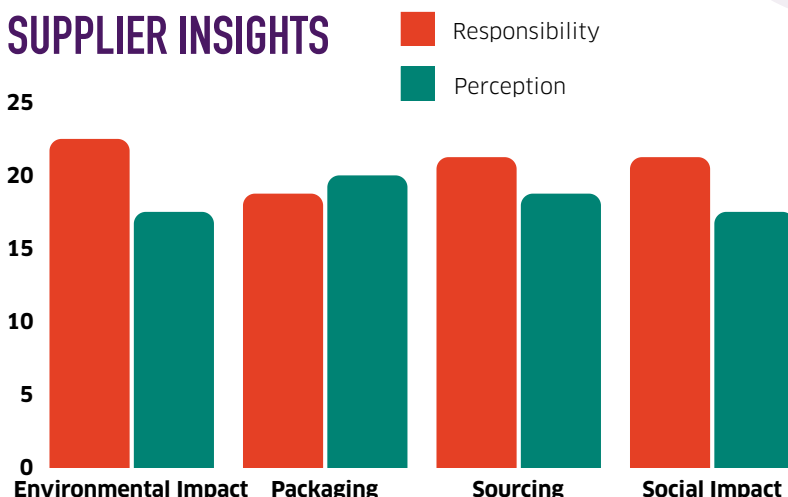
## GRAPH 3. LEADERSHIP TEAM INSIGHTS



### INTERPRETATION BY STAKEHOLDER GROUPS

The Leadership Team shows robust feasibility across most areas, with slightly higher scores in packaging, indicating that this is an area open to improvement. The same category, however, reflects the lowest level of responsibility, trailing slightly behind the other categories, which otherwise have similar scores. Environmental Impact is notably high in reputation, underscoring Gaucho's approach to highlighting its commitments in this area.

## GRAPH 4. EXTERNAL STAKEHOLDER – SUPPLIER INSIGHTS

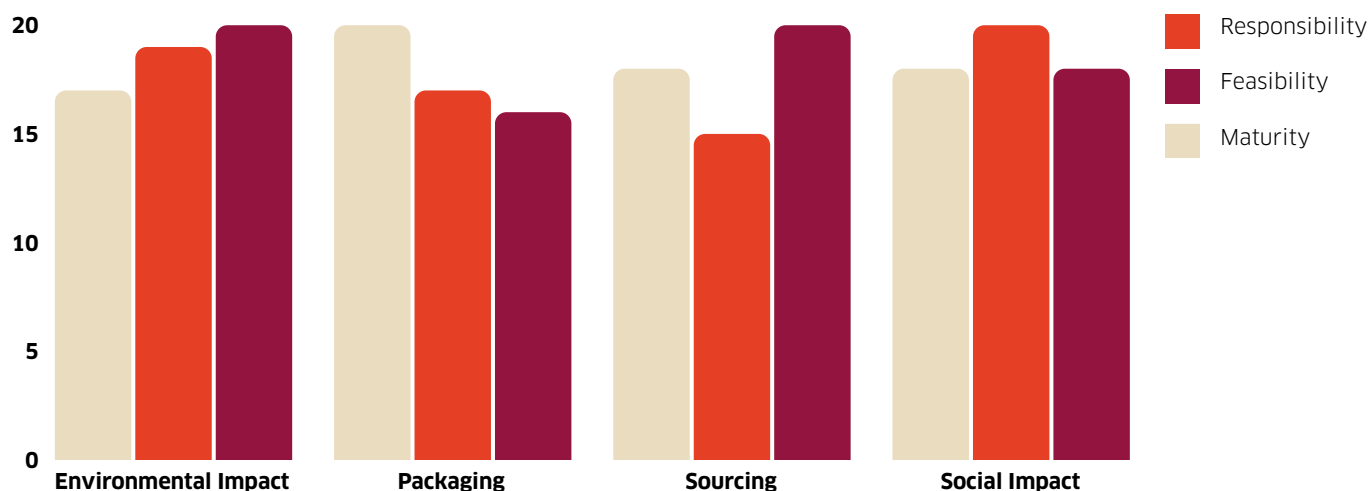


### EXTERNAL STAKEHOLDER INSIGHTS

Supplier scores showed Gaucho's responsibility in Environmental Impact to be high, but alignment in perception was lower - matching that of social impact. All categories except Packaging showed higher scores in responsibility over perception. For Packaging, the perception is slightly higher than the responsibility, suggesting a potential gap in communicating the importance of this area amongst suppliers.

# ANALYSIS & CATEGORY RANKING

GRAPH 5. OPERATIONAL STAFF



## GRAPH 5. OPERATIONAL STAFF INSIGHTS

Operational Staff at Gaucho gave high scores for responsibility and feasibility, particularly in Social and Environmental impact, signifying these as key focus areas. Packaging, however, shows lower feasibility compared to other metrics, hinting at perceived challenges in this domain. Sourcing showed a low level of responsibility, suggesting a possible disconnect in the communication of the importance of sustainable sourcing to site-level staff.



# PERCEIVED IMPORTANCE BY THEME

All stakeholders were asked to rank sustainability areas based on their perceived importance. Prioritisation across themes was relatively consistent, averaging at 4.88-6.31 out of 10, indicating a moderate level of importance given to all Framework areas and highlighting that sustainability in general is deemed important across the board. Treat Staff Fairly (6.31) and Reduce Reuse Recycle (6.33) averaged highest, suggesting a slightly greater desire for prioritisation in these areas.

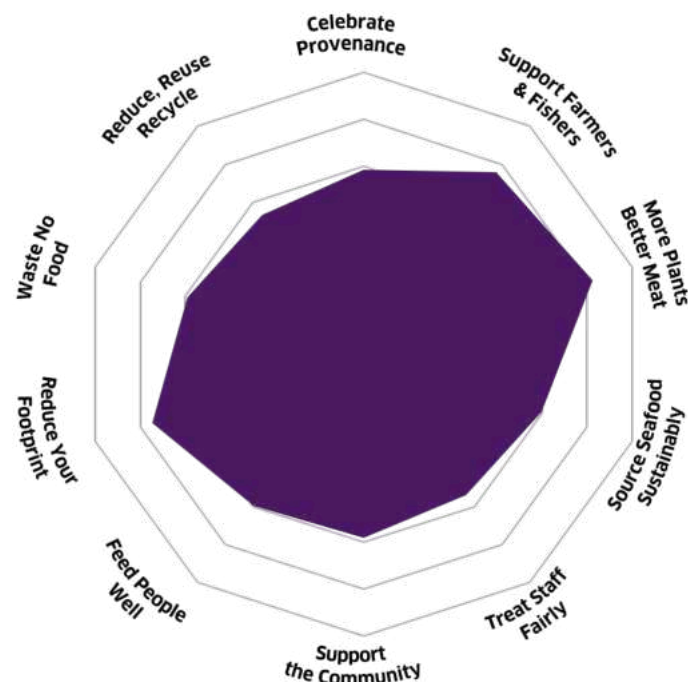
Conversely, More Plants Better Meat (4.88) and Support Farmers and Fishers (4.81) averaged slightly lower. These scores are the averages across all three stakeholder groups, reflecting the opinions of the people and not the brand itself, and differences can be seen when compared with Gaucho's own wider sustainability ambitions.

There were notable differences in scores across Framework areas between different stakeholder groups. The Leadership Team gave lower scores on average across most framework areas, with Reduce Your Footprint and Support Farmers and Fishers being the highest, while operational staff focused on More Plants, Better Meat and suppliers prioritised Reduce Your Footprint.

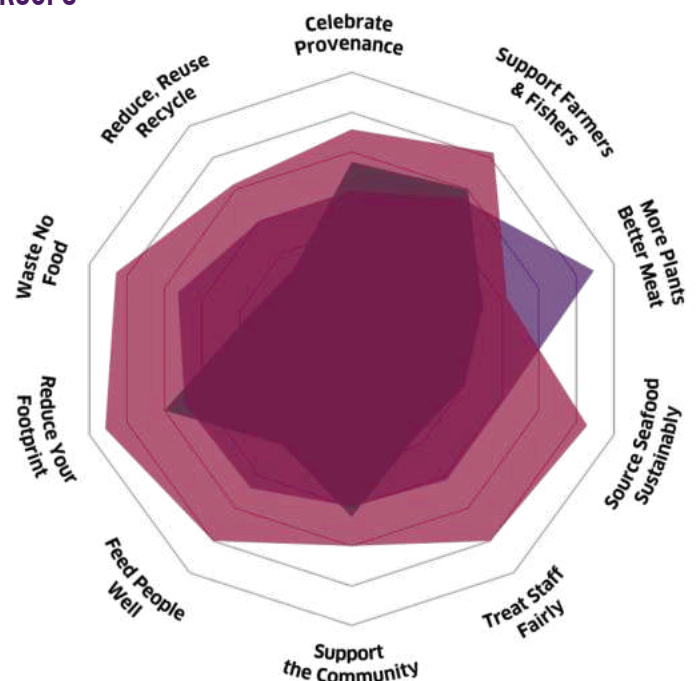
Suppliers gave the highest scores on average across all sustainability areas, with operational staff slightly lower scores on average. There was strong overlap across all three stakeholder groups on Support Farmers and Fishers and Celebrate Provenance.

These findings highlight the benefits of a cross-functional sustainability strategy that addresses the diverse priorities of all stakeholder groups. By integrating focus areas like Feed People Well, Reduce Reuse Recycle and Waste No Food with the overlapping areas of agreement, Gaucho can bring more stakeholders into the fold to align on the brand's wider sustainability ambitions while meeting the needs of its staff, suppliers and leadership teams.

GRAPH 6. PRIORITISATION AVERAGE OF ALL STAKEHOLDERS



GRAPH 7. AVERAGE PRIORITISATION BY STAKEHOLDER GROUPS



# THE SRA INSIGHTS

From kick-off to survey deadline, the data collection journey took approximately seven weeks, running from early-February to mid-March 2024. Throughout this process, communication was clear and effective, and the Gaucho team seemed motivated to engage. The process of scheduling and conducting interviews with internal stakeholders was completed over a two-week period, with excellent response times to emails and interview booking. Surveys were sent directly to identified participants via a link in an email and remained open for eight weeks to allow for sufficient responses. Several rounds of follow-up were needed to drive the response rate up from suppliers; we had just two absent submissions from suppliers and three from the operational staff groups.

Staff were courteous and felt free to speak, knowing that it was an anonymised process. This suggests that feedback within the company is relatively open – also evidenced by the fact that staff wellbeing is a central focus area in Gaucho's efforts.

Most staff members interviewed were able to speak, to some degree, to wider initiatives within Gaucho related to sustainability – mostly around environmental efforts, which are also discussed through Gaucho's public-facing media (website). It was also noted there was a good level of prioritisation internally when evidentiary documentation had to be submitted, showing Gaucho's efforts towards implementing measures is already.

Initial insights suggest a strong foundation of internal communication in the company culture, which could be leveraged by all teams to implement more sustainability-focused strategies across the business (see FMG report for more details). The goal of these strategies should be to delve deeper into key aspects of sustainability and incorporate those into the brand's core values, particularly around its approach to meat sourcing and actions to mitigate the associated environmental risks.





# THE SRA INSIGHTS

## SNIPPETS AND INSIGHTS

✱ *"Part of the challenge [of promoting biodiversity] is changing mindsets and why it's important, but financial cost is also a part of that."*

✱ *On water risk: "Water isn't super at the forefront of menu design, but we have taken off avocados, almonds, bluefin tuna from the menu, and want to be at the forefront of change so decided to start this conversation."*

✱ *On beverage sourcing: [We] actively seek out wineries that are 'sustainable' and biodiverse/organic wines and spirits are included in the sustainable drinks part of the menu, and spirits. We also have massive project with farms in Argentina."*

✱ *On sustainable seafood: We have started to look really strongly on fish certificates. In M, we have been working very closely on Kobeya fish, Ikijimi (one man one string one fish approach) - used to give customers some education on these styles."*

✱ *Regarding improving your environmental footprint, staff felt that "[there is] not a lot of understanding/knowledge around what positive change means and entails."*

✱ *"We will always be a steak restaurant, but we're looking at where we can start looking at plant-based ingredients instead of dairy - something high on the agenda for 2024."*



✱ *"To change internal commercial decisions towards sustainability is difficult."*

✱ *"Currently feels like the menu is not particularly 'healthy', but the challenge is that guests are not coming to eat healthily."*

✱ *On improving staff wellbeing and people-led policies: "The executive team are very on board and described it as 'a people led business'."*

✱ *On communicating and governing ethical sourcing: "Staff are trained about sustainability and how to communicate this as part of initial table service. When they show the meat board, they will explain the sustainability aspect by default. This is a result of customers being empowered to ask these questions."*



# FOOD MADE GOOD STANDARD REPORT



THE  
SUSTAINABLE  
RESTAURANT  
ASSOCIATION



**The Sustainable Restaurant Association  
is delighted to award**

**GAUCHO**

**with 2 stars in the 2024 Food Made Good Standard**

23 July 2024

**Juliane Caillouette Noble**

Managing Director, The Sustainable Restaurant Association



# 62%

Awarded to

## GAUCHO

### **Congratulations on achieving **two stars** in The Sustainable Restaurant Association's Food Made Good Standard!**

Congratulations to Gauchó on achieving a two-star score in the Food Made Good Standard. This reflects your dedication to sustainability in a variety of contexts: environmental, social and sourcing. Your particularly strong commitment to staff well-being, evident in high scores for Treat Staff Fairly, contributes to a positive workplace environment.

In sourcing, your red lines around procuring sustainable seafood and building fair supplier relationships set a good foundation for working more closely with suppliers. To go further, you can incorporate more plant-rich menu options and improving menu health components, such as using more whole grains and fermented items. Expanding written commitments to sourcing practices and improving sustainability communications can further strengthen your brand ethos.

In the Environmental pillar, your proactive measures, such as measuring your carbon footprint, reducing food waste and energy use, and setting recycling targets, demonstrate strong environmental stewardship. Developing a practical process to implement and monitor your Impact Policy more effectively across all sites will ensure continuous improvement in reducing your environmental impact.

This evaluation celebrates your achievements and highlights ways to continue progressing in your sustainable practices.

**SOURCING**

# 40%

**SOCIETY**

# 80%

**ENVIRONMENT**

# 73%

Proudly issued by

*Raymond Blanc OBE*

**Raymond Blanc OBE**  
President

*Juliane Caillouette Noble*

**Juliane Caillouette Noble**  
Managing Director



# METHODOLOGY

## HOW WE DEVELOPED YOUR ASSESSMENT

The Food Made Good Standard measures the sustainability of your business by assessing your performance against the 10 key impact areas of the Food Made Good Sustainability Framework.

Taking the Standard allows you to measure your performance, showcase areas where you excel and discover where more work is needed.

During the assessment, we look at the standards and processes you have in place, the actions you're taking to improve your impact and how you're using your influence to share good practice and mobilise your staff, suppliers and customers to act. The aim throughout is to reward action over intention.

## HOW YOUR FINAL SCORE IS CALCULATED

Your overall score is expressed as a percentage, with each of the 10 impact areas of the Food Made Good Framework making up 10% of this total score. This means that the three pillars are scored as follows:



Like your overall score, your score for each impact area is expressed as a percentage. Your total score will be calculated as an average of your scores across the 10 impact areas.





## REWARDING PERFORMANCE WITH STARS

If you score over 50% on the Standard, you become a Food Made Good accredited business, placing you among hospitality industry leaders. Gaining a Food Made Good accreditation is a huge achievement in itself.

Through our star system, we give extra recognition to those businesses that are going even further. Stars are awarded as follows:



### ONE STAR (50-59%)

The Food Made Good Standard is deliberately designed to be a rigorous, exacting evaluation of a restaurant's operations – so earning even one star is a highly commendable achievement and means you're well on your way.



### TWO STARS (60-69%)

Attaining a two-star FMG accreditation is no easy feat, and it's impossible to get this far without a clear dedication to sustainability across your entire team. You should be very proud of your admirable efforts.



### THREE STARS (70-100%)

Achieving three stars in the FMG Standard is an incredible accomplishment. While there's no such thing as perfection when it comes to sustainability, your hard work and commitment to continuous improvement place you firmly in the top tier.

We will provide you with a logo with your star rating to help you communicate about your results. This can be downloaded from the "Your FMG Standard" section on the Food Made Good platform.



# SOURCING 40%

At Gaucho, you make a point to source authentic and high-quality ingredients, with collaboration with suppliers who share your values.

The sourcing pillar looks at more than just the quality of your ingredients, but also the sourcing, the environmental impact, animal welfare standards and plant offering, as well as people in your supply chains. You are on the right track, with your efforts to build fair supplier relationships being a strong point. Your overall score in this pillar (40%) was brought down by the lower score in Support Farmers and Fishers (29%), and More Plants, Better Meat (31%). This was in large due to your menus having a strong meat focus and fewer plant-rich options across your sites. This is an important part of sustainability as it has direct impacts your carbon and embedded water footprints, with knock-on effects on soil health and long term food security. A menu with more plant-based or plant-rich dishes goes a long way towards minimising your impact in all these areas.

Other ways to improve in this section include expanding your written commitments from suppliers, as well as taking a closer look into the environmental and social impacts of the food you source through your supply chains.



## CELEBRATE PROVENANCE

51%

Focusing on where your ingredients come from and how you work with your suppliers and your supply chain.



## SUPPORT FARMERS AND FISHERS

29%

Looking at your terms of trade and how you support farmers, fishers and their communities.



## MORE PLANTS, BETTER MEAT

31%

Looking at your efforts to promote the consumption of diverse plant-based foods and higher welfare animal products.



## SOURCE SEAFOOD SUSTAINABLY

47%

Ensuring that the seafood you source is caught or farmed in a manner that protects marine and freshwater ecosystems and seafood stocks.



# SOURCING CELEBRATE PROVENANCE

## POLICY

**Develop a sustainable sourcing policy for your F&B offerings to guide procurement practices. Ensure supplier agreements align with a broader procurement policy and a supplier code of conduct, outlining minimum standards, commitments and targets for all suppliers.**

➔ Your policy should make commitments to human rights, deforestation, sustainable agriculture, biodiversity, anti-corruption, fair trade, water stress, land use and soil health, with targets set for future years. Include specific attention to high-risk products like soy, palm oil, cocoa, coffee, sugar and tea.

➔ Ensure your procurement policy prioritises local and seasonal ingredients, defining what 'local' means to you - particularly for your top 5 ingredients, three of which (chips, rapeseed oil and butter) you can only trace to the country of origin. Traceability can help track sourcing from high risks areas - e.g. for water stress.

## ACTION

**Implement a process to ensure your policy is upheld. A policy is only effective if it has a corresponding feedback loop, and this must sit with your procurement/sourcing teams at each site. Your process should include actions to mitigate social and environmental risks in your supply chains.**

➔ Ensure that new and existing suppliers continue to meet your sustainability standards whenever they come up for tender by communicating any changes to

your sustainability policies, or through your supplier management software.

➔ Specific actions may differ across your sites, though the overarching commitments should be the same. Where action is not considered feasible in line with the policy, a derogation or exemption process should be documented explaining why. The Standard asks about your top five ingredients by volume, you listed: beef, chips, rapeseed oil, butter and wine. These may vary year-on-year, but these will be the ingredients where you can have the most significant impact, so tailor commitments to these categories - especially since two out of the five are animal products.

## COMMUNICATION

➔ Communicate with suppliers about year-round availability and flexibility, especially for high-volume items like fresh vegetables. Consider growing some produce in on-site gardens, e.g., herbs.

➔ As well as seasonality, celebrate locality/provenance through your media channels. Include product-specific staff training, seasonal/local menu copy, on-site or online communications, and participation in campaigns. The SRA's Communications Team can help develop your strategy.

➔ Ensure access to information about your sourcing and provenance efforts for staff, suppliers, diners and the public.





# SOURCING SUPPORT FARMERS & FISHERS

## POLICY

**Clearly define your terms of trade with all suppliers (direct and indirect). Ensure your ethical commitments are made especially clear in trading relationships with suppliers and producers of high-risk products where the prevalence of social and/or environmental risks in supply chains is much higher.**

→ Ensure that your terms of trade include:

- clearly defined terms based on mutual advantage;
- agreed minimum volume and/or quality of the products purchased;
- an agreed, fair price for the product;
- timely payment terms;
- agreed delivery schedules for the product;
- transparent and regular communication with suppliers;
- agreed and clear dispute and/or conflict resolution procedures;
- agreed employment standards for contracted and non-contracted workers at farmer or fisher level; and
- a commitment to developing multi-annual business relationships.

## COMMUNICATION

→ Communicate about your work with the farmers and fishers that you use and make a public commitment to tackle human rights issues in your supply chains, ensuring that diners will associate your brand with being good for people as well as planet.

## ACTION

**Currently, Gaucho sources from a mix of direct and indirect suppliers (distributors) and there is no process of monitoring social and environmental risks.**

→ Ensure that you are doing your due diligence when vetting suppliers to mitigate the social and environmental risks to farmers and fishers of the high-risk products you purchase - especially since your highest volume ingredient is beef and is not specifically covered in your terms of trade. Environmental concerns include deforestation risks, water stress, biodiversity loss and carbon sink destruction; social risks include human rights abuses and unfair treatment or mistreatment of workers in the supply chain.

→ Due diligence includes regular risk assessments for high-risk products or buying third-party certified sustainable products. To uphold human rights, source from suppliers aligned with international standards and train purchasing staff to manage risks.

→ As your menu offer does not drastically change throughout the year, commit to shorter, more transparent supply chains and source ingredients from diverse suppliers, including small-scale producers, cooperatives, disadvantaged communities, and female- or minority-owned businesses.

→ Support development in the farming and fishing communities you source from by investing in projects, contributing to a living wage, supporting sustainable practices, and promoting female empowerment.



# SOURCING MORE PLANTS, BETTER MEAT

## POLICY

**Develop a long-term operational policy, commitment and strategy to promote using more plant-based ingredients and reducing meat consumption - this can be a part of or a revision of your Impact Policy.**

- ➔ This can be included in your overall Net Zero strategy recommendations to replace dairy where possible with plant-based alternatives.
- ➔ Buy beef that has been farmed according to the highest standards of animal welfare and environmental management, aiming for certification by a third-party standard.
- ➔ Increase purchases of fruits, vegetables, pulses and grains grown to high environmental standards, like organic.

## COMMUNICATION

- ➔ Develop a communications strategy that incorporates the work you do and will do to serve more plants and better meat on your menus. This can be through various channels: on-site, on your website and/or social media channels.

## ACTION

- ➔ When designing your menus, use more plant-based ingredients and reduce meat consumption. Set a target to make X% or more of your menu options vegan or vegetarian and consider using plant-based proteins, such as Quorn™, tempeh, tofu and seitan as alternatives to meat in your dishes.
- ➔ Consider purchasing products grown with limited or no use of chemical fertilizers, pesticides, and insecticides, aiming for third-party environmental certification. This ensures sustainable ingredient sourcing.
- ➔ Ensure that the prices of your plant-based dishes are competitive.
- ➔ Boost sales of plant-based dishes while decreasing meat and/or dairy sales. This includes:
  - staff training
  - promotions
  - menu design highlighting plant-based dishes
  - allocating marketing budget for promoting plant-based options

These steps collectively drive consumer preference towards plant-based choices.





# SOURCING SOURCE SEAFOOD SUSTAINABLY

## POLICY

**Rare Restaurants has a comprehensive seafood sourcing policy, which is not being applied consistently, since you are serving species for which there are sustainability concerns.**

➔ Following concerns about the current seafood sourcing policy, especially regarding black tiger prawns and seabass rated 4-5 in MCS Good Fish Guide, you should:

- Cease serving species with high sustainability concerns
- Review the current seafood sourcing policy to identify gaps that led to sourcing unsustainable species.
- Ensure the policy and its iterations are always distributed to procurement staff, menu development staff.
- Put in place feedback mechanisms so that iterations of policies can be challenged and adapted the wider team, leading to better adoption and sign-off of policies, rather than avoidance.

➔ Purchasing seafood that is certified to a sustainable fishing standard where possible – particularly the ‘Big 5’ (prawn, cod, haddock, tuna, salmon).

➔ Purchasing seafood based on spawning/ecological seasonality and diversifying the species you serve.

## ACTION

➔ Keep a flexible menu and working directly with local fishers or vessels to serve what is caught on the day.

➔ Prioritise purchasing wild seafood that has been caught using methods that minimise environmental damage. For example, avoid trawler-caught fish.

## COMMUNICATION

➔ Share some/all of your policies and targets around sourcing seafood sustainably through media channels, so this is accessible to staff and guests.

# SOCIETY

## 80%

The Society pillar evaluates your support for staff, guests and the community, including civic engagement, staff treatment and menu health impact.

Society was Gaucho's highest scoring pillar. This is due to your consistently high scores across the three framework areas here, particularly in Treat Staff Fairly (90%).

Ensuring hospitality spaces are a positive place to work is a crucial element of making sure that food businesses can continue to do good for people and planet. Gaucho are doing a lot of work to ensure that staff have the flexibility and assurance they need to thrive within the business, such as making internal communications available in multiple languages, giving staff rotas 14 days in advance and capturing the satisfaction levels of your staff regularly.

One area that Gaucho can work on is taking a proactive approach to the health offering of the menu. Much of this is tacitly seen, but by incorporating aspects like using more wholegrain and fermented foods, more plant-rich foods and reducing sugar, salt and fat across the menu, you'll be contributing to a food environment that is also more positive for the health of your diners.



### TREAT STAFF FAIRLY

90%

Ensuring good working conditions, promoting staff wellbeing and creating inclusive workplaces.



### SUPPORT THE COMMUNITY

90%

Looking at the ways you work to create a flourishing local community, from donations and skill sharing to volunteering.



### FEED PEOPLE WELL

61%

Promoting healthy eating and responsible drinking.



# TREAT STAFF FAIRLY

## POLICY

→ *We have not made any recommendations for you here as you already have strong policies in this area.*

## ACTION

- Work with local community or educational organisations to educate young people about careers in hospitality.
- Partner with specialist recruiters or agencies to promote paths to employment for young people in hospitality.
- Measure the proportion of FOH and BOH staff that work over 48 hours a week and find ways to keep this number from increasing over time.
- Make contributions above statutory minimums to staff pensions.

## COMMUNICATION

- Use your website and/or social media channels to communicate about your commitments to improving working conditions and staff wellbeing and creating a diverse and inclusive workplace.

# FEED PEOPLE WELL

## POLICY

➔ Put in place a written strategy or operational policy to improve the health impact of your menu.

## COMMUNICATION

➔ Provide information about the health and nutritional impact of your dishes on your menus, your website and/or your social media channels.

➔ Incorporate a commitment to responsible promotion of healthy eating into your food policy/strategy. This includes not marketing unhealthy menu choices to underserved populations, ensuring affordable prices for healthy items, refraining from advertising high-fat, -sugar or -salt items to children, and promoting a diverse and healthy diet.

## ACTION

➔ Implement your health strategy guidelines to improve the health impact of your menus. Reduce your use of highly processed ingredients, avoid using additional artificial chemical additives and increase the use of fermented and wholegrain ingredients.

➔ Favour the use of wholegrain ingredients over refined ones and increase your use of fermented ingredients (such as kimchi, kombucha, kefir and sourdough).

➔ Ensure that no main courses or meal deals contain more than 30% of the recommended daily allowance of calories, fat, salt or sugar, as stipulated in your food policy.

➔ Do not offer salt or high-sodium sauces on tables.

➔ Reduce refined sugar use by training menu development/kitchen staff on sugar guidelines, using fruit or natural sweeteners in recipes, and limiting sugar-sweetened beverages on the menu.

➔ Improve your diners' fat intake by using oils high in mono-unsaturated fat, reducing saturated fats, eliminating trans-fats, and opting for healthier cooking methods over frying.





**SOCIETY**

# SUPPORT THE COMMUNITY

## POLICY

➔ Develop your Chairty Policy to support your local communities. This should include the ways that you are able to engage – financially, volunteering or donating space or staff time – and how much you are able to engage on a yearly basis. Metrics for monitoring success should be defined and this will allow the efficacy to be shown during the annual review of the policy.

## ACTION

➔ Source ingredients from a wider variety of suppliers, such as small-scale suppliers, cooperatives, businesses in disadvantaged communities or organisations that are female or minority owned/run.

➔ Develop a programme that increases the proportion of your staff who volunteer on paid time – this could be through structuring your own B2B volunteering programme, or offering volunteer days to all staff.

➔ Support staff or diner fundraising by hosting fundraising drives or events, offering diners the choice to donate to a chosen cause, or offering diners the option to purchase a menu item in advance for someone else who needs it.

## COMMUNICATION

➔ Provide information about the work you do to support communities on your menu, on on-site displays, on your website and/or social media channels.



# ENVIRONMENT

## 73%



Gaucha are doing lots of work in the environmental space that has led to the high scores in this pillar, with steps such as measuring your carbon footprint across scopes 1-3, encouraging food waste and energy reductions across all your sites, and setting recycling targets for non-food waste .

To go further in this area, there needs to be more internal cohesion from the senior team to develop a process to implement your Impact Policy more effectively and across all sites.

For example, your Impact Policy covers many key topics, but doesn't address how to monitor and drive your commitments, with loose language like "We aim to take a holistic approach to the sourcing of our food and drink products, considering a number of factors under the umbrella of sustainability,"

You have already done the groundwork to improve in this area, which is creating a policy that reinforces your work and commitments to reducing your impact on the environment across all three of these Framework areas. By implementing a process to measure the impact of this policy, Gaucha will be able to monitor and measure its success and make adjustments where necessary.



### REDUCE YOUR FOOTPRINT

62%

Encouraging you to reduce your environmental footprint – from greenhouse gas emissions to energy use, water use and pollution – and so minimise damage to the environment and to human health.



### WASTE NO FOOD

82%

Focusing on what you're doing to fight food waste, through reducing, reusing, redistributing and recycling.



### REDUCE, REUSE, RECYCLE

76%

Looking at what you're doing to reduce, reuse and recycle non-organic waste.





# ENVIRONMENT REDUCE YOUR FOOTPRINT

## POLICY

**Expand on your Impact Policy in terms of the environmental impact of your operations, including your reduction targets around carbon and energy use.**

- ➔ Set a reduction target for your water use. This can be monitored by site; this will show any variations across your group, both positive and negative, in a similar way to your electricity and gas monitoring currently.
- ➔ Report annually on progress against your activities to conserve water and energy resources in your supply chain and your operations. This information should be shared with teams across sites for knowledge sharing purposes and to drive further position action.
- ➔ Use cleaning products that are free from volatile organic compounds.

## ACTION

- ➔ Reduce the environmental footprint of your facilities, such as through certification to an accredited green-building standard, designing your site to optimise energy use, maximising the use of natural ventilation and natural light, conducting regular maintenance of your facilities, insulating your facilities, and using natural paints or paints with high recycled content.

- ➔ Conduct regular energy audits of your facilities and share the data with staff. This can also incentivise staff to work towards reduction goals.

- ➔ Conduct a water footprint analysis of your activity or a risk mapping around water use in your supply chain.

- ➔ Consider installing more equipment or technology to help improve water use in your business, such as high water efficient equipment (including dishwashers, steam cookers, and air-cooled ice machines), connectionless combination ovens or steam-cookers, automatic sensors or low-flow options for taps, faucets, toilets or urinals, high-efficiency pre-rinse spray valves, smart meters for water, cooling systems that re-circulate the cooling water through a cooling tower or heat exchanger, condensate return systems on boiler-based steam kettles, and equipment that reuses greywater or harvested rainwater.

- ➔ Consider generating some of your own electricity (e.g., through solar panels), if this is possible in your facilities.

## COMMUNICATION

- ➔ Establish channels for receiving feedback and suggestions from guests, employees and other stakeholders regarding environmental initiatives and performance. Incorporate this feedback into your decision-making processes.



# ENVIRONMENT

# WASTE NO FOOD

## POLICY

- ➔ Ensure that your targets and commitments are included in your Impact Policy, and shared with your site-level staff and clients.
- ➔ Set a composting or recycling target for your food waste.
- ➔ Establish disposal protocols, prioritising composting or anaerobic digestion for the majority of food waste. Across all properties, commit to sending unavoidable food waste to anaerobic digestion.

## ACTION

- ➔ Design and monitor portion sizes to minimise plate waste, ensuring efficient use of ingredients.
- ➔ Conduct regular food waste audits to monitor and assess waste reduction progress, highlighting successful waste diversion practices, such as directing food waste to anaerobic digestion facilities.
- ➔ Collaborate with local businesses or other members of the community to find alternative uses for your food that would otherwise go to waste, such as local gardens or allotments that compost.
- ➔ Promote the reuse of surplus food within facilities by incorporating leftovers or upcycled ingredients into dishes – e.g., by preserving surplus fresh ingredients via pickling, fermenting or making preserves.

## COMMUNICATION

- ➔ Provide information about waste reduction commitments on menus, onsite signage and online platforms to raise awareness among your customer base.





## ENVIRONMENT

# REDUCE, REUSE, RECYCLE

### POLICY

- ➔ Set measurable recycling targets for non-food waste recycling, such as increasing the percentage of waste diverted from landfills or achieving specific recycling rates for different waste streams.
- ➔ Instil procurement processes that prioritise products and materials with minimal packaging, those made from recycled content and/or those designed for easy recyclability.
- ➔ Implement monitoring mechanisms to track progress towards reduction and recycling targets and regularly review policies and procedures to identify areas for improvement.
- ➔ Ensure compliance with relevant waste management regulations and consider obtaining certifications or accreditations related to waste reduction and recycling, such as ISO 14001.

### ACTION

- ➔ Eliminate the use of single-use items in the kitchen where possible.
- ➔ Improve non-organic waste recycling efforts by implementing staff training engaging with waste contractors to improve recycling rates, encouraging site-staff to meet recycling targets and installing recycling facilities and informative signage.
- ➔ Collaborate with suppliers to explore opportunities for waste reduction along the supply chain, such as reducing packaging or implementing take-back programmes for certain materials.
- ➔ Use staff uniforms that are made from upcycled or recycled materials

### COMMUNICATION

- ➔ Provide training and incentives for staff to participate actively in waste reduction and recycling efforts. Empower them to identify opportunities for improvement, such by having reduction competitions or challenges by site with a rewards system.

# BENCHMARKING

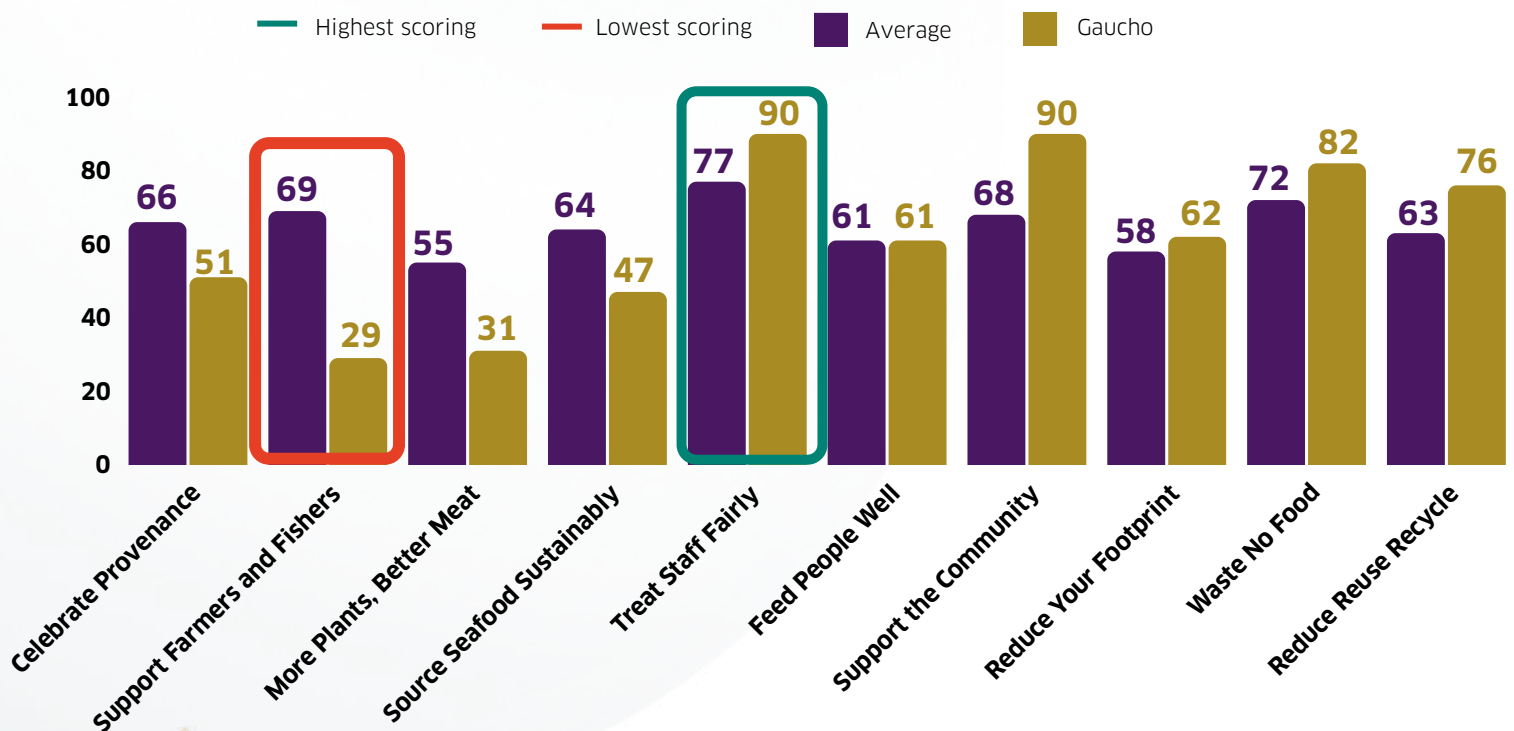
A photograph of a restaurant interior with wooden tables, wine glasses, and a warm orange glow, partially covered by a large purple circle.



# BENCHMARKING

This benchmarking category was created to compare Gaucho against a pool of 85 restaurant businesses with a valid FMG Standard (completed 2023-24). These establishments share similarities with Gaucho operations, menu offerings and challenges in facing sustainability issues. Importantly, most of these businesses are restaurants with multi-site locations as part of a group. The benchmarking pool also includes single-site restaurants, pubs and pub chains across the UK. There are no non-UK based establishments in this group to allow a fairer comparison of the challenges faced in terms of logistics and supply chain demands within the UK.

## AVERAGE FRAMEWORK SCORES VS GAUCHO FRAMEWORK SCORES (%)



## INSIGHTS

✳️ Your highest-scoring FMG Framework area was Treat Staff Fairly (90%), 13% above the group average and Support the Community (also 90%), 22% above the group average. These are excellent scores that you should aim to maintain whilst working to improve in other sustainability areas.

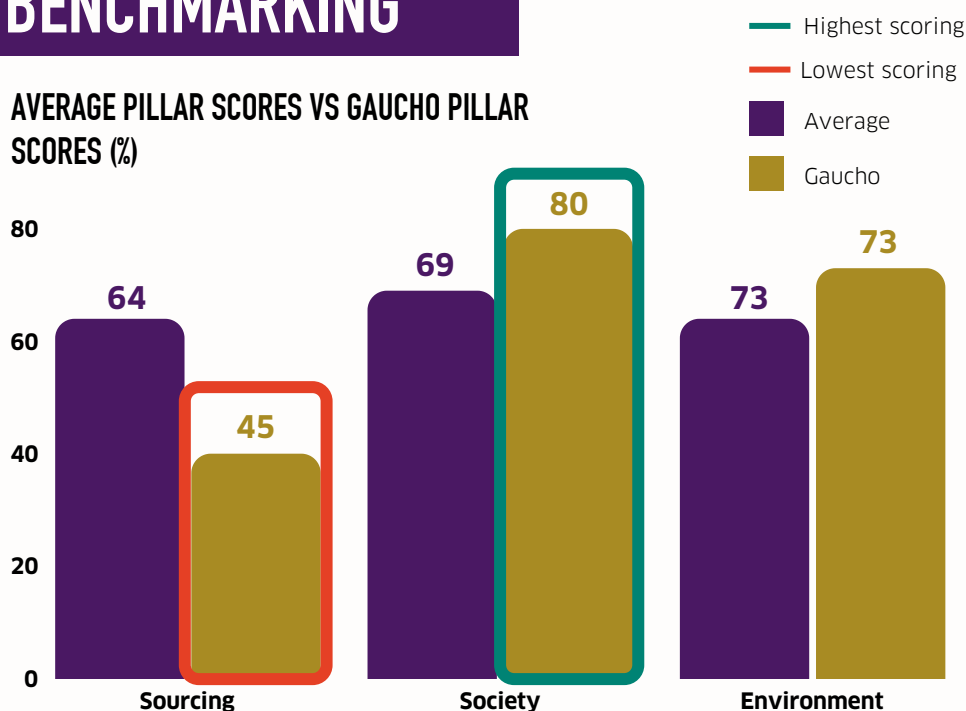
✳️ Most UK hospitality businesses score well in Treat Staff Fairly due to strong UK labour laws. This contrasts with global standards, where rights like parental leave and sick pay are not always protected. Excelling in this area often comes from small efforts (such as providing rotas in advance and subsidising commuting), which can significantly impact staff wellbeing.

✳️ Your lowest-scoring FMG Framework area was Support Farmers and Fishers (29%), 40% below the group average. This was due to the lack of due diligence processes around environmental and social risks in your supplier contracts and tendering process and the lack of certified animal products and fresh produce.

✳️ Your second-lowest area was More Plants Better Meat. Many businesses struggle in More Plants Better Meat. One reason is a fear that vegan/vegetarian dishes don't sell as well, along with the cost barrier associated with certified ingredients. Menu design and language can go a long way to promoting sales of plant-based dishes.

# BENCHMARKING

## AVERAGE PILLAR SCORES VS GAUCHO PILLAR SCORES (%)



## INSIGHTS

- \* Gauchó's highest-scoring pillar area was Society (80%), reflecting the excellent work you do to train and retain your staff through your Lab, and the work you do in your community giveback efforts. This area was still well above the group average of 69%, and was lowered slightly due to your lower score in Feed People Well, which looks at accessibility to healthy and balanced diets to the public.
- \* Smaller businesses often score well in Society because of the need to reduce staff turnover, which can be costly, and to keep their reputation as an inclusive and safe workspace.
- \* Your lowest-scoring pillar was Sourcing, with a score of 45%, 19% below the average score. This pillar presents a great opportunity for improvement and should be a key focus when looking at next steps in your food or sustainability strategy.
- \* Sourcing is the pillar that businesses often find hardest to do well in, especially small businesses, as the costs associated with procuring more sustainable ingredients (meat, dairy, fresh produce, seafood, etc.) is high, which directly affects profits and menu pricing.

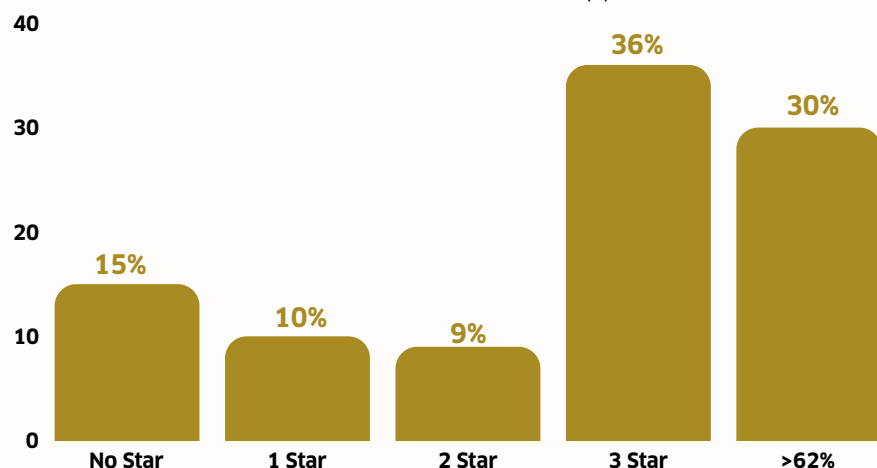
Although larger businesses such as caterers and large chains are not included in this benchmarking category due to their different operational structures, they often excel in the Environment pillar. This success is often driven by pressure from key stakeholders to address carbon emissions and minimise overheads, especially during challenging times.

For smaller businesses, however, the initial investment in sustainable practices like compostable packaging and alternative suppliers can be a barrier. Therefore, focusing on reducing energy consumption and optimising waste management is the most feasible and effective way for them to improve in this area. These efforts not only more sustainable but also appeal to environmentally-conscious diners and can lead to cost savings.



# BENCHMARKING

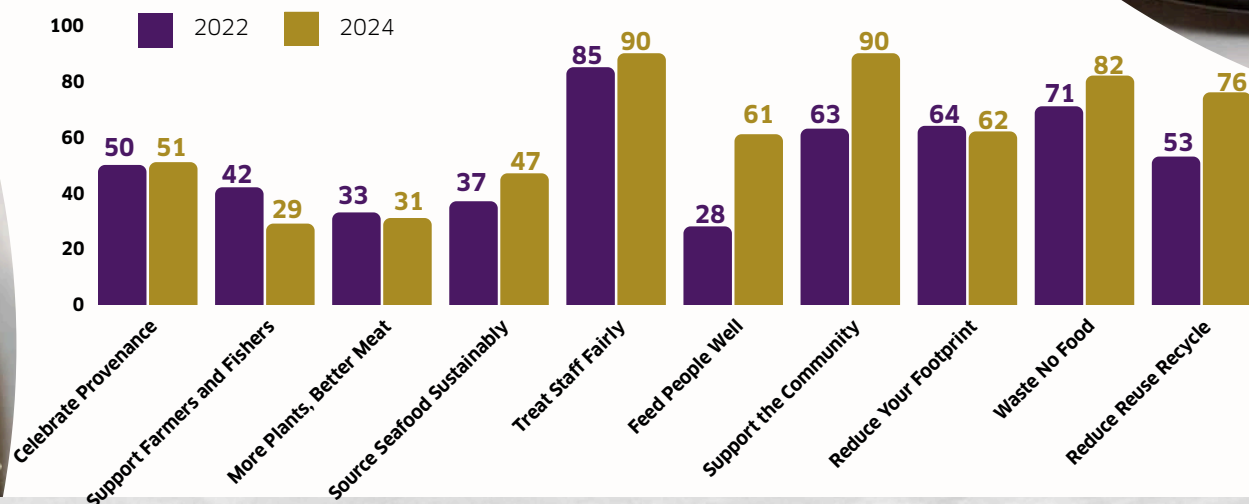
STAR RATINGS WITHIN BENCHMARKING POOL (%)



## INSIGHTS

\* Of the 85 restaurants in this benchmarking group, 15% did not achieve a star rating, including some which are included in the W50 and W100 Best restaurants list. 10% of restaurants achieved a 1-star rating and 36% achieved a 3-star rating. Gaucho, in this submission, belongs to the 2-star category, which makes up 9% of this benchmarking pool. Within this pool, only 30% of restaurants achieved a score higher than Gaucho (>62%).

Many of these businesses have long-standing partnerships with The SRA and have undergone FMG certification multiple times, seeing continuous improvement through collaboration with The SRA team over time.



\* Gaucho has completed the Food Made Good submission once before in 2022 and achieved a 54% score (1 star). Strengths and weaknesses have largely stayed the same since the last submission, except in Feed People Well and Reduce Reuse Recycle where vast improvements have been made. Over time, the Food Made Good Standard has adapted to keep up with information and insights in line with external research in the field of sustainability, and this is reflected in the scoring and questions in the platform. However, internal changes within businesses also lead to changes in operations, which highlights the need for consistent policies in line with the business ethos and culture.

# YOUR COMPETITORS

## Highlights from Fazenda sustainability initiatives ([HERE](#))

### Sourcing:

- Focuses on high-quality meat from trusted suppliers, ensuring ethical and sustainable farming practices.
- Uses seasonal and locally sourced produce to support local farmers.
- 

### Social:

- Significant investment in team development with continuous training programs.
- Contributed over £10,000 to charities including Action Against Hunger and Support Ukraine.
- Employee recognition includes awards like Taste of the West Midlands and International Green Apple Awards.
- 

### Environmental:

- Planted over 140,000 trees in Fazenda Forest, advancing towards their 2030 carbon neutrality goal.
- Awarded the Gold Certificate for carbon neutrality efforts.
- Ongoing commitment to reducing carbon footprint through sustainable practices and carbon offset projects.

## Highlights from Hawksmoor's sustainability Initiatives ([HERE](#))

### Sourcing:

- Beef: Sourced from high-welfare British farms, with 14 participating in carbon sequestration projects.
- Seafood: All fish comes from Marine Stewardship Council (MSC) certified suppliers.
- Meat: Uses free-range and organic chicken, pork, and lamb.

### Social:

- Living Wage: Guarantees fair pay as a Living Wage Employer.
- Training & Employment: Provides opportunities through the Hawksmoor School of Food & Drink for disadvantaged youth.
- Well-Being: Offers mental health support and employee well-being programs.

### Environmental:

- Carbon Neutrality: Achieved in 2021, with a 25% reduction target by 2025.
- Renewable Energy: Operates all UK restaurants on 100% renewable energy.
- Food Waste: Partners with charities to redistribute surplus food.





# YOUR COMPETITORS

## Highlights from The Ivy’s sustainability initiatives ([HERE](#))

### Sourcing:

- Ensure high standards for food quality, animal welfare, and responsible sourcing of meat and fish, while engaging suppliers in sustainable practices.
- Evaluates new construction and refurbishment projects against environmental standards.

### Employee and Community Engagement:

- Promote a safe, diverse, and inclusive work environment, with a focus on mental health, equal pay, and ethical labor practices.
- Encourage volunteering and charitable giving, and supports employee involvement in community initiatives.

### Environmental Stewardship:

- Adopt energy efficiency measures and renewable energy while implementing water conservation practices.
- Focus on reducing, reusing, and recycling materials, especially food waste, and reports annual carbon emissions with goals for reduction.



# ROADMAP

A woman with long brown hair, wearing a bright pink jacket, is smiling and pouring red wine from a bottle into a glass. She is seated at a dark wooden table in a restaurant. On the table, there are several items: a glass of white wine, a glass of red wine being poured, a plate with a dessert (ice cream, fruit, and a leaf), a plate with two fried pastries and a small bowl of orange sauce, and a small bowl of green dip. The background is slightly blurred, showing other diners and the interior of the restaurant.



# STRATEGY & ACTION

Your Food Made Good results and materiality analysis insights provide a foundation for prioritising your actions and developing an onward strategy.

Before jumping into action, it's important to ensure that initiatives feed into a wider strategy with agreed targets and written commitments, providing transparency for all relevant stakeholders.



## ROADMAP

Serving as a connection between preparation and action, a roadmap is a structured framework that can be used to define the areas with the greatest potential for impact, outlining an order in which these can be implemented. This will guide your broader strategy and inform your use of resources (time, money and expertise).

### IDENTIFYING YOUR PRIORITIES

Currently, your Society pillar is your highest-scoring and Sourcing your lowest. This suggests that concrete action needs to be taken to improve your approach to sourcing in terms of sustainability.

### MATERIALITY ANALYSIS INSIGHTS

Stakeholders felt that Gaucho had high responsibility towards social and environmental impacts and slightly less for sourcing and packaging issues. This is in line with your FMG results in terms of your high scores in Support the Community and Treat Staff Well. However, your results show a need to go deeper into your procurement and supply chain processes in order to improve your total score, which is a reflection of your overall operations.

### TOP 3 PRIORITIES

1. Policy: Development
2. Action: Governance Process
3. Communication: Implementation across stakeholder groups

### DEFINE SCOPE/ANALYSIS

- Key stakeholders
- Ambition level
- Success metrics
- Monitoring process

### V1 PLAN/DRAFT

A draft of each policy should be shared with all relevant stakeholders and signed off by senior leadership staff. Engagement at all levels is essential!

### More detailed Impact Policy

Interaction with internal stakeholders on responsibilities and KPIs



### SIGN OFF

- All policy details and ambition levels agreed by relevant stakeholders
- A governance process agreed & initiated
- Communication & implementation begins

### STEPS

- GAP Analysis
- Targets + timelines
- Governance Stage Gate process
- Implementation plan including RACI & KPIs for stakeholders

### Test and learn



The success metrics you established and the tracking process should be embedded in specific stakeholders' KPIs. Progress, successes and challenges should be shared on a regular basis with leadership staff - this is the **feedback loop**.

Tracking against targets

### COMMUNICATION

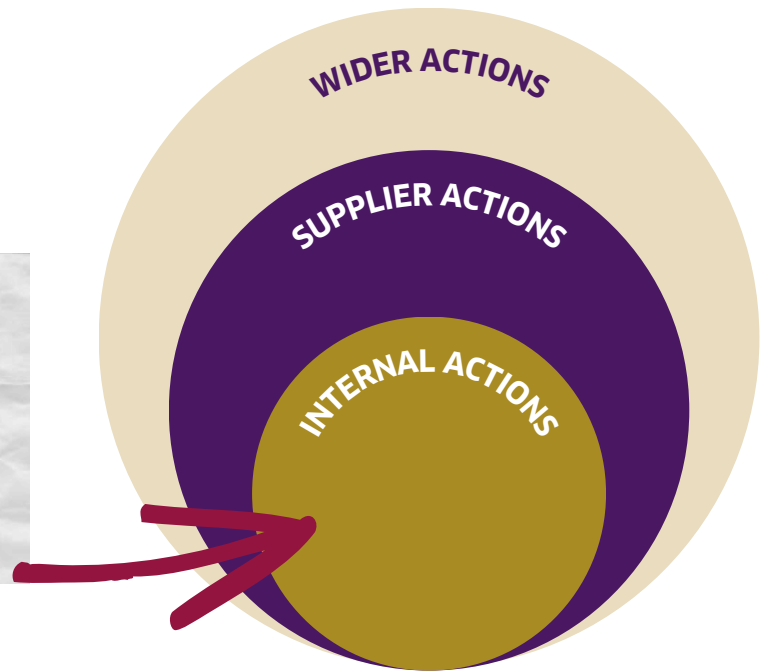
Ensure that any promotional activities, whether internal or external (such as website updates, social media campaigns, and newsletters) are aligned with your new sustainability ambitions.

Feedback should be considered when the policy is up for review (every six or 12 months). This review may involve updates due to targets, feasibility, implementation challenges and general improvements.



# ROADMAP

Most of Gaucho's key priorities sit within the scope of internal actions. Later down the line, you can start to address supplier actions and wider actions, once your internal policies and processes are finalised.



## 1) POLICY

The first suggestion is that Gaucho create three overarching policies - or subsections that fit into the Impact Policy, as outlined below. The specific content of the policies is described in the individual Framework pages in the FMG report section. It is crucial to clearly define the objectives, scope, targets and intended outcomes of each policy. Policy writing is a cross-functional exercise, so it's also important to consult with stakeholders to inform the policy development.

### Environmental Policy, covering:

- Reduce Your Footprint
- Waste No Food
- Reduce Reuse Recycle
- More Plants, Better Meat (and specifically about the actions to mitigate the environmental impact of the high volume of meat sourced)

### Procurement Policy, covering:

- Celebrate Provenance
- Support Farmers and Fishers
- Meat procurement (agricultural practices and animal welfare) and red lines around seafood sourcing

### Community Policy, covering:

- Internal communities (Treat Staff Fairly)
- External communities (Support the Community)
- Approach to promotions and marketing (e.g., not promoting meat-based options over plant-based ones)

Draft the policy document, including specific guidelines, procedures and responsibilities. Establish performance indicators and metrics to monitor the effectiveness of the policy implementation.

# ROADMAP

## 2) ACTION

### Stakeholder Engagement

- Communicate the policy to relevant stakeholders, including employees, managers, and external partners if necessary (e.g., suppliers).
- Seek feedback and input from stakeholders to ensure the policy is comprehensive, feasible and aligned with business needs and perspectives. Stakeholder needs have been touched on throughout the materiality analysis, but further testing will be necessary to ensure capacity and feasibility will not be bottlenecks to implementation.
- Address any concerns or objections raised by stakeholders and incorporate constructive feedback into the policy design.
- RACI implementation. ("Responsible, Accountable, Consulted, Informed").

### Training and Awareness

- Provide training and educational materials to ensure all stakeholders understand the policy's purpose, requirements and implications.
- Raise awareness about the importance of compliance and the benefits of the policy for individuals and the organisation as a whole.

### Implementation Planning

- Develop an implementation plan that outlines specific actions, timelines and parties responsible for rolling out the policy.
- Allocate resources and establish clear lines of accountability to support implementation efforts.
- Create mechanisms for collecting feedback from stakeholders, such as surveys, focus groups or suggestion boxes.
- Analyse feedback to identify trends and areas where the policy may need adjustment or clarification.
- Engage stakeholders in dialogue to discuss feedback, share insights and collaboratively develop solutions to address identified issues.

## 3) COMMUNICATION

- Launch the policy rollout with clear communication channels and materials to inform stakeholders about the policy's adoption.
- Provide ongoing support to help stakeholders navigate the policy requirements and address any implementation challenges – these tasks should be delegated to specific senior team members to feedback into wider senior manager meetings.



# MARKETING & COMMUNICATIONS





# MAXIMISING YOUR FMG ACHEIVEMENTS

We are pleased to offer support in spreading the word about this achievement, helping your diners learn about your commitment to tangible, measurable and transparent sustainability efforts.

**Here are just some suggestions for getting the most out of your Food Made Good accreditation...**



## ANNOUNCING YOUR RESULTS

Please find [HERE](#) the three-star Food Made Good logo for 2024, ready for use across all communications. Complimentary window stickers for each outlet will also be provided. If not needed, let us know at [hello@thesra.org](mailto:hello@thesra.org).

Your business will be added to our Food Made Good Directory and featured in an upcoming newsletter, showcasing your commitment to diners worldwide.

We can provide a short quote for press releases and coordinate announcements on Instagram and LinkedIn. Captions can be reviewed or a summary of accomplishments drafted upon request.

For visuals, we can create a captivating Instagram Reel or impactful photos incorporating the three-star logo. If images are chosen, please share options outlining the story, and we'll add the logo. Alternatively, for a Reel, an on-site interview can be filmed (if in London) or existing B-Roll footage compiled with provided soundbites or interviews. We're flexible on the format of this video announcement and open to discussing various options.







## SHOWCASING ACHIEVEMENTS WITH IMPACT

- Take inspiration from the exceptional communications crafted by accredited businesses such as [Yo!Sushi](#), [Marugame Udon](#), [Pizza Hut](#), [Eurostar](#), [D&D London](#), [Wagamama](#), [Wahaca](#) to stand out.
- Follow their example by showing off your sustainability achievements on your website, emphasising your work with The Sustainable Restaurant Association and creating a compelling story that helps your customers connect with your brand.

## OUR COMMITMENT TO SUPPORTING YOUR JOURNEY

In the coming months, we'll actively involve you in our marketing and communications efforts to showcase you as a leading example for others to follow and learn from. This can include speaking engagements, invites to industry events, social media participation for case studies and Q&As, press opportunities, influencer support, competitions and dining guides and additional campaign involvement. Stay tuned for further communication!

## NEXT-LEVEL BOOSTS FOR ACCREDITED BUSINESSES

As well as the above, we can explore further ways to can support you through our team's strengths in effective communications and sustainability knowledge.

This might include helping to construct press releases, newsletters, marketing materials, website communications, internal staff workshops and training (ranging from virtual webinars to in-person events) and customised staff manuals and guides.

Additionally, if you are interested in associating your name with one of our sustainability team's upcoming resources, we have a [sponsorship pack](#) that we can share with you.



**LOOKING FORWARD TO THE OPPORTUNITY TO WORK TOGETHER AND CELEBRATE YOUR SUCCESS. WE'D BE HAPPY TO BOOK IN A CHAT TO DISCUSS THESE OPTIONS IN MORE DETAIL.**



# THANK YOU FROM THE SUSTAINABLE RESTAURANT ASSOCIATION

Our global team comes to sustainability from diverse backgrounds, including hospitality, education, project management, communications, journalism, policy, and supply chain. We are united by a belief in the powerful role that eating out can play in shaping a better food system. Our mission is to empower food businesses to take decisive action towards sustainability, offering tailored support to meet their specific needs and helping them implement practices that benefit both the environment and their operations.

The current food system impacts both people and planet, necessitating transformative change. Food businesses are key to this change, capable of improving their environmental footprint and promoting fair labour practices, contribute to a healthier planet and society.

Through the Food Made Good Standard, we celebrate the great work food businesses are already doing and provide actionable insights to help them achieve their goals,

Through a common language and common framework to measure sustainable progress, we are work to create a more sustainable future for all. Together, we can make a lasting impact on the environment and society, one meal at a time.





# CONTACT US

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Follow us on social media



 **LEARN MORE AT [WWW.THESRA.ORG](http://WWW.THESRA.ORG)**

**SIGN UP FOR OUR NEWSLETTER**