

Environment Policy

As we grow, so does our impact on the wider world which is why we are taking steps to reduce our use of natural resources – like energy and water – and to minimise the waste we create.

In response to the climate crisis, we aspire to be a net zero company by 2035 (scopes 1 and 2).

What is this document?

Our Environment Policy provides clear guidance to the people in our business who are responsible for overseeing the construction and fit out of our sites, for procuring ingredients, or for setting travel policies. It clearly establishes our expectations as well as acting as a guide to decision making.

What does it cover?

This document covers:

1. Our carbon promise
2. Energy source
3. Construction
4. Energy in use
5. Waste management
6. Ingredients
7. Single use plastics
8. Green travel

1 Our carbon promise: net zero by 2035

To avert catastrophic climate change, we must collectively strive to keep average global temperatures to within 1.5 degrees Celsius compared with pre-industrial times. We support the goal of the 2015 Paris Agreement and wish to play our full part in transitioning to a low carbon economy.

Our approach:

- We have measured our Scope 1, 2 and 3 carbon footprint.
- We have set a target to be running net zero operations by 2035 and want to be net zero on scope 3 by 2040.

Our aspirations:

- We are pursuing a net zero strategy because we believe it is important to take control of our own contribution to climate risk. This means we are reducing our carbon footprint rather than seeking to offset our emissions through carbon credits.
- We partnered with an external carbon expert to map our baseline carbon emissions in FY23, helping us identify where we can make the biggest difference.
- The initiatives in this document form the blueprint of how we will achieve this. Over time, we intend to quantify these by engaging with the Science Based Targets Initiative.

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2 Energy source: we want to power our sites with green energy

We want to run our business without using fossil fuels. This means choosing energy suppliers who can provide us with green electricity and gas, as well as exploring where we can generate some of our own.

Our approach:

- When we have a choice, we install electricity rather than gas as it allows us to use highly efficient induction hobs. It also means we are ready to switch to purchasing green electricity and benefit from the decarbonisation of the grid.
- We review each new site to see if it is viable to place solar voltaic panels on the roof to allow us to generate our own electricity.

Our aspirations:

- We are currently testing solar voltaic panels in our Brightside sites with a view to introducing these at suitable sites across our estate.
- We are working with our energy consultants to create stepped targets for moving to green energy over the next five years.

3 Construction: we build with the environment in mind

We aim to build highly efficient restaurants with low embodied carbon and that use as little energy as possible when up and running.

Our approach:

- All the timber we build with is sourced from reputable suppliers who provide FSC or PEFC chain of custody certification.
- We separate all build waste to enable it to be recycled.
- Our trained build teams move from one site to another, taking any leftover materials with them, further helping to minimise waste.

Our aspirations:

- We are testing technologies for our cellars to improve temperature control and avoid wasting energy.
- We are exploring options to improve the segregation of our building waste further.

4 Energy in use: we use energy efficiently

We have taken steps to reduce the amount of energy our restaurants consume once they are open.

Our approach:

- We install close controls for energy-using systems such as lighting, heating, and ventilation.
- We favour Air Source Heat Pumps over traditional boilers, implementing them in all new sites.
- We only use energy-efficient LED bulbs in our light fittings.
- We are installing cellar-management systems that reduce the energy required to keep beer at the correct temperature.
- We switch off appliances when we aren't using them.
- We choose to install the most efficient HVAC systems.
- We use metering to keep track of the energy we use.

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Our aspirations:

- We are conducting a review of all the energy-using equipment in our sites with a view to switching to A-rated appliances.
- Where possible, we are moving to centralised control of lighting and air conditioning systems.
- We are installing motion sensors in our storerooms and toilets, so that lights switch off when they are not needed.
- We are reviewing our refrigerators and aim to switch to one which uses low impact natural refrigerant gases.
- We are testing a system that would disable the air conditioning when the bi-fold doors are open, to reduce energy wastage.

5 Waste management: we send nothing to landfill

As a food business, some waste is inevitable, but we aim to keep it to a minimum and to sort our waste so that it can be recycled, composted, or used to create energy.

Our approach:

- We choose waste contractors who can divert all our waste from landfill.
- We use colour coded bins to segregate dry recyclables, glass, food waste, and residual waste. During 2024, we aim to increase our recycling rate by 10% and food composting by 20%.
- We have a rigorous stock management system in place to help us use our ingredients before they pass their 'best before' by.
- We use reusable crates for our fruit and vegetable deliveries to reduce the amount of cardboard waste.

Our aspirations:

- We intend to examine our waste streams to see if there are commonly wasted menu items, or excessive portion sizes.
- We are working with our suppliers to further reduce the amount of packaging that comes into our sites.

6 Water: minimising use

We recognise that water is a limited natural resource, and that it requires energy to clean it to drinking water standards. We therefore take steps to avoid wasting it.

Our approach:

- All new sites are fitted with toilets with low volume flushes and urinal cisterns, aerating mixer taps which require less water, and trigger-activated washing-up sprayer.
- As we refresh existing sites, we are switching to more efficient fittings.

Our aspirations:

- We will review meter readings to identify when a site is consuming more water than expected, and take action to understand and, where possible, reduce it.
- We have historically purchased water-cooled ice machine which use a high volume of water and are now exploring more efficient alternatives.

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7 Ingredients: considering carbon

We know that more than three-quarters of our carbon footprint comes from our ingredients.

Our approach:

- We are helping to normalise meat-free dining through our extensive range of enticing plant-based dishes.

Our aspirations:

- We are seeking to better understand the composition of our Scope 3 carbon footprint so that we can take meaningful steps to reduce it.
- We want to reduce our contribution to deforestation by only buying certified sustainable palm oil, soy products, and wood/paper products, and instructing our suppliers to do the same.

8 Single-use plastics: embracing alternatives

Plastic is a very useful, hygienic, and stable material that is widely used in the hospitality trade, helping to keep food fresh and safe. However, single-use disposable plastics are a waste of resources and may take centuries to decompose.

Our approach:

- Where possible, we have switched away from single-use plastic consumables to more environmentally friendly alternatives such as paper straws.
- We will not allow the introduction of any new single-use plastic items.
- We instruct our teams to rinse and recycle all plastic ingredients packaging such as sauce or cordial bottles.
- Where possible, we have replaced the thin plastic bags we were using to portion our food with volumetric portion scoops.

Our aspirations:

- We continue to seek alternatives for all remaining single-use plastics in our business.

9 Green travel:

We have over 200 sites across the UK which means our Regional Operations Managers and Directors, and some Head Office staff, cover significant distances travelling between them each year. We encourage them to consider the environment and use sustainable modes of transport.

Our approach:

- Wherever practical, we encourage our teams to travel by train, rather than car.
- When train travel is not practical or economical, we encourage people to car share.
- We have introduced a pre-tax salary sacrifice scheme to allow our HQ team and Regional Managers to lease an electric car.
- All HQ and Regionals Managers are provided with video conferencing licenses to make it as easy as possible to meet virtually.

Our aspirations:

- We plan to introduce lower alcohol wine options and will display the % ABV on our drinks menu.