

Casual dining leadership



Topic	Metric	Score	Product or Supply	What does leadership look like in 2021?	What would be the next steps for leadership companies?
Healthy & Nutrition					
Healthy & sustainable food sales 1.33					
N1	Company has a target for, and reports on, a sales-weighted % increase in healthy food, menu items or products quantified using a transparent and recognised approach.	1	P	Company can evidence reductions in sugar and salt in line with government initiatives, but lacks an overall target for sales of healthy food.	Company sets a target for % of menu options to be healthy, using a recognised methodology, and implements menus across all sites.
N2	Company has a target for, and reports on, an increase in fruit & veg as % of food procurement or sales.	1	P	Company has a commitment to include a minimum amount of veg in children's menus, and several brands within its operations that are innovating around veg and vegetarian/vegan menus.	Company sets a target for % increase in vegs and provides evidence of progress towards meeting the target.
N3	Company has a target for, and reports on, a % shift in protein procurement or sales that come from animal vs plant-based protein sources.	2	P	Company has a target for plant-based sales, but is not yet reporting against that.	Company reports against the target for plant-based sales.
Encouraging healthy & sustainable diets 1.33					
N4	Company has a target for, and reports on, the % of menu items or products with intuitive front-of-pack or (restaurants and caterers) consumer-facing nutrition labels (ideal 100%)	1	P	Company reprecides nutritional information, albeit not in a traffic label or otherwise intuitive format, or has labelling for healthy choices on some brands or menus.	Company extends the use of labels to be intuitive, using recognised methodologies, and implements this across all sites.
N5	The company's marketing strategy prioritises healthy foods, especially when marketing to children.	1		Company has policies that adhere to marketing standards and/or individual initiatives that promote healthy food to children.	Company discloses % of marketing budget allocated to healthy food, and commits to increase in marketing spend on healthy food.
N6	The company can evidence reducing food insecurity by improving the accessibility and affordability of healthy food via at least one major strategic or collaborative initiative.	2		Due to forced closure of most sites through 2020 to 2021, we have taken a Covid focus: company took clear steps to reduce food insecurity through donations of food and partnerships with charities, and provides data on this.	Post Covid: Company permanently commits to menus and services that make healthy food more accessible and affordable to vulnerable groups.
Environment					
Climate change 2.50					
E1	Company has a target for, and reports on, scope 1 & 2 emissions reduction (Science-based target)	3		Company has targets for scope 1 & 2 emissions as part of a net zero commitment, and reports against this.	Company provides evidence of progress towards meeting the target and for net zero.
E2	Company has a target for, and reports on, scope 3 emissions reduction (Science-based target), specifically food in supply chain	2	5	Company has mapped or begun mapping scope 3 emissions as part of a net zero commitment, and commits to reports against this.	Company provides evidence of progress towards meeting the target and for net zero.
Biodiversity 2.33					
E3	Company has a target for, and reports on, zero net land-use conversion through company's reliance on palm oil as a product or an ingredient.	2	5	Company has zero land-use conversion target that includes palm oil and can report that 100% of palm oil used in cooking oils and margerines, or is working towards 100% sustainable palm oil across all ingredients.	Company reports on % of palm oil from sustainable sources across all ingredients, and works towards achieving zero land-use conversion.
E4	Company has a target for, and reports on, zero net land-use conversion through company's reliance on soy as in animal feed.	2	5	Company has zero land-use conversion target that includes soy as animal feed and has either begun mapping its soy use or buying credits for sustainable soy.	Company provides evidence of progress towards meeting the target.
E5	Company has a target for, and reports on, zero net land-use conversion through company's reliance on beef.	3	5	Company has zero land-use conversion target that includes beef and reports no purchases of beef from regions at risk of land-use conversion for cattle production.	
Sustainable food production practices 2.50					
E6	Company has a target for, and reports on, the % of wild-caught or farmed fish & seafood certified to higher sustainability standards	3	5	Company reports that all fish and seafood (wild catch and farmed) is certified as sustainable (using MSC, ASC, Global Gap or BAP certifications).	Company can also show it is working collaboratively to explore alternative feed inputs to aquaculture.
E7	Company has a target for, and reports on, the % of products produced under sustainable production practices and recognised environmental management schemes.	2	5	Company can report that some product lines / food are being produced sustainably (eg under recognised environmental management schemes such as organic).	Company sets an overall target for % of all food being produced under recognised environmental management schemes and reports against this.
Water use 1.50					
E8	Company has a target for, and reports on, water use reduction in operations	2		Company has a target to reduce operational water use and reports against this.	Company achieves target and extends commitment to supply chain issues.
E9	Company demonstrates it is working collaboratively on multiple projects (UK & overseas) to reduce water stress.	1	5	Company commits to championing water stewardship in high risk areas, but provides no data on initiatives or outcomes.	Company can evidence participation in collaborative initiatives to sustainably manage water in high risk areas.
Food loss & waste 1.67					
E10	Company demonstrates strategies to engage with customers on food waste and contributes to collaborative initiatives (in UK: Food Waste Action Week).	2	P	Company participates in collaborative initiatives, including WRAP's Food Waste Action Week.	Company has clear strategies for customer engagement on food waste (portion sizes, use of apps to reduce waste etc) as well as participation in collaborative initiatives.
E11	Company has a target for, and reports on, a % reduction in food sold or handled and discloses volumes redistributed, sent to animal feed, anaerobic digestion, and land-fill.	2	P	Company has a 50% food waste reduction target in line with SDG12.3 and reports partial data for (eg) redistribution, or is committed to report against its target in the future.	Company reports across all operations against the target.
E12	Company demonstrates collaboration with its main suppliers to track, measure and act on food waste in its supply chain.	1	5	Company has begun to engage with a number of key suppliers on food waste.	Company provides evidence of % of suppliers tracking and reporting on food waste.
Plastics 2.00					
E13	Company has a target for, and reports on, % plastics packaging that is recyclable.	2	P	Company has a target for % of packaging to be recyclable and reports case studies and initiatives that are working towards this.	Company provides evidence across all operations of meeting the target.
E14	Company has a target for, and reports on, reducing single-use plastics without creating a food waste risk	2	P	Company has a target for reducing or eliminating plastic packaging and reports case studies and initiatives that are working towards this.	Company provides evidence across all operations of meeting the target.
Animal welfare & antibiotics 1.50					
E15	BBFAW tier position or Company has a target for % of animal products certified to high animal welfare standards.	2	5	Company achieves tier 2 performance in BBFAW.	Company achieves tier 1 performance in BBFAW.
E16	Company has a target for, and reports on, zero supply chain use of antibiotics as a prophylactic or growth promoter and to reduce the total use of antibiotics classified as "medically important antimicrobials".	1	5	Company does not permit the use of prophylactics or growth promoters and provides evidence of auditing processes and reports case studies and initiatives that are working towards this.	Company provides full transparency on antibiotics use and appropriate reduction targets and performance against that.
Social inclusion					
Human rights 1.50					
S1	Company recognises the need for a real liveable wage for all employees and reports on progress towards that.	1		Company states it pays staff over national minimum or living wage levels but does not disclose actual rates.	Company discloses pay rates for staff and demonstrates that this is in line with Real Living Wage as calculated by the Living Wage Foundation.
S2	Company has a target for, and reports on, the % of major suppliers engaged to ensure human rights and labour rights, including and beyond tier one. Must include engagement on child and forced labour, and health and safety of workers.	2	5	Company can evidence engagement with key tier 1 suppliers and a number of key suppliers beyond tier one across child and forced labour, and health and safety.	Company extends scope beyond tier 1 for key supply chains.