



THE
SUSTAINABLE
RESTAURANT
ASSOCIATION

The University of Exeter

2025
FOOD MADE GOOD
STANDARD
FINAL REPORT

Prepared by The Sustainable Restaurant Association
On 30/10/2025
Valid until 30/10/2027



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 across the globe 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 the Standard is to encourage, support, recognise and celebrate sustainability practices across the F&B 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 certification 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, and 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.

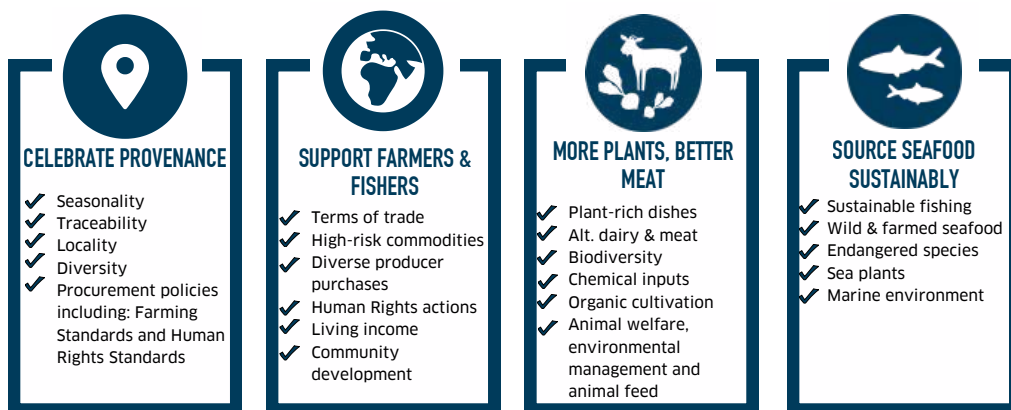
**Thank you for joining us in this movement,
and well done from all of us here at
The SRA.**

THE FOOD MADE GOOD FRAMEWORK

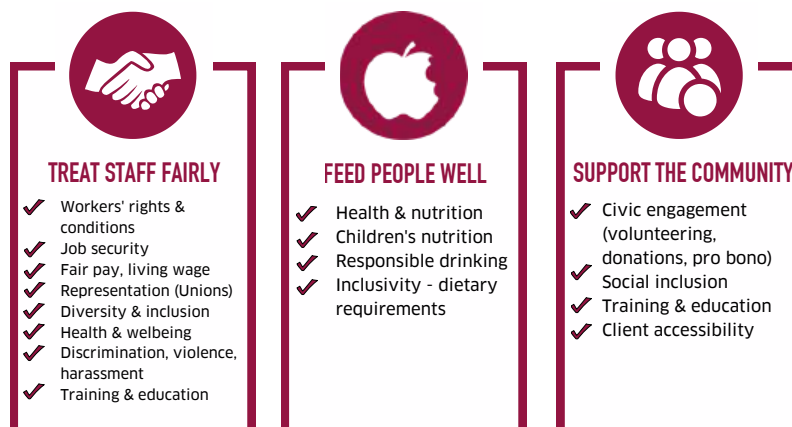
The Food Made Good Standard evaluates action across the three pillars of our framework: Sourcing, Society and Environment. Within each pillar, we focus on a number of key impact areas to incorporate sustainability at every level of operations. These are explained below in more detail.

When we say the Standard is “holistic” or “360-degree”, these aren’t just empty buzzwords. We are passionate about the idea that sustainability should be prioritised across every element of how a foodservice business operates – this is an approach to corporate responsibility that goes above and beyond carbon tracking or water use. That’s what makes Food Made Good the global gold standard for the hospitality industry.

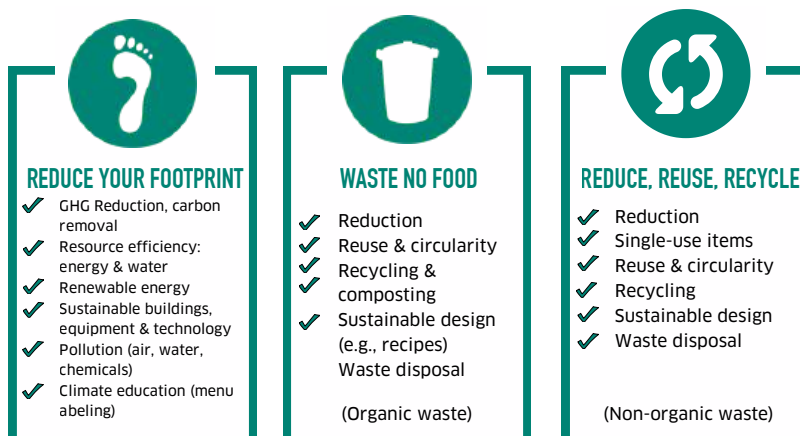
SOURCING



SOCIETY



ENVIRONMENT



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

THE
SUSTAINABLE
RESTAURANT
ASSOCIATION



**The Sustainable Restaurant Association
is delighted to confirm that**

The University of Exeter

**has achieved 3 stars
in the 2025 Food Made Good Standard**

30/10/2025

Juliane Caillouette Noble
Managing Director, The Sustainable Restaurant Association



76%

Awarded to

The University of Exeter

Congratulations on achieving **3 stars** in The Sustainable Restaurant Association's Food Made Good Standard!

Congratulations on achieving a 3-star rating on your third Food Made Good Standard assessment! This is a fantastic result and a clear improvement on your previous score, reflecting the continued care and commitment that University of Exeter is putting in to benefit both people and planet.

Your commitment to staff wellbeing and student engagement stands out, alongside strong efforts to promote plant-rich eating, reduce food waste, and source responsibly from a network of local suppliers, including sourcing a significant proportion of fruit and vegetables from your own University Kitchen Garden.

We hope that this report serves as an encouragement to keep up your great work while identifying actions you can take to go even further on your sustainability journey.

SOURCING

70%

SOCIETY

84%

ENVIRONMENT

76%

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 certified business, placing you among hospitality industry leaders. Gaining a Food Made Good certification 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 certification 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 a fantastic 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.

FOOD MADE GOOD STANDARD ACTION PLAN



SOURCING

70%

Despite being your lowest scoring pillar of the three, you demonstrate a strong approach to sustainable sourcing. We were impressed by the development of your University Kitchen Garden and utilisation of its produce at the university, your excellent level of traceability over your top ingredients and extensive list of local suppliers, and engagement with initiatives such as Fairtrade, Veganuary and Go Green Week. This highlights a clear commitment to provenance and low food miles.

To strengthen your work in this area, expand your procurement policy and code of conduct to include an approach to deforestation, and aim to favour using heritage varieties for your top ingredients. Expanding the use of certified ingredients, improving staff training on responsible procurement, and setting measurable targets for sustainable seafood and plant-based menus will help ensure that sourcing standards match Exeter's broader environmental and social ambitions, as will developing some direct relationships with a wider range of supplier types.



CELEBRATE PROVENANCE

94%

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



SUPPORT FARMERS AND FISHERS 60%

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



MORE PLANTS, BETTER MEAT 73%

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



SOURCE SEAFOOD SUSTAINABLY 54%

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



Discover key insights and recommended actions in your Food Made Good Standard report at standard.foodmadegood.org. Visit the YOUR FMG STANDARD page on the platform for additional resources to guide your journey.

SOURCING ACTION PLAN

CELEBRATE PROVENANCE

- Develop an approach to avoiding deforestation in your supply chains if you haven't already, and add this to your code of conduct and procurement policy. For example, you could aim to only source from suppliers with robust zero-deforestation commitments in place for high-risk items such as palm oil, soy, and beef. You could align this part of your policy with global standards like the Accountability Framework Initiative (AFi) or certifications such as FSC or RSPO. For more information, see our [article](#) on deforestation in the restaurant industry and our [sustainable sourcing toolkit](#).
- Train your purchasing staff on responsible procurement and on managing social and environmental risks every two years, including human rights and welfare standards in your supply chains. This is something the SRA can help you with, so please let us know if you would like to find out more.
- Favour buying heritage varieties for at least some of your top 5 ingredients, for example, heritage breads and vegetables. Heritage varieties are often ecologically and culturally valuable, benefitting local biodiversity and supporting traditional farming practices. See this [article](#) for more information around heritage ingredients, and this [article](#) on the importance of biodiversity.

SOURCING ACTION PLAN

SUPPORT FARMERS AND FISHERS

- Ensure that your terms of trade are clearly defined and based on mutual advantage and include agreed employment standards for contracted and non-contracted workers at farmer or fisher level; a commitment to developing multiannual businesses relationships. Ensure these terms of trade apply to all of your trading relationships.
- Carry out a risk and/or impact assessment of the high-risk products you purchase, and ensure this is regularly updated. Tools such as SEDEX or similar platforms can help identify social and environmental risks across your supply chains. Use the results to prioritise ingredients, regions, or suppliers where stronger assurance is needed, and take steps to mitigate risks, for example, by favouring certified or independently verified products. Over time, aim for the majority of your high-risk ingredients to be responsibly certified or sourced from suppliers with equivalent sustainability standards.
- Look for opportunities to develop direct, long-term relationships with producers, focusing on using different types of suppliers such as social enterprises, cooperatives, businesses in disadvantaged communities or organisations that are female or minority owned/run. Additionally, for ingredients you buy through third-party suppliers, aim to use suppliers that have a direct-trade relationship with the producers of the high-risk product in which the terms of trade are clearly defined, based on mutual advantage and outline the systems in place to ensure compliance. Sourcing from a greater variety of producer organisations will help to make your supply chains more resilient while allowing you to evaluate social and environmental risks directly and/or onsite. This can be for food and non-food items (e.g. toiletries, candles, uniforms). Check out this [link](#) for more information.

SOURCING ACTION PLAN

MORE PLANTS, BETTER MEAT

- Develop a target to increase the percentage of sales of vegan, vegetarian and/or plant-rich dishes.
- Diversify the types of plants, meat, and dairy that you serve. This could include using less popular or unconventional species/cuts of meat such as offal or trotters, or meat from animals traditionally considered waste such as veal calves, older dairy cows, or laying hens. Check out the [WRI Playbook](#) for more information around promoting sustainable food choices.
- Increase the proportion organic-certified produce you serve by focusing on staple, lower-cost ingredients that you use in high volumes. For example, items such as onions, carrots, or potatoes are widely available in organic form at relatively affordable prices compared to other produce. Starting with these 'everyday' ingredients will allow you to increase your use of organic produce without a significant impact on costs, while also ensuring that a meaningful proportion of your meals include ingredients grown to high environmental standards. Over time, you can expand this to include other commonly used seasonal items as budgets allow.
- Buy meat and dairy products which are certified to the highest standards of animal welfare and environmental management, such as Pasture For Life, RSPCA Assured, or Red Tractor Enhanced Welfare. If you also work to reduce the amount of meat you serve overall, by increasing the proportion of plants in your dishes, this might free up some of your budget to ensure that the meat you do serve is better quality.



SOURCING ACTION PLAN

SOURCE SEAFOOD SUSTAINABLY

- Develop environmental specifications for the farmed seafood you buy that cover maintaining fish health, responsible antibiotic use, clean water, and use of sustainable fish feed and purchase seafood based on spawning/ecological seasonality. Ideally, aim to only buy seafood that is certified to a sustainable fishing standard (for example ASC, Organic, BAP 2+ or Global G.A.P.)
- Consider taking action to support sustainable seafood systems, such as participating in campaigns and events to protect oceans, rivers, and waterways, or participating in river clean-up events. You could target catering staff, university students, or both. Explore initiatives such as Clean Jurassic Coast and Surfers Against Sewage to identify opportunities for engagement.
- Engage your university students in the topic of sustainable seafood and ocean health by collaborating with relevant university departments and societies. The catering team could work with academic staff, marine science researchers, or sustainability societies to host workshops and events on responsible seafood sourcing, sustainable seafood certifications such as MSC, and the impact of consumer choices on marine ecosystems. These initiatives would help raise awareness among students and empower students to make more informed dining decisions.

SOCIETY

84%

Society is your highest-scoring section and a clear reflection of your excellent work to bring about a positive societal impact. You actively support inclusivity through initiatives such as LGBT cafés, cultural events, and menopause support groups, while staff benefit from strong training, career development, and wellbeing policies. Menus are designed to promote healthy, affordable, and plant-forward choices, with vegan and vegetarian dishes prioritised both in layout and pricing.

Building on this strong foundation, you could enhance your impact by further supporting young employees and their career paths in the hospitality industry, and avoiding using highly processed ingredients in your recipes. You could also extend community support through cookery workshops or collaborations with local organisations such as Exeter Food Action. Strengthening accessibility across dining spaces and communications would further reinforce the University's role as a socially responsible and inclusive campus caterer.



TREAT STAFF FAIRLY

96%

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



FEED PEOPLE WELL

70%

Promoting healthy eating and responsible drinking.



SUPPORT THE COMMUNITY

87%

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



Discover key insights and recommended actions in your Food Made Good Standard report at standard.foodmadegood.org. Visit the YOUR FMG STANDARD page on the platform for additional resources to guide your journey.



SOCIETY ACTION PLAN

TREAT STAFF FAIRLY

- Share rotas with staff at least 30 days in advance.
- Take further steps to support your young employees (aged between 16 and 25) by regularly hiring paid apprentices, whether as part of a government-sponsored programme or as part of an in-house initiative, or partnering with specialist recruiters or agencies to promote paths to employment for young people in hospitality.
- Provide staff with discounts on your products or on meals in your establishments.

A photograph of a professional kitchen. In the foreground, a chef with dark hair is focused on his work, wearing a dark shirt. To his right, a woman with reddish-brown hair is also working, wearing a dark shirt with a necklace. The background shows stainless steel shelves with various kitchen tools and equipment. The overall atmosphere is one of a busy, professional culinary environment.

SOCIETY ACTION PLAN

FEED PEOPLE WELL

- Review up to date World Health Organisation guidelines around salt and sugar, as well as other scientific or public health nutrition guidelines such as Public Health England. Ensure that your staff are trained on these, and that your popular menu items meet these guidelines. As many students eat multiple meals on campus each week, universities play a key role in shaping long-term eating habits and have a responsibility to provide food that supports wellbeing both in the short- and long-term. Additionally, train your chefs and food preparation staff in these guidelines, including responsible salt, sugar and fat use.
- Avoid using any highly processed ingredients in your recipes, as these are often high in salt, sugar, and unhealthy fats while offering limited nutritional value. Instead, favour using whole, minimally processed foods wherever possible, which could include incorporating wholegrain bread, rice, and pasta instead of refined versions, swapping processed snacks for fresh fruit or nuts, and preparing sauces and dressings in-house from fresh ingredients rather than relying on pre-made alternatives.

A background image of a kitchen scene. On the left, a male chef in a black uniform is focused on his work. On the right, a female server with red hair, wearing a dark blue and white striped apron, is also working. In the foreground, there are several trays and a plate of food. One tray contains golden-brown fried items, another has green vegetables, and a large white plate in the bottom right is filled with oysters on a bed of black lentils, with a small white bowl of sauce next to them. The kitchen has stainless steel walls and shelves with various utensils.

SOCIETY ACTION PLAN

SUPPORT THE COMMUNITY

- Consider how your catering team could support your community outreach efforts, for example by offering pro bono work to share professional skills (such as hosting community cookery workshops or food safety training), or by participating in initiatives to encourage action or raise awareness around social and/or environmental causes such as [Exeter Food Action](#).
- Provide menus for visually impaired diners (e.g. high contrast and large font, audio, and/or braille)

ENVIRONMENT

76%

The University of Exeter demonstrates strong environmental performance supported by practical initiatives such as switching to electric vehicles, reducing delivery frequency, and reduction in use of single-use plastics. The catering team has also taken creative steps to raise awareness around food waste among students and uses compostable packaging and sustainable suppliers wherever possible, such as Planglow and Real Wrap Co.

To continue progressing, the University could set SMART targets for energy, water, and waste reduction, integrate these into your environmental policy, and regularly measure and report performance. Expanding food waste monitoring, redistributing surplus food, and rewarding staff engagement through a 'sustainability champion' scheme would further strengthen impact. These steps will help ensure continued leadership in environmental stewardship across campus operations.



REDUCE YOUR FOOTPRINT

75%

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.



REDUCE, REUSE, RECYCLE

72%

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



WASTE NO FOOD

83%

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



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ENVIRONMENT ACTION PLAN

REDUCE YOUR FOOTPRINT

- Incentivise your staff to work towards your goals around environmental sustainability (covering energy and water management, food waste management and non-food waste management). For example, you could introduce a 'sustainability champion' scheme or reward individuals or teams who make exceptional contributions towards your goals with financial rewards or in-kind benefits. See our [article](#) for more information about using your sustainability work to boost team motivation. Environmental training is something the SRA can support you with, so please let us know if you would like to find out more about this.
- Set reduction targets for your gas and electricity use, ensuring these are specific, measurable, achievable, relevant and time-bound (SMART). Additionally, conduct regular energy audits of your facilities to help you track usage and identify hotspots.
- Take action to improve your water management, starting by setting a reduction target for water use. Then, identify actions to help you achieve this, such as supporting staff to work towards reduction goals through training in water management and practical applications in the kitchen/bar, conducting water audits, and installing signage about water saving actions. You might also consider installing more equipment or technology to help improve water use in your business, such as water efficient equipment (including dishwashers, steam cookers and air-cooled ice machines), connectionless combination ovens or steam-cookers, 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.



ENVIRONMENT ACTION PLAN

WASTE NO FOOD

- Set reduction a target for your food waste, ensuring you consistently monitor and measure your food waste output. Waste can be measured by number of bins used, or ideally, by weight. Ensure you add the target to your environmental policy.
- Take further action to promote the reuse of surplus food in your facilities. Actions here could include the following: Cooking and preparing dishes incorporating leftovers (such as offcuts or trimmings) and/or upcycled ingredients that would otherwise go to waste; Using food from suppliers or local businesses that would otherwise go to waste, such as wonky or misshapen fruit and vegetables; Taking a holistic approach to your menu to ensure that preparation waste from one recipe is used elsewhere on the menu.
- Work with the wider university to ensure both your food waste and non-food waste is disposed of in a more environmentally-friendly way. For food waste, this includes anaerobic digestion or composting, and for non-food waste, consider energy from waste (EfW).



ENVIRONMENT ACTION PLAN

REDUCE, REUSE, RECYCLE

- Set reduction targets for your individual waste streams, as well as recycling targets. Note that the reduction targets aim to decrease the amount of waste generated in the first place, while recycling targets aim to increase the proportion that is either recycled or diverted from landfill. Add these targets to your environmental policy.
- Improve your management of single-use items. As a first point of action, work to reduce the use of single-use items (including paper-based items) in your kitchens, bar and those provided to your guests, aiming to ultimately eliminate single use items from your operations. Use the results of your waste audits to identify hotspots and tackle these as a priority. If you cannot eliminate an item or it is not a first priority to do so, the next best thing is to use single-use items made with recycled, renewable or certified sustainably sourced materials. Check out [Replacer](#) and [No Mise En Plastic](#) to help you find alternatives to single-use items.
- Promote reuse to your diners by providing reusable and returnable cutlery and containers, and installing collection points on site for used containers.



THANK YOU FROM THE SUSTAINABLE RESTAURANT ASSOCIATION

We aim high at The SRA. Transforming the global hospitality industry is a hefty task – but certainly a critical one if we want to avoid the worst outcomes of the climate crisis, safeguard biodiversity and our natural environment, create a cultural shift in how we eat (both for our health and that of our planet) and build better, stronger food systems that will serve generations to come.

Despite our best efforts, we wouldn't get anywhere without the hard work and commitment of businesses like yours, who are prepared to take an honest look at where you stand today with the goal of being even better tomorrow.

Thank you for completing the Food Made Good Standard and joining us on our mission to drive positive change through the global F&B industry – we are so thrilled to have you on board.



CONTACT US

General: hello@thesra.org

PR/Marketing: press@thesra.org

Food Made Good Standard: standard@thesra.org

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