



Serving Up Sustainability
with Tarbell's
Becoming a Leader

RECIPE BOOK FOR SUCCESS

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Meet The Team

THE TARBELLAS



Rachel Antidormi

Rachel is from Pennsylvania and completed her Bachelors in Sustainability at Arizona State University in 2022. She is most passionate about community development, social equity, and environmental education. Rachel has a rescue cat named Yen. Rachel loves food and appreciates the art of cooking with love. Secondhand shopping and renewing 'old' items is a favorite pastime. Beyond her Master's education, Rachel hopes to make a positive impact on the world and show others the value of living a deeply connected life with our beautiful planet.



Azita Martin

Azita, an Arizona native, spent a decade working as a dental hygienist after earning her B.S. in the field from Northern Arizona University. Her passion for creating a sustainable future for generations to come inspired her to pursue a Master's degree in Sustainability Solutions from ASU. Now armed with her expertise, Azita is committed to contributing to a more sustainable world and inspiring others to join her in the cause.



Kelsey Ouellette

Born and raised in Maine, Kelsey graduated with a B.S. in Environmental Studies and Secondary Education from the University of New England. After two years of teaching abroad in Spain and Thailand, Kelsey spent five years as a high school Spanish teacher before pursuing her MSUS degree. After graduation, Kelsey hopes to utilize her educator skills to pursue a career helping companies develop their sustainability strategy. She is also looking forward to finally adopting a dog.



Sarah Queen

Sarah is a (mostly) Atlanta native who completed her undergraduate degree at Emory University in Business and Environmental Science. She then spent nearly 5 years working at a tech startup where she supported clients on their zero-waste journeys. Upon completing her MSUS degree, she hopes to work at a corporation focusing on ESG and CSR. Sarah enjoys cooking and baking and will rarely turn down an opportunity to sit outside on a patio.



EXECUTIVE SUMMARY

Recent trends show that consumers are starting to prioritize sustainability when they go out to eat now more than ever. Tarbell's, a family-owned restaurant based in Phoenix, Arizona, aims to become a leader in sustainable food service but requires additional expertise in prioritizing and showcasing their sustainability efforts. Founded by Mark Tarbell in 1994, Tarbell's portfolio includes the main restaurant- Tarbell's, The Wine Store and Tavern, their catering business, and The Tavern at Phoenix Sky Harbor Airport. Tarbell's has partnered with the Tarbellas, a group of Master of Sustainability Solutions (MSUS) students at Arizona State University (ASU), to pursue larger impact goals, including conducting a materiality assessment and drafting a sustainability plan of action.

To begin the project process, the Tarbellas completed a landscape analysis. We researched the following categories: restaurant vendor practices; small, international restaurants; small, national restaurants; corporate food retailers; and restaurant-related sustainability certifications. This analysis informed our other research methods, including a best practices assessment and TOWS analysis, ultimately leading us to develop four initial priorities that informed our next steps: 1) hire a staff member to manage all sustainability initiatives and reporting, 2) focus on sustainable procurement across the restaurant, 3) complete the Food Made Good online audit, and 4) work towards and obtain Green Restaurant Association Certification.

With support from Tarbell's, we developed a job description for a Sustainability Program Manager and a Sustainable Purchasing Policy. We created both by researching existing job postings and purchasing policies, and then adapted them to fit Tarbell's needs and goals. Tarbell's also completed the Food Made Good online audit.

Finally, the Tarbellas completed a materiality assessment. In order to do this, we developed an internal stakeholder survey and collected data on Tarbell's annual spend from 2022. We plotted the results on a materiality matrix and used the results to inform how to prioritize the next steps. This prioritization will help Tarbell's inform their sustainability strategy in the future.

Going forward, we recommend the following to Tarbell's: 1) Hire a Sustainability Program Manager, 2) Utilize the Sustainable Purchasing Policy (SPP) we developed, 3) Obtain Green Restaurant Association Certification, and 4) routinely revisit their material impacts. Our report takes the format of a sustainability plan of action, enabling Tarbell's to continue pursuing sustainability while being a leading example and guide for other small, independent restaurants on their paths to pursuing sustainability.





Research

Recipe One

RESEARCH



To develop an understanding of the practices and policies in the sustainable restaurant space and to see where Tarbell's lands in that space, we undertook a landscape analysis.

By looking at a specific topic or industry, a landscape analysis helps identify trends and benchmarks against what competitors or others in a similar industry are doing. It also illuminates critical gaps and strategic information about how organizations can achieve their sustainability goals.

Directions

To begin the process, we determined the following categories to research:

- Restaurant vendor practices because Tarbell's is interested in sourcing more sustainable products
- Small, international restaurants because of the high demand to integrate sustainability into their operations
- Small, national restaurants to identify sustainability practices with comparable social and cultural environments
- Corporate food retailers as they can be more advanced in sustainability reporting and initiatives and
- Restaurant-related sustainability certifications because they are a tool used to identify target actions and measure progress.

We gathered at least eight data points for each category until we reached a saturation point in the research. The analysis revealed trends that Tarbell's was already researching or implementing ([Appendix A](#)).

However, it also showed some standout best practices that Tarbell's could learn from and potentially implement.

Next, we completed a best practices assessment. Utilizing research from the landscape analysis, we identified standout actions being taken by only a few restaurants and categorized them into the following groups: uniforms, cleaning products, supplier policies, guest education, energy & emissions, and sustainability certifications. From there, we were able to decide which best practices were most suited to help Tarbell's reach their sustainability goals.

The final step in our research and analyses was completing a TOWS analysis. A TOWS analysis identifies an organization's external Threats and Opportunities and internal Weaknesses and Strengths to create strategies the organization can leverage to reach their goals ([Appendix B](#)). To complete the internal piece of the TOWS analysis, we first gathered information by attending weekly Tarbell's Sustainability Team meetings and took a tour of the restaurant with key staff members. The landscape analysis research and relevant social, environmental, and economic trends informed the external piece.

From there, we identified strategies and actions for Tarbell's to mitigate weaknesses and threats by leveraging their strengths and capitalizing on available opportunities. We accomplished this by creating a matrix that connects strengths with threats in one quadrant and strengths with opportunities in another. In the bottom quadrants, we coupled weaknesses with threats, then weaknesses with opportunities. We then identified a few primary focuses in each quadrant ([Appendix C](#)).



Recommended Actions

Recipe Two

RECOMMENDED ACTIONS

From our research described in Recipe 1, we identified three recommendations. For Tarbell's, these recommendations focus on operational changes that set up the organization to reach their sustainability goals.

Directions

These recommendations include:

1. Creating a paid position for a sustainability program manager
2. Creating a Sustainable Purchasing Policy
3. Completing sustainability certifications, starting with the Food Made Good online audit and then proceeding to obtain the Green Restaurant Association (GRA) Certification

These three primary recommendations create a guide for how Tarbell's should address their most material impacts.

Due to Tarbell's lofty sustainability goals, our first recommendation was to create a point person with the time and sustainability knowledge to set targets and implement initiatives. This staff member will ensure that Tarbell's can be a leader in the sustainability space and will manage the subsequently identified recommendations. Most family-owned restaurants do not have the time and resources to dedicate to sustainability initiatives. Although a Sustainability Program Manager could be a large financial investment, there are opportunities for return through identifying additional efficiency opportunities. This position could also begin as part-time and alleviate responsibilities from other employees already strapped for time in their primary roles.





RECOMMENDED ACTIONS

Second, we created a Sustainable Purchasing Policy that Tarbell's should utilize while making procurement decisions. From our landscape analysis, we found that many leaders in the sustainability space have guidelines and expectations for all vendors and suppliers they utilize. A Sustainable Purchasing Policy ensures that all of Tarbell's partners align with their sustainability goals and values. The policy highlights thresholds for vendors' general labor practices and industry standards for food sourcing, appliance purchases, packaging, and more.

Recommendation three highlights two certifications to evaluate the current state of Tarbell's sustainability initiatives and provide opportunities and a pathway for improvement. Through our TOWS analysis, we identified a lack of measured targets and overall, long-term sustainability strategy. These certifications and tools provide legitimacy to an organization through a certification process and identify areas for improvement with a list of priorities to further sustainability initiatives.

The first step for this recommendation is to complete the Food Made Good online audit. The online audit includes 50 questions to evaluate the restaurant's environmental and social impacts and then provides a list of recommended actions based on the responses (Food Made Good, 2020). This online questionnaire provides a helpful baseline

for Tarbell's and highlights opportunities for improvement and additional sustainability initiatives they have yet to address.

Tarbell's business manager has already completed this audit, and as a team, we reviewed their responses. The audit informed our research on material topics to be included in our materiality assessment (referenced in more detail in Recipe 5 below).

The second part of this recommendation is to work towards and eventually achieve GRA certification. In our landscape analysis, we identified GRA as the most comprehensive sustainability certification for the restaurant industry. GRA encourages restaurants to green their operations using a comprehensive list of transparent, science-based certification standards (Green Restaurant Association, 2022). A restaurant wanting to be certified must collect and report data in eight categories: energy; water; waste; reusables and disposables; chemicals and pollution; food; buildings and furnishings; and education and transparency. Tarbell's can achieve GRA certification if they meet the minimum point threshold. This certification is a more long-term goal as Tarbell's must meet the minimum requirements for certification and might not yet be at that stage. Once the certification is achieved, it demonstrates to the general public that Tarbell's is committed to sustainability and provides metrics and targets to further improve.



Job Description

Recipe Three

JOB DESCRIPTION

To expand on our recommendation for hiring a Sustainability Program Manager, we created a job description for Tarbell's.



Directions

To become leaders in sustainability, this individual will see to the different projects Tarbell's Sustainability Team is currently working on, as well as complete other recommendations provided. We initially researched if there were any independently owned restaurants with such a position. After thorough research, our initial findings revealed more roles in higher education dining services and chain restaurants.

In order to create the job description, we first identified similarities and differences within the positions researched, eliminating any redundant or irrelevant information. With the remaining credentials, we compiled a list of job responsibilities that would be of value to Tarbell's. We added a few of our own, such as working towards certifications. These responsibilities were broken down into the following categories:

- Energy, Water, and Waste Management
- Program Management
- Supply Chain
- Engagement/Communication

Within each category, there are two to three job responsibilities detailing what the workload of the position would be.

JOB DESCRIPTION



Second, after identifying the responsibilities, we compiled a list of qualifications needed to be successful in the Sustainability Program Manager position. For these qualifications, we determined the level of education, skills, traits, and experience required to be successful in the role.

Third, we created a description of Tarbell's and why this position is valuable to them. The description also includes a summary of the role and responsibilities this individual would be in charge of.

Lastly, we determined that the position can be either part-time or full-time. It is best to identify the current demand level for the role and expand on the time commitment if needed. We decided that the location would be hybrid due to the lack of office space at the restaurant and that most of the responsibilities could be done remotely. Occasionally there will be in-person meetings that need to be attended or data that needs to be gathered from within the restaurant.

For the salary range, we researched positions with similar job titles within the sustainability industry. We then determined a range depending on the qualifications the individual might possess. We provided Tarbell's with ranges for both full-time and part-time employees.

All of this information was carefully compiled with Tarbell's in mind. This role mirrors the priorities of the recommendations, Tarbell's sustainability goals, and their current values.





Sustainable Purchasing Policy

Recipe Four

SUSTAINABLE PURCHASING POLICY

A Sustainable Purchasing Policy (SPP) is important for a company to ensure that their products and services are supplied by environmentally and socially responsible vendors.

Tarbell's wants to be a sustainability leader in the restaurant industry, and one way to do that is by ensuring all of their partners are on board with this mission. To develop these types of partnerships, we created a guideline that contains standards and requirements for each vendor and their product or service.

Directions

To customize the SPP, Tarbell's shared a list of their vendors, which displayed the name and purchases at each. With this information, we organized a list of common purchasing categories:

- Energy/Appliances
- Water/Filtration
- Waste/Recycling/Composting/Oil & Grease Recycling
- Labor Practices
- Food Sourcing
- Alcohol
- Cleaning Supplies
- Packaging/Disposables
- Linens
- Office and Kitchen Supplies
- Floral
- Furnishings/Decor
- Supply Chain

Following this, we researched 10 restaurant-related purchasing guidelines from different businesses and organizations. We listed the purchasing information in the categories appropriate for Tarbell's.

Next, we streamlined the categories by carrying over only the information that would match up with Tarbell's vendor purchases and created a purchasing guide for each category. Within each category, we listed the required attributes the vendors must abide by. In addition to requirements, we also noted preferred attributes for vendor sustainability practices, which will encourage Tarbell's to work with vendors who go above and beyond. All of this information will be the standard guidance for sustainability within Tarbell's procurement and lead to a more sustainable supply chain.

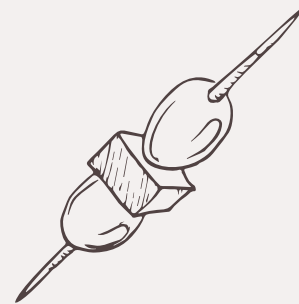




Materiality Assessment

Recipe Five

MATERIALITY ASSESSMENT



The next step in helping Tarbell's achieve their sustainability goals was to perform a materiality assessment.

A materiality assessment is a formal stakeholder engagement exercise that companies or organizations can execute to discover what environmental, social, and governance (ESG) topics are most important to them (*What is a Materiality Assessment, 2022*). From there, companies or organizations can prioritize these insights into short-, medium-, and long-term sustainability goals to work towards.



Directions

- 1 Methods to identify impacts
- 2 Assessing significance
- 3 Measuring material impacts

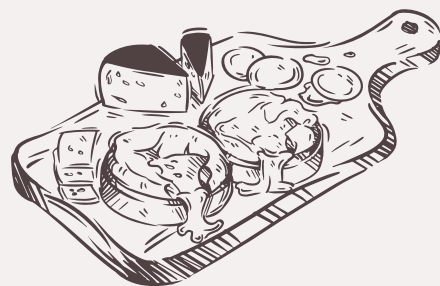
To be as comprehensive as possible, we utilized three external frameworks to create our materiality assessment including the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI), and Green Restaurant Association (GRA). SASB and GRI are two primary sustainability frameworks used for reporting and measuring sustainability impacts (including ESG elements), while GRA is the primary sustainability certification for the restaurant industry. These frameworks not only reinforce that the correct material topics have been selected but also provide additional resources for reducing material impacts.

METHODS TO IDENTIFY IMPACTS

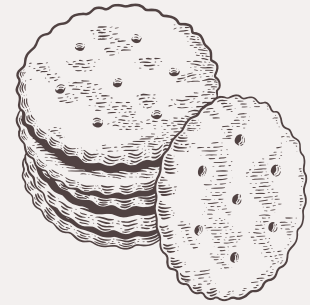
To start the materiality assessment process, we first needed to identify what ESG topics were most important, or material, to Tarbell's. We utilized SASB's Materiality Finder, which provides disclosure topics for 77 industries, including restaurants. We used their list of disclosures to determine which topics are material for the restaurant industry in general (*Restaurants, n.d.*). These topics are: 1) Energy Management, 2) Water Management, 3) Food and Packaging Waste Management, 4) Food Safety, 5) Nutritional Content, 6) Labor Practices, and 7) Supply Chain Management and Food Sourcing (definitions for each material topic can be found in [Appendix D](#)). Based on the topics' definitions, we narrowed down which were relevant to Tarbell's operations, eliminating Food Safety and Nutritional Content from our list. While researching these two material topics, it became clear that they were primarily directed to chain and/or franchised restaurants. We input this information into a spreadsheet to track our work ([Appendix D](#)).

Next, we cross-referenced the material topics from SASB's Materiality Finder with GRI 3 - Material Topics for restaurants to ensure we covered all possible topics for this industry. Because GRI does not make material topics across all industries available for public use, we used research from our landscape analysis to identify material topics that other restaurants disclosed under GRI. This exercise determined that SASB's Materiality Finder and GRI overlapped significantly, and covered all necessary topics relevant to Tarbell's.

The next step was to match these material topics to categories from GRA. The Green Restaurant Association Certification has eight Certification Standards (energy; water; waste; reusables and disposables; chemicals and pollution; food; buildings and furnishings; and education and transparency) that all overlap with the seven identified material topics from SASB (Green Restaurant Association, 2022). These external frameworks provide structure and context for a restaurant trying to improve their ESG outcomes. This structure is especially important for an organization that does not have a long history of prioritizing sustainability. Subsequently, we were ready for the next step: to engage stakeholders on what topics they see as most important and to collect data from Tarbell's on each material topic.



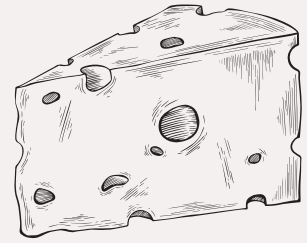
ASSESSING SIGNIFICANCE



To conduct our materiality assessment, we needed stakeholder input to gauge their value on the material topics. We created a short survey to assess what is important to Tarbell's employees in terms of sustainability, utilizing the same material topics discussed previously to create the content for the survey. It is important to collaborate with various stakeholders to ensure that a holistic approach is considered when creating sustainable change. When creating the employee survey, we considered time and accessibility at the workplace, limiting each topic description to be brief but informative. The categories and descriptions we included in the survey are:

- 1 **Energy Management**- relates to energy use from commercial kitchen appliances, temperature controlled dining areas, natural gas usage, and electricity consumption. Companies can manage energy consumption through energy efficient upgrades and using renewable energy resources.
- 2 **Water Management**- due to increased cost of water, overconsumption, and constrained supply, restaurants need to consider their water usage for cooking, dishwashing, drinking, and cleaning. Companies can reduce their water usage through implementing water-efficient practices and equipment.
- 3 **Food Waste Management**- waste generated during the preparation process and unconsumed food. This waste results in loss of resources and produces greenhouse gas emissions (GHG). Companies are able to reduce waste through various methods such as food donations, composting, zero-waste recipes, and smaller portions.
- 4 **Packaging Waste Management**- includes packaging received from suppliers and packaging disposed of by consumers. Companies can decrease their packaging waste through buying in bulk or using plastic-free and/or compostable/biodegradable materials for their packaging.
- 5 **Labor Practices**- involves companies properly managing human capital by offering competitive wages, safe work environments, opportunities for professional growth, providing benefits, and increasing morale to reduce turnover rates.
- 6 **Supply Chain Management**- sourcing from suppliers that have high quality standards, employ environmentally sustainable farming practices, and honor labor rights will position companies to protect long-term shareholder value.
- 7 **Food Sourcing**- utilizing local food (within 250 miles of restaurant location) from suppliers that employ sustainable farming practice.

ASSESSING SIGNIFICANCE



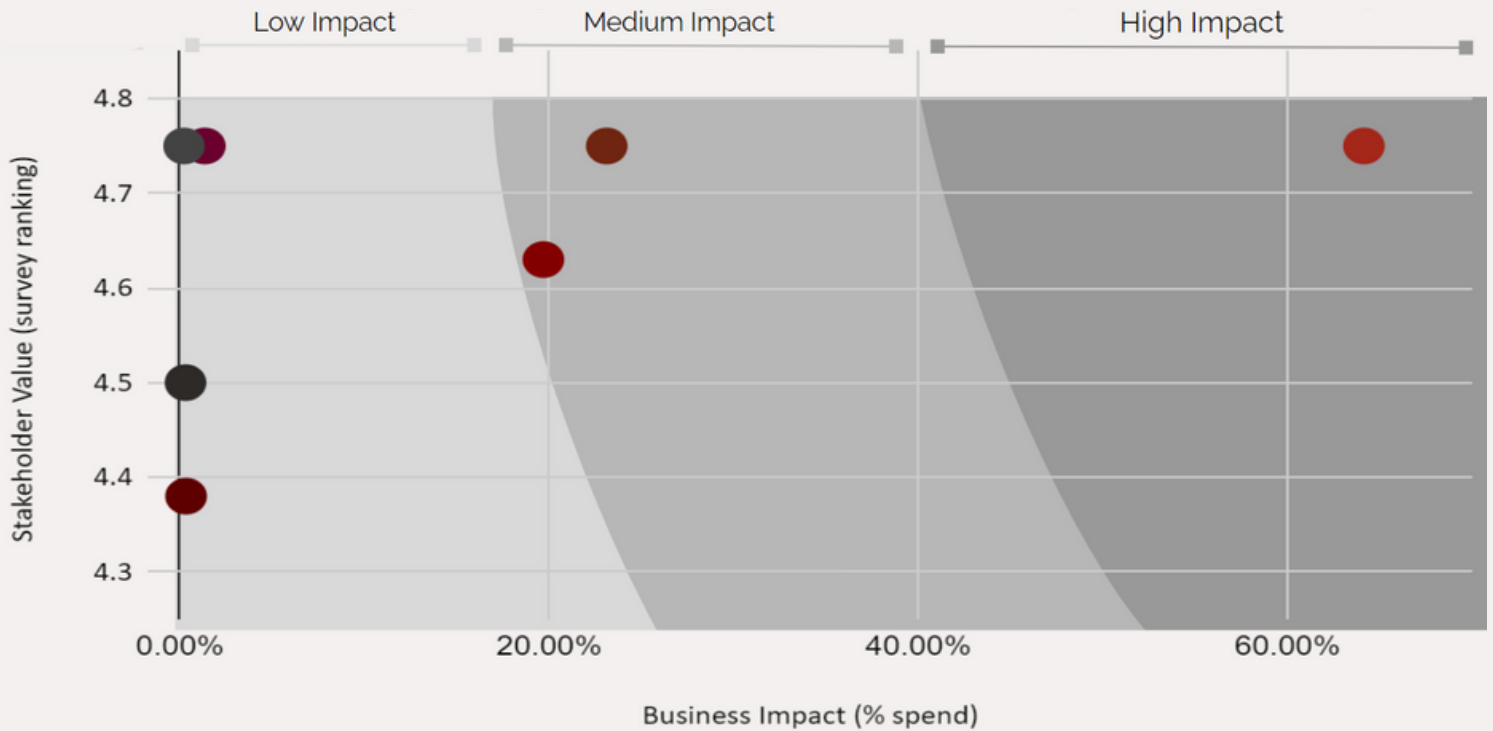
We kept the survey generally applicable to all respondents, but Tarbell's Sustainability Team determined which stakeholders ultimately received the survey. Due to constraints, we had to limit the survey responses to Tarbell's 20-person leadership team. The survey was anonymous but asked what position the staff held, followed by a description of the seven, main material topics. Each respondent then ranked the topics on a scale of 1 to 5 based on their beliefs of importance, with 1 being least important and 5 being most important ([Appendix J](#)). To end the survey, we asked if any other sustainability topics of importance were not included in the material topics. After a month, we received 8 out of the 20 possible responses. From this information, we gathered that most of the employees ranked energy management, water management, food waste, and food sourcing as the most important material topics, receiving an average ranking of 4.75 out of 5. Then packaging, labor practices, and supply chain were ranked in the middle.

In addition to the survey data, we collected Tarbell's financials based on the previous year. We received 2022 data from Tarbell's regarding their total electric and gas usage, composting measurements, payroll expenses, and spending percentage based on each vendor ([Appendix E](#)). We included spend in the materiality assessment because financials are a large component of business operations, creating a double materiality assessment.

Once the survey responses were finalized and all necessary data was collected, we created a materiality matrix. One axis on the matrix is the level of importance to Tarbell's employees and the other is the financial significance of Tarbell's spending within the same categories. By utilizing financials combined with stakeholder feedback, we created a double materiality assessment. This double materiality assessment allowed us to get a look at which categories are truly the most important based on stakeholder interest and financial investment. The information from this assessment helps us prioritize what sustainability issues need to be addressed first.

For continued success, Tarbell's needs to revisit the materiality assessment on a scheduled basis including regularly surveying their stakeholders. It would be beneficial to include all internal and external stakeholders like guests and suppliers. For their guests, a similar survey can be conducted after their experience at any Tarbell's location. For their suppliers, Tarbell's can ask them to complete the survey to support Tarbell's sustainability initiatives and identify areas of impact within the supply chain. This information and feedback can be used to ensure that their material priorities are being addressed. By getting feedback from internal and external stakeholders, Tarbell's can fully understand how to best prioritize their material impacts.

MATERIALITY MATRIX



Matrix: Showing low, medium, and high impact of Tarbell's most material topics based on internal stakeholder value and business impact.

	Business Impact (% spend)	Stakeholder Value (survey ranking)
Labor Practices	64.14%	4.75
Food Sourcing	23.12%	4.75
Supply Chain Management	19.69%	4.63
Energy Management	1.35%	4.75
Packaging Waste Management	0.33%	4.38
Waste & Hazardous Materials Management	0.30%	4.5
Water & Wastewater Management	0.22%	4.75

Table: List of material topics with the percentage spend for each topic and averaged internal stakeholder value.

MEASURING MATERIAL IMPACTS

Once the material topics are identified, mapped, and prioritized, it is important to utilize metrics for each material topic and measure progress year over year. We collected 2022 data from Tarbell's measuring impact across the five selected material topics ([Appendix D](#)). We chose 2022 as the baseline year because Tarbell's was just beginning their sustainability journey and had recently closed the books on this year.

We utilized SASB, GRI, and GRA to identify relevant metrics and requested data from Tarbell's for the five material categories:



Directions

- 1 Labor Practices:**
 - Benefits provided to employees
 - Employee policies and trainings
 - Pay structure
 - Full-time versus part-time employees
 - Reported workplace incidents
 - Voluntary and involuntary turnover rates
 - 2 Food Sourcing & Supply Chain Management:** 2022 spend per category by vendor month over month
 - 3 Energy Management:** total energy consumed each month in kilowatt-hours
 - 4 Water & Wastewater Management:** total water usage each month in gallons
 - 5 Packaging Waste Management, Waste, & Hazardous Materials Management:**
 - Vendor reported compost weights in tons per month
 - EPA estimated mixed recycling and trash tons per month
 - Vendor estimated glass recycling tons per month
 - Vendor reported oil and grease recycling per month
-

MEASURING MATERIAL IMPACTS

It is important that all material topics have associated indicators and metrics to show internal and external stakeholders how an organization is performing. Although 2022 is the baseline year for Tarbell's, this data must be routinely tracked to identify monthly trends and improve year over year. Since Tarbell's strives to be more sustainable, these indicators can highlight opportunities for decreasing resource usage, providing employees with better benefits, and more. The metrics and data collected in each of Tarbell's material topics provide insight into the actual impact the restaurant is having, available opportunities for improvement, and ways to measure outcomes from implemented initiatives.



A great example of this is Tarbell's energy usage. From June through September ([Appendix G](#)), Tarbell's electricity usage increases substantially to air condition the restaurant during the Phoenix heat. Although not surprising, this data can help identify opportunities to decrease energy usage such as better air filters or window upgrades. These metrics then provide necessary data to indicate whether an implemented upgrade does in fact decrease energy usage.

Additionally, metrics and data can be used to benchmark against other restaurants in the industry to see how Tarbell's is performing against its peers. These metrics, along with the SPP, will allow Tarbell's to be leaders in the field of sustainability for the restaurant industry. Already, two-thirds of consumers are attracted to restaurants with sustainability initiatives, and this number is only expected to increase (Moquin, 2022). Furthermore, this data is necessary for receiving Green Restaurant Association certification, which provides legitimacy to Tarbell's sustainability efforts and increases transparency. Down the road, external stakeholders will likely expect this kind of information and data to be available.





Prioritizing Goals

Recipe Six

PRIORITIZING GOALS

For the final step in our process, we took the results of the materiality assessment to inform how to prioritize Tarbell's next steps in sustainability.

In conjunction with that, since we had previously recommended Tarbell's become Green Restaurant Association certified and aligned the material topics in the assessment with GRA, we were able to prioritize Tarbell's goals utilizing GRA's eight standards. We highlighted each standard as either a short-, mid-, or long-term goal for Tarbell's to address, which will enable them to simultaneously, but gradually, complete the GRA certification.

Tarbell's Sustainability Timeline



SHORT - TERM

1 - 3 years

To begin becoming a sustainability leader, we first recommend Tarbell's hire a Sustainability Program Manager who will lead the recommended tasks from short to long term. Data collection will be a major component of the sustainability practices, which will begin immediately and continue each year.

Data collection is important to maintain so that Tarbell's can measure and compare their impact year-to-year. With this information, Tarbell's can begin to assess and complete the Green Restaurant Association certification which will be another task developed over time.

From our materiality assessment findings, we found that Tarbell's spends a significant amount of their yearly budget on employee payroll. These findings indicate that labor practices are a high priority. Tarbell's has been doing a great job maintaining proper labor practices, so we suggest they continue upholding these practices. Tarbell's should continue to stay current on important labor trends they may need to integrate as time goes on, such as livable wages and additional benefits that ensure a good work-life balance.

Another short-term goal is for Tarbell's to improve their second largest category of expenses: food sourcing. Tarbell's spends about a fourth of their annual expenditures on food. They should use the Sustainable Purchasing Policy (SPP) to inform which suppliers they source from. We divided our purchasing guidelines into requirements and preferences, which will aid Tarbell's in prioritizing vendors. In addition to the SPP, the GRA Food standard has some great resources that will help Tarbell's jumpstart their success (Green Restaurant Association, 2022).

Lastly, Tarbell's should complete the materiality assessment annually and include internal and external stakeholders. Tarbell's should use this information to reprioritize goals as they adapt to new sustainability challenges over time.



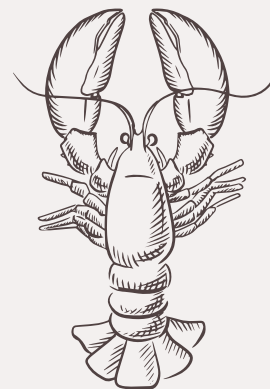
MID-TERM *3 - 5 years*

For Tarbell's, the mid-term goal is to focus on their supply chain management by integrating sustainability into their vendor relationships.

After conducting the double materiality assessment, we identified that supply chain purchases accounted for close to 20 percent of their spend, and it is ranked as a mid to high priority for the employees.

By utilizing the SPP for all new or future purchases, Tarbell's can assess their current vendors and gradually make changes to match their sustainability goals.

Per the GRA certification, Tarbell's should focus on the following three standards to more sustainably manage their supply chain: Reusables & Disposables, Chemicals & Pollution, and Building & Furnishings. Tarbell's should work with their landlord to suggest more sustainable options for things out of their control, such as exterior and interior building materials. With the help of the SPP and the GRA standards, Tarbell's can create change within their supply chain.



LONG-TERM

5 - 10 years

In accordance with the materiality assessment, Tarbell's long-term goals are to track data for energy usage, waste production, and water usage, then implement reduction solutions based on the GRA Energy, Waste, and Water standards.



The final goal is to achieve GRA certification and continuously improve the certification score over time. In the short and mid-term, Tarbell's should achieve at least Level 1 GRA Certification with a minimum of 62 points. Long term, as this is an iterative process, once Tarbell's has established the baseline score, they should work on other solutions to increase their score across all standards and strive for 4 Star certification level with at least 300 points, the highest GRA certification level. This will provide transparency to the ongoing process and show they are continuously working on sustainability, establishing themselves as a leader in this space.



Conclusion

Recipe Seven

CONCLUSION



As with any sustainability work, the process is iterative and always ongoing. Recipes 5: Materiality Assessment and 6: Prioritizing Goals should be carried out regularly, preferably annually.

Tarbell's will need to continue to measure energy, water, waste, etc., and keep track of this data throughout the year. Additionally, a stakeholder survey should be performed each year and combined with their financial spend to create a double materiality assessment to compare to each previous year. These yearly habits will ensure Tarbell's is staying up to date on new sustainable practices and developments and incorporating those into their business where appropriate.



"The more sustainable we are, the healthier we are. The more human we are, the better. Because to cook is to care."

- Joan Roca

Definitions

GLOSSARY

ASU: Arizona State University

BEST PRACTICES: Practices that are accepted as superior to standard practice

BIODYNAMIC FARMING: “a holistic ecological, and ethical approach to growing food ...with thoughtful adaptation to scale, landscape, climate, and culture” (What is biodynamics?, n.d.); views the farm as “an autonomous and living organism” striving for a natural balance (Denis et al., 2022).

DOUBLE MATERIALITY ASSESSMENT: looks at both “the risks a company’s activities pose to the environment and society to those that it potentially faces internally;” this type of analysis looks at business impact in financial terms as well as external impact in various ESG topics (Schwartzkopff, 2022)

ESG: Environmental, Social, and Governance

FOOD WASTE: Remaining food from customers’ plates, during food preparation, and spoiled food that needs to be disposed of

GRA: Green Restaurant Association

LANDSCAPE ANALYSIS: research process that provides a broad look into a specific topic or industry; brings to light critical information about how organizations can strategize to achieve their goals

LOCAL: Tarbell’s defines this as within the state of Arizona

LONG-TERM GOALS: complete within 5 to 10 years

MATERIALITY ASSESSMENT: a formal stakeholder engagement exercise that companies or organizations can execute to discover what environmental, social, and governance (ESG) topics are most important to them (What Is a Materiality Assessment, 2022).

Definitions

GLOSSARY

MATERIALITY MATRIX: a visualization used to help understand the findings of a materiality assessment; identifies an organization's largest impacts according to stakeholders and business impact (Overall, 2017)

MID-TERM GOALS: complete within 3 to 5 years

MIND MAP: a visual representation to brainstorm ideas and connections between tasks and concepts (What is a mind map?, n.d.)

MSL: Master of Sustainability Leadership

MSUS: Master of Sustainability Solutions

ORGANIC: food grown focusing on natural processes and ingredients; the USDA defines organic as a product with 95 percent or more organic content "without synthetic fertilizers, sewage sludge, irradiation, and genetic engineering" (USDA Certified Organic, n.d.).

PLASTIC FREE: single-use plastic not utilized in restaurant

PROJECT PARTNER: Tarbell's

PROJECT SPONSOR: Mark Tarbell

REGENERATIVE FARMING: a farming method based on indigenous practices that uses no synthetic chemicals, cover crops, no-till practices, integrated pest management, and compost; increases nutrient concentration, carbon sequestration, water retention, and biodiversity in the soil (EIT Food, 2021) and ("The Regenerative Organic Cotton Pilot Project" , 2021)

SEASONALITY: Locally in-season produce

SHORT-TERM GOALS: complete within 1 to 3 years

STAKEHOLDER: A person or group with high levels of decision-making and involvement

Definitions

GLOSSARY

SUSTAINABLE VENDORS: Vendors that practice environmentally friendly and socially responsible practices

SWOT: analyzing an organization's internal Strengths and Weaknesses and external Opportunities and Threats

TOWS: an extension of the SWOT analysis that combines internal and external factors to develop future steps and strategies for the organization

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDGs): 17 goals adopted by all member states in 2015 indicating the "urgent call for action" we are facing for environmental and social challenges (Department of Economic and Social Affairs, 2022)

ZERO WASTE: utilizing all components of an ingredient ("nose to tail" or "root to leaf") with a focus on decreasing as much waste as possible

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LANDSCAPE ANALYSIS

Appendix A

	Food waste strategies	Food sourcing: local, seasonal, organic	Containers/ Packaging: reusable, plastic-free	Vegetarian and Vegan menu options	Sustainability certification	Sustainability page on website	Completed a materiality assessment
Tarbell's	√	√	X	√	X	√	X
Silo - London	√	√	√	√	X	√	X
AMASS Restaurant - Copenhagen	√	√	√	√	X	√	X
Terra - Copenhagen	√	√	√	√	X	√	X
Ark - Copenhagen	√	√	X	√	X	√	X
Feast - Winnipeg	√	√	√	√	√	X	X
Laom - Galway, Ireland	√	√	X	√	√	√	X
The Harbor House Inn - California	√	√	√	√	X	√	X
GoodOnya	X	√	√	√	√	X	X
Sullivan Scrap Kitchen	√	√	X	√	√	√	X
Sol Pie Pizza - Ohio	X	√	√	√	X	√	X
AZ Wilderness Brewing Co.	X	√	√	√	X	√	X
Atlasta Catering Co.	√	X	X	√	X	√	X
Rhodora / The Oberon Group	√	X	√	√	X	√	X
Brooklyn Pizza Co.	X	X	X	√	X	√	X
Nestle	√	√	√	√	√	√	√
Wendy's	√	X	√	√	X	√	√

TOWS ANALYSIS

Appendix B

THREATS

- Supply chain and sourcing issues
- Increased prices for important goods (ex. seafood, wine)
- Small farmers unable to keep up with produce or livestock demand
- Increased natural disasters due to climate change impacting local agriculture and transportation
- Old, rented building
- Changes in market expectations with more demand for plant-based/vegan food
- More competitors in the area catering to younger clientele

OPPORTUNITIES

- Sustainability trends are more accepted by consumers
- More awareness of importance of plant-based diets
- Sustainability certifications are available
- Zero-waste resources and processes
- More readily available sustainable vendors and products in the market place (composting service, hydroponic gardens, solar, compostable serviceware, etc.)
- Advantageous demographic area that is more receptive to sustainability and a higher price point

WEAKNESSES

- Limited sustainability knowledge
- Unclear priorities
- No measurable goals
- No way to vet or measure success
- Lack of building ownership
- No long-term goals/pathways for future initiatives
- Minimal space back of house, storage, etc.

STRENGTHS

- Tarbell's internal Sustainability Team
- Sustainability initiatives are underway
- Seeking expertise and partnerships
- Openminded, flexible, innovative, willing to try new ideas
- Desire to be a leader
- Buy in from all levels of company/ sustainability embedded in the culture
- Financial backing

RECOMMENDATIONS FROM TOWS

Appendix C

	THREATS	OPPORTUNITIES
STRENGTHS	<ul style="list-style-type: none"> - Use financial resources to own/expand building - Use financial resources to stay up on trends that competitors are following - Focus on plant-based menu items using open-mindedness and advantage of demographic area - Utilize demographic area advantages to combat inflation threats and increased prices of imported goods - Adjust to market/generational trends through being a leader in the sustainable restaurant space 	<ul style="list-style-type: none"> - Pursue materiality assessment gaps and then gradually become Green Restaurant Association certified (short, mid, and long term) - Create a new role: Sustainability Manager (short-mid term) - Partner with vendors that already have sust. certifications - Incorporate more plant-based options (e.g. 50% of menu is vegetarian) with same brand appeal utilizing metrics
WEAKNESSES	<ul style="list-style-type: none"> - Build on-site farm/hydroponic system/window herbs to address supply chain/sourcing issues and threat of natural disasters - Work towards sustainability certification to measure progress and success, to implement goals and priorities, and to combat limited sustainability knowledge that competitors have (long term) - Find a more modern building to purchase (OR work closely with landlord to implement updates) 	<ul style="list-style-type: none"> - Create a Sustainable Purchasing Policy to prioritize purchasing goals and the influx of sustainable vendor options (short term) - Long term: Implement some type of sustainable certification - Join a community solar farm (e.g. SRP Solar Choice)

TARBELLS MATERIAL TOPICS

Appendix D

General Topic	Disclosure Topic & Info	What we know	What we need from Tarbells
Energy Management (GRA standard relation = energy)	Restaurant operations have high energy intensity compared to other commercial building operations. Commercial kitchen appliances are extremely energy intensive, and dining areas are typically temperature-controlled for customers. Fossil fuel-based energy production and consumption contribute to significant environmental impacts, including climate change and air pollution, which have the potential to indirectly, yet materially, impact the results of restaurant operations. Regulations on greenhouse gas (GHG) emissions pricing or regulatory incentives for energy efficiency improvements and renewable energy affect conventional and renewable energy prices. Companies that manage energy consumption at company-owned and franchise locations can decrease operational costs through energy efficiency upgrades and limit exposure to GHG emissions regulations through the use of renewable energy resources	<ul style="list-style-type: none"> - leased building - SRP (?) offers renewable energy for customers - Solar panel options? 	<p>What we need:</p> <ul style="list-style-type: none"> - copies of 2022 utility bills uploaded to DropBox <p>Information needed:</p> <ol style="list-style-type: none"> 1) total energy consumed, 2) percentage grid electricity, 3) percentage renewable energy, 4) spend as % of total expenses <p>Unit of measure:</p> <ul style="list-style-type: none"> - Gigajoules and percentage
Water & Wastewater Management (GRA standard relation = water)	Water is used throughout restaurant operations, from cooking and dishwashing to cleaning. The restaurant format, size, and equipment all affect water use. Restaurants located in water-stressed regions may be exposed to water usage restrictions or face high water costs. Long-term historic increases in the costs of water, and expectations around continued increases due to overconsumption and constrained supplies resulting from population growth and shifts, pollution, and climate change, indicate the heightened importance of water management. Companies can reduce water use and associated operational costs through implementing water-efficient practices and using water-efficient commercial kitchen equipment.		<p>What we need:</p> <ul style="list-style-type: none"> - copies of 2022 utility bills uploaded to DropBox <p>Information needed:</p> <ol style="list-style-type: none"> 1) total water usage, 2) spend as % of total expenses <p>Unit of measure:</p> <ul style="list-style-type: none"> - gallons
Waste & Hazardous Materials Management (GRA standard relation = waste, chemicals & pollution)	Food & Packaging Waste Management: Restaurants produce waste in two main forms: food and packaging. Food waste is generated during the preparation process as well as by unconsumed food. Food waste results in loss of resources, such as water, energy, land, labor, and capital, and produces GHG emissions as a result of decomposition. Moreover, food ingredient deliveries to restaurants are a significant source of packaging waste. Packaging waste includes packaging received from suppliers and packaging disposed by consumers in the restaurant areas. In addition, limited-service restaurants make heavy use of disposable tableware to serve customers. Municipal and federal regulations around packaging are likely to continue evolving to reduce packaging or improve recyclability or biodegradability of packaging. Companies that are able to stay ahead of regulations will not only see a positive impact on brand reputation, but will likely reduce their cost of compliance. Companies that are able to reduce waste through various methods, including food recovery, diverting waste from landfills, and packaging reclamation programs, can reduce waste handling costs and improve operational efficiency.	<p>EPA estimates:</p> <ul style="list-style-type: none"> - mixed recycling 1.83592 tons/month - trash 9.526 tons/month <p>- glass estimate 4 tons/month</p> <p>Actual compost ~ 192.8125 lbs/week on avg ---> 0.41739 tons/month</p>	<p>What we need:</p> <ul style="list-style-type: none"> - 2022 volume and spend as % of total expenses for-trash and single stream recycling (from landlord), glass (Glass King), oil/grease (Baker Commodities), and compost (Recycled City) <p>Unit of measure:</p> <ul style="list-style-type: none"> - tons and percentage (estimates can be used as long as we receive service levels from landlord including container size and pickup frequency)

<p>Labor Practices *No GRA standard relation. Additional cert., etc.?</p>	<p>The Restaurant industry is labor-intensive, and many of the staff are hourly, part-time, or seasonal workers. The industry is among the top job creators and is an entry point for young and migrant workers to join the workforce. Restaurant employees in franchised or licensed locations may be employed by a third party. In addition, since many restaurant chains exist across continents, ensuring consistent labor standards can be a challenge for restaurant employees in both company-owned and franchise locations. Labor issues at franchises affect brand image because customers cannot make a distinction between company-owned and franchised restaurants. Restaurants that are able to properly manage human capital by offering competitive wages, safe working environments, and other opportunities for professional growth will likely improve employee morale while reducing turnover rates and the associated administrative costs involved in employee acquisition and training.</p>		<p>What we need: the following information from 2022: - what benefits (PTO, insurance, etc.) do they provide to employees - what employee policies and trainings are provided (equal opportunity, harassment/discrimination, etc.) - pay structure - full time vs. part-time employee pay and benefits breakdown - payroll spend out of total costs - workplace incidents reported - voluntary and involuntary turnover rate for all employees</p>
<p>Supply Chain Management (GRA standard relation = reusables & disposables, chemicals & pollution, food, building & furnishing)</p>	<p>Supply Chain Management & Food Sourcing: Restaurants source ingredients and products from a wide range of suppliers. Supply chain management is crucial for restaurants to ensure food safety, protect their reputations, and improve revenues. Sourcing quality ingredients to maintain a consistent level of quality across different locations can be operationally challenging. This problem is exacerbated by the global nature of the industry. Demand from food and beverage industries, including restaurants, drives and shapes agricultural production, indicating that actions by industry players have larger impacts on society. Therefore, sustainable and ethical sourcing by industry players is necessary to ensure continued future supply and to minimize lifecycle impacts of company operations. Sourcing from suppliers that have high quality standards, employ environmentally sustainable farming methods, and honor labor rights will better position companies to protect long-term shareholder value. By increasing the amount of food supply sourced in conformance with environmental and social standards, as well as conformance with animal welfare standards and best practices, restaurant operators will be able to maintain food quality, manage food safety issues, enhance their reputation, and expand their market share.</p>	<p>- List of 34 vendors</p>	<p>What we need: - 2022 procurement spending per category (food, alcohol, etc.) by vendor</p>

SPEND BY VENDOR CATEGORY IN PERCENTAGES

Appendix E

Category	Sum of Avg
Alcohol	10.7%
Appliances	1.0%
Beverages	0.7%
Cleaning/maintenance supplies	0.9%
Energy	1.3%
Food	23.1%
Ice cubes	0.3%
Kitchen Supplies/Tools	0.5%
Linens	3.6%
Office Supplies	0.9%
Packaging	0.3%
Payroll	64.1%
Restaurant Furnishings	1.1%
Waste & Recycling	0.3%
Water	0.2%
Water Filtration	0.1%
Grand Total	109.1%

GAS USAGE 2022

Appendix F

Period: Mar 2021 To Feb 2023			
Property: 3215 E CAMELBACK RD, A, PHOENIX, AZ 85018-2307			
Month, Year	Units Consumed (Therms)	Billing Dates	Billing Days
Mar, 2021	1227.00 Therms	Feb 10 - Mar 12	30
Apr, 2021	677.00 Therms	Mar 12 - Apr 12	31
May, 2021	0.00 Therms	Apr 13 - May 13	30
Jun, 2021	0.00 Therms	May 14 - Jun 11	28
Jul, 2021	1031.00 Therms	Jun 12 - Jul 12	30
Aug, 2021	887.00 Therms	Jul 13 - Aug 10	28
Sep, 2021	907.00 Therms	Aug 11 - Sep 09	29
Oct, 2021	903.00 Therms	Sep 10 - Oct 08	28
Nov, 2021	1001.00 Therms	Oct 09 - Nov 08	30
Dec, 2021	1050.00 Therms	Nov 09 - Dec 09	30
Jan, 2022	1091.00 Therms	Dec 10 - Jan 12	33
Feb, 2022	1095.00 Therms	Jan 13 - Feb 10	28
Mar, 2022	1193.00 Therms	Feb 11 - Mar 14	31
Apr, 2022	963.00 Therms	Mar 15 - Apr 12	28
May, 2022	912.00 Therms	Apr 13 - May 10	27
Jun, 2022	1049.00 Therms	May 11 - Jun 10	30
Jul, 2022	1004.00 Therms	Jun 11 - Jul 12	31
Aug, 2022	1033.00 Therms	Jul 13 - Aug 10	28
Sep, 2022	986.00 Therms	Aug 11 - Sep 09	29
Oct, 2022	1145.00 Therms	Sep 10 - Oct 10	30
Nov, 2022	1161.00 Therms	Oct 11 - Nov 08	28
Dec, 2022	1231.00 Therms	Nov 09 - Dec 09	30
Jan, 2023	1393.00 Therms	Dec 10 - Jan 11	32
Feb, 2023	1248.00 Therms	Jan 12 - Feb 10	29

ELECTRIC USAGE 2022

Appendix G

<i>Usage date - Month</i>	<i>SUM of Total usage</i>
Jan	16939
Feb	14862
Mar	19240
Apr	23384
May	27094
Jun	32387
Jul	35103
Aug	33897
Sep	30213
Oct	23308
Nov	17216
Dec	18179
	0
Grand Total	291822

WATER USAGE 2022

Appendix H

Month	Water Usage	Unit
22-Mar	26928	gallons
22-Apr	21692	gallons
22-May	23188	gallons
22-Jun	22440	gallons
22-Jul	20196	gallons
22-Aug	24684	gallons
22-Sep	22440	gallons
22-Oct	23936	gallons
22-Nov	27676	gallons
22-Dec	25432	gallons
23-Jan	23188	gallons
23-Feb	24684	gallons

EMPLOYEE SURVEY

Appendix 2

Tarbell's Employee Material Survey

The following questions are anonymous. The answers to these questions will help inform what sustainable changes are important to the Tarbell's Team.

Please indicate what position you have at Tarbell's (bartender, wait staff, chef, manager, etc.)?

Short answer text

Definitions

For the following section, please refer to the definitions below:

Energy Management- relates to energy use from commercial kitchen appliances, temperature controlled dining areas, natural gas usage and electricity consumption. Companies can manage energy consumption through energy efficient upgrades and using renewable energy resources.

Water Management- due to increase cost of water, overconsumption, and constrained supply, restaurants need to consider their water usage for cooking, dishwashing, drinking, and cleaning. Companies can reduce their water usage through implementing water-efficient practices and equipment.

Food Waste Management- waste generated during the preparation process and unconsumed food. This waste results in loss of resources and produces greenhouse gas emissions (GHG). Companies are able to reduce waste through various methods such as food donations, composting, zero-waste recipes, and smaller portions.

Packaging Waste Management- includes packaging received from suppliers and packaging disposed of by consumers. Companies can decrease their packaging waste through buying in bulk or using plastic-free and/or compostable/biodegradable materials for their packaging.

Labor Practices- involves companies properly managing human capital by offering competitive wages, safe work environments, opportunities for professional growth, providing benefits, and increasing morale to reduce turnover rates.

Supply Chain Management- sourcing from suppliers that have high quality standards, employ environmentally sustainable farming practices, and honor labor rights will position companies to protect long-term shareholder value.

Food Sourcing- utilizing local food (within 250 miles of restaurant location) from suppliers that employ sustainable farming practice.

On a scale of 1 - 5 (1 being of no importance and 5 being of most importance), how important * are the following topics:

	1 - Not importa...	2 - Some what ...	3 - Neutral	4 - Important	5 - Very Import...
Energy Manag...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water Manage...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Waste M...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Packaging Was...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labor Practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supply Chain ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Sourcing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

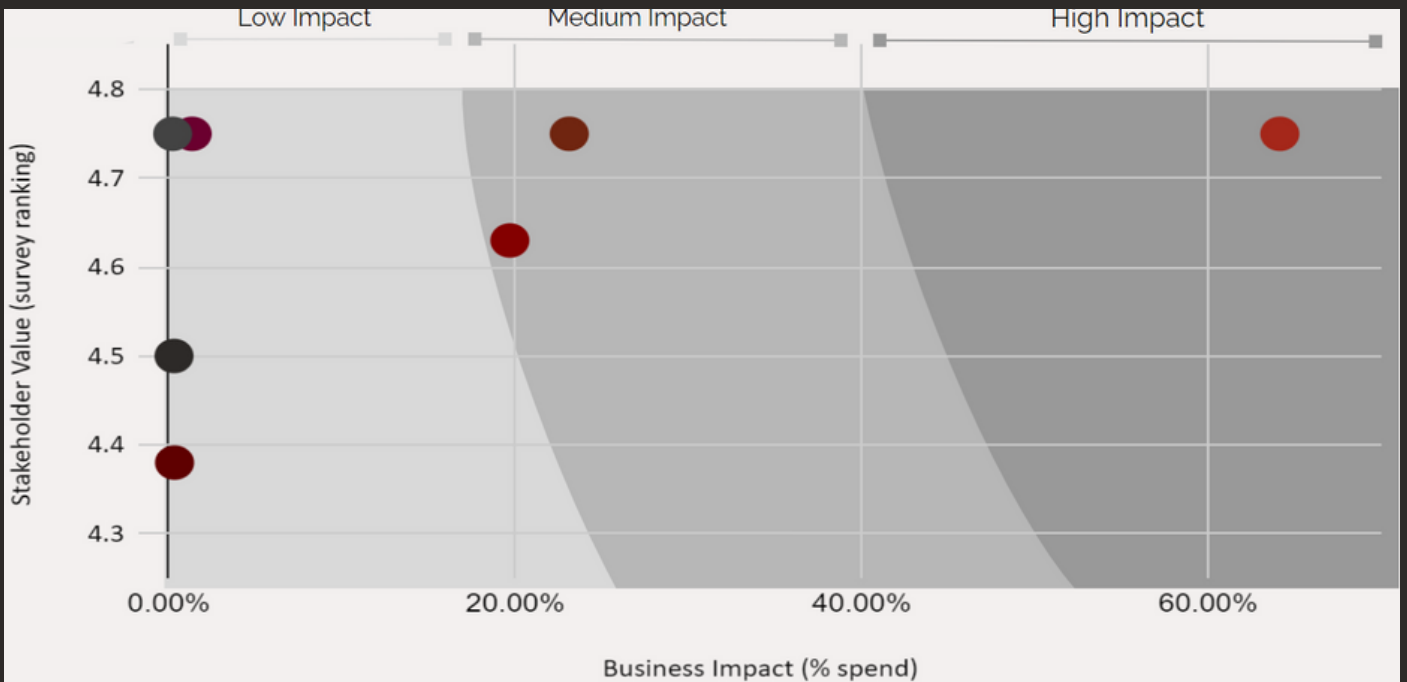
Are there any additional sustainability topics, besides the ones above, that you feel are important for Tarbell's to focus on?

Long answer text

MATERIALITY ASSESSMENT

Appendix K

Stakeholder Value (survey ranking) vs. Business Impact (% spend)



Material Topics	Labor Practices	Food Sourcing	Supply Chain Management	Energy Management	Packaging Waste Management	Waste & Hazardous Materials Management	Water & Wastewater Management
Business Impact (% spend)	64.14%	23.12%	19.69%	1.35%	0.33%	0.30%	0.22%
Stakeholder Value (survey ranking)	4.75	4.75	4.63	4.75	4.38	4.5	4.75

happy eating

Tarbell's
3213 E Camelback Rd, Phoenix, AZ 85018
602-955-8100

Report created by:
The Tarbellas
Rachel Antidormi, Azita Martin, Kelsey Ouellette, & Sarah Queen
2022-2023