“We are at the most critical point in the history of our species. Climate change is a monumental opportunity to change course and move into a future that embraces life (...) Regenerative organic agriculture is our best hope for creating a future we all want to live in, and a future our children will be happy to inherit.”

MARK SMALLWOOD, RODALE INSTITUTE WHITE PAPER ON REGENERATIVE ORGANIC AGRICULTURE AND CLIMATE CHANGE
OUR SUPPLY CHAIN IS OUR CIRCULATORY SYSTEM; WITHOUT IT, OUR MISSION WOULD COLLAPSE.

In a normal year, I’d spend over a third of my time on the road; catching up with our growers, hunting down new ones and tasting varieties right there in the field. The first few months of lockdown were the longest I’ve gone without that direct contact. The enforced, necessary separation reinforced the grassroots nature of our organisation: how the core of our resilience lies in the strength of our human relationships and a unified vision.

WHAT BINDS A NORMAL SUPPLY CHAIN TENDS TO BE COMMERCIAL AND FINANCIAL; FOR US IT’S A BELIEF IN WHAT WE’RE DOING.

There is a connectivity whereby what we’re all trying to achieve - fighting for a better food system - becomes interconnected and the genuine driving force for everyone along the chain. We’re open with growers about where their produce ends up - we take them to eat in the restaurants where it is being used. Equally we take chefs out to see growers in the field and use our app to connect chefs & home consumers to the source of their food.

THE STRENGTH OF OUR RELATIONSHIPS CREATES A UNIFIED VISION, ONE THAT EVERYONE IN THE CHAIN BELIEVES IN.

Where you have a farmer like Greg at Lindcove Ranch on Green Citrus, who is excited to be working with us because he gets to do things that he hasn’t done before, our vision informs the way he grows. Further along the chain, if chefs and home cooks engage with that vision and want to put their money into the right farms, we’re empowering everyone to be part of innovative, lasting change.

“Where is the food that comes into my kitchen actually coming from? That’s the question we need everyone to keep asking.”

FRANCO FUBINI

WHEN COVID STRUCK THERE WAS A REAL DESIRE TO HELP - NOT JUST OUR GROWERS AND CHEFS BUT THE WIDER COMMUNITY.

The human nature of our supply chain meant that we could respond on a personal level, working with our growers and connections in schools to get supplies directly to where they were most needed. Whether it was getting fresh produce to children on Free School Meals or taking on out of work hospitality staff on our farms and in our operations teams, we could react immediately.
WHAT TAKES US OUTSIDE THE NORM IS OUR PURSUIT OF COMPLEXITY. WE DON'T MAKE OUR LIVES EASY.

Most people want to create efficiencies through streamlining - we cherish diversity and complexity as a means of getting the very best produce into people's hands. If we need to buy from three farms rather than one to source a consistently exceptional product, we’ll do it. It’s what not only makes us different but inherently secures resilience in the food system.

CONSCIOUS CONSUMPTION IS THE NUMBER ONE THING PEOPLE CAN DO TO DRIVE CHANGE ACROSS THE FOOD SYSTEM.

The outcome of Covid, with so many people turning to veg box schemes and CSAs in the wake of supermarket shortages, is that the needle has shifted towards conscious consumption far faster than it would have done otherwise. Whilst there will be an inevitable drop in interest when life eventually returns to something like normal, people are going to keep carrying this awareness, especially in the restaurant industry. Where is the food that I get into my kitchen coming from? That’s the question we need people to keep asking to drive meaningful change as we move forward.

WE’VE BEEN BUILDING UP TO EARTHWORKS FOR FIFTEEN YEARS; 2020 PROVED TO BE THE RIGHT YEAR FOR IT TO HAVE THE MOST IMPACT.

Launching Earthworks and Melilot in the midst of the pandemic meant that our message was received by a far wider, more receptive audience. Regardless of whether it sticks or not, there was a fundamental shift in consumers’ attitudes towards conscious consumption during lockdown and awareness of regenerative agriculture is at an all time high right now. Our job is to harness that momentum and build it into lasting change.

“As we look ahead to 2021 and beyond, we’re going to be transforming the way fresh food delivers a tangible level of impact to the consumer.”

FRANCO FUBINI

OUR RESPONSIBILITY IS TO DELIVER INFORMATION AT THE RIGHT TIME TO ALLOW PEOPLE TO MAKE INFORMED CHOICES.

We have a lot of ground to cover, but as we look ahead to 2021 and beyond, we’re going to be transforming the way fresh food delivers a tangible level of impact to the consumer. From how we measure that impact - whether it be carbon offsetting or nutritional value - to how that information is communicated, you can expect to see ground-breaking developments at every level. Across our farms, in restaurants and through our own channels and outreach programmes - this amplification will lead to a better food system and a healthier planet that benefits everyone.
## The Year in Numbers

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>75</td>
<td>New growers and producers joined our community</td>
</tr>
<tr>
<td>35</td>
<td>New producers, makers &amp; collectives beyond farming</td>
</tr>
<tr>
<td>40</td>
<td>New farmers 11 in the USA 29 in Europe</td>
</tr>
<tr>
<td>1,101m²</td>
<td>Restaurants converted to grocery shops with our support in reaction to Covid-19 restrictions</td>
</tr>
<tr>
<td>23</td>
<td>New warehouse space taken on across three regions, giving us room to diversify and grow</td>
</tr>
<tr>
<td>30</td>
<td>Diverse seeds in our cover crop mix at Melilot</td>
</tr>
<tr>
<td>76</td>
<td>New varieties sourced</td>
</tr>
<tr>
<td>82</td>
<td>Tonnes of fresh produce donated to charitable causes</td>
</tr>
<tr>
<td>49</td>
<td>Covid-secure days spent on the road</td>
</tr>
<tr>
<td>187,659</td>
<td>Meals made through our donations to The Felix Project</td>
</tr>
<tr>
<td>7</td>
<td>Additional schools we supply with produce for lunches through Chefs in Schools, bringing the total up to 12</td>
</tr>
<tr>
<td>£253,000</td>
<td>Invested at Melilot since 2019</td>
</tr>
<tr>
<td>1</td>
<td>Regenerative farm founded under our new Earthworks programme</td>
</tr>
<tr>
<td>70</td>
<td>Varieties at Melilot established over 82 permanent beds</td>
</tr>
<tr>
<td>83,064</td>
<td>kg of CO₂ drawn-down in partnership with Original Beans across London, Paris and NYC</td>
</tr>
<tr>
<td>154</td>
<td>Jacob, Greyface Dartmoor and Zwartble sheep grazing at Melilot</td>
</tr>
<tr>
<td>10</td>
<td>Tonnes of regeneratively-grown produce sold into accessible channels</td>
</tr>
<tr>
<td>16</td>
<td>Varieties we made available on Ocado for the first time</td>
</tr>
<tr>
<td>1,101m²</td>
<td>Invested into small-scale farms across Europe and the US since 2004</td>
</tr>
<tr>
<td>62</td>
<td>% of produce we delivered to restaurants was seasonal, 8% up on last year and 4% over the target we’d set ourselves</td>
</tr>
<tr>
<td>84</td>
<td>People connected to consciously farmed, chef-quality produce via our home delivery app</td>
</tr>
</tbody>
</table>
“Our collective response to the Covid-19 pandemic must be to plant the seeds for more resilient, more sustainable food systems”

DAVID BEASLEY, EXECUTIVE DIRECTOR OF THE WORLD FOOD PROGRAMME

Nuno and Jesus packing the first nationwide home delivery orders, November 2020
HOW YOUR ORDERS MADE A DIFFERENCE

COVID-19: OUR REACTION, YOUR RESPONSE

The initial stages of the Covid-19 crisis ignited a change in behaviour that has sent waves across the food system. As grocery store shelves were wiped clean, and restaurants, schools and food services closed, mainstream supply chains broke down, cutting off growers and producers across the globe. Your immediate response to our pivot meant that not a single one of our farmers was left with unsold produce.

Launching overnight in mid-March, our home delivery service - in London and New York - saw 29 000 sign-ups within the first four weeks. Stepping in where chefs were forced to leave off, your demand for flavoursome, sustainably-grown produce created vital stability and income for our entire community; sending support back into farms from Sicily to Toulouse to California.

Over the course of 2020, we made it our mission to get out to as many homes as possible: expanding into new neighbourhoods in New York and nationally in the UK, extending the reach of sustainable produce to an unprecedented scale. In Paris, we partnered with Monoprix to provide ready access to essential produce: root vegetables from François in Dunkirk, citrus from Carmelo in Scordia and orchard fruit from Marc, Bernard and Matthias.

Beyond a route to market, your orders had a deep impact on the food system: restoring soil health, biodiversity and the preservation of heritage varieties to their rightful place. Whilst we must trust that many elements of life will return to their pre-Covid state in time, we cannot allow the resounding call for systematic, deep-rooted change to quieten down - it must be answered.
SUPPORTING OUR GROWERS

2020 AT MORA FARM

The pandemic brought much of our daily life to a standstill, but life beneath the soil didn’t stop. With growing plans made long before Covid-19 set in, Oli Baker was set to sow a wider range of varieties than ever. With most of his crops usually bound for London restaurants, it was down to us to find another route to market.

Over the course of the year, the complexity of our supply chain came into its own. Experimenting with a new trellis method of growing beans to great success, come July Oli found himself with a glut. Within a few hours, we had got them on to Ocado, where they proved to be in high demand. A tonne of sales down the line, the profits enabled Oli to install solar panels on the farm - eliminating the need for a mains generator entirely.

Being part of our shared vision gives Oli the stability to diversify and innovate. At our request, Oli grew a phenomenal crop of Calvin Lamborn’s Hot Dog Pods - the first time they have ever been grown in Europe - and Blue Moon Radishes, creating a direct supply for a line we normally source in France. His trials of squash proved incredibly successful, the results of which we intend to build on next year.

Oli Baker harvesting Outdoor Rhubarb, May 2020

WITH RESTAURANTS CLOSED, YOU STEPPED IN AND PREVENTED CONSCIOUSLY-GROWN PRODUCE FROM GOING TO WASTE. IN THE SUMMER OF 2020, YOU SAVED:

426 Punnets of Oli Baker’s mixed berries

516 kg of Green Garlic, grown for chefs by Tyler at Alewife

10 Tonnes of regeneratively-grown produce from our farm, Melilot, in Cornwall

HOW YOUR ORDERS MADE A DIFFERENCE
“It’s hard enough to get the farm working, without having to worry about sales in a crisis. I’m not the most experienced grower in the world, I learn a lot through trial and error - and the risk of crop failures could have been devastating. But right from the start of the pandemic you guys were straight with me, and we worked through every bump in the road together.”

OLI BAKER ON GROWING THROUGH THE PANDEMIC
The second lockdown dealt Oli another blow. With plans made long before the pandemic set in, Oli Baker’s pasture-raised birds were destined for chefs at the most forward-thinking restaurants in London. With restaurants closed throughout November, orders fell through. We stepped in to help out one of our most committed growers and bring his incredible geese nationwide in time for Christmas.

Oli’s flock of Embden geese was truly free range and spent over seven months on pasture, feeding off the natural biodiversity of his 12 acres with a small amount of grain to supplement their diet. Reared slowly, this is a totally different flavour experience to intensively-reared poultry - one that matches Marc and Susan Jaffe’s pasture-raised Snowdance Turkeys and Chickens in Sullivan County, NY.

In championing the work of small-scale farmers like Oli Baker and the Jaffes - as well as rearing our own sheep at Melilot - we’re not only transforming the quality of the meat and poultry on our plates, but engaging both home cooks and chefs with a long-term solution to the climate threat posed by intensive animal rearing.
“People started to learn about what they were eating because we could really tell the story about why one variety was better than the other. From then on, they were empowered to decide what they wanted to buy for themselves.”

MADI BARRETT, CO-OWNER OF TRANGALLAN
Restaurants have sustained more than $185 billion in lost sales over the last seven months, and estimates indicate the number will grow to $240 billion by year-end. More than 8 million industry employees were without jobs at the height of the pandemic, and over 100,000 restaurants have either permanently closed or are closed for the long term.

UNITED STATES RESTAURANT ASSOCIATION, OCTOBER 2020
The pandemic’s devastating effect on the industry has posed a real threat to the quality of food on our plate - both as a result of the lack of creative inspiration from eating out and the steep drop in demand for consciously-grown produce. Over the past fifteen years, we have worked with chefs to promote innovative growing practices and sustainable production methods, integrating conscious consumption into menus across London, Paris and New York. Successive lockdowns could have silenced these vital advocates for change.

Instead, hospitality put forward an incredible demonstration of creativity and resilience. Pivoting to every imaginable service - bakery, take-out, butcher, recipe boxes - restaurants flexed to an ever-changing series of restrictions, rebuilding their operations from the ground up. We stood in solidarity with this movement. From our own backyard, we developed Natoora Pro, a chef-only version of our App and rallied our growers and producers to offer a discount to help ease the transition into London’s 10pm curfew and New York’s limited indoor dining capacity.

Out in the community, we put our weight behind ASAP Pizza’s pop up and SERVED, our collab series with Brooklyn neighbours, Outerspace, who custom-built a brand new restaurant to meet Covid safety guidelines.

One of the most powerful pivots within hospitality was the reincarnation of restaurants as neighbourhood grocers. From Brawn and the River Café in London, The Four Horsemen in Brooklyn to Caché and Marchon in Paris, in opening up their walk-ins to the public, chefs served up a vital connection to sustainably-farmed, nutritious food at a time that their communities needed it most.

In both New York and London, chefs and front of house hung up their whites and chose to join our ranks in the crisis. From the crews out of Racines, Sunday in Brooklyn and Estela at the core of our NYC operations, to Mariana Cogo, ex Padella and Gordon Ramsey, heading up our new production kitchen in Bermondsey. Not only for their incredible level of precision and commitment, we were proud they wanted to be part of our food system revolution.

Chefs went #offthepass and participated in our recipe series

Restaurants turned into retailers with our support

Chefs joined the Natoora team when NYC & London restaurants shut down
“Accessibility has always been something we’re passionate about - you have to be aware of your surroundings. Watching from here, I look at what Pam Yung and James Lowe have done at Lyle’s and Flor and see how they stayed in the realm of a restaurant in conversation with their community.

Each of our pivots - selling our ferments and breakfast burritos, the meal kits, the Place des Fêtes, the Winter market - brought in a new group of guests. Looking ahead, these different concepts are going to breed new spaces in neighbourhoods and breathe accessibility back into our industry.”

NICO RUSSELL, CHEF OWNER OF OXALIS, BROOKLYN
“Truly sustainable economic growth and development means recognising that our long-term prosperity relies on rebalancing our demand of nature’s goods and services with its capacity to supply them. It also means accounting fully for the impact of our interactions with nature. Covid-19 has shown us what can happen when we don’t do this.”

PROF SIR PARTHA DASGUPTA, THE ECONOMICS OF BIODIVERSITY, FEBRUARY 2021
The ‘Green Revolution’ of the 1950s was seen as the triumph of mechanisation and chemical agriculture over small-scale farms and traditional methods of production. In the early 1980s, most US farms were smaller than 600 crop acres. Today that figure stands at at least 1,100 acres, and many are between 5 and 10 times that size. Reliant on agrochemicals and controlled systems of irrigation, these super farms are not only damaging our planet, but the monocultures they produce are nutrition and flavour-poor.

We are building a new farming model from the ground up, embracing the very complexity the intensive agricultural system seeks to remove. In seeking out small-scale growers - no matter how remote their farm - and linking them to hundreds of like-minded individuals, we are able to reverse the agroecological damage done over the past fifty years. Moreover, we are working to overcome one of the biggest threats facing farming: isolation. Alone, a small-scale farmer’s impact is limited, restricted by infrastructure and an understandable hesitation to take any risk. As part of our community - underpinned by financial, agricultural and pastoral support - their actions can be felt on a global scale.

In practical terms, having our own teams on the ground at every point - from Milan to Toulouse to California - and maintaining over 400 direct relationships with small-scale farmers is a logistical challenge most wouldn’t even consider. But as supermarket shelves stood bare - with supplies backed up further down the chain - our produce came in as usual. If one grower faced a harvest issue, we offered straightforward support whilst calling on another to bridge the gap.

In 2020, against all odds, we introduced 76 new varieties, pioneered new growing methods and welcomed in a total of 75 new growers, including 40 farmers of fresh produce and 35 producers and collectives. In working with us, we give growers the freedom to experiment, innovate and diversify, whether it be in trialling new seeds or more progressive regenerative growing methods.

According to the United States Department for Agriculture, just 14.6¢ of every dollar spent on food in 2018 went back to the farm; in 1975, it was 40¢. Loss of biodiversity, degradation of our soil, lower nutritional density - we are paying for our food in far greater means than price.

It is within our power to reverse that damage.

“We are facing an existential crisis – with species extinction, climate catastrophes, desertification of soil, disappearance of water, pandemics of infectious and chronic diseases, hunger and malnutrition. Industrialized, globalized agriculture based on the myth that it feeds the world is driving the multiple, interconnected crisis. Either we have a small farm future, or we face collapse and extinction.”

VANDANA SHIVA, PHILOSOPHER, ENVIRONMENTAL ACTIVIST, AUTHOR AND ECO FEMINIST.

BREAKDOWN OF EVERY HIDDEN £1 SPENT ON FOOD:
- Natural capital degradation 31.1p
- Biodiversity loss 6.5p
- Production-related ill-health 8.8p
- Diet-related disease 37.4p
- Imported food 7.8p
- Farm support payments 2.4p
- Regulation and research 2.9p
Total £0.97

- The Hidden Cost of UK Food, The Sustainable Trust, Nov 2017
FARMERS WHO JOINED
OUR COMMUNITY IN 2020

1. Foster Farm, Sagaponack NY
Heirloom Potatoes
2. Smallhold, Brooklyn NY
Shiitake Mushrooms
3. HOG Farm, Brookhaven NY
Fennel & Salsify
4. Meadows and More, NJ
Wild & Foraged
5. Winter Moon Roots, Hadley MA.
Macomber Turnips
Green Leaf Beets
6. LynOaken Farm, Medina NY
Heritage Apples
7. Markristo Farm, Hillsdale MA
Broccoli Rabe
8. Keith’s Farm, NY
Rocambole Garlic
9. Plainville Farm, Hadley MA
Winter Squash
10. Hepworth Farm, Milton NY
Kohlrabi & Celeriac
11. Dig Acres, Chester NY
Cardoons
12. Snowdance Farm, Sullivan County NY.
Pasture-raised
Chicken & Turkey
13. Twin Girls Farm, Dinuba CA
Heirloom Navels
14. Linwood Ranch, Exeter CA
Pomegranates & Citrus
15. Maywood Farms, Coming CA
Figs
16. K&K Ranch, East Orosi CA
Golden Raisins
17. Summer Harvest, Dinuba CA
Stone Fruit
18. Divine Harvest, Ontario CA
Fresh Peas
19. Verity Farm, Tincleton
Green Walnuts
20. Philip Pryor, Penzance
Cornish Early Potatoes
21. Simon Charles, Liskeard
Wild & Foraged
22. Haye Farm Organics, Axmouth
Courgettes
23. The Newt, Bruton
Romanesco Cauliflower
24. Pixley Court, Ledbury
Butterhead & Oakleaf Lettuces
25. Martin Family, Nantes
Leafy French Radishes
26. Frédéric Poupard, Anjou
White & Green Asparagus
27. Aurélien Desange, Albias
Fresh Chestnuts
28. Patrice Lamballe, Anjou
Butterhead & Oakleaf Lettuces
29. Torre D’Orlando & Tresoldi,
Veneto Radicchio
30. Gianluca Montemurro, Taranoto, Miyagawa &
Clementines
31. Vincenzo Iacono, Agrigento,
Red & Green Peppers
32. Cipriani, Torcello
Violetto di Torcello Artichokes
33. Stefano Scavino,
Asi, Piedmont
Astigiano Artichokes
34. Porro Carmine Andria, Puglia
Swiss Chard
35. Alberto Ugolini, Lonato Bresci,
Escarole

EAST COAST

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |
| Foster Farm | Smallhold | HOG Farm | Meadows and More | Winter Moon Roots | LynOaken Farm | Markristo Farm | Keith’s Farm | Plainville Farm | Hepworth Farm | Dig Acres | Snowdance Farm | Twin Girls Farm | Linwood Ranch | Maywood Farms | K&K Ranch | Summer Harvest | Divine Harvest | Verity Farm | Philip Pryor | Simon Charles | Haye Farm Organics | The Newt | Pixley Court | Martin Family | Torre D’Orlando & Tresoldi | Gianluca Montemurro | Vincenzo Iacono | Cipriani | Stefano Scavino | Porro Carmine Andria | Alberto Ugolini |

CALIFORNIA

UK

FRANCE

ITALY

BREAKING NEW GROUND
Using our cultural heritage as blueprints, we are building a food system that thrives on innovation and the pursuit of exceptional flavour. Back in 2009 we brought the first green Bergamot to London, recognising the culinary potential of their volatile essential oils previously only used in the perfume industry. Then, in the late summer of 2013, Franco noticed unripe, green-skinned citrus in a grove on the Amalfi Coast.

Two clipped oranges from that grove have turned into a sourcing programme that has reintroduced subtlety, complexity and an appreciation of nature back into our diet. In 2014, we asked Carmelo, our citrus specialist in Sicily, to harvest varieties - Navel, Pink Navel and Mandarins - up to eight weeks ahead of their fully ripe season. Technically unripe but full of potential, citrus juice and zest are at their most potent at this stage, mellowing as developing sugars balance out their fragrant acidity.

Revealing a new dimension of ripeness, we have established Green Citrus as a category in London, Paris and Milan and sparked a revolution that has completely redefined the way citrus is commonly understood. We had always planned on introducing this category to the US, and with our own team on the ground in LA, the pandemic couldn’t stop us.

Following months of research and trials, at our request Greg at Lindcove Ranch in California harvested Green Minneola, Green Cara Cara and Green Cocktail Grapefruit eight weeks ahead of their standard season. Within weeks, Green Citrus had burst onto the scene across NYC - zested onto black bass on Jean Georges’ menu at his first seafood restaurant, The Fulton, and working into over twenty of Diego Moya’s dishes at Racines: from kosho with habanada preserves to cured scallops. And it wasn’t just chefs who tuned in - over 240kg went into home kitchens.

Green Citrus defines our sourcing. Shaping the food scene with mind-blowing flavour, in direct partnership with like-minded growers. Whilst supermarkets and intensive agriculture seek to create uniformity and eliminate any natural diversity, we’re going the opposite way. At Natoora we seize any opportunity for a new perspective, building the flexibility required for diversification into every element of our operation, every new relationship.

Green Cocktail Grapefruit from Greg at Natoora NYC

Green Minneolas on the tree at Lindcove Ranch
Weeks ahead of ripe harvest

Varieties of Green Citrus sourced across UK & US: Navel, Pink Navel, Mandarin, Meyer Lemon, Cocktail Grapefruit, Cara Cara & Minneola

2,410 kg of Green Citrus delivered to restaurants & home kitchens in London and NYC
Since the 1950s, demand for ‘exotic’ fruits has grown exponentially. Precipitated by developments in refrigeration and fresh produce preservatives, growing methods have been remodelled to sustain a year-round, multi-million dollar market.

In order to withstand extensive freight time and prolong shelf life, fruits - mangos, avocados, passion fruit, pomegranates - are harvested underripe, maturing in artificially engineered conditions over the course of transit. Picked before they absorb the maximum sugars and minerals from the tree, these crops are nutrient as well as flavour-poor. What’s more, varieties susceptible to oxidisation - such as lychees - are widely fumigated using sulphur dioxide, whilst unripe mangos are ‘matured’ using ethylene, a hormone applied under the controlled temperature and relative humidity conditions of transit.

A sustainable, flavour-driven alternative is within our reach. We’re reinstating the bar for exotic fruit to its rightful high, seeking out varieties grown by sustainably-minded farmers in Sicily, Spain and California.
28 days for Passion Fruit to reach the average consumer

3 days for Antonino’s Passion Fruit to reach us from Sicily

1,500 kg of Sicilian Passion Fruit delivered via Ocado in 2020
Fifteen years ago, it would have been inconceivable to think that exotic fruit could flourish in Sicily. These days it’s happening all over the island, thanks to one pioneering grower - Pietro. Fundamentally, his ground-breaking project stems from a desire to recreate the experience of just-picked, ripe fruit; a phenomenon he experienced throughout his time living in Hawaii. Maximising on Sicily’s similar humid, coastal climate, Pietro’s project proved that there was a sustainable alternative to underripe, freighted imports.

Closer to a botanic garden than a farm, Pietro’s land is a model for biodiverse, minimum intervention growing and a centre of ever-widening horticultural research. His ‘exotic’ plants are naturally adapted to their environment, absorbing an incredible spectrum of minerals and nutrients from the soil. Overturning the widely-accepted standard for exotic fruit, neither his Lychees nor his Mangos are ever treated with preservatives or ripening agents. An intensively-grown mango, harvested up to six weeks ahead of maturity, will register a Brix level of 6 and be treated with ethylene to artificially darken its skin colour. In Pietro’s care, a fully ripe, organically-grown Sicilian fruit will reach over three times that level, and develop intense, rich flesh as a result of sugar, mineral and nutrient absorption.

Gigi’s overlooks the Pacific near Santa Barbara in the hills of Carpinteria – which, due to the moderating effect from the ocean’s currents, happens to be the ideal microclimate for growing exotic fruits. Jehanne Brown and her son Nick – fifth and sixth-generation farmers – grow and hand-pick Passion Fruit, Guava, and several varieties of Cherimoya. The family never uses any sprays or pesticides, and instead employ beneficial insects as much as possible.

Grown from clonal rootstock - up to four times more expensive than the intensively-favoured equivalents - our Cadiz co-operative’s trees produce fruit with a phenomenally high oil and nutrient content. Cultivated with minimum intervention, each avocado is individually measured for ripeness and handpicked at full maturity, reaching us within three days of harvest.
“Diets that are better for the climate are better for our health, particularly when it comes to reducing the prevalence of non-communicable diseases linked to obesity, for example. Working on the entire food chain benefits not only the climate, but other sustainable development objectives too.”

OLIVIER DE SCHUTTER, SYSTEM OVERHAUL: MAKING FOOD SUSTAINABLE, GREEN EUROPEAN JOURNAL
According to a study, the UK eats almost four times more packaged food than fresh - and in 2015, it was the source of 1,547 of our daily calories. Most of these meals are made up of processed or concentrated ingredients, sourced from multiple suppliers. This opaque, intensive production of one of our major dietary intakes is a threat to both our health and our planet.

We’re pioneering transparency across the entirety of the food system. Whether at home, in a restaurant or grabbing a prepared meal, there should be no need to undercut flavour, nutrition or environmental impact. Counter - our café in Portobello and radically seasonal range of soups, dips and sauces - aims to integrate prepared food into a sustainable, far-reaching supply chain.

In 2020, we made serious advances in our own operation, investing in a new kitchen and juicing station in Bermondsey to enable us to grow our production without compromising on our standards. Every single ingredient and variety of fresh produce can be traced back to an individual, chosen for their dedication to sustainable modes of production that inherently put flavour and nutritional value first.

Through home delivery, our stores and in partnership with neighbourhood retailers, Ocado, and Waitrose, we’re dramatically transforming the quality of prepared food within people’s reach and introducing a readily accessible form of radical seasonality into our diets.
We cold-press and squeeze directly-sourced, radically seasonal varieties at their natural peak, retaining their full nutritional value and distinct flavour profile. Unlike any other producer, we can trace every single fruit and vegetable in our juices back to a single grower.

When a fruit is at its peak, we go to unparalleled lengths to preserve varietal diversity. Our Seasonal British Apple Juice shifts as the season goes on - from early Lord Lambourne to midwinter Mirac - using single harvests straight from John Dench at Ringden. At the same time, we press Chantecler Apple Juice using harvests from Matthias & Sophie Ryckelynck’s zero intervention orchards in Toulouse.

The same goes for citrus, with Clementine, Navelina and Blood Orange bottled as standalone varieties, maintaining subtleties of flavour that would be lost in homogenous juice production.

**Single variety citrus juices**

**Pressed at the height of their season**
“Regenerative organic agriculture can get us there. Simply put, recent data from farming systems and pasture trials show that we could sequester more than 100% of current annual CO2 emissions.”

MARK SMALLWOOD, RODALE INSTITUTE WHITE PAPER ON REGENERATIVE ORGANIC AGRICULTURE AND CLIMATE CHANGE
Food production and climate change have a symbiotic relationship. The ramifications of years of abuse are being felt across the global growing community. In the UK, the prolonged drought across the spring and summer months lead to a 60% fall in squash harvests for our East Anglian farmers and a record harvest of Heritage Tomatoes for our grower in Essex. In Italy, Oscar’s Honeymoon Melons and Domenico’s Yellow Peaches were all but wiped out by an extreme and highly unseasonal hailstorm.

In California, the team at Fifth Crow were displaced from their farm and forced to live out of their car due to wildfires less than a mile from their property, whilst Maywood’s Fig season was cut short due to smoke from the wildfires blotting out the sun. On the East Coast, Pedersen stopped growing all Cauliflower except Romanesco because variability in climate made it too difficult to grow without intensive intervention, whilst Long Island Brussels Sprouts set to begin in late October were delayed by over a month due to unseasonably warm temperatures.
Natoora Earthworks has the power to turn farming from a threat to our planet into a force for soil regeneration and climate restoration. It’s the culmination of the fifteen years we have spent working with growers to understand how soil health impacts both flavour and nutrition.

Earthworks will prove that there is a financially viable way to farm the most flavourful and nutritionally dense food possible, in a way that restores our soils, sequesters carbon and ultimately has a positive impact on not only the food system, but the global health of our planet.

In 2020, we launched with one farm - Melilot. This is just the beginning. We’re building a farm that can be scaled into a sustainable model for regenerative agriculture. With a community that connects over 400 farms across two continents, thousands of chefs and tens of thousands of home cooks through our stores and home delivery, this project could fundamentally change global eating habits. In time, our hope is that our farms will also act as centres for research and education, reinforcing an active campaign for regenerative organic agriculture.

With plans for farms across our regions, from Sicily to California, Earthworks is a monumental step towards a better future of farming.
“Regenerative organic agriculture improves the resources it uses, rather than destroying or depleting them. It is a holistic systems approach to agriculture that encourages continual on-farm innovation for environmental, social, economic and spiritual wellbeing.”

DEFINITION BY ROBERT RODALE OF THE RODALE INSTITUTE
OUR REGENERATIVE FARM, MELILOT

Our first Earthworks farm launched this year in Cornwall, founded in partnership with outstanding chef and grower Dan Cox. Across 120 acres and with a dedicated team of ex-chefs, makers and volunteers, we’re challenging intensive agricultural practices and taking risks that other farmers wouldn’t necessarily take on alone.

From a day to day perspective, Melilot is not only dramatically raising the bar on agricultural standards and actively drawing carbon down into the soil, but building demand for phenomenal, responsibly-grown produce that goes way beyond local reach.

Within the first summer, our Red Baron Onions were available on Ocado - a landmark moment for a regeneratively-grown vegetable. By the end of the year, we were delivering across the UK, putting Jerusalem Artichokes, Crosnes and flavour-first varieties of radish into the nation’s hands for the very first time.

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**CLIMATE CHANGE: SAVE THE SOIL, PROTECT THE PLANET**

- **22** Acres seeded with diverse cover crops to feed and regenerate the land
- **70** Acres of pasture restored by rotationally grazing our sheep
- **70** Varieties established over 82 permanent beds
- **154** Tonnes of nutrient-dense produce into kitchens
- **25** Volunteers - chefs, growers and food system fanatics - stepped up to help out in our first full growing season

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*Row 1: Badger Flame Beets on the washing station*

*Dan Cox and Tim, Natoora CCO, cleaning Red Baron Onions in July*

*Jacob, Greyface Dartmoor and Zwartble sheep grazing at Melilot*

*Michael harvesting Mexican Marigold, July 2020*
THE TENETS OF CARBON SEQUESTRATION

At Melilot, we’re guided by the principles of regenerative agriculture that both keep carbon in the soil and actively remove it from the atmosphere.

NO-TILL
Tilling mixes soil with air, allowing carbon to oxidise back into the atmosphere. As part of our growing plan for Melilot, we focus on perennial crops that don’t require tillage, or use a no-till seed drill for large-scale annual plantings.

ORGANIC MULCH
We’re covering our crops with mulch, made up of green waste compost, leaf litter and other organic matter, to prevent carbon losses. On our Jerusalem Artichoke beds, we left the crop residue in place after harvest. As they decompose, the residue fuels the carbon cycle in the soil.

COVER CROPS
Our sowing of a biodiverse combination of over 30 pasture plants such as clover, melilot and vetch keep the soil covered and enriched with carbon through the winter. We plant them side by side with our cash crops during the growing season to compensate for carbon lost when those crops are harvested.

INTEGRATED LIVESTOCK ROTATION
Moving our flock of rare breed sheep - crosses of Jacob, Greyface Dartmoor and Zwartble - through a series of small paddocks across the farm enhances soil health, suppresses disease in the animals and mimics natural energy and nutrient cycles. As part of a holistic system, we are reinstating the true value of animals in our diets.

COMPOST
Compost is rich in a stable (not easily oxidised) form of carbon. Our team are trialling different forms of organic microbial matter across the farm to avoid disturbing the soil.

CLIMATE CHANGE: SAVE THE SOIL, PROTECT THE PLANET
THE IMPORTANCE OF DIETARY DIVERSITY

In the last century, 93% of our unique seed varieties have disappeared. Intensive agriculture has promoted the standardisation of modern, uniform varieties - at the expense of individual characteristics and flavour and at an increasing risk to the balance of biodiversity in our ecosystems.

In our first growing season, we harvested over two dozen varieties - amounting to over ten tonnes of produce - with many more in trial for further exploration.

IN 2020 WE GREW

ARTICHOKEs
March - Sept
Three varieties grown from seed - Arad, Spikey and Romanesco - these have turned into perennial powerhouses of flavour. Undersown with clover and trefoil, their nutritional content is seriously complex.

MELIOT HERBS
July - Oct
Untreated herbs are almost unheard of - their delicate nature too sensitive for conventional supply chains to handle. Our project allows us to introduce rare varieties: Shiso, Mexican Marigold, Chamomile.

CROSNES ROOTS
Sept - Nov
Super rarely grown in the UK due to the insane level of work involved in harvesting, our crop sprouts from a root we originally sourced for Dan from France.

COURGETTES
July - August
These represent the core mission of this project: creating our own supply for central varieties. Green, Romana and Goldrush, each chosen for its unique nutritional make-up and flavour.

RED BARON ONIONS
July - August
Red Baron were the first variety of organic red onion to be grown in the UK for commercial purposes. Relegated to dry harvest, we’re almost alone to be harvesting them fresh.

7082 CUCUMBERS
July - September
A Row 7 variety bred for pure, mind-blowing flavour, 7082 cucs represent a revolution in both farming and the kitchen. Bitter, complex flavour unlike anything else we’ve ever tasted.

BADGER FLAME BEETS
July - Oct
Row 7’s goal here was to erase the vegetable’s reputation for dull, earthy taste. Phenomenally sweet raw or roasted, with bright, fine flesh that’s tender from leaf to tip.

WINTER TURNIPS & RADISHES
Sept - Nov
Trials of flavour-first varieties including Hinona Kabu, Green Luobo and Black Spanish. No dig beds, meaning the roots max out on embedded organic matter.

BOSTON RED JERUSALEM ARTICHOKEs
Oct - Dec
Grown from seed tubers selected for their powerful colour and high level of antioxidants. Perennial plants which rely on nutrient-dense soil to determine their quality - huge at Melilot.

CLIMATE CHANGE: SAVE THE SOIL, PROTECT THE PLANET
“Specialisation drives standardisation, a process that enables a deeper understanding of the plant and its environment. This is the key to mastering flavour.”

Franco Fubini

Sand-forced Pink Radicchio post harvest and trimming, grown by Antonello in Veneto, Italy
SPECIALISATION, NOT HYBRIDISATION

No real change in the food system will come about without an overhaul of specialised farming. In supporting independent, specialised growers and committing to buying significant volumes of their crops, we are ultimately replacing intensively-grown monocultures with varieties grown at scale for flavour and nutritional value. From Francesco’s Spiky Artichokes to Winter Moon Roots in Massachusetts, specialised farms can form a critical part of a food system that is capable of feeding the planet sustainably.

We’re not talking about intensive monocultures or growing methods here. It is achievable to grow a handful of varieties at scale in a way that is not only productive but regenerative. One farm, specialised in one kind of plant can produce a consistent supply at high volumes, while maintaining soil health and managing pests and disease without the need for chemical intervention.

In Europe, we have an incredible number of sustainably-centred specialists. Oscar Zerbinati - our Melon and Delica Pumpkin grower in Mantua, Italy - is not only one of the largest producers by volume in Italy, he is also the best. The grower solarises his fields after the last harvest to cleanse the soil, before adding a layer of manure for restoration over winter. Crops are rotated and in recent years, he has trialled the planting of legumes to regenerate and reinvigorate the land. His flavoursome, nutritionally dense melons and pumpkins are now accessible to the entire UK - through our own home delivery and partnerships with Waitrose and Ocado.
WINTER MOON ROOTS

A MODEL FOR SUSTAINABLE SPECIALISATION

HADLEY, MA

Grows: Macomber Turnips, Lutz Green Leaf Beets, Forono Beets, Bolero Carrots, Parsnips

Michael Docter has been farming in the Pioneer Valley for nearly thirty years. One of the first proponents of the CSA model (community supported agriculture), Michael founded Food Bank Farm back in 1991. Not only was Michael ahead of his time in terms of his rigorous adoption of organic methods, but in his bid to tackle food equality. Crops were grown not only for shareholders of the CSA, but for the Food Bank of Western Massachusetts - distributing nearly 200,000 pounds to the vulnerable at its height.

In 2008, Michael passed the mantle and switched his focus to root vegetables, applying his knowledge to become the East Coast’s leading specialist. Varieties are selected for flavour over all else. In his early days of farming he was a pioneering, outspoken proponent of the Bolero Carrot - little favoured at the time but now the most commonly grown orange carrot in the northeast.

Combining traditional methods with innovative technologies, Winter Moon Roots is ripping up the rulebook set by conventional growing. Intensive farming dictates that roots get harvested in one go, reducing labour costs and immediately freeing up land for the next crop. Michael leaves his crops in the soil to get sweetened up by repeated frosts, harvesting by hand on demand - in doing so, his crops spend less than half the time of a conventional root in energy-demanding storage. Their own store is powered by solar panels, channelling in the naturally cold winter air.

Over the past three decades, Michael’s pioneering work has cleared a path for a new generation of farmers, from Tyler at Alewife to Martin of Markristo. From the seeds in the ground to how and when they are harvested, his legacy stands as a viable farming model for specialisation, restoring rather than exploiting the soil.
Pre-Covid, we supported Chefs In Schools in their mission to transform food culture and education in schools - supplying a dozen schools in London with direct-sourced, seasonal produce. When schools closed in March, their day to day changed but if anything their mission took on an even greater significance: ensuring children had a direct, sustainable connection to nutritious food.

With 9 children in a class of 30 living in poverty, the role of Free School Meals in a child’s life is monumental; to many, it might be their only meal in a day. From March to September, Chefs In Schools provided 327,020 meals to vulnerable children in London through their hamper scheme. The charity set up hubs across the city, where furloughed chefs, front of house and multi-disciplinary volunteers came to cook and pack Free School Meal hampers. We donated both fresh produce and our time on a weekly basis, our teams lending a hand with anything from cooking to loading up hampers.

“A hot, freshly-cooked school lunch is, for some children, the only proper meal in the day, providing a nutritional safety net for those at greatest risk of hunger or poor diet. Only 1% of packed lunches meet the nutritional standards of a school meal.”

THE CHILDREN’S SOCIETY, FAIR AND SQUARE: A POLICY REPORT ON THE FUTURE OF FREE SCHOOL MEALS.
Stuart, our photographer, packs hampers at Drumbeat School in south London, April 2020.

No school with contract caterers was able to provide anywhere near the same level of support - their rigid infrastructure and long line of stakeholders unable to react with the essential flexibility needed in the situation. As in so many other areas, the pandemic has served as a sharp wake-up call to those responsible for school catering. Since July, Chefs In Schools has received more than double its usual number of enquiries and is set to take charge of dozens of new schools in 2021.

As one of the charity’s main fruit and vegetable suppliers, we are making seasonal, nutritionally-dense produce accessible from an early age. From swapping out standard broccoli for Martin’s Purple Sprouting to introducing green-skinned varieties of citrus, we are familiarising children with a broader spectrum of food and awakening a curiosity that will stretch beyond the canteen.

This year alone, menus featured Forced Rhubarb from Robert Tomlinson, Honeymoon Melons from Oscar in Mantua and the very first harvests of our Squash and Radish trials with Oli Baker at Mora Farm - hitting school kitchens in the same week as restaurants.

“We are changing what we’re doing week by week - we’ve moved hubs, changed up what’s going in the boxes, switched from pick up to delivery - but survival is the mother of invention. To pivot, you have to be on your feet and be ready to change. With the freedom to find the right skills and produce, we’ve been able to make a real difference”.

NICOLE PISANI, CO-FOUNDER & EXECUTIVE CHEF OF CHEFS IN SCHOOLS, SPEAKING IN JUNE 2020

Josie McLean, account manager at Natoora, volunteering with Chefs in Schools. Photo credit Kasia Kuzminova.

Stormont House School’s selection for a Key Stage 3 class about texture, variety and flavour. Photo credit Charles Gabriel.

DRIVING CHANGE BEYOND THE FIELD
GIVE FOR GOOD

In the US, France and the UK, we work with foundations to ensure that viable food never goes to waste. This endeavour became even more vital as the pandemic took hold.

3,401

KG DONATED IN NYC:

155th Street Community Fridge
Pro-actively tackling food insecurity at a local level

Food Issues Group
Providing grocery kits to food-insecure individuals and families throughout the city

Bushwick Ayuda Mutua
Grocery deliveries to vulnerable communities in Bushwick impacted by the pandemic

Cafe Forsaken
Making and distributing meals for essential workers from their community garden

La Morada / Rethink Food
Providing free meals for the community and solid income for undocumented workers

Ali Forney Center
Non-profit providing shelter and healthcare services to LGBTQ youth experiencing homelessness

78,817

Kgs of produce donated to The Felix project in London, which provides meals and fresh produce for local charities, schools, homeless shelters, women’s refuge centres, food banks and elderly centres.

$3,500

Donated towards Californian Wildfire Relief

187,659

Meals made through our Felix project donations alone

450

kg Italian Clementines donated to Chefs in Schools Christmas food parcels

The Felix Project collecting from our Bermondsey warehouse: one of their three weekly pick ups
There are no shortcuts in the journey to removing plastic from our supply chain. Any possible alternative has to be scrutinised through a microscopic lens. From minimising food waste to guaranteeing sustainable production methods of raw materials, we need to be sure that the next step goes forward, not sideways.

**SUSTAINABLE DELIVERIES, NATIONWIDE**

Each order is packed using WoolCool materials: fully recyclable cardboard boxes and ice packs and their pioneering 100% wool insulation - all of which can be disposed of sustainably at home. As a by-product of sheep-rearing, wool is an abundant natural material that is totally compostable and biodegradable. Fewer ice packs, lighter insulation and greater capacity in the box means every order uses significantly less material than the standard chilled home delivery.

**3000 PLASTIC BAGS PER DAY TO BE REPLACED WITH COMPOSTABLE**

In 2021, we will take a monumental step forward: substituting compostable bags for plastic as part of our packaging solutions for our restaurant and home deliveries. Overall, we will be using 3,000 fewer plastic bags per day than in 2020.

**THE NEXT STEP: GLASS**

Our team has zeroed in on the only durable alternative to plastic for Counter - our food to go range - and juice. Introducing glass is a huge step, one that requires a total operational overhaul. While it will inevitably introduce a higher cost at the till, it is the right step to make - having only a minimal environmental footprint while providing the appropriate level of food safety for distribution through our channels.
“So many answers lie in the soil. These vital and functioning soils bestow benefits, not just to the people on the land, but across all of society and the health of the planet.”

NICOLE MASTERS, FOR THE LOVE OF SOIL: STRATEGIES TO REGENERATE OUR FOOD PRODUCTION SYSTEMS

Sabrina, our Head of Customer Services, harvesting Red Baron Onions at Melilot, July 2020
CARBON & SOIL HEALTH
Off-setting, footprint, sequestration - we’ll be taking steps to integrate carbon reduction into our supply chain, right from soil level up to restaurant kitchens and home deliveries. With Melilot and future Earthworks farms, our aim is to be able to offer off-setting through our crops, demonstrating the power of farming as a force for good. At Melilot, we will also be measuring soil health and biodiversity using Soilmentor, an app developed by leading regenerative agriculture campaigner, Abby Rose. The data will be made available via our website.

NUTRITIONAL DENSITY
In focusing on soil health, we’re inherently boosting the nutritional value of everything we grow, source and cook. Our aim for 2021 is to measure that nutrition: in the soil at Melilot, in the produce sourced from our farmers and across our Counter. In making that information widely available, we’re helping to transform dietary health.

EDUCATION
In 2021, our mission to change the food system takes a sharper social focus. In 2020, we set up the Diversity Collective, a cross-departmental group led by our Education department. Its purpose, in fields and in kitchens, is to address the core inequalities within the food system and to find ways to make our mission more accessible. Our commitment is far-reaching: farms will act as education centres, our campaigns will continue to create engaging entry points to otherwise unfamiliar produce and we aim to double the number of schools we work with by the end of the year.

INTEGRATING ANIMALS
At Melilot, our animals - sheep and chickens - are managed in a way that simulates the natural behaviour of herds and wildlife, improving habitats, water management and the condition of the land. As we continue to diversify our supply chain, we plan to integrate animals in ways that will drive climate restoration.
OUR OUTLOOK

Our goals for the next twelve months will expand on three vital areas of accessibility: Earthworks, Education and Impact Tracking. In creating more entry points into a better food system - enriching the information available on our app, opening more stores and incorporating carbon offsetting into our supply chain - we will be transferring power to the consumer.

There is considerable ground to cover, but we’re building on foundations fifteen years deep, reinforced by the strength of our relationships and the breadth of our experience.

Whilst an eventual return to some kind of normality might tip the balance back towards international travel and a faster pace of life, the legacy of 2020 must include a complete reevaluation of the value of our food.
A FOOD SYSTEM REVOLUTION GLOSSARY

ACCESSIBLE SCALE
One farm, specialised on one to a few products, committed to quality above all else. We call it Accessible Scale because farms are capable of achieving a scalable production model that allows a fairly limited number of employees to produce, at incredibly high levels of quality, a consistent product at high volumes, without the need for the scale of industrial farming. It’s an accessible farming environment that can be reproduced and scaled by nature of its specialisation.

BRIX LEVEL
A Brix value indicates sugar levels. In fresh produce, a high Brix is a sign of powerful natural flavour and resistance to disease.

DEMAND SIDE SHIFT
A term borrowed from economic theory applied to the food system. Change in the system can be achieved by stimulating demand towards better tasting food which will trickle down through the supply chain forcing change in the system itself. Consumers, by raising the bar on the expectations in terms of food quality and full transparency on its origin and production methods, use demand to force producers, retailers and chefs to meet that standard.

FOOD SYSTEM
Everything related to the food on our plates: from farming to processing to transport to how we eat it.

INTENSIVE FARMING
Agriculture that aims to maximise yields from available land through various means, including heavy use of mechanisation and chemical inputs. This intensification has also been applied to the raising of livestock.

MINIMUM INTERVENTION
Use of chemicals and synthetic fertilisers, pesticides and other harmful inputs is limited to last resort, if at all. In simple terms it’s an organic philosophy that uses non-organic inputs when absolutely necessary.

NUTRITIONAL DENSITY
The concentrated amount of valuable nutrients in our food - vitamins, minerals, fibre, essential fatty acids and phytonutrients.

RADICAL SEASONALITY
Tracking the unique season of each plant - rather than categorising by month or spring, summer, autumn and winter. By sourcing fruits and vegetables during their real seasonal window, we preserve distinct flavours, minimise chemical inputs and ensure the greatest nutritional density in our food.

REGENERATIVE AGRICULTURE
A system of farming principles and practices that increases biodiversity, enriches soils, improves watersheds, and enhances ecosystem services. It aims to capture carbon in soil and aboveground biomass, reversing climate change. At the same time, regenerative agriculture can produce increased yields, resilience to climate instability, and higher health and vitality for us as consumers.

SEED SAVING
A grower selecting seeds from their best-performing plants for future crops. As well as preserving biodiversity and varietal integrity, seeds are naturally adapted to the soil, local climate, and more resilient to climate change.

SMALL SCALE FARMING
Farming less than 100 acres, generally with little expensive infrastructure. These farms often favour more sustainable methods, including regenerative, organic, biodynamic and permaculture.

SPECIALISATION
A commitment to growing or producing one to a few types of produce or products, prioritising quality above all else.

SUPPLY CHAIN
Mechanisms through which goods move from grower to consumer. It encompasses how fruit and vegetables are sourced, how they are transported to how food is accessed by the consumer: through a wholesaler, a supermarket or from the farm gate.

TRANSPARENCY
The ability to trace our food back through a short, direct supply chain to an individual grower or producer. This visibility restores power to the consumer and enables them to control how their food is produced.

Our LA sourcing team with Juan and Coco at Garcia Organic farm, CA