

eval sustainability case study analysis Noma restaurant

Name: Leo Luke

Student Id: 2416802

course lecturer: Jemma smith

Assignment: evaluating sustainability case study analysis Noma restaurant -bmgm5000

confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI generated materials as my own work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence.

contents page

introduction ~~~~~	page 3
three pillars of sustainability ~~~~~	page 4
noma's accomplishments ~~~~~	page 5
Issues within the business ~~~~~	page 6
Noma's adaptability ~~~~~	page 7
affects on gastronomy ~~~~~	page 8
conclusion ~~~~~	page 9
references ~~~~~	page 10

Sustainability report - Noma restaurant - located Copenhagen

introduction

In recent years sustainability has become one of the epicentres of modern cuisine with many places using it for a pillar of moral compass to being a good business while keeping a positive footprint on our planet .whether that comes from energy ,sourcing of produces and maintaining biodiversity on the land and ocean. When it comes down to sustainability, one restaurant seems to be a large margin ahead of others and are pioneers of sustainability and gastronomy using what the earth has provided. The restaurant is called Noma and it is located in Copenhagen (Hirsch and Hirsch, 2026). Noma was founded in 2003 by a chef called Rene Redzepi who wanted to shine light on Nordic food through locality, seasonality and foraging ingredients from what's around them while keeping the cultural authenticity of their region (Kemp, 2024). Noma focusses heavily on local foraging and biodiversity while keeping their food waste to a minimal by using every part of the produce they use (Lee, 2018). Noma is a 3 Michelin star restaurant that puts focus on contemporary food culture by using creativity, experimentation and sustainability as there backbone to their establishment and in Nordic cuisine (Foodfinancetravel, 2024). The restaurant have become almost a legend as to them it's not just a restaurant but a insight into what can be achieved by sourcing things locally and maintaining sustainability as the main characteristic .

About Noma and its integration with sustainability

The restaurant Noma was one of the early leaders in environmental sustainability pioneering a new philosophy when it came to dining in the aspects of local, seasonal and foraged ingredients (Xie, 2017). The restaurant had a new approach about the food suppliers chain of effects, this has unfortunately been caused from deliveries, as it minimized carbon and supported regional diversity however as expectations grew in the world of fine dining such a pioneering menu that changed so often came to bring many contradictions

Three Pillars of sustainability

When it comes to sustainability there are 3 main pillars which are environmental, social and economic (Safdie, 2024).

Environmental pillar

Environmental pillar focuses on keeping and protecting natural resources and biodiversity. whether that comes from ecosystems or agriculture one of the main fronts of this pillar is keeping a lower level of pollution in our planet than recent years and ensuring that humans do not cause irreparable damage to our environment (Purvis, Mao and Robinson, 2019). It also covers conservation of local species of animals and plants, climate crisis and damage to the ozone layer through greenhouse gasses from biofuels and livestock agriculture

Economical pillar

Economic pillar is made and focused for the promotion of long term economic growth while not damaging or compromising the other two pillars (Masterclass, 2020) .this pillar pushes businesses and governments to understand and advance in new practices which are viable to future economic growth without damaging short term , it is meant to create stable and efficient resource efficient economy that is going to aid future generations

social pillar

The final pillar is social sustainability. The stated pillar is concerned with social equity and community well-being. It aims to create equal and inclusive societies where all individuals regardless of culture can have access to basic rights and a high quality of life without having to compromise on history or culture (positive planet, 2023) .this addresses issues like inequality , poverty in less economically developed countries .it also touches on topics like education and healthcare ensuring development to all members of society

When looking at Noma and how they comply with the pillars, it is in view that the establishment is integrated deeply with them (Quattlebaum, 2023). Noma take environmental and social pillars extremely seriously and offer widespread employment to the Nordic community members whether it's in the front of the business in the restaurant itself but also in a agricultural and foraging standpoint they have a large team that functions like a engine to maintain the highest quality they can .

Reviewing Noma restaurants accomplishments

Over the years the restaurant Noma have accomplished so many positives when it comes to sustainability and keeping that at the centre of their business as sourcing everything locally keeps things in a circular economy if it's not in season they do not use it which is also a marketing standpoint as it brings demand to everything being limited but the main point they operate like this is to keep environmental sustainability at heart and not affecting the biodiversity that surrounds them.

Noma is heavily based on sustainability and due to this they have changed their outlook on how they comply with the pillars of sustainability . At the end of 2024 –2025 Noma Copenhagen closed its doors to just fine dining and adjusted itself accordingly to evolve and adapt to pioneer sustainability by transforming itself into a food lab this was to address environmental sustainability challenges and the difficulties of economic growth within fine dining industries . It is now quoted by the old head chef to be a pioneering test kitchen while they still do fine dining it is now more focused on food innovation and how to better all business in a sustainable way for our environment and society .

Issues that came to Noma's attention and caused them to close

The decision of Noma closing is also influenced by many broader sustainability issues within the fine dining community. They found that the high costs and labour intensity of the Michelin model have raised many eyebrows when it comes to (viability.Ray, 2023) . The head chef noted that the current situation was not sustainable in terms of the employee

well-being, in which he noted that there's a lot of scrutiny over the treatment of workers in Noma and in general of many high-end businesses which was affecting the restaurant's goals in social sustainability. this was one of the main reasons behind there closure the unsustainable burden of labour associated regarding the level of cuisine (Beard, 2023).

There were many reports of workers burnt out and in some extreme cases unpaid internships and long working hours revealed many cracks in there structure ,This is why they are trying to re-evaluate their practices to create healthier work environments in their own restaurant and try and innovate it for the rest of the industry . There were many people that came forward about restaurant Noma's unpaid internships (Swenson, 2023).

Unfortunately, the people thought they were getting paid for working within the business. this seems to show that there was a large confusion from the company's standpoint and how they tend to their staff, a lot of disorganization in their social sustainability became quite a popular topic on the internet of people going back on their experiences at the Noma restaurant

This also led to another factor in which Noma also experienced many financial challenges although it was in the pandemic it led to a drop in there revenue so deep despite the aid of government support (Crowley, 2024). The establishments high priced tasting menus can exceed most other establishments, some of which even cost £500 plus which in most people's cases they won't be able to afford it. unfortunately, if the customers aren't residing in Copenhagen, they would have to include travel, but Copenhagen is a very important place for gastronomy, so there will always be a demand for that particular cuisine. as the demand became increasingly difficult to sustain within the hospitalities, ever changing economic landscape and they found that the emotional toll of workers became unimaginable, this is due to the high standard of service and quality in Noma. it was starting to bring a negative connotation to workers and with this it could make the quality drop and so forth. There seem to many silent contributors to reasons they had to close as it was getting to a level of being untenable the decision they made to turn into a food lab reflects a strategic approach to address economic stability from constant reinvention of the business (Crispin, 2023).

How did the restaurant adapt

Noma after its closure plans to continue operating as a food lab and will host some pop up dining experiences but nowhere near the extent of what they once were (Coghlan, 2023). This shows a significant change in how Noma will engage with the culinary world moving away from standard intense fine services to a even more experimental and innovative style of dining (Andy, 2022). The business aims to focus on improving the pillars of sustainability in hospitality while keeping quality at a high evolving dining experience as now there focus is not on constant services and now is more adjusted to having pop up events if they have discovered something new to gastronomy.

Now Noma on there website you can now purchase stuff they have created in there food lab in the aspects of ferments and different foraged items turned into things like garum. To conclude, although the restaurant are not as frequent for services they are still meeting demands in how to use ingredients and preserve them to adopt different perspectives in environmental sustainability

What affects did this have in the world of gastronomy

The impression of many that heard about Noma closing was a mix of curiosity and shock Supported by (Ritschel, 2023). many high end establishments and chefs were in disbelief as Noma had been the forefront of innovation within the gastronomy world whether that came from the food they made to the way they went about it and it caused a lot of problems and

a shift in the hospitality industry to whether the work load and stress in labour practices were causing damage in the Michelin Kitchens .

What happened afterwards?

This made many businesses around the world start to rethink their goals for the pillars of sustainability and how to better aid them for the future as time goes on the workdays for people has started to become less demanding.

from their closure and adaptation to being a food lab it represents a critical inflection point of sustainability discourse in the industry it shows that even the most sustainable short term may not be useable for long periods of time. it moves the performative sustainability of local ingredients to the main topic of it being integration of environmental stewardship (Richards, 2025) , social justice in the work place to showing economic resilience Noma's evolution shows and highlights new age sustainability and how it demands more than just sourcing ethics it needs a new concept of sustainable creativity , labour and business running's by shifting their organization model of how they run they now challenge themselves to pioneer and re imagine a future where culinary excellence is sustainable from using all the products to how they maintain a balance of quality and work load as without looking at all the pillars of sustainability as from Noma and its past they have shined light to what happens when only focusing on one pillar it can cause the other ones to crumble which can affect even an establishment as high-class as Noma

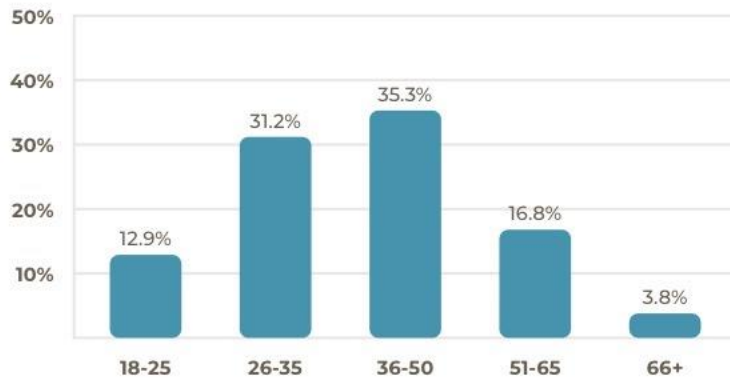
Conclusion

To conclude when looking at Noma it is visible that at some points they worked aligned with the pillars of sustainability by pioneering sustainable methods in the hospitality industry and kept pushing forward in trying to find new ways to boost economic sustainability and environmental which caused a large change in how the industry perceived hospitality but it seems they may have been some neglect on the social aspect of the businesses which seemed to cause some issues but just as they did when they started they adapted in a way that still gave them room to re invent Noma and its footprint in sustainability while some adaptations to use in the future would be to not just excel in one point of sustainability but to gradually grow each and every pillar as it goes full circle



Age Range Distribution

Age demographics of your audience



statistics founded through (Sparktoro, 2025).

Reference list

Andy's Travel Blog. Available at: <https://andystravelblog.com/2022/09/15/noma-review-eating-at-one-of-the-worlds-best-restaurants/> [Accessed 26 Jan. 2026].

Beard, G. (2023). *The 'world's best restaurant' is closing its doors*. Time Out Worldwide. Available at: <https://www.timeout.com/news/noma-one-of-the-worlds-best-restaurants-is-closing-010923> [Accessed 26 Jan. 2026].

Crowley, C. (2024). *Noma, Once Set to Close This Year, Is Very Much Still Open*. Grub Street.

Available at: <https://www.grubstreet.com/article/noma-not-closing-after-all.html> [Accessed 23 Jan. 2026].

Crispin, J. (2023). *Noma is closing. Are we seeing the death of 'fine dining'?* | Jessa Crispin. the Guardian. Available at: <https://www.theguardian.com/commentisfree/2023/jan/24/noma-is-closing-are-we-seeing-the-death-of-fine-dining>. [Accessed 26 Jan 2026].

Eater London. Available at: <https://london.eater.com/23546160/worlds-best-restaurant-noma-closing-rene-redzepi-copenhagen> [Accessed 26 Jan. 2026].

Foodfinancetravel (2024). *Noma: The Best Restaurant in the World...Sort of*. Food Finance Travel. Available at: <https://foodfinancetravel.com/2024/12/17/noma-the-best-restaurant-in-the-world-sort-of/> [Accessed 23 Jan. 2026].

Hirsch, D. and Hirsch, M. (2026). *Welcome To Zscaler Directory Authentication*. 2foodtrippers.com. Available at: <https://www.2foodtrippers.com/noma-best-restaurant-in-the-world/> [Accessed 23 Jan. 2026].

Ray, J. (2023). *Noma Is Closing. Welcome to the End of Fine Dining*. WIRED. Available at: <https://www.wired.com/story/noma-closing/> [Accessed 23 Jan. 2026].

Kemp, E. (2024). *Inside world's best restaurant Noma and its final days as owner appears on Apple TV*. Daily Mirror. Available at: <https://www.mirror.co.uk/tv/tv-news/inside-worlds-best-restaurant-noma-33285051> [Accessed 23 Jan. 2026].

Lee, J. (2018). *The new Noma: Copenhagen's best restaurant reviewed* | British GQ. British GQ. Available at: <https://www.gq-magazine.co.uk/article/we-review-the-new-noma> [Accessed 23 Jan. 2026].

Masterclass (2020). *Economic Sustainability: Definition, Importance, and Examples - 2024* - MasterClass. MasterClass. Available at: <https://www.masterclass.com/articles/economic-sustainability> [Accessed 23 Jan. 2026].

positive planet (2023). *What are the Three Pillars of Sustainability? | Positive Planet*. Positive Planet. Available at: <https://positiveplanet.uk/what-are-the-three-pillars-of-sustainability/> [Accessed 23 Jan. 2026].

Purvis, B., Mao, Y. and Robinson, D. (2019). Three Pillars of sustainability: in Search of Conceptual Origins. *Sustainability Science*, 14(3), pp.681–695. doi: <https://doi.org/10.1007/s11625-018-0627-5>. [Accessed 26 Jan 2026].

Quattlebaum, P. (2023). *What Noma's Closing Teaches Us About Sustainable Service Organizations - Harmonic Design*. Harmonic Design. Available at: <https://thisisharmonic.com/what-nomas-closing-teaches-us-about-sustainable-service-organizations/> [Accessed 26 Jan. 2026].

Ritschel, C. (2023). *World's best restaurant Noma is closing and people are blaming 'The Menu'*. The Independent. Available at: <https://www.independent.co.uk/life-style/food-and-drink/noma-closing-the-menu-rene-redzepi-b2259241.html> [Accessed 26 Jan. 2026].

Richards, P. (2025). *Review: Noma - Susie & Peter*. Susie & Peter. Available at: <https://susieandpeter.com/review-noma-copenhagen/> [Accessed 26 Jan. 2026].

Safdie, S. (2024). *What Are the Three Pillars of Sustainable development?* greenly.earth. Available at: <https://greenly.earth/en-gb/blog/company-guide/3-pillars-of-sustainable-development> [Accessed 23 Jan. 2026].

Sparktoro (2026). *SparkToro Login*. Sparktoro.com. Available at: <https://sparktoro.com/product/custom/10486/overview> [Accessed 23 Jan. 2026].

Swenson, M. (2023). *Noma Interns Were Actually Forbidden From Expressing Joy*. Mashed. Available at: <https://www.mashed.com/1175630/noma-interns-were-actually-forbidden-from-expressing-joy/> [Accessed 26 Jan. 2026].

Xie, Q. (2017). *Copenhagen's Noma: 10 ways it changed the world of food*. CNN. Available at: <https://edition.cnn.com/travel/article/noma-copenhagen-rene-redzepi-changed-the-world> [Accessed 26 Jan. 2026].