





In 2024, we witnessed an exceptional year of transformation and growth - one that not only elevated our sales but also expanded our reach into new markets and welcomed new brands into our ever-growing family. At the heart of this journey lies our unwavering commitment to Good Growth growth that is inclusive, responsible, and sustainable.

This Report stands as a significant milestone in our ongoing sustainability journey. It reflects the progress we've achieved, the challenges we've encountered, and most importantly, the steadfast dedication that continues to guide us towards a more sustainable future.

One of the most pivotal developments of 2024 was our adoption of the **Corporate** Sustainability Reporting Directive (CSRD). More than just a regulatory requirement, we see the CSRD as a powerful catalyst for change - one that strengthens our commitment to transparency and advances our ESG practices. Aligned with the European Green Deal, it empowers us to meet the growing expectations of our customers, deepen stakeholder trust, and raise the quality and impact of the information we share.

Sustainability is not just a part of our strategy - it is the lens through which we view our future. Over the past year, we've made tangible strides in embedding sustainable practices across every area of our operations. Among our key initiatives:

- Strengthening governance frameworks with robust policies that ensure ethical conduct and accountability throughout the organization.
- Broadening our inclusion training programs, empowering every employee with the tools and awareness needed to foster a workplace that is truly diverse, equitable, and inclusive.
- Cutting single-use plastics for guest packaging to near zero, reaffirming our responsibility to the planet and our drive to reduce environmental impact.
- Expanding our plant-based offerings to promote social inclusion and accessibility, ensuring we meet the evolving dietary needs and values of a diverse and conscious customer base.

While we celebrate the progress we've made, we know that real, lasting impact demands ongoing evolution. Our journey continues - and so does our resolve to integrate sustainability into every decision we make. Embracing cross-functional collaboration, anticipating regulatory shifts, and implementing strong accountability mechanisms are essential to keeping our momentum strong.

This Report is both a reflection and a call to action. It highlights our milestones, whilst also acknowledging where we must aim higher. With the continued trust and partnership of our stakeholders, we are confident that together, we can shape a future where business success and sustainability go hand in hand.

Munh nN

Alessandro Preda, **Group Chief Executive Officer**







A Word Fr QSRP At A Who We **Our Histo Our Value Our Brand CSRD** Jou What Is th Responsi **Our Strate Our Susta Double M** How We l **Our Mater Climate** C **Our Actio**

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INTRODUCTION

AGLANGE



key countries



QSRP

QSRP SUSTAINABILITY REPORT 2024

MILLON

customers served annually







of our stores have plant-based options

П hours of training in 2024



of our workforce are women

Only

incidence of single-use plastic on total guest packaging weight

excluding packaged branded products

of employees are under 30



WE ARF



QSR Platform Holding (QSRP) is a leading quick-service restaurant (qsr) platform, bringing together a diverse portfolio of brands that cater to a wide range of consumer preferences. By combining global brands with strong local champions, we deliver fast, high-quality, and affordable dining experiences across Europe.

Our reach extends across Europe, with operations predominantly in Austria, Belgium, France, Germany, Italy, Luxembourg, the Netherlands, the UK, and Ireland. Across our network of more than 1,500 points of sale, circa 30% are Group-owned and 70% franchised locations. We welcome over 115 million customers annually. We leverage economies of scale, shared expertise, and an experienced Leadership Team to drive our expansion and operational excellence.

At the core of our strategy is a commitment to growth and innovation, underpinned by organic expansion, operational efficiency, and strategic acquisitions. By investing in market-leading brands, product innovation, new technologies, and AI tools, we ensure we remain at the forefront of the evolving qsr landscape.





We're also people focused. We are shaped by our evolving consumer demands to keep customers at the centre. Through a localized management approach and a collaborative culture, we remain committed to operational excellence, customer satisfaction, and responsible growth. By leveraging QSRP shared expertise and industry-leading capabilities, we continue to shape the future of the quick-service restaurant sector in Europe.



2014

QSRP JOURNEY BEGINS

BURGER KING ITALY



QSRP becomes Burger King Master Franchisee for Italy, leading international burger brand.

Quick

2016



QSRP obtains a perpetual license for Quick in Belgium and Luxembourg, local burger restaurant chain, with a delicious assortment of burgers, French fries, and other fast-food products.

BURGER KING BELUX BURGER

QSRP becomes Burger King Master Franchisee in Belgium and Luxembourg.

Acquisition of O'Tacos, a digitally focused internationally fast-growing French Tacos restaurant chain, serving customizable "Original French Tacos".

7

QSRP SUSTAINABILITY REPORT 2024

2018

2024

NORDSEE NORDSEE <>

Acquisition of NORDSEE, leading seafood restaurant chain in Europe, with restaurants predominantly in Germany and Austria.





DUNKIN' DUNKIN'

QSRP signs deal to bring Dunkin' to France as exclusive Master Franchisee in the French market.

CHOPSTIX

CHORSTI

Strategic investment in Chopstix, acquiring a majority stake in UK's premier Asian-inspired quick service restaurant chain.

GLADALLE 🧿

Strategic investment in G La Dalle, French pioneer in affordable burgers.



Our values are more than guiding principles. They shape the way we work, collaborate with partners, and deliver meaningful experiences to our customers. They also serve as a foundation for our sustainable growth and long-term success.

We are driven by continuous evolution, innovation, and a commitment to excellence. And every milestone we achieve is made possible by the dedication, skills, and passion of the people we work with.



We believe that asking more questions is the first step on the journey to innovation and sustainable transformation. That's why we're dedicated to discovering every opportunity to improve operations at every level.

PASSIONATE

When you have a deep appreciation and passion for the restaurant industry, delivering great food experiences to consumers becomes second nature. And, of course, we love and value the people we work with.

QSRP SUSTAINABILITY REPORT 2024

CURIOUS

MINDFUL

Being mindful is at the core of our business. We embrace diversity and different solutions, actively listening, and adapting to various cultures, situations, and needs. By spreading this vision far and wide, we foster trust and loyalty.

AGILE

We are collaborative and entrepreneurial. We are not afraid to make mistakes and learn from them. That's our way forward, from inspiration to implementation.

CREATIVE

Being creative requires an open mind. That's why we're always ready to be surprised. Surprises lead to exciting ideas, and exciting ideas have a powerful impact on what we do.



In 2024, QSRP celebrated its 10th anniversary, marking a decade of incredible growth, and diversification in the qsr industry. Over the past ten years, we have expanded our portfolio to include both global mega brands, and successful local champions, each catering to diverse consumer bases and varying market maturities across the full qsr spectrum.

Proprietary brands

NORDSEE

With a heritage dating back to 1896, NORDSEE is Europe's go-to destination for quality seafood. Predominantly located in Germany and Austria, NORDSEE is renowned for its delicious seafood meals and snacks, upholding a tradition of excellence. In addition to its core restaurant and delivery operations, NORDSEE-branded products are also available in selected supermarket chains.

GLADALLE

Founded in 2014, G La Dalle is a pioneer of French street food, offering a constantly evolving range of varied, crafted products at affordable prices.

CHOPSTIX

Recognized as one of the UK's premier Asian-inspired quick-service restaurant chains, Chopstix offers convenient and tasty dining options.

NORDSEE

O'TACOS



Established in 2007 in Grenoble, France, O'Tacos has pioneered the French taco scene. This innovative brand offers a unique combination of fries, meat, and cheese sauce wrapped in a masterpiece, appealing to a broad audience seeking new and exciting street food options.

Franchised brands

BURGER KING



As a leading international brand, Burger King is a cornerstone of QSRP's portfolio, offering a variety of flame-grilled burgers and other fast-food products. It's presence spans Belgium, Luxembourg, and Italy where QSRP holds the Master Franchise.









A beloved local burger restaurant chain, Quick is operated in Belgium and Luxembourg by QSRP, which owns the perpetual license of the brand for those countries. Known for its delicious assortment of burgers, fries, and more, Quick provides satisfying and familiar tastes that resonate with local preferences.

DUNKIN'

Founded in 1950, Dunkin' is one of the largest coffee brand in the United States. The menu extends beyond coffee and donuts to include a variety of sweet and savory baked goods. QSRP holds the Master Franchise for France.







QSRP SUSTAINABILITY REPORT 2024

ESRS 2-GENERAL DISCLOSURES

PAGE **10**

The Corporate Sustainability Reporting Directive (CSRD) is an EU regulation that requires large companies to disclose detailed information on their environmental, social, and governance (ESG) practices. By adopting the European Sustainability Reporting Standards (ESRS), the directive aims to enhance transparency, comparability, and accountability.

[BP-1] General basis for preparation of sustainability statements

The CSRD is being rolled out in a phased approach. For companies like QSRP, it doesn't come into full effect until 2026. With this 2024 Report, we have chosen to proactively align with the provisions of the CSRD to ensure greater transparency. As such, the Report presented in this document is an extract, with the full version available upon request.

This Report has been prepared on a consolidated basis, incorporating data on the performance of QSRP, and our fully consolidated subsidiaries. The new businesses in our portfolio,

Chopstix (UK), Dunkin' France, and G La Dalle (France), which joined at the end of 2024, are excluded from this Report and will be included in the CSRD reporting starting next year. The three entities are fully consolidated in the Financial Statements for the period ending December 31, 2024, as of their respective acquisition dates.

The information presented covers the fiscal year ending December 31, 2024, ensuring alignment with the Group's management framework and ESG commitments.



CORPORATE GOVERNANCE

QSRP adopts a governance model designed to create long-term value, mitigate business risks, and ensure integrity in decision-making processes. The Group is owned by a limited number of long-term cornerstone investors, with Kharis Capital acting as the General Partner. While co-investing alongside third-party investors, Kharis Capital actively manages, monitors, and represents QSRP, reporting quarterly to investors.

EXECUTIVE COMMITTEE

The Executive Committee is the highest governing body in the Group, composed of the CEO and key functional leaders. It provides strategic direction and ensures alignment across all critical functions and brand organizations. This group is also part of the broader Group Leadership Team.

LEADERSHIP TEAM

The QSRP Leadership team is led by the Group CEO. The team oversees key corporate functions, including Procurement & Supply Chain, Marketing and Digital Channels, Legal & Administration, Growth, Finance, Investment & Strategy, Commercial, IT, Human Resources, and Sustainability. The Leadership team also includes the Heads of each Business Unit (BU).



The Group's Investment Committee plays a critical role in ensuring disciplined capital allocation and strategic alignment across the organization. Comprising the Group CEO, Group Chief Financial Officer (CFO), and depending on the specific business under review the respective local CEO and CFO. The Committee is responsible for evaluating and formally approving individual capital expenditure (capex) projects. These include new restaurant openings, franchisee buybacks, restaurant remodelling, and other strategic investment initiatives. The Committee's mandate extends beyond mere financial oversight; it ensures that each investment is in line with the Group's long-term strategic priorities and meets sound economic criteria, with a particular focus on payback terms and overall financial viability. By maintaining a rigorous and structured approval process, the Investment Committee safeguards the Group's financial health while fostering sustainable growth and operational excellence.

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[GOV-1] Role of the administrative, management and supervisory bodies

[GOV-2] Information provided to, and sustainability matters addressed by administrative, management and supervisory bodies

INVESTMENT COMMITTEE

PEOPLE COMMITTEE

The People Committee involves the Group CEO, the Chief Human **Resources Officer and for each** Business Unit, its leader (Managing Director/Chief Operations Officer), and their HR leader. People Committee meetings are held annually at the beginning of the fourth quarter as part of the budget process. These meetings provide short to mid-term direction on people-related aspects and ensure alignment between the Group and Business Units on key topics such as organizational design, organizational development, validated HR projects for the upcoming year(s), resource needs validation and compensation.







SUSTAINABILITY GOVERNANCE

Our Sustainability Governance Framework is designed to ensure ESG is factored into business decisions. **Key governance bodies and processes include:**

SUSTAINABILITY COMMITTEE

Composed of Leadership Team members and Business Units managers, this team meets quarterly to define and track short and medium-term sustainability strategies. This Committee is responsible for setting annual ESG targets, monitoring progress, and ensuring adherence to responsible business practices.

GROUP SUSTAINABILITY DIRECTOR

Responsible for implementing the ESG strategy across QSRP, this role includes leading, monitoring, and reporting on sustainability initiatives, as well as fostering a culture of sustainability throughout the organization.

The responsibilities of these bodies are embedded in QSRP's governance policies and frameworks, ensuring that risk management, compliance, and ESG performance are systematically integrated into decision-making processes.

By structuring ESG data governance around expert-led ownership, active engagement, and a rigorous validation framework, QSRP reinforces the transparency, accuracy, and accountability of its sustainability reporting processes.

SUSTAINABILITY AMBASSADORS

Present in each QSRP Business Unit, they act as focal points for sustainability engagement. These ambassadors hold regular meetings to assess progress and address challenges.

DATA COLLECTION & VALIDATION MODEL

Introduced in 2024, this model strengthens ESG data governance through clear role assignments, expert involvement and digitalized processes.



MANAGEMENT BY OBJECTIVES

[GOV-3]

Integration of sustainability-related performance in incentive schemes

QSRP integrates sustainabilityrelated performance into its Management by Objectives (MBOs) framework, ensuring that ESG goals are fully aligned with the Group's overall strategy.

The MBO system includes a variable remuneration component, calculated as a percentage of gross salary. This remuneration is linked to both overall business performance and departmentspecific objectives, which include sustainability targets for executives and other relevant functions.

We assess performance against specific sustainability-related targets, including reducing environmental impacts, supporting diversity and inclusion, and advancing social responsibility initiatives. These sustainabilityrelated targets are integrated into the performance evaluation process and are part of the broader performance framework that ensures sustainability objectives are incorporated into QSRP's operational plans.

As part of this integration, in 2024 the ESG MBOs system was extended to the entire Leadership Team, ensuring that sustainability remains a central focus at all levels. Additionally, selected individuals whose roles have a direct impact on sustainability matters and ESG results were also included in the ESG MBOs framework.

By embedding sustainability metrics into performance evaluations and incentive structures, QSRP ensures that ESG objectives are a core driver of business performance, strengthening its commitment to responsible and sustainable growth.

QSRP SUSTAINABILITY REPORT 2024







At the heart of our strategy lies a commitment to innovation. Our products are not only delicious – they also align with principles of sustainability and social responsibility.

[SBM-1] Strategy, business model and value chain

This commitment is reflected in our responsible ingredient sourcing, the development of innovative product options, waste reduction initiatives, and a focus on reducing the carbon footprint across operations.

Our product innovations are shaped by our consumers. Traditional favorites are balanced with plant-based alternatives,

catering to a growing customer base that prioritizes more varied choices. We have progressively expanded the availability of plant-based alternatives accessible across all stores.

Beyond product innovation, we are also committed to reducing the environmental impact of our customer experience. This includes optimizing guest packaging by reducing overall material use and using more sustainable alternatives. In line with this commitment, initiatives have been implemented to phase out single-use





plastics and introduce reusable solutions where feasible.

To meet our customers' evolving preferences, we use customer intelligence, innovative marketing, digital and AI tools, and product innovations. Our omnichannel presence, including physical restaurants, drive-through services and online delivery platforms, ensures we reach a broad spectrum of customers.







In today's dynamic world, the success of a foodservice business hinges not only on the quality of its offerings but on how seamless and efficient its logistics and operations are. Similarly, its sustainability profile depends on the performance of each actor and process in the value chain.

From sourcing premium ingredients to delivering enjoyable customer experiences, each stage of the value chain plays a pivotal role in shaping the reputation and success of our business.

Sourcing

of Materials



ingredients and packaging

materials. QSRP

collaborates with suppliers

that endorse its Suppliers'

Sustainability Policy, which

sets expectations on

environmental practices,

responsible sourcing, and

social ethics.

Management of the sourcing, receiving, and storing of raw materials, ingredients and packaging either in a warehouse or directly in the restaurant. Logistics and transportation are managed by business partners, with a focus on efficiency and ensuring timely deliveries to processing facilities. Product delivery from the warehouse to restaurants and franchisees, involving strategies for optimizing delivery routes, managing inventory levels at each restaurant, and ensuring that orders are fulfilled accurately and promptly.



Distribution

Restaurant Sales

Consumption and End-of-Life Cycle





Final cooking, preparation, service, and sale of products. Sale is available through multiple channels, including brick-andmortar restaurants, drivethroughs, and online delivery platforms. Consumption of products by customers and disposal of leftovers and packaging, either at the restaurant facility or by the customer directly. The Group encourages sustainable practices in the customer experience.



JK SUSIAINAE [SBM-1] Strategy, business model and value chain

We are fully committed to our sustainability goals. By engaging our stakeholders at every step, we ensure we are transparent about our progress. In an ever-changing world, we will continue to refine our ESG strategy to enhance our ability to meet all our sustainability goals through:

- clear, measurable targets
- a robust monitoring framework
- enhanced transparency and reporting

In 2025, we look forward to sharing our ESG strategy and plan for the coming 3-5 years. Through an integrated business strategy, QSRP will strengthen its leadership in the quick-service restaurant industry, driving long-term value for customers, investors, and all stakeholders.

QSRP

QSRP SUSTAINABILITY REPORT 2024



DIALOGUE WITH STAKEHOLDERS

Interests and views of stakeholders [SBM-2]

QSRP considers it essential to maintain strong, ongoing relationships with all of its stakeholders. A relationship based on continuous dialogue and active engagement reflects the responsibility the Group has toward the social context in which it operates. Stakeholders represent a wide range of diverse interests, and establishing and maintaining stable, longterm relationships is crucial for creating shared, long-term value.

The Group engages with key stakeholder groups including customers, franchisees, suppliers, employees and investors. These groups are integral to the development and implementation of QSRP's sustainability strategy and business model.

[IRO-1] **Description of process to identify** and assess material impacts, risks and opportunities

With the introduction of EU Directive 2022/2464 on the CSRD, the concept of double materiality was established, considering two complementary perspectives: impact materiality, which focuses on identifying and assessing the impacts that a company generates (or could generate) on the environment and people; and financial materiality, which focuses on the risks and opportunities arising from environmental, social, or governance issues that may negatively or positively affect the company's financial position, performance, cash flows, access to financing, or cost of capital. The analysis helps to identify and manage risks and opportunities and define the contents of sustainability reporting.

IMPACT **MATFRIALITY**



Sustainability topics related to relevant impacts of the company, negative or positive, actual or potential, on people or the environment in the short, medium or long term. Impacts include those related to the company's own operations and the upstream and downstream value chain, including through its products and services and business relationships.



Activities of the organization

Impacts on ESG aspects

Impacts on the organization

Sustainability topics which generate risks or opportunities that have, or can reasonably be expected to have, a significant influence on the company's development, financial position, results of operations, cash flows, access to finance or cost of capital in the short, medium or long term.

ESG aspects (environment, people, society)

MATFRIALITY





HOW WE IDENTIFY ROS

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[IRO-1]

Description of process to identify and assess material impacts, risks and opportunities

UNDERSTANDING THE CONTEXT

This phase involved a thorough analysis of QSRP's activities, its business relationships, the context in which it operates, and the relevant stakeholders. The goal was to gather the necessary information to map the stages of the value chain, identify the actors involved in each stage, assess the actual and potential positive and negative impacts, and identify risks and opportunities. In addition to reviewing internal documentation, a comparison was made with the industry sector through a benchmark analysis to identify sustainability issues relevant to companies within the same sector, ensuring a comprehensive view aligned with best practices. To further enhance the understanding of the external context, the legal landscape in which QSRP operates was considered, along with issues raised by customers, franchisees and investors, as well as the macro-ESG trends highlighted in articles and scientific publications.

IDENTIFICATION OF IMPACTS, RISKS AND OPPORTUNITIES

This phase involved identifying impacts, risks and opportunities based on the topics provided by the ESRS standards (e.g. Climate change, Own workforce, Workers in the value chain, etc.), considering the findings from the analysis of both the internal and external contexts and the relevant sustainability themes published in 2023 Sustainability Reports. In most cases, the identified impacts were aligned with related risks and/ or opportunities. QSRP considered all geographic areas in which it operates, as well as the various activities along its value chain. Where necessary, specific details related to individual countries or commercial relationships were highlighted. The list of identified impacts, risks, and opportunities was then validated by the relevant functions during the evaluation phase.

See Appendix i. for the full list of IROs >



ASSESSMENT AND IDENTIFICATION OF MATERIAL IROs

Each IRO identified for the relevant ESRS topic was assessed by the Leadership Team, Sustainability Committee, and Sustainability Ambassadors. The analysis considered whether the impact, risk, or opportunity arises within the Group's own operations or along its value chain and if in the short-, medium-, or long-term. In line with ESRS requirements, internal stakeholders assessed impacts based on their magnitude measured through scale, scope, irremediability (applicable only to negative impacts) - and probability (applicable only to potential impacts). Scale is defined as the extent of the benefit derived from a positive impact or the severity of a negative impact. Scope represents the breadth of the impact. Irremediability indicates the extent to which a negative impact can be mitigated. Risks and opportunities, on the other hand, were evaluated considering probability and magnitude. Once the IROs were evaluated by internal stakeholders, the external stakeholders were asked to validate the relevant ESRS topics associated with the IROs.

The analysis involved both internal and external stakeholders. Internal stakeholders included: colleagues from the Commercial, Human Resources, Information Technology, Finance, Growth, Legal, Marketing, Sustainability, Supply Chain departments, and heads of all QSRP Business Units. Regarding external stakeholders, the analysis engaged Customers, Suppliers, Franchisees, and Investors to validate the material topics identified.



OUR MATERIA

In the double materiality analysis, we identified the material impacts, risks, and opportunities, and the associated ESRS Topical Standards. As a result, we have recognized the following as material topics for QSRP.



QSRP

QSRP SUSTAINABILITY REPORT 2024







QSRP SUSTAINABILITY REPORT 2024

ESRS E1-CLIMATE CHANGE

PAGE **21**

[ESRS E1 - Climate change]

QSRP operates in the quick service restaurant industry, where energy consumption is a key factor in daily operations. Kitchen equipment, refrigeration, and air conditioning systems are among the most energy-intensive aspects of the business. Additionally, the Group's value chain extends both upstream and downstream, with food sourcing, production, and distribution contributing to greenhouse gas (GHG) emissions, particularly for animal-based products associated with livestock farming.



QSRP takes action to reduce its environmental footprint by improving energy efficiency, sourcing renewable energy where possible, and optimizing its operational processes. Climate action is essential for QSRP for three main reasons.

- **Reducing environmental impact:** QSRP aims to limit energy consumption and improve sustainability across its restaurants and supply chain.
- Aligning with stakeholder expectations: customers, business partners, and regulatory bodies are increasingly prioritizing climate-conscious practices, and QSRP seeks to align with these expectations.
- Future-proofing the business: managing climate-related risks and opportunities is crucial for ensuring long-term business resilience and compliance with evolving sustainability regulations.

QSRP is committed to minimizing its environmental impact wherever possible – optimizing energy use within its restaurants and collaborating with stakeholders to drive sustainability improvements. Yet, a portion of QSRP's restaurants is located in malls, where the ability to implement sustainability initiatives is limited.









QSRP has implemented several structured initiatives at the operational level to improve energy efficiency, reduce GHG emissions, and minimize environmental impact across its Business Units. These initiatives focus on optimizing energy use, expanding renewable energy sourcing, and enhancing operational sustainability.

In Italy, Burger King has introduced the innovative Enerbrain energy efficiency system. This system is tailored to oversee and regulate the entire HVAC system (Heating, Ventilation, and Air Conditioning) in stores. Equipped with sensors strategically positioned inside the establishments, it continuously monitors comfort metrics like temperature, humidity, and CO₂ levels. An advanced algorithm controls the heating and cooling systems directly from the Cloud, establishing comfortable conditions for customers and staff, while reducing energy consumption.

In Burger King Belgium and Luxembourg, digital energy monitoring tools have been deployed to track and optimize electricity use, leading to a reduction in overall electricity and gas consumption. The Business Unit also introduced digital energy-efficient menu boards and optimized the kiosk operating hours to reduce energy consumption during nonoperational hours.

NORDSEE has set a target to reduce paper-based coupons, reflecting the Group's move towards paperless workflows, and digital solutions that support sustainability goals. In 2024, NORDSEE reduced the production of paper coupons by 45% in favor of digital ones.

To support the transition to more sustainable transportation solutions, Burger King and Quick in Belgium installed EV charging stations in several stores.

23



QSRP has also introduced a Group Guideline on transitioning to a Sustainable Car Fleet. This Guideline restricts the ordering of fossil-fuel driven lease cars in favor of electric or hybrid plug-in vehicles that respect defined CO₂ and kw limits. Furthermore, NORDSEE offsets 100% of emissions from its corporate fleet through certified climate protection projects.

UKENEKGY USE

Energy consumption and mix [E1-5]

The energy consumption of QSRP is primarily linked to its restaurant operations, including the use of kitchen equipment, refrigeration systems, air conditioning, and lighting. Additional energy is consumed in corporate offices and logistics operations, supporting the Group's overall business activities.

The data reported includes the consumption of Group-owned restaurants while it does not include the energy consumption of the Business Units offices. Restaurants account for the vast majority of the energy consumption of QSRP, while offices represent only a marginal contribution.

Energy consumption and mix

Fuel consumption from coal and

Fuel consumption from crude oil

Fuel consumption from natural ga

Fuel consumption from other fos

Consumption of purchased or ac and cooling from fossil sources (

Total fossil energy consumption

Share of fossil sources in total er

Total renewable energy consumption (KWh)

Share of renewable sources in total energy consumption (%)

Total energy consumption (KWh)

coal products (KWh)	0.00
and petroleum products (KWh)	107,561.00
ias (KWh)	8,502,978.00
ssil sources (KWh)	1,169.00
cquired electricity, heat, steam, (KWh)	31,433,096.25
ion (KWh)	40,044,804.25
nergy consumption (%)	60.61%
umption (KWh)	26,023,285.99

66,068,090.00

39.38%

Certified green energy for all NORDSEE locations

QSRP sources certified renewable electricity for specific Business Units, including 100% certified green energy for all NORDSEE locations. NORDSEE exclusively consumes electricity from hydropower. Burger King and Quick in Belgium and Luxembourg now source 45% of their electricity from renewable sources. For Burger King Italy, all energy purchased is 100% non-renewable. O'Tacos' consumption is based on the National energy mix declared in the previous reporting period.





5 GHG EMISSIUNS

Gross Scopes 1, 2, 3 and Total [E1-6] **GHG** emissions

Scope 1, 2, and 3 emissions categorize GHG emissions across a company's operations and value chain. For QSRP, Scope 1 and Scope 2 reflect our environmental impact from direct operations while Scope 3 reflect broader value chain activities.

Scope 1 includes direct emissions from sources owned or controlled by QSRP, such as the gas used in our restaurants and fuel consumption from our company vehicles.

Scope 2 includes indirect emissions from purchased electricity, heat, or steam.

Scope 3 spans upstream and downstream activities. In our supply chain, this includes indirect emissions from food processing and logistics. Downstream, this includes the emissions of our franchisees.



QSRP

QSRP SUSTAINABILITY REPORT 2024

OUR ENISSIONS

[E1-6] Gross Scopes 1, 2, 3 and Total GHG emissions

QSRP has conducted a GHG emissions calculation for 2022. As a result, Scope 1 and Scope 2 emissions have been quantified for this reporting period.

In 2022, QSRP assessed Scope 1, 2, and 3 emissions using 2021 as a baseline. This analysis identified key emission sources in the supply chain, particularly meat and dairy products.

Scope 1 and Scope 2 emissions account for less than 5% of the total footprint while Scope 3 emissions from the value chain constitute more than 88% of the total inventory. The remainder accounts for the Scope 3 emissions associated with franchisees, approximately 8% of QSRP total footprint.

We have identified major emission contributors, particularly in categories like meat and dairy products, to establish a baseline for tracking improvements over time and pinpointing areas for environmental enhancements. Proteins are the primary contributor, accounting for 76% of Scope 3 GHG emissions.

Beef production stands out as a major contributor to GHG emissions due to its resource-intensive nature, including land use change and methane emissions from cattle digestion. Comparatively, chicken production demonstrates lower impacts, though still significant in terms of feed-related emissions. Condiments and dairy products (cheese in particular) follow as significant contributors, as well as fish and seafood.







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ESRS E5-RESOURCE USE AND CIRCULAR ECONOMY

PAGE **27**



[IRO-1] Description of processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities

As part of its double materiality assessment, **QSRP** has recognized resource efficiency and circular economy principles as essential drivers of long-term sustainability within the foodservice industry.

The Group has conducted a comprehensive internal screening of its assets and operations to assess both actual and potential impacts, risks, and opportunities across its value chain. This evaluation process considers the inflow of resources (e.g., raw materials, packaging) as well as the outflow of waste (e.g., disposal, recycling, and reuse), leveraging a combination of operational data, supplier screening, and regulatory benchmarks to measure and track its sustainability performance.





OUR PROCUREMENT

[IRO-1] Description of processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities

QSRP's procurement process is structured into direct procurement and indirect procurement, each with distinct focus areas and strategies to ensure alignment with the Group's sustainability objectives.

DIRECT PROCUREMENT:

This category includes the sourcing of food and packaging materials, both of which are critical components of QSRP's supply chain. The food procurement process focuses on high-quality ingredients with a growing emphasis on sustainability.

INDIRECT

This involves the procurement of capital expenditures (CapEx) such as furniture, crew uniforms, and cleaning products.

UPSTREAM

- Responsible sourcing
- Raw materials that align with our sustainability goals
- Certified sustainable paper
- Eliminating single-use plastics

[E5-1] Policies related to resource use and circular economy

We are dedicated to reducing our environmental footprint by improving our sourcing practices, promoting the use of sustainable materials, and implementing circular strategies that drive efficiency and minimize waste. These efforts are supported by procurement practices that extend across QSRP's operations and throughout its upstream and downstream value chain.

A key pillar of this approach is represented by the **Suppliers** Sustainability Policy, which sets sustainability criteria for sourcing raw materials and packaging. This policy covers commodities with significant environmental impact, including



- Focusing on reducing food-waste in the kitchens
- **Repurposing used frying oil**
- **Effective recycling by guests**

DOWNSTREAM

 \checkmark

beef, palm oil, coffee, cocoa, tea, soy, and fiber-based packaging. The Policy sets out that palm oil and palm oilcontaining products must be certified by the Roundtable on Sustainable Palm Oil (RSPO), while coffee, cocoa, and tea must meet the standards set by either "UTZ" or the Rainforest Alliance (RFA). For soy-based products, we ensure that sourcing is limited to low deforestation risk areas, exclusively relying on European soy. Beyond raw materials, QSRP prioritizes partnerships with suppliers who adopt sustainable agricultural practices, such as responsible fertilizer and pesticide management, efficient water use, and strict adherence to ethical labor standards.



[E5-2] Actions and resources related to resource use and circular economy

SUSTAINABLE PACKAGING AND WASTE REDUCTION

Through the years, QSRP has strengthened its commitment to circularity and sustainable resource management by expanding initiatives focused on minimizing material consumption, increasing recyclability, and improving waste separation systems. Across its Business Units, the Group is accelerating its transition toward more sustainable packaging solutions. To ensure responsible procurement, QSRP mandates that all fiber-based packaging comes from renewable, recycled, or certified sustainable sources, with FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification) as the only recognized certifications. As a result of a process started in 2021, as of 2024 all purchased paper for guest packaging by the Group Business Units is 100% FSC or PEFC certified.

of all fiber-based packaging is **FSC or PEFC** certified

We are also committed to reducing our reliance on virgin materials, thus minimizing the environmental impact associated with the extraction and use of raw, unprocessed materials. QSRP has already phased out nearly all **single-use plastic packaging** from its stores, replacing it with more sustainable, non-plastic alternatives for a range of items, including wood stirrers, cutlery, dessert spoons, and paper straws.





Only

total share of single-use plastic in guest packaging

In 2024, QSRP recorded a total share of single-use plastic guest packaging weight of only 0.8% over total guest packaging weight. Over the last few years QSRP concentrated its efforts into eliminating single-use plastic items in restaurants, understanding the importance of reducing the environmental impact of products.

Circularity is further reinforced through the integration of **reusable items** in restaurant operations. For instance, at NORDSEE, all tableware, including ceramic plates and steel cutlery, is fully reusable, eliminating the need for disposable alternatives. In France, the implementation of reusable foodservice items is a direct response to the AGEC Law, aligning QSRP with national regulatory requirements. Similarly, in Luxembourg, Quick and Burger King restaurants have introduced reusable packaging for dine-in orders, ensuring a more sustainable approach to customer service and contributing to waste reduction.

To further improve waste management and reduce environmental impact, QSRP has enhanced waste separation bins within its restaurants. Multi-stream waste sorting bins have been installed

QSRP strives to encourage more sustainable and less impactful behaviors by focusing on enhancing the **customer experience,** by limiting for example the distribution of paper towels to reduce waste, ensuring that only the necessary amount is provided to each customer. Paper straws are only offered upon request, ensuring that they are used only when truly needed and for take-out or delivery orders.





to more effectively segregate paper, plastic, metal packaging, and organic waste. Specifically, paper, plastic, and metal packaging materials are each directed to their dedicated recycling containers, while residual waste is collected separately to ensure minimal environmental harm. Organic waste such as leftover food is disposed of in designated composting containers. Waste management strategies are handled locally, in accordance with the specific regulatory requirements of each country where QSRP operates. This localized approach ensures that the companies remain fully compliant with national regulations regarding waste disposal and recycling.

EXPLORING NEW PARTNERSHIPS AND INNOVATIVE SOLUTIONS

In 2024, NORDSEE continued the partnership with Relevo, an external partner that offers reusable packaging for food delivery and takeout. NORDSEE has implemented various initiatives to encourage the use of Relevo packaging, from educational campaigns in stores to active engagement from employees to promote the benefits of reusable options. Customers can easily return the reusable packaging by scanning a QR code on the box and dropping it off at any participating store, free of charge, within 10 days.

Since 2018, NORDSEE has been involved in the Mak-Pak Project, an innovative research and development

initiative, in collaboration with Bremerhaven University of Applied Sciences and the Alfred-Wegner-Institute Bremerhaven. Supported by the Ministry of Food and Agriculture, this project focuses on creating a sustainable, biodegradable, and potentially edible packaging material made from macroalgae. In 2024, the project reached the end goal of developing the functional prototype. Future developments may see the scale-up of the prototype to make it commercially viable and ready for market launch.









FOOD WASTE PREVENTION AND RESOURCE OPTIMIZATION

Reducing kitchen food waste remains a priority for QSRP, with continuous efforts to optimize restaurant operations and prevent overproduction at the source. We leverage advanced inventory management systems to monitor stock levels and minimize excess, ensuring that only essential products are stored.

One of the key initiatives in QSRP's food waste reduction strategy is Burger King's **Dynamic Serving System (DSS)**, a digital platform that allows restaurants to track food production and order fulfillment in real time, helping to prevent mismanagement and unnecessary waste. The DSS was successfully rolled out across 100% Group-owned Burger

70,800 surplus meals saved via Too Good To Go

King locations in Italy, Belgium and Luxembourg. In Italy, 85% of franchised stores have also adopted the system. In Belgium and Luxembourg, DSS has been integrated in 98% of the franchise network. O'Tacos has introduced AIdriven inventory management through its partnership with Inpulse, a predictive analytics platform that helps restaurants reduce overstocking and the associated risk of food loss. The system is in place in 40% of O'Tacos locations, with full rollout predicted for 2025.

To further combat food waste, NORDSEE partners with **Too Good** To Go (TGTG), a digital platform that enables customers to purchase surplus food at reduced prices. This platform allows customers to purchase food that would otherwise go to waste, helping reduce overall food waste while offering affordable meal options. In 2024, NORDSEE sold via TGTG over 70,800 meals, more than 149,200 snack bags for a total of 447,675 Snack products (each bag contains 3 snacks) in Germany and 46,780 food bags in Austria.

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RESOURCE RECOVERY AND USED COOKING **OIL RECYCLING**

QSRP has implemented comprehensive resource recovery systems for used cooking oil. In all QSRP Business Units 100% of used cooking oil is collected and converted into biofuel, biodiesel, or aviation fuel.

of used cooking oil is repurposed



QSRP is committed to ethical and sustainable sourcing practices, particularly within the meat industry. As part of its Suppliers' Sustainability Policy, the Group focuses on sourcing high-quality meat while ensuring the welfare of animals and minimizing environmental impact throughout the supply chain.

BEEF

QSRP exclusively procures beef from Continental Europe and the British Isles, ensuring high standards of quality and taste while maintaining a reduced environmental footprint.

EGGS

Egg-based products, where eggs are more than 1% of the product, are sourced from cage-free environments, prioritizing the welfare of hens.

BACON

We source bacon from non-castrated pigs.

FISH

QSRP has strict guidelines for the sustainable sourcing of seafood, ensuring that all fish products come from well-managed fisheries and fish farms. The Group does not source from fisheries that commercialize endangered species listed on the International Union for Conservation of Nature (IUCN) Red List and relies on recognized

certification bodies such as Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), Global GAP, BIO, and BAP to verify compliance with sustainability standards. In NORDSEE, the percentage of certified sustainable fish is 75.1% for Austria (402 tons), while for Germany it is 87.7% (2,685 tons). Furthermore, Burger King and Quick BeLux are MSC certified, allowing them to display the MSC label on various communications, such as posters and packaging. Quick sources 295,001 kg of Patty Hoki and 50,980 kg of Fish N Dips, while Burger King sources 51,667 kg, all in full compliance with MSC's sustainability standards.

POULTRY

O'Tacos has taken significant steps to ensure responsible sourcing of poultry. In 2024, O'Tacos continued to conduct audits and farm visits to assess poultry farming standards, focusing on areas such as air quality, stocking density, and lighting conditions at the farm level.

IT EQUIPMENT LIFECYCLE MANAGEMENT AND E-WASTE REDUCTION

QSRP is committed to extending the lifespan of its IT hardware. In 2024, We recovered 65 computers from stores and cash registers, repurposing them for continued use within operations. Simultaneously, 216 kg of IT material, including computers, mobile phones, and monitors, were responsibly disposed of through certified e-waste management systems, ensuring compliance with environmental regulations. In addition, a further 46 kg of electronic devices underwent environmentally responsible disposal. In 2024 Burger King and Quick BeLux donated 30 laptops to local schools.







PARTNERSHIPS **AND INDUSTRY** COLLABORATION

QSRP continues to work collaboratively within the industry to improve sustainability standards. O'Tacos is part of the SNARR (Syndicat National de l'Alimentation et de la Restauration Rapide) Association, an organization dedicated to improving food safety, regulations, and environmental standards within the food and fast-food industry. By participating in roundtable discussions and sharing best practices, QSRP works alongside other industry leaders to ensure that its sourcing practices meet evolving regulatory standards.

NORDSEE is part of the Round Table on Marine Waste committed to protecting the seas and marine wildlife. The Round Table on Marine Waste (Runder Tisch Meeresmüll) has been at the forefront of reducing marine litter since its inception in 2016, serving as a nexus for fostering collaboration and knowledge exchange. This project supports the implementation of national measures to tackle marine litter and functions as an information hub for stakeholders invested in preserving our oceans.

OTHER INITIATIVES

NORDSEE <>

NORDSEE BEACH **CLEANUP INITIATIVE**

NORDSEE organizes an annual beach cleanup event. In 2024, NORDSEE gathered again at Dedesdorf beach with over 60 participants to clear waste from the shore. This initiative not only helps to preserve local ecosystems but also protects marine environments from the harmful effects of improperly disposed waste.

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BURGER KING ITALY'S PARTICIPATION IN "PULIAMO IL MONDO" INITIATIVE

In 2024, Burger King Italy participated in the "Puliamo il Mondo" (Let's clean the World) initiative organized by Legambiente. Employees, along with friends and families, gathered to clean up parks and public spaces, demonstrating the positive impact of collective action on local environments.

O'TACOS VOLUNTEER INITIATIVE

On June 18th O'Tacos organized a volunteer day, bringing employees together to support three charitable organizations: Les Restos du Coeur, Apprentis d'Auteuil, and a forest cleanup initiative. This initiative allowed participants to contribute their time and effort to meaningful causes while reinforcing the Group's commitment to social and environmental responsibility.



WASTE STREAMS AND **MATERIALS COMPOSITION**

[E5-5] Resource outflows

As a foodservice and hospitality Group, QSRP generates various waste streams across its operations, including food waste, packaging waste, used cooking oil, and general operational waste. We actively work to minimize waste generation, reducing waste at the source, promoting the use of recyclable and reusable materials, optimizing recycling processes and ensuring proper waste sorting across all operations.



originating from kitchen operations (unused ingredients, preparation waste) and customer leftovers

> Each QSRP location manages waste streams in accordance with local regulations and internal waste sorting policies. The Group implements structured waste separation bins, ensuring that organic waste, recyclable materials, and non-recyclable waste are correctly sorted and processed through appropriate channels.

BIOMASS

organic food waste, including leftovers and preparation waste



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WASTE STREAMS









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ESRS S1 - OWN WORKFORCE

PAGE **36**
[SBM-2] Interest and views of stakeholders

People are central to QSRP's strategy, and we firmly believe in the benefits of fostering a healthy, equitable, and merit-based work environment.

Understanding the significance of managing workforce-related impacts, risks, and opportunities, QSRP is dedicated to supporting and valuing its employees through policies and actions that enhance well-being and professional growth. We acknowledge that our success depends on our people's ability to welcome and satisfy guests, drive innovation, tackle market challenges, and cultivate an inclusive, collaborative culture. Consequently, QSRP focuses on developing initiatives that promote both personal and professional development.

QSRP is committed to fostering a work environment that respects human

rights, ensures fair treatment, and prioritizes employee well-being. These principles are integral to QSRP's strategy, reflected in adherence to international labor standards and formalized in Group Policies such as the Human Rights Policy and the Employee Code of Conduct.

Across all QSRP restaurant venues and offices, the workforce comprises individuals from all over the world. The many nationalities at QSRP are a direct result of the company's inclusive culture, which has been nurtured since the very beginning. In the most recent assessment, **QSRP** observes a representation of more than 100 nationalities within the whole Group.

QSRP values the interests, opinions, and rights of its employees through the "Our Voice" experience survey. Additionally, via the Whistleblowing system employees can confidentially report grievances, ethical violations, or workplace issues.



QSRP embraces the principle of Equity, Diversity & Inclusion (ED&I) with the purpose of giving people the freedom of being themselves. Our EDI policy ensures a workplace free from discrimination, where employees are treated with dignity and respect, allowing them to fully express their potential. A diverse and inclusive workforce enhances creativity, innovation, and the ability to respond effectively to an evolving global customer base.

In practice, all employees and leaders at QSRP are expected to uphold principles of fairness, equality,

and respect, actively contributing to an environment where diverse talent is attracted, developed, and retained. Our EDI strategy focuses on strengthening employees' sense of belonging, building a customer-centric workforce, enhancing both employer and employee brand experience, and ultimately driving business performance. Our EDI strategy, supported by the Group EDI Plan, is directly managed by the Group Chief HR Officer.





QSRP has implemented various policies designed to promote an inclusive and respectful work environment.

HUMAN RIGHTS POLICY

Respect and the promotion of human rights are core to QSRP values and commitment to "Doing What's Right".

The Human Rights Policy Statement addresses issues such as forced labor and child labor, and is guided by international human rights principles, including the Universal Declaration of Human Rights, the International Bill of Rights, and the International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work. This policy also includes provisions for a workplace accident prevention policy or management system.

QSRP values, honors, and respects differences and diversity among its employees, providing a work environment that offers equal opportunity to all and is free from unlawful discrimination or harassment. Each employee is treated with dignity and respect. Any form of corporal punishment, abuse, or harassment (whether psychological, physical, sexual, or verbal), as well as all forms of forced labor, including modern-day slavery or human trafficking, are strictly prohibited. Any disciplinary measures always comply with local laws and human rights standards.

QSRP ensures a safe and healthy working environment for its employees, adhering to all applicable laws and regulations regarding working conditions. All QSRP employees must meet the legal minimum age requirements and comply with all applicable child labor laws, including those

QSRP

related to hiring, wages, hours worked, overtime, and working conditions. Employees at QSRP are compensated competitively and in accordance with all applicable wage, work hour, overtime, and benefit laws.

Additionally, employees' rights to associate, or not associate, with any group are guaranteed and comply with local laws regarding the right to freely join and form workers' organizations.

All employees participate in an annual training module on the Human Rights policy, with mandatory assessments to ensure comprehension. QSRP champions the values of diversity, equality, and inclusion, and actively works to prevent discrimination through both mandatory and voluntary training sessions. Indeed, in 2024 all our employees were required to complete mandatory training on unconscious biases and respectful language.

Throughout the year, QSRP also hosts webinars with Equality, Diversity, and Inclusion experts on topics such as neurodiversity, sexual orientation, and disabilities. Training on these subjects is also available on our learning platform.

The Group Chief HR Officer is responsible for ensuring equal treatment and opportunities in employment while promoting high performance within the organization. Each year, all QSRP employees participate in the performance review process, during which career progression and

opportunities are also discussed. To support inclusive recruitment practices, QSRP has set targets for the HR recruitment team to ensure a balanced representation of applications from all genders before advancing in the selection process. QSRP supports the exchange of cultures and encourages everybody to explore international opportunities. In fact, the HR team regularly posts open positions for internal movements on the Group Intranet site and in 2024, 30 individuals embraced international roles, reflecting this commitment.







[S1-2] Processes for engaging with own workforce and workers' representatives about impacts

OUR EMPLOYEE EXPERIENCE SURVEY

In 2023, QSRP embarked on a journey to gather feedback and measure satisfaction on employee experiences and implement improvements across all Group Business Units. The project, named "Our Voice," has been crucial in collecting data and defining initiatives based on individual employee feedback. The survey addresses various aspects such as employee experience, inclusion, wellbeing, CSR, trust in managers, work-life balance, ethics, safety, respect, and psychological safety.

The survey is open to all employees from the Group's Business Units, both at restaurants and offices, and ensures complete anonymity. The HR function and Group Chief HR Officer are tasked with developing the survey and ensuring its successful implementation. They are also responsible for communicating the results to employees and taking appropriate actions based on the findings.

In 2024, the most positive responses were related to employee's experience and positive expectations in the workplace, wellbeing, inclusion, trust in managers, empowerment, respect, safety, and psychological safety.

Survey results are presented in focus groups, which are dedicated to defining actionable solutions to any issues identified, as well as reviewing the effectiveness of the engagement. Based on the results, QSRP began implementing local action plans targeting the most relevant areas for each brand.

Year after year, the results from "Our Voice" are compared to assess effectiveness and improvements.

MEETINGS WITH LOCAL WORKERS' COUNCILS

All Business Units regularly engage with local Workers' Councils (WCs) through structured meetings. These meetings provide a platform for dialogue between management and elected worker representatives. Engagement occurs indirectly through these representatives, who act on behalf of employees. Engagement takes place when management intends to implement a new decision, which is presented to the worker representatives before it comes into effect. The Chief Executive Officer or the General Manager of the Business Unit is usually responsible for ensuring this process.

Periodically, the Business Units organize Town Hall meetings with store managers and office employees, where the CEO, along with other Director-Level representatives, provides updates on the Group's financial situation, gathers opinions, and fosters constructive dialogue with managers. [S1-3] Processes to remediate negative impacts and channels for own workforce to raise concerns

WHISTLEBLOWING Policy

QSRP is committed to conducting business with respect, integrity, and in compliance with all applicable laws, regulations, policies, and procedures. Individuals who work for QSRP or interact with QSRP in a workrelated context are often the first to notice suspected or actual criminal, unethical, or undesirable conduct within QSRP. By reporting such conduct, these individuals act as whistleblowers, playing a crucial role in exposing and preventing misconduct, protecting QSRP's integrity and reputation, and contributing to self-correction and excellence within the organization.

The QSRP Whistleblowing Policy aims to establish an effective, confidential, and secure internal reporting channel, ensuring whistleblowers are protected against retaliation. QSRP fosters a culture where whistleblowers can raise concerns in good faith, knowing their reports will be taken seriously, investigated appropriately, and their confidentiality will be maintained.



[S1-4] Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

QSRP is committed to fostering inclusion and diversity in both the selection of its workforce and the workplace, recognizing and valuing the unique and diverse contributions of individuals.

The Group ensures equal opportunities for all employees, regardless of race, color, sex, age, religion, national origin, sexual orientation, disability, pregnancy, veteran status, or any other protected status.

SKILLS DEVELOPMENT AND EDUCATION

Employees need tailored, accessible, and continuous education to navigate the evolving employment landscape. Recognizing the importance of skill development in addressing global mega-trends, such as automation, climate action, and digitalization, is essential for companies.

QSRP prioritizes the education and skill development of employees, investing resources and efforts to foster ongoing growth. In April 2023, QSRP launched a Cloud-SAAS corporate learning platform which integrates with video conferencing and human resource management systems.

As of 2024, the platform offers a diverse range of courses, totaling more than 120 e-learning modules, including 8 with QSRP internal content and more than 40 online training sessions. It reaches over 470 HQ employees and store managers across QSRP. The courses cover various topics,



including internal processes, new hire induction, whistleblowing, code of conduct, human rights statements, project management, IT tools (such as SharePoint, MS Teams, Outlook, Excel), recorded sessions with experts and internal colleagues, leadership, digital skills, AI, decisionmaking, diversity and inclusion, ESG, feedback, time management, planning, and food hygiene.

In 2024, 95% of users logged into the platform at least once, 96% completed at least one course, and over 3000 hours of training were accumulated in 2024. These metrics highlight the platform's effectiveness and the positive response from QSRP employees

In addition to Prime Learning, QSRP has implemented a network of local platforms in various countries, for instance in Belgium, Germany, and Austria. These platforms reach over

3,000 employees across different regions and offer a wide range of training opportunities, ensuring that employees receive relevant and accessible learning experiences. In addition to these local resources, QSRP also provides specialized training programs, including mandatory courses.

The total amount of training hours completed by QSRP employees in 2024 is 83,000 hours.



QSRP VALUES AWARDS: RECOGNIZING EXCELLENCE IN THE TEAM

To honor and celebrate those who have exemplified QSRP Values throughout 2024, QSRP once again celebrated the "Values Awards". QSRP employees were invited to complete a survey, nominating five colleagues whose actions embodied

the Group Values: be Curious, be Mindful, be Passionate, be Agile, and be Creative. The five selected winners were rewarded with a weekend getaway for two to one of QSRP's headquarters cities.





ESG CULTURE

In the past couple of years, QSRP Business Units have been promoting ESG culture through dedicated events and awareness days called the "ESG Days". The ESG Day is designed to raise awareness about ESG topics among colleagues, highlighting QSRP's objectives and performance. The ESG Days often include engaging activities such as calculating the personal carbon footprint, seed planting, competitions.

For instance, this year O'Tacos engaged participants in a detailed presentation on global sustainability issues and drew inspiration from various initiatives

within the Group. As part of the day, O'Tacos also launched a waste sorting competition.

NORDSEE dedicated the ESG Day to updating colleagues on the 2023 Sustainability Report, focusing on the local initiatives. NORDSEE also organized a Sustainability Projects exhibition, displaying all the local initiatives, from the Mak-Pak algae project to the reusable packaging partnerships and fish certifications held by the Group.









INTERNATIONAL TALENT PROGRAM

QSRP's focus on building the next generation of leaders centres around high-potential international talents, particularly through its International Talent Program. This dynamic international initiative spans 24 to 30 months and offers a cross-functional learning experience. The program includes in-restaurant training and three rotations across different business areas or countries, providing a unique opportunity for personal and professional development within QSRP's international, meritocratic, and entrepreneurial environment. Successful candidates are given the opportunity to accelerate their careers within the Group, gaining early exposure to business leaders and extensive networking opportunities. Indeed, QSRP has seen former International Talents ascend to leadership positions at remarkably young ages. The program, originally meant for graduates, is now open to talented individuals regardless of their degree, expanding the program's reach.

ACTIVE QSRP AND SCORE FOR A CAUSE

In 2024, QSRP launched "Active QSRP" an annual program dedicated to promoting and supporting healthy habits among employees of all Business Units and fostering engagement and sense of belonging.

Active QSRP includes three main components:

- on-demand courses and content on fitness, yoga, meditation, nutrition;
- challenges throughout the year focused on sports, nutrition, wellbeing, to mention a few;
- Score For a Cause, the main team challenge of the year.

During Score for a Cause, participants tracked daily steps and kilometers walked, as well as other sports activities, from various entities, including headquarters and restaurants. In addition to the broader Active QSRP objectives, Score For a Cause is a competition that grants the winning team the possibility of selecting a charity organization for a donation.



TALENT ATTRACTION

QSRP is committed to attracting and developing top talent by actively participating in career fairs and networking events. In 2024, the Group attended many business school and university fairs, where QSRP representatives had the opportunity to engage with ambitious Masters students eager to build their careers. The events provided a platform for QSRP to showcase its diverse range of local brands and present the opportunities available within the Group. A particular focus was placed on the International Talent Program. QSRP views such events as a key opportunity to connect with the next

generation of leaders, strengthen its employer brand, and highlight career development opportunities available within the organization.

QSRP implemented the International Talent Pool, a prestigious program designed to identify and nurture individuals with outstanding potential.

Currently, the pool comprises 18 highly skilled professionals willing to relocate across Europe, while at the local level, 30 individuals are actively engaged in the program. This initiative is built around a comprehensive approach to talent development, offering a wide







[S1-6] Characteristics of the undertaking's employees

Across QSRP, the total number of employees is almost 6,500, with women representing 59% of the population and men 41%, highlighting a higher presence of women among the employees.

Gender	Number of employees (head count)
Male	2,682
Female	3,814
Total Employees	6,496





Country	Number of employees
Germany	2,278
Austria	443
France	149
Belgium & Luxembourg	1,641
Italy	1,977
Switzerland	8

[S1-8] Collective bargaining coverage and social dialogue

For QSRP, protecting the rights of its workforce is a standard practice. All QSRP employees are covered by collective bargaining agreements that ensure safe employment, adequate wages, social dialogue, and freedom of association.





Responsibility for Equality, Diversity and Inclusion is integrated throughout the organization, with the Group Leadership Team validating high-level strategies and plans. The Sustainability Committee and the EDI & CSR Committee actively support projects through the implementation of approved strategies, data collection, and qualitative narrative definition.

At the local level, General Managers and Heads of Human Resources drive the execution of the EDI Group Plan and initiate local efforts, ensuring QSRP's culture thrives across all job categories, organizational levels, and locations.

> The majority of the employees within QSRP are under 30 years old, reflecting a dynamic and youthful workforce.

17% **Over 50 years old**



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Employees by age

Employees at top management level



Top management at QSRP is defined as the first reporting line, and second line if they handle a team.

The Group offers, without any distinction between men and women, entry-level salaries equal to or higher than the minimum required by law or collective bargaining and in line with the living wage, as highlighted by the annual analysis conducted on the entire Group population. In all Business Units, all employees are paid adequate wages.

[S1-11] Social protection

All employees of the Group are also covered by social protection systems, either through public programs or benefits offered by the Group itself, against loss of income due to any major life events. Note, social protection systems may vary from country to country, depending on the methods and scope of coverage.

QSRP places great emphasis on the continuous development of its employees, investing significant resources and effort into fostering growth across all levels.

Stores are thoroughly covered, with training provided from the moment new employees join the Group. Additionally, crew members who aspire to become store managers receive tailored training to support their career progression. This ensures that store operations are well supported with the necessary skills and knowledge. Office employees also benefit from a wide range of training opportunities, including both mandatory and voluntary programs. These include webinars, which are also counted as part of the training offerings.

The platform encompasses more than 120 e-learning courses covering key areas such as internal processes, new hire induction, whistleblowing, code of conduct, project management, IT tools, leadership, digital skills, diversity and inclusion, sustainability, customer focus, and food hygiene.







At QSRP, performance reviews encompass all office employees and store managers. This process ensures that every individual, regardless of their role or location, participates in the same structured performance management system, using the same tools and timeframe. Office and store managers are involved in evaluating both "the what" (MBO) and "the how" (performance evaluation) of their contributions. This approach guarantees consistency and fairness across the organization, with

performance expectations set and evaluated annually, from January 1st to December 31st. The performance review is an evaluation that combines past achievements with future development plans, ensuring that all employees, including those in store roles, are given the necessary feedback and support to meet their goals and continue growing within the Group.

	FEMALE	MALE	TOTAL
Average number of training hours per employee	12.5	13.3	12.8





[S1-16] Remuneration metrics (pay gap and total remuneration)

The gender pay gap indicator is defined as the difference in average pay levels between female and male employees. In order to provide a disclosure that is as representative as possible of the group, QSRP reports data for the gender pay gap by providing a breakdown of across four employee categories.

- **Management:** top management, the first reporting line and second line if they handle a team.
- Other office: employees working in the offices.
- **Store managers:** responsible for overseeing daily operations in restaurants.
- **Crew:** employees working directly in restaurant operations.

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	MANAGEMENT	OTHER OFFICE	STORE MANAGERS	CREW
Male-female pay gap	34%	11%	1%	0%

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QSRP SUSTAINABILITY REPORT **2024**

ESRS S2 – WORKERS IN THE VALUE CHAIN

PAGE **48**

[SBM-3] Material impacts, risks and opportunities and their interaction with strategy and business model

QSRP is committed to maintaining and continuously strengthening an ethical, sustainable, and transparent value chain, with a focus on compliance with applicable labor standards and human rights principles.

QSRP'S VALUE CHAIN IS STRUCTURED ACROSS SEVERAL STAGES.

QSRP's suppliers provide essential ingredients such as meat, fish, vegetables, bread, and other food items. These suppliers are primarily located in Europe ensuring the necessary quality and freshness for the restaurants. Service providers support QSRP in areas such as logistics, inventory management, and equipment maintenance, playing a crucial role in maintaining operational efficiency and service quality across all outlets.

Commercial partners include franchisees who operate restaurants in various regions under the local QSRP brand, adhering to the Group operational and quality standards.

Partners who help expand their reach by offering products through online platforms, such as delivery partners.

SUPPLIERS

Completing the supply chain, there are indirect suppliers: partners who provide goods and services not directly related to product production but to the management of stores and **QSRP** locations, including construction companies, security services, cleaning, handling and maintenance, logistics, and consulting.





QSRP has implemented specific policies to ensure transparent and responsible management of its value chain across all the countries in which it operates. These policies are designed to manage and mitigate potential risks and impacts related to human rights, labor conditions, and occupational health and safety, with a particular focus on protecting workers' rights throughout the supply chain.



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CODE OF CONDUCT FOR BUSINESS PARTNERS

Central to these efforts is the Code of Conduct for Business Partners, which outlines QSRP's expectations for all its business partners, including suppliers and subcontractors. This Code emphasizes the Group's commitment to fostering a work environment based on integrity, fairness, and diligence, while ensuring equal opportunity for all employees, free from unlawful discrimination or harassment. The Code specifically prohibits any form of corporal punishment, abuse, or harassment—whether psychological, physical, sexual, or verbal and mandates that all disciplinary measures comply with local laws and human rights standards.

The Code further underscores QSRP's zero tolerance for forced labor and child labor. It mandates that all business partners ensure fair working hours, provide adequate wages, and create a safe and healthy work environment for their employees. Additionally, the Code requires that business partners respect their employees' freedom of association and comply with relevant immigration and employment laws. Beyond labor rights, the Code also covers anti-bribery and anti-corruption policies, the management of gifts and entertainment, and the safeguarding of confidential and proprietary information. As part of QSRP's broader commitment to responsible business practices, the Code incorporates sustainability standards, requiring business partners to adhere to ethical sourcing, food safety, and environmental responsibility practices as outlined in the QSRP Suppliers Sustainability Policy.





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ESRS S4 - CONSUMERS AND END-USERS

PAGE **51**

[SBM-2] Interest and views of stakeholders

QSRP considers consumers to be a crucial category of stakeholders for the Group. In order to develop a successful strategy, it is essential to actively listen and consider the diverse consumer tastes, preferences, and habits.

This process represents the first step in guiding the choices of various Business Units to offer services that are tailored and as personalized as possible for consumers.

QSRP's strategic vision includes a commitment to innovation, which is not pursued in isolation, but guided by principles of sustainability and social protection, and by the shifting preferences of consumers.

QSRP





Material impacts, risks and [SBM-3] opportunities and their interaction with strategy and business model

QSRP's business is inherently linked to consumers and end-users, serving millions of customers across multiple European markets. The Group's products and services shape consumer experiences, influencing food choices and addressing diverse dietary needs.

QSRP defines its end-users as individuals who purchase and consume its food offerings through Group-owned and franchised restaurants, and delivery services. These customers rely on QSRP's ability to provide safe, highquality, and transparently marketed products, ensuring they can make informed decisions about their food choices. QSRP provides full nutritional transparency across all its Business Units, making ingredient and nutritional information easily accessible through digital touchpoints.



[S4-1] Policies related to consumers and end-users

In the context of its commitment to sustainability and respect for human rights, QSRP adopts policies and procedures to manage the material impacts of its products and services on consumers and end-users.

These impacts are carefully assessed and monitored to ensure that all Group activities meet the highest standards of social responsibility. The adopted policies address not only the direct impacts resulting from the products and services offered but also the indirect ones, ensuring that QSRP operates in a transparent and responsible manner.

Our policies focus on several key aspects, such as food safety, consumer data protection, environmental sustainability, and respect for human rights, ensuring that consumers are protected from material risks.

All QSRP Business Units have established a comprehensive set of policies to ensure the health and safety of consumers. These include guidelines on food safety, store cleaning, food



preparation conservation, presentation, and handling consumer complaints. The policies are regularly reviewed and updated to stay aligned with evolving regulations and international best practices, aiming to provide a safe and positive experience for all consumers. The Hazard Analysis and Critical Control Points (HACCP) policy is implemented to prevent foodborne hazards by identifying and monitoring critical control points in food handling. It is applied across all operations to ensure safe food preparation, storage, and handling practices. Regular audits and tests are conducted to ensure compliance.

RESPONSIBLE MARKETING POLICY

QSRP also adopts a **Responsible** Marketing Policy to ensure that all marketing communications are ethical, transparent, and respectful of consumers. This policy applies to all forms of advertising and promotion, ensuring that messages are accurate and not misleading, avoiding targeting vulnerable populations, and guaranteeing full transparency regarding the products and services offered. **Each Brand Marketing Department** is responsible for implementing the policy in coordination with QSRP's

Chief Commercial Officer. The policy mandates compliance with applicable regulations, truthful representation of products, adequate disclosure of ingredients and allergens, and the use of effective tools to listen to and address customer requests. Additionally, the policy strictly prohibits deceptive practices, the alteration of advertising images in a misleading way, the association of QSRP brands with offensive or inappropriate content, and direct marketing to children under 13 years old.

CONSUMERS POLICIES, ENGAGEMENT, **AND FEEDBACK**

- [S4-1] Policies related to consumers and end-users
- [S4-2] Process for engaging with consumers and end-users about impacts
- [S4-3] Process to remediate negative impacts and channels for consumers and end-users to raise concerns

In the food service industry, establishing solid consumer policies and gathering customer feedback is essential. For QSRP the ultimate goal is to ensure high-quality and personalised service. QSRP has in place policies and clear methods and procedures for managing and remediating any negative impact on consumers. Each Business Unit implements specific policies and processes. For details on the policies related to consumers and end-users. engagement processes, and remediation methods, consult Appendix ii. >







Taking action on material impacts [S4-4] on consumers and end-users and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

QSRP is committed to continuously addressing the material impacts that its operations have on consumers and end-users.

By fostering transparency, promoting varied diets, and continuously innovating its product offerings, the Group aims to not only reduce negative impacts but also leverage opportunities for positive change.

QSRP's ongoing effort towards consumers is to mitigate material risks, seize market opportunities, and enhance the consumer experience, all while ensuring that the initiatives are impactful, measurable, and aligned with both consumer expectations and sustainability goals.

COMMITMENT TO TRANSPARENCY

QSRP is committed to product innovation and transparency. The Group aims to strengthen its connection with customers by providing clear and accessible information about the nutritional content, ingredients,

and allergens of its offerings. This is facilitated through multiple touchpoints, including restaurants, mobile apps, and online platforms, where customers can easily access comprehensive product details.







REDUCTION OF ARTIFICIAL COLORANTS, PRESERVATIVES, AND FLAVORS

QSRP is working towards the reduction of artificial colorants, preservatives, and flavors in its products (excluding branded packaged products that are not under the control of the Group). Burger King leads the Group as the first brand to serve items devoid of artificial colorants, preservatives, and flavors. The initiative, which commenced globally in 2020, now extends across all Burger King outlets in Italy, Belgium, and Luxembourg. Additionally, 88% of the products served in Quick restaurants are free from artificial colorants, preservatives, and flavors.

Over the past few years also O'Tacos and NORDSEE took a proactive step forward in the reduction of artificial colorants, preservatives, and flavors.

PLANT-BASED OFFERINGS

In recent years, there has been a noticeable shift in the restaurant industry towards embracing more sustainable diets, driven by a growing consumer demand for varied and more environmentally friendly options. This shift acknowledges the environmental impact of meat-based diets, including contributions to deforestation and greenhouse gas emissions. Plant-based proteins emerge as a compelling solution to these challenges.

QSRP's approach to innovation is comprehensive as the Group continuously gleans insights into customers' needs and preferences. QSRP addresses the needs of flexitarian customers seeking to reduce their meat consumption. To cater to their preferences, QSRP offers plantbased alternatives for animal protein products, enabling them to enjoy the

familiar flavors of traditional offerings while aligning with their commitment to environmental responsibility. To this end, QSRP actively fosters partnerships with leading innovators in the food industry to explore limitless possibilities.

Each BU is making efforts to innovate in plant-based offerings. NORDSEE offers vegan and vegetarian certified products in their menu. O'Tacos proposes plantbased Limited Time Offers (LTO) and works on offering each LTO with a plantbased alternative. Burger King Italy offers a plant-based version of each LTO launched, in addition to permanent products like the plant-based Whopper and nuggets. Burger King in Belgium and Luxembourg has introduced a series of "veggie" LTOs. The plant-based offering of Quick in Belgium and Luxembourg has consolidated through the years, with the first "veggie" option launched in 2018.









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ESRS G1 – BUSINESS CONDUCT

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[GOV-1] The role of the administrative, management and supervisory bodies

At QSRP, the Executive Committee and Leadership Team play a fundamental role in shaping and overseeing business conduct, ensuring corporate practices adhere to the highest ethical and regulatory standards. They actively promote ethical behavior, mitigate risks of misconduct, and foster a corporate culture of transparency and accountability.

To ensure effective oversight, QSRP has implemented governance mechanisms that include the periodic review of business conduct policies and internal control measures to address compliance risks.

Moreover, to strengthen employee engagement and awareness, QSRP hosts quarterly Town Hall meetings, providing a platform to discuss business priorities and corporate



culture topics, including Group values, EDI, and sustainability. These sessions foster an open dialogue, ensuring alignment between leadership objectives and employee expectations.

This governance framework positions business conduct as a strategic pillar for QSRP, ensuring compliance, fostering trust among stakeholders, and embedding ethical values into everyday business practices.





OUR POLICIES AND CULTURE

[G1-1]

Business conduct policies and corporate culture

QSRP has established a structured and comprehensive governance framework that defines its commitment to ethical business conduct, integrity, and compliance. This framework is built on a set of key policies that guide corporate behavior and ensure alignment with international best practices and regulatory standards. These policies not only set expectations for employees and business partners but also play a fundamental role in fostering a corporate culture based on transparency, accountability, and ethical responsibility.

RELATIONSHIP WITH SUPPLIERS

[G1-2] Management of relationships with suppliers

QSRP is committed to fostering fair and responsible relationships with its suppliers, ensuring that procurement practices align with the Group's sustainability commitments and ethical business standards. The Group collaborates with a diverse network of suppliers to guarantee quality, safety and sustainability across its supply chain. These relationships are governed by QSRP's Suppliers Sustainability Policy and Code of Conduct for Business Partners, which establish clear expectations regarding compliance, ethical conduct, and responsible sourcing.



SUPPLIER MONITORING AND ENGAGEMENT

To ensure continuous compliance and improvement, QSRP engages in structured supplier monitoring and assessment. Across its Business Units, the Group has implemented tailored approaches to supplier relationship management, emphasizing quality control, performance tracking, and sustainability compliance.



This Report is both a reflection and a call to action. It highlights our milestones whilst also acknowledging where we must (aim higher.) With the continued trust and partnership of our stakeholders, we are confident that together, we can shape a future where business success and sustainability go hand in hand.

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ROS IN OUR BUSINESS

Material impacts, risks and [SBM-3] opportunities and their interaction with strategy and business model

QSRP has identified and assessed the impacts, risks, and opportunities (IROs) that are relevant to the double materiality analysis process. These IROs are categorized by the sustainability sub-topics outlined by the ESRS, as shown in the following table.

For each IRO in the table, the following aspects are specified:

- a brief description of material IROs;
- a description of where these material IROs are concentrated within QSRP operations and / or value chain (a tick is inserted to indicate where the IROs are concentrated);
- the expected timeline in which QSRP anticipates the effect of the IROs to materialize, or could materialize.







IROs DESCRIPTION	ΤΥΡΕ	SUB - TOPIC	QSRP	VALUE CHAIN	TIME HORIZON			
E1 – CLIMATE CHANGE								
Contribution to climate change through the production of greenhouse gas emissions along the value chain, for example from intensive cow farming	Negative impact	Climate change mitigation	~	~	Short - term			
Emission of greenhouse gas due to the use of energy intensive kitchen equipment and air conditioned client dining areas	Negative impact	Energy	~	~	Short - term			
Critical risk in sourcing energy resources due to market instability, reduced supply, or cost volatility	Risk	Energy	~	~	Medium - term			
Risk of future limits in CO ₂ emissions imposed by European and/or non-European standards and regulations that generate difficulties for companies to adapt	Risk	Climate change mitigation	~	~	Medium - term			
	E5 – CIRCULA	RECONOMY						
Positive impact on circular economy due to the use of sustainable packaging solutions (e.g., consumer packaging like cutlery and cups made of recyclable or recycled materials, paper or reusable alternatives)	Positive impact	Waste	~		Medium - term			
Environmental damage caused by waste, inadequate disposal/recycling, and exhaustion of natural resource, such as food waste, packaging waste due to the use of materials that are difficult to recycle and disassemble	Negative impact	Waste	~		Medium - term			
Environmental harm caused by a non-sustainable use of resources, materials, water, property, plant, and equipment used in the group's own operations and along its upstream value chain	Negative impact	Resource inflows Resource outflows	~	~	Medium - term			
				~	Short - term			
Risk related to the reputational damage that a company may suffer consequent to non-compliance or incorrect compliance of circular resource use regulations	Risk	Resource inflows	\checkmark	•	Short-term			

IROs DESCRIPTION	ΤΥΡΕ	SUB - TOPIC	QSRP	VALUE CHAIN	TIME HORIZON
	S1 – OWN W	ORKFORCE			
Protection of the own workforce through the presence of collective bargaining agreements, recognition of an adequate wage, and opportunities to involve and listen to people	Positive impact	Working conditions	~		Short-term
Satisfaction of own workforce due to career development opportunities, improved performance through appropriate and constant updated training, development, and welfare plans to promote commitment and loyalty	Positive impact	Equal treatment and opportunities for all	~		Short - term
Loss of personnel with key skills or specific know-how	Risk	Working conditions	\checkmark		Medium-term
Employee strikes and social partner protests	Risk	Working conditions	\checkmark	✓	Medium-term
Untrained employees and business misalignment with peers	Risk	Equal treatment and opportunities for all	\checkmark		Medium-term
Social, economic, reputational, and legal risks caused by legal disputes, loss of personnel, or penalties imposed on the company for infringement or non-compliance with internal rules	Risk	Equal treatment and opportunities for all	~		Short - term
Disclosure of sensitive personnel data due to cyber attack	Risk	Other working-related rights	~		Short - term
The opportunity to have young and qualified employees	Opportunity	Equal treatment and opportunities for all	~		Short - term
Attraction of talent with specific skills fostered by an inclusive, fair, and equal opportunities corporate culture	Opportunity	Equal treatment and opportunities for all	~		Short - term
Increased business performance due to effective employee training programmes and concrete professional development policies	Opportunity	Equal treatment and opportunities for all	~	~	Medium-term
	S2 – WORKERS IN	THE VALUE CHAIN			
Satisfaction of the value chain workforce due to improved working practices and conditions, also as a result of the adoption of the company's code of conduct for business partners by suppliers	Positive impact	Working conditions		~	Medium-term
Reputational damage related to the violation of human rights	Risk	Equal treatment and opportunities for all	✓	~	Short - term

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IROs DESCRIPTION	ΤΥΡΕ	SUB - TOPIC	QSRP	VALUE CHAIN	TIME HORIZON
	S4 - CONSUME	RS AND END-USERS			
Product offering open to people of different preferences and cultures	Positive impact	Social inclusion of consumers and/or end users	~	~	Medium-term
Reputational risk and image damage caused by loss of the company's credibility with consumers and/or end-users who see their ability to express themselves or make complaints limited	Risk	Information related impact for consumers	~	~	Medium-term
Reputational risk related to the offering of products that do not meet the consumer's expectations	Risk	Information related impact for consumers	~	~	Medium-term
Reputational risk and image damage caused by loss of food quality that may cause infection/virus/diseases in the end-users	Risk	Personal safety	~	~	Short - term
Potential penalties resulting from the company's failure to comply with laws and/or internal regulations (e.g., Consumer Code)	Risk	Personal safety	~	~	Short - term
Risk of non-compliance with product/service health and safety audit forms mandated by regulatory bodies in the reference country	Risk	Personal safety	~	~	Short - term
Opportunities for increased revenue and improved reputation through a product offering accessible to consumers of different preferences and cultures	Opportunity	Social inclusion of consumers	~	~	Medium - term
	G1 - BUSIN	ESS CONDUCT			
Negative impact on animal welfare due to inadequate governance of supply chain practices of meat and fish suppliers	Negative impact	Animal welfare	~	~	Short - term
Damage to reputation due to violation of ethical principles	Risk	Corporate culture	~	~	Medium - term
Reputational and economic damage due to supplier non-compliance with codes of conduct	Risk	Corporate culture		~	Short - term
Reputational damage due to a supply chain not aligned with the company's values	Risk	Corporate culture	~	\checkmark	Short - term
Reputational and economic damage due to changing consumer preferences that pay more attention to animal welfare	Risk	Animal Welfare	~	\checkmark	Short - term
Risk of loss in economic terms due to prolonged time in supplier payments	Risk	Supplier relationship management	~	~	Medium - term

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CONSUMER POLICIES, ENGAGEN AND FEEDBACK

[S4-1] Policies related to consumers and end-users

QSRP adopts policies and procedures to manage the material impacts of its products and services on consumers and end-users.

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The Group's policies focus on several key aspects, such as food safety, consumer data protection, environmental sustainability, and respect for human rights, ensuring that consumers are protected from material risks.

BURGER KING AND QUICK BELUX

Burger King and Quick in Belgium and Luxembourg operate with a robust framework of policies to manage material impacts on consumers and end-users, with a strong focus on food safety, quality assurance, responsible marketing, and customer service.

These policies are implemented across the regions of Belgium and Luxembourg and ensure that all consumer interactions, from food preparation to customer feedback, are handled with the utmost care and responsibility.

The Food Safety and Ingredient **Policies** are comprehensive and guided by the HACCP analysis. The quality department, in collaboration with procurement and operations teams, has defined the critical control points and points of attention necessary to monitor food safety in the restaurants. Daily quality checks are performed using a digital tool that ensures all procedures are followed, and non-compliant results trigger immediate corrective actions.

Furthermore, both announced and unannounced inspections by external partners are conducted quarterly to ensure ongoing compliance with the highest standards of food safety. The restaurants are also subject to REV audits, which are unannounced inspections to verify food safety and brand standards at least twice a year. In addition, the Global Nutrition & Ingredient Policy ensures that all ingredients used in the restaurants are compliant with nutrition and allergen standards. This policy governs the accuracy of ingredient statements, allergen disclosures, and nutritional information for the brand's menu items.

The Responsible Marketing Policy aligns with the Belgian Pledge, ensuring that marketing activities targeted at children under the age of 12 do not promote unhealthy food or beverages. This policy applies to all media channels and has been updated to reflect the evolving ways in which children engage with digital content. The pledge is a self-regulatory initiative that extends across multiple platforms,

including social media, interactive games, and mobile marketing, to ensure responsible advertising practices.

Customer Service remains a priority, with a dedicated policy in place to address customer satisfaction and complaints. Customers can easily reach Burger King or Quick through various channels, including online forms, phone lines, and in-store interactions. All feedback is taken seriously, with more complex issues, such as food safety concerns, escalated to the customer service and quality department for thorough investigation. In the event of suspected foodborne illnesses, a specific procedure is followed, including microbiological testing and consultation with medical experts to ensure the issue is promptly addressed.



BURGER KING ITALY



Burger King Italy follows a comprehensive set of internal procedures and brand standards that are defined both nationally and globally by Restaurant Brands International (RBI).

These guidelines are designed to ensure food safety and protect consumers, complying with European regulations, including the HACCP framework, which outlines the processes for identifying and preventing food safety risks. Additionally, restaurants undergo external inspections conducted by global representatives aimed at ensuring adherence to food safety standards.

When it comes to customer data management, Burger King Italy implements a **Customer Relationship Management (CRM) policy**, which allows communication with consumers who have opted-in to marketing preferences. This policy involves sending communications regarding new product launches, promotions, and coupons to specific customer clusters based on their purchasing habits and preferences. The CRM policy is fully compliant with the General Data Protection Regulation (GDPR), ensuring that consumer data is processed securely and transparently.

The company is committed to making these policies known and ensuring they are properly implemented throughout the organization. Specifically, policies are continuously communicated internally through various methods, including the publication of internal alerts to inform staff of new promotions or procedures, the periodic distribution of the brand standard newsletter to restaurants via store managers to update them on policy changes, and monthly meetings with Directors to discuss important updates. Additionally, quarterly webcasts are organized at the national level to ensure alignment and proper implementation of policies.

QSRP SUSTAINABILITY REPORT 2024

O'TACOS



O'Tacos demonstrates a strong commitment to ensuring customer food safety, which is outlined in the company's Operations Manual and Sanitary Control Plan.

These documents detail the quality management system implemented across each restaurant and the head office, aimed at protecting consumers from biological, chemical, physical, and allergenic hazards. The restaurants adhere to strict hygiene practices and implement control actions at critical points, with 11 key factors in place to guarantee food safety. To further ensure and monitor the quality of food served, each restaurant undergoes at least one audit per quarter by independent third-party organizations. These audits include bacteriological testing of meal preparation samples to assess the quality and safety of food served to customers.

On the supplier side, O'Tacos works exclusively with suppliers who are International Food Standard (IFS), or British Retail Consortium (BRC) certified, and these suppliers are audited at least once a year, especially those providing large volumes and sensitive products such as meats, tortillas, French fries, and cheese sauces.

O'Tacos also holds an **Operating Manual**, which describes the standards expected in all O'Tacos restaurants in terms of food safety, customer experience, and product preparation, to mention a few.

The scope of O'Tacos' policies extends across upstream and downstream activities in the value chain, covering all territories in which the brand operates in Europe. These policies are designed to benefit all consumers and end-users, prioritizing consumer protection as the main stakeholder interest.

NORDSEE

NORDSEE <>

NORDSEE's policies apply to its customers, employees, and franchisees across its operating regions. These policies are managed by the Quality **Management Department, with** overall responsibility resting with the CEO.

The brand follows a sustainable approach to procurement, ensuring that all products comply with relevant food regulations and are marked accordingly. Regular supplier audits are conducted to ensure compliance with product safety standards and environmental practices.

Consumers can reach NORDSEE for feedback and complaints through multiple channels, including the company website and physical stores. NORDSEE conducts store tests for new products to assess consumer preferences and ensure product quality. NORDSEE's commitment to quality extends beyond food safety, as the company regularly monitors and audits product specifications, conducts microbiological testing,

and maintains rigorous training for store employees. The company also ensures that all operations comply with relevant legal requirements, including food safety standards and environmental regulations.

NORDSEE also promotes sustainable practices through its **Sustainable** Procurement Guidelines. The company favors suppliers who adhere to high environmental and social standards, including resource conservation, low-emission transportation, and sustainable packaging. The company actively supports sustainable fishing practices, ensuring that the fish and seafood supplied comes from regulated, sustainable sources. NORDSEE further ensures the reduction of additives in products, particularly those that could have an adverse environmental or health impact and continues to prioritize the use of natural and organic ingredients in its offerings.

QSRP SUSTAINABILITY REPORT 2024





CONSUMER **POLICIES** ENGAGEMENT, **AND FEEDBACK**

[S4-2] Process for engaging with consumers and end-users about impacts

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For businesses in the food service industry, gathering customer feedback is essential to stay informed about satisfaction levels and preferences.

Staying up to date is fundamental for QSRP's business, with the ultimate goal of ensuring a high-quality and personalized service. Engagement activities in the restaurant sector serve as a starting point for the continuous development and innovation of the products and services offered.

BURGER KING AND QUICK BELUX

Burger King and Quick BeLux are dedicated to engaging with consumers and end-users to address any actual or potential impacts resulting from its products and services.

The Business Unit ensures that all consumer feedback is carefully considered, and all complaints are investigated thoroughly to determine if any corrective actions are necessary.

Consumers can report complaints or ask questions directly in any Burger King and Quick restaurant. Each restaurant follows a clear procedure for handling complaints, which includes listening to the customer, collecting proof of purchase, and forwarding the complaint to the Quality Department. The Quality Department, consisting of a Quality Manager and Quality Engineer, investigates complaints related to food safety and hygiene. If needed, the crisis management company or external authorities may be involved, especially for sensitive issues such as suspected foodborne illnesses.



For particularly sensitive complaints, such as food intoxication reports, Burger King and Quick initiate a specific procedure. The Quality Department conducts internal analyses, including microbiological testing through partner laboratories, and in some cases consults external experts or doctors for an independent investigation. After gathering the necessary information, a follow-up response is formulated for the customer and the restaurant involved, ensuring transparency and resolution. All reports are documented for further analysis, enabling the Business Unit to track trends and implement improvements aimed at reducing complaints to a minimum.

The effectiveness of the engagement process is tracked in an overview file maintained by the Customer Service and Quality Departments, which analyze feedback and identify recurrent issues. Based on this analysis, action plans are developed to continuously improve consumer engagement and address any emerging concerns.

Burger King and Quick are also committed to ensuring that the engagement process is inclusive of vulnerable consumer groups, such as individuals with disabilities or minors. For these consumers, the process remains the same, but additional attention is given to ensure their needs are met and properly considered during the investigation and resolution process.



BURGER KING ITALY

Burger King Italy engages with its consumers and endusers through multiple channels to address actual and potential impacts.

The company focuses on actively listening to consumer feedback and ensuring their perspectives influence decision-making, particularly regarding product offerings, customer service, and brand strategy.

Consumers can access the customer service by visiting the Complaints and Compliments section on the Burger King website. Additionally, the Guest Track platform allows customers to leave reviews that are sent directly to the Business Unit. These reviews are aggregated with feedback from other third-party platforms to evaluate the overall customer satisfaction at specific restaurants.

Consumer insights play a crucial role in shaping the company's brand strategy. Burger King Italy utilizes research institutions to conduct targeted surveys once or twice a year. These surveys, both qualitative (focus groups) and



quantitative (surveys), are designed to gather information about consumer habits, needs, and preferences. Additionally, during the development phase of new products, consumers are engaged through concept tests and taste which are facilitated by research institutions. Their feedback directly influences the final product decisions. The perspectives of consumers are also considered through customer service channels and other feedback mechanisms outlined above.

The Head of Marketing holds operational responsibility for managing consumer engagement. The consumer engagement process can be both reactive and proactive: reactive engagement occurs when a consumer reports an issue via customer service, while proactive engagement typically takes place during the product development stages of concept and taste tests, usually conducted once or twice a year. Regarding consumer involvement in product decisions, the feedback gathered through concept and taste tests is considered in the final decision-making process regarding the launch of new products in the market.



O'TACOS

O'Tacos is dedicated to engaging with consumers and end-users through several channels to manage complaints, ensure customer satisfaction, and address any actual or potential negative impacts related to the brand's products and services.

O'Tacos collects customer feedback directly by phone and uses this data to make improvements as necessary while customer complaints are thoroughly investigated to determine whether the issue warrants corrective actions.

Consumers can directly report complaints or ask questions in any O'Tacos restaurant. A clear and posted procedure is followed by restaurant teams to handle these complaints.

For complaints that are particularly sensitive, O'Tacos collaborates with partner laboratories and a crisis management company to ensure that any complex or serious issues are handled appropriately. In cases involving minors, complaints are only dealt with in consultation with the parents, and if the complaint involves



a consumer with disabilities, this is considered during the risk assessment.

For certain complaints that may involve public health or legal matters, O'Tacos works directly with the relevant authorities to manage the situation.

The Quality Department, along with other key members of the Management team, such as the Operational Manager and the General Manager, may be involved in handling particularly significant complaints.

NORDSEE

NORDSEE is committed to engaging with its consumers and end-users to manage both actual and potential impacts.

The company utilizes multiple channels to ensure effective communication and feedback collection, particularly regarding product quality and customer service.

NORDSEE's Customer Service department is responsible for handling all inquiries and complaints, ensuring that feedback is reviewed and responded to promptly.

Consumer insights are gathered through store tests for new items. These tests allow NORDSEE to assess whether customers purchase the product and gain valuable feedback that can influence future product decisions.

The Head of Customer Service, along with the Quality Management, CRM, and Marketing departments, are responsible for ensuring proper engagement with customers.

NORDSEE

NORDSEE is particularly focused on assisting vulnerable groups, such as people with disabilities, older individuals, and children, ensuring they have a comfortable and inclusive experience instore. For example, staff members may assist these customers by bringing their meals to the table or offering additional support as needed.





CONSUMER **POLICIES** ENGAGE **AND FEEDBACK**

[S4-3] Process to remediate negative impacts and channels for consumers and end-users to raise concerns

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QSRP has established clear methods and procedures for managing and remediating material negative impacts on consumers and end-users across its Business Units.

These processes ensure that any concerns raised are addressed swiftly and effectively, with corrective actions taken to minimize the impact. Each Business Unit implements a specific process to manage negative impacts on consumers or end-users. Each Business Unit has a dedicated service for collecting customer concerns and reports. This process is a continuous learning opportunity, as the consumer's opinion is essential for improving and providing the highest quality service.

BURGER KING AND QUICK BELUX

Burger King and Quick BeLux provide multiple accessible channels for consumers to communicate their concerns.

- **In-store**: consumers can raise concerns directly with restaurant staff, who will listen to their feedback, collect proof of purchase, and forward the complaint to the Quality Department for investigation.
- Phone and Email: consumers can contact Burger King and Quick Belux Customer Service team by phone or email. Complex issues are handled by the Customer Service and Quality Departments at the head office, while simpler inquiries are managed at restaurant level.
- **Online Form:** through the company's website, consumers can submit complaints via a dedicated form. Each complaint is tracked, and the Consumer Service team works promptly to resolve any issues raised.

• Satisfaction Surveys: a link on the receipt allows customers to fill out a satisfaction survey, where they can address any issues or questions. This feedback is reviewed by restaurant staff, and any escalated issues are sent to the head office for further handling.

When Burger King and Quick receive complaints, they ensure that the issue is properly investigated, and appropriate corrective actions are taken. For example, if a complaint is related to food safety or product quality, the Quality Department conducts a thorough review and ensures that necessary measures are taken to resolve the situation. These measures may include revising operational procedures, providing additional training to staff, or conducting laboratory testing on affected products.

In cases of sensitive complaints, such as foodborne illness, the Business Unit works with external experts or

authorities to conduct independent investigations, ensuring transparency and accountability in the resolution process.

Burger King and Quick are committed to tracking and monitoring complaints and the effectiveness of response mechanisms.

- **Complaint Tracking:** all complaints are systematically recorded and monitored to ensure they are addressed in a timely manner. The Business Unit analyzes the volume and types of complaints to identify any recurring issues or trends.
- Feedback Review: each complaint is reviewed by the Customer Service and Quality Department, and feedback is provided to the consumer. Follow-ups are carried out to assess the effectiveness of the solution provided.



BURGER KING AND QUICK BELUX

• Continuous Improvement: feedback is used to refine processes and improve customer engagement, reducing future incidents. The Business Unit regularly reviews its procedures to ensure they meet the needs of consumers and provide the highest level of service.

Burger King and Quick ensure that consumers are aware of their ability to raise concerns. The Business Unit communicates the existence of the complaint channels clearly on its website and in-store. Additionally, transparency is emphasized by providing consumers with timely updates on the resolution of their complaints and the steps taken to address their concerns.

Consumers are also asked whether they wish to be contacted for followup, and the company ensures that anonymous complaints can be submitted without requiring further engagement, respecting their privacy preferences. The Business Unit ensures that individuals who raise concerns are protected from retaliation. Whether

a consumer raises an issue through traditional channels or through thirdparty mechanisms, their rights to privacy and protection are upheld.

Burger King and Quick's commitment to consumer engagement is evident in the structure and transparency of its complaint management process.

- Legitimate Channels: Burger King and Quick's complaint channels are legitimate, ensuring that complaints are handled appropriately, and consumers' concerns are addressed effectively.
- Accessible: the complaint channels are easily accessible to all consumers and end-users, providing multiple avenues for communication.
- Clear Procedures: the Business Unit has set deadlines and clear processes for managing complaints, ensuring that consumers are informed about the steps taken and the timeline for resolution.

QSRP



• Effectiveness: by tracking complaints and continuously refining its processes, Burger King and Quick ensure that they can measure and improve the effectiveness of their consumer engagement efforts.









BURGER KING ITALY



Burger King Italy actively engages with its consumers and end-users to address concerns and ensure satisfaction. Through multiple channels, the company manages customer feedback and responds effectively to mitigate any negative impacts.

Consumers can raise concerns or make complaints through the Complaints and Compliments section on the Burger King website. Through this platform, customers can also inquire about promotions and seek clarification. In cases where a customer is dissatisfied, the company can issue refunds when necessary.

The customer service team manages the issues raised via this platform and continuously analyzes Key Performance Indicators (KPIs) related to the service quality provided to customers. Weekly reports are generated to track metrics such as the number of tickets raised per sales channel and the frequency of product errors. These reports are used to monitor performance and identify areas for improvement. When a customer issue is identified, Burger King works swiftly to resolve it, either through a refund or by addressing the consumer's specific concerns, particularly regarding promotions or product quality. The customer service team is responsible for managing the follow-up and ensuring the issue is fully resolved.

The company ensures compliance with the GDPR and provides transparency regarding data handling practices through the publicly available privacy policy on the website. The platform does not allow complete anonymity, as consumers are required to provide their name when submitting a complaint or feedback in order to be re-contacted.

The effectiveness of the customer service process is monitored through regular reporting. This enables the company to track recurring issues, evaluate consumer satisfaction, and implement improvements to the service provided.

O'TACOS



O'Tacos is committed to addressing consumer concerns through well-established channels that ensure proper follow-up and remediation of any negative impacts. The company has clear procedures for managing complaints and ensuring that issues raised are handled efficiently and transparently.

Consumers can report issues through multiple channels.

- **Phone:** direct communication via phone allows O'Tacos to engage with consumers immediately.
- **Email:** complaints can be sent via the generic email address for the Quality Department.
- In-store: restaurants are equipped with a claim form, which generates a unique claim number to track the issue. The complaint is then forwarded to the Quality Department for further investigation.

Each complaint is categorized and assigned corrective actions to address the specific issue. For example, if a food safety concern is raised, O'Tacos may raise awareness among staff, remind them of proper hygiene practices, and add new procedures to prevent future occurrences.

When complaints are received, they are handled through a systematic process.

- Categorization and Follow-up: complaints are categorized, and corrective actions are implemented, such as improving hygiene practices or revising operational procedures.
- Corrective Actions: in the case of food safety concerns, such as potential food poisoning, O'Tacos works with the Quality Management department to investigate and resolve the issue. For food-related complaints, the Quality Department communicates with restaurants and suppliers to ensure all necessary steps are taken to address the problem.

O'TACOS

O'Tacos ensures that all complaints are traced and documented in order to process them properly. The restaurant teams have access to the progress of the claim and are notified once it is resolved. End customers are followed-up with by phone or email to confirm the resolution of their concerns.

The company's internal process ensures that lessons are learned from every complaint, fostering continuous improvement in both the customer service process and product quality.

O'Tacos ensures transparency in its complaints process by providing clear procedures and deadlines. The company values consumer trust and measures it directly through phone conversations with customers and feedback sessions with restaurants regarding product complaints. These interactions help gauge consumer satisfaction and trust in the company's ability to address their concerns.

The channels are designed to be:

- Legitimate: complaints are processed in a way that builds stakeholder confidence;
- Accessible: these channels are available to all consumers and end-users;
- **Transparent:** consumers are kept informed throughout the process, and results are communicated clearly;
- Effective: follow-up actions and the effectiveness of the resolutions are regularly evaluated.

O'Tacos respects privacy and complies with the GDPR. Complaints are handled confidentially, ensuring data protection rights are upheld. Although consumers can choose to remain anonymous, this has not yet occurred.



While there are no formalized policies to protect individuals from retaliation, O'Tacos ensures that the complaint process is handled with respect for privacy and fairness. The company's transparency in tracking complaints and its willingness to engage in dialogue with complainants promotes consumer trust.

In 2024, O'Tacos received four customer complaints. Each complaint was thoroughly investigated, and appropriate corrective actions were taken to resolve the issues.



NORDSEE

NORDSEE is committed to ensuring that consumers and endusers can easily raise concerns regarding any material negative impacts associated with its products and services.

The company provides several accessible channels for feedback, particularly regarding product quality and customer service, ensuring timely responses and effective solutions to issues raised by consumers.

Consumers can reach NORDSEE through various channels.

- Phone: consumers can contact NORDSEE directly via telephone to raise concerns.
- Email/letters: issues can be reported by sending emails/letters to the company's designated address.
- In-store: customers can also report concerns directly at any NORDSEE store, where staff follow set procedures to address and escalate complaints.

 Online Contact Button: NORDSEE offers a contact button on their website, providing an easy way for consumers to submit feedback or complaints anonymously. The platform ensures that the consumers' issues are processed swiftly.

When consumers report issues, NORDSEE follows a clear process to address and remedy the situation. For example, if a complaint is made regarding product quality or service, the Customer Service department works with the relevant departments to provide detailed feedback. Consumers typically receive a response within a few days.

For anonymous complaints, NORDSEE confirms receipt of the report within seven days and ensures that the issue is processed promptly. Depending on the nature of the complaint, the Business Unit may take remedial and preventive actions, which could involve the Quality Management team conducting checks, including laboratory testing if necessary.

In cases of health-related complaints, particularly concerning illness, the



Quality Management department collaborates with the insurance department to investigate the issue thoroughly, review all available information, and communicate with relevant stores and suppliers. The goal is to ensure that consumers are provided with detailed feedback and that corrective measures are implemented when needed.

In addition to traditional channels, NORDSEE has implemented a whistleblower system via whistle-blow.org, which allows employees, business partners, and other external stakeholders to anonymously report serious issues. This system is designed to help uncover wrongdoing, including violations related to human rights, fraud, environmental concerns, and other ethical breaches. NORDSEE guarantees that reports are processed confidentially and that individuals who use the whistleblower system will not face retaliation, thus protecting the integrity of the process.

In 2024, seven anonymous complaints were raised, all of which were thoroughly

investigated and resolved. This highlights the company's commitment to taking all concerns seriously and ensuring timely follow-up.

NORDSEE ensures that consumers are aware of the available channels for raising concerns. Information about the complaints process is clearly communicated on the company website and in physical stores. This transparency helps build trust in the company's systems, ensuring that consumers feel comfortable using the provided mechanisms.



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