

# BITING INTO CHANGE

## SUSTAINABILITY REPORT 2025

Every meal tells a story about the people who made it, the values behind it, and the future it wants to be a part of.

At QSRP, we are biting into change, turning quick-service food into good food.

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# 01 EXECUTIVE SUMMARY

# A WORD FROM OUR CEO

## To everyone who makes QSRP possible

QSRP operates in a demanding and fast-moving environment. Our ability to perform, grow and remain resilient over time depends on the quality of our decisions, the consistency of our execution, and the trust placed in us by our stakeholders.

This Sustainability Report reflects how we approach that responsibility.

Performance and sustainability are not separate objectives. Long-term performance is built through disciplined execution, clear governance and respect for the people and partners who deliver our business every day.

At QSRP, execution remains our priority. Execution in our restaurants. Execution with our franchise and operating partners. Execution in how we allocate capital, resources and attention.

Our teams operate at the frontline of our business, across multiple markets and brands, in demanding operational conditions. Creating the right frameworks for them to perform, develop and feel supported is not only a social responsibility – it is a business imperative.

For this reason, people are at the heart of QSRP's model.

We are committed to fostering a healthy, equitable and merit-based environment, where expectations are clear, standards are consistent, and accountability applies at every level of the organization. We believe that respect, integrity and performance reinforce each other and are essential to long-term value creation.

Good Growth continues to be an important part of QSRP's journey. But growth must always be disciplined, executable and responsible.

It must allow us to maintain operational standards, support our people and manage our impacts in a consistent and transparent way.

In recent years, we have continued to strengthen our governance frameworks, integrate sustainability considerations into decision-making, and improve the quality, scope and reliability of the information we share.

New businesses joined the QSRP journey and their performance is integrated in this report.

The implementation of the CSRD represents an additional step in this journey – not as a compliance exercise, but as a catalyst for greater clarity, accountability and long-term focus.

As Chief Executive Officer, my commitment is one of continuity and focus. Continuity in our values and culture. Continuity in a performance-driven and people-centric mindset. And an increased focus on clarity, governance and consistent execution.

This is how we aim to meet the expectations of our stakeholders. This is how we strengthen our platform over time. And this is how we create long-term value – for our business, our people and the communities in which we operate.



**Kevin Derycke,**  
Group Chief Executive Officer



# 2025 MILESTONES

DO YOU WANT TO LEARN MORE ABOUT OUR SUSTAINABILITY JOURNEY?  
REQUEST OUR CSRD-COMPLIANT REPORT FOR 2025 VIA [HELLO@QSRP.COM](mailto:HELLO@QSRP.COM).



**1.7 BILLION**  
IN SALES  
with 77% digital sales



**8,000+**  
COLLEAGUES  
up 1,577 compared to 2024



**7**  
FLOURISHING QSR BRANDS  
covering the full QSR spectrum



**1,500+**  
POINTS OF SALE  
in 9 key countries and  
even moving beyond Europe



**170**  
ORGANIC RESTAURANT  
OPENINGS  
twice as many as in 2024



**PARTNERSHIP**  
WITH GLOBAL  
FOOD SOLUTIONS  
a trading and sourcing partner  
for foodservice

# 2025 MILESTONES

## CARBON FOOTPRINT

### BASELINE SET

covering all brands and the entire supply chain



# 1.59%

### OF KITCHEN FOOD WASTE (GROUP)

at a minimum thanks to AI and digital tools



# 6 OUT OF 7 BRANDS

### PLANT-BASED COVERED

catering to the needs of vegetarians and flexitarians



# 2

### PROGRAMMES DEDICATED TO TALENT

to develop talent across borders



# 1.7%

### INCIDENCE OF SINGLE-USE PLASTIC

on total guest packaging weight



## ESG MBOs

### ESG MANAGEMENT BY OBJECTIVES

for our leadership enhances the integration of sustainability into brands and Group structures



# 100+

### NATIONALITIES

with 85% of workforce trained on diversity and inclusion

# 02 QSRP, NICE TO MEET YOU

# WHO WE ARE AND SERVE

## COMPLEMENTARY QSR BRANDS

Our global mega brands and local champions cover the

## FULL QSR SPECTRUM



Burgers



French tacos



Pan-Asian cuisine



Coffee and bakery



Seafood



## UNIQUE FOOD EXPERIENCES

We focus on

## HIGH-QUALITY FOOD

that's fast, convenient and tailored to individual preferences – whether it's breakfast, lunch, dinner or a snack in between.

## FAST GROWING PLATFORM

Launched in 2014, our ambition is to become the

## NUMBER ONE PAN-EUROPEAN FOOD & BEVERAGE OPERATOR

through both organic growth and strategic acquisitions.

# QSRP is a fast-growing platform of complementary QSR brands that deliver unique food experiences to 115 million consumers in Europe and beyond.

## 115 MILLION CONSUMERS IN EUROPE

From young families to urban professionals, from the UK to Italy, we cater to the needs of more than

## 15% OF ALL EUROPEANS



# HOW WE MAKE A DIFFERENCE

## WITH OUR ON-TREND FOOD

We carefully listen to people's needs. From classic hits to plant-based picks, every bite is inspired by our customers.



## WITH OUR PASSIONATE PEOPLE

Our diverse, well-trained team of professionals makes every grab-and-go experience personal, friendly, and full of smiles.

## WITH OUR EFFORTLESS ACCESS

We make it easy for customers to get their favourite meal. It's their food, their choice: dining in, driving by or clicking for delivery.



## WITH OUR FRICTIONLESS FOOD EXPERIENCE

From craving to checkout, everything flows. Our Food Streaming approach works quietly in the background, so that people's meals arrive faster, just the way they want it.

# HOW WE MAKE A DIFFERENCE

WITH OUR LEADING QSR BRANDS  
PROPRIETARY BRANDS



## Quick

Perpetual license since 2016



**Specialty:** burgers, fries and more  
**Region:** Belgium and Luxembourg  
**Fun fact:** the brand's logo used to be orange



## G La Dalle

Strategic partnership since 2024



**Specialty:** affordable burgers  
**Region:** predominantly France  
**Fun fact:** originally launched to cater to late-night cravings

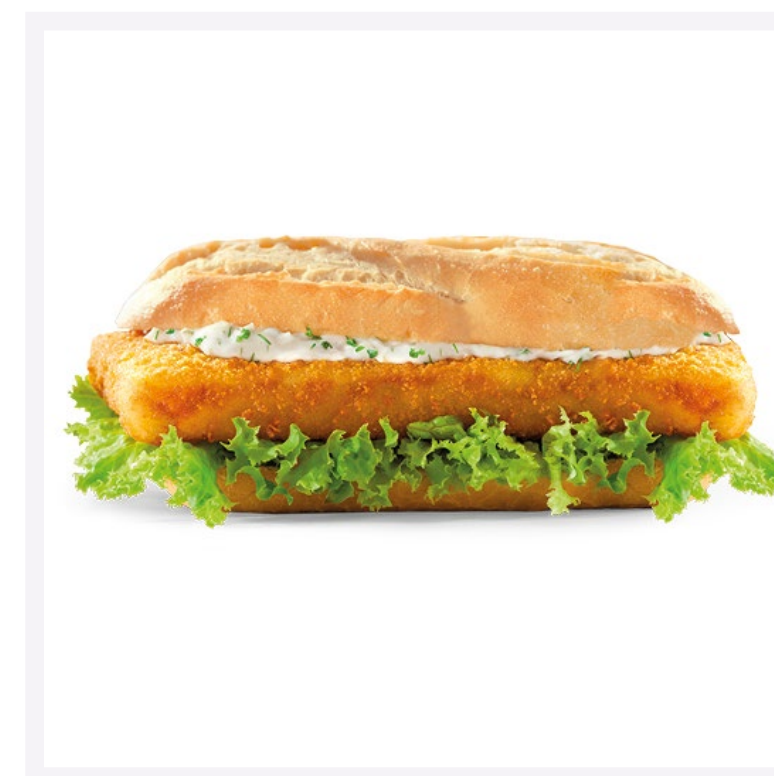


## Chopstix

Strategic partnership since 2024



**Specialty:** pan-Asian food  
**Region:** UK & Ireland  
**Fun fact:** QSRP brought Chopstix to France in 2026



## NORDSEE

Acquired in 2018



**Specialty:** seafood meals and snacks  
**Region:** predominantly Germany and Austria  
**Fun fact:** available in selected supermarket chains



## O'Tacos

Acquired in 2018



**Specialty:** customisable French tacos  
**Region:** 7 European countries + Canada, Morocco and Saudi Arabia  
**Fun fact:** over 40,000 possible taco combinations

# HOW WE MAKE A DIFFERENCE

WITH OUR LEADING QSR BRANDS  
MASTER FRANCHISE BRANDS



## Burger King



Master franchisee in Italy since 2014 and Belux since 2016

- Specialty:** flame-grilled burgers
- Region:** Italy, Belgium and Luxembourg
- Fun fact:** the signature burger Whopper dates back to 1957



## Dunkin'



Master franchisee in France since 2024

- Specialty:** coffee and donuts
- Region:** France
- Fun fact:** serves roughly 2 billion cups of coffee per year worldwide



# STRONG FRANCHISING CULTURE

We have **420+** loyal franchise partners and **160+** multi-franchise holders, supported by shared QSRP services. Their growth goes hand in hand with our own growth.





# WHERE WE ARE

QSRP predominantly serves customers across France, Italy, the UK, Ireland, Germany, Austria, Belgium, Luxembourg and the Netherlands with **more than 1,500 restaurants**. In 2025, we set a new record, opening over 170 new locations – twice as many as in 2024. We’re also going **global**, with O’Tacos now reaching Saudi Arabia, Morocco and Canada.



## THE FRENCH TOUCH

After acquiring **O’Tacos** in 2018, QSRP has been growing its presence in France with **Dunkin’** and **G La Dalle**. We opened our first **Dunkin’** store in Paris in May 2025 and are now rolling out across the country. In January 2026, just before publication of this report, we brought our pan-Asian cuisine brand **Chopstix** to France, crossing the Channel for the first time.

-  300+ stores in France
-  Nearly 100 stores in France
-  6 stores in France since May 2025
-  Launched in France early 2026



# WHY SUSTAINABLE FOODSERVICE MATTERS



**11%**

**OF EU GREENHOUSE GAS EMISSIONS ARE ACCOUNTED FOR BY AGRICULTURE**

(Source: [European Commission](#))

Agriculture and the food industry are important contributors to Europe's climate footprint, but they're also part of the solution. By embracing responsible sourcing, energy efficiency, and waste reduction, the sector can contribute to a more sustainable food system.



**130 KG**

**OF FOOD WASTE PER PERSON**

(Source: [Eurostat](#))

Households (53%) and the food industry (11%) account for most of the EU's 58 million tonnes of annual food waste. This is not only a missed opportunity to feed people but also a major environmental burden. The silver lining: there are ways to turn the tide.



**8.6+ MILLION**

**PEOPLE FUEL EUROPE'S FOODSERVICE**

(Source: [Statista](#))

The EU food and beverage service industry employs a significant share of European workers and continues to grow. By promoting fair wages, safe workplaces, and career growth, the sector can directly support families and communities across the continent.



**60%**

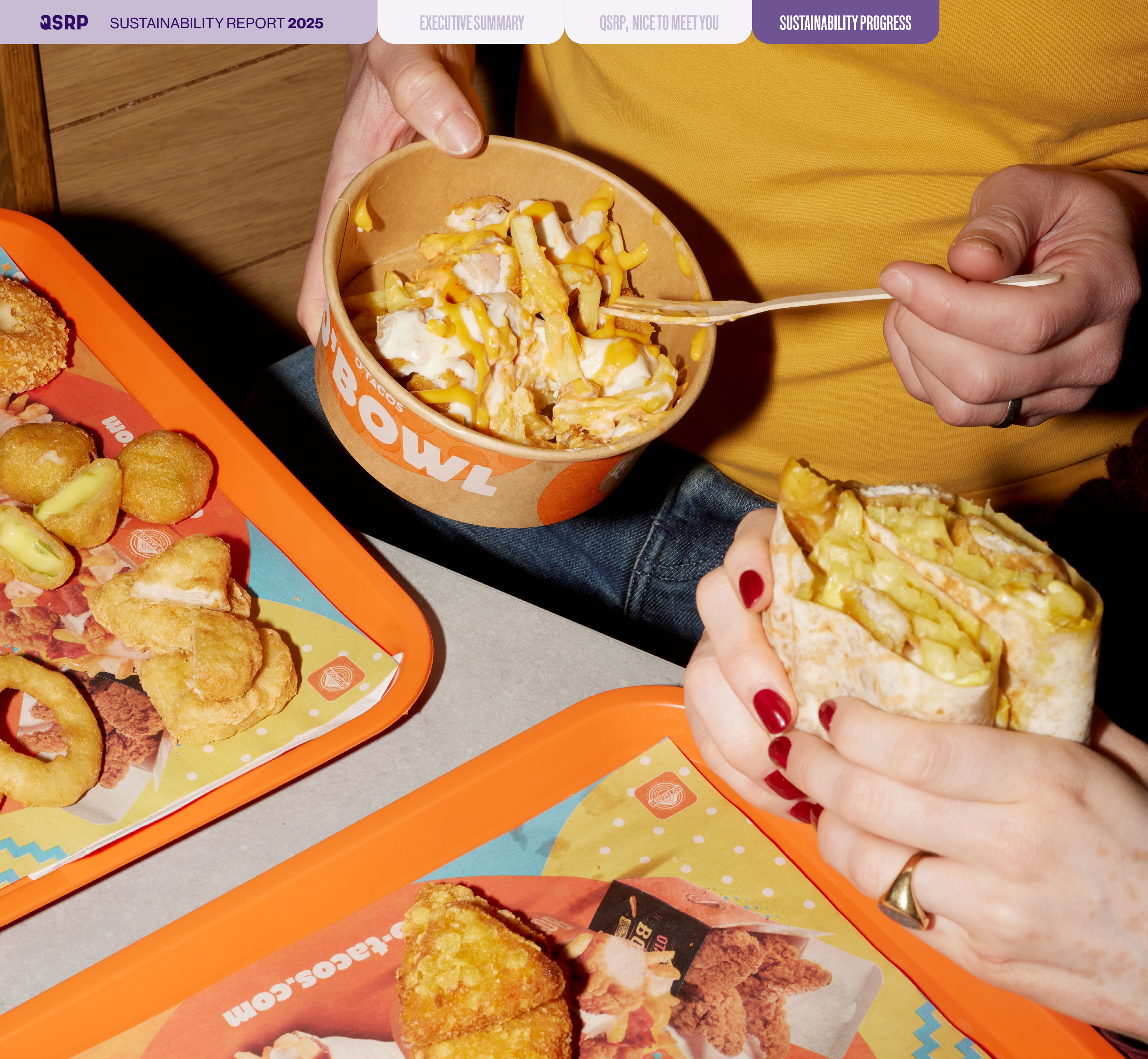
**OF EUROPEAN ADULTS ARE OVERWEIGHT OR OBESE**

(Source: [WHO](#))

By offering nutritious, balanced options – including plant-rich meals and lower levels of certain artificial additives – the fast-food industry can encourage healthier eating habits. This supports long-term well-being for both people and the planet.

**THAT'S WHY QSRP IS BITING INTO CHANGE, TURNING QUICK-SERVICE FOOD INTO GOOD FOOD.**

# 07 SUSTAINABILITY PROGRESS



# OUR ESG STRATEGY GOOD GROWTH

**A burger, a French tacos, a noodle box ...  
How we make and serve them matters.**

The way people think about food is changing. It has become clear that food is at the heart of some of the biggest challenges of our time, from climate change to public health. Consequently, it's also part of the solution: a more sustainable food system can nourish people and planet alike. At QSRP, we believe our brands can contribute to this transition.

Our vision on Good Growth means every bite tells a story.

Of food grown responsibly. Of meals that are as satisfying as they are affordable. Of people we respect with fair treatment and opportunities to thrive. Of a planet we nurture, through reduction of waste and initiatives aimed at energy efficiency.

That's what Good Growth means to us: food that's good for the people eating it, the people making it, and the world around it.

## OUR ROADMAP

**We believe the quick-service restaurant industry can grow differently. Our ESG Plan 2025-2027 is our commitment to showing how – building a business where every step forward leaves things a little better than before.**

### BUILT AROUND WHAT MATTERS MOST

To elaborate our roadmap, we first organised an extensive survey including our main stakeholders: customers, employees, suppliers and business partners. We asked what they cared about. Then, we made their concerns our priorities too. At the same time, we took a critical look at our own operations: where do we have the biggest impact, where do the greatest risks lie, and where can we do the most good?

Uniting both perspectives shaped five sustainability domains that together cover the topics where QSRP can make the greatest difference. Each domain comes with measurable ambitions, which we share for the first time. Because a roadmap without a destination is just a walk.



# E1 CLIMATE CHANGE

## KNOW OUR FULL CARBON FOOTPRINT

Calculate Scope 1, 2 and 3 emissions by end 2026

● Achieved & on-going

## BUILD A DECARBONISATION PLAN

Set and approve targets and action timeline by end 2027

◐ In progress

# E5 CIRCULAR ECONOMY

## PLASTIC? AS LITTLE AS POSSIBLE

Maintain <1% single-use plastic for legacy brands; <5% Group by end 2027

● Achieved & on-going

## ALL PAPER CERTIFIED FOR SUSTAINABILITY

100% certified virgin paper in restaurants & offices by end 2030

◐ On track

## A SECOND LIFE FOR COOKING OIL

100% of used cooking oil diverted for reuse by end 2027

◐ Almost there

## LESS FOOD WASTED IN OUR KITCHENS

Kitchen food waste below 2% by end 2027

● Achieved & on-going

## SMARTER WASTE SORTING EVERYWHERE

All brands have recycling bins and clear sorting instructions for guests by end 2027

◐ On track

## RECYCLE, REPURPOSE OR REFURBISH OUR TECH

50% of brands have initiatives by end 2030

◐ Almost there

## SWITCH TO RECYCLED PAPER\* WHERE POSSIBLE

100% paper-based items from recycled material by end 2030

◐ In progress

\*Excluding applications involving direct food contact or where it would compromise quality or operational performance.

# S1 OUR WORKFORCE

## EQUAL REPRESENTATION AT THE TOP

50% women in Top Management by end 2030

► Needs attention

## EQUAL PAY FOR EQUAL WORK

0% gender pay gap by end 2035

🌙 On track

## DIVERSITY AS A STRENGTH

100% of employees trained on EDI topics by end 2027

🌙 On track

## GROW TALENT ACROSS BORDERS

At least 25 office employees in international career paths every year

● Achieved & on-going

## A SAFE AND HEALTHY WORKPLACE

100% of brands adopt the Group's H&S standards by end 2027

🌙 In progress

# S4 OUR CUSTOMERS

## GOOD FOOD FOR EVERY PREFERENCE

At least 1 vegetarian or alternative protein option per product category in all brands by end 2027

🌙 Almost there

## NO SURPRISES ON YOUR PLATE

100% of brands communicating nutritional info across all digital touchpoints by end 2027

● Achieved & on-going

## FOOD THAT FITS HEALTHY LIFESTYLES

At least one wellness, health, or sports activation per brand by end 2028

🌙 On track

## QUALITY YOU CAN COUNT ON

100% of brands conduct standardised internal audits by end 2027

● Achieved & on-going

# G1 BUSINESS CONDUCT

## SUSTAINABILITY STARTS AT THE TOP

At least 50% of top leaders have ESG goals each year

🌙 On track

## EVERYONE DESERVES A SAFE WAY TO SPEAK UP

All brands have an active whistleblowing system by end 2026

● Achieved & on-going

## KEEP EVERY TEAM INFORMED AND ENGAGED

All brands have at least 1 active communication channel with regular campaigns about whistleblowing by end 2026

🌙 On track

E1 CLIMATE & ENERGY

# BITING INTO CHANGE FOR OUR CLIMATE

## ? WHY DOES IT MATTER?

From humming fridges to full-tilt kitchens and air-conditioned dining areas, running restaurants at scale leaves a mark. Moreover, every meal we serve carries its own carbon footprint.

Climate change is one of the defining challenges of our time, and businesses like ours have a role to play. Not just because regulations are tightening or customers are paying closer attention. But because managing our energy, reducing our emissions and building a more resilient supply chain are simply the right things to do. And that, for us, is reason enough.

## 🎯 WHAT ARE WE AIMING FOR?

We're still early in our journey towards meaningful carbon reduction, but we're moving. To illustrate, we have several concrete actions underway and a decarbonisation plan in development.

AMBITION	TARGET	STATUS	2025 PROGRESS
<b>Know our full carbon footprint</b>	Calculate Scope 1, 2 and 3 emissions by end 2026	Achieved & on-going	Full calculation completed for 2025
<b>Build a decarbonisation plan</b>	Set and approve targets and action timeline by end 2027	In progress	To be started



**WHERE ARE WE TODAY?**

**BASELINE CALCULATION ACCORDING TO THE GHG PROTOCOL**

Scope 1, 2, and 3 together give the full picture of a company's climate impact. Only by understanding all three can QSRP identify where the biggest opportunities lie, set meaningful targets, and build a credible path to decarbonisation. That means looking well beyond our restaurants – into our supply chain, our franchise network, and the full lifecycle of the food we serve.

**Scope 1**

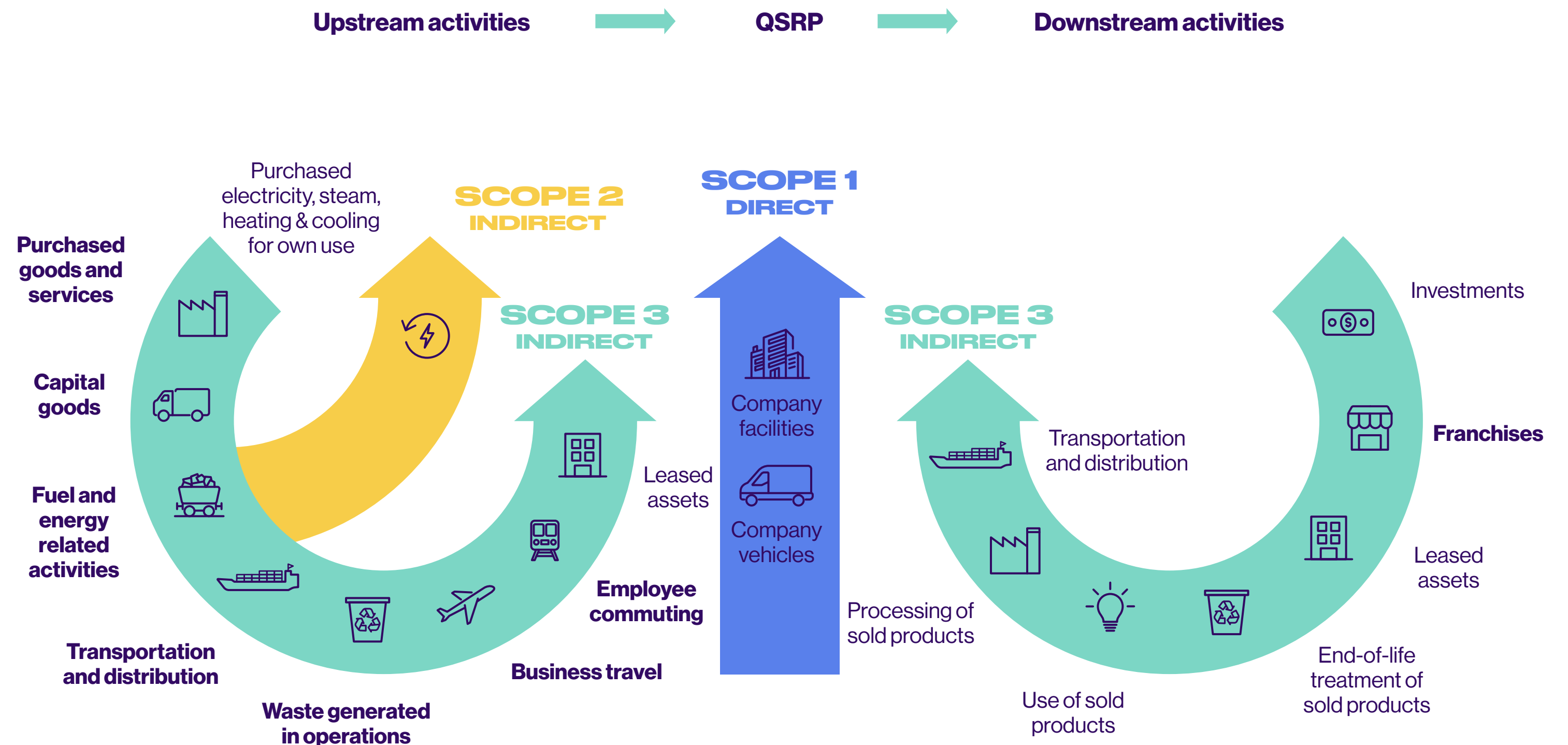
**Emissions QSRP causes directly.** For example, through our own vehicles and the gas used in our kitchens. We own the source and create the demand for it.

**Scope 2**

**Emissions from the energy we buy.** Mainly for our restaurant operations, including the use of kitchen equipment, refrigeration systems, air conditioning, and lighting. We don't own the source, but create the demand for it.

**Scope 3**

**Everything up and down our value chain:** from livestock farming and transport all the way to the franchisees running our restaurants and the customers driving to our locations. We don't control it directly, but it happens because of our business.



**WHERE ARE WE TODAY?**

**SCOPES 1, 2, 3  
AND TOTAL GHG EMISSIONS**

**0.2%**

**EMISSIONS FROM OUR OWN OPERATIONS (SCOPE 1)**

In Italy, Belgium and Luxembourg, Burger King is leading the way in using less energy. An energy management system keeps a constant eye on temperature, humidity and air quality in each restaurant, automatically adjusting heating and cooling to keep things comfortable while avoiding energy waste. Moreover, the system enables us to track energy use in real time, while smarter screen schedules and energy-efficient menu boards make sure nothing runs longer than it needs to.

**1.6%**

**EMISSIONS FROM PURCHASED ENERGY (SCOPE 2 - MARKET BASED)**

NORDSEE already runs on 100% certified renewable electricity, while Burger King and Quick in Belgium and Luxembourg clock in at 48%.

**98.2%**

**EMISSIONS FROM OUR SUPPLY CHAIN AND FRANCHISES (SCOPE 3)**

Our supply chain carries the biggest share of our footprint – and most of it comes down to what’s on the menu. Changing that takes time. Our menu is what our customers love and what our business depends on. So, while we’re gradually rethinking all-time favourites and adding more plant-based options, we’re focused on what we can act on directly: running our restaurants as efficiently as possible.

**Total GHG emissions  
1.188 KtCO<sub>2</sub>eq**

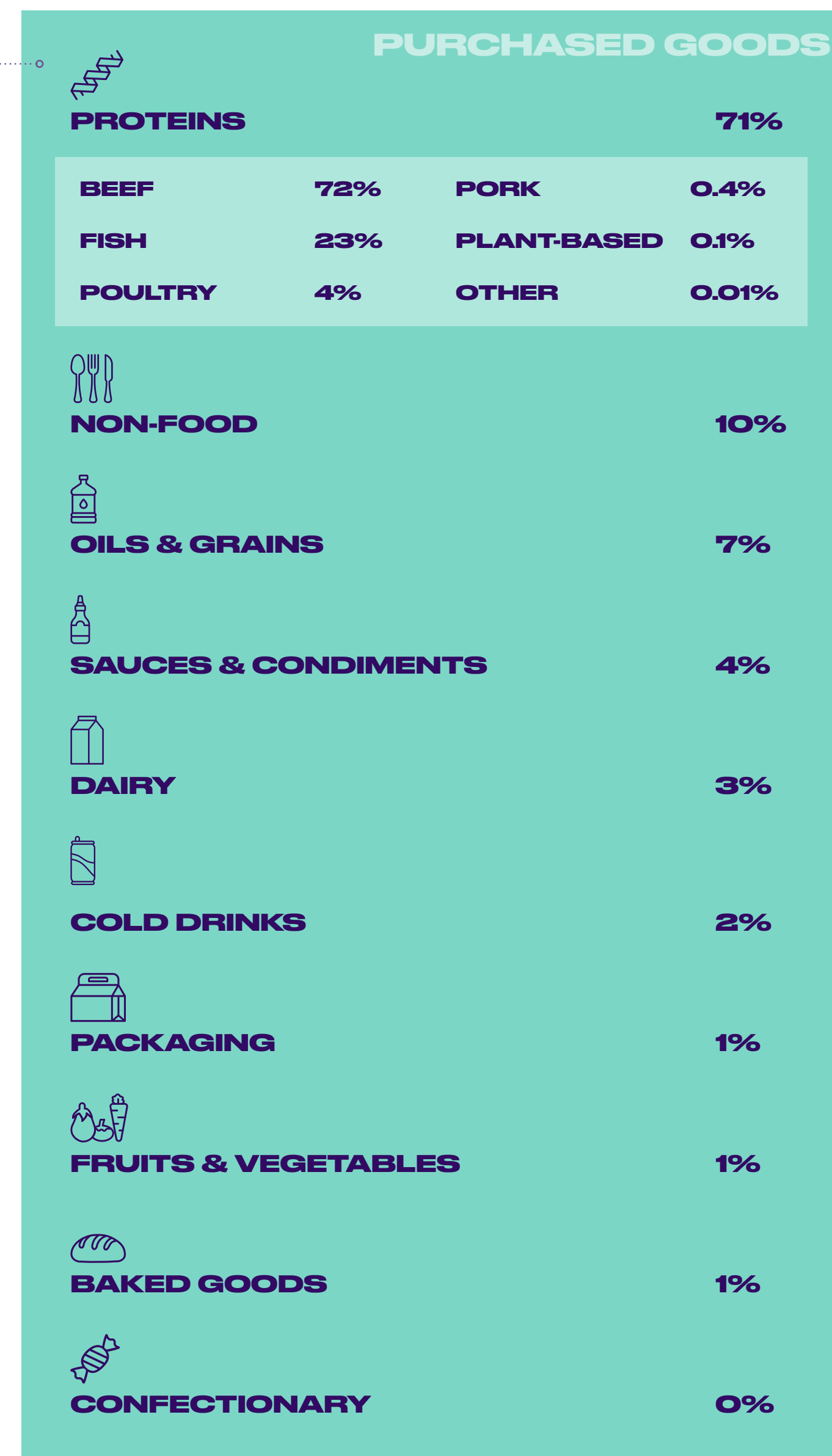
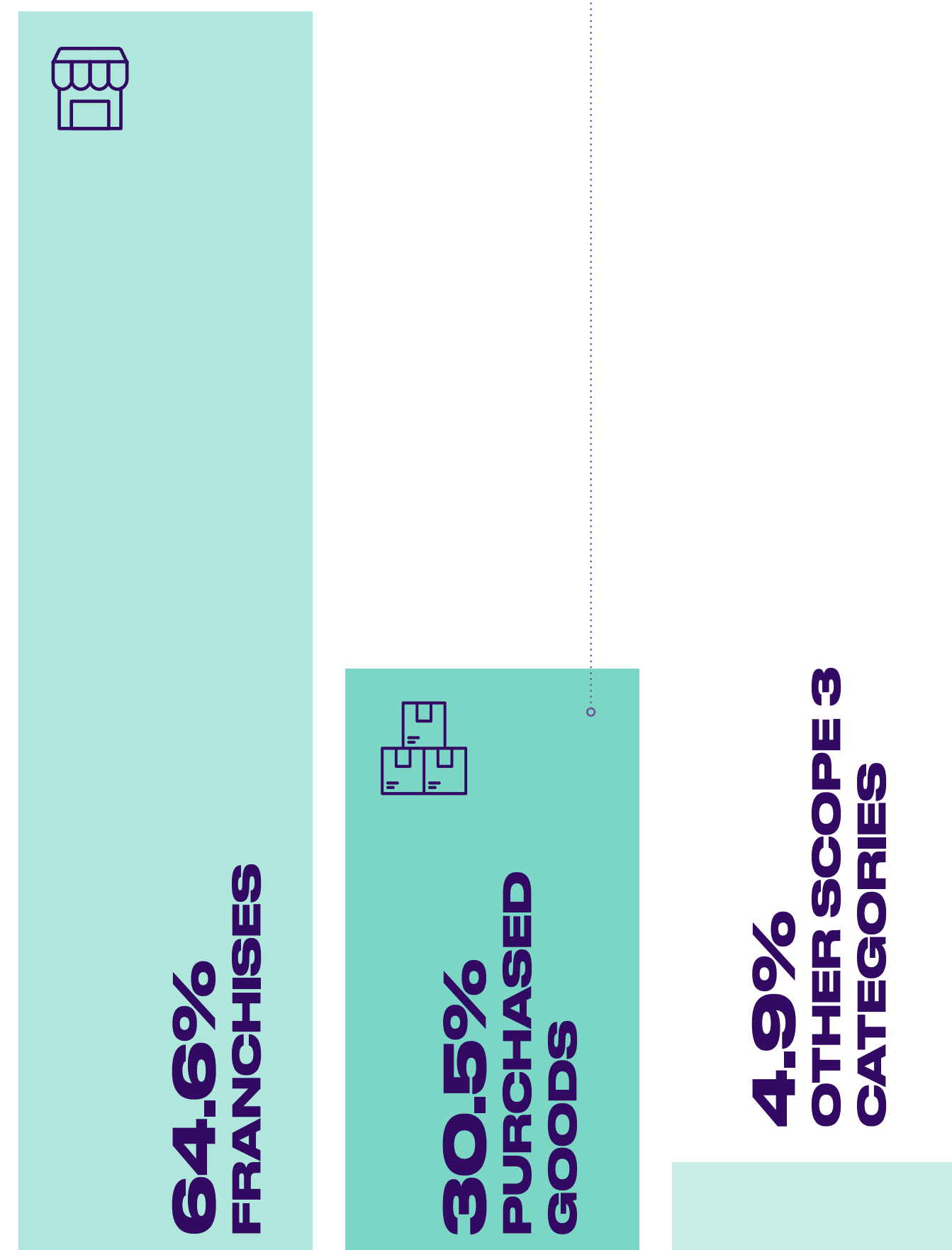
**WHERE ARE WE TODAY?**

**WHERE DO OUR SCOPE 3 EMISSIONS COME FROM?**

The vast majority of our Scope 3 emissions come from two sources: the goods we purchase (30.5%) and our franchised restaurants (64.6%). This reflects who we are: a business built around quick-service food and a largely franchised network.

Within purchased goods, beef is by far the biggest contributor. Producing beef is carbon-intensive: it drives land-use change and generates methane through the digestive processes of cattle. Chicken and dairy – mainly cheese – have a lower impact, though they still carry emissions through feed production and farming. Condiments, fish, and seafood play a smaller role in our overall footprint.

**OUR SCOPE 3 BREAKDOWN**





## 📍 WHERE ARE WE TODAY?

### ENERGY-LINKED OBJECTIVES FOR LEADERSHIP

Climate action is built into how we reward performance. Across our brands, multiple employees have **concrete climate-related targets** as part of their annual objectives, covering energy savings in restaurants, the rollout of electric vehicle charging stations, and the transition to electric vehicles in our company car fleet.

### BIGGER SCALE, BIGGER FOOTPRINT, BIGGER RESPONSIBILITY

Our 2025 climate figures show that we have a lot of work ahead of us. Mainly because of the type of food we serve.

An additional challenge is QSRP's rapid growth, as we welcomed several new brands in recent years. More restaurants and customers equal more energy and greenhouse gas emissions. But growth also brings **more opportunities to make meaningful impact**. Our legacy brands have shown what's possible, and now we're bringing that same ambition to every brand in our portfolio. The journey got longer, but we're more committed than ever to walking it.

### BURGER KING AND QUICK IN BELGIUM ADDED EV CHARGING POINTS TO 16 RESTAURANTS IN 2025



E5 CIRCULAR ECONOMY

BITING INTO CHANGE

# FOR A CLEANER ENVIRONMENT

 **WHY DOES IT MATTER?**

Every meal we serve leaves a footprint. The paper that wraps your burger, the oil that fries your chips, the bag that carries it all out the door, the leftovers that end up in the bin – it all adds up. In a business serving 115 million customers a year, even the smallest choices ripple into something much bigger.

That’s why we’re **rethinking how we use resources**: we aim for every material to have a purpose, and ideally, a second life. Moving toward a circular model isn’t just good for the planet. It also builds trust with customers and partners, and helps future-proof our operations in a world where resources are finite.

\*Excluding applications involving direct food contact or where it would compromise quality or operational performance.

 **WHAT ARE WE AIMING FOR?**

Less waste, smarter resources, better habits. Some of the targets that go with this ambition have already been hit. Others are still a work in progress.

AMBITION	TARGET	STATUS	2025 PROGRESS
<b>Plastic? As little as possible</b>	Maintain <1% single-use plastic for legacy brands; <5% Group by end 2027	Achieved & on-going	1.7% Group total
<b>All paper certified for sustainability</b>	100% certified virgin paper in restaurants & offices by end 2030	On track	100% across NORDSEE, Burger King, Quick, O’Tacos, Chopstix – in progress elsewhere
<b>A second life for cooking oil</b>	100% of used cooking oil diverted for reuse by end 2027	Almost there	100% for 4 out of 5 applicable brands
<b>Less food wasted in our kitchens</b>	Kitchen food waste below 2% by end 2027	Achieved & on-going	1.59% Group total
<b>Smarter waste sorting everywhere</b>	All brands have recycling bins and clear sorting instructions for guests by end 2027	On track	Recycling bins in place across most brands – being rolled-out elsewhere
<b>Recycle, repurpose or refurbish our tech</b>	50% of brands have initiatives by end 2030	Almost there	3 brands have initiatives in place
<b>Switch to recycled paper* where possible</b>	100% paper-based items from recycled material by end 2030	In progress	3 brands adopted recycled paper – others exploring options

📍 WHERE ARE WE TODAY?

# HOW WE MAKE YOUR MEAL

## RESPONSIBLY SOURCED

**Every ingredient has a story.** Particularly when it comes to meat and fish, that story carries real environmental weight.

Most of our beef comes from Continental Europe and the British Isles – **close to home.**

We prioritise fish from fisheries that promote responsible fishing, maximum traceability, and the protection of endangered species. We rely on globally recognised certifications like MSC and ASC to track our progress. In 2025, 80% of **NORDSEE**'s fish for the fresh fish and seafood counters in Germany and 56% in Austria was certified sustainable, while **Quick** sources 100% MSC-certified fish in Belgium and Luxembourg.

**O'Tacos** visits the farms where their poultry comes from. This is part of the brand's ongoing analysis of farming practices including proper living conditions for animals. After all, good food starts long before the kitchen.

## COOKED WITH MINIMUM WASTE

The best way to avoid food waste is to never create it in the first place. Across most of our brands, **advanced inventory systems** keep a close eye on stock levels. This way, our kitchens produce exactly what's needed, nothing more, nothing less.

To give you an idea: **Burger King** uses a Dynamic Serving System to tell kitchens exactly what to make and when – live across 100% of Group-owned restaurants in Italy, Belgium and Luxembourg and more than 90%+ of franchised restaurants in those countries. Meanwhile, **O'Tacos** uses Impulse, an AI tool that predicts how much food will be needed before the day even starts, fully rolled out across France and Belgium.

## PACKAGED SMARTLY

Every year, 115 million guests unwrap a meal at QSRP restaurants. Multiply that by trays, cups, wrappers, and bags – and it quickly becomes clear why packaging is one of the Group's biggest opportunities to reduce its environmental footprint.

### Phasing out single-use plastics

Single-use plastic items are gradually disappearing from our restaurants, as they're being replaced by wooden

stirrers, paper straws, alternative cutlery, and more. To illustrate, single-use plastic now accounts for just 1.7% of total guest packaging weight. That number will keep falling as our newer brands accelerate their efforts.

### Aiming for certified paper

All paper for guest packaging by **Burger King, Quick, NORDSEE, O'Tacos,** and **Chopstix** is certified by either the FSC or PEFC, ensuring the materials come from responsibly managed forests. Meanwhile, also

**Dunkin'** is on its way to reach 100% certified paper.

### Prioritising reusable packaging

**NORDSEE** continues its partnership with Relevo, making reusable packaging for delivery and takeout easier than ever. Customers simply scan a QR code and drop the box off at any participating store within 10 days – free of charge. In France and Luxembourg, our brands have taken the same approach and are increasingly switching to reusable packaging.

1.7%

TOTAL SHARE OF SINGLE-USE PLASTIC IN GUEST PACKAGING

## SERVED WITH CARE

The meal has been sourced responsibly, packaged smartly, and cooked with a minimum of waste. Now it's time for the next stop on its journey: reaching the customer. At this stage as well, we're making choices that matter. **NORDSEE** serves every dine-in meal on ceramic plates with steel cutlery – zero disposables. Meanwhile, our brands in France and Luxembourg are also using reusable foodservice items across our restaurants.

📍 WHERE ARE WE TODAY?

# WHAT HAPPENS AFTER THE LAST BITE

## SORTED AT THE BIN

The meal might be finished, but our responsibility doesn't end there. Across all our restaurants, multi-stream recycling bins make it easy for guests **to sort their waste correctly**, with clear instructions and signage at every step. Paper, plastic, metal and organic waste each go their separate way. What can be recycled, gets recycled. What can be composted, gets composted. And residual waste is collected separately to keep its impact as low as possible.

## SURPLUS RESCUED

Good unsold food doesn't go to waste. It finds a new home instead. Through **'Too Good To Go'**, fans of **NORDSEE** and **Chopstix** can grab a bag of perfectly good surplus food at a reduced price. It's a simple idea that does two things at once: keeps food out of the bin and nudges people towards more responsible consumption.

**+700,000**

**SURPLUS MEALS AND SNACKS SAVED VIA TOO GOOD TO GO**

## COOKING OIL GIVEN A SECOND LIFE

Once the fryers are done for the day, the oil is put to good use. In 2025, 4 out of 5 applicable brands **repurposed 100%** of their used cooking oil into biofuel, biodiesel or aviation fuel – with Chopstix actively working to get there too. As for the two remaining brands: G La Dalle is fully franchised, while Dunkin' doesn't use a fryer.

**100%**

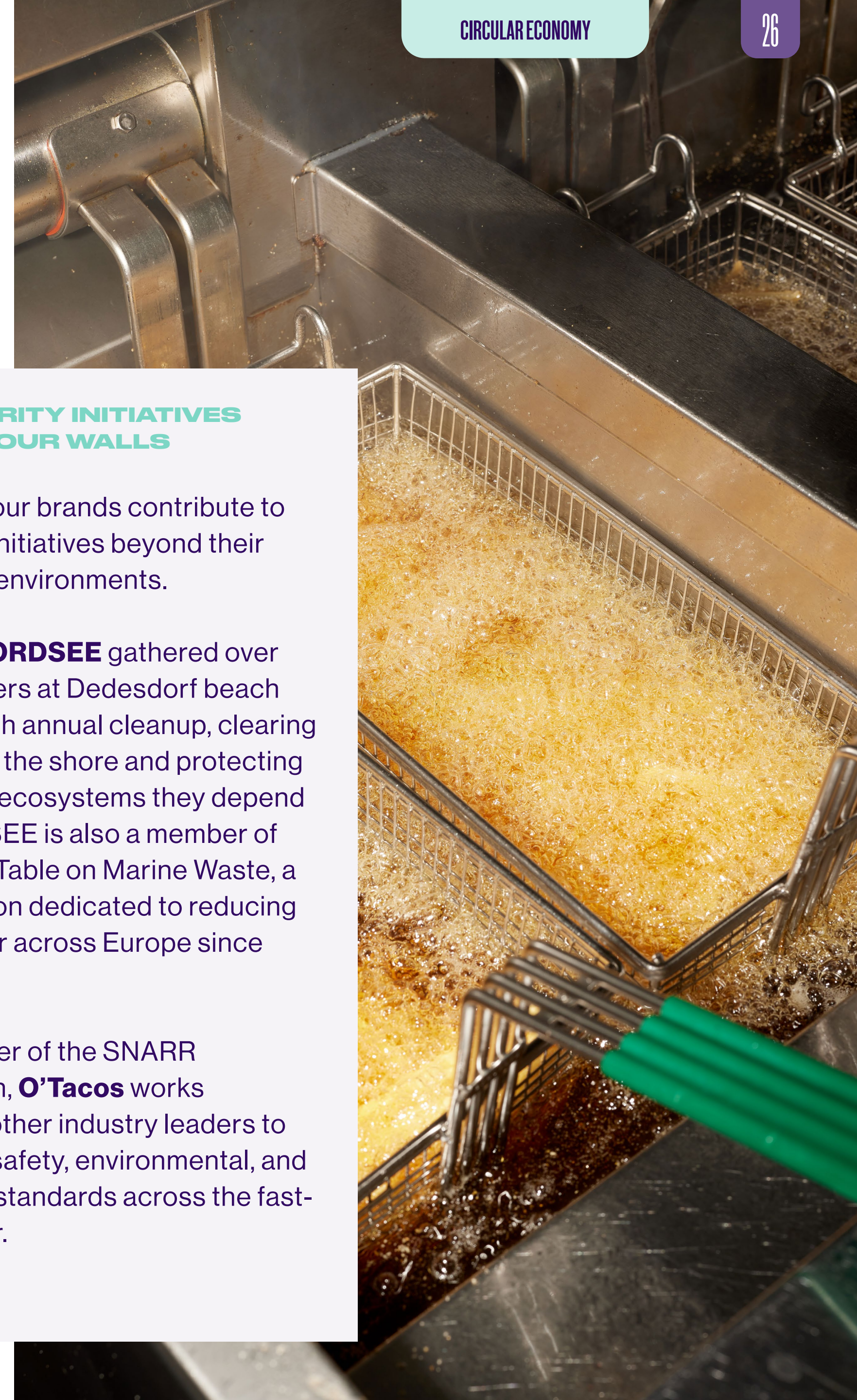
**OF USED COOKING OIL RECOVERED AND REPURPOSED BY BURGER KING, QUICK, O'TACOS, AND NORDSEE**

## CIRCULARITY INITIATIVES BEYOND OUR WALLS

Several of our brands contribute to circularity initiatives beyond their restaurant environments.

In 2025, **NORDSEE** gathered over 60 volunteers at Dedesdorf beach for their 10th annual cleanup, clearing waste from the shore and protecting the marine ecosystems they depend on. **NORDSEE** is also a member of the Round Table on Marine Waste, a collaboration dedicated to reducing marine litter across Europe since 2016.

As a member of the SNARR Association, **O'Tacos** works alongside other industry leaders to raise food safety, environmental, and regulatory standards across the fast-food sector.





S1 OUR WORKFORCE

BITING INTO CHANGE

# FOR OUR 8,000+ EMPLOYEES

WHY DOES IT MATTER?

Work takes up a large part of people's lives. That's a responsibility we take seriously at QSRP, where more than 8,000 people work together across our restaurants and offices. They form a growing workforce as diverse as the customers we serve – with each colleague bringing something different to the table.

We want every one of them to feel **respected, included, and able to grow**. After all, fair treatment, equal opportunities, and a genuine sense of belonging are what turn a large workforce into a strong one.

WHAT ARE WE AIMING FOR?

Our people deserve more than a good workplace. They deserve a great one. That's why the ambitions and targets below are true commitments to the people who show up for us every day.

AMBITION	TARGET	STATUS	2025 PROGRESS
Equal representation at the top	50% women in Top Management by end 2030	Needs attention	32.9% – down from 35.7% in 2024
Equal pay for equal work	0% gender pay gap by end 2035	On track	Gap reduced from 39% to 33%
Diversity as a strength	100% of employees trained on EDI topics by end 2027	On track	85% of employees trained across 6 brands
Grow talent across borders	At least 25 office employees in international career paths every year	Achieved & on-going	49 employees in international career paths
A safe and healthy workplace	100% of brands adopt the Group's H&S standards by end 2027	In progress	Local regulations applied + Group H&S policy under development

**WHERE ARE WE TODAY?**

**1. JOIN**

Finding the right people starts long before the job offer. QSRP shows up at career fairs and university events across Europe to connect with the **next generation of talent**. The goal: to show what a career here can really look like. Moreover, for a select group of ambitious and talented employees, two tracks offer unique development opportunities across functions and borders.

**International Talent Programme**

A 24- to 30-month programme of job rotations, hands-on restaurant experience, and direct interaction with senior leaders.

**International Talent Pool**

A programme for high potentials with an emphasis on international mobility. The participants are involved in high-impact projects and can receive executive online training at prestigious European universities.

**2. BELONG**

With more than **100 nationalities** across our restaurants and offices, diversity is our every-day reality. We nurture it through equal opportunities for all and EDI training that goes **beyond the basics**, covering unconscious bias, neurodiversity, disabilities, and more. This way, we foster a workplace where everyone is encouraged to be their true selves and uphold our values.

**QSRP Values Awards: celebrating the people who live our values**

Each year, we recognise colleagues who truly embody what QSRP stands for. In 2025, employees were invited to nominate five peers whose actions reflected our Group Values. The five winners each received a weekend getaway for two to one of our headquarters cities.

**Be Curious | Be Mindful  
Be Passionate | Be Agile  
Be Creative**

**3. GROW**

Whether it's about growing into a new role or building skills for a changing world, QSRP invests in the **growth and talent** of its workforce. Our learning ecosystem spans:

- a Group-wide platform with over 247 learning modules (up from 124 in 2024!)
- local platforms in five countries, reaching 3,000 employees
- keynotes and presentations from external experts on a variety of topics
- expert webcasts on global trends, such as inflation and AI

In 2025, our people logged almost twice as many training hours as in 2024 – driven by more brands, better data, and a broader training programme.

**158,000+**  
**HOURS OF LEARNING IN 2025**



**WHERE ARE WE TODAY?**

**4. MATTER**

Who knows best what our employees need? They do. Every year, we ask our employees how they're doing across topics like wellbeing, inclusion, work-life balance, safety, and trust in management. The survey 'Our Voice' is open to everyone, from restaurant teams to office staff, and fully anonymous.

Results are discussed in focus groups, turned into action plans, and followed up centrally to make sure things actually change.

Through regular meetings with local **Workers' Councils**, our brands keep the conversation going all year round.

**Attention to vulnerable employees**

Some brands go further than our Group-wide survey with local initiatives. In the UK and Ireland, **Chopstix** actively reaches out to potentially vulnerable or marginalised employees through anonymous surveys, inclusive engagement, and their Junior Board.

**Attention to vulnerable people beyond our walls**

Our teams across Europe participated in volunteering and charity initiatives throughout the year:

France

Employees partnered with Apprentis d'Auteuil, running workshops in gardening, cooking, and music for vulnerable young people and families. During the holiday season, colleagues also organised a toy drive with Secours Populaire, collecting games, books, and toys for families in need.

Italy

In November, the team collected medicines and paediatric products for NPH Italia's In Farmacia per i Bambini initiative, supporting children facing health poverty. Over the holidays, they also donated toys, books, and creative materials to the paediatric ward of Famagosta Hospital.

**5. THRIVE**

We want our people to thrive, not just perform. Via **Active QSRP**, our annual wellbeing programme now in its third year, we support healthy habits and a sense of belonging across all brands. It runs on **three tracks**:



1. On-demand content on **fitness, yoga, meditation, and nutrition**
2. Challenges throughout the year focused on **sports, nutrition, and wellbeing**
3. **Score for a Cause**, our main team challenge where steps and kilometres are converted into points – and the winning team's effort into a donation to a charity of their choice

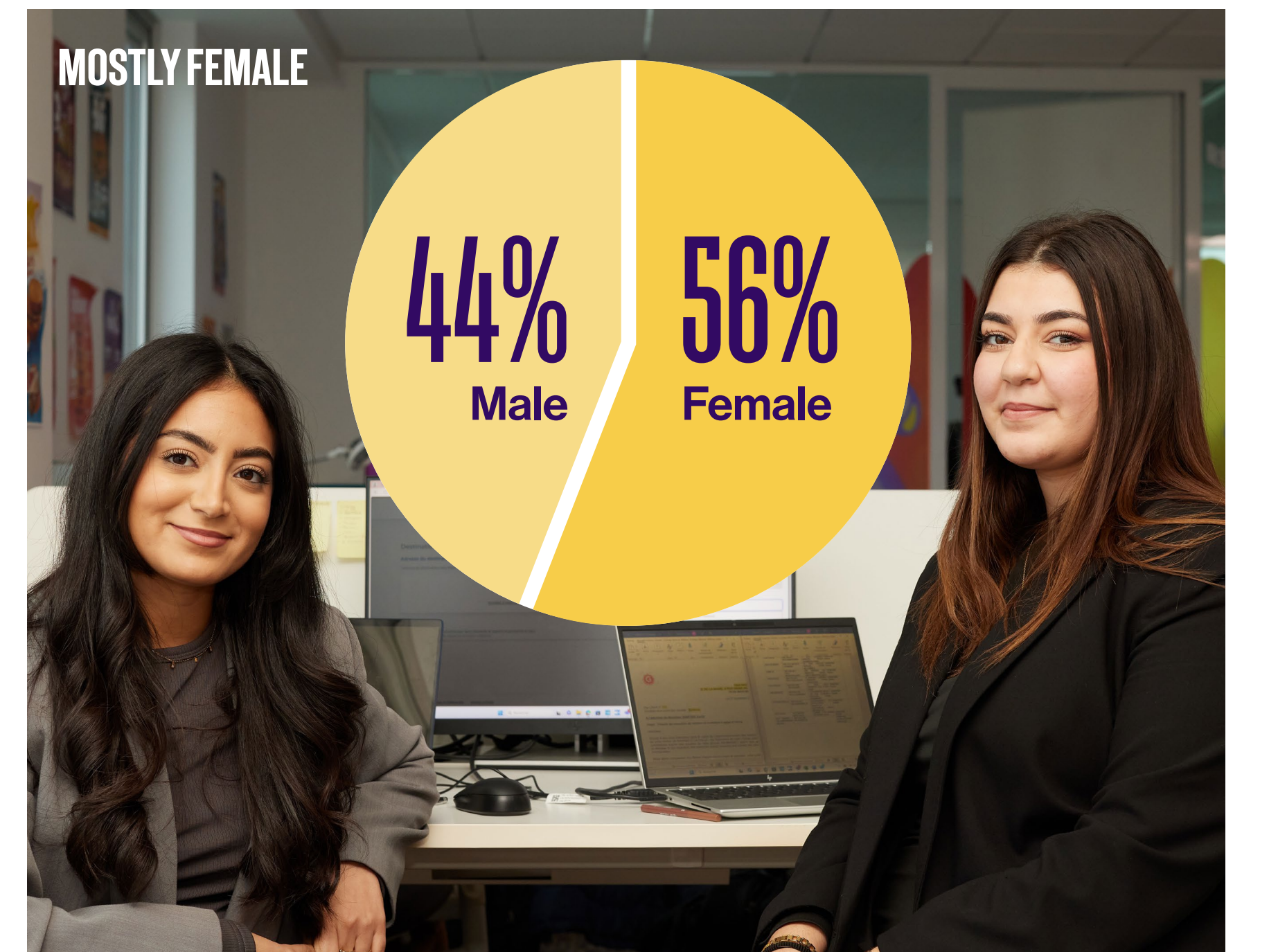
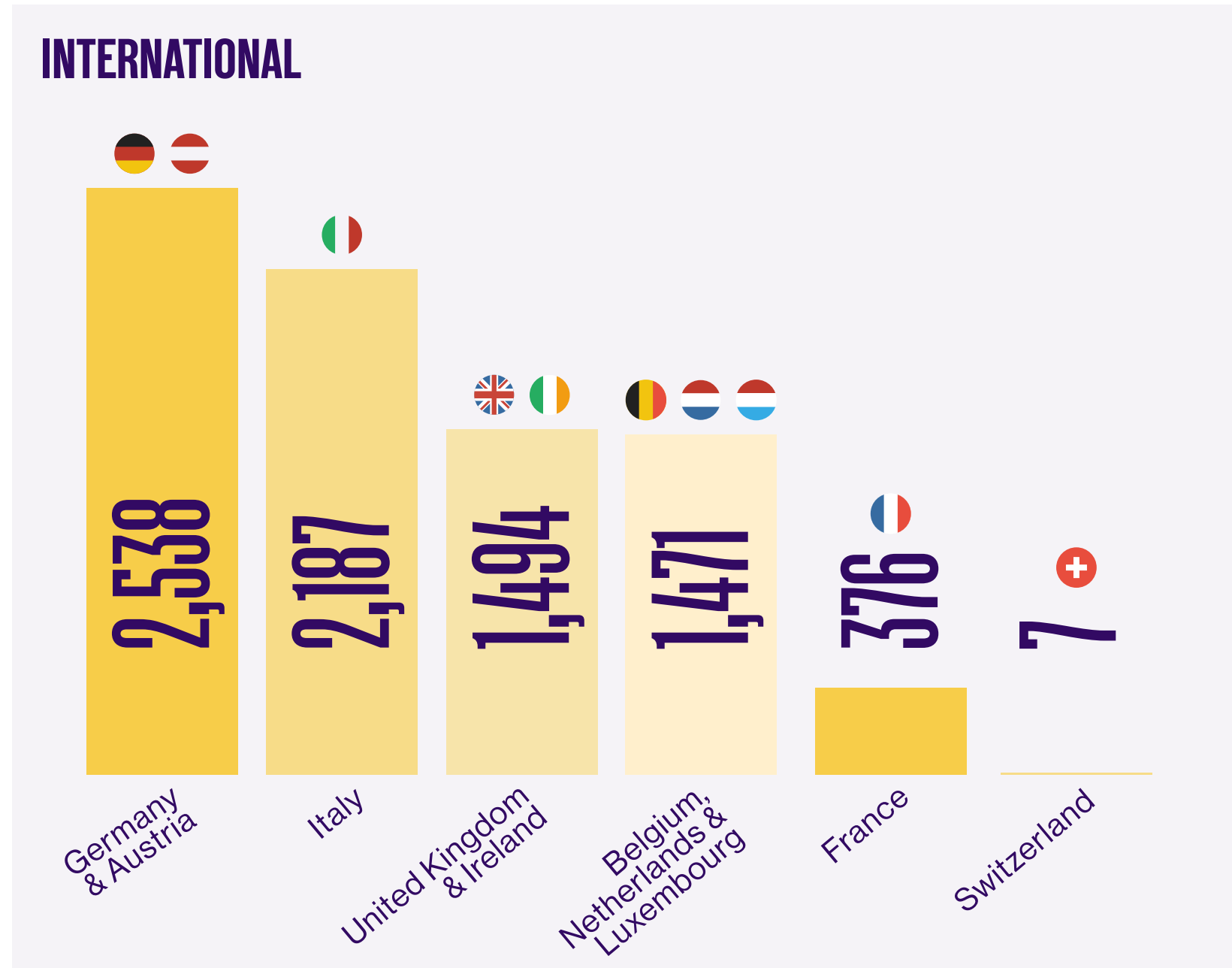


# MEET THE TEAM



# 8,073

**PASSIONATE EMPLOYEES**



S4 OUR CUSTOMERS

BITING INTO CHANGE

# FOR 115 MILLION CUSTOMERS

**? WHY DOES IT MATTER?**

Food is personal. And so are the questions people ask about it, as well as the way they expect to be treated when they walk through our doors. That's why listening – really listening – and acting on what we hear is at the heart of how we operate across our brands.

Nutritional transparency, inclusive menus, and responsible marketing are crucial in our relationship with the 115 million people who walk through our doors every year. **When customers feel genuinely seen and informed, trust follows.** And that trust is the foundation everything else is built on.

**🎯 WHAT ARE WE AIMING FOR?**

Our customers trust us to do right by them. That means transparent choices, quality ingredients, and food that fits every lifestyle.

AMBITION	TARGET	STATUS	2025 PROGRESS
<b>Good food for every preference</b>	At least 1 vegetarian or alternative protein option per product category in all brands by end 2027	Almost there	6 out of 7 brands offer a plant-based or vegetarian option across all product categories
<b>No surprises on your plate</b>	100% of brands communicating nutritional info across all digital touchpoints by end 2027	Achieved & on-going	All brands display ingredients & allergens; 4 out of 7 also display calories
<b>Food that fits healthy lifestyles</b>	At least one wellness, health, or sports activation per brand by end 2028	On track	1 brand worked on high-protein products; 3 brands launched sports partnerships or events
<b>Quality you can count on</b>	100% of brands conduct standardised internal audits by end 2027	Achieved & on-going	Internal & external audits for all brands; Group Quality Policy in development



WHERE ARE WE TODAY?

WHAT GOES IN

WHAT IS ON THE MENU


CLEANER AND CERTIFIED INGREDIENTS

We increasingly work with **certified sourcing standards** to ensure the quality and origin of key ingredients. This is particularly the case for fish and seafood, while several brands also offer halal-certified products to address the dietary requirements of diverse consumer groups.

At the same time, several brands actively reduce the use of artificial colourings, preservatives, and flavours. These efforts reflect our belief that good food starts long before it reaches the customer.

BRAND ACTIONS

 **Burger King** has removed artificial colourants, preservatives, and flavours in all outlets in Italy, Belgium, and Luxembourg.

 **Quick** serves 92% of its products without artificial colourants, preservatives, and flavours.

 **O'Tacos** reformulated two sauces – same taste, fewer artificial additives.




MORE PLANT-BASED, VEGETARIAN AND INCLUSIVE OPTIONS


**Eating habits are changing**, and we're changing with them. Across our brands, we're expanding our plant-based and vegetarian offering, developed in collaboration with leading food industry partners to make sure they're genuinely tasty and satisfying. From permanent menu staples to seasonal specials, the options are growing.


We also recognise that our customers come from **diverse backgrounds and cultures**. That's why we offer options that reflect the dietary preferences and values of the communities we serve.


BRAND ACTIONS

 **O'Tacos** introduced falafels in its permanent range 5 years ago, and more recently egg omelette and the crispy veggie


 **Burger King** Italy ensures each Limited Time Offer has a plant-based alternative, while the brand introduced a wide array of veggie burgers and sides in Belgium and Luxembourg.

 **Quick** steadily expanded its plant-based menu in Belgium and Luxembourg since introducing the first "veggie" option in 2018.

 **NORDSEE** offers certified vegan and vegetarian products across its menu.

 **Chopstix** rounds out its menus with plant-based proteins as well as vegetables toppings and sides.

 **Dunkin' France** offers vegan donuts with variations across seasons.

 **G La Dalle** is working to introduce plant-based options in its main offering, with vegetarian sides already available in stores.

78%

of **NORDSEE**'s fish is sourced through internationally recognised sustainable fishing certifications.



6

out of 7 brands offer plant-based options

WHERE ARE WE TODAY?

WHAT WE TELL YOU ABOUT IT

BETTER INFORMED CHOICES

Everyone has the right to know what they're eating, so QSRP is dedicated to **clear and open communication** about its products. Our goal is to enable customers to easily find information on ingredients, nutritional content, and allergens across multiple channels – in restaurants, on mobile apps, and online. We're continuously working to make these details even more complete and accessible.

BRANDS THAT CONNECT WITH HEALTHY LIFESTYLES

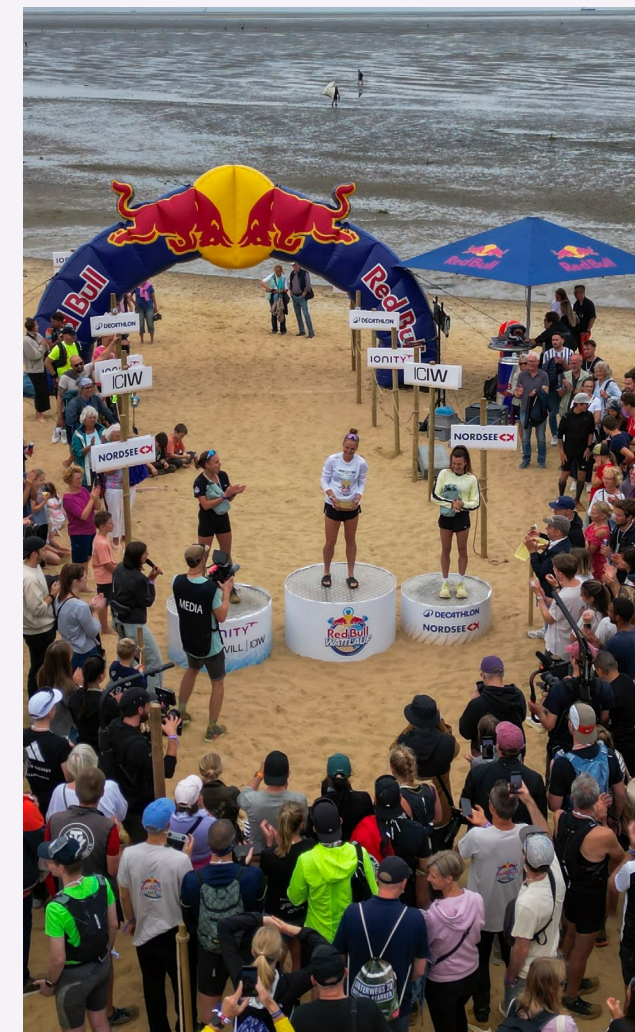
Several of our brands connect with consumers' growing health awareness. From high-protein offerings to sports partnerships and unique training experiences, QSRP helps to create meaningful moments that support everyday wellness.

Offering high-protein products



For the ones who train, watch what they eat, and still want something great on the go.

Supporting sports events



© Pascal Lieleg / Red Bull Content Pool

A healthy mind in a healthy body, that's what we're contributing to.

Partnering with sports clubs



© Quentin Lab

For the second year in a row, we're Official Supporter of Paris Basketball.

Enabling unique sports experiences



Ten consumers received an exclusive MMA training by an international champ.



G1 BUSINESS CONDUCT

BITING INTO CHANGE

# FOR BUSINESS DONE RIGHT

**? WHY DOES IT MATTER?**

Businesses today are held to a higher standard – and rightly so. Whether it's rooting out corruption or making sure suppliers play by the rules, people want to know that the brands they choose every day are doing the right thing.

Even though many of these topics are covered by laws and regulations, responsible business conduct isn't just about checking boxes. In essence, it's about earning **trust from customers, employees, partners and shareholders** alike. When we do this well, it creates a workplace people are proud of, helps attract new talent, and opens the door to new opportunities.

**🎯 WHAT ARE WE AIMING FOR?**

From the kitchen to the boardroom, we want our decisions to benefit our employees, customers, and the broader communities we serve.

AMBITION	TARGET	STATUS	2025 PROGRESS
<b>Sustainability starts at the top</b>	At least 50% of top leaders have ESG goals each year	On track 🌓	Leadership Team covered + 4 out of 7 brands' ExCos have goals in place
<b>Everyone deserves a safe way to speak up</b>	All brands have an active whistleblowing system by end 2026	Achieved & on-going ●	All brands covered, while some have an additional local platform
<b>Keep every team informed and engaged</b>	All brands have at least 1 active communication channel with regular campaigns about whistleblowing by end 2026	On track 🌓	3 out of 7 brands ran additional local communication campaigns on the whistleblowing system

**WHERE ARE WE TODAY?**

**POLICIES THAT HELP US MAKE THE RIGHT DECISIONS**

**Code of Conduct for Employees**

Provides a simple guide to acting with integrity, making fair choices, and taking responsibility in everything we do. Trainings mandatory above crew level.

**Code of Conduct for Business Partners**

Ensures our suppliers and partners share our values and treat people and the planet with care.

**Whistleblowing Policy**

Outlines a safe, confidential way to speak up when something doesn't feel right, without fear of consequences.

**Human Rights Policy**

Protects fair work, safe workplaces, and equal opportunities for everyone who works with us or for us.

**AI Policy**

Enables us to use AI responsibly, ethically, and creatively, while protecting people and the business.

**WORKING HAND IN HAND WITH OUR SUPPLIERS**

At QSRP, we rely on our suppliers to help us serve safe, tasty, and sustainable food every day. We stay in close touch through meetings, visits, and regular check-ins, and we bring everyone together for supplier days and annual conventions to share ideas and challenge each other. On top of that, our brands have extra ways of monitoring their suppliers.

**BRAND ACTIONS**



In Belgium, Luxembourg, and Italy, we meet with suppliers regularly and visit factories to review projects, tackle quality issues, and make sure everything runs smoothly.



Our Quality, R&D, and Procurement teams audit factories each year for key products, and suppliers are scored on quality, efficiency, purchasing, and sustainability.

**NORDSEE**

We sample products regularly, track complaints, and visit manufacturers when needed. Sustainable sourcing is a priority, from low-emission transport to responsible fishing practices.

**SPEAKING UP MATTERS**

When something doesn't feel right, we want people to say so. At QSRP, employees, contractors, suppliers, and trainees all have access to a safe, confidential channel to raise concerns anonymously. Because the people closest to our business are also its best guardians. Every report is handled with care by an independent team, acknowledged within seven days, and the identity of the person who spoke up is always protected. We mean it when we say: our employees' voices matter.

corruption and bribery violations

# **BITING INTO CHANGE**

## **SUSTAINABILITY REPORT 2025**

FOR ANY QUESTIONS ABOUT OUR SUSTAINABILITY JOURNEY, REACH OUT VIA [HELLO@QSRP.COM](mailto:HELLO@QSRP.COM)