

ESG report

July 2025





わさび
wasabi

Contents

Intro

| | |
|---------------------------------|---|
| Foreword from Henry Birts, CEO | 3 |
| Wasabi Seiyaku – our ESG pledge | 4 |
| Our progress at a glance | 5 |

Net zero

| | |
|-----------------------------------|----|
| Understanding our carbon report | 6 |
| Tackling our carbon footprint | 7 |
| Joining forces: Zero Carbon Forum | 8 |
| Saving energy | 10 |
| Transforming our transport | 11 |

Sustainable Sourcing

| | |
|---|----|
| Committed to Sustainable Sourcing | 13 |
| Complying, certifying & continual improvement | 15 |
| Focusing on animal welfare | 16 |

Reduce waste

| | |
|---|----|
| How is the waste hierarchy guiding our decisions? | 18 |
| Not letting good food go to waste | 20 |

Socially responsible

| | |
|---|----|
| Employee engagement | 23 |
| Promoting equality, diversity & inclusion | 24 |
| Developing our people | 25 |



Welcome

from Henry Birts
CEO

Welcome to Wasabi's 2024 Environmental, Social, and Governance (ESG) Report, celebrating the progress we have made in our Seiyaku (our pledge to our people, our planet and the communities we serve) and setting out our plans for 2025 and beyond.

In 2024, we've made meaningful strides forward, reducing our total carbon emissions by 5.2% compared to our 2022 baseline, including a significant 71% reduction in Scope 2 emissions. As we already procure 100% renewable electricity, throughout 2024 we focused on behavioural change in our restaurants, which led to an 11% reduction in overnight energy use.

We've also focused on waste. Through improved segregation and the backhauling of cardboard and plastic to our Central Production Unit, we've increased our recycling rate to 43%. Additionally, we eliminated 242 tonnes of plastic from our packaging, tackling the problem at its source.

People remain at the heart of everything we do. In 2024, nearly 200 employees earned nationally recognised qualifications through our apprenticeship programmes and as a result of our recently awarded status as a Highfields Approved Training Centre.

We know there's still much more to do. With over 75% of our emissions coming from the food and drink we purchase, we're taking action. In 2025, we will launch an ESG supplier scorecard and work more closely with our supply chain to reduce Scope 3 emissions.

We're excited to be introducing an electric vehicle salary sacrifice scheme to help our employees make more sustainable commuting choices. In addition, through a new partnership with Olivo, we're connecting to individuals in our communities to donate surplus food, helping to cut waste and support those in need.

This report outlines both our progress and our plans for the future. We are committed to transparency and accountability as we continue this critical journey.

I hope, as you read this report, you'll share in our pride for what has been achieved to date and our optimism for the positive impact Wasabi can have in the future.

Henry



Net zero

We have committed to achieving net zero for scope 1 & 2 greenhouse gas emissions by 2030 and for scope 3 greenhouse gas emissions by 2040.

Our 2040 target aligns with the goals of the Science Based Targets initiative and the Paris Agreement on climate change.

We continue to partner with Zero Carbon Forum to support our net zero and energy reduction journey.

100% of the electricity we purchase has been renewable since April 2023 and since November 2024 we have been buying 100% green gas.

Sustainable sourcing

We have committed to sourcing food, packaging, materials and services from suppliers determined to reduce their impact on the environment.

We have reviewed our supply policies and have created a supplier assurance team. In 2025 we are starting to measure supplier performance using an ESG scorecard.

We will work with our suppliers to drive ESG improvements and will increase sourcing from within the UH & EU.

As members of Sedex, we actively work with our supply chain to enhance the transparency of our ingredients' origins.

We will be deforestation-free by the end of 2025.

Reduce waste

We have committed to reducing waste and improving the amount of waste we recycle. In 2023 we were recycling 4% of our waste in 2024 this increased to 43%.

We operate a zero waste to land fill policy across all sites.

We're partnered with Too Good to Go and in 2024 saved 123,920 food items from going to waste.

In 2024 we donated over 14,000 kg of good food to The Felix Project, providing 33,570 meals for those in need.

In 2024 we removed 242 tonnes of plastic from our packaging. We are continuing to explore ways to reduce packaging and improve its recyclability.

Socially responsible

We believe in playing our part in supporting positive social impact, within our company and in the communities and customers we serve.

We are committed to fair pay and rewards for all and provide access to benefits for our people.

We regularly engage with our employees through engagement surveys to understand what matters most to them.

We are committed to providing clear career paths and opportunities to grow, via apprenticeships and development programmes.

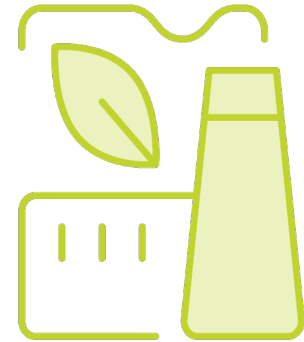
As a responsible business, we have strengthened our nutritional policy, setting more stringent targets, reducing fat, sugar and salt without compromising taste.



100%

purchased green gas

In 2024 we switched to green gas.
Green gas is released when food
or other natural waste biodegrades.



Our progress at a glance *for 2025*

100%

purchased renewable electricity

Since April 2023 we have sourced
100% renewable electricity



-5.2%

net greenhouse gas (GHG)

emission reduction vs. 2022 baseline

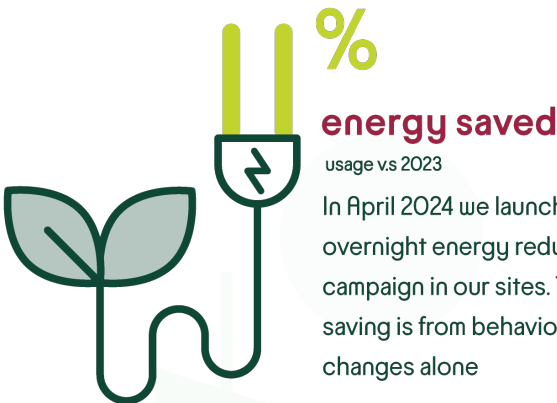
We're aiming for a 68% reduction in our Scope 1 & 2 emissions by 2028,
42% reduction in Scope 3 non-FLAG emissions by 2030 and a 30%
reduction in Scope 3 FLAG emissions by 2030. This is to ensure we hit
our net zero target for Scope 1 & 2 by 2030 and for Scope 3 by 2040.

Our progress at a glance *for 2025*



people gained a Nationally recognised qualification

In 2024 we became a Highfields Approved Training Centre, enabling our People to gain a recognised Food Safety and Health & Safety Qualification



In April 2024 we launched an overnight energy reduction campaign in our sites. This saving is from behavioural changes alone



We partnered with The Natasha Foundation

Wasabi are delighted to be working with them to help fulfil their ambition to **#MakeAllergyHistory**



tonnes of plastic removed

We are committed to reducing waste and this has been achieved by rethinking our packaging design



tonnes of cardboard and plastic have been diverted from landfill

We backhaul all our cardboard from restaurants to our Central Production Unit to be recycled

over 14^k

Hg of surplus food donated to The Felix Project

We make regular food donations, reducing our food waste and supporting those in need within the local community



Wasabi ESG report July 2025





Net zero



Understanding our carbon footprint

We're committed to achieving net zero greenhouse gas emissions (GHG) by 2040, in line with the Science Based Targets initiative.

In 2024 we reduced our GHG emissions by 5.2% versus our baseline year (2022).

Our goal for 2025 is to reduce our carbon footprint year-on-year, focusing primarily on tackling our scope 3 emissions through supplier engagement and improved sourcing.

Our total emissions in 2024 equated to 50,568 tCO₂e.

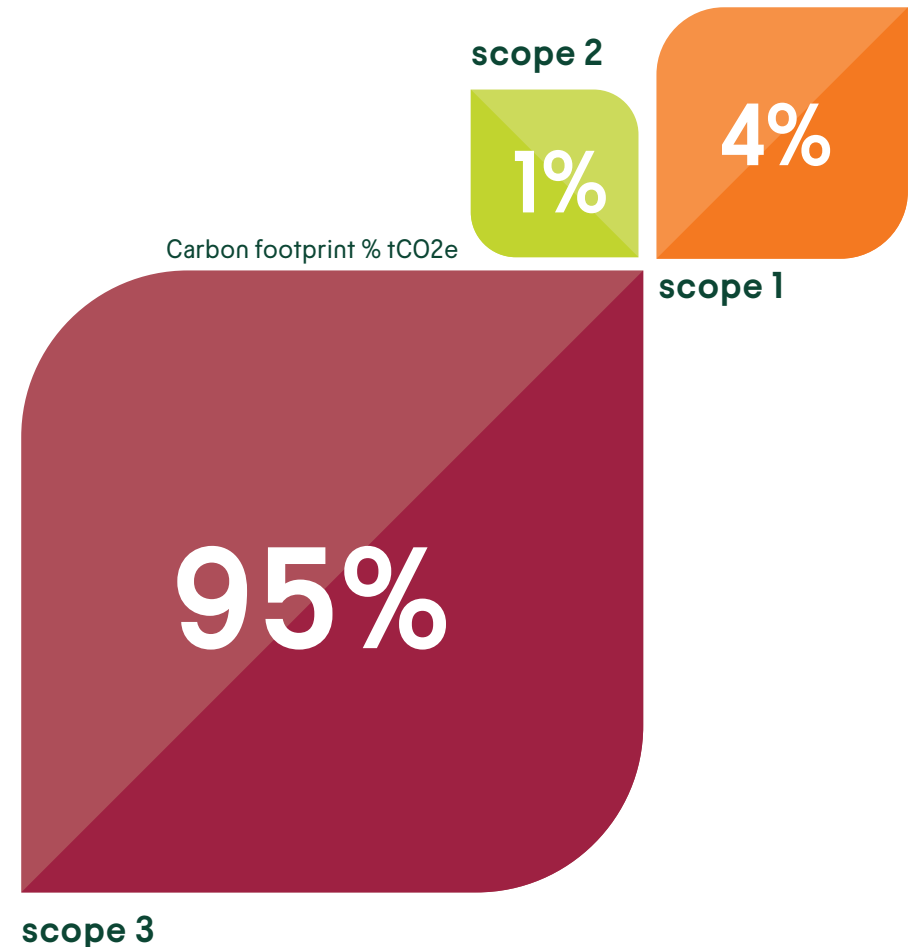
Our emissions fall into three categories.

Scope 1 includes direct emissions from our gas appliances and delivery vehicles. These emissions amount to 1,887 tCO₂e.

Scope 2 includes indirect emissions from our purchased energy, such as the electricity we source. These market-based emissions amount to 674 tCO₂e.

Scope 3 includes indirect emissions beyond our immediate control, such as those from purchased goods and services, waste management and employee commuting. These emissions amount to 48,007 tCO₂e and will be our biggest challenge given that 90% of these are within our supply chain and our outside of our direct control.

*tCO₂e stands for tonnes (t) of carbon dioxide (CO₂) equivalent (e)



GHG emissions reduced by 5.2%

Tackling our carbon footprint

We have set an ambitious target to achieve net zero by 2040.

This is 10 years earlier than the Government's net zero target of 2050.

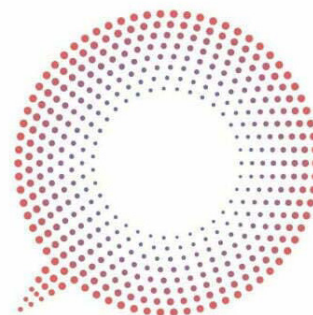
We aim to be net zero for scope 1 and 2 emissions by 2030.

The table below outlines the different scopes and how we're planning to tackle the carbon footprint for each.

| Scope | Issue | Action |
|---------|--|---|
| scope 1 | Gas appliances Petrol and diesel vehicles | Removal of gas equipment in restaurants in 2025 Introduction of low carbon vehicles in 2025 Switching to a low-carbon fleet by 2030 |
| scope 2 | Electricity | Work with our landlords to achieve 100% renewable electricity across our restaurants Reduce our energy consumption per £m |
| scope 3 | Waste management Food waste Purchased goods and services | Implement waste segregation across all our sites Reduce food waste in restaurants by 10% in 2025 Improve supplier performance by connecting with 100% of our suppliers on Sedex and setting our minimum requirements for 2030 |

Joining forces

to hit targets



**ZERO
CARBON
FORUM**

To support our journey to net zero, Wasabi joined the Zero Carbon Forum in 2023

Zero Carbon Forum is a non-profit organisation that empowers members in the hospitality sector to reach sustainability targets with greater speed, efficiency, and profit, through united efforts.

With roadmaps backed by peers, government, and sustainability experts, we will thrive together.

We have aligned with the Zero Carbon Forum's net zero target of 2040. This also aligns with the aims of the Science Based Targets initiative.

Through the Zero Carbon Forum, we are now actively engaged in addressing this agenda in collaboration with our colleagues in the industry.

Saving

energy



of our purchased electricity and gas is renewable.

The energy we purchase to run our estate makes up 100% of our scope 2 emissions, and 1.3% of our overall emissions.

We are committed to reducing our impact on the environment, which is why since April 2023 we have used 100% renewable electricity and in 2024 we introduced green gas into our factory and the few remaining restaurants that use gas. This not only mitigates climate change, but it is diversifying the energy mix, reducing vulnerability to supply disruption.

All Wasabi locations have smart meters that enable us to track energy consumption. Using the Zero Carbon Forum's energy reduction programme, in 2024 we reduced our overnight energy consumption by 11% by changing the behaviours of our employees. We plan to reduce it further in 2025.

In 2024 we launched our sustainable property principles which include 100% of our estate using LED lighting, updating our display equipment to be more energy efficient and installing time and temperature controls on air con units.

2025 goals

Reduce energy usage per £m of turnover

Remove gas from the remaining restaurants

Transforming our transport

Our vehicles make up 6% of our scope 1 emissions. Employee commuting makes up 0.7% of our scope 3 emissions. Together, these account for 1% of our overall emissions.

We plan to introduce our first low carbon delivery vehicle in 2025, with the aim of creating a net zero fleet by 2030.

This will help us achieve our scope 1 net zero target by 2030 and prevent 102 tCO₂e being emitted annually.

E-charging stations are available at our Support Centre, for employees and visitors. We are introducing an electric car salary sacrifice scheme and more charging points for our employees in 2025 to support employees commuting in electric vehicles.

We're proud to say that 64% of our employees commute to work using public transport and many have been encouraged to cycle to work, using our Cycle 2 Work scheme.

2025 goals

Introduce low carbon vehicles

Introduce an electric car salary sacrifice scheme and more charging points

64%

**of our employees
commute to work
using public
transport**





Sustainable

sourcing





Committed

to sustainable

sourcing

Wasabi is dedicated to a future in which each flavour-filled bite of food delights our taste buds and contributes to a sustainable planet.

As a food business, we are reliant on the natural environment for the supply of raw ingredients to make our products, therefore it is in our best interest to make sure our supply chain is resilient to the impacts of climate change.

We acknowledge our responsibility towards the environment and the communities in which we operate. A pledge to sustainable sourcing is an integral part of our business ethos, influencing every ingredient we choose and every dish we create.

In line with our aspirations of being a sustainability-focused brand, we are reviewing our sourcing policy in 2025 aligning it with the expectations of our grocery partners and consumers.

The revised policy incorporates key targets such as increasing UK and EU-sourced food and packaging, a commitment to being 100% deforestation-free by the end of 2025 and for all fibre fibre-based packaging to continue be Forest Stewardship Council certified.

We are committed to a continual review and enhancement of our sourcing policy to adapt to the changing requirements of our grocery partners and to evolving sustainability standards.

2025 goals

Achieve 100% deforestation free supply chain by end of 2025

Increase UK/EU sourcing by 10%

Complying, certifying and continually improving

Our holistic approach to procurement demonstrates our commitment to promoting animal welfare, reducing food waste and improving food redistribution.

We've partnered with Sedex, a platform where suppliers share ethical and responsible practices. Fair labour and human rights are at the core of our sourcing policies. Through Sedex we will ensure our suppliers comply with international requirements regarding modern slavery, diversity and inclusion.

We have created a cross-functional ESG committee and employ external partners to calculate our carbon footprint and support with our carbon reduction program.

Working with others in the hospitality industry we are creating an ESG questionnaire to include in our tender process with potential suppliers. From this we are creating a scorecard that measures and monitors suppliers' ESG performance, with a specific focus on food waste, aquaculture, deforestation and agricultural impacts in our supply chain. We will offer engagement workshops and work with our suppliers to support them in achieving our minimum requirements by 2030.

In 2024 we signed up to Manufacture 2030 demonstrating our commitment to reducing environmental impact and improving supply chain sustainability.

2025 goals

Connect with 100% of our suppliers on Sedex

Roll out ESG questionnaire to all suppliers and create a supplier scorecard to monitor ESG performance

Set minimum ESG requirements for all suppliers to achieve by 2030



Focusing on

animal welfare



of our salmon
is Global G.A.P.
certified

We are strong advocates for the wellbeing of animals and acknowledge our responsibility to treat them with dignity. We commit to upholding elevated welfare standards for all animal products that we procure.

Currently, we require all UK-sourced animal products to be Red Tractor-certified. For products of European origin, we adhere to equivalent certifications such as QS (Quality Scheme for Safe Food) in Germany and IHB Hip (a global chain quality system for the poultry sector) in the Netherlands.

We exclusively procure salmon that is certified by the Global Animal Partnership (GAP), promoting sustainable farming techniques, animal welfare and worker health and safety.

We recognise the importance of sustainable fishing practices and are planning to introduce MSC certified tuna in 2025. By doing so we are supporting responsible fisheries that are actively combating overfishing, minimising bycatching and protecting ocean habitats.

2025 goals

Introduce MSC certified tuna



Reduce

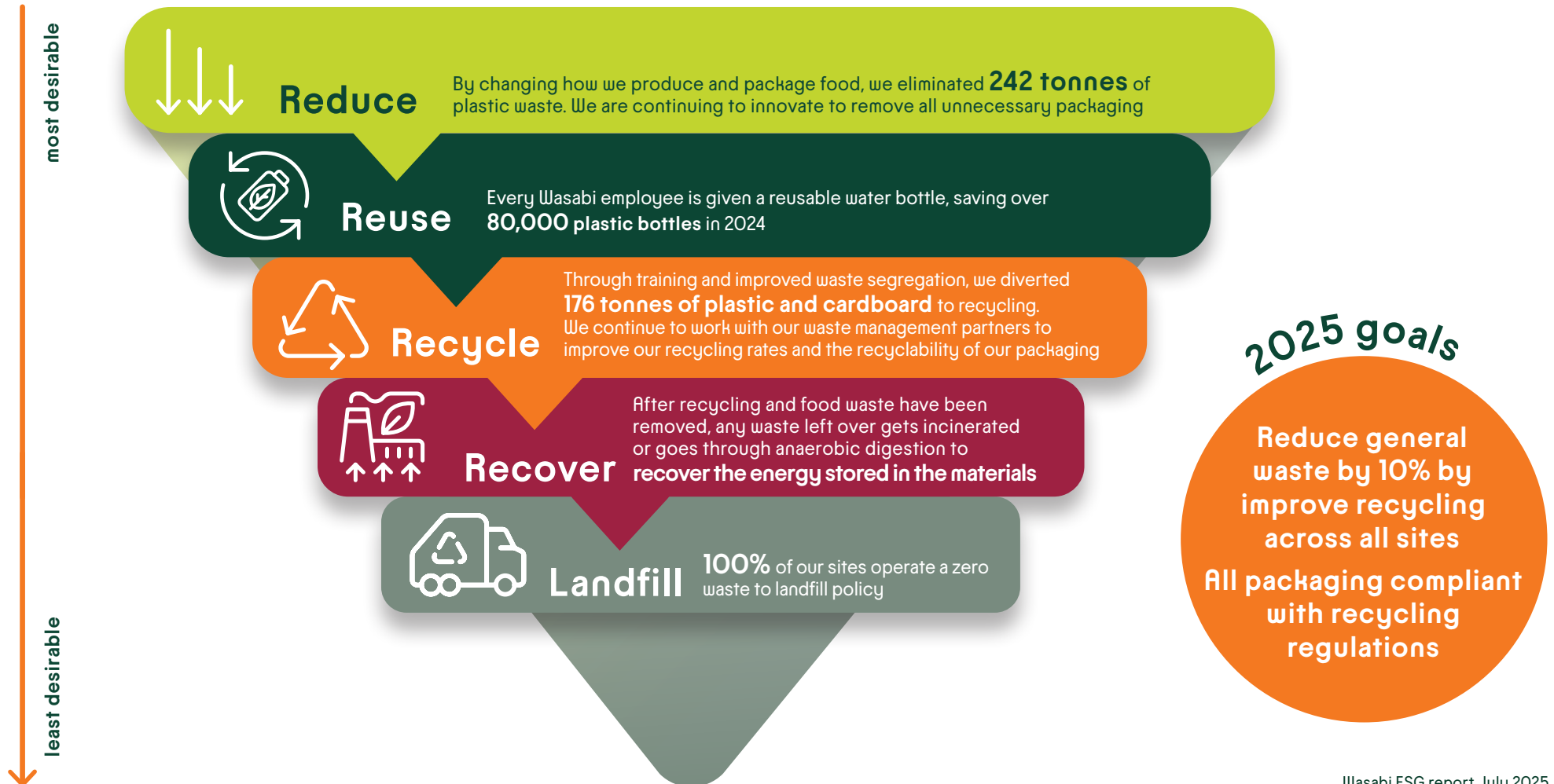
waste



How is the waste hierarchy guiding our decisions?

Waste equated to only 0.09% of our scope 3 emissions in 2024, this has decreased from 6% in 2023.

We use the waste hierarchy as our strategic approach to sustainability, conserving resources and protecting the environment. It is a cornerstone of the circular economy model, aiming to keep resources in use for as long as possible, extracting the maximum value from them, then recovering and regenerating products and materials at the end of each service of life.





Not letting

good food

go to waste

Over 33^k

meals donated to those in need via The Felix Project

We partner with charities and non-profit organisations to prevent edible food going to waste.

In 2024 we introduced waste segregation in our CPU, this included food waste. Working with Veolia we diverted 700 tonnes of food waste from landfill. Instead, this was collected and turned into a valuable resource through the process of anaerobic digestion to create green energy.

We continue to partner with The Felix Project, making regular food donations from our central production unit. The Felix Project collects surplus food from suppliers and redistributes it to charities and schools. In 2024, we donated 14,046 kilograms of surplus food, which equates to 33,570 meals prepared and distributed to people in need.

To enhance our partnership, Wasabi employees have the opportunity to volunteer with The Felix Project throughout the year.

We've worked with Too Good To Go since 2022, to prevent end-of-day food going to waste by enabling consumers to purchase surplus food items at a heavily discounted rate. In 2025, we're planning to partner with Olio, connecting us to individuals in our communities to donate surplus food, helping to reduce our food waste further.

2025 goals

Reduce food waste in restaurants by 10%

Introduce a partnership with Olio to reduce our end of day waste in our restaurants





Socially

responsible



Playing our part

We believe in playing our part in the broader social agenda, within the company and in the communities we serve.

This means committing to fair pay and reward for our employees, and an environment that enables them to thrive and grow. This includes;

Supporting equality, diversity and inclusion.

Keeping communication channels open, through employee engagement surveys, and experience days at our central production unit and restaurants.

Providing clear career paths, transparent internal opportunities, apprenticeships and management development programmes.

Providing free meals to all our employees while they're at work.

In the wider community, our commitments include:

Tackling food poverty by donating high quality items to those who need it the most, via our partners The Felix Project and Olio

Partnering with The Natasha Foundation, helping to make allergy history

Creating and launching balanced menu choices.





Employee

engagement

Listening to all employees and learning what matters most to them has been fundamental to shaping Wasabi. A key part of this is our annual engagement survey, Your Voice Matters.

In response to this feedback, we have enhanced the facilities at our Support Centre and Central Production Unit. These upgrades include the refurbishment of our canteen to improve dining experiences and the creation of a sustainable outdoor space, allowing employees to connect with nature during their workday.

This initiative underscores our commitment to creating a supportive and environmentally-conscious workplace, aligning with our core values of employee well-being and sustainability.

We introduced Wagestream in 2023 to enhance financial wellbeing across our workforce. In 2024, 54% of our employees had enrolled in the platform. Through Wagestream, our people can track their earnings in real time, budget more effectively, open savings accounts with preferential interest rates, and access a portion of their earned wages early through the Flexible Pay feature.

We extended the Cycle to Work scheme to all employees in 2024, providing greater access to affordable, sustainable transport options via the government's salary sacrifice initiative.

In addition, we continue to offer Perkbox to all employees, an online platform that delivers access to retail discounts and exclusive offers from high street brands. Perkbox includes a comprehensive Employee Assistance Programme, providing confidential support from qualified counsellors and therapists whenever it's needed most.



before



after

Diversity

Diversity has been crucial to our success to date. We actively embrace our differences and nurture an environment that builds trust and respect.

This applies to our teams, our customers, our investors, our suppliers, and the communities that we serve.

Our managers are trained to practice fair and inclusive recruitment. We focus on recruiting the best talent and tackling unconscious bias in decision-making. Consequently, more than 51 different nationalities work at Wasabi. We are proud to have a diverse team that brings knowledge and experience from so many backgrounds.

Our people mark and celebrate key festivals at work, including Ramadan, Eid al Fitr, Dashain, Diwali, Nepal Sambat, Yom Kippur, Easter and Christmas.

Wasabi is a median pay employer, with every role benchmarked against industry equivalents. We've been invested in job levelling and benchmarking data since 2022, enabling us to determine the relative value of jobs, based exclusively on roles and contributions. This ensures fairness, consistency and equality.

Each year we conduct a pay review, where we apply a variable percentage increase based on where individuals fall in the benchmarking range.



Developing

our people

In 2024 Wasabi became a Highfield Approved Training Centre resulting in our people receiving nationally recognised qualifications in Food Safety and Health and Safety.

Our Myperformance personal development reviews measure our people's progress, based on clear performance and behavioural goals.

In 2024 we had record number of employees start an apprenticeship, enabling them to build their skills and gain nationally recognised qualifications.

In 2025 we are launching a learning calendar including sessions on Presentation Skills, Introduction to Excel and How to utilise AI effectively. These are optional development sessions for all employees. Individuals can sign up to a training course that is relevant to their own personal development plan.

2025 goals

Introduce the Learning Calendar



 **over 23^k**
hours spent training our teams in 2024



わさび
wasabi

Unit 5
Origin Business Park
Rainsford Rd
London NW10 7FW
wasabi.uk.com

