



YO! SUSHI SUSTAINABILITY POLICY

Sustainability at YO! Sushi is about *better food for everyone*. For us, this means food that is low impact on the environment and a socially inclusive approach to business, built upon a culture of trust.

As a leading international, multi-channel food and restaurant business, providing sushi and Japanese food to the world's leading retailers and food service providers, we recognise our responsibility to provide products that are kind to both planet and people, now and into the future.

This document sets out our corporate values, our overall approach to Sustainability, and our aligned targets and ambitions across our three respective Environment, Social, Governance pillars: Planet, People, and Product. Further details regarding specific areas of work, can be found in additional documents guides and policies on our website.

Our Values

Own It - We continuously challenge ourselves to improve our sustainability performance:

- by embedding sustainability into our business strategy, operations, and processes
- by integrating sustainability into people's performance objectives, thereby ensuring accountability across the organisation
- by encouraging and empowering our teams to be courageous and confident, to ask good questions, and to take the initiative to overcome complex sustainability challenges

Care About It - We always try our hardest to do the right thing:

- by minimising our impact on the environment and communities in which we operate
- by taking a measured, informed, and realistic approach to decision making (that means not making knee jerk decisions that could end up with unintended consequences)
- by thinking holistically about our impact, not taking shortcuts, and leading by example

Make It Exceptional - We strive to be the best we can, in all that we do:

- by building relationships and working together with our customers, suppliers, and partners to achieve shared sustainability ambitions
- by using our brand and scale as a force for good, helping to speed up the action required to create a more sustainable future
- by not accepting the status quo, seeing challenges as opportunities, and embracing change

Win Together - We respect and value each other, our teams, our partners, and ourselves:

- by acting and communicating with integrity and transparency, being open and honest about what we can achieve (and what we can't)
- by creating a collaborative, supportive and encouraging working culture
- by being proud of what we do and how we do it

Our Approach

- Continuous improvement has always been an important part of our DNA and in today's rapidly changing world, now more than ever before, we recognise the need to continuously assess our impacts and improve our sustainability performance wherever we can.
- Working together with independent sustainability experts, industry partners, suppliers, and charities, in 2021 we completed an in-depth materiality assessment to comprehensively map out our business, to better understand where our biggest impacts are and where we have the best opportunities to make a positive difference.
- As part of this work, we have identified four Environmental focus areas (1. Green House Gas and Energy Use, 2. Food Waste, 3. Responsible Sourcing 4. Plastics, Packaging and Paper) to help prioritise our efforts and to help guide and challenge us to be the best we can be, across each of our brands.
- Moving from planning to action, the next phase of our strategy development involves collating and analysing increasingly robust baseline data across our priority areas; setting out ambitious targets, detailed roadmaps, action plans and associated policies; and creating new training and engagement programs and partnerships with our teams, suppliers, and external partners.
- Our business values, approach to sustainability and overall targets, apply to all YO! Sushi brands. However, brands may prioritise or achieve targets over different timescales to enable the sharing of learnings across the different businesses or channels and to prioritise where changes can make the most significant positive impact at scale.

Planet

Green House Gas and Energy Use

The science and business case for reducing our energy use and carbon footprint is now clearer than ever - keeping global warming to 1.5°C reduces the risks of severe climate impacts, and will help to maintain thriving ecosystems, communities, and natural resource processes that we all rely upon to exist and to run successful businesses.

As part of a global food and hospitality business, we have an obligation to do all that we can to reduce our impacts in line with the what the science is telling us. To this end we have already:

- Carried out an initial Scope 1, 2 & 3 baseline of our green-house gas (GHG) emissions use across the Group, helping us to understand where we can make the biggest reductions, and on which aspects of our operations and supply chain to focus on

Our Carbon and Energy Ambitions

- We will aim to set our greenhouse gas emissions reduction target in due course. At present, we are in the process of obtaining better quality data on our emissions across our value chain. Once we have a footprint in place, we will then assess the best method to implementing a suitable target that is both ambitious and aligned to Group growth plans
- Integrating carbon and energy use reduction into all business decisions
- Net Zero Commitment by 2050

Food Waste

Growing food to feed the world's increasing population uses vast areas of land, and abundant amounts of energy and water, which can create social and environmental impacts, pollution, and waste. To minimise food waste, we have:

- Partnered with Too Good To Go in the UK, a food diversion App that enables consumers to buy our food at discounted rates when it is still deliciously fresh, but is soon to come to the end of its' shelf life
- Taken part in the Sustainable Restaurant Association's food waste audit programme to better understand where our food waste is arising from our UK restaurants

Our Food Waste Ambitions

- As we build data and knowledge regarding our GHG Scope 3 footprint, this also includes food waste data. We are aiming to set quantitative targets on food waste across kiosks, restaurants, and commissaries. Our ambition is to work towards reducing food waste in line with the UN Sustainable Development Goal 12.3
- In parallel, we will continue to implement effective impactful solutions to reduce our current food waste utilizing aspects of the food recovery hierarchy

People

Diversity, Equity, and Inclusion

The YO! Sushi is a global business that has been enriched by the diversity of backgrounds, experiences and ethnicities that make up our teams across all our operations. We are committed to abiding by all laws applicable to where we employ our people but will ensure that all our people are treated the right way regardless of where they live.

We're immensely proud to be part of a community that welcomes everyone regardless of any characteristics and we warmly welcome diversity. The YO! Sushi is determined to be the most inclusive global food operator, as we know from experience that every one of us can contribute to creating a more inclusive world for our team, consumers, and communities. We believe that true excellence will be achieved through recognising the value of every individual and we are committed to eliminating discrimination amongst our workforces.

We will do this through Affinity – our first ever Diversity, Equity, and Inclusion programme, which aims to provide "*A Positive and Safe Work Experience for everyone, the Authentic way.*" Affinity is a similarity of characteristics suggesting a relationship, a natural connection, and a feeling of kinship. The programme has five main strategic aims from training and education to ensuring our Senior Teams represent a diverse group of people across the community. We have set ourselves nine target goals and will deliver on them through the engagement of our Affinity Committee –made of up ten self-nominated members of the YO! Sushi Team who are particularly passionate about DE&I and represent the diverse communities that make up our Global teams.

Our Diversity Equity and Inclusion Ambitions

1. For our team members to see and believe that they have an opportunity to progress and succeed at YO! Sushi, by ensuring our Senior Management and Executive Teams represent a diverse group of people.
2. To educate and train all Leaders, Managers and Team on ED&I related subject matter to ensure that everyone has the confidence and knowledge needed to address and discuss these topics in the workplace. To ensure everyone feels supported and safe to be themselves at work.
3. To ensure the YO! Sushi has an external voice which communicates our position on antiracism and social justice issues more often. That we promote and disclose our stance on eliminating prejudice and our messaging aligns with Leadership actions
4. To ensure everyone is part of the conversation and transparent discussions are happening across the Group. To hear from leaders more often about the realities of what is happening at the organisation so everyone can collaborate on a solution
5. For us to start and continue this journey together. To inform our Team about next steps and what we are doing to continue developing YO! Sushi into a diverse, equitable and inclusive workplace and to build a sense of accountability around these commitments

Our DE&I Programme Goals

1. Increase female and BIPOC representation at all levels of the organisation, particularly the Executive Leadership Team and Senior Management Group

2. Report a 0% Gender Pay Gap for the Organisation
3. Research, produce and communicate on the Racial Pay Gap by 2024
4. Review all recruitment practices with a view to removing all potential barriers by 2023 and target underrepresented groups of the community in our talent attraction strategies
5. Achieve a Level 4 grading in the Global Diversity & Leadership benchmark by 2024
6. Ensure every member of our teams are trained in meaningful DE&I practices
7. Redesign our policies to ensure they are wholly inclusive, and we introduce those to support minority groups.
8. Increase participation in our Annual Survey to clearly mark the way forward
9. Create a committee that will meet regularly to ensure we are meeting these goals

Human Rights & Workplace Practices

The fishing and aquaculture industries are widely recognised as being high-risk industries for human rights and workplace abuses. We therefore have a considerable responsibility to ensure that people across our value chain, not just those that we directly employ, are treated fairly, ethically and with respect. Our UK [Modern Slavery Statement](#), set out our expectations of suppliers and how we are working to uphold the [10 Principles of the UN Global Compact](#) and improve working standards.

Our Human Rights & Workplace Practices Targets

- The Stronger Together Modern Slavery Supply Chain Toolkit actions will be completed across all brands for all Tier 1 seafood suppliers by 2024 and all Tier 2 and 3 seafood suppliers by 2025

Privacy & Data Security

As a global business, we comply with the data privacy laws where we operate. Our business and change management processes are always designed to ensure data privacy for our employees, suppliers, and customers and to comply with our group's policies. We ensure these policies are known to all staff through training, and various communication methods. The group's key Privacy and Data Security Policies are as follows:

- o Information Security Policy
- o Information Handling Policy
- o Group Data Breach Policy
- o Group Data Subject Request Policy
- o Group Change Management Policy

- o Compliance to the PCI DSS Policy

Our Privacy and Data Security Targets

- To ensure data privacy in our supply chain, all suppliers will be assessed to ensure that they operate to the same level so as not to compromise the groups operation.
- To ensure that the business can operate in the event of a ransomware attack, all business services will have a business continuity plan which will detail how business operations will be restored and can continue should any events arise.

- To demonstrate the groups' data security standard, the group will maintain a certification in:
 - o PCI DSS, across all countries where we take payments
 - o Cyber Essentials
 - o Cyber Essentials Plus

Products

Responsible Sourcing

We recognise that we are only as sustainable as the suppliers from whom we buy our products. Sustainability is integrated into our buying practices, and we work closely with our suppliers and industry partners to continuously improve the traceability and transparency of our products, as well as their overall sustainability performance.

Our Sourcing Targets

- 100% of tuna, salmon, shrimp, and surimi will be certified responsibly, sustainably, and ethically sourced by end of 2023
- 100% of other key ingredients (All seafood, chicken, beef, rice, avocados, cooking oil, fish and animal feed) responsibly sourced or certified to 3rd party verified standards by end of 2025

Fish & Seafood

- Responsibly sourcing high-quality seafood is extremely important to us, and we have stringent sourcing criteria to determine our purchasing decisions. We are a member of [The Global Tuna Alliance \(GTA\)](#) and YO! is a member of [The Sustainable Seafood Coalition \(SSC\)](#) and make sourcing decisions based on their Codes of Conduct and implementation plans, which includes a structured risk assessment process.

- We aim to only source seafood that is either certified to a recognised sustainability standard or has a [Marine Conservation Society \(MCS\)](#), [Good Fish Guide](#) rating of 1 ("Best Choice") to 3 ("OK" to source), using the below hierarchy of preference:
 1. We source seafood certified to an internationally recognised standard (usually Global Gap, ASC, BAP4* or MSC)
 2. If not certified, we source from fisheries or farms with a MCS rating of 1-3
 3. Where no MCS rating exists, we use the Monterey Bay (Seafood Watch) Fish Source rating or other sources of information to establish that the environmental and social sustainability status is in line with SSC Codes of Conduct
 4. Seafood with an MCS rating of 4 ("Requires Improvement") can in some cases be sourced, but usually only if engaged in a recognised FIP (Fishery Improvement Project) or Marine Stewardship Council (MSC) Pre-Assessment, with demonstrable progress being shown, or if there

are plans in place to move to a more sustainable option once existing stock has been used

At the time of writing, our current seafood sourcing status is as follows:

- At least 95% of our farmed seafood (salmon and prawns) is certified to a recognised seafood sustainability standard (usually ASC, BAP4* or Global GAP)
- All our wild caught tuna purchased for from MSC fisheries, fisheries in a recognised MSC Fishery Improvement Project (FIP) or from a fishery in MSC pre-assessment.
- We don't serve any fish with a Marine Conservation Society (MCS) Good Fish Guide rating of 5 ("Fish to Avoid") and are currently working closely with our suppliers to better understand the sustainability of seafood species with no MCS rating.

Eggs, Dairy and Meat

Whilst eggs, dairy and meat represent a small proportion of our menu, we still strive to reduce our impact in this area, increasing the percentage of vegetarian and vegan dishes that we offer and improving animal welfare. Our eggs are free range, and we are working to ensure that the liquid eggs that we use are also free range. All eggs used in mayonnaise or as an ingredient are cage free.

Animal welfare is incredibly important to us at YO! Sushi, and making progress is instrumental in our sourcing strategy. YO! Sushi is committed to the European and North

American Better Chicken Commitment a global initiative to improve chicken welfare by 2026 and as of January 1, 2023, we have made the below progress:

	(Taiko Foods & YO!)
Stocking Density	16% compliant
Lighting- 50 LUX	35% compliant
Enrichment	75% compliant
CAS	83% compliant
3 rd Party Auditing	70% compliant
BCC Approved Breeds	0% compliant

We are working with our suppliers on increasing the components of the Better Chicken Commitment and will develop a detailed roadmap by the end of 2023.

Plastics, Packaging and Paper

We recognise that to continue to provide the freshest, highest quality food, we need to protect the environments in which our food and products are produced, transported, consumed, repurposed, and disposed of. We are focused on the

approach of reduce, re-use and recycle (in that order wherever possible), so that waste is seen as a resource, as part of a wider circular economy. Any changes to our packaging must offer genuinely improved sustainability performance. For example, before switching to a different packaging material, we will determine if the proposed item contains recycled content, if it can be easily recycled in practice, if the correct waste collection infrastructure exists where it will be used, if there is a risk of contaminating other waste streams, and if at the end of its' use, there is a market to enable it to be recycled or repurposed, keeping the materials in the loop of a circular economy.

Our focus is on minimising our demand on our natural resources and maximising the efficiency with which we use them. We support the UK Plastics Pact and are looking at how we can collaborate with innovative and creative suppliers and industry partners to work holistically to reduce the demand and our impact of our primary, secondary, and tertiary packaging.

Our Packaging Targets

- All primary plastic packaging (trays/bowls/boxes/lids/bags) will be 100% reusable, recyclable or compostable by 2025
- 30% average post-consumer recycled content across all plastic packaging by 2025
- Eliminate all unnecessary and problematic plastic by 2025
- Fibre based packaging to be 100% deforestation free & FSC/PEFC certified by 2030

Finding out more and looking ahead

The challenging work now begins to turn our new Group sustainability ambitions into action.

In the meantime, we are always eager to hear from our teams, customers, and guests around how we are doing and how we can do more to make a positive difference - so please do get in touch if you have any ideas or questions.

Christian Haas
YO! Sushi Managing Director
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