



Burger King UK

**Burger King for Good
Our Approach to Corporate Responsibility &
Sustainability**





Burger King for Good

People are the heart and soul of our business and providing safe, high quality and affordable food would be nothing without our 1,500 suppliers who produce and make the food, our 15,000 team members who serve it and the customers who enjoy it. Our reach to thousands of people every day gives us an incredible opportunity to make a difference to the communities in which we operate.

Now more than ever before, these people are central to how we move forward from the Covid-19 crisis, not just to survive but to thrive and be sustainable. The economic, social and environmental impacts of the pandemic will have major impacts on how we live and work in the future, our interaction with each other and how we use natural resources.

In 2015, countries adopted a framework of UN Sustainable Development Goals (SDGs) to promote business growth as well as tackle climate change and environmental protection and address a range of societal needs including social protection, education, health and job creation. We believe that companies should play their part and over the last few months, we have worked with a number of industry experts to ensure any decisions we make are informed ones which support the UN SDGs and that any differences we make are positive and long-lasting.

Burger King UK's approach to corporate responsibility and sustainability is underpinned by our strategy, Burger King for Good, which is based on how we interact with all the people who have a connection with our business to effectively manage our environmental and social impacts and how we positively contribute to society as a whole.

GOOD FOR OUR PEOPLE

First and foremost, we have a responsibility to ensure that the 15,000 employees working as part of our restaurant teams and in our offices and depots will be cared for and supported, not just financially, but also in their physical and mental wellbeing. As we go through our recovery phase and for the long term, we will make sure that our people feel confident in adapting to new ways of working and changing business environments and have the right skills and training to enable them to do so.

During the Covid-19 lockdown, we participated in the Government's Job Retention scheme to ensure furloughed employees were supported throughout this period. Even with this support, we had to consider a small number of redundancies and managed these with due care and consideration for those affected.

We do a number of activities to support our employees and our principle is to redeploy staff wherever possible. To achieve this, we review vacancies in the affected area and look at our new site opening plan as an opportunity for redeployment. An example was the closure of the Gyle restaurant, where we redeployed all but one employee who left without providing formal notice. Of course, this is not always possible due to the proximity of surrounding sites and/or the mobility of our employees. We also have a positive relationship with our franchisees who in the past have taken some Burger King UK (BKUK) employees into their group.

During individual consultation meetings with our employees, we discuss their flexibility, how prepared they are to relocate or step down to another role and try to match them to a suitable vacancy. In terms of supporting employees who we cannot redeploy, this is tailored to what they need and discussed during the consultation. Examples of where we have supported would be promoting the EAP service, providing references and advising on where and how to seek employment opportunities outside of BKUK.

All BKUK employees have access to Hospitality Action's Employee Assistance Programme (EAP) which was developed by the hospitality industry for hospitality people. The EAP provides round-the-clock support via online, phone or face-to-face counselling sessions on a wide range of topics, including financial management, work-life balance, addiction, legal issues and health and wellbeing. This service is free, confidential and independent.

1. Fair Pay

BKUK are committed to rewarding and recognising our teams for the role they play in the success of our business, and in 2020, we rolled out a 'Whopper Heroes' Incentive Scheme for both our restaurants and head office teams as an opportunity to recognise great performance that is linked to our values. We review our salaries and pay rates annually and introduced a bonus system for our managers linked to our business operational scorecard.

2. Diversity and Inclusion

We know that our teams span many aspects of age, gender, disability, ethnicity, religion and sexual orientation and this adds real value to our business as it brings us so many different ideas and perspectives.

In partnership with the British Retail Consortium, we have committed to six pledges that form the basis of our Diversity and Inclusion strategy.

- Our CEO is accountable for Diversity and Inclusion in our business with a senior Executive having ownership for D&I.
- We ensure there is no bias in the recruitment process and undertake a transparent process of audit.
- We take positive action that supports open career opportunity and progression and undertake a transparent process of audit.
- We commit to contributing data on our diversity in the workplace which feeds into the BRC better jobs dashboard.
- We commit to creating a respectful, inclusive work environment within which every employee has the opportunity to make a meaningful contribution to the Company's vision and values.
- We believe supporting equity in the workplace is the responsibility of all line managers.

To ensure that we can hold ourselves to account on these six pledges, we worked with Business in the Community and in consultation with employees, we have put together a Diversity and Inclusion action plan. The plan includes D&I training, translating our D&I Handbook into the top 3 languages spoken in our business and creating a D&I calendar to celebrate and promote mutual understanding of world events and religious days.

We believe in sharing best practice so we have invested in the development of a D&I learning platform working in partnership with Gateley, a leading law firm who also conduct independent reviews of our recruitment processes.

We are proud of the progress we have made so far but there is always more to do, so we will continue to communicate all activities via our employee BK Hub and hold regular Board-led listening groups to give us diverse perspectives and fresh ideas.

3. Health and Safety

The Health and safety of our team members, contractors and guests is a

fundamental and hugely important part of all our training and management systems. All employees receive a copy of our Employee Handbook, which contains information on the Health & Safety procedures that have been designed to make our restaurants safe places to work, eat and visit.

Before a Team Member can start working with us, they are required to complete a training pack to ensure that they have understood the basic requirements to keep themselves and their colleagues safe. Health & Safety training is then developed throughout employees' careers via a number of channels: online training, supervised on-the-job training, in-house team training sessions and communication of safety flashes.

Day-to-day Incident Management

We have an online platform called Alert 365 onto which records of all accidents and incidents are captured including any enforcement actions. All restaurants and relevant central support employees have access to this system. Food Hygiene Ratings of our managed and franchised restaurants and COSHH information from our suppliers are also monitored and reviewed. We also use the system to hold risk assessments, training modules, safety and audit tools.

A summary report of each accident or incident is sent through to the relevant senior executives as well as the BKUK safety team.

Our incident rate of 0.5 on reportable Riddor injuries for employees in 2020 is well below the Health & Safety Executive's (HSE) all industry average of 1.85. This has been the case since 2017 when the master franchisee Burger King UK took ownership of the brand in the UK and has been significantly helped by investment in proactive management and training on cleanliness and hygiene, and in workwear such as non-slip shoes.

Serious Incident Management

The following processes are in place:

- A crisis line accessible 24/7 to all restaurants.
- A Hazard Communication manual at each restaurant with a section on Incident Management, the classes of which range from a serious injury or fatality through to protests and property damage.

Crisis Management Procedure and Business Continuity

We have 2 separate policy documents; the latter being developed this year in association with our insurers via an annual bursary they provide to finesse risk management within the business each year.

Primary Authority (PA) Partnership with Slough Borough Council

Primary Authority was launched in 2009 to make the local regulation of businesses operating at multiple premises across the UK more consistent and our relationship dates back to this time, making it one of the longest established partnerships in the UK. When BKUK Group was created, we transferred the partnership to this company and extended its scope to all our franchisee partners who have signed up to the scheme.

The Burger King brand owner, Restaurant Brands International, have a similar PA Partnership with Slough covering their activities in the UK. Officers in Slough are kept fully updated with our activities and any significant incidents. We then consult with them on changes to and new processes which are subject to regulatory laws.

Trade and Industry Bodies

We are members of the British Retail Consortium, UK Hospitality and Campden & Leatherhead Brewing and Research Institute from whom we obtain advice and support and keep abreast of regulatory provisions with the industry.

4. Employee Wellbeing

Now more than ever, we are committed to maximising the health and wellbeing of our employees by promoting and supporting healthier lifestyles. This is not simply about the prevention of sickness or injury but the awareness raising of mental and emotional wellbeing. We want our employees to feel supported on issues they may face both in and outside work. Last year, we launched our winter wellbeing programme to our support team members and will be following up with a similar scheme to our operations teams.

5. Skills and Training

To support our teams with personal growth and progression aims, we have a number of training and career development strategies in place.

Upon joining, each employee completes a selection of mandatory learning modules, covering key health and safety requirements, basic training on the role etc. Upon being identified as a potential candidate for a management position, employees complete our 'Foundations' management programme which provides the base skills to look after the day-to-day running of one of our restaurants.

We facilitate quarterly performance reviews with each of our management team members, which provide great opportunities to discuss career and development aims, as well as identifying our successors for the future.

We support employees to undertake external coaching and qualifications which are funded by the Company to support future progression. We have also launched our first graduate programme for Head Office which will allow successful candidates to work across a number of different departments before being appointed into a role that best suits their skills and career goals.

GOOD FOR OUR COMMUNITIES

Burger King UK serves around two million customers each week, all of whom live, work and play in local communities around our restaurants. Being a good neighbour means that we are more than 'just restaurants' and we need to act as a valued and responsible member of every community in which we operate. Whether it's putting our energy and passion into fundraising for charity, finding new ways for our sites to serve the community, helping our customers make informed choices for a healthier life, or helping to protect and maintain a clean and safe environment, our impact on communities can be potentially life changing.

1. Food Donations and Charity Support

Our policy is to minimise surplus food wherever possible through efficient operations in our supply chain including depots and restaurants. However, if good quality food surplus is unavoidably produced, our logistics provider, Bestfood Logistics, works directly with FareShare to ensure that in-date surplus food can benefit people in need rather than go to waste.

Since 2009, Bestfood gives a financial incentive for their restaurant and retail customers to make their surplus food available to charity, by offering a reduced rate to deliver to FareShare compared to the cost of disposal.



Bestfood Logistics deliver their customers' stock at no cost to FareShare and add this to existing scheduled routes, saving road miles and carbon emissions.

During the Covid-19 pandemic, many communities and individuals have been in real need of support and we at Burger King UK have sought to find ways of making a real difference wherever we can.

Hospitality Action is a charity offering vital support to all who work or have worked in the UK hospitality sector. With many business closures since March 2020, the pandemic has presented not just a threat to our physical health but also to our mental and financial wellbeing. With the help of company donations including that of Burger King UK, Hospitality Action has been able to help thousands of people with advice, signposting and support on mental and physical illness, debt and bankruptcy. In addition, Burger King UK's Group Chief Financial Officer is an Ambassador for the charity working with others to raise awareness for their work.

Another consequence of the pandemic has been the increase in child hunger which has been a long-standing issue in the UK and now made worse by families who have found themselves experiencing very challenging food insecurity. Burger King UK has played a small part in helping to address this by donating to a leading charity who partner with schools nationwide to provide healthy breakfast food to children giving them a good start to their school day.

As a member of Business in the Community, we quickly became part of the National Business Response Network which provides resources to communities who need them most in the easiest and most efficient way.

Working with Surrey County Council, we were able to provide 20,000 takeaway bags to support their vulnerable residents.

Burger King UK recognises the important role that charities play not just in a crisis but in tackling long term health and environmental challenges. Over the coming year, we will develop long term partnerships with charities who share our aspiration to make a big difference and have lasting positive impacts on the communities in which we serve.

2. Litter

We understand that litter can be a blight on society, and we are committed to tackling it in as many ways as we can. It is our policy that every restaurant should carry out a minimum of one litter pick per day when our team members pick up not just Burger King UK packaging but also any other litter that may have been discarded in the vicinity of the restaurant. We are also looking to increase anti-littering signage within our restaurants and car parks, as well as working with others in local communities to find ways to encourage customers to dispose of their litter responsibly.

During the pandemic lockdown and as we enter a recovery programme, our business will continue to be primarily takeaway, delivery and drive thru operations. It is therefore difficult to control how people ultimately dispose of their packaging. We are aware there are some people who despite anti-littering measures will continue to litter, so we are working very hard to mitigate the impact on the environment by improving the recyclability and compostability of our packaging. Our aim is for 100% of our packaging to be reusable, recyclable or compostable by 2025.

Hubbub Research Partnership

In collaboration with the environmental charity Hubbub and Coca-Cola Europacific Partners, Burger King UK funded research investigating young men's attitudes and behaviours around littering. The research report has been published to help industry and authorities engage and communicate better with this audience and ultimately help reduce the prevalence of litter and its impact on the environment.

The research involved in-depth interviews with 40 young men from around the country, based on the understanding that this demographic is more likely than others to litter. Younger boys (aged 12-16) were also cited as the most likely group to litter - many admitted having littered at a younger age and quoted thoughtlessness, laziness and rebelliousness as reasons for this.

Key recommendations from the research to help organisations engage with this audience include:

1. Think about whether litter is the best word to use: this research suggests that 'litter' may not always be the most intuitive choice of word to use in describing waste.

2. **Help them connect the dots between action and effect:** on some level, young men already understand the wider implications of littering behaviours but seem to be missing a link in terms of how this relates to their specific actions. Showing the cumulative effect of actions could also help build understanding here.
3. **Find the right messengers:** nudges not to litter coming from figures (especially men) that they look up to, will be much more readily received.
4. **Try to avoid finger wagging:** coming across as a bureaucratic authority is unlikely to endear you to this audience.
5. **Use humour to cut through:** young men responded well to anti-littering messages that used levity to deliver messages that were ultimately still quite stuffy underneath (e.g. 'Don't be a tosser').
6. **Keep branding away from messaging where possible:** scepticism about both the purpose and efficacy of branded advertising suggests there is wisdom in keeping overt branding away from any anti-littering comms. Using influencers instead of brands could be a way around this.
7. **Don't be afraid to push boundaries:** adverts that push boundaries and have a strong sense of purpose or novelty tend to be most easily recalled by young men.
8. **Link messages to their interests:** young men like to spend their time playing sports, gaming and spending time with friends. Drawing on these interests can help to contextualise messaging.
9. **Make the behaviour aspirational:** many of this demographic are at a point in life where they are striving to get somewhere and are in the process of growing into (more) responsible men. They love the aspirational messaging of Nike.

10. Create content they would want to share: the benefit of pushing anti-littering messages on social media is that if it is sufficiently funny or interesting then young men will want to share it on their own channels which could set off a positive ripple effect within friendship groups.

[Link to report: Big Boys Don't Litter | Research Report 2021 | Hubbub by HUBBUB - issue](#)

3. Noise and Odour Mitigation

Over half of the sites that we own and operate are out of town drive thru or retail park operations where residential occupancy is low. However, we recognise the potential impact that noise and cooking odours can have on the local environment. BKUK adheres to all Government guidance on noise and odour, and this is reviewed on a case-by-case basis.

To reduce odour emissions, ESP filtration equipment is included in all our ventilation systems. All extract ventilation equipment is turned off at night and condensers are on timers to reduce any night-time noise.

4. Traffic Impacts

We work closely with planning authorities and our own consultants and architects to ensure any restaurant design and its locality make best use of the space available and clear signage is used to ease traffic flow and minimise any risk of congestion.

Our delivery transport windows are stipulated from 6am to 6pm to avoid night-time deliveries to the restaurants, unless there are planning requirements for deliveries at other times.

5. Anti-social Behaviour

BKUK is committed to being a good neighbour and positively contributing to the communities in which our restaurants operate.

As such, we have an anti-social behaviour and violence policy that is in place across all restaurants. For security purposes, we have CCTV systems installed and these are maintained so that video footage can be used as and when required for civil or criminal investigations.

Our teams are trained in how to identify and handle anti-social behaviour in restaurants, and we ensure that staffing levels in restaurant are sufficient at any given time dependent on local demographics and time of trading. Any employees that have been affected by an anti-social behaviour incident are supported with aftercare, such as counselling and leave from work.

6. Community Engagement

We encourage our teams to get out into the local community and help businesses by giving their time to support a good cause. This is a great opportunity for teams to spend some quality time together as well as giving something back.

GOOD FOR OUR GUESTS

We have developed strong relationships with our suppliers around the world and together we have a shared commitment to ensure that any product sourced for our business has been produced in a sustainable and ethical way meaning care and due respect for the welfare of both people and animals.

1. Trading Terms

Our aim is to develop mutually beneficial relationships with our suppliers, based on responsible and fair-trading terms and practices. We have a comprehensive Trading Agreement that sets out clear criteria for trading including payment terms that are in line with standard industry terms or in some cases better. Payments are made on time and in full and this was maintained even during the Covid-19 lockdown.

2. Transparency

We have a fair and transparent tender process for new suppliers and conduct our business transactions with all suppliers based on honesty and clarity so that both parties fully understand and agree in a timely manner.

3. Anti-bribery & Corruption

BKUK adopts a zero tolerance to bribery and corruption, and we have a comprehensive anti-bribery and corruption policy that clearly sets out company requirements to ensure:

- (i) all of our business is conducted in an honest and ethical manner;
- (ii) bribery or corruption does not take place in connection with any of our business; and
- (iii) all applicable anti-corruption laws are fully complied with.

BKUK provides an appropriate induction on this Policy to all new employees and other staff joining BKUK. Regular communications on this Policy and BKUK's expectations are sent to all employees and staff, including whenever a change is made to this Policy. Senior management and higher risk groups will be provided with enhanced training, as appropriate.

Aligned with this policy is BKUK's Whistleblowing policy which provides our employees with details on how to escalate any incident where they suspect anyone in BKUK, or anyone acting for or on behalf of BKUK, may have engaged in conduct inconsistent with this Policy or applicable anti-corruption laws.

Within this Policy is a dedicated whistleblowing hotline which is provided by Hospitality Action. This service is totally confidential and independent of BKUK. The service is free to use from landlines or mobiles and there is a translation service for those who do not have English as their first language. The service is available 24 hours a day, 365 days per year.

4. Ethical Trading and Worker Welfare

BKUK needs to be confident that anyone who grows or makes our products are not being exploited or exposed to unsafe working conditions. We have zero tolerance to slavery and human trafficking and as part of our compliance to the UK's Modern Slavery Act, we have worked with our direct suppliers of food, drink and non-consumable goods to ensure that there are policies and processes in place to demonstrate how people are protected in every part of our supply chain. We publish annual public statements outlining what action we have taken and what actions we will take in the year ahead that are evidence-based and measurable. In addition, many of our direct suppliers also publish their own Modern Slavery statements outlining the steps they are taking to minimise the risk of slavery and human trafficking.

BKUK's Ethical Trading and Social Policy sets out the employment standards and practices we expect from our suppliers wherever they operate in the world, and they are required to be members of SEDEX which is a data exchange for companies to share best practice on ethical performance in their supply chains and manage their standards through auditing, review and follow-up action.

GOOD FOR THE PLANET

Our employees, suppliers and customers trust us to be a responsible business, from addressing climate change by reducing our environmental footprint, sourcing sustainably, caring for the welfare of animals and investing in our guests, to helping create a healthier, diverse and more inclusive society.

Climate change is one of the most significant challenges that our world is facing together and we have worked with industry experts to set ambitious new goals to reduce our carbon footprint. Our reduction targets have now been approved by the Science Based Targets initiative.

Environmental Management

We will continue to reduce the environmental impact of our restaurants and supply chains through minimising waste and using energy and water efficiently.

1. Waste Management

We believe that the best way to reduce waste is not to create it in the first place and we have worked hard with our suppliers and restaurant team members to minimise packaging and food waste.

In July 2018, we started a project to monitor, measure and reduce the generation of food waste in our back of house operations and also adopted a cup recycling trial. To date, the greatest challenge has been the segregation of waste and cups, the support infrastructure (including logistics and the provision of nationwide waste management providers) and customer behaviour. We are committed to working with key industry partners to find solutions to address these and with the aim of achieving the following targets:

- By 2025, 100% of our packaging will come from renewable, recycled or certified sources.
- By 2025 our goal is to recycle 100% of our packaging in all our stores.
- We will eliminate the use of single plastics and where plastic is used, 30% average will come from recycled content.

- We will commit to working towards the Courtauld 2025 30% by 2025 reduction target on food waste and adopt WRAP's food waste roadmap.

We are members of the National Cup Recycling Scheme contributing to a fund (alongside other major high street food and drink brands) which incentivises waste management companies to recover single-use cups for recycling. The scheme has increased the proportion of cups being recycled and created over 5,000 cup recycling points in the UK.

Our waste oil is collected on a weekly basis and is then filtered, recycled and converted into biofuel. In 2020, this amounted to over 506 tonnes, enough to take 900 cars off the road.

2. Plastics

As part of our commitment to improving sustainability practices across our business, in 2019 we took the groundbreaking step of removing all non-biodegradable toys from our King Junior meals. The 'Meltdown' campaign not only focused on the removal of these toys from the business but also called on the public to donate their free plastic giveaway toys from other companies to amnesty bins in Burger King restaurants for recycling and repurposing into play areas and everyday restaurant items such as trays. This initiative has saved an estimated 320 tonnes of single use plastic in a year.

3. Energy Efficiency

We recognise that the energy efficiency of our restaurants is a key part of reducing our overall carbon footprint and as such we comply with the Carbon Reduction Commitment (CRC). We also know that a major part of this is in our restaurant operations through energy used in refrigeration, lighting, heating and ventilation. Our approach to improving energy efficiency involves improvements to our operational processes as well as investing in technical innovations. We have also invested in raising awareness and educating our team members on how they can be more energy efficient.

As with many other businesses, Burger King UK's operations were hugely impacted in 2020 due to the global pandemic. However, as we continue our business recovery into the future, we will build on and revive the following energy reduction programmes initiated in 2019.

- Operational energy savings of 6% were made in 2019 against a baseline of 2018. Whilst this did not include new stores, this was a saving of 1.1million kwh equivalent to nearly 950,000 CO2 car miles. This was achieved with the launch of a staff engagement programme focused on lighting and cooking procedures including when to switch equipment on and off. Future campaigns will focus on heating, cooling and fridge/freezer maintenance.
- Building initiatives including planned rollout of LED lighting in all restaurants during 2019 and automated or manual variable speed kitchen extractors to ensure targeted activity during trading hours. The rollout of LEDs has made a saving of 1.2million kwh of electricity, equating to over 300 tonnes of carbon emissions. All new restaurants will have LEDs fitted as standard, along with Grease Removal Units (GRU) which assist with FOG commitments and are environmentally better.
- Maintenance initiatives include installation of hot water timers for operational hours only as part of a planned retrofit project for 2019 and built into future refurbishments and new build specifications. In addition, HVAC filter cleaning will be included into maintenance regimes, reducing energy use by 30%.

Sustainable Sourcing

Sourcing sustainably is fundamental to how well we can reassure our customers on where our products come from and how they are made, as well as future proofing our business with a secure supply chain. Our focus is on the following key commodities: palm oil, soy, beef, tea, coffee, sugar, cocoa, fish and paper, as we know the way in which they are produced and sourced can have major social and environmental impacts.

We have set clear policy requirements for each of these commodities and the relevant suppliers must be able to demonstrate that their products have been certified as sustainably sourced by well-established and internationally recognised third party certification bodies such as Marine Stewardship Council (MSC) for fish, Roundtable on Sustainable Palm Oil (RSPO) and the Forestry Stewardship Council (FSC) for timber and paper. This independent verification ensures that we can confidently provide products to our customers that are authentic and fully traceable.

These policies are reviewed with our suppliers on an annual basis and when new legislation and regulatory guidance are developed to ensure we all play our part in sourcing in a way that provides lasting benefits for everyone in our supply chain.

Food Miles

As one of the leading brands operating in the UK and Ireland, we are proud to support British and Irish farmers and growers. Not only does this support the national economy but our commitment reduces food transport miles. 100% of our beef is British and Irish and we are committed to sourcing 100% British fries depending on the seasonal quality and yield.

Animal Welfare

We care deeply about the health and welfare of animals and understand that we have a responsibility to ensure high standards of animal welfare are maintained at all times. Any producer rearing animals for meat and other proteins such as eggs and dairy supplied to BKUK must comply with animal welfare legislation and farm assurance standards as a minimum.

We have an overarching animal welfare policy as well as species specific policies that have been developed in conjunction with our suppliers and leading animal welfare experts including Compassion in World Farming. These are reviewed and updated as new legislation evolves, to reflect industry best practice and where we believe we can show continuous improvement in welfare standards.

In early 2021, we signed up to the Better Chicken Commitment, a science-based chicken welfare policy commitment that addresses higher chicken welfare standards and we are now working with Compassion in World Farming and other food companies to develop a roadmap that will help us work towards the 2026 target.

In addition, BKUK has a commitment to source 100% cage free eggs by 2025. We have made significant progress towards this with all our whole shell egg and egg used as an ingredient in our mayonnaises being cage free or free range. We will continue to work with our suppliers to ensure the remainder of our products

containing egg are made with eggs produced to our policy commitment.

Health and Wellbeing

The world has not seen a public health crisis of the scale of Covid-19 for at least a generation and it is only natural that this will influence the way people live and what they eat. With over 12 million guests every year, Burger King UK recognises that we have a responsibility to offer nutritionally balanced food that is safe, tasty and of good quality, and meets all our guests' expectations.

Since 2017, we have made recipe changes, reviewed our portion sizes, and developed healthier options, all aimed to reduce salt, added sugar, saturated fat and calories. In addition, we have provided clear and easily understood nutritional information on our menus, website, kiosks and app well ahead of the legislation in 2022. All these activities have been done gradually over the years using the knowledge of our guests to ensure that any changes such as taste, quality, nutritional composition and portion sizes are acceptable to them.

We know that more needs to be done and we know that to succeed, we and others in the food industry must bring our guests with us. We know that we can make achievements over time, as long as we maintain the taste and quality of our food and drink for our guests.

We also fundamentally believe that whilst we need to consider all nutrients of concern: added sugar, salt, saturated fat and calories, we should also take into account positive nutritional attributes such as protein, fibre, calcium and support for 5 a day.

1. Balanced Food Choices

We believe that our menus should offer a balanced range of products from healthier options to the more indulgent products. The majority of our sandwiches are less than 500kcal per portion. We offer a great choice of products that are chargrilled without the need for additional fat such as beef, plus chicken burgers, salads, and an increasing number of plant-based and vegetarian options. We also offer a number of no added sugar drinks such as juices, Coke Zero, Zero Sprite and Fanta, coffees and bottled water.

2. Reformulation

BKUK supports Government's aims to tackle obesity and we have adopted Public Health England's (PHE) targets on salt and sugar reduction to help us in our menu development without any compromise on food quality and taste. As a result of this, we have actually delisted a number of desserts that do not meet these criteria.

By the end of 2021, we will have lower sugar desserts on our menus made with 20% reduced sugar ice cream and 12% reduced sugar shake mix.

We have also adopted the principle of focusing on our bestselling items and key ingredients such as mayonnaise and cheese slices, where small incremental reductions can make significant differences when scaled up. We are working very hard with our suppliers to reduce the fat in our mayonnaise recipe by 20% and intending to roll this out to not only our iconic Whopper burger but other sandwiches as well. We hope to achieve an initial average overall calorie reduction of 5%. We are also working on reducing salt in our cheese slices, where this will have a positive impact across all menu items containing cheese. Our aim is to reduce salt in all the PHE 2024 food category targets relevant to our business.

All our nutrient reduction programmes are part of our long-term nutrition strategy.

3. Menu Development

All menu options can be customised to reduce their total calorie content such as no mayo, cheese or bacon, or choosing a small portion of fries. Our drinks menu offers a good range of no added sugar hot and cold drinks with our coffees and hot chocolate containing well under the 300kcal cap per single serving set by PHE. Wherever possible, we limit our children's products to contain no more than one third of the recommended daily calorie intake, and we ensure that our vegetarian and vegan products are as nutritionally sound or have fewer calories than their meat equivalent products.

A number of our bestselling items including Whopper, Double Whopper, Vegan Royale and Chicken Nuggets have non-HFSS status using the Government's Nutrient Profiling Model.

4. Children's Menu

We acknowledge that children's menus will continue to be under scrutiny and we will continue with our efforts to ensure that levels of salt, sugar, saturated fat and calories of all children's products are kept to a minimum and in line with our children's menu policy requirements that reflect Government guidance while ensuring that the products still taste delicious to children. We support the "5 a day" message wherever possible and will build on our vegetarian and vegan options.

We have adopted a 'clean label' policy on our kids dishes where no product contains artificial colours, flavours or other additives. We have also had a zero artificial trans-fat policy since 2007.

5. Responsible Marketing

We are committed to responsibly market and advertise our food and drink so that our customers can make informed choices to suit their needs.

To ensure that consistent standards are applied at all times, we observe the following principles across all marketing channels including company campaigns, sponsorships and partnerships, in-house restaurant marketing including menus and signage, packaging, websites, texts, emails and social media.

- All our advertising will be truthful, accurate and well substantiated. All our communications will reflect fair practice, good taste and the values of our corporate strategy.
- Our marketing practices will comply with all Codes of Practice and guidelines set by regulatory authorities and will further comply with any self-regulatory commitments that Burger King UK undertakes.
- Our marketing and advertising activities will respect the ethics and values specific to our customers and particularly parents.
- We believe that consumers have a right to privacy and our marketing practice including social marketing in digital media, will comply with all applicable laws, regulations and self-regulatory guidelines relating to privacy disclosures, permission marketing and collection and use of personally identifiable information.
- Our communication will reflect moderate consumption and portion sizes appropriate to the occasion. Our advertising will never promote or endorse excessive consumption using words like "supersize" or food challenges such as Man vs Food competitions.
- Any presentation of our food in our marketing and advertising will accurately represent all material characteristics advertised including taste, size, and content.

- All product content, comparative and nutrition and health claims will be accurate and appropriately substantiated and will be stated in accordance with the relevant regulations and Codes of Practice.
- We support the role of parents in guiding and deciding what children should eat and drink. We will not use visuals, messages or language which encourage children to pester parents or others to buy products.
- We ensure that no advertising or marketing of HFSS products will be directly aimed at children under the age of 12 years - only products which fulfil specific nutrition criteria based on accepted scientific evidence and/or applicable to national dietary guidelines.
- Licensed characters and endorsements of celebrities appealing to children below 12 years of age should not be used to directly advertise HFSS foods. Wherever possible, these characters and celebrity endorsements should be used to generically highlight children's menus and healthier options.

6. Customer Information

Customers need information to make the right choices for them and we are committed to providing clear, easy to understand and readily accessible nutritional information for all our meals. Ahead of Government legislation, we provide calorie labelling on all our restaurant menu boards and full nutritional and allergen information on our website. Customers may also calculate online the calorie content of any customised meal they may wish to have.

GUIDING OUR APPROACH

In identifying these key areas, we have been guided by a 'materiality' process where we focus on where our greatest impacts are, assess the level of stakeholder influence and where our efforts can make the most positive difference.

This process of focusing on the most material issues helps us to link our business strategy with the sustainability challenges that we face now and in the future.

As well as listening to our employees, suppliers and customers, we actively participate in open dialogue with a number of relevant external stakeholders including NGOs and campaign groups. Membership of industry groups including UK Hospitality, British Retail Consortium and Business in the Community helps inform our thinking and enables us to share our perspectives on a range of CSR and sustainability issues.