

JUST SALAD

2024

IMPACT REPORT



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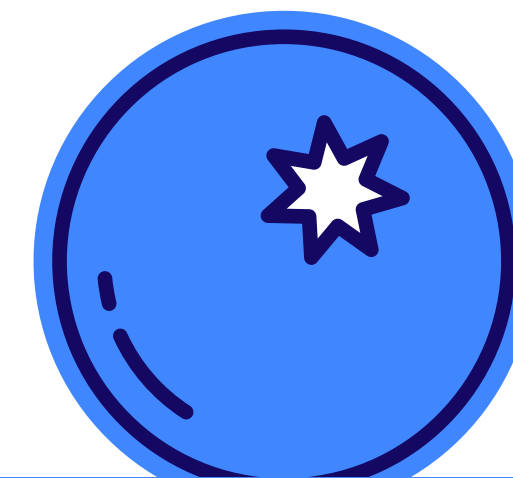
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About Just Salad

Just Salad is a fast-casual restaurant company with a mission to make everyday health and sustainability possible.

We serve craveable, accessible, plant-centric meals with homemade dressings, batch-cooked proteins, from-scratch recipes and prepped-daily produce.

We are home to one of the longest-running reusable packaging programs in the industry and the first U.S. restaurant chain to carbon label its menu.

75
Restaurants

7
States
CT, FL, IL, MA, PA, NJ, NY

+1,300
Employees

Data as of year-end 2023



A Letter From Our CEO

Over one-quarter of global greenhouse gas emissions come from the food system.* Our goal is to help change that.

At Just Salad, our dedication to providing an accessible, convenient, and sustainable dining experience is more than a promise — it’s a practice, embedded in each layer of our organization.

2023 was a landmark year for Just Salad as we became a Certified B Corporation, a testament to our dedication to meet the highest standards of social and environmental performance.

We are pleased to share this report detailing our FY2023 accomplishments.

Thank you for being a part of this journey. Your support fuels our passion and drives us to continue pushing the boundaries of what it means to be a sustainable business in the food industry.

Nick Kenner
Founder + CEO



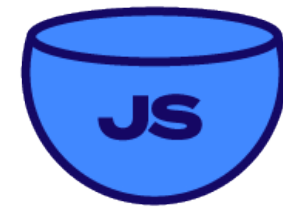
*Hannah Ritchie (2021) - "How much of global greenhouse gas emissions come from food?" Published online at OurWorldInData.org. Retrieved from: 'https://ourworldindata.org/greenhouse-gas-emissions-food' [Online Resource]



Highlights



B Corp™ certified in April 2023

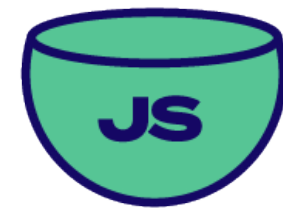


Avoided >43,000 lbs of waste with our signature reusable bowl programs



Completed Corporate Greenhouse Gas Inventory (Scope 1, 2, and 3)

In partnership with Greenplaces



Expanded BringBack, our custom use-and-return bowl system, to 16 stores

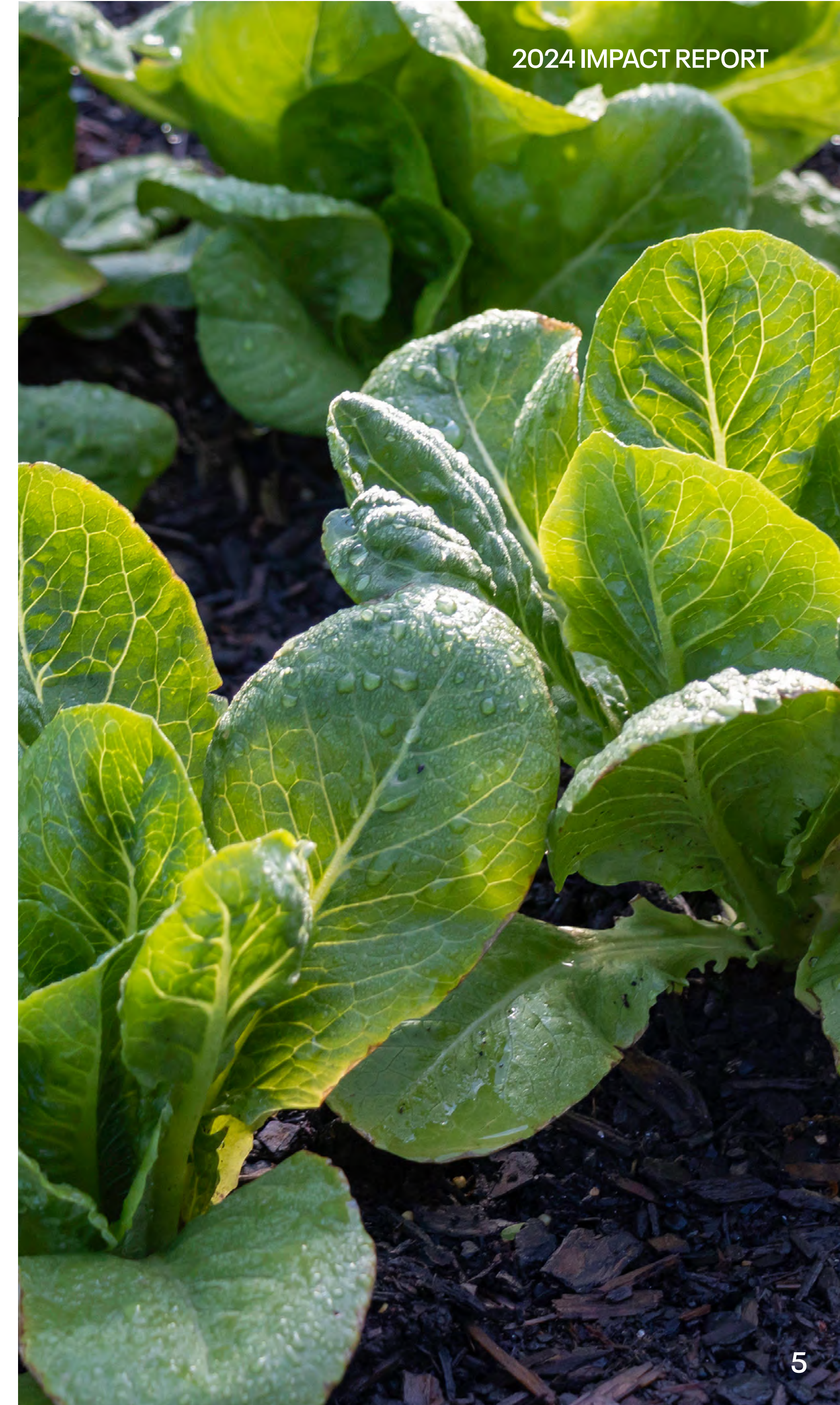


Reduced select ingredient carbon footprints by 50% - 230% with regenerative + plant-based sourcing

In partnership with Planet FWD



Saved >105,000 meals from landfill, avoiding over 260,000 kg CO₂e





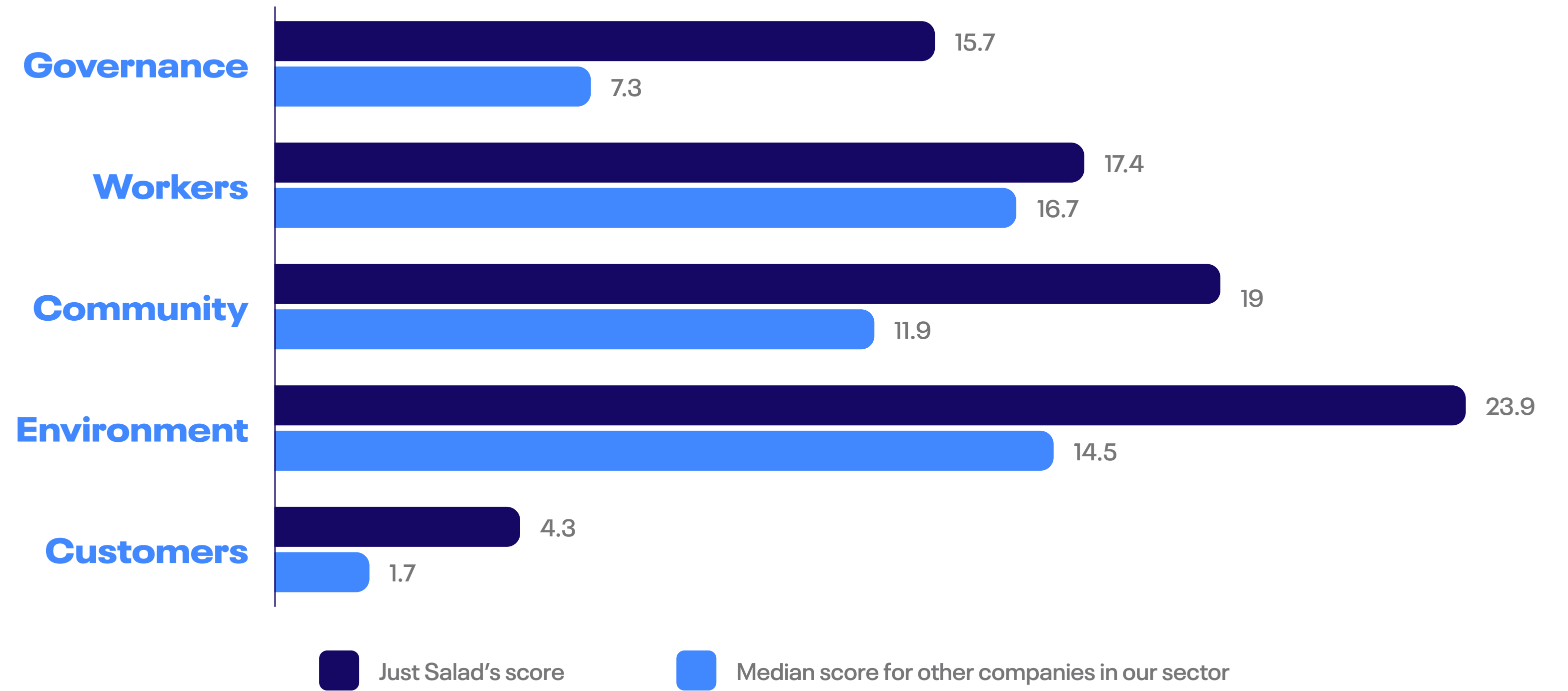
B Corp Certification

Just Salad is honored to join the B Corp movement of companies using business as a force for good. We use the B Corp framework to support and strengthen our ongoing commitment to social and environmental responsibility

Learn more at [Just Salad's B Corp Certification page.](#)

In 2023, Just Salad became a Certified B Corp with a score of 80.4

B IMPACT ASSESSMENT SCORE BREAKDOWN



ASSESSMENT CATEGORIES

Governance

Assessing a company's mission, social/ environmental impact, ethics, and transparency.

Workers

Gauging employee well-being, incl. financial security, health, career growth, and satisfaction.

Community

Examining impacts on local communities through operations, hiring, and sourcing.

Environment

Reviewing effects on air, climate, water, land, and biodiversity.

Customers

Evaluating product quality, ethical marketing, data privacy, and feedback.



Our Carbon Footprint

We partnered with Greenplaces to measure our Scope 1, 2, and 3 emissions across all of our stores and corporate offices (in accordance with the Greenhouse Gas Protocol).

From 2022 to 2023, as our store count and operations grew, our overall emissions increased by around 47%.

Relative to our total square footage, our emissions increased by around 13% from 2022 to 2023.

The vast majority of emissions came from the following subcategories: Purchased Goods &

Services, Capital Goods, Purchased Electricity, and Waste Generated in Operations.

We aim to expand and improve our sustainability programs—such as food and packaging waste reduction, responsible sourcing, energy efficiency, and waste management—to reduce our emissions.

Category	2022 (mT of CO ₂ e)	2023 (mT of CO ₂ e)
Fugitive Emissions	149	149
Stationary Combustion	42	37
Mobile Combustion	3	10
Total Scope 1	193	195
Purchased Electricity for Electric Vehicles	1	5
Purchased Electricity Market-Based	2,299	3,538
Total Scope 2 (Market-Based)	2,300	3,542
Purchased Goods and Services	10,044	14,554
Capital Goods	2,672	4,185
Fuel- and Energy-Related Activities	860	1,171
Upstream Transportation & Distribution	30	6
Waste Generated in Operations	484	871
Business Travel	202	241
Employee Commuting	248	309
Downstream Transportation & Distribution	234	356
Total Scope 3	14,772	21,692
Total Footprint	17,265	25,429



FOOD



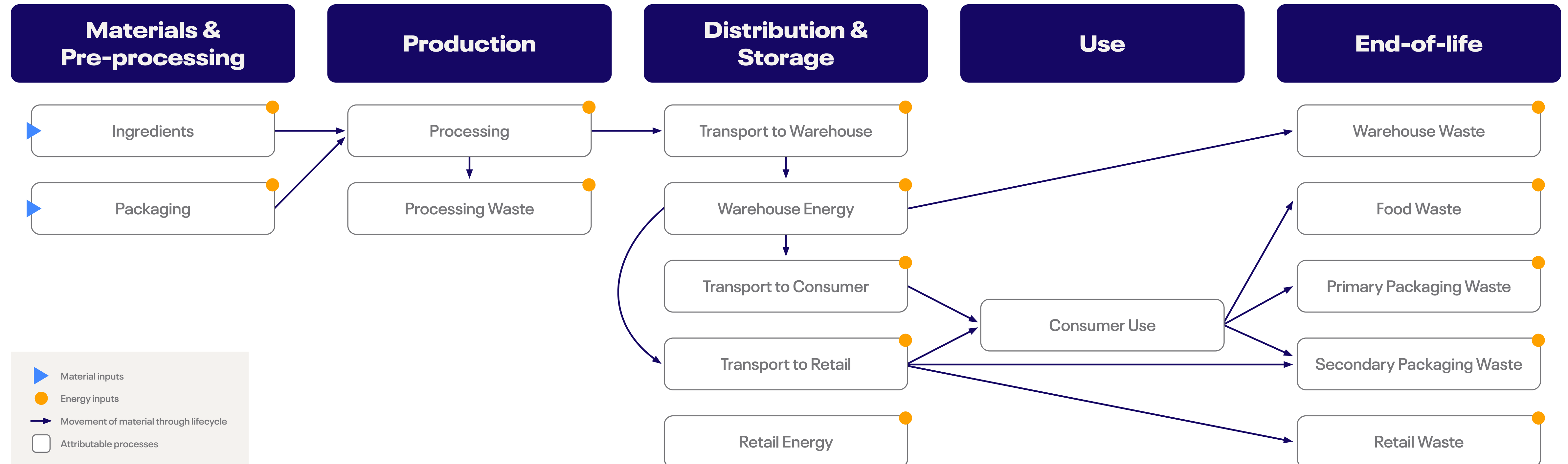
Carbon Labeling

In 2020, we became the first US restaurant chain to carbon label its entire menu.

We've partnered with Planet FWD, a leading carbon management platform, to provide third-party verified product LCAs for all menu items using methodology compliant with GHG Protocol, ISO 14040/14044, and PAS 2050.

What's included in a carbon label calculation?

Our carbon labels quantify the amount of carbon emissions our menu items create throughout their lifecycle. See the below chart for details.





Responsible Sourcing

We use our carbon footprint measurements to guide sourcing decisions.

We strive to source regenerative ingredients, which are grown using methods that restore soil health and ecosystems.

Nearly 50% of all of our permanent menu items (salads, warm bowls, wraps, smoothies) are vegetarian.

We offer lower-impact, plant-based meat and dairy alternatives.





Ingredient Highlights



SIMPLi Regenerative Organic Certified Chickpeas

55%

lower carbon footprint compared to conventional chickpeas



SIMPLi Regenerative Organic Certified Quinoa

230%

lower carbon footprint compared to conventional quinoa



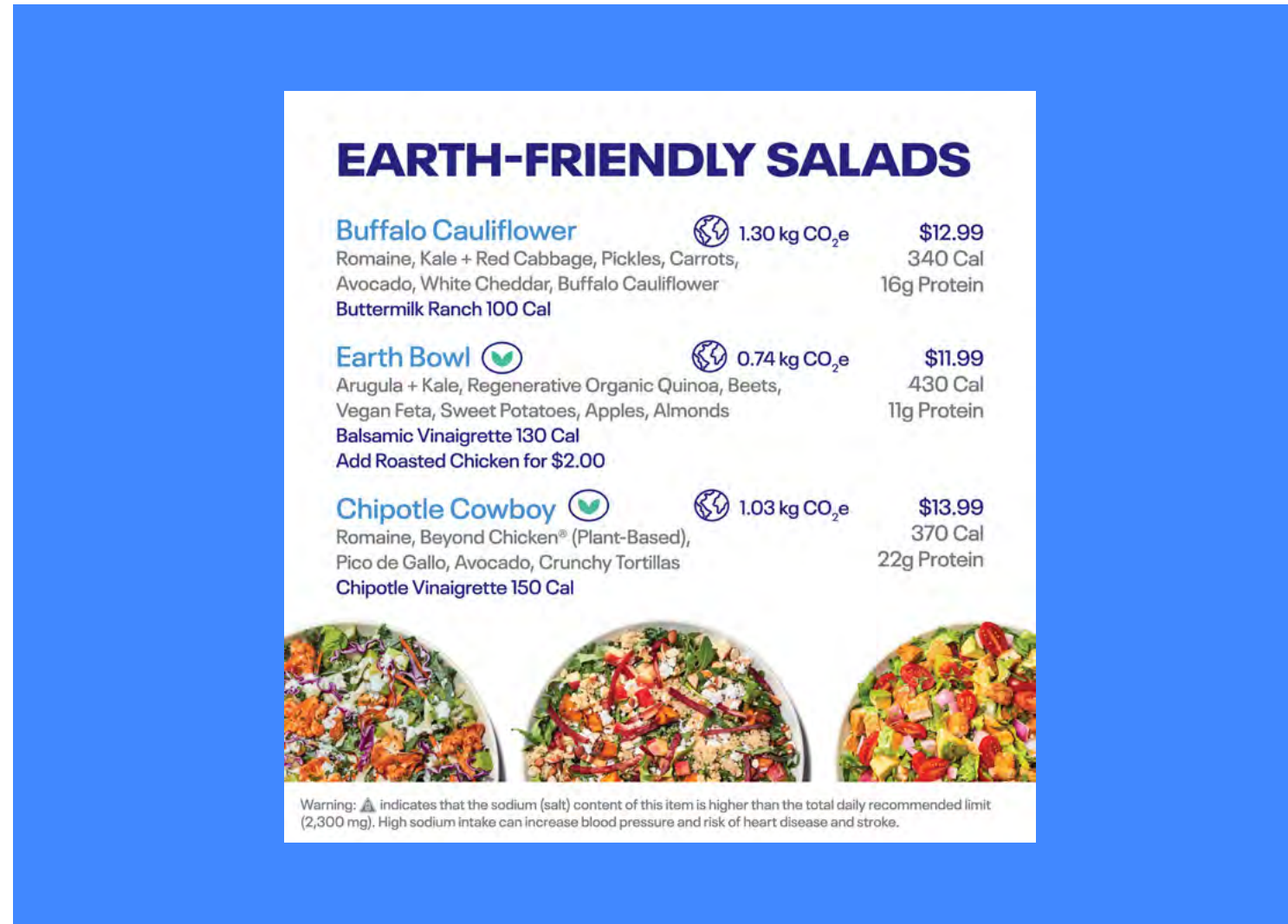
Vegan Feta

82%

lower carbon footprint compared to dairy feta

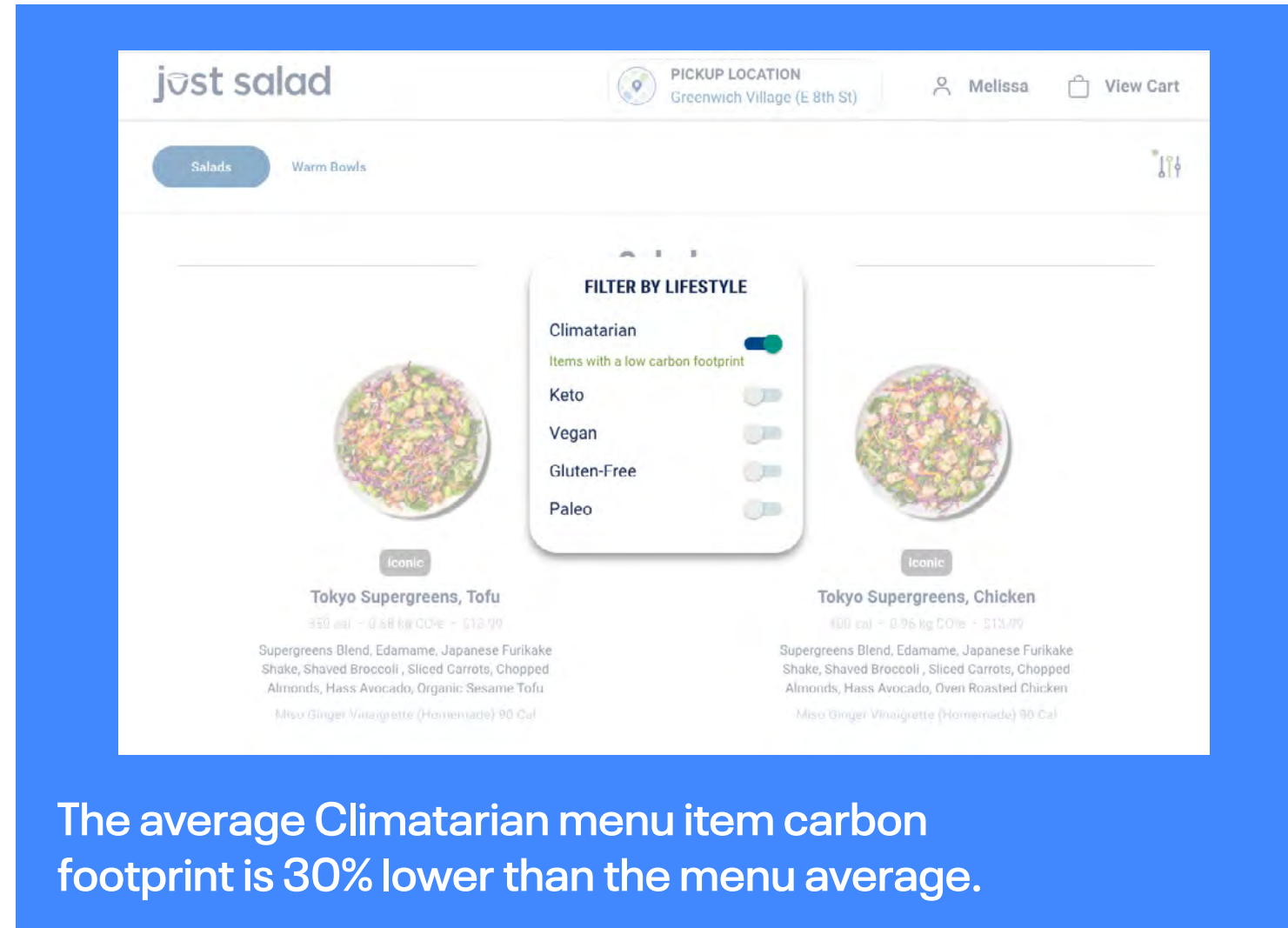


Menu Design



IN OUR STORES

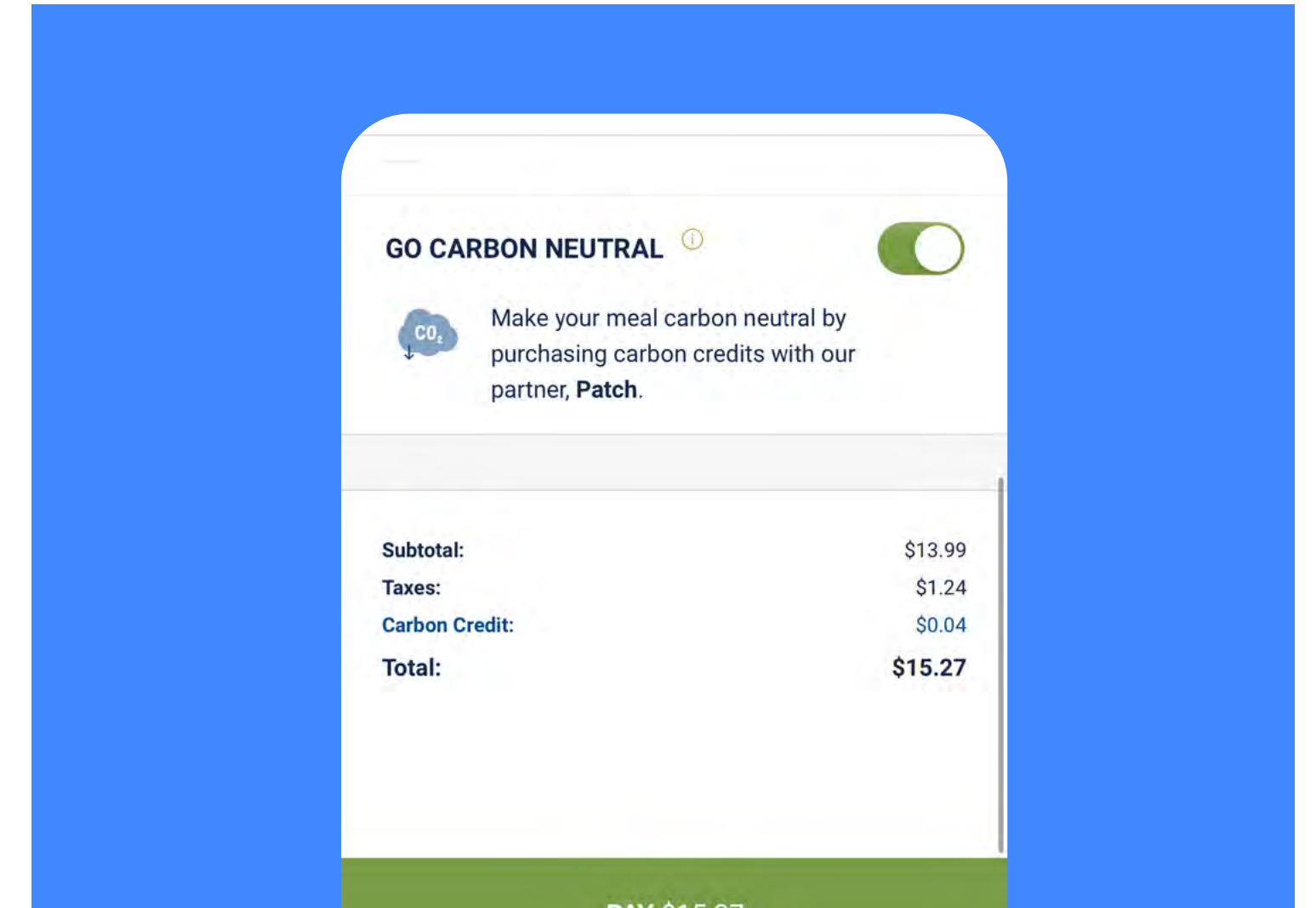
Customers can select lower impact, plant-based items from our "Earth-Friendly" menu section.



ON OUR APP AND WEBSITE

In the Just Salad App and on orderjustsalad.com, customers can apply the "Climatarian" filter to see a shortlist of our lowest impact menu options.

Customers can purchase carbon credits in the Just Salad App via our partner - Patch - to cover the total carbon footprint of their meal.



Through Patch, we source from high quality, verified, nature-based carbon projects.

Our customers have supported **over 12.7 tonnes of CO₂e removal and/or avoidance** since we rolled out this feature in 2022.

*All data as of end of 2023.



Food Waste

We are a proud partner of Too Good To Go, a service that allows guests to purchase surplus food items at a discounted price, saving them from going to landfill.

We were among the first New York City restaurant chains to join Too Good To Go, and we have expanded our partnership to all of our markets*

Since 2021, Just Salad customers on the Too Good To Go app...



Saved
105,000
meals from
going to waste

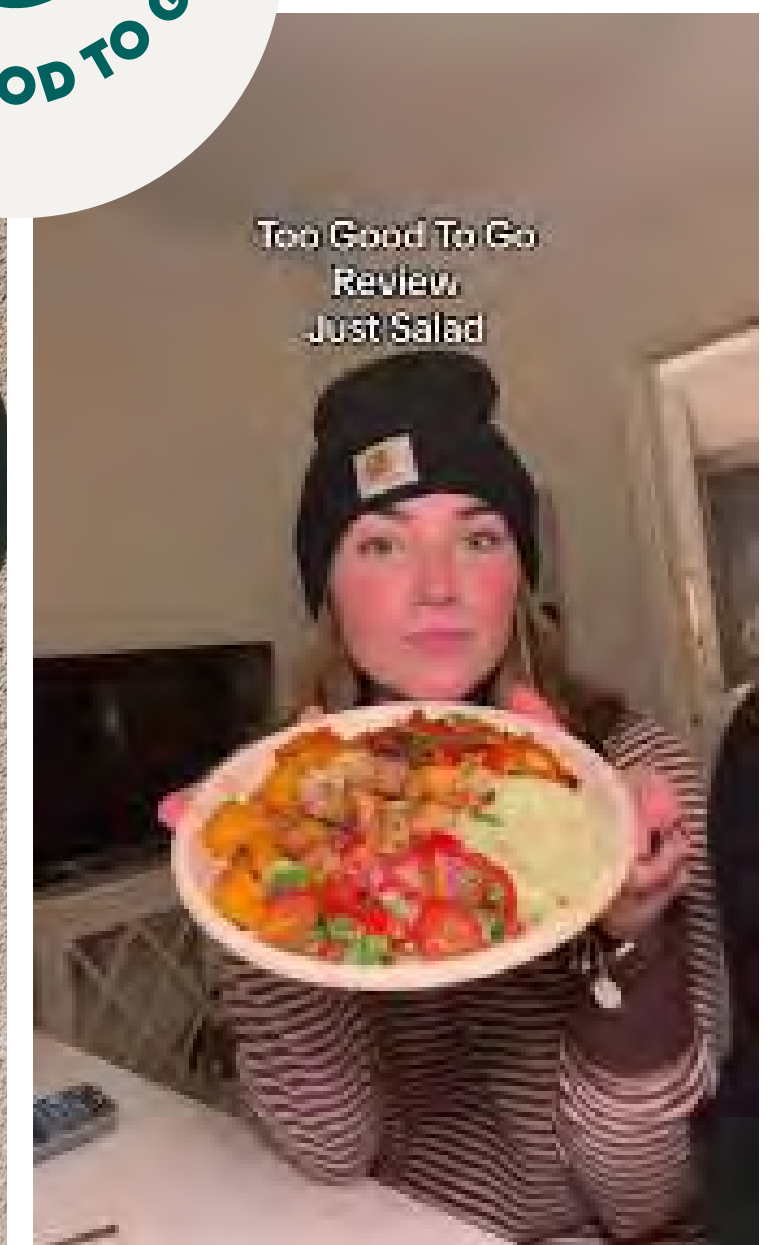


Avoided
260,000
kg of CO₂e

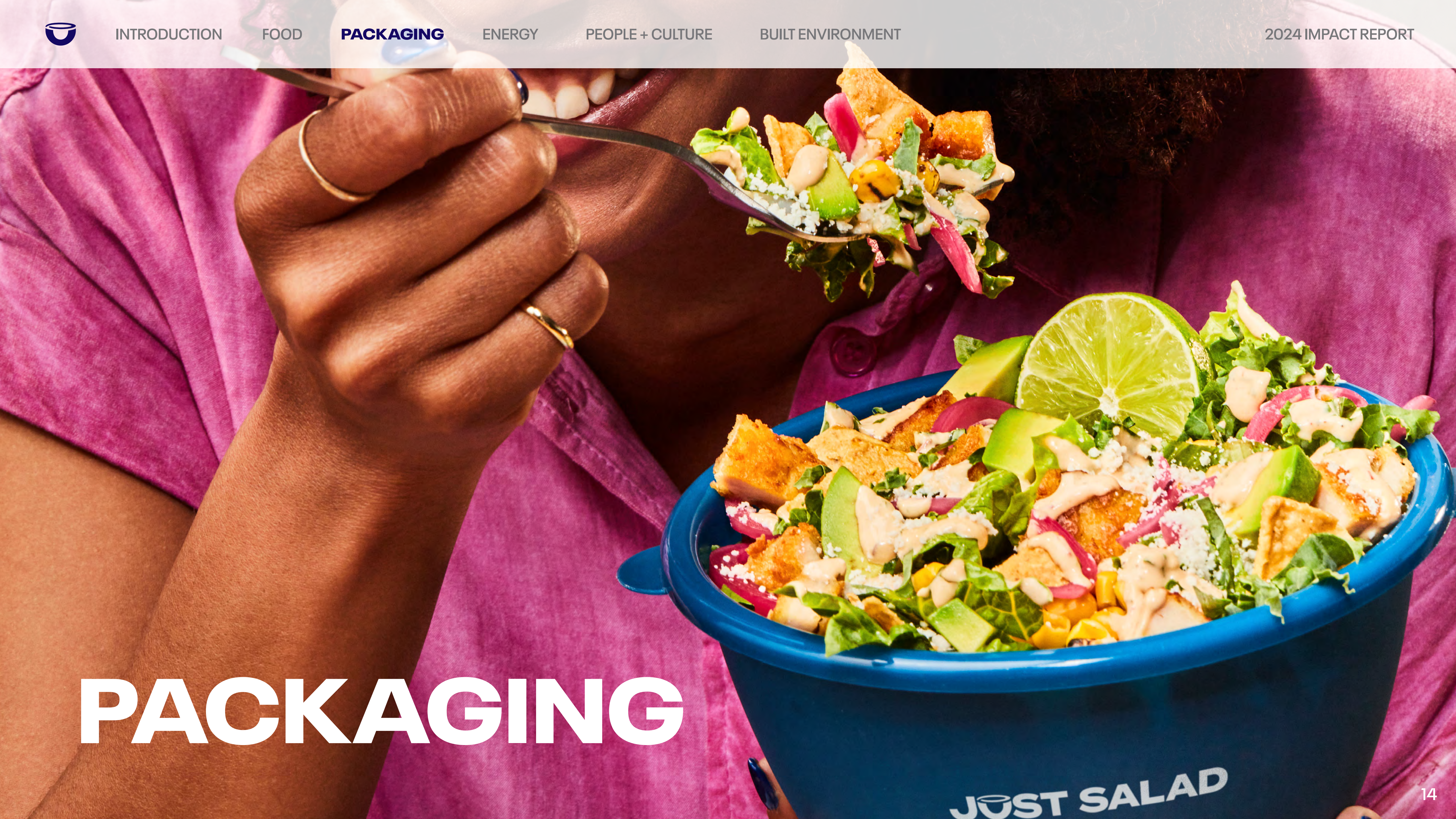
THAT'S EQUAL TO



300
Economy flights
from New York
to London



*All data as of end of 2023.



PACKAGING

JUST SALAD



Reuse at Scale

Just Salad has offered reusable packaging since our first store opened in 2006, making us home to one of the longest-running reusable packaging programs in the industry.

Our reusable bowl programs avoid **over 43,000 lbs** of single-use packaging waste annually

WE ARE PROUD TO OFFER MULTIPLE REUSABLE PACKAGING OPTIONS ACROSS OUR LOCATIONS:



In-Store

Customers purchase a Just Salad reusable bowl and receive a free topping each time they reuse.

Available at all locations



Dine-In

We offer dine-in bowls at our restaurants to allow customers to eliminate single-use bowl waste.

Available at locations with seating capacity



Just Salad App Pickup (BringBack)

Customers pick up their order in a reusable bowl, and return it to Just Salad to be washed + sanitized for reuse.

Full list of BringBack locations [here](#)

*All data as of end of 2023.

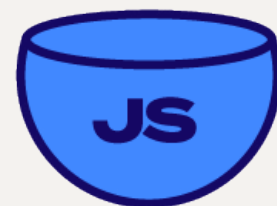


Measuring the Impact of Reuse

In 2021, Just Salad partnered with the New York State Pollution Prevention Institute at Rochester Institute of Technology to conduct a life cycle analysis (LCA) of our in-store and BringBack reusable bowl programs vs. single-use bowls

According to the LCA results, Just Salad’s reusable bowl programs result in fewer greenhouse gas emissions than disposable bowls after just two uses.*

Reusing a bowl once per week for a year at Just Salad significantly reduces greenhouse gas emissions:



89%

lower for in-store orders



84%

lower for BringBack orders via the Just Salad app



For more details, see case studies for our in-store program [here](#) and BringBack program [here](#).

*These findings reflect average life cycle analysis results. For more discussion of the data assumptions and calculations, see the full LCA report [here](#).



Rewarding Reuse

We aim to make sustainability affordable and accessible to everyone by incentivizing waste-free dining.

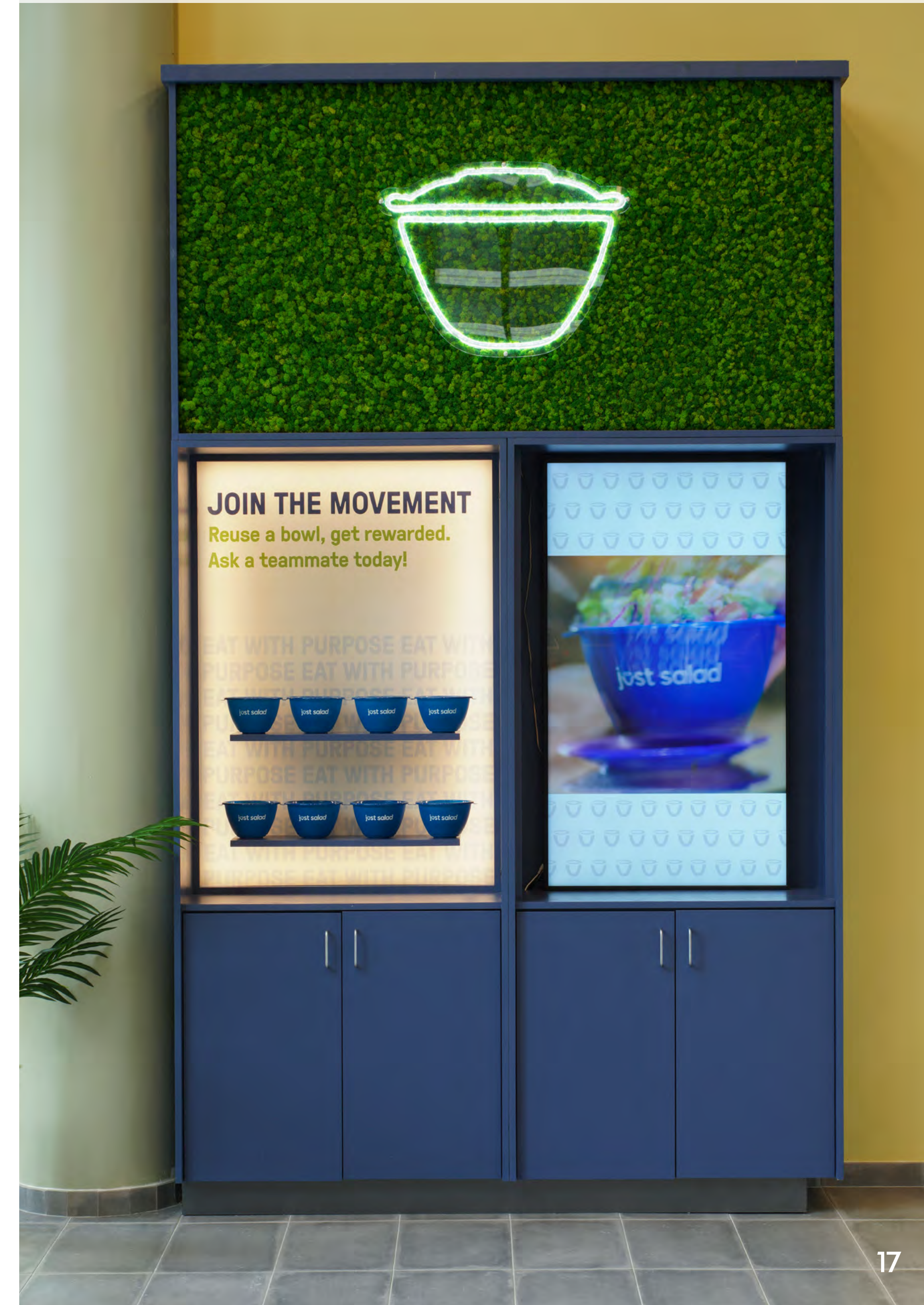
\$8.99 Bowl Promotion

In the month of February, we ran a “\$8.99 Bowl Promotion”, where customers pay just \$8.99 by reusing their Just Salad reusable bowls in-store.

Reuse rates tripled during February, and stabilized at a higher level after the promotion as more customers were converted to our reusable bowl program.

\$5 VIP Bowl Days

At all new locations, we run one-day promotions where reusable bowl owners can get \$5 chef-designed salads or warm bowls. This promotion helps bring awareness to our reusable bowl program as we expand into new markets.





Single-Use Packaging

We aim to source single-use foodware products that can be diverted from landfills at end-of-life.

The table below represents a snapshot of the materials we source for single-use items in our restaurants.

Single-Use Packaging	Material	End of Life
Salad Bowls & Lids	Bagasse, a byproduct of sugarcane production	BPI certified compostable in municipal, commercial, and home composting settings.
Napkins	Recycled paper made from 100% recycled fibers and using a 100% chlorine free process	ECOLOGO® Certified; Compostable Verified by BPI
Straws	Reed plant stems, USDA certified as 100% bio-based	Certified compostable in municipal and commercial facilities
Delivery Bags	100% recycled paper (60% post-consumer recycled), FSC and Rainforest Alliance certified	Recyclable and/or compostable
Smoothie Cups	98% domestically-sourced, SFI certified paper; 2% polyethylene	Recyclable in certain municipalities due to wax lining
Receipt Paper	100% recycled paper, FSC and Rainforest Alliance certified, and 100% BPA and BPS free	Recyclable and/or compostable
Dressing Cups	Virgin PET and polypropylene	Recyclable depending on municipality
Utensils	10% agave fibers and 90% polypropylene	Certified to degrade in 5 years in aerobic and anaerobic environments (landfills) as per ASTM D5511.

*Packaging information is based on suppliers as Q1 2024; may be subject to change. Recyclability and compostability dependent on local infrastructure/availability.



ENERGY



Energy

In 2023, we reduced energy consumption by more than 12% at participating locations.



Energy Efficiency

Budderfly Partnership

In 2023, we continued our pilot partnership with Budderfly, an Energy-Efficiency-as-a-Service provider, to achieve energy usage reductions at four of our NYC locations. Budderfly facilitates energy efficiency upgrades at Just Salad locations, including:

- Refrigeration systems that enhance control of compressors, evaporator coils and fans
- Refrigerant additives that extend the life of HVAC systems
- Night “curtains” to preserve cold temperatures of our beverage coolers overnight



Clean Energy

Ampion Renewable Energy Partnership

All Just Salad Chicago locations are subscribed to shares of community solar farms, supporting the deployment of clean energy to the grid. Our subscription represents **over 200,000 kWh of annual clean energy production, avoiding over 95,000 kg of CO₂ emissions.**



PEOPLE + CULTURE





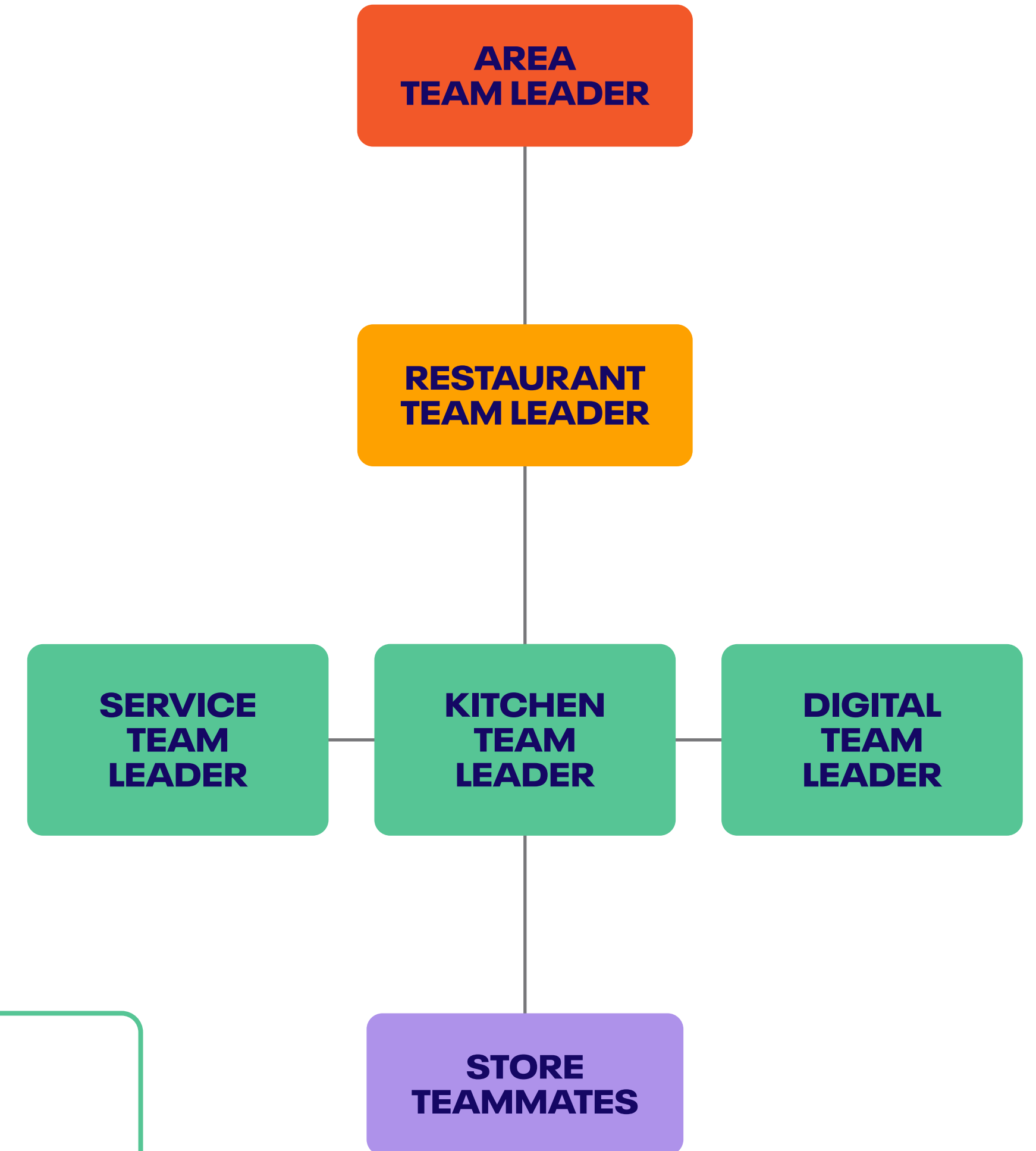
Career Path + Benefits

Achieving our sustainability goals requires a strong company culture. At Just Salad, one keystone of our operations is promoting from within, a bedrock of our growth culture.

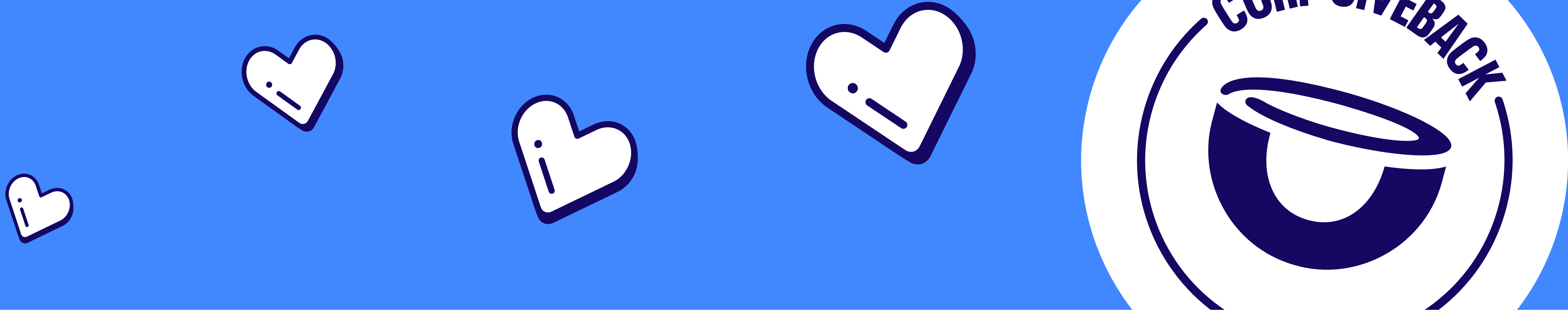
This supports a number of objectives, including upward mobility, career advancement, and shared understanding of business goals and sustainability agenda.

Just Salad teammates receive competitive compensation + benefits including:

- Average hourly pay above minimum wage + tips
- On-demand pay for hours worked provided through DailyPay
- Medical, Dental, Vision, and Voluntary Long-Term Disability, Hospital Indemnity, and Accident Insurance
- Eligibility to Participate in 401K
- Paid vacation, holidays, and sick time
- Pre-Tax Benefits (FSA and Commuter Benefits)
- Subsidized fitness memberships
- Employee Assistance Program
- Discounted shift meal

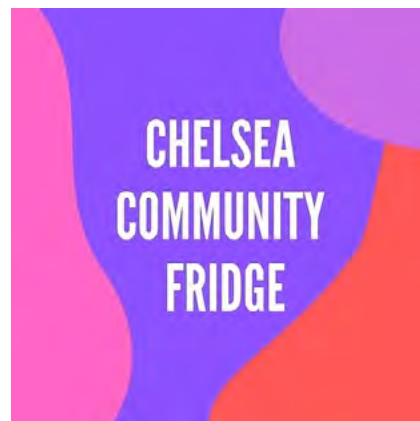


The average tenure of our restaurant management team is **~4 years.**



Corporate Volunteering + Giving

CORPORATE VOLUNTEERING



We give our employees the opportunity to complete community service each year through company-sponsored events. To ensure employees can easily participate, we hold events during paid working hours.

In 2023, we partnered with nonprofit Chelsea Community Fridge + Pantry to hold events where our team prepared meals to be distributed to the NYC community.

CORPORATE GIVING



In partnership with health + wellness influencer, Mona Vand, 10% of proceeds from "Mona's Dreamy Caesar" sales were donated to God's Love We Deliver, a nonprofit delivering medically tailored meals to those who cannot shop or cook for themselves due to illness.



We donated 100% of the proceeds from the sale of our Pride Bowls to support their work providing shelter and healthcare services to LGBTQ youth experiencing homelessness in New York City.



BUILT ENVIRONMENT



Built Environment

We apply a sustainability lens to the design of new stores and leverage an Environmental Purchasing Policy to guide sourcing decisions. Lower-impact design elements in our restaurants include:

1

Acoustic Pendants

- Made from recycled PET acoustic felt
- Made in the US
- Certified Carbon Neutral
- WELL Building Standard compatible

2

Preserved moss accents

- Biophilic design
- Natural acoustic
- No water or maintenance needed

3

Chairs

- Made from 90% recycled wood-filled polypropylene (WPP)
- Made in the US
- Lifetime warranty



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