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A LETTER FROM OUR CEO & CSO

If you've never been to a Just Salad store, the first thing you should know about us is our mission: to make everyday health and sustainability possible.

What makes this mission so exciting – and challenging – is that “health” and “sustainability” are evolving concepts. They change over time, and they mean different things to different people.

At Just Salad, we recognize this. “Everyday health and sustainability” is a moving target, due to the pace and complexity of climate change. It's also subject to debate, given the diversity of human experience. And it's hard to achieve, given the demands and stresses of modern living.

Even so, we think “everyday health and sustainability” is an ideal worth striving for.

In 2021, the year this report covers, we challenged ourselves to define our mission in sharper detail. How does “everyday sustainability” translate to the dining experience, exactly? This question led to the image shown at right.

This “vision wheel,” as we sometimes call it, is the ideal toward which we strive – imperfectly – every day at our 50+ stores. We'll elaborate on those efforts throughout this report.



A LETTER FROM OUR CEO & CSO

Also in this report, we'll explain several first-time actions we took to measure and embed environmental sustainability across our operations, including:

- Calculating our operational carbon footprint in partnership with the consultancy Green Places
- Conducting store waste audits, which demonstrated we are on track to achieve landfill diversion rates of 90% and above
- Seeking third-party review of two signature programs – our Reusable Bowl and Carbon Labels – through two partnerships:
 - The New York State Pollution Prevention Institute (NYSP2I) at the Rochester Institute of Technology performed a comparative life cycle assessment of Just Salad's Reusable Bowl versus disposable containers, and we summarize their findings in this report.
 - Planet FWD™, a carbon management platform for consumer brands, verified our carbon footprint labels, which we first launched during Climate Week 2020.

Two other highlights were our efforts to tackle food waste, and our continued engagement with the Circular Economy community. We became one of the first large chains to partner with Too Good to Go to sell surplus food nightly, keeping organics out of the waste stream and averting needless greenhouse gas emissions.

And as a company that has promoted reusable packaging since its founding, we were fiercely proud to announce an investment from Closed Loop Partners, a firm focused on building the circular economy, in July 2021.

In closing, we thank our customers, employees, partners, and suppliers who support our various initiatives (like our beloved Reusable Bowl), love our food, and energize us every day. We welcome feedback on this report, so send us an email at sustainability@justsalad.com.

Sincerely,



Nick Kenner, Founder & Chief Executive Officer



Sandra Noonan, Chief Sustainability Officer

2021 HIGHLIGHTS

<p>EMISSIONS</p> <p>Completed Scope 1, 2, and 3 emissions inventory</p>	<p>CLEAN ENERGY</p> <p>Supported 270,000 kWh of annual clean energy production through community solar subscription with Ampion at Chicago stores</p>	<p>REFORESTATION</p> <p>Funded the planting of 12,000+ trees through Mastercard's Priceless Planet Coalition</p>	<p>ENERGY EFFICIENCY</p> <p>Reduced average annual energy use by 7%, achieving reductions as high as 20% in some months, through a four-store pilot program with Budderfly</p>
<p>ECO-LABELING</p> <p>Achieved compliance with GHG Protocol, ISO 14040/14044, and PAS 2050 standards by obtaining third-party certification of our carbon labels, now covering cradle-to-grave emissions</p>	<p>ANIMAL WELFARE</p> <p>Met our goal of sourcing 100% of eggs from hens raised cage-free</p>	<p>FOOD WASTE REDUCTION</p> <p>Saved 8,400 meals from going to waste and avoided 36 tonnes of GHG emissions through Too Good to Go partnership and donation programs</p>	<p>BETTER PACKAGING</p> <p>91% of our food service packaging was made from recycled and/or renewable materials, and 90% was recyclable, reusable, and/or compostable</p>
<p>PLASTIC REDUCTION</p> <p>Achieved "Blue Verified" status under Oceanic Global's Blue Standard, reflecting our efforts to eliminate single-use plastic and optimize waste management</p>	<p>REGENERATIVE AGRICULTURE</p> <p>Raised \$15,000 to support regenerative agriculture projects through Zero Foodprint</p>	<p>PACKAGING WASTE REDUCTION</p> <p>Avoided 3 tons of single-use plastic waste through our Reusable Bowl program</p>	<p>LIFE CYCLE ANALYSIS</p> <p>Conducted 3rd-party verified analysis showing the environmental benefits of the Reusable Bowl Program</p>

GREENHOUSE GAS EMISSIONS INVENTORY

To limit global temperature rise to 1.5°C, emissions need to halve by 2030 and reach net-zero by 2050.³ As a first step in managing our carbon footprint, we asked consultancy **Green Places** to conduct an emissions inventory across our store operations and supply chain in line with the Greenhouse Gas Protocol. Our 2021 inventory included Scope 1 emissions coming directly from sources we own; Scope 2 emissions associated with the electricity we purchase; and Scope 3 emissions from all other upstream and downstream activities in our supply chain.

While Scope 3 disclosure is currently voluntary under many reporting frameworks, we believe that Scope 3 reporting is imperative for setting emissions reduction targets aligned with a 1.5°C pathway. Since Scope 3 emissions occur outside of a company's direct control, they are the most difficult to estimate, and to reduce. However, given that Scope 3 emissions often represent the vast majority of a company's footprint, reducing them can have the largest impact.⁴

Our emissions inventory helped us identify which business activities generate the largest share of emissions and where the best opportunities for reduction exist. In 2021, our total carbon footprint was 15,132 tCO₂e. Scope 3 emissions made up the majority of our emissions (89.5%), followed by Scope 2 (10%) and Scope 1 (0.5%). Our two largest emissions categories fall within Scope 3 (Purchased Goods & Services; Logistics), followed by Scope 2 purchased electricity emissions (Table 1).

Table 1. 2021 Scope 1, 2, and 3 Emissions⁵

Category	Description	Emissions (tCO ₂ e)	Percent Contribution
Scope 1 Emissions		75	0.5%
Stationary Combustion	Natural gas used in our stores	35	0.2%
Refrigeration & AC	Refrigerants used in our AC units and refrigerators	32	0.2%
Mobile Sources	Vehicles owned and operated by Just Salad	8	0.1%
Scope 2 Emissions		1,509	10%
Purchased Electricity	Electricity used in all stores and our corporate office	1,509	10%
Scope 3 Emissions		13,549	89.5%
Purchased Goods & Services	Food, packaging, and other equipment purchased for our stores	6,979	46.1%
Logistics	Upstream and last-mile delivery	4,401	29.1%
Waste	Waste generated in all stores	1,166	7.7%
Commuting	Employee commutes to and from our stores on days open	661	4.4%
Packaging End of Life	Packaging landfilled by take-out and in-store customers	156	1.0%
Capital Goods	New furniture, printing, computers, cloud computing	142	0.9%
Business Travel	Corporate travel by air, train, and car	44	0.3%
Total Scope 1, 2, and 3 Emissions		15,132*	

*Due to rounding, values do not precisely add up to the total.

³ Compared to 2010 emissions levels. Emissions Gap Report 2021, United Nations Environment Programme, October 2021. <https://www.unep.org/resources/emissions-gap-report-2021>

⁴ Klaaßen, L., Stoll, C. Harmonizing corporate carbon footprints. Nat Commun 12, 6149 (2021). <https://doi.org/10.1038/s41467-021-26349-x>

⁵ Inventory covered all corporate-owned locations and excluded our five franchise locations as of 2021.

GREENHOUSE GAS EMISSIONS INVENTORY

Using the inventory findings, we've modeled our 10-year emissions reduction trajectory under the Science Based Targets initiative (SBTi) framework. One of the key challenges of aligning our reduction strategy with a 1.5°C scenario will be addressing our Scope 2 emissions. Using 2021 as our baseline scenario, our model showed that we will need to either reduce electricity consumption by 44% by 2030 or set targets to procure 80% of our electricity from renewable sources by 2025 and reach 100% by 2030.

Additionally, under SBTi requirements, we must set targets that cover at least two-thirds of our Scope 3 emissions. Some of the largest factors influencing our Scope 3 emissions include dairy product purchasing, packaging procurement, truck delivery, and composting.

We look forward to formalizing and publicly-disclosing our emissions reduction strategy.



FOOD

We seek a dining experience that is not only delicious, but values-based.

Our six principles for 21st-century fast-casual dining are:

- (1) waste-free
- (2) climate-smart
- (3) affordable
- (4) impactful
- (5) plant-forward
- (6) consciously convenient

In the figure at right, we show how this vision came to life at our 50+ stores during the year 2021.

EAT <i>waste-free...</i>	through our Reusable Bowl program
EAT <i>climate-smart...</i>	with our Climatarian dietary filter and 3rd-party verified carbon labels
EAT <i>affordably...</i>	through our accessibly priced menu, plus everyday free toppings for our Reusable Bowl customers ¹
EAT <i>impactfully...</i>	with menu options like the Earth Bowl and Zero Foodprint Salad, which benefitted reforestation and regenerative agriculture, respectively, in 2021
EAT <i>plant-forward...</i>	with craveable options like our protein-packed Plant Power Salad, plus plant-based protein and dairy alternatives
EMBRACE <i>conscious convenience...</i>	because convenience can no longer come at a cost to the planet. That is why we have invested in programs like our BringBack bowl, a circular container system that makes our existing reusable bowl program available online. ²

¹ As of year-end 2021, our menu was approximately 20% more affordable on average than leading competitors.

² This program is in beta mode at two locations currently.

FOOD

More than a quarter of global greenhouse gas emissions come from the food system.

Meeting the climate targets under the Paris Agreement depends on transitioning to a sustainable food system that provides access to lower-impact, healthy food for all.

Just Salad is committed to supporting this transition by offering affordable, plant-centric meals. For us, curating a climate-conscious menu includes carbon labeling our menu items, offering plant-based meat and dairy alternatives, and using our carbon footprint data to guide menu development. In addition, in 2022, we will engage with farms and suppliers who practice or support regenerative agriculture.



FOOD

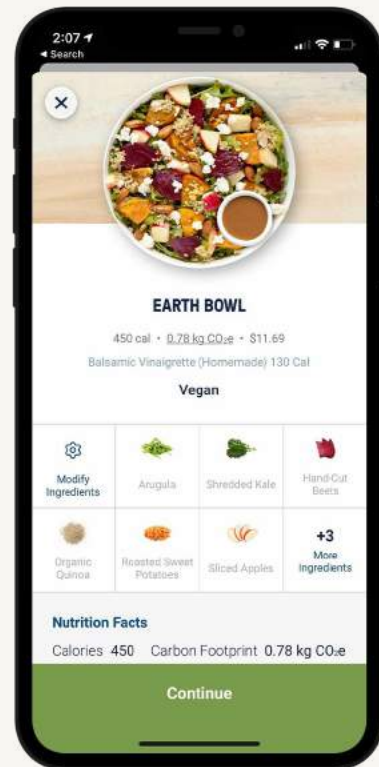
Carbon Labeling

We strive to empower our customers by providing the transparent information needed to make lower impact food choices. In 2020, we became one of the first US chain restaurants to show the estimated carbon footprint of every item on our menu. Using our carbon labeling data, we offer a “Climatarian” dietary filter on our digital menu, alongside Vegan, Keto, Gluten-Free and Paleo offerings, which gives customers a shortcut to identifying our lowest-impact options. Our Climatarian menu was recognized as a finalist in Fast Company’s 2021 World Changing Ideas List. In late 2021, we partnered with Planet FWD™, a leading carbon management platform, to take our carbon labeling efforts to the next level.

As of March 2022, our carbon labels are third-party verified by Planet FWD and compliant with GHG Protocol, ISO 14040/14044, and PAS 2050.



Utilizing the largest LCA database for agricultural products and advanced modeling capabilities, Planet FWD calculates the full “cradle-to-grave” life cycle impact of our food menu items. Previously, our calculations were cradle-to-gate, meaning they ended at the point that our food arrived at our distribution centers.



Example menu item featuring our cradle-to-grave carbon label as seen on the Just Salad Mobile App

FOOD

Carbon Labeling *(continued)*

With Planet FWD's cradle-to-grave calculations, we now include the emissions associated with a meal's "end of life," using data-based assumptions about the amount of uneaten food that customers compost or throw away; the miles that our delivery drivers drive; and the impact of using a reusable bowl versus a disposable one.

In March 2022, these updated carbon labels were reflected on menus across our stores, orderjustsalad.com, and the Just Salad app. Our carbon labels are best used to compare the carbon footprints of products within our menu, since our carbon label calculations are specific to our business operations.

In addition to helping our customers identify the lowest impact options among our menu offerings, our carbon labels allow us as a company to make targeted sustainability improvements to our menu, like swapping out or avoiding ingredients in our recipes that would significantly increase the footprint of a menu item.



FOOD

Carbon Labeling *(continued)*

We also use our carbon labels to creatively incentivize climate-smart eating. For example, in our 2021 Earth Day promotion, we set our menu prices to reflect the carbon footprint of our items: a salad with a carbon footprint of 0.56 kg CO₂e was priced as \$5.60. The lower the carbon footprint of an item, the lower the cost to our customers.

The growing popularity of carbon labeling is an encouraging signal that businesses and consumers are more interested than ever in not only how our everyday food choices impact climate, but how our choices can be turned into levers of change.

For more information, visit justsalad.com/carbonlabel.



Just Salad's 2021 Earth Day promotion, where the price of our menu items reflected their carbon footprint

FOOD

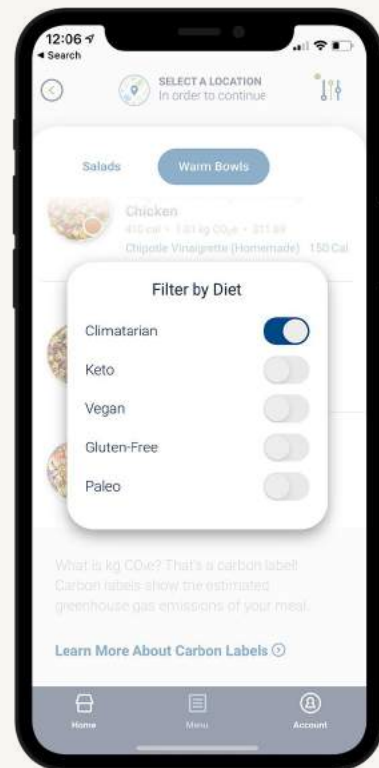
Carbon Labeling *(continued)*

With carbon labeling, we aim to bring climate-conscious dining into the mainstream. In March 2022, our Chief Sustainability Officer, Sandra Noonan, spoke on a panel entitled, “Carbon Footprint and the Future of Consumer Brands” at South by Southwest® (SXSW®) Conference and Festival. In this panel session, Just Salad was joined by carbon label pioneers Pantys and Clever Carbon, to discuss carbon labeling methods and the future of carbon footprint literacy.

Lower Impact Menu Actions

To date, we have taken the following steps toward creating a lower-impact menu:

- Replaced dairy-based yogurt in our smoothies with vegan ingredients
- Eliminated beef from our menu
- Offered Daring™ Chicken (100% Plant-Based), featured in our Chipotle Cowboy Salad and available as a topping on any meal
- Offered Violife® Creamy Vegan Feta cheese alternative, featured in our Earth Bowl Salad
- Sourced 100% of our eggs from hens raised cage-free
- Committed to sourcing chicken exclusively from farms certified by the Global Animal Partnership (GAP) and processed using multi-stage controlled atmosphere stunning (CAS) by 2024



Climatarian dietary filter in Just Salad's Mobile App

FOOD

Just Specials

In 2021, Just Salad partnered with Mastercard's **Priceless Planet Coalition** as well as **ZeroFoodprint (ZFP)** to create planet-friendly promotions, or Just Specials, that gave our customers yet another way to Eat with Purpose™.

In partnership with ZFP, we created the Zero Foodprint Salad to support regenerative farming, a set of agricultural practices that restore soil biology and replenish nutrients, resulting in improved carbon sequestration and reduced need for agricultural inputs.

Through sales of this limited-time menu item, we raised \$15,000 that will support, through Zero Foodprint, a number of pilot projects at farms in the northeastern U.S. – such as compost application, the planting of cover crops, the purchase of composting equipment, and perennial pasture seeding.



**ONE SALAD =
ONE TREE RESTORED**

Every **Earth Bowl** purchase restores one tree planted through Conservation International.*



Just Specials *(continued)*

In our Just Special promotion with Mastercard's Priceless Planet Coalition, we donated the cost of planting one tree to Conservation International for each Earth Bowl salad sold between 9/4/21-12/31/21. By purchasing the Earth Bowl over this six week period, our customers supported Conservation International's reforestation efforts in Kenya, Australia, and Brazil. To learn more about Priceless Planet Coalition partners, tree planting projects, and campaigns, please visit pricelessplanet.org.



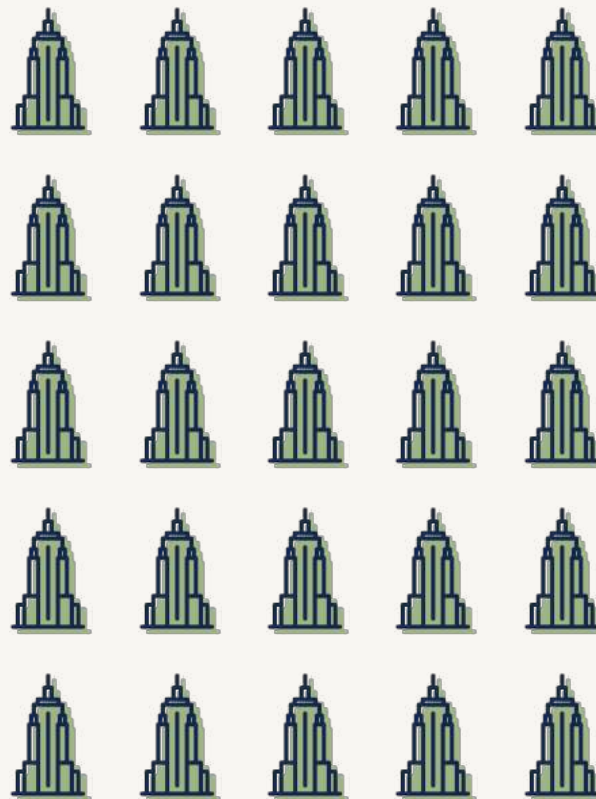
Just Salad's Chief Sustainability Officer at Mastercard's NYC offices.

WASTE

We're committed to supporting the transition to a modern circular economy. Within the food service industry, this means addressing food waste and reliance on single-use items like to-go containers, condiment packets, napkins, and plastic utensils.

Currently:

- The food service sector generates over 17 million tons of food waste per year, representing over 27% of all food waste in the United States, excluding industrial food waste.¹⁰
- Nearly nine million tons of single-use food service items are used every year – equivalent to the weight of 25 Empire State Buildings.¹¹



¹⁰ 2018 Wasted Food Report, US EPA, November 2020. https://www.epa.gov/sites/default/files/2020-11/documents/2018_wasted_food_report.pdf

¹¹ Reuse Wins, Upstream, 2021. <https://upstreamolutions.org/reuse-wins-report>

WASTE

Waste Auditing

A crucial first step in achieving zero waste and Scope 3 emissions reductions is a waste audit. In a waste audit, a typical day's trash is opened, sorted, and weighed to see what is being thrown away and identify additional opportunities to recycle, divert, or reduce materials. In 2021, Recycle Track Systems (RTS) conducted waste audits at a subset of our NYC locations to give us an objective evaluation of our waste management practices and identify opportunities for improvement

The audit results are summarized below and in Figure 2. Of the total waste generated:

- **85% was successfully diverted from landfills.** That included diverted organics (food waste and compostable packaging), which accounted for 74% of total waste, and diverted cardboard, which accounted for 11% of total waste
- **An additional 7% could be diverted from landfills.** That includes undiverted organics (5% of total waste) and undiverted recyclable metal, glass, paper, and plastic materials (2% of total waste). If these waste streams were successfully diverted from landfills, we would achieve a 92% waste diversion rate.
- **8% could not be diverted from landfills.** That includes waste that cannot be recycled or composted, like bathroom trash and non-recyclable thermal receipt paper.

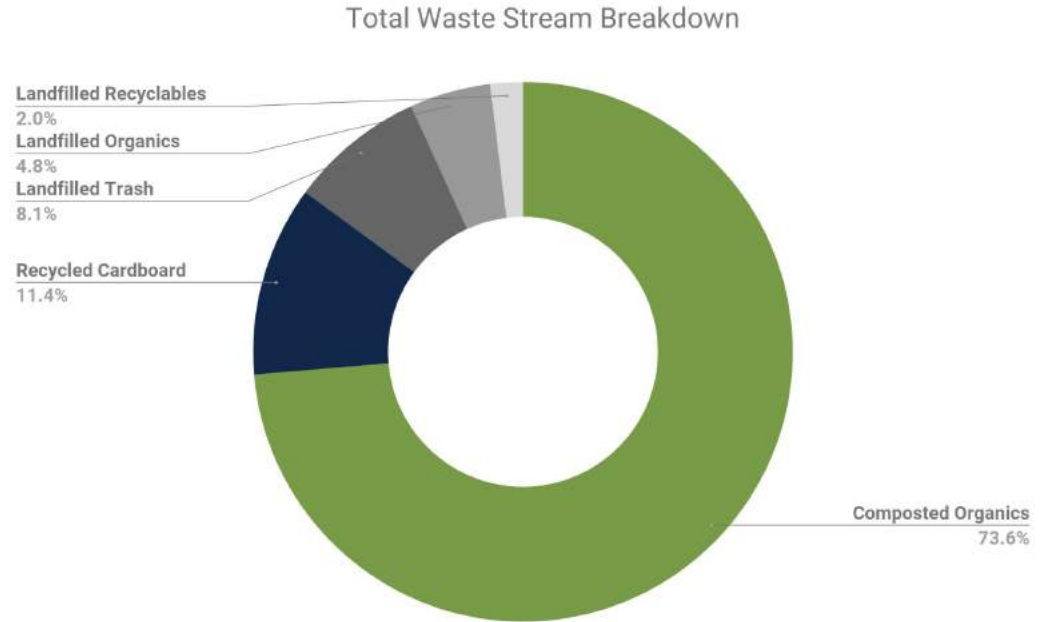


Figure 2. Breakdown of total waste generated on the day of audit at one of our NYC locations

WASTE

Waste Auditing *(continued)*

To address receipt paper in this waste stream, we subsequently switched to 100% recyclable BPA/BPS-free EcoChit receipt paper. EcoChit is Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC) certified.

By implementing all recommendations from these waste audits – including continued training and education of store teammates in recycling and organics separation – we have a clear pathway to landfill diversion rates as high as 92% to 94%.



WASTE

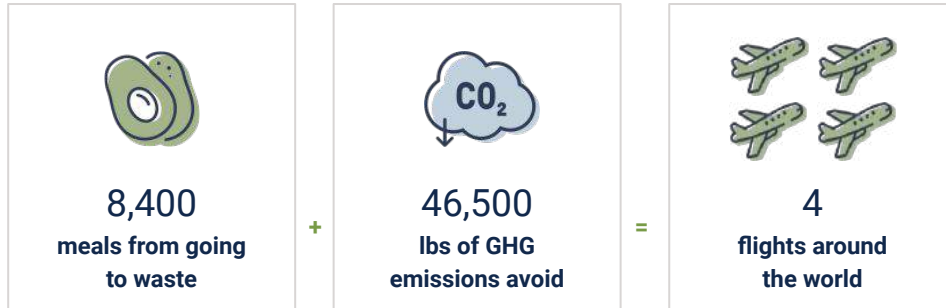
Food Waste Reduction

Our employees diligently track our hot food waste at the end of each day. This valuable information allows us to align the amount of food we purchase with the amount of food we're using. Additionally, we prepare food in small batches to maximize freshness and minimize food waste. When we do have surplus prepared food at the end of the day, our stores can ensure that food is recovered through our partnerships with the following companies and organizations:

Surplus Food Recovery

In 2021, we were among the first New York City restaurant chains to partner with **Too Good To Go**, a food surplus app that allows guests to purchase items that would typically go to waste at the end of the night at a discounted price. Beginning with three pilot locations in March 2021, we expanded the program to over 30 stores in New York, Philadelphia and Chicago over the course of the year.

In 2021, Just Salad customers in the Too Good To Go platform saved...



See this testimonial video for more information on our partnership.

WASTE

In late 2021, we also launched a pilot partnership with food surplus recovery app, **Lovvett**, at our Pembroke Pines, Florida location.

Additionally, we donated over 700 pounds of food through partnerships with the following community organizations in 2021:



UniFeeds



WASTE

Composting & Recycling

Composting programs help us significantly reduce methane emissions associated with sending organic waste to landfills. The majority of our food scraps are generated during the prep process in our kitchens, where composting is in place across our New York and Chicago markets.

In dining areas, we continue to install waste bins that contain separate compartments for customers to dispose of leftover food and compostable packaging, both at new stores and existing locations wherever possible.

Additionally, we sought new ways to make our composting program more impactful. We supported local, micro-hauling solutions by entering into a pilot partnership with Peat in early 2022. Peat utilizes a network of bikes and electric vehicles to transport food waste from our locations to their facilities, where it is composted and used in mushroom farming. We look forward to reporting the impact of this program once data is available.

Electronic waste, or e-waste, is a growing waste stream that is often mismanaged: Less than 20% of e-waste is formally and safely recycled.¹² To address e-waste from our stores, we partnered with **Revivn**, a hardware lifecycle management platform that allows us to either recycle our electronics or donate them to those who otherwise lack access.



¹² UN report: *Time to seize opportunity, tackle challenge of e-waste*, UN Environment Programme, 2019. <https://www.unep.org/news-and-stories/press-release/un-report-time-seize-opportunity-tackle-challenge-e-waste>

PACKAGING

Our goal is to create the most convenient waste-free ordering experience for our customers. Our approach centers on reusable packaging solutions, like our signature Reusable Bowl program, and other waste reduction initiatives, including our utensil opt-out for delivery and pickup orders, which comes with a \$0.10 discount.

PACKAGING

Our Reusable Bowl Program

Modern, circular reusable solutions are some of the most effective ways to prevent packaging waste from going to landfills because they displace the need for single-use items entirely. Just Salad has offered reusable bowls since the opening of our first location in 2006, making us home to one of the longest running reusables programs in the US restaurant industry. As our company grew, we ensured that our reusable bowl program grew with us, making Just Salad the first US restaurant chain to offer reusables at scale. In 2021, we launched a pilot program offering customers a way to access reusable bowls for online pickup orders. Here are the details on our current reusable bowl programs:

MyBowl

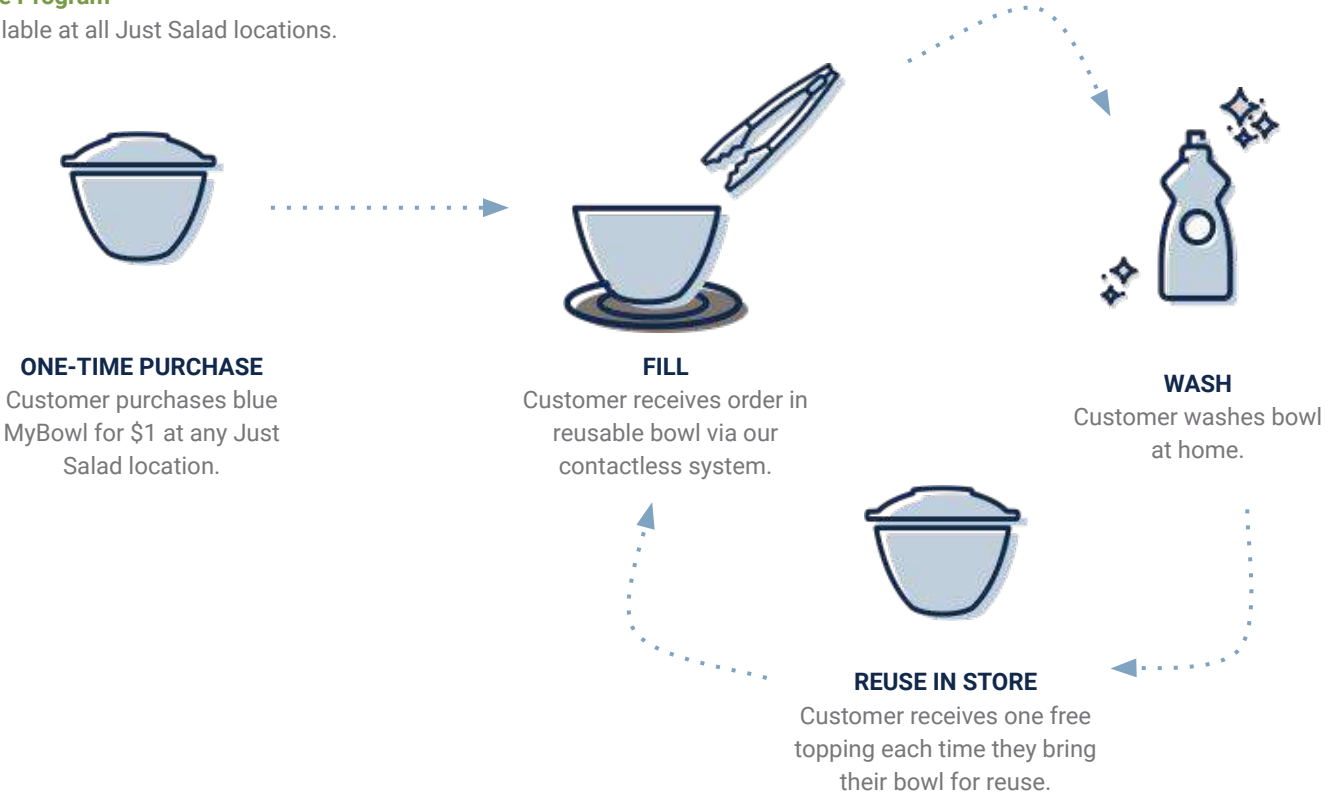
Established in 2006, our reusable MyBowl program is available for on-premise ordering at all Just Salad locations. In our MyBowl program, customers purchase our signature blue bowl for \$1 and reuse it every time they come back to the store. In addition to avoiding single-use container waste, customers receive one free topping every time they reuse their MyBowl. In 2021, our reusable bowl program was a finalist in the **Reusies National Reuse Awards** under the “Fan Favorite Reuse Company” category. As a result of this program, over 3 tons of single-use plastic bowl waste was avoided. If all those single-use plastic bowls were stacked on top of one another, they would be over 15 times taller than the Empire State Building



PACKAGING

MyBowl: In-Store Program

Since 2006. Available at all Just Salad locations.

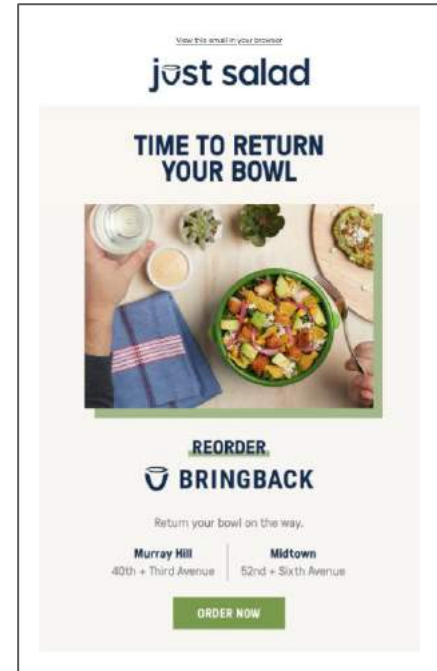
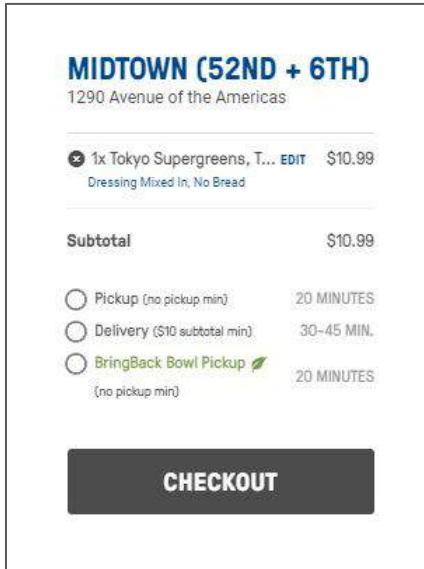


PACKAGING

BringBack

In response to customer demand for access to reusables for online ordering, we created the BringBack program. In this program, customers can choose to receive their online pickup order in a green reusable bowl and return it to a Just Salad location, where we take care of the washing. We launched BringBack as a pilot program in early 2021 at our **Murray Hill (3rd Ave)** location and expanded the program to our **Midtown (52nd + 6th)** location. Initial analysis of our pilot program showed that BringBack customers order from our locations twice as frequently per week compared to non-BringBack customers. As we scale our BringBack program, we plan to make it available on our mobile app.

The BringBack ordering experience as seen on orderjustsalad.com



PACKAGING

BringBack: Online Pickup Program

2021 Pilot. Available on [orderjustsalad.com](https://www.orderjustsalad.com) pickup orders at Murray Hill (3rd Ave) and Midtown (52nd + 6th).



PACKAGING

Increasing the Cultural Relevance of Reuse: Environmental Psychology + Influencer Partnerships

We are always looking for innovative ways to inspire more customers to participate in our reusable packaging programs. To better understand how consumers perceive and engage with reusable solutions, our team met with Anna Keller, a PhD candidate in Environmental Psychology at the University of Central Lancashire, who has published research on the various stages of behavior change during an individual's transition from single-use to reusable cups.¹³

Utilizing the methodology of Keller's study, we surveyed our customers to get a sense of where they are in their shift from single-use to reusable packaging. Our survey showed that 65% of our customers were interested in using fewer single-use containers, but either have not started reducing, did not know how, or didn't think it was possible. To help demonstrate the ways our customers can reduce their single-use packaging waste at Just Salad, we enlisted the help of eco-rapper and content creator, Hila the Killla. We believe that influencer partnerships can give reusables the cultural relevance they need to achieve mainstream adoption.



¹³ Anna Keller, Jana Katharina Köhler, Charis Eisen, Silke Kleihauer, Daniel Hanss, "Why consumers shift from single-use to reusable drink cups: An empirical application of the stage model of self-regulated behavioural change," *Sustainable Production and Consumption*, Volume 27, 2021, Pages 1672-1687, <https://doi.org/10.1016/j.spc.2021.04.001>.

PACKAGING

Benefits of Reuse: Life Cycle Analysis

In 2021, Just Salad partnered with the New York State Pollution Prevention Institute at Rochester Institute of Technology to conduct an ISO compliant **life cycle assessment (LCA)** to compare environmental impacts of our reusable MyBowls against single-use fiber bowls. The LCA focused on the global warming and water consumption impacts associated with each bowl type at each stage of its life cycle, including:

- Raw material extraction
- Manufacturing
- Packaging and distribution
- Single-use or reuse
- End of life recycling, composting, or landfilling

Key Finding: The LCA showed that on average, our reusable MyBowl results in lower global warming (greenhouse gas emissions) and water consumption impacts than disposable fiber bowls after just two uses.*



**These findings reflect average life cycle analysis results. For more discussion of the data assumptions and calculations, see the full LCA report that will be available to the public on or about April 30, 2022, and accessible on our website: <https://justsalad.com/reusablebowl>*

PACKAGING

Benefits of Reuse: Life Cycle Analysis

One of our main goals was to understand the “break-even point” of reusables and disposables. In other words, we wanted to find out how many times a customer needs to reuse their bowl to have a lower impact than the same number of uses of a disposable bowl. The LCA showed that on average, our reusable MyBowl results in lower global warming (greenhouse gas emissions) and water consumption impacts than disposable fiber bowls **after just two uses**.*

On average, with each wash and reuse of our MyBowl, these benefits grow in comparison to each use and disposal of a fiber bowl. For example, after three uses, the MyBowl’s global warming impact is equivalent to 42% of the impact of the fiber bowl. After four uses, the MyBowl’s impact drops to 34% of the impact of the fiber bowl (Figure 3). For water consumption, the MyBowl’s impact after three uses is equivalent to 55% of the impact of the fiber bowl, while after four uses, its impact drops to 46% of the impact of the fiber bowl (Figure 4), on average.

Normalized Average Life Cycle Impact

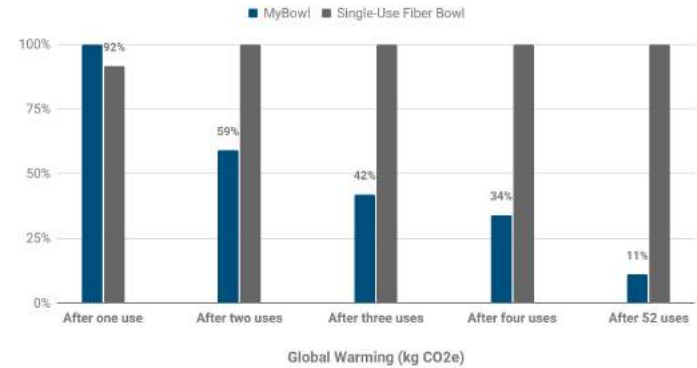


Figure 3. Normalized average life cycle global warming impact (measured in kg CO₂e) of MyBowl and single-use fiber bowls. Note: Graph was generated using break-even data from the LCA report.

Normalized Average Life Cycle Impact

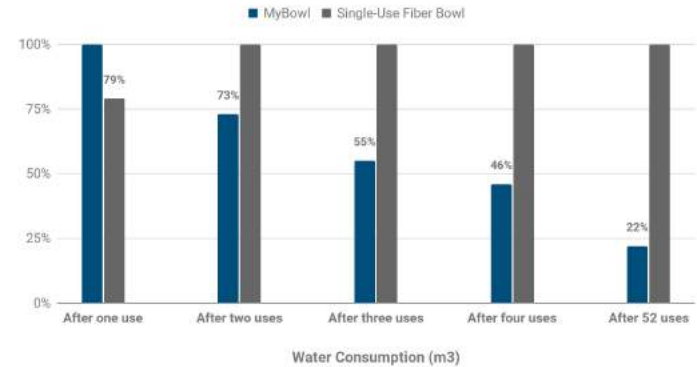


Figure 4. Normalized average life cycle water consumption (measured in m³) of MyBowl and single-use fiber bowls. Note: Graph was generated using break-even data from the LCA report.

*These findings reflect average life cycle analysis results. For more discussion of the data assumptions and calculations, see the full LCA report that will be available to the public on or about April 30, 2022, and accessible on our website: <https://justsalad.com/reusablebowl>

PACKAGING

Benefits of Reuse: Life Cycle Analysis

Based on the data in the LCA, in our opinion, our reusable bowl is a powerful way for our customers to reduce greenhouse gas emissions and water use associated with their meal. Based on the LCA data shown in Figures 3 and 4, a customer who washes and reuses their bowl once per week for an entire year could create 89% fewer greenhouse gas emissions and use 78% less water, on average, compared to the same number of uses of disposable fiber bowls.

On average, reusing a MyBowl once per week for a year results in

89%

fewer greenhouse gas emissions

and

78%

less water consumption...



...compared to using disposable fiber bowls.*



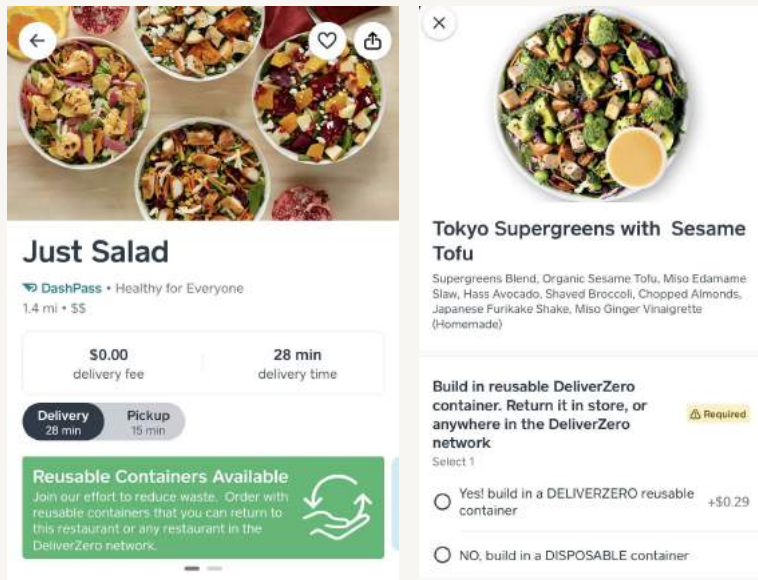
*Based on normalized average life cycle greenhouse gas emissions (measured in kg CO₂e) and water consumption (measured in m³) of MyBowl and single-use fiber bowls. Note: Generated using break-even data from the LCA report.

PACKAGING

Third-Party Delivery

As part of our goal to make everyday sustainability possible, we believe it's important to offer multiple ways for our customers to access reusable packaging solutions. In addition to our Bringback and MyBowl programs, we partnered with **DeliverZero** to offer reusable containers for pickup and delivery orders on DoorDash and Caviar. Beginning in Q4 2020 as a pilot at our Park Slope (7th Ave) location, we have since expanded the program to four other locations in New York: Yorkville (83rd + 3rd), Upper West Side (Broadway), Greenwich Village (E 8th St), and Flatiron (Park Avenue South).

Through DeliverZero, customers can choose to have their order built in a reusable DeliverZero container. Then they can return it to the Just Salad location they ordered from or any store within the DeliverZero network.



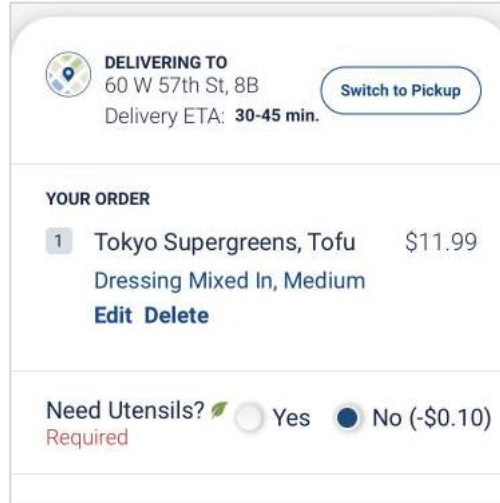
The DeliverZero ordering experience as seen within the Caviar app

PACKAGING



Bring Your Own Cup

In 2021, we relaunched our Bring Your Own Cup (BYOC) program for smoothie orders, which gives our customers the choice to bring their own reusable cup for smoothies and avoid single-use paper cups.



Single-Use Utensil Opt-Out

On the Just Salad app and orderjustsalad.com, we require customers to indicate yes or no for disposable utensils. This allows customers to request utensils only when they are truly needed. We also offer a \$0.10 discount on delivery orders that opt-out of utensils. **In 2021, the utensil opt-out feature on orderjustsalad.com avoided over 2,200 lbs of unnecessary waste.**



Dine-In Bowls

Often in the fast casual restaurant industry, customers receive their orders in disposable packaging even if they plan to dine on site. That's why we continue to introduce dine-in bowls at locations with sufficient seating capacity.

PACKAGING

Disposable Packaging

While we encourage customers to participate in our reusable bowl program, we also aim to source single-use foodware products that can be diverted from landfills at end-of-life (Table 2). Excluding our reusable bowls, an estimated 92% of our food service packaging is made from recycled and/or renewable materials, and 90% is recyclable and/or compostable.

Table 2. Examples of single-use packaging materials offered

Packaging	Material	End of Life
Fiber Salad Bowls & Lids	Bagasse, an upcycled byproduct from sugarcane production	<u>Certified</u> compostable in industrial and home composting.
Fiber Dressing Cups		<u>Certified</u> compostable in industrial facilities
Napkins	100% recycled paper	Compostable
Plant-Based Forks	Agave fibers and resin, upcycled byproducts from tequila production	<u>Meets ASTM standards</u> for degrading over 90% in the first 100 days in simulated landfill conditions
Plant-Based Straws	Reed plant stems, USDA certified as 100% bio-based	<u>Certified</u> compostable in industrial facilities
Delivery Bags	100% recycled paper, FSC and Rainforest Alliance certified	Recyclable and/or compostable
Paper Smoothie Cups	98% domestically-sourced, SFI certified paper; 2% PE wax	Recyclable in certain municipalities due to wax lining

* Packaging information is based on suppliers used in 2021, which may be subject to change.

ENERGY

Energy Efficiency

We track and evaluate the energy use per square foot of all of our restaurants every month. By closely monitoring our energy performance, we are able to identify and address any issues causing above-average energy use. Our locations tend to consume less energy per square foot than reported national restaurant industry averages, due in part to the fact we do not use energy-intensive appliances like fryers.⁶ Additionally, we are actively working to lower our energy consumption through efficiency efforts.

Increasing energy efficiency is a win-win, supporting Scope 2 emissions reductions while delivering financial savings. In 2021, 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. Under this partnership, Budderfly invests its own capital in 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

In return, they bill us a negotiated amount that reflects a discount to historical energy usage at the pilot locations, while keeping some of the savings to recover invested capital and operational costs.

Our work with Budderfly reduced the average annual energy consumption across participating locations by around 7%, or almost 38,000 kWh. As a result, almost 27 metric tons of CO2 emissions were avoided in 2021.⁷ In some months, energy consumption was reduced by as much as 20%. We will continue to seek additional modifications to reduce our energy usage, with the goal of consistently achieving reductions of 25% or more at each location.

⁶ *Managing Energy Costs in Restaurants*, National Grid. https://www9.nationalgridus.com/non_html/shared_energysave_restaurants.pdf

⁷ *Greenhouse Gas Equivalencies Calculator*, US EPA. <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

ENERGY

Clean Energy

Currently, only around 20% of utility grid electricity is generated using renewable energy.⁸ The reality is that unless utilities use 100% renewables to make electricity, there is no way to determine whether the grid electricity we rely on is generated from renewables, fossil fuels, or any other energy sources. As part of our Scope 2 emissions reduction strategy, we will evaluate options to source renewable energy in the future, including directly purchasing renewable energy or offsetting our energy consumption through Renewable Energy Credits (RECs). In the meantime, through our partnership with **Ampion Renewable Energy**, we are supporting the deployment of community solar projects and the transition to an electric grid powered by clean energy.

In 2021, we enrolled six of our Chicago locations in Ampion Renewable Energy's Community Solar program. Through this partnership, we subscribe to shares of grid-connected community solar farms and in return, receive discounts on our utility bills for the renewable energy sent to the grid. Our Chicago locations are subscribed to Marengo Solar Farm in Marengo, IL and Mt. Morris Solar Farm in Polo, IL, both of which connect to Commonwealth Edison's electric grid. Our subscription represents 270,000 kWh of annual clean energy production, which is equivalent to the emissions from over 21,000 gallons of gasoline consumed or the carbon sequestered by 3,200 seedlings grown over 10 years. We have also enrolled several of our New York locations in Ampion's program and look forward to supporting local community solar deployment once our subscriptions are finalized.



⁸ Short-Term Energy Outlook, US Energy Information Administration, February 2021. <https://www.eia.gov/outlooks/steo/report/electricity.php>

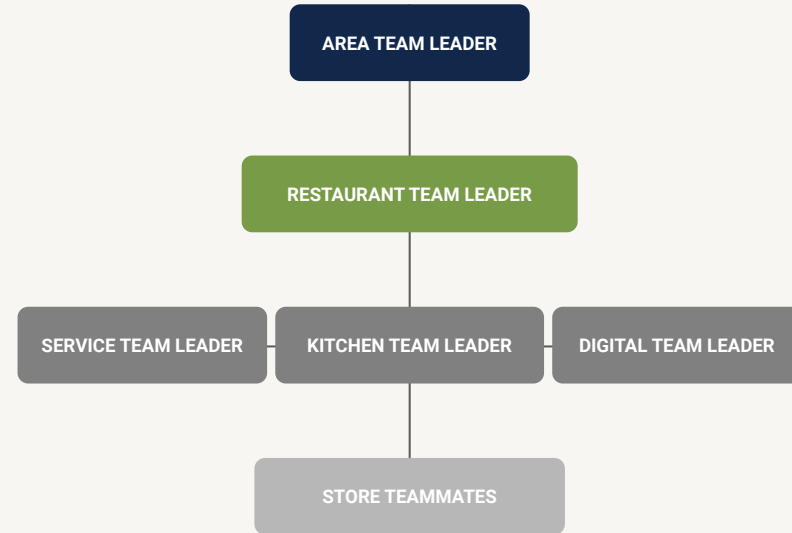
PEOPLE & CULTURE

Achieving our sustainability goals requires a strong company culture. At Just Salad, one keystone of our culture is promoting from within. This supports a number of objectives, including longer tenures, upward mobility, and a shared understanding of our sustainability agenda. As of 2021, the average tenure of our restaurant management team was 4.1 years.

Just Salad teammates receive competitive compensation and benefits including:

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

Just Salad Career Path



PEOPLE & CULTURE

We also provide specialized training for our store teammates on topics related to our mission to make everyday health and sustainability possible. In 2021, we held five sustainability-themed training sessions covering everything from food waste recovery to the business case for sustainability.

We also learned from outside experts: Jennie Romer, author of *Can I Recycle This?* and an expert on plastic pollution policies, and Michelle Li, founder of *Clever Carbon*, delivered one-hour trainings to our team.



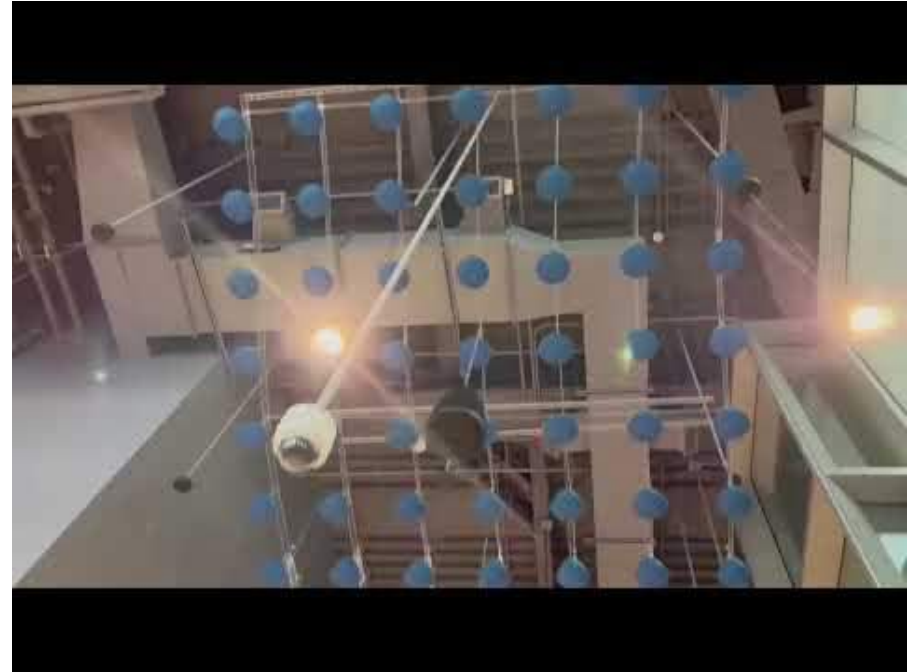
BUILT ENVIRONMENT

We apply a sustainability lens to the design and procurement phase of new store construction and renovations.

For restaurant booths in new stores, we have switched to woven fabric instead of vinyl backs. The woven fabric is GREENGUARD Certified, meaning that it meets third-party chemical emissions standards relating to volatile organic compounds (VOCs), aiding in the creation of healthier indoor environments and reducing the risk of chemical exposure.⁹ It also holds a Silver rating under Facts, a sustainability certification program for commercial textiles.

For our table tops, we have partnered with a vendor sourcing wood only from companies certified by the Forest Stewardship Council. FSC certification ensures the wood used for our table tops is harvested sustainably by setting standards that promote responsible forest management and help mitigate the effects of climate change.

With respect to interior design, we seek to repurpose existing materials instead of purchasing new ones. For example, we used reusable bowls from our inventory to create a decorative ceiling hanging (shown at right) at our store at 55 Broadway in New York City.



Our 55 Broadway location uses Just Salad reusable bowls as decor, reflecting our desire to repurpose materials and reduce our impact.

⁹ UL GREENGUARD Certification Fact Sheet, UL. <https://www.ul.com/resources/ul-green-guard-certification-program#>

BUILT ENVIRONMENT

Embodied Carbon

Our Construction and Sustainability teams use the **Embodied Carbon in Construction Calculator (EC3)** tool to make procurement and design decisions that minimize the embodied carbon of our stores. Embodied carbon refers to the emissions associated with producing building materials like tiling, lumber, and paint.

Our preliminary EC3 modeling has found that we could feasibly reduce embodied carbon in our store interiors by over 70%. According to the model, using lower embodied carbon alternatives for our paints and sound-absorbing ceiling treatments (referred to as acoustical ceilings) could deliver some of the largest reductions.

The EC3 tool allows us to weigh embodied carbon against aesthetics, maintenance, and investment when choosing finishes and materials. All data compiled to date is being used as our baseline for comparison as our next generation store prototype is being finalized and we are focused on significantly improving our emissions.



Our storefront signage at our 315 Madison location utilizes reclaimed wood and highly durable, recyclable fiber cement panels.

OUR 2021 PARTNERS

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ABOUT JUST SALAD

Just Salad is a fast-casual concept with a mission to make everyday health and sustainability possible. The brand serves craveable, accessible, plant-centric meals with homemade dressings, batch-cooked proteins, from-scratch recipes and prepped-daily produce. Empowering customers to “Eat with Purpose,” Just Salad is home to the world’s largest restaurant reusable program and the first U.S. restaurant chain to carbon label its menu and offer a Climatarian menu. The company was founded in 2006 and has over 50 locations across New York, New Jersey, Florida, Illinois, Pennsylvania, and North Carolina, as well as 10 ghost kitchens in Dubai.



A person wearing a white lab coat is holding a blue Just Salad bowl. The bowl has the 'just salad' logo on it. The background is a bright, out-of-focus indoor setting.

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just salad