

PEOPLE, PLANET, BURRITOS

ESG IMPACT REPORT – JULY 2025

TORTILLA
BURRITOS *and* TACOS



CONTENTS

3	Welcome
4	A message from Andy Naylor, CEO
5	Spilling the beans
7	Sustainable Development Goals
9	2023 / 2024 highlights
10	Planet
26	People
39	Corporate governance



WELCOME TO TORTILLA'S BI-ANNUAL ESG IMPACT REPORT!

We're excited to take you behind the scenes of our sustainability journey, sharing what we've been up to, what we've achieved, and what's coming next.

Every couple of years, we'll keep you in the loop with updates like this one. Our amazing team, guided by our leadership, is driving real change at Tortilla, and we want to take you along for the ride.

This report covers the activities undertaken within our 2024 financial year, as well as the last three months of 2023. Let's dive in!



A MESSAGE FROM ANDY NAYLOR, CEO



ANDY NAYLOR

CHIEF EXECUTIVE OFFICER

WELCOME TO TORTILLA'S 2025 ESG IMPACT REPORT. WHERE SUSTAINABILITY MEETS FLAVOUR.

Over the past year, we've wrapped up more than just burritos; we've wrapped in big commitments to people, planet, and purpose. From installing 148 solar panels at our Central Production Unit, to maintaining zero waste to landfill across all UK sites, we're proud to say that our environmental footprint is getting lighter, without sacrificing a single bite of flavour. Our journey to Net Zero by 2045 is well underway, and we were pleased to report an 18.5% reduction in our market-based emissions compared to our baseline 2022 year.

AS WELL AS GROWING A SUSTAINABLE BUSINESS, WE WANT TO ENSURE THAT OUR PEOPLE AND COMMUNITIES GROW AND THRIVE ALONGSIDE US.

In 2024, we acquired our largest European competitor in France, welcomed nearly 80,000 new Burrito Society app users, and gave away £50,000+ in community treats (including

**“
WE'RE PROVING THAT DOING
GOOD AND SERVING GREAT
FOOD GO HAND IN HAND.”**

27,000 free mains on National Burrito Day!). Through our fundraising efforts, we were proud to raise over £21,000 for our mental health charity partner, CALM. We also doubled down on our team commitments, expanding leadership training, rolling out apprenticeships, and celebrating our very first *Burrito Masters* in a fiery, wrap-off finale.

THIS REPORT BRINGS TOGETHER ALL THE INGREDIENTS THAT MADE 2023 AND 2024 SUCH AN IMPACTFUL PERIOD.

Whether seeking sustainably sourced alternatives, driving community-driven campaigns, or empowering our employees, we're proving that doing good and serving great food go hand in hand. I'd like to thank you for staying with us on this journey, and we look forward to reporting back on our ongoing progress in the years ahead.

Thanks,

Andy

SPILLING THE BEANS

Tortilla is more than a meal - it's an experience. Bold, vibrant, and full of flavour, we turn everyday eating into something customers genuinely look forward to. Our fresh customisable menu hits the sweet spot between health, convenience and craveability... all delivered with a playful vibe that sets us apart in the fast-casual space. This is a brand people don't just choose, it is a brand they return to. Scalable, relevant, and emotionally resonant, Tortilla is built for long-term growth in a market hungry for exactly what we offer.



1.3K+
TEAM

23 HANDMADE
TOPPINGS AND FILLINGS



6.7 MILLION
MAINS SERVED IN 2024



4.4 MILLION
BURRITO COMBINATIONS



117 STORES
WORLDWIDE (SEE STORES ON NEXT PAGE)

OUR STORES



117

SITES WORLDWIDE

- 65 Group-operated Tortilla sites
- 3 Group-operated Chilango sites
- 7 UK franchise sites (SSP Group plc)
- 5 UK franchise sites (Compass Group plc)
- 10 franchise sites across the Middle East
- 13 Group-operated Fresh Burritos sites across France
- 14 France franchise sites



SUSTAINABLE DEVELOPMENT GOALS

Tortilla are supporters of the United Nations Sustainable Development Goals (UN SDGs), a set of international targets that aim to unite governments, businesses, and non-governmental organisations to address some of our biggest global challenges, including poverty, inequality, and climate change.

At Tortilla, we have chosen five SDGs to align with:



SDG 2: END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE

- Our menu is hand-made from whole foods, boasting fresh ingredients that leave our guests feeling full and nourished.
- We support local and charitable communities in the global fight against hunger. For every new restaurant opening (2 new stores opened across the UK and 2 in the Middle East in 2024) we run free community lunches (2x 2-hour sessions in the week before opening) to support local communities, as well as offer food donations to local homeless shelters.



SDG 3: ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

- We feed our customers and team great tasting, fresh quality food that supports a healthy balanced diet, with a free meal for team members on duty.
- We commit to promoting plant-based eating in our restaurants. 70% of our ingredients are vegan, and we add new options every year.
- Our team are provided with access to online mental health support and regular team-building events to foster employee wellbeing.
- Since 2022, all employees have had access to an Employee Assistance Programme (EAP) through our employee benefits and rewards platform.



SDG 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

- We remain dedicated to the responsible sourcing of quality ingredients, our largest indirect environmental impact.
- Through our longstanding supply chain partners, we have visibility of the origin and standards of the products we purchase.
- As a result of training and increased waste segregation, we continue to see success in minimising food waste, across both the UK and France, with food waste below 1.4% of our sales in the reporting period.
- Additionally, we are proud to partner with 'Too Good to Go' to reduce food waste further, and we plan to extend this to our business in France in 2025.



SDG 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS

- We completed our second and third-year Greenhouse Gas (GHG) emissions calculations, tracking progress against our 2045 Net Zero target date.
- We analysed physical and transitional risks from climate change for our UK sites and plan to do this for our French sites.



SDG 15: PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS

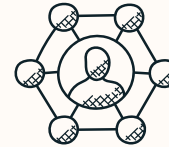
- Through our supply chain and procurement partners, we do everything in our power to ensure we only source ingredients from sustainably managed forests and farms. This includes committing to no deforestation for deforestation-linked commodities (directly sourced) and supporting suppliers' transition to nature-based solutions, aimed at bringing back biodiversity and reducing harm.

2023 / 2024 HIGHLIGHTS



PLANET

- Installed **148 solar panels** at our central production unit.
- Installed **Smart Sockets** across 62 out of 68 managed sites in the UK.
- Completed our **third year full GHG emissions calculation** – Net Zero target date 2045.
- Maintained **0% waste to landfill** at all managed sites in the UK.



PEOPLE

- We acquired our largest European **Competitor in July 2024**, welcoming thousands of people into our stores across the Channel since then!
- **79,428 new users** joined between August–December 2024, supported by app promotions and rewards.
- **£50,000+ in Community Giveaways**, which included 27,000 free mains on National Burrito Day and thousands of other treats like guac, drinks, and chips & salsa.
- **£21,952 Raised for CALM** through a combination of corporate donations, customer campaigns, and creative initiatives like the “62 Miles in October” challenge.
- **Student & University Outreach** by attending freshers’ fairs across UK universities, offering free merchandise and app sign-ups.



CORPORATE GOVERNANCE

- **20+ policies** in our employee handbook, including Code of Conduct and anti-bribery, which 100% of employees are required to sign-off on during onboarding.
- Completed a **full security review** of our customer platform, GDPR-compliant processes, in addition to regular phishing simulations, and annual penetration testing.
- **Clearly communicated whistleblowing policy**, which is reinforced through signage, onboarding, and quarterly reminders.
- **ESG Committee established** with cross-functional reps.
- UK Board includes **3 women and 1 person of colour**.
- **51% of management roles** are held by women.
- Half of our team is **under 25 years of age**.

PLANET



MAKING GREAT TASTING BURRITOS
THAT DON'T COST THE EARTH.

TORTILLA'S JOURNEY TO NET ZERO 2045

We recognise that, like all businesses, we have a responsibility to play our part in the global effort to combat climate change. This means setting credible emission reduction targets, backed up by meaningful action.

In 2022 we assessed our full Scope 1, 2 & 3 emissions for the first time and set ourselves the target to hit Net Zero emissions by 2045, five years ahead of the UK government's Net Zero strategy. This requires us to calculate and report our total operational and value chain emissions annually, across all areas of the business, from the way our employees travel to work, to the food we buy and throw away.

Since then, we have updated our comprehensive emissions calculations each year to assess our progress against our carbon reduction strategy, highlighting

our emissions hotspots and monitoring the impact of our carbon reduction efforts over time. With the acquisition of our largest European competitor, we updated our 2022 emissions baseline to accurately reflect the increased size of our business as we move forward.

We are pleased to see that our total group emissions are going in the right direction, with an 18.5% reduction in total market-based emissions in 2024 compared to our 2022 baseline. This is primarily driven by a reduction in emissions from purchased goods and services:

kWh	GHG Group Total emissions(tCO2e)		
	2022*	2023	2024
Total Gross Emissions (Location-based)	32,377.76	25,538.76	24,339.36
Total Gross Emissions (Market-based)	31,657.61	24,564.26	25,802.31**

WHAT'S IN OUR CARBON FOOTPRINT?
SCOPE 1 emissions are the emissions that we produce directly. This is predominantly the gas used to power our stores and Central Production Unit, which account for around 0.2 per cent of our total market-based carbon emissions.

SCOPE 2 emissions are emissions we generate indirectly, such as the electricity we purchase for our sites. These emissions account for 11.3% per cent of our total market-based emissions.

SCOPE 3 encompasses emissions produced from up and down our value chain and comprise the vast majority (88.5%) of our total emissions. These emissions are not produced by Tortilla or our direct activities, which limits our influence over this area. However, we are encouraged by a reduction in Scope 3 emissions from our 2022 baseline.

* Rebaselined to include our acquisition of our largest European competitor, in line with GHG Protocol.
** Figure does not take into account our renewable energy purchasing to align with our statutory reporting which did not take account of our renewable energy procurement for 2024.

SCOPE 1, SCOPE 2, AND SCOPE 3 GREENHOUSE GAS (GHG) EMISSIONS

Scope/Category	Item	2024 Group Total tCO ₂ e	% of market- based total
Scope 1			
Stationary combustion (Gas)	Natural gas consumed	31.23	0.1%
Transport	Owned and leased vehicles	-	0.0%
Refrigerants	HVACs	22.60	0.1%
Scope 2			
Electricity (Location-based) ²	Purchased electricity, for own use (grid average)	1,445.82	-
Electricity (Market-based) ³	Purchased electricity, for own use (specific contract)	2,908.78	11.3%
Scope 3			
Cat 1: Purchased goods & services	Goods and services	18,962.84	73.5%
Cat 2: Capital goods	CapEx expenditure	690.72	2.7%
Cat 3: Fuel & energy-related activities	WTT ⁴ (Well-To-Tank) & T&D ⁵ (Transmission & Distribution losses) from electricity, gas, transport, business travel and employees commuting	481.19	1.9%
Cat 4: Upstream transport	Paid transport for goods (upstream & downstream)	984.08	3.8%
Cat 5: Waste	Waste disposal from operations	75.13	0.3%
Cat 6: Business travel	Land and air travel for business purposes	47.10	0.2%
Cat 7: Employee commuting	Employees commuting to and back from work (WTW) ⁶ & Employees working from home	1,012.01	3.9%
Cat 9: Downstream transport	Transport to customers (WTW) Deliveroo, UberEats and Just Eat	236.03	0.9%
Cat 12: End-of-life treatment of sold goods	Waste disposal and treatment of products sold (by customers)	3.03	0.0%
Cat 14: Franchises	Emissions from the operation of franchises	347.58	1.3%
TOTAL Gross Emissions (Location-based)		24,339.36	100.0%
Less emissions avoided by procurement of renewable electricity		-	
Additional emissions generated from the procurement of non-renewable electricity (residual grid mix)		- 1,462.95	
TOTAL Gross Emissions (Market-based)		25,802.31	100.00%
Less carbon offsets		-	
TOTAL Net Emissions (Market-based)		25,802.31	

² Location-based represents emissions from electricity consumption based on grid average emissions³ Market-based represents emissions from electricity consumption based on specific energy contracts⁴ WTT - Well-to-tank emissions. Emissions associated with the extraction, refinement, and transport of fuels before consumption⁵ T&D losses - Transmission and distribution losses. Emissions associated with the energy lost during the transmission of electricity through the network⁶ WTW - Well-to-wheel emissions. Includes emissions associated with the extraction, refinement, transport, and consumption of fuels

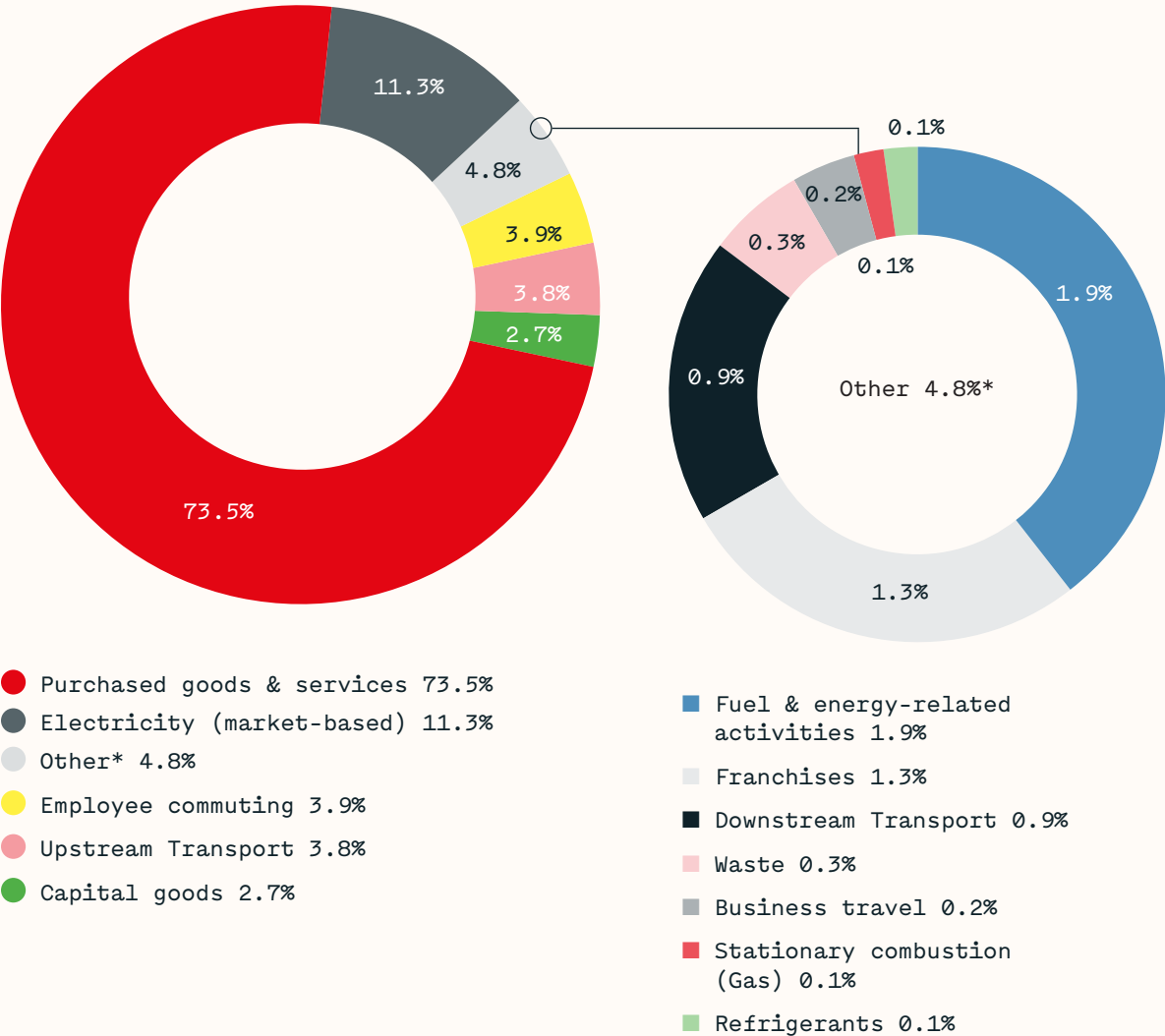
OUR GLIDE PATH TO NET ZERO

To provide a more accurate overview of our emissions, we conducted a ‘rebaselining’ of our 2022 emissions, ensuring that our total emissions and carbon reduction plan is reflective of Tortilla’s growing operations. Based on this, we refreshed our glide path to Net Zero by 2045 to include our French business. Our interim targets towards 2045 are as follows:

- **30%** reduction in Scope 1, 2 & 3 emissions by 2030
- **50%** reduction in Scope 1, 2 & 3 emissions by 2035
- **71%** reduction in Scope 1, 2 & 3 emissions by 2040
- **91%** reduction in Scope 1, 2 & 3 emissions by 2045

Our 2024 emissions already demonstrate progress against our ambitious emissions reduction targets, showing our journey to Net Zero is well underway...

BREAKDOWN OF FY2024 GHG EMISSION SOURCES



ENERGY

Simply put, we depend on energy to power our operations, from cooking our meats and veg, to lighting our restaurants. However, we recognise that energy consumption inevitably contributes to our environmental impact, which is why we remain committed to embedding responsible energy practices at our restaurants and sites.

SMART SOCKETS

Following successful trials, we installed Smart Sockets with *measurable energy* at 62 of our 68 managed sites in the UK. These sockets use machine learning technology to learn the daily routine of appliances, automatically switching off appliances when not in use, whilst collating valuable data on our total energy consumption and savings.

**Source: <https://www.ofgem.gov.uk/information-consumers/energy-advice-households/average-gas-and-electricity-use-ex>*

HARNESSING SOLAR POWER AT OUR CENTRAL PRODUCTION UNIT (CPU)

Located in Tottenham Hale, the Tortilla UK CPU cooks up some of our tastiest dishes for all UK restaurants. This allows us to maintain consistency and authentic cooking practices for our marinated meats and beans, which require longer cook times.

In 2024, we completed a project to install 148 roof mounted solar panels at our CPU, projected to generate 56,991 kWh of renewable electricity in the first year of operation. For context, this is enough electricity to meet the annual electricity demand for 21 medium UK homes*.

USING SMART SOCKETS HAS SAVED:

26,597 KWH

electricity (enough electricity to power 10 medium UK homes for a year)

3,038 KG

CO₂e GHG emissions

TOTAL ENERGY CONSUMPTION 2022 – 2024

KWH	YEAR				
	2022 (UK)	2022 (FRANCE)	2023 (UK)	2024 (UK)	2024 (FRANCE)
Electricity (Green)	4,645,203	-	4,706,059	-	-
Electricity (Brown)	1,548,401	816,159	1,568,686	6,625,980	356,974
Biogas	-	-	113,067	-	-
Natural Gas (Brown)	498,472	19,998	390,106	162,023	8,729
Total Consumption	6,692,076	836,157	6,777,918	6,788,003	365,703

“

WARNING: MAY CAUSE SPONTANEOUS HAPPINESS AND
BURRITO CRAVINGS, PROCEED TO TORTILLA ASAP. – ABI

”



GOALS:

1. Expand smart energy management initiatives to install fused spurs, to reduce energy consumption from air conditioning units and water heaters, and ensure usage is aligned more closely to the operating hours of our restaurants.
2. Assess the feasibility of installing Smart Sockets at our French sites, following the success of our UK rollout.
3. Roll out LEDs across our managed estate in France as part of the fit-out of restaurants.



ZERO WASTE TO LANDFILL

Waste remains an important part of Tortilla's environmental management approach. Following successful trials, three-way waste disposal systems were introduced to all UK stores ahead of the government's Simpler Recycling rules, which launched in April 2025. This increases waste segregation, separating food waste, general and dry mixed recycling. In France, our managed sites already adhere to strict waste segregation rules, splitting cardboard, glass, and metal in addition to food waste.

We are proud to have maintained our Zero Waste to Landfill status across all sites where we manage waste in the UK since 2020.

ELIMINATING FOOD WASTE

We are pleased to disclose that during the reporting period, food waste as a percentage of sales comprised 1% of total sales in the UK and 1.3% in France. This is significantly below the 4-10 % industry average, and an improvement on our previous UK

report. This reduction is thanks to a combination of measures, including team training on waste management, as well as our evening trade initiative in the UK. This uses shallow vats of food during evening trade, avoiding excessive volumes of food being prepared during quieter periods.

Our partnership with Too Good To Go in the UK continues to enjoy incredible success, connecting customers to restaurants with unsold food surplus. We also plan to roll this out to our French stores in the summer of 2025.

The central distribution centre in France has partnered with Phenix, a French food waste platform, to sell surplus stock nearing the end of its shelf life to end users. Users can collect this stock at short notice, helping to reduce throwaway food.



OUR PARTNERSHIP WITH NELLA CLOSES THE WASTE LOOP BY RESURFACING CHOPPING BOARDS AND RESHARPENING KNIVES AND RECYCLING AT END OF LIFE.



Between September 2023 and December 2024, we achieved:



105K
SURPRISE BAGS SAVED



95.3%
SAVED RATION



283.5 TONNES
OF CO₂E AVOIDED



141.4K
'FAVOURITES' BY USERS



£305.5K
RAISED FOR CHARITY FUND
(COST OF SALES)



4.4
CUSTOMER RATING



WATER

While our restaurants are not water-intensive, we are mindful of reducing our consumption and potential wastage. Push taps and low flush toilets are used as standard in restaurant fit outs and will also form a part of planned conversions to our managed French sites.



GOALS:

1. Roll out Too Good to Go for our restaurants in France.



Too Good To Go

2. Establish a baseline of waste going to landfill at the French sites where we manage waste.

PACKAGING SMARTER



100%
OF OUR PACKAGING IS
NOW EITHER RECYCLABLE,
COMPOSTABLE, OR REUSABLE

Since our last report, we have phased out all non-recyclable packaging, meaning that 100% of our packaging is now either recyclable, compostable, or reusable (plastic crates and plastic pots). We have also stopped referring to ‘bio-degradable’ packaging to remove any ambiguity from reporting.

In France, the need for packaging is organically reduced by the mandatory use of reusable plates, cups, and utensils in restaurants, in line with Anti-Waste Laws.

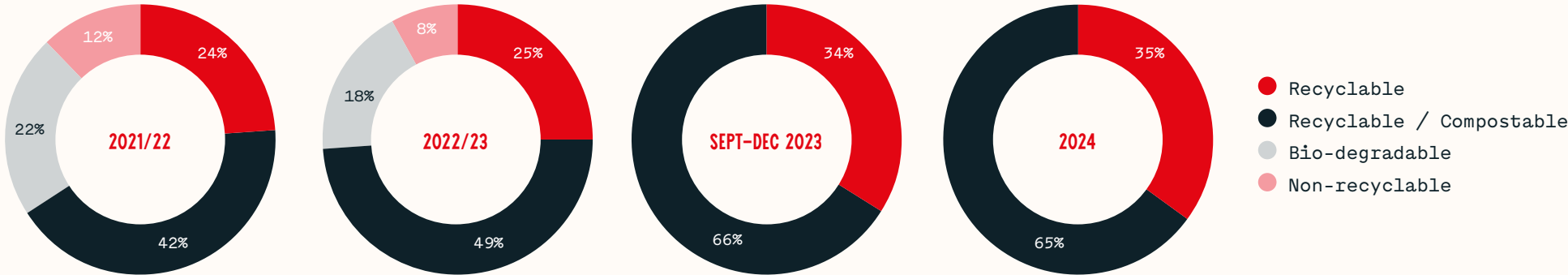
As part of the integration of our French business into the Tortilla brand, we plan to roll out the same packaging used in the UK to our French restaurants, to improve the recyclability of packaging.

The last remaining recyclable single-use plastics used in our business are drinks bottles in stores, sauce pots, lids for

bowls, lining for bowls and bags at our central production unit. We will continue to explore opportunities to phase these last items out as feasible alternatives become available.

“
THE QUALITY OF FOOD IS INCREDIBLE,
THE TEAM ARE ALWAYS SO ATTENTIVE
AND THEY HAVE AN EPIC LOYALTY APP!
MY FAVE PLACE TO GO - ABBY ”

TOTAL PRIMARY PLASTIC FOOTPRINT (UK)



PARTNERS

Our suppliers are crucial to delivering the highest standards of service and quality food to our customers, making supply chain management a crucial strategic priority for the business. Additionally, our supply chain is a key environmental focus, given that the majority of our impact stems from our purchasing activities, which comprise over 70% of our GHG emissions.

Our supply chain expanded in mid-2024, with the acquisition of Fresh Burritos in France.

Since then, we have already made progress consolidating purchasing practices. In 2025, we are continuing to merge our supply chains as part of our wider brand integration, while diversifying suppliers for local business needs where appropriate, and prioritising local sourcing.



OUR SUPPLIER PARTNERS

To make our mouth-watering menu, we are committed to sourcing only the highest quality ingredients, whilst minimising our environmental impact, and ensuring high welfare standards for animal products. This ethos is supported by our key UK procurement partners, *Equinox Solutions* and *Fresh Direct*.

- Equinox is committed to protecting biodiversity by supporting nature-based solutions, improving measurement tools for farmers, and taking a no deforestation policy on high-risk commodities. Compass continues to prioritise animal welfare and promote the 'Five Freedoms' for animals: freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury and disease; freedom to express normal behaviour; freedom from fear and distress.

Fresh Direct supports sustainable farming practices and aims to source from UK producers to reduce food miles.

Our primary French supplier partner, France Frais, also prioritises local sourcing, animal welfare, as well as the decarbonisation of deliveries to our restaurants.

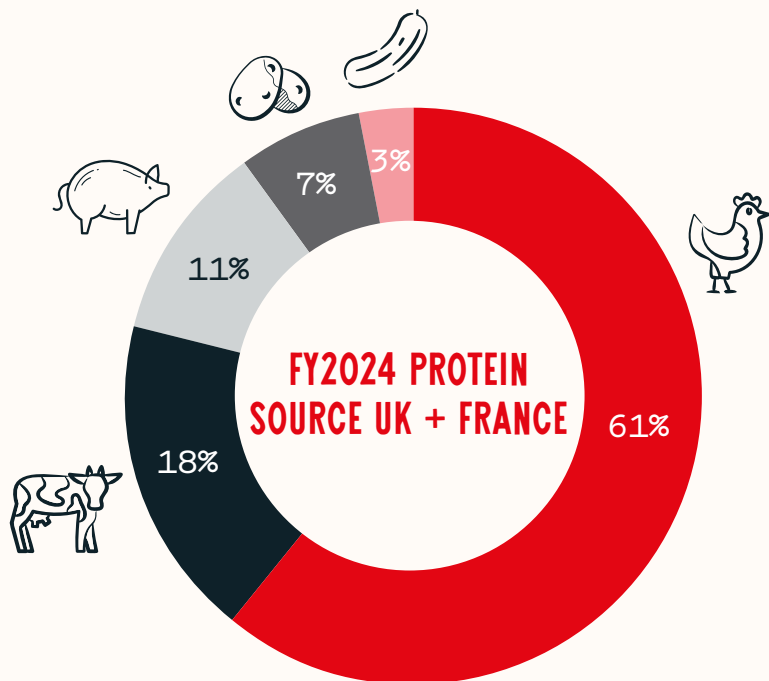
“
*TORTILLA. WHERE BURRITOS ARE BIGGER
THAN YOUR PROBLEMS AND GUAC IS
ALWAYS WORTH THE EXTRA!* - BAL ”



FARM TO FORK: ORIGINS

We continue to track the origins, certifications, and welfare standards of our food products. While we endeavour to source locally, we follow availability, quality and flavour for seasonal plant-based ingredients, notably avocados and jalapenos, to ensure our customers have great tasting ingredients, all year round.

Tortilla is part of the Better Chicken Commitment (BCC), a set of welfare standards aimed at driving the food industry towards higher welfare practices.



WE ARE STARTING TO TRACK THE PROPORTION OF PROTEIN FROM DIFFERENT SOURCES AS WE SEE INCREASED APPETITE (PUN INTENDED) FOR LOWER-IMPACT PLANT-BASED PROTEIN.



PRODUCT ORIGINS



CHICKEN

	UK	FRANCE
	KG	
FY2022*	649,244	-
SEPT-DEC 2023	202,800	22,029
2024	769,020	43,311
COUNTRY OF ORIGIN	Poland	
SOURCE	QS Welfare Standard for animal health, hygiene and welfare	



PORK

	UK	FRANCE
	KG	
FY2022*	162,645	-
SEPT-DEC 2023	40,964	-
2024	151,625	-
COUNTRY OF ORIGIN	Spain	
SOURCE	AENOR Animal Welfare Certified Spain	



CHORIZO

	UK	FRANCE
	KG	
FY2022*	33,765	-
SEPT-DEC 2023	14,820	-
2024	40,778	-
COUNTRY OF ORIGIN	Spain	
SOURCE	BRC and IFS assured production process	



BEEF

	UK	FRANCE
	KG	
FY2022*	232,086	-
SEPT-DEC 2023	55,205	13,098
2024	210,166	29,443
COUNTRY OF ORIGIN	Ireland	
SOURCE	Supplier ABP Ireland goes above industry standards of animal welfare: dedicated animal welfare officers at each site	

VEGAN MINCE
(SOY-BASED)

	UK	FRANCE
	KG	
FY2022*	-	-
SEPT-DEC 2023	23,730	3,060
2024	78,500	10,704
COUNTRY OF ORIGIN	Ireland	
SOURCE	Sustainably Sourced EU ingredients	

MONTEREY JACK /
EMMENTAL CHEESE

	UK	FRANCE
	KG	
FY2022*	154,310	-
SEPT-DEC 2023	57,312	1,963
2024	170,316	10,260
COUNTRY OF ORIGIN	UK / France	
SOURCE	-	

*2022 only covers the UK

PRODUCT ORIGINS



AVOCADO	UK	FRANCE
	KG	
FY2022*	474,980	-
SEPT-DEC 2023	157,320	461,843
2024	472,180	8,758
COUNTRY OF ORIGIN	Dependent on seasonal availability: Spain, South and Central America, and Africa	
SOURCE	Farms and packhouses comply with Global Food Safety Initiative (GFSI) certification schemes	



JALAPENO	UK	FRANCE
	KG	
FY2022*	15,963	-
SEPT-DEC 2023	5,440	-
2024	15,390	-
COUNTRY OF ORIGIN	Mexico / Peru / Morocco	
SOURCE	-	



PEPPERS	UK	FRANCE
	KG	
FY2022*	125,033	-
SEPT-DEC 2023	40,380	2,046
2024	130,925	3,074
COUNTRY OF ORIGIN	Spain / Morocco / France	
SOURCE	-	



ONIONS	UK	FRANCE
	KG	
FY2022*	254,868	-
SEPT-DEC 2023	103,217	5,430
2024	300,590	13,363
COUNTRY OF ORIGIN	Spain / France	
SOURCE	-	




RED ONIONS	UK	FRANCE
	KG	
FY2022*	163,960	-
SEPT-DEC 2023	56,740	810
2024	170,368	44,425
COUNTRY OF ORIGIN	Spain / France	
SOURCE	-	





SOUR CREAM	UK	FRANCE
	KG	
FY2022*	101,728	-
SEPT-DEC 2023	37,603	3,154
2024	172,070	98,889
COUNTRY OF ORIGIN	UK / France	
SOURCE	-	

*2022 only covers the UK

PRODUCT ORIGINS

 COURGETTE	UK	FRANCE
	KG	
FY2022*	40,998	-
SEPT-DEC 2023	13,130	-
2024	39,650	
COUNTRY OF ORIGIN	UK / Spain	
SOURCE	-	

 TOMATOES	UK	FRANCE
	KG	
FY2022*	136,085	-
SEPT-DEC 2023	104,508	5,344
2024	312,282	20,646
COUNTRY OF ORIGIN	Spain / Morocco / France	
SOURCE	-	

 GARLIC	UK	FRANCE
	KG	
FY2022*	8,470	-
SEPT-DEC 2023	4,112	178
2024	10,233	340
COUNTRY OF ORIGIN	Spain / China	
SOURCE	BRC and IFS assured production process	

*2022 only covers the UK



SUPPLIER STORIES

THICCC SAUCE

We collaborate with a number of local suppliers to bring their products into our restaurants. Thiccc Sauce was born in lockdown 2020, when its creator, Luca (aka “Big Guy”) started making small experimental batches in his mum’s kitchen, which quickly gained popularity among friends, family and online hot sauce enthusiasts. In November 2024, in the latest of several collaborations with Tortilla, *Thiccc Sauce* launched a limited edition of Tortilla Ghost Chilli Ranch mayo, established through our restaurants, which is now available on the company’s own retail platform due to its popularity.



MASAFINA

Additionally, we have teamed up with new suppliers who support our vision, including UK brand *Masafina* for our wheat tacos. Wheat is sourced from British farmers using regenerative farming techniques, inspired by the Mexican regenerative farming system known as Milpa, which has been used by Mexicans for over 5,000 years. Regenerative farming aims to boost soil health to improve soil structure, enhance water retention, foster biological activity, and minimise the use of chemical fertilisers and pesticides. Our wheat tacos also only use RSPO certified palm oil, ensuring supplies adhere to sustainability standards.



GOALS:

Our supply chain goals focus on making informed purchasing decisions to reduce our environmental impact, ensure labour rights and maintain animal welfare standards:

1. Conduct site inspections of our meat producers in partnership with our supplier, *Lamex*.
2. Eliminate palm oil from our tortilla wraps in the UK by using a palm oil free wrap recipe.
3. Transition to corn taco supplier *Masafina*, a supplier in Mexico using traditional regenerative farming techniques known as Milpa.
4. Bring our production of vegan soya mince in-house at our CPU, shortening shelf-life requirements for increased freshness.
5. Trial sourcing seasonal tomatoes from the Isle of Wight.

PEOPLE



COMMUNITY GIVEAWAYS

From August to December 2024, we welcomed a wave of new fans to the Tortilla family with our new app, **The Burrito Society**, with **79,428 new users** created across our platforms. That is nearly 80k people joining us for burritos, bowls, and plenty of rewards!

We handed out over 39,000 treats to loyal customers through our app and promotions, including:



21,302

FREE MAINS

18,683

PORTIONS OF FREE GUAC



However, our generosity didn't stop there. Between giveaways, exclusive offers, and community events, we served up over £50,000 worth of free food to customers and local communities.

We also threw some flavour-packed events for our Burrito Society members, VIPs and local fans, including the Beef Smash launch in Edinburgh, Guildford, Lincoln and Dalston in September - serving up a few hundred extra mains to celebrate in true Tortilla style.

Meanwhile we have continued to connect with our Instagram community through our Fan Fridays, spotlighting the most delicious (and often, hilarious) feedback from our close-knit community of burrito superfans.

Here is how it all added up:



5,945

FREE CHIPS & SALSA



7,063

£5 BURRITO MONDAYS
(STUDENT EXCLUSIVE)



436

BELFAST 2-FOR-1 LOCAL STORE
MARKETING



199

DALSTON VIP GIVEAWAY



10,424

HOLIDAY HAUL IN DECEMBER (FREE
DRINKS, ADD-ONS, CHIPS & SALSA)



27,000

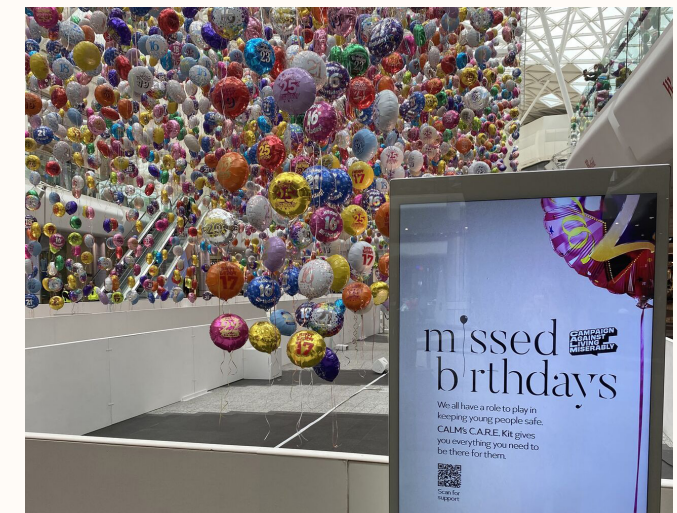
MAINS GIFTED ACROSS THE UK ON
NATIONAL BURRITO DAY!

COMMUNITY

From September 2023 to December 2024, we were proud to raise £21,952 for CALM (Campaign Against Living Miserably) - all thanks to a mix of corporate donations, in-store fundraising, and customer-powered campaigns.

Highlights included our “62 Miles in October” challenge, and the Beavertown CALM Burrito Bundle offer, which ran both in-store and via our app, combining great food, great beer, and a great cause. Our beer and burrito bundle collaboration with CALM saw 50p from each bundle sold going to the charity, with 600 bundles sold during the campaign.

It has been incredible to see our teams and customers get behind CALM’s mission to stand against suicide and support mental wellbeing. Every mile walked, burrito sold, and pound raised has truly made a difference.



We also hit the road to attend freshers' fairs at universities across the length of the UK, from Derby to Cambridge. We gave away free merch to students, spread the Tortilla love, and watched our Burrito Society app sign-ups climb (we like to think our 4.7 App Store rating says it all!).

“*BUT ON A DEEPER LEVEL, I THINK ABOUT TORTILLA ALL THE TIME, THAT JUICY PORK, THE GUACAMOLE, THE WORKERS CONSTRUCTING THE MOST BALANCED BURRITO WHERE I GET A BIT OF EVERYTHING IN EACH BITE. I'M EATING A BURRITO RIGHT NOW. I LOVE YOU.* - MIA”



GROWING OUR PEOPLE: THE KEY INGREDIENTS FOR SUCCESS

GROWING FUTURE LEADERS AT TORTILLA

Some may say we are biased, but we truly believe our teams across the business are the best: serving passion, authenticity and importantly, fun, across our restaurants, CPU and HQ.

Our people are at the heart of everything we do, which is why we are there with them every step of the way, supporting their journey from Team Member all the way to Tortilla HQ. Helping our team to grow and thrive is hugely important to us, which is why over the last year, we have made significant investment in our internal training and development for line managers and our future leaders.

All General Managers received **Giving Feedback** training at our Quarterly Business Updates, along with **Employee Relations** sessions to help them better understand their responsibilities. At regional meetings, we expanded on this further, with specific training on how to lead successful employee reviews. Moving forward, we are aiming to enhance the **formal performance reviews that we hold every six months**, by using more detailed insights gathered to shape and refine future training programmes.



In addition, **four of our General Managers are currently undertaking apprenticeships**, a fantastic step forward in their development. While all General Manager training is currently done internally (with much of it delivered online), we have significantly expanded access to **soft skills courses**, giving them more tools to lead with confidence and empathy.

For our Assistant Managers, we officially launched the Cayenne Programme, our unique career pathway designed to support their growth into General Manager roles. So far, **13 Assistant Managers or newly promoted General Managers are on the programme**, which includes **11 soft skills workshops and a business project presentation**, a great blend of learning and real-world experience.



UPSKILLING OUR WORKFORCE

Apprenticeships continue to be a valuable part of our talent strategy too:

8 SUPERVISORS
ARE ENROLLED IN LEVEL 3 HOSPITALITY
SUPERVISOR APPRENTICESHIPS

3 TEAM MEMBERS
ARE PURSUING HR APPRENTICESHIPS

2 GENERAL MANAGERS
ARE WORKING THROUGH HOSPITALITY
MANAGER LEVEL 4 MARKETING

1 LEADER
IS ON THE OPERATIONS MANAGER
LEVEL 5 TRACK

We are also gearing up to welcome a new cohort at Level 3, covering either Hospitality Supervisor or Senior Production Chef routes.



In 2024, we also continued to invest in practical training to set our teams up for success from day one. Our mandatory training packages are tailored by role and designed to be efficient and engaging. Here is a breakdown of the total time commitment for the first three months on the job, divided by role:

- **TEAM MEMBERS: 3 HOURS 58 MINUTES**
- **SHIFT LEADERS & KITCHEN SUPERVISORS: 6 HOURS 41 MINUTES**
- **MANAGERS: 7 HOURS 11 MINUTES**

We are proud to report that **100% of our General Managers received tailored training in the reporting period**, with content tailored to their specific level and responsibilities. Refresher courses for health and safety (such as food safety) are run periodically- typically biannually. On the compliance side, last year we delivered sexual harassment training to all employees in line with new legislation, and our commitment to curating safe, inclusive environments for all.



ENGAGING OUR EMPLOYEES ON SUSTAINABILITY PRACTICES IS Hugely Important. We want every employee to get stuck in realising our environmental goals. This year, we have continued to promote awareness across the business. At our central production unit, signage and guidance are in place to help embed energy-saving habits on the ground. Plus, we updated our waste segregation training this year to align with new legal requirements. This now forms a part of the onboarding checklist for new hires, and practical training is delivered on-site to ensure best practice.



GENDER PAY SNAPSHOT

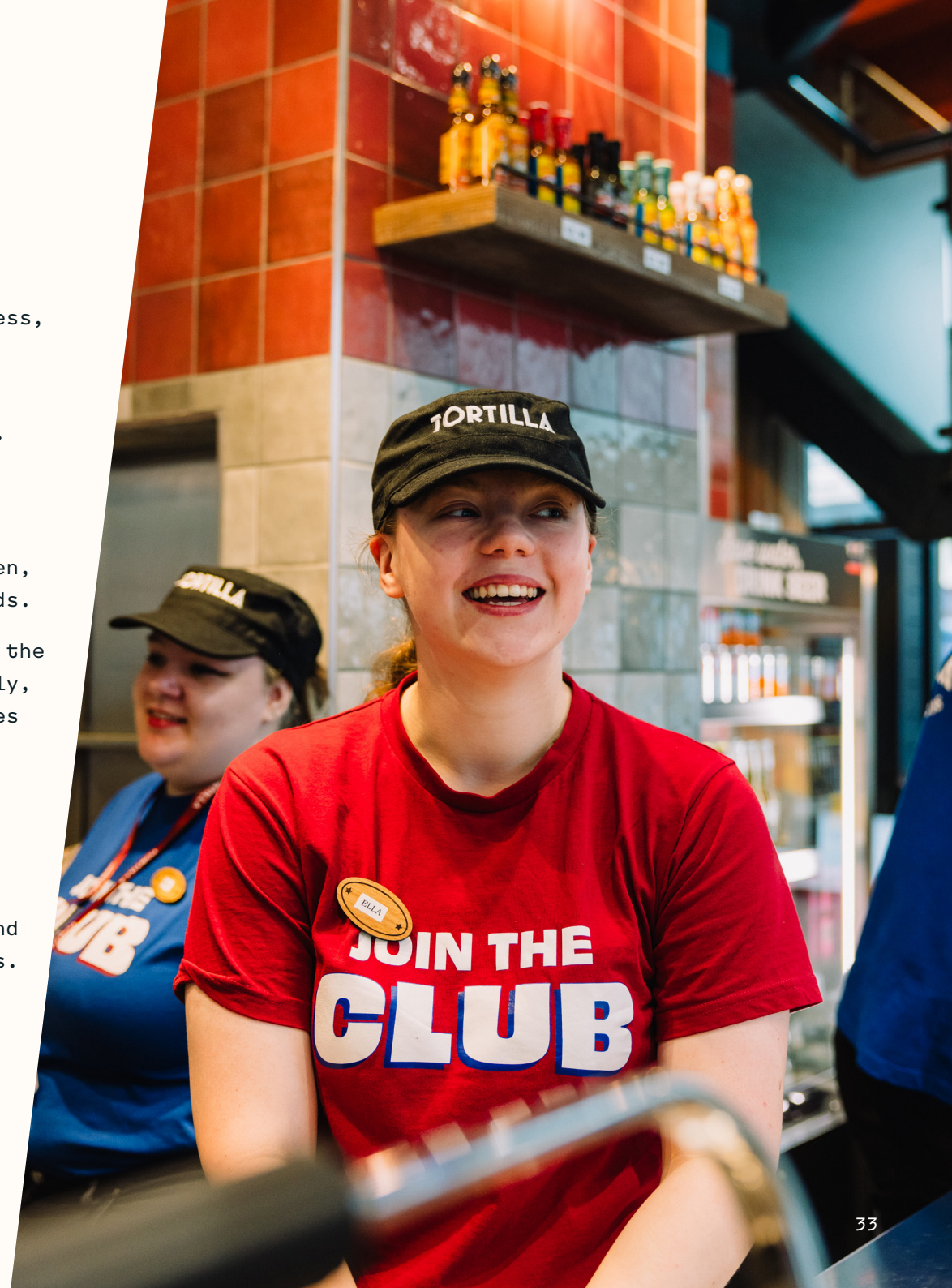


Our latest gender pay data shows that we are making progress, but there is still room to improve.

- On average, **women earned 98p for every £1** earned by men (based on median hourly pay), reflecting a 2.5% pay gap.
- **Women comprised 47% of employees** in the highest-paid quarter.
- **Bonus pay was received by 20.6% of women** and 19.5% of men, showing relatively balanced access to performance rewards.

While we are close to achieving complete pay parity across the business, we remain committed to closing the gap completely, and will continue to review and evolve our reward strategies to ensure fairness at every level.

While we have not yet rolled out a formal, company-wide pay framework in France, a full benchmarking of roles and pay is currently in progress. Across the UK, we continue to pay above the National Minimum Wage in most areas, with structured pay bands for Central London, outside London and the rest of the UK, to ensure fairness and competitiveness.





ROLLING WITH OUR TEAM

We were thrilled to see exceptional engagement levels with our most recent employee survey, with a 96% completion rate across the business!

A total of 522 women and 437 men took part, giving us a truly representative snapshot of how our people are feeling. Their feedback is already helping shape our plans, priorities, and culture, because at Tortilla, everyone's voice counts (and clearly, almost everyone had something to say!).

Improving internal communication was a key point raised in feedback. Since then, we have introduced quarterly face-to-face meetings with General Managers, which have already helped strengthen engagement and are set to be rolled out to the wider business. To keep everyone informed and connected on an ongoing basis, each store also regularly receives our

Wrap Up newsletter, a snapshot of current activities and key business updates.

At Tortilla, we believe that great teams deserve great rewards, from tasty perks to support when they need it most.

- Perkbox is live and available to all employees, giving our people access to discounts, wellness tools and mental health support, all in one place. Whether it's a little retail therapy, a mindfulness moment or a shoutout from a colleague, **Perkbox helps keep our teams engaged, appreciated, and motivated.**
- All team members enjoy **free meals on shift**, including those in Head Office when working in the office.
- For our Heads of Department, we offer the option to opt into **private healthcare**.

BURRITO MASTERS: THE ULTIMATE WRAP BATTLE

After rounds of monthly challenges, in-store, and regional heats, we gathered at our Tortilla Leadenhall store for a show-stopping final to name our ultimate Burrito Master!

Contestants were challenged on their burrito making skills throughout the competition, from perfect portioning to presentation and taste. The event was judged by a panel of experts, including Tortilla's very own CEO Andy Naylor, and was supported by our brilliant supplier partners, who pitched in with generous vouchers, and giveaways. All contestants brought the fire, passion, and Tortilla spirit throughout the competition, but the crown ultimately went to Olga from our Dalston Store to become our 2024 Burrito Master champion!



DIVERSITY, EQUITY & INCLUSION: BELONGING AT TORTILLA

Respect and authenticity are two of our core WRAP values at Tortilla. In practice, this means creating an inclusive environment where everyone feels that they belong, and individual differences are both respected and celebrated.

Currently, there is no set structure within our hiring process to specifically guard against unconscious bias in the UK, but this is something we are actively working on. All salaried roles are managed centrally via an inhouse recruitment team, while store-level recruitment is handled locally by managers. As we do not hire in large volumes, this has not been a major concern so far, however, we are conscious that applying a structured and consistent approach will become more important as we grow.

While we do not currently have targeted initiatives to address demographic

imbalances, we recognise the value of building a workforce that reflects the diverse communities we serve, and this will form a key part of our future DE&I work.

To support fair hiring and development, all employees currently have access to recruitment training, and additional DE&I modules are available through our Learning Management System.

We recognise that we are still early in our DE&I journey from a strategic perspective, however, we have got our sights set on developing this in the coming year. One of our key goals for 2026 is to develop a formal DE&I strategy, building on our existing policies and setting clear goals to embed inclusive practices across the business.



0 GRIEVANCES
RELATED TO DIVERSITY, EQUITY
& INCLUSION ACROSS THE UK
AND FRANCE SEPTEMBER 2023 –
DECEMBER 2024

BUILDING THE FOUNDATIONS FOR D,E&I IN FRANCE

In 2024, there were no formally recorded DE&I-related grievances or incidents in our France operations, which is a positive sign, but one that also reflects the early stage of our DE&I tracking locally.

Following the acquisition of Fresh Burritos, we are still in the process of integrating Tortilla standards across our French business. As part of this transition, one of our key priorities for 2025 is to increase awareness and put clear reporting mechanisms in place, ensuring all team members feel confident and supported in raising any concerns.

In line with French legislation, employers with 20 or more employees are required to ensure that at least 6% of their workforce is made up of disabled workers. If this quota is not met, companies contribute to Agefiph, a public body that funds initiatives to support the employment and inclusion of people with disabilities.

At Tortilla France, we fully adhere to this legal framework, and as we continue to grow and integrate our operations, we are committed to building a more inclusive workplace that provides opportunities for all.

Team Snapshot: Tortilla France at a Glance



29 (WOMEN) 26 (MEN)

THE AVERAGE AGE OF OUR TEAM MEMBERS WAS 29 FOR WOMEN AND 26 FOR MEN – BRINGING FRESH ENERGY TO OUR BURRITO BRIGADE!



95% OF OUR WORKFORCE

WERE ON A CONTRAT À DURÉE DÉTERMINÉE (PERMANENT CONTRACT)



17 NATIONALITIES

OUR FRANCE TEAM REPRESENTS 17 NATIONALITIES (AND COUNTING), CREATING A VIBRANT, MULTICULTURAL ENVIRONMENT THAT REFLECTS THE COMMUNITIES WE SERVE



87 DAYS OF MATERNITY

IN THE FIRST 7 MONTHS SINCE LAUNCH, WE SAW 87 DAYS OF MATERNITY AND PATERNITY LEAVE TAKEN – A POSITIVE SIGN THAT OUR PEOPLE FEEL SUPPORTED TO TAKE TIME FOR WHAT MATTERS MOST

HEALTH AND SAFETY: KEEPING OUR TEAM AND CUSTOMERS SAFE

We continue to meet all legal training requirements, with mandatory H&S and food safety training delivered regularly, with frequency depending on the role and regulation.

Our Learning & Development team carefully tracks training hours to ensure every team member is up to speed and compliant with current policies. We also work closely with third-party consultants and primary authorities through regular check-ins, helping us stay ahead of any emerging risks or changes in legislation.

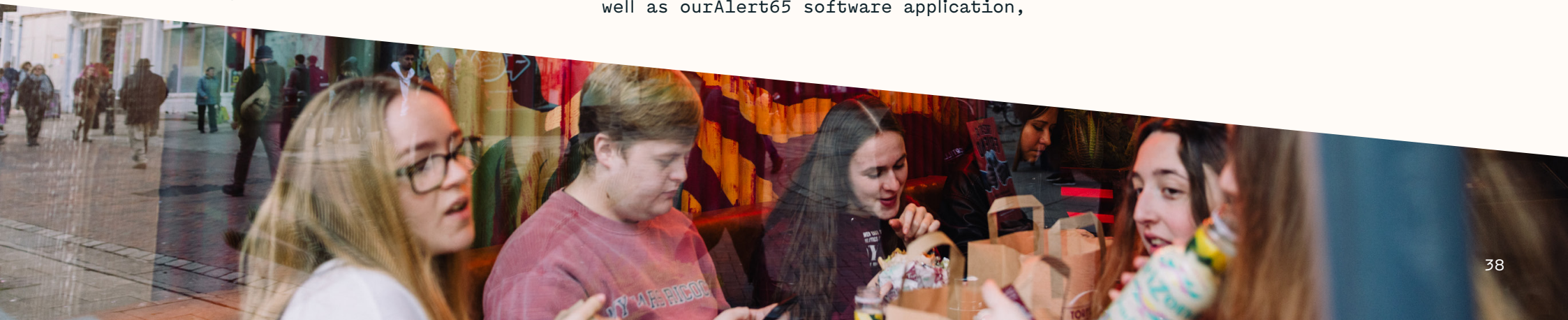
Health and safety policies are formally reviewed annually, ensuring they remain relevant, practical, and fully aligned with the way we work.

We are committed to embedding a culture of safety into our culture and operations:

- Every team member receives **8 hours of health and safety training** during induction, covering essentials such as RIDDOR, COSHH, fire safety and first aid. Refresher courses are provided regularly, and compliance is tracked through our e-learning platforms.
- The H&S risk register is **reviewed by the Board quarterly**, with all reported incidents (-accidents, near misses and RIDDOR reports) escalated to board level for action and transparent oversight of any issues.
- Our partnership with Food Alert, as well as ourAlert65 software application,

ensures that we are **constantly auditing our safety practices** and staying ahead of regulatory changes.

- Our Central Production Unit (5,500 sq ft) in **Tottenham Hale** holds the **SALSA (Safe and Local Supplier Approval)** accreditation and operates with full traceability and validated procedures for all food products.
- Every store has a **minimum of four trained first aiders** (or two in shopping centres, in addition to external support contacts), all certified in CPR and AED. Managers lead regular team consultations on safety topics, fostering open, two-way communication.



CORPORATE GOVERNANCE



GOVERNANCE, ETHICS & CORPORATE RESPONSIBILITY

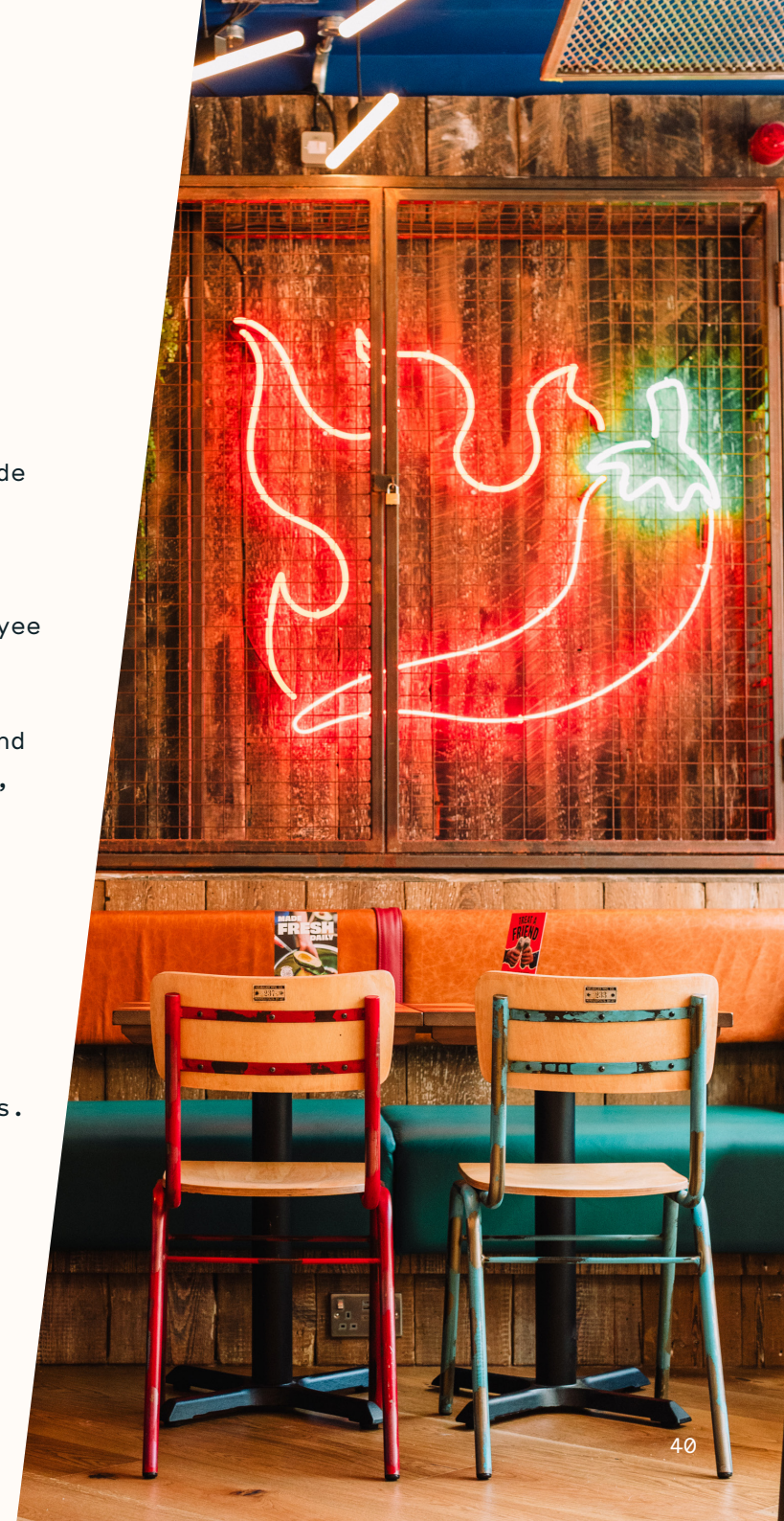
Strong corporate governance principles underpin everything we do at Tortilla, whether it is protecting our people, respecting our customers' data, or setting standards for how we work. These practices are embedded into our everyday, and undergo continuous review to ensure we deliver the highest standards of service expected of our customers, people, and wider stakeholders.

KEY POLICY AND PROCEDURE UPDATES

In May 2024, we introduced our Flexible Working Policy for all employees, supporting better work-life balance and productivity across the board.

Our employee handbook includes our Code of Conduct, along with 20 key policies covering everything from workplace behaviour to gifts and anti-bribery. These are hosted on Fourth, our employee platform, where all staff are directed during induction and asked to sign a declaration confirming they've read and understood the materials. Importantly, the handbook is issued alongside contracts, and onboarding can't be completed without it.

We have also taken steps to make our Whistleblowing Policy clear and accessible. Our policy is published on Fourth and reinforced via quarterly reminders and signage across all stores.



OUR LEADERS

Our Board holds ultimate responsibility for the company's management, guiding the strategic direction of the business, ensuring responsible governance and mitigating risks.

Our board is currently comprised of three women, four men and one person of colour. Each brings their own unique set of insight, skills, and experience, steering more impactful decision making.

ESG matters are embedded in the way we operate, and they are firmly on the Board's radar too. Within the next year, we are aiming to include ESG as a standing item at every quarterly Board meeting, with the oversight of our CFO and Chair, who actively champion these issues at the highest level.



ANDY NAYLOR
CHIEF EXECUTIVE OFFICER



EMMA WOODS
NON-EXECUTIVE CHAIR



FRANCESCA TIRITIELLO
NON-EXECUTIVE DIRECTOR



KEITH DOWN
NON-EXECUTIVE DIRECTOR



BRANDON STEPHENS
FOUNDER, NON-EXECUTIVE
DIRECTOR



USMAN ALI
NON-EXECUTIVE DIRECTOR



ESG AND ENVIRONMENTAL GOVERNANCE

To spearhead our growing sustainability initiatives, we have established an ESG Committee of representatives across the business, bringing together minds from Supply Chain, Marketing, People, Central Ops, and more, alongside the Board Chair and CFO. The group meets quarterly, reporting up to the Executive and Board, while the wider Support Centre will be informed of ESG priorities in September 2025.

We have identified our material climate-related risks and opportunities as part of the Task Force on Climate-related Financial Disclosures (TCFD) in our financial statements. Additionally, integrating ISO 14001, the international standard for environmental management systems (EMS), is firmly on Tortilla's five-year roadmap.

MODERN SLAVERY

As part of our revised 2025 Modern Slavery Statement, we have committed to extending our reviews beyond food suppliers to include uniforms, equipment, and IT, ensuring there is no human trafficking, or forced labour in any part of our supply chain.

DIGITAL ETHICS & DATA RESPONSIBILITY

This year saw the successful launch of the Burrito Society, created with tech partner Pepper, which houses around 160,000 customer records. A full security review was conducted as part of the vendor selection process, and customer data is fully GDPR-compliant, with opt-in marketing built into the experience.

We also rolled out footfall tracking cameras in three stores. But not to worry, all data collected is completely anonymised, and is solely used to help us understand traffic patterns.

On the employee side, we have introduced web filtering to block inappropriate sites, and all team members completed annual GDPR and information security training. Managers, Shift Leaders, and Support Office managers complete yearly refreshers, and simulated phishing tests are sent out quarterly to keep everyone aware of the risks these pose.

We are currently working toward ISO 27001 accreditation in late 2025, and annual penetration testing and a Disaster Recovery test (last completed January 2025) are now part of our standard cyber security practice.

CYBER SECURITY

Cyber crime remains one of the UK's fastest-growing threats - and Tortilla continues to take it seriously.

As Tortilla continues to grow its digital footprint through tools like our Burrito Society app, cloud-based operations, and loyalty data, it's essential we protect sensitive customer and business information. A single breach could risk not only data loss but also trust and compliance with data protection laws. Therefore, investing in robust cyber security practices is not just good governance but protects against reputational risk.

Last year, Tortilla's digital defences were further reinforced with our comprehensive suite of IT policies, which are all reviewed regularly to keep pace with evolving risks. Our systems are managed by expert partners CloudMatters, and the head office server is backed up daily to an off-site location, allowing for full restoration in the event of any failure. A recent Disaster Recovery test gave the green light, successfully restoring all data and services.

Additional enhancements this year included:

- Full Multi-Factor Authentication across all domain login accounts.
- All company mobile devices secured via InTune Mobile Device Manager.
- Mandatory cyber security and phishing simulation training for all staff-training must be passed to remain in good digital standing.
- Use of Microsoft SharePoint by the Operations team, protected under Microsoft's own security policies.
- Cyber insurance maintained for peace of mind.
- PCI Essentials training offered to all store management teams.





An intelligent approach to energy, waste & sustainability

SUSTAINABLE ADVANTAGE
Hersham Place Technology Park
Molesey Road, Hersham
Walton-on-Thames
Surrey
KT12 4RS

info@sustainable-advantage.com

sustainable-advantage.com

0203 544 2030

SUPPORTS

TORTILLA

BURRITOS *and* TACOS

Tortilla Mexican Grill plc
First Floor Evelyn House
142-144 New Cavendish Street
London, W1W 6YF

tortilla.co.uk