

# SUSTAINABILITY REPORT 2020



Premium Burgers



## A Word from the Family

**2020 is a year we'll never forget.** VMAX Burgers, our industry and the entire world had to overcome unimaginable challenges. Now that we're finally able to see the light at the end of the tunnel, we feel a huge sense of pride in what we at MAX Burgers managed to achieve together during the year. Despite all the challenges, our fantastic employees have continued to serve a burger that in Sweden is voted to be the tastiest burgers. We've worked hard to make our guests feel welcome and safe, whether they've visited one of our restaurants or ordered their food to be delivered at home. This is a team effort that made it possible for us to continue to develop as a company despite the obstacles that have arisen along the way.

The events of the past year will make new demands of companies as they overcome future challenges. At MAX Burgers, we're well-supported in our conviction that good food culture goes hand in hand with sustainable social development. Consequently, for many years we've focused heavily on how we should take care of each other and our surroundings. These efforts will continue, uninterrupted.

**MAX Burgers is a family-owned burger chain that opened its first restaurant in Sweden in 1968 and is Sweden's oldest burger chain.** We grow in and outside Sweden's borders but so far 80 percent of the restaurants are in Sweden. Right now we have 141 restaurants in Sweden, 14 in Poland, 10 in Egypt, 7 in Norway and 4 in Denmark.

According to the Swedish people, we serve Sweden's tastiest burgers. The same tomorrow, as always. But such a goal requires us to continue evolving in everything we do. We know that we're far from perfect in terms of health, justice, and the environment. There's a lot left to do. However, we hope that the progress we make will inspire others. Because it's together that we can move towards a more sustainable future.

You can read about all that we've done, how things have panned out, and how we're moving forwards in this sustainability report. Although the figures reported are for 2020, they include our work in 2019. At MAX Burgers, we're proud of the results we've achieved so far, but remain humble in the face of the challenges.

All the best,

A handwritten signature in black ink, appearing to be 'Curt Bergfors'.

**Curt Bergfors**  
Chair of the Board

A handwritten signature in black ink, appearing to be 'Richard Bergfors'.

**Richard Bergfors**  
President

A handwritten signature in black ink, appearing to be 'Christoffer Bergfors'.

**Christoffer Bergfors**  
Vice President



**”We are proud of our tasty green burgers, making it easier for our guests to make climate-conscious choices. After all, it is you, the guest, who decides what you want to eat.”**



IMAGE: JESPER SANDSTROM



**Contents**

50 years of sustainability work..... 4

How we work with sustainability ..... 6

HEALTH ..... 8

JUSTICE ..... 10

The Foundation ..... 14

ENVIRONMENT ..... 16

How climate positive works ..... 18

Measure ..... 20

Reduce ..... 22

Capture ..... 24

Why we make our meals climate-positive..... 26

Benefits of being climate-positive ..... 28

Cutting Down on Plastic for the Future ..... 31

# 50 years of sustainability

Even when we opened our first hamburger restaurant in 1968 we were concerned about the environment and people.

Here are some of the milestones in our sustainability work over the years...





1995

■ The launch of MAX's vegetarian nuggets. Sadly, they are later discontinued due to lack of demand.

1997

■ The mustard burger is launched and 100,000 jars of mustard are purchased to be given to guests, but in a road accident most are broken. Today we do things better and we have less than 1% food waste.

2003

■ Launch of Delifresh, Keyhole-labeled main dishes and desserts.  
■ MAX begins its lasting cooperation with Samhall to recruit employees. Samhall is a publicly-owned Swedish company that helps to build a labour market open to everyone.

2005

■ The collaboration with SOS Children's Villages begins and, via the Fair Distribution Foundation, MAX finances the building of a children's home in Tambacounda, Senegal. Today there is also a preschool, and a medical clinic that has the capacity to receive 20,000 patients per year. Up to and including 2019, SEK 64 million has been allocated to activities financed entirely by the Fair Distribution Foundation.

2008

■ The restaurant industry's most comprehensive climate analysis.  
■ The first restaurant chain in the world with carbon footprints on the menu.  
■ Switch to 100% wind power in Sweden and more energy efficient restaurants are built.

■ From now on we compensate for all emissions, all the way from the farmer's land to the guest's table. To date over 2.9 million trees have been planted in Africa. This corresponds to an area of almost 8,500 football pitches. Tree planting also counteracts poverty,

erosion and drought. It also contributes to adaptation to climate change. The project in Uganda where most trees have been planted has been awarded by the United Nations.

2007

■ The frying oil is changed and the proportion of palm oil decreases from 88 percent to 6 percent.

2018

■ Vegetarian and lacto-ovo-vegetarian burgers are becoming increasingly common in Swedish burger restaurants. MAX has paved the way!  
■ MAX turns 50 and celebrates for a whole week in June. A pop-up restaurant is opened in Gällivare in exactly the same place as the first restaurant was located, and 18,000 burgers are handed out free to visitors from 14-17 June.

■ The entire menu becomes climate positive, involving **1)** analysis of the footprint of the entire value chain **2)** reduction of emissions and **3)** offsetting 110% of all emissions in the value chain through CO2 removal.  
■ The Green Family expands with three new plant-based and lacto-ovo vegetarian products.

■ The first training in MAX-Swedish for new arrivals takes place.  
■ The plant-based shakes Dreamshake and Premium Shake Vegan are launched.

2020

■ MAX invests in the Swedish Carbon storage aimed at restoring the climate through more carbon in the ground, with new Swedish plowing methods.  
■ Plastic toys are removed from the children's meals. Instead, the gift is a book and the purpose is to stimulate reading pleasure among young people.

■ Our green menu continues to grow.  
■ Our Sustainability Manager, Kaj Török, is appointed Sweden's Best Sustainability Manager 2020 by the readers of the magazine Aktuell Hållbarhet and a jury.

**MAX** turns 50 and celebrates for a whole week in June.

**"As first in the world, their climate positive menu serves as a guiding light towards a more sustainable future for all."**

Niclas Svenningsen, Head of the Global Climate Action team in the UNFCCC Secretariat

# MAX Burgers' Sustainability Policy

Our goal is to become the world's best burger chain by making the world a little better. It's not only about how our burgers taste, it's also about wanting to lead by example in our sustainability work. Because we see sustainability not only as critical to the success of innovation but also as an important part of long-term profitability.

Therefore, our sustainability policy must permeate the entire business with the aim of ensuring ongoing improvement by way of going beyond current legal requirements. Through measurable goals, annual follow-ups, and concrete and effective measures, we ensure that we minimise our negative impact and maximise our positive impact. Our most relevant sustainability areas are health, justice, and the environment.

We know we're not the biggest, and that's not our aim either. Instead, our aim is to be the best. And we make sure that we share the progress we make along the way, especially when it comes to the environment and sustainability. We strive to be a role model in our collaboration with our guests, employees, suppliers, and other relevant stakeholders.

And this is how we contribute to a better world.



## GOAL: MAX IS SEEN AS A GLOBAL ROLE MODEL IN SUSTAINABILITY.

To achieve our goal, we must be sustainable and let others know about the work we do. The greatest thing we can do is to inspire other companies to do more, something we can achieve by living what we preach.

Health	Justice	Environment	Engagement
Healthy diet	Inclusive workplace	Low footprint	Conscious choices
Healthy workplace	Sustainable suppliers	High resource utilization	Active stakeholders
Healthy employees	Better animal care	Carbon capture	High transparency

## Sustainability at MAX Burgers

At MAX Burgers, we want to be the best burger chain in the world. We want to make the world a little better by serving the tastiest burgers and also by being a force for good in society. We believe food actually tastes better when it helps to contribute to positive social development.

We've come a long way with our sustainability work. We started back in 1969 with recycling corrugated cardboard. A lot happened in the five decades leading to our 50th anniversary in 2018, the year when MAX Burgers launched the world's first climate-positive menu. This involves reducing the climate footprint throughout our value chain in line with the UN's 1.5-degree target, while ensuring that we remove more carbon dioxide than the value chain emits. These efforts won us the UN Global Climate Action Award in 2019.

### Sustainability at Several Levels

We're working tirelessly to be a positive player who makes the world a little better. That's why we make sure we work to achieve a more sustainable society. We do this by engaging stakeholders throughout our value chain. Our franchisees and suppliers outside the Nordic region must, for example, sign our code of conduct concerning human rights, labour law, anti-corruption, and environmental impact.

To achieve our goals, sustainability must always be the natural starting point of our work. We must also make sure that others notice and are aware of what we're doing and how things are going. We actually believe in the old motto that no one can do everything, but everyone can do something.

How MAX connects its sustainability work to the UN's 17 global sustainable development goals. MAX affects all 17 global goals in one way or another but to make a real difference we prioritize these four goals:

- 3) Good health and well-being,
- 8) Decent working conditions and economic growth,
- 12) Sustainable consumption and production,
- 13) Combating climate change



## We Want to Make a Difference

We're small compared to our global industry colleagues. But we're resolute in our aim to do the best we can to inspire others to do more. That's why we place special emphasis on showing how our sustainability work contributes to our corporate success.

We want to show that strengthening one's sustainability work isn't an unnecessary cost but an investment. The fact is that MAX Burgers is Sweden's most profitable restaurant chain. With improved sustainability, it will be easier for us to:

- Build a strong and positive corporate culture
- Reduce our business risks and drive innovation
- Attract more guests and increase sales
- Recruit, engage, and retain employees
- Establish ourselves in new markets

In addition to MAX's systematic sustainability work, 7% to 10% of our net profit goes to the **Fair Distribution Foundation** each year. This is a foundation that distributes funds to projects that aim to reduce poverty. You can read more about the foundation's work on pages 14 and 15.

## Thank you for all the prizes!

We're so happy and grateful for the awards we received in 2020. This, together with the fact that we continue to rank highly in surveys, is proof that we're on the right track.

### Prizes and awards in 2020:

- ★ **Sustainable Brand Index.** Sweden's most sustainable brand in our industry, in 2020. An award we've won every year since 2011.
- ★ **Sweden's tastiest burgers in 2020**, and every year that this nationwide survey by Capacet has been conducted.
- ★ **Sweden's greenest brand in the industry in 2020.** This is an award we've won every year since 2009 when Differ began its survey.
- ★ **Sweden's most satisfied guests** for the 19th year in a row among all nationwide burger chains according to the Evimetrix Brand Award.
- ★ Our President, Richard Bergfors, was named **Entrepreneur of the Year** by the Swedish organisation Företagarna.
- ★ Our sustainability manager, Kaj Török, was named **Sweden's Best Sustainability Manager** by the Swedish magazine Aktuell Hållbarhet.
- ★ MAX Burgers has won the **Quality Innovation Award** for its work with Delifresh Plant Beef
- ★ **Best Sustainable Restaurant Europe 2020** according to the British financial magazine CFI.co



# HEALTH

At MAX, we know that eating habits and taste preferences are very individual. That's why we strive to always have a broad menu to satisfy our guests' different needs and wishes. This means we have something to offer to anyone who wants to eat well and conscientiously with us.

**More and more of our guests are choosing** to reduce their meat consumption. So, when we launched the Green Family in 2016, we made sure to increase our range of green meals fivefold. We quickly noticed the huge level of interest among our guests in choosing really tasty vegetarian alternatives. The Green Family became our largest-ever product launch. Not to mention the most successful.

In May 2019, we launched **Delifresh Plant Beef**, which is our in-house developed burger made from plant based protein. The burger is very similar to beef in both taste and appearance.

We want to continue working innovatively. Consequently, we further expanded the Green Family in 2020. We launched two brand-new nutritious salad bowls: **Halloumi Salad Bowl** and **Crispy No Chicken Salad Bowl**. The new salads are made with a new base consisting of quinoa mix, marinated cabbage, mixed salad on lollo rosso, spinach and beetroot shoots, edamame beans, pickled red onion, and avocado. We and our guests think they're really tasty

The ongoing product development of our burgers and salads is an important part of our improvement efforts, especially as a lot is now happening in terms of vegetarian diets. At MAX Burgers, we want to be part of efforts to develop tasty, sustainable, and plant-based alternatives. And we know just how important taste is. Because if we succeed in making the plant-based alternatives taste as good as those made with meat, more people will want to order them. We simply want it to be easier to choose tasty green alternatives.



### THREE MEALS WITH DIFFERENT NUTRITIONAL VALUES

1



Salad Wrap Burger with Coca-Cola Zero  
= **Low in carbohydrates**

2



Delifresh Signature Plant Beef, Crispy Fries,  
sriracha dip, Premium Shake vegan  
= **Plant based with high protein and energy content**

3



Salad Bowl Grilled Chicken,  
Sweet Mustard dressing with carbonated water  
= **Low in calories**

## We Prioritize Local Ingredients

When we opened the doors to the first MAX restaurant in Gällivare in Sweden in 1968, we had already decided that MAX Burgers would only use Swedish meat. And today, more than fifty years later, we still use only Swedish beef, Swedish chicken, and Swedish bacon in our Swedish restaurants. Since 2016, this has entailed additional costs of approximately EUR 25 million compared with what it would have cost to use corresponding meat ingredients from EU. Of course, the ambition for local ingredients also applies to our restaurants outside Sweden for example we have Norwegian beef in Norway and Polish beef in Poland.

# JUSTICE

There is potential in every single individual. Although no one can do everything, everyone can do something. And it's when we join forces and work together that we create a whole. That whole is the key to our success. For this reason, we strive to recruit employees with different backgrounds and experiences. We always want to leverage and develop the strengths of each individual. And we believe that this is best done in a positive and inspiring work environment.

## MAX Burgers as an Employer

As one of Sweden's largest employers of young people, we want to contribute to an open labour market. Everyone should feel good with us, be they an employee or a guest. However, we work in a stressful environment, sometimes with inconvenient working hours. And this is where clear policies and goals come into play. Consequently, we work specifically with:

- **The physical work environment:** we monitor the work environment and safety on an ongoing basis
- **The psychosocial work environment:** we work actively to ensure that all employees have the opportunity to evolve, collaborate, and get involved
- **Gender equality and diversity:** discrimination law serves as the foundation for everything we do, and we follow things up and take action on an ongoing basis using our annual employee survey as our starting point
- **Education:** we train our employees in service, hygiene, and quality so that everyone feels safe in their work. This in turn ensures that our guests have as good an experience as possible when they visit one of our restaurants or order food to take away
- **Leadership development:** we train all managers in personal leadership based on MAX Burgers' culture and values

## Equality in diversity

At MAX, we believe in everyone's equal value. We believe in the individual and stand firm in our conviction that everyone can contribute and that everyone is good at something. That's why MAX Burgers in Sweden have been a proud partner of Samhall for several years. Samhall's mission is to create real jobs for people with various disabilities. This partnership gives us the opportunity to employ fantastic and motivated employees who may otherwise have difficulty accessing the labour market.

We know that people are different in terms of both background and personality. And in that we see great strength. Therefore, we focus on what an applicant can do rather than what they can't. By leveraging people's potential, we create new solutions. This results in an environment where everyone feels welcome, be they an employee or a guest. At MAX Burgers, we work to ensure the individual and personal development of our employees. Each restaurant aims to employ at least one person with some form of functional variation. .

Our partnership with Samhall means that they help us in our recruitment of new employees. But we also use Samhall for the day-to-day cleaning of our restaurants. In this way, we ensure the employment of a large number of people. Since we started our partnership, we've had the privilege of being able to employ 200 people who were once employed by Samhall and who now have a permanent job with us at MAX Burgers. During our 2019 recruitment campaign, we had a very high number of applicants, which we were very pleased about. However, 2020 was a challenging year as we had a reduced need for recruitment due to the pandemic. Together with Samhall, we did what we could during the year. This has laid the foundation for the continuation of our good co-operation going forwards.



## Lasse's best tips!

After twelve years as a jobseeker and 50 different internships, Lasse Andersson got a position with MAX via Samhall. Since 2006 he has worked at MAX in Piteå.



### To employers

- ...Train all managers.
- ...Ask what the person with a disability can do instead of what they cannot do.
- ...Have a mentor who can support you as an employer when you need advice and guidance – MAX cooperates with Samhall which offers this support.
- ...Many people with disabilities have difficulty working independently. Develop a plan for how the work should be adapted.

**Be proud of who you are and what you can do, and dare to challenge yourself to try something new!**

### To those of you who have a disability

- ...Be honest and tell others about your disability for your co-workers' sake – it's hard for those around you to take into account what they do not know.
- ...Tell us how you want things to be in order for you to be able to do your job.
- ...Be proud of who you are and what you can do – and dare to challenge yourself to try something new!

**Good luck, Lasse!**

### Safety for our Employees

Safety is always a top priority, both for our guests and our employees. This became even more important in 2020 as we had to deal with situations we'd never encountered before. When the pandemic struck, we intensified our focus on cleaning and hygiene. We changed the design of the restaurants to make it easier to maintain a safe distance between staff and guests and we expanded our takeaway options.

During the pandemic, we put an emphasis on communication with our guests in order to drive orders via our MAX app. We also offered both at-table and at-vehicle service. We installed "courtiers" at each restaurant to ensure social distancing and ensure that guests are served smoothly and safely. During the year, our employees evidenced their incredible adaptability and patience. New restrictions and changes linked to the pandemic changed from one day to the next, which made great demands of all of us. But we've got through it, together.

### Zero Tolerance for Harassment

After the autumn of 2017 and #metoo, the number of employees who contacted the human resources department with questions and matters related to harassment increased. This is a trend seen throughout the restaurant industry. Important questions were raised about staff exposure to harassment from both guests and colleagues.

We then decided to toughen up our guidelines for zero tolerance regarding harassment, sexual abuse, and bullying. The changes were made so that there would be no ambiguity whatsoever. At MAX, we have zero tolerance for harassment. As an employer, we act swiftly in the event of suspected harassment or abuse.





## Growth at MAX Burgers

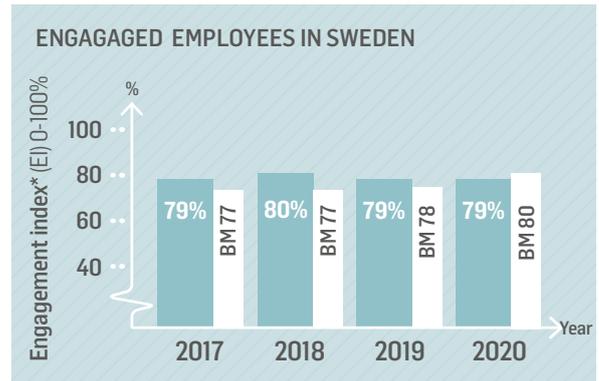
We want our employees to grow with us as individuals and as professionals. Therefore, we offer all employees the opportunity to participate in a series of training programmes, with some digital courses being mandatory for all new employees. Every year, between 700 and 900 employees take a course at the MAX Academy. The programme consists of 15 different courses, including everything from labour law to food safety and conflict management.

The programme also serves to disseminate the “MAX spirit” that is so important to us. Here, we emphasise the equal value of all people and how we view the work we do and our surroundings. With the support of the MAX Academy, we mould our common language and evolve together to become better as colleagues and as a company.

### LEADERSHIP AT MAX BURGERS

The vast majority of our managers began their journey as part-time restaurant assistants with us. We see this as a great strength, as a holistic understanding is an important characteristic of a good leader and colleague.

We encourage personal leadership and coach all employees in identifying their own strengths and weaknesses. From us, they then get the tools they need to be able to be compassionate and communicative, in everything from their relationships with colleagues to their encounters with guests. This holistic approach and way of working contribute to a better workplace and more satisfied employees.



Benchmark (BM) is based on results from just over 500,000 responses from over 200 organizations.

\* Engagement index, describes the atmosphere in a team. The index includes 11 questions about issues such as respect, trust, influence and follow-up.



In 2020, not as many courses were held as usual, due to the pandemic. Usually we have 900 courses but in 2020 we only had 200.



## MAX-SWEDISH FOR NEWCOMERS



The idea for this initiative arose when our HR manager met an employee who had recently arrived in Sweden. At the meeting, the employee said that he could get by in Swedish at work but had to change language at the end of the working day. This insight resulted in a partnership between MAX Burgers, the Swedish Public Employment Service and Hermods, an education actor in Sweden. In 2018, we developed a joint eight-week training programme for new arrivals. The programme was named "MAX-Swedish" and is aimed at new arrivals who are interested in working at MAX Burgers. As part of the programme, local restaurant managers meet candidates for interviews before the latter start courses in service, language, and culture that are also interspersed with internships at a restaurant.

As many words and phrases are similar in restaurant operations, new arrivals can develop confidence in using the language. This is something we have since seen lead to increased self-confidence and a willingness among many to learn more. The training programme gives the individual a sense of belonging, which is also positive for society as a whole. And for us as an employer, it's a fantastic opportunity to be able to hire competent new employees.

After the pilot programme in 2018, 13 of the 16 participants went on to get jobs with us at MAX. We built on this success



in 2019 in Stockholm, Gothenburg, and Malmö in Sweden. This time, the emphasis was on encouraging more women to apply. In 2020, the plan was to offer additional schemes in Norrköping and Uppsala, also in Sweden. Unfortunately we were forced to suspend our plans due to the pandemic. Given the restrictions at the time, we simply couldn't offer the internships out in our restaurants that were required. However, our aim is to resume the programme as soon as possible, as we see it as an important part of our diversity work.

## GENDER EQUALITY AND DIVERSITY

Since MAX Burgers started in 1968, our basis has been the equal value of all people, in everything we do. Today, we have an even gender distribution among the staff who run and lead the operation out in our restaurants. Our aim is to achieve an even gender distribution throughout the organisation.

Our entire equality and diversity plan is based on discrimination laws and other relevant legislation. But equality and diversity are also about being able to create an inclusive corporate culture where everyone has, and feels they have, the opportunity to grow.

A workplace where individuals are valued for their uniquenesses and what they can contribute. Efforts to improve the understanding of this are made on an ongoing basis, whereby we work with the importance of a positive approach and constructive behaviour.

### Salary Mapping in Sweden

Equal pay for equal work is important to us at MAX. And it's an important aspect of our gender equality goals. That's why each year we bring in an external company to help us with salary mapping. These efforts have resulted in the MAX Equal Pay Index being 95.7 in Sweden, compared with the Swedish average of 95.8. Today we have 77 different professional titles at MAX. Following a recommendation from an external partner, we have chosen to divide these titles into 11 groups. All groups consist of women and men. Women earn less than men in six of the groups, and more or as much as men in the other five groups (equivalent work). In the salary map for 2020, we have been able to explain all the salary differences.

Although the salary differences are marginal in the majority of cases, they are still telling. We will continue with our salary mapping in order to minimise the differences and exceptions going forwards.

**Equal pay for equal work is important to us at MAX.  
And it's an important aspect of our gender equality goals.**

# THE FAIR DISTRIBUTION FOUNDATION

## 7-10 % of MAX net profit goes to poverty reduction

Since 2006, part of our net profit has gone to help reduce poverty in vulnerable countries. To safeguard and manage this work, the Fair Distribution Foundation: Stiftelsen Rättvis Fördelning was founded in 2009. 7 to 10 percent of our net profit is set aside for this purpose each year. The Foundation does not engage in charity, nor does it provide assistance, but is considered a tool for ensuring fair distribution.

Although the Foundation has existed for several years, it has not been known among the public. In connection with MAX's 50th anniversary, MAX Burgers' founder and acting chair of the board, Curt Bergfors, chose to talk about the Foundation's work. The Foundation engages in important efforts with an emphasis on reducing poverty in some of the world's most vulnerable countries.

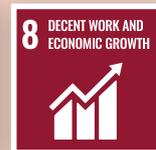
The Foundation itself was formed in 2009 after Curt Bergfors donated nine percent of the shares in the parent company as foundation capital. These are preferential shares with a guaranteed preference for dividends of seven to a maximum of ten percent of the MAX Group's annual net profit. Even before the Foundation was formed, from 2006, part of the profits went directly towards reducing poverty. A total of EUR 30 million (gross) has been set aside for this purpose. Dividend has grown in line with MAX's continued success. Over the past three years, more than EUR 9 million (net) has been appropriated for further fair distribution.

The projects that the Foundation runs or supports seek to secure the basic needs of vulnerable people. In the long term, it's also about creating

fair conditions for self-sufficiency, with an emphasis on education and health and medical care. These are important in order for societies to be sustainable and to be able to break the poverty spiral.

Not only does the Foundation distribute financial support for its projects in vulnerable countries, but in some cases it takes even greater responsibility. A couple of examples are SOS Children's Village in Tambacounda, Senegal and Project Medishare For Haiti. The dividend supports the global sustainable development goals (SDGs) number **3, good health and well-being**, and number **8, decent work and economic growth**. The main purpose of the Foundation's efforts, however, is to tackle SDG **1, no poverty**.

Annually, two to three employees from MAX are given scholarships to visit the children's village in Senegal or the project in Haiti.



**“It’s about saving lives  
– and changing lives”**

**...says Curt Bergfors, Founder and acting Chairman of the Board of MAX Burgers**

**PROJECT MEDISHARE FOR HAITI**

One of the world's poorest countries, Haiti, has been hit by several major natural disasters within a short space of time. After the devastating earthquake in 2010, Hurricane Sandy in 2012, and Hurricane Matthew in 2016, a large part of the population is still living in extremely vulnerable circumstances.

Together with the organisation Project Medishare for Haiti, the Fair Distribution Foundation has been the majority financier of three medical clinics and two maternity centres for several years now.

**SENEGAL SOS CHILDREN'S VILLAGES**

In 2009, the children's village in Tamacounda, Senegal was inaugurated after the Fair Distribution Foundation paid for its construction. The village accommodates 150 children and there is a preschool for another 70 children. The foundation has also built a healthcare clinic here, with capacity for 20,000 patients a year.

The clinic provides general care, maternity care, and preventative care, assists in childbirth, and undertakes to prevent child malnutrition. The operation is run by SOS Children's Villages, and the Fair Distribution Foundation pays for its annual operation, including the salary costs of all employees.



IMAGE: SOSBARNBYAR



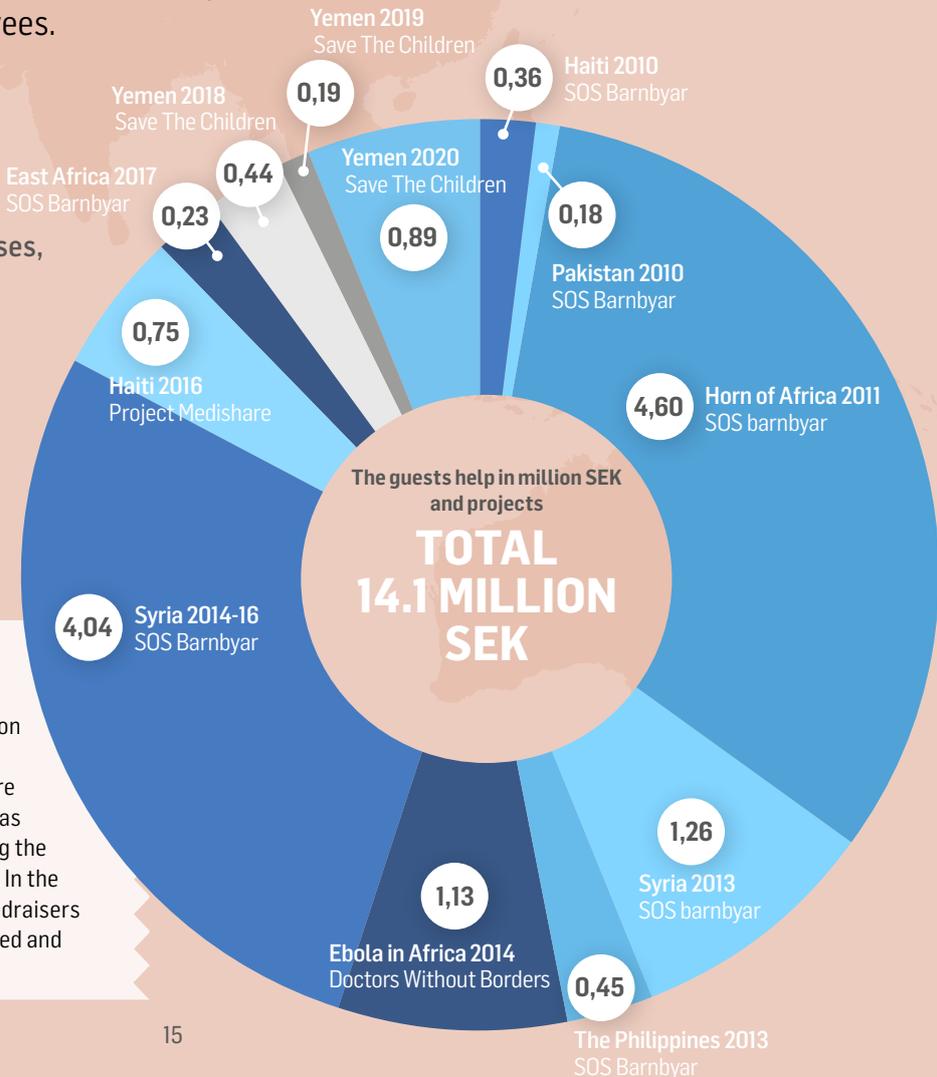
**With the help of our guests**

When there are particular humanitarian crises, MAX and the Fair Distribution Foundation have chosen to engage our customers to provide emergency assistance. Here are the countries for which we, together with our customers, have collected money. The Foundation doubled our customers' donations in all cases, except for the Horn of Africa, when MAX tripled the money given.

Read more at: [max.se/ansvar/socialt-ansvar](http://max.se/ansvar/socialt-ansvar)

**OTHER PROJECTS** ❤️

The Foundation has also allocated money for solar power for a medical station in Guinea, transportation for disabled people in Botswana, the training of doctors for orphanages in Afghanistan, medical care and schools in Guatemala, and a school in Gambia, as well as support for Médecins Sans Frontières during the Ebola epidemic in West Africa, among other things. In the event of major disasters, MAX Burgers has held fundraisers at its restaurants, where the Foundation has doubled and sometimes tripled the funds raised.



# ENVIRONMENT

Our focus for the environment is about helping to protect our ecosystems. Although we work broadly with environmental issues, we want to take a particularly significant responsibility for the climate, which we see as the biggest issue of our time. At MAX, we're striving to be a global role model when it comes to tackling the climate issue. Although we're a small player internationally, that doesn't stop us from trying to being as successful as we can in our climate efforts so that we inspire others to follow in our footsteps.



Kaj Török, Chief Sustainability Officer, and Christoffer Bergfors, Vice President, after receiving the Global Climate Action Award at COP25 in Madrid 2019.

“ We’ve been talking about climate neutrality for five or six years now. When we started, very few people were talking about it. But the fact is that humanity is far behind the efforts required to reach the 1.5-degree target. And if we’re to achieve it, we need climate-positive thinking and climate-positive products and services, and I believe that this is where MAX is really leading the way. We must become climate-positive now. ”

**Niclas Svenningsen**, Head of Global Climate Action within the UN Framework Convention on Climate Change, the UNFCCC, after the 2019 awards ceremony.

## The World's First Climate-positive Menu

When MAX turned 50 on 14 June 2018, we took the opportunity to launch the world's first climate-positive menu. With this menu, we measure 100 percent of our value chain's emissions, reduce what we can, and plant trees that capture 110 percent of our emissions. By making the menu climate-

positive, we've gone further than the world's only independent standard for climate neutrality (ISO 14021) in a number of areas. It's about measuring more broadly, reducing emissions faster, and capturing more carbon.



### **Our Definition of Climate-positive**

**= Reducing the climate footprint of our value chain in line with the UN's 1.5-degree target while also removing more greenhouse gases than our entire value chain emits.**

Find out more about the criteria for becoming climate-positive at [clipop.org](http://clipop.org)

# Climate-positive: How it Works in 3 Steps

If, globally, we're to achieve the goal of limiting warming to 1.5 degrees, we need to reduce emissions of greenhouse gases into the atmosphere. However, we must also make sure to empty the atmosphere of some of the carbon dioxide we have already emitted. So being neutral is not enough. That's why we've developed a three-part plan whereby we do our utmost to be climate-positive.

## The Three Steps

### 1 WE MEASURE 100 PERCENT OF EMISSIONS

All our greenhouse gas emissions are included. We include the entire value chain, from the farmer's land to the guest's table. We also include the guest's journey to and from the restaurant, the guest's waste, and a lot more.

\*according to ISO 14021

### 2 WE REDUCE EMISSIONS

Over the years, we've implemented a number of measures to reduce our greenhouse gas emissions. And we're constantly developing new measures and action plans.

### 3 WE 'CAPTURE' 110 PERCENT OF EMISSIONS

We plant trees that absorb and store carbon dioxide from the atmosphere when they grow. We compensate for the emissions of all our own products and add another ten percent. The result is that we help reduce existing levels of greenhouse gases in the atmosphere.

Read more about what we are doing on p. 20-25.



100% emissions

Figures for 2020.

100 % of emissions:

-  **Transport, travel, and home deliveries** (9%)
-  **Packaging and single use items** (6%)
-  **Construction, electricity, heating, refrigerants, waste, marketing** (6%)
-  **Plant-based foods** (16%)
-  **Beef** (50%)
-  **Other animal ingredients** (13%)

### How do we ensure that our food is climate-positive?

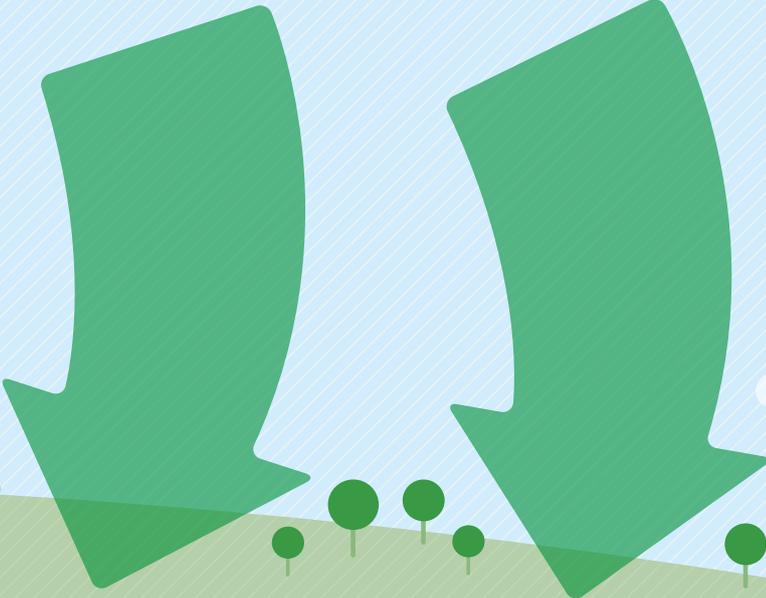
- ◆ We follow the world's only independent standard for climate neutrality – ISO 14021. But instead of capturing 100 percent of our carbon dioxide, which is included in the standard, we capture 110 percent so that all the food we serve is climate-positive.
- ◆ We commissioned auditors at the company EY to conduct an independent audit to ensure that we did not miscalculate things and that we live up to the criteria of **clipop.org**
- ◆ Carbon sequestration takes place through Plan Vivo-certified tree planting projects in Uganda. The trees also help to counteract poverty, drought, and erosion and contribute to local entrepreneurship and climate adaptation. The project was awarded a prize by the UN in 2013.
- ◆ The UN Framework Convention on Climate Change (UNFCCC) named the MAX climate-positive menu the winner of the Global Climate Action Award in 2019. It's difficult to get greater recognition of our work.

# 3 110% removals

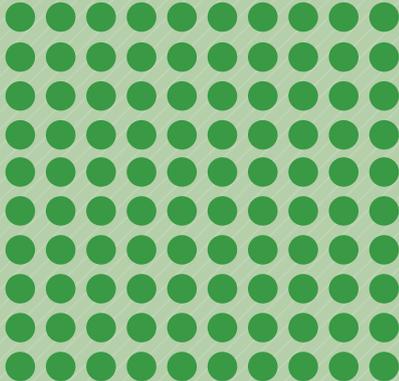
Growing trees absorb CO<sub>2</sub>

Neutral

Positive



100 %



10 %



Premium Burgers

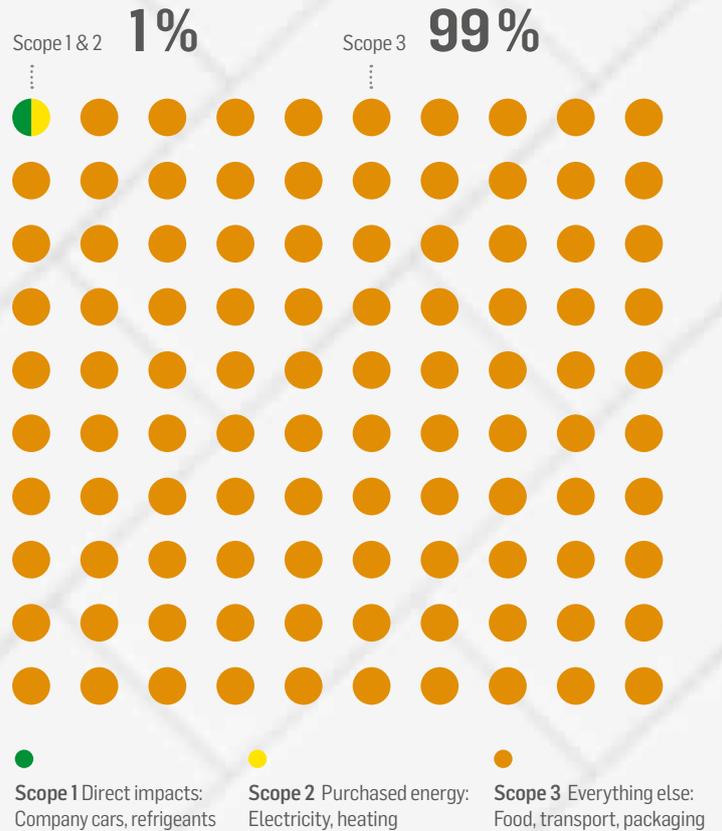
# 1 Measure

## The restaurant industry's most comprehensive climate analysis since 2008

Since 2008, MAX Burgers has had the most comprehensive and transparent climate analysis in the restaurant industry. It now includes the entire value chain, from the farmer's land to our guest's table. It also includes our guests' journeys to and from our restaurants, their waste, and our employees' journeys to and from the workplace.

We calculate 100 percent of the emissions according to standards such as ISO 14021, ISO 14067 and the Greenhouse Gas Protocol. Emissions have three parts – scope 1, 2, and 3. Many companies only count scope 1 and 2. Had MAX done the same, we would have closed our eyes to 99 percent of our climate footprint, which includes the impact of our food. Thanks to this thorough and comprehensive analysis, we were able to develop what is perhaps our most effective climate measure ever in order to offer the industry's most extensive range of green burgers.

Since 2008, MAX has had the industry's broadest openly-reported climate analysis.

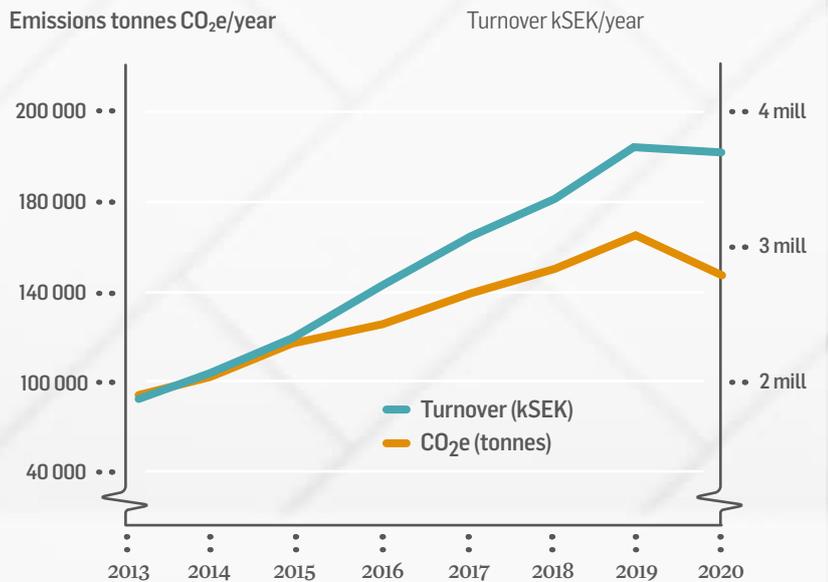


## The climate footprint of the value chain in 2020

Since the turn of the millennium, MAX Burgers has doubled its turnover roughly every four years. However, due to the coronavirus pandemic, our sales fell for the first time in 2020. That said, we're very proud and happy that our guests like our food and that we are growing. But with increased sales also come increased emissions. To counter this, new measures and innovations are constantly required. In 2013, we had sales of EUR 185 million and 99,000 tonnes of carbon dioxide emissions. By 2020, sales had increased by 89 percent to EUR 350 million but emissions had increased by only 64.8 percent to 147,000 tonnes of carbon dioxide.

This means that emissions per krona traded have decreased by 24 percent since 2013. In this way, we ensure that we separate our economic growth from our climate impact.

And that's how we'll continue. MAX Burgers will grow faster than its emissions. .

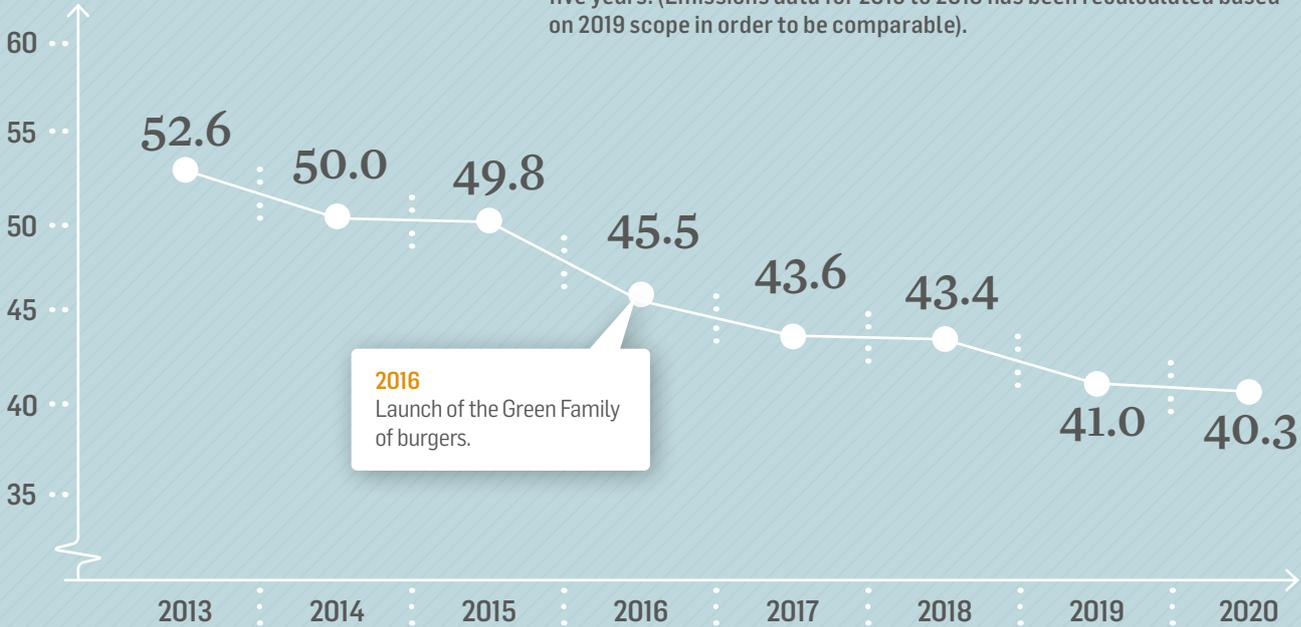


Decoupling – MAX's turnover is growing faster than our emissions

# Greenhouse gas emissions per SEK turnover

Grammes CO<sub>2</sub>e per SEK turnover

Emissions per SEK turnover have decreased by 22 percent over the past five years. (Emissions data for 2013 to 2018 has been recalculated based on 2019 scope in order to be comparable).



MAX total climate footprint (Scope 1, 2 and 3) expressed as grammes per SEK turnover.

We want to make the world a little better by offering meals with low climate impact.



# 2 Reduce

## Our total greenhouse gas emissions decreased in 2020

2020 was the first year ever that we reduced our total greenhouse gas emissions. The overall decrease for 2020 was 7 percent. But at the same time, our sales decreased by 5 percent. Relative emissions fell by 2 percent per krona, which is a slightly smaller decline compared with previous years. Much can be attributed to the pandemic, with reduced sales and changing consumption patterns. Among other things, we've seen a change in the fact that our guests are driving to our restaurants more often.

But if we look at the figures from a wider perspective, we have a continued positive trend. Between 2013 and 2020, MAX reduced relative emissions per krona by 24 percent.

## Emissions per meal must be lowered

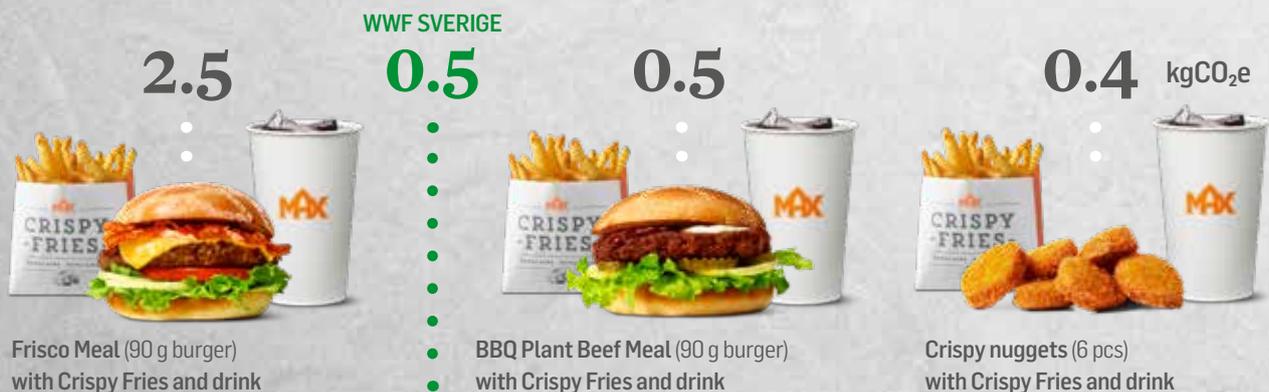
Our long-term strategy is to reduce and measure carbon dioxide emissions per meal. In our efforts, we observe WWF (the World Wide Fund for Nature) Sweden's climate goals for One Planet Plate. One goal is that, by 2050, everyone (estimating 10 billion people on the planet) will be able to eat within a fair climate budget. This means huge changes in our lifestyles. The goal is to budget 0.4 kg CO<sub>2</sub>e per breakfast, 0.5 kg CO<sub>2</sub>e per lunch, and 0.5 kg CO<sub>2</sub>e per dinner. This equates to total carbon dioxide emissions of 1.4 kg CO<sub>2</sub>e per inhabitant of the planet per day.

In 2020, the average meal at MAX was 2.1 kg CO<sub>2</sub>e. In order for us to achieve the WWF's goals, we need to reduce our carbon dioxide emissions per meal by about 75 percent. That's 4 percent each year until 2050.

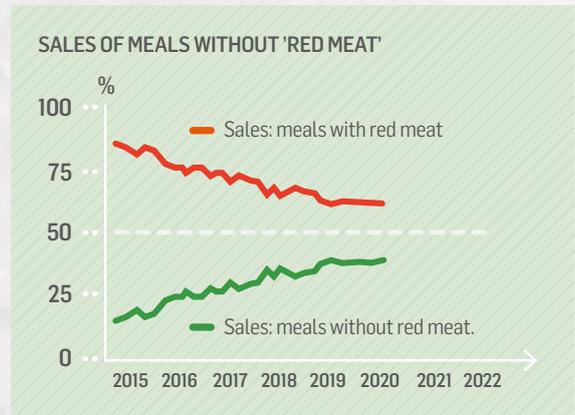
In 2016, we set the goal that, by 2022, every other meal served at MAX Burgers will be prepared with or consist of something other than red meat. This includes fish, chicken, lacto-ovo, and plant-based protein. If we succeed, we'll have reduced our emissions by about 30 percent per meal within seven years, which also means that we'll be in step with the UN's climate goals. And we still think we have a chance of reaching that goal, but things have to change even faster in 2021 and 2022.

## Three MAX meals and their carbon footprints

Meals within the carbon budget according to WWF Sweden, 0.5 kg CO<sub>2</sub>e per meal.



Reducing the climate impact caused by the value chain contributes to the following sustainability goals.



By 2022 at least every other meal should be without red meat.

“ One Planet Plate gives us a fantastic opportunity to be creative within the framework of a climate budget. ”

Anna Richert, food expert at WWF in conjunction with the launch of One Planet Plate in 2018



“ One of the most important things we do is to make sure that our green burgers taste at least as good as those made with meat.”

**Jonas Mårtensson**, Head Chef at MAX Burgers

## The World's First Climate-labelled Menu is Now Even Better

To make it a little easier for our guests to make informed decisions, we were the first in the world to climate-label our entire menu. We did this back in 2008, with further updates in 2020 with an emphasis on our digital channels. We're now working on clear colour coding to show what kind of protein the burger contains. We've also labelled each burger according to its carbon dioxide emissions. It's now easy to see which dishes have low carbon dioxide emissions and which can be had as vegetarian or lacto-ovo options.

In 2020, we expanded the Green Family with more meals that are either lacto-ovo or completely plant-based. In one way you could say that our effort to produce a larger, greener, and tastier menu makes it harder to choose. But this is a welcome problem when everything tastes good. And that's our goal.

“One of the most important things we do is to make sure that our green burgers taste at least as good as those made with meat. When we started our search for plant-based meat in 2015, we probably tested every option available in the world. But nothing met our own high standards in terms of taste. We wanted to make a really good 'meat burger' without meat, so we had to create our own from scratch.

The result was Plant Beef, which was launched in 2019. This is our very own plant-based burger made from, among other things, textured soy and wheat protein, developed and manufactured in Sweden,” says MAX Burgers' Head Chef Jonas Mårtensson.



## 420 electric car laps around the world!

In 2020, you could charge your electric car at 32 of our restaurants in Sweden, which is almost double the number in 2018. Together with our suppliers, we're planning even more charging points in the coming years. Overall, our guests charged their cars enough to travel 17 million kilometres! This equates to 420 laps around the world and 2,900 fewer tonnes of carbon dioxide compared with using fossil fuels.

Find a charging point in Sweden at [max.se/laddstationer](https://max.se/laddstationer)

## What Reduces our Climate Impact

- MAX has the market's largest and tastiest range of green burgers.\* In 2020, we had 10 meals within the Green Family.
- In 2008, MAX produced the world's first climate-labelled menu, which enables all our guests to make well-informed decisions about their meal.
- We have clear energy-saving programmes in our restaurants. This includes schedules for shutting down grills, automatic ventilation control based on the number of guests in the restaurant, and heat recovery.
- In our Swedish restaurants we only have Swedish meat. The cost for MAX is about 30% higher than if we were to use corresponding ingredients from the EU, but we see this as an investment. The reason is that Swedish beef has the lowest antibiotic use in the EU, Swedish legislation for animal welfare is among the strictest in the world, and Swedish beef has a lower climate impact than the EU average.
- Food waste in our restaurants is less than 1%.
- An increased proportion of our packaging is recyclable.
- We're phasing out unnecessary packaging. One example is that it's no longer standard to get a lid or straw for beverage cups when dining in our restaurants. Another example is that, back in 2009, we removed the actual box packaging for the children's MAX box.
- In Sweden we've had 100% wind power since 2008. In the other countries we have 100% green electricity since 2020.
- In Sweden, our frying oil is turned into biodiesel.
- We've been palm oil-free at our restaurants in Europe since 2017.
- Our new Swedish company cars adhere to Sweden's strictest green car criteria, which were introduced in July 2018. The cars emit less than 60 grams of carbon dioxide per kilometre. Our older company cars are also classed as green cars under the earlier criteria.
- We have charging points for electric cars at 32 of our restaurants, in Sweden.

\* Source: Capacent 2019. Survey of nationwide burger chains. The next survey will take place this year, 2021.

# 3 Capture

For many years, MAX Burgers has worked to reduce its climate footprint. And, like everyone else, we have a long way to go before emissions reach zero. But even if we'd achieved this, the levels of carbon dioxide in the atmosphere would still be too high as a result of all that humanity has released over the last 100 years. Therefore, since 2008, we have reduced carbon dioxide from the atmosphere for all emissions, from the farmer's land to the guest's table. Since 14 June 2018, we have also been increasing our carbon offsetting to cover 110 percent of emissions throughout the value chain. For example, we also include guests' journeys to and from the restaurant.

Planting trees and conserving our forests are effective ways of capturing carbon dioxide. Through photosynthesis, the trees absorb carbon dioxide, which is then stored in their biomass and in the soil. This is a system that has existed in nature for four billion years.

But there are limits to what nature, and therefore the trees, can do. It has to do with how much carbon dioxide they're able to absorb. In order to absorb more carbon dioxide from the atmosphere, we must preserve the forests we have and plant new trees.

Since 2008, MAX Burgers has planted approximately 2.9 million trees, including through the Trees for Global Benefits project in Uganda. This corresponds to an area of almost 8,500 football pitches, or removing 353,500 petrol cars from the streets in one year. The initiative is something that we've received attention for both in Sweden and internationally. A key element of the initiative has been fighting poverty and creating both short-term and long-term benefits for the people who are involved in and affected by tree-planting projects. Therefore, the tree-planting projects MAX works with are certified in accordance with the Plan Vivo standard, which focuses on both sustainable land use and poverty reduction.

### OUR TREES IN UGANDA HAVE WON A UN PRIZE

MAX has paid for tree-planting in several places in Africa but mostly in Uganda through the Trees for Global Benefits project run by the organization Ecotrust. In 2013, Trees for Global Benefits received a UN SEED Award for its success in working to support smallholders' sustainable agriculture and forestry and climate adaptation.



## An efficient way to capture carbon dioxide is to plant trees and preserve forests.



IMAGE: ZERO MISSION

Jerónimo Gómez Pérez joined the Plan Vivo-project early. He, like other technicians, is valuable as he has experience of being a farmer, knows the local languages of origin and has knowledge in all technical details.

### Smallholders in Uganda are happy, but there's room for improvement

At least once every five years, Trees for Global Benefits in Uganda is independently audited by Environmental Services Inc (ESI). This last survey took place in 2019, with the aim of assessing the project's compliance with the criteria of the Plan Vivo standard. The survey audits the running of the project and checks that the planting of trees does not compete with agriculture and food supply and that the trees are growing and capturing carbon. The additionality of the project was also audited. To this end, it was ensured that tree planting actually makes a direct difference at that location. The audit also confirmed the climate benefit of the initiative, which is to say that the trees have captured the agreed amount of carbon.

The review concluded that the project largely means that food production is the same as before and has actually increased for some. Smallholders were generally satisfied with their participation in the project and with how it is run by Ecotrust.

Although participating smallholders seemed to have access to their Plan Vivo contracts in the appropriate format and language, it transpired that even if the small farmers had a hard copy of the contract, it was unclear to some of them. Ecotrust was then given the task of improving this. The recurring complaint from smallholders was about payment delays. The issue turned out to be due to misspelt names or incorrect account information. This has since been rectified through Ecotrust. The audit also verified all tree planting between 2013 and 2017, which is estimated to have captured 721,252 tonnes of carbon dioxide.

Contributes to the following sustainability goals: Climate compensation through Plan Vivo projects makes an active contribution to achieving these global goals in particular.



Planted:  
**2.9 million trees**  
 equal an area of  
**8,500 football pitches.**



This compares to 353,500 petrol cars being removed from the streets in one year.

# Questions About Tree Planting

## Will the trees remain forever?

The work is managed and controlled in accordance with the Plan Vivo standard. This means, among other things, that the development of the project is continually monitored and reported on annually. At five-year intervals, an independent third-party audit is also carried out to check that the trees are capturing the agreed amount of carbon.

What then happens after the 25 years that the contracts and the initiative run for is difficult to know exactly. In favour of the trees remaining and continuing to capture carbon is that smallholders see value in planting and caring for the trees. The Plan Vivo projects are designed to create benefits in both the short and the long term and therefore become an important part of conservation for many. The desire to nurture a mango tree that can bear fruit for hundreds of years to come can be considerable.

## What happens if there's a forest fire?

As the world changes in light of the climate crisis, the risk of fire, drought, and rain is becoming increasingly apparent. But there are risks about which there is good knowledge, and preventative work is built into every step when designing tree projects. With the initiative, if something unpredictable happens, there is a buffer within the Plan Vivo system that enables the right amount of carbon dioxide to still be captured. Consequently, there is greater planting volume from the outset than what is expected on MAX's part, so there is a buffer if needed.

## It takes time for trees to grow. Is it really right to lay claim to the climate benefits already?

Yes, because we adhere to ISO 14021, which is the world's only independent international standard for climate-neutral claims. ISO 14021 states that the climate footprint of a product can be reduced to zero through climate offsetting. MAX has chosen to follow relevant climate standards as far as possible to enable transparency, control, and comparison. Failure to follow standards poses a risk of misleading people.

Standards usually evolve over time. In the future, standards may take into account when the carbon is captured by the trees (a period of 10 to 20 years) compared to when the emissions of the various greenhouse gases have their warming effect on the climate (a period of 1 to 100,000 years). The climate cannot wait for a further developed and perfect future standard. At MAX, we're proud that we're already acting with resolve based on the existing standards.

## Does tree planting compete with food production?

No. The landowners who are part of the project participate voluntarily and are the ones who make the decisions about their land. Before the project starts, Plan Vivo also ensures that there is no conflict between the production of trees and other crops. The trees also become a direct source of income.

## Is MAX trying to pacify its guilty conscience?

No. With our climate offsetting, we're ensuring that we're taking direct responsibility for our emissions while reducing our climate impact. There's nothing else to it. We believe that everyone must do as much as they can to help solve the climate crisis. Had we not captured carbon, we would have taken less responsibility.

## Why did you choose trees?

It is currently the only way to capture carbon dioxide from the atmosphere that is both independently audited and certified. And we see great value in having a proper system to check that the carbon has been captured. Although there are objections to tree planting, if we do not increase the number of trees in the world at the moment, it looks unlikely that we will succeed with the UN's 1.5-degree target. Tree planting is currently the best large-scale method that works for capturing carbon dioxide from the atmosphere.

## Is it not the case that those who engage in climate offsetting do so instead of reducing their emissions?

According to the studies that are available, it appears to be the opposite. Companies that are involved in climate-offsetting reduce their emissions almost three times quicker than those that are not.\*

## This is largely thanks to:

1. the companies already being more involved in the climate issue than the average, which is why they offset their climate impact.
2. climate analysis driving knowledge and a commitment to reduce emissions: what you measure is easier to manage than what you do not measure.
3. offsetting entailing a cost that increases the financial incentive to reduce emissions.
4. those who have started to help solve the climate crisis beginning to see themselves as competent and responsible. They then don't want to abandon the positive self-image.

## X3



\*The Bottom Line Report 2015 from Ecosystem Marketplace, about companies that report to CDP (Carbon Disclosure Project), found those that offset their Scope 1 emissions were reducing their emissions three times faster than companies that do not carbon offset.

## X2

"27% of more than 1000 participants answered that they carbon offset in the last 12 months."

The picture seems to be the same among individuals in Sweden. Those that carbon offset are twice as likely to be engaged in reducing their emissions (56%) than those that don't carbon offset (28%), according to a survey by Novus 2019 in which 27% of more than 1000 individuals answered that they had carbon offset during the previous 12 months.

**Did you know...** that a large proportion of the world's greenhouse gas emissions come from cutting forest for growing food? The world's tropical forests are important for regulating the climate both locally and globally and they store huge amounts of carbon. Due to rapid deforestation, the forests have gone from sequestering carbon to becoming a major source of greenhouse gas emissions. Today, agriculture and food production are the biggest causes of deforestation. So we feel that it is especially important for us, as part of the food industry, to help replace some of the trees that have disappeared.

Read more at [max.se/klimatpositiv](https://max.se/klimatpositiv)

## Why We Chose to Produce the World’s First Climate-positive Menu

According to the UN, global warming, with serious climate change as a result, is the greatest systematic threat to humanity. It is no longer enough to just reduce emissions. Climate neutrality is now just a stepping stone to the main goal of emptying the atmosphere of the carbon dioxide that has already been emitted. It’s time for us all to become a little more climate-positive.

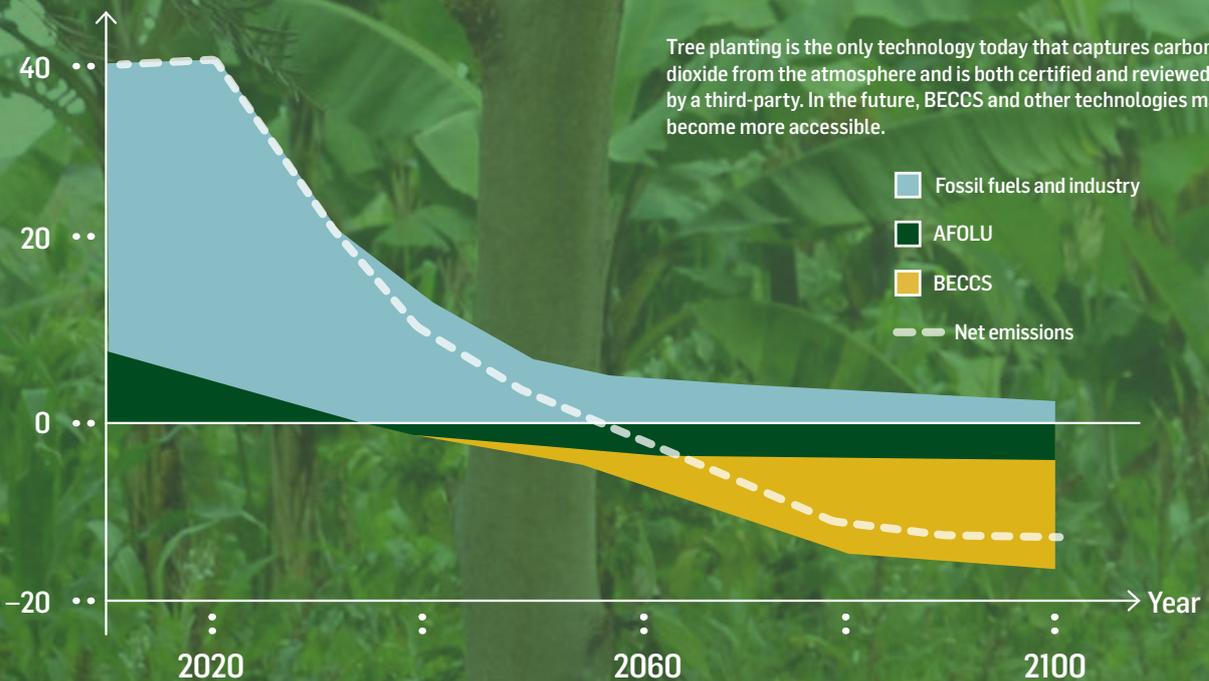


### UN scenario to meet the 1.5-degree target

The graph below shows a scenario from the UN’s climate panel, the IPCC, where societal development and technological development follow historical patterns. The net calculated reductions needed to limit global warming to 1.5 degrees require us to reduce emissions while using technology to remove carbon dioxide from the atmosphere. BECCS (Bioenergy with Carbon Capture and Storage) technology uses bioenergy to capture and store carbon dioxide. AFOLU (Agriculture, Forestry and Other Land Use) captures carbon dioxide with the help of agriculture, forestry, and other land use.

**”The net emissions reduction needed to limit global warming to 1.5 degrees requires that we both reduce emissions and use techniques to remove carbon dioxide from the atmosphere.”**

Billion tonnes CO<sub>2</sub> per year (GtCO<sub>2</sub>/yr)



Source: An IPCC Special Report on the impacts of global warming of 1.5°C, 2018.

Tree planting is the only technology today that captures carbon dioxide from the atmosphere and is both certified and reviewed by a third-party. In the future, BECCS and other technologies may become more accessible.

# BEING CLIMATE-POSITIVE IS 147 TIMES MORE BENEFICIAL FOR THE CLIMATE

In 2019, MAX participated in the major climate meeting in Madrid. We produced presentations to show the impact of being climate-positive. In the three possible future scenarios in the adjacent diagram, you can see the difference in the total climate impact of MAX's climate efforts as calculated for the period 2019 to 2050.

**Scenario 1: CLIMATE DENIAL**

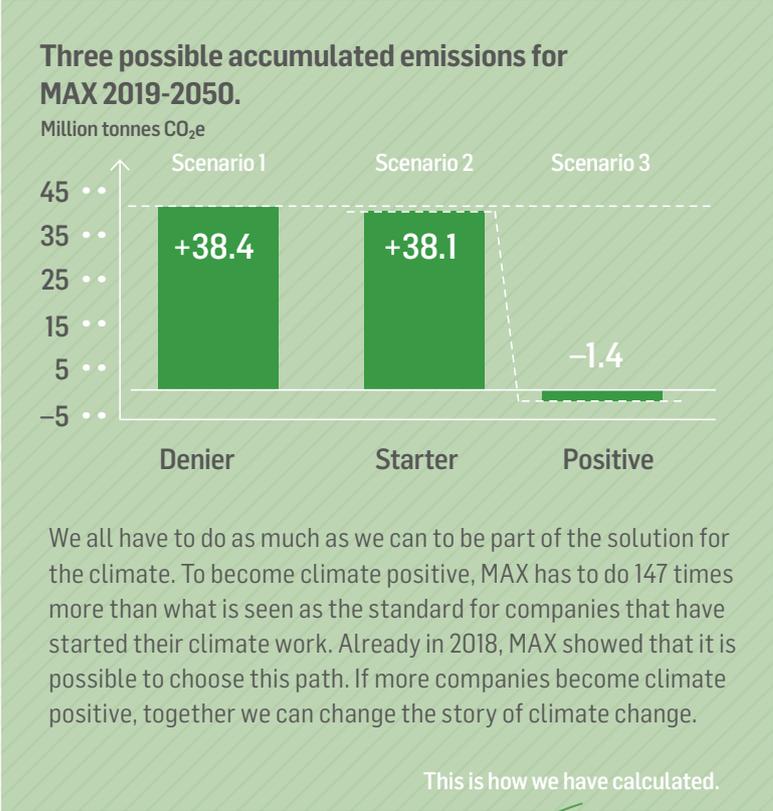
In the first scenario, we show how things would look if we continued to conduct our business without paying any attention to the environment or climate.

**Scenario 2: CLIMATE STARTER**

Here we demonstrate reduced emissions from what we own ourselves and the energy we buy in (also called scope 1 and 2) of 77 percent until 2050. Scopes 1 and 2 together accounted for 0.9 percent of MAX's climate footprint in 2018.

**Scenario 3: CLIMATE-POSITIVE**

Our existing plan is to reduce our emissions from the entire value chain (scope 1, 2, and 3) by 77 percent and also to capture 110 percent of the emissions. The 77-percent reduction reduces the average per-meal climate impact from 2.16 kg to 0.5 kg of carbon dioxide equivalents. This should be in line with the 1.5-degree target according to estimates by WWF Sweden (One Planet plate).



## Three possible scenarios for MAX Burgers until 2050

The figures show accumulated results for 2019 to 2050 in millions of tonnes of carbon dioxide equivalents. At MAX, we're both pleased and proud to have chosen a climate-positive path. There's a huge difference in the net emissions of the different scenarios. The climate benefit in scenario 3 – climate positive – is 147 times greater than in scenario 2 (0.27 cf. 24.7 + 15.1 tonnes).

All the scenarios in the table are based on MAX Burgers having an annual growth of 10 percent. In the last 18 years, we've grown by 15 to 20 percent per year, so the forecast is cautious.

	Scenario 1 MAX doing nothing	Scenario 2 MAX reducing their emissions	Scenario 3 MAX being climate positive
MAX doing	MAX doing nothing	Reducing scope 1&2 with 77%	Reducing scope 1, 2&3 with 77%. Capture 110%
Gross emissions (scope 1, 2, 3)	+ 38.4	+ 38.1	+ 13.7
Reduced	(0)	(0.27)	(24.7)
Captured	-0	-0	-15.1
Net emissions	+ 38.4	+ 38.1	-1.4

147 times more climate benefit

**The 77-percent reduction reduces our average per-meal climate impact from 1.9 kg to 0.5 kg of carbon dioxide equivalents. This is the level that WWF Sweden deems necessary for us to have a chance of reaching the 1.5-degree target.**

## New Swedish Carbon Storage Initiative

In 2008, MAX started planting trees in Africa with the aim of capturing carbon from the atmosphere. Since then, we have investigated the opportunities for alternatives in Sweden as well. This has been a challenge for us, as there has been no suitable partner for such an initiative.

At the same time, it's unclear whether tree planting is the best method in Sweden. That's why we're part of the Swedish carbon storage initiative, which started in 2020. Swedish carbon storage aims to restore the climate by capturing more carbon in the soil. This will be done with the help of new ploughing methods, for instance. This technique would also ensure better profitability in agriculture and secure food supply. Our partners include Wasa Bröd, SIA Glass, and Oatly.



IMAGE: JESPER SANDSTRÖM

## Benefits of being climate-positive

147 X

### ◆ Huge climate benefit

By being climate-positive, MAX Burgers is 147 times more beneficial to the climate than were it simply to reduce its own emissions.

### ◆ Enables informed choices

Our guests get the opportunity to make more climate-conscious choices in their day-to-day lives when there are climate-positive products and services.

### ◆ Innovation for carbon sequestration

When more people invest in solutions for capturing carbon dioxide, it helps to drive the development of innovations, methods, and technologies.

### ◆ Hopes for Stabilising the Climate

It is possible to stabilise the climate at a reasonable cost using existing technology. But it won't resolve itself. Leadership is required. More companies need to become climate-positive in order to invigorate the movement and contribute further innovation.

## The purpose of CLIPPOP is to gather all climate positive initiatives

### WE ARE CLIMATE-POSITIVE

By being climate-positive, MAX Burgers is going further than the world's only independent standard for climate neutrality (ISO 14021). Today, there's no international standard for being climate-positive. That's why we've initiated several collaborations, with WWF, H&M, and IKEA for instance, all of which aim to decide how best to define climate-positive and to create a new ISO standard that includes being climate-positive.

In order to pool our resources and list the criteria for being climate-positive, we have started

CLIPPOP, an acronym for CLimate POSitive Planet. The website, [clipop.org](http://clipop.org), is run together with the New Zealand car sharing company MEVO and shows developments related to being climate-positive along with other important information. Here, we also highlight climate-positive initiatives that we hear about from all over the world in terms of everything from products and services to companies.

**Read more: [clipop.org](http://clipop.org)**

### The Climate-positive Movement is Growing!

In 2018, together with MEVO in New Zealand, MAX was the first in the world to become climate-positive. This means that we remove more greenhouse gases than the entire value chain emits. Just think: two companies on opposite sides of the planet had exactly the same idea at the same time! This is a sign that the time is ripe for more climate-positive products, services, and companies. By 2020, another seven companies had begun to meet the climate-positive criteria.

Climate-positive products, services and organizations registered with CLIPPOP until 2020:

- ◆ **MAX** – all food in the restaurants
- ◆ **Mevo** – all the cars it rents out
- ◆ **GodEl** – all the electricity it sells
- ◆ **God Dryck** – all products
- ◆ **Brid Content** – all consulting
- ◆ **ICEBUG** – part of its shoe range
- ◆ **Department Festival** – the entire music festival
- ◆ **ZeroMission** – the whole company
- ◆ **Kivra** – all services

With CLIPPOP, we're working to expand the list of climate-positive companies, services, and products. Therefore, in 2020, along with Zeromission and U & We, we organised training in becoming climate-positive. In total, around 180 companies and 659 people participated, which we're very happy about. In 2020, the criteria for being climate-positive evolved and became tougher. At MAX, we have also hired the auditing company EY as an independent auditor to ensure that we're not violating the criteria that now apply.

## What people say about MAX being climate positive...

**” To be the first in the world to serve climate positive burgers that contribute to reducing the level of carbon dioxide in the atmosphere is ground-breaking, and gives hope that we can overcome the climate crisis. I sincerely hope that more companies will follow suit.”**

Karl-Henrik Robèrt, Professor of Strategic Sustainable Development and Founder of The Natural Step

**”MAX is now taking another big step in its climate work. They are showing the way for the rest of the world - not just aiming for net zero greenhouse gas emissions, but beginning to ‘vacuum’ carbon**

**dioxide out of the atmosphere, so that the concentration of greenhouse gases actually decreases in the long run. It is an impressive and important step towards a better future.”**

Svante Axelsson, Coordinator for Fossil Free Sweden and former General Secretary of the Swedish Society for Nature Conservation

**“The future is an economy that stores carbon rather than emits it, purifies soils and waters rather than pollutes them, and enhances biodiversity rather than harms it. In my opinion, MAX is creating that future. I’m in.”**

Owen Gaffney, Co-founder of Future Earth Media Lab, global sustainability analyst at Stockholm Resilience Centre

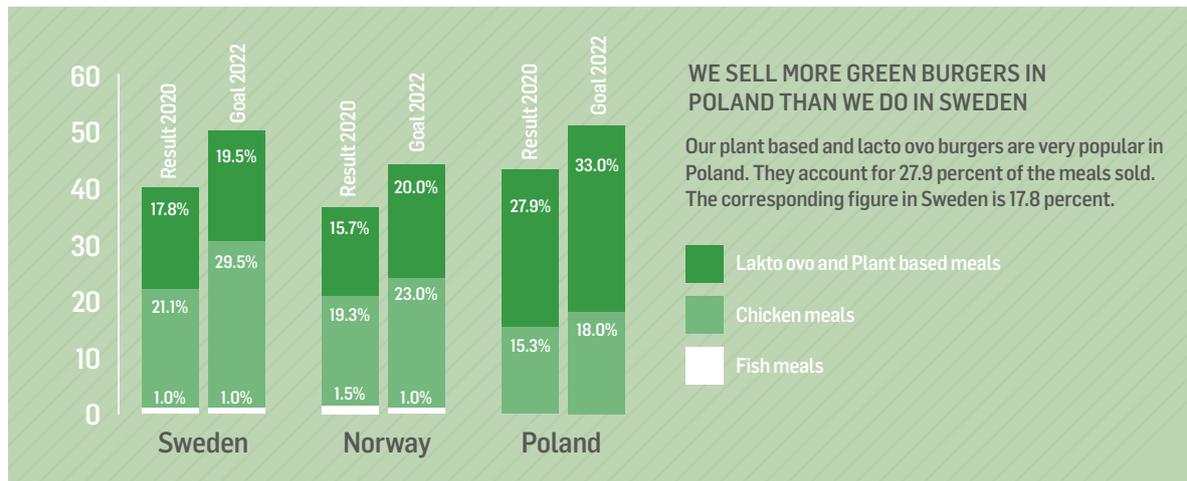
## Sustainability = Business Opportunity

Location is everything for a restaurant. And it's very difficult to find the right location. Especially now that we're establishing ourselves outside the Nordic region. In Poland we talked to one of the world's largest mall owners. They wondered why they should give the best restaurant space in one of their malls to MAX Burgers instead of giving it to one of the larger and better-known international chains.

In our discussions with the property owner, we explained our sustainability work in detail, putting

extra emphasis on the climate. The fact that we were the world's first climate-positive burger chain was the wow factor that the mall owner was looking for.

They saw great value in developing together with us, and in 2020 we opened two restaurants in Poland together. Our Polish guests really seem to appreciate our concept. In fact, we sell more green burgers in Poland than we do in Sweden.





### CUTTING DOWN ON PLASTIC FOR THE FUTURE

We've worked with plastic cleaning at MAX for several years now. In 2018, 87 percent of our guest packaging was made from plant-based material. In 2019, we continued this work and became the first in the industry to replace plastic straws with cardboard straws. **By also replacing beverage cups and cutlery, we increased the proportion of plant-based guest packaging to 92 percent.** In 2020, we also made sure to phase out all plastic toys in the children's MAX box and replace them with books.

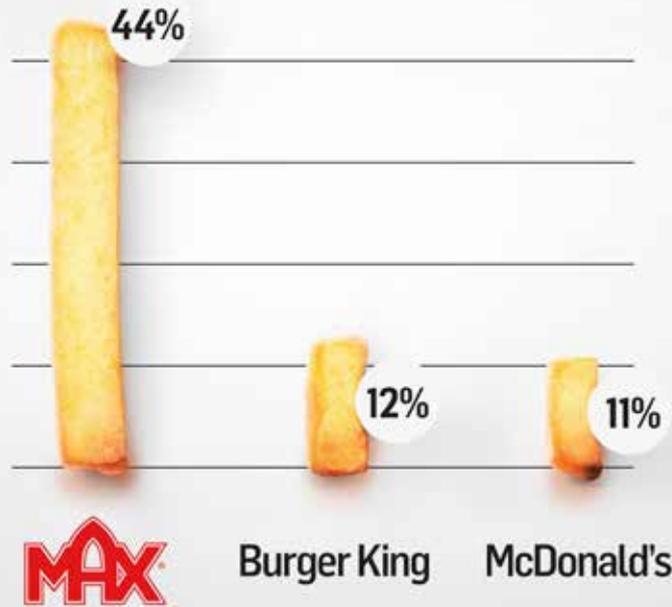
For many years, the lids for our beverage cups have been kept behind the counter and given to the guests who ask for them, which has helped to reduce the use of plastic materials. We're continuing to cut down on plastic, with the goal of reducing the total amount of packaging and prioritising materials that are easier to recycle, without risking food safety.



In accordance with our packaging policy, we're phasing out unnecessary packaging and minimising the amount that results in food waste. We're also encouraging our guests to throw away and recycle empty packaging in order to reduce litter and increase recycling..



# SWEDEN'S TASTIEST BURGERS



Source: Kantar Sifo web survey by Capacent 2021.

## MAX Burgers in brief

- ◆ The most profitable restaurant chain in Sweden
- ◆ Turnover is EUR 360 million in 2020, of which approximately EUR 330 million in Sweden
- ◆ Family-owned
- ◆ 167 restaurants in Sweden, Norway, Denmark, Poland, and Egypt
- ◆ Around 5,500 employees
- ◆ Europe's oldest existing burger chain
- ◆ The most satisfied guests for the 19th year in a row among Swedish chains. This is according to Evimetrix Swedish Brand Award 2020.

MAX WAS FOUNDED IN 1968. OUR VISION IS TO BE THE BEST BURGER CHAIN IN THE WORLD.

OUR MISSION IS TO MAKE THE WORLD A LITTLE BETTER, BOTH BY SERVING TASTY BURGERS AND BY BEING A FORCE FOR GOOD IN SOCIETY AND THE WORLD.

OUR JOURNEY TO BECOMING A SUSTAINABLE COMPANY IN A SUSTAINABLE WORLD HAS ONLY JUST BEGUN.



Premium Burgers