SSP The Food Travel Experts

Our journey

to a sustainable future

Welcome
to our 2023 Sustainability Report

About SSP
We are the food travel experts. Present in 37 countries globally, we design, create and operate food and drink outlets in locations where people are on the move.

Whether our customers are flying abroad on holiday or commuting to work by train, we are committed to making their food and drink experience the best part of the journey.

It is this purpose that drives our strategy and culture as an organisation, and drives our aspiration to be the world's best travel food and beverage company.

We have a wide portfolio of brands, including our own and those we franchise, which cater to client and customer needs. Our brands range from well-known grab 'n' go sandwich shops and cafés, to casual dining restaurants and bespoke high-end concepts, so we can respond to our customers' specific needs as they travel around the world.

About this report
This report outlines our sustainability strategy, performance and vision for a sustainable food travel sector.

The overarching theme of our 2023 report is 'momentum'. We have made considerable progress in recent years in embedding sustainability into our everyday decision-making and ways of working at SSP. Our aim now is to maintain that positive momentum as we drive change both within SSP and across the food travel sector.

The reporting period relates to our 2023 financial year from 1 October 2022 to 30 September 2023. All references in this report to target dates, base years and performance relate to our financial year end, unless otherwise stated.

2023 Group highlights

c.£3bn
revenue

c.42,000
colleagues

37
countries

c.550
brands

c.2,900
units in c.600 locations

2023 sustainability highlights

34%
of meals offered by our own brands are plant-based or vegetarian

42%
reduction in Scope 1 & 2 greenhouse gas (GHG) emissions in 2023 (vs 2019 baseline)

c.85%
of own brand packaging is recyclable, reusable or compostable

50%
of Board roles are held by women

24
partnerships with food poverty and other local charities in 14 markets

ESG ratings
MSCI ESG RATINGS A
CCC | B | BB | BBB | A | AA | AAA

Rated MORNINGSTAR SUSTAINALYTICS

Our **ESG ratings** are detailed on page 65

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Annual Report 2023
provides details of our Group Strategy and performance at:
foodtravelexperts.com/investors/annualreport

SSP website
including our policies, statutory statements and additional sustainability information at:
foodtravelexperts.com

Sustainability Data Book
provides comprehensive data disclosures, reporting criteria, scope and definitions at:

GRI

SASB

TCFD

A message from our Group CEO

"Sustainability is a key strategic priority for SSP and I see it as key to fulfilling our purpose to be the best part of the journey... What we're doing in this space is mutually reinforcing all of our strategic priorities. It's the interaction of all those things that's driving our business success and continued growth."

The best part of the journey

Now in my second year at SSP, I continue to take immense pride in the clear sense of momentum across our global business in progressing our Sustainability Strategy.

Sustainability is a key strategic priority for SSP and I see it as crucial for fulfilling our purpose to be the best part of the journey. I am clear that sustainability is not a trade-off for business performance. What we're doing in this space is mutually reinforcing all of our strategic priorities. It's the interaction of all those things that's driving our business success and continued growth.

We operate at the intersection of the global food, travel and aviation sectors, which face a range of social and environmental impacts. We are acutely aware of those impacts, as are our partners – from airport and rail clients, to brand and joint venture partners and suppliers.

Like us, many of our partners have been making big commitments around sustainability. We are in a unique position to be able to bring them together to catalyse action and work in partnership to deliver a shared vision for a sustainable food travel sector.

A year of momentum

We published our first stand-alone Sustainability Report last year, setting out our strategy and commitments and how we planned to get there. This year, we've seen real momentum in delivering on those plans and commitments, as you'll see throughout this report.

Highlights include exceeding our 2025 target for 30% of own brand meal offerings to be plant-based or vegetarian. And we exceeded our target for at least 33% women in senior leadership roles, so have raised the bar to 40% by 2025. We've also significantly invested in strengthening our capabilities around diversity, equity and inclusion, safety and wellbeing, and human rights.

Importantly, this isn't just a Group-driven exercise. I have seen first-hand in my travels across more than 20 countries, visiting hundreds of SSP outlets in the last 18 months, how our people are living and breathing our sustainability values each and every day. I'd like to take this opportunity to personally thank them.

Through this work, we're addressing our impacts, mitigating risks, embracing new opportunities and, ultimately, building a stronger business. And, already, we're seeing evidence of the value sustainability brings in helping to win new business and developing brands that resonate with our customers.

Our road to net zero

Receiving validation this year of our net-zero targets from the Science Based Targets initiative (SBTi) was a significant milestone. We are making strong progress, with a 42% reduction in Scope 1 and 2 emissions from our 2019 base year. Across all three scopes, absolute emissions have remained relatively flat, but we have achieved a 6% reduction in emissions intensity, compared to 2019.

We know the greater challenge is in reducing our Scope 3 emissions – primarily emissions from the food and drink we sell – which can't be achieved in isolation. We have to do it in partnership with our clients, our business partners, our suppliers and our teams across the world.

This partnership model lies at the heart of how we do business at SSP and we're leveraging our strengths in culinary and digital to drive tangible progress. A great example of this is our new partnership with Klimato, a leading provider for calculating the carbon footprint of recipes, which is helping to empower our chefs to integrate sustainability into how they design and develop our menus.

Crucially, we're taking an integrated health and climate approach for our food and beverage, focused on: sourcing, recipes, menus and brands. You can find many examples throughout this report of how we're using our food travel expertise to create great tasting, healthier and more sustainable offerings that benefit both people and the planet.

We're at the early stages of our journey to net zero, but I truly believe that with the right commitment, the right measurement, the right strategy, and the right partnerships, we will get it done.

Patrick Coveney
Group Chief Executive Officer
December 2023

Our Group purpose and strategy is detailed on pages 18-29 of our 2023 Annual Report

A message from our Board Chair, Mike Clasper, is on page 52

Our Group purpose

Our strategic approach

Our vision and strategy

for a sustainable future

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Leading change

"We have set out to take a leadership position for sustainability, working in partnership to drive positive change both within SSP and across the food travel sector."

Sarah John
Corporate Affairs Director

See how we're **building our sustainability expertise** on pages 55-56

We have seen a wave of momentum in 2023 as we accelerated efforts to deliver our ambitious global sustainability agenda centred around Product, Planet and People.

As the executive lead for sustainability, working collaboratively with our Board and leadership teams, we defined our global strategy and targets in 2020, building on the wide range of social and environmental initiatives across our local businesses. From the outset, we have set out to take a leadership position for sustainability, working in partnership to drive positive change both within SSP and across the wider food travel sector.

We have progressed rapidly over the last three years, building our skills and capabilities, establishing clear governance and management structures, and developing comprehensive plans and strategies.

We are now starting to see the realisation of all our groundwork in delivering tangible progress against our targets. Importantly, this work is also supporting our commercial growth objectives by positioning SSP as a sustainable partner of choice for clients, brand and joint venture partners.

I look forward to continuing this momentum in 2024 and beyond.

Sarah John
Corporate Affairs Director
and executive lead for sustainability

Our strategic sustainability journey

Defining

Sept 2020
Commenced work to define a new global Sustainability Strategy, building upon existing initiatives across our local businesses

Dec 2021
Signed a Letter Commitment to the Science Based Targets initiative (SBTi) Business Ambition for 1.5°C

Developing

Jan 2022
Published details of our strategy, targets and performance in our 2021 Annual Report

Apr 2022
Began mapping our total GHG emissions baseline and developing net-zero roadmap to 2040

Jul 2022
Deep-dive Board review of stakeholder engagement insights, material issues and strategic plans

Delivering

Jan 2023
Published our first stand-alone Sustainability Report, aligned to GRI and SASB frameworks

Apr 2023
Held our first dedicated ESG Event for investors

Aug 2023
Received approval from the Science Based Targets initiative for our net-zero targets

Dec 2023
Announced our partnership with Klimato to support our work to reduce the climate impact of our menus

Apr 2021
Board review and input on proposed Sustainability Strategy and targets

Nov 2021
Board approval of our global Sustainability Strategy and targets

Feb 2022
Appointed our Group Head of Sustainability and established the central team

Jun 2022
Established our cross-functional Group Sustainability Steering Committee

Oct 2022
Launched our net-zero strategy and roadmap at our Global Leaders Conference

Feb 2023
Joined the Future Food Movement with access to certified e-learning for 67 sustainability champions globally

Apr 2023
Published strengthened ESG policies and a new Supplier Code of Conduct

Sept 2023
c.135 of our senior leaders globally completed CPD-certified net-zero training

Dec 2023
Published our second Sustainability Report

Our Sustainability Strategy

Sustainability is an important strategic priority for SSP and is crucial for the long-term success of our business. We see it as key to fulfilling our purpose to be the best part of the journey.

Our Sustainability Strategy focuses on the three key areas of Product, Planet and People, and is underpinned by high standards of governance. Our 10 key commitments are focused on the most important social and environmental issues for our business and stakeholders.

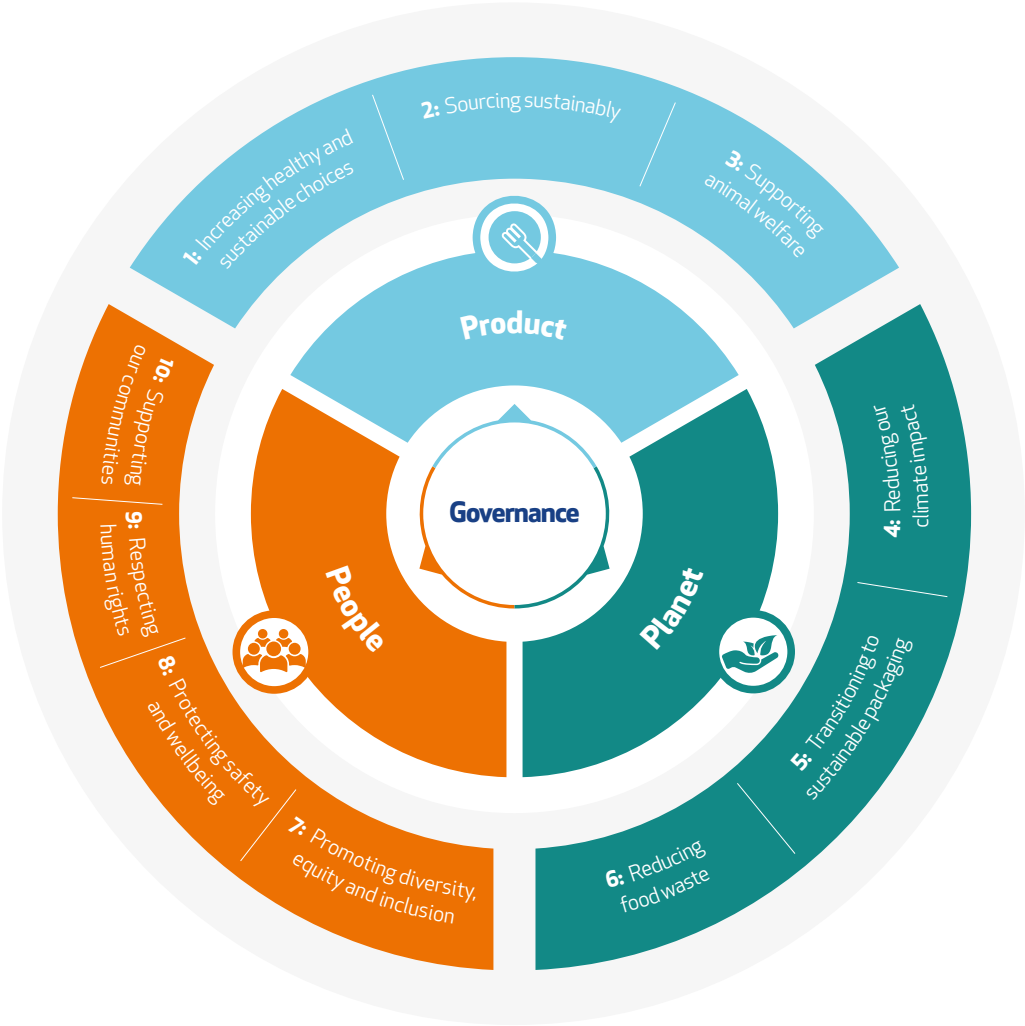
Together, we are committed to addressing our impacts and working in collaboration to drive positive change across the food travel sector.

See how we **identify our material issues** on page 58

See our **Group purpose and strategy** on pages 18-29 of our 2023 Annual Report

Our sustainability initiatives often address more than one commitment.

We have included a small strategy wheel (below) throughout the report to help identify the commitments (numbered 1-10) addressed by each case study.



Our alignment with the UN Sustainable Development Goals

We recognise the importance of contributing to the UN global priorities for 2030. While our strategy touches many areas of the 17 goals, we have identified the following six goals that are most relevant to our 10 commitments and where we can make the greatest contribution:

1. Increasing healthy and sustainable choices
6. Reducing food waste
10. Supporting our communities

1. Increasing healthy and sustainable choices
8. Protecting safety and wellbeing

2. Sourcing sustainably
7. Promoting diversity, equity and inclusion
9. Respecting human rights

2. Sourcing sustainably
3. Supporting animal welfare
5. Transitioning to sustainable packaging
6. Reducing food waste

1. Increasing healthy and sustainable choices
2. Sourcing sustainably
4. Reducing our climate impact
5. Transitioning to sustainable packaging
6. Reducing food waste

All 10 commitments

Turning challenges into opportunities

Today, there is greater than ever understanding of the role of the food sector in contributing to some of the world's most significant sustainability challenges. At the same time, there is a growing body of evidence highlighting the opportunities that a shift to more sustainable food systems can deliver for people and the planet.

Our strategy seeks to address our impacts and contribution to key sustainability challenges in the food travel sector. We see this as our responsibility. At the same time, there are emerging opportunities taking place across wider food systems that we can leverage to help deliver our strategy and drive positive change in the food travel sector.

Challenges

Food contributes significantly to global greenhouse gas (GHG) emissions

Global food production and consumption contributes **c.34%** of global GHG emissions[1]

Current meat and dairy practices are land and water intensive

c.83% of global farmland is used to raise animals but provides just 18% of calories consumed[2]

Too much of the food produced from farm-to-fork is wasted

Of all food produced in the world each year, **c.33%** by weight and **c.25%** by calories is lost or wasted[3]

Many people are facing health issues due to unhealthy and high calorie diets

Approximately **2 billion** adults globally are estimated to be overweight or obese[4]

Millions of people live in food poverty everyday

821 million people globally are estimated to be undernourished[5]

Opportunities

Shifting to sustainable diets can significantly cut emissions

For example, in the UK a **c.36%** reduction in GHG emissions could be achieved through a shift to sustainable diets[6]

Sustainable diets can reduce biodiversity loss too

A **c.20% reduction** in biodiversity loss could be achieved by transitioning to regenerative agriculture practices and sustainable diets[7]

There are many business benefits to adopting sustainable practices

For every US$1 invested in food waste reduction in a restaurant, an estimated US$7 of financial benefit can be realised over a three-year period[8]

More and more people are interested in healthier and more sustainable diets

c.42% of global consumers identify as 'flexitarians', of which 54% are Gen Zs[9]

Healthy and sustainable diets can help people live longer, happier lives

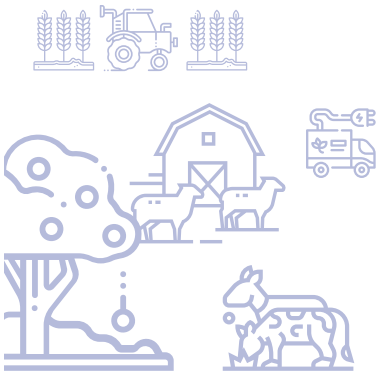
An estimated **11 million** deaths globally could be prevented each year by a shift to healthy and sustainable diets[10]

Our vision for a sustainable food travel sector

At SSP, we operate at an intersection of different sectors and stakeholders. From the farmers, food manufacturers and distributors that we buy from, to the high street brands we partner with and 'travelise'. To our airport and rail clients, joint venture partners and the customers we serve, to the communities and environments where we live and work.

We are in a unique position to be able to bring our different stakeholders together to catalyse action and work in partnership to deliver a shared vision for a sustainable food travel sector.

By 2040, our vision for a sustainable food travel sector includes…



Upstream

Sustainable supply chains

- Regenerative agriculture practices and high standards of animal welfare.
- AI-smart technologies enabling efficiency, circularity, traceability and resilience.
- Prosperous livelihoods and decent working conditions for farmers and workers.
- Decarbonisation across food manufacturing, transportation and logistics.

Operations

Sustainable air and rail travel hubs

- Green building certified, with renewable energy and rainwater harvesting.
- Zero waste to landfill with reuse, recycling, composting or energy recovery for all food and dry waste.
- Airlines have transitioned to sustainable aviation fuel and rail travel is fossil fuel-free.

Sustainable cafés, bars and restaurants

- Aligned sustainable practices across all brands.
- Sustainable unit design and build, and efficient operations.
- Healthy and climate-smart menu design.
- Clear information to enable informed customer choice.
- Sustainable packaging that is free of single-use plastic.
- Skilled, diverse and engaged colleagues supported to fulfil their potential.

Downstream

Happy and engaged customers

- Diverse and innovative brand propositions to satisfy a range of customer needs and preferences.
- Access to high quality, great tasting, healthy and sustainable food and beverage options.
- Easy to access recycling and composting facilities for food, product and packaging waste.

Thriving local communities and environments

- Job creation and supporting local economies, farmers and suppliers.
- Access to good quality surplus food through discounts or donations.
- Supported charities and local organisations through fundraising, volunteering and in-kind donations.
- Biodiversity rich ecosystems and sustainable use of natural resources.

Strategy in action
Harnessing our culinary expertise to reimagine food for people and the planet

While our strategy covers 10 key commitments, many of the issues are closely inter-related. When it comes to our recipes and menus, we're taking an integrated approach to delivering outcomes for both climate and health.

There is a growing body of evidence demonstrating that transitioning to diets rich in plants and whole grains, while reducing reliance on animal proteins, can yield a triple win for the climate, nature and people's health[11].

Leveraging this research and our culinary expertise, we are crafting great tasting, healthier and more sustainable dishes that benefit both people and the planet.

> "We are leveraging our traditional culinary wisdom and knowledge of local, seasonal ingredients to pioneer nutritious and sustainable dishes."

Jerry Davies,
Global Food & Beverage Director

In air travel, a significant majority of flights are taken by individuals with above-average incomes. These travellers exhibit a greater propensity for exploring novel experiences and upgrading to premium offerings than in other contexts, such as food retail or traditional high-street restaurants.[12]

Importantly, a growing segment of our customer base is actively seeking ethical, sustainable, and health-conscious food options[13].

Under the guidance of Jerry Davies, our Global Food & Beverage Director, and our executive chefs and culinary teams spread across the globe, we have honed our expertise in delivering innovative food and beverage experiences tailored to the unique demands of the travel environment.

Jerry, who boasts over 40 years of experience as a chef, underscores the transformative potential of food innovation. "I've witnessed first-hand how we, as chefs, can be agents for change, both by creating and responding to the latest culinary trends. Food is inherently emotional, and while people might be perceived as resistant to dietary changes, our eating habits are in a constant state of evolution. Less than a decade ago, for instance, few had ever heard of quinoa, and now it's ubiquitous on menus."

He continues, "Our focus on health and wellness has been steadily growing over the years. Now, as we integrate sustainability into the equation, with a holistic approach encompassing climate and health, our chefs worldwide are embracing this challenge with SSP's signature 'can-do' spirit.

"We are leveraging our traditional culinary wisdom and knowledge of local, seasonal ingredients to pioneer nutritious and sustainable dishes that, critically, don't compromise on taste and resonate with our discerning travelling customers."

Jerry has collaborated closely with our culinary teams and key brand partners across the globe to conceptualise and test new recipes. He even included our Group Executive Committee in his culinary experiments, serving them a three-course lunch that they all thoroughly enjoyed.

Jerry recalls, "They praised the exquisite balance of flavours throughout the meal. It was only at the meal's conclusion that I revealed it had been entirely plant-based!"

However, Jerry candidly admits that, while he and his team excel at recipe design, marketers play a pivotal role in encouraging customers to choose more sustainable options. "We introduced a vegan club sandwich, but it didn't gain much traction. However, when we rebranded it as 'harissa-brushed aubergine with hummus and chilli tomatoes', customers not only bought it but also relished it."

See how we're **increasing healthy and sustainable choices** on page 19

Our **recipe for net zero** is on pages 32

Strategy in action
Working in partnership to advance sustainability goals

Partnerships are at the heart of SSP's business model. We work closely with airport and rail clients, brand and joint venture partners and suppliers to deliver the best travel experience for our customers, promote shared value, and advance sustainability goals.

We have excellent, long-standing relationships with our clients and a high success rate in retaining our contracts and winning new business. In 2023, we won contracts with 14 new airport clients.

Sustainability is an increasing priority for many of our clients. They are looking to food and beverage operators to support their objectives and help to make the airport experience as sustainable as it can be.

We collaborate closely with our clients on areas such as energy efficiency, waste management and recycling, often helping to pilot and implement new initiatives. And we are curating innovative brand concepts to meet customer preferences for healthier, locally-sourced and sustainable foods options.

We are also proud to join forces with many of our brand partners in a collective effort to deliver shared sustainability commitments. For example, in 2023, we worked with Starbucks EMEA to understand our shared impact in carbon, water and waste. In 2024, we will be developing and implementing action plans to drive continuous improvement in our priority areas.

In the USA, we have fully embraced the Federal Aviation Administration's Airport Concession Disadvantage Business Enterprise (ACDBE) programme. The statutory programme is designed to increase opportunities for minority and women-owned small businesses to operate as concessionaires in airports around the country.

We have built enduring relationships with more than 100 ACDBE business partners, simultaneously contributing to our focus on building a diverse and inclusive culture.

Heather Barry, Vice President of Strategic Partnerships, SSP America, explains: "Our joint venture partners are a meaningful part of our operational framework and make a lasting contribution to our collective success. We are better as a company because of the ACDBE programme."

We also seek to work with suppliers that have strong sustainability credentials and take a partnership approach to raise standards and drive sustainable practices across our supply chains. A great example of this is our new partnership with Toast Brewing in the UK – a local craft beer brewed sustainably with surplus bread. By reducing food waste, they use less land, water and energy, and avoid carbon emissions. Toast is also a Certified B-Corp and all their profits go to charity.

Our **stakeholder engagement** programme is detailed on pages 40-49 of our 2023 Annual Report

See how we're **supporting our communities** on pages 49-50

"The best partnerships aren't dependent on a mere common goal but a shared path of equity, inclusiveness and a whole lot of passion. The SSP America team are great partners for all these reasons and more."

Elliott Threatt
E&K Retail, ACDBE joint venture partner in the USA

"We know that systemic change in the food sector can only be achieved by working with partners who share our values and commitment to sustainability, while also having the scale to reach even more consumers. So we are incredibly excited to be working with SSP to bring our sustainably-brewed beer to London City Airport."

Rob Wilson
Chief Toaster, Toast Brewing, UK supplier

Strategy in action
Leveraging the power of digital and technology to drive momentum

Leveraging digital technology is a key strategic priority for SSP, driving efficiency and enhancing the customer experience. It is also playing a growing role in helping to advance progress across a number of our sustainability commitments.

We have an ambitious programme of works underway to enhance and upgrade our internal systems to better connect our global business and boost efficiency. This includes global implementation of SAP systems, including a global inventory management system that will enable us to better track ingredients, products and materials at all stages across the business.

This will give access to real-time data, detailed analytics and the ability to exchange data with suppliers. Consequently, the system will provide precise inventory tracking and carbon accounting, as well as streamline inventory management, reducing waste while boosting efficiency. We successfully deployed the system in our first market, Finland, in 2023. Phased implementation is planned across further markets through 2024 and 2025.

To showcase this work, we are featured alongside our strategic digital partner, Infosys, in a short film for the Economist Impact's new Scope for Change spotlight film series. The series is part of Value Chain Navigator, a platform focused on how organisations are working to reduce Scope 3 GHG emissions.

We're making substantial investments in technology to enhance energy efficiency. For example, the deployment of cloud-based Automated Meter Readers are providing half-hourly energy readings, analytical insights and diagnostic reports for identifying areas for improvement.

At the same time, we're upgrading to more energy-efficient equipment and working with partners to implement cloud-based building management systems that automate and monitor critical areas like air-conditioning and lighting. We are also upgrading our point of sale (PoS) system globally, installing more energy efficient, durable hardware with cloud-based applications.

To enhance the customer journey, we are continuing to roll out digital technologies such as order and payment systems, kiosks and order-at-table. We are developing our use of Artificial Intelligence (AI), enabling us to pitch more relevant menu options, such as healthier and more sustainable options, to customers through digital ordering. We've already implemented our AI-driven ordering system in our Burger King kiosks in Austria, Germany, Spain, Switzerland and the UK.

Mindful of the impact this digital transformation can have on server usage and energy consumption, we are working in close collaboration with our digital suppliers to optimise energy utilisation in data centres and processes.

In 2023, we worked with Microsoft to migrate our on-premises data centres to a hybrid cloud solution called Azure Stack HCI. This reduced energy consumption for our servers by 50%, saving over 100,000 kilowatt hours of energy annually.

We are also working to ensure we recycle old equipment and hardware. For example, in the UK, we have recycled over 2,000 kg of old IT equipment through waste electrical and electronic equipment (WEEE) disposal systems in 2023 and brokered the resale of over 200 refurbished PoS for reuse.

We also continue to develop our 'Women in Tech' colleague network, which has brought together c.100 colleagues globally to connect, develop and attract more women into our Digital & Technology department.

Mark Smith, Group Digital & Technology Officer, reflects on our journey: "Digital and sustainability are becoming increasingly intertwined. Recognising this, a member of my digital leadership team joined the Group Sustainability Steering Committee this year, encouraging greater cross-functional collaboration.

"Our Group Head of Sustainability also led a fantastic session at our 2023 digital supplier conference, highlighting the potential of evolving digital technology, such as AI and blockchain, in driving a sustainable future in our business."

Learn more about how we're **blending digital insights with culinary expertise** on page 32

"AI and blockchain technology could significantly improve traceability, transparency, and accountability in food supply chains, supporting economic, social and environmental goals. We're very excited to see where the future takes us in this space."

Mark Smith
Chief Digital & Technology Officer

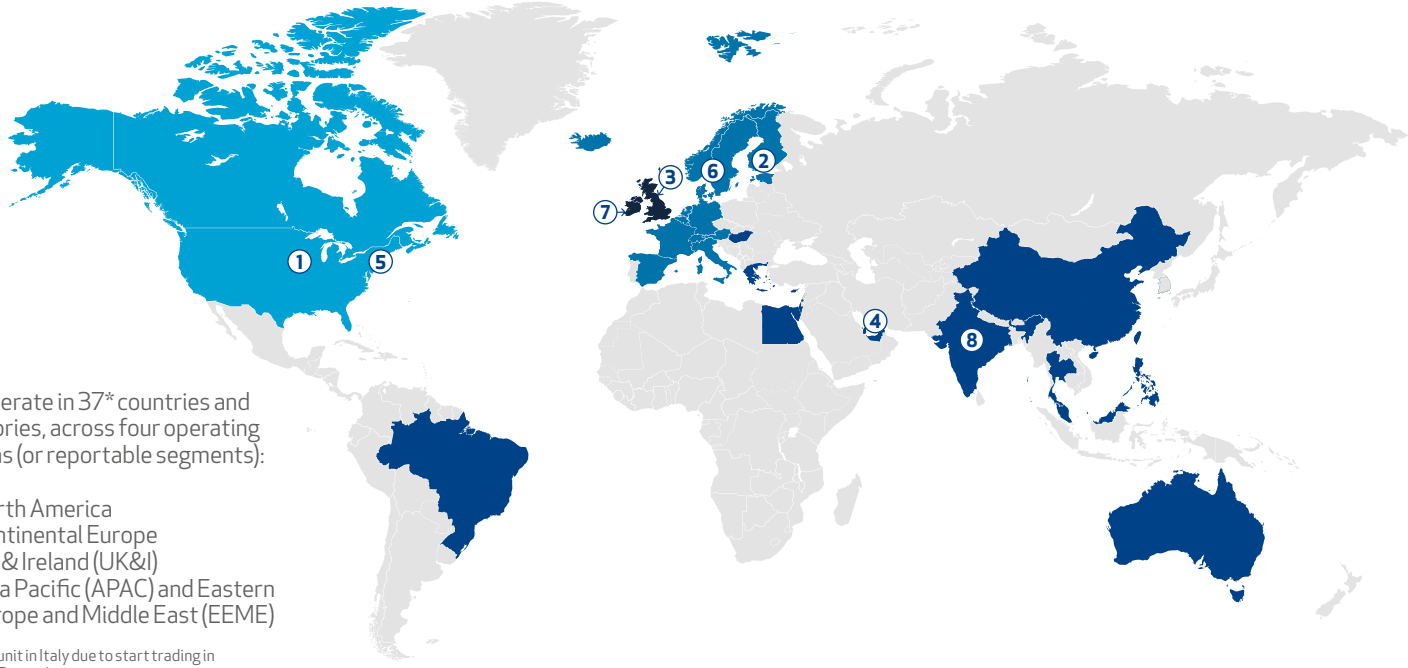
Find our **'Scope for Change' spotlight film** on the Economist Impact website: impact.economist.com/value-chain-navigator/spotlight

Strategy in action
Stories from across our regions

The success of our Sustainability Strategy relies on the dedication of our c.42,000 colleagues driving its implementation and delivery across our 37 operating markets around the world.

While we are all united to achieve our global targets, the speed and ease of achieving them varies across different geographies due to local factors and circumstances such as regulation, client and customer demand, infrastructure (e.g. for recycling) and availability (e.g. for renewable energy or certified ingredients).

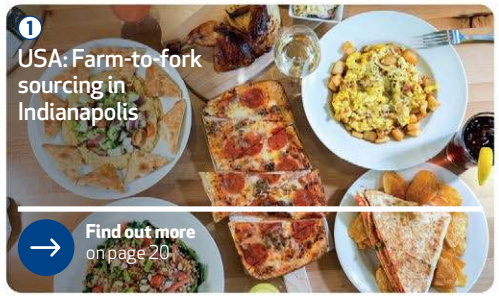
This report highlights several stories from across our regions and markets that illustrate our strategy in action.



We operate in 37* countries and territories, across four operating regions (or reportable segments):

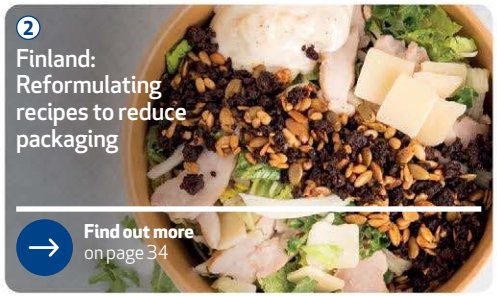
- North America
- Continental Europe
- UK & Ireland (UK&I)
- Asia Pacific (APAC) and Eastern Europe and Middle East (EEME)

* First unit in Italy due to start trading in early December.



1 USA: Farm-to-fork sourcing in Indianapolis

Find out more on page 20



2 Finland: Reformulating recipes to reduce packaging

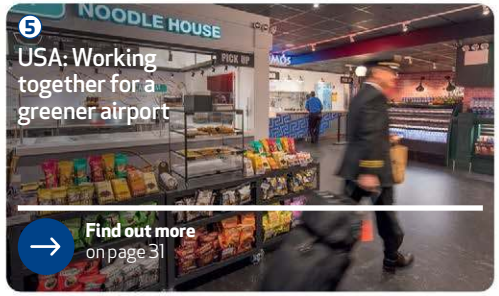
Find out more on page 34

3 UK: Investing in energy efficiency

Find out more on page 30

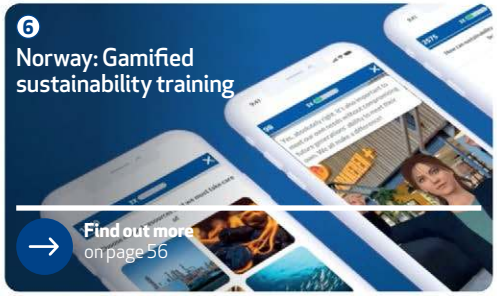
4 UAE: Supporting Abu Dhabi International Airport's sustainability vision

Find out more on page 33



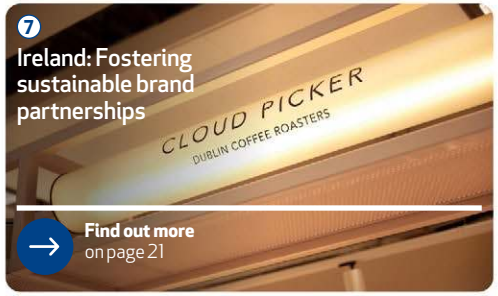
5 USA: Working together for a greener airport

Find out more on page 31



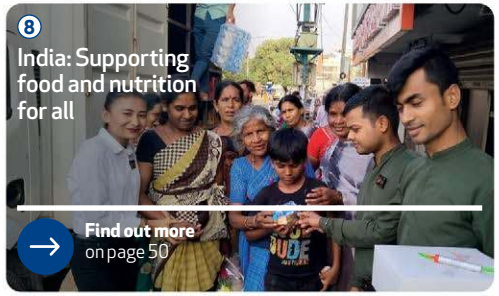
6 Norway: Gamified sustainability training

Find out more on page 56



7 Ireland: Fostering sustainable brand partnerships

Find out more on page 21



8 India: Supporting food and nutrition for all

Find out more on page 50

Product

Serving our customers responsibly

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In dialogue with **Jeremy Fennell**, CEO Continental Europe, and **Kari Daniels**, CEO UK & Ireland on how their regions are finding success in increasing responsibly sourced, healthy and sustainable choices for our customers.

Jeremy:
More than ever, SSP is focused on how we can offer our diverse global customers great tasting, nutritious and more sustainable food and drink.

In many of our European markets, particularly in the Nordics, health and sustainability has long been a priority for our clients, customers and colleagues. We've been at the forefront of responding to the growing demand for healthier food options, incorporating fresh local ingredients produced responsibly and sustainably.

We first developed 'A Better Choice' range in Norway in 2021, which helps customers easily identify healthier products and plant-based or lower-calorie options. It's become a hallmark across our own brands and has been embraced by some of our brand partners too. And it is great to see that 'A Better Choice' is expanding to our other operating regions.

We are also continuing to develop brands with wellness and sustainability at their core. For example, Ida & Frida in Germany and Haven, which first originated in Norway, are proving to be great blueprints for our brands.

Kari:
In the UK and Ireland, our customers are increasingly seeking healthier food and beverage options while traveling too.

Being able to share and adopt best practices with other regions like Europe has helped us better embed wellness and sustainability into our brand and menu offerings.

Similar to Haven, we developed our own wellness brand in 2022 for the UK, Soul + Grain, incorporating delicious, positive food with sustainably-sourced artisan coffee. Building on its success, we opened three new Soul + Grain units in 2023, and more are in the pipeline for 2024.

Sustainability isn't just for wellness brands though, I want to make it integral across our everyday brands too. For example, across all our brand portfolio we're preferencing UK and Irish sourcing – our beef burgers, eggs, cheddar cheese and Cumberland sausages all come from within the UK and Ireland.

We've made great progress in expanding our range of plant-based and vegetarian choices particularly in casual dining bars. For example, we have been improving the quality of the vegetarian burger offer utilising plant-based meat alternative, QuornPro, and incorporating new veggie pasta and breakfast options such as spinach and eggs benedict.

Our in-house nutrition experts work hand-in-hand with our chefs to create dishes that are healthier and accommodate various dietary needs, like dairy or gluten-free. Allergen information is available in all our units and we're making it easier to customise dishes to meet dietary needs. For example, you can now order a gluten-free burger bun in our casual dining bars.

It's thanks to the incredible skill of our culinary teams in making sure these dishes are just as tasty and appealing as everything else on our menus. The delicious dairy-free raspberry and chia seed soya yoghurt breakfast pot is a personal favourite of mine.

Jeremy:
I agree, Kari. We also need to be instilling sustainable decision-making across all aspects of our business. So, engaging our colleagues at all levels is essential.

I take immense pride in the fact that two of our young colleagues in Norway won the UN Global Compact's Sustainability Solutions Showcase for Young Professionals in 2023. They created a gamified training app that connects our global Sustainability Strategy with practical examples, making sustainability actionable for our team members. We started rolling it out in November 2023 to over 4,000 colleagues across the region and it has already received positive feedback.

Kari:
Our clients are also eager to understand how we are practically delivering more sustainable food and beverage offerings and how we can mutually support each other in achieving our shared goals. Many of our clients are as ambitious as we are in this space.

I was pleased to appoint a Regional Head of Sustainability this year to lead and coordinate the strategy across the UK and Ireland. Already, she has played an integral role in our client engagement, helping to position SSP as a sustainable partner of choice.

Ultimately, these partnerships lie at the core of SSP's business model – whether it's with our airport and rail clients, brand partners, or suppliers. Together, we're striving to provide the best customer experience in a sustainable and responsible manner.

Our 2023 product performance

Download our **Sustainability Data Book** at **foodtravelexperts.com/sustainability**

Details of our 2023 performance against our targets are summarised below.

Please see our **Sustainability Data Book** for comprehensive details of our yearly data performance, scope and definitions, as well as our reporting indices for GRI, SASB and TCFD.

	What we've committed to	Where we are now	What we've done	What's next
Commitment 1: Increasing healthy and sustainable choices	**By 2025, at least 30% of meals offered by our own brands to be plant-based or vegetarian.**	2025 target: 30% **34%** Target exceeded by 4%	While we have exceeded our target at a global level, this is being driven up by some markets, such as India, reaching more than 40%. At a market-level, 20 markets achieved the target and we continue to work with the remaining markets to make progress at a local level.	Continue embedding our 'People & Planet Menu Framework' across our own brands, which provides practical guidelines for offering healthier and more sustainable food and drink options. Extend the use of our 'A Better Choice' labelling across further markets to help our customers easily identify healthier options on our menus. Implement new Responsible Marketing Principles and guidelines globally to help ensure our communications are accurate and transparent.
	By 2025, 100% of our own brand units in our UK&I, Continental Europe and North America regions that serve coffee to offer non-dairy milk alternatives (40% in APAC and EEME).	UK&I, Continental Europe & North America 2025 target: 100% **88%** APAC and EEME 2025 target: 40% **31%**	24 markets have already fully achieved their respective targets, including the UK and Norway, and we continue to make strong progress in the remaining markets.	
Commitment 2: Sourcing sustainably	**By 2025, all contracted suppliers to sign-up to our Supplier Code of Conduct or provide their own of equal or better standard.**	2025 target: 100% **87%**	17 markets have already achieved 100%, including Canada, India, UK and USA.	Continue engaging with our contracted suppliers on our sourcing standards and incorporate the Supplier Code of Conduct into contractual arrangements.

Commitment 2 (continued):

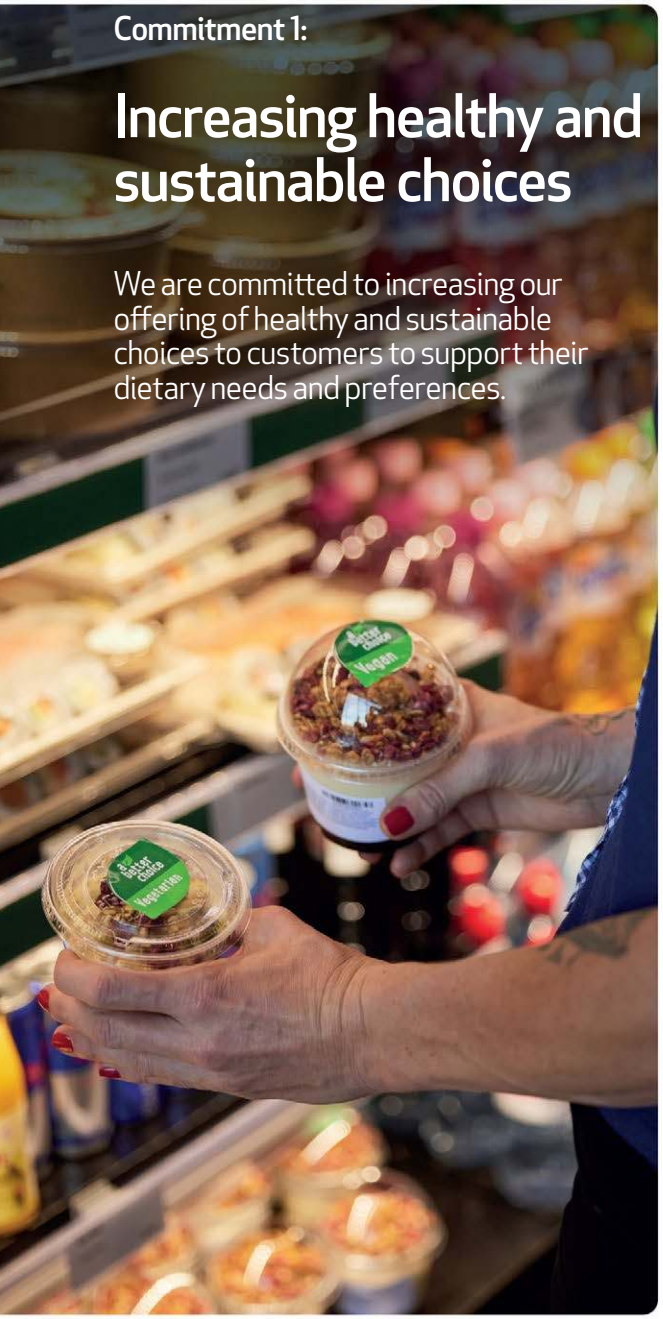
Sourcing sustainably

What we've committed to	Where we are now	What we've done	What's next
By 2025, 100% of tea, coffee, hot chocolate and fish/seafood for our own brands to come from sources certified against recognised sustainability standards.	Tea 2025 target: 100% 49% Coffee 2025 target: 100% 71% Hot chocolate 2025 target: 100% 80% Fish/seafood 2025 target: 100% 61%	Several markets have already achieved 100% certification including 25 markets achieving 100% for tea, 22 for coffee, 24 for hot chocolate and 11 for fish/seafood.	Continue to work with our markets to drive progress against our targets. Conduct a review of other key products, such as beef and soy, to assess sustainability and deforestation risks and develop a strategy to address them.
Each year, continue to work to ensure our top 50 own brand products in each market are palm oil free, or using Roundtable for Sustainable Palm Oil (RSPO) Certified Sustainable Palm Oil.	Yearly target: 100% 97%	We achieved the target for 97% of our top 50 products. The 3% shortfall was due to 11 markets experiencing supply challenges for a total of 40 products.	

Commitment 3:

Supporting animal welfare

What we've committed to	Where we are now	What we've done	What's next
By 2025, 100% of eggs for our own brands to be from cage-free sources.	2025 target: 100% 48%	While Avian flu has continued to impact supply availability in some of our markets, leading to slower progress towards our target, we have achieved a 14% increase compared to 2022. 11 markets have achieved 100%, including Germany, the Netherlands and Norway.	Continue collaborating with our suppliers and industry peers, and engaging with NGOs, such as Compassion in World Farming, to continue to drive progress against our targets. Develop a roadmap illustrating our path towards full ECC compliance.
By 2026, 100% chicken for our own brands in our European markets to be aligned with the standards of the European Chicken Commitment (ECC).	2026 target: 100% 4%	Our slower progress in this area is primarily due to many suppliers in Europe still working to align their standards with the ECC.	



Commitment 1:

Increasing healthy and sustainable choices

We are committed to increasing our offering of healthy and sustainable choices to customers to support their dietary needs and preferences.

A 'better choice' for people and the planet

We operate in a dynamic sector, in which the needs of our customers and clients are constantly evolving. They are more educated than ever and aware of the importance of eating a healthy diet. According to our global Food Travel Insights Survey, 67% of our customers say they want healthy food and drink options when travelling[14].

Our customers are looking for clear nutritional information, an offer that caters for a wide range of dietary needs, and – most importantly – high quality food that is appealing and doesn't sacrifice taste.

We are responding by increasing our range of nutritious, lower-calorie, plant-based and non-dairy options. Not only can these be better for people's health, they can also be better for climate and nature.

Our target is for at least 30% of meals offered by our own brands globally to be plant-based or vegetarian by 2025. In 2023, we once again exceeded the target achieving 34% globally. However, this global figure is being driven up by some markets, such as India, reaching more than 40%. At a market-level, 20 have achieved the target and we continue to work with the remaining markets to make progress at a local level.

34%

of meals offered by our own brands are plant-based or vegetarian

By the end of 2023, 88% of our own brand units that serve coffee were offering non-dairy milk alternatives in our UK & Ireland, North America and Continental Europe regions, and 31% in our APAC and EEME regions.

Our 'People & Planet Menu Framework' provides practical guidelines for integrating healthier and more sustainable food and drink options across our own brands. It covers all aspects from sourcing and recipe development, to cooking methods, menu design and customer communications.

The Framework draws on the latest nutritional recommendations and standards, as well as best practice from across our global business. For example, it includes guidelines on how to incorporate healthier ingredients into recipes, such as complex carbohydrates that are minimally processed with a lower glycaemic index, like whole grains.

The Framework also covers healthier cooking methods, such as steaming, stir-frying or grilling, instead of frying. And it reinforces best practice around portion control and seasonal ingredients.

We recognise that just making healthier options available isn't enough. We also have a role to play in helping our customers easily identify them, so they can make informed choices. So, in 2023, we launched 'A Better Choice' toolkit globally which, based on best practice from our Norway business, uses simple iconography to help our customers easily identify healthier options on our menus.

'A Better Choice' emphasises fruits, vegetables, whole grains, and a variety of protein foods such as seafood, lean meats and poultry, eggs, legumes, nuts, and seeds. It can also be used to highlight items which are lower in added sugars, sodium, saturated fats, trans fats and cholesterol.

This approach complements the work many of our markets are undertaking on nutritional labelling. This includes working with nutritionists to calculate the calorie and nutritional values of our recipes, as well as utilising digital systems for recipe management and allergen, ingredients and calorie labelling.

Our **recipe for net zero** is detailed on page 32

Commitment 2:

Sourcing sustainably

We are committed to sourcing our products responsibly and sustainably, with due care for the environment and the people involved in their production and manufacture.

Working with our suppliers

Operating c.550 brands, we purchase a wide range of ingredients, products and services from a large supply base and highly diversified supply chains across many countries. Our suppliers are valued business partners. We are committed to treating them fairly and with respect and to building long-lasting and mutually beneficial relationships.

Our diversified supply chains not only help mitigate risks from disruptions, but can also benefit local economies and producers, while reducing environmental impacts of transport and distribution.

We seek to work with suppliers with strong sustainability credentials, and many of our restaurants, cafés and bars around the world feature locally-sourced products and supplier partnerships.

For example, in the USA, at all our restaurants, we proudly serve Farmer Brothers coffee – a valued SSP America partner who actively shares our commitment to sustainability. In the UK, we look to prioritise the use of ingredients sourced from the UK and Ireland across our own brands. This includes items like beef burgers, eggs, cheddar cheese and Cumberland sausages, as well as salad items, such as lettuce and tomatoes, when in season.

Farm-to-fork sourcing in Indianapolis

In 2023, we opened our new Farmers' Market restaurant featuring Indiana Grown suppliers at Indianapolis International Airport. The concept was developed in partnership with Indianapolis Airport Authority and Indiana Grown, an initiative promoting 1,800 local farms, growers and producers across the state.

The restaurant helps to meet growing customer preferences for fresh, seasonal foods that have been sourced locally. The Farmers' Market features a quarterly rotating, seasonal menu of products grown, produced and packaged by more than 60 Indiana Grown members.

Showcasing the state of Indiana's rich culinary landscape, this concept helps support local farmers and the local economy, while contributing to our net-zero ambition by reducing food miles and carbon emissions from transportation.

"This unique airport restaurant is an amazing outlet to put a spotlight on Indiana Grown members. People from around the world will be able to see and taste our members' exceptional products every day. A variety of our Indiana Grown members are featured at the Farmers' Market which offers our local farmers and purveyors an incredible opportunity to showcase their products and ingredients. SSP America will also be rotating the menu throughout the year, so we are sure to highlight as many different Indiana Grown members as possible."

Caroline Patrick
Indiana Grown Programme Director

Raising standards

In 2023, we partnered with a specialist consultancy to comprehensively review our key policies, ensuring they remain aligned with evolving regulations, best practices and international standards. The review encompassed our Ethical Trade Code of Conduct, Human Rights Policy, Responsible Sourcing Policy, Environment Policy, Community Engagement Policy and Farm Animal Welfare Policy. These not only governed our internal operations but also set the expectations for our suppliers to adhere to.

The review identified opportunities to strengthen our policy commitments, while simplifying them for better accessibility and understanding by both our business operations and suppliers. Consequently, we amalgamated three distinct policies into a consolidated Environment, Sourcing and Animal Welfare Policy and updated our Human Rights Policy and Community Engagement Policy.

We also introduced a unified Supplier Code of Conduct, articulating the minimum standards we expect from our contracted suppliers. This covers human rights, product quality, food safety, environmental sustainability, farm animal welfare, and business integrity.

Download **our policies** from our website

These policies were approved by our Board, and we provided guidance and training to our global teams to facilitate effective implementation.

Certified ingredients

We are focused on sourcing high-quality ingredients that meet recognised sustainability standards and certifications. These certifications provide assurance to our procurement teams, clients and customers that the ingredients have been produced in line with high environmental, social and ethical standards.

Our immediate focus is on high-risk ingredients like palm oil, tea, coffee, cocoa (for hot chocolate) and fish, with plans to extend this approach to additional ingredients, such as beef and soy, in the future.

For palm oil, prevalent in both cooking and various foods, we have initially aimed to make the top 50 products under our own brands in each market palm oil-free or using only RSPO Certified Sustainable Palm Oil.

By the close of 2023, 100% was achieved in 23 markets and 97% of our top 50 products globally. The 3% shortfall was due to 11 markets experiencing supply challenges for a total of 40 products.

87%

of our contracted suppliers have signed-up to our Supplier Code of Conduct or equivalent

Our 2025 target is to source 100% of our tea, coffee, hot chocolate and fish products for our own brands from farms and fisheries that are certified as sustainable against a recognised independent standard. These include Fairtrade, UTZ and Rainforest Alliance for tea, coffee and hot chocolate, and Marine Conservation Society (MCS) or Aquaculture Stewardship Council (ASC) for fish.

Positive strides have been made – by the close of 2023, 49% of tea, 71% of coffee, 80% of hot chocolate, and 61% of fish/seafood were certified globally.

Our approach to **respecting human rights in our supply chain** is detailed on pages 47-48

Fostering sustainable brand partnerships

While our sustainability targets focus primarily on our own brands, where we have direct control, we also work with many brand partners around the world. This includes international brands, like Starbucks and Burger King, each of which have set their own sustainability strategies and objectives. We are proud to join forces with these brands to achieve our shared sustainability goals.

We also nurture partnerships with smaller, local high-street brands, leveraging our expertise to seamlessly introduce them into the travel environment. Here, we seek to choose brands that share our values.

A great example of this is our recent partnership with Cloud Picker Coffee in Ireland, a much-loved local brand. In July 2023, we opened our first Cloud Picker coffee shop at Dublin Airport. Cloud Picker sources coffee beans from small-scale producers and operates its own micro-roastery in Dublin where waste by-products are recycled into fertiliser. They deliver their coffee to us in plastic-free, reusable containers, which we exchange for refills and recycle at the end of their life cycle.

Commitment 3:

Supporting animal welfare

We are committed to working with our suppliers to maintain high standards of animal welfare across our global supply chains.

Committed to high standards

Around the world, industrial livestock farming practices can lead to poor animal welfare conditions, including overcrowding, confinement, stress and illness. That's why we have clear policies in place, outlining our commitment to supporting farm animal welfare and the responsible sourcing of meat.

Our new Supplier Code of Conduct, published in April 2023, consolidates our previous responsible sourcing and farm animal welfare policies. It outlines our commitment to working with suppliers to maintain high standards of animal welfare, as well as our endorsement of the internationally-recognised 'Five Freedoms' standards proposed by the Farm Animal Welfare Council.

Our policy requires all meat suppliers to comply with appropriate legal standards, have full traceability, and use licenced slaughter premises. The policy also prohibits the use of artificial growth promoting substances and antibiotics.

By the end of 2023, 87% of our contracted suppliers had signed up to our Supplier Code of Conduct or equivalent standard. We're aiming for 100% by 2025.

Animal welfare from paddock to plate in the Philippines

Selecting and working in partnership with like-minded suppliers that are actively executing high standards of animal welfare is central to how we support animal welfare across our global supply chain.

In the Philippines, we have a long-standing partnership with a local pig farm to supply quality, local pork products to all SSP units at Mactan-Cebu International Airport.

Located within 65 kilometres of the airport, the 360-hectare farm follows rigorous animal welfare standards. Certified by the Bureau of Animal Industry, the farm operates in accordance with national animal welfare laws, applying high standards of animal husbandry and care. It has a state-of-the-art slaughterhouse and meat plant certified as Triple A facility by the National Meat Inspection Service.

Alongside its care for the welfare of its pig population, the farm also employs circular economy principles by growing its own animal feed, employing waste water filtration systems for irrigation and a biogas system to convert waste to electricity, fertiliser and waste water.

Happy and healthy chickens

We support actions that improve the welfare of chickens globally. In particular, we support the European Chicken Commitment (ECC), a multi-stakeholder pledge that aims to improve the conditions of broiler chickens (chickens bred and raised specifically for meat production). The ECC focuses on areas such as transitioning to breeds with better welfare outcomes, increasing living space and using more humane stunning methods.

We have a target for 100% of the chicken procured for our own brands in European and UK & Ireland regions to meet the ECC standards by 2026, in line with the ECC timeline. In 2023, we achieved 4%.

Our slower progress in this area is primarily due to many suppliers in the region still working to align their standards with the ECC.

While some markets report progress against several ECC requirements, the chicken industry as a whole faces difficulties in adhering to some requirements. These include chicken stock density and selecting and raising slow-growing breeds for broiler chickens, which tend to have improved welfare outcomes compared to some fast-growing breeds.

48%

of eggs sourced for our own brands are from cage-free sources

Despite these obstacles, we remain committed to collaborating with our suppliers and industry peers, and to engaging with NGOs, such as Compassion in World Farming, to address these common challenges and develop a roadmap to full ECC compliance from 2024.

We are also committed to sourcing 100% cage-free eggs globally for all our own brands by 2025. Avian flu has continued to impact supply availability in some of our key regions in 2023, including APAC, EEME and North America. This has led to slower progress than anticipated towards our target.

However, we are now starting to see encouraging signs of this improving. In 2023, we achieved a 14% increase, reaching 48% of eggs from cage-free sources, with 100% achieved in 11 markets.

We are confident that we will see greater progress in this area in 2024. For example, to help overcome challenges in the UK egg market, in 2023 our UK procurement team set out to agree a major deal to source all our eggs for our units in England and Wales directly from a farm in Suffolk from 2024.

Planet

Protecting our environment

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Leading change

In dialogue with **Sarah John**, Group Corporate Affairs Director, and **Mark Angela**, Chief Business Development and Strategy Officer and CEO of India and EEME, on how we are working to reduce our climate impact, transition to sustainable packaging and reduce food waste.

Sarah:
Since first setting our net-zero ambition, we understood the importance of making sure this is in line with the latest climate science and goal of limiting global warming to 1.5°C.

So, I'm particularly proud that our net-zero targets received official validation from the Science Based Targets initiative (SBTi) in August 2023. Undergoing that process was a big challenge in itself, but now we are facing the even bigger challenge of making it happen.

With nearly 90% of our total footprint in our Scope 3 value chain, where we don't have direct control, this is a massive undertaking. Within Scope 3 the vast majority of greenhouse gas (GHG) emissions relate to our purchased goods – with meat, fish, pre-packed food, dairy and alcohol representing the greatest proportion.

While we certainly don't have all the answers yet, we know we can achieve gradual reductions by focusing on how we source our products and ingredients, design our menus, and help our customers to make more sustainable choices.

Mark:
Net zero can seem a very daunting concept and it can be hard for people to get their heads around – as in where does one start? So the work of the Group sustainability team in breaking it down for us into a clear plan and milestones for us to work towards has been invaluable.

What has been encouraging is the progress we've made and the enthusiasm of our teams to make it happen. We've now appointed a dedicated Senior Sustainability lead for our EEME and APAC regions, who is doing an amazing job of taking that global plan and turning it into tangible, practical actions we can implement on the ground.

For example, we are piloting carbon labelling for the first time at our new Ritazza and Camden food co. brands at Abu Dhabi International Airport in the United Arab Emirates (UAE). We hope this, and the associated communications campaign, will drive customer awareness to help passengers make more considered food choices now that they are being made aware of the carbon footprint of their choice.

Crucially, we are taking an integrated approach to our sustainability efforts, covering not just net zero, but also our work on healthier menus, sustainable packaging and food waste reduction.

Sarah:
That's so encouraging to hear, Mark. I think we've all learned a lot on how inter-related these issues are. Not just for achieving our environmental goals, but also the social benefits too.

Take food waste reduction. It has clear business benefits in reducing costs, contributes to our net-zero ambition by avoiding the emissions generated when food is sent to landfill and helps alleviate food poverty for our local communities.

Mark:
I agree. A great example of this is in the UAE, where we've partnered with The Waste Lab, a Dubai-based women-owned startup. They are turning our waste coffee grounds into natural & nutrient-rich compost to be used on local farms, benefitting soil health, local food production and local jobs.

In India, our joint venture business, Travel Food Services (TFS), has been pioneering sustainable and circular economy principles for many years, working in collaboration with some of the world's leading airports in this space. For example, Kempegowda International Airport Bengaluru is a water-positive and energy neutral site with their own on-site solar farm.

We are proud to align with their values, applying green building standards to the construction of our units and procuring core ingredients from local farms around the airport. All of TFS's own brand packaging has also been free of unnecessary single-use plastic and reusable, recyclable or compostable since 2022, well ahead of our 2025 target.

Sarah:
We know that the speed and ease of achieving our global targets will vary across our regions and markets. So, hearing these examples of the innovate approach we, and our partners, are taking reassures me that we're on the right track.

Our 2023 planet performance

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Details of our 2023 performance against our targets are summarised below.

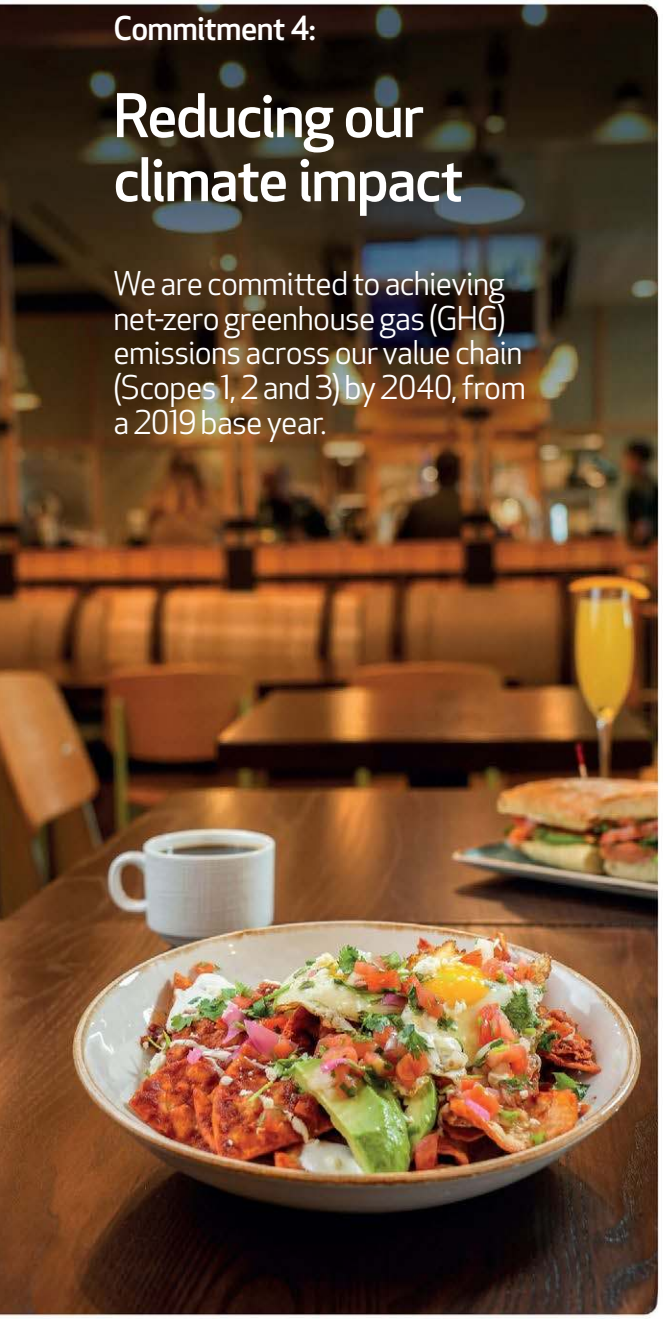
Please see our **Sustainability Data Book** for comprehensive details of our yearly data performance, scope and definitions, as well as our reporting indices for GRI, SASB and TCFD.

Commitment 4:

Reducing our climate impact

What we've committed to	Where we are now	What we've achieved	What's next
By 2032, reduce absolute Scope 1 and 2 GHG emissions by 60%, from a 2019 base year.	2032 target: 60% **42%**	By the end of 2023, we achieved a 42% reduction. Compared to 2022, absolute emissions decreased by 19%. In addition, 30% of our total energy use in 2023 was from renewable sources.	Continue to implement our 10-point plan to reduce emissions, including increasing offerings and sales of climate smart menu options, testing new technologies and innovations, optimising energy efficiency and increasing use of renewables. Continue to roll out Automated Meter Readers to all our units worldwide to help identify energy efficiency improvements. Work with our partner, Klimato, to assess the carbon impact of our recipes and pilot menu carbon labelling in key markets, sharing insights across the business. Pilot our new Sustainable Build Standards for the design and construction of our units to help drive reductions in Scope 3 capital goods emissions.
By 2040, reduce absolute Scopes 1, 2 and 3 GHG emissions by 90%, from a 2019 base year.	Absolute Scopes 1, 2 and 3 2040 target: 90% **+1.4%** Scopes 1, 2 and 3 intensity ratio Kg CO_2e per £m revenue **0.37**	In 2023, our absolute Scope 3 emissions increased by 7%, driven by business growth. Across all scopes absolute emissions have remained relatively flat, while intensity has reduced by 6% compared to 2019. We believe this demonstrates the progress we are making in putting the right measures in place to ensure that, as our business grows, we are doing so efficiently and controlling absolute emissions increases in line with our growth projections set out in our net-zero roadmap on page 29.	

	What we've committed to	Where we are now	What we've done	What's next
Commitment 5: **Transitioning to sustainable packaging**	By 2025, eliminate unnecessary single-use plastic from all our own brand packaging.	2025 target: 100% **c.84%**	We continue to make steady progress towards our target, with some markets having already achieved it ahead of deadline, including Australia, Germany, India, UK and USA.	Continue to support our markets in establishing new packaging supply agreements and assist them in identifying the most suitable and sustainable solutions for their local circumstances.
	By 2025, 100% of packaging for our own brand products to be reusable, recyclable or compostable.	2025 target: 100% **c.85%**	As above, we continue to make good progress, with some markets having already achieved the target, including Australia, Ireland, the Netherlands and UK.	
Commitment 6: **Reducing food waste**	By 2025, all divisions globally to have programmes to reduce food waste through prevention, redistribution, recycling and composting.	Food redistribution KPI: Tonnes of food waste saved via our partnership with Too Good To Go since 2016 **c.1,200** Cooking oil recycling KPI: % of units with fryers that are recycling waste cooking oil **96%** Coffee ground composting KPI: % of units that serve coffee diverting waste coffee grounds from landfill **63%**	We partner with Too Good To Go across 11 markets. Since 2016 we have saved over 1,200 tonnes of food from going to waste, helping to avoid the equivalent of c.3,000 tonnes of CO_2e. In 2023 alone, we saved c.645 tonnes of food from waste, the equivalent of c.1,600 tonnes of CO_2e. We continue to recycle waste cooking oil from our units into biofuels and divert waste coffee grounds from landfill through composting schemes or turning them into fertiliser.	Continue to support markets to strengthen food waste measurement and monitoring systems to help prevent and reduce food waste. Continue to implement programmes to discount or donate unsold food to charity, recycle cooking oil, compost coffee grounds and divert food waste from landfill.



Commitment 4:

Reducing our climate impact

We are committed to achieving net-zero greenhouse gas (GHG) emissions across our value chain (Scopes 1, 2 and 3) by 2040, from a 2019 base year.

Our journey to net zero

Changes in the Earth's climate are now being observed in every region and across the whole climate system. Biodiversity loss is further exacerbating the crisis, as it reduces the capacity of ecosystems to adapt and build resilience.[15]

The next few years are critical and will require collaborative, widespread action by all stakeholders including governments, businesses, customers, NGOs and communities.

We are dedicated to doing all we can to play our part. Not only is it the right thing to do but it is also vital to the long-term sustainability of our business.

Science-based targets

We set our net-zero 2040 ambition in December 2021 and, from the outset, committed to aligning this with the latest climate science and goal of limiting global warming to 1.5°C.

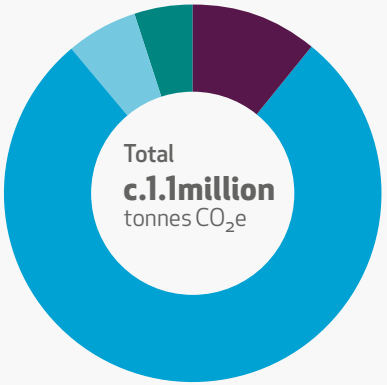
In 2023, the Science Based Targets initiative (SBTi) verified our targets to reach net-zero GHG emissions across our value chain by 2040, from a 2019 base year. SBTi is a global body that provides guidance, criteria and tools for companies to set science-based net-zero targets and track their progress. SBTi-approved targets are those that meet the Science Based Targets initiative Net-Zero Standard, which ensures the targets are credible, transparent and consistent.

Scope 1, 2 and 3 GHG emissions explained

Scope 1, 2 and 3 emissions are a way of categorising an organisations GHG emissions across its full value chain.

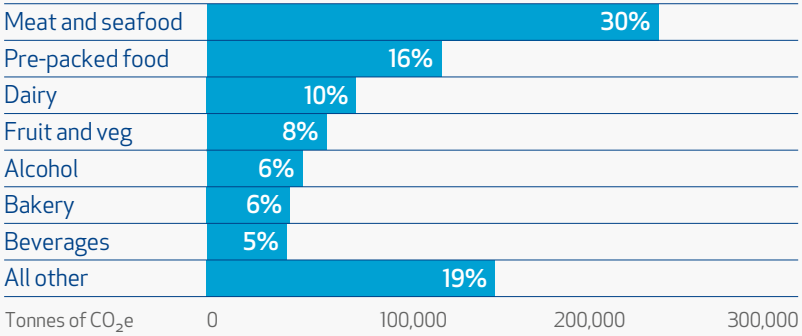
- Scope 1 relates to direct emissions from fuel burnt on-site (e.g. natural gas), refrigerant gases and company vehicles.
- Scope 2 relates to indirect emissions from the generation of purchased energy.
- Scope 3 relates to all indirect emissions – not included in Scope 2 – that occur across the value chain, including upstream supply chain and downstream end use.

Breakdown of Group GHG emissions for 2019 base year



Scope 1 and 2	Scope 3 Purchased goods and services	Scope 3 Capital goods	Scope 3 Other*
12%	78%	6%	4%

Breakdown of emissions for purchased goods and services



* Scope 3 other is comprised of: fuel and energy-related activities (2%), upstream transportation and distribution (0.2%), waste generated in operations (0.4%), business travel (0.1%), employee commuting (0.5%), end of life treatment of sold products (0.9%), downstream leased assets (0.2%), franchises (0.012%) and investments (0.003%).

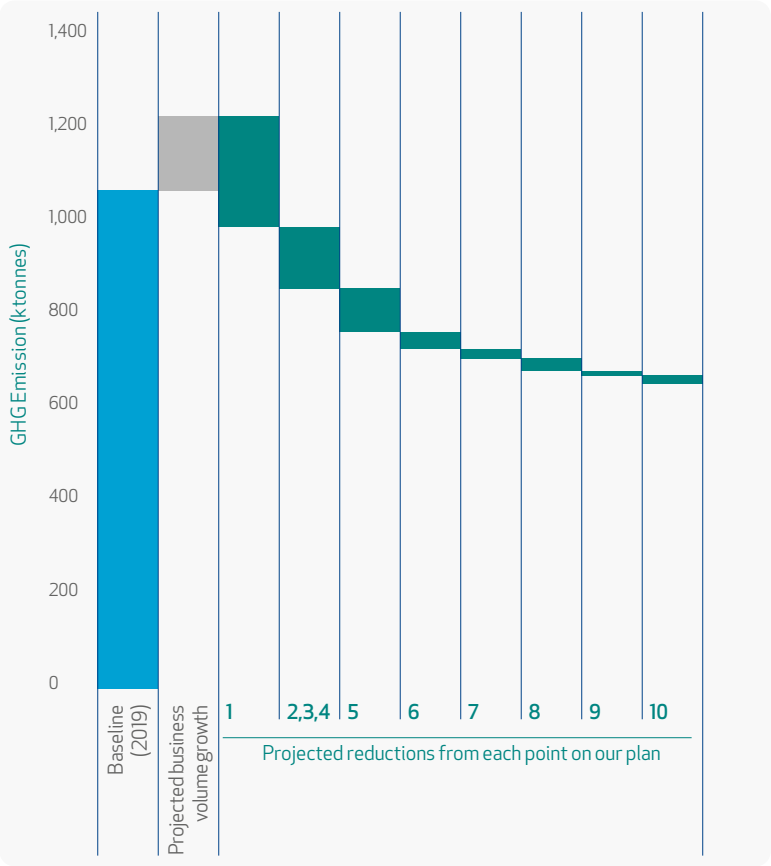
Our net-zero roadmap

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET ZERO STANDARD
APPROVED NET-ZERO TARGETS

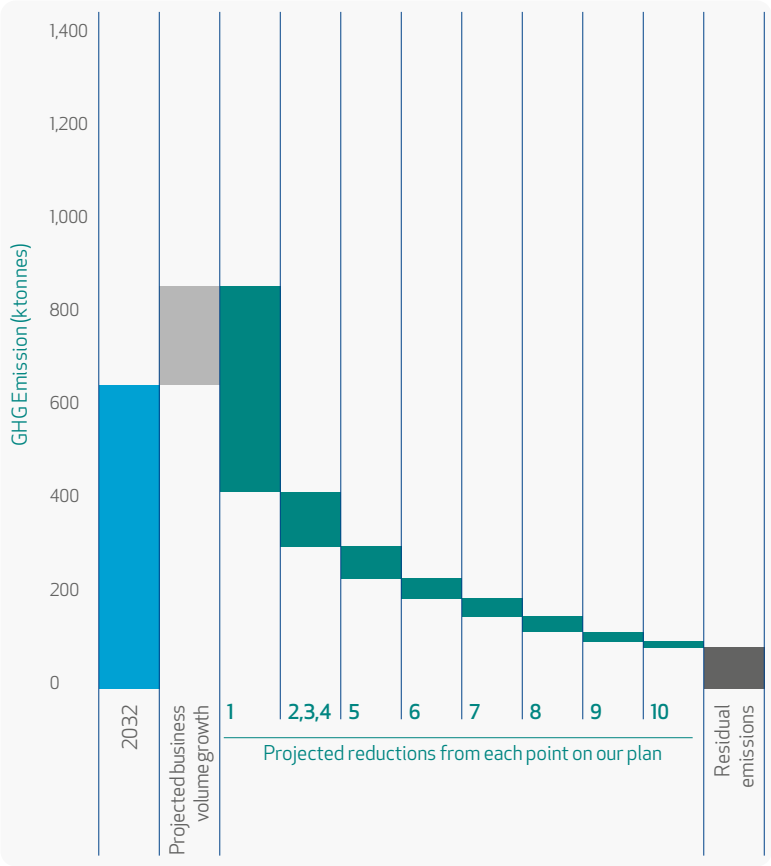
2032 near-term actions and efficiencies

Target: reduce absolute Scope 1 and 2 GHG emissions by 60% by 2032, from a 2019 base year; and reduce absolute Scope 3 GHG emissions from purchased goods and services and capital goods by 35% in the same timeframe.



2040 long-term transformational change

Target: reduce absolute Scopes 1, 2 and 3 GHG emissions by 90% by 2040, from a 2019 base year.



Our 10-point plan to reduce emissions

1. **Reduce franchise-related emissions:** Engage, support and collaborate with our brand partners to reduce emissions and increase offerings of plant-based and more climate-smart menu options.
2. **Reduce own brand-related emissions:** Continue to increase our own brand offerings of plant-based and more climate-smart menu options.
3. **Encourage climate-smart choices:** Help our customers to choose more climate-smart menu options, such as through product promotions, information and labelling.
4. **Explore new innovations:** Explore and test new technologies and innovations in the food sector, as they become available, such as novel proteins and plant-based alternatives.
5. **Increase efficiency and renewables:** Continue to optimise energy efficiency and increase our use of renewables.
6. **Improve unit builds:** Employ sustainability criteria in the design and construction of our units.
7. **Collaborate with suppliers:** Engage, support and collaborate with our suppliers to reduce emissions.
8. **Address packaging and food waste:** Continue to transition to sustainable packaging and to reduce food waste.
9. **Improve ingredient sustainability:** Increase local and seasonal sourcing and key ingredients with sustainability certifications.
10. **Build sustainability expertise:** Build skills and capabilities across our business and share best practice to embed climate-smart practices and accelerate progress.

Delivering operational emissions efficiencies

We are already making strong progress against our near-term target to reduce absolute Scope 1 and 2 GHG emissions by 60% by 2032 from a 2019 base year. By the end of 2023, we had achieved a 42% reduction from 2019. Compared to 2022, absolute Scope 1 and 2 emissions decreased by 19%.

We primarily operate in clients' locations where we use their energy supply, rather than sourcing directly from energy suppliers. We therefore rely on our clients to switch to renewable energy and to provide us with the appropriate Renewable Energy Guarantees of Origin, Energy Attribute Certificates or Power Purchase Agreements. For 2023, we have verified renewable energy for 30% of our total energy use globally.

We are significantly investing across our business to increase energy efficiency. This includes rolling out Automated Meter Readers (AMRs) to all our units globally, which will provide half-hourly energy readings, analytics and diagnostic reports to help identify opportunities for improvements.

Trials in our UK business show we can achieve an average 5-7.5% reduction in energy use where AMRs have been introduced.

Several of our markets are also undertaking major equipment upgrades to more energy efficient models. Not only will these equipment upgrades help reduce our energy use and Scope 2 emissions, it will also contribute to reducing embodied carbon relating to Scope 3 capital goods, which we are aiming to reduce by 35% by 2032, from a 2019 base year.

In 2023, we worked with a specialist consultancy to develop new standards and guidelines for the design and construction of our units. The Sustainable Build Standards focus on minimising embodied and operational carbon emissions and incorporating circular economy principles. We plan to pilot the standards in 2024.

30%

of our total energy use in 2023 was from renewable sources

Investing in energy efficiency in the UK

Our UK business is investing heavily in equipment upgrades to improve energy efficiency – driving a reduction in both like-for-like emissions and cost.

This includes upgrading older equipment, such as refrigeration units and Heating Ventilation and Air Conditioning (HVAC) systems, to new models that are substantially more energy efficient.

We've begun introducing Vortex technology to over 1,000 chillers in many of our franchise retail units to optimise refrigeration efficiency and energy consumption. Trials indicate this change can save c.12% of the energy consumed by the chillers.

Alongside the rollout of AMRs, the introduction of cloud-based building management systems across all units where we have direct control of our air conditioning and heating will give us greater control over consumption data and patterns. With this information, we are exploring data-driven behaviour changes to improve energy efficiency on site.

Scope 1, 2 and 3 GHG emissions

Metric	Performance 2023	2022	2019 base year	% change 2023 vs 2019
Absolute GHG emissions (thousand tonnes of CO_2e)				
Scope 1	**12,503**	15,422	15,265	-18%
Scope 2 (market-based)	**67,048**	83,175	121,174	-45%
Scope 2 (location-based)	**84,946**	58,840	101,642	-16%
Total Scopes 1 and 2 (market-based)	**79,552**	98,597	136,439	-42%
Scope 3 (11 material categories)	**1,045,019**	774,565	972,311	+7%
Total Scopes 1, 2 (market-based) and 3	**1,124,571**	873,163	1,108,750	+1.4%
Energy use (megawatt-hours (MWh))				
Total energy use	**301,067**	238,957	347,671	-13%
Total renewable energy use	**89,231**	–	–	+100%
Intensity ratios per £million revenue				
Scope 1, 2 and 3 (kg CO_2e per £m revenue)	**0.37**	0.40	0.40	-6%
Energy (MWH per £m revenue)	**100.03**	109.34	124.41	-20%

Our **reporting boundaries, scope, definitions and methodologies** are detailed in our Sustainability Data Book

Working together for a greener airport

In the USA, we have been the food and beverage restaurateur for John F. Kennedy International Airport (JFKIA) Terminal 4 since 2001, with 25 restaurants currently operating at the terminal.

JFKIA is committed to minimising its carbon footprint and integrating sustainability across all aspects of its value chain. We are proud to be working in partnership to help achieve our shared goals.

Since 2018, all our Terminal 4 restaurants have been certified against the Green Restaurant Association's standards. To achieve this, the restaurants are independently assessed against criteria in eight key categories including energy, water, waste, food, building and furnishings.

The process provides a pathway for moving up the certification levels each year, helping to drive continuous improvement. Our teams efforts include implementing comprehensive recycling and composting programmes, eliminating unsustainable packaging materials, such as Styrofoam, and introducing more plant-based and vegetarian options to our menus.

In recognition of these efforts, in 2023, JFKIA Terminal 4 was awarded the prestigious title of 'Greenest Airport Terminal' by the Green Restaurant Association for having the highest number of Certified Green Restaurants within any airport terminal.

Following the success of this initiative, we are planning to undergo Green Restaurants certification in additional airports in North America in 2024.

> Our work with SSP America has enabled us to significantly advance our core sustainability goals. As a result of our continued partnership, this year T4 was awarded the 2023 Greenest Airport Terminal Award by the Green Restaurant Association.

Roel Huinink
JFKIAT President and CEO

A recipe for net zero

The vast majority of our footprint relates to the food, beverages and products we purchase for resale. In this category, meat, fish, pre-packed food and dairy represent the greatest proportion.

Reducing these emissions is a challenging undertaking – yet, we are encouraged by a growing body of evidence that highlights the opportunities in shifting to more sustainable diets. Research shows this does not mean everyone must become vegan, but rather advocates for a more flexible, plant-rich diet with lots of fruits, vegetables, legumes and whole grains. Such a diet can still include some meat, dairy and lower-footprint seafood, with limited amounts of foods high in fat, salt and sugar.[16]

As well as helping to deliver on climate and nature goals, transitioning to a sustainable diet can also improve nutrition and mitigate adverse health effects such as heart disease and diabetes.

Guided by this research and drawing upon our culinary expertise, our focus is on creating great tasting, healthier and more sustainable dishes that benefit both people and the planet. This includes increasing our range of plant-based offerings, shifting towards lower-impact alternatives like chicken instead of beef, and developing plant-forward dishes with a reduced proportion of meat or fish.

Our 'People & Planet Menu Framework' guides our approach, offering practical guidelines for sourcing, recipe development, cooking methods, menu design and encouraging customers towards healthier, more sustainable choices.

Harnessing the power of words

We are actively exploring strategies to make low-carbon dishes more appealing to our customers. For instance, research indicates that the way a dish is described on the menu can profoundly influence customer decision-making. A simple shift from terms, like 'meat-free' or 'vegan', to positive descriptors that focus on the ingredients, flavours and textures can make a big difference. For example, 'truffle-infused wild mushroom lasagne' instead of 'vegan lasagne'.

Across 2024, we will be rolling out additional guidance on how to enhance menu descriptors and marketing materials to effectively signpost nutritional and sustainability credentials – including carbon labelling – on our menus.

Blending digital insights with culinary expertise

We have partnered with Klimato, a leading provider for calculating the carbon footprint of recipes using a comprehensive database of country-specific, peer-reviewed life cycle analysis data.

In 2023, we began piloting Klimato in the UK and United Arab Emirates to evaluate the CO_2e impact of our recipes and identify areas where emissions can be reduced or alternatives can be developed, all while maintaining customer appeal.

Take the beef burger, one of our biggest selling items, which is a 'high' impact dish of around 5.4 kg of CO_2e per serving.

Using insights from the Klimato platform, we developed an enticing alternative, the Chicken Caesar Burger, boasting the crispness and flavour of a classic chicken Caesar salad, but in a burger format. This has a significantly reduced carbon footprint of approximately 1.2 kg of CO_2e per serving, 78% lower than the beef burger.

At Vienna Airport, a beloved popular dish is the veal schnitzel. We introduced a fully plant-based version utilising celeriac, which is just 0.4 kg of CO_2e per serving, 83% lower than with veal. Importantly, it has resonated positively with our customers.

In 2024, we plan to extend Klimato recipe assessments to further markets and conduct trials of carbon labelling on menus at key sites to evaluate the impact this has on customer behaviour.

See how we're creating **a 'better choice' for people and planet** on page 19

1,300+

recipes assessed for CO_2e impact in the Klimato platform in 2023

Reducing supply chain emissions

Sourcing sustainable products and ingredients and working closely with our suppliers is crucial for driving Scope 3 emissions reductions.

In 2023, we held a dedicated Scope 3 training workshop at our purchasing leaders conference, attended by procurement and purchasing directors from all our global businesses. This focused on upskilling them in sustainable supplier selection.

In the UK, we conducted an engagement exercise with our key suppliers for our highest impact products, including meat, fish, dairy and alcohol, to understand their approach in relation to measuring and reducing GHG emissions. We are now using these insights to inform the development and implementation of our net-zero sourcing strategy. In 2024, we plan to extend this engagement to suppliers in further markets.

We also regularly engage with our suppliers to source sustainable product alternatives. Following a successful trial in the UK in 2022, this year we began the rollout of lower impact cleaning products in additional key markets. These use natural plant-based ingredients, are 100% biodegradable and Cradle to Cradle (C2C) Gold Certified.

Now implemented across 10 markets, we estimate this transition will reduce GHG emissions by c.45% or c.38 tonnes over the next 12 months, compared to our traditional cleaning products.

Our approach to **sourcing sustainably** is detailed on pages 20-21

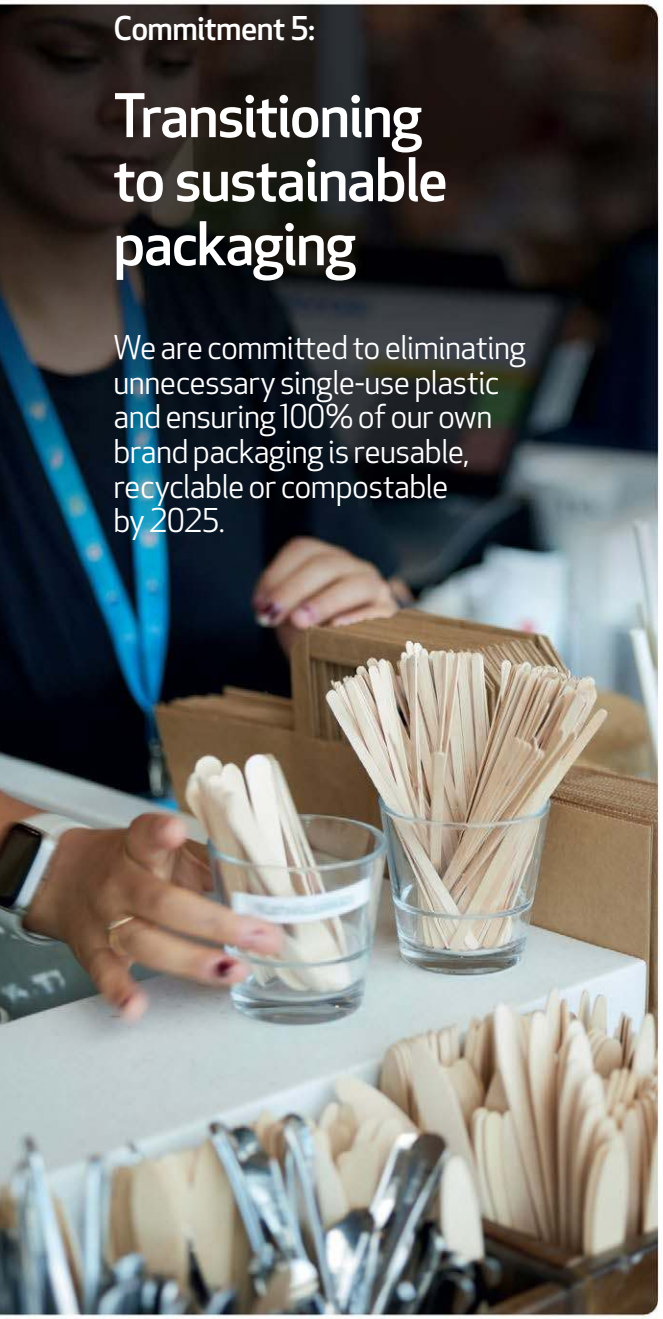
Supporting Abu Dhabi International Airport's sustainability vision

We work closely with our clients to advance our shared sustainability goals. In November 2023, Abu Dhabi International Airport in the United Arab Emirates (UAE) opened its new state-of-the-art Terminal A. The project has placed sustainability at the forefront during the design, construction and workings of the terminal and has been awarded a 3-Pearl design rating from the Estidama green building rating system.

Throughout the planning and construction process, we aligned our units in the terminal with these sustainable build standards. For example, 90% of wood is from recycled or reclaimed sources, 85% of all floor and wall tiling used are locally sourced with a minimum of 20% recycled content and we installed water-based air-conditioning and recycling extractor steam systems, along with other energy-efficient equipment.

And, with the UN COP28 Climate Change Conference held in UAE from the end of November, we took the opportunity to deliver a climate-smart food showcase for our Ritazza and Camden food co. brands. Utilising the Klimato platform, we assessed the climate-impact of all our menu items, creating low-carbon specials and adding carbon labels and QR codes to our menus and in-store messaging to help educate and guide our customers toward climate-smart choices. We will be using the insights gained about how labelling influences customer behaviour to inform our strategy going forwards.

Shruti Ahuja, Senior Sustainability Manager for APAC and EEME regions, explains: "It has been incredible to see our UAE colleagues achieve our client's sustainable build standards, and beyond that, to conduct our first two-month long climate-smart food showcase in the weeks after opening. It is the first time we have used Klimato carbon labelling in any travel location."



Commitment 5:

Transitioning to sustainable packaging

We are committed to eliminating unnecessary single-use plastic and ensuring 100% of our own brand packaging is reusable, recyclable or compostable by 2025.

Eliminating single-use plastic

Plastics and packaging are ubiquitous in our daily lives, playing a crucial role in protecting goods as they move through the supply chain. Importantly, they also help reduce food waste and its climate impact. However, today's throwaway culture has led to increasing levels of carbon emissions from new plastic production, as well as damage to the environment from discarded plastics. We also know this topic is of high importance to our clients and customers.

We are focused on eliminating unnecessary, problematic single-use plastic, as defined by the WRAP Plastic Pact, across all our own brand packaging by 2025. For example, we've replaced plastic drinking straws and cutlery with wood, bamboo or compostable alternatives. And we're replacing PET, a polymer used extensively in single-use plastic packaging such as for fruit pots and boxed salads, with recycled PET (rPET) or other sustainable alternatives.

By the end of 2023, c.84% of our own brand packaging globally was free of unnecessary single-use plastic. Several regions and markets, such as the UK & Ireland, Germany and India have achieved 100% ahead of the 2025 deadline.

We regularly reassess what is defined as 'necessary' single-use plastics – those that are required for food safety, quality and legal reasons – as new packaging innovations become available.

c.84%

of own brand packaging is free of unnecessary single-use plastic

For instance, in the UK, we were using 13 million hot beverage lids annually, which were made of hard polystyrene plastic. In 2023, we successfully tested plastic-free, recyclable paper fibre bagasse lids for safety and customer acceptance. Our plan is to switch to these lids across our own brands in the UK in 2024.

In India, our joint venture business, Travel Food Services (TFS), has implemented an AI-driven water purification system in its head office and airport lounges across the country. This initiative saves the equivalent of c.1.2 million plastic bottles each year.

We also support the introduction of regulations banning single-use plastics, adapting our business operations and working with our suppliers and clients to ensure a smooth transition. For example, in Canada, we collaborated with suppliers to transition away from specified single-use plastics ahead of the Federal single-use plastic reduction mandate and other local regulation. This included switching to birch cutlery, paper straws and compostable, paperboard and fibre materials and eliminating all hard-to-recycle black and polyvinyl chloride (PVC) plastic packaging.

While we face practical challenges in sourcing alternatives in several markets, we are working with each market to identify areas for improvement and assist them to switch to sustainable alternatives.

Reformulating recipes to reduce packaging in Finland

As well as replacing single-use plastics with alternatives such as rPET, we look for innovative solutions to eliminate the need for the packaging at all.

An example of this is in Finland, where our colleagues worked cross-functionally to eliminate the need for additional plastic pots for sauces and dressings for fresh salad bowls.

Our chefs and new product development teams worked together to reformulate the consistency of all sauces and dressings. This enables them to be added to the side of the bowl, eliminating the need for a separate packaging container, while maintaining the freshness of the salad ingredients.

This small change results in the removal of c.50,000 plastic pots (200 kg) from use each year.

Reusable, recyclable and compostable packaging

As well as eliminating single-use plastic, we are also focused on moving all our own brand packaging to be reusable, recyclable or compostable by 2025. By the end of 2023, this was achieved for c.85% of our own-brand packaging, with 21 markets at 100% including Australia, Germany, the UK and Ireland.

Expanding reusables

Over 500 of our units globally are sit-down dining restaurants or bars where we have glassware and ceramic tableware.

Where customers takeaway food and drink items, reusable packaging, such as deposit-return schemes, are more challenging in an airport environment due to most customers not returning on a regular basis. These types of schemes are more practical in our units in railway stations, especially where many of our customers are regular commuters.

In many of our own brand and franchise coffee shops, such as for Starbucks, we sell reusable cups and, in some markets, incentivise customers with discounts for using them.

In our global headquarters in London, we introduced a reusable-only cup policy to our Ritazza coffee shop. Colleagues working in the office were given a reusable cup, which we estimate will save c.10,000 disposable cups a year.

In some of our markets, regulations have been introduced relating to reusable packaging. In Germany, for instance, a new law was introduced in January 2023 requiring many restaurants, cafés, caterers and delivery services to provide reusable containers as an alternative to plastic single-use containers for 'to-go' and delivery items.

These alternatives must be priced equally to their single-use counterparts and be prominently displayed. To meet these requirements, we successfully introduced a deposit-return scheme across 248 units, including adapting the operational set-up, where needed, such as installing additional dishwashers. The scheme is having mixed results as customers adjust to the change – we hope to see greater take-up as awareness and understanding increases.

Recyclable and compostable

We continue to transition to recyclable and compostable packaging across our markets, focusing on finding solutions that are suitable to the location based on availability of appropriate recycling and composting infrastructure.

As part of this, we continue to work with our clients to make available easy-to-access recycling or composting facilities at airport and railway stations for our customers. In 2023, 89% of our clients' locations had customer-facing recycling facilities available.

We also participate in industry schemes, such as in Belgium where we are part of 'The Cup Collective', a European partnership programme to recycle and regenerate paper cups on an industrial scale. Alongside our client, the National Railway Company of Belgium, we have been piloting dedicated cup recycling bins in high-traffic areas across four railway stations.

The cups are collected and sorted at a central depot and then go through a process to extract the valuable fibre to be recycled into new products. Since December 2022, the trial has resulted in more than 36,500 cups being collected and recycled from the four stations.

With so many different packaging options across our 37 markets, in 2023, we conducted a global review to identify current solutions and examples of best practice, and to work with suppliers to assess the feasibility of new innovations and packaging developments.

We are now using these insights to support our markets in establishing new packaging supply agreements and assist them in identifying the most suitable and sustainable solutions for their local circumstances.

c.85%

own brand packaging is reusable, recyclable or compostable

Commitment 6:

Reducing food waste

We are committed to reducing food waste through prevention, redistributing, recycling and composting.

Preventing, redistributing and recycling food waste

It is estimated that around one-third of all food produced for human consumption is lost or wasted. This translates to 1.3 billion tonnes of food – enough to feed our entire global population many times over.[17]

Despite this, millions of people go hungry every day. Globally, food waste contributes c.8-10% of global GHG emissions, while facilitating nature and biodiversity loss and exacerbating food insecurity.[18]

Reducing food waste not only drives efficiency and cost savings for our business, but also directly contributes to our net-zero ambition. It can have social benefits too in helping to alleviate food poverty.

We follow the best practice 'food waste hierarchy' to reduce our food waste, as detailed on the following page.

As a business operating within client locations, where we do not have direct control over food waste collection systems and waste management facilities, this work requires close collaboration with our airport clients.

See how we are **alleviating food poverty** on page 49

Reducing food waste in the USA

Food waste in the USA is estimated to be between 30-40% of the country's entire food supply.[19]

In this context, our primary focus in the USA is on food waste prevention utilising a digital inventory and recipe management system as a key tool. This enables smart ingredient forecasting, real-time inventory tracking and production planning to help prevent food waste in the first instance.

Now integrated across 38 airports and 266 units, we are capturing and reporting kitchen production waste through the system and using those insights to encourage further prevention initiatives.

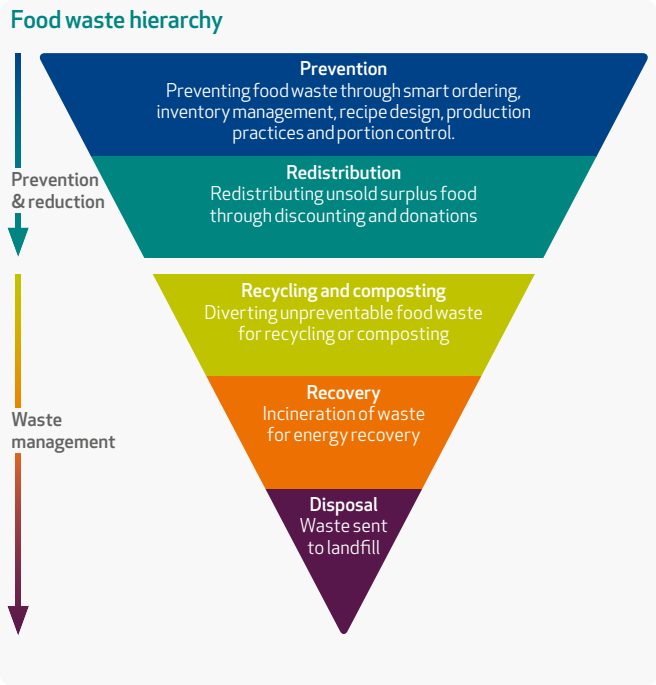
To minimise ingredient waste, we have eliminated slow moving single-use ingredients to avoid spoilage. We work with our chefs to make the most of each ingredient, such as repurposing surplus bread for croutons in soups and salads. We are also training kitchen staff on knife skills to reduce trim waste.

Since 2022, 100% of our central kitchens in the USA have food composting facilities. In addition, in 2023, 78% of our own brand units in the USA were diverting waste cooking oil for recycling and 33% of units that serve coffee were sending waste coffee grounds for composting. The small amounts of remaining unsold, surplus food are redistributed through Food Donation Connections, an organisation that liaises between food service companies and local social service agencies to distribute food to people in need.

"Reducing food waste is an ethical imperative that also happens to make great business sense. Our operators first focus on reducing waste at the source by utilising historical data to predict future sales volume and adjust production levels accordingly. Accurately predicting business volume, and in turn production levels, also helps us make smarter purchasing decisions and reduces ingredient spoilage."

Amanda Busby
Chief Operating Officer, SSP America

Following the food waste hierarchy



Prevention

Our first priority is to prevent food from becoming waste in the first instance. This principle is embedded into operational practices across our business and is tracked as a key performance indicator for all our operations.

Smart ordering, inventory management, recipe design, production practices and portion control are central to our approach. As we migrate to our global SAP inventory management system, as part of our digital transformation, we will be able to gain even greater visibility and insights to drive further improvements in this area.

Our culinary teams continually work to design recipes that make the most of every ingredient. For example, incorporating vegetable trim in stocks, sauces or salsas. Or repurposing unsold bread, baguettes and focaccia into croutons for salads and soups.

Increasingly, we are incorporating 'waste-not' recipes into our menu design. Unsold breakfast croissants, for instance, are drizzled in syrup, filled with frangipane, topped with flaked almonds and rebaked to create a delicious almond croissant. In the UK, our teams created an innovative chocolate brownie recipe in 2023 that uses broken croissants to add flavour and texture.

In India, our colleagues are leading by example by combatting food waste in our staff cafeteria. Sparked by an internal initiative, 'No Bin Day', our colleagues are encouraged to only take what they need to ensure 'empty plates and empty bins'.

Redistribution

Inevitably, there will sometimes be surplus food from our units at the end of the day. In these cases, we focus on redistribution. This includes providing discounts to airport or rail staff working at the site.

In the UK and across 11 European markets, we work in partnership with Too Good To Go, a social impact company behind the world's largest food saving app. The app connects customers to restaurants and stores that have unsold food surplus at the end of the day. The food is bundled into 'Magic Bags' that customers buy through the app at a reduced price.

Since our partnership began in 2016, we have saved c.1. 21 million 'Magic Bags' from going to waste, the equivalent to c.1,200 tonnes of food, avoiding c.3,000 tonnes of CO_2e. For 2023 alone, we saved c.645 tonnes of food from waste, equivalent to more than 1,600 tonnes of CO_2e.

We also donate surplus food to charities and food banks to support our local communities and help alleviate food poverty. For example, in Norway, our units at Oslo Airport donate surplus food to a local food poverty charity, Hjerterommet. Since January 2023, we have donated an average of 14.4 kg of food every week. In 2024, we plan to expand this initiative to further units.

Recycling and composting

Where food waste can't be redistributed, we focus on recycling and composting.

By the end of 2023, 96% of our own brand units with fryers were sending waste cooking oil to be recycled into biofuels. In addition, where we serve coffee, 63% of our own brand units were composting waste coffee grounds, with 100% achieved in 16 markets.

A new initiative in 2023 was our partnership with The Waste Lab, a Dubai-based women-owned startup in the United Arab Emirates. Between August and September 2023, 391 kg of waste coffee grounds was diverted from landfill, avoiding 450 kg of CO_2e.

In Bahrain, we package our waste coffee grounds and provide them at no cost to customers for use in their garden.

c.1,200

tonnes of food waste saved via our partnership with Too Good To Go since 2016

96%

of own brand units with fryers divert waste cooking oil for recycling

People

Supporting our colleagues and communities

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Leading change
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Promoting diversity, equity and inclusion
Pages 42-43

Protecting safety and wellbeing
Pages 44-46

Respecting human rights
Pages 47-48

Supporting our communities
Pages 49-50

Leading change

In dialogue with **Jonathan Robinson**, CEO APAC, and **Michael Svagdis**, CEO North America on their regional approach to supporting our colleagues and communities.

Jonathan:
As a global organisation operating in 37 countries with over 42,000 colleagues from different backgrounds, SSP is a great place to work. In my Asia Pacific region alone, our team is made up of around 3,500 colleagues from diverse backgrounds, languages and cultures.

Over the last two years, we've invested heavily in our people agenda, strengthening our employer brand and building our plans and capabilities for diversity and inclusion, developing our talent and protecting safety, wellbeing and human rights.

Michael:
First and foremost, nothing happens at SSP America without people. Our purpose to be the best part of the journey isn't just about the food and beverage we serve to our customers on their travel journeys – it's also about being the best part of people's career journeys.

In North America, we are growing fast and need to stand-out in a competitive labour market. As well as the right pay, benefits and opportunities, increasingly people are seeking purpose-driven and sustainable companies to work for. Our efforts in this space are playing an important role in helping to attract and retain top talent.

We recognise the passion and dedication of colleagues in North America with our PASSION awards, honouring more than 2,150 colleagues in 2023.

Jonathan:
Fostering an open and engaging environment where colleagues feel heard and listened to is also central to our approach. Our global Colleague Engagement Survey provides valuable insights, leading to listening sessions and collaborative action plans across all levels.

We also conducted diversity, equity and inclusion (DE&I) leadership development workshops in 2023, focusing on inclusive leadership, unconscious bias, and cultural advocacy. We followed up these workshops with the development DE&I action plans for each market.

To help build stronger connections and facilitate better collaboration within our diverse region, we also launched our 'Fly. Learn. Grow' development programme this year. This focuses on enhancing professional and leadership skills and cross-cultural awareness through secondments to different markets in APAC.

We have also made great strides in reinforcing our safety culture in APAC throughout 2023, building on our strong track record of people, food and fire safety. We have plans in place to establish an APAC Safety Forum, aligned with our Group approach, to share best practice and materials among our markets.

Michael:
That's great to hear, Jonathan. Ensuring SSP is a safe place to work is critical. I'm also passionate about providing career development opportunities. Many of our promotions come from within the organisation. In fact, in 2023, 45% of our operations manager positions were filled by promotions from within the organisation. Our new careers website features videos and testimonials from many of these colleagues who have built their careers with SSP America.

Supporting our people through hard times is just as important too. This year, we again enhanced our employee assistance programmes through our partnership with Salary Finance to give people more financial flexibility when dealing with debt or managing unexpected expenses.

We also support our local communities, participating in client-led and team-led initiatives. We're particularly proud of our national partnerships with Meals on Wheels America and the Canadian Food Banks Network, which help us to give back to the communities we serve.

Our 2023 people performance

Download our **Sustainability Data Book** at **foodtravelexperts.com/sustainability**

Details of our 2023 performance against our targets are summarised below.

Please see our **Sustainability Data Book** for comprehensive details of our yearly data performance, scope and definitions, as well as our reporting indices for GRI, SASB and TCFD.

Commitment 7:

Promoting diversity, equity and inclusion

What we've committed to	Where we are now	What we've achieved	What's next
Each year, improve the colleague engagement score in our global Colleague Engagement Survey.	KPI: Gallup Q12 engagement index score out of 5 **3.98**	We carried out our 2023 global Colleague Engagement Survey in partnership with Gallup, and measure engagement using the Gallup 'Q12 index' which is a score out of 5. We registered an overall score of 3.98, equivalent to 79.6%. Previous years' results were based on % of positive responses, for which we scored 76.5% in 2022. While this is not exactly comparable, it does show a c.4% improvement.	Continue to implement actions in response to our 2023 global Colleague Engagement Survey and conduct a new survey in 2024.
Each year, maintain Board diversity, with at least 40% women and at least one person from a minority ethnic background.	Gender diversity Yearly target: 40% **50%** Target exceeded by 10% Minority ethnic diversity Yearly target: 1 person or 12.5% **12.5%**	Since 2022, we have achieved Board gender parity, exceeding the Board diversity target set by the FTSE Women Leaders Review. We continue to meet the Parker Review Board ethnicity target with one director from an ethnic minority background.	Continue developing a strong sense of belonging and togetherness at SSP, with particular focus on improving the representation of gender and under-represented groups in senior leadership roles.
By 2025, 40% women in senior leadership roles.	2025 target: 40% **37%**	After consistently exceeding our target of 33% women in senior leadership roles by 2025, we increased our target to 40%.	

	What we've committed to	Where we are now	What we've achieved	What's next
Commitment 8: Protecting safety and wellbeing	Each year, ensure appropriate activities to support colleagues' physical, mental and financial wellbeing, in line with our global wellbeing framework, are in place across all our operating regions.	Yearly target: 100% markets with initiatives **97%**	In 2023, 97% of markets had wellbeing programmes in place, including 17 with comprehensive activities covering mental, financial and physical wellbeing. 16 have at least one type of wellbeing programme in place. One of our smaller markets is in the process of developing local initiatives.	Work with markets to continue improving colleague wellbeing offering covering mental, financial and physical wellbeing. Continue to strengthen safety incident reporting against standardised KPIs and accident categories and report them externally from 2024.
Commitment 9: Respecting human rights	Each year, continue to maintain 100% compliance of senior managers (post induction) to have received modern slavery training.	Yearly target: 100% **100%**	In 2023, we continued to maintain 100% compliance for this mandatory training.	Continue to drive compliance for 100% of senior managers to complete modern slavery training.
	By 2025, 100% of contracted suppliers with higher human rights risks to undergo our human rights due diligence.	2025 target: 100% **33%**	Our risk assessments identified 218 suppliers with inherent human rights risk based on the sector type and country of operation. In 2023, we completed due diligence reviews for 33%.	Continue due diligence reviews for our remaining suppliers identified as high risk and conduct risk assessments on any new contracted suppliers.
Commitment 10: Supporting our communities	By 2025, all divisions globally to have partnerships with food poverty charities and local charities.	KPI: number of charity partnerships **24**	In 2023, we had 24 charity partnerships across 14 countries, including 13 partnerships focused on alleviating food poverty.	Continue to expand our support for food poverty charities through additional long-term partnerships, fundraising, volunteering and financial donations, and redistributing surplus food from our units.

Commitment 7:

Promoting diversity, equity and inclusion

We are committed to promoting an inclusive and engaging culture where everyone can fulfil their potential.

Listening, engaging and acting

Ensuring we have open engagement, where we can listen and learn from our colleagues and act on the insights they give us, is crucial to the development of our culture and people strategy.

Our annual global Colleague Engagement Survey is our biggest listening exercise of the year, giving every colleague across the business globally the chance to share their opinions about what it's like working for SSP and how we can improve. For our 2023 survey, we partnered with expert survey providers, Gallup, industry leaders in colleague engagement. Over three-quarters of our colleagues took part.

Gallup measures engagement using the 'Q12 index' which is a score out of 5 and consists of 12 questions designed to assess various aspects of an employee's workplace experience, such as their level of job satisfaction, the quality of relationships with colleagues and managers, and their sense of purpose at work.

We registered an overall engagement index score of 3.98. As a result of the survey, we identified areas for improvement and developed action plans in collaboration with our senior leadership teams. The survey results were cascaded down to regional, country, site and team-level, with listening sessions held to encourage open and honest discussions.

The wealth of insights gathered through the Colleague Engagement Survey directly influence the decisions we make to shape SSP's future, by highlighting the issues that matter most to colleagues and where we need to focus our attention.

Following the 2023 survey, we identified a number of key areas for improvement and developed detailed actions plans, in collaboration with our Group Executive Committee and senior leadership. Action plans are created collaboratively, recorded and tracked in the Gallup portal.

As well as our Colleague Engagement Survey, we have a wide range of other engagement channels, including:

- Market and site visits by our Group Executive Committee to meet local colleagues.
- Group and regional town hall meetings and listening sessions.
- Meetings with works councils, trade unions and the European Works Council
- Independently-managed Speak Up and whistleblowing channels.
- Networks and communities, including our Global Inclusion Council.

In addition, we have a designated Non-Executive Director for Workforce Engagement (ENED), Judy Vezmar. She directly engages with a diverse spectrum of colleagues around the business and provides feedback to the Board on this engagement to inform their decision-making. In 2023, Judy had six face-to-face listening sessions with over 70 colleagues across three regions.

Read about **Judy Vezmar's ENED engagement** on pages 100-101 of our 2023 Annual Report

Our values

Our values play a key role in delivering our purpose, vision and strategy. Developed in consultation with our teams across the world, they guide our culture, behaviours and decisions, helping ensure we act in the best interests of our stakeholders, the environment and our business.

We are one team: Working together and sharing our best ideas to fulfil our global potential.

We are results focused: Delivering great food and service for our customers and outstanding results for our colleagues, clients and shareholders.

We all make a difference: Respecting each other, acting responsibly and sustainably and being accountable for the contributions that we make.

We are bold: Seizing opportunities, innovating and quickly adapting every day.

We celebrate success: Recognising and valuing everyone's achievements.

Attract, belong and develop together

We are proud to be a diverse global company, with c.42,000 colleagues spanning many backgrounds, ages, ethnicities and orientations, with 51% being women.

Our mission is clear: to create an inclusive workplace that fosters a culture of belonging, valuing the skills and uniqueness brought by every colleague and that reflects the communities we operate in, and the customers, including clients and stakeholders, that we serve.

Our Diversity, Equity, and Inclusion (DE&I) framework guides our efforts in four key areas: Attract, Belong, Develop, Together.

Our commitment starts at the top. We are committed to maintaining at least 40% gender diversity on the Board and at least one member from an ethnic minority background. Already achieving Board gender parity, we also exceed the Board diversity target set by the FTSE Women Leaders Review. We continue to meet the Parker Review Board ethnicity target with one director from an ethnic minority background.

At the end of 2023, 37% of our Group Executive Committee and their direct reports were women, exceeding our original target for at least 33% by 2025. To build on this progress, the Board formally amended its Board Diversity Policy in 2023 to include a new objective to achieve 40% women in senior leadership by 2025.

Our Global Inclusion Council, now in its second year, guides our Group Executive Committee in delivering our DE&I framework. Chaired by Sukh Tiwana, our Chief Procurement Officer, it comprises 19 global representatives who bring invaluable experiences and perspectives.

Download our **DE&I Policy and Board Diversity Policy** from our website

Empowering our people

In 2023, we held DE&I leadership development workshops with c.150 senior leaders globally, including the Board and Group Executive Committee. These sessions covered topics like inclusive leadership, unconscious bias and cultural advocacy. Following the workshops, each market and region developed DE&I action plans with progress against these reported to Group People function and the Group Executive Committee.

We also rolled out a DE&I e-learning module, available in 17 languages, to all colleagues globally. It explains DE&I in an engaging way, highlighting how we can all play a role in creating an inclusive culture and what steps SSP is taking.

Our colleague-led networks across our business provide a safe space to learn, share experiences and raise DE&I awareness. Examples include our UK Women's Network, Menopause Network, Women in Tech Network and LGBTQIA+ Networks.

New networks launched in 2023 include a Global Women's Leaders Network, a Multicultural Network called iVIBE in the UK and an LGBTQIA+ Network in Denmark. Each network has a 12-month roadmap and has a dedicated Chair/Co-Chair and executive sponsor to ensure the work is aligned to wider business priorities.

We also continue to work to raise awareness of diversity issues through campaigns and events, such as for International Women's Day and Pride celebrations.

Since 2022, we have been members of WiHTL (Welcome to all in Hospitality, Travel and Leisure), a collaborative, multi-stakeholder group devoted to increasing diversity and inclusion across our sector.

So far, four colleagues have joined WiHTL's cross-industry programme and sit on four committees: HR Leaders Group, Data & Insights Committee, Race & Ethnicity Committee and Employee Network Groups Committee. In addition, in 2023, Kari Daniels, CEO for SSP UK & Ireland, was appointed to the WiHTL Advisory Board, where she will help shape the DE&I agenda across our sector.

37%

of senior leadership roles held by women

Viewpoint from Patty Wong, Head of People, SSP Asia Pacific

Our APAC region includes Australia, Hong Kong, China, Malaysia, Philippines, Singapore and Thailand. With such a diverse region in terms of geography, language and cultures, it's crucial we create opportunities for real connection.

In an exciting first, this year we launched 'Fly. Learn. Grow', a development programme that encourages short-term secondments to different APAC markets. The fully-funded initiative stemmed from our listening groups following the 2022 Global Colleague Survey, where we heard colleagues' interest in spending time together and learning from other markets.

What's great is that it has proven to be mutually beneficial to both the host market and our colleagues. It helps colleagues explore and understand new markets and build cross-cultural confidence, while fostering stronger connections, facilitating better collaboration and sharing.

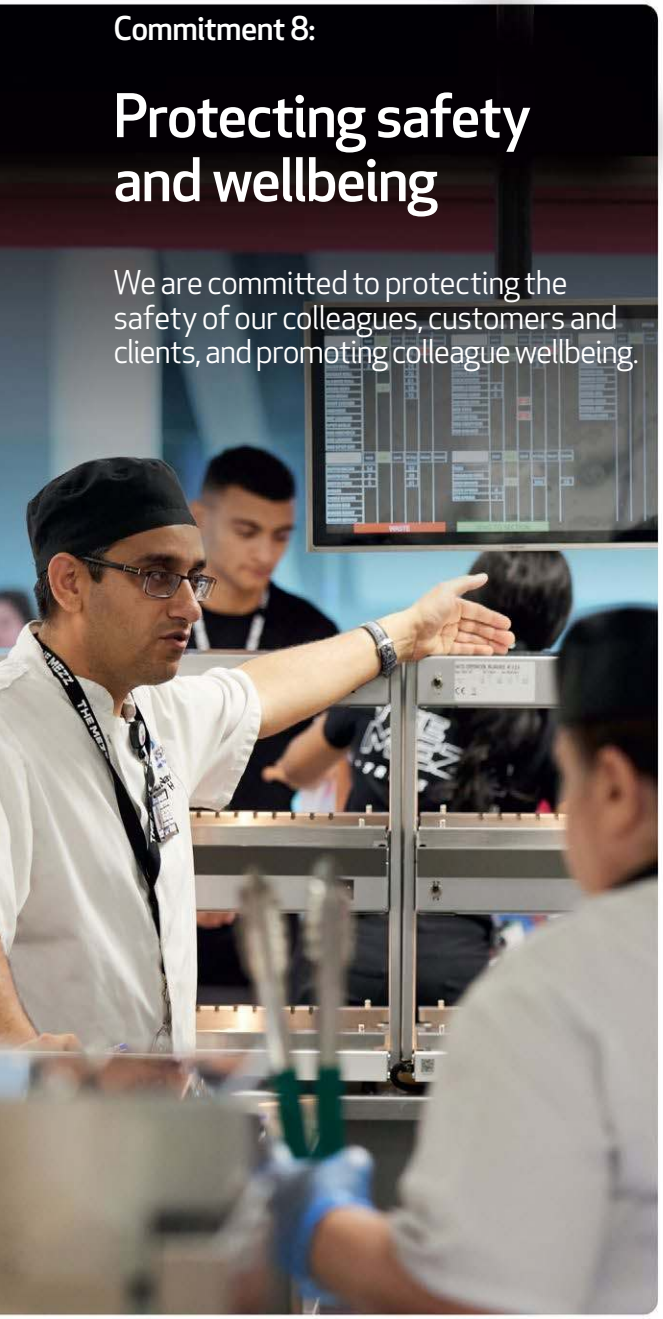
Similarly, connecting digitally is absolutely critical for us. Our monthly virtual Town Hall meetings brings together over 200 colleagues from around APAC. This year, we launched a Cultural Sharing session in our Town Halls, where our local teams create light-hearted short films showcasing their culture, festivities, cuisines and languages. It has been a hit!

Looking forward to 2024, our team is excited to build on the momentum created this year and to ensuring our diversity remains one of our greatest strengths.

Commitment 8:

Protecting safety and wellbeing

We are committed to protecting the safety of our colleagues, customers and clients, and promoting colleague wellbeing.



Safeguarding our colleagues and customers

Safety is of paramount importance at SSP. It is imperative that our food is safe to eat and the safety of our colleagues, customers and the public is protected. Collaborating closely with our colleagues, clients, brand and joint venture partners and suppliers, we are dedicated to fostering a positive safety culture at all levels of our business.

People, food and fire safety is managed by our operating markets in adherence to local regulation and industry best practices. In the past two years, however, we've significantly invested in enhancing our Group's oversight and capabilities to standardise safety procedures throughout our global organisation. Our Group safety team also acts as a central hub for coordination, reporting and enablement.

We implemented a strengthened Group Safety Policy and Global Safety Governance and Management Framework. The Framework defines clear accountability and responsibilities at all levels – from local markets up to Group – with downward support and upward visibility. In addition, our CARE principles guide our approach, as shown below.

Our Group Safety Committee meets quarterly and is responsible for overseeing our Group Safety Policy and Framework.

Now in its second year, the Group Safety Forum, comprising over 50 colleagues working in safety across the business, convenes bi-monthly. It serves as a platform to share best practices, drive action, and ensure effective policy and standard implementation across people, food and fire safety.

We continued to embed further safety incident reporting practices this year after rolling out a new reporting app with standardised key performance indicators (KPIs) and accident categories in 2022. The Board and Group Executive Committee receive monthly reports of all safety incidents and we are committed to reporting these KPIs externally from 2024.

In 2023, we introduced a serious incident escalation procedure, in addition to any local requirements, mandating the reporting of SSP-defined serious incidents within a 48-hour window to the Group safety team. An incident assessment and recommendations for action may be escalated to our Group Executive Committee and shared throughout the organisation to prevent similar incidents in the future. This structured escalation approach cultivates a culture of continuous improvement and heightened safety awareness across all business levels.

All markets are required to submit a detailed self-assessment against SSP safety standards to the Group safety team on an annual basis.

Our units also undergo various audits. These could include local authorities, accreditation schemes, internal and external audit teams, including those conducted by our brand partners. For example, in 2023, our UK Rail Gourmet central food production site was audited against the SALSA (Safe and Local Supplier Approval) scheme and achieved full certification.

In 2023, our Group safety team carried out site visits to 12 markets and conducted an in-person safety training workshops in Malaysia with all the APAC regional and country safety leads. We also delivered regular communications and campaigns, including for World Health and Safety Day, and have developed a new safety induction training module to be rolled out across the Group in several languages throughout 2024.

In addition, we launched an online safety community that now has over 175 members, sharing news and highlighting best practice with colleagues around the world. And we proudly recognise 'safety heroes' for their role in promoting a positive health and safety culture among their teams.

Applying high standards of food safety

While food safety standards and practices may vary across our markets due to local legislation, our global compliance framework ensures uniformity across the Group. This is aligned with the internationally recognised Hazard Analysis and Critical Control Point (HACCP) management system for food safety.

We remain committed to maintaining the highest food safety standards to protect our customers, implementing best practices, controls and training throughout our business. This encompasses food temperature monitoring, rigorous cleanliness and sanitation practices, as well as adherence to local allergen and nutritional standards as routine procedures.

For example, in the USA, every shift in our restaurants must have a Certified Food Protection Manager, and our central production kitchens and each airport are staffed with colleagues who are certified against the Food and Drug Administration's (FDA)-recognised curriculum to become a Preventive Controls Qualified Individual (PCQI) Training in Human Food. One of our colleagues, who is a lead instructor to the curriculum, conducts PCQI trainings and has trained 42 leadership colleagues.

In our EEME region, best practice food safety training is delivered via concise videos illustrating recipe and safety instructions for every food product served in our restaurants. Rapid Protein Residue Tests are used extensively to instantly verify cleaning standards in our units.

Furthermore, our updated Supplier Code of Conduct clearly outlines our expectations for product quality and food safety from our suppliers.

Viewpoint from Paul Coburn, Global Safety Director

As a global organisation that prides itself on being the leading food and beverage provider in travel locations worldwide, our commitment to stringent people, food and fire safety measures is fundamental to our operations.

I am so impressed by the great progress our global senior leadership teams continue to make in our commitment to safety, and by the valuable work that our safety teams and colleagues around the world do every day.

In 2023, we launched our slogan, 'I Care, You Care, We Care', emphasising that everyone is responsible for, and has a role to play in, ensuring all aspects of safety across our business.

We have taken a people-centric approach, focusing on communications, campaigns and events that encourage collaboration, sharing and showcasing best practices between our teams.

At SSP, we are all committed to providing safe food and a safe environment for our colleagues, customers, and our clients. We know this is essential to our purpose to be the best part of the journey.

Promoting wellbeing at work

Our global wellbeing framework takes a holistic approach to supporting our colleagues physical, mental and financial wellbeing, recognising how these issues are connected and inter-related. We want our colleagues to feel comfortable talking about their wellbeing and to be able to access support when they need it.

Our employee assistance programmes provide our colleagues with access to a range of wellbeing support services and resources. These include counselling services and mental health support, fitness and cycle-to-work schemes, and access to discounts and financial planning services.

In 2023, 97% of our markets had colleague wellbeing programmes in place, tailored to local needs and circumstances. For example, in Thailand, our team hosted a colleague wellbeing session with massage therapists from the Sam Phran Vocational Training Center for Blind Women.

In total 17 markets had comprehensive activities covering mental, financial and physical wellbeing, while 16 have at least one type of wellbeing programme in place. One of our smaller markets is in the process of developing local initiatives.

These local programmes are supported by global campaigns and toolkits to drive common awareness and understanding across the Group.

For the second year, we ran a global campaign for Mental Health Awareness Month in May 2023. This year, our focus was on building resilience together, where we provided a suite of tools and resources designed to help our colleagues navigate, and rebound from, challenges effectively.

Examples included visualisation and mindfulness techniques and the importance of prioritising quality sleep, regular exercise and a nutritionally balanced diet. The campaign also provided an opportunity to shine a light on the importance of mental health, break down the stigma surrounding mental illness, and work together to foster a supportive and understanding environment.

In November each year, we support 'Movember' – a global charity campaign which raises awareness and understanding of men's mental health, prostate and testicular cancer.

Our colleague-led networks also play an important role in supporting wellbeing and resilience, such as our Menopause Network in the UK.

Supporting our colleagues through hard times

We recognise the impact the high inflation and subsequent cost of living crises in many countries is having on our colleagues. We have taken numerous actions to support them during this time, with a mix of global, regional and local initiatives.

In the UK, for instance, we have generous staff discounts of 50% for both our own brands and franchise brands and 25% for retail own brands. In 2023, we extended UK colleagues' access to offers and other discount schemes through our new Salary Extras app, including discounts for major supermarkets and childcare vouchers.

Through our long-term partnership with the Retail Trust, our colleagues can access confidential support for financial wellness, budgeting, debt and legal guidance. Following an internal awareness campaign, in the first six months of 2023, over 600 colleagues engaged with the service.

In 2023, we partnered with Salary Finance in the UK and the USA. This is an organisation that provides financial tips, affordable loans and savings options. It gives colleagues access to salary-linked savings accounts and personal loans for more financial flexibility when dealing with debt or managing unexpected expenses.

Commitment 9:

Respecting human rights

We are committed to respecting the human rights of people across our business operations and supply chains.

Our human rights commitments

We believe that fundamental human rights should be respected, as set out in the International Bill of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work and the United Nation's Guiding Principles on Business and Human Rights.

In 2023, we updated our policy commitments with a strengthened Human Rights Policy and Supplier Code of Conduct. These set out our global standards, commitments and expectations for all our business operations, colleagues and suppliers to adhere to and work towards.

Our commitments cover, but are not limited to, the prohibition of modern slavery, forced labour, child labour and discrimination, as well as respect for freedom of association, providing a safe and healthy working environment and ensuring all workers are treated with dignity and respect.

We are committed to having appropriate controls for managing, mitigating and remedying human rights risks and impacts in our business operations and supply chains. We strive to comply with the Ethical Trading Initiative Base Code, which is founded on ILO conventions and is an internationally recognised code of labour practice that we have adopted as our international standard.

We conduct risk assessments to help us identify the nature and extent of exposure to human rights risks in our business and supply chains. These are informed by a range of sources including:

- The Global Slavery Index to help us understand inherent country and sector risks[20].
- Analysis of employee data, including the number of colleagues in front-line team member roles.
- Analysis of reports received through our Speak Up channels.
- Supplier self-assessments and audit reports.
- Supply chain risk assessments conducted by our country purchasing teams.
- External human rights reports and insights, including the Global Estimates of Modern Slavery report produced each year by the ILO, Walk Free and the International Organization for Migration.

Each Group company has ultimate responsibility for responding to our risk assessments in their appropriate jurisdiction.

We have guidance to support our local management teams in putting in place the appropriate level of controls. For example, guidance on how to implement a procedure for checking for colleagues with duplicate accounts or how to conduct interviews with colleagues who may be at risk, such as migrant workers.

All senior managers globally are required to complete mandatory modern slavery training as part of their induction. In 2023, we maintained 100% compliance with this requirement.

In addition, our Colleague Code of Conduct includes examples of warning signs to watch out for among our own colleagues, temporary or agency workers or workers in our supply chain. It also includes details of how to raise concerns regarding any potential human rights breaches through our confidential Speak Up channels.

Download **our policies and Modern Slavery Statement** from our website

100%

of our senior managers have completed modern slavery training

Addressing human rights in our supply chain

Having updated our Supplier Code of Conduct in 2023, we provided training for our purchasing teams on how to engage suppliers and incorporate the Code into contractual arrangements. We also implemented a revised human rights due diligence process for suppliers, as detailed in the graphic opposite.

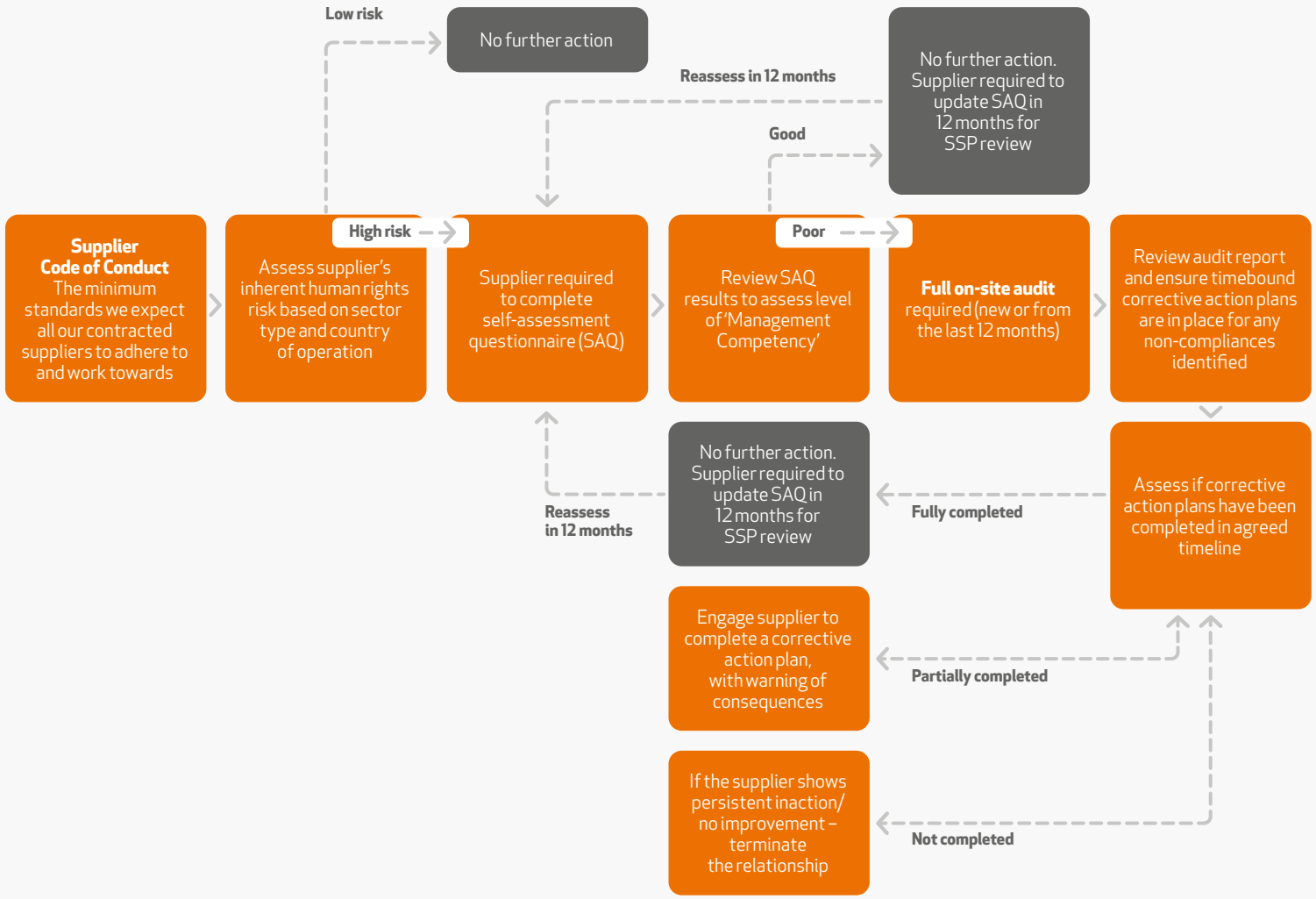
We use the Supplier Ethical Data Exchange (SEDEX) as the primary means for conducting human rights due diligence. SEDEX is a platform for storing, analysing, sharing and reporting on ethical supply chain practices. We expect our suppliers to become members of SEDEX and then, through the platform, we conduct risk assessments, self-assessment questionnaires and on-site audits.

In 2023, we identified 218 contracted suppliers with high human rights risks, for which we completed the due diligence reviews for 33%. Of these, no major non-conformance issues were identified, such as those relating to modern slavery or child labour. However, some suppliers had issues identified that were classified as moderate or minor non-conformances, primarily relating to maintenance and safety equipment missing from designated areas. For all issues identified, we reviewed the suppliers' corrective actions to ensure they were addressed in the agreed timescale.

In 2024, we will continue reviewing all high-risk suppliers, with the aim to ensure 100% are reviewed within a three-year cycle.

Our approach to **sourcing sustainably** is on pages 20-21

Our human rights due diligence process



Commitment 10:

Supporting our communities

We are committed to supporting our diverse, local communities through charitable partnerships to alleviate food poverty and other causes.

Alleviating food poverty

Access to adequate food is a challenge for many people across the world. And rising food prices, economic and supply chain pressures, and impacts of climate change on crop yields are exacerbating a growing hunger crisis in many communities where we operate.

We support our colleagues with a range of affordable food offers in our operating markets. These include discounts of up to 50% on own brand food and drink, free meals on shifts of six hours or more and access to discounted surplus food through our food discounting partners.

We are also committed to supporting organisations that work to alleviate food poverty. Across our global business, we support 13 food poverty causes in 10 markets. We do this through a mix of long-term partnerships, fundraising, volunteering, financial donations and redistributing surplus food from our units.

In the USA and Canada, we continued our long-term support of the Meals on Wheels network and Food Banks Canada. This includes in-restaurant fundraising promotions and a range of employee engagement and fundraising activities to help provide nutritious meals to older adults and people in hunger.

c.£225,000

raised by the SSP Foundation for food poverty charities in the UK in 2023

In the UK, the SSP Foundation, held a charity gala and auction in 2023, raising over £225,000 to fund projects run by FareShare, the UK's largest charity fighting hunger, and Trussell Trust, the UK's largest network of food banks.

Following a sizeable grant to FareShare in 2022 to fund a new lorry, this has so far helped collect and distribute more than 1.1 million meals.

In addition, the Foundation's 2022 grant to the Trussell Trust has supported its Hardship national helpline delivered in conjunction with Citizens Advice. This has helped deliver c.1,700 hours of advisor time and c.400 food vouchers, as well as providing c.800 people with food.

In France, we support Action contre la Faim (Action Against Hunger). In 2023, our colleagues participated in a sports day raising over €6,850 (£5,985) for their partner.

In Spain, we partnered with Zero Impact to implement a pilot point-of-sale-based micro donations at one of our units in Barcelona. This raised money for five projects aimed at helping Spanish farmers implement sustainable agriculture practices to restore nature and support food security.

In the United Arab Emirates (UAE) and Bahrain during the month of Ramadan, we once again supported low income communities, distributing c.2,400 and c.300 iftar meals respectively with our clients, Abu Dhabi Airport and One Heart Foundation in Bahrain.

See how we're **reducing food waste** on pages 36-37

Supporting community causes

As well as food poverty charities, we also support other local causes important to our clients and colleagues. In 2023, this included support for 11 organisations, across 9 markets.

In the Nordics, we support the SOS Children's Villages network, an organisation that supports children currently separated or at risk of being separated from their families. In Norway, we also continued our annual support for airline staff at Widerøe for 'The Dream Flight', organised in collaboration with the Children's Cancer Association. SSP Norway provided all the food and drink for the flight, including transportation and delivery.

Our UK business has supported Macmillan Cancer Support, the UK's leading cancer care charity, since 2018. In that time, we have proudly donated over £1.1 million to support their mission. This includes over £30,000 raised in 2023 through an SSP-led 'Round the World' challenge where our colleagues walked, swam, cycled and ran over 42,000 miles in support of Macmillan.

In Hong Kong we support Green Power, an organisation focused on ecological conservation and environmental education programmes.

In Thailand, we support the Camillian Home for Children Living with Disabilities through in-kind donations of staple items and during a visit to the home, hosted a lunch for 30 children.

In the Philippines, we participated in coastal clean ups to tackle litter, remove debris and revitalise coastlines in 2023. And we supported children with various disabilities by donating rehabilitation equipment and educational materials to Stimulation and Therapeutic Activity Centre.

In Singapore, we supported the Women in Travel Retail Charity event held by Changi Airport Group. Our chefs cooked and served dishes and the event raised funds for the Koma Karanth Foundation, which supports underprivileged communities in the Philippines.

c.30,000

households in villages across India supported with food donations

Supporting food and nutrition for all in India

Supporting local communities is deeply embedded into the culture of our joint venture business, Travel Food Services (TFS) in India. Through its charitable foundation, TFS works to deliver high-impact projects that are sustainable and scalable, under the vision of 'food and nutrition for all'.

TFS collaborates with NGOs, tribal communities and government authorities to address malnutrition through education and sustainable solutions. Through its 'One Thousand Days' initiative, the Foundation continued its support of over 30,000 households in villages across India with food donations focused on fighting malnutrition in children and families in 2023.

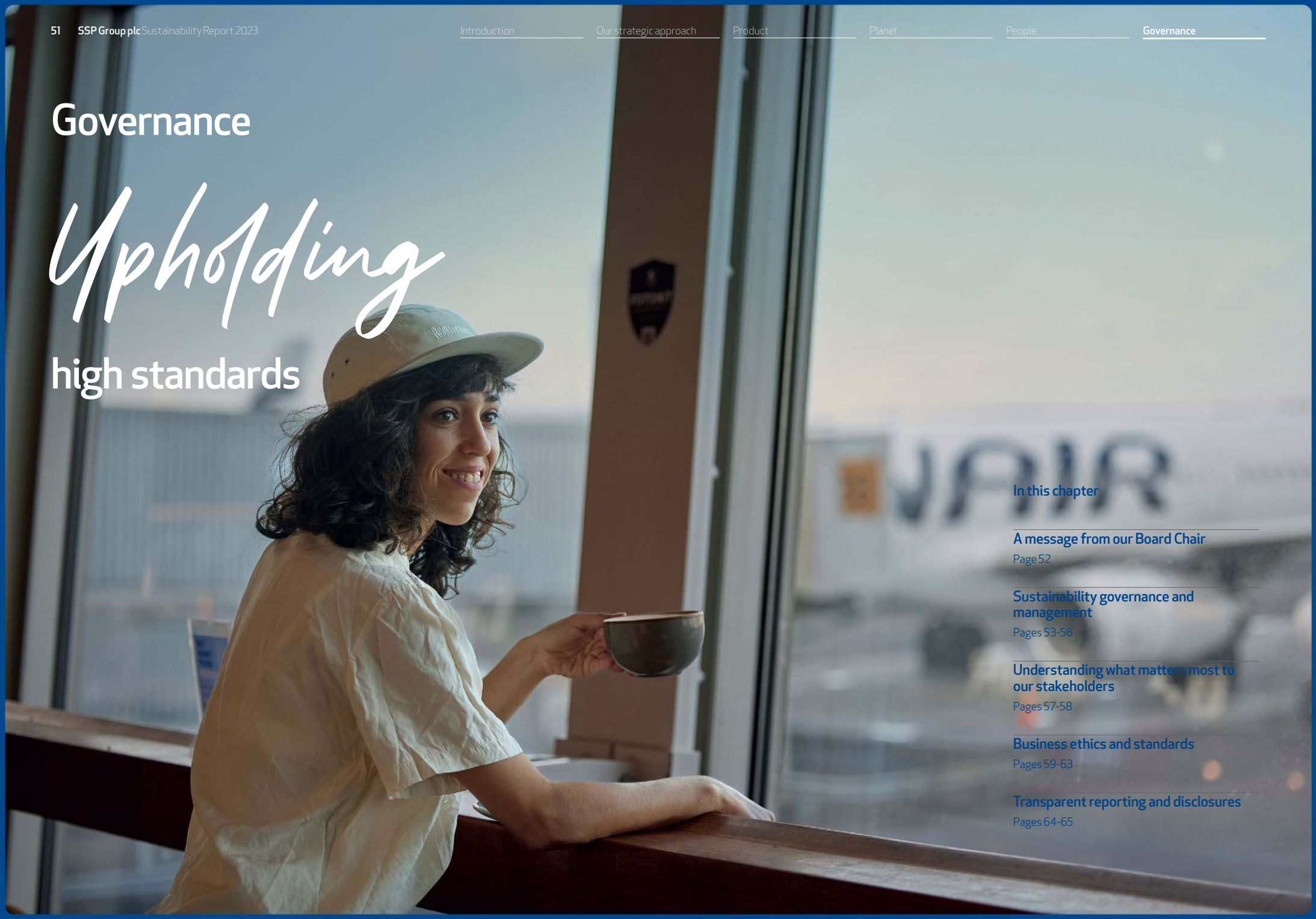
The Foundation also established a partnership with Save the Children, India to help strengthen nutrition in the urban slums of N Ward in Mumbai, and collaborated with the Indian Institute of Technology Mumbai to train more than 300 health care professionals on infant health and nutrition monitoring.

Since 2022, the Foundation has been supporting a three-year 'Healthy Village' programme with the B.A.I.F. Institute for Sustainable Livelihood & Development. The project supports over 1,000 households in three remote tribal villages in Maharashtra, helping to enhance nutrition by establishing kitchen gardens and training on how to create nutritious recipes. TFS chefs worked with the Foundation for Mother and Child Health to educate community workers on how to transform locally-sourced ingredients into healthy and nutritious recipes. Women in the Kurla slums were trained on the new recipes as part of an event that celebrated ingredient knowledge, local food and culinary creativity.

The Foundation also has a long-standing partnership with the Robin Hood Army, a volunteer-based NGO that works to get surplus food from restaurants to those that need it. On World Hunger Day 2023, TFS established 'Squad Teams' of volunteers to organise a food drive for their local communities called 'Each One Serves One'. And to celebrate Independence Day 2023 and International Year of Millet, the Foundation ran a Millet Donation Drive. They donated over 58,000 kg of millet, rice and lentils – around 475,000 meals – across multiple villages in rural India.

Governance

Upholding high standards



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A message from our Board Chair

"I must commend the unwavering support across our Group Executive and leadership teams. They have played a pivotal role in driving accountability and embedding sustainability into SSP's everyday decisions and ways of working across our global organisation."

Mike Clasper
Chair of SSP Group plc

Sustainability continued to be a central topic on the Board's agenda in 2023 and I'm encouraged by the promising momentum we're seeing against the Group strategy and targets.

This year we, as a Board, received three updates on our sustainability programme and performance, including deep-dives with our Corporate Affairs Director and Group Head of Sustainability on human rights, net zero and emerging risks and opportunities.

We are particularly engaged in the extensive work undertaken on net zero, particularly on addressing the challenge of reducing Scope 3 emissions head-on by developing programmes to decarbonise our menus.

I must commend the unwavering support across our Group Executive and leadership teams. They have played a pivotal role in driving accountability and embedding sustainability into SSP's everyday decisions and ways of working across our global organisation. This has been clear across a wealth of business updates we've seen as a Board – not just those focused specifically on sustainability.

One of the cornerstones of our continuing success is our ability to understand the needs and interests of our stakeholders. Over the last year, substantial strides have been undertaken to further expand our well established programme of stakeholder engagement, helping us better learn from and respond to the diverse voices that shape our journey.

As a Board, we have been able to interact directly with a range of stakeholders, including clients, brand and joint venture partners, colleagues in our units and local leadership teams. It was also a particular highlight for me to join the inaugural SSP Investor ESG Briefing in April and see the level of engagement and interest of our investors in this crucial area.

Understanding these stakeholder expectations was also crucial in informing a policy review in 2023 to ensure they align with evolving stakeholder expectations. We proudly achieved gender parity on our Board last year and, by the end of 2023, 37% of our Group Executive Committee and their direct reports were women. To build on this progress, we amended the Board Diversity Policy to include a new objective to achieve 40% women in senior leadership by 2025.

I firmly believe that our diverse range of backgrounds and perspectives, and strong programme of stakeholder engagement, enriches our debates and, ultimately, leads to better business decisions.

As I reflect on the achievements of the past year, I am looking forward to the opportunities and challenges that await us in 2024.

Mike Clasper
Chair of SSP Group plc
December 2023

Sustainability governance and management

Our Sustainability Strategy is underpinned by a clearly defined governance and management structure, to help ensure accountability from the Board right down to our operating markets.

Ensuring accountability

To achieve our ambitious Sustainability Strategy across our 37 markets, we have built clear responsibilities and accountability across our business.

Our governance and management structure, as detailed in the graphic on the next page, identifies clear roles and responsibilities from the Board and its committees, through to our Group Executives, leadership teams and regional management.

The Board oversees our Group Sustainability Strategy, including our climate-related risks and opportunities, reviewing the strategy, targets and performance at least twice a year. In 2023, this included three sustainability reviews covering strategic progress and performance against targets, net zero, human rights and modern slavery, and a detailed policy review and update.

Our Group CEO is responsible for delivery of our Sustainability Strategy, with our Corporate Affairs Director and Group Head of Sustainability responsible for leading and coordinating the management and delivery of the strategy.

Now in its second year, our Group Sustainability Steering Committee meets monthly and comprises members of leadership teams with responsibility for specific targets and focus areas, including colleagues from our Procurement, Commercial, People, Digital, Legal and Finance functions.

In 2023, we established a Climate Risk Steering Committee, chaired by the Group Head of Financial Reporting and Controls. The committee is responsible for monitoring alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), considering the impact of climate-related risks and opportunities and assessing broader sustainability-linked regulation which may impact our business. This Committee comprises senior leadership from our Risk, Finance, Legal, Sustainability and Procurement functions.

We also have dedicated sustainability leads and working groups for each of our four operating regions, who meet with the Group sustainability team at least twice a year to review performance and progress against targets. Performance data against our targets and key metrics, including for those GHG emissions, is also collected from all our markets twice a year.

Our **TCFD reporting** is on pages 50-56 of our 2023 Annual Report

Our governance and management structure

Roles and responsibilities

Board of Directors
Responsible for setting our Sustainability Strategy and targets, monitoring and challenging our approach and performance, and considering the impacts of sustainability, ESG and climate risk.

Group Executive
Shared ownership and responsibility for the implementation and delivery of the Sustainability Strategy and targets, with key leaders accountable for delivery in their relevant functions or operating regions.

Central management
Responsible for developing functional programmes, issue-specific strategies and overseeing, supporting and coordinating the delivery of the Sustainability Strategy and targets across the business.

Regional management
Responsible for overall delivery of the Sustainability Strategy and targets against agreed action plans at regional and country level.

Board of Directors
Sets and reviews the Sustainability Strategy and targets, monitors and challenges our approach and performance, and considers the impact of sustainability, ESG and climate risk.

Board Committees
To maximise its effectiveness and ensure sufficient time and attention can be devoted to all key matters, the Board delegates certain responsibilities to three main Committees, each comprised of independent directors. The Committee reports back to the Board at each meeting on their discussions, decisions and recommendations.

Nomination Committee
- Reviews the Board's structure, size and composition.
- Leads the search and selection process for new directors and succession planning.
- Monitors diversity and inclusion.
- Evaluates the effectiveness of the Board

Audit Committee
- Monitors the integrity of financial reporting.
- Reviews and advises on internal controls and risk management systems.
- Oversees external and internal audit function.

Remuneration Committee
- Sets the Executive remuneration policy.
- Ensures the policy aligns with strategy and culture.
- Reviews workforce remuneration policies.

Group Executive Committee
Shared ownership and responsibility for the implementation and delivery of the Sustainability Strategy and targets for their relevant business functions or operating regions. Reviews the Sustainability Strategy and performance at least twice a year, including for climate-related matters.

Operational Committee

Risk Committee
- Reviews and advises on the risk and control environment.
- Ensures operation of a robust and effective risk management and assurance framework.
- Considers climate and other sustainability related risks.

Sustainability Steering Committee
- Oversees delivery of the Group Sustainability Strategy and targets.

Climate Risk Steering Committee
- Oversees alignment with TCFD recommendations.
- Considers the impact of climate-related risks and opportunities.

Global Inclusion Council
- Oversees delivery of the Group's DE&I policy and framework.

Group Safety Committee
- Oversees delivery of the Group's Safety policy and framework.

Group Head of Sustainability and central team
Responsible for leading and coordinating the management and delivery of the Sustainability Strategy and targets across the global business.

Regional and country sustainability leads and working groups
Responsible for delivery of the Sustainability Strategy and targets against agreed action plans at regional and country level.

Building our sustainability expertise

We need a workforce with the knowledge, skills and passion to help us drive forward our Sustainability Strategy and deliver on our targets. So we are strengthening our sustainability expertise across the business.

Led by our Group Head of Sustainability, our sustainability team helps develop, define and deliver our strategy globally. In 2023, we continued to expand and better resource the team with additional key hires with expertise in sustainable food systems, sustainable finance, data analysis and reporting.

The Group team works closely with sustainability leads in central functions and our operating regions and markets to support the development of action plans, programmes and initiatives.

And, in 2023, we appointed two leadership sustainability roles for our UK & Ireland and APAC and EEME regions to coordinate the strategy across these diverse geographies.

This approach helps to ensure the right balance of specialist sustainability knowledge, alongside clear responsibilities in day-to-day business operations, to further embed sustainability into our ways of working and everyday decision-making.

120+

members of our global sustainability online community

Viewpoint from Verity Lawson, Group Head of Sustainability

"It's been amazing to see the journeys our sustainability leads have been on over the last two years in developing their sustainability skills and capabilities."

As the Group sustainability team, we act as a centre of expertise, providing strategic direction and technical support for our network of sustainability leads across our global business.

Our regional and market sustainability leads are primarily purchasing or commercial directors. This means they have the seniority and operational knowledge to help ensure our sustainability initiatives are effectively embedded into business processes.

It's been amazing to see the journeys our sustainability leads have been on over the last two years in developing their sustainability skills and capabilities. A lot of the topics we are dealing with can seem overwhelming at first, but through a combination of regular dialogue and engagement, eLearning and training programmes, our online sustainability learning hub and global sustainability community, we can see their confidence growing every day.

For me, the best part is seeing how empowered so many of our teams now are in developing innovative projects that progress our strategy and deliver for their own unique local circumstances.

Engaging and upskilling our global team

We are focused on providing colleagues across the global business with the right training, knowledge and resources to deliver our Sustainability Strategy. In 2023, we accelerated our sustainability learning programme with new in-person and online training, guidance materials, educational resources and ongoing engagement and support.

A new sustainability training video was developed for all new colleague induction sessions. By year end, this had been rolled out across all our markets, including translations into 19 languages.

We also launched an online sustainability learning hub which is regularly updated with new guidance and resources. This includes a monthly food and beverage inspiration series on key topics such as creating healthier recipes and menus, utilising seasonal ingredients and ways to reduce food waste through smart recipe design. This is complemented by our global sustainability community on our Microsoft Viva Engage platform, where colleagues can connect and share ideas, best practices or ask questions. By the end of 2023, the community had more than 120 members globally.

In 2023, we became business members of Future Food Movement (FFM), a global business network to connect and support the food and drink industry to work towards a climate-smart future. A core group of 67 sustainability leads and colleagues from our markets and functional teams have access to FFM's extensive learning programme.

We are focused on increasing climate literacy and sustainability understanding among key decision-makers. This year, c.135 of our senior leaders across the global business completed FFM's two net-zero e-learning modules. They also attended two dedicated sustainability sessions at our Global Leaders Conference. In addition, all purchasing directors worldwide participated in a sustainability workshop at our Purchasing Leaders Conference on how to embed sustainability into key sourcing processes.

We hosted four live online training sessions for over 50 colleagues on sustainability and greenhouse gas (GHG) reporting processes in 2023, followed by twice-weekly 'drop-in' sessions during reporting periods. And we hosted a dedicated session at SSP's 'Learning at Work Week' on our net-zero strategy and work to develop climate-smart menus.

We also continued our human rights training programme, with over 500 senior leadership colleagues globally who have completed our human rights modern slavery eLearning.

Learn about **Future Food Movement** at futurefoodmovement.com

c.135

senior leaders completed FFM's two net-zero e-learning modules in 2023

Gamified sustainability training in Norway

Our business in Norway has been a member of the UN Global Compact (UNGC) since 2021. The membership offers a unique opportunity for companies to nominate colleagues to participate in accelerator programmes to upskill, collaborate and drive business innovation aligned with the Sustainable Development Goals (SDGs).

In 2023, two of our colleagues in Norway, Aleksander Knutsen and Diana Larsen, from Business Development and Operations functions participated in the UN Global Compact's SDG Innovation Accelerator for Young Professionals. Over nine months, the pair explored and tested ideas to create positive impact across SSP. As part of this, they participated in the UNGC's Sustainability Solutions Showcase for Young Professionals and were awarded first place for their winning idea to develop a gamified sustainability training app.

Their goal for the app is to offer training on our global Sustainability Strategy in a fun and engaging way, offering practical examples and ideas for local colleagues to implement. The panel of industry judges recognised the app for its innovation, scalability and ease of implementation and for its role in building awareness and training employees to accelerate SSP's sustainability work in Norway and beyond.

Aleksander and Diana explain: "The UNGC Accelerator has been an eye-opening experience and instrumental in further embedding sustainability into our business at SSP Norway. It provided us with tools and ideas to help accelerate progress towards achieving our sustainability goals. By spreading awareness and knowledge through the training, we believe we can encourage greater idea sharing that will help to drive positive change."

The training app rollout commenced in November 2023. Following positive feedback, we plan to expand the app to more SSP markets in 2024.

Understanding what matters most to our stakeholders

Listening to our stakeholders helps us better understand their views and concerns and enables us to respond to them appropriately. It gives us valuable inputs into, and feedback on, our strategic approach, and helps ensure we take stakeholder views into account in our decision-making.

We aim to maintain proactive, open and two-way dialogue with stakeholders to listen, understand and respond to their views and concerns. This enables us to meet their evolving expectations and creates shared value for both our business and our stakeholders.

We engage with a wide range of our stakeholders at local, regional and global levels. Our Board also has a continuing programme of direct engagement with key stakeholders, including market visits to our international operations and activities carried out by our designated Non-Executive Director for Workforce Engagement (ENED), Judy Vezmar.

In 2023, the Board undertook a detailed review of our stakeholders and the effectiveness of our engagement mechanisms. The review noted that we have a well-established programme of stakeholder engagement, and we are making good progress on better understanding the views of our stakeholders and incorporating those views into our decision-making.

As well as discussions at Board level, the Group Executive Committee regularly discuss and consider stakeholder views, and mechanisms are in place for identifying and addressing key issues.

In 2023, key engagement activities included:

- An enhanced programme of Board engagement and market visits, and our ENED holding six face-to-face listening sessions with over 70 colleagues across three regions.
- Completion of our largest-ever Food Travel Insights Survey, covering 18,000+ customers, across 25 markets, collecting around three million data points.
- Two major investor events: our first-ever ESG Investor Briefing in April 2023 and the Capital Markets Event in New York in June 2023.

Our **stakeholder engagement process** and actions taken in response to their feedback is outlined on pages 40-49 of our 2023 Annual Report

Our key stakeholders

As a global business with operations in 37 countries, we have a wide and diverse group of stakeholders, on whom we rely for our success. We define our stakeholders as those whom we affect and those who affect us and have categorised them into nine key stakeholder groups.

Stakeholder	Why we engage	Value created
Customers	Understanding customer needs and trends enables us to provide the food and beverage choices they want.	High-quality products and brands, with a wide range of food and beverage choices to meet diverse preferences.
Colleagues	As a service provider, we are a people business and our colleagues are crucial to SSP's success.	A great place to work where everyone can fulfil their potential, with an inclusive, engaging and values-based culture.
Clients	Our business success is dependent on retaining and winning new space in our clients' travel locations.	Delivering on mutual service and performance goals and offering a high-quality customer experience for travellers.
Investors and lenders	We need to understand the needs of those who invest in and lend to SSP to maintain their confidence.	Opportunity to generate attractive returns on investment and sustainable long-term profitable growth.
Brand partners	We work with our partners to optimise the brand offer for our clients and customers.	The preferred partner for brands looking to operate in the travel sector.
Joint venture (JV) partners	Good relationships with our JV partners are key to growing our businesses, particularly in markets where we don't currently operate.	By helping them grow their businesses through new opportunities.
Suppliers	Good relationships with our suppliers are essential to ensuring an efficient and secure supply chain.	Long-lasting and mutually beneficial relationships across our supply chain.
Communities, NGOs and society	We play an important role in communities where we operate which enables us to act as a good corporate citizen.	Job opportunities, charitable support and food donations, and sustainability initiatives.
Governments and regulators	We seek to be part of the debate that shapes the regulatory environment in which we operate.	Supporting local economies and contributing our expertise to areas of policy development.

Identifying our material issues

We conducted our last detailed materiality assessment in 2022, where we worked with a specialist third-party to identify, assess and prioritise the most important issues for our business and our stakeholders, as described below. These issues inform our Sustainability Strategy and 10 commitments.

We plan to conduct a new double-materiality assessment – a dual assessment of how our activities impact people and the planet and how sustainability issues, like climate-change, may impact our business – to help define the next stage of our Sustainability Strategy and targets for post-2025.

Our 2022 materiality assessment used the following three-stage methodology:

Stage 1: Identify the issues

Drawing on our wide range of stakeholder engagement channels and research, a long list of issues were compiled, including those issues most common across most sectors and business, as well as those macro and strategic issues that are unique or specific to the food travel sector.

These external insights were complemented by internal SSP inputs, including Group strategy, reports, policies and standards.

Stage 2: Conduct internal assessments

All the issues identified in Stage 1 were grouped under common themes and a best practice scoring methodology was used to assess their level of importance to our stakeholders.

This included defined weightings for different stakeholder groups, as well as individual weightings for some of our most important stakeholders. Sector-specific issues were also weighted to ensure they were not artificially relegated to a lower level of importance by wider issues common across all types of stakeholders.

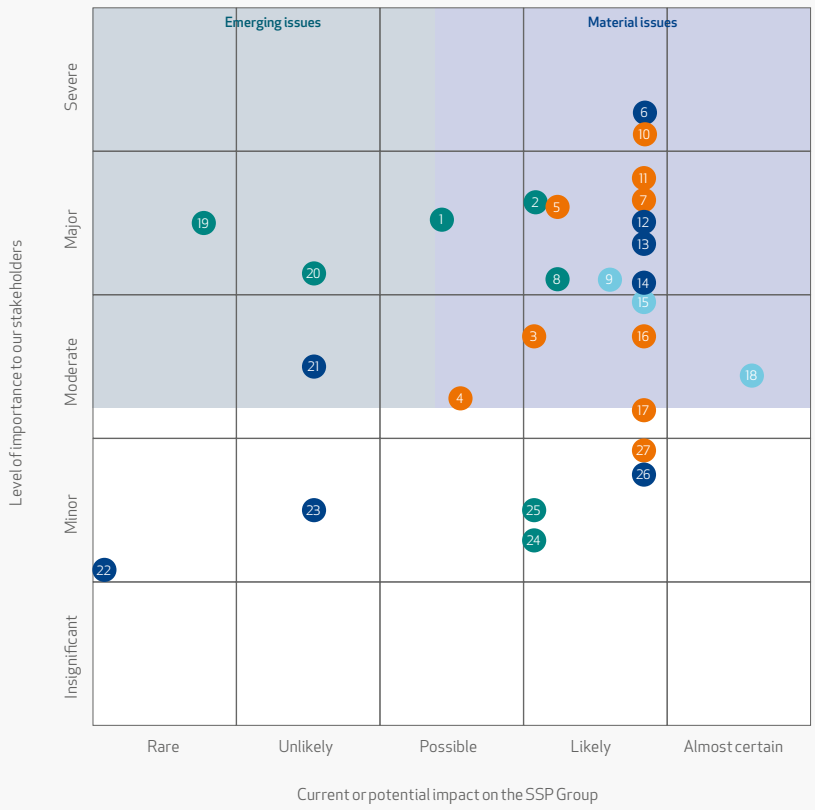
Interviews were then conducted with selected members of our Board and Group Executive Committee (including the Chair of our Board and Group CEO) to review the initial results and assess the current or potential impact on the SSP Group.

Stage 3: Prioritise the issues

The issues were then mapped onto our materiality matrix based on the level of importance to our business and stakeholders. The issues are grouped as either material, emerging or other issues.

The 18 issues with the highest level of importance, our material issues, form our Sustainability Strategy and reporting. We also continue to monitor emerging issues, such as biodiversity and deforestation, and are working on developing a strategic response.

Materiality matrix



Key:

- Serving our customers responsibly
- Protecting our environment
- Supporting our colleagues and communities
- Upholding high standards of governance

Material issues

1. Circular economy and plastic pollution
2. Climate change
3. Customer safety and food safety
4. Fair pay and remuneration
5. Colleague engagement and development
6. Bribery and corruption
7. Diversity, equity and inclusion
8. Food waste
9. Animal welfare
10. Colleague health, safety and wellbeing
11. Community and charity partnerships
12. Responsible tax management
13. Data privacy
14. Political and charitable donations
15. Healthier lifestyles and dietary needs
16. Human rights and modern slavery
17. Food poverty
18. Sustainable sourcing

Emerging issues

19. Food agriculture water scarcity and stewardship
20. Biodiversity loss and deforestation
21. Anti-competitive behaviour

Other issues

22. Board & Executive remuneration
23. Lobbying transparency
24. Supply chain environmental impact
25. Logistics disruption
26. Speak Up/Whistleblowing
27. Supply chain workers' health, safety and wellbeing

Business ethics and standards

We are committed to applying high standards of business ethics and to operating with honesty, integrity and transparency.

Our policy commitments

We believe behaving ethically and operating with integrity is both the right thing to do and critical to our continued business success.

Our global policies play a crucial role in forming the backbone of our approach to business ethics and good governance. Our Group companies are expected to adhere to these policies within the context of local regulation and market practice, where applicable. These are identified in the table on the following pages.

The Board reviewed and endorsed each policy and a member of the Group Executive Committee was assigned responsibility for overseeing their implementation and ensuring compliance.

Our policies are reviewed every two years to ensure they remain effective and to keep pace with internal and external developments. In 2023, we conducted a comprehensive review to ensure our policies are aligned with best practice and stakeholder expectations, and that they address existing and emerging issues and risks.

As a result, we amalgamated three distinct policies into a consolidated Environment, Sourcing and Animal Welfare Policy and updated our Human Rights Policy and Community Engagement Policy. We also introduced a unified Supplier Code of Conduct, articulating the minimum standards we expect from our contracted suppliers.

Our **human rights due diligence procedures** are detailed on pages 47-48.

Viewpoint from Fiona Scattergood, General Counsel and Company Secretary

"Upholding high standards of governance is core to how we do business at SSP and sits at the centre of our Sustainability Strategy."

Through robust policies, procedures and controls, we can ensure we maintain a culture founded on transparency, accountability and ethical practices across our global business.

Over the last year, we have worked with the sustainability team on key issues, such as policy reviews and development, third-party risk management and due diligence procedures.

We also introduced a new requirement for all papers that go to our Board, Board Committee and Group Executive Committees to include a briefing note detailing the stakeholder groups the agenda item relates to and how they are impacted. This helps to ensure stakeholder views are taken into account in our decision-making.

With ESG regulations and standards on the rise, I look forward to the close working relationship between our sustainability, legal, governance and compliance teams continuing to grow.

Overview of key Group policies

Policy	Summary	Scope	Issues covered
Anti-Bribery and Anti-Corruption Policy	Sets out the Group's policy against bribery and other corrupt practices and the standards and procedures required to ensure compliance with the policy and all anti-bribery and corruption laws in the countries in which the Group conducts business.	• All Group subsidiaries and divisions. • All joint ventures (usually those in which a Group company has a 50% or more interest and/or management control) and their subsidiaries. • All Directors and employees of the Group. • Third parties engaged to work on behalf of the Group may also be required to commit contractually to observe the Policy when working for or on behalf of SSP if they do not have an adequate policy of their own.	• Bribery and corruption • Facilitation and indirect payments • Kickbacks • Gifts and hospitality • Charitable donations and sponsorship • Political donations • Key associates
Board Diversity Policy	Sets out the Board's approach to diversity.	• Board and senior leadership of SSP Group plc.	• Diversity, including skills, gender and ethnicity
Colleague Code of Conduct	Sets out the principles and standards that are expected of all employees regardless of where they work.	• All employees (including temporary and agency staff), officers and directors of Group subsidiaries and divisions.	• Health, safety and wellbeing • Cyber security and data privacy • Whistleblowing • Human rights and modern slavery • Environment • Data privacy • Bribery and corruption • Conflicts of interest • Money laundering • Lobbying and political activity • Tax evasion
Community Engagement Policy	Sets out our intent to make the communities in which we work better places to live and do business, and to support local communities for their mutual benefit.	• All employees, officers and directors of Group subsidiaries and divisions.	• Charitable donations and sponsorship • Food poverty
Data Privacy Strategy	For each of our markets in the UK and European Union we have Data Retention and Privacy Policies in accordance with the EU General Data Protection Regulation 2016 (GDPR).	• All employees, workers and contractors for the relevant Group subsidiary identified in the policy.	• Data privacy
Environment, Sourcing and Farm Animal Welfare Policy	Sets out our approach to protecting our environment, sourcing our ingredients and products responsibly and sustainably, and supporting animal welfare.	• All employees (including temporary and agency staff), officers and directors of Group subsidiaries and divisions. • All joint ventures (usually those in which a Group company has a 50% or more interest and/or management control) and their subsidiaries.	• Energy and resource efficiency • Packaging and waste management • Animal welfare • European Chicken Commitment

Overview of key Group policies continued

Policy	Summary	Scope	Issues covered
Group Diversity, Equity and Inclusion (DE&I) Policy	Sets out our commitment to encouraging diversity, equity and inclusion among our workforce, our partners and across the communities in which we serve, eliminating unlawful discrimination.	• People directly employed by an SSP Group company. • We also encourage our partners to follow the guidance outlined in this policy.	• Diversity • Equity • Inclusion and belonging • Equal opportunity • Discrimination and fair treatment
Global Safety Policy	Describes our commitment to managing safety across our global operations and sets out our Global Safety Standard and responsibilities.	• All employees (including temporary and agency staff), officers and directors of Group subsidiaries and divisions.	• Food safety • Fire safety • Health and safety, including accidents, injuries and work-related illnesses
Human Rights Policy	Sets out our minimum global standards for protecting human rights.	• All employees (including temporary and agency staff), officers and directors of Group subsidiaries and divisions. • All joint ventures (usually those in which a Group company has a 50% or more interest and/or management control) and their subsidiaries.	• Human rights • Modern slavery • Child labour • Safe and hygienic working conditions • Living wages and working hours • Discrimination, bullying and harassment
Supplier Code of Conduct	Sets out the minimum standards we expect of our contracted suppliers, covering human rights, product quality and food safety, environmental sustainability, farm animal welfare and business integrity.	• All contracted suppliers of goods and services of Group, subsidiaries and divisions.	• Human rights • Product quality and food safety • Environmental sustainability • Animal welfare • Business ethics • Cyber security and data privacy
Speak Up Policy	Sets out how concerns about suspected wrongdoing or dangers at work can be raised, how they will be investigated and protection and support for whistleblowers.	• All individuals working at all levels of the Group. • All divisions and subsidiaries within the Group. • All joint ventures (usually those in which a Group company has a 50% or more interest and/or management control) and their subsidiaries.	• Whistleblowing
Tax Strategy	Sets out the SSP Group plc policy and approach to conducting tax affairs and to dealing with tax risk.	• All SSP Group plc dealings with the UK tax authority, His Majesty's Revenue and Customs (HMRC). • Wherever possible, we strive to apply the same principles and conduct to our dealings with overseas tax authorities.	• Responsible tax management

Our material governance issues

Our materiality assessment identified key governance issues relating to bribery and corruption, political donations, data privacy, cyber security and responsible tax management.

We have policies in place for each of these issues and our Group Legal, Tax, Digital and Privacy functions are responsible for implementing, managing and monitoring these policies, and advising the Board on compliance.

The policies are supported by clear guidance and procedures, as well as our Internal Audit process and controls.

We have mandatory compliance training programmes, that are a requirement for all new management-level colleagues to complete as part of their induction. These cover bribery and corruption, data privacy, cyber security, whistleblowing and Group Authorisation Procedures.

Our **Group policies** can be downloaded from our website

Anti-bribery and corruption

Our Anti-Bribery and Anti-Corruption (ABC) Policy makes clear that we do not tolerate any form of bribery or corruption within our business.

The policy covers the following key areas that we have identified as most vulnerable to the risks of bribery: facilitation and indirect payments, kickbacks, gifts and hospitality, political donations, charitable donations and key associates. We also have additional internal policies relating to the prevention of facilitation of tax evasion and matters that must be authorised through our Group Authorisation Procedures before being undertaken.

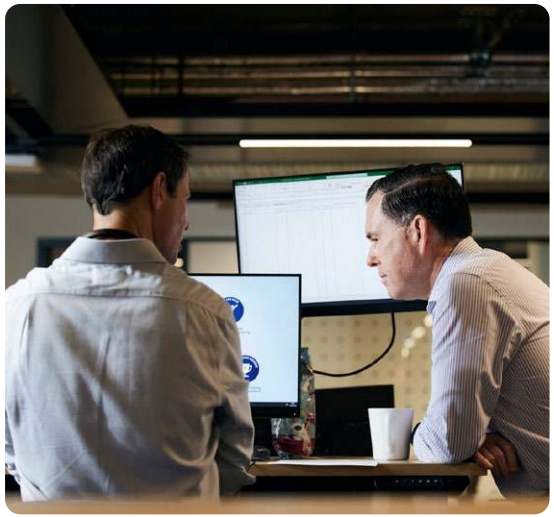
The ABC policy includes clear guidelines, including practical examples for each risk area, with suggested responses to guide colleagues on how to deal with them.

We have dedicated Anti-Bribery Officers for each of our markets who are responsible for establishing systems and controls to comply with our policy and for the periodic monitoring of their effectiveness. We have a defined due diligence procedure for new third-party partners at the pre-contract stage, as well as for periodic monitoring and checks.

There is also a biannual reporting process, whereby each country is required to report their compliance against certain aspects of the ABC policy including that in relation to third-party onboarding and checking, gifts and hospitality, facilitation payments, and sponsorships and charitable donations given or received. A summary of the reports, along with any issues raised, are presented to the Risk Committee.

We encourage all our colleagues to raise concerns or suspected breaches of the policy to the relevant Anti-Bribery Officer or via our confidential Speak Up channels. We actively investigate all reports of suspected breaches and take appropriate action where needed.

Our Board-level Audit Committee periodically reviews the Group's policies and procedures for preventing and detecting fraud, its systems, controls and policies for preventing bribery (including due diligence on new partners). The Audit Committee (and Board, as applicable) receives updates on bribery trends and activity in the business, if any, with individual updates being given to the Audit Committee as needed. This includes a copy of the reports presented to the Risk Committee on ABC reporting.



Political donations

Our ABC Policy also covers our approach to political donations. It makes clear that no one in the Group shall make any form of political donation or contribution in a way to gain advantage for the Group in business transactions.

Any political donation or contribution made on behalf of any Group company must have the prior approval of the Deputy Group CEO and CFO and compliance team through the Group Authorisation Procedures that are disclosed publicly. Each market maintains a register of political donations.

Data privacy

We are committed to ensuring compliance with privacy and data protection laws and respecting the privacy of our customers, colleagues and other individuals. We collect minimal information and use it in a fair and transparent way.

Our Global Privacy Strategy sets out how privacy is to be embedded across all Group businesses. It includes an accountability and oversight framework, which allows each market to account for local data protection laws.

We have a Group Privacy Steering Committee, comprising key members of our Executive Committee, which is responsible for overseeing the delivery of the Global Privacy Strategy across SSP and reporting any material risks to the Group Risk Committee.

Our Group Privacy Office (GPO), overseen by the Group Privacy Manager, reports to the Group Privacy Steering Committee. The GPO covers a range of workstreams designed to embed and monitor privacy practices relating to the handling of personal data. It is supported by Group Privacy Champions who advocate for data protection compliance within their business units.

Cyber security

We are committed to operating and maintaining industry standards of information and cyber security and to identifying, assessing and mitigating risks.

Our internal Information and Cyber Security Policy outlines the measures we use to safeguard data with the goal of protecting SSP Group's sensitive information and ensuring the confidentiality, integrity and availability of our information systems. Our expectations for cyber security practices are also outlined in our Supplier Code of Conduct.

We have expanded Group security detection and monitoring services, greatly improving our capabilities for detecting and responding to security incidents. We also have several key projects underway, including Privileged Access Management for strong role-based controls for all SSP systems, and the expansion of Multi-Factor Authentication to all head office users.

Our Chief Digital & Technology Officer has overall responsibility for overseeing the implementation and management of these policies and projects, and reports compliance to the Board. Day-to-day implementation sits with regional and country managing directors.

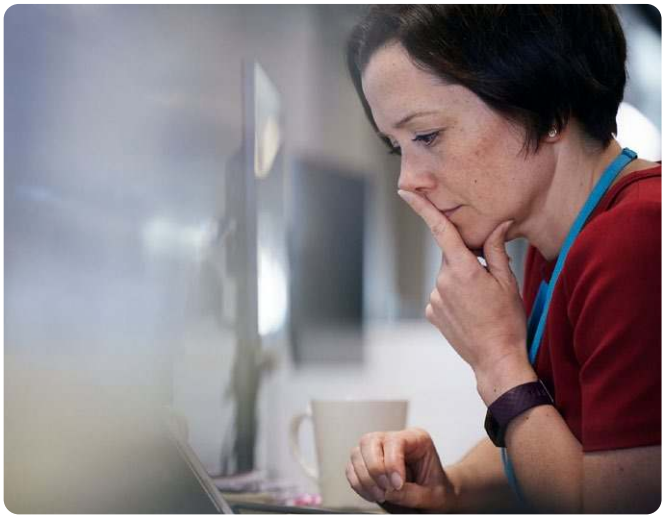
Responsible tax management

We are committed to responsible tax management. Our Tax Strategy, available on our website, defines our approach towards tax planning as one of responsible compliance and low risk that creates value for all stakeholders by driving sustainable results and avoiding reputational risk.

We aim to minimise risks which give rise to tax uncertainty by making reasonable interpretations of tax legislation which are in the spirit of the law, and by pursuing a relationship of co-operative compliance with HMRC and overseas tax authorities where possible.

Tax risks are assessed as part of our governance processes and key tax strategies and risks are presented regularly to both the Risk and Audit Committees.

Our **corporate governance** is detailed on pages 80-145 of our 2023 Annual Report



Transparent reporting and disclosures

We are committed to transparent sustainability reporting, disclosure and performance data.

Reporting frameworks

We consider and report on sustainability disclosures with reference to or in line with the following global reporting frameworks. The locations of all relevant disclosures are detailed in our Sustainability Data Book.

Global Reporting Initiative (GRI) Universal Standards 2021

The GRI Sustainability Reporting Guidelines provide a comprehensive set of Reporting Standards covering economic, environmental and social impacts.

Sustainable Accounting Standards Board (SASB) Food and Beverage Sector: Restaurants Sustainability Accounting Standard

SASB has industry-specific sustainability standards which identify financially material topics and associated metrics.

Task Force on Climate-related Financial Disclosures (TCFD)

The TCFD established by the Financial Stability Board, is a reporting framework based on a set of consistent disclosure recommendations for use by companies as a means of providing transparency about their climate-related risk exposure.

Read our **TCFD statement** on pages 50-56 of our 2023 Annual Report

Reporting criteria

We report performance against our targets and metrics based on our financial year (1 October to 30 September), unless otherwise stated.

Our reporting boundaries cover all SSP markets, as defined in our Sustainability Data Book, unless otherwise stated. This includes SSP Group plc and its subsidiaries (together referred to as the Group), as well associate companies in which the Group has a long-term equity interest and over which it has the power to exercise significant influence.

The scope and definition for each target and metric, as well as our progress against them, are detailed in our Sustainability Data Book.

Sustainability data book

We have prepared a downloadable data book which details:

- Our performance data and progress against our targets
- Reporting boundaries
- Scope and definitions
- Reporting indexes identifying where to find disclosures that align with each framework
- Other business information.

Download our **Sustainability Data Book** from our website

ESG ratings

MSCI

Using publicly available information, MSCI ESG Research provides MSCI ESG Ratings on global public and private companies on a scale of AAA (leader) to CCC (laggard), according to exposure to industry-specific ESG risks and the ability to manage those risks relative to peers.

At our last update in June 2023, SSP Group plc received an MSCI ESG rating of A.

Morningstar Sustainalytics

Using publicly available information, Sustainalytics measures a company's exposure to industry-specific material ESG risks and how well a company is managing those risks. ESG risk ratings range from 0 (negligible) to 40+ (severe); ESG risk management ratings range from 0 (weak) to 100 (strong).

At our last update in October 2022, SSP Group plc received an ESG Risk Rating of 27.3, and was assessed by Morningstar Sustainalytics to be at Medium risk of experiencing material financial impacts from ESG factors We received an overall risk management rating of 40.1 (average).

See our website for **ESG ratings updates** throughout the year

MORNINGSTAR SUSTAINALYTICS

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