SSP The Food Travel Experts

Modern Slavery Statement 2025

Welcome
to our 2025 Modern Slavery Statement

About this statement

This statement is made pursuant to Section 54 of the Modern Slavery Act 2015 and sets out the steps taken by SSP Group plc and relevant UK subsidiaries[1] to prevent modern slavery and human trafficking[2] in our business and supply chains during our 2025 financial year.

The reporting period is from 1 October 2024 to 30 September 2025. All references in this statement to performance and target dates relate to our financial year-end of 30 September, unless otherwise stated.

Further information

- Our **Sustainability Report 2025** provides detailed information on our global Sustainability Strategy and performance at: foodtravelexperts.com/sustainability
- Our **Annual Report 2025** provides details of the SSP Group Strategy and performance at: foodtravelexperts.com/investors/annualreport
- Our **Group policies** and previous Modern Slavery Statements at: foodtravelexperts.com/who-we-are/policies-and-statements/
- Our **Sustainability Data Book 2025** provides comprehensive global data disclosures at: foodtravelexperts.com/sustainability

1. Covering SSP Group plc, Select Service Partner UK Limited, SSP Financing UK Limited and Rail Gourmet UK Limited. References to "SSP", "we", "us" or "our" relate to all these entities taken together.
2. Modern slavery encompasses slavery, servitude and forced or compulsory labour and human trafficking, as defined in 'Transparency in supply chains: a practical guide', Annex A, UK Home Office.

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Our 2025 *highlights*

We have made strong progress in 2025 in strengthening our approach to managing human rights and modern slavery risks across our business and supply chains.

Key highlights include:

- **Updated our Human Rights Policy** with more detailed requirements including formal adoption of the Employer Pays Principle committing to the prohibition of all forms of recruitment fees.
- **Developed a new Migrant Worker Standard** to support our Human Rights Policy by providing more detailed controls, requirements and practical steps relating specifically to migrant workers.
- **Progressed our action plan with the Slave-Free Alliance** in response to a 2024 gap analysis, with all high and medium priority actions completed or in progress.
- **Updated our Supplier Code of Conduct** to reflect the revised Human Rights Policy and expand the scope to include brand partners and their suppliers.
- **Developed new human rights/modern slavery training** which targets a broader group of colleagues and reflects real-life business scenarios.

Performance highlights

100% of senior managers

have completed modern slavery training as part of their induction.

97% of contracted suppliers

have signed-up to our Supplier Code of Conduct or demonstrated their own equal standards.

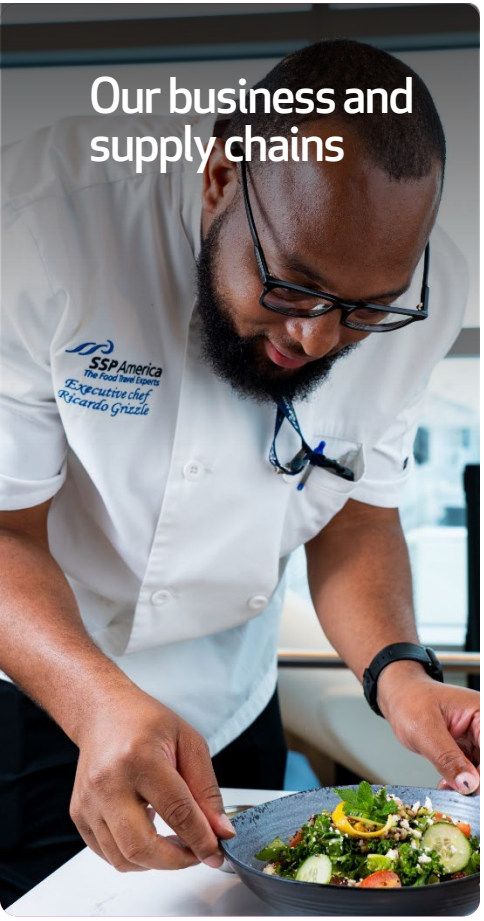
99% of contracted suppliers

with higher human rights risks have undergone our human rights due diligence reviews.

100% of hot beverages

for our own brands are from sources certified against independent standards, such as Fairtrade and Rainforest Alliance.

Our business and supply chains



At SSP, we are the food travel experts.

Present in 38 countries, we are a leading player in designing, creating and operating restaurants, bars, cafés, lounges and convenience retail outlets in locations where people are on the move.

Our purpose is to be the best part of the journey, and we are passionate about bringing great food and hospitality to travellers worldwide.

Our business and where we operate

We operate at the intersection of the travel, hospitality and food sectors.

Our commercial relationships are with our clients, the owners and operators of the airports, railway stations and other locations where we serve our customers – the people who buy the food and beverages we sell.

In 2025, we operated c.3,000 food, beverage and retail units in around 575 locations in 38 countries across four operating regions (or reportable segments):

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

Our strategy and business structure

We aim to drive revenue growth, through like-for-like and net new contract gains, which we seek to convert efficiently to drive profit, cash and strong financial returns. To do this, our strategy is focused on prioritising high-growth markets, channels and contracts, investing in our capabilities to underpin performance and driving operational efficiencies.

While united under our Group strategy, our operating model enables local empowerment and regional ownership of its delivery, supported by global scale, optimisation and central governance.

Our Board of Directors promotes our long-term success by setting a clear purpose and strategy for delivering long-term sustainable value for our stakeholders. It sets the governance and culture of the Group and has ultimate responsibility for its management, direction and performance.

Led by the Group CEO, the Group Executive Committee comprises our regional CEOs and functional leaders. This collective leadership ensures that day-to-day management decisions are informed by both strategic priorities and local market realities. The Committee plays a critical role in driving execution, fostering cross-functional collaboration and maintaining alignment with the Group's overall strategy. The Group CEO reports back to the Board on the Committee's activities, ensuring transparency and accountability.

For the full list of our countries of operation and reporting boundaries, see our **Sustainability Data Book 2025** at: foodtravelexperts.com /sustainability

Our 2025 Group highlights

£3.6bn
revenue

38
countries

c.625
locations

c.3,000
food, beverage and retail units

c.49,000
colleagues

c.71%
of business revenues in the air sector, c.25% in rail and c.4% in other[3]

3. Other includes hospitals and shopping centres, in-flight catering, Motorway Service Areas (MSAs), non-travel convenience retail and on-board rail catering.

Our business and supply chains continued

Upstream supply chain

Operating across 38 countries with hundreds of different brands, we have a large and highly diversified supplier base managed by purchasing teams in each market.

Manufacturers, wholesalers and distributors

Our direct supplier relationships are primarily with local market manufacturers, wholesalers and distributors. As valued business partners, we are committed to treating them fairly and with respect while building long-lasting, mutually beneficial relationships.

As per our updated Supplier Code of Conduct[4], when our brand partners stipulate we use their suppliers, they must now ensure appropriate standards and due diligence have been applied to those suppliers, consistent with SSP policies.

Farms and fisheries

The raw ingredients and materials for our products are grown, gathered, reared or fished by farmers and producers globally. We primarily source these ingredients and finished products through manufacturers and distributors within the regions where we operate. With limited visibility of lower tier farm- or fishery-level sourcing, we work to ensure key ingredients come from sources that are certified against recognised independent sustainability standards.

See details of product certifications on page 13.

Own operations

We operate nearly 3,000 food, beverage and retail units within our clients' travel locations, and work closely with clients, brand and joint venture (JV) partners and colleagues.

Clients

Our clients primarily comprise airport and railway station operators. In 2025, we operated in 575 client locations, with c.71% of revenue from the air sector and c.25% from rail. The remaining c.4% of business is in other areas including motorway service areas, in-flight and on-board rail catering, non-travel convenience retail, hospitals and shopping centres.

Colleagues

We employ nearly 49,000 people worldwide, with 94% being frontline team members. Our people are at the heart of our business, and our 'people promise' to "to be the best part of *your* journey".

In some markets in our EEME region, we employ migrant workers recruited from other countries. Once recruited, the majority are engaged as direct SSP employees, with some small exceptions where they are employed via third party manpower agencies, primarily due to local legal complexities.

Brand partners

In addition to our own brands, we operate franchises for a wide range of local and international brands. By using our market and industry expertise, we help these brands seamlessly integrate into the travel environment.

We seek to collaborate with brands that share our values, and many of our brand partners – including Burger King, Marks & Spencer, Pret A Manger and Starbucks – have established their own sustainability and human rights programmes and objectives.

While most of our sustainability targets relate to our own brands, where we have direct control, we also work together with our brand partners to achieve shared sustainability goals.

JV partners

We work with JV partners across our global business. These relationships help enhance our market knowledge, provide access to brands and concepts, and strengthen connections with local clients and governments.

Most of our JV entities are subsidiaries, and we have a small number of associates in our APAC, EEME and Europe regions which are treated as associates, either due to our minority equity interest or other operational arrangements.

Downstream

We serve quality food and drink to travelling customers around the world and support our local communities.

Customers

Our customers enjoy our products both on-site and as takeaway to consume during their journey. Whether flying or commuting by train, we are committed to bringing great food and hospitality to our customers across the globe.

Communities

We play an important role in the communities where we live and work, creating jobs and contributing to local economies.

We also have a long-standing approach to supporting and giving back to these communities through our community programmes and partnerships. In 2025, we contributed £1.25 million through direct contributions, fundraising and in-kind donations for community programmes, including partnerships with FareShare in the UK and Meals on Wheels in the USA, to help alleviate food poverty.

We are also members of not-for-profit organisations, such as Slave-Free Alliance, a global social enterprise dedicated to eradicating modern slavery.

4. The updated Supplier Code of Conduct took effect from October 2025.

Our business and supply chains continued

Our Sustainability Strategy

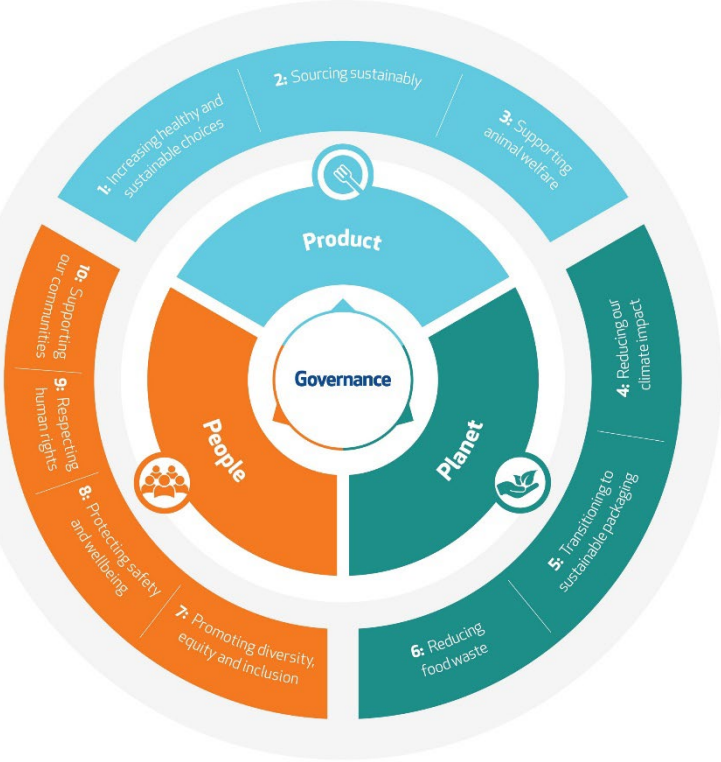
Sustainability is a key strategic priority at SSP. We see it as essential for our long-term success and to fulfilling our purpose.

Our Sustainability Strategy focuses on the three key strategic areas of Product, Planet and People.

Within each area sit our 10 key commitments focused on the most material issues for our business and stakeholders, including commitment 2 sourcing sustainably and commitment 9 respecting human rights.

These commitments are supported by clear and measurable targets and are embedded into functional and regional priorities and responsibilities for relevant roles.

See our **Sustainability Report 2025** for detailed information on our global Sustainability Strategy and performance at: foodtravelexperts.com /sustainability



Our wide portfolio of brands to meet our customers' needs

We have a wide portfolio of brands, including our own and those we operate as franchises under license from a brand partner.

These range from well-known grab 'n' go sandwich shops and cafés, to casual dining restaurants and bespoke high-end concepts – with offers tailored to cater for the specific passenger demographic of each location we serve.

See page 2 of our **Annual Report 2025** for more details on our brand portfolio at: foodtravelexperts.com/investors/annual-report/

Policies and governance

Respect for human rights is fundamental to our business and the communities we serve.

We are committed to respecting, protecting and promoting human rights in all areas of our business, including our operations, supply chains and business partnerships.

Our global policies play a crucial role in forming the backbone of our approach. Group companies are expected to adhere to these policies within the context of local regulation and market practice.

The Board reviews and endorses each policy, with a member of the Group Executive Committee assigned responsibility for overseeing their implementation and ensuring compliance.

These policies are supported by clear guidance, procedures and an internal audit process, and are reviewed regularly to ensure they remain effective.

Human Rights Policy

Our Human Rights Policy provides a clear framework for identifying, preventing and addressing human rights risks, while outlining our expectations for ethical behaviour by our colleagues, suppliers and business partners.

The policy is guided by internationally recognised standards, including the UN Guiding Principles on Business and Human Rights, Ethical Trading Initiative Base Code, and the International Labour Organization (ILO) core conventions, and supported by our Supplier Code.

In 2025, we updated our Human Rights Policy, with support from our partners, Slave-Free Alliance, and in close consultation with regional People Directors, senior leadership and our Board of Directors.

The updated policy addressed key recommendations identified in the Slave-Free Alliance gap analysis conducted in 2024, including more details on specific requirements for each of our salient human rights issues. In addition, we formally adopted the Employer Pays Principle in the updated policy, committing to the prohibition of all forms of recruitment fees.

Colleague Code of Conduct

Our Colleague Code of Conduct (Colleague Code) sets out the principles and standards that are expected of all employees, officers and directors of SSP Group plc and its subsidiaries, regardless of where they work.

This Colleague Code provides guidance on how to identify and deal with important ethical issues, together with instructions about where to find more detailed information or who to approach to ask for advice. It includes a section on modern slavery and forced labour detailing our commitment to ensuring full respect for the human rights of anyone working for us in any capacity.

Download our **Group policies** from our website at: foodtravelexperts.com /who-we-are/policies-and-statements/

Our human rights policy commitments

- Identifying, assessing and remedying human rights and modern slavery risks across our business operations and supply chains;
- Preventing all forms of modern slavery and exploitation, including slavery, servitude, forced or compulsory labour and human trafficking;
- Adopting the Employer Pays Principle, where no worker should be charged recruitment fees or related costs to secure employment;
- Ensuring employment is freely chosen and freedom of movement is respected;
- Preventing child labour and applying a minimum age policy in accordance with ILO Convention No.138 on Minimum Age;
- Respecting workers' rights for freedom of association and collective bargaining without fear of retaliation or discrimination for exercising those rights;
- Providing a safe and healthy working environment;
- Complying with all applicable laws regarding working hours, overtime and fair compensation, and aligning with ILO standards on maximum working hours;
- Promoting diversity, equity and inclusion and striving to eliminate all forms of discrimination, harassment and bullying, ensuring all workers are treated with dignity and respect;
- Protecting vulnerable groups who may face increased risks of discrimination, exploitation and abuse;
- Respecting land, natural resources, and indigenous peoples' rights.

Policies and governance continued

Supplier Code of Conduct

Our Supplier Code of Conduct (Supplier Code) sets out the standards we expect of our contracted suppliers, covering human rights, product quality and food safety, environmental sustainability, animal welfare, anti-bribery and corruption, cyber security and data privacy.

We expect all our contracted suppliers to sign-up to our Supplier Code or demonstrate their own equal or better standard. Contracted suppliers include suppliers for our own brands, and can include those for our franchise brands, where we have control over the selection and contracting.

By the end of 2025, 97% of our contracted suppliers had signed our Supplier Code or demonstrated they have equal standards. This included nearly 880 additional suppliers in 2025 alone. The remaining 3% reflects the challenges of managing a dynamic global supplier base. We remain committed to achieving full compliance across all contracted suppliers in 2026.

At the end of 2025, we updated the Supplier Code to align with recent revisions to Group Policies, including our updated Human Rights Policy. It also expands and clarifies the scope of the Supplier Code to include brand partners and their suppliers.

Find details of our supplier due diligence procedure on page 12.

Speak Up Policy

Our Speak Up Policy supports our commitment to conducting our business with honesty and integrity, and encouraging a culture of openness and accountability.

The policy provides a framework for how concerns about suspected wrongdoing, including for modern slavery, can be reported, investigated and remediated. All individuals, including (but not limited to) SSP employees, suppliers, workers in our supply chain, and other internal and external stakeholders, are encouraged to speak up if they become aware of any potential violations.

Concerns can be reported to designated persons, the Country Whistleblowing Officer and/or through our confidential Group helpline and ethics point website. These channels are accessible in multiple languages and, where legally permitted, include an option for anonymous reporting. The helpline and website is independently operated, with all reports dealt with in strictest confidence by specially trained operators.

All reports are taken seriously, carefully reviewed, and investigated where necessary. Appropriate actions will be taken based on the findings. Retaliation against anyone who raises a genuine concern is strictly prohibited and may lead to disciplinary action for employees or termination of business relationships with third parties.

Human rights governance and management

Our governance and management structure is designed to ensure accountability from the Board right down to our operating markets.

Our Board has general oversight of human rights management and modern slavery risks. The Board oversees our Group Sustainability Strategy, including receiving a detailed human rights review each year. In addition, the Board monitors progress against our commitments and targets, including for human rights and sustainable sourcing, as part of its oversight of the Group Sustainability Strategy twice a year.

The Board (in conjunction with the Audit Committee) monitors compliance with our policies and receives regular updates throughout the year on the number and subjects of Speak Up cases reported. Serious cases are raised to the General Counsel and Audit Committee to be monitored on an exceptional basis.

The Chief People Officer (who reports to the Group CEO), is accountable for the implementation of the Human Rights Policy, monitoring compliance, and advising the Board on human rights matters, supported by subject matter experts in our sustainability and compliance teams.

In 2025, we appointed a new Director of Strategy & Business Services to our Group Executive Committee (reporting to the Group CEO) – bringing together Group strategy, Global Business Services, and our Brand, Commercial, Purchasing, Supply Chain and Sustainability functions. Importantly, this role has taken over as executive sponsor for sustainability and human rights within our supply chains. This change reflects the maturing of our sustainability and human rights agenda and focus on embedding even further into core operations. As the policy owner of our updated Supplier Code, the Director of Strategy & Business Services is responsible for setting the standards and overseeing compliance monitoring.

Regional CEOs and Country MDs are accountable for integrating the Human Rights Policy and Supplier Code into their operations and ensuring its practical application at a local level, with support of Regional People Directors and Purchasing Managers.

Assessing and managing risk

We are committed to assessing the nature and extent of exposure to modern slavery risks in our business and supply chains.

We conduct annual risk assessments to identify and prioritise human rights risks, drawing on external sources, including reports by ILO and the Global Slavery Index[5]. These assessments consider both inherent risks – based on country and sector. Insights from our internal audits, supplier due diligence and engagement with workers and business partners are reviewed by senior leadership and used to refine our policies, standards and training. This feedback loop enables us to continuously strengthen our approach and respond to emerging risks.

In addition, we are members of the Slave-Free Alliance (SFA), a global social enterprise dedicated to eradicating modern slavery. As part of our first year of membership, SFA conducted a Group-wide gap analysis in 2024 on our approach to human rights and labour exploitation. Through document reviews and interviews with senior leaders and managers, SFA experts explored our strengths and potential risks, tested and challenged our assumptions and provided a clear set of practical recommendations.

We carefully assessed each recommendation and prioritised actions based on the level of risk, effort and leverage to implement change, and utilising the ongoing support and expertise we gain from our SFA membership. The findings and action plan were reviewed by our Board Audit Committee in May 2025. By the end of 2025, all high and medium priority actions were completed or in progress.

Operational risks

Our analysis against the Global Slavery Index shows that SSP operations are primarily located in countries with a lower prevalence of modern slavery. However, we did operate in 2025 in two countries, Saudi Arabia and United Arab Emirates, ranked in the top 10 of highest prevalence (13.4 and 21.3 victims per 1,000 capita respectively). We also operated in a further 11 countries with a prevalence between 6-9 victims per 1,000 capita[6].

Our risk assessments also indicate that the highest modern slavery risk exposure in our own operations relates to migrant workers in frontline team member roles. For example, the latest report on global estimates of modern slavery found that "the forced labour prevalence of adult migrant workers is more than three times higher than that of adult non-migrant workers".[7]

As part of our SFA action plan to further strengthen our approach and help mitigate these risks, we developed a new Migrant Worker Standard in 2025. The Standard supports our Human Rights Policy by providing more detailed controls, requirements and practical steps relating specifically to migrant workers. This includes recruitment, contracting and onboarding, wages, working hours, accommodation, freedom of movement, termination and repatriation, and access to recourse and remediation. The Standard was rolled out globally in December 2025, along with a new Ethical Recruitment Risk Assessment that is being trialled in our EEME region. This builds on our existing operational controls and due diligence procedures, as described on page 11.

5. Walk Free (2023), The Global Slavery Index, Minderoo Foundation.
6. Bulgaria, Cyprus (associate), India, Philippines, Qatar (associate), Bahrain, Indonesia, Hungary, Greece, Malaysia and Lithuania.
7. Global Estimates of Modern Slavery (Sept 2022), page 4. ILO, Walk Free, and the International Organization for Migration (IOM).

Stakeholder quote

"As our partnership with SSP continues to grow, we're proud to support their efforts to strengthen risk management practices and documentation.

This year, we collaborated on the review and launch of their Human Rights Policy and helped shape their new Migrant Worker Standard.

Looking ahead to 2026, we're excited to continue working together to implement key priorities from their action plan, helping SSP uphold human rights across their value chain."

Rachel Hartley,
Consultancy Director, Slave-Free Alliance

SLAVE-FREE ALLIANCE
Working Towards a Slave-free Supply Chain
Member

Assessing and managing risks continued

Supply chain risks

Our risk assessments indicate the highest modern slavery risk exposure in our supply chains relates to suppliers operating in countries identified in the Global Slavery Index as having a high level of modern slavery prevalence.

In addition, based on the Global Estimates of Modern Slavery report, suppliers in manufacturing, construction, agriculture and fishing are recognised as having higher inherent modern slavery risks.[8]

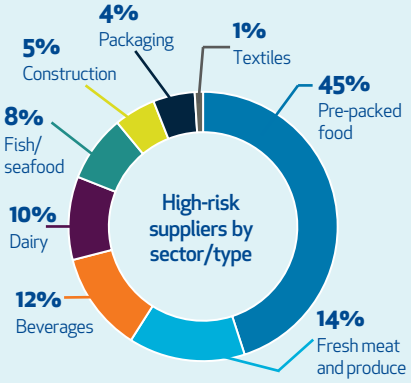
We conduct risk assessments on our contracted suppliers[9] using the country and sector risk assessment tool on the Supplier Ethical Data Exchange platform, known as Sedex.

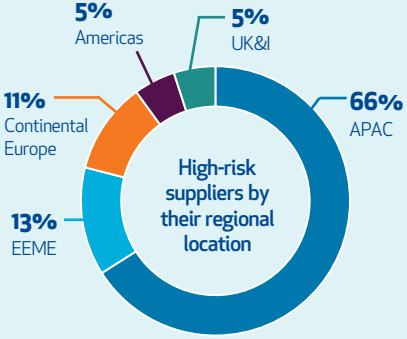
This considers inherent risks for labour standards, safety and business ethics, alongside supplier-specific information. Suppliers identified as 'high risk' are required to undergo our due diligence procedure.

Find details of our supplier due diligence procedure on page 12.

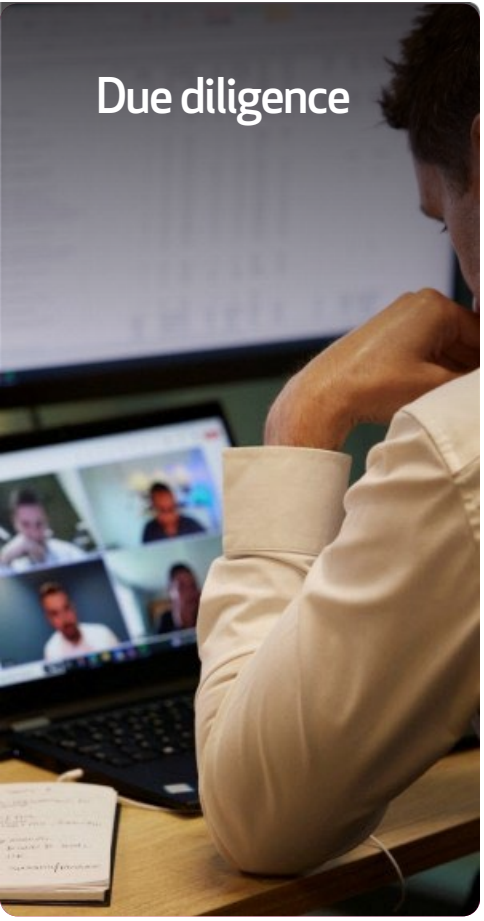
99% of contracted suppliers with higher human rights risks have undergone our human rights due diligence reviews

Profile of our high-risk tier 1 contracted suppliers





8. Global Estimates of Modern Slavery (Sept 2022), pages 30-33. ILO, Walk Free, and the International Organization for Migration (IOM).
9. Contracted suppliers includes all vendors that are engaged via SSP purchasing teams, have contracts in place and SSP controls the spending for the provision of goods or services. This excludes suppliers controlled by our brand partners, non-contracted suppliers (e.g., one-off purchases by invoice or purchase order) and indirect suppliers (i.e. lower tier suppliers to a wholesaler or distributor).



Due diligence

We are committed to conducting appropriate due diligence and acting upon any issues identified.

Due diligence in our operations

While recruitment agencies may be used for sourcing candidates, for the vast majority of our c.49,000 employees SSP manages all aspects of the hiring and employment, including interviews, right-to-work checks, contracting and wages.

In the UK and Ireland, we have a well-established procedure for checking payroll records for duplicate accounts for different employees, or accounts that are not in the employee's own name.

Where we recruit migrant workers from other countries through labour agencies (and where they are also employed by manpower agencies), our markets are required to follow due diligence procedures on the agencies and ensure they have signed-up to our Supplier Code. Recognising the heightened risks, in 2024, we conducted a series of internal audits in our EEME region examining our labour agency due diligence procedures. This also included interviews with a sample of migrant workers and inspections of workers' accommodation..

The audit findings were reviewed by senior leadership, including the Board, Chief People Officer and General Counsel. Experts from the Slave-Free Alliance were also engaged for support and advice.

These reviews identified two labour agencies in two countries found not to be meeting our standards, including sub-contracting to local agents that had not undergone due diligence checks. In response, we terminated our business relationships with these agencies and, where relevant, transferred workers' contracts to a new agency.

In one country, workers' accommodation was found to not be meeting our standards. This was immediately addressed, and a process was implemented for more frequent inspections.

In one case, we identified c.100 workers whose original passports had been retained for safekeeping. While this was done following specific requests from the workers who provided relevant written consent and were able to access the passports on request, this practice may still present increased risks. The passports were therefore immediately returned to the workers, and our standards and controls were reinforced.

Our ongoing work to strengthen our policies and human rights controls and management, including our new Migrant Worker Standard, Ethical Recruitment Risk Assessment and training, are designed to prevent similar issues happening in the future.

Find details of our new Migrant Worker Standard on page 9.

Due diligence continued

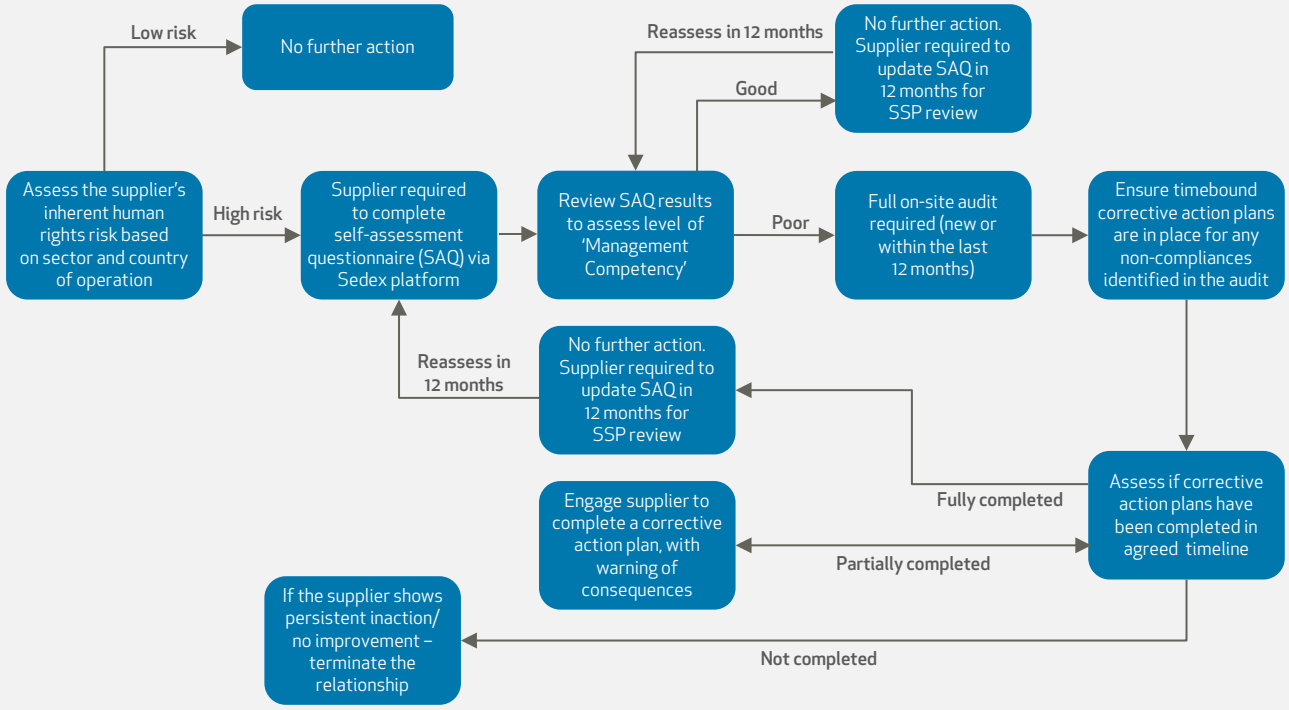
Supplier due diligence

We use Sedex as the primary means to conduct human rights due diligence on our tier 1 contracted suppliers. Sedex is an independent platform that helps companies assess, monitor and report on ethical supply chain practices.

We expect our contracted suppliers to become members of Sedex and those identified as high risk are asked to complete a self-assessment questionnaire (SAQ). This assesses their level of 'management competency' for managing and mitigating the inherent risks identified, considering factors such as their policies, risk management and due diligence procedures.

Suppliers that demonstrate a 'poor' level of management competency are expected to undergo an independent on-site audit, such as a SMETA (Sedex Members Ethical Trade Audit), a Business Social Compliance Initiative (BSCI) audit or an Intertek Workplace Conditions Assessment audit.

Our tier 1 supplier due diligence procedure



Due diligence continued

Supplier due diligence: progress and findings

By the end of 2025, we completed due diligence reviews on 99% of high-risk contracted suppliers, with two reviews still in progress. This included all remaining active suppliers from previous risk assessments, as well as additional high-risk suppliers that were onboarded in 2025.

In total, 89% of these high-risk suppliers have completed SAQs and achieved a 'good' level of management competency and 8% have had an independent on-site audit.

We will continue to review any new high-risk contracted suppliers in 2026, with the aim of ensuring 100% are reviewed within a three-year cycle.

Lower tier farms and fisheries

Many of the human rights risks in our supply chain relate to the lower tier upstream farms and fisheries where the commodities are produced.

As we have limited direct farm or fishery-level sourcing, we rely on independent certifications for key ingredients, such as Fairtrade, Roundtable on Sustainable Palm Oil (RSPO) and Marine Stewardship Council (MSC). These certifications provide assurance to our procurement teams, clients and customers that the ingredients have been produced in line with environmental, social and labour criteria, including for human rights and forced labour.

For example, Fairtrade-certified farms must prohibit all forms of forced, bonded, and child labour, implement measures to prevent these practices, and provide accessible grievance mechanisms. Any farm found to use forced or child labour is immediately decertified.

We have global targets for our own-brand coffee, tea, hot chocolate, fish and seafood to be sourced from certified farms and fisheries.

We also focus on ensuring our top 50 products for our own brands in each market are either palm oil-free or made only using RSPO Certified Sustainable Palm Oil.

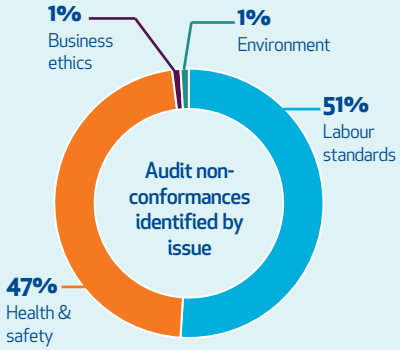
See our performance charts against our certification targets on page 16.

98% of fish/seafood for our own brands globally was from fisheries certified against independent standards in 2025

Supplier audit findings

In 2025, our supplier audits have not identified any issues relating to modern slavery, child labour or other severe human rights violations.

However, the audits did identify non-conformances, primarily relating to labour standards and health and safety practices including working-time management, living-wage processes, emergency preparedness and equipment inspections.



All identified non-conformances were resolved through verified corrective actions, including strengthened responsible-recruitment checks, enhanced hours-of-work controls and improved fire-safety management. We continue to monitor these suppliers to ensure that improvements are maintained.

Training and capacity building

We are committed to providing appropriate training and capacity building to help strengthen and enhance human rights management across our business operations and supply chains.

We provide our colleagues with training and resources to help deliver our human rights commitments through a learning programme that includes in-person and online training, guidance materials and ongoing support.

All senior managers globally are required to complete mandatory modern slavery training as part of their induction. In 2025, we maintained 100% compliance with this requirement.

To further strengthen our approach, we developed an updated human rights/modern slavery e-learning course in 2025. The training targets a broader group of colleagues and reflects real-life business scenarios. It is being rolled-out in phases in 2026, starting with our senior managers globally, followed by colleagues in relevant roles, including purchasing and recruitment.

In addition, our Human Rights SharePoint Hub provides our colleagues with access to a range of resources and learning materials, including SSP policies and procedures, as well as SFA's best practice toolkits, guidance documents and webinar recordings.

The Hub was updated at the end of 2025 with our new Human Rights Policy, Supplier Code and Migrant Worker Standard. This was supported by a range of resources to help ensure effective implementation, including risk assessment tools, guidance and materials for how to engage and assess suppliers and brand partners.

In our EEME region, briefings were held with country people teams to advise and upskill them on the new Human Rights Policy and Migrant Worker Standard. The Group Supply Chain Sustainability Manager also led dedicated training webinars on the Supplier Code with legal and purchasing teams, attended by c.70 people globally.

In 2026, we plan to continue working with our partners at the Slave-Free Alliance on the development of additional materials to further strengthen and enhance our human rights and modern slavery training and awareness-raising.

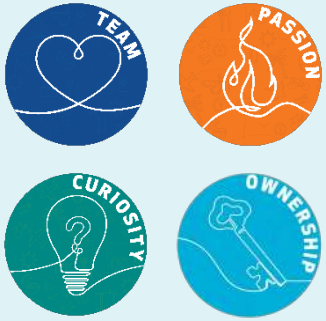
100% of senior managers have completed modern slavery training as part of their induction

Global values and behaviours: Our Recipe for Success

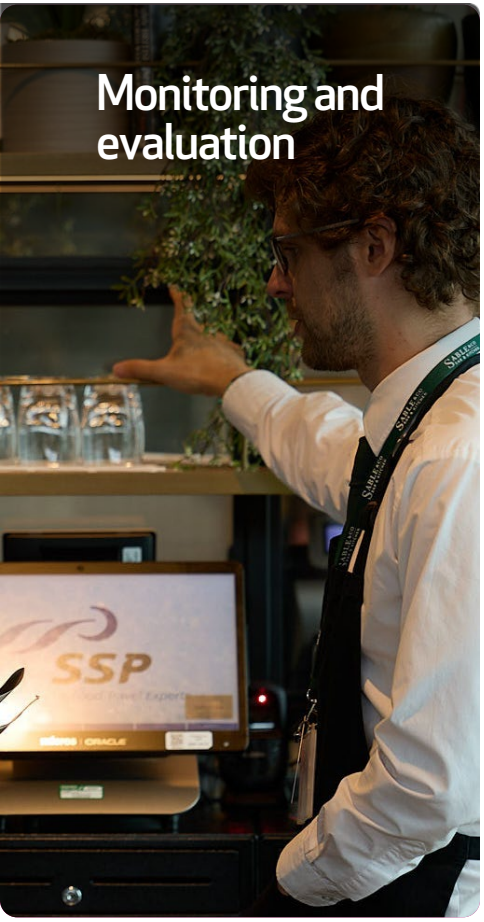
Our values are central to delivering our purpose, vision and strategy. They guide our culture, behaviours and decisions.

In 2025, we undertook a comprehensive review of our company culture and colleague experience, leading to the launch of our refreshed global values and behaviours, known as our Recipe for Success.

These values – Team, Passion, Curiosity and Ownership – are the essential flavours that define who we are, while our behaviours are the core ingredients that guide how we each show up, lead and grow.



In 2026, we plan to update our Colleague Code of Conduct to reflect these values and our updated Human Rights Policy, along with a campaign to further raise awareness of our Speak Up channels.



Monitoring and evaluation

We are committed to monitoring the effectiveness of our approach to help strengthen and enhance human rights management.

Our actions are measured against our targets and key performance indicators (KPIs). These enable us to measure effectiveness and monitor our progress in managing modern slavery risks within our business and supply chains:

- 100% of contracted suppliers with higher human rights risks to undergo our human rights due diligence.
- 100% of hot beverages (tea, coffee and hot chocolate) for our own brands to come from sources certified against independent standards, such as Fairtrade or Rainforest Alliance.
- 100% of fish for our own brands to come from sources certified against recognised sustainability standards, such as MSC.
- Ensure our top 50 own brand products in each market that are palm oil free, or using RSPO Certified Sustainable Palm Oil .
- 100% compliance of senior managers to have received modern slavery training as part of their induction.

Given the dynamic nature of our business, which is constantly evolving with new brands, locations and changing supply agreements, driving progress against these targets requires an ongoing effort for our teams.

For hot beverages, 100% of coffee, tea and hot chocolate for our own brands came from certified sources by the end of 2025, except for in India and Saudi Arabia, representing 4% of global volumes.

The main gap relates to coffee sourcing in India, where farms with formal certification schemes are limited. We engaged with our main coffee supplier in 2025 to assess the social and environmental standards of the farms they source from. They were able to demonstrate broad alignment to independent criteria on a number of key areas. We are committed to continue to work with our suppliers to agree a timeline for transitioning to formal certification.

For fish and seafood for our own brands, 98% came from certified sources by the end of 2025. The remaining 2% relates to a small number of bespoke products where certification was not secured by year-end. We are committed to continue working with suppliers to close this gap.

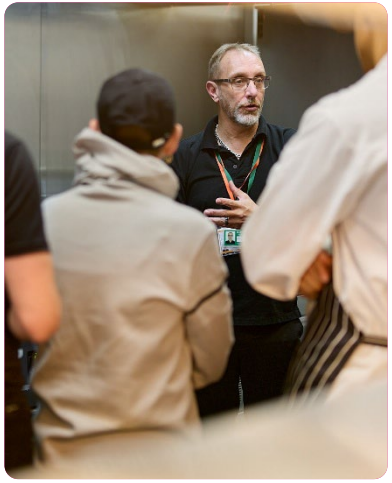
In addition, we achieved nearly 100% of our top 50 products for our own brands in each market to be either palm oil-free or made only using RSPO Certified Sustainable Palm Oil. This is with the exception of six products globally, representing 0.4%.

Across all of our targets, we are fully committed to maintaining performance and driving continued progress through 2026 and beyond.

See our performance charts against these targets on page 16.

97% of contracted suppliers signed-up to our Supplier Code, including c.880 additional suppliers in 2025 alone

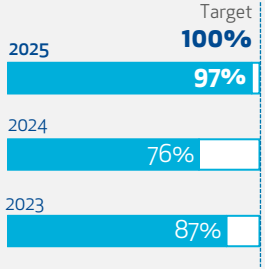
Monitoring and evaluation continued



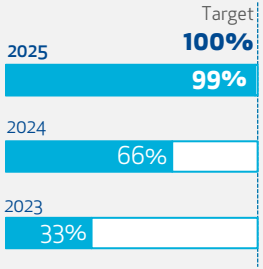
See our **Sustainability Data Book 2025** for details of all our performance data, including data scope, definitions and methodologies at: foodtravelexperts.com /sustainability

Performance against our targets

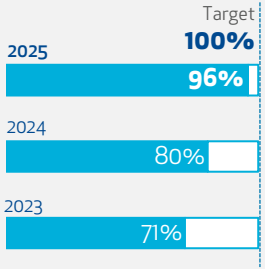
% contracted suppliers signed up to our Supplier Code or demonstrated their own equal standards



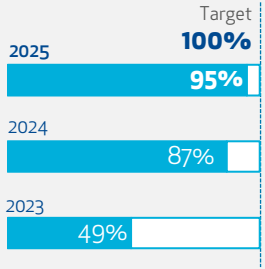
% of high-risk contracted suppliers undergone our human rights due diligence reviews



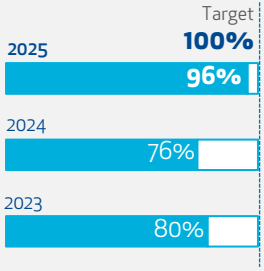
% of coffee for our own brands from sources certified against independent standards



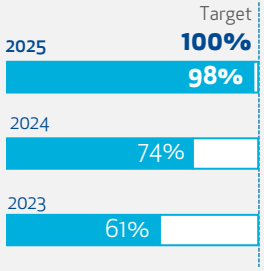
% of tea for our own brands from sources certified against independent standards



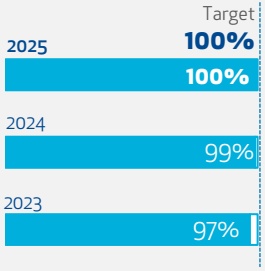
% of hot chocolate for our own brands from sources certified against independent standards



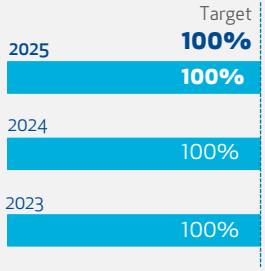
% of fish for our own brands from sources certified against independent standards



% of top 50 own brand products palm oil-free or only use RSPO Certified Sustainable Palm Oil



% of senior managers that have completed modern slavery training



Approval

This statement has been approved, in accordance with the UK Modern Slavery Act, by the Board of Directors of the companies listed below.

The company directors and senior management take responsibility for implementing the policies, procedures and objectives set out in this statement.

SSP Group plc

Name	Job title	Signature	Date
Patrick Coveney	Group Chief Executive Officer (CEO)	Signed by: A64112515C3B4BA...	20 March 2026

Select Service Partner UK Limited

Name	Job title	Signature	Date
Kari Daniels	CEO, SSP UK & Ireland	Signed by: Kari Daniels 0DFC1337CEF2467...	20 March 2026

SSP Financing UK Limited

Name	Job title	Signature	Date
Patrick Coveney	Group CEO	Signed by: A64112515C3B4BA...	20 March 2026

Rail Gourmet UK Limited

Name	Job title	Signature	Date
Scott Etherington	Chief Financial Officer, SSP UK & Ireland	Signed by: 147E5ACB57EB4A4...	22 March 2026

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Company number: 05735959

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Company number: 3052537