

Our journey
to a sustainable future

Welcome to our Sustainability Summary 2024

About SSP

We are the food travel experts. Present in 37 countries, we design, create and operate restaurants, bars, cafes, lounges and convenience retail 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, culture and 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. These cater to a variety of customer needs – from well-known grab 'n' go sandwich shops and cafés to casual dining restaurants and bespoke high-end concepts.

About this Summary

This report provides a summary of our Sustainability Strategy, including our commitments and targets within the key pillars of Product, Planet and People, and our performance throughout 2024.

It details information about our Sustainability Strategy and performance covering the 2024 financial year, from 1 October 2023 to 30 September 2024. All references to target dates, base years and performance relate to our financial year end, unless otherwise stated.

- Read the SSP Group **Sustainability Report 2024** for detailed information on our global Sustainability Strategy and performance: foodtravelexperts.com/sustainability
- Our SSP Group **Annual Report 2024** provides details of our Group strategy and performance: foodtravelexperts.com/investors/annualreport
- The SSP Group **website** includes SSP policies, statutory statements and additional sustainability information at: foodtravelexperts.com
- Download the SSP Group **Sustainability Data Book 2024** for comprehensive global data disclosures: foodtravelexperts.com/sustainability

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A message from our Group CEO

"I'm clear in my conviction that sustainability and commercial performance go hand-in-hand. We're investing in addressing our social and environmental impacts while also realising business benefits."



I'm excited to share details in this report of where we are on our sustainability journey and what lies ahead. As I mark my third year as Group CEO, it's incredible to reflect on how much SSP has transformed over that time.

Delivering impact

This year has been a busy one for our sustainability agenda. We've continued to drive progress against our targets, started work on our new double materiality assessment, and have been preparing for the EU's new deforestation regulation.

Our sustainability efforts are not confined to a single department or business area – it's a shared commitment across our teams around the world.

It's inspiring to see how our core strengths and capabilities as an organisation reinforce our sustainability agenda, and how this agenda, in turn, further enhances our strengths – enabling us to deliver meaningful impact.

While all the issues and targets in our strategy are important, our most significant impacts relate to the food we serve. So, by tapping into our rich customer insights and culinary expertise, we're prioritising our efforts to create more nutritious and sustainable menu options that benefit both people and the planet.

Supporting business performance

I'm clear in my conviction that sustainability and commercial performance go hand-in-hand. We're investing in addressing our social and environmental impacts while also realising business benefits. For example, our strategic programme to drive operational efficiencies, including reducing energy use and waste, supports our sustainability objectives while reducing our costs too.

Sustainability is also fast becoming a key differentiator for SSP, making us a 'partner of choice' for clients and brand partners. In 2024, our strong sustainability credentials were essential factors for our contract wins at Oslo Airport in Norway and Sofia Airport in Bulgaria.

Our existing clients are also recognising our progress, such as in our 2024 UK client survey in which our clients rated our sustainability strategy and performance above that of our competitors.

Looking ahead

As we approach the final year for our 2025 targets, our focus is on driving their delivery while also exploring ways to further evolve our strategy and targets.

With a wave of new, more stringent ESG regulations on the horizon, we're preparing to meet these challenges head-on. We're getting ready for the EU Corporate Sustainability Reporting Directive, including a new double materiality assessment that is currently underway. The outputs will be key to informing our strategy evolution and supporting us in prioritising our efforts in an ever-widening ESG landscape.

While we've made strong progress, we know there are still many challenges ahead. Large-scale, systemic change across the food and travel sectors is needed. Sustainability is also a rapidly evolving field, and so our strategy and its delivery will be iterative over time, adapting as climate science, technologies, regulations and food systems develop.

Patrick Coveney,
Group Chief Executive Officer
December 2024

 Read the full **Group CEO message** in the Group Sustainability Report 2024 on pages 5-6.

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 – to be the best part of the journey.

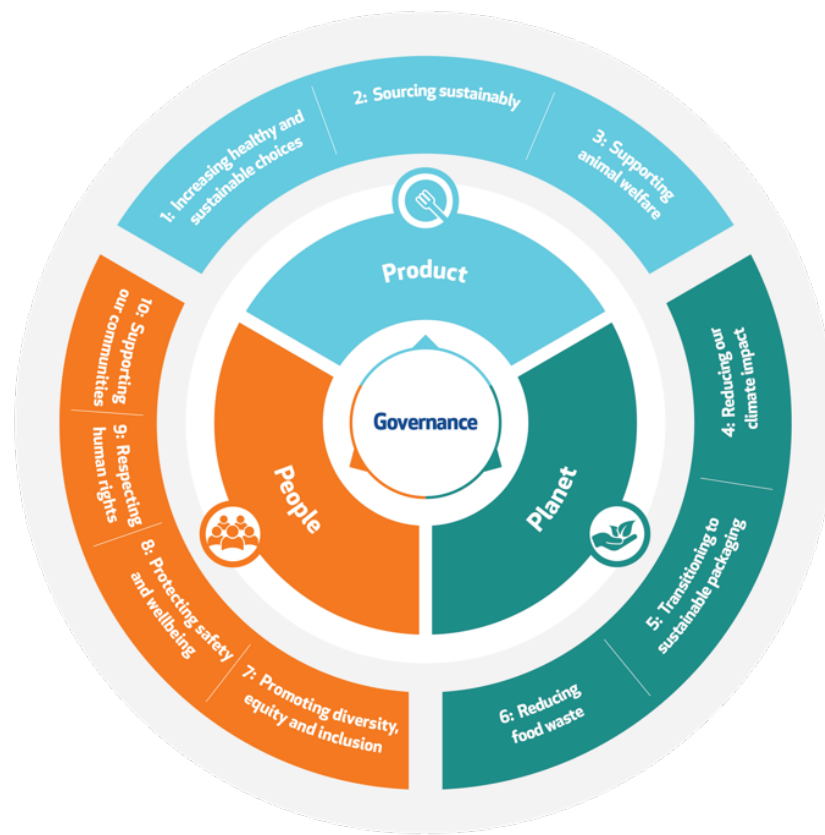
Our Sustainability Strategy focuses on the three key strategic areas of Product, Planet and People. Within these sit our 10 key commitments, which are focused on the most material issues for our business and stakeholders. These commitments are supported by clear and measurable 2025 targets, as well as our science-based net-zero targets for 2032 and 2040.

As we approach our 2025 targets deadline, we are reflecting on our achievements and exploring how we can further evolve our global strategy and targets, including undergoing a new double materiality assessment.

While united under our global Sustainability Strategy, we embrace a philosophy of 'freedom within a framework'. This means that while we set a unified, Group-wide direction, we empower each region and market to deliver on these goals locally, tailoring their approach to the unique challenges and opportunities of their region or market.

This approach enables us to deliver meaningful, local impact on a global scale.

 Read more on our **strategic approach** in the Group Sustainability Report 2024 on pages 7-11, and learn more about **sustainability in our markets** on pages 12-22.



“Across our global business, we’ve established a balance of specialist sustainability expertise and integration of responsibilities into key roles in our regions and markets. This is ensuring sustainability is at the heart of our operations, and delivering impactful, measurable progress against our commitments.”

Sarah John,
Director of Corporate Affairs and
executive lead for sustainability

2024 at a glance

Download our Group **Sustainability Data Book 2024** for comprehensive global data disclosures, reporting criteria, scope and definitions, as well as our reporting indices for GRI, SASB and TCFD.



Product

35% of meals offered

by our own brands are plant-based or vegetarian

2025 target: >30%

80% of hot beverages

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

2025 target: 100%

61% of eggs

for our own brands come from cage-free sources

2025 target: 100%



Planet

5% reduction

in Scope 1 and 2 greenhouse gas (GHG) emissions, from our 2019 base year

2032 target: 60% | 2040 target: 90%

97% of packaging

for our own brands is reusable, recyclable or compostable, and 95% is free of unnecessary single-use plastic

2025 target: 100%

c.1,500 tonnes of food waste

Was diverted from landfill through redistribution, recycling and composting schemes



People

39% female representation

in senior leadership roles

2025 target: 40%

66% of contracted suppliers

with higher human rights risks have undergone due diligence

2025 target: 100%

£1.15 million invested in community programmes

to alleviate food poverty and support local charitable causes



Product

Serving our customers responsibly

When it comes to developing our recipes and menus, we consider the needs of both people and planet. That means significantly increasing the availability of healthy and sustainable choices for our customers, ensuring our ingredients are sourced responsibly and supporting higher standards of animal welfare.

2024 highlights

- Conducted workshops with culinary teams in 10 markets to increase healthier and more sustainable menu options.
- Implemented new Responsible Marketing Principles and guidelines globally.
- Committed to achieving 100% of cage-free eggs for our franchise brands by 2030, building on our existing commitment for our own brands.



Learn more about our **global efforts for serving customers responsibly** in the Group Sustainability Report 2024 on pages 23-29.



In this chapter

- Commitment 1: Increasing healthy and sustainable choices
- Commitment 2: Sourcing sustainably
- Commitment 3: Supporting animal welfare

Our material issues

- Healthy lifestyles and dietary needs
- Climate change
- Sustainable sourcing
- Human rights and modern slavery
- Biodiversity loss and deforestation
- Animal welfare

SDG alignment



Commitment 1

Increasing healthy and sustainable choices

We are committed to delivering delicious, healthier and more sustainable food and drink that our customers can feel good about.

Our executive chefs and culinary teams have years of experience in delivering innovative food and drink for travellers, and use healthier, local and seasonal ingredients to pioneer nutritious, sustainable dishes for diverse dietary needs.

Our People & Planet Menu Framework (PPMF) draws on this breadth of knowledge and best practices from around our global business, supported by the latest nutritional recommendations and standards. The PPMF provides practical guidelines for embedding healthier and more sustainable food and drink options across our brands, as detailed below.

A great meal starts with the best ingredients

Carefully selecting the right ingredients is key to delivering products with enhanced nutritional profiles and a lower environmental footprint. Our 'taste of place' approach, leverages our knowledge of local ingredients and specialities, making the most of seasonal fresh produce and supporting national growers and suppliers.

We focus on incorporating healthier ingredients into our recipes, such as complex carbohydrates and unsaturated fats, while reducing saturated fat, sugar and salt. We also look for innovative ingredients, such as plant-based alternatives, where possible.

35% of meals offered by our own brands are plant-based or vegetarian

Designing better recipes and menus

We transform our carefully selected ingredients into great-tasting recipes, designing our menus to include lower-calorie, plant-based and non-dairy options.

By the end of 2024, 35% of meals offered by our own brands globally were plant-based or vegetarian, exceeding our 2025 target of 30%. In 10 markets, including Bahrain, Germany and India, our offering is over 40%. For our own brand coffee outlets, by the end of 2024, 97% were offering non-dairy milk alternatives in our UK&I, North America and Continental Europe regions, and 39% in our APAC and EEME regions.

We also emphasise healthier cooking methods like steaming, stir-frying or grilling, and work with nutritionists and utilise digital systems to assess our recipes' nutritional, calorie and allergen profiles.

To reduce food waste, we work to optimise recipes and use portion control audits to minimise waste from unfinished meals. In addition, through our partnership with Klimato in the UK and UAE, we can now evaluate the climate impact of our recipes and identify areas where emissions can be reduced or alternatives developed.



Case study

Marketing responsibly

We recognise the importance of ensuring our marketing communications are transparent, truthful, ethical and legal. In 2024, we launched our new **Responsible Marketing Principles**, providing a global framework for our business. These principles cover key requirements including marketing to children and teens, and health and green claims. They are supported by detailed internal guidelines, checklists, and approval and compliance procedures.

By the end of 2024, nearly 500 colleagues in relevant roles have completed the training.

Helping our customers make informed choices

We support customer choice through a range of channels and methods, including menu descriptors and iconography, product labelling and point-of-sale communications. For example, our 'A Better Choice' toolkit uses simple iconography that highlights healthier options on our menus, such as lower-calorie, whole grains and protein-rich foods.

In addition, we are helping our customers identify climate-smart choices by including carbon labelling on menus for selected brands in the UK and UAE.

We have controls to comply with laws on allergen, ingredient and calorie labelling. Increasingly, we utilise digital solutions like QR codes, to provide our customers with necessary information

Commitment 2

Sourcing sustainably

We are committed to sourcing our ingredients and other products responsibly and sustainably.

In light of this, we have been working alongside our suppliers – forging new partnerships and nurturing existing ones – to establish strong sustainability credentials throughout our supply chain.

Our **Environment, Sourcing and Farm Animal Welfare Policy**, which we expect all SSP colleagues to uphold, sets out our approach to protecting our environment, sustainable sourcing and supporting animal welfare. Our **Supplier Code of Conduct** (Supplier Code) sets out the minimum standards for our contracted suppliers, covering human rights, product quality, food safety, environmental sustainability, animal welfare and business integrity.

In 2024, we expanded the scope of suppliers expected to sign-up to our Supplier Code to include property and construction suppliers. While this expanded scope led to a decline in overall proportion of suppliers signed-up, in absolute terms, an additional c.500 suppliers signed-up to our Supplier Code in 2024, compared to 2023.

We use the Supplier Ethical Data Exchange (Sedex) as the primary means for conducting supplier due diligence.

76% contracted suppliers have signed up to our Supplier Code of Conduct or provided their own of equal or better standard

Sourcing certified ingredients

Many of the social and environmental risks and impacts in our supply chain relate to the upstream farms and fisheries. As we have limited direct farm-level sourcing, we focus on ensuring that our highest-risk ingredients are from sources that have been certified against a recognised independent standard.

These certifications, such as Rainforest Alliance, demonstrate the ingredients have been produced in line with high environmental, social and ethical standards.

Our 2025 target is for 100% of our own brand tea, coffee, hot chocolate and fish products to be from sources certified against independent sustainability certifications. By the end of 2024, this was achieved for 87% of tea, 80% of coffee, 76% of hot chocolate, and 81% of fish. We are pleased to have made good progress, particularly on coffee, which accounts for over 80% of our global hot beverages volumes.

For palm oil, prevalent in both cooking and various foods, 99% of our top 50 products in 2024 for our own brands in each market are palm oil-free or only use RSPO Certified Sustainable Palm Oil.

80% of hot beverages for our own brands come from sources certified against recognised sustainability standards

Case study

Working with suppliers to adapt to evolving regulation

We recognise the importance of increasing regulation addressing product risk, such as the European Union Deforestation Regulation (EUDR). Several of our high-risk ingredients, such as cocoa, coffee and palm oil, may be at a high risk of contributing to global deforestation due to agricultural expansion. Other commodities include cattle, timber and rubber.

To prepare, we have conducted training sessions with purchasing teams in all our EU markets and completed assessments to identify all relevant in-scope products. We are now engaging with relevant suppliers and putting processes in place to meet the due diligence requirements.

We are also engaging with brand partners to help ensure our shared supply chains are aligned. For example, we participated in an ESG workshop with Starbucks in 2024 covering EUDR, as well as other upcoming regulations, such as the EU Corporate Sustainability Reporting Directive (CSRD).



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.

To address this, we have clear policies in place that outline our commitment to supporting farm animal welfare and the responsible sourcing of meat.

Our commitment to working with suppliers to maintain high standards of animal welfare is outlined in our **Supplier Code** and our **Environment, Sourcing and Farm Animal Welfare Policy**.

Higher welfare of broiler chicken and laying hens

We support actions that improve the welfare of chickens and have a target to source 100% cage-free eggs globally for all our own brands by 2025. By the end of 2024, we achieved a 13 percentage point increase compared to 2023, reaching 61% of eggs now from cage-free sources.

Many of our brand partners have also set their own cage-free egg commitments, including Burger King, M&S and Starbucks, and by the end of 2024, 61% of eggs for our franchises were from cage-free sources. To help further drive progress, we have set a new target for 100% of eggs for our franchise brands globally to be cage-free by 2030.

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We have committed to the Better Chicken Commitment, a multi-stakeholder pledge that aims to improve the conditions of broiler chickens (chickens bred and raised specifically for meat production). The BCC outlines key welfare criteria 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 our European and UK&I regions to align with the BCC welfare criteria by 2026, in line with the BCC timeline.

While progress is being made on most of the welfare criteria, the wider chicken industry is facing significant challenges for some criteria. So, from this year, we are reporting progress against each of the individual BCC welfare criteria, rather than BCC alignment as a whole.

For example, by the end of 2024, we achieved 54% alignment on air quality, 35% on not using cage or multi-tier systems, 30% on stunning methods and 22% on maximum stock density.

 Read our **full performance against BCC criteria** in our Group Sustainability Data Book 2024.

We remain committed to collaborating with our suppliers and industry peers to achieve full alignment with BCC criteria. In 2024, we worked with the NGO Compassion in World Farming to further research, develop and raise our welfare standards, enhancing our practices and transparency.



61% of eggs for our own brands come from cage-free sources

Planet

Protecting our environment

The centrepiece of our environment strategy is our ambitious target to achieve net-zero greenhouse gas (GHG) emissions by 2040, from our 2019 base year. We are also committed to transitioning to sustainable packaging and reducing food waste.

2024 highlights

- Implemented Klimato recipe carbon assessments and labelling in the UK and UAE.
- Eliminated plastic hot beverage lids for our own brands in Sweden, the UAE and UK, switching around 4.5 million plastic lids to plastic-free bagasse and paper alternatives.
- Committed to the WRAP Food Waste Reduction Roadmap in the UK.

 Learn more about SSP's global efforts for protecting the environment in the Group Sustainability Report 2024 on pages 30-39.



In this chapter

- Commitment 4: Reducing our climate impact
- Commitment 5: Transitioning to sustainable packaging
- Commitment 6: Reducing food waste

Our material issues

- Climate change
- Energy efficiency and renewables
- Circular economy
- Plastic pollution
- Food waste
- Food poverty

SDG alignment



Commitment 4

Reducing our climate impact

Climate change and the transition to net zero present a fundamental challenge and strategic priority for our business and wider stakeholders.

Recognising this, we remain committed to reducing our climate impact, while proactively building our resilience to evolving climate-related risks and opportunities.

In 2023, the SSP Group's net-zero targets were verified by the Science Based Targets initiative (SBTi)¹. These targets are designed to address emissions across our value chain, guiding our actions to reach net-zero by 2040.

They include:

- 2032 near-term target: reduce absolute Scope 1 and 2 GHG emissions by 60% from a 2019 base year; and reduce absolute Scope 3 GHG emissions from purchased goods and services and capital goods by 35% within the same timeframe.
- Long-term 2040 target: reduce absolute Scopes 1, 2 and 3 GHG emissions by 90% by 2040, from a 2019 base year.



Our net-zero transition plan

To achieve net zero by 2040, we have formulated a clear transition plan.

The first phase of our plan takes us to 2032 and focuses on actions we can directly control, something we have been making strides towards in 2024. This includes targeting operational efficiencies to reduce our direct emissions (Scope 1 and 2) and adapting our own brand recipes and menu offerings to reduce Scope 3 food-related emissions.

From 2032 to 2040, the second phase of our plan will leverage broader changes in global food systems and the travel sector.

- Read more on our **net zero transition plan** in our Group Sustainability Report 2024 on page 33.
- Download the Group Sustainability Data Book 2024 for comprehensive **global GHG performance data**, as well as reporting boundaries, scope, definitions and methodologies.



"In our DACH region, our approach centres on embedding everyday actions that drive scalable impact. As we work towards net zero, we're implementing systems to enhance energy efficiency and cut food waste at our units while expanding reusable packaging and plant-based alternatives for customers. Every action makes a difference."

Ken Gerlach,
Commercial Director,
DACH (Germany, Austria & Switzerland), Continental Europe

¹ SBTi-approved targets are those that meet the SBTi Net-Zero Standard, which ensures the targets are credible, transparent and consistent.

Reducing emissions through operational efficiencies

We are making steady progress against our near-term Scope 1 and 2 target. By the end of 2024, our Scope 1 and 2 emissions intensity (per £ million revenue) reduced by 25% from 2019, while absolute emissions reduced by 5%. Compared to 2023, absolute emissions increased by 45%, mainly driven by improved data quality and business growth.

Scope 1 emissions, just 1% of our 2019 baseline, increased compared to 2023 due to data improvements. Vehicle emissions have decreased by 12% thanks to our ongoing transition to hybrid, electric and biofuel-powered vehicles, now 23% of our small fleet of c.400 vehicles.

To reduce Scope 2 emissions, 12% of our 2019 baseline, we are optimising the design, equipment and operation of our units for better energy efficiency. This includes upgrading point-of-sale systems, now complete in 800 units across 20 markets, and investing in automated meter readers and building management systems to improve data visibility.

Renewable energy is key to our net-zero plan, but, as most of our energy is supplied indirectly through clients and landlords, their renewable transitions are critical. By 2024, renewables comprised 19% of energy use.

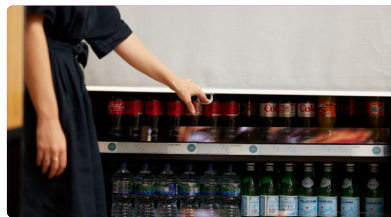
25% reduction in Scope 1 and 2 emissions intensity (per £ million revenue), from our 2019 base year

A recipe for net zero

Nearly 90% of our 2019 footprint relates to Scope 3 emissions in our value chain. From 2019, we have seen a 33% increase across Scope 3 emissions driven by business growth, including our new acquisitions, as well as improvements in data quality and increases in emissions factors. Across all three scopes, absolute emissions increased by 28% from 2019 and intensity remained flat.

The best lever we have for reducing food-related emissions for our own brands is by adapting our recipes and menu offerings. This includes increasing our range of plant-based options, shifting towards lower-impact alternatives like chicken instead of beef.

To support our approach, we partnered with Klimato in 2023 to help calculate, communicate and reduce the climate impact of our food using a data-driven, science-based approach. Using Klimato, we assesses recipes for absolute CO₂e emissions, intensity ratings (A-E for 400g meals), water use, nutrient pollution, land use, calories and nutritional information, providing a comprehensive view of each dish's environmental and health impact.



After piloting Klimato in the UK and UAE in 2023, we expanded its use in 2024. In the UAE, all recipes for our Camden Food Co and Ritazza brands are now assessed with Klimato, and our culinary teams have integrated it into their menu development, with plans to expand in 2025.

In the UK, we analysed over 1,300 own brand recipes, and integrated the data into our commercial dashboard, enabling us to track carbon ratings alongside other product KPIs. Klimato assessments are also now a core part of new product and menu development process.

Brand partner strategies and collaborations

For our franchises, we support and benefit from our brand partners' efforts to reduce supply chain emissions and to adapt their menu offerings to include more sustainable choices.

For example, our Burger King units in Europe, UK and Ireland offer a range of meat-free or vegetarian options. In the UK, we are actively collaborating with our digital ordering kiosk provider to pilot AI functionality, enabling personalised menu recommendations for customers, such as for plant-based or other more sustainable options.

We openly engage with key brand partners, sharing data and transition plans, and discussing learnings and best practice. Our chefs also regularly collaborate, co-developing and trialling lower-carbon recipes. As more brand partners set net-zero goals, we expect and are preparing for increasing collaboration.

Case study

Engaging customers on climate-smart choices

In 2024, we introduced Klimato carbon labelling in the UK and UAE to better understand how our customers respond.

In the UAE, 60% of sales over the three-month trial for our Camden Food Co and Ritazza brands were from low-carbon-rated dishes.

In the UK, we refined our Soul + Grain range using Klimato insights and introduced Klimato labels to five Soul + Grain units, supported by in-store communications materials, to help customers make informed choices.

Beyond carbon labelling, we are exploring other methods to encourage climate-smart choices, such as menu design and descriptors. In another small-scale UK trial, changing the 'featured' dishes on the menu at our casual dining bars led to c.30% shift in sales volume from high-carbon to low- and medium-carbon options.



Commitment 5

Transitioning to sustainable packaging

We are actively engaged in eliminating unnecessary single-use plastic from our own brands and transitioning our own brand packaging to be reusable, recyclable or compostable.

Eliminating single-use plastic

By the end of 2024, 95% of our own brand packaging volume globally was free of unnecessary single-use plastic.

Our current focus is on switching plastic packaging to sustainable alternatives, eliminating packaging formats altogether, and championing new plastic-free innovations. For instance, following successful 2023 trials in Sweden, the UAE, and the UK, plastic-free hot beverage lids were implemented across our brands in 2024, saving 4.5 million polystyrene lids. We have also reformulated recipes salad dressings and sauces to remove the need for separate containers.

In many of our markets, there are regulations banning certain types of single-use plastics. As these regulations are introduced, we adapt our business operations and work with our suppliers and clients to ensure a smooth transition.

We understand that single-use plastic extends beyond product packaging. In 2024, our purchasing and safety teams developed operational guidance to help teams eliminate single-use gloves, where possible, while adhering to food safety standards. We eliminated c.2.7 million gloves (c.8 tonnes) globally.

Reusable, recyclable and compostable packaging

By the end of 2024, 97% of our global own brand packaging volume were reusable, recyclable or compostable.

We offer reusable cups for customers in our own brand coffee shops and, in European markets where reusable packaging regulations have been introduced, we have implemented deposit-return schemes, adapting our operational set-up, where needed. These schemes now cover nearly 290 units in Germany and Sweden. In the Netherlands, we collaborated with our client, NS Stations, to conduct a three-month pilot of returnable cups at our Starbucks units in 2024.

We collaborate with clients to align packaging with their waste facilities and support efforts to increasing recycling. For example, at Dublin Airport, we introduced compostable packaging, wherever possible, to support our client's composting efforts. In our large food hall, The Mezz, all packaging is compostable, excluding stickers. In Belgium, we partner with our client and The Cup Collective – a European partnership programme aimed at recycling paper cups at scale – installing cup recycling bins in high-traffic areas across four stations. Between December 2022 and September 2024, over 87,000 cups were collected and recycled.

97% of own brand packaging is reusable, recyclable or compostable and 95% is free of unnecessary single-use plastic

Case study

Increasing recycled content

There is increasing focus on promoting a circular economy for packaging, including new regulations proposed by the EU for plastic packaging to have a minimum of 30% recycled content by 2030.

We are increasing our use of recycled plastics, such as recycled PET (rPET), a recycled version of a plastic commonly used in food packaging. By the end of 2024, 19% of our own brand packaging globally contained recycled plastics.

In the UK, we work our major packaging supplier to assess the plastic footprint associated with our purchases. In 2024, 41% of our purchases by weight contained plastic and of this, 27% is made from recycled plastic. We are now focusing our efforts on increasing recycled content in our plastic usage.



Commitment 6

Reducing food waste

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

We follow the best practice 'food waste hierarchy' to reduce food waste across our operations globally.

Prioritising prevention

Our top priority is preventing food waste from occurring in the first place. This principle is embedded across our operations, including smart ordering, efficient inventory management, thoughtful recipe design, optimised production practices and portion control.

Waste is continuously monitored by our operations teams to be within specific targets for each brand and unit. These targets are set as a percentage of total sales – typically between 0.5% and 1.5% – to ensure the right balance between minimising waste and ensuring good product availability.

Redistribution and waste management

We focus on redistributing edible surplus food via food saving apps, discounts to airport or rail staff working at the site, and donations to charities and local communities.

Across 12 markets in Europe and UK&I, we partner with Too Good To Go, the social impact company behind the world's largest marketplace app for surplus food. The app connects customers to restaurants and stores with unsold food, bundled into 'Surprise Bags' sold at reduced prices.

Starting in the Nordics in 2016, the partnership has expanded to 825 own brand and franchise units by the end of 2024. We have saved over two million Surprise Bags from waste, including nearly 850,000 in 2024, the equivalent to 2,000 tonnes of food saved or c.5,500 tonnes of CO2e avoided.

In 10 of our markets, we partner with food poverty charities that collect surplus food from our units at the end of the day and redistribute to local communities in need. Examples include Caritas in Austria, Foodsharing in Germany, Food Angel in Hong Kong, the Red Cross in Spain, the Food Network in Switzerland and Olio in the UK. In 2024, over 5 tonnes of food waste was recorded as redistributed through these schemes.

By the end of 2024, 98% of our own brand units and 97% of our franchise units with fryers were sending waste cooking oil for recycling into biofuels. In addition, 43% of our own-brand and 68% of franchise coffee units diverted over 47 tonnes of waste coffee grounds from landfill.

c.1,500 tonnes of food waste diverted from landfill through redistribution, recycling and composting schemes

2 million Too Good To Go Surprise Bags of surplus food redistributed since 2016

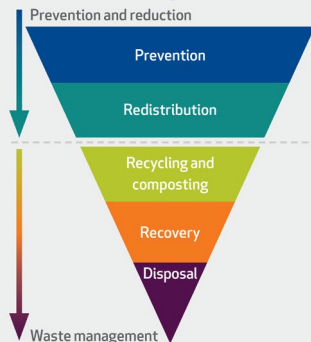
Case study

Harnessing AI to prevent food waste

In Germany, we partner with foodforecast, an innovative AI startup, to enhance our production planning and reduce waste. The system leverages past and current sales data with external factors to predict sales on a daily or intra-daily basis, helping us avoid both shortages and excess food. A 2023 trial in three of our Kamps units cut waste by c.10-25%. In 2024, we expanded the system to c.125 units across Germany, Austria and Switzerland.

We are also designing fully digital restaurants, introducing AI to boost productivity in our kitchens. In The Mezz in Dublin, customers order digitally through an AI-enabled ordering system linked to our central kitchen, speeding up service. The system's predictive model helps plan fresh food and stock availability.

Food waste hierarchy



People

Supporting our colleagues and communities

People are central to our business and we are committed to ensuring that SSP is the best part of our colleagues' career journey. We are committed to fostering a diverse, inclusive and safe workplace that respects human rights and supports the communities where we operate.

2024 highlights

- Launched our 'Belong at SSP' diversity, equity and inclusion (DE&I) strategy.
- Implemented a new digital safety dashboard with standardised metrics and accident categories.
- Joined Slave-Free Alliance and conducted a comprehensive human rights and modern slavery assessment on our operations globally.



Learn more about SSP's global efforts for supporting our colleagues and communities in the Group Sustainability Report 2024 on pages 40-51.



In this chapter

- Commitment 7: Promoting diversity, equity and inclusion
- Commitment 8: Protecting safety and wellbeing
- Commitment 9: Respecting human rights
- Commitment 10: Supporting our communities

Our material issues

- Employee engagement and development
- Colleague health, safety and wellbeing
- Customer and food safety
- Fair pay and remuneration
- Diversity, equity and inclusion
- Human rights and modern slavery
- Community and charity partnerships
- Food poverty

SDG alignment



Commitment 7

Promoting diversity, equity and inclusion



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

Delivering a positive people experience

Ensuring we have open engagement, where we can listen and learn from our colleagues, acting on the insights they provide, is crucial to the developing our culture and people strategy.

In 2024, we strengthened our 'Measure, Listen and Act' engagement programme, conducting a Global Colleague Survey. The survey covered topics like job satisfaction, workplace relationships and sense of purpose. Over 80% of our colleagues chose to participate, with the overall Q12 engagement score was 3.97/5.00 – a strong result that has remained consistent year-on-year.

The survey and follow-up listening sessions revealed colleagues feel a positive connection with their team members but highlighted the need for greater engagement of unit managers. These insights informed clear action plans developed with senior leadership. We then conducted deep dives and coaching with leaders in each region and developed tools to upskill our managers.

We have several additional engagement channels to listen to our colleagues ranging from works councils, trade unions, colleague networks, and Group and regional town hall meetings. Our Board also has a strong stakeholder engagement programme.

Read more about our **stakeholder engagement** in the Group Annual Report 2024 on pages 53-63, and the **Board engagement programme** on page 101.

Creating a workplace where everyone belongs

We are proud to be a diverse global company of nearly 49,000 colleagues spanning many backgrounds, ages, ethnicities and orientations, with 50% being women. In 2024, we formalised our approach to diversity, equity and inclusion (DE&I) with our 'Belong at SSP' strategy.

Attract: A core element of our approach is attracting and retaining diverse talent, beginning at the highest level of leadership.

We have had gender parity on the Board since 2022, and, by the end of 2024, 39% of our Group Executive Committee and their direct reports were women. In 2024, we partnered with external specialists to deliver inclusive leadership workshops to c.130 senior leaders in 12 markets, covering inclusive leadership, unconscious bias and cultural advocacy.

Develop: We aim to educate, engage and enable colleagues to feel confident in the work they do and help build an inclusive culture.

Our learning and development programme includes annual performance reviews and discussions, skills development and training opportunities, along with a variety of apprenticeships and work-based learning options across our business. This year, we placed a particular focus on building strong and effective leaders, delivering a high-potential leaders programme, Ignite.

50% of Board roles and 39% of senior leadership roles are held by women

Our values



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.

Together: We want to build an inclusive culture where colleagues can be involved and understood.

Our inclusion councils, colleague-led networks and communities across help raise awareness of DE&I issues while embedding DE&I into our culture and ways of working.

Alongside our eight existing colleague-led network, in 2024, we established a Women's Network for Australia and New Zealand, as well as a UK-based SOAR (Support, Optimism, Acceptance and Resilience) network dedicated to celebrating and supporting neurodiversity and disability.

Commitment 8

Protecting safety and wellbeing



Ensuring the safety of our food, colleagues, customers and the public is of paramount importance to SSP.

To support this, we are committed to fostering a positive safety culture at all levels of our business, working closely with our colleagues, clients and brand partners.

Our **Global Safety Policy** outlines our global minimum safety standards, while our Global Safety Governance and Management Framework defines clear accountability and responsibilities at all levels – from local markets to the Group level.

Local markets manage people, food and fire safety in line with local regulations and best practices, with oversight from the Group safety team. This approach is supported by our C.A.R.E. principles:



Critically, ensuring everyone's safety at work is fundamental to our operations. To support this, we are focused on addressing the most significant colleague safety risks, including workplace accidents causing injury, poor colleague wellbeing and threats of physical violence.

Applying high standards of food safety

We are committed to maintaining the highest food safety standards and our global compliance framework is aligned with the internationally-recognised Hazard Analysis and Critical Control Point management system for food safety. Our primary focus includes preventing foodborne illnesses and managing allergens effectively.

Improving compliance and reporting

In 2024, we continued to enhance our safety incident reporting practices, building on the rollout of a new reporting app and a serious incident escalation procedure introduced in 2023. This included launching clear guidance for our markets to help ensure transparent and consistent safety reporting across all regions and implementing a digital safety dashboard with standardised metrics and accident categories.

In 2024, we launched a global assessment to evaluate market compliance with safety standards, offering insights that will shape market-specific action plans for 2025.

Our units also undergo various external audits by local authorities, accreditation schemes brand partner auditors. Incident investigations are managed locally with the Group safety team monitoring all incidents, enabling trend identification and cross-market sharing.

Fostering a positive safety culture

Our safety slogan, 'I Care, You Care, We Care', highlights shared responsibility for safety, supported by proactive initiatives and engagement.

We run regular safety campaigns to promote best practices and encourage workplace safety dialogue, including global campaigns for World Safety Day and World Food Safety Day. Alongside the release of our new safety video, we rolled out a new safety induction training module to our office-based Group colleagues.

Our markets are also rolling out new ways of providing health and safety training for colleagues. For example, in our Nordics markets, we launched gamified training, reaching c.1,700 colleagues and registering nearly 2,500 hours of playing time in 2024.

Promoting wellbeing at work

Our approach extends beyond the physical safety of our colleagues, by also encompassing their overall wellbeing. We have comprehensive wellbeing programmes in place in 31 markets, tailored to local needs, covering physical, mental and financial wellbeing.

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

1.43 global average Lost Time Incident Frequency Rate (LTIFR)²

² LTIFR measures the number of injuries that lead to time off work for employees, calculated per 200,000 hours worked.

Commitment 9

Respecting human rights



We believe that respect for human rights is fundamental to our business and the communities we serve.

We are committed to upholding and protecting these rights across our global operations and supply chains.

Our efforts are underpinned by a **Human Rights Policy** and our **Supplier Code**, which highlight our expectations for supplier with regards to human rights. We also maintain our **Colleague Code of Conduct**, which outlines the responsibilities of all our colleagues. It also details the steps for raising concerns about potential human rights breaches through our confidential Speak Up channels.



Download our **Modern Slavery Statement** from our website.

Due diligence in our operations

We conduct risk assessments to help us identify the nature and extent of exposure to human rights risks and help ensure we prioritise our efforts in the right areas.

Our risk assessments indicate that the greatest area of possible risk exposure in our own operations relates to migrant workers in front-line team member roles, particularly those who are recruited by third-party labour or manpower agencies, primarily in our Eastern Europe & Middle East (EEME) region.

In 2024, we commenced a series of reviews into migrant worker recruitment practices. Experts from SFA were also engaged for support and advice.

These reviews are continuing into 2025 and we are committed to addressing any issues identified alongside the actions we will take in response to the SFA gap analysis.

Due diligence in our supply chain

We use the Supplier Ethical Data Exchange, known as Sedex, as the primary means to conduct human rights due diligence on our 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, through the perform, we carry out our key due diligence steps, including assessing inherent risk and management competency, and conducting independent on-site audits.

Our risk assessments have identified 218 high-risk contracted suppliers and we have completed due diligence reviews on 66%, including 71 in 2024. For all issues identified, we reviewed the suppliers' corrective actions to ensure they were addressed in the agreed timescale.

Training and awareness-raising

All senior managers globally are also required to complete mandatory modern slavery training as part of their induction. In 2024, we maintained 100% compliance. While our new Human Rights SharePoint Hub provides a range of resources for our colleagues and will be updated regularly.

Case study

Joining forces with Slave-Free Alliance

Human rights issues are complex and cannot be addressed in isolation. In 2024, we joined Slave-Free Alliance (SFA), a global social enterprise dedicated to eradicating modern slavery.

As members, we benefit from SFA's specialist resources, support and growing network of like-minded companies. Conducted a Group-wide gap analysis of our approach to human rights and labour exploitation, reviewing documents, interviewing senior leaders and managers, testing and challenging our assumptions and providing practical recommendations.

We are now developing an action plan for implementation in 2025 with SFA's support.

"We are proud to be partnering with SSP. Throughout the gap analysis, we were struck by their openness and genuine commitment to learning and improving. In 2025, we will be supporting SSP on the implementation of their action plan and ongoing efforts to protect human rights across their value chain."

Rachel Hartley,
Consultancy Director, Slave-Free Alliance

Commitment 10

Supporting our communities



We are committed to supporting our local communities through charitable giving to help alleviate food poverty and address other local causes.

Helping alleviate food poverty

In 2024, we supported 21 organisations and projects to help alleviate food poverty in 14 markets. We did this through a mix of long-term partnerships, fundraising, volunteering, direct and indirect financial donations and redistributing surplus food from our units.

For example, we support Action contre la Faim (Action Against Hunger) in France, the Canadian Food Banks Network in Canada and Meals on Wheels America in the USA. Here, we also raise funds through customer micro-donations with Round It Up America.

In India, our JV, Food Travel Services, has a charitable foundation focused on addressing some of the most pressing issues for the country, including poverty and malnutrition. Its flagship 'Food and Nutrition for All' This initiative has benefitted over 100,000 people in tribal communities since 2022.

In 2024, we donated over £37,000 worth of collected food items to our charity partners. This included a food drive in Australia for the Romero Centre, contributions to Vær så god Matutdeling Råholt in Norway; and, in Singapore, both fundraising efforts and food donations from our colleagues to support Food From the Heart.

Supporting community causes

We also support other local causes important to our clients and colleagues. In 2024, we proudly supported over 160 community organisations and projects across 23 markets, contributing to a diverse range of causes, including environmental and biodiversity conservation, assistance for disadvantaged groups and health-related causes.

For example, in Spain, we support Zero Impact, raising money to help Spanish farmers adopt sustainable agriculture practices. While in France, we sponsor beehives with Un Toit Pour les Abeilles (A Roof for Bees), while in India, our TFS colleagues dedicated 110 hours to plant over 10,000 fruit saplings country-wide – helping to enhance biodiversity and nutrition for local communities.

We support SOS Children's Villages in our Nordics markets, Luxembourg and Switzerland, and in Cyprus and Greece, we supported various cancer-related charities, such as Europa Donna and Rhodes for Life. In Ireland, we raised funds for Irish Cancer Society, while in the UAE, we support Operation Smile to provide world-class cleft care to children.

In the UK, we have supported Macmillan Cancer Support since 2018, raising over £1.2 million in that time. In 2024, we raised £127,000 through in-store collection jars and fundraising. Our SSP Foundation also donated £1,000 grants to 100 charities nominated by colleagues.

£1.15 million invested in community programmes

Case study

Helping alleviate food poverty in the UK

In 2024, the SSP Foundation fundraised over £260,000 through a charity gala to support FareShare, the UK's largest charity fighting hunger, and Trussell, the UK's largest network of food banks.

The donation will fund an additional lorry for FareShare to facilitate the distribution of millions of meals each year. This builds on the Foundation's grant for a new lorry in 2022.

In addition, the donation will help fund Trussell's Help through Hardship helpline, which connects people to advisors who help maximise people's income by helping them access the benefits they're eligible for.

"With the £135,000 raised by the SSP Foundation, we're unlocking life-changing support for nearly 900 individuals. This is projected to generate a collective income boost of over £625,000. It will allow the helpline to keep providing people on the lowest incomes with advice and support now and in the future, making it less likely for someone to need a food bank again."

Edlira Alku,
Senior Manager Financial Inclusion
(Helpline Services), Trussell

Governance

Upholding high standards

We believe behaving ethically and operating with integrity are both the right thing to do and critical to our continued business success. That is why strong governance is core to how we do business at SSP and sits at the centre of our Sustainability Strategy.

2024 highlights

- Conducted a review of new and emerging ESG regulation and standards to assess the impact on our business.
- Expanded oversight and management of non-financial reporting through the Non-Financial Reporting Steering Committee.
- Launched new Responsible Marketing Principles and updated our Environment, Sourcing and Farm Animal Welfare Policy.

 Learn more about our Group governance, stakeholder engagement, materiality and business ethics and standards in the Group Sustainability Report 2024 on pages 52-59.

Respecting each other, acting responsibly and sustainably and being accountable for the contributions that we make.

OUR VALUES



In this chapter

- Sustainability governance and management
- Our 2024 partners

Our material issues

- Bribery and corruption
- Responsible tax management
- Data privacy
- Political and charitable donations
- Colleague engagement and development

SDG alignment



Sustainability governance and management

Ensuring accountability

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

Our governance and management structure defines clear roles and responsibilities from the Board and its committees to Group Executives, leadership teams and regional management.

The Board oversees and reviews our Group Sustainability Strategy, targets and performance while our Group CEO is accountable for its delivery and regional CEOs accountable for implementation in their regions.

Our Corporate Affairs Director, as our executive lead for sustainability, oversees the management and execution of the strategy. Led by our Group Head of Sustainability, our Group sustainability team develops our global strategy and coordinates its implementation. The team works closely with sustainability leads in central functions, regions and markets to support the development of action plans, programmes and initiatives.

This approach balances specialist sustainability knowledge with clear responsibilities to further embed sustainability into our ways of working and everyday decision-making.

 Download our Group **policies** from our website.

Building our expertise

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

We leverage local best practice to advance our sustainability agenda. In 2024, we launched our new Sustainability Best Practice Series, a set of webinars showcasing best practices for key sustainability initiatives across our global business. the 'SustainaBytes' series in APAC aims to simplify complex sustainability topics while showcasing initiatives across APAC markets.

Our Sustainability Learning Hub provides easy access to best practice case studies and resources. Through our membership of Future Food Movement, our sustainability team has access to their extensive learning and industry engagement programme.



Understanding what matters most to our stakeholders

Listening to our stakeholders at local, regional, global and Board levels helps us better understand their views and concerns while enabling us to respond to them appropriately. This approach provides valuable input into our strategic decisions and helps ensure we consider stakeholder views.

Working with a third party, in 2022 SSP Group conducted a detailed materiality assessment to identify, assess and prioritise the most important issues for our business and our stakeholders. This assessment, available on our website, informed our Sustainability Strategy and 10 commitments.

We are currently in the process of conducting a new double materiality assessment, including extensive engagement with a wide range of key stakeholders. This will not only help prepare us for future reporting requirements but is also key to evolving our strategy and supporting us in prioritising activity in an ever-widening ESG landscape.

 Find details of our **2022 materiality assessment** on our website.

“Evolving ESG regulations will significantly shape our sector and business, challenging us to raise the bar on transparency while adapting and innovating to drive sustainable change.

Anticipating these shifts, our sustainability, legal, governance and compliance teams are proactively building robust controls and capabilities to help ensure we remain agile and able to meet current and future obligations across the Group.”

Fiona Scattergood,
Group General Counsel and Company Secretary

Our 2024 partners

We operate at an intersection of the travel, hospitality and food sectors, which face a wide range of sustainability challenges that cannot be addressed in isolation.

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.

Working in partnership

Partnerships are at the heart of our business model and we are members of, and work with, a range of different industry groups and organisations, as shown opposite.

These include formal memberships of multi-stakeholder groups that bring specialist expertise to support our efforts on key issues, such as the Future Food Movement and Slave-Free Alliance. As well as strategic partners that we work with on key initiatives, such as Klimato and Too Good To Go, and key pledges or commitments, such as the WRAP Food Waste Reduction Roadmap in the UK.

See more on [how we work with our value chain](#) in our Group Sustainability Report 2024 on pages 10-11.

Multi-stakeholder groups



Strategic partners



Key pledges and commitments





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