Our journey
to a sustainable future

Welcome to our 2024 Sustainability Report

We are the food travel experts. Present in 37 countries, we design, create and operate restaurants, bars, cafés, 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 report

Sustainability is an important strategic priority at SSP and touches all aspects of our business. This report details our Sustainability Strategy, our performance throughout 2024 and reflects our journey to a sustainable future.

We have a long, proud history of implementing local social and environmental initiatives in our markets around the world. In 2021, we took a step change in our approach, launching our first global Sustainability Strategy.

The development of our strategy is built upon our strong foundation from these local initiatives and focuses on the most material issues for our business and stakeholders, backed by clear and measurable targets.

While united under our global framework, our decentralised business model enables each region and market to tailor their approach to local circumstances. As such, this report features Group-wide strategies alongside regional and market-level case studies and examples that showcase our strategy in action.

The reporting period relates to our 2024 financial year, from 1 October 2023 to 30 September 2024. All references in this report to target dates, base years and performance relate to our financial year-end, unless otherwise stated.

Contents

Our reporting approach

We are committed to providing our stakeholders with clear, consistent and comparable sustainability disclosures.

How and where we report

We consider and report on sustainability disclosures with reference to, or in line with, the following global reporting frameworks[1]:

Global Reporting Initiative (GRI): Universal Standards 2021
The GRI Sustainability Reporting Guidelines provide a comprehensive set of reporting standards covering economic, environmental and social impacts.

Sustainable Accounting Standards Board (SASB): Restaurants Standard
SASB has industry-specific sustainability standards that identify financially material topics and associated metrics.

Task Force on Climate-related Financial Disclosures (TCFD)
Established by the Financial Stability Board, the TCFD is a reporting framework based on a set of consistent disclosure recommendations for use by companies as a means of providing transparency about their climate-related risk exposure.

Read our **TCFD statement** in our 2024 Annual Report on pages 64-71.

Find our **GRI and SASB indices** in our Sustainability Data Book.

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

Our **Annual Report 2024** provides details of our Group Strategy and performance at: **foodtravelexperts.com/investors/annualreport**.

Our **Sustainability Data Book** is a downloadable Excel document that includes:

- Our performance data and progress against our targets.
- Reporting boundaries.
- Data methodologies, scope, definitions and restatements.
- GRI, SASB and TCFD index tables identifying where to find disclosures that align with each framework.
- Details of Group policies.
- Other business information.

Our ESG ratings

Our business is also evaluated and rated by key environmental, social and governance (ESG) ratings agencies on our sustainability performance and risk management.

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

At our last update in June 2024, SSP Group plc maintained an MSCI ESG Rating of A[2].

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

At our last update in March 2024, SSP Group plc received an ESG Risk Rating of 24.0, and was assessed by Morningstar Sustainalytics to be at medium risk of experiencing material financial impacts from ESG factors. We received an overall ESG Risk Management Rating of 50.7 (strong).

See our website for **ESG Ratings updates** throughout the year.

Navigating throughout this report
This report is interactive. Click on the section you would like to go to through the top navigation.

Additionally, the tools icons below can also be used to move throughout our report or to find further information throughout our website or Sustainability Report.

Visit our website for further information

Find additional information on other pages within this report

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

2 MSCI disclaimer: The use by SSP Group plc of any MSCI ESG Research LLC or its affiliates ('MSCI') data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of SSP Group plc by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI. Image produced by MSCI ESG Research as of July 2023.

2024 at a *glance*

Find all our targets, KPIs, annual performance data, reporting boundaries, data scope and definitions in our Sustainability Data Book

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 absolute 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 reviews

2025 target: 100%

£1.15 million invested in community programmes
to help alleviate food poverty and support local charitable causes

A message from our Group CEO

"Having spent the time growing our business and enhancing our capabilities, our focus now is on optimising our performance and ensuring sustainable, long-term growth. This means creating shared value and delivering positive impacts for all our stakeholders."

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. We've recovered following Covid-19 and become a stronger business with significant growth and momentum.

The shape of our business has changed, having invested significantly to grow a much larger presence in North America, Asia Pacific and the Middle East. We've also strengthened our capabilities to drive competitive advantage, mainly by improving our customer offer, maximising digital solutions, engaging our people, and embedding sustainability across our business practices. This has helped attract new business, deliver operational efficiencies and increase our like-for-like sales.

Having spent the time growing our business and enhancing our capabilities, our focus now is on optimising our performance and ensuring sustainable, long-term growth. This means creating shared value and delivering positive impacts for all our stakeholders.

I truly believe that sustainable practices are key to our resilience and growth, helping us navigate future challenges and seize new opportunities.

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. And I'd like to take this opportunity to personally thank them.

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. For the third year in a row, we've exceeded our target for 30% of meals offered by our own brands to be plant-based or vegetarian.

I'm particularly proud of our teams in the UK and United Arab Emirates (UAE) for stepping up our menu decarbonisation efforts. They've partnered with Klimato to take a science-based, data-driven approach to measure, track and, most importantly, reduce the climate impact of our recipes.

In a year marked by extreme weather events and record-breaking temperatures, the urgency of this work is clearer than ever.

It's not just the right thing to do, our efforts align directly with our strategy and the interests of our shareholders and stakeholders.

A message from our Group CEO continued

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. This competitive advantage is one that I believe we can, and will, build upon.

"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."

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. And, of course, we'll continue embedding sustainability into decision-making and leveraging our partnerships to support industry-wide change.

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.

This materiality process involves inputs from across our global business and stakeholders to consider sustainability impacts, risks and opportunities across a broad range of topics. 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

Patrick visiting our new units at Riyadh Airport in Saudi Arabia

Patrick visiting our units at Zayed International Airport in the UAE

Our strategic approach

Leading with purpose

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

In this chapter

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.

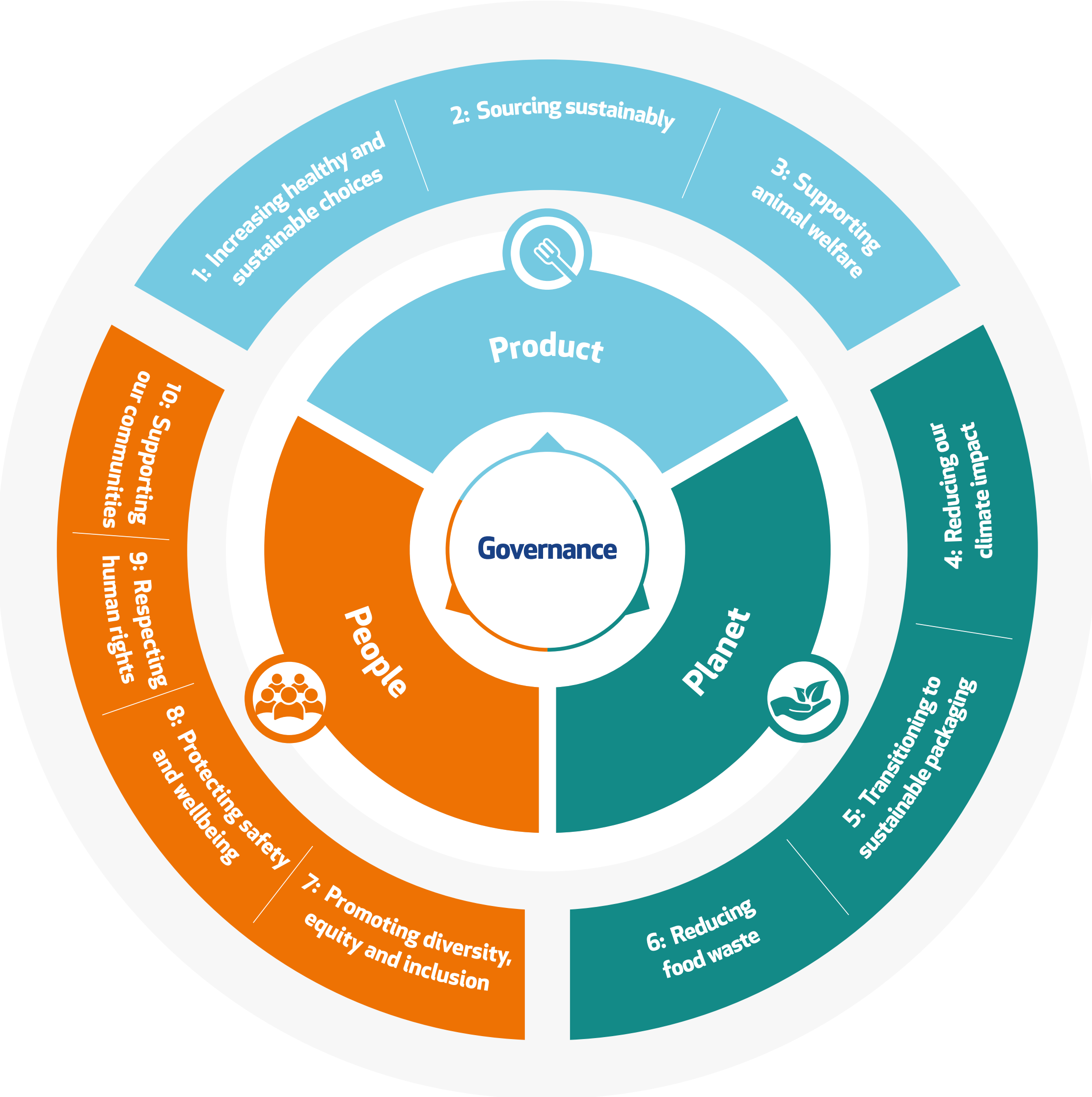
Our Sustainability Strategy focuses on the three key strategic areas of Product, Planet and People. Within these sit our 10 key commitments, which are focused on the most material issues for our business and stakeholders. These commitments are supported by clear and measurable 2025 targets, as well as 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 all the issues in our strategy are important, we are particularly focused on where we can drive greatest impact. For SSP, this is about the food we serve.

By enabling our customers to enjoy great-tasting, nutritious, sustainable food and drink while travelling, we can benefit both people and the planet. To achieve this, we are dedicating extra focus and resources to how we source our ingredients, design our menus and help our customers to make healthier and sustainable choices.

Find out more about our **Group purpose and strategy** in our 2024 Annual Report on pages 4 and 18-31.



Illustrating our commitments

While our strategy outlines 10 distinct commitments, many of the issues are closely interrelated and managed through integrated programmes and initiatives. To illustrate this, a small strategy wheel is displayed, like the one on the right, to highlight when more than one commitment is addressed.

Delivering *impact*

Thanks to the dedication of our c.49,000 colleagues globally, we've seen continued momentum across 2024 in delivering tangible progress against our sustainability commitments.

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.

Verity Lawson, Group Head of Sustainability, and members of the Group Sustainability team

Playing to our strengths to drive delivery
Since first setting our global Sustainability Strategy in 2021, we have progressed rapidly and are delivering tangible progress.

Key to this has been our ability to successfully leverage our existing competitive advantages and core strengths and capabilities across our business.

Drawing on our rich customer insights and culinary expertise, we create delicious, nutritious and more sustainable food and beverage offerings. At the same time, our focus on operational excellence drives efficiency and significantly reduces waste.

Our strong relationships with clients, brand and joint venture (JV) partners enables us to collaborate on mutual sustainability goals, data sharing, net-zero transition plans, learnings and best practices. And, as more clients and partners set ambitious sustainability targets, we expect to see even greater collaboration.

Our digital transformation is increasingly supporting our sustainability goals. For example, our global SAP implementation is designed to enable better tracking of ingredients, products, materials and waste at every stage across the business.

Our partnership with Klimato, a digital platform to calculate, monitor and communicate the climate impact of our recipes, is helping our UK and UAE teams explore how to achieve incremental emissions reductions in our food offerings while maintaining profitability.

> "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

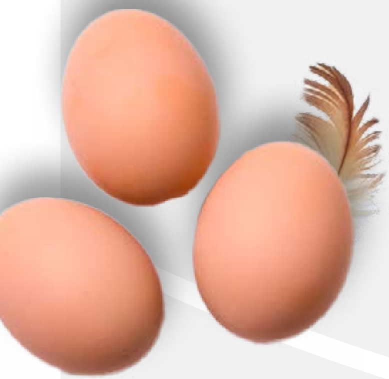
Working with our value chain

Through close collaboration with our airport and rail clients, JV and brand partners and suppliers, we are creating shared value and bringing our vision for a sustainable food travel sector to life.

See our **strategic partners, memberships and key pledges** on pages 56.

Looking upstream

Operating across 37 countries, our supply chains are highly diversified with a large supplier base managed by our local purchasing teams in each market.



Farms and fisheries

The raw ingredients and materials for our products are grown, gathered, reared or fished by farmers and producers around the world. We primarily source these ingredients and finished products through manufactures and distributors within the regions where we operate.

As we have limited direct farm or fishery-level sourcing, we focus on ensuring that our highest-risk ingredients are from sources that have been certified against a recognised independent sustainability standard.

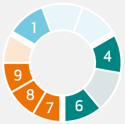
Manufacturers, wholesalers and distributors

Our direct supplier relationships are primarily with manufacturers, wholesalers and distributors based in the local market.

They are valued business partners, and we are committed to treating them fairly and with respect while building long-lasting, mutually beneficial relationships. By working together, we believe we can raise standards and drive sustainable practices across our supply chains.

Learn more about our **sustainable sourcing** on pages 27-28.

An overview of our operations



We operate over 3,000 food, beverage and retail units within our clients' travel locations, working collaboratively with our clients, brand and JV partners and colleagues.

Clients

Primarily, our clients are railway station and airport operators. In 2024, we operated in over 630 client locations, with 70% in the air sector and 25% in the rail sector. The remainder include motorway service areas and in-flight and on-board rail catering.

Operating in these environments presents unique challenges, such as stringent security controls and reliance on our clients' energy supplies and waste facilities. We work closely with clients to navigate these complexities and influence positive decision-making.

JV partners

In our Americas, Asia Pacific (APAC) and Eastern Europe & Middle East (EEME) markets, we often operate with JV partners. These partnerships help to enhance our local knowledge, provide access to brands and concepts and strengthen our relationships with clients and governments.

Brand partners

In addition to our own brands, we operate franchises for a wide range of local and international brands, leveraging our expertise to seamlessly introduce them into the travel environment.

We strive to collaborate with brands that share our values, and many of our brand partners – such as Burger King, M&S, Pret A Manger and Starbucks – have established their own sustainability strategies and objectives.

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

Learn how we bring **brand partners** along on our sustainability journey on page 35.

Colleagues

We employ over 49,000 people worldwide, of whom around 88% are frontline team members. Our people are at the core of our business and we are committed to ensuring that SSP is the best part of their career journey.

Learn more about **how we support our people** on pages 42-47.

Serving our customers and communities downstream

We serve quality food and drink to travelling customers around the world and play an important role in supporting our local communities.

Customers

Our customers enjoy our products either in our units or take them away to consume during their journey. Whether they are flying abroad on holiday or commuting to work by train, we are committed to making our customers' food and drink experience the best part of their journey.

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.

We partner with local charities around the world, such as Action Against Hunger and FareShare, to help alleviate food poverty. We are also members of not-for-profit organisations, such as Slave-Free Alliance and the climate and health upskilling network Future Food Movement.

Sustainability in our markets

Delivering local impact on a global scale

While united under our global sustainability framework, our decentralised business model enables each region and market to tailor its approach to adapt to different operating models and their unique challenges and opportunities.

In this chapter

Sustainability in the Americas

"We've had an impressive year across the Americas in 2024. We've entered 12 new airports, integrated three business acquisitions and made strong progress in sustainability. Achieving Certified Green Restaurant® status for all SSP America's restaurants in 12 airports was a highlight – not only does this help reduce our impacts, it's driving efficiencies and aligning with our airport clients' expectations. A win-win-win."

Michael Svagdis,
Chief Executive Officer, North America

About us

c.430 units in c.55 locations

c.8,600 colleagues

Travel hubs where we operate

Some of our key brands

Own brands

BAD EGG
CAMDEN FOOD CO.
MI CASA CANTINA

Franchise brands

Peet's Coffee
Tim Hortons
DUNKIN'

Awards

USA: Greenest Airport Contractor at the Green Restaurant Association (GRA) Awards for being the airport contractor with the most GRA Certified Green Restaurants®.

We are the second-largest food and beverage provider in over 50 of the top 200 airport locations across the USA and Canada. We also have a presence in one airport in Bermuda and three in Brazil.

With growing passenger numbers and an increasing demand for casual dining spaces, we see considerable opportunities to grow our market share.

Adapting to regional challenges and opportunities

The sustainability landscape in the Americas is highly fragmented with varying levels of client expectations and customer awareness, alongside differing regulations across states. So, taking a tailored approach, with bespoke brands that create a unique 'taste of place' for the airport location, is at the heart of what we do.

This philosophy is further supported by our participation in the Airport Concession Disadvantaged Business Enterprise (ACDBE) programme[3]. The statutory programme is designed to increase opportunities for minority- and women-owned small businesses to operate as concessionaires in airports around the USA. Through this, we have built enduring relationships with more than 100 ACDBE business partners. These partnerships foster innovation and make a lasting contribution to our collective success.

Having such a large portfolio of over 280 brands creates unique operational challenges. We focus on driving efficiencies and scale through standardised equipment and processes, including four central kitchens serving more than 100 restaurants. And, by optimising our menus and maximising our use of digital technology, we are enhancing the customer experience with increased speed-of-service. This approach also reduces costs, resource use and waste.

To help unite so many diverse 8,600+ team members across four countries, we have built a strong company culture founded on our **PASSION Principles**™. These guide our everyday interactions and serve as our North Star.

3 The ACDBE programme is a statutory requirement set by the U.S. Federal Aviation Administration.

How we are delivering in the Americas

Product

We are renowned for bringing local culinary scenes to each airport, providing our customers with an authentic 'taste of place'.

We design our menus to cater for diverse dietary needs, including lower-calorie, vegetarian and plant-based options. And we use menu icons to help customers easily identify them.

We are proud to have achieved our 2025 target early, with 30% of the meals we serve across our own brands being plant-based or vegetarian in 2024. In addition, 100% of our own brand coffee outlets across the region offer non-dairy milk alternatives.

With supply challenges for cage-free eggs easing in 2024, we are pleased to have achieved a 35 percentage point increase in the proportion of eggs for our own brands from cage-free sources.

73% of eggs for our own brands are from cage-free sources

Planet

Our efforts to enhance our operational efficiency benefits both our business and the planet.

Following the success of our work with the Green Restaurant Association (GRA) and our client at John F. Kennedy International Airport Terminal 4, we have significantly expanded the certification programme to around 40% of our units. By the end of 2024, 172 of our restaurants across 12 airports were certified against the GRA's Certified Green Restaurant® standards.

This independent assessment against key environmental criteria provides a clear process for addressing our impacts and driving continuous improvement.

Learn more about our work with **Green Restaurant Association** on our website.

Building on this success, eight of our restaurants at Reno-Tahoe Airport became members of the Green Dining Nevada network in 2024, a state-wide initiative for sustainable dining.

With food waste such a significant issue for our sector, particularly in the USA where 30–40% of the country's food supply is estimated to be wasted annually[4], food waste prevention is a key priority. Our WasteTrax programme, powered by inventory management system Crunchtime, enables us to minimise ingredient and product waste while centrally capturing waste data.

Now available in all sites and central kitchens, WasteTrax will help dramatically decrease food waste over time through analytics, colleague training, and setting and adhering to standards and menu design.

In addition, 100% of waste cooking oil is recycled, giving it a new life as biofuels.

100% of our own brand packaging is reusable, recyclable or compostable and 97% is free of unnecessary single-use plastic

People

Diversity, inclusion and opportunity is interwoven into our culture.

We care passionately about providing opportunities for our team members to learn and grow, offering company-wide programmes that recognise and develop their skills. In 2024, c.26% of management positions were filled by internal promotions. We also recognised over 3,000 team members for their dedication and achievements in our company PASSION awards.

Award winners from our 2024 PASSION Summit

We are proud sponsors of the Airport Minority Advisory Council (AMAC), a not-for-profit dedicated to advancing minorities and women's participation in our sector. Many of our leaders serve in leadership and volunteer roles with AMAC. We also support the next generation of culinary leaders through the AMAC Foundation's Project Lift, which offers mentoring and networking opportunities for young people interested in entering the food travel sector.

In addition, our Culinary Arts Endowment scholarship at Maricopa Community Colleges supported two students to complete their culinary studies in 2024.

We care about communities where we live and work and pay particular attention to doing our part to alleviate food poverty. In 2024, we continued our national partnerships with Meals on Wheels America and the Canadian Food Banks Network, as well as raising funds through customer micro-donations with Round It Up America.

£118,000 contributed to our charity partners

4 U.S. Food and Drug Administration (FDA), (2023) Food Loss and Waste. Available at: **www.fda.gov/food/consumers/food-loss-and-waste**.

Sustainability in Continental Europe

"Since joining SSP this year, I've been impressed by our sustainability programme, especially in Europe, where the bar keeps rising. Our teams continually meet – and often exceed – our clients' expectations. This is evident in our 2024 Oslo Airport contract renewal with a strong sustainability proposition, and in receiving the Best ESG Award from our Spanish airport client."

Satya Menard,
Chief Executive Officer, Continental Europe

About us

c.1,250 units in c.310 locations

c.14,300 colleagues

Travel hubs where we operate

Some of our key brands

Own brands

IDA & FRIDA – Good Fresh Food
Ritazza
Point – Fresh · Fast · Local

Franchise brands

Burger King
Pret – Organic Coffee · Natural Food
Starbucks

Awards

Spain: Best ESG Award at our airport client's Enjoy Aena Awards, which recognise excellence among the brands that operate in Aena's network of 64 airports around the world.

Our European business has a strong presence in 15 markets in Western, Southern and Northern Europe, including the Nordic countries. We predominantly operate in airports and railway stations and select motorway services in Germany.

Our diverse portfolio features a broad mix of proprietary own brands alongside internationally recognised and local franchised brands.

Adapting to regional challenges and opportunities

Europe has long been at the forefront of sustainability with some of the world's highest ESG standards and regulations. These values are also reflected in the expectations of our clients, partners, customers and colleagues, with sustainability playing an increasing role in client tenders.

Sustainability has been a core consideration in our European operations and we are proud to have moved faster towards our Group sustainability targets in many of our markets. The strength of our sustainability approach was an essential factor in securing our contract renewal at Oslo Airport in Norway in 2024.

As we navigate the complex and evolving ESG regulatory landscape in Europe, including the new EU Deforestation Regulation (EUDR) and Corporate Sustainability Reporting Directive (CSRD), we are adapting our processes to help ensure we comply with these growing requirements efficiently and effectively. This includes leveraging our digital transformation, with our Nordics markets among the first wave of the Group's global SAP implementation enabling better visibility and controls.

How we are delivering in Continental Europe

Product

Our growing range of healthier and more sustainable choices and brands enables us to meet the evolving needs of our clients and customers.

Exceeding the Group target, 32% of meals offered by our own brands are plant-based or vegetarian. Five markets, including Germany and Sweden, have achieved over 40%. In addition, 88% of our own brand coffee outlets across the region offer non-dairy milk alternatives.

We provide our customers with clear labelling and information to help them make informed choices. For example, in Finland, Norway and Sweden, we use 'A Better Choice' icons: simple iconography to help customers identify healthier options on our menus.

Read more about **'A Better Choice'** on our website.

32% of meals offered by our own brands are plant-based or vegetarian

We continue to develop our portfolio of wellness and sustainability-focused brands. For example, our popular brands like Haven and Hunter Bar in Norway emphasise plant-based food, local and seasonal produce, and lower climate-impact red meat options, such as wild game. While our Ida & Frida brand in Germany generates more than 70% of its sales from vegetarian and plant-based options.

In Sweden, we partner with popular local brand Jureskogs. The brand focuses on offering more sustainable burgers using ex-dairy beef patties with a lower carbon footprint compared to regular beef[5].

85% of eggs for our own brands are from cage-free sources

Planet

As our business grows, we are implementing measures to ensure we grow efficiently.

We are investing in energy efficiency technology, including cloud-based automated meter readers (AMRs) now installed in nearly 150 units in five markets, with plans to scale further in 2025.

We are upgrading equipment to more energy-efficient models, such as for refrigeration units and heating, ventilation and air conditioning (HVAC) systems. In France, these initiatives contributed to a 12% reduction in energy use compared to 2023.

96% of our own brand packaging is reusable, recyclable or compostable

Across all our European markets, 96% of our own brand packaging is reusable, recyclable or compostable, while 95% is free of unnecessary single-use plastic. In Germany and Sweden, we have deposit-return schemes for reusable packaging across nearly 290 air and rail units. While in the Netherlands, we conducted a three-month pilot in 2024 of returnable cups at our Starbucks units in collaboration with our client NS Stations.

Our ongoing rollout of SAP inventory management systems, now deployed in Denmark, Finland, Norway and Sweden, is helping to reduce food waste through more efficient inventory management. We are also trialling an AI production planning system, foodforecast, in partnership with brand partner Kamps, to reduce waste in Germany. 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.

We have also partnered with Too Good To Go, the social impact company behind the world's largest marketplace app for surplus food, since 2016. Now available in nearly 500 units across 10 of our European markets, in 2024 alone, this partnership has helped save nearly 400,000 'Surprise Bags' from going to waste.

People

Sustainability is an increasingly important factor in our people experience.

In 2023, we rolled out a gamified sustainability training module in Norway to help train colleagues on our Sustainability Strategy through bite-sized lessons that emphasise practical actions. Now also live in Iceland, we plan to expand the rollout to additional European markets in 2025.

Our colleagues also play an active role in supporting local communities and charitable causes. In 2024, this included our partnership with the SOS Children's Villages network in five markets, and support for Action Against Hunger in France and Zero Impact in Spain. In addition, our business in Norway has been a member of the UN Global Compact since 2021.

Read more about our **community support** on pages 50-51.

Nicole Chidiac, Sustainability Manager, Nordics, and Ronnie Carlsson, Commercial Manager, Sweden

5 Ritchie, H. (2020), Less meat is nearly always better than sustainable meat, to reduce your carbon footprint. Available at: www.ourworldindata.org/less-meat-or-sustainable-meat.

Sustainability in the UK & Ireland

"Sustainability is fast becoming an integral part of our business decisions, shaping everything from our partnerships to menu choices. Our collaboration with Klimato is a game-changer, giving us real insights into the climate impact of our recipes and guiding our menu design and ingredient sourcing. Presenting these strides to the Board in 2024 was a proud moment – showcasing how we can cut emissions while also maintaining profitability."

Kari Daniels,
Chief Executive Officer, UK & Ireland

About us

c.470 units in c.175 locations

c.8,200 colleagues

Travel hubs where we operate

Some of our key brands

Own brands

UPPERcrust

Juniper & Co Bar and Kitchen

soul + grain

Franchise brands

M&S Simply Food

Starbucks

Burger King

Awards

UK: Sustainability Award at the Menu Innovation and Development Awards (MIDAS) for our menu at Hithe's in London City Airport, developed using climate-impact data from Klimato.

We are one of the largest food and beverage providers in travel locations across the UK and Ireland (UK&I), operating a diverse portfolio of own and franchise brands, from grab 'n' go sandwich shops and casual dining bars to high-end dining concepts across both rail and air.

Adapting to regional challenges and opportunities

We operate within a distinct sustainability landscape driven by growing expectations of a well-informed customer base, increasingly ambitious clients and brand partners, and a progressively stringent ESG regulatory environment. Recognising the opportunity to accelerate our sustainability agenda, we appointed a regional Head of Sustainability for the UK&I at the end of 2023.

As a regional innovation test bed for SSP, we spearhead pilot initiatives – such as our work with Klimato to decarbonise our menus – sharing insights to drive adoption and success across other SSP markets. We also tailor our sustainability initiatives to meet the specific needs of our air and rail settings.

For example, our food redistribution and donation efforts primarily focus on our large rail business. This is because the less stringent security procedures and simpler access routes to and from our units provide greater flexibility.

Partnerships are integral to our business model, so we collaborate with clients, suppliers and independent experts on key initiatives. And, while we leverage our own brands for rapid testing and learning, we are increasingly collaborating with our brand partners on shared sustainability goals.

Sustainability is also becoming a higher priority for our clients and we are proud to support their initiatives. In our 2024 UK client survey, four out of five clients acknowledged our strong progress in sustainability, with both air and rail clients rating our Sustainability Strategy and performance above that of our competitors.

How we are delivering in the UK & Ireland

Product

Transforming our product offer is critical to delivering our sustainability commitments.

We are therefore expanding our range of healthier and more sustainable choices, featuring nutritious, plant-based, vegetarian and non-dairy options, as well as more sustainably sourced ingredients. By the end of 2024, 31% of our own brand meal options were plant-based or vegetarian, with non-dairy milk alternatives available at all coffee-serving units.

Taking a test-and-learn approach, in 2024, we set new health targets for own brand units Whiskey Bread, The Fallow and Tap & Brew at Dublin Airport, in collaboration with our client, daa. These targets aim to increase healthier dishes that are high in fibre or contain at least two servings of fruit or vegetables, laying the groundwork for future additional health targets across our business. We are pleased to announce that in August 2024, we attained Origin Green[6] verification for our sustainability plan in Dublin.

We remain committed to sourcing ingredients from across the UK and Ireland for our own brands, wherever possible, including beef burgers, cage-free eggs, Cheddar cheese and Cumberland sausages, as well as seasonal salad items. In 2024, we opened high-end eateries Sable & Co Bar and Kitchen and The Vinery, each showcasing the best of British ingredients and suppliers.

100% of hot beverages for our own brands come from certified sustainable sources

Planet

The centrepiece of our strategy is delivering a scalable reduction in food and beverage emissions and food waste.

Having first piloted Klimato to assess the climate impact of our recipes in 2023, this year we stepped up the partnership. Klimato assessments are now integrated across our own brand menu development and commercial product reporting. We are also implementing 'low carbon' labels on our products in selected brands to raise awareness and enable customers to make more informed choices.

Read more about our work with **Klimato** on page 35.

Since partnering with Too Good To Go in 2021, we have redistributed over one million 'Surprise Bags' of surplus food. Additionally, we launched a successful surplus food redistribution pilot with Olio and our client Network Rail at select own and franchise brand units in Waterloo station, donating around 1.3 tonnes of surplus food over 12 weeks. We plan to expand this programme in 2025 to over 90 additional units across the UK.

In 2024, we formally signed up to the UK Food Waste Reduction Roadmap[7] with WRAP (Waste & Resources Action Programme), demonstrating our commitment to contributing to UN Sustainable Development Goal (SDG) 12.3 to halve food waste by 2030. As part of this, we have put in place stronger food waste measurement systems and increased transparency.

Having nearly achieved the 2025 sustainable packaging targets, we continue to test new innovations to challenge the definition of 'necessary' single-use plastics. After successful trials in 2023, this year we replaced nearly all hard-to-recycle polystyrene hot beverage lids across our own brands with plastic-free bagasse lids. This change eliminates more than 8.5 million plastic lids each year.

c.445 tonnes of surplus food redistributed via our Too Good To Go and Olio partnerships

People

We actively champion diversity and inclusion in our business and across our sector.

Since joining cross-industry group WiHTL (Welcome to all in Hospitality Travel and Leisure) in 2022, 24 Group and UK&I colleagues have joined WiHTL's programmes, with eight graduating from the Ethnic Future Leaders Programme in 2024. Our UK&I CEO, Kari Daniels, joined WiHTL's Advisory Board in 2023 and was named in the 2024 Women to Watch Index.

Read about our involvement with **WiHTL** on our website.

Meredith Ford, Head of Sustainability UK&I (right) supporting a surplus food donation

We have achieved gender balance in UK&I senior leadership and, in 2024, Kari Daniels signed the LEAD Network CEO Pledge to increase female representation at director level[8] by 5% over the next three years.

In 2024, we hired 11 colleagues through Only a Pavement Away – an organisation that connects people experiencing homelessness to hospitality jobs.

We are also committed to supporting communities, fundraising over £260,000 in 2024 through our SSP Foundation for food poverty charities, including FareShare and Trussell. In addition, we continued our long-term partnership with Macmillan Cancer Support, raising over £127,000 in 2024, including through an SSP-led 'Round the World' challenge where our colleagues walked, swam, cycled and ran over 32,000 miles.

50% of senior leadership positions held by women

6 **Origin Green** is Ireland's food and drink sustainability programme, operating on a national scale, uniting government, the private sector and the full supply chain from farmers to food producers and right through to the food service and retail sectors.
7 For more information, visit: **www.wrap.ngo/taking-action/food-drink/initiatives/food-waste-reduction-roadmap**.
8 Director level refers to the top two levels of leadership in our UK&I business.

Sustainability in Asia Pacific

"APAC is a region bursting with opportunities – both for growing our business and accelerating the push for more sustainable practices. Having laid the groundwork over the last couple of years, 2024 saw us take a step-change in strengthening our cross-market strategic approach to sustainability, fostering greater collaboration with our clients and partners, and implementing practical initiatives that deliver lasting progress."

Jonathan Robinson,
Chief Executive Officer, Asia Pacific

About us

c.640 units in c.60 locations

c.14,000 colleagues

Travel hubs where we operate

Some of our key brands

Own brands

RITAZZA, NIPPON RAMEN, CAMDEN FOOD CO.

Franchise brands

JAMIE'S DELI, NamNam, OLDTOWN WHITE COFFEE

Awards

India: Asia Sustainability & Environmental Initiative of the Year at the Moodie Davitt Food & Beverage (FAB) Awards for Travel Food Service's sustainability programme.

We operate primarily in airports in Asia Pacific (APAC) across Australia, Hong Kong, India, Malaysia, New Zealand, the Philippines, Singapore and Thailand. This includes JVs in the Philippines, India and Thailand, as well as a growing lounge JV business in Hong Kong and Malaysia.

In 2024, we grew significantly, including the acquisition of Airport Retail Enterprises (ARE) in Australia and our entry into New Zealand for the first time.

Adapting to regional challenges and opportunities

Our APAC markets are incredibly diverse, spanning a wide range of foods, geographies, cultures and languages. As sustainability takes on greater importance across the region, we appointed a regional Head of Sustainability at the end of 2023 to lead the strategic agenda. This role focuses on supporting local teams to address unique local challenges and enhance cross-market collaboration.

Of the airports where we operate in APAC, 17 are certified under the Airport Carbon Accreditation programme, including Bengaluru and Delhi in India and Christchurch in New Zealand that have achieved the highest Level 5 accreditation[9].

These leading airport operators are increasingly introducing new sustainability criteria and expectations for their partners. We are proud to align with them on areas such as green building standards, energy efficiency, sustainable packaging and waste management.

With our JVs, despite our lower equity stake, we treat them in the same way as wholly owned subsidiaries, including them as part of our Sustainability Strategy, targets and governance.

Our JV partner in Thailand, Minor Foods, and our JV partner in India, K Hospitality, each have their own mature sustainability programmes. Here, we have the opportunity to benefit from each other's experience, strengthening the delivery, scale and impact of our sustainability efforts.

9 Run by the Airport Council International (ACI), the Airport Carbon Accreditation independently assesses and recognises the efforts to manage and reduce their carbon emissions through seven levels of certification. See **www.airportcarbonaccreditation.org**.

How we are delivering in Asia Pacific

Product

We leverage our expertise in plant-forward dishes to offer healthier, more sustainable choices.

We are drawing on insights from the Group's People & Planet Menu Framework (PPMF), alongside our local expertise in Asian cuisine, which typically uses a smaller proportion of meat.

In 2024, we completed strategic menu reviews across Hong Kong, Malaysia, Singapore and Thailand. In Singapore, for instance, we developed and tested new recipes aligned with the PPMF, while in Thailand, these principles were further integrated into our Camden Food Co brand. Here, we introduced additional plant-based choices as well as 'A Better Choice' labelling across six units in two airports. 'A Better Choice' uses simple iconography to help our customers easily identify healthier options.

Read more about the **People & Planet Menu Framework** on page 25.

With a large vegetarian population in India, over 60% of meals offered by our JV, Travel Food Service's (TFS), own brands are vegetarian. In addition, they are introducing brands that promote wellness and nutrition, such as #Nourish. First launched in Delhi Airport in 2022 and now present across four airports, the brand focuses on seasonal sourcing and promoting nutritionally rich food and drink.

In Malaysia, our expanding lounge business is benefitting from TFS's expertise in vegetarian menus. By the end of 2024, 40% of menu items across seven lounges in four airports were plant-based or vegetarian. To enable informed customer choice, we introduced clear labelling, along with more enticing menu descriptions highlighting ingredients, flavours and textures.

While 100% of eggs for our own brands in Australia and New Zealand are from cage-free sources, this is significantly more challenging in our Asian markets. We continue to work closely with our Group purchasing colleagues to identify solutions to drive further progress in this area.

95% of our own brand packaging is free of unnecessary single-use plastic

Planet

We collaborate with clients and brand partners on shared environmental goals.

In Malaysia, over the last two years, we have designed and built 27 new outlets and eight new lounges. With the support of our client, these projects were guided by the standards of the Green Building Index, Malaysia's industry-recognised green rating tool for buildings.

We have successfully eliminated unnecessary single-use plastics in compliance with regulations in Australia, New Zealand and India. In Hong Kong, we prepared for a ban that took effect in October 2024. We continue working towards our targets for our own brand packaging and are committed to working with our brand partners to achieve shared sustainable packaging goals.

Our culinary teams continually work to develop recipes that limit waste. In India, the TFS chefs successfully created over 20 'zero-waste' recipes in 2024.

Where we have surplus waste, redistribution at airports is challenging due to strict security procedures. However, Hong Kong International Airport has partnered with Food Angel to collect surplus food from participating units and redistribute it to those in need. In 2024, c.570kg of surplus food from our units was redistributed through this initiative.

c.280,000 litres of waste cooking oil recycled in biofuels

People

Our geographic, linguistic and cultural diversity across APAC markets requires a tailored people-first approach in each market.

Now in its second year, our 'Fly-Learn-Grow' development programme provides short-term secondments for individuals to work in other APAC markets. As well as a great development opportunity for our people, the programme builds cross-cultural confidence, strengthens our regional connections and enhances collaboration and knowledge sharing. In 2024, 18 colleagues participated in the programme.

Read more about **'Fly-Learn-Grow'** on our website.

Shruti Ahuja, Head of Sustainability (APAC & EEME) and Safety (EEME)

With our acquisition of ARE in Australia, we welcomed over 1,600 new colleagues to our business in 2024. As we integrate our operations, we are listening and learning from our ARE colleagues, continuing their proven best practices and sharing our systems and processes.

Our goal is to foster strong engagement and build a collaborative culture that leverages the strengths of both organisations and values the contributions of all colleagues.

Our people are passionate about supporting local communities with nearly 1,500 hours of employee volunteering and over £370,000 raised or donated for community causes in 2024.

In India, TFS has a charitable foundation focused on addressing some of the most pressing issues for the country, including poverty and malnutrition. It's flagship 'Food and Nutrition for All' initiative has benefitted more than 100,000 people in tribal communities since 2022.

Sustainability in Eastern Europe & Middle East

"As we expand our EEME business, sustainability isn't just part of our strategy – it's becoming central to how we grow. Our recent mobilisation in Saudi Arabia has been a great opportunity to test and refine our blueprint for embedding sustainability in-market from day one. We're also proud to lead by example, pioneering Klimato carbon labelling to highlight the carbon footprint of our menus – a first in a travel location."

Mark Angela,
Chief Executive Officer, Eastern Europe & Middle East

About us

c.230 units in c.20 locations

c.3,000 colleagues

Travel hubs where we operate

Some of our key brands

Own brands

Camden Food Co.
Leon
soul + grain

Franchise brands

Brioche Dorée
Pret
Burger King

Awards

UAE: Airport Sustainability & Environmental Initiative of the Year at the FAB Awards for our collaboration with Klimato.

We operate a strong and expanding business in Eastern Europe and the Middle East, across Bahrain, Cyprus, Egypt, Greece, Hungary, Qatar, Saudi Arabia and the UAE. Within these markets, we manage an exciting portfolio of both own and franchise brands across major airports.

In 2024, we opened more than 40 new units across EEME and entered a new market, Saudi Arabia, where we are now largely operational. We also won new business at Sofia Airport to enter the Bulgaria market in 2025.

Adapting to regional challenges and opportunities

Governments and businesses across our EEME markets are increasingly setting sustainability and net-zero commitments. Landmark events, like the COP28 Climate Change Conference in the UAE in November 2023, are helping to catalyse action throughout the Middle East.

At the same time, for our Eastern European markets, they are navigating the complex and evolving ESG regulatory landscape in Europe, including preparing for the EU's new deforestation regulation.

To drive our strategic sustainability agenda across our EEME markets, we appointed a regional Head of Sustainability and Safety at the end of 2023. In 2024, we also established our regional Sustainability Task Force, bringing together sustainability leads from each market to collaborate and share best practices.

We have started to see a number of airport operators in the region looking to take a leading approach to sustainability. For example, the new Terminal A at Zayed International Airport in the UAE, which opened in November 2023, placed sustainability at the forefront of its design and construction and was awarded a 3-Pearl design rating from the Estidama green building rating system. We were proud to support this client programme, aligning all our units in the terminal with these green building standards.

Pursuing work abroad is common in many Middle Eastern countries, resulting in a diverse workforce with distinct experiences and challenges compared to local workers. Ensuring a positive colleague experience that embraces these differences, fosters unity and supports colleague wellbeing is a key priority for us. As our business expands into new markets, including those with higher human rights risks, we are working to ensure we are implementing the necessary policies and controls to uphold high standards of human rights protection.

How we are delivering in Eastern Europe & Middle East

Product

We are reviewing our menus, ensuring sustainability is a core part of our culinary approach.

Across all our EEME markets, 35% of our meal options for our own brands were plant-based or vegetarian in 2024.

In Bahrain, we have embedded the PPMF into our new culinary strategy. Now underway, we are assessing our menus and creating new recipes that include healthier and more sustainable offers that retain profitability. As part of this, we also introduced our 'A Better Choice' range to our Camden Food Co brand in Bahrain in 2024, expanding our selection of nutritious, lower-calorie and plant-based food and drink options. This, paired with our continued rollout of nutrition labelling, aims to help customers make more informed choices.

In Cyprus, our associate has a long-term partnership with a local farm located near Larnaca and Pafos airports. From this farm alone, we source c.80% of our fresh fruit and vegetables.

100% of top 50 products for our own brands are palm oil-free or only use RSPO Certified Palm Oil

Planet

We are exploring key levers to help us deliver our net-zero targets.

Taking a test-and-learn approach, we began piloting the Klimato platform in the UAE to assess the climate impact of our recipes. We have now embedded these assessments as a core culinary innovation tool for both new menu development and reviews.

Read more about our work with **Klimato** on page 35.

We plan to expand our partnership with Klimato to Hungary in 2025. Here, we proudly support our client Budapest Airport by signing the Budapest Greenairport programme declaration, aligning all 17 units with this sustainability programme.

Many of our markets are going beyond our Group packaging targets. For instance, our associate in Cyprus has introduced 100% recycled plastic (rPET) for 100% customer-facing hard plastic items, including cold beverage cups, salad bowls and lids. In the UAE, 100% of our own brand hot beverage lids are plastic-free and our hot beverage cups are fully compostable, with all other plastic packaging items made from rPET.

Edabelle Ragay, HSE & Sustainability Manager, UAE, and George Antonio, Managing Director, EEME

We work with our clients and community partners to minimise waste. In Greece, we received a commendation from Athens International Airport for our efforts in waste management.

In Bahrain and Cyprus, we package our waste coffee grounds and provide them at no cost to customers and airport staff for use as a fertiliser in their garden.

We continued our partnership with The Waste Lab in the UAE in 2024, turning c.4.7 tonnes of waste coffee grounds into natural and nutrient-rich compost for local farms. Not only does this reduce waste, it also benefits soil health, local food production and local jobs.

95% of our own brand packaging is reusable, recyclable or compostable and 90% is free of unnecessary single-use plastic

People

We are actively taking steps to help our colleagues feel valued, engaged and supported.

In 2024, we held listening groups in our EEME markets to continue to hear and understand colleague perspectives and experiences. In Egypt, for example, we launched a dedicated group for women, enabling us to gain valuable insights on how to enhance their workplace experience.

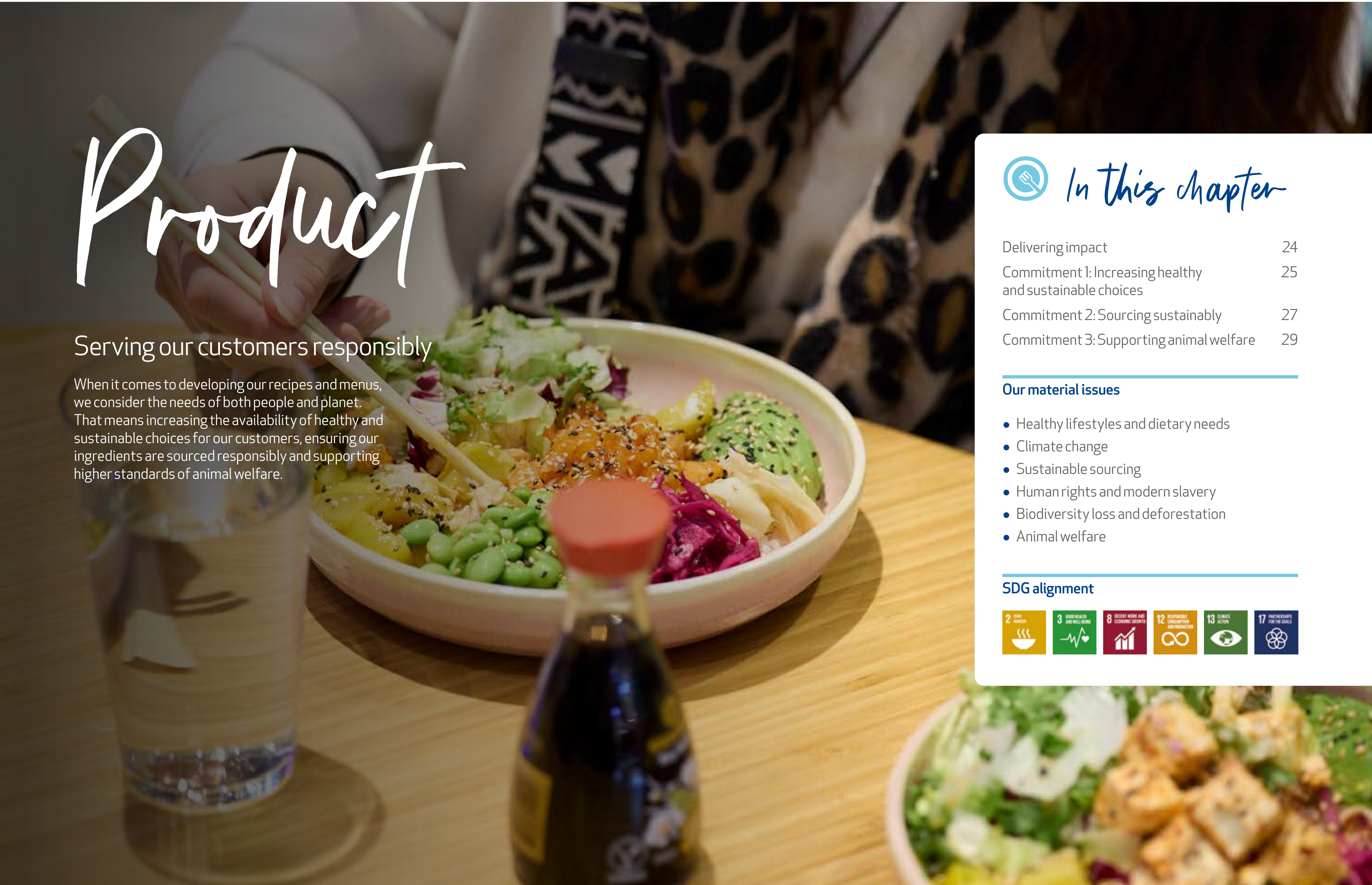
Recognising the unique challenges migrant colleagues face, we organised sharing sessions and mental health seminars to help them connect, share experiences and discuss strategies for thriving while working abroad.

Our entry into Saudi Arabia marked one of our largest mobilisation effort, onboarding over 300 new colleagues. We also recognised career development opportunities, providing over 140 internal promotions across our EEME markets in 2024.

We are proud to be partnering with Slave-Free Alliance and to have played a role in the Group-wide comprehensive gap analysis on our company's management of human rights and labour exploitation in our operations and supply chains. This partnership will help strengthen our approach across all SSP markets.

Read more about our partnership with **Slave-Free Alliance** on page 48.

93% of high-risk contracted suppliers have undergone human rights due diligence reviews



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 increasing the availability of healthy and sustainable choices for our customers, ensuring our ingredients are sourced responsibly and supporting higher standards of animal welfare.

In this chapter

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

Delivering *impact*

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

Our commitment is driven by the growing recognition of the importance of healthy and sustainable diets, and the calls for systemic change in the food system – ensuring that what we eat, and how it is produced, benefits both people and the planet.

To do this, we are leveraging our food travel expertise, taking an integrated people and planet approach to creating great-tasting, nutritious and more sustainable offerings. Working with our suppliers, we are committed to sourcing our products with due care for the environment and the people involved in their production and manufacture.

Our 2024 Product 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.

See our **yearly data performance, scope and definitions** in our Sustainability Data Book.

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

80% of hot beverages for our own brands are from sources certified against independent standards, such as Fairtrade

"In my workshops with our culinary teams in our APAC and Nordics markets this year, I've seen first-hand how the focus on health and wellness in our recipes is stronger than ever, along with a growing commitment to incorporating local, seasonal ingredients.

Encouragingly, local culinary teams are increasingly sharing updates and ideas for sustainable dishes, seeking support to develop them into concepts that can be featured in our offerings."

Jerry Davies,
Global Food and Beverage Director

Commitment 1

Increasing healthy and sustainable choices

Reimagining food for people and the planet

Our executive chefs and culinary teams have years of experience in delivering innovative food and drink for the travel environment.

Leveraging their knowledge of healthier, local and seasonal ingredients, they pioneer nutritious and sustainable dishes that resonate with our travelling customers and cater to a wide range of 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, structured around the three key areas of ingredients selection, recipe design and communications, 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.

Through our focus on creating a 'taste of place', we have an in-depth understanding 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 like whole grains and unsaturated fats from plant-based oils, while reducing saturated fat, sugar and salt. We also look for innovative ingredients, such as plant-based alternatives, where possible.

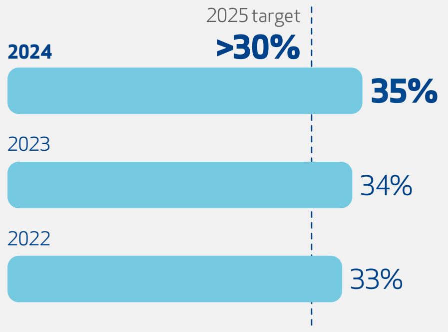
Designing better recipes and menus

We transform our carefully selected ingredients into great-tasting recipes and design our menus to include a range of 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% (+8 percentage points vs 2023) were offering non-dairy milk alternatives in our UK&I, North America and Continental Europe regions, and 39% (+7 percentage points vs 2023) in our APAC and EEME regions.

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



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

To reduce food waste, our culinary teams work to design recipes that make the most of every ingredient and our portion control audits help manage serving sizes to reduce food 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.

Learn more about our work with **Klimato** on page 35.

Helping our customers make informed choices

We recognise that just making healthier and more sustainable options available isn't enough. We also have a role to play in helping our customers make informed choices.

We do this through a range of channels and methods, including menu descriptors and iconography, product labelling, and point-of-sale communications and marketing. For example, our 'A Better Choice' toolkit uses simple iconography to help our customers easily identify healthier options on our menus, such as lower-calorie, whole grains and protein-rich foods.

Learn more about **'A Better Choice' labelling** on our website.

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.

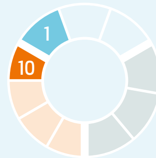
Learn more about our **carbon labelling** on page 35.

Each year, we support key health and sustainability campaigns to encourage meaningful consumer behaviour change and raise awareness of these important issues. For example, we promote Veganuary, encouraging people to adopt plant-based diets for the month of January; Meat-Free Mondays, which inspire individuals to reduce their meat consumption; and Plastic Free July, which focuses on eliminating single-use plastic.

We have controls to comply with laws on allergen, ingredient and calorie labelling, which are becoming standard in several countries, including Australia, Bahrain, India, UAE and the UK. As this trend continues, we are increasingly utilising digital solutions, such as QR codes, to provide our customers with the information they need.

We are also continuing to roll out digital technologies, with over 620 of our units now equipped with digital ordering and payment systems, such as order-at-table (OAT), self-order kiosks and self-checkouts. This enables customers to more easily identify options that meet their dietary needs, such as vegetarian or dairy-free.

Case study



Marketing responsibly

We recognise the importance of ensuring our marketing communications are transparent, truthful, ethical and legal. So, in 2024, we launched our new **Responsible Marketing Principles**, setting out our commitments and providing a global framework for our businesses to follow.

Covering key requirements, including marketing to children and teens and health and green claims, the principles are supported by detailed internal guidelines, checklists, and approval and compliance procedures. All colleagues working in commercial, communications, business development, legal, marketing, recruitment and sustainability roles are required to complete responsible marketing e-learning during induction and biannually. By the end of 2024, nearly 500 colleagues have completed the training.

Commitment 2

Sourcing sustainably

Setting and maintaining high sourcing standards

We operate hundreds of brands globally and source a wide range of ingredients, products and services from a broad and diverse supply base.

Our diversified and local supply chains help mitigate risks from disruptions, support local economies and producers, and reduce the environmental impacts of transport and distribution.

We are committed to sourcing our ingredients and other products responsibly and sustainably and seek to work with suppliers with strong sustainability credentials. Our **Environment, Sourcing and Farm Animal Welfare Policy** sets out our approach. We expect all SSP colleagues to uphold these standards.

% of contracted suppliers signed up to our Supplier Code of Conduct or demonstrating an equal or better standard

2025 target	100%
2024	76%
2023	87%

Working with our suppliers

Our suppliers are valued business partners. We are committed to treating them fairly and with respect and to building long-lasting and mutually beneficial relationships.

Our **Supplier Code of Conduct** (Supplier Code) sets out the minimum standards we expect our contracted suppliers to adhere to, covering human rights, product quality, food safety, environmental sustainability, farm animal welfare and business integrity.

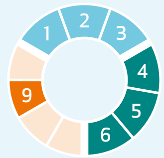
Contracted suppliers include suppliers for our own brands, and can include those for our franchise brands, where we have control over the selection and contracting. In most cases, our brand partners stipulate we use their contracted suppliers, in which case they are subject to our brand partners' own policies and due diligence procedures.

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.

Learn about our **supplier due diligence process** on page 49.

Case study



Engaging our global purchasing leaders

Each year, we convene purchasing leaders from across our global business to learn, engage and review strategic priorities. In 2024, our event in Brussels, Belgium, featured an intensive three-day agenda of strategic brainstorming, best practice sharing and workshops on key priorities such as managing inflation and developing value creation plans.

Key experts led sessions on emerging issues, including the role of artificial intelligence (AI) in supply chain management and new ESG regulations, such as the EU's Corporate Sustainability Due Diligence Directive (CSDDD).

As part of the conference, we also engaged with two of our major suppliers. Visiting their facilities offered us a first-hand view of their sustainability initiatives, including efforts to reduce water and energy consumption, and innovations in sustainable packaging.

This event proved invaluable in enhancing our purchasing teams' knowledge and capabilities, staying ahead of industry trends and regulations, and setting the strategic direction for 2025 and beyond.

Sourcing certified ingredients

Many of the social and environmental risks and impacts in our supply chain relate to the upstream farms and fisheries where the commodities are produced.

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 Fairtrade, Rainforest Alliance and Roundtable for Sustainable Palm Oil (RSPO), provide assurance to our procurement teams, clients and customers that the ingredients are sourced in accordance with environmental, social and labour standards.

The dynamic nature of our business, with new brands, market entries and evolving supply agreements, means that driving progress in this area is an ongoing effort for our purchasing teams.

So, as can be seen in the charts below, we are pleased to have made good progress, particularly on coffee which accounts for over 80% of our global hot beverages volumes.

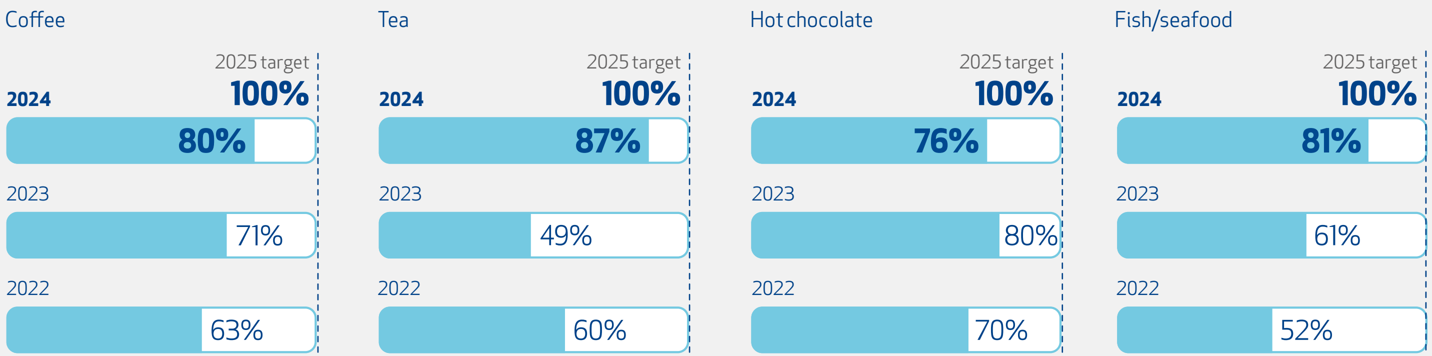
For fish, we have seen a 20 percentage point increase in 2024, with 81% of volumes for our own brands sourced from certified sustainable fisheries. Of this, 15% includes local fish sourced in Brazil, Finland, India, Norway and the Philippines directly from markets and fishmongers that do not offer certification.

99% of our top 50 products for own brands in each market are palm oil-free or only use RSPO Certified Palm Oil

In these cases, we assess the fish species against the International Union for Conservation of Nature (IUCN) Red List, the world's most comprehensive information resource on the global conservation status of animals and plants. Only species classified as IUCN 'Least Concern' are included in our certified 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.

% of key products from sources certified against recognised sustainability standards



Case study

Working with suppliers to adapt to emerging regulation

We recognise the importance of increasing regulation addressing product risk, such as the European Union Deforestation Regulation (EUDR) and proposed similar regulations in the USA and the UK. 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 our 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

Reinforcing high standards of 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 **Supplier Code** and our **Environment, Sourcing and Farm Animal Welfare Policy** outline our commitment to working with suppliers to maintain high standards of animal welfare, as well as our endorsement of the internationally recognised 'Five Freedoms' standards proposed by the UK Farm Animal Welfare Council.

These policies require our contracted meat suppliers to comply with appropriate legal standards, have full traceability and use licensed slaughter premises. They also prohibit the use of artificial growth-promoting substances and antibiotics.

Higher welfare of broiler chicken and laying hens

We support actions that improve the welfare of chickens. For example, we have committed to the Better Chicken Commitment (BCC), 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.

Find out more about the **Better Chicken Commitment**.

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. 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. While progress on other criteria has been more challenging, including slower growing breeds, where we achieved 9%.

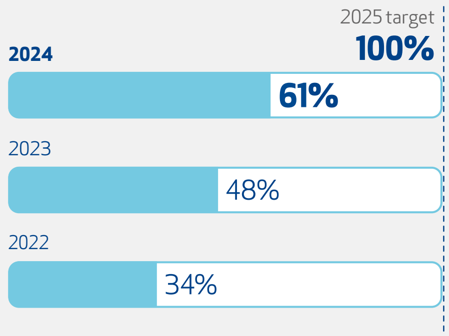
We remain committed to collaborating with our suppliers and industry peers to achieve full alignment with BCC criteria. In 2024, we worked with the NGO Compassion in World Farming to further research, develop and raise our welfare standards, enhancing our practices and transparency.

Read our **full performance against BCC criteria** in our Sustainability Data Book on our website.

We also have a target to source 100% cage-free eggs for our own brands globally by 2025. By the end of 2024, we achieved a 13 percentage point increase compared to 2023, with 61% of our eggs now sourced from cage-free sources. Sixteen markets achieved 100%.

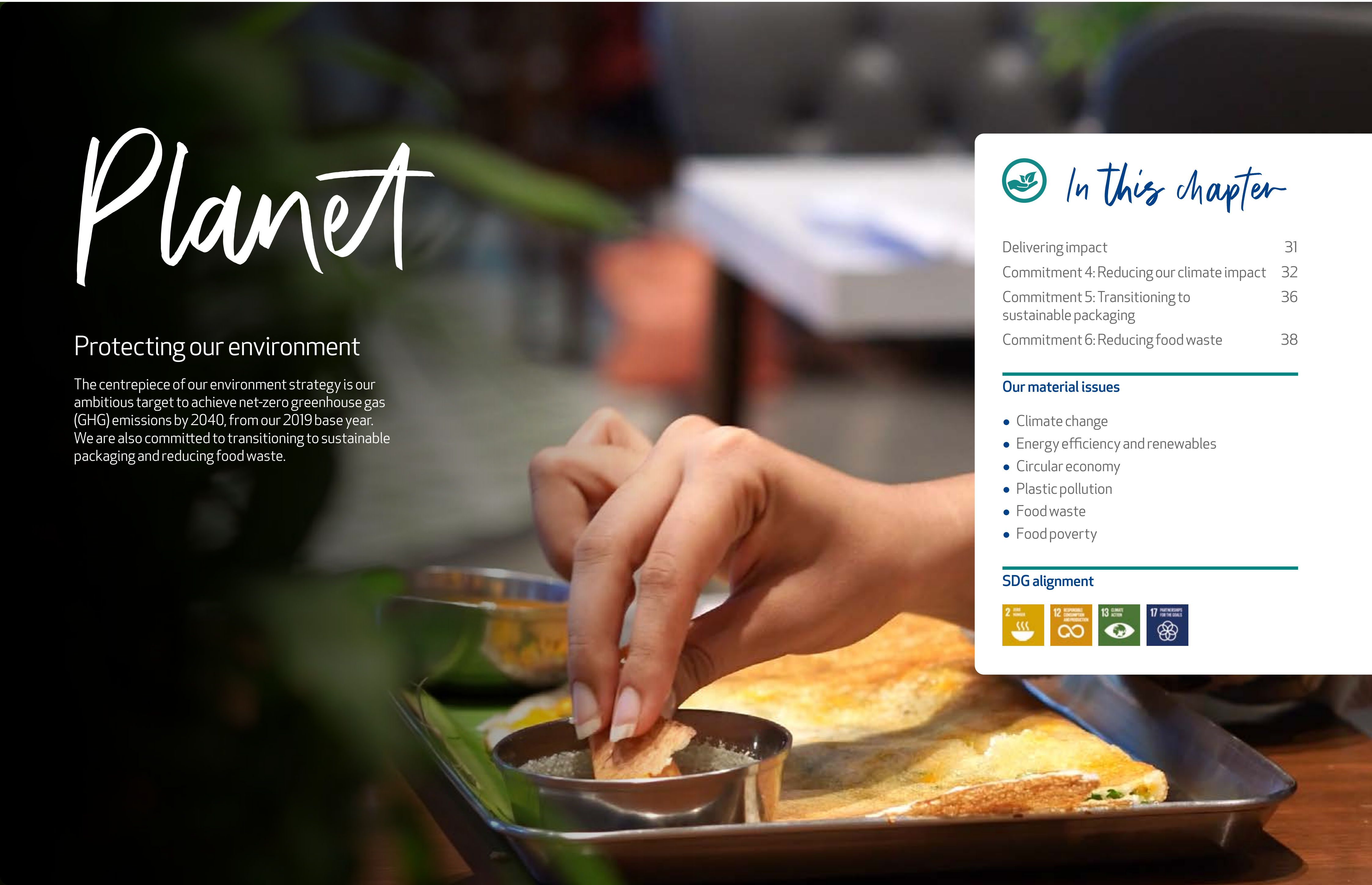
Several markets are working to address challenges in securing cage-free eggs. In the UK, for instance, after conducting an independent farm-level audit to verify safety and welfare practices, we agreed a major deal with a local farm in 2023. As a result of this partnership, 100% of our own brand egg volumes in the UK are now cage-free.

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



Our Asian markets face the greatest challenges in this area, where the availability of cage-free eggs is limited. Excluding our six markets in Asia, our 2024 Group performance is 80%.

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.



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.

In this chapter

Our material issues

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

SDG alignment

Delivering *impact*

The effects of climate change and biodiversity loss are being observed globally, with 2023 confirmed as the hottest year on record[10].

The next few years are critical for widespread collaboration by all stakeholders, including governments, businesses, consumers, NGOs and communities.

We are dedicated to playing our part to address the climate crisis and have an ambitious science-based target to achieve net-zero GHG emissions by 2040, from our 2019 base year. With rising GHG emissions from new plastics production and environmental damage from discarded plastics, we are also focused on transitioning to sustainable packaging.

Equally, we are committed to reducing food waste, doing our part to address the 20% of all food produced globally that is squandered or lost before it can be consumed[11].

Our 2024 Planet 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.

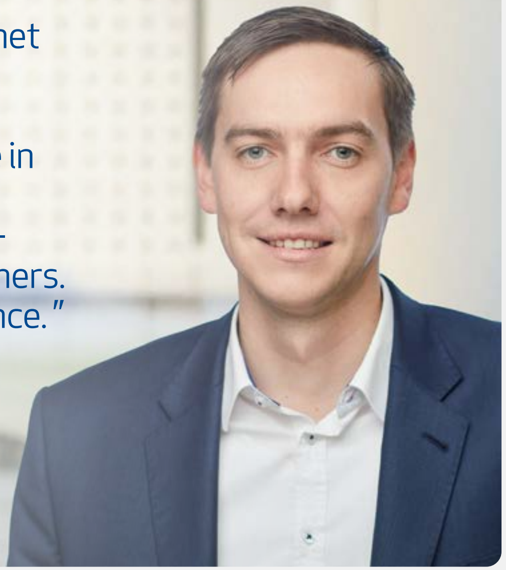
See our **yearly data performance, scope and definitions** in our Sustainability Data Book.

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

97% of own brand packaging is reusable, recyclable or compostable

"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 in 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



10 Poynting, M. and Rivault, E. (2024), 2023 confirmed as world's hottest year on record. Available at: **www.bbc.co.uk/news/science-environment-67861954**.

11 World Food Programme (2024). 5 facts about food waste and hunger. Available at: **www.wfp.org/stories/5-facts-about-food-waste-and-hunger**.

Our journey to net zero

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

We remain committed to reducing our climate impact while proactively building our resilience to evolving climate-related risks and opportunities.

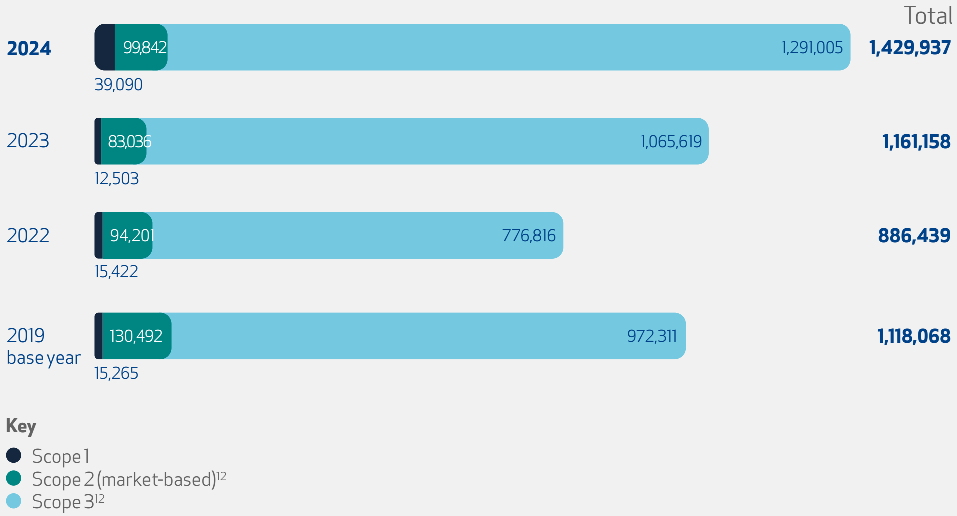
Our climate strategy is anchored on two interrelated pillars:

- Our forward-looking net-zero transition plan, which is outlined on the following page.
- Our climate-risk management strategy to identify, assess and manage climate-related risks and opportunities, ensuring that we remain resilient under various climate scenarios.

Read more about how we **manage climate risk and opportunities** in our 2024 Annual Report on pages 64-71.

Our near-term (2032) and long-term (2040) net-zero targets were validated by the Science Based Targets initiative (SBTi) in August 2023. SBTi is a global body that provides guidance, criteria and tools for companies to set science-based net-zero targets and track their progress. SBTi-approved targets are those that meet the SBTi Net-Zero Standard, which ensures the targets are credible, transparent and consistent.

Absolute GHG emissions (tonnes of carbon dioxide equivalent (tCO_2e) emissions)



In light of the SBTi's new Forest, Land and Agriculture (FLAG) sector standard, we are in the process of accounting for FLAG-related emissions reductions and removals in our net-zero targets and transition plan. We are also recalculating our 2019 base year to account for business acquisitions in Australia, Canada and the USA.

We plan to submit the revised base year, transition plan and targets to the SBTi for validation in early 2025.

SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION | THE NET ZERO STANDARD APPROVED NET-ZERO TARGETS

Scope 1, 2 and 3 GHG emissions explained

Scope 1, 2 and 3 are a way of categorising an organisation's GHG emissions across its full value chain:

- Scope 1 relates to direct emissions from fuel burnt on-site (natural gas), fluorinated gases (F-gases), CO_2 and N_2O gases, and company vehicles.
- Scope 2 relates to indirect emissions from the generation of purchased energy.
- Scope 3 relates to all indirect emissions – not included in Scope 2 – that occur across the value chain, including upstream supply chain and downstream end use.

12 We have restated previously reported Scope 2 market-based emissions, following an error identified in the emissions factors that didn't appropriately account for the residual mix in the grid. We have also restated Scope 3 emissions for 2023 and 2022, impacting less than 3% of our overall base year for Scope 3 – details of the restatements can be found in our Sustainability Data Book.

Our net-zero transition plan

Our transition plan outlines our pathway to reach net-zero GHG emissions across our value chain by 2040, from a 2019 base year.

We developed this plan with the help of external experts, and it includes projected emissions reductions that we aim to achieve through key actions while also considering increases due to business growth.

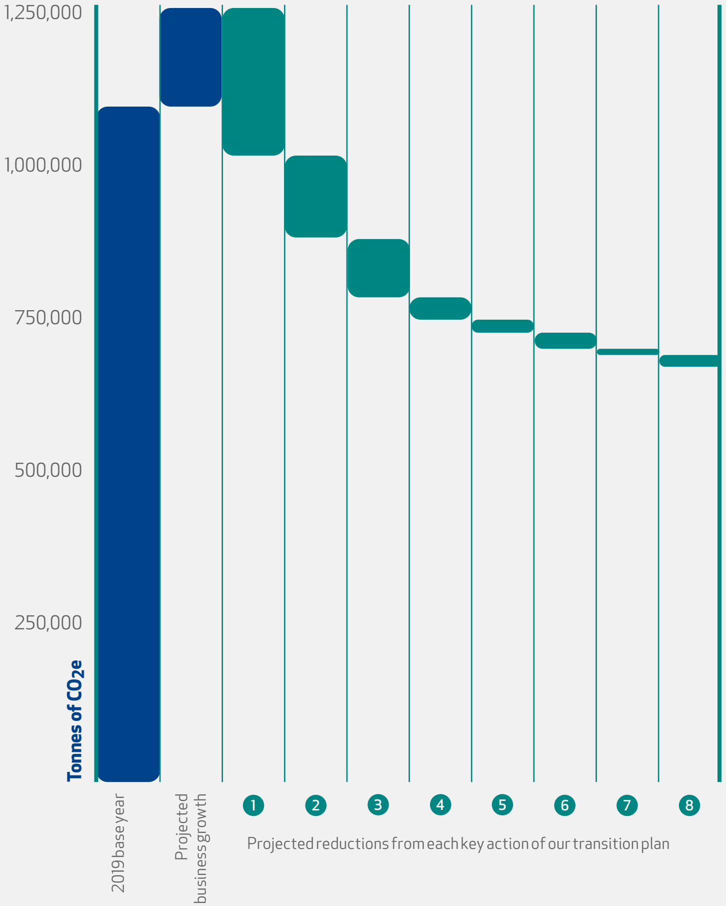
The first phase of our plan to 2032 focuses on actions we can control more directly. This includes improving operational efficiencies to reduce our direct emissions (Scope 1 and 2) and adapting our own brand recipes and menu offerings to reduce Scope 3 food-related emissions.

From 2032 to 2040, the second phase of our plan will leverage the broader changes we expect to see in global food systems and the travel sector. For example, the scaling up of regenerative agriculture practices and developments in innovative and consumer-acceptable alternatives to animal proteins.

Although this plan applies to all our businesses globally, its implementation will vary based on the unique opportunities and challenges in each country. The plan will also need to adapt and evolve, taking into account the latest climate science, new technologies, innovations and key learnings from our actions and those of our partners across our value chain.

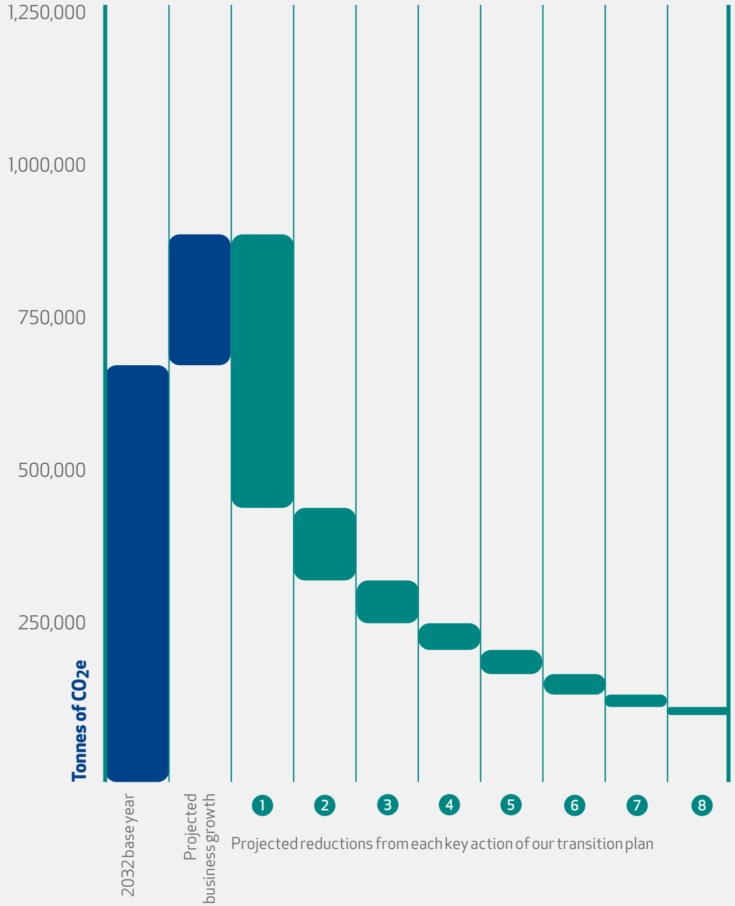
2019–2032
Near-term actions and efficiencies

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



2032–2040
Long-term transformational change

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



Key actions to reduce emissions

1. Brand partner strategies and collaborations
2. Own brand menu decarbonisation
3. Energy efficiency and renewables
4. Sustainable unit design and build
5. Supplier collaborations
6. Reducing packaging and waste
7. Local and seasonal sourcing
8. Building climate-smart capabilities and practices

Reducing our Scope 1 and 2 emissions: Delivering operational efficiencies

We are making steady progress against our near-term target to reduce absolute Scope 1 and 2 GHG emissions by 60% by 2032, from a 2019 base year.

By the end of 2024, our Scope 1 and 2 emissions intensity (per £ million revenue) reduced by 25% from our 2019 base year, while absolute emissions reduced by 5%. Compared to 2023, absolute emissions increased by 45%. This was primarily driven by improvements in data quality and completeness and by business growth, including the integration of our acquisitions and commencing trading in three new markets in 2024.

Leveraging technology, efficiencies and renewables

Scope 1 represents just 1% of our 2019 baseline. While we've seen an overall increase in Scope 1 emissions, compared to 2023, these were mainly driven by data improvements. Vehicle emissions have decreased by 12% thanks to our ongoing transition away from petrol and diesel vehicles. In 2024, 23% of our small fleet of c.400 vehicles were hybrid, electric or powered with biofuels, a 6% improvement from 2023.

To reduce Scope 2 emissions, which account for 12% of our 2019 baseline, we are optimising the design, equipment and operation of our units for better energy efficiency. This includes investing in new technology, such as a global programme to upgrade point-of-sale systems with energy-efficient hardware and cloud-based applications. By the end of 2024, these upgrades were completed in c.800 units across 20 markets.

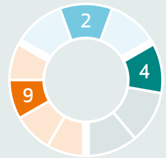
Investments in cloud-based energy meters – known as automated meter readers (AMRs) – and building management systems are providing greater visibility and control over consumption data and patterns, driving informed data-driven decisions to enhance energy performance. By the end of 2024, over 500 AMRs were in use across six markets.

We acheived a 6% reduction in electricity consumption from 2019 and 1% reduction from 2023. Renewable energy is also crucial to our net-zero plan but, with most of our energy supplied indirectly through our clients and landlords, we depend on their renewable transitions. In 2024, renewables made up 19% of our energy use globally. Overall, Scope 2 location-based emissions have reduced by 21% from 2019, and market-based dropped by 23% .

19% of our total energy use was from renewable sources

13 Building Research Establishment Environmental Assessment Method.
14 Leadership in Energy and Environmental Design.

Case study



Sustainable unit design and build

Our clients are increasingly applying green building standards at their sites, with many certified to industry-leading schemes such as BREEAM[13] or LEED[14].

In 2024, we trialled new Sustainable Build Standards across five markets to better measure and assess the circularity and sustainability of our projects. Helping to address both Scope 2 operational and Scope 3 capital goods emissions, the standards cover a range of criteria, including materials sourcing, resource efficiency and waste management. They are supported by a practical tool for assessing sustainability at the design stage and identifying opportunities for improvement.

In 2025, we plan to further align these standards with relevant brand partner standards and integrate them into our governance process as a consideration in reviewing and approving build projects.

"Our property teams are fully committed to working alongside our clients to meet their green build standards while incorporating circular design principles across our estate. By embedding our own Sustainable Build Standards into our design blueprints, we want to ensure sustainability is a consideration from the outset of each project."

Jo Pennycuick,
Group Head of Store Design and Formats

Reducing Scope 3 emissions: A recipe for net zero

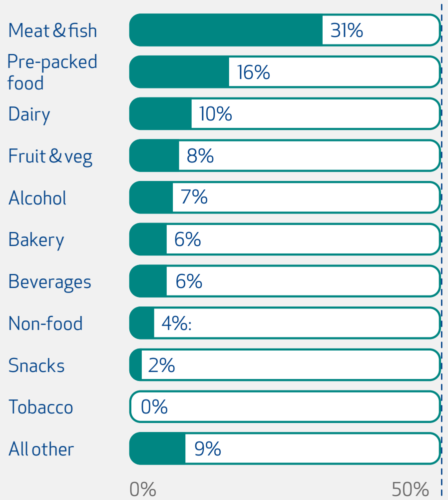
Nearly 90% of our 2019 footprint relates to Scope 3 emissions in our value chain.

Reducing these emissions is a challenging undertaking. 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.

Breakdown of 2019 base year emissions for Scope 3 purchased goods and services

Out of a total 864,556 tonnes of CO_2e



We believe that, once we have completed the work in 2025 to account for our acquisitions and for land-based emissions, these refinements will provide greater visibility of reductions from our efforts detailed below and a clearer picture of our overall progress against our targets.

Decarbonising our own brand menus

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, working with suppliers to explore novel proteins and developing more plant-forward dishes with a reduced proportion of meat or fish.

To support our approach, we partnered with Klimato in 2023. Klimato helps restaurants calculate, communicate and reduce the climate impact of their food using a data-driven, science-based approach. The Klimato platform calculates the carbon footprint of recipes, including absolute CO_2e emissions and an intensity rating (A-E) for a 400g meal. It also measures water use, nutrient pollution and land use, and provides calorie and nutritional information. In this way, we gain a comprehensive view of a dish's environmental and health impact.

After piloting Klimato in the UK and UAE in 2023, we expanded its implementation 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 processes, with plans to expand to more own brands in 2025.

In the UK, we have 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 a core part of new product and menu development, including for our autumn 2024 full menu refresh for our casual dining bars. The new menu offer had a 21% lower CO_2e impact on average compared to our previous menu offer and featured c.39% low- or very-low-carbon dishes.

See how we are **increasing healthy and sustainable choices** on page 25-26.

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, including one product in the UK that has been certified by the Vegan Society. In 2024, we continued the rollout of digital ordering kiosks, which are now operational within Burger King units in 17 markets. In the UK, we are actively collaborating with our 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. Additionally, 65% of customers surveyed during the trial expressed a high likelihood of choosing carbon-labelled dishes in the future.

In the UK, we refined our Soul + Grain range using Klimato insights, achieving a c.15% reduction in the carbon footprint of food sold while maintaining profitability. We also 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

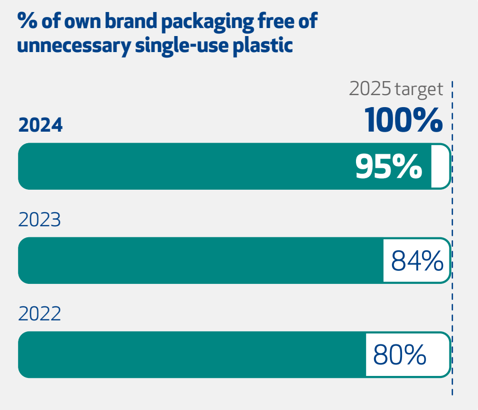
Eliminating single-use plastic

We are working to eliminate unnecessary and problematic single-use plastic across all our own brand packaging by 2025.

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

We focus on switching plastic packaging to sustainable alternatives, eliminating packaging formats altogether, and championing new plastic-free innovations.

In many of our markets, there are regulations banning certain types of single-use plastics, such as in Canada, France, India and the UK, with further regulations being implemented in countries such as Australia and Hong Kong. As these regulations are introduced, we adapt our business operations and work with our suppliers and clients to ensure a smooth transition.



Plastic-free innovations

We take a collaborative test-and-learn approach to help lay the foundations for transformation at scale.

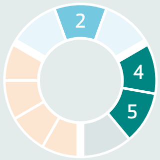
For instance, after successful trials of plastic-free hot beverage lids in Sweden, the UAE and UK in 2023, they were implemented across all our own brands in these markets in 2024, saving around 4.5 million hard polystyrene plastic lids. Further European markets are now undergoing similar trials.

We also continue to use our culinary expertise to reformulate recipes for salad dressings and sauces, to remove the need for separate containers or inserts in the first place. We are also exploring the introduction of additional self-service filling stations.

In addition, following successful feasibility testing, we have now issued comprehensive global guidance for our businesses to implement further sustainable packaging solutions in their local markets.

We understand that single-use plastic extends beyond just product packaging. In 2024, we identified an opportunity to reduce our global single-use glove use. Our purchasing and safety teams developed operational guidance to support teams to eliminate single-use gloves, where possible while still adhering to food safety standards. While there is more work to do, in 2024, we eliminated c.2.7 million gloves (c.8 tonnes) globally.

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 are working with our major packaging supplier, Bunzl Catering Supplies, to conduct a detailed assessment of our plastic footprint associated with our purchases, including packaging and other items such as gloves, cloths and bin bags. The assessment revealed that, in 2024, 41% of our purchases by weight contain plastic (-4% compared to 2023). Of this, 27% is made from recycled plastic (+7% compared to 2023). Using these insights, we are now focusing our efforts on increasing recycled content within our plastic usage.

Reusable, recyclable and compostable packaging

Alongside eliminating single-use plastic, we are finalising our transition of all own brand packaging to be reusable, recyclable or compostable by 2025.

By the end of 2024, 97% of our global own brand packaging volume met these standards.

Expanding reusables

We offer reusable cups for customers in our own brand coffee shops and, in some cases, incentivise customers with discounts for using them. This is also the case for many of our franchise brands, including Starbucks.

In our global headquarters in London, we introduced a reusable-only cup policy to our in-office AMT café in 2023, saving the equivalent of over 10,000 single-use cups in 2024.

In some European markets, reusable packaging regulations have been introduced. To respond to these, we have successfully adapted our operational set-up, where needed, such as installing additional dishwashers. Examples include our deposit return schemes in Sweden and Germany, which have been introduced across nearly 290 units.

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 are now reviewing the results and considering a further rollout, where possible.

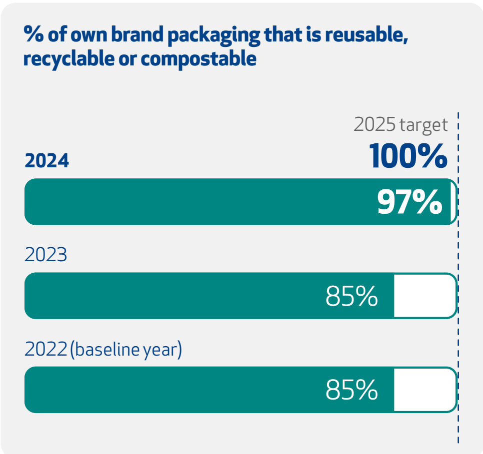
Recyclable and compostable packaging

We continue to transition to recyclable and compostable packaging across our markets, focusing on finding solutions suitable to the local waste management infrastructure.

As part of our packaging review conducted in 2023, we identified recyclable and compostable packaging solutions in several markets – based on the availability of appropriate infrastructure. We are now assisting markets in collaborating with suppliers and assessing the feasibility of new packaging innovations.

We further collaborate with clients to ensure our packaging aligns with their waste management facilities. At Dublin Airport, for example, we introduced compostable packaging, wherever possible, after our client contracted a specialist waste management company to collect and process compostable waste. In our large food hall, The Mezz, all packaging is compostable, excluding stickers.

We support our clients' efforts to make recycling or composting bins available and easily accessible at airport and railway stations. For instance, partnering with our client National Railway Company of Belgium, we installed cup recycling bins in high-traffic areas across four stations. This is part of an industry initiative called The Cup Collective – a European partnership programme aimed at recycling paper cups at scale. Between December 2022 and September 2024, these bins were used to collect and recycle over 87,000 cups.



Commitment 6

Reducing food waste

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.

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

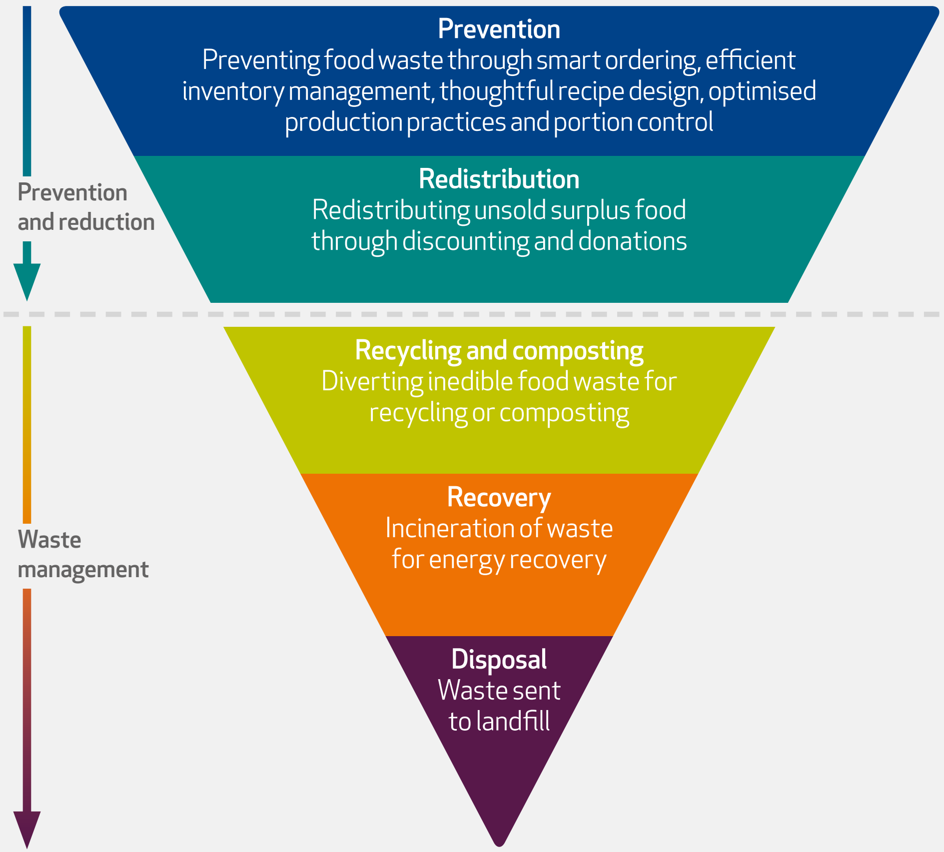
Our culinary teams actively avoid using single-use ingredients for one specific dish to prevent spoilage, and further work to make the most of each ingredient, such as repurposing surplus bread for croutons in soups and salads. We also train kitchen staff on knife skills to reduce trim waste.

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.

We are currently undergoing a global implementation of SAP inventory management systems to provide real-time data and detailed inventory analytics to help further minimise waste. By the end of 2024, SAP had been successfully deployed in Finland, Denmark, Norway and Sweden .

In 2024, our UK&I business signed up to the WRAP Food Waste Reduction Roadmap, demonstrating our commitment to contributing to UN SDG 12.3 to halve food waste by 2030.

Food waste hierarchy

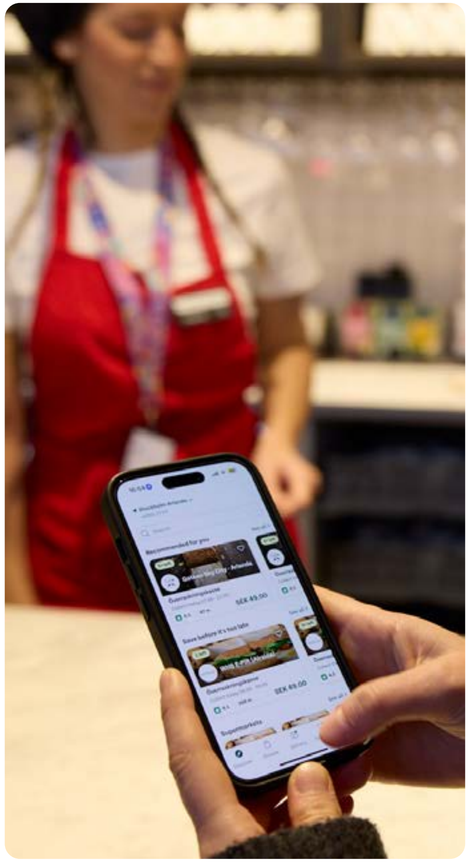


c.1,500 tonnes of food waste diverted from landfill through redistribution, recycling and composting schemes

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.

Security controls in airports mean food redistribution collections are restricted, so our efforts here focus primarily on units in railway locations.



Across 12 markets in Europe and UK&I, we work in partnership with the social impact company behind the world's largest marketplace app for surplus food, Too Good To Go. The app connects customers to restaurants and stores that have unsold food surplus at the end of the day. The food is bundled into 'Surprise Bags' that customers buy through the app at a reduced price.

Our partnership with Too Good To Go started in the Nordics in 2016, and has scaled up to cover 825 of our own brand and franchise units by the end of 2024.

In total, we have saved over two million Surprise Bags from going to waste, including nearly 850,000 in 2024. This equates to approximately 2,000 tonnes of food saved from waste, or the equivalent of c.5,500 tonnes of CO_2e avoided.

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

Learn more about our work with **Too Good To Go** on our website.

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.

Read more on how we are helping to **alleviate food poverty** on page 50.

For non-edible food waste, we focus on recycling and composting. 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 total, more than 560,000 litres of oil was recorded as recycled in 2024. This not only prevents it ending up as waste, but also contributes to a circular economy by giving the oil a new life as biofuels.

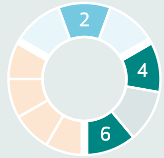
In addition, 43% of our own brand coffee units and 68% of our franchise coffee units were diverting waste coffee grounds from landfill. Through these schemes, over 47 tonnes of waste coffee grounds were saved from waste.

As we operate within client locations, in many cases, we rely on our clients to have facilities in place to segregate food waste and divert it from landfill. In 2024, 61% of our clients' sites offered these facilities.

98% of units with fryers recycle waste cooking oil

55% of units that serve coffee divert waste coffee grounds from landfill

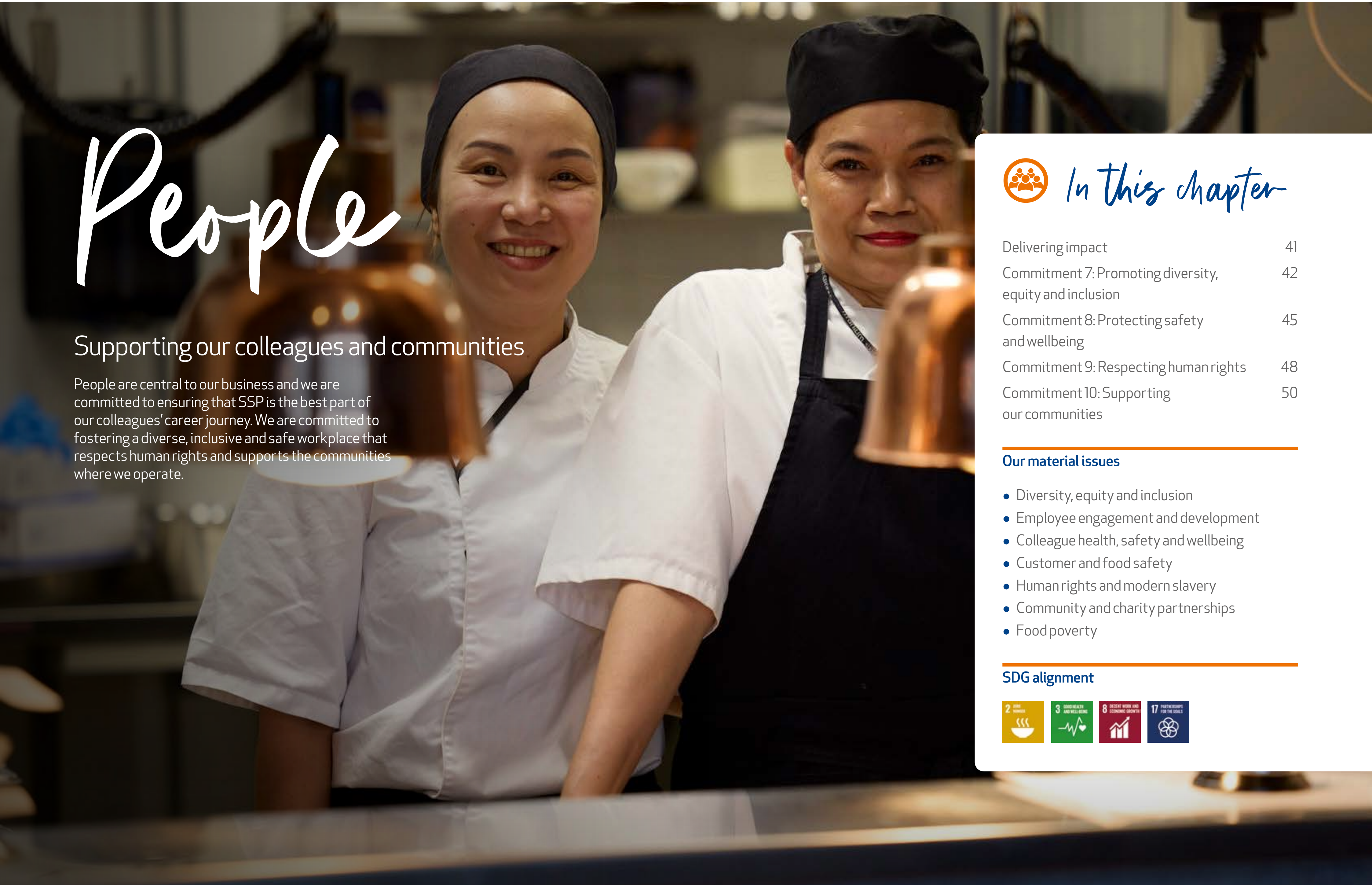
Case study



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 trial in three units of our Kamps franchise in 2023 resulted in a c.10-25% reduction in waste. Following this success, we expanded the system to c.125 units across Germany, Austria and Switzerland in 2024.

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 that is connected to our central kitchen. The system not only speeds up service, it uses a predictive model that enables us to plan fresh food and stock availability. All the orders are then delivered via a single central point in the unit.



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.

In this chapter

Our material issues

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

SDG alignment

Delivering *impact*

Our people are central to our success. So, we are investing in enhancing our people experience through focused investments to advance diversity and inclusion initiatives, develop talent and protect safety and wellbeing.

We are also strengthening our efforts to respect human rights across our business and supply chains. And, recognising our important role in the communities where we operate, we support charities to help alleviate food poverty and other local causes.

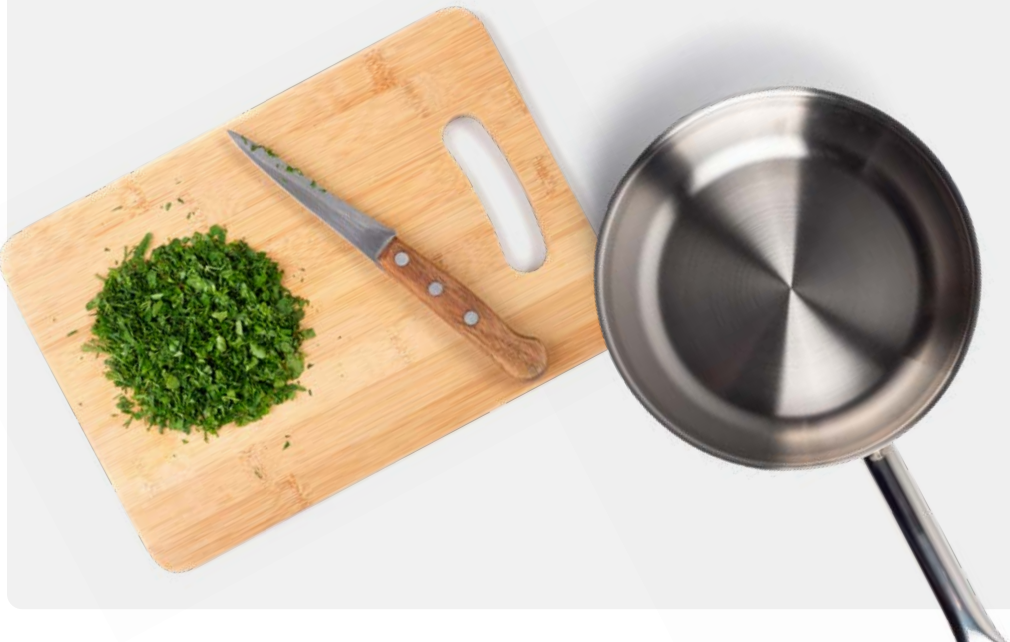
Our 2024 People highlights

- 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.

See our **yearly data performance, scope and definitions** in our Sustainability Data Book.

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

66% of high-risk contracted suppliers have undergone human rights due diligence reviews



"At SSP, we want all colleagues to feel empowered, valued and safe. I view our partnership with the team at Slave-Free Alliance as a meaningful and important step forward in this journey. As we expand our business across EEME markets and globally, I believe this partnership will help us build a fair and inclusive workplace while reinforcing our role in upholding the human rights of people across our supply chains globally."

Niki Zomeni,
Head of People, Eastern Europe & Middle East

Commitment 7

Promoting diversity, equity and inclusion

Delivering a positive people experience

Our people are our biggest and most valuable asset, so delivering a positive people experience is core to SSP.

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

In 2024, we continued to strengthen our 'Measure, Listen and Act' engagement programme, which included conducting a Global Colleague Survey with Gallup, a leader in workforce engagement. Gallup's Q12 index consists of 12 questions that assess various aspects of an employee's workplace experience, such as their level of job satisfaction, the quality of relationships with colleagues and managers and their sense of purpose at work.

Over 80% of our colleagues chose to participate, representing a 4 percentage point increase – an additional c.6,000 colleagues – compared to 2023. The overall Q12 engagement score was 3.97/5.00, a strong result that has remained consistent year-on-year.

The survey, along with follow-up listening sessions, provided valuable insights. It revealed that colleagues feel a positive connection with their team members. It also highlighted key areas for improvement, including the need for greater engagement of our unit managers. These insights informed clear action plans developed in collaboration with our Group Executive Committee and senior leaders.

We have completed deep dives with every region through 1:1 coaching with our leaders on the meaning behind the results to enable richer local action plans. A suite of tools was developed to help upskill our managers in the discipline of engagement and the daily habits it requires.

We have several additional engagement channels to listen to our colleagues. These range from works councils, trade unions, colleague networks and communities, and Group and regional town hall meetings and listening sessions. For example, we have evolved our ways of working with the European Works Council to become a more valuable two-way conversation and help explore how we can solve our sickness/absence challenges.

Engagement index score in our Global Colleague Survey

Performance KPI: Gallup Q12 engagement index score out of 5

2024	**3.97**
2023	3.98

Our Board's designated Non-Executive Director for workforce engagement (ENED), Judy Vezmar, also conducts regular listening groups with colleagues globally, feeding insights directly back to the Board.

Read more about our **stakeholder engagement** on pages 53-63 and **ENED engagement programme** on page 101 of our 2024 Annual Report.

Our values

Our values play a key role in delivering our purpose, vision and strategy by guiding our culture, behaviours and decisions. They help ensure we act in the best interests of our stakeholders, the environment and our business.

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

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

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

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

We celebrate success
Recognising and valuing everyone's achievements.

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.

Our goal is to create an inclusive workplace that fosters belonging, values diverse skills and perspectives, and reflects the communities we serve, including clients, customers and other stakeholders. 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 are proud to have achieved gender parity on our Board, exceeding the Board diversity target set by the FTSE Women Leaders Review. We also continue to meet the Parker Review Board ethnicity target. By the end of 2024, women held 39% of senior leadership roles. Our target is to achieve at least 40% by 2025.

Inclusivity is also central to our hiring strategy and we are actively building our inclusive hiring programmes globally. 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. Each region then updated its DE&I action plans and regularly reports progress to the Group Executive Committee.

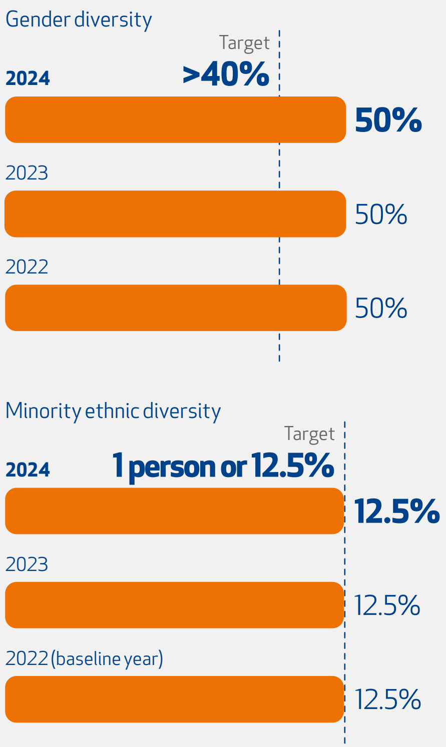
In Spain, for example, we run inclusive leadership workshops for all operations managers responsible for recruiting. While in the UK, we launched new guidance in our seasonal recruitment toolkit focusing on role design, job advert creation and how to attract and select diverse candidates.

While we recognise the benefit of monitoring and reviewing our ethnic diversity data, establishing a clear baseline for workforce diversity has been challenging. This is due to data availability and the complexities of navigating varying local laws, data privacy policies and cultural differences where we operate.

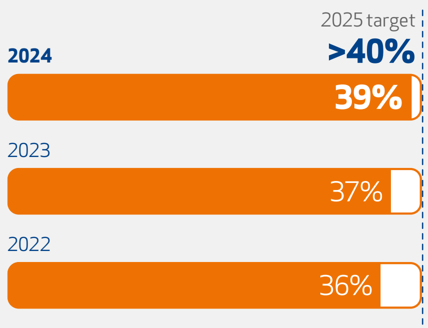
In 2024, we created an opt-in diversity self-identification survey in the UK, called 'Count Me In'. We plan to pilot this initiative in 2025, with the goal of using it as a blueprint for broader implementation across the business, where legally permissible.

Download our **DE&I and Board diversity policies** from our website.

Board diversity



Gender diversity in senior leadership



Case study

Attracting women to digital & technology roles

In 2022, women held just 26% of our digital and technology roles, highlighting the need to take action toward improving gender balance within this function.

To support this, in 2024, we enhanced our inclusive hiring practices by addressing bias in job descriptions and interviews while expanding our Women in Tech network to connect over 140 colleagues globally.

While progress still needs to be made, we saw a small increase in female representation, reaching 27% by the end of 2024.

> "The Women in Tech network is more than a community; we see it as an engine for change. Through our online and in-person events, the network aims to empower and amplify female voices, helping them build confidence, develop skills and drive career growth within the technology sector."

Selma Selman,
Portfolio Management Office (PMO) Manager and Co-Chair, Women in Tech network

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. We partner with external training providers on nationally recognised apprenticeships on sector-relevant skills in the UK. For example, 95 colleagues at Group level and across the UK and Ireland participated in apprenticeship programmes in 2024.

This year, we placed a particular focus on building strong and effective leaders. From creating and delivering a bespoke and agile high-potential leaders programme, Ignite, to designing and executing the first phase of succession planning and a user-friendly talent and succession module, our aim is to connect our leaders with their strengths, driving loyalty and high performance.

It is important that our training and development offer is accessible for everyone. We updated SSP Academy, our e-learning platform offering over 2,500 on-demand courses, certifications and resources to further support a culture of learning across our business, with enhancements like mobile accessibility and greater visibility of completion rates.

We also launched our new e-learning partnership with Big Think+ and conducted a global learning event, 'Learnchella', where we invited colleagues to join training and learning sessions covering topics from sustainability and DE&I to customer insights and food safety.

Additionally, in the Nordics, Switzerland and Austria, we partnered with Attensi, a world-renowned gamification training platform, allowing teams to learn through a series of games and competitions. In Switzerland, we saw a 25% reduction in staff turnover and an estimated saving of £107,000 in training hours following the introduction of the platform.

Our DE&I e-learning module, now in its second year and available in 17 languages, highlights the importance of DE&I and introduces our initiatives for fostering an inclusive culture.

Together

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

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

Our Global Inclusion Council guides our Group Executive Committee in delivering our Belong at SSP strategy. Chaired by Sukh Tiwana, our Chief Procurement Officer, it comprises 19 global representatives who bring invaluable experiences and perspectives. This year, we also created a local inclusion council in Australia and New Zealand.

Our formalised colleague-led networks provide a safe space to learn and share experiences. We have eight networks globally, including our Global Women's Leaders Network, UK Women's Network and a multicultural network called iVIBE. We also have networks for women in technology, menopause and LGBTQIA+.

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.

We also continue to work to raise awareness of DE&I through global campaigns and events; for example, International Women's Day and Pride celebrations.

Case study

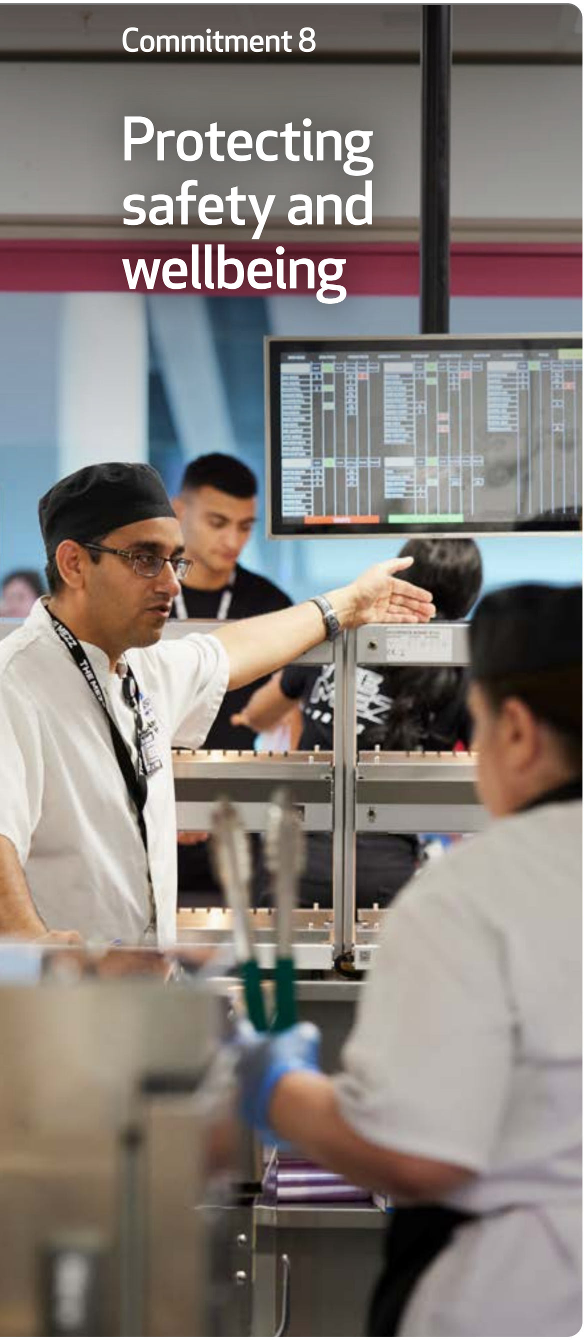
Promoting social mobility

As a global employer, we believe we have a responsibility to create pathways for employment and upward mobility in the hospitality industry. We do this through a mix of training, apprenticeship and scholarship programmes. We also partner with local organisations to provide opportunities for people from disadvantaged backgrounds.

For example, in the UK, we partner with Ignite Youth to engage and support disadvantaged and marginalised young people, as well as Ambitious about Autism to support people with autism and Only a Pavement Away to assist people experiencing homelessness.

In India, TFS provides job opportunities for people who are speech and hearing impaired. Their Chefs for Good initiative also provides vocational training in culinary skills for young people from disadvantaged backgrounds.

Mariah De Jonge, participant in the SSP Ignite Youth Day, has since joined our UK&I business as Corporate Communications Executive



Commitment 8

Protecting safety and wellbeing

Safeguarding our colleagues and customers

Ensuring the safety of our food, colleagues, customers and the public is of paramount importance at 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. In addition, our **Supplier Code of Conduct** sets out our expectations for our suppliers regarding product quality, food safety and people safety.

Local markets manage people, food and fire safety in line with local regulations and best practices, with oversight from the Group safety team, which helps to standardise procedures and serves as a central hub for coordination, reporting and support.

Our Group Safety Committee oversees the implementation of our Group Safety Policy and Framework. In addition, our Group Safety Forum, composed of over 38 safety leads from our markets, facilitates the sharing of best practice and ensures consistent and effective implementation of policies and standards across regions.

Each month, all safety incidents and metrics globally are reported to the Board and the Group Executive Committee.

We continue to strengthen our global safety strategy, focusing on improving our global standards and compliance, and enhancing our capabilities through training and digital systems.

This approach is supported by our C.A.R.E. principles:

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.

By the end of 2024, our global average Lost Time Incident Frequency Rate (LTIFR)[15] was 1.43, below the Travel & Hospitality Industry standard of 2.5.

We are also leveraging digital partners to support reporting and continuous improvement. For example, in Australia and New Zealand, we began a trial with SafetyCulture, a global organisation that provides mobile-based safety reporting, to implement daily opening and closing checklists, incident reporting and unit cleanliness inspections. In our trial sites, this has resulted in compliance rates increasing to nearly 100%.

As part of our annual global compliance programme, this year we introduced a new global assessment to evaluate each market's compliance against our global safety standards and key metrics. This process provided valuable insights for shaping market-specific action plans for 2025.

Our units also undergo various external audits, including those conducted by local authorities, accreditation schemes and external auditors, including those requested by our brand partners.

While individual incident investigations and audit results are managed locally by each country, the Group safety team is notified of all incidents. This centralised oversight enables us to identify trends across the organisation and promote cross-market collaboration. For instance, after noticing a series of incidents while commuting, our Malaysian market launched a local campaign focused on commuting safety. This initiative was subsequently shared with other markets facing similar challenges.

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

People and fire safety

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.

Rail and motorway locations present a heightened risk of physical violence against our team members. Following a serious incident in 2023, we initiated a trial of bodycams at seven locations in the UK in 2024. The trial included training for colleagues in de-escalation techniques and the introduction of in-store signage to deter aggressive behaviour. Once the trial is complete, we will assess the outcomes and consider expanding the initiative to additional high-risk sites in the future.

In our motorway service units in Germany, we have implemented additional safety measures, including the installation of safety alarm buttons to provide real-time emergency alerts and improve incident response times.

Food safety

Food safety is critical to protecting consumer health, maintaining trust and ensuring the quality and integrity of our products. Our primary focus includes preventing foodborne illnesses and managing allergens effectively.

While food safety standards and practices may vary due to local legislation, our global compliance programme aims for uniformity across the Group. This is aligned with the internationally recognised Hazard Analysis and Critical Control Point (HACCP) management system for food safety. This includes food temperature monitoring, rigorous cleanliness and sanitation practices, as well as adherence to local allergen and nutritional standards as routine procedures.

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.

In 2024, our Group safety team conducted support and validation visits with 16 markets.

We run regular safety campaigns to promote best practices and encourage workplace safety dialogue. Each month, we focus on topics like pest control, manual handling and incident reporting. These campaigns, developed at Group level and implemented locally, include posters, activity ideas and discussion questions to drive engagement.

World Safety Day and World Food Safety Day are key events in our annual calendar. In 2024, the World Safety Day theme centred on the impact of climate change, focusing on changes in pest species, life cycles and food safety challenges due to extreme weather. The theme for World Food Safety Day – 'Preparing for the Unexpected' – addressed crises that can threaten food safety such as foodborne illness outbreaks, power outages and natural disasters.

Through our global campaigns, executed locally, we equipped our teams with the knowledge and tools to navigate the impact of these issues.

Alongside the release of our new safety video, we rolled out a new safety induction training module to our office-based Group colleagues. We plan to make this available in additional languages, enabling rollout to other markets.

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 nearly 1,700 colleagues and registering nearly 2,500 hours of playing time in 2024.

Our online safety community has grown to include over 270 global members, providing a space to share news and success stories, helping to strengthen our global safety network.

SSP SAFETY
I care, You care, We care

Promoting wellbeing at work

By adopting a holistic approach, we are committed to supporting the mental, physical and financial wellbeing of our colleagues.

In 2024, all our markets had colleague wellbeing programmes in place, tailored to local needs and circumstances, with the exception of one new market entry for 2024, where we are in the process of establishing initiatives.

In total, 31 markets have comprehensive initiatives covering physical, mental and financial wellbeing. The remaining five markets have at least one type of wellbeing programme in place.

Accessing assistance when it's needed most

Our employee assistance programmes provide our colleagues with on-demand access to a range of wellbeing support services and resources. These include counselling services and mental health support, as well as access to discounts and financial planning services. Many of our markets also provide additional initiatives that go beyond these core offerings.

To further support mental wellbeing, our markets offer a range of initiatives, including expert-led seminars, masterclasses and workshops on key topics such as wellness, stress management, nutrition and overall health. These educational opportunities are often complemented by practical sessions, such as guided meditation, yoga and massage therapy.

We also offer a wide range of initiatives to support physical wellbeing. These include access to medical check-ups and health insurance in several markets. Physical fitness is encouraged through free or discounted gym memberships, fitness classes and participation in organised events such as walkathons and running or sporting challenges. Additional initiatives, such as desk yoga, stretching exercises and cycle-to-work schemes, further contribute to our colleagues' physical health and wellness.

Supporting financial wellbeing is also central to our approach. Several markets have ongoing partnerships with organisations that provide support for financial planning, budgeting and debt management, such as Salary Finance, Retail Trust and Salary Extras.

Globally, we support our colleagues with a range of affordable food offers in each market. These can include free meals on shifts, meal allowances, discounts of up to 50% on food and drink from our units, discounts for friends and family and access to discounted surplus food through our partnerships with food saving apps like Too Good To Go.

84% of markets have comprehensive programmes covering physical, mental and financial wellbeing

Local programmes, global support

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

Each year, we run a global campaign for Mental Health Awareness Month in May. In 2024, we focused on providing tools and resources around building resilience, movement, financial wellness and nutrition, enabling colleagues to develop a personalised wellbeing toolkit.

In November, we actively support 'Movember', encouraging both men and women across our business to engage in conversations about men's mental health and cancer.

Our colleague-led networks are also integral to promoting wellbeing and resilience. For instance, our Menopause Network in the UK provides valuable support and resources for colleagues experiencing menopause.

Commitment 9

Respecting human rights

Our commitment to 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 **Human Rights Policy** and **Supplier Code of Conduct** (Supplier Code) set out our global standards, commitments and expectations for all our business operations, colleagues and suppliers to adhere to and work towards. Our commitments cover, but are not limited to, the prohibition of modern slavery, forced labour, child labour and discrimination, as well as respect for freedom of association, providing a safe and healthy working environment and ensuring all workers are treated with dignity and respect.

We are working to ensure we have appropriate controls in place for managing, mitigating and remedying human rights risks and impacts. And we strive to comply with the internationally recognised code of labour practice, the Ethical Trading Initiative (ETI) Base Code.

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

Karl Geisler, Group Supply Chain Sustainability Manager

Training and awareness-raising

To make our policy commitments a reality, our Colleague Code of Conduct 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.

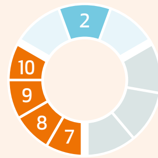
To reinforce these measures, we launched a dedicated 'Speak Up!' campaign in 2024 aimed at increasing awareness of our whistleblowing procedures and to address underreporting. This campaign has successfully resulted in an increase in reports through our Speak Up channels. We plan to use these insights to better understand colleague concerns and drive continuous improvement in our management of human rights.

In addition, all senior managers globally are required to complete mandatory modern slavery training as part of their induction. In 2024, we maintained 100% compliance with this requirement. In 2025, we will launch a strengthened human rights training programme, reaching a larger proportion of colleagues and tailored to be more specific to real life business scenarios.

Our new Human Rights SharePoint Hub, launched in October 2024 to coincide with Anti-Slavery Day, provides a range of resources for our colleagues and will be updated regularly.

100% of our senior managers have completed modern slavery training

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. As a key first step, SFA conducted a Group-wide gap analysis of 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 are now developing an action plan for implementation in 2025 with the support of SFA.

"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

Safeguarding human rights in our operations and supply chain

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.

These assessments draw on external sources, such as reports by the International Labour Organization (ILO) and the Global Slavery Index, and consider inherent risks based on the country and sector, as well as actual risks identified through due diligence procedures.

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. This included reviewing labour agency due diligence procedures, conducting interviews with a sample of migrant workers and inspections of workers' accommodation. 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 for our supply chains

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.

Contracted suppliers include suppliers for our own brands, as well as those for our franchise brands, where we have control over the selection and contracting. In some cases, our brand partners stipulate we use their contracted suppliers, in which case they are subject to our brand partners' own policies and due diligence procedures.

We expect our contracted suppliers to become members of Sedex and, through the perform, we carry out our key due diligence steps as follows:

Step 1: Assessing inherent risk

We conduct risk assessments on all our contracted suppliers globally using the 'radar' risk assessment tool in the Sedex platform. This considers inherent country and sector risks for human rights, health and safety, and labour standards, alongside supplier-specific information.

Step 2: Assessing management competency

Suppliers identified as 'high risk' in step 1 are asked to complete the Sedex self-assessment questionnaire. 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.

Step 3: Conducting an on-site audit

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 (WCA) audit.

Due diligence findings

Our risk assessments have identified 218 high-risk contracted suppliers and we have completed due diligence reviews on 66%, including 71 in 2024.

In 2024, we found no major non-conformance issues relating to child labour or modern slavery. The audits did, however, identify some non-conformances, primarily relating to emergency evacuation measures, systems and processes, record-keeping, and maintenance and inspection of machinery. For all issues identified, we reviewed the suppliers' corrective actions to ensure they were addressed in the agreed timescale.

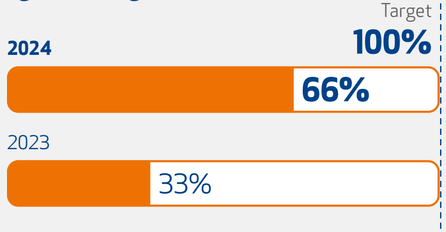
In 2025, we will continue reviewing all high-risk contracted suppliers, with the aim to ensure 100% are reviewed within a three-year cycle.

Mitigating risks at source

Many of the human rights risks in our supply chain relate to the upstream farms and fisheries where the commodities are produced. As we have limited direct farm or fishery-level sourcing, we rely on independent product certifications, such as Fairtrade or the Marine Stewardship Council (MSC).

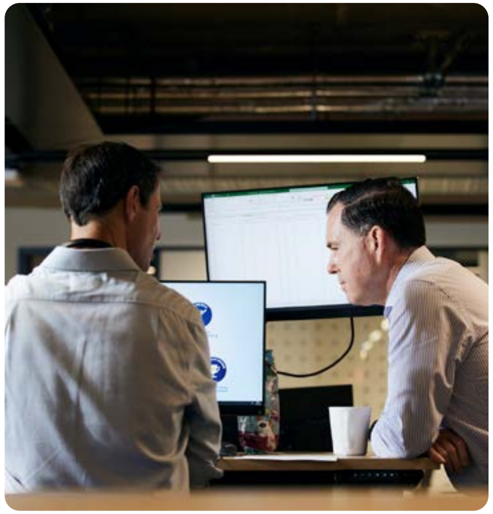
For example, MSC-certified fisheries are required to report publicly on the measures they are taking to address forced and child labour. An entity convicted of forced or child labour is removed from any MSC-certified fishery.

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



Learn more about our human rights due diligence in our **Modern Slavery Statement** on our website.

Read more about our approach to **sourcing sustainably and certified ingredients** on pages 27-28.



Rob Strang, Head of Central Procurement, and Tom Ward, Director of Capital Projects

Commitment 10

Supporting our communities

Helping alleviate food poverty in our communities

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

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.

In France, we support Action contre la Faim (Action Against Hunger). In 2024, our colleagues took part in a sports day, raising over £5,300 for the organisation.

In Canada and the USA, we continued our national partnerships with the Canadian Food Banks Network and Meals on Wheels America, and raised funds through customer micro-donations with Round It Up America.

In India, our JV, TFS, 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' initiative focuses on the first 1,000 days of a child's life, as well as educating and empowering adolescent girls and pregnant and breastfeeding women to help ensure proper nutrition and lifelong health. This initiative has benefitted over 100,000 people in tribal communities since 2022.

TFS's foundation has also empowered rural women in India by creating over 2,000 kitchen gardens, providing fresh produce and enhancing food security. In total, 300 families have been supported to earn additional income from goat rearing, while 740 farmers engaged in multi-cropping and nutri-plots, boosting yields and improving diets.

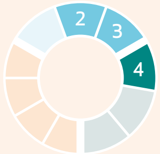
In 2024, we donated over £37,000 worth of collected food items to our charity partners. This included a food drive in Australia for the Romero Centre, contributions to Vær så god Matutdeling Råholt in Norway; and, in Singapore, both fundraising efforts and food donations from our colleagues to support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

In the UAE and Bahrain, we continued supporting low-income communities during Ramadan, distributing c.3,000 iftar meals in the UAE with Zayed International Airport and c.300 meals in Bahrain with the One Heart Foundation. Additionally, in Bahrain, we sell 'Smiley Cookies', donating 15% of the proceeds to the Bahrain Red Crescent Society.

See how we **donate surplus food to support our communities** on page 39.

£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 and auction 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 can try to maximise people's income by helping them access all 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

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 or vulnerable groups and health-related causes, such as cancer.

For example, to support environmental and biosiversity conservation, in Spain, we expanded our point-of-sale micro-donations programme with Zero Impact, raising money to help Spanish farmers adopt sustainable agriculture practices that restore nature and support food security. In 2024, the programme was live in 28 units, raising over £8,000.

In France, we continued our sponsorship of beehives through our collaboration with Un Toit Pour les Abeilles (A Roof for Bees). While in India, our TFS colleagues volunteered more than 1,100 hours as part of clean-up drives in cities where we operate. They also dedicated 110 hours to planting over 10,000 fruit saplings across the country – helping to enhance biodiversity and provide nutrition for local communities.

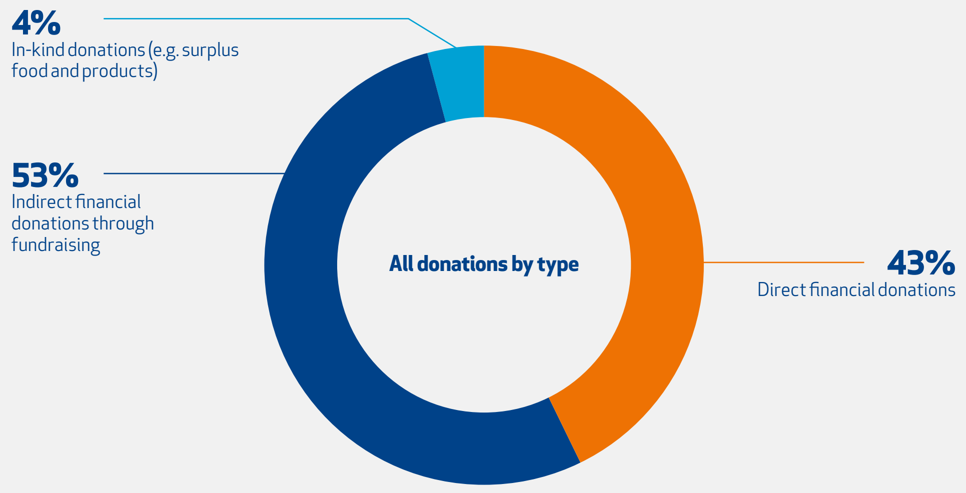
Several markets support organisations that assist disadvantaged or vulnerable groups. For example, in Luxembourg, Switzerland and the Nordics markets, we fundraised over £18,000 for SOS Children's Villages, which supports children separated or at risk of being separated from their families.

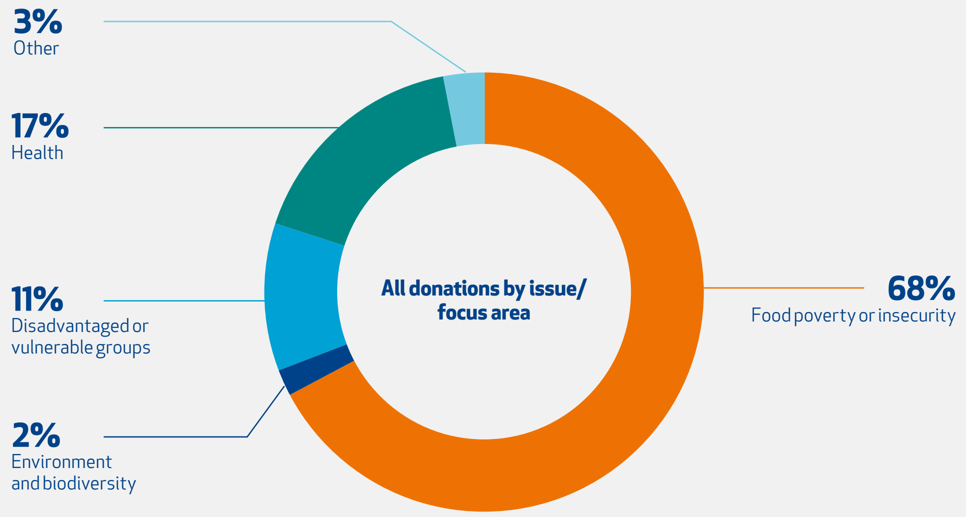
In Sweden, we continued our support for Trygga Barnen's Christmas appeal, donating gifts for disadvantaged children in their network. In the Philippines, our teams volunteered and provided school supplies to disadvantaged children in remote schools in Olango Island, while in Spain, we actively supported Fundación Adecco, donating to and participating in the annual Carrera de las Capacidades (Skills Race) and Semana de la Discapacidad (Disability Week).

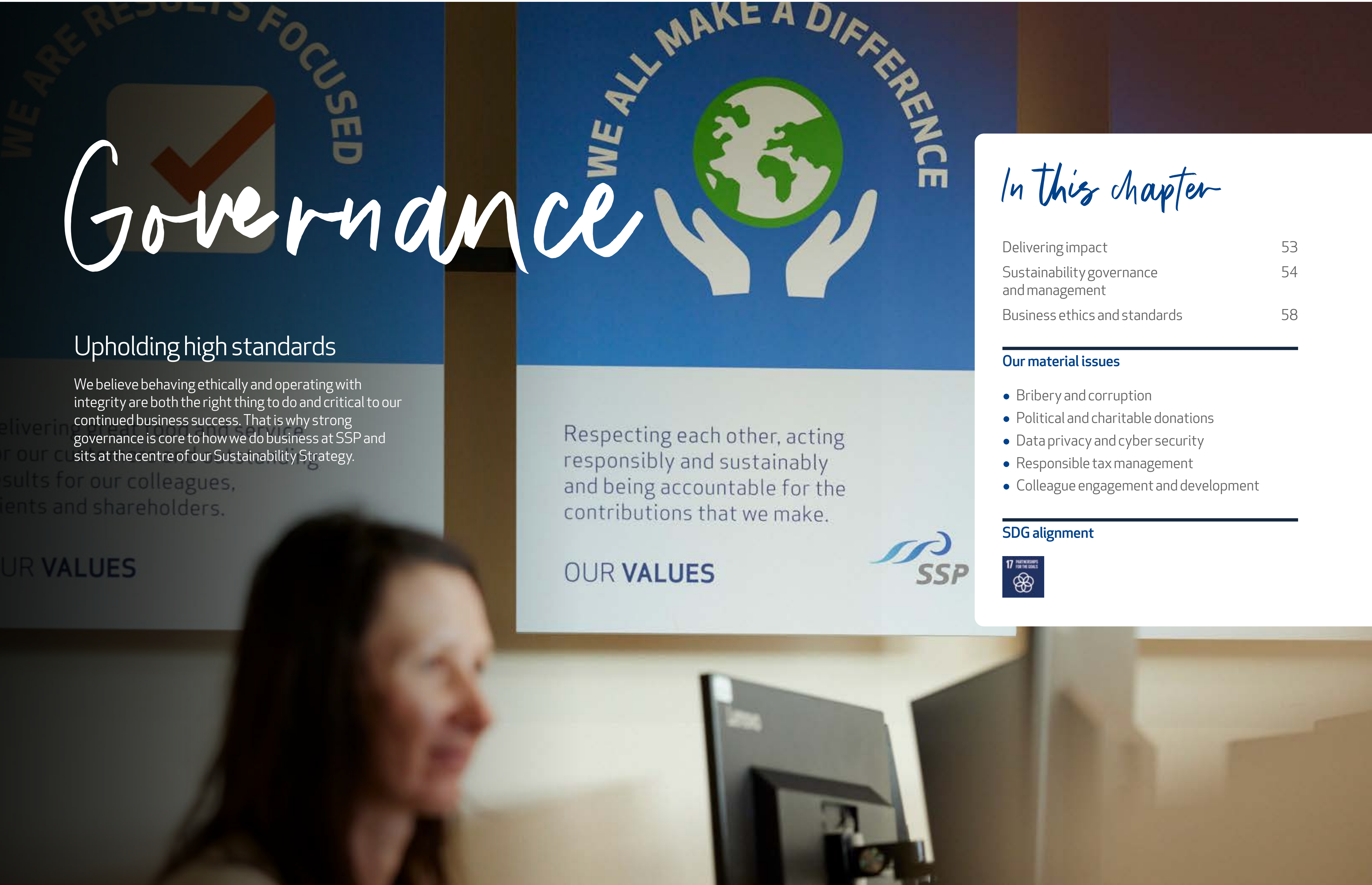
In the area of health, we support several cancer-focused charities. For example, in the UK, we have supported Macmillan Cancer Support, the UK's leading cancer care charity, since 2018. In that time, we have raised over £1.2 million for the charity. In 2024, through our in-store collection jars and colleague fundraising, we raised more than £127,000 to support their mission.

In Cyprus and Greece, we donated nearly £7,000 to various cancer-related charities, such as Europa Donna and Rhodes for Life. In Ireland, we raised over £4,000 for Irish Cancer Society, in Norway, we continued our support of Widerøe's 'The Dream Flight' for children diagnosed with cancer and their families, while in the UAE, we support Operation Smile to provide world-class cleft care to children with cleft conditions.

In the UK, as part of our annual Christmas giveaway, our SSP Foundation also donated £1,000 grants to 100 charities nominated by our colleagues.







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.

In this chapter

Our material issues

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

SDG alignment

17 PARTNERSHIPS FOR THE GOALS

Delivering *impact*

We have established clear governance and management structures to ensure accountability for our Sustainability Strategy from the Board level to each of our markets, guided by a comprehensive suite of policies and procedures.

To support this, we are empowering our people with the knowledge and skills needed to achieve our strategy, targets and net-zero ambition.

This approach ensures a balance of specialist sustainability knowledge and clear operational responsibilities to help embed sustainability into our daily operations and decision-making processes.

Our 2024 Governance 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.

See our **yearly data performance, scope and definitions** in our Sustainability Data Book.

A message from our Board Chair

On behalf of the Board, I want to extend a heartfelt thank you to the Group Executive, the sustainability team and everyone at SSP for their unwavering dedication and commitment to our purpose of being the best part of the journey.

This year, we've had the privilege of engaging directly with a diverse range of stakeholders, including investors, clients, JV partners and colleagues. We've also received valuable updates from senior leadership on broader stakeholder engagement activities. These interactions are crucial in ensuring we consider all perspectives in our decision-making.

We've tackled several important sustainability topics too, such as human rights, greenwashing risks and animal welfare. Our Group Head of Sustainability provided a thorough assessment of the external sustainability landscape, highlighting emerging impacts, risks, opportunities and upcoming ESG-related regulations.

We also held an in-depth session to monitor our progress against the Group's commitments and targets, and to discuss strategic plans for the next two years.

Updates from our regional CEOs also gave us valuable insights into the unique sustainability challenges and opportunities across different geographies.

Having been closely involved in developing SSP's Sustainability Strategy from the beginning, I am particularly encouraged to see our efforts over the last three years translating into meaningful progress.

We're not just achieving quick wins; we're deeply embedding sustainability into our operations, customer propositions and client engagements. This approach is helping us manage risks more effectively while also delivering commercial benefits in the short and medium term.

Mike Clasper,
Chair of SSP Group plc,
December 2024

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, as detailed on page 55, identifies clear roles, responsibilities and accountability at all levels of the organisation.

Board of Directors

The Board oversees and reviews our Group Sustainability Strategy, targets and performance at least twice a year, monitoring and challenging our approach while considering ESG and climate-related impacts, risks and opportunities.

Group executive

Our Group CEO is accountable for the delivery of our Sustainability Strategy, with our regional CEOs accountable for its implementation across their regions.

Our Corporate Affairs Director, serving as our executive lead for sustainability, oversees the management and execution of the strategy. All Group Executive Committee members share accountability for implementing and achieving the Sustainability Strategy and targets in their respective functions.

Group management

Led by our Group Head of Sustainability, our Group sustainability team is responsible for the development of our global strategy and coordinating its implementation.

Now in its third year, our Group Sustainability Steering Committee, chaired by our Group Head of Sustainability, includes members of leadership teams responsible for specific targets and focus areas. These members come from Procurement, Commercial, People, Digital, Legal and Finance functions.

Meeting quarterly, the Committee is responsible for developing functional programmes, issue-specific strategies and working groups while overseeing, supporting and coordinating the delivery of the Sustainability Strategy and targets across the business.

Our Non-Financial Reporting Steering Committee, formerly the Climate-Risk Steering Committee, is chaired by the Group Head of Financial Reporting. The Committee includes senior leaders from our Risk, Finance, Legal, Company Secretariat, Sustainability, People and Procurement functions.

Meeting monthly, the Committee oversees sustainability risk, including climate-related risks and opportunities and non-financial reporting requirements. This covers existing requirements, such as the Task Force on Climate-related Financial Disclosures (TCFD), and our response to evolving regulations, such as the EU Corporate Sustainability Reporting Directive (CSRD), the International Sustainability Standard Board's (ISSB) IFRS Sustainability Disclosure Standards and expected UK equivalent.

Regional management

Dedicated regional and market sustainability leads, steering committees and working groups are responsible for overall delivery of the Sustainability Strategy and targets at regional and market level. Twice a year, each market submits performance data against our targets, key metrics and initiatives.

Tom Flinn, Group Legal Director, and Iain Calton, Group Head of Financial Reporting

Our governance and management structure

Board of Directors

Sets and reviews the Sustainability Strategy and targets, monitors and challenges our approach and performance, and considers sustainability, ESG and climate impacts, risks and opportunities.

Board Committees

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

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

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

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

Group Executive Committee

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

Operational Committee

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

Sustainability Steering Committee
- Oversees delivery of the Group Sustainability Strategy and targets.
- Considers sustainability impacts, risks and opportunities.

Non-Financial Reporting Steering Committee
- Oversees non-financial reporting requirements and regulations.
- Oversees alignment with TCFD recommendations.
- Considers the impact of climate-related risks and opportunities.

Global Inclusion Council
- Oversees delivery of the Group's Diversity, Equity and Inclusion (DE&I) Policy and framework.

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

Group Head of Sustainability and central team

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

Regional and country sustainability leads and working groups

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

Understanding what matters most to our stakeholders

Listening to our stakeholders helps us better understand their views and concerns while enabling us to respond to them appropriately.

We engage with a wide range of our stakeholders at local, regional and global levels – with examples of engagement activities in 2024 included throughout this report. We keep our Board informed of stakeholder views and, each year, they conduct a review to evaluate the effectiveness of our engagement mechanisms.

Our Board also has an ongoing programme of direct stakeholder engagement. This includes site visits, meetings with our Board Chair, Mike Clasper, and listening sessions and activities led by our designated Non-Executive Director for workforce engagement (ENED), Judy Vezmar.

This approach provides valuable input into, and feedback on, our strategic approach and helps ensure we take stakeholder views into account in our decision-making.

Find full details of our **stakeholder engagement** in our 2024 Annual Report on pages 53-63.

Identifying our material issues

We conducted our last detailed materiality assessment in 2022, when we worked with a specialist third-party to identify, assess and prioritise the most important issues for our business and our stakeholders. This drew on our wide range of stakeholder engagement channels from across our global business.

The materiality 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.

Working in partnership

At SSP, 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.

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.

Our 2024 partners

Multi-stakeholder groups

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

WiHTL Diversity in Hospitality Travel & Leisure

FUTURE FOOD MOVEMENT

UN GLOBAL COMPACT

Strategic partners

foodforecast

GREEN RESTAURANT ASSOCIATION

Klimato

olio

ONLY A PAVEMENT AWAY STABILITY THROUGH EMPLOYMENT

RECUP

Sedex

THE CUP COLLECTIVE

THE WASTE LAB

TOO GOOD TO GO

Vytal Das Mehrwegsystem.

Key pledges and commitments

LEAD Network

Origin Green Ireland – An initiative by BORD BIA Irish Food Board

SCIENCE BASED TARGETS | THE NET ZERO STANDARD

WRAP

Building our expertise

We are developing a global workforce equipped with the knowledge, skills, passion and operational responsibilities necessary to help us deliver our Sustainability Strategy, targets and net-zero ambition.

Our Group Sustainability team, led by our Group Head of Sustainability, helps develop, define and deliver our global strategy. This team functions as a centre of expertise, offering direction and technical support to our network of sustainability leads in central functions, regions and markets.

In the UK&I, APAC and EEME regions, we have dedicated regional heads of sustainability. In Continental Europe and North America, sustainability leads are integrated into purchasing, culinary and commercial roles. This approach helps ensure a balance of specialist sustainability knowledge and clear operational responsibilities.

Shakera Siddiky, Group Senior Sustainability Manager, and Hayley Wright, Group Sustainability Manager

Engaging and upskilling our global team

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.

In 2024, we conducted two sustainability data collection cycles – one at half year and another at year-end – which are typically our largest engagement activities of the year. As part of this effort, we held four live online training sessions for over 50 colleagues across our markets and provided comprehensive guidance, resources and support on sustainability and GHG reporting. While the year-end cycle focused on evaluating our progress against our targets, the half-year cycle enabled engagement with market teams to address challenges, review initiatives and explore systems and resources needed to advance our 2025 targets and future goals.

Our online Sustainability Learning Hub is regularly updated with new guidance, tools, resources, videos, webinars and presentation recordings. This includes guidance pages on key initiatives and topics, such as on our People & Planet Menu Framework and Klimato partnership. In addition, our sustainability training video, available in 19 languages, is included in all induction sessions for new colleagues to introduce our strategy, commitments and targets.

In 2023, we rolled out a gamified sustainability training module in Norway to help train colleagues on our Sustainability Strategy. Through bite-sized lessons and a scoring system, the training emphasises practical actions to help make sustainability part of our everyday work. Already live in Iceland, we plan to expand the rollout to additional European markets in 2025.

We are also members of the Future Food Movement (FFM), a global business network that connects and supports the food and drink industry to work towards a climate-smart, healthier future. Through the network, our sustainability team members have access to FFM's extensive learning and industry engagement programme.

Case study

Leveraging local best practice across our global business

With operations in 37 countries, we recognise the unique opportunities that cross-market collaboration and knowledge sharing between our local teams can provide to advance our sustainability agenda.

To complement our sustainability learning programme, 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. In addition, 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. While our global sustainability community on our Microsoft Viva Engage platform enables colleagues to connect, share ideas and best practices or ask questions. By the end of 2024, the community had nearly 200 members globally.

Business ethics and standards

Our policy commitments

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

Our global policies form the backbone of our approach. Our 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.

Our policies are reviewed every two years to ensure they remain effective and to keep pace with internal and external developments. Since our comprehensive policy review in 2023, we have updated or introduced seven policies, including our new Responsible Marketing Principles.

See our **policy table** in our Sustainability Data Book or download **our policies** from our website.

Preparing for new and emerging ESG regulation

Increasing ESG regulations are being enacted around the world, aiming to increase corporate accountability and transparency around key environmental and social risks and impacts.

These include regulations that will impact our global business at Group level, such as the EU Corporate Sustainability Reporting Directive (CSRD), the EU Corporate Sustainability Due Diligence Directive (CSDDD) and the proposed UK Sustainability Reporting Standards. While regulations like the EU Deforestation Regulation (EUDR) will impact multiple subsidiaries.

Numerous national-level regulations are also being enacted or proposed and, as our business grows or we enter new markets, we are becoming subject to existing regulations, such as the Australia Modern Slavery Act.

To help ensure we continue to meet our Group obligations, we have evolved our existing Climate Risk Steering Committee into a new Non-Financial Reporting Steering Committee to help monitor and respond to these regulations.

While each market is responsible for monitoring and implementing relevant controls and reporting structures, our Group legal, sustainability and purchasing teams provide guidance, sharing best practice and leveraging experience from other markets. As part of this, we have partnered with a specialist consultancy to conduct regular ESG regulatory horizon scanning. This will help provide an 'early warning' system to better integrate preparations into our strategic plans and processes.

"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 approach to key governance issues

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

We have established policies for each of these issues, implemented, managed and monitored by our Group Legal, Tax, Digital and Technology and Privacy functions, who also advise the Board on compliance.

All management colleagues must complete mandatory compliance training during induction and annually, covering bribery, corruption, data privacy, cyber security, whistleblowing and Group Authorisation Procedures.

90% of assigned compliance training courses were completed

Alice Bulfini, Privacy Programme Manager

Anti-bribery and corruption

We are committed to conducting our business with the highest standards of integrity. Our **Anti-Bribery and Anti-Corruption (ABC) Policy** reflects our commitment to the prevention, deterrence and detection of bribery and corruption in any form across all our operations and business relationships. The policy covers key risk areas such as gifts and hospitality, facilitation payments, political and charitable donations, due diligence requirements and interactions with third parties, including key associates and high-risk third parties.

Through clear guidelines and ongoing training, we ensure that our colleagues and partners understand their responsibilities in preventing, detecting and reporting any instances of bribery and corruption.

To further support this, we operate a confidential Speak-Up channel, empowering individuals to report concerns without fear of retaliation.

Political donations

Our ABC Policy also covers our approach to political donations. It strictly prohibits political donations or contributions made with the intent to gain any business advantage.

Any political donation or contribution made on behalf of any Group company requires prior authority from the Deputy Group CEO and CFO and the compliance team in line with Group Authorisation Procedures. All approved donations are publicly disclosed, ensuring transparency and accountability.

Each market maintains a register of political donations, which is submitted to the Group Compliance function as part of our anti-bribery reporting process.

Data protection and privacy

To help our company comply with privacy and data protection laws and respecting the privacy of our customers, colleagues and other individuals, we collect minimal information and use it in a fair and transparent way.

Our Global Privacy Strategy details our commitment to implement leading data protection standards and how these are to be embedded across all Group businesses. It includes an accountability and oversight framework, which allows each market to account for local data protection laws.

Our Group Privacy Steering Committee (GPSC), comprising key members of the Global Executive Committee, is responsible for overseeing the delivery of the strategy and reporting any material risks to the Group Risk Committee. Reporting into the GPSC, the Global Privacy Office manages day-to-day implementation of privacy practices and is supported by privacy champions within each business function. In addition, our Privacy leads in each region or market help ensure data protection implementation and compliance throughout our global organisation.

Cyber security

We are committed to ensuring we have the appropriate processes and controls in place to identify and manage cyber risk.

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

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

Responsible tax management

Our **Tax Strategy**, available on our website, defines our approach towards tax planning as one of responsible compliance and low risk that creates value for all stakeholders by driving sustainable results and avoiding reputational risk. It is reviewed and approved by the Board annually.

Our Prevention of the Criminal Facilitation of Tax Evasion Policy reinforces our approach to tax evasion and its facilitation. Applicable to all colleagues, contractors and third parties, the policy ensures compliance with global tax laws and regulations.

Learn more about our **corporate governance** in our 2024 Annual Report on pages 88-160.

Find our **GRI and SASB indices** in our Sustainability Data Book.

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