SSP The Food Travel Experts

SSP Group plc | Continental Europe Sustainability Summary

Our journey

to a sustainable future

Read the SSP Group 2023 Sustainability Report:

foodtravelexperts.com/sustainability

Welcome
to our Continental Europe Sustainability Summary

About SSP

We are the food travel experts. We design, create and operate food and drink outlets in locations where people are on the move. As part of the SSP Group, which is present in 37 countries globally in 2023, we are a leading food and beverage provider in travel locations across Europe.

Whether our customers are flying abroad on holiday or commuting to work by train, we are committed to making their food and drink experience the best part of the journey. It is this purpose that drives our strategy and culture as an organisation, and drives our Group aspiration to be the world's best travel food and beverage company.

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

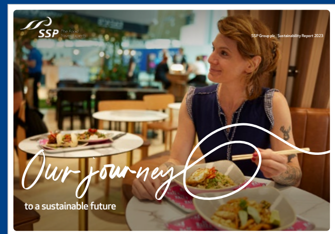
About this Summary

This report is a summary of the SSP Group Sustainability Strategy and commitments and shares our progress specifically for our Continental Europe region.

Continental Europe includes DACH (Austria, Germany and Switzerland), FRABELI (France, Belgium, Luxembourg and Italy), NORDICS (Denmark, Estonia, Finland, Iceland, Norway and Sweden) and Spain. The following European markets where SSP operates are excluded as these are part of different regional reporting structures: Cyprus, Greece, Hungary, Ireland, the Netherlands and the UK.

The report details information about our Sustainability Strategy and performance covering the 2023 financial year from 1 October 2022 to 30 September 2023. All references in this report to target dates, base years and performance relate to our financial year end, unless otherwise stated.

Read the SSP Group **Sustainability Report 2023** for detailed information on our Sustainability Strategy and performance
foodtravelexperts.com/sustainability



Download the Group **Sustainability Data Book** for comprehensive data disclosures
foodtravelexperts.com/sustainability

Annual Report 2023 provides details of our Group Strategy and performance
foodtravelexperts.com/investors/annual-report

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A message from our CEO for Continental Europe

The best part of the journey

At SSP, sustainability is a key strategic priority and is critical to fulfilling our purpose to be the best part of the journey. I'm incredibly proud to share some of the progress we are making across our Continental Europe region in this report.

Building on our strong track record

Europe has long been at the forefront of sustainability with some of the world's highest environmental, social and governance (ESG) standards and regulations. And, in many of our markets, we've seen these values reflected in the expectations of our clients, customers and colleagues.

While our Group sustainability targets reflect the global scale of the business, we are proud to have moved faster in many of our Continental European markets.

For example, 32% of meals offered by our own brands across the region were plant-based or vegetarian in 2023, exceeding the global 2025 target of 30%.

We're fast approaching our targets for 100% of our own brand packaging to be free of unnecessary single-use plastic and reusable, recyclable or compostable. This has included adapting to increasing regulations, such as in Germany, where our teams operationalised new reusable packaging requirements in 2023, launching a deposit-return scheme across nearly 250 units.

Our road to net zero

A milestone achievement in 2023 was receiving validation for the SSP Group net-zero targets from the Science Based Targets initiative. In Continental Europe, we're making a significant contribution having achieved a 45% reduction in absolute Scope 1 and 2 greenhouse gas (GHG) emissions from our 2019 base year, making great progress towards the Group's 60% reduction target by 2032.

Yet the greater challenge is in reducing our Scope 3 value chain emissions, which primarily relate to the food and drink we sell. As we work to decarbonise our menus, we're also focused on creating healthier and more sustainable offerings that not only taste great but benefit both people and the planet.

Increasing momentum

I firmly believe sustainability goes hand-in-hand with commercial success. Already, we're seeing evidence of the value it is bringing in helping to win new business and develop brands that resonate with our discerning travelling customers.

Crucial to increasing our momentum is giving our colleagues the skills and capabilities they need to further embed sustainability across all aspect of our business. So, in 2023, we launched an award-winning gamified training app to over 4,000 colleagues in the Nordics to help make sustainability actionable in their everyday work.

As we look ahead, we know we will need to navigate a complex and evolving landscape, including changing customer demands, new ESG regulations, and increasing disruptions as a result of climate change. Yet these challenges also provide an opportunity for us to work together with our clients, brand partners and suppliers to drive positive change across the food travel sector.

I look forward to leading the acceleration of our sustainability agenda across Europe through 2024 and beyond.

Jeremy Fennell
Chief Executive Officer, Continental Europe
April 2024

Our Group purpose wheel

> "As we work to decarbonise our menus, we're also focused on creating healthier and more sustainable offerings that not only taste great but benefit both people and the planet."

Our Sustainability Strategy

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

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

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

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

Our alignment with the UN Sustainable Development Goals

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

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

3 Good Health and Well-Being
1. Increasing healthy and sustainable choices
8. Protecting safety and wellbeing

8 Decent Work and Economic Growth
2. Sourcing sustainably
7. Promoting diversity, equity and inclusion
9. Respecting human rights

12 Responsible Consumption and Production
2. Sourcing sustainably
3. Supporting animal welfare
5. Transitioning to sustainable packaging
6. Reducing food waste

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

17 Partnerships for the Goals
All 10 commitments

Our 2023 Continental Europe performance highlights

Sustainability Data Book provides comprehensive data disclosures, reporting criteria, scope and definitions, as well as our reporting indices for GRI, SASB and TCFD

Product

32%

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

2025 Group target: 30% — 32%

58%

of hot beverages for our own brands are from sources certified against recognised standards, such as Rainforest Alliance

2025 target: 100% — 58%

83%

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

2025 target: 100% — 83%

Planet

45%

reduction in Scope 1 & 2 CO_2e emissions in 2023 (vs a 2019 baseline)

2032 target: 60% — 45%

93%

of own brand packaging is reusable, recyclable or compostable

2025 target: 100% — 93%

c.572

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

KPI: tonnes of food waste saved — 572

People

25%

of senior leadership roles held by women

2025 target: 40% — 25%

83%

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

2025 target: 100% — 83%

24

charity partnerships, including 8 addressing food poverty

KPI: number of charity partnerships — 24

Product

Serving our customers responsibly

More than ever, we are focused on how we can offer our customers great tasting food and drink that's better for people and the planet.

To do that, we are committed to increasing healthy and sustainable choices, sourcing sustainably and supporting animal welfare.

Our strategic approach

We are taking an integrated health and climate approach for our food and beverage, focused on sourcing, recipes, menus and brands.

This includes using our food travel expertise to increase our range of plant-based offerings, shifting towards lower-impact alternatives and developing plant-forward dishes with a reduced proportion of meat or fish. Importantly, we work to ensure these offerings don't compromise on taste and continue to resonate with our discerning travelling customers.

Learn more about SSP's global efforts for **serving customers responsibly** on pages 15-23 of the Group Sustainability Report 2023.

Commitment 1:

Increasing healthy and sustainable choices

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

Our global Food Travel Insights Survey, reaching c.18,000 customers, found that 67% want healthy food and drink options when travelling, alongside clear nutritional information and diverse dietary choices. Our Continental European business has been at the forefront of responding to these growing demands.

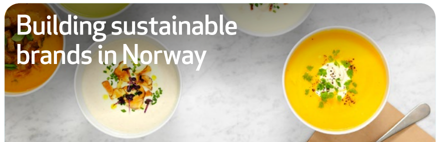
We have a growing number of wellness brands across our portfolio, and we collaborate with brand partners to develop nutritious choices. For example, in 2022, we worked with Jamie Oliver Restaurants to develop an even larger range of fresh salads for our Jamie's Deli units. One of these is our "Superfood Salad", which has a variety of wholegrains and vegetables, and provides a source of fibre, protein, essential vitamins and minerals.

In 2023, 32% of meals offered by our own brands across our region were plant-based or vegetarian, with DACH offering 43% – exceeding our global 2025 target for at least 30%. In addition, 69% of our own brand units that serve coffee were offering non-dairy milk alternatives, including Spain and our Nordic markets achieving 100%.

Now launched globally, we developed 'A Better Choice' range in Norway in 2021, a toolkit utilising simple iconography to help our customers easily find healthier options on our menus. We are also expanding nutritional labelling across our region, including establishing digital systems for allergen, ingredient in calorie labelling on-pack and menus.

32%

of meals offered by our own brands were plant-based and/or vegetarian in 2023



Building sustainable brands in Norway

We have a strong portfolio of wellness and sustainability focused brands in Norway. Our popular Haven brand offers a wide range of delicious plant-based food, making up 65% of the menu. Fjøla offers travellers at Oslo Airport delicious meals from local, in season produce.

Meanwhile our Hunter Bar showcases local reindeer and elk meats, recognised as a lower climate-impact red meat option*, and 50% of its menu is plant-based and vegetarian.

* Nordic Council of Ministers (2024). Policy tools for sustainable and healthy eating: Enabling a food transition in the Nordic countries (page 13). http://dx.doi.org/10.6027/nord2024-007

Commitment 2:

Sourcing sustainably

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

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.

In 2023, we implemented a strengthened Supplier Code of Conduct, covering human rights, product quality, food safety, environmental sustainability, farm animal welfare, and business integrity. By year-end, 79% of our contracted suppliers in our Continental Europe region had signed-up to the Code or an equivalent.

We are also focused on sourcing high-quality ingredients that meet recognised sustainability standards and certifications, such as Fairtrade and Rainforest Alliance. These demonstrate the ingredients have been produced in line with high environmental, social and ethical standards.

Our 2025 target is for 100% of our own brand hot beverages (tea, coffee and hot chocolate) to be from sources certified against independent sustainability certifications. By the end of 2023, across our Continental Europe region, we achieved 58% for hot beverages, including c.99% in our Nordic markets.

In addition, 49% of our fish and seafood for our own brands were sourced from fisheries certified against recognised international standards such as Marine Stewardship Council and Aquaculture Stewardship Council. Our 2025 target is to reach 100%.

Our purchasing teams are continually looking for opportunities to switch to certified products. For example, in 2023, our team in Germany successfully agreed a new deal for smoked salmon to be sourced from fisheries certified against the Global Animal Partnership (GAP) salmon standards. This agreement increases the proportion of certified fish in Germany to 100%.

For palm oil, we have initially aimed to ensure 100% of the top 50 own brand products under our own brands in each market are palm oil-free or Roundtable for Sustainable Palm Oil (RSPO) Certified Sustainable Palm Oil. In 2023, we achieved 99% across the region.

Commitment 3:

Supporting animal welfare

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

Around the world, industrial livestock farming practices can lead to poor animal welfare conditions.

Our Supplier Code of Conduct outlines our commitment to working with suppliers to maintain high standards of animal welfare, as well as our endorsement of the internationally-recognised 'Five Freedoms' standards proposed by the Farm Animal Welfare Council.

It also requires all of our contracted meat suppliers to comply with appropriate legal standards, have full traceability, use licensed slaughter premises and not use artificial growth promoting substances and antibiotics.

We are committed to sourcing 100% cage-free eggs for all our own brands by 2025. In 2023, we achieved 83% in our region, with 100% in DACH and 99% in our Nordic markets.

We also support the European Chicken Commitment (ECC), a multi-stakeholder pledge that aims to improve the conditions of broiler chickens. Our target is for 100% of the chicken for our own brands in Continental Europe to meet the ECC standards by 2026.

In 2023, we achieved 6%. Our slow progress is primarily due to the chicken industry as a whole facing difficulties in adhering to the ECC requirements of stock density and raising slow-growing breeds for broiler chickens. We are committed to collaborating with our suppliers, NGOs and the industry to address these common challenges and drive further progress.

83%

cage-free eggs sourced for all our own brands in 2023

Planet

Protecting our environment

With changes in the Earth's climate observed globally and biodiversity loss further exacerbating the crisis, the next few years are critical and will require collaborative, widespread action by all stakeholders.

We are dedicated to playing our part. We know it's not only the right thing to do but vital to our long-term success.

Our strategic approach

The centrepiece of our environment strategy is the Group's target to achieve net zero GHG emissions by 2040, from our 2019 base year. Importantly, this covers our whole value chain, including our upstream supply chain and downstream end use.

We're also focused on eliminating single-use plastics and transitioning to sustainable packaging for all our own brands. And we're working to reduce food waste through prevention, redistribution, recycling and composting.

Learn more about SSP's global efforts for **protecting the environment** on pages 24-37 of the 2023 Sustainability Report 2023.

Commitment 4:

Reducing our climate impact

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

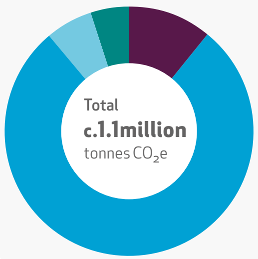
In 2023, the Science Based Targets initiative (SBTi) verified the SSP Group targets to reach net-zero GHG across our value chain by 2040, from a 2019 base year. This includes:

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

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

Breakdown of Group GHG emissions* for 2019 base year

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



Breakdown of emissions for purchased goods and services

Meat and seafood	30%
Pre-packed food	16%
Dairy	10%
Fruit and veg	8%
Alcohol	6%
Bakery	6%
Beverages	5%
All other	19%

Tonnes of CO_2e: 0, 100,000, 200,000, 300,000

* SSP Continental Europe GHG emissions represent c.32% of above Group GHG emissions for the 2019 base year. Its breakdown follows a similar shape to Group.

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

Download the Group **Sustainability Data Book** for comprehensive global GHG performance data, as well as our reporting boundaries, scope, definitions and methodologies

Scopes 1, 2 and 3 explained

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

Our progress in reducing emissions

We are making good progress toward the Group's 2032 near-term target for a 60% reduction in Scope 1 and 2 emissions. In 2023, absolute Scope 1 and 2 emissions for our region reduced by 45% from our 2019 base year, and c.42% of our total energy use being from renewable sources. This includes our business in Germany which sources 100% renewable electricity for all direct energy contracts, covering c.80% of its units.

As our business grows, we're implementing measures to grow efficiently and limit emissions in line with our net-zero roadmap. We're upgrading internal systems to enhance connectivity, efficiency and reduce waste. This includes the implementation of SAP systems, including an inventory management system, first piloted in Finland in 2023, and now being rolled-out across further markets.

Several of our markets in DACH and FRABELI are undertaking major equipment upgrades to more energy efficient models, such as for refrigeration units and Heating Ventilation and Air Conditioning (HVAC) systems.

These upgrades help reduce our energy use and Scope 2 emissions, while also helping reduce embodied carbon relating to Scope 3 capital goods.

Following successful trials in 2023, we are also investing in enhanced energy efficiency technology, including installing cloud-based Automated Meter Readers (AMRs) in new units from 2024. AMRs will provide half-hourly energy readings, analytical insights and diagnostic reports to identify areas for energy reduction.

In 2023, we collaborated with a consultancy to create new Sustainable Build Standards for our units, focusing on minimising embodied and operational carbon and incorporating circular economy principles. These were tested in our Nordics markets and will be trialled in further markets in 2024.

Many of our markets already incorporate circular economy principles into unit design. For example, in Sweden, our Craft n' Draft units repurpose interior fixtures, décor and furniture from closed units, where possible.

Driving inventory efficiencies with SAP pilot in Finland

In 2023, we successfully trialled SAP technology in Finland, replacing existing inventory systems to further improve efficiency and controls.

The system provides the opportunity to better track ingredients, products and materials at all stages across the business, providing greater accuracy of product availability for our customers, while reducing waste and stockholding.

We are now deploying the system across the Nordics and other markets through 2024.

A recipe for net zero

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

Reducing these emissions is challenging and we don't have all the answers yet. But we know we can achieve gradual emissions reductions through how we source our ingredients, design our recipes and menus and help our customers to make more sustainable choices.

We are focused on creating great tasting dishes that benefit both people and planet. This includes increasing our range of plant-based offerings, a shift towards lower-impact proteins like chicken instead of beef, and developing more plant-forward dishes with a reduced proportion of meat or fish.

We are also exploring how we make low-carbon dishes more appealing to our customers.

In 2023, SSP partnered with Klimato, a leading provider for calculating the carbon footprint of recipes using a comprehensive database of country-specific, peer-reviewed life cycle analysis data. A number of pilots were completed to evaluate the CO_2e impact of key recipes and identify areas where emissions can be reduced or alternatives can be developed, all while maintaining customer appeal.

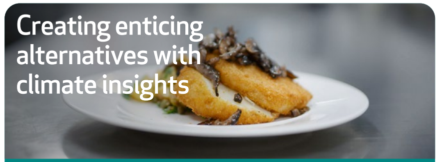
We will be using the insights from these pilots to explore Klimato implementation in European markets going forwards.

We also continue to work with our suppliers to reduce emissions, such as switching to cleaning products with c.45% lower GHG emissions compared to our traditional cleaning products.

Sourcing sustainable ingredients and working closely with our suppliers is also central to our approach. In 2023, we held a Scope 3 training workshop at our purchasing leaders conference, attended by purchasing directors for all our global businesses. This focused on upskilling them in sustainable supplier selection.

Find out more on the Group's **net-zero roadmap and 10-point plan to reduce emissions** on page 29 of the Group Sustainability Report 2023

Creating enticing alternatives with climate insights



At Vienna Airport, a beloved popular dish is the veal schnitzel – a high climate-impact dish of 2.3kg of CO_2e per serving. Using insights from the Klimato platform, our chefs set out to create a lower-impact alternative. The result was a fully plant-based version utilising celeriac, which is just 0.4 kg of CO_2e per serving, 83% lower than with veal.

Crucially, it has resonated positively with our customers and is proving to be an innovative and appealing plant-based option.

Commitment 5:

Transitioning to sustainable packaging

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

Eliminating single-use plastic

Plastics and packaging are ubiquitous in our daily lives, and can be important for protecting products and reducing food waste. However, today's throwaway culture contributes to rising carbon emissions from new plastic production and environmental damage from discarded plastics.

Our focus is on eliminating unnecessary, problematic single-use plastic, as defined by the WRAP Plastic Pact, across all our own brand packaging by 2025. Initiatives include replacing plastic drinking straws and cutlery with wood, bamboo or compostable alternatives, and replacing virgin PET plastic with recycled PET (rPET) or other more sustainable alternatives.

By the end of 2023, 91% of our own brand packaging in our Continental Europe region was free of unnecessary single-use plastic, with our DACH markets achieving 100%.

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

For example, in Sweden, we transitioned from hard polystyrene plastic hot beverage lids to recyclable paper fibre alternatives following safety and customer testing in 2023. The change will remove c.220,000 plastic lids over a 12 month period.

91%

of our own brand packaging was free of unnecessary single-use plastic in 2023

Reformulating recipes to reduce packaging in Finland

Alongside replacing single-use plastics with alternatives, we look to eliminate the need for the packaging at all.

In Finland, we collaborated to reduce single-use plastic use by reformulating sauces and dressing for fresh salad bowls. By adjusting consistency, they are now added alongside ingredients, eliminating the need for a separate container, while maintaining the freshness of the salad.

This small change removes c.50,000 plastic pots from use per year.

93%

of our own brand packaging was reusable, recyclable or compostable in 2023

Reusable, recyclable and compostable packaging

By the end of 2023, 93% of our own brand packaging was reusable, recyclable or compostable, with our DACH and FRABELI markets achieving 100%.

Over 180 of our units in our region are sit-down dining restaurants or bars where we have reusable glassware and tableware. Where customers take away food and drink items, we are exploring reusable packaging.

These systems are more challenging in an airport environment, so we are focusing initially on railway stations where customers are regular commuters. In many of our own brand and franchised coffee shops, we sell reusable cups and, in some cases, incentivise customers with discounts for using them.

In some of our markets, such as Germany and Sweden, regulations have been introduced relating to reusable packaging. In Germany, we successfully introduced a deposit-return scheme and we are launching a similar scheme in Sweden with partners, &Repeat, in 2024.

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

In Belgium, we participate in an industry initiative called 'The Cup Collective', aimed at recycling paper cups at scale. Partnering with the National Railway Company of Belgium, we've piloted cup recycling bins across four stations, resulting in c.75,000 cups recycled between December 2022 and February 2024.

Supporting reusable packaging in Germany

In 2023, a new law in Germany was introduced requiring many restaurants, cafés, caterers and delivery services to provide reusable containers for 'to-go' and delivery items.

In response, we successfully introduced a deposit-return scheme across nearly 250 units, including adapting the operational set-up to install additional dishwashers, where needed. The scheme is having mixed results as customers adjust to the change. We hope to see greater take-up as awareness and understanding increases.

Commitment 6:

Reducing food waste

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

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

We follow the best practice 'food waste hierarchy' to reduce our food waste, as shown in the graphic below.

Prevention

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

Smart ordering, inventory management, recipe design, production practices and portion control are central to our approach.

And, as we migrate to our global SAP inventory management system, we will be able to gain even greater visibility and insights to drive further improvements in this area.

Our culinary teams also create recipes that make the most of every ingredient. For example, in Norway, we repurpose unsold bread, baguettes and focaccia into croutons for salads and soups. And, at many of our units in Norway, including Hunter Bar, Herfra and Fjøla, we offer baked goods such as carrot focaccia, cinnamon swirl and carrot cake from MER ENN. They specialise in using fruit and vegetable ingredients that would otherwise go to waste.

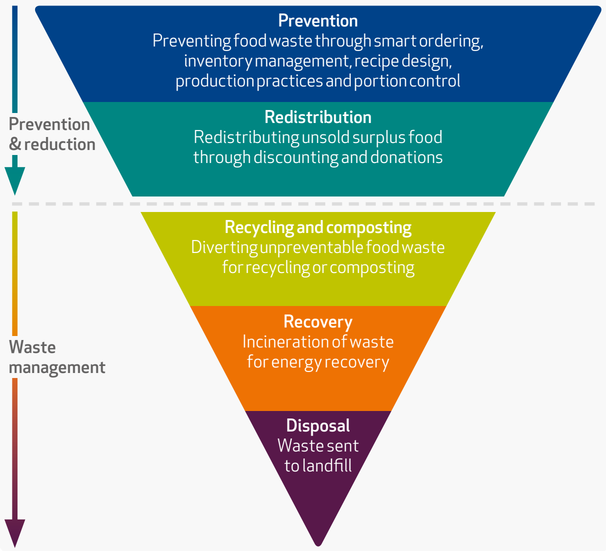
Partnering with AI production planning in Germany

In Germany, we have partnered with a startup, Foodforecast, to pilot an AI production planning forecast system to prevent food waste in three of our brand partner, Kamps, units.

Using the system, which uses AI to assess historical sales data and provide daily sales forecasts, we have minimised out-of-stock occurrences and surplus food remaining at the end of the day.

Based on the success of the trial, we plan to expand this programme to our remaining Kamps units and more units throughout our DACH markets.

Food waste hierarchy



Redistribution

Inevitably, there will sometimes be surplus food from our units at the end of the day. In these cases, we focus on redistribution, working with dedicated partners.

In nine of our Continental Europe markets, we work in partnership with Too Good To Go, the organisation behind the world's largest food saving app. The app connects customers to restaurants and stores that have unsold food surplus at the end of the day. The food is bundled into 'Surprise Bags' that customers buy through the app at a reduced price.

We also donate surplus food to organisations working to alleviate food poverty in our local communities. For example, in Norway, our units at Oslo Airport donate surplus food to a local food poverty charity, Hjerterommet, with c.14kg of food donated every week.

In Austria and Switzerland, we support Caritas Austria and Foodsharing Zurich respectively, with donations of surplus food at the end of each day.

Recycling and composting

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

By the end of 2023, 100% of our own brand units with fryers were diverting waste cooking oil to be recycled into biofuels. In addition, where we serve coffee, 77% of our own brand units were sending waste coffee grounds for composting.

c.572

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

Half a million meals saved with Too Good To Go

The SSP partnership with Too Good To Go first began in Norway in 2016. Since then, it has grown to include 11 SSP markets, nine of which are in our Continental Europe region.

Since 2016, our region has saved c.572,000 'Surprise Bags' from going to waste, the equivalent to c.572 tonnes of food and avoiding the equivalent of c.1,300 tonnes of CO_2e. In 2023 alone, we saved c.268 tonnes of food.

People

Supporting our colleagues and communities

People are at the core of our business and we're committed to ensuring that SSP is the best part of our colleagues' career journey.

We are committed to respecting the human rights of people across our business and supply chains, and play an important role in the communities where we operate.

Our strategic approach

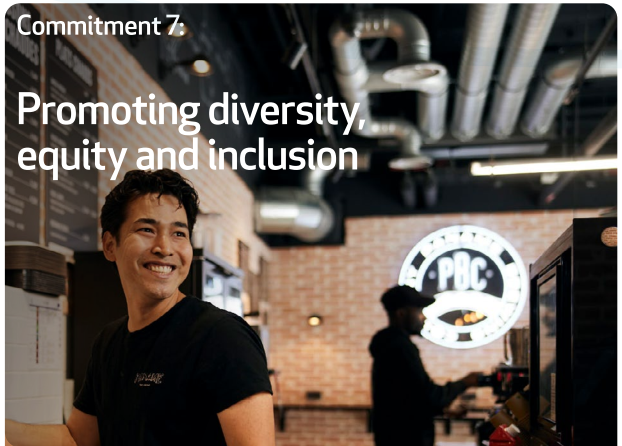
Our People Strategy focuses on ensuring SSP is a great place to work where everyone can fulfil their potential.

We've invested heavily over the last two years in strengthening our employer brand and building our plans and capabilities for driving diversity and inclusion, developing our talent and protecting safety, wellbeing and human rights. And, as a food business, we are focused on helping alleviate food poverty and support our local communities.

Learn more about SSP's global efforts for **supporting our colleagues and communities** on pages 38-50 of the Group Sustainability Report 2023

Commitment 7:

Promoting diversity, equity and inclusion



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

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

Our annual global Colleague Engagement Survey is our biggest listening exercise of the year, giving every colleague across the business globally the chance to share their opinions about what it's like working for SSP and how we can improve.

For our 2023 survey, we partnered with expert survey providers, Gallup, industry leaders in colleague engagement. Over three-quarters of our colleagues took part. Gallup measures engagement using the 'Q12 index' which is a score out of 5. Continental Europe registered an overall score of 3.80.

We gathered a wealth of insights from the survey and identified a number of key areas for improvement, developing detailed action plans in each market in collaboration with senior leadership.

3.80

out of 5 colleague engagement index score for the Continental Europe region in 2023

Our values

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

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

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

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

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

25%

female representation in senior leadership roles

We are proud to be a diverse company, with c.13,000 colleagues in our region, 59% being women. Our goal is to create an inclusive workplace that fosters a culture of belonging.

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

Our commitment starts at the top with the Board of Directors of SSP Group plc, which has had gender parity since 2022. We also continue to meet the Parker Review Board ethnicity target with one director from an ethnic minority background.

In our Continental Europe region, 25% of our senior leadership roles were held by women in 2023, including the appointment of a female CEO for the Nordics in August 2023. Our target is to reach 40% by 2025.

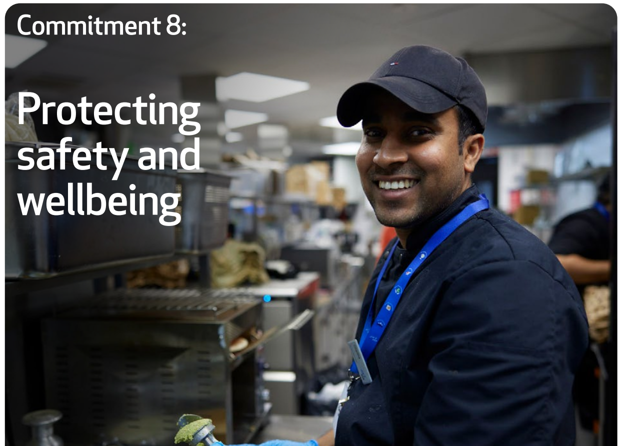
In 2023, we held DE&I leadership development workshops for our senior leaders and rolled out a DE&I e-learning module to all colleagues translated into local languages.

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

Our colleague-led networks provide a safe space to learn, share experiences and raise awareness of DE&I. In 2024, we are focused on expanding and strengthening our networks.

Commitment 8:

Protecting safety and wellbeing



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

People, food and fire safety is of paramount importance at SSP. We manage our safety agenda in adherence to local regulations and are guided by industry best practice and our Global Safety Governance Management Framework.

We're enhancing our safety programme throughout the region by embedding incident monitoring and reporting practices. This includes our ongoing rollout of a new accident and incident monitoring system, which is increasing incident visibility and enabling continuous improvement.

Our units also undergo various safety audits, including those related to hygiene practices and work safety. These may be conducted by our internal teams, local authorities, accreditation schemes, as well as external audit teams, including those from our brand partners.

In addition, we conducted health and safety training for both new starters and existing colleagues. For example, in Germany, specific colleagues have undergone training to serve as work safety officers, fire protection officers and first-aiders.

In Norway, we launched a health & safety training game on key topics including protective equipment, ergonomics and whistleblowing. Nearly 1,800 colleagues played the game, registering c.90 minutes of playing time per colleague, with 86% of participants saying the training made them feel safer at work.

We also have a wealth of programmes to support colleagues' physical, mental and financial wellbeing, such as mental health support, first aid training, team sports and social events.

Applying high standards of food safety

We are committed to maintaining high food safety standards and our global compliance framework is aligned with the internationally-recognised Hazard Analysis and Critical Control Point management system for food safety. In addition, our Supplier Code of Conduct clearly outlines our expectations for product quality and food safety.

To protect our customers, we are working to implement best practices, controls and training throughout our business. This encompasses food temperature monitoring, rigorous cleanliness and sanitation practices, as well as adherence to allergen and nutritional standards as routine procedures.

Commitment 9:

Respecting human rights

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

We believe that fundamental human rights should be respected. In 2023, we updated our Group policy commitments with a strengthened Human Rights Policy and Supplier Code of Conduct. These are aligned to the Ethical Trading Initiative Base Code, which is founded on International Labor Organization (ILO) conventions.

We conduct risk assessments to help us identify the nature and extent of exposure to human rights risks in our business and supply chains. We have global guidance in place to support our local management teams in putting in place the appropriate level of controls to mitigate these risks. For example, how to implement a procedure for checking for colleagues with duplicate accounts or how to conduct interviews with colleagues who may be at risk, such as migrant workers.

100%

of our senior managers have completed modern slavery training in 2023

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

To address human rights risks in our supply chain, we implemented a strengthened human rights due diligence process for contracted suppliers in 2023. We use the Supplier Ethical Data Exchange (SEDEX) as the primary means for conducting this due diligence. We expect our contracted suppliers to become members of SEDEX and then, through the platform, we conduct risk assessments, self-assessment questionnaires and on-site audits.

In 2023, we identified 24 contracted suppliers for our Continental European businesses with higher inherent human rights risks, based on their sector and country of operation. We have completed due diligence reviews for 83% of these suppliers. Of these, no non-conformances relating to child labour or modern slavery were identified.

For all issues identified, we reviewed the suppliers' corrective actions to ensure they were addressed in the agreed timescale. In 2024, we will continue reviewing further high-risk suppliers, with the aim to ensure 100% are reviewed by 2025.

See our **human rights due diligence process** on page 48 of the SSP Group Sustainability Report 2023

Commitment 10:

Supporting our communities

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

We support a range of charities and causes with a mix of fundraising, volunteering and financial donations. In 2023, we supported 24 charities, including eight that address food poverty.

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

In our Nordic markets, we partner with the SOS Children's Villages network, an organisation that supports children currently separated or at risk of being separated from their families.

In Germany, via a donation matching campaign, we raised and donated a total of c.€5,250 (c.£4,500) to Aktion Deutschland Hilft – Das Bündnis, in support of earthquake victims in Turkey and Syria.

In Norway, we also continued our annual support for airline staff at Widerøe for 'The Dream Flight', organised in collaboration with the Children's Cancer Association. SSP Norway provided all the food and drink for the flight, including transportation and delivery.

In Estonia, our teams volunteered with Toidupank, a national food bank network that redistributes surplus and donated food.

Supporting sustainable farming in Spain

In Spain, we established a new partnership with Zero Impact in 2023 to implement a pilot point-of-sale-based micro donations at one of our units in Barcelona.

The pilot scheme raised money for five projects focused on supporting Spanish farmers to implement sustainable agriculture practices, helping restore nature and support food security.

Due to the success of the pilot, we will be expanding the scheme to 27 additional units in Spain.

Ensuring accountability

To achieve our ambitious Sustainability Strategy, we defined responsibilities and accountability across our business. Our governance and management structure identifies clear roles and responsibilities from the Group Board and its committees, through to our Group Executives, leadership teams and regional management.

Our CEO for Continental Europe is accountable for the delivery of our Sustainability Strategy in our region, with dedicated sustainability leads for each market responsible for leading and coordinating the management and delivery of actions plans.

Our sustainability leads work closely with members of leadership teams with responsibility for specific targets and focus areas.

Our Nordic markets established a dedicated Sustainability Steering Committee in 2023, to further accelerate progress against targets and encourage cross-market sharing and collaboration.

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

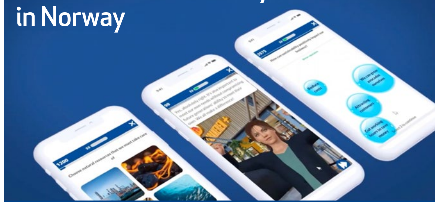
Building our sustainability expertise

In 2023, we accelerated our sustainability learning programme with new in-person and online training, guidance materials educational resources and ongoing engagement and support.

We developed a new sustainability training video for all new colleague induction sessions which was translated into nine languages in our region. We also launched an online sustainability learning hub which is regularly updated with new guidance and resources.

In addition, 30 of our senior leaders in our region completed two CPD-certified net-zero e-learning modules to help increase climate literacy among key decision-makers.

Gamified sustainability in Norway



Our business in Norway has been a member of the UN Global Compact (UNGC) since 2021. Two colleagues in Norway, Aleksander Knutsen and Diana Larsen, from Business Development and Operations participated in the UN Global Compact's SDG Innovation Accelerator for Young Professionals. As part of this, they developed a gamified sustainability training app, winning first place in the UNGC's Sustainability Solutions Showcase.

The app is designed to train employees on SSP's Sustainability Strategy in an engaging manner. Recognised for its innovation and scalability, it is now helping build our sustainability expertise in Norway with plans to expand the app to more SSP markets in 2024.

Understanding what matters most to our stakeholders

We engage with a wide range of our stakeholders at local, regional, global and Board levels. We aim to maintain proactive, open and two-way dialogue to listen, understand and respond to their views and concerns. This enables us to meet their evolving expectations and creates shared value for both our business and our stakeholders.

The Group conducted its last detailed materiality assessment in 2022, where we worked with a specialist third-party to identify, assess and prioritise the most important issues for our business and our stakeholders. These material issues form the Group Sustainability Strategy and 10 commitments.

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

Find out about the Group's **governance, stakeholder engagement, materiality and business ethics and standards** on pages 51-65 of the Sustainability Report 2023 **www.foodtravelexperts.com/sustainability**

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