



SSP

The Food
Travel Experts

Embedding sustainability

Into the best part of the journey

SSP UK & Ireland

Sustainability Summary Report 2025

Welcome to SSP UK & Ireland's Sustainability Summary 2025

About SSP UK & Ireland (SSP UK&I)

We are the food travel experts. We design, create and operate food and drink outlets in locations where people are on the move. We are part of the SSP Group, which is present in 38 countries globally.

We are a leading food and beverage provider in travel locations in the UK and Ireland. Primarily, our clients are railway station and airport operators. In 2025, we operated c.460 units in c.170 client locations.

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

We have a wide portfolio of brands, including our own and those we franchise, which cater to diverse client and customer needs. Our brands range from well-known grab 'n' go sandwich shops and cafes, to 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 provides a summary of SSP Group's Sustainability Strategy, including our commitments and targets within the key pillars of Product, Planet and People, highlighting our specific progress in SSP UK&I.

Information relates to the 2025 financial year, from 1 October 2024 to 30 September 2025. All references to target dates, base years and performance relate to our financial year end, unless otherwise stated. To present performance against the target deadline, the 2025 data for selected metrics represents status at year-end rather than total volumes or averages for the full year. For comprehensive annual performance data, please see our Sustainability Data Book.

- Read the SSP Group **Sustainability Report 2025** for detailed information on our global Sustainability Strategy and performance:
foodtravelexperts.com/sustainability
- Our SSP Group **Annual Report 2025** provides details of our Group strategy and performance:
foodtravelexperts.com/investors/annualreport
- The SSP Group **website** includes SSP policies, statutory statements and additional sustainability information at: foodtravelexperts.com
- Download the SSP Group **Sustainability Data Book 2025** for comprehensive global data disclosures:
foodtravelexperts.com/sustainability

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2025 at a glance

Figures are for SSP UK&I unless otherwise stated.

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



Product

33% of meals

offered by own brands are plant-based or vegetarian¹

2025 target: >30%

100% of hot beverages

for our own brands are from sources certified against recognised standards, such as Rainforest Alliance¹

2025 target: 100%

100% of eggs

for our own brands are from cage-free sources¹

2025 target: 100%



Planet

8% increase

in global Scope 1 & 2 market-based GHG emissions from our 2019 base year, with a 29% reduction in Scope 2 emissions offset by Scope 1 increases due to data improvements

2032 target: 60% | 2040 target: 90%

100% of packaging

for our own brands is reusable, recyclable or compostable^{1,2}

2025 target: 100%

c.550 tonnes of surplus food

redistributed and diverted from landfill



People

50% female representation

in senior leadership roles roles¹

2025 target: 40%

100% of contracted suppliers

With higher human rights risks have undergone due diligence

2025 target: 100%

c.£335,000 invested in community programmes

to help alleviate food poverty and support local charitable causes³



1. To present performance against the target deadline, the 2025 data for this metric represents status at year-end rather than total volumes or averages for the full year. For comprehensive annual performance data, please see our Sustainability Data Book.

2. Rounded to 100% for reporting purposes; actual performance of was 99.8% for packaging.

3. Includes contributions made by independent, registered charity SSP Foundation.

A message from our CEO for SSP UK&I

“Empowering our teams to deliver sustainability within their own plans has delivered brilliant progress, as well unlocking commercial value and strengthening business resilience.”



I'm very pleased to share with you this summary report on our SSP UK&I sustainability progress in 2025.

The headline is that we, as a region, have delivered on all of the commitments made as part of our SSP Group sustainability targets set with a 2025 deadline. Achieving this across such a broad range of areas requires passion, curiosity, teamwork, and true ownership from every colleague. The innovation, resourcefulness and resilience demonstrated by our team cannot be understated, and I am incredibly proud of their efforts.

Since our targets were first set in 2021, we've seen setbacks in the broader sustainability landscape, with slower transformation across the food system than was hoped for. However, these headwinds have only sharpened our focus on driving change in the activities within our control. We've been supported by the increasing ambition of our clients and brand partners, and I thank them for their collaboration.

Our programme is built on the foundational belief that sustainability and commercial success go hand in hand. We have found numerous ways to deliver 'win wins' – from controlling our costs by reducing food waste, to investing in more energy efficient

equipment. But beyond this, the evidence is increasingly clear that progress on sustainability will contribute to the long-term resilience of our business.

We were very pleased to win the Economic Sustainability Award at the Footprint 2025 Awards. This honour specifically celebrates initiatives that both deliver on sustainability and unlock commercial value. We were recognised for our work to reduce the carbon footprint of our Soul + Grain food while increasing sales and cutting waste by 25%.

Other standout achievements from the year include donating more than 100 tonnes of surplus food to local communities through our partnership with Olio, and closing the gap to 100% of our own brand packaging being recyclable or compostable.

Our progress in 2025 has been facilitated by our move to a decentralised model of ownership for sustainability. Functional teams from Procurement to Culinary are empowered to deliver our sustainability objectives within their own business plans. This is supported by the embedding of sustainability into the personal objectives of several teams across the business, as well as our Executive Leadership Committee.

Our drive for sustainability extends beyond our own goals, and we are proud to support and collaborate on our clients' sustainability efforts. For example, in 2025, we joined the London Gatwick Sustainability Forum, enabling us to share learnings and scope collaborative initiatives with multiple operators within the airport. Encouragingly, in our 2025 UK&I client survey, 87% of our clients agreed that SSP is committed to delivering our Sustainability Strategy and that we are making strong progress.

In 2025, SSP Group completed a new double materiality assessment, and the results will be used to inform the next phase of our strategy. As previously, we will overlay the unique context and ambition of our UK&I business to build on this plan. I look forwards to working with our colleagues and partners on the next stage of our journey.

Kari Daniels

Kari Daniels
Chief Executive Officer, SSP UK&I

March 2026

Our Sustainability Strategy

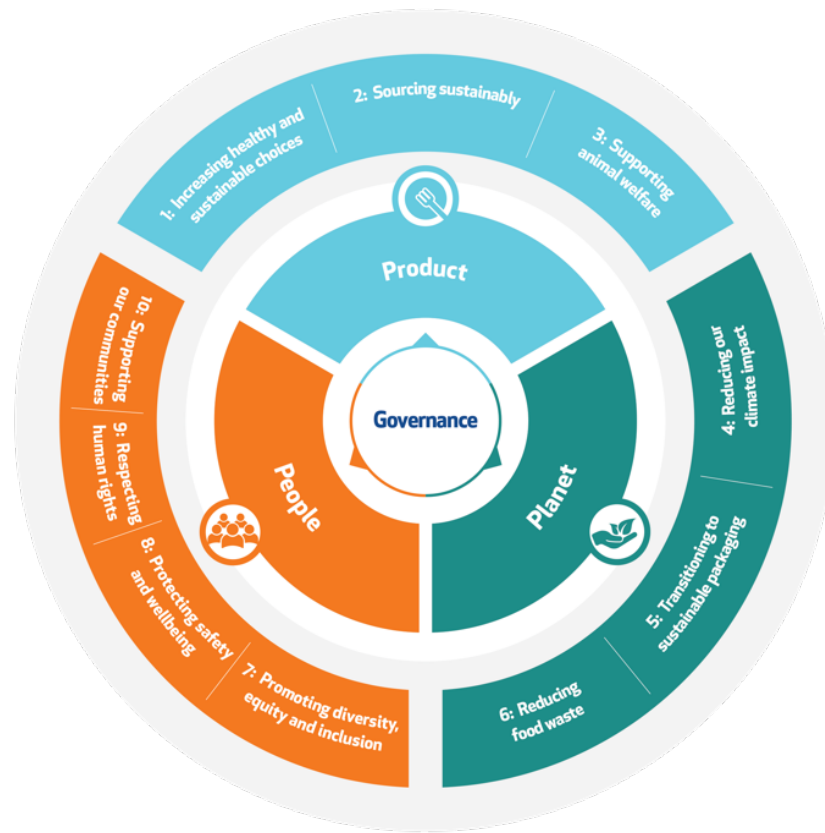
Sustainability is a key strategic priority at SSP. It is essential for our long-term success and to fulfilling our purpose: to be the best part of the journey.

Our Group Sustainability Strategy focuses on the three key strategic areas of Product, Planet and People. Within these, we have made 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 science-based net-zero targets for 2032 and 2040.

Having reached the 2025 deadline for most of our Group targets, we are proud to share that we have achieved them in SSP UK&I. We have also gone further on focus areas that are particularly important to us – reflecting our unique legislative context, consumer demands and client priorities.

Across all of our targets, we're fully committed to maintaining performance and driving continued progress. To inform the evolution of the global strategy, a new Group-wide double materiality assessment was conducted in 2025 to ensure we stay focused on the most important impacts, risks and opportunities for our business and society.

See the [SSP Group Sustainability Report 2025](#) for detailed information on our global Sustainability Strategy and double materiality assessment at: [foodtravelexperts.com/sustainability](#)



UN Sustainable Development Goals (SDGs)

We are committed to supporting the UN SDGs. In each chapter introduction, we highlight the goals most closely aligned with our priorities and where we have the greatest scope for impact.



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.

2025 highlights

- We updated our Supplier Code of Conduct to reflect new regulations, broaden and clarify its scope, and incorporate recent revisions to Group policies
- We've switched to outdoor bred pork for our premium Cumberland sausage, of which we use c16 tonnes a year
- We've upskilled our team with dedicated training on greenwashing-free sustainability communication



In this chapter

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

Our material issues

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

SDG alignment



Commitment 1

Increasing healthy and sustainable choices

Reimagining food for people and the planet remains central to delivering our sustainability commitments.

Vegetarian and plant-based options

We have continued to increase the proportion of our own brand meal options that are plant-based or vegetarian – by the end of 2025, this figure was 33%, remaining above our target of 30%. In addition, non-dairy milk alternatives were available at all coffee-serving units.

The deep culinary expertise of our chefs ensures that new plant-based and vegetarian dishes taste brilliant. Two particular highlights created this year are plant-based squid and plant-based chicken wings, which we introduced at The Dickens Inn, our gastropub in London. These plant-based options are landing well with customers – since launching our plant-based ‘chicken’ burger at the Dickens in May 2025, we’ve sold one for every five meaty equivalents.

For our franchise brands, we support and benefit from our brand partners’ efforts to adapt their menus to include healthier and more sustainable choices. For example, our Burger King units feature a range of meat-free options, including a Vegan Society-certified product.

Healthier options

We use Nutritics to understand the nutritional profile of our recipes. This year, we created new dishes such as a Roasted Salmon & Chickpea Lentil Salad at

Juniper, which is high protein, high fibre, and contains nine plant varieties. At Soul + Grain, we introduced a Katsu Cauliflower Baguette which is plant-based and a source of fibre; and a Simplicity Meatballs Hot Box, which is plant-based and high in protein and fibre. The above three dishes are also low carbon as rated by Klimato⁴.

In collaboration with our client daa, we achieved Origin Green⁵ verification of our sustainability plan at Dublin Airport in 2024. As part of this, we set health targets for our own-brand units – The Fallow, Whiskey Bread and Tap & Brew – to increase high-fibre dishes and meals with at least two servings of fruit or vegetables. Progress against these targets is currently under review. We plan to extend Origin Green certification to six more units in 2026.

Marketing responsibly

Our Responsible Marketing Principles help ensure our marketing and communications are transparent, truthful, ethical and legally compliant. This global framework covers key areas such as marketing to children and teens, and making health and sustainability claims. All relevant colleagues are trained on these principles.

In 2025, we worked with an external consultancy to conduct an interactive workshop specifically on greenwashing, equipping key colleagues with the skills to identify and reduce greenwashing risks.

33% of meals offered by our own brands are plant-based or vegetarian

Customer-facing carbon labelling

In 2025, we conducted qualitative and quantitative research on the customer-facing carbon labelling we have in our Soul + Grain brand (we label items that are low or very low carbon as rated by Klimato⁴).

The findings were useful – the labelling struggled to get cut-through in the ‘grab and go’ environment, despite supporting strut cards and shelf barkers. When prompted, customers said they appreciated the transparency (89%) and it might make them more likely to choose lower carbon options (83%). However, the reduction in carbon intensity of the brand’s food sales was driven by menu reformulation, not the subsequent addition of the labels.

From this, we’ve concluded that for now, labelling could be valuable for some consumers, but it’s unlikely to be a key driver of reducing our food footprint. However, we continue to use labelling as a key tool for internal business engagement – e.g. labelling at our staff café, and at colleague conferences.



4. Klimato helps restaurants calculate, communicate and reduce the climate impact of their food using a data-driven, science-based approach. Low carbon is defined as less than 0.9kg of CO₂e per 400g meal.

5. 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 right through to the food service and retail sectors.

Commitment 2

Sourcing sustainably

We are committed to sourcing our ingredients and products responsibly and partnering with suppliers who uphold strong sustainability credentials.

We have been working alongside our suppliers – forging new partnerships and nurturing existing ones – to establish strong sustainability credentials throughout our supply chain.

Underpinning our sustainable sourcing efforts are two defined policies. Our **Environment, Sourcing and Farm Animal Welfare Policy**, which we expect all SSP colleagues to uphold, sets out our approach to protecting our environment, sourcing our ingredients and products responsibly and sustainably, and supporting animal welfare.

Our **Supplier Code of Conduct** (Supplier Code) sets out the minimum standards we expect our contracted suppliers⁶ to adhere to, covering human rights, product quality, food safety, environmental sustainability, farm animal welfare, and business integrity. As of the end of 2025, 100% of our contracted suppliers have signed this or demonstrated they have equal standards.

In 2025, we updated the Supplier Code to align with recent revisions to Group Policies, including our revised Human Rights and Global Safety Policy. It also reflects new regulations and expands and clarifies the scope of the Code to include brand partners and their suppliers. This was rolled out in October 2025.

Sourcing certified ingredients

Many of the social and environmental risks and impacts in our supply chain relate to the upstream farms and fisheries where commodities are produced. As we have limited direct farm-level sourcing, we are focused 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, provide assurance to our procurement teams, clients and customers that our ingredients are sourced in accordance with environmental, social and labour standards.

Since 2023, it has been our approach to source our hot beverages (coffee, tea and hot chocolate) for our own brands from certified sustainable farms. The same is true for our fish and seafood for our own brands coming from certified sustainable fisheries. Given the dynamic nature of our business, maintaining these standards represents an ongoing effort for our Procurement Team. This year, we've begun strengthening our purchasing controls to make this easier in practice.

We remain committed to sourcing ingredients locally across the UK&I for our own brands where possible, including dairy milk, beef burgers, cage-free eggs, Cheddar cheese, Cumberland sausages and seasonal salad items.

100% of our fish and seafood for our own brands come from certified sustainable fisheries

100% contracted suppliers have signed up to our Supplier Code of Conduct or demonstrated they have equal standards

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



6. Contracted suppliers include suppliers for our own brands and, where we control selection and contracting, may also include suppliers for franchise brands. In most cases, our brand partners require us to use their contracted suppliers, who are subject to our brand partners' policies and due diligence procedures.

Commitment 3

Supporting animal welfare



We remain committed to working with our suppliers to uphold high standards of animal welfare.

We welcome the publication of the UK Government's *Animal Welfare Strategy for England*, published by Defra in December 2025. The strategy sets out an ambitious plan for change, with a strong focus on improving welfare across the food system, strengthening enforcement, and working in partnership with industry to raise standards consistently across England.

We are committed to sourcing products produced to higher animal welfare standards, but doing so at scale remains challenging without consistent standards, effective enforcement and aligned market conditions across the supply chain. We therefore support Defra's strategic approach and welcome the Strategy's intention to create a more level playing field across the sector, which will be critical in enabling industry-wide progress and delivering lasting improvements in animal welfare.

Our own **Supplier Code** and our **Environment, Sourcing and Farm Animal Welfare Policy** set out our commitment to working with suppliers to maintain high standards of animal welfare. They reflect our endorsement of the UK Farm Animal Welfare Council's 'Five Freedoms' framework.

Both policies detail expectations for responsible meat sourcing. We require all contracted meat suppliers to comply with all relevant legal standards, ensure full supply chain traceability and use only licensed slaughter premises.

In 2025, we moved to outdoor bred pork for our premium Cumberland sausage, of which we buy c.16 tonnes a year. This means pigs are born outside in fields, where they are kept until weaning.

Sourcing cage-free eggs

We support actions that improve the welfare of chickens, and by the end of 2025 we met our target to source 100% cage-free eggs for our own brands.

A key enabler of this has been our direct partnership with a farm in Suffolk. We began our partnership after conducting an independent farm-level audit to verify safety and welfare practices.

Many of our brand partners have also set their own cage-free egg commitments, including M&S, Starbucks and Burger King. By the end of 2025, 100% of eggs for our franchises were from cage-free sources.

100% of eggs sourced for our own brands are from cage-free sources



Planet

Protecting our environment

The centrepiece of our environment strategy is our ambitious SSP Group 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.

2025 highlights

- Our ongoing efforts to improve energy efficiency have delivered a 7% decrease in like-for-like energy consumption compared with 2024
- Our new Upper Crust range is 52% 'low carbon' (according to the Klimato rating scale, meaning <0.9kg CO₂e per 400g serving), driving a 12% reduction in sales-weighted carbon intensity of food sold
- We scaled our surplus food donation partnership with Olio to nearly 100 units, donating 113 tonnes of food



In this chapter

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

Our material issues

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

SDG alignment



Commitment 4

Reducing our climate impact

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

Our climate strategy is anchored on two interrelated pillars:

- a forward-looking net-zero transition plan
- a climate-risk management strategy to identify, assess and manage climate-related risks and opportunities.

 Read more about how we **manage climate risk and opportunities** in our 2025 Annual Report on pages 62-69.

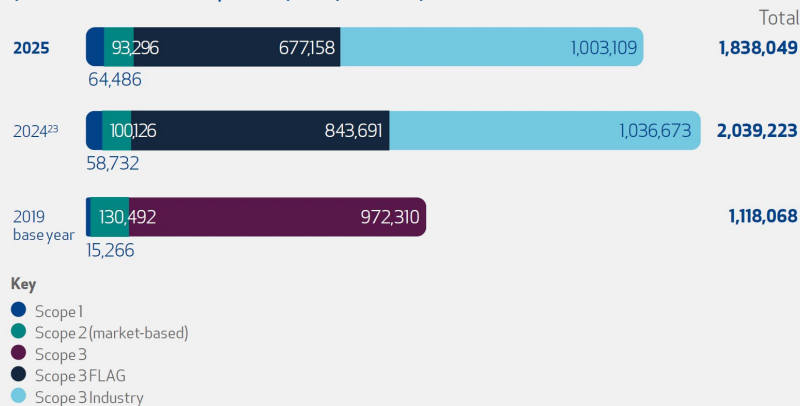
Our SSP Group near-term (2032) and long-term (2040) net-zero targets were validated by the Science Based Targets initiative (SBTi) in August 2023⁷.

In 2025, we completed a comprehensive review and update of our targets and baseline to account for the SBTi's Forest, Land and Agriculture (FLAG) sector standard and structural changes to our business. This has been applied to our 2025 data, and we have also restated our 2024 data to reflect this change.

We are submitting these updates to the SBTi for approval and will announce our revised baseline and targets once we receive formal validation in 2026.



Absolute Group GHG emissions per year⁸ (tonnes of carbon dioxide equivalent (tCO₂e) emissions)



Our net zero transition plan

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

The first phase of our plan takes us to 2032 and focuses on actions we can directly control, something we have been making strides towards in 2025. This includes targeting operational efficiencies to reduce our direct emissions (Scope 1 and 2) and adapting our own brand recipes and menu offerings to reduce Scope 3 food-related emissions.

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

We are in the process of updating our transition plan to align with our new FLAG targets and the latest climate science. We are also factoring in wider external developments that significantly influence our approach, including progress in transforming food systems and the decarbonisation plans of our clients, brand partners and suppliers.

 Read more on our net zero transition plan in our Group **Sustainability Report 2025**.

7. SBTi is a global body that provides guidance, criteria and tools for companies to set science-based net-zero targets and track progress. Targets approved by SBTi meet the SBTi Net-Zero Standard, ensuring the targets are credible, transparent and consistent.

8. We follow the financial control approach, as defined by the GHG Protocol, for Scope 1 and 2 reporting. Emissions from our associates are therefore excluded from these categories and are instead reported under Scope 3, Category 15: Investments.

Scope 1 and 2 emissions

Operational efficiency is deeply embedded into our culture across SSP Group, helping to drive cost savings and emissions reduction.

This focus has helped drive a 29% reduction in market-based Group Scope 2 emissions from our 2019 baseline and a 7% drop from 2024. While Scope 1 emissions have increased significantly from our 2019 baseline, this is due to improved data accuracy and completeness rather than actual emissions growth. Overall, combined Group Scope 1 and 2 emissions rose 8% from 2019 and remained relatively flat compared to 2024 with a small 1% decrease.

Empowering our teams to optimise energy efficiency

We continue to optimise the design, equipment and operation of our units for better energy efficiency. Investments in cloud-based energy meters – known as automated meter readers (AMRs) – are providing greater visibility and control over consumption data and patterns, driving informed decisions to enhance energy performance.

380 of our UK&I units now have AMRs, which represents 75% of the estate. Using the data sourced from AMRs, we built energy consumption dashboards, which enable teams to monitor energy usage patterns throughout the day and identify opportunities to reduce consumption in our units.

To support our Operational teams to reduce their energy consumption, we have a hub on our intranet for best practice and tips – for example, ensuring non-essential equipment is turned off as soon as it can be, and switching off lights on bright days.

In 2025, SSP UK&I achieved a 7% reduction in like-for-like energy consumption compared with 2024.

We know how important it is to celebrate success to maintain engagement on programmes like this, especially as we are now several years into our energy efficiency efforts. At our recent town hall, we celebrated the unit that achieved the greatest year-on-year energy reduction in 2025 – an impressive 24.3%, saving 37,497 kWh, enough to power 13 UK homes for a year.

More sustainable design and build

We continue to integrate circular design principles and operational efficiency into unit design and construction. Our SSP Group Sustainable Build Standards, developed with a specialist consultancy and referencing global green building standards such as BREEAM and LEED⁹, set minimum requirements for energy-efficient equipment and optimised unit layouts.

Following a 2024 pilot, these Standards were integrated into the 2025 capital investment governance process.

This programme received recognition at the 2025 Airport FAB Awards, winning global Airport Sustainability & Environment Initiative of the Year.

One standout innovation in 2025 was our trial of 'flexible-use' chiller doors. Traditional open chillers waste energy as cold air escapes, but they make shopping faster and navigation easier. To balance convenience with sustainability, we tested chillers with doors that slide neatly out of sight during busy periods.

This resulted in average 24-hour energy usage dropping from 16 kW to just 5 kW. Plus, the design improved food safety and reliability during hotter months. We're now planning to trial these chillers at greater scale.

Collaboration with ambitious suppliers is also key to progress. In 2025, we expanded our partnership with Shoplight, whose NORT GS lights are made primarily from polylactic acid sourced from sugar cane waste. Around 72% of each light can be reused or recycled – another step toward a circular economy.

Repair and reuse of equipment

The nature of our industry means that units sometimes change hands with a relatively high frequency. To improve circularity in our approach, we now have a facility in Bedford where we can hold equipment that has been removed from a unit but is not yet at end of life. This enables us to redeploy functional equipment into other units.

We currently hold about 100 pieces of equipment there, and each year we redeploy c.40% of it.

We were recognised as a Climate Leader by the Financial Times and Statista

SSP Group plc has been named one of Europe's Climate Leaders for 2025 in a special report by the Financial Times, in partnership with Statista.

The report recognises companies headquartered in Europe that have achieved the greatest reduction in Scope 1 and 2 GHG emissions intensity over a five-year period.

It also considers factors like transparency on Scope 3 value chain emissions, progress in reducing absolute emissions and collaboration with sustainability assessors like the Science Based Targets initiative (SBTi).



7% reduction in like-for-like energy consumption in 2025 compared with 2024



9. Building Research Establishment Environmental Assessment Method; Leadership in Energy and Environmental Design.

Quantifying Scope 3 emissions

Scope 3 value chain emissions comprise over 90% of our total Group footprint, so making progress in this area is vital. However, Scope 3 emissions are inherently far more difficult to quantify and address. In 2025, we have focused on aligning with measurement best practice and enhancing our data. The draft GHG Protocol Land Sector and Removals Guidance was incorporated into our estimation methodology, as per the SBTi FLAG standard, including disaggregating and reporting 'FLAG' and 'industry' Scope 3 emissions separately¹⁰.

These changes have been applied to our 2025 data, with our 2024 figures restated for comparability.

As a result of these methodological changes and data improvements, there has been a notable increase in total Scope 3 emissions compared to our 2019 baseline. However, we have achieved an 11% Scope 3 reduction from 2024. Once our revised baseline is finalised and validated by the SBTi, we will have a more accurate picture of our overall progress against our targets.

Decarbonising our menus

Throughout 2025, we have embedded use of recipe and ingredient-level carbon footprint insights into our menu review and development processes, at scale.

We use Klimato to quantify the climate impact of our own-brand recipes. The Klimato platform calculates the carbon footprint of recipes, including absolute CO₂e 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.

We have embedded this data into our commercial product reporting so that teams making decisions on range and distribution can consider climate alongside other key metrics. We now have an individual within our Culinary team who partners with development chefs to evaluate draft recipes and make recommendations to reduce their footprint.

In 2025, we deployed this approach during the refresh of menus and recipes for brands such as Upper Crust, Millie's Cookies, Juniper, Soul + Grain and our casual dining bars. This represents 107 units, 42% of our own-brand estate.

Our efforts were recognised with the Economic Sustainability Award at the 2025 Footprint Awards, acknowledging our approach to reducing the carbon footprint of our Soul + Grain brand while boosting sales and cutting waste by 25%.



Upper Crust

Our work on Upper Crust delivered a range that is 52% 'low carbon' (according to the Klimato rating scale, meaning <0.9kg CO₂e per 400g serving). Overlaying sales volume, we reduced the carbon intensity of food sold by 12%.



Millie's Cookies

This year, we worked with our supplier to evolve the cookie dough recipe for our Millie's Cookies brand. The new recipe, launching in early 2026 across 43 units, delivers a 15% reduction in emissions and now includes free-range eggs. As we sell nearly six million cookies a year, this change will have a meaningful impact.



Casual Dining Bars

Since 2024, we have been gradually working to decarbonise our casual dining bars menu. At each menu change (charted below), we've managed to deliver a sales volume-weighted decrease in the average carbon footprint of a dish sold.

Carbon Intensity: Sales-Volume Weighted Footprint (kg CO₂e) of Dishes Sold in Casual Dining Bars



10. FLAG relates to emissions associated with land use change (e.g. carbon stock loss due to deforestation), land management (e.g. use of fertilisers and pesticides) and removals. Removals have not been reported as per SBTi guidance as we cannot currently meet the key criteria stipulated by draft GHG Protocol Land Sector and Removals. Industry relates to emissions associated with upstream energy use (e.g. combustion of fossil fuels).

Commitment 5

Transitioning to sustainable packaging

We have now eliminated unnecessary single-use plastic from our own-brand packaging, and all our own-brand packaging is recyclable or compostable.

Recyclable and compostable packaging, and eliminating unnecessary single-use plastic

By the end of 2025, all of our own-brand packaging was recyclable or compostable, and free from single-use plastic. We achieved this target by strengthening our supply resilience of our preferred, recyclable packaging products. Previously, when not available, we had returned to non-recyclable contingency supply.

Back in 2024, we made a major move to plastic-free hot beverage lids, which eliminated over eight million pieces of plastic a year. We continue to use these lids as standard, although in 2025 we swapped to a variant of the product with an improved customer experience.

Shifting our plastic consumption from virgin to recycled materials

Where it is particularly difficult to eliminate plastic, we are focusing our efforts on shifting the mix away from virgin and towards recycled plastic.

A critical enabler of this is gaining detailed visibility of our virgin plastic consumption. We collaborate closely with our major packaging supplier, Bunzl Catering Supplies, to regularly conduct a detailed assessment of our plastic footprint associated with our purchases, including packaging and other items such as gloves, cloths and bin bags.

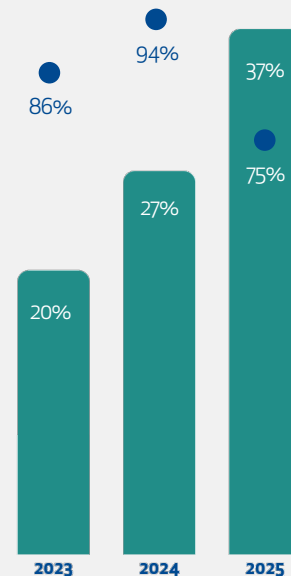
Maintaining full visibility on products requires ongoing effort. However, for those products where we do have visibility, 37% of the plastic used is recycled content. This is an improvement of 21% since 2023. For transparency, we've overlaid data coverage as well as % recycled content on the chart on this page.

A key swap we made this year was to our refuse sacks. We use nearly a million of these a year, and we swapped from a version with c. 50% recycled content to one with c. 97%.

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

37% of plastic in purchases from our major packaging supplier is recycled – up 21% since 2023

Purchased volume of products containing plastic: data coverage and % virgin material



● Recycled Plastic
● Data Coverage

Commitment 6

Reducing food waste

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

We follow the best practice 'food waste hierarchy' (see graphic) to reduce food waste across our operations.

We are signatories to the UK Food Waste Reduction Roadmap with WRAP¹¹, demonstrating our support for UN SDG 12.3: to halve food waste by 2030.

Prioritising prevention

Our top priority is preventing food waste from occurring in the first place, and this principle is embedded into each stage of our operations, from smart ordering and inventory management to recipe design, portion control and production practices.

Our culinary teams minimise waste by avoiding single-use ingredients for individual dishes and repurposing surplus items, such as turning leftover bread into croutons or using vegetable trim in stocks and sauces. Kitchen staff are also trained in knife skills to reduce trim waste.

Improving measurement and tracking

Local teams are expected to monitor food waste as a percentage of total sales across our operations, ensuring it remains within defined targets for each brand and unit. These targets – typically set between 0.5% and 1.5% – help ensure the right balance between minimising waste and maintaining good product availability.

Operations teams monitor inventory reports daily, weekly or monthly to identify and address waste trends. Our Commercial teams also play a key role in reviewing data to inform decisions around range optimisation and menu or recipe engineering where necessary.

This year, we improved our waste data methodology ahead of our WRAP data submission, enabling more accurate industry benchmarking.

Collaboration to reduce food waste

In collaboration with our brand partner, Starbucks, in 2025 we reviewed our high-waste products, resulting in a reduction in surplus food waste and a c.25% decrease in our waste volume ratio¹² while improving profitability.

We work with third parties who help us recycle used cooking oil into useful products. In 2025, we recycled 216 tonnes of cooking oil.

Beyond just food waste, we also continued to work with clients such as Newcastle Airport and London Airport on collaborative waste management actions.

216 tonnes of used cooking oil recycled

i Food waste hierarchy

Prevention and reduction

Prevention
Preventing food waste through smart ordering, efficient inventory management, thoughtful recipe design, optimised production practices and portion control

Redistribution
Redistributing unsold surplus food through discounting and donations

Waste management

Recycling and composting
Diverting inedible food waste for recycling or composting

Recovery
Incineration of waste for energy recovery

Disposal
Waste sent to landfill

11. WRAP stands for Waste & Resources Action Programme. For more information, visit: www.wrap.ngo.

12. Waste volume ratio is the number of items wasted compared to number of items purchased

Surplus food redistribution

Where we can, we redistribute edible surplus food through our partnerships with Too Good To Go and Olio.

We have a well-established partnership with Too Good To Go, the social impact company that operates the world's largest marketplace app for surplus food. The app connects customers with restaurants and stores offering unsold surplus food at the end of the day, bundled into discounted 'Surprise Bags'.

Together with Too Good To Go, we have saved nearly 1.5 million Surprise Bags from becoming waste, including c.465,000 in 2025 alone.

To help reduce surplus food waste further, in 2024, we ran a pilot with Olio and our client Network Rail at select own and franchise brand units in London Waterloo station. At the end of each day, our teams handed unsold food nearing expiry to Olio volunteers, who listed the items on the Olio app for free collection by local communities.

The trial was highly successful, with over more than 1.3 tonnes of surplus food donated over 12 weeks. In 2025 our focus was on scaling this to nearly 100 units. In 2025, we donated an incredible 113 tonnes of surplus food, providing the equivalent of over 240,000 meals, and avoiding wasting approximately 400 tonnes of CO2e emissions.

To maximise impact from the partnership, our Operational teams work closely together – identifying and celebrating our highest performing units, and collaborating with those that are performing less well to identify and resolve blockers.

Where we've been able to scale our Olio partnership beyond Network Rail sites, Network Rail is now also actively engaging other food and beverage providers to join the scheme.

577 tonnes of food saved via redistribution partners

Over 6,000 households fed with food donated via Olio



"Every time I go there I always meet with very friendly and helpful staff, the store is always spotlessly clean, the surplus food goes usually in minutes once it's listed."

Ferenc,
Olio Volunteer

"Our partnership with SSP has been a huge success this year. Their sites are some of the most engaged partner sites we work with here at Olio, consistently communicating with our volunteers so each collection runs smoothly. This is a testament to their genuine commitment to sustainability, and significant behind-the-scenes effort from their teams."

Saasha Celestial-One,
Co-founder and COO, Olio

"The collections are shared with people in my community, so we all benefit from the food collected. When people have so little, it really does help. Especially having fruit and vegetables."

Anonymous,
Olio User

"SSP has been instrumental in supporting Network Rail to get Olio off the ground. Working with SSP, we've already gone a long way to achieving our food waste goals. The challenge continues but I'm confident that by working together, we will continue to help families and local communities in need of support. A massive thank you."

Daniel Charles,
Head of Retail, Network Rail

People

Supporting our colleagues and communities

People are central to our business, and we are committed to making SSP the highlight of our colleagues' career journey. We achieve this by fostering a diverse, inclusive, and safe workplace that promotes colleague development, respects human rights, and supports the communities where we operate.

2025 highlights

- We achieved a score of 4.20 out of 5.00 in our annual colleague engagement survey
- Over 65 colleagues have now participated in learning and development programmes led by Welcome to all in Hospitality Travel and Leisure (WiHTL)
- Following a successful trial in 2024, we significantly expanded our bodycam programme to additional high-risk locations



In this chapter

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

Our material issues

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

SDG alignment



Commitment 7

Promoting diversity, equity and inclusion



People are at the core of our business, and we are committed to fulfilling our People Promise: 'to be the best part of your journey'.

Delivering a positive people experience

Creating a culture of open engagement – where we can listen to our colleagues, learn from their experiences and act on these insights – is fundamental to delivering a positive people experience.

Each year, we partner with Gallup to run our 'Baggage Drop' Colleague Survey, using the Q12 index to explore topics like job satisfaction, colleague and manager relationships, and sense of purpose at work. In 2025, 88% – c.6,900 colleagues – chose to participate in the annual survey, and over 54% in our quarterly pulse surveys. Our overall engagement score was 4.20 out of 5.00, a stable result year-on-year.

The survey and follow-up listening sessions provided valuable insights into our workplace culture. Colleagues described a strong sense of camaraderie and teamwork, managers were widely recognised as supportive and approachable, and many expressed pride in the business – some highlighting a deep passion for their work and clear sense of purpose in their roles.

The feedback also identified opportunities for improvement, notably the need to enhance our colleague recognition programmes.

Beyond the survey, this year SSP Group conducted a thorough assessment of our company culture and colleagues' experiences throughout the business, which included site visits, engagement feedback

reviews and interviews with colleagues. As a result, we identified core themes that drove our progress during the year, which will be prioritised in 2026. With the support of the Board and Group Executive Committee, we also developed and launched a new set of values and behaviours – known as our Recipe for Success – to support a culture of high performance.

Creating a workplace where everyone belongs

We are proud to be a diverse team, representing a wide range of backgrounds, ages, ethnicities and orientations. We value and celebrate the diverse skills and perspectives this brings, and strive to reflect the communities we serve.

Our Belong at SSP framework and approach to DE&I centres on creating an inclusive workplace culture where every colleague feels they belong. The framework is underpinned by structured change management methodologies designed to drive tangible progress and advance the conversation where it matters most. We have a clear UK&I Belong action plan and regularly report progress to the Group Executive Committee.

We are active members of cross-industry group Welcome to all in Hospitality Travel and Leisure (WiHTL), with our CEO, Kari Daniels, serving as a member of the WiHTL's Advisory Board. In 2025, Kari won the award for Most Inclusive Divisional/Regional CEO in Hospitality, Travel, Leisure and Retail at the InclusionIn Awards. In total, over 65 colleagues have participated in WiHTL's learning and development programmes, with 10 taking part in programmes in 2025, including two enrolled in the new Women NED

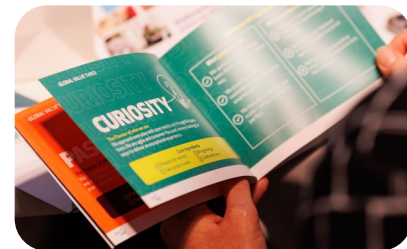
Programme, designed to prepare senior female leaders for non-executive director roles.

We continued to maintain gender balance across UK&I senior leadership, supporting our 2024 commitment through the LEAD Network CEO Pledge to increase female representation at director level¹³ by 5% over three years.

Now in its second year, our nine-month leadership development programme, #ProjectMe, has supported nearly 30 high-potential colleagues across operations and support functions in preparing for future leadership roles.

We continued to recruit through Only A Pavement Away, who connect people experiencing homelessness to hospitality jobs, and were recognised as one of their Top Employers for 2025. We also partnered with Centrepoint, a leading youth homelessness charity in the UK, to host an Employability Day at our head office, through which we hired four candidates.

50% of senior leadership roles are held by women



13. Director level refers to the top two levels of leadership in our UK&I business.

Commitment 8

Protecting safety and wellbeing



Ensuring the safety of our food, colleagues, customers and the public is a fundamental priority across SSP.

Our **Global Safety Policy** sets out our commitment to food, fire and people safety, while our **Supplier Code** outlines our supplier expectations regarding product quality, as well as food and people safety.

Robust data collection and analysis is fundamental to an effective safety programme. To support consistent tracking and performance analysis across markets, we use a digital safety dashboard featuring standardised metrics and accident categories. All global safety metrics and incidents are reported monthly to the Group Executive Committee and bi-monthly to the Board of Directors.

Applying high standards of food safety

We are committed to maintaining the highest food safety standards and our global compliance framework is aligned with the internationally-recognised Hazard Analysis and Critical Control Point management system for food safety.

Our primary focus includes preventing foodborne illnesses and managing allergens effectively.

Across all our units in the UK, we use a digital platform to provide up-to-date allergen information, all of which is validated by qualified food safety experts. Allergen information is accessible to both our colleagues and customers by scanning a QR code, plus we offer access to a tablet for anyone without a smartphone. This not only enhances accuracy and accessibility for customers, but also streamlines our operations, ensuring a safer and

more efficient dining experience for everyone involved. In 2025, we expanded this platform to our units in Ireland.

Keeping our people safe

We are focused on addressing the most significant safety risks that lead to workplace accidents. Our rail locations also present a heightened risk of physical violence against our team members.

Following a successful bodycam trial at seven UK locations in 2024, we significantly expanded the programme this year to cover additional high-risk UK locations. To support this rollout, we partnered with our clients to increase on-site security and improve working conditions wherever possible. We also established a cross-functional working group in the UK to review all incidents involving physical threats and violence, ensuring a coordinated and proactive response. We will be scoping further expansion in 2026 where necessary.

In 2025, our global average Lost Time Incident Frequency Rate (LTIFR) was 6.5¹³. Key causation categories include: hit by object; slip, trip or fall; and manual handling – see graphic.

Promoting wellbeing at work

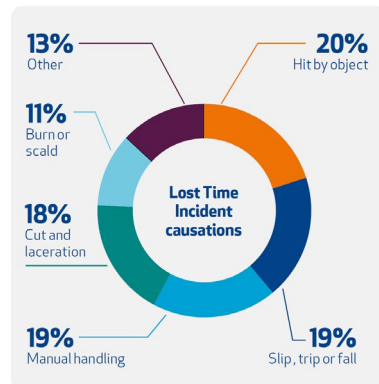
Our approach extends beyond the physical safety of our colleagues, by also encompassing their overall wellbeing. In UK&I, we offer comprehensive initiatives covering all three wellbeing pillars.

Our Employee Assistance Programme provides support our colleagues with on-demand access to various wellbeing services and resources. These

include free and confidential counselling services and mental health support, as well as financial planning services and discounts like Salary Finance and Retail Trust.

Our employee assistance programmes provide our colleagues with a range of wellbeing services and resources, including our partnerships with Salary Finance and the Retail Trust for financial planning, budgeting and debt management.

All our UK colleagues (and their family) can use Help@Hand to access free digital GPs along with other services, such as counselling and physiotherapy. In Ireland, we partner with Irish Life's Digital Doctor service for unlimited GP consultations for employees.



13. LTIFR measures the number of incidents that lead to time off work for colleagues, calculated per one million hours worked. We have restated our previously reported LTIFR data for 2024 to reflect a change in methodology from using the OSHA Standard, which is based on 200,000 hours worked, to a global standard based on 1,000,000 hours worked. Details of the restatement can be found in our Sustainability Data Book.

Commitment 9

Respecting human rights



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

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

In 2025, we updated our **Human Rights Policy**. It provides a clear framework for identifying, preventing and addressing human rights risks, while outlining our expectations for ethical behaviour by our colleagues, suppliers and business partners. The policy is guided by internationally recognised standards, including the UN Guiding Principles on Business and Human Rights, Ethical Trading Initiative Base Code, and the International Labour Organization (ILO) core conventions, and supported by our **Supplier Code**.

The highest risks in our own operations relate to migrant workers. These risks are heightened when they are recruited and/or employed via third party agencies. In SSP UK&I, while recruitment agencies may be used for sourcing candidates, we directly manage all aspects of the hiring and employment, including interviews, right-to-work checks, contracting and wages. We also have a well-established procedure for checking payroll records for duplicate accounts for different employees, or accounts that are not in the employee's own name.

To further strengthen our approach, we rolled-out updated human rights training at the end of 2025. The training targets a broader group of colleagues and reflects real-life business scenarios.

Due diligence in our supply chain

We use the Supplier Ethical Data Exchange, known as Sedex, as the primary means to conduct human rights due diligence on our contracted suppliers¹⁴.

We expect our contracted suppliers to become members of Sedex and, through the platform, we carry out our key due diligence steps, including assessing inherent risk and management competency, and conducting on-site audits.

In 2025, our risk assessment highlighted two high-risk contracted suppliers, on whom due diligence reviews were completed. No issues relating to modern slavery, child labour or other serious human rights violations were identified. However, the audits did identify two minor non-conformances – relating to insufficient management systems for effective compliance and no designated owner for human rights standards – both of which the supplier resolved within the agreed timescale.

See more on our human rights due diligence process in our **Modern Slavery Statement** on our website.

100% of senior managers completed modern slavery training

We are members of Slave-Free Alliance

Slave-Free Alliance is a global social enterprise dedicated to eradicating modern slavery. As members, we are strengthening our approach to identifying, managing and addressing human rights risks and impacts across our operations and supply chains, with their expert support.

“As our partnership with SSP continues to grow, we’re proud to support their efforts to strengthen risk management practices and documentation. This year, we collaborated on the review and launch of their Human Rights Policy and helped shape their new Migrant Worker Standard. Looking ahead to 2026, we’re excited to continue working together to implement key priorities from their action plan, helping SSP uphold human rights across their value chain”

Rachel Hartley,
Consultancy Director, Slave-Free Alliance

14. 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.

Commitment 10

Supporting our communities



We support our local communities through charitable giving and fundraising that helps alleviate food poverty and addresses other locally relevant causes.

In 2025, SSP UK&I continued to fundraise for the SSP Foundation, an independent UK registered charity with the goal of combatting food poverty. SSP UK&I also supported Macmillan Cancer Support and LauraLynn, and Irish children's hospice.

Helping alleviate food poverty through the SSP Foundation

The SSP Foundation, an independent UK-registered charity, fundraised c.£200,000 through its annual charity gala and auction in 2025. These funds will be allocated to FareShare, the UK's largest charity fighting hunger, in 2026. In addition, as part of its annual Christmas giveaway, the SSP Foundation donated £41,000 to UK food poverty charities nominated by our colleagues.



Supporting community causes

In the UK, we have supported Macmillan Cancer Support since 2018, raising over £1.27 million in that time. In 2025, we raised over £90,000 through in-store collection jars and fundraising. A key contributor to this was our SSP-led 'Make The Distance' challenge, where our colleagues walked, swam, cycled and ran over 8,000 miles.

Some of our teams are choosing to spend their team days volunteering with our charity partners. In August, our Central Operations team spent the day with City Harvest. City Harvest are a food redistribution charity, which delivers surplus food to 350+ organisations across London, providing free food support to 133,000 people a week. The team was collecting surplus fruit and veg from markets in London; sorting and checking for quality; and stacking and wrapping pallets ready for delivery.

In Ireland, we now have a partnership established with LauraLynn, who operate a children's hospice. This is a cause our colleagues in Ireland are particularly passionate about, an enthusiasm that has translated to great involvement in sponsored events such as walks and sea swims.

"In 2025, SSP went above and beyond. Their fundraising achievements could help run our Online Community forum for more than four months. Hundreds of thousands of people affected by cancer use this forum to read and share their experiences, and support each other on topics from treatment, to coping with everyday life, to the death of a loved one."

On top of fundraising – SSP held webinars and shared internal education about the signs and symptoms of cancer, and where to go for support if needed. We are very grateful to SSP colleagues for supporting and getting behind the Macmillan partnership."

Manoj Kerai,
Corporate Partnerships Manager,
Macmillan Cancer Support

£90,000 fundraised for Macmillan Cancer Support

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 why it sits at the centre of our Sustainability Strategy.



In this chapter

- Sustainability governance and management
- Our 2024 partners

Our material issues

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

SDG alignment



Sustainability governance and management

Ensuring accountability

To achieve our ambitious Sustainability Strategy, we have established clear responsibilities and accountability across our business, guided by a comprehensive suite of frameworks, policies, and procedures.

At Group level, the Board of Directors oversees and reviews Group strategy and performance at least twice a year. Our Group CEO is accountable for delivery of our Sustainability Strategy, with our UK&I CEO, Kari Daniels, accountable for its implementation across UK&I.

Key members of our SSP UK&I Executive Committee, and their direct reports, have specific sustainability objectives. This ensures accountability at both leadership and operational levels, and supports a decentralised model of ownership where multiple business functions are responsible for delivering progress on sustainability.

We have a UK&I Head of Sustainability, who leads the UK&I Sustainability Steering Committee to govern and drive progress. Purchasing, marketing, operational, culinary and commercial functions are represented, enabling effective cross-functional working.

This approach balances specialist sustainability knowledge with clear responsibilities to further embed sustainability into everyday decision-making.

Building our expertise

We provide our colleagues with training and resources to help deliver our Sustainability Strategy. UK&I managers in key roles have completed two CPD-certified net-zero e-learning modules. Our Group online Sustainability Learning Hub is regularly updated with new guidance, tools, resources, videos, webinars and presentation recordings. It features dedicated guidance pages on key initiatives such as decarbonising our menus and our Human Rights Hub.

In 2025, we worked with a specialist consultancy to conduct an interactive workshop on responsible marketing – equipping key individuals with the skills to understand, spot and avoid potential greenwashing risks in our communication.

Navigating ESG legislation

The global ESG regulatory landscape continues to expand and diversify. While new regulations – such as sustainability reporting requirements in the UK – are being introduced, significant EU regulations like the EU Corporate Sustainability Reporting Directive (CSRD) and the EU Deforestation Regulation (EUDR) are being delayed and/or simplified. This has contributed to increased uncertainty.

In response, our strategy remains flexible, ensuring we adapt our plans to maintain both compliance and operational readiness. We also focus on integrating relevant regulatory processes within our broader sustainability agenda to support value creation.



SSP UK&I's Executive Committee

In 2025, we conducted quarterly ESG regulatory horizon scanning, with support from specialist consultants, to provide an 'early warning' system to integrate preparations into our strategic plans and processes.



Find out about the Group's governance, policies, stakeholder engagement, materiality and business ethics and standards in our SSP Group **Sustainability Report 2025**.

Understanding what matters most to our stakeholders and working in partnership

Listening to our stakeholders helps us better understand their views and concerns, and enables us to engage and respond appropriately.

We engage with a wide range of our stakeholders at local, regional and global levels. Our Board remains closely involved, receiving regular updates on stakeholder views and conducting an annual review to assess the effectiveness of our engagement mechanisms. 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.

Identifying our material issues

In 2022, we conducted a detailed materiality assessment in partnership with a specialist third party, drawing on insights from a wide range of stakeholder engagement channels. This piece of work identified, assessed and prioritised the most important issues for our business and stakeholders, directly informing our Sustainability Strategy.

To support continued strategy evolution, we conducted a new double materiality assessment in 2025. Full results can be found in our 2025 Group Sustainability Report.

 See the **SSP Group Sustainability Report 2025** for the results of our double materiality assessment

The material topics covered by our existing Sustainability Strategy remain broadly relevant, but there have been a few developments. Most notably, biodiversity – flagged as an emerging issue in our 2022 assessment – has now been confirmed as a material topic. What's more, circular economy has expanded in scope to include unit design and build sustainability alongside our existing focus on sustainable packaging and plastic use.

The results represent an evolution of our priorities rather than a revolution. To translate these insights into meaningful action, we are now integrating the materiality results into our Sustainability Strategy and risk management processes.

Working in partnership

We operate at the intersection of the travel, hospitality and food sectors, which brings with it a wide range of sustainability challenges that cannot be addressed in isolation. We are in a unique position to be able to convene our different stakeholders, catalysing action and working in partnership to deliver on a shared vision for a sustainable food travel sector.

We are members of, and work with, several industry groups and organisations. This includes 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. We also work with strategic partners on key initiatives, such as Klimato and Too Good To Go, and on key pledges or commitments, such as the WRAP Food Waste Reduction Roadmap.

Our 2025 partners

Multi-stakeholder groups



Strategic partners



Key pledges and commitments





Contact us

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