SSP The Food Travel Experts

Embedding sustainability

into the best part of the journey

SSP Group plc
Sustainability Report 2025

Welcome to our 2025 Sustainability Report

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

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

We have a wide portfolio of brands, including our own and those we franchise, which cater to a variety of customer needs. These range from grab 'n' go sandwich shops and cafés to casual dining restaurants and bespoke high-end concepts.

About this report

Sustainability is a strategic priority at SSP and touches all aspects of our business. This report details our Sustainability Strategy and 2025 performance.

Operating at the intersection of the travel, hospitality and food sectors, which brings with it a wide range of sustainability challenges, we aim to deliver positive impact for our business and work in partnership with our stakeholders to promote a sustainable food travel sector.

While united under our global strategy, our operating model enables each region and market to tailor our global approach to local circumstances. As such, this report features Group-wide efforts alongside regional and market-level examples that showcase our strategy in action.

Our reporting boundaries cover SSP Group plc and its subsidiaries (together referred to as the SSP Group). Unless otherwise stated, this includes two associate businesses in Cyprus and Qatar in which the Group has a long-term equity interest and over which it has the power to exercise significant influence.

The reporting period relates to our 2025 financial year, from 1 October 2024 to 30 September 2025, 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.

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Navigating through this report

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Additionally, the icons below can also be used to find further information on our website or throughout this report.

Visit our website for further information

Find additional information on other pages within this report

Our reporting approach

We want to provide our stakeholders with clear, consistent and comparable sustainability disclosures.

How and where we report

We consider and report on sustainability disclosures with reference to, or in alignment with, the following global reporting frameworks:

Global Reporting Initiative (GRI): Universal Standards 2021

The GRI Sustainability Reporting Guidelines provide a comprehensive set of reporting standards covering economic, environmental and social impacts.

Sustainable Accounting Standards Board (SASB): Restaurants Standard

SASB has industry-specific sustainability standards that identify financially material topics and associated metrics.

Task Force on Climate-related Financial Disclosures (TCFD)

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

Read our TCFD statement in our 2025 Annual Report on pages 62–66.

Find our GRI, SASB and TCFD Indices in our Sustainability Data Book.

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

Our 2025 Annual Report provides details of our Group Strategy and performance at: foodtravelexperts.com/investors/annualreport.

Our Sustainability Data Book is a downloadable Excel document, available on our website, that includes:

- our annual performance data, including progress against our targets at year-end and total volumes or averages for the full year
- comprehensive greenhouse gas (GHG) emissions and energy data in accordance with UK streamlined energy and carbon reporting (SECR) regulations
- reporting information, including data methodologies, scope, definitions and restatements
- other business information, including details of Group policies and cage-free egg transition plans
- GRI, SASB and TCFD Index tables identifying where to find disclosures that align with each framework.

Our ESG ratings

Our sustainability performance and risk management are independently assessed by leading environmental, social and governance (ESG) rating agencies using publicly available information.

Find our annual ESG Ratings updates on our website.

Morningstar Sustainalytics

Morningstar Sustainalytics ESG Risk Ratings measure a company's exposure to industry-specific material ESG risks and how well they are managed. ESG Risk Ratings range from 0 (negligible) to 40+ (severe); ESG Risk Management Ratings range from 0 (weak) to 100 (strong). As at September 2025, SSP Group plc received an ESG Risk Rating of 22.5, with an overall ESG Risk Management Rating of 53.8 (strong), and was assessed to be at medium risk of experiencing material financial impacts from ESG factors[1].

Rated MORNINGSTAR | SUSTAINALYTICS

MSCI

MSCI ESG Research rates global public and private companies on a scale of AAA (leader) to CCC (laggard), according to industry-specific ESG risk exposure and the ability to manage those risks relative to peers. At our last update in June 2025, SSP Group plc maintained an MSCI ESG Rating of A[2].

MSCI ESG RATINGS A

CCC	B	BB	BBB	A	AA	AAA

S&P Global

S&P Global evaluates a company's sustainability practices and performance against several industry-specific economic, environment and social criteria. S&P Global's Corporate Sustainability Assessment scores range from 0 to 100. At our last update on 25 August 2025, SSP Group plc performed in the top decile in the Restaurants & Leisure Facilities industry, scoring 42 in the 2025 S&P Global Corporate Sustainability Assessment.

S&P Global

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2025 at a glance

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

Product

39% of meals
offered by our own brands are plant-based or vegetarian[3]

2025 target: >30%

96% of hot beverages
for our own brands are from sources certified against recognised standards, such as Rainforest Alliance[3]

2025 target: 100%

83% of eggs
for our own brands come from cage-free sources, with 100% achieved in all but seven markets[3]

2025 target: 100%

Planet

8% increase in 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[3,4]

2025 target: 100%

c.1,750 tonnes of food waste
diverted from landfill through redistribution, recycling and composting schemes

People

40% female representation
in senior leadership roles[3]

2025 target: 40%

99% of contracted suppliers
with higher human rights risks have undergone due diligence[3]

2025 target: 100%

c.£1.25 million invested in community programmes
to help alleviate food poverty and support local charitable causes

3 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.
4 Rounded to 100% for reporting purposes; actual performance of was 99.7%.

A message from our Group CEO

Welcome to our Sustainability Report for 2025

When we set out our Sustainability Strategy in 2021, we aimed to lead the way in our sector with ambitious targets that reflected both the complexity of our business and the scale of change needed.

Four years on, I'm more convinced than ever that sustainability isn't a trade-off with commercial performance. It's central to building a stronger, more efficient and resilient business.

That belief has been tested, though – especially over the past year. Geopolitical uncertainty, a tough macro-economic climate and softer demand in some of our key travel markets have made this a challenging period.

We've also seen setbacks in the broader sustainability landscape, from regulatory rollbacks to slower-than-expected progress on net-zero and food system transformation. And yet, we have made meaningful progress against our targets.

We've consistently exceeded our target for at least 30% of own-brand meals to be plant-based or vegetarian – reaching 39% by the end of 2025. We've also transitioned 100% of our own-brand packaging to reusable, recyclable or compostable formats and met our target for 40% of senior leadership roles to be held by women.

Furthermore, we've made strong progress in sustainable sourcing for our own brands, with 100% of coffee from certified sustainable sources in all but one market, and 100% cage-free eggs in all but seven markets. Where availability of these products is far more limited in some Asia and Middle East markets, we have clear transition plans in place.

Across all of our targets, we're fully committed to maintaining performance and driving continued progress.

We're also moving forward on our net-zero ambition, with real strides made in refining our understanding of our footprint and strengthening our data and methodologies to align with the latest climate science. While these methodology changes have resulted in a significant increase in Scope 1 and Scope 3 emissions, from our 2019 base year, Scope 2 emissions are down 29% thanks to our energy monitoring and efficiency measures.

Now, with increased data accuracy and granularity, we're turning these insights into efficient, scalable decarbonisation strategies that can support business growth while keeping absolute emissions in check. We know this won't be easy. But difficult isn't the same as impossible. With the right commitment, and by working together with partners across our value chain, I believe we can get there.

Creating value

Sustainability isn't a side project; it's an ongoing transformation that we're embedding across our operations and aligning with our core business priorities to enhance performance, improve margins and drive cost efficiencies.

We're integrating sustainability into menu design and product development to meet evolving customer needs while aiming to improve environmental outcomes. By optimising ingredients and using smart ordering and production, we're better able to offset inflationary pressures and reduce the cost of goods.

"Sustainability isn't a side project; it's an ongoing transformation that we're embedding across our operations and aligning with our core business priorities to enhance performance, improve margins and drive cost efficiencies."

A message from our Group CEO continued

Our Sustainable Build Standards are helping us minimise waste and resource use, enhance efficiency, lower capital expenditure and speed up construction. A great example is the 2025 opening of O'Leary's bar at Oslo Airport, completed in just three weeks by applying circular design principles by retaining, repurposing and reusing elements from the existing space.

These efforts have earned us external recognition. Our sustainable build programme won Airport Sustainability Initiative of the Year at the Airport Food & Beverage + Hospitality Awards. Our UK team won the Economic Sustainability Award at the 2025 Footprint Awards for reducing the carbon footprint of our Soul + Grain brand menu while increasing sales and cutting waste by 25%. And we were proud to be named a Climate Leader by the Financial Times in their 2025 Europe's Climate Leaders Report.

Embedding and evolving

This year, we made some important changes to our organisational structure. We appointed a new Director of Strategy & Business Services to our Group Executive Committee – bringing together Group strategy, Global Business Services, and our Brand, Commercial, Purchasing, Supply Chain and Sustainability functions. Importantly, this role has also taken over as executive sponsor for sustainability, reflecting the maturing of our agenda and focus on embedding it even further into core operations.

We also refreshed our company values and behaviours – our 'Recipe for Success' – based on a thorough assessment of our culture and colleague experience. These values are designed to be lived by our teams every day and support a high-performance culture.

As the sustainability landscape continues to shift, we're evolving our strategy to stay relevant, responsive and resilient. This year, we completed a new double materiality assessment and are using the results to guide the next phase of our strategy. These insights aren't just for ticking boxes – they're a foundation for meaningful action.

Yet ultimately, our progress is built on the passion and commitment of our people. This year, we sadly lost Jerry Davies, our Global Food & Beverage Director and true champion of sustainability. Jerry's culinary vision and leadership helped shape our People and Planet approach to food, and his hands-on engagement inspired our global teams and brand partners to innovate and create healthier, more sustainable choices. His legacy will continue to guide us as we move forward.

Additionally, our Board Chair and Director, Mike Clasper, will step down in January. I'd like to thank Mike for his invaluable support and active involvement in shaping our global Sustainability Strategy, as well as for challenging ideas and encouraging progress that delivers value for our business, people and the planet.

Finally, I'd like to extend my heartfelt thanks to all our colleagues, clients and partners for their continued support and efforts to drive positive change. Together, we're paving the way for a more sustainable food travel sector.

Patrick Coveney,
Group Chief Executive Officer
December 2025

Patrick presenting at the annual SSP leadership conference.


Jerry Davies, recognised with the 2024 Outstanding Service to the Industry Award from Foodservice Equipment Journal.


O'Leary's Bar unit at Oslo Airport, Norway, built using circular design principles.

Our strategic approach

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Leading with purpose

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

Our Sustainability Strategy

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

Our Sustainability Strategy focuses on the three 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.

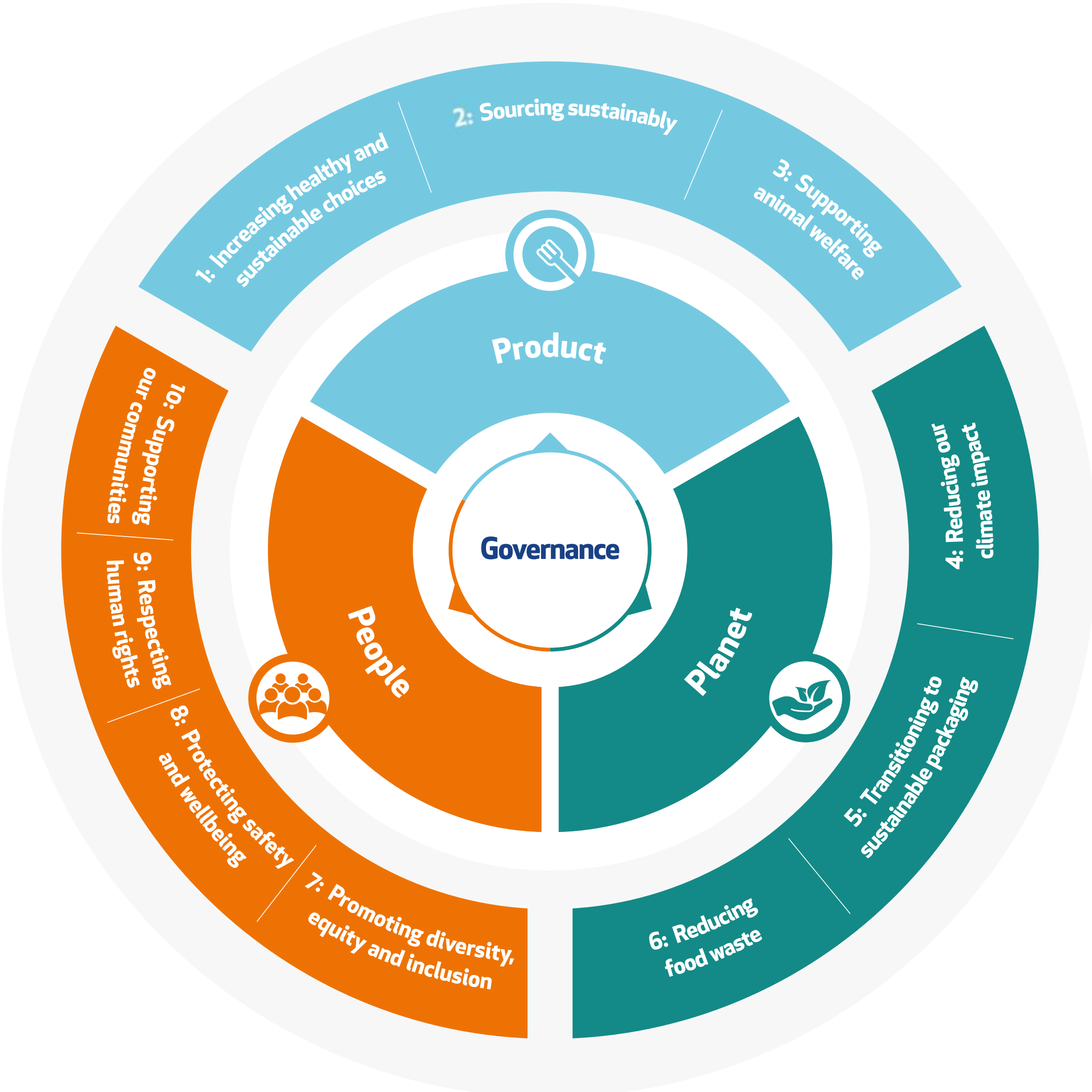
Now that we have reached the 2025 deadline for most of our targets, we are evaluating progress and key learnings, and exploring ways to evolve our strategy and set new goals. To support this, we conducted a double materiality assessment in 2025 to ensure we stay focused on the most important impacts, risks and opportunities.

Read more about our **double materiality assessment** on pages 61–62.

While all of our strategic issues are important, we are particularly focused on where we can drive the greatest impact: through the food we serve.

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

Find out more about our **Group strategy** in our 2025 Annual Report on pages 6–27.



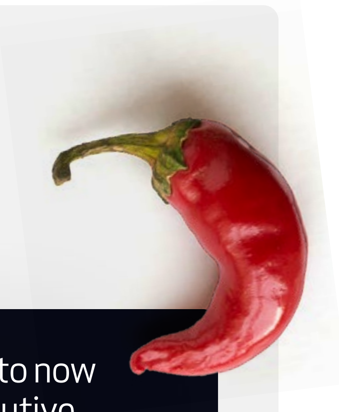
Interconnected commitments

While our strategy outlines 10 distinct commitments, many sustainability issues are interconnected and addressed through integrated initiatives. To illustrate this, a strategy wheel appears throughout this report to indicate when multiple commitments are being addressed simultaneously.

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.

Delivering *impact*



Having reached the 2025 deadline for most of our targets, we want to acknowledge the collective efforts of our nearly 49,000 colleagues around the world who have delivered meaningful progress.

Our global Sustainability Strategy – designed to be locally adaptable – empowers each region and market to tailor its approach to achieving our goals. This flexibility has been instrumental in driving progress and enabling us to respond effectively to local challenges and opportunities.

Although a small number of markets have not fully met all targets, particularly in Asia and the Middle East where product certifications and cage-free sourcing is more limited, we have clear transition plans in place. We remain committed to maintaining performance across all of our targets and driving continued progress.

Read more about our **regional approaches to delivering our strategy** on pages 12–22.

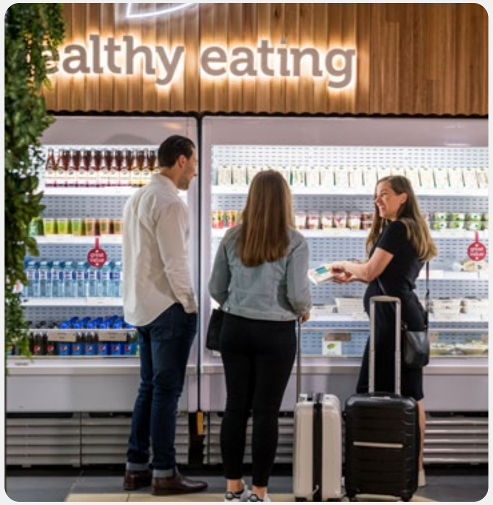
Embedding sustainability across our business

As our sustainability approach continues to mature, we have reflected on how we are structured to deliver long-term impact. This year marked a pivotal shift, with the Sustainability function moving to Strategy & Business Services – an intentional change that reflects the growing strategic importance of sustainability within our business.

This transition builds on our progress over the last four years to integrate sustainable practices into each stage of product and service development, addressing social and environmental impacts while also realising commercial benefits and cost efficiencies.

We are aligning product offers and menu design with shifting consumer expectations, while aiming to improve environmental impacts such as reducing GHG emissions from our food and drink.

Operationally, we are streamlining ordering and production processes to cut waste and manage costs, while in our physical spaces, we are considering how we apply circular design principles, such as reusing and repurposing existing materials, to reduce waste, lower capital investment and accelerate build times.



> "I'm delighted to now serve as executive sponsor for sustainability and to help drive its deeper integration into our core operations. As we enter the next phase of our sustainability agenda, we're well positioned to unlock new opportunities and accelerate progress."

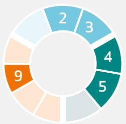
Mark Rainbow,
Director of Strategy & Business Services and executive sponsor for sustainability

Working with our value chain

Through close collaboration with our value chain, we are creating shared value and bringing our vision for a sustainable food travel sector to life.

Learn more about our **strategic partners, memberships and key pledges** on page 56.

Partnering with our upstream suppliers



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

Manufacturers, wholesalers and distributors

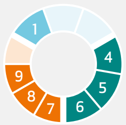
Our direct supplier relationships are primarily with local market manufacturers, wholesalers and distributors. As valued business partners, we are committed to treating them fairly and with respect while building long-lasting, mutually beneficial relationships. By working together, we believe we can raise standards and drive sustainable practices across our supply chains.

Farmers and fisheries

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

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

An overview of our operations



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

Clients

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

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

Colleagues

We employ nearly 49,000 people worldwide, with 94% being frontline team members. Our people are at the heart of our business, and we are committed to ensuring SSP is the best part of their career journey.

Learn more about **how we support our colleagues** on pages 42–44.

Brand partners

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

We seek to collaborate with brands that share our values, and many of our brand partners – including Burger King, Marks & Spencer, Pret A Manger and Starbucks – have established their own sustainability strategies and objectives. While most of our targets relate to our own brands, where we have direct control, we also work together with our brand partners to achieve shared sustainability goals.

JV partners

Across our Asia Pacific (APAC), Eastern Europe & the Middle East (EEME) and North America regions, we maintain several JV partnerships. These relationships help enhance our market knowledge, provide access to brands and concepts, and strengthen connections with local clients and governments.

Serving our customers and communities downstream

We serve quality food and drink to travelling customers globally and support our local communities.

Customers

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

Communities

We play an important role in the communities where we live and work, creating jobs and contributing to local economies. We also have a long-standing approach to supporting and giving back to these communities through our community programmes and partnerships. We partner with local charities around the world, such as FareShare in the UK and Meals on Wheels in the USA, to help alleviate food poverty.

We are also members of not-for-profit organisations, such as Slave-Free Alliance and the climate and health upskilling network Future Food Movement.

Learn more about **how we support our communities** on pages 50–51.

Industry awards and recognition

While our commitment to delivering impact is internally driven, we are proud to be recognised externally for our efforts in 2025.

Global

Europe's Climate Leaders 2025 from Financial Times and Statista, for our progress in reducing Scope 1 and 2 GHG emissions intensity.

Airport Sustainability & Environmental Initiative of the Year – Global and Europe at the Moodie Davitt Airport Food & Beverage + Hospitality (FAB) Awards 2025, for our sustainable unit build programme.

2025 Financial Times Stock Exchange (FTSE) Women Leaders Review recognised SSP for having one of the highest levels of female representation at Board level among FTSE 250 companies in 2024.

Women to Watch in Hospitality, Travel, Leisure and Retail Index 2025 featured Asheeka Hyde (Group Technology Director, Data & Analytics), Ivy Yang (Finance Director, APAC) and Niki Zomeni (Head of People, EEME), recognising their individual contributions to our industry.

Regional

APAC: *Best Learning Culture Journey – Bronze Award* at the Employee Experience Awards Hong Kong 2025, for our 'Fly. Learn. Grow.' development programme.

Denmark: *Good Citizen 2024 – Europe* award from Inspire Brands, for our May 'SOS Donut' initiative in our Dunkin' units, which donates a portion of sales to charity.

India: *Airport Sustainability & Environmental Initiative of the Year – Asia Pacific* at the Moodie Davitt Airport FAB Awards 2025, for our JV's Chefs for Good initiative.

Norway: *2025 Matredderprisen (Food Saver Prize)* from Q-Meieriene, for our food waste efforts at Scandinavian Airlines lounges at Oslo Airport.

UK: *Economic Sustainability Award* at the Footprint Awards 2025, recognising our work to reduce the carbon impact of food in our Soul + Grain brand while maintaining profitability.

UK: *Most Inclusive Divisional/Regional CEO in Hospitality, Travel, Leisure and Retail* awarded to Kari Daniels (UK&I CEO) at the WiHTL *inclusion in* Awards 2025.

UAE: *Airport Sustainability & Environmental Initiative of the Year – Middle East & Africa* at the Moodie Davitt Airport FAB Awards 2025, for our local sustainability implementation.

UAE: *Inclusion Award* from Abu Dhabi Airports Awards 2024, recognising our efforts to foster an inclusive workplace at Zayed International Airport.

UAE: *Global ESG Awards* recognised Edabelle Ragay (Safety & Sustainability Manager, UAE) at their Emirati Women's Day event for her leadership and contribution to sustainability.

USA: *Greenest Airport Contractor* at the 2025 Green Restaurant Awards, for the most Certified Green Restaurants® of any airport food service contractor.

USA: *Green Project of the Year* at Green Dining Nevada's 2024 Golden Pinecone Sustainability Awards, for our contribution to sustainability at Reno-Tahoe International Airport.

USA: *Top Diversity Employer* by Mitratech Diversity Jobs in 2025, recognising our commitment to diversity, equity and inclusion.

Sustainability in our markets

Delivering local impact on a global scale

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

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

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Sustainability in North America

"This year, our teams critically assessed our food offerings and made bold changes to streamline menus and sharpen procurement practices, while achieving our 2025 sustainability targets. We approach each challenge with adaptability, collaboration and clear focus on efficiency. These efforts drive meaningful progress against our sustainability commitments while delivering for our business."

George Mboya,
Chief Executive Officer, North America

About us

We are the second-largest food and beverage provider in over 50 of the top 200 airport locations across the USA and Canada, including 16 of the top 20. We also operate in three airports in Brazil.

c.450 units in c.60 locations

c.8,900 colleagues

Some of our key brands

Own brands	Franchise brands
Bad Egg	Peet's Coffee
Urban Crave	Shake Shack
Mi Casa Cantina	Dunkin'

Adapting to regional challenges and opportunities

The sustainability landscape across the North America region is shaped by diverse client expectations. While federal regulation remains limited, progressive state and municipal policies – particularly in Washington, California, New York and parts of Canada – are setting more ambitious environmental and social standards.

These dynamics influence commercial decisions, with airport authorities now requiring participation in airport-specific sustainability programmes as part of concession agreements and operations.

In response, we are taking a locally informed approach to addressing each location's unique sustainability context and creating authentic experiences for each airport.

Having a portfolio of nearly 300 brands brings with it unique operational challenges. Through standardising equipment and processes, we seek to drive efficiencies that reduce resource use, waste and cost, while enhancing the customer experience with increased speed of service. These efficiencies include operating four centralised kitchens to serve around 90 restaurants, optimising our menus, maximising digital technology use and minimising waste.

Partnerships are crucial to our approach. Our work with the Green Restaurant Association is helping us meet rising expectations while strengthening our local impact. Through the Airport Concessions Disadvantaged Business Enterprise programme in the USA – a statutory initiative designed to expand opportunities for minority- and women-owned small businesses – we continued to develop our partnerships with more than 120 business and JV partners across airports nationwide in 2025. In addition, our CEO was appointed to the Board of the Airport Minority Advisory Council and attended their Airport Business Diversity Conference this year.

How we are delivering in North America

Product

We continue to explore opportunities to embed sustainability into our 'taste of place' philosophy.

In 2025, 27% of meals offered by our own brands were plant-based or vegetarian . More than 20 of our own brands offered over 40% plant-based or vegetarian meals, including Le Grand Comptoir, Mediterranean Grill and Pizza Vino. In addition, all of our own-brand coffee outlets offer non-dairy milk alternatives. In Canada and the USA, menu labelling helps highlight vegetarian, plant-based options as well as meals under 600 calories.

We have reviewed our menus and grab 'n' go offerings across the USA and Canada to meet evolving consumer expectations. Launching in early 2026, the updated range features an enhanced menu focused on taste, choice and sustainability, such as through the use of 100% recyclable packaging, free from single-use plastic.

Despite ongoing supply chain challenges caused by avian flu in the USA, by the end of 2025, 100% of eggs sourced for our own brands were from cage-free sources. This was made possible through close collaboration with suppliers and strategic actions such as temporarily reducing overall egg volumes to maintain cage-free sourcing.

100% of own-brand hot beverages were from certified sources

Planet

Our 'Passion for the Planet' initiative continues to deliver wins for both our business and the environment.

In 2025, we expanded our partnership with the Green Restaurant Association, achieving Certified Green Restaurant® status for over 200 restaurants across 23 airports. This achievement followed an independent assessment designed to help us identify and reduce our environmental impacts. As a result, we were named *Greenest Airport Contractor* at the 2025 Green Restaurant Awards, for the most Certified Green Restaurants® of any airport food service contractor.

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

We also continued our participation in local initiatives, with eight restaurants at Reno-Tahoe Airport part of the Green Dining Nevada network. In 2025, we were awarded the Green Project of the Year Award at Green Dining Nevada's 2024 Golden Pinecone Awards for our contribution to a more sustainable environment at the airport.

Sustainable packaging and food waste remain a key focus. By the end of 2025, 100% of our own-brand packaging was reusable, recyclable or compostable and free from unnecessary single-use plastic. In addition, c.40% of our own-brand packaging contained recycled plastic. Throughout the year, we also transitioned our remaining plastic takeaway bags to paper alternatives, switching an additional 2.4 million bags, saving c.12 tonnes of plastic each year.

We have a well-established food waste reduction programme across our sites and central kitchens in the USA and Canada. This includes WasteTrax, which provides real-time waste monitoring to help our teams minimise ingredient and product waste. In addition, our inventory management system, Crunchtime, enables us to analyse menu performance and production processes across units and identify opportunities for further waste reduction. In parallel, 100% of units send our waste cooking oil for recycling into biofuels.

100% of own-brand packaging was reusable, recyclable or compostable

People

We embed diversity, inclusion and opportunity into our culture across our region.

To unite our team of nearly 8,800 colleagues across three countries, we have built a strong company culture supported by our values and reinforced by a strong recognition programme. In 2025, over 1,600 colleagues were recognised with PASSION awards for embodying our values.

During the year, we opened a new Rise Up Café at Sarasota-Bradenton International Airport, creating employment opportunities for individuals with intellectual and developmental disabilities. We also continued to fund Women in Aviation Scholarships with the American Association of Airport Executives Foundation and proudly sponsored the Airport Minority Advisory Council. Several of our leaders served on the She SOARS Women in Aviation Summit Committee.

In 2025, we were named a Top Diversity Employer by Mitratech Diversity Jobs for our commitment to diversity, equity and inclusion (DE&I).

Our development programmes are a cornerstone of our people experience. In 2025, we expanded our social mobility programme to include over 80 community partners, and developed our Manager Essentials training to support current and future managers. We also continue to strengthen our food safety culture, with nearly 80 colleagues qualified as FDA-recognised Preventive Controls Qualified Individuals since 2023, including 16 in 2025.

Our community impact remains strong. In 2025, we supported over 10 charities and local organisations, and maintained our national partnership with Meals on Wheels America, contributing over £78,000 through direct donations and fundraising at our restaurants. During our PASSION Summit, our teams assembled 1,200 personal hygiene and emergency food kits for Meals on Wheels recipients.

c.£115,000 invested in community programmes

Sustainability in the UK & Ireland

"Sustainability isn't a side conversation – it's shaping our core business. In the UK&I, we've embedded a decentralised ownership model that empowers teams to deliver on clear sustainability objectives within their business plans. This approach is not only driving progress against our sustainability targets; it's unlocking commercial value and strengthening business resilience."

Kari Daniels,
Chief Executive Officer, UK & Ireland

About us

We are one of the largest food and beverage providers, serving airports and railway stations across the United Kingdom and Ireland (UK&I).

c.460 units in c.170 locations

c.8,200 colleagues

Some of our key brands

Own brands	Franchise brands
UPPERCRUST	M&S SIMPLY FOOD
Millie's	Starbucks
Juniper & Co Bar and Kitchen	Burger King

Adapting to regional challenges and opportunities

We operate within a distinct sustainability landscape shaped by increasingly ambitious clients and brand partners, growing expectations of investors and customers, and evolving ESG regulations. Within this environment, our sustainability programme remains ambitious and increasingly embedded in day-to-day operations.

The programme is led by a dedicated regional Head of Sustainability, supported by a cross-functional Sustainability Steering Committee. This committee coordinates delivery and elevates sustainability on the UK&I Executive Leadership Committee agenda through monthly reporting and quarterly engagement.

As our programme matures, objectives are no longer siloed but are integrated into executive goals, functional business plans and decision-making processes. This ensures accountability across teams and reinforces sustainability as a shared responsibility.

We tailor our sustainability initiatives to meet the specific needs of our airports and railway settings. For example, our food redistribution and donation efforts focus primarily on our large rail business. This is due to greater flexibility from reduced security requirements compared to airports, and easier access to and from our units.

As a regional innovation test bed, we spearhead new initiatives – such as our work with Klimato to decarbonise our own-brand menus – sharing insights to drive adoption and success across other SSP markets. We use our own brands for rapid testing and learning, and collaborate with brand partners on shared sustainability goals and to address industry challenges.

Our clients are increasingly prioritising sustainability, and we are proud to support their 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.

How we are delivering in the UK & Ireland

Product

Evolving our product offers remains central to delivering our sustainability commitments.

By the end of 2025, 33% of our own-brand meal options were plant-based or vegetarian, with non-dairy milk alternatives available at all coffee-serving units.

This year, we worked with our supplier to identify opportunities to evolve the cookie dough recipe for our Millie's Cookies brand. The new recipe, launching in early 2026 across 43 units, includes free-range eggs and delivers a 15% reduction in emissions compared to the previous recipe.

We also assessed the nutritional and climate profile of our recipes across multiple own brands using tools like Nutritics and Klimato[5], introducing options like a Roasted Salmon & Chickpea Lentil Salad at Juniper, which is rated low carbon by Klimato and offers high protein, fibre and nine plant varieties. At Soul + Grain, the Katsu Cauliflower Baguette and Simplicity Meatballs Hot Box are both plant-based and low-carbon, with the Hot Box also high in protein and fibre. At The Dickens Inn, we expanded our casual dining offering with plant-based squid and chicken wings.

In collaboration with our client daa, we achieved Origin Green[6] verification of our sustainability plan at Dublin Airport in 2024. As part of this, we set health targets for our own-brand units – Fallow, Whiskey Bread and Tap & Brew – to increase high-fibre dishes and meals with at least two servings of fruit or vegetables. We plan to extend Origin Green certification to six more units at the airport in 2026.

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 eggs for our own brands came from cage-free sources

Planet

Our strategy centres on delivering a scalable reduction in Scope 3 food-related emissions and food waste.

We use Klimato to assess the climate impact of our own-brand recipes, embedding this data into menu development and commercial product reporting. In 2025, these insights informed recipe and menu decisions for brands such as Upper Crust, Juniper and our casual dining bars. Upper Crust, for example, achieved a 12% reduction in emissions from food sold in 2025.

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%.

See more about how we **assess our recipes using Klimato** on page 35.

We are signatories to the UK Food Waste Reduction Roadmap with WRAP[7], demonstrating our support for UN SDG 12.3: to halve food waste by 2030. This year, we improved our waste data methodologies, enabling more accurate industry benchmarking.

In addition, 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 ratio[8], while improving profitability. We also continued to work with clients such as London City, Newcastle and London Gatwick airports and Network Rail on collaborative waste management actions.

Following a successful 12-week surplus food redistribution pilot at London Waterloo Station in 2024, delivered with Olio and Network Rail, we expanded the programme to nearly 100 UK units in 2025, donating more than 100 tonnes of food. This complements our partnership with Too Good To Go[9], through which we have redistributed nearly 1.5 million 'Surprise Bags' of surplus food since 2021.

See more on our **surplus food redistribution programme** on page 39.

In 2025, we proudly met both packaging targets and continued to expand the use of recycled plastic. This included increasing recycled content in nearly one million refuse sacks from 50% to 97%.

c.550 tonnes of surplus food were diverted from landfill

People

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

We are 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 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 Non-Executive Director (NED) Programme, designed to prepare senior female leaders for these 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 level[10] 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 are also committed to supporting communities, raising over £90,000 in 2025 for long-term partner Macmillan Cancer Support through colleague-led and in-store fundraising initiatives.

c.£335,000 invested in community programmes[11]

5 **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 CO_2e per 400g meal.
6 **Origin Green** is Ireland's food and drink sustainability programme, operating on a national scale, uniting government, the private sector and the full supply chain, from farmers to food producers right through to the food service and retail sectors.
7 WRAP stands for Waste & Resources Action Programme. For more information, visit: **www.wrap.ngo**.
8 Waste volume ratio is the number of items wasted compared to number of items purchased.
9 **Too Good To Go**, the social impact company behind the world's largest marketplace app for surplus food.
10 Director level refers to the top two levels of leadership in our UK&I business.
11 Includes contributions made by independent, registered charity SSP Foundation.

Sustainability in Continental Europe

"Despite a year marked by regulatory uncertainty and challenging trading conditions in our Europe business, we have remained focused and committed to our sustainability ambitions. While it hasn't been easy, I am proud of how far we've come. We have delivered on our targets and continue to make progress, because sustainability remains as important as ever to our clients, our teams and our future."

Satya Menard,
Chief Executive Officer, Continental Europe

About us

We operate predominantly in airports and railway stations across 15 markets in Western Europe, including Spain, France, Belgium, Luxembourg, the Netherlands, Germany, Austria, Switzerland, Norway, Sweden, Denmark, Finland, Iceland, Estonia, and most recently, Lithuania.

c.1,100 units in c.250 locations

c.13,700 colleagues

Some of our key brands

Own brands	Franchise brands
IDA & FRIDA Good Fresh Food	Burger King
Ritazza	Pret
Point Fresh · Fast · Local	Starbucks

Adapting to regional challenges and opportunities

Europe continues to lead the global sustainability agenda, with growing expectations from regulators, clients and customers. As a result, sustainability has long been a central consideration in our European operations.

Following the announcements in 2025 of the simplification and delays to some new EU regulation, including the EU Corporate Sustainability Reporting Directive (CSRD) and the EU Deforestation Regulation (EUDR), we have adjusted our plans to align with these changes and ensure regulatory preparedness.

These regulatory updates build on a complex mix of existing EU, national and local ESG regulation across Europe, for example, the EU plastic packaging levy, packaging waste reporting regulations in Germany and human rights due diligence laws in France and Norway.

These regulations continue to influence how we operate, from shaping our reporting and decision-making to how we work with suppliers and clients.

Each market is taking its own approach, based on local priorities, to embed sustainability into everyday business. That means updating internal processes to stay compliant, working closely with clients on shared sustainability goals, and using our sustainability credentials to stand out when bidding for new work or forming partnerships.

Our regional efforts are supported by dedicated sustainability leads in each sub-region, including the newly appointed Sustainability Manager for our Nordic and Baltic markets.

How we are delivering in Continental Europe

Product

We develop healthier and more sustainable choices that reflect the high expectations of our European clients and customers.

In 2025, 35% of meals offered by our own brands across the region were plant-based or vegetarian, with six markets exceeding 40%, including Finland, Germany, Sweden and new market entry, Lithuania. Non-dairy milk alternatives are also available in 91% of our own-brand coffee outlets.

We expanded our snack ranges to include options that support individual wellness goals – for example, introducing a new selection of locally sourced products in Finland, such as high protein bars, shakes and porridge, across our retail stores. To help customers make informed choices on our range, we provide clear labelling, such as our 'A Better Choice' icons in Finland, Norway and Sweden.

To further diversify our offer, we continue to develop partnerships with local and international brands with a health or sustainability focus. In 2025, we launched our first plant-based burger franchise brand, Vincent, in Germany, and opened our first Panini Internazionale unit in Sweden, offering healthier fast food with minimal additives. These new brand partners build on our existing collaborations with popular local brands like Jureskogs in Sweden, where we offer burgers made from ex-dairy cows with a lower carbon footprint compared to regular beef[12].

We also have our own wellness-focused brands such as Haven and Ida & Frida that offer over 70% plant-based or vegetarian food, while Hunter Bar in Norway highlights local and seasonal produce, and lower climate-impact red meat options, such as wild game[13].

35% of own-brand meals were plant-based or vegetarian

Planet

We are optimising resources and reducing waste across our operations.

We are beginning to realise the benefits of our energy efficiency investments, with upgraded refrigeration units and heating, ventilation and air conditioning (HVAC) systems, as well as cloud-based energy meters installed in over 300 units across eight markets by the end of 2025. These initiatives contributed to a 15% reduction in electricity use compared to 2024.

In Sweden, we are transitioning from canned to post-mix drinks for dine-in customers to reduce aluminium-related emissions. At one pilot unit, post-mix now represents c.88% of soft drink sales and is expected to eliminate over 60,000 cans annually. We also maintained ISO 14001 certification for our environmental management system in Sweden, a standard held since 2001.

We proudly achieved both packaging targets across all markets in the region, with the exception of c.0.5% (c.2.5 tonnes) of own-brand packaging, for which we are actively finding solutions.

In Germany, we continued our deposit-return schemes for reusable packaging across nearly 180 air and rail units. In Norway, we piloted a reusable packaging system at two Oslo Airport units with our client and industry partner. While the pilot provided valuable insights, airport-specific challenges such as customer time pressures and preference for convenient takeaway options to take on board, no further rollout is planned.

See how we are supporting Starbucks' sustainable packaging goals on page 37.

Inventory management systems like SAP and AI-driven tools such as foodforecast are helping reduce food waste in Austria, Denmark, Finland, Germany, Norway, Sweden and Switzerland.

Meanwhile, our enduring partnership with food saving app Too Good To Go since 2016 is now available in over 465 units across 10 of our European markets. This partnership helped save over 450,000 'Surprise Bags' from going to waste in 2025, and nearly 1.5 million since 2016.

Similarly, in Finland, we work with ResQ Club, an app that connects discounted surplus food with customers at the end of the day. In 2025, c.700kg of surplus food was redistributed from our units through the app.

100% of own-brand packaging was reusable, recyclable or compostable

People

We are committed to ensuring our teams feel safe, supported and equipped at work.

Safety remains a priority, and we continue to build on local initiatives to embed safety into daily operations. For example, in the Nordics markets, we introduced a food safety training with a supplementary exam to track compliance. Over 900 colleagues have completed more than 21,000 modules in 2025.

In Sweden, we launched a workplace safety podcast, while in France and Germany, we introduced management safety walks – on-site conversations with teams in kitchens, warehouses and front-of-house areas – to strengthen our safety culture and reinforce leadership commitment to wellbeing.

We continue to support local communities and charitable causes, including the SOS Children's Villages network, Un Toit Pour les Abeilles (A Roof for Bees) in France and Zero Impact in Spain.

c.£105,000 invested in community programmes

12 Ritchie, H. (2020), Less meat is nearly always better than sustainable meat, to reduce your carbon footprint. Available at: www.ourworldindata.org/less-meat-or-sustainable-meat.
13 International Council for Game and Wildlife Conservation (n.d.), Facts and Figures. Available at: https://cic-wildlife.org/facts-and-figures.

Strategy in action in Asia Pacific

"The diversity of our APAC markets means sustainability is never a one-size-fits-all journey. I'm proud of how our teams and partners have embraced this complexity and made strong progress against our commitments. We know there's more to do, from tackling supply chain challenges to meeting evolving regulation, but we are adapting our plans, leveraging regional experience and sharing learnings to make it happen."

Jonathan Robinson,
Chief Executive Officer, Asia Pacific

About us

We operate primarily in airports across Australia, Hong Kong, India, Indonesia (new market acquisition in 2025), Malaysia, New Zealand, the Philippines, Singapore and Thailand.

In 2025, our JV in India, Travel Food Services (TFS), was admitted to trading on the Indian Stock Exchanges.

c.720 units in c.80 locations

c.14,000 colleagues

Some of our key brands

Own brands	Franchise brands
RITAZZA	JAMIE'S DELI
NIPPON RAMEN	KOH HOP BAR
LIV EAT healthy eating	OLDTOWN WHITE COFFEE

Adapting to regional challenges and opportunities

Our APAC markets are among the most diverse in our global portfolio, spanning a wide range of cuisines, geographies, cultures and languages. This diversity brings both complexity and opportunity, with sustainability taking shape in different ways across the region.

Some markets, such as Australia and New Zealand, are moving ahead more quickly, supported by greater market maturity and evolving ESG regulation. In Australia, this includes reporting under the 2018 Modern Slavery Act and preparations for mandatory climate disclosures.

Our strategic agenda is led by a dedicated regional Head of Sustainability, who works closely with local teams to address market-specific challenges while fostering cross-market collaboration and knowledge sharing. Initiatives such as sustainability huddles, on-the-job workshops and the Fly.Learn.Grow secondment programme are embedding a culture of continuous learning and shared purpose across the region.

We are proud to align with our clients on evolving sustainability expectations – ranging from green building standards and energy efficiency to sustainable packaging and waste management. Over 20 airports where we operate in APAC are certified under the Airport Carbon Accreditation programme, including Bengaluru, Delhi and Mumbai in India and Christchurch in New Zealand, which have achieved the highest Level 5 certification[14].

Our JV partners are integral to our sustainability journey and we treat them as full partners in our strategy, targets and governance. Many have developed their own sustainability programmes, contributing valuable insights and innovations.

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

How we are delivering in Asia Pacific

Product

We leverage our expertise in plant-forward dishes to develop healthier, more sustainable choices, tailored to regional preferences.

Our approach is guided by the Group's People and Planet Menu Framework and regional culinary traditions, which typically use a smaller proportion of meat.

In India, where vegetarianism is widespread, 69% of our own-brand meals offered by our JV, TFS, are plant-based or vegetarian. TFS also offers health-focused brands like #Nourish, now present in four airports.

In Malaysia and Thailand, where we see growing numbers of Indian travellers, we are adapting our menus to offer more vegetarian choices. In Thailand, this included the introduction of vegetarian breakfast and burger options at Burger King in 2025. In Malaysia, strategic lounge menu reviews aligned with the People and Planet Menu Framework led to an average of 40% plant-based or vegetarian options across seven lounges in four airports. Menus are refreshed fortnightly to maintain variety and appeal, supported by clear labelling to help customers make informed choices.

We conducted strategic menu reviews in Hong Kong in 2024, creating and testing new own-brand recipes aligned with the People and Planet Menu Framework. For example, our Kyra Lounge now offers over 40% plant-based or vegetarian options. We also collaborated with a key brand partner to increase healthier choices such as asparagus and garden pea pasta, reduce the amount of red meat and shift towards lower climate-impact meat such as chicken. In 2025, the revised menu achieved a 41% reduction in beef purchases, 24% reduction in pork, and a 41% increase in chicken.

Read more about our **People and Planet Menu Framework** and **'A Better Choice' in Thailand** on pages 25–26.

While 100% of eggs for our own brands in Australia, Hong Kong, New Zealand and Singapore came from cage-free sources by the end of 2025, in four of our APAC markets we face significant challenges due to limited availability and ongoing challenges from avian flu. To address this, we developed transition plans to achieve full compliance by 2028 in Malaysia, the Philippines, Thailand and Indonesia (new acquisition in 2025), and by 2030 in India.

Find a regional breakdown of our own-brand **cage-free egg performance and market level transition plans** in our Sustainability Data Book.

53% of own-brand meals were plant-based or vegetarian

Planet

Transitioning to sustainable packaging has been a key focus area across our region.

We are proud that 100% of our own-brand packaging was reusable, recyclable or compostable across all our markets by the end of 2025. In Thailand, a detailed packaging review in 2024 led to the adoption of compliant materials and improved sourcing practices. This drove a 14 percentage-point increase in reusable, recyclable or compostable packaging year-on-year, reaching full compliance by the end of 2025.

We have nearly eliminated unnecessary single-use plastics for our own brands, achieving 97% by year-end. We have also adapted our operations to comply with single-use plastic bans in Australia, Hong Kong, New Zealand and India.

Across the region, 95% of our units send waste cooking oil for recycling into biofuels, and we are scaling up food waste composting and recycling initiatives in line with local infrastructure.

Where we have surplus waste, redistribution at airports is challenging due to strict security procedures. In Thailand, we developed our own redistribution programme, offering discounts to airport staff at the end of day. In Hong Kong, we continued our partnership with Food Angel to redistribute surplus food, while in Malaysia, we supported Food Bank Malaysia.

c.400 tonnes of surplus food were diverted from landfill

People

Our people-first approach is rooted in cultural relevance and regional collaboration.

In 2025, we continued our successful Fly. Learn. Grow short-term mobility and development programme for a third year, with seven colleagues participating in cross-market secondments. Designed to build cross-cultural confidence and strengthen our regional connections, the programme was recognised with the Bronze Award for Best Learning Culture Journey at the Employee Experience Awards in Hong Kong.

We also further deepened our commitment to safety. Across the region, we conducted over 40 external third-party audits to assess readiness and compliance to Hazard Analysis and Critical Control Point (HACCP) and industry standards. In Australia and New Zealand, our use of the SafetyCulture platform continues to drive improvements in daily compliance and incident reporting.

In 2025, our Australian business became subject to the Australian Modern Slavery Act, requiring an annual Modern Slavery Statement. After engaging with the Australian branch of Slave-Free Alliance, of which SSP is a global member, and leveraging established reporting processes in our UK and Canada markets, we successfully registered our first Modern Slavery Statement in June 2025.

See how we **support our communities** on pages 50–51.

c.£690,000 invested in community programmes

Sustainability in Eastern Europe & the Middle East

"As I step into the role of CEO, I'm impressed by the scale and depth of sustainability activity across our region. From expanding healthier choices beyond core menus and into our Food for Flight concept to exploring recipe carbon assessments and 'A Better Choice' menu labelling, our teams are testing new approaches to make sustainability practical and scalable across our operations. While it's an ongoing effort, seeing this level of innovation gives me confidence we're moving in the right direction."

George Antoniou,
Chief Executive Officer, Eastern Europe & Middle East

About us

We operate a strong and expanding business across Bahrain, Bulgaria (new market entry in 2025), Egypt, Greece, Hungary, Saudi Arabia and the United Arab Emirates (UAE), as well as minority-stake JVs in Cyprus and Qatar.

c.250 units in c.15 locations

c.3,600 colleagues

Some of our key brands

Own brands	Franchise brands

Adapting to regional challenges and opportunities

Governments and businesses across our EEME markets are increasingly setting sustainability and net-zero commitments. Meanwhile, our Eastern European markets are navigating Europe's complex and evolving ESG regulatory landscape. Similar to our approach in Continental Europe, we have adjusted our plans to align with announced changes and ensure readiness for CSRD and EUDR compliance.

Our regional Head of Sustainability and Safety drives our strategic sustainability agenda across our diverse EEME markets. Supported by a regional Sustainability Task Force, which brings together sustainability leads from each market, our approach focuses on cross-market sharing of ideas and best practice.

Working abroad and recruiting from overseas is common in many Middle Eastern countries. This practice leads to a highly diverse workforce, with migrant workers often having different experiences and unique challenges compared to local workers. Ensuring a positive colleague experience that embraces these differences, fosters unity and supports colleague wellbeing is a key priority for us.

As our business expands into new markets, including those with higher human rights risks, we are working to ensure we are implementing the necessary policies and controls to uphold high standards of human rights protection.

How we are delivering in Eastern Europe & the Middle East

Product

We are actively developing healthier, more sustainable food choices for travellers by leveraging nutrition software and frameworks.

By the end of 2025, 37% of our own-brand meals were plant-based or vegetarian. We also broadened our 'Food for Flight' and grab 'n' go ranges across our region to include fresh juices, smoothies, fruit, salads and lower-carbohydrate or lower-sugar options, offering greater variety and healthier choices for our customers.

In Bahrain, we utilised the People and Planet Menu Framework to review our menus to develop our range of healthier, more sustainable menu choices. At Camden Food Co., our 'A Better Choice' range helps customers identify lower-calorie and plant-based choices, supported by educational marketing, communications and staff training to drive awareness and uptake.

Read more about our **People and Planet Menu Framework** and **'A Better Choice' labelling** on pages 25–26.

To support consistent nutritional and allergen labelling, we are rolling out NutriCal recipe management software across the region – starting in the UAE in 2023, followed by Bahrain, Egypt, Hungary, Qatar and Saudi Arabia.

37% of own-brand meals were plant-based or vegetarian

Planet

Our approach centres on collaboration with clients, partners and communities.

In the UAE, the Klimato carbon recipe assessment tool is embedded in our recipe and menu development across two brands. In Hungary, our client Budapest Airport has achieved Level 4+ Transition under the Airport Carbon Accreditation programme. This level requires airports to include on-site stakeholders, such as SSP, in their Scope 3 emissions assessments and drive wider emissions reductions across the airport environment. We actively support their sustainability ambitions through participation in the Greenairport programme across more than 20 units.

Sustainable packaging remains a key focus. By the end of 2025, 98% of our own-brand packaging was reusable, recyclable or compostable, with 97% free of unnecessary single-use plastic.

Several markets are also increasing the use of recycled plastics. In Cyprus, 30% of our associate's own-brand packaging contained recycled plastic (rPET). They introduced 100% rPET for all hard plastic packaging items, such as cold beverage cups, salad bowls and lids, and replaced plastic carry bags with paper alternatives. In the UAE, 32% of our own-brand plastic packaging contained rPET, and adoption is also underway in Bulgaria.

We have also transitioned all of our own-brand hot beverage lids to plastic-free compostable alternatives in the UAE. Reusable cups are also available in our 'Food for Flight' range in Bahrain, Greece and the UAE. Where possible, we are also adapting operations to increase the use of reusable cutlery and eliminate single-use items.

We collaborate with clients, brand partners, customers and community organisations to minimise waste. In Bahrain, we implemented targeted promotions and end-of-day pricings, reducing c.300kg of surplus food waste in the first six months. We also package waste coffee grounds in Bahrain and Cyprus and offer them free to customers and airport staff for use as garden fertiliser.

In the UAE, we continued our partnership with The Waste Lab, converting nearly seven tonnes of coffee grounds into nutrient-rich compost, which was then donated to a local farm run by Zayed Higher Organization for People of Determination, which provides opportunities in agriculture to people with disabilities.

98% of own-brand packaging was reusable, recyclable or compostable

People

We actively create an environment where colleagues feel valued, engaged and supported.

Our comprehensive colleague engagement initiatives prioritise DE&I and wellbeing. These include women's empowerment communities in Bahrain, the UAE and Egypt; awareness campaigns such as Movember and breast cancer awareness month; and a variety of health- and sport-focused activities in several markets. In addition, we have well-established reward and recognition programmes tailored to each market.

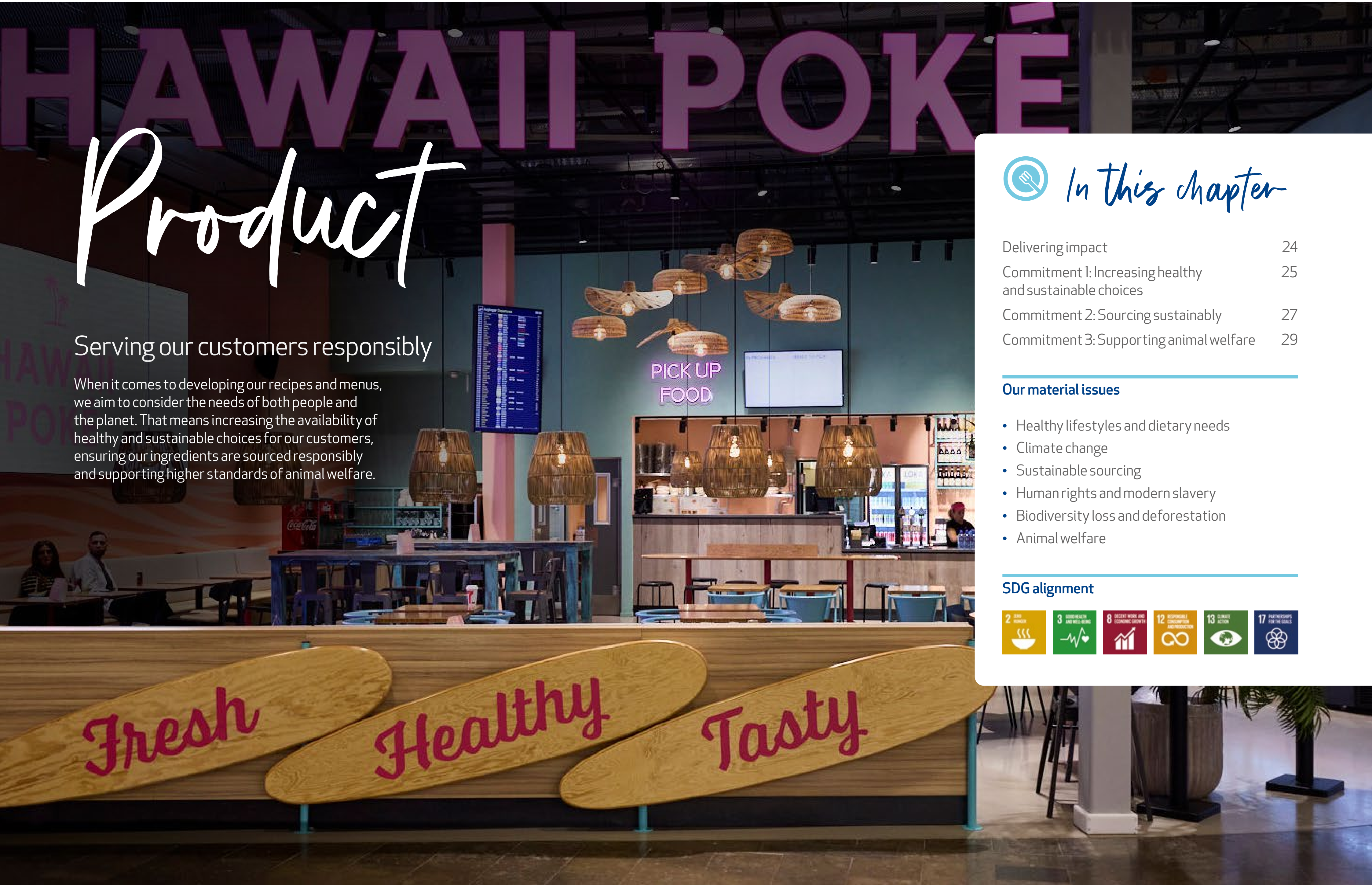
To strengthen governance and drive alignment across markets, we established a regional Safety Task Force and Forum and rolled out the Group's Global Minimum Safety Standards with clear guidance and support. Training remains central, with refresher sessions, leadership walkthroughs, and new initiatives such as the UAE New Joiner Safety Passport and digital safety learning modules in Bulgaria, ensuring all colleagues have the tools, knowledge, and confidence to work safely.

We continue to strengthen our approach to human rights and protection of migrant workers across our region. In 2025, we contributed to the development of a new global Migrant Worker Standard, with the support of Slave-Free Alliance, which will be rolled out globally in 2026.

We also partner with and contribute to a range of organisations and initiatives – from distributing meals during Ramadan in the UAE and Bahrain to supporting cancer care, children's health and dementia care through donations and partnerships in Cyprus, Greece and the UAE.

See how we **support our communities** on pages 50–51.

100% of contracted suppliers with higher human rights risks have undergone our human rights due diligence reviews



Product

Serving our customers responsibly

When it comes to developing our recipes and menus, we aim to consider the needs of both people and the 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.

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Our material issues

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

SDG alignment

Delivering *impact*

We develop delicious, healthier and more sustainable food and drink choices that our customers can feel good about.

When it comes to evolving our offerings, our commitment is driven by a growing recognition of the importance of healthy and sustainable diets and an increasing awareness that the food system must change. We are focused on ensuring what our customers eat, and how it is produced, delivers benefits for both people and the planet.

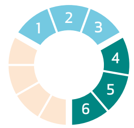
To do this, we are leveraging our food travel expertise and taking an integrated people and planet approach to create great-tasting, nutritious and more sustainable offerings. Working with our suppliers, we are committed to sourcing products with due care for the environment and the people involved in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

Find more Product examples and case studies from our regions and markets on pages 12–22.

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

Our 2025 Product highlights

- Updated our **Supplier Code of Conduct** to reflect new regulations, broaden and clarify its scope, and incorporate recent revisions to Group policies.
- Strengthened our brand partner selection governance process by introducing more robust assessments of shared sustainability goals.
- Partnered with new franchise brand partners that share our values, including plant-based burger brand Vincent in Germany and health-focused fast food brand Panini Internazionale in Sweden.



Reimagining menus to deliver a triple win

Our culinary teams are reimagining recipes and menus to deliver a triple win for people, planet and profit. By embedding health and sustainability principles into recipe design and sourcing decisions, we aim to create food experiences that delight customers and drive commercial value.

In the UK, we partner with Klimato to assess the carbon footprint of our own-brand recipes, helping us reduce emissions while maintaining strong commercial performance. Similar initiatives are underway in the UAE and France.

Reviews of our menu and grab 'n' go offering in Canada and the USA this year led to enhanced ranges focused on quality, choice and sustainability, while our WasteTrax food waste programme continues to inform smarter menu design and cost savings by helping minimise ingredient and product waste.

Across our APAC and EEME regions, strategic menu reviews using our People and Planet Menu Framework have resulted in markets like Bahrain, Hong Kong, Singapore and Thailand developing a greater number of healthier and more sustainable offers.

39% of own-brand meals were plant-based or vegetarian

83% of eggs for our own brands came from cage-free sources

Commitment 1

Increasing healthy and sustainable choices

Re-imagining food for people and the planet

We draw on the expertise of our executive chefs and culinary teams to craft healthier, more sustainable dishes that resonate with our customers.

With decades of combined culinary expertise, our teams utilise local and seasonal ingredients to design and promote menus that cater to a wide range of dietary needs and preferences.

Our People and Planet Menu Framework draws on this breadth of knowledge and provides practical guidelines for embedding healthier and more sustainable options across our brands. Informed by best practices from around our global business and the latest nutritional recommendations and standards, the People and Planet Menu Framework is structured around three key areas: ingredient selection, recipe design and communications.

Selecting the best ingredients

Choosing the right ingredients is essential in creating recipes that are nutritionally balanced and deliver a lower environmental impact.

We focus on incorporating healthier ingredients into our recipes, such as complex carbohydrates like whole grains and unsaturated fats from plant-based oils, while reducing saturated fat, sugar and salt. We also try to incorporate innovative ingredients, such as plant-based alternatives.

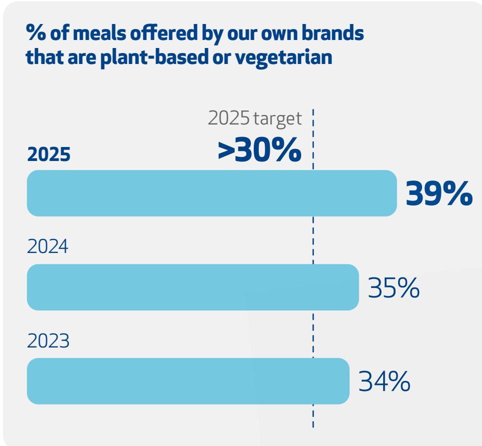
We draw on our deep understanding of local and seasonal ingredients to bring our 'taste of place' philosophy to life – celebrating local and regional specialties while supporting national growers and suppliers.

Designing better recipes and menus

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

Since 2022, we have consistently exceeded our target for at least 30% of meals offered by our own brands globally to be plant based or vegetarian. In addition, 97% of our own-brand coffee outlets across our UK&I, North America and Continental Europe regions offered non-dairy milk alternatives, and 83% in APAC and EEME.

We promote healthier cooking methods – such as steaming, stir-frying or grilling instead of deep frying – and work with nutritionists and digital systems to assess our recipes' nutritional, calorie and allergen profiles.



To reduce food waste, our culinary teams design recipes that make the most of every ingredient, while portion control helps manage serving sizes to reduce food waste from unfinished meals.

Learn more about how we are **reducing food waste** on pages 38–39.

Our recipes and menus not only help us meet a broader range of customer needs and expectations, they also play a key role in our net-zero transition by reducing Scope 3 food-related emissions. Through our partnership with Klimato in France, the UK and the UAE, we are now able to evaluate the climate impact of our recipes and identify opportunities to reduce emissions or develop alternatives.

Learn more about how we are **decarbonising our menus** on page 35.

For our franchise brands, we support and benefit from our brand partners' efforts to adapt their menus to include healthier and/or more sustainable choices. For example, our Burger King units across Europe and the UK&I feature a range of meat-free options, including a Vegan Society-certified product in the UK. Our chefs also regularly collaborate with brand partners to co-develop and trial new recipes.

Supporting customers with clear communications

Simply offering healthier and more sustainable options isn't enough; customers also need clear, accessible information to make informed choices.

We support this through menu descriptors, product labelling, our 'A Better Choice' iconography and point-of-sale communications and marketing.

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

To help customers identify climate-smart choices, we have also introduced Klimato carbon labelling across selected brands in the UAE and the UK.

Over 750 units are equipped with digital ordering and payment systems, such as order-at-table, self-order kiosks and self-checkouts. These systems make it easy for customers to browse and filter menus, access nutritional information and identify options that suit their dietary needs and preferences.

We also use digital systems to ensure compliance with allergen, ingredient and calorie labelling laws and best practice. In numerous locations, we use QR codes to provide instant access to digital product information, including allergen tables, ingredients and calorie data, replacing paper-based formats and improving accessibility.

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. It is supported by internal guidelines, checklists and approval procedures. By the end of 2025, 99% of targeted colleagues have completed mandatory e-learning on these principles.

Case study

Helping customers make 'A Better Choice' in Thailand

Thailand became our first APAC market to introduce 'A Better Choice' menu labelling, which uses simple iconography to highlight healthier and more sustainable options.

This initiative formed part of a broader strategic menu review in 2024 of our Camden Food Co. brand, which introduced more plant-based options, non-dairy milk alternatives, 'A Better Choice' combo offers, and clearer on-pack and in-store communications.

'A Better Choice'-labelled items are now available in seven Camden Food Co. units across three airports. By the end of 2025, they represented c.30% of the menu.

To support the rollout and ensure a consistent experience for customers, over 70 team members received training. We plan to expand the labelling to additional brands in 2026.

Commitment 2

Sourcing sustainably

Maintaining high sourcing standards

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

With hundreds of brands globally and a diverse supply base, maintaining sustainable procurement practices requires a continuous and evolving effort. Guiding this is our **Environment, Sourcing and Farm Animal Welfare Policy** that sets out our sourcing approach and the expectations we expect all SSP colleagues to uphold.

As valued business partners, we look to work with suppliers that share our commitment to responsible sourcing. Our **Supplier Code of Conduct** (Supplier Code) sets out the standards we expect of our contracted suppliers[15], covering human rights, product quality and food safety, environmental sustainability, animal welfare, anti-bribery and corruption, cyber security and data privacy.

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.

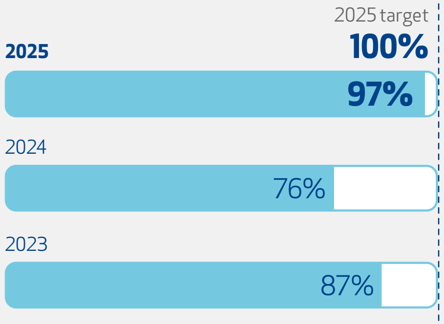
To support the rollout for the start of our 2026 financial year, we developed a comprehensive toolkit for relevant teams. It is also integrated into our governance processes as a consideration when reviewing and approving new brand partners.

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

To ensure ongoing compliance, we conduct supplier due diligence using the Supplier Ethical Data Exchange (Sedex) platform[16].

Learn about our **supplier due diligence process** on pages 48–49.

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



15 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.
16 Sedex is an independent platform that helps companies assess, monitor and report on ethical supply chain practices.

Case study

Preparing our business for deforestation regulation

Following the one-year delay to the EU Deforestation Regulation (EUDR) at the end of 2024, we used the time to further develop processes and capabilities for operational readiness, while minimising business disruption.

We proactively engaged with suppliers, brand partners and relevant national authorities, and worked with each EU subsidiary to map and assess the relevant products and suppliers.

After reviewing our inventory management systems to determine how traceability and compliance data would be captured, stored and reported, we developed plans for automating data collection, verification and reporting. Supplier governance was also updated through new requirements in the Supplier Code, and we strengthened internal capabilities with new guidance and training for EU purchasing teams.

We continue to closely monitor proposals for further EUDR delays and simplification, and will adjust our plans accordingly.

Sourcing certified ingredients

We are committed to ensuring our key ingredients are sourced responsibly through recognised certification schemes.

Many social and environmental risks and impacts in our supply chain relate to upstream farms and fisheries where commodities are produced. As we have limited direct farm-level sourcing, we focus on procuring key ingredients from sources that are certified against a recognised independent standard.

These certifications, such as Fairtrade, Rainforest Alliance and Roundtable for Sustainable Palm Oil (RSPO), provide assurance to our procurement teams, clients and customers that ingredients meet robust environmental, social and labour standards.

We set global targets for our own-brand coffee, tea, hot chocolate, fish and seafood to be sourced from certified farms and fisheries by the end of 2025.

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

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

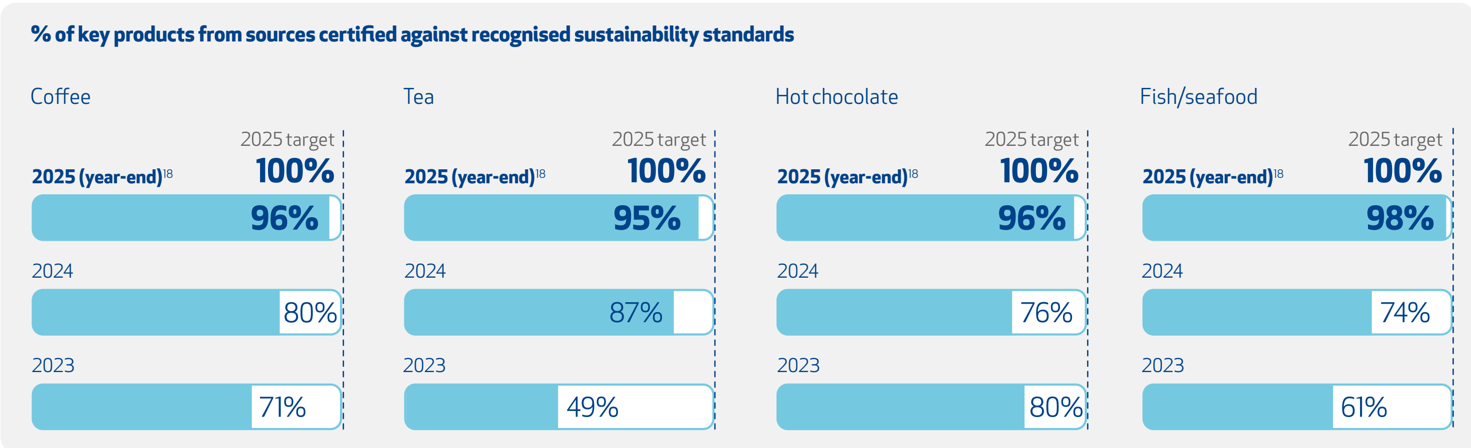
96% of own-brand hot beverages came from certified sources

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

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

In select emerging markets – namely Brazil, India and the Philippines, where we source fresh, native fish from nearby waters (within 200 miles) directly from local markets and fishmongers that do not offer certification – we accept fish species classified as 'Least Concern' by the International Union for Conservation of Nature (IUCN) Red List[17]. In 2025, this accounted for c.4% of our certified fish and seafood volume.

In addition, we focus on ensuring our top 50 products for our own brands in each market are either palm oil-free or made only using RSPO Certified Sustainable Palm Oil. In 2025, we achieved nearly 100%, with the exception of six products globally, representing 0.4%.



17 The IUCN Red List for threatened species is the world's most comprehensive source on the global extinction risk status of animal, fungus and plant species.
18 To present performance against the target deadline, the 2025 data represents status at year-end, whereas prior year's data is for the total volumes for the full year. For comprehensive full-year 2025 performance data, please see our Sustainability Data Book.

Commitment 3

Supporting animal welfare

Reinforcing high standards of welfare

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

Our 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. The use of artificial growth-promoting substances and antibiotics is prohibited.

Sourcing cage-free eggs

We support actions that improve welfare standards of chickens with a global target to source 100% cage-free eggs for our own brands.

By the end of 2025, we achieved 100% cage-free supply in all but seven markets in Asia and the Middle East, due to limited local availability and fragmented supply chains.

While we explored the potential use of egg credits as an interim measure, we determined that this approach would not deliver the same transparency or assurance of animal welfare improvements.

Instead, we are prioritising the development of physical cage-free supply in each market, by focusing on building capacity and partnerships with local suppliers.

As a result, we have revised our transition timelines, extending the target to 2028 for Bahrain, Malaysia, the Philippines, Saudi Arabia, Thailand and Qatar, and to 2030 for India. We are also setting a 2028 deadline for our new acquisition in Indonesia to start working towards from 2026.

Many of our brand partners also have their own cage-free egg commitments, and we are working in collaboration to transition our franchise-brand eggs to cage-free sources by 2030.

Find a regional breakdown of our own-brand cage-free egg performance and market transition plans in our Sustainability Data Book.

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

2025 target **100%**

Year	%
2025 (year-end)[20]	**83%**
2024	61%
2023	48%

Supporting higher welfare for broiler chickens

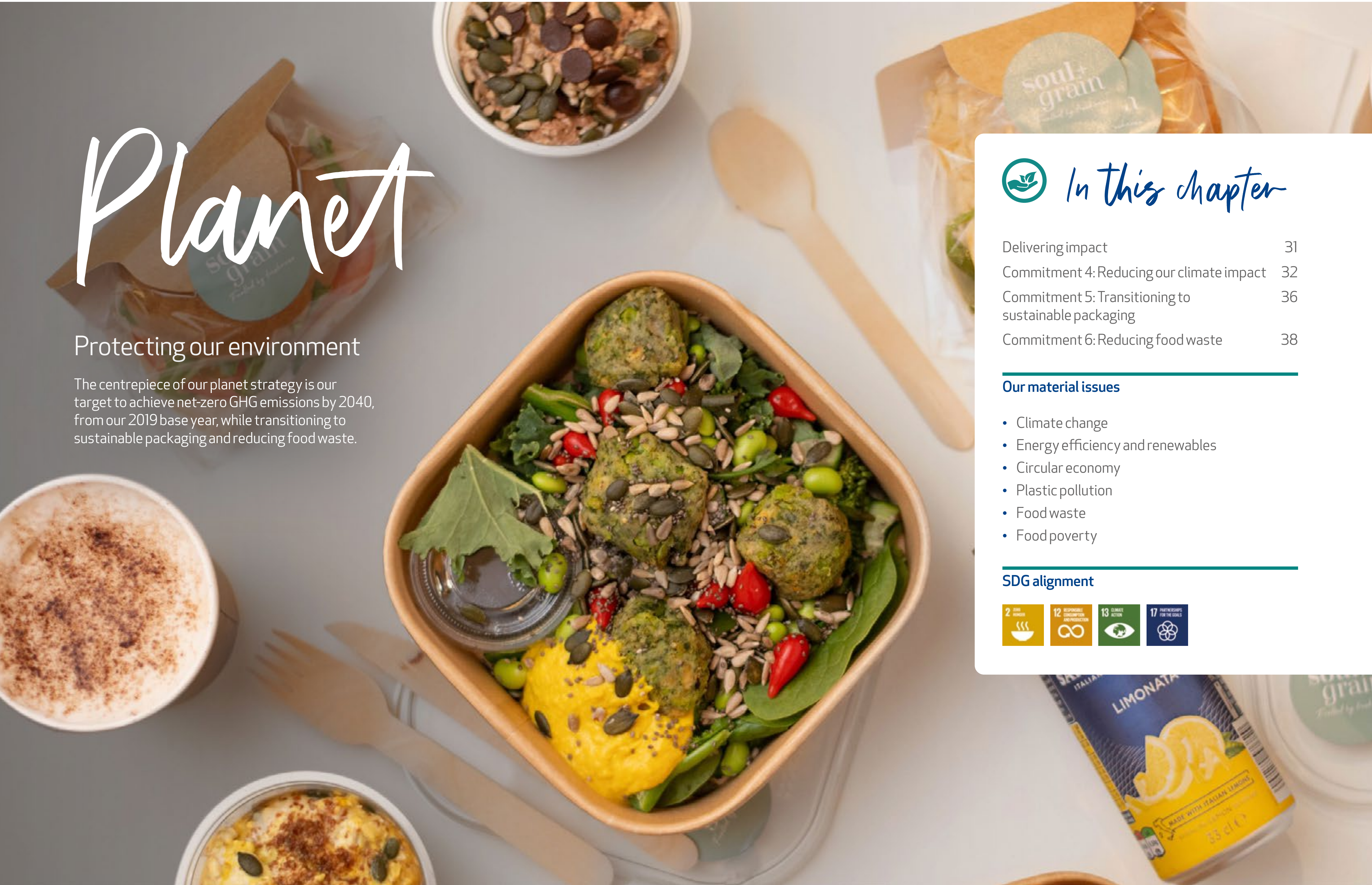
We have signed up to the Better Chicken Commitment (BCC), a multi-stakeholder pledge which sets key welfare criteria to improve conditions for broiler chickens[19].

Our target is for all chicken procured for our own brands in our Continental Europe and UK&I regions to align with the BCC criteria by calendar-end 2026, in line with the BCC timeline. Rather than reporting overall alignment, we report progress against each welfare criterion for increased transparency.

In 2025, we achieved 64% alignment on non-use of cage or multi-tier-cage systems and 60% on air quality. Progress for other criteria, such as adopting slower-growing breeds and reducing stock density, has been slower due to significant challenges facing the broader poultry industry. We continue to work closely with suppliers, industry peers and organisations like Compassion in World Farming to find solutions to address these challenges.

Find our full performance against BCC criteria in our Sustainability Data Book.

19 Chickens bred and raised specifically for meat production.
20 To present performance against the target deadline, the 2025 data represents status at year-end, whereas prior year's data is for the total volumes for the full year. For comprehensive full year 2025 performance data, please see our Sustainability Data Book.



Planet

Protecting our environment

The centrepiece of our planet strategy is our target to achieve net-zero GHG emissions by 2040, from our 2019 base year, while transitioning to sustainable packaging and reducing food waste.

In this chapter

Delivering impact	31
Commitment 4: Reducing our climate impact	32
Commitment 5: Transitioning to sustainable packaging	36
Commitment 6: Reducing food waste	38

Our material issues

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

SDG alignment

2 ZERO HUNGER · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION · 17 PARTNERSHIPS FOR THE GOALS

Delivering *impact*

The impacts of climate change and biodiversity loss are becoming increasingly evident, as seen in record-breaking seasonal temperatures, intensifying wildfires and shifting weather patterns throughout 2025.

The coming decade will be critical in terms of climate action, requiring widespread collaboration between governments, businesses, consumers, NGOs and communities. We are dedicated to playing our part, with an ambitious science-based target to achieve net-zero GHG emissions by 2040, from a 2019 base year.

Recognising the climate and environmental impacts associated with plastics and food waste, we are also focused on transitioning to more sustainable packaging and reducing food waste across our global operations.

Find more **Planet examples and case studies** from our regions and markets on pages 12–22.

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

Our 2025 Planet highlights

- Calculated Scope 3 GHG emissions associated with forest, land and agriculture impacts for the first time, to align with the latest climate science.
- Expanded our Certified Green Restaurant® programme to over 200 restaurants in the USA and were named *Greenest Airport Contractor* at the 2025 Green Restaurant Awards for a second consecutive year.
- Awarded *Airport Sustainability and Environmental Initiative of the Year* at the Moodie Davitt Airport FAB Awards for our Sustainable Build Standards programme.

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.

FT FINANCIAL TIMES statista CLIMATE LEADERS 2025

The report recognises companies headquartered in Europe that have achieved the greatest reduction in Scope 1 and 2 GHG emissions intensityover 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).

19% reduction in Scope 1 and 2 emissions intensity (per £ million revenue), from our 2019 base year

100% of own-brand packaging was reusable, recyclable or compostable, with 99% free from unnecessary single-use plastic

Commitment 4

Reducing our climate impact

Our journey to net zero

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.

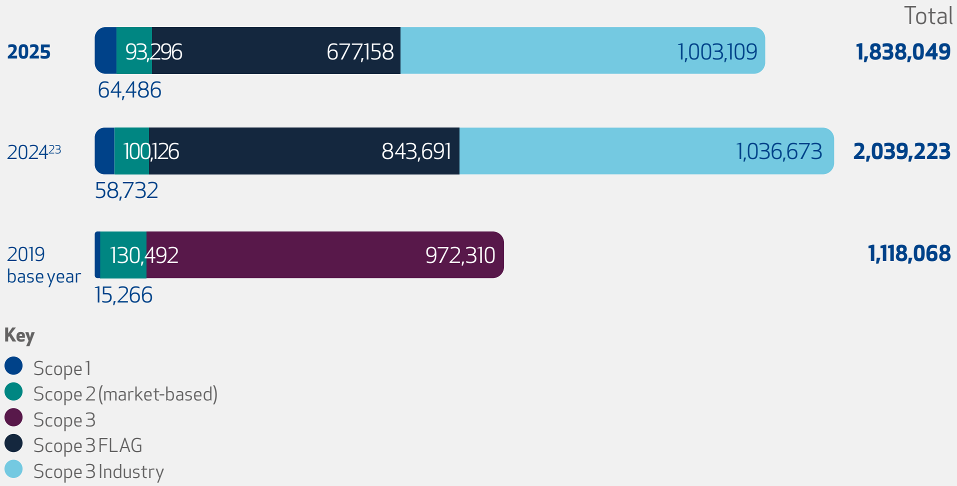
Our targets

Our near-term (2032) and long-term (2040) net-zero targets were validated by the Science Based Targets initiative (SBTi) in August 2023[21].

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 GHG emissions per year[22] (tonnes of carbon dioxide equivalent (tCO_2e) emissions)



Scope 1, 2 and 3 GHG emissions explained

When measuring the full carbon footprint of a business, GHG emissions are grouped into:

- **Scope 1**: Direct emissions generated from fuel burnt on-site (e.g. natural gas), company vehicles, fugitive emissions (f-gas) such as from refrigeration and air conditioning.
- **Scope 2**: Indirect emissions generated from purchased energy, like electricity or heating.
- **Scope 3**: All indirect emissions not included in Scope 2 generated across the company's value chain, including upstream supply chain and downstream end use. From 2024, data is disaggregated into separate 'FLAG' and 'industry' emissions (see page 35).

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET ZERO STANDARD
APPROVED NET-ZERO TARGETS

21 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.
22 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.
23 We have restated previously reported GHG emissions for 2024, reflecting FLAG emissions and improvements in data quality and completeness. Details of the restatement can be found in our Sustainability Data Book.

Our net-zero transition plan

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

Developed in partnership with external experts, it incorporates projected emissions reductions we aim to achieve while considering increases due to business growth.

Phase 1 (to 2032) focuses on actions within our direct control. This includes improving operational efficiencies to reduce our Scope 1 and 2 emissions, and adapting our own-brand recipes and menu offerings to reduce food-related Scope 3 emissions.

Phase 2 (2032 to 2040) will leverage expected shifts in global food systems and the travel sector. This will include scaling regenerative agriculture practices and adoption of innovative, consumer-acceptable alternatives to animal proteins.

Although our plan applies to all our businesses globally, its implementation will vary based on the unique opportunities and challenges in each country. As such, we are working closely with our regional and market teams to identify the right levers and actions for each location.

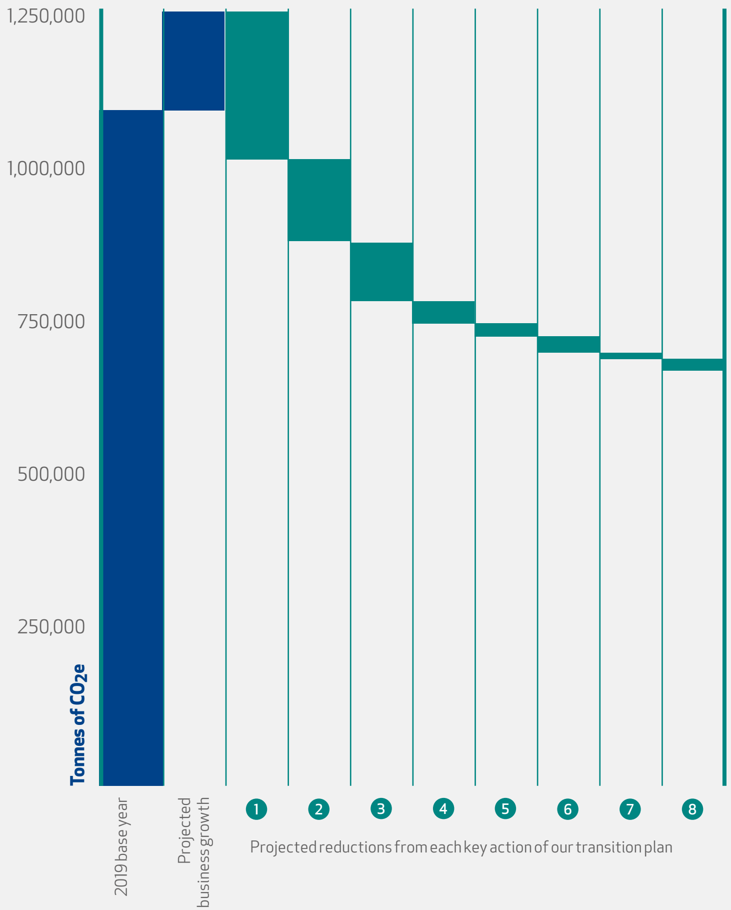
We are in the process of updating our transition plan to align with our new FLAG targets and the latest climate science. We are also factoring in wider external developments that significantly influence our approach, including progress in transforming food systems and the decarbonisation plans of our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

Our target is to reach net-zero GHG emissions across our value chain by 2040, from a 2019 base year.

2019–2032

Near-term actions and efficiencies

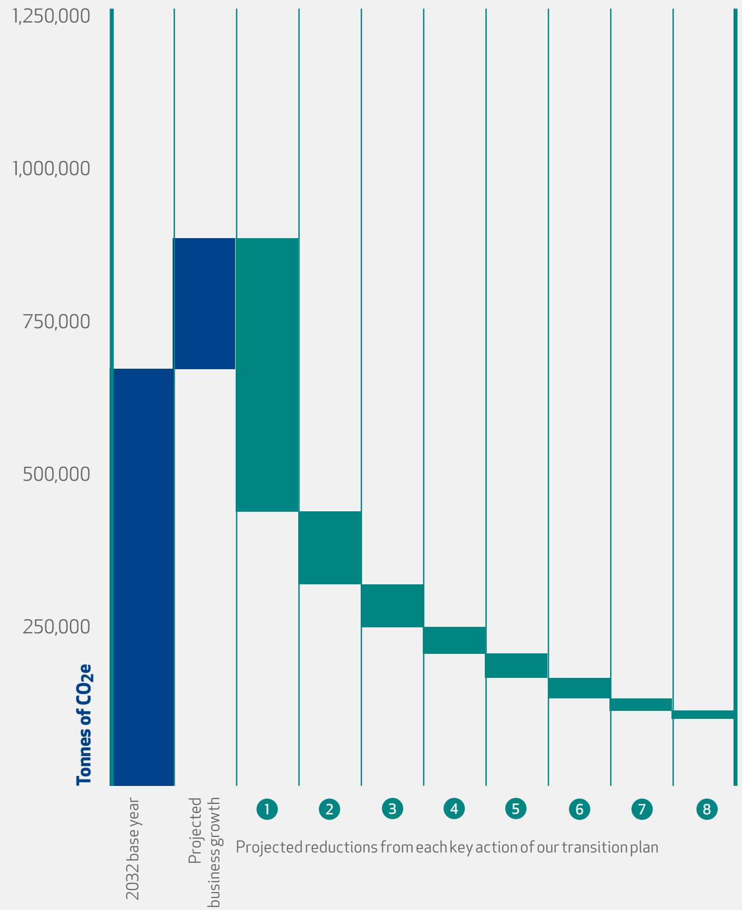
Target: Reduce absolute Scope 1 and 2 GHG emissions by 60% by 2032, from a 2019 base year, and reduce absolute Scope 3 GHG emissions from purchased goods and services and capital goods by 35% in the same time frame.



2032–2040

Long-term transformational change

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



Key actions to reduce emissions

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

Reducing Scope 1 and 2 emissions

Operational efficiency is deeply embedded into our culture, helping to drive cost savings and emissions reductions.

We continue to optimise how our units are designed, built, equipped and operated to reduce energy, emissions and resource use while increasing sales and productivity. Our capital investment programmes over the past three years are delivering results, with benefits from equipment upgrades and the adoption of new technologies now being realised.

The deployment of cloud-based automated energy meter readers (AMRs) and building management systems has improved visibility and control of energy usage, enabling data-driven performance improvements. By the end of 2025, nearly 1,100 AMRs and smart metering systems were active across 12 markets. Energy-efficient point-of-sale hardware and cloud-based applications have also been rolled out across 55% of our units globally.

In 2025, a comprehensive site survey across all operational locations was completed, addressing data gaps such as heating and cooling methods used at airports. We also integrated data from recent business acquisitions and updated emissions factors, estimation methodologies and reporting boundaries to fully align with financial consolidation.

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

This increased focus on energy monitoring, efficiency and data accuracy has helped drive a 29% reduction in market-based 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 Scope 1 and 2 emissions rose 8% from 2019 and remained relatively flat compared to 2024 with a small 1% decrease.

Sustainable design and build

We continue to integrate circular design principles and operational efficiency into unit design and construction. Our Sustainable Build Standards, developed with a specialist consultancy and referencing global green building standards such as BREEAM and LEED[24], 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. Assessments have been completed on over 100 approved unit designs in 2025, evaluating sustainability performance and identifying improvement opportunities at the design stage prior to approval. Each scheme is rated according to three tiers: Essential, Optimal and Leading.

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

Read more about our **Sustainable Build Standards** on our website.

Engaging with our clients

Renewable energy is integral to our net-zero transition plan. However, as most of our energy is supplied indirectly via clients and landlords, progress depends on their renewable transitions.

In 2025, we strengthened methodologies for applying market-based emissions factors for different energy mixes and renewables. This included reviewing energy contracts and renewable certificates from clients and landlords, alongside more robust verification procedures. As a result, 19% of our total electricity use in 2025 was verified as renewable.

We actively support our clients' net-zero commitments, including airport clients certified under the Airport Council International's (ACI) Airport Carbon Accreditation programme, a seven-tier certification programme providing a common framework for reducing carbon and increasing airport sustainability.

To achieve level 3 and above, airports must include stakeholders operating at the site, such as SSP, in their Scope 3 emissions assessments and develop a stakeholder engagement plan to drive broader emissions reductions within the airport environment.

To further industry collaboration and sharing of best practice, our Group Sustainability Director became a member of ACI's Sustainability Working Group for airport non-aeronautical revenue and activities in 2025.

19% of total electricity use was from renewable sources

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

Reducing Scope 3 emissions

Scope 3 value chain emissions comprise over 90% of our total footprint, so making progress in this area is vital.

Yet Scope 3 emissions are inherently far more difficult to quantify and address. So, in 2025, our efforts have been directed towards aligning with 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 separately[25].

We also strengthened the underlying data used to calculate our Scope 3 emissions – developing on from aggregated spend-based estimates to incorporate more robust data, including detailed product categories, purchase volumes and country-of-origin data for high-impact products such as beef.

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

The best lever we have for reducing our food-related Scope 3 emissions is adapting our own-brand recipes and menu offerings. This includes increasing the range of vegetarian and plant-based options, which comprised 39% of our own-brand meal offerings globally by the end of 2025.

We are also shifting towards lower-emission options like chicken instead of beef, developing more plant-forward dishes with a reduced proportion of meat or fish and working with suppliers to explore novel proteins.

Now, with the increased granularity of our Scope 3 data, we can develop more targeted decarbonisation strategies that address the distinct challenges and opportunities within each product category and FLAG or industry segments.

For example, beef alone accounts for 17% of our 2025 Scope 3 emissions for purchased goods and services. With visibility of the country of origin for c.50% of our total beef volumes, we can now clearly identify the hotspots and guide our purchasing teams to sourcing changes that will drive the greatest reductions.

For our franchises, we support and benefit from our brand partners' efforts to reduce supply chain emissions and to adapt their menu offerings to include more sustainable choices. Our chefs also regularly collaborate, co-developing and trialling lower-carbon recipes.

Learn more about how we are **increasing healthy and sustainable choices** for our customers on pages 25–26.

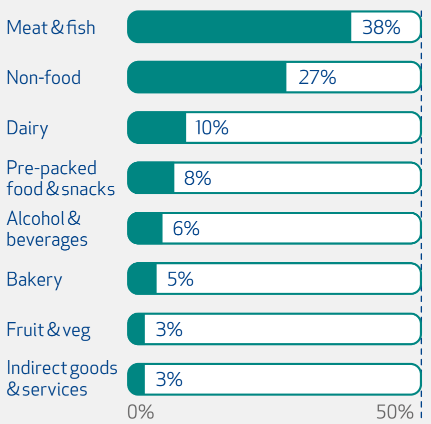
Designing and building more sustainable units

While we are primarily a food business, we also play a significant role in designing and constructing our cafés, bars and restaurants, with over 100 units approved for build or refurbishment in 2025.

Our Sustainable Build Standards are not only helping to enhance operational efficiency (as described on page 34), but have also contributed to a 51% reduction in Scope 3 capital goods emissions in 2025 from our 2019 baseline, and an 11% drop compared to 2024.

Our property teams are actively applying circular design principles – retaining, repurposing and reusing assets – while increasing the use of local, recycled and lower-impact materials, such as paint, varnishes and adhesives that emit fewer harmful chemicals into the air. At the same time, many of our clients are also placing greater emphasis on implementing green building standards across their sites.

2025 Scope 3 purchased goods & services emissions breakdown



25 **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).

Case study

A recipe for net zero

Since 2023, we have partnered with Klimato in the UAE and UK&I region to calculate, communicate and reduce the climate impact of a wide range of our own-brand recipes and menus, using a science-based, data-driven approach. In 2025, we expanded its use to France.

The Klimato platform calculates the carbon footprint of recipes – providing absolute CO_2e emissions and an intensity rating (A–E) for a 400g meal – alongside metrics for water use, nutrient pollution, land use and calorie and nutritional information. This gives us a comprehensive view of a dish's environmental and health impact.

In the UAE, all Camden Food Co. and Ritazza recipes are evaluated with Klimato, and our culinary teams have embedded it into the menu development process. Meanwhile, in the UK, Klimato data is embedded into new product and menu development processes, as well as our commercial dashboard, enabling us to track the carbon ratings of our menu items alongside customer, profitability and operational KPIs to identify win-win opportunities.

In France, Klimato insights informed menu development for our new Réséda Café at the Grand Palais in Paris, in collaboration with two-Michelin-starred chef Thierry Marx.

See how we are **helping customers make informed choices** on page 26.

Commitment 5

Transitioning to sustainable packaging

Eliminating single-use plastic

We have eliminated 99% of unnecessary single-use plastic across our own-brand packaging globally[26].

This is central to our global packaging approach, which prioritises the use of more sustainable alternatives – such as bamboo, wood or compostable materials – and integrates plastic-free innovations where feasible. In some cases, we have removed certain packaging formats altogether.

In markets with regulatory bans on specific single-use plastics[27], we have adapted our operations accordingly and worked closely with suppliers, brand partners and clients to ensure seamless transitions.

Our global packaging guidance continues to support local teams in embedding more sustainable solutions into their operations, in line with regional infrastructure.

By the end of 2025, 99% of our own-brand packaging globally was free of unnecessary single-use plastic. The 1% or c.23-tonne shortfall is due to challenges in accessing very specific packaging formats not readily available in some markets. We are continuing to explore viable alternatives to close the remaining gap.

Scaling plastic-free innovations

Exploring plastic-free innovations is now embedded in our packaging development process, with successful trials scaled across our markets. In 2025, 58% of our own-brand packaging volume globally contained renewable materials such as bagasse, bamboo and paper; five markets exceeded 80%.

Following successful trials, plastic-free hot beverage lids are now standard across our own brands in France, Sweden, the UAE and the UK, with transitions underway in two additional European markets. Collectively, these changes eliminate c.12 million plastic lids each year.

In several markets, we reformulated recipes, particularly for dressings and sauces, to remove the need for separate containers. Elsewhere, in-store self-service stations for condiments are helping to replace individual sauce sachets to reduce packaging waste.

We are also broadening our focus beyond packaging. We continued to eliminate single-use gloves, while maintaining food safety standards. For example, efforts in Norway and Sweden alone resulted in a further reduction of nearly 775,000 gloves from use in 2025, building on the c.2.7 million eliminated globally in 2024.

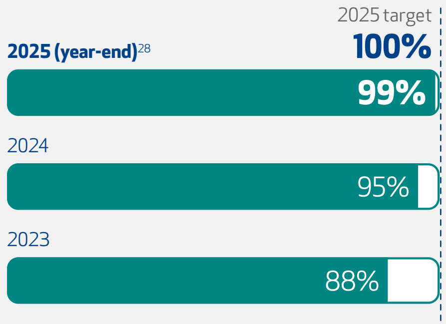
Increasing recycled plastic content

We are increasing our use of recycled plastics. In 2025, 16% of our own-brand packaging volume globally contained recycled plastic; six markets exceeded 20%, with the USA reaching 40%.

In Europe, progress is accelerating in response to new EU legislation requiring plastic packaging to contain at least 30% recycled content by 2030. Our European teams are integrating this requirement into their packaging specifications and supplier contracts.

In the UK, we are working with our major packaging supplier, Bunzl Catering Supplies, to increase recycled content across our packaging and operational purchases such as gloves, cloths and bin bags. As we improve our product range, we are enhancing how we track the type and weight of this plastic. While we don't yet have full visibility on all products, of those we do, over 35% of the plastic in the products we source from Bunzl is recycled content, an improvement of 21% since 2023.

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



26 Unnecessary single-use plastic refers to items made from primarily virgin plastic that are used only once or for a short period of time before being thrown away, and that can currently be avoided, reduced or replaced with fit-for-purpose sustainable alternatives without compromising food safety, quality and legal requirements.
27 Includes Australia, Canada, France, Hong Kong, India and the UK.
28 To present performance against the target deadline, the 2025 data represents status at year-end, whereas prior year's data is for the total volumes for the full year. For comprehensive full year 2025 performance data, please see our Sustainability Data Book.

Reusable, recyclable and compostable packaging

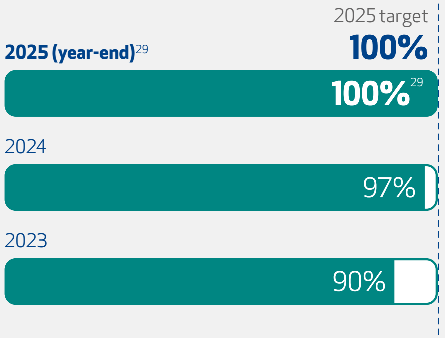
Alongside eliminating single-use plastic, we are finalising the transition of all our own-brand packaging to reusable, recyclable or compostable formats.

By the end of 2025, 100% of our own-brand packaging was reusable, recyclable or compostable, with the exception of c.7 tonnes, representing 0.3%, for which we are actively pursuing viable solutions.

Exploring and encouraging reusable packaging

We continue to explore opportunities to integrate reusable packaging across our operations. Crockery and reusable cups are available in many of our own-brand coffee shops, with discounts offered in some stores to encourage uptake. Many franchise partners, including Starbucks, also support reusable options.

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



29 To present performance against the target deadline, the 2025 data represents status at year-end, whereas prior year's data is for the total volumes for the full year. For comprehensive full year 2025 performance data, please see our Sustainability Data Book.

30 Rounded to 100% for reporting purposes; actual performance was 99.7%.

Since 2022, we have trialled reusable packaging initiatives in several airports and railway stations in collaboration with clients, brand partners and industry stakeholders. However, uptake in travel settings – particularly airports – remains low, with convenience and travel behaviours presenting ongoing challenges. For example, reusable cups are often discarded rather than returned after a single use, increasing their environmental impact per use.

Where regulations require reusable packaging, such as in France, Germany and Sweden, we have adapted our operational set-up, such as by installing additional dishwashers to support reuse. In Germany, for example, deposit-return schemes for takeaway food are offered in nearly 180 units. Despite availability, this initiative continues to have low customer uptake.

While we continue to test and refine our approach to reusable packaging to balance sustainability with practicality, we remain focused on increasing recyclable and compostable packaging options for customers where reuse is less viable.

Increasing recyclable and compostable packaging

While all our own-brand packaging met our target in 2025, we continue to explore recyclable and compostable packaging innovations across our markets, focusing on solutions that are compatible with local waste management infrastructure.

At the same time, we collaborate with clients to ensure our packaging aligns with their waste management facilities, and we support their efforts to make recycling or composting bins available and easily accessible at airport and railway stations.

100% of own-brand packaging was reusable, recyclable or compostable[30]

Case study

Supporting brand partner initiatives

We actively support our brand partners in delivering their sustainability initiatives across SSP-operated units.

In 2025, we partnered with Starbucks to roll out one of its most impactful packaging innovations to date: certified home compostable and recyclable hot beverage cups and lids. This rollout covered seven European markets, with plans to expand into nine more markets by the end of 2026.

The cups feature a mineral-based coating that replaces the traditional plastic lining, improving recyclability and compostability. The single-use plastic lids were replaced with traceable wood fibre alternatives, also coated with mineral-based material.

We were proud to support implementation across our stores, working closely with Starbucks to ensure operational readiness and alignment with brand standards.

Commitment 6

Reducing food waste

Prioritising prevention

Preventing food waste is our top priority.

We follow the best practice 'food waste hierarchy' (see graphic) to reduce food waste across our global operations. The first principle – prevention – 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.

Optimising inventory management
Our teams optimise purchases to minimise spoilage and waste. In Finland, Denmark, Norway and Sweden, SAP inventory management systems provide real-time data and analytics to prevent overordering.

We are also exploring how AI can support waste prevention. For example, in Austria, Germany and Switzerland, we partner with AI startup foodforecast to improve production planning. By predicting sales, we can reduce both underproduction and surplus food. By the end of 2025, foodforecast was deployed in c.125 units, cutting waste by an average of c.10-25% per unit.

At Dublin Airport in Ireland, we run a street-food-style quick-service restaurant, the Mezz, with six different food offers served from one central kitchen. Customers order through a digital kiosk system that uses past order data to help plan inventory and reduce overproduction and waste.

Improving how we track food waste
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.

c.1,750 tonnes of food waste diverted from landfill through redistribution, recycling and composting schemes

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

Redistributing surplus food

Where we can, we redistribute edible surplus food via food-saving apps, customer and staff discounts and charitable donations.

Security restrictions limit redistribution at airports, so our efforts primarily focus on rail locations.

Across 12 European and UK&I markets, we partner with the social impact company, Too Good To Go, 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'. Our partnership began in the Nordics in 2016, and has since expanded to cover over 800 own-brand and franchise units by the end of 2025.

Together with Too Good To Go, we have saved nearly 3 million Surprise Bags from becoming waste, including c.920,000 in 2025 alone. This equates to c.3,000 tonnes of food saved and c.8,000 tonnes of CO_2e avoided.

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

In other markets, where these app solutions are not available, we often develop our own redistribution programmes. For example, in Bahrain and Thailand, we offer promotions and targeted end-of-day pricings to reduce surplus food waste.

c.3 million Too Good To Go Surprise Bags of surplus food redistributed since 2016

Partnering to support our communities

We partner with food poverty charities in 15 markets to collect surplus food from our units at the end of the day and redistribute to local communities, including people in need. In 2025, over 120 tonnes of surplus food were redistributed through these schemes.

Examples include Caritas in Austria, Beyond Best Before in Australia and New Zealand, Les Douches Solidaires (Community Showers) in Belgium, Food Angel in Hong Kong, Food Bank Malaysia, Saint Klara Church in Sweden, foodsharing Zürich in Switzerland, Olio in the UK and Reno Sparks Gospel Mission in the USA. In Norway, we support numerous organisations, including the Salvation Army, Hjerterommet i Nannestad (The Heart Room in Nannestad) and Vær Så God Matutdeling (Be Kind Food Distribution).

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

Maximising value through recycling and composting

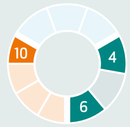
For food that is no longer edible, we focus on recycling and composting. As we operate within client locations, in many cases we rely on our clients to have facilities in place to segregate food waste and divert it from landfill. In 2025, 66% of our locations globally segregated food waste, with all locations doing so in 22 markets.

In 2025, 98% of our own-brand units and 98% of franchise units with fryers sent waste cooking oil for recycling into biofuels. In total, more than one million litres of oil were diverted for recycling throughout the year.

In addition, 53% of our own-brand coffee units and 65% of franchise coffee units diverted waste coffee grounds from landfill. In some markets, we offer coffee grounds to customers to use as garden fertiliser – namely in Bahrain, the UAE, Cyprus, India, the Netherlands and the UK. In total, over 43 tonnes of waste coffee grounds were diverted from landfill.

98% of own-brand units with fryers sent waste cooking oil for recycling

Case study



Scaling surplus food redistribution in the UK

Following a successful 12-week pilot with Network Rail at London Waterloo Station, we expanded our surplus food redistribution programme in 2025 in partnership with food-sharing app Olio. The initiative now operates across nearly 100 units at 34 locations in the UK.

At the end of each day, our teams hand unsold food nearing expiry to Olio volunteers, who list the items on the Olio app for free collection by local communities. In 2025, the initiative helped save nearly 240,000 meals, diverting c.110 tonnes of food from becoming waste.

Network Rail is also actively engaging other food and beverage providers to join the scheme.

"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 ensuring that SSP is the best part of their career journey. We are committed to fostering a diverse, inclusive and safe workplace that respects human rights and supports the communities where we operate.

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Commitment 9: Respecting human rights 48

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Our material issues

- Colleague 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
- Charitable donations transparency

SDG alignment

Delivering *impact*

We work to deliver a positive people experience through focused initiatives that develop and retain talent, promote diversity, equity and inclusion (DE&I), and protect safety and wellbeing.

We are also strengthening our human rights approach across our business and supply chains, while supporting local charities to help alleviate issues such as food poverty.

Find more **People examples and case studies** from our regions and markets on pages 12–22.

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

Our 2025 People highlights

- Conducted a comprehensive review of our culture, resulting in the launch of refreshed global values and behaviours at the end of the year.
- Launched our global People Plan and People Promise to support our business strategy, focusing on retention and driving a high-performance culture.
- Strengthened our safety reporting by expanding standardised safety metrics across our global operations.
- Updated our **Human Rights Policy** and developed new human rights e-learning.
- Recognised in the FTSE Women Leaders Review for having one of the highest levels of female representation at Board level among FTSE 250 companies.

Global values and behaviours: Our Recipe for Success

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

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

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

Read more about our global **People Plan and culture work** in our 2025 Annual Report on pages 24 and 93.

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

c.£1.25 million invested in community programmes

Commitment 7

Promoting diversity, equity and inclusion

Creating a positive people experience

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'.

Listening to our global voices

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.

In 2025, we enhanced our engagement programme by launching Good to Great – a global framework designed to capture deeper insights from colleagues through a wider range of activities. With support from Gallup, a global leader in workforce engagement, we also introduced regionally tailored Good to Great plans to reflect the unique circumstances of our diverse regions and markets.

Each year, we also partner with Gallup to run our 'Your Voice Matters' Global Colleague Survey, using the Q12 index to explore topics like job satisfaction, colleague and manager relationships, and sense of purpose at work. In 2025, over 77% – c.32,000 colleagues – chose to participate in the survey. Our overall Q12 engagement score was 3.95 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.

Responding to insights from our 2024 survey, which reaffirmed the pivotal role our c.3,000 restaurant and store managers play at SSP, in 2025, we conducted an additional in-depth study of the top 30 restaurant and store managers. Nominated by regional teams based on engagement scores and individual performance, the study enabled us to better understand specific management qualities that drive strong team experiences and contribute to SSP's overall organisational success.

Learn how our regions are **upskilling our restaurant and store managers** on page 43.

Multiple routes to engagement

Beyond 'Your Voice Matters', we maintain several other engagement channels, including works councils, trade unions, colleague networks, communities, town halls and listening sessions.

Engagement index score in our Global Colleague Survey

Performance KPI: Gallup Q12 engagement index score out of 5

2025	**3.95**
2024	3.97
2023	3.98

Our Board's designated Non-Executive Director for Employee Engagement (ENED), Judy Vezmar, hosts regular global listening groups, sharing insights directly with the Board.

Read more about our **stakeholder engagement** and **ENED engagement programme** in our 2025 Annual Report on pages 49–59 and 93–95.

This year, we conducted a thorough assessment of our company culture and colleagues' experiences at different levels of the business, which included site visits, engagement feedback reviews and interviews with colleagues across the business. 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.

Attracting, developing and retaining our people

We want to develop, engage and empower colleagues to feel confident in their roles and grow their careers at SSP.

In 2025, we led a major programme to simplify and re-align our global support function operating model to reduce duplication, complexity and strengthen performance across our regions and markets. As part of this process, we made the difficult but necessary decision to reduce the size of our workforce across several markets and functions, while ensuring our front-line teams remained fully supported. To support affected colleagues, we partnered with specialist third parties to provide transition assistance.

Succession planning

We saw an overall improvement in succession planning at senior leadership levels in 2025, with 69% of Group Executive Committee and regional executive roles identifying a successor – a 24 percentage-point increase compared to 2024.

As part of the 2025 talent cycle, we launched a new 'potential map' to identify high-potential colleagues and support their career progression at SSP. The framework combines clear criteria with practical application, enabling teams to assess and calibrate colleague readiness for their next step at SSP.

Development and training

Our learning and development programme includes annual performance reviews, leadership and skills development, as well as training, apprenticeships and work-based learning opportunities.

Our bespoke global programme, 'Ignite', continued to support high-potential senior leaders in building leadership capability and driving high performance. More than 50% of the programme's participants achieved a promotion or a significant role expansion during the year.

Meanwhile, in the UK&I, our #ProjectMe programme develops high-potential colleagues in operations and support functions to prepare for future leadership roles.

We are also working to embed a more structured and inclusive mentoring programme into our offerings. This includes in-house and cross-functional mentoring programmes for colleagues at Group-level and in the UK&I. For example, our reverse mentoring programme connects operations managers with members of the Group Executive Committee, enabling our leaders to hear first-hand perspectives from across the business.

We partner with external training providers to provide nationally recognised apprenticeships that help people develop sector-relevant skills. In 2025, nearly 250 colleagues globally participated in apprenticeship programmes.

To help ensure our training and development offer is accessible to everyone, we updated and relaunched our e-learning platform, SSP Academy, which offers over 2,500 on-demand courses, certifications and resources. The relaunch also included mobile accessibility and greater visibility of completion rates.

We also maintain an e-learning partnership with Big Think+, through which colleagues completed over 5,500 lessons in 2025. More than 2,750 colleagues benefited from this programme, which included interactive virtual sessions designed to deliver fresh insights and practical skills in small groups. Each year, we also host our annual global learning event, Learnchella, where colleagues join sessions covering a wide range of topics like DE&I, coaching and safety.

In addition to internally evolving our training and development offer, we work with external partners to create additional opportunities for colleagues to advance their capabilities. For example, in Austria, Germany, Switzerland and our Nordic markets, we partner with Attensi, a world-renowned gamification training platform, which enables colleagues to learn through games and competitions.

Case study

Investing in our restaurant and store managers

Our 2024 global colleague survey reaffirmed the pivotal role our c.3,000 restaurant and store managers play in our success, and their continued development is a top priority.

In response, our regions and markets have developed tailored training for these managers, focusing on empowering them with the skills and confidence to lead effectively, drive performance and create exceptional experiences for our teams and customers.

For example, in our Nordic markets, we launched the Navigator leadership training programme paired with a finance course to equip managers with operational, finance and people leadership skills. In Spain, we delivered targeted training to build practical skills in customer service and communication, while in Canada and the USA, we introduced Manager Essentials, an eight-week programme offered in English, French and Spanish. It equips managers with the mindset and skills for purposeful leadership, focusing on performance management, team engagement, coaching and communication.

Creating a workplace where everyone belongs

We are proud to be a diverse global team, representing a wide range of backgrounds, ages, ethnicities and orientations.

We value and celebrate the diverse skills, perspectives and backgrounds that make up our global team, and strive to reflect the communities we serve, including our clients, customers and stakeholders.

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. Each region has its own Belong action plan and regularly reports progress to the Group Executive Committee.

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

Inclusive hiring

To better reflect the communities we serve, we are actively building inclusive hiring programmes across our regions. A core element of our approach is attracting and retaining diverse talent.

Building on our existing programme, in 2025, we launched a seasonal recruitment pack with comprehensive guidance for hiring teams, covering role design, job advert creation and practical strategies to attract and select diverse candidates. It also includes guidance on recognising and mitigating unconscious bias.

In addition, building on our inclusive leadership workshops conducted with c.130 senior leaders in 12 markets in 2024, we held an inclusive hiring session at our global Learnchella event available to all colleagues.

See more on our social mobility programmes on page 51.

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

In 2025, we piloted an opt-in diversity self-identification survey in the UK, called Count Me In, to better understand the demographic makeup of our UK workforce and inform our Belong strategy. With a participation rate of c.15%, the data is not yet sufficient to generate meaningful insights. We continue to encourage wider engagement to build a more complete picture.

31 Data is taken as at 31 October each year to align with our submission to the FTSE Women Leaders Review.

Women in leadership

While we have gender parity across our global business, we are working to achieve gender balance in our leadership teams, beginning at the highest level of leadership.

We have achieved gender parity on our Board, exceeding the Board diversity target set by the FTSE Women Leaders Review. We also continue to meet the Parker Review Board ethnicity target. We were recognised in the 2025 Review for having one of the highest levels of female representation at Board level among FTSE 250 companies, ranking fourth in the travel and leisure sector. We are also pleased to have achieved our 2025 target for at least 40% of senior leadership roles to be held by women.

In 2025, c.30% of participants in our bespoke high-potential leaders programme, Ignite, were women, and 10 women participated in industry programmes run by Welcome to all in Hospitality Travel & Leisure (WiHTL), including two in the Women Non-Executive Director (NED) Programme, focused on preparing female leaders for these roles.

We are immensely proud to see three of our female senior leaders recognised on WiHTL's Women to Watch Index 2025 – Asheeka Hyde (Group Technology Director, Data & Analytics), Ivy Yang (Finance Director, APAC) and Niki Zomeni (Head of People, EEME) – for their individual contributions to our industry.

Building an inclusive culture

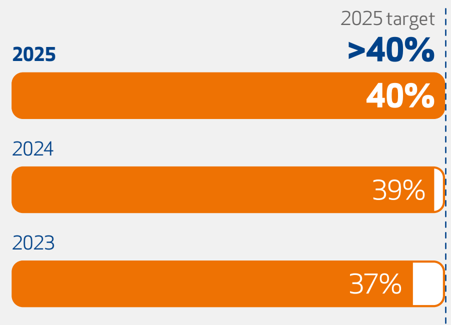
We are committed to building an inclusive culture where colleagues feel involved, understood and valued.

Previously named the Global Inclusion Council, our Global Belong Forum brings together six diverse regional representatives to advise on our Belong agenda and ensure alignment with organisational priorities. Each representative holds a role with direct influence over regional Belong initiatives. We are exploring new regional formats for delivering this agenda, drawing inspiration from the Global Belong Forum and the local inclusion council in Australia and New Zealand.

Our formalised colleague-led networks provide safe spaces to learn and share experiences. These include our Global Women's Leaders Network; Women's Networks in the UK, Australia and New Zealand; and our +Network focused on LGBTQIA+ inclusion.

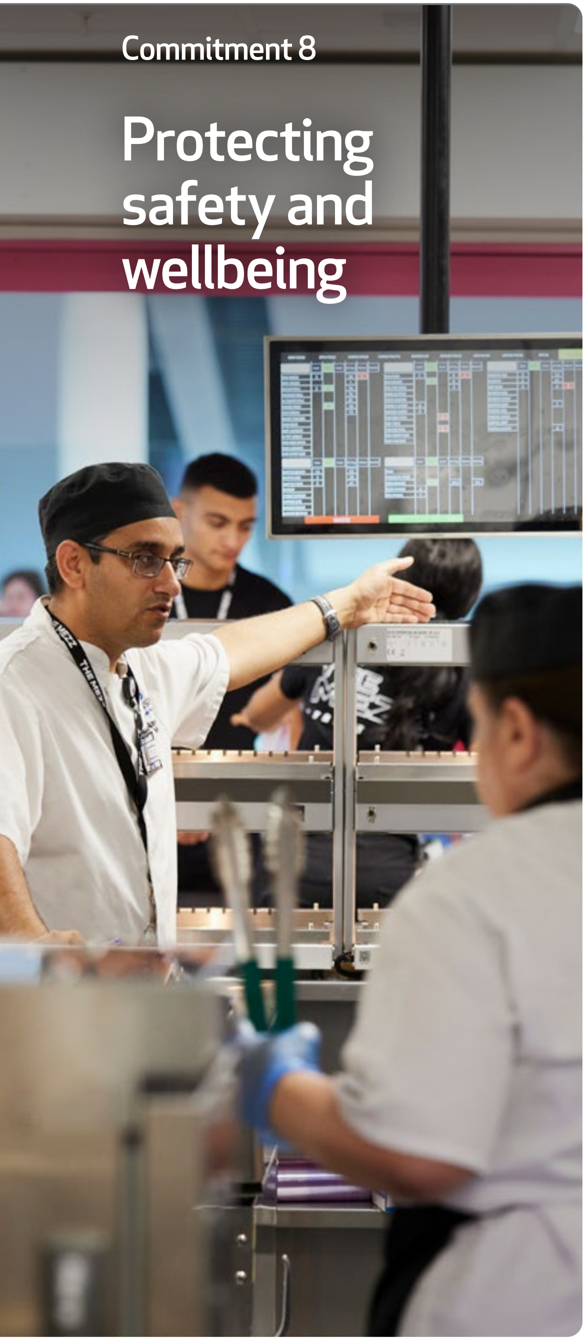
Our DE&I e-learning module, available in 17 languages, reinforces the importance of inclusion and highlights the initiatives we have implemented to foster a more inclusive workplace. We also promote awareness through global campaigns and events, such as International Women's Day and Pride.

% of senior leadership roles held by women[31]



Commitment 8

Protecting safety and wellbeing



Safeguarding our colleagues and customers

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

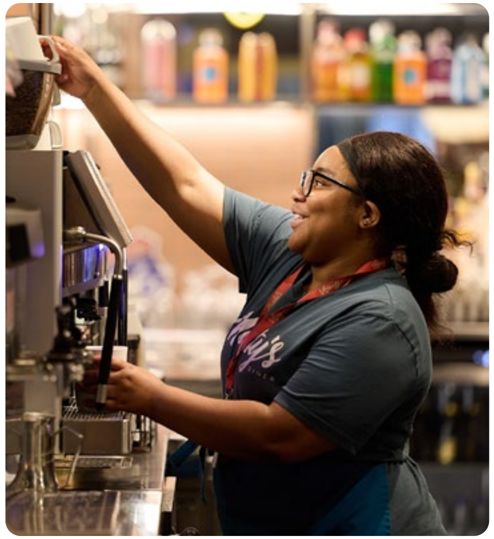
Our **Global Safety Policy** sets out our commitment to food, fire and people safety, while our **Supplier Code** outlines our supplier expectations regarding product quality, as well as food and people safety.

Our Global Safety Governance and Management Framework defines clear roles, responsibilities and accountability at every level of SSP. Local markets manage our safety programme in line with our Framework, local regulations and best practices, with oversight from a centralised Group safety team to help standardise procedures.

To support the Framework, in 2025, we introduced a suite of Global Safety Minimum Standards covering food, fire and people safety. These Standards will help drive consistency and safety performance across all markets.

Our Group Safety Committee oversees implementation of our Group Safety Policy and Framework. In addition, our Group Safety Forum, comprising safety representatives from all markets, meets bi-monthly and facilitates the sharing of best practice and ensures consistent, effective implementation of Global Safety Minimum Standards across regions.

Together We're Safer



Improving compliance and reporting

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.

Since 2023, we have enhanced our data collection and incident reporting practices, such as by rolling out a dedicated incident reporting app and implementing a serious incident escalation procedure. In 2025, we further strengthened these processes with narrative-based reporting and a risk-based triage system to improve the management of serious incidents.

Our units undergo various third-party audits, including those carried out by brand partners, local authorities, accreditation schemes and external auditors. While audit results and individual incident investigations are managed locally, the Group safety team is notified of all incidents. This centralised oversight enables us to identify trends and promote cross-market collaboration and sharing.

Find detailed **safety performance data** in our Sustainability Data Book.

6.52 global Lost Time Incident Frequency Rate (LTIFR)[32]

32 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.

Upholding food safety

Food safety is fundamental to protecting consumer health, maintaining trust and ensuring the quality and integrity of our products. We are focused on preventing food-borne illnesses and effectively managing allergens.

While local legislation may vary, our Global Minimum Food Safety Standards aim to ensure consistency across all markets. These standards align with the internationally recognised Hazard Analysis and Critical Control Point (HACCP) management system and cover food temperature monitoring, sanitation and adherence to local allergen and nutritional standards where applicable.

In 2025, 167 alleged or confirmed incidents of food poisoning and illness were recorded globally, as well as 235 alleged or confirmed incidents of foreign body contamination, including those originating in our supply chain.

Keeping our people safe

Ensuring everyone is safe at work is a non-negotiable in our operations. To most effectively support this, we focus on addressing the most significant risks to colleague safety, including workplace accidents that results in injury and threats of physical violence.

In 2025, 3,396 work-related colleague incidents were recorded across our global operations, including 14 incidents of work-related ill health. There were zero work-related fatalities[33].

Our global average LTIFR was 6.52. Key causation categories include: hit by object; slip, trip or fall; and manual handling.

Rail and motorway locations continue to 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.

Fostering a positive safety culture

We are embedding a positive safety culture throughout our business by working with our colleagues, clients and brand partners, and equipping our teams with the tools and information they need to stay safe.

Safety is a shared responsibility at SSP, captured by our new Group-wide campaign, 'Together, we're safer', which underpins proactive initiatives and targeted campaigns.

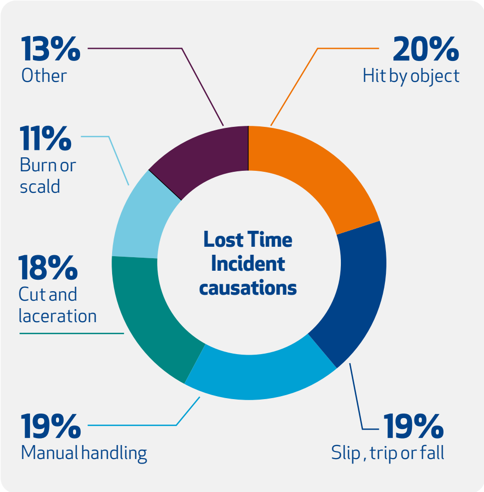
In 2025, a new Global Safety Pledge was introduced and signed by our Group CEO, Group Chief People Officer and our regional CEOs, reinforcing our shared commitment to safety.

Training plays a vital role in fostering our positive safety culture. We have rolled out a safety induction module for Group and UK colleagues. Our markets also conduct health and safety training for colleagues through e-learning courses and both internal and external workshops.

To promote best practice and open dialogue around workplace safety, we ran six campaigns on key safety themes. Our 'Together, we're safer' campaign, launched ahead of the summer period, focused on hazard awareness and reporting during the peak trading period. Informed by global incident data, it included resources for unit managers translated into 15 languages.

We also spotlighted office safety on World Safety Day, a key annual event when we equip our teams with knowledge, resources and tools on key themes or topics.

Localised initiatives continue to embed safety into daily operations, including the launch of safety champions in Australia and New Zealand and a safety podcast in Sweden. Meanwhile, our online global safety community has grown to include nearly 280 members, providing a space to share news and success stories, and helping to strengthen our global safety network.



33 Excludes commuting fatalities.

Promoting wellbeing at work

We are committed to supporting the mental, physical and financial wellbeing of our colleagues.

In 2025, all markets had colleague wellbeing programmes in place tailored to local needs and circumstances. Of those, 34 markets offered comprehensive initiatives covering all three wellbeing pillars, while the remaining three have at least one type of programme in place.

Our Employee Assistance Programme providers 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.

92% of markets had comprehensive programmes covering mental, physical and financial wellbeing

Mental wellbeing

Our markets offer colleagues various mental wellbeing initiatives, including expert-led seminars, masterclasses and workshops on topics like mental health, self care, work–life balance and stress management.

These are often complemented by practical sessions, such as guided meditation, yoga and massage therapy, alongside awareness campaigns for Mental Health Awareness Month, R U OK Day and Movember, to encourage open conversations.

Physical wellbeing

Several markets also offer various physical wellbeing initiatives, including access to free or discounted medical services, health insurance, discounted gym memberships, fitness classes and cycle-to-work schemes.

In addition, many markets organise team events like walkathons and sporting challenges, and partner with experts to provide education and workshops focused on health, nutrition, wellness and cancer awareness.

Financial wellbeing

Many of our markets have ongoing partnerships with organisations that provide financial planning, budgeting and debt management support, such as Salary Finance and Salary Extras, with some markets offering salary advance options.

Every market provides a range of affordable food offers to colleagues, which can include free meals on shifts, meal allowances, discounts of up to 50% on food and drink from our units, and friends and family discounts.

Commitment 9

Respecting human rights

Our commitment to 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.

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

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

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

See more details on the **Supplier Code** on page 27.

Creating a culture of respect

We are embedding a culture of respect for human rights across our business. We detail colleague responsibilities in our Colleague Code of Conduct, providing clear guidance on how to raise concerns of potential human rights breaches through our confidential Speak Up channels.

Our Human Rights SharePoint Hub provides regularly updated resources to help colleagues better understand and uphold our policy commitments.

All senior managers globally must complete mandatory modern slavery training during their induction. In 2025, we achieved 100% compliance with this requirement.

To further strengthen our approach, we developed an updated human rights e-learning course in 2025. The training targets a broader group of colleagues and reflects real-life business scenarios. It will be rolled out in 2026 in the 10 most common languages in the markets identified to have the highest human rights risks.

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."

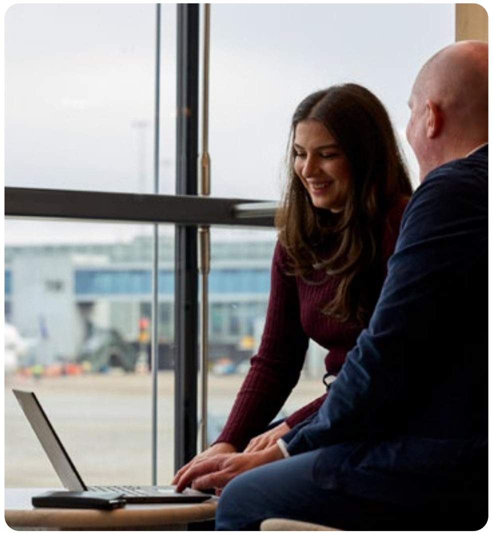
Rachel Hartley,
Consultancy Director, Slave-Free Alliance

Safeguarding human rights in our operations and supply chain

Due diligence in our operations

We conduct risk assessments to identify and prioritise human rights risks across our operations. These assessments draw on external sources, such as the ILO and the Global Slavery Index, and consider both inherent risks – based on country and sector – and actual risks identified through due diligence procedures.

Our findings highlight migrant workers in frontline roles, particularly those recruited via third-party labour agencies in the EEME region, as the greatest area of potential risk exposure. Following a series of internal audits in 2024 examining our labour agency due diligence procedures, and interviews with a sample of migrant workers and inspections of workers' accommodation, we worked to strengthen our approach with the development of a new Migrant Worker Standard. Developed with support from the Slave-Free Alliance, it covers detailed requirements relating to migrant workers, including recruitment, contracting and onboarding, wages and working hours, accommodation, freedom of movement, termination and repatriation, and access to recourse and remediation. The Standard will be rolled out globally in 2026.



Due diligence for our supply chains

We use the Supplier Ethical Data Exchange, known as Sedex, as the primary means to conduct human rights due diligence on our contracted suppliers[34].

We expect our contracted suppliers to become Sedex members and, through the platform, we carry out three human rights due diligence steps:

Step 1: Assessing inherent risk

We conduct risk assessments on all contracted suppliers globally using Sedex's country and sector risk assessment tool. This considers inherent risks for labour standards, safety and business ethics, alongside supplier-specific information.

Step 2: Assessing management competency

Suppliers identified as 'high risk' in Step 1 complete Sedex's self-assessment questionnaire (SAQ), assessing their 'management competency' for managing and mitigating inherent risks, considering policies, risk management and due diligence procedures.

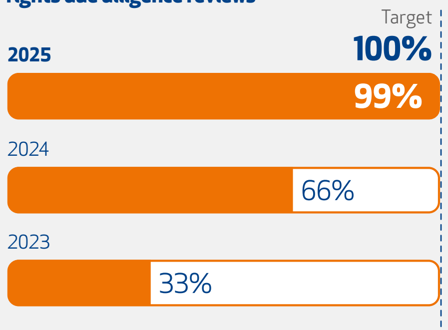
Step 3: Conducting an on-site audit

Suppliers demonstrating 'poor' management competency are expected to undergo an independent on-site audit, such as a Sedex Members Ethical Trade audit, Business Social Compliance Initiative audit or Intertek Workplace Conditions Assessment audit or other globally recognised audit assessment.

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

By the end of 2025, we completed due diligence reviews on 99% of high-risk contracted suppliers, with two reviews still in progress. This included all remaining active suppliers from previous risk assessments, as well as 33 additional suppliers that were onboarded in 2025. In total, 89% suppliers have completed SAQs and achieved a 'good' level of management competency and 8% of suppliers have had an independent on-site audit.

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



In 2025, our supplier audits did not identify any issues relating to modern slavery, child labour or other severe human rights violations. However, the audits did highlight a small number of non-conformances, primarily relating to health and safety practices such as fire safety measures and verification of right-to-work documentation. All findings were addressed through corrective action plans.

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

Mitigating risks at source

Many supply chain human rights risks relate to upstream farms and fisheries where commodities are produced. As our direct farm or fishery-level sourcing is limited, we rely on independent product certifications, such as the Marine Stewardship Council (MSC). MSC-certified fisheries are required to report publicly on measures they are taking to address forced and child labour. An entity convicted of forced or child labour is removed from any MSC-certified fishery.

Read more about our approach to **sustainable sourcing** on pages 27–28.

99% of contracted suppliers with higher human rights risks have undergone our human rights due diligence reviews[34]

34 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

Helping prevent food poverty in our communities

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

In 2025, we supported 64 food poverty-focused organisations and projects in 16 markets. We did this through a mix of long-term partnerships, fundraising, financial donations, volunteering and redistributing surplus food from our units.

In the UK, 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.

In the USA, we maintained our long-term national partnership with Meals on Wheels America, contributing over £78,000 through direct donations and fundraising in our restaurants.

While in India, TFS donated over £30,000 to Akshay Patra to provide nutritious meals to school children from low-income communities, and over £500,000 to multiple organisations as part of its Thousand Days initiative to promote maternal health and child development in rural, underserved populations.

c.£1.25 million invested in community programmes

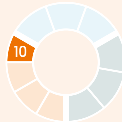
In 2025, we donated over £97,000 worth of collected or surplus food to charity partners. In the UK, colleagues volunteered 120 hours with City Harvest, sorting donated food for delivery.

See more on our **surplus food donations** on page 39.

In the UAE and Bahrain, we continued supporting low-income communities during Ramadan. In the UAE, we distributed c.1,000 iftar meals in collaboration with Zayed International Airport and Dar Al Ber Society. In Bahrain, we volunteered, donated and helped distribute over 300 meals with One Heart Foundation.

Case study

Chefs for Good in India



In India, our JV business, Travel Food Services (TFS), is driving grassroots change through its charitable foundation under the vision of 'food and nutrition for all'. The initiative, Chefs for Good, delivers practical cooking workshops led by TFS chefs to empower local communities.

Designed for mothers, caregivers, students and amateur cooks, the sessions focus on affordable, nutritious meals using everyday ingredients like millet, pulses and seasonal vegetables. The programme also promotes climate-resilient crops and sustainable practices such as whole-ingredient cooking, repurposing leftovers and composting.

In 2025, over 150 participants took part in seven workshops. A follow-up survey showed 85% of participants reported changes in cooking habits, a 30% average reduction in food waste and improved meal planning.

This initiative was recognised with the Airport Sustainability & Environmental Initiative of the Year – Asia Pacific at the Moodie Davitt Airport FAB Awards 2025.

Supporting local causes

We also contribute to local causes that matter to our clients and colleagues.

In 2025, we proudly supported nearly 50 of these community organisations or projects globally, contributing to initiatives that support disadvantaged or vulnerable groups, environmental conservation and health-related causes.

Social causes

We create career pathways in the hospitality industry for people from disadvantaged backgrounds through training, apprenticeships, scholarships and partnering with local organisations.

For example, in the USA, we have a strong social mobility programme with over 80 community partners. One example is Catalyst Kitchens, which provides culinary training to individuals facing barriers to employment. Working with the organisation, we conduct interviews and often hire applicants who complete their programme. We also donated to Skills for Chicagolands Future, which connects unemployed locals with jobs.

In France, we partner with Each One, an organisation that supports refugees and new migrants with training and employment opportunities, supporting two new colleagues through a three-month training and apprenticeship programme. In India, TFS provides job opportunities to people who are speech and hearing impaired, while in the UK, we fundraised for Only A Pavement Away, an organisation that connects people experiencing homelessness to hospitality jobs.

Many of our markets also support vulnerable communities. In Finland, Luxembourg, Norway and Switzerland, we fundraised over £13,000 for our long-term partners, SOS Children's Villages, helping children at risk of family separation. In Canada, Ireland and the USA, we supported a number of children's charities, while in India, TFS donated over £40,000 to several organisations to help upgrade government-run childcare centres in underserved regions.

In Bahrain, we donated 15% of proceeds from Smiley Cookies and Heart Donuts sales to the Bahrain Red Crescent Society. In the USA, our 'Best Buddies' programme at Newark Liberty International Airport donated 10% of sales over two months to Jersey Mike's initiative supporting individuals with intellectual and developmental disabilities. In addition, we raised funds through customer micro-donations at Eastern Iowa Airport with Round It Up America, which distributes contributions to charities nationwide.

We also contribute to client-led initiatives in the USA, including donating food and drink for Honor Flights for America's veterans at Oakland and San Francisco Bay airports, and donating to the Wings of Compassion initiative at Houston Airport.

Environmental causes

Our support of environmental causes continues to grow, with TFS in India donating c.£8,000 to Grow-Trees, a global tree-planting organisation, and volunteered over 260 volunteering hours to plant fruit saplings to support local biodiversity and local community nutrition.

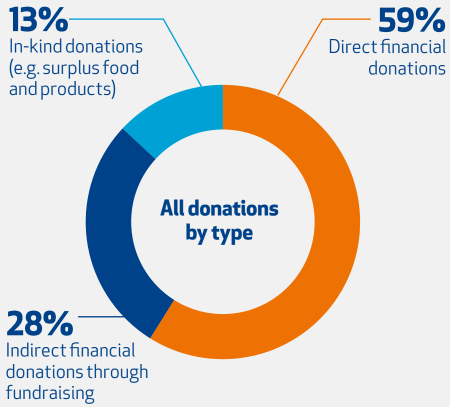
In Spain, our point-of-sale micro-donations programme supports Zero Impact to help Spanish farmers adopt sustainable agricultural practices. In France, we continued our sponsorship of beehives across the country with A Roof for Bees, while in Hong Kong, we support the annual Green Power Hike to promote environmental awareness.

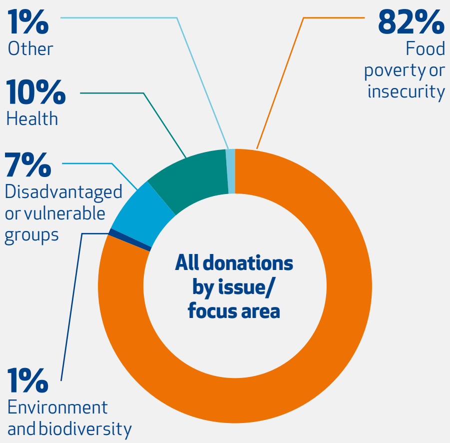
Health causes

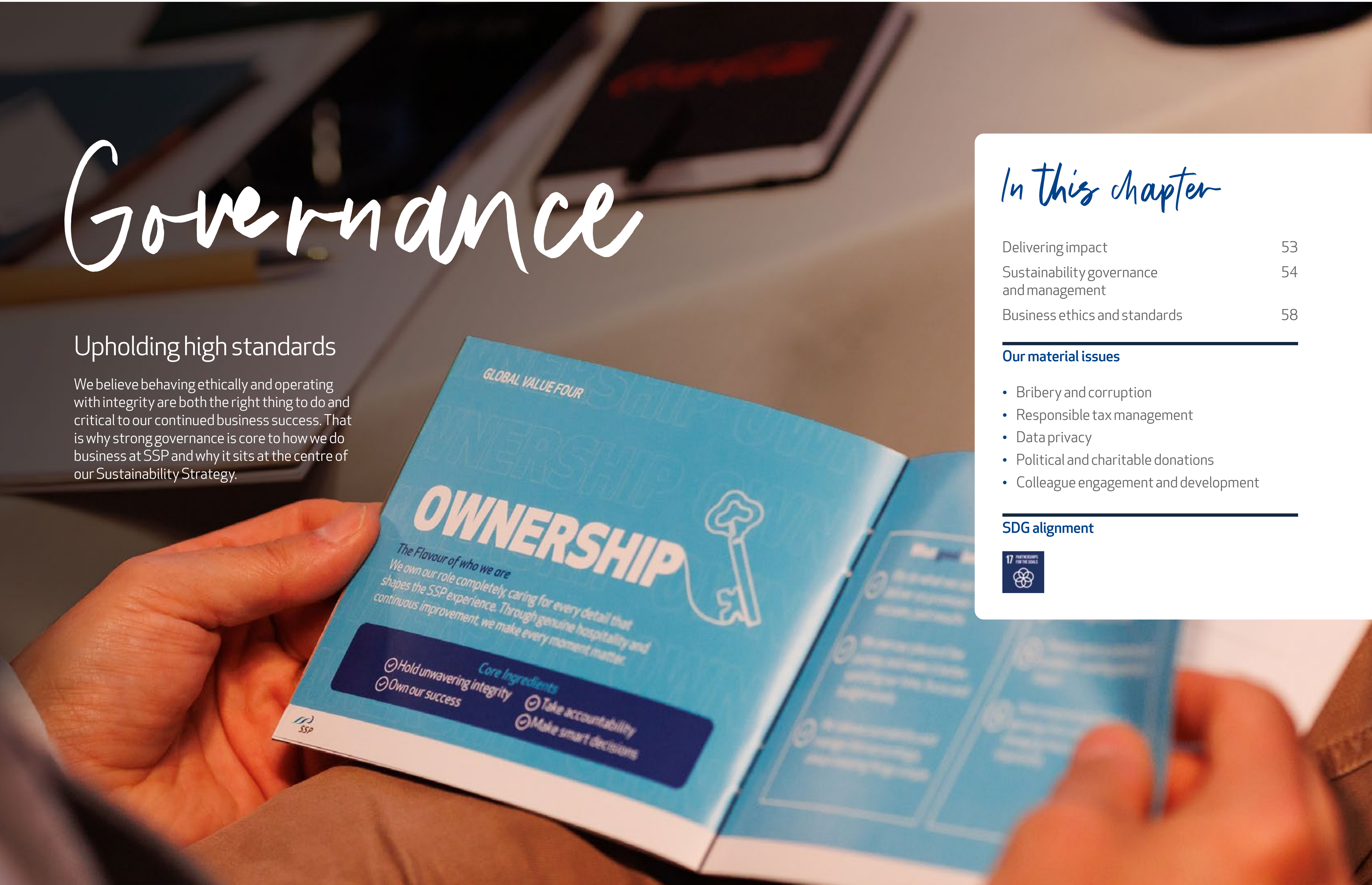
We also support several health-related causes, particularly cancer-focused charities. For example, in the UK, we have partnered with Macmillan Cancer Support since 2018, raising c.£1.27 million to date, including over £90,000 in 2025 through in-store collection jars and colleague fundraising.

In Cyprus, our associate donated to several cancer-related organisations, including Europa Donna and Movember, while in Greece, we support Rhodes for Life. In Norway, we continued our support of Widerøe's The Dream Flight for children diagnosed with cancer and their families.

Beyond cancer care, in the UAE, we continued our support Operation Smile, which provides care for children with cleft palate, while in Cyprus, our associate contributed to the Alzheimer's Association.







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

Delivering impact 53
Sustainability governance and management 54
Business ethics and standards 58

Our material issues

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

SDG alignment

17 PARTNERSHIPS FOR THE GOALS

Delivering *impact*

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

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

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

Our 2025 governance highlights

- Conducted a new double materiality assessment to inform the evolution of our Sustainability Strategy.
- Reviewed and updated our **Human Rights Policy** and **Supplier Code of Conduct**.
- Embedded a comprehensive risk management framework that strengthens governance structures, enhances internal controls and improves resilience.

A message from our Board Chair

Upholding high standards of corporate governance, accountability and transparency is a primary responsibility of the Board. Our sustainability agenda remains integral to this mandate and continued to be a key topic on the Board's agenda in 2025.

During the year, the Board undertook a comprehensive review our new double materiality assessment and approved its results. We were reassured by the thoroughness of the assessment, positive stakeholder feedback and alignment of most material topics with our existing strategy – confirming we're focusing on the right areas.

We also discussed preparations for compliance with forthcoming EU and UK sustainability reporting regulations, prioritising improvements to data and reporting systems. This will enable teams to concentrate on delivering effective sustainability initiatives rather than being encumbered by excessive reporting requirements. In addition, we held three in-depth sessions on human rights, monitoring progress against the 2025 sustainability targets and reviewing updates to the net-zero targets and baseline.

As we look ahead, and I prepare to step down as Chair and Director in January 2026, I reflect on the privilege of serving SSP and helping shape the global Sustainability Strategy from the outset.

This report stands as testament to the meaningful progress that can be achieved with the support of a committed Board and leadership team. I am confident that the Board and incoming Chair will continue to champion strong governance and ensure our sustainability agenda remains central to shaping strategic decisions and create lasting value for the business.

Mike Clasper,
Chair,
December 2025

Sustainability governance and management

Ensuring accountability

Our governance and management structure identifies clear roles, responsibilities and accountability at all levels of the organisation, helping ensure we achieve our Sustainability Strategy.

Board of Directors

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

Group executive

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

Our Director of Strategy & Business Services serves as the executive sponsor for sustainability, overseeing management and delivery of the strategy. All Group Executive Committee members share accountability for implementing and achieving the strategy and targets in their respective functions or regions.

Group management

Led by our Group Sustainability Director, our Group Sustainability team is responsible for developing our global strategy and helping to coordinate its implementation.

Now in its fourth year, the Group Sustainability Steering Committee, chaired by our Group Sustainability Director, includes functional leaders responsible for specific targets and focus areas. These members come from Procurement, Commercial, People, Digital, Legal and Finance functions. Meeting quarterly, the Committee develops Group functional programmes, issue-specific strategies and working groups, while overseeing, supporting and coordinating cross-functional delivery of the Sustainability Strategy and targets.

Our Non-Financial Reporting Steering Committee, formerly the Climate Risk Steering Committee, is chaired by the Group Head of Financial Reporting. It includes senior leaders from our Risk, Finance, Legal, Company Secretariat, Sustainability, People and Procurement functions. Meeting monthly, the Committee oversees non-financial reporting and sustainability risk, including climate-related risks and opportunities. The Committee scope covers existing requirements, such as the TCFD, as well as our response to evolving non-financial reporting regulations, such as the EU CSRD, the International Sustainability Standard Board's (ISSB) IFRS Sustainability Disclosure Standards and anticipated UK Sustainability Reporting Standards (UK SRS).

Regional management

Dedicated regional and market sustainability leads, steering committees and working groups are responsible for overall delivery of the Sustainability Strategy and targets at regional and market levels. Twice a year, markets submit performance data against our targets, key metrics and initiatives to the Group Sustainability team for consolidation, analysis and reporting purposes.

Kari Daniels, Chief Executive Officer, UK & Ireland

Our governance and management structure

Board of Directors
Sets and reviews the Sustainability Strategy and targets, monitors and challenges our approach and performance, and considers ESG (including climate) impacts, risks and opportunities.

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

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

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

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

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

Operational Committees

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

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

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

Group Safety Committee
- Oversees global safety strategy.
- Sets minimum safety standards.
- Monitors incident rates and safety risks.
- Supports management in continuous improvement.

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

Regional and country sustainability leads and working groups
Responsible for delivery of the Sustainability Strategy and targets against agreed action plans at regional and country level.

Understanding what matters most to our stakeholders

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

We engage with a wide range of our stakeholders at local, regional and global levels, with examples of engagement activities in 2025 included throughout this report.

Our Board remains closely involved, receiving regular updates on stakeholder views and conducting an annual review to assess the effectiveness of our engagement mechanisms. The Board also has its own ongoing programme of direct stakeholder engagement, which includes site visits and listening sessions led by our designated Non-Executive Director for workforce engagement, Judy Vezmar.

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

Learn more about our stakeholder engagement programme in our 2025 Annual Report on pages 49–59.

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 assessment 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.

See the results of our 2025 double materiality assessment on pages 61–62 and the details of our 2022 materiality assessment on our website.

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 in the UK.

Our 2025 partners

Multi-stakeholder groups

Slave-Free Alliance — Working Towards a Slave-free Supply Chain
WiHTL — Diversity in Hospitality Travel & Leisure
Future Food Movement
UN Global Compact

Strategic partners

foodforecast
Green Restaurant Association
Klimato
olio
Too Good To Go
Sedex
The Waste Lab
Vytal Das Mehrwegsystem.

Key pledges and commitments

LEAD Network
Origin Green Ireland — An initiative by Bord Bia Irish Food Board
Science Based Targets — Driving ambitious corporate climate action
The Net Zero Standard
WRAP

Building our expertise

We are empowering our global workforce with the knowledge, skills and accountability to deliver our Sustainability Strategy.

Our Group Sustainability team functions as a centre of expertise, offering direction and technical support to our network of sustainability leads in central functions, regions and markets.

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

Engaging and upskilling our global team

We provide our global colleagues with strategy-related trainings and resources through in-person and online training, guidance materials and ongoing support.

Each year, we run two sustainability data collection and review cycles – one at half-year and another at year-end – which are our largest engagement activities of the year. As part of these cycles, in 2025, we held three live online sessions for over 50 colleagues across our markets, providing detailed guidance and resources on sustainability and GHG reporting. While the year-end cycle focused on finalising progress against our targets with a September 2025 deadline, the half-year cycle was used to identify and address any remaining challenges in achieving them.

Our 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 our People and Planet Menu Framework, Klimato partnership and our Human Rights Hub.

Our sustainability training video, available in 19 languages, is included in all new colleague inductions to introduce our strategy, commitments and targets. In addition, with over 170 members globally, our global sustainability community on Microsoft Viva Engage enables colleagues to connect, share ideas and best practices or ask questions.

As well as global resources, our regions also develop targeted training. For example, in the UK&I, we worked with a specialist consultancy to conduct an interactive workshop on responsible marketing. In Norway and Iceland, we offer a gamified sustainability e-learning module to help train colleagues on our Sustainability Strategy. Through bite-sized lessons and a scoring system, the training emphasises practical actions to help make sustainability part of our everyday work.

As members of Future Food Movement, our Sustainability team members have access to the organisation's extensive learning and industry engagement programme.

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

Jim Norris, Mark Stenning and Paula Brady, members of the UK&I Culinary, Operations and Commercial teams, winners of the SSP Sustainability Award 2025

Robert Strang, Head of Central Procurement & Governance and member of the Sustainability Steering Committee with Fiona Scattergood, Group General Counsel & Company Secretary

Business ethics and standards

Our policy and compliance commitments

Across our global business, we apply high standards of ethics and operate with honesty, integrity and transparency.

Our global policies form the backbone of our approach, and our Group companies are expected to adhere to them within the context of local regulation and market practice.

The Board reviews and endorses each policy, with a member of the Group Executive Committee assigned responsibility for their implementation and ensuring compliance. These policies are supported by clear guidance, procedures and an internal audit process.

Policies are reviewed every two years to ensure they remain effective and to keep pace with internal and external developments. Since our comprehensive policy review in 2023, we have updated or introduced eight policies, including our updated Human Rights Policy and Supplier Code in 2025.

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

Navigating ESG regulation

The global ESG regulatory landscape continues to expand and diversify. While new regulations – such as sustainability reporting requirements in Australia, India and 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, coupled with the deregulatory and pro-fossil fuel stance of the new US administration, 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.

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. Oversight of existing disclosure requirements, such as TCFD, and preparation for future standards, including CSRD and UK Sustainability Reporting Standards (UK SRS), is managed by our Non-Financial Reporting Steering Committee. Broader ESG regulations, including EUDR, are overseen by our Sustainability Steering Committee.

Given the increasing complexity, we are implementing changes in phases and investing in advanced technologies to optimise data management and reporting, while minimising business disruption.

"CSRD isn't just a reporting requirement; it has become a catalyst for evolving our Sustainability Strategy, strengthening our data foundations and unlocking long-term value.

Our double materiality assessment has helped sharpen both our strategic and reporting priorities, and through cross-functional collaboration, we are laying the foundations for scalable, high-quality data reporting, supported by new technology to be rolled out from 2026."

Verity Lawson,
Group Sustainability Director

Our approach to key governance issues

Our 2022 materiality assessment identified bribery and corruption, political donations, data privacy, cyber security and responsible tax management as key governance issues for SSP.

We have established policies for each that are implemented, managed and monitored by our Group Legal, Privacy, Digital and Technology and Tax functions, which also advise the Board on compliance.

All management colleagues are required to complete compliance training during induction and annually thereafter, covering bribery, corruption, data privacy, cyber security, whistleblowing and Group Authorisation Procedures.

95% of assigned compliance training courses completed

Anti-bribery and corruption

Our Anti-Bribery and Anti-Corruption (ABC) Policy reflects our commitment to the prevention, deterrence and detection of bribery and corruption in any form across all operations and business relationships. It covers risk areas like gifts and hospitality, facilitation payments, political and charitable donations, due diligence requirements and interactions with third parties, including key associates and high-risk third parties.

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

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

Political donations

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

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

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

Data protection and privacy

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

Our Global Privacy Strategy details our approach to implementing leading data protection standards across all Group businesses. It includes a robust accountability and oversight framework that enables each market to tailor its approach to local data protection laws and regulatory requirements.

Strategy oversight is led by the Group Privacy Steering Committee (GPSC), which comprises key members of the Group Executive Committee. The GPSC monitors delivery and reports any material risks to the Group Risk Committee.

Day-to-day implementation is managed by the Global Privacy Office, supported by regional and market-level privacy leads and Privacy Champions within each business function. These colleagues play vital roles in tailoring data protection approaches, promoting best practices, cascading training, and supporting colleagues with queries and compliance actions.

Cyber security

We take a proactive, risk-based approach to safeguarding SSP's information assets and technology infrastructure.

Our Cyber Security Strategy and Policies provides a comprehensive framework aligned with industry best practices to ensure the confidentiality, integrity, and availability of our systems and data. Cyber risk management is integrated with our Enterprise Risk Framework, enabling systematic assessment, monitoring, and mitigation of threats. Supplier compliance is enforced through our Supplier Code.

We are committed to continuous improvement, regularly reviewing and enhancing our strategy and policies to strengthen resilience against evolving cyber threats.

Our Chief Technology Officer has overall responsibility for the implementation and management of cyber security policies and projects, and reports compliance to the Board.

Responsible tax management

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

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

Learn more about our corporate governance in our 2025 Annual Report on pages 82–99.

Looking ahead

Defining our material priorities

To help evolve our Sustainability Strategy and focus our efforts in an expanding ESG landscape, we are updating and defining the ESG impacts, risks and opportunities most material to our business and stakeholders. This will help ensure our strategy remains relevant, responsive and resilient into the future.

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Evolving our strategy 61

Double materiality assessment

To support our strategy evolution, and in line with upcoming EU CSRD regulation requirements, we completed a new double materiality assessment in 2025.

Building on our 2022 materiality assessment, the double materiality assessment evaluates impacts, risks and opportunities (IROs) across a broad range of sustainability topics from both a financial perspective and the outward impact on society and the environment.

Our methodology

We worked with a specialist third-party consultancy to undertake the assessment. Our Non-Financial Reporting Steering Committee[35] played an active role throughout, with monthly workshops to review, challenge, refine and oversee the end-to-end process.

To gather internal stakeholder insights, we conducted 20 interviews with functional subject-matter experts, the Group CEO, and regional CEOs and their teams.

Over 20 external stakeholders were also interviewed or surveyed, including investors, clients, brand partners, JV partners, value chain workers, end consumers and local communities. In addition, we collected insights from Group-wide stakeholder engagement activities, such as employee surveys and listening sessions, client surveys, and customer research and feedback.

The final assessment stage involved a detailed review session with our Group Executive Committee, followed by the Board. They provided valuable insights, challenges and, ultimately, approval of the double materiality assessment process and results.

Double materiality explained

Impact materiality

SSP's *outward* impact on people and the environment

e.g. GHG emissions, resource use and social impacts

Outward impacts

Double materiality

Inward impacts

Financial materiality

Sustainability and climate's *inward* risks and opportunities for SSP

e.g. regulatory changes, climate-related disruptions, market shifts

Double materiality assessment process

Map & define
- Research conducted to identify ESG topic longlist and IROs.
- Value chain mapped across key geographies, activities, stakeholders and impact hotspots.

Engage & prioritise
- Internal stakeholders interviewed
- Topics prioritised to create shortlist and refine IROs.

Assess & validate
- Topic areas and associated IROs scored by subject-matter experts.
- Results refined and calibrated, with materiality thresholds defined, by the Steering Committee.
- External stakeholders engaged to review and validate results.

Finalise & approve
- Material topics and IROs signed off by Steering Committee and final report produced.
- Results reviewed and approved by Group Executive Committee and Board of Directors.

35 The Steering Committee is chaired by the Group Head of Financial Reporting, and comprises senior leaders from key business functions, including the Group Sustainability Director, Group Director of Risk & Assurance, Group Head of Compliance, Group Head of Central Procurement & Governance, Group Director of Organisational Development and Deputy Company Secretary.

	ESRS topics	SSP material topics (and sub-topics)	Value chain: Upstream	Own operations	Downstream
Environmental	E1 Climate Change	Climate change (GHG emissions, energy efficiency & renewables)			
	E4 Biodiversity & Ecosystems	Biodiversity (deforestation & land use)			
		Sustainable sourcing (traceability; certified & sustainable products)			
	E5 Resource Use & Circular Economy	Food waste			
		Circular economy (sustainable packaging; unit design & build)			
Social	S1 Own Workforce	Diversity, equity & inclusion			
		Colleague engagement & development			
		Colleague health, safety & wellbeing			
		Human rights & modern slavery			
	S2 Workers in the Value Chain	Human rights & modern slavery			
	S4 Consumers & End Users	Customer inclusivity & dietary needs			
		Customer safety & food safety			
Governance	G1 Business Conduct	Business conduct			
		Corporate culture			
		Effective Board governance			
		Bribery & corruption			
		Animal welfare			
		Charitable donations & partnerships			

Next steps

Rather than a revolution, these results represent an evolution of our priorities. They affirm we are on the right path while helping to sharpen our focus in areas of growing importance.

To translate these insights into meaningful action, we are now integrating the materiality results into our Sustainability Strategy and risk management processes. This includes defining what policies, actions, metrics and targets are needed for each material impact, risk and opportunity.

Recognising that sustainability is a rapidly evolving field, we will continue listening to our stakeholders and monitoring external developments to ensure our strategy remains relevant, responsive and resilient.

Assessment results

The results of the double materiality assessment are outlined in the table above. Material topics have been mapped against our value chain – upstream, operations and downstream – and the European Sustainability Reporting Standards (ESRS).

For more information on **our value chain**, see page 10.

We found that, while the material topics covered by our existing Sustainability Strategy remain broadly relevant, 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.

While ESRS S3: Affected Communities was not identified as a standalone material topic, we continue to recognise the importance of charitable donations and partnerships as part of our overall approach to business conduct.

Stakeholder feedback in double materiality assessment interview

"Overall impression is very reassuring and representative of the areas that we have been discussing with SSP."
– Investor

"SSP's approach feels very mature and well considered."
– Brand partner

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