

Our Journey
to a sustainable future

Welcome to our Asia Pacific Sustainability Summary 2024

About SSP Asia Pacific

We are the food travel experts. We design, create and operate restaurants, bars, cafés, lounges and convenience retail outlets in locations where people are on the move.

We operate primarily in airports in Asia Pacific (APAC) across Australia, Hong Kong, Malaysia, New Zealand, the Philippines, Singapore and Thailand. This includes JVs in the Philippines and Thailand and a growing lounge JV business in Hong Kong and Malaysia. Our business in India, Travel Food Services, is excluded from this report. In 2024, we grew significantly, including the acquisition of Airport Retail Enterprises (ARE) in Australia and our entry into New Zealand for the first time.

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

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

About this Summary

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

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

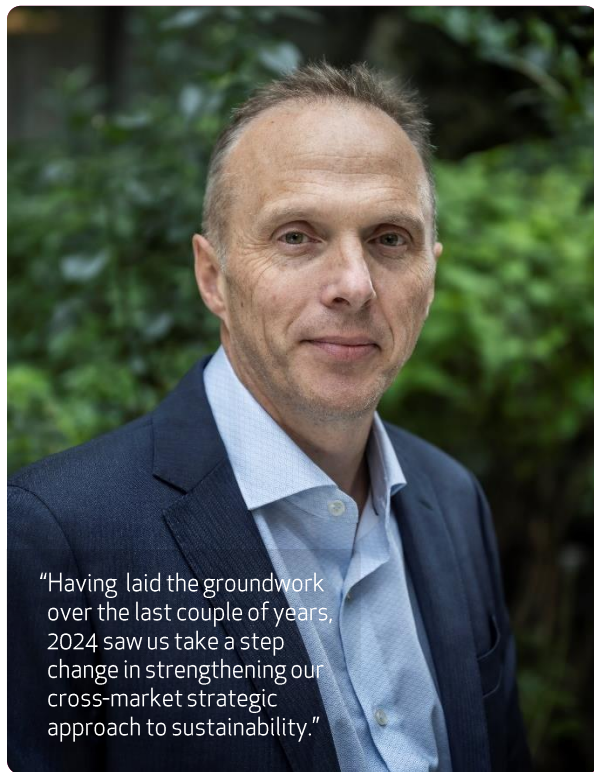
- Read the SSP Group **Sustainability Report 2024** for detailed information on our global Sustainability Strategy and performance: foodtravelexperts.com/sustainability
- Our SSP Group **Annual Report 2024** provides details of our Group strategy and performance: foodtravelexperts.com/investors/annualreport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

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A message from our CEO for Asia Pacific



"Having laid the groundwork over the last couple of years, 2024 saw us take a step change in strengthening our cross-market strategic approach to sustainability."

APAC is a region bursting with opportunities – both for growing our business and accelerating the push for more sustainable practices.

Having laid the groundwork over the last couple of years, 2024 saw us take a step-change in strengthening our cross-market strategic approach to sustainability, fostering greater collaboration with our clients and partners, and implementing practical initiatives that deliver lasting progress.

Over the past three years, our commitment has strengthened, and our teams have embraced this transformation to build a more responsible, resilient business.

This report highlights our progress, challenges and opportunities ahead as we continue driving positive change.

Delivering impact

This year has been transformative for our sustainability agenda. We have strengthened our focus on embedding sustainability into our business, ensuring it drives both long-term growth and meaningful impact.

Our commitment to empowering teams and stakeholders continues to shape our strategy, fostering a culture of education, collaboration and action.

Through targeted learning initiatives and structured engagement, we are equipping our teams with the skills and knowledge needed to integrate sustainability into daily operations.

At the same time, menu innovation and responsible sourcing remain at the core of our product strategy, reinforcing our ambition to reduce environmental impact while enhancing the customer experience. By leveraging data-driven insights and a structured approach to menu development, we are ensuring that sustainability and commercial success go hand-in-hand.

Supporting business performance

Investing in our people is key to building a skilled, engaged, and purpose-driven workforce. Through initiatives like Fly.Learn.Grow, a region-wide development programme providing short-term secondments for individuals to work in other APAC markets, we are embedding a culture of continuous learning, collaboration and information sharing.

Our on-the-job workshops and sustainability huddles across APAC further reinforce this and help ensure sustainability is embedded in each market.

In 2024, we grew significantly, including the acquisition of Airport Retail Enterprises

(ARE) in Australia. I'm particularly proud of our 'One Team' approach to the integration of ARE, where we successfully onboarded c.1,600 colleagues while aligning them with our broader sustainability goals.

Looking Ahead

We remain focused on deepening engagement, enhancing education and amplifying community impact.

The evolving ESG regulatory landscape in APAC is gaining momentum, and we are committed to aligning with both local requirements and Group-wide priorities.

By working closely with clients, brand partners and local organisations, I believe we will continue to strengthen our impact, ensuring our people and stakeholders remain at the heart of our sustainability journey.

Jonathan Robinson,
Chief Executive Officer, SSP Asia Pacific
April 2025

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

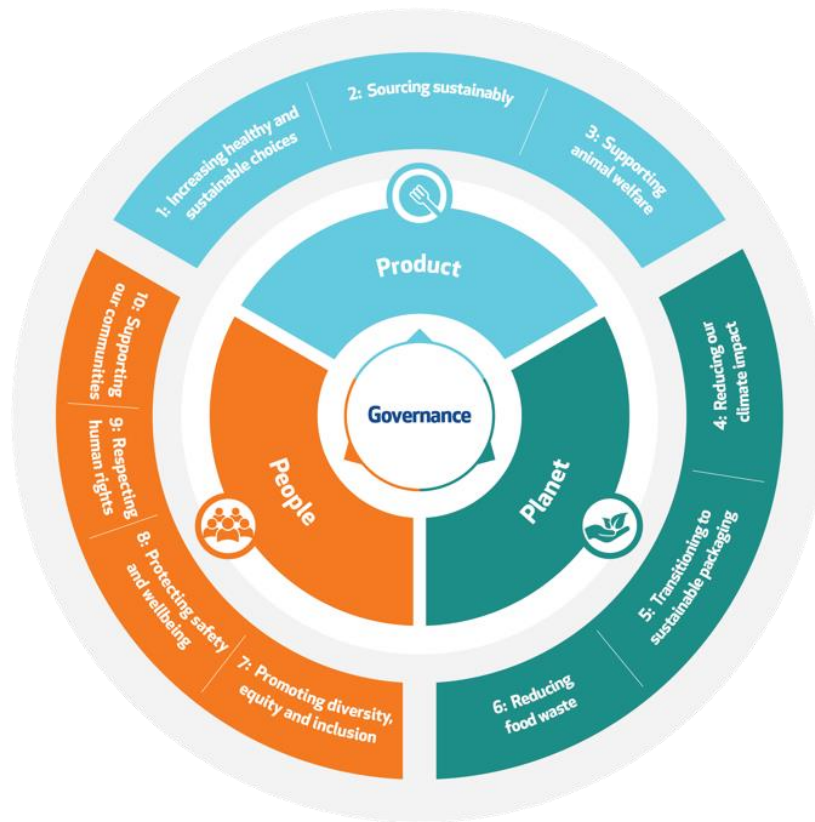
Our Sustainability Strategy

Sustainability is a key strategic priority at SSP. We see it as essential for our long-term success and to fulfilling our purpose – to be the best part of the journey.

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

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

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



“Sustainability across our APAC region has been a continuous learning and growth journey. We’ve not only enhanced our own capabilities and responsibilities but have also worked closely with our joint venture partners to embed sustainable practices across our operations. Together, we are working to drive meaningful change and long-term impact.”

Shruti Ahuja
Head of Sustainability, SSP APAC

2024 at a glance

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



Product

21% of meals offered

by own brands are plant-based or vegetarian

2025 target: >15%

82% of coffee

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

2025 target: 100%

24% of eggs

for our own brands come from cage-free sources

2025 target: 100%

Planet

20% reduction

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

2032 target: 60% | 2040 target: 90%

95% of packaging

for our own brands is reusable, recyclable or compostable and 94% is free of unnecessary single-use plastic

2025 target: 100%

87% of units with fryers

are recycling waste cooking oil

Annual KPI

People

55% of senior leadership roles

held by women

2025 target: 40%

86% of markets

have wellness activities for colleagues across physical, mental and financial wellbeing

2025 target: 100%

100% of high-risk suppliers

have undergone our human rights due diligence process

Annual KPI

Product

Serving our customers responsibly

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

2024 highlights

- Integrated the 'A Better Choice' menu labelling to help customers easily identify healthier options.
- Conducted menu reviews to increase lower-carbon alternatives and vegetarian options.
- Engaged suppliers to increase sourcing of local and more sustainable ingredients.



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



In this chapter

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

Our material issues

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

SDG alignment



Commitment 1

Increasing healthy and sustainable choices

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

By leveraging our expertise in plant-forward dishes, we are increasing our offering of healthier, more sustainable choices. Our approach is informed by the Group's People & Planet Menu Framework (PPMF), and enriched by our local expertise in Asian cuisine, which typically uses a smaller proportion of meat.

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

A great meal starts with the best ingredients

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

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

Designing better recipes and menus

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

In 2024, we completed strategic menu reviews across Hong Kong, Malaysia, Singapore and Thailand. In Singapore, for instance, we developed and tested new recipes aligned with the PPMF, while in Thailand, these principles were further integrated into our Camden Food Co. brand.

By the end of 2024, 21% of meals offered by our own brands regionally were plant-based or vegetarian, exceeding our 2025 target of 15% for the region. For our own brand coffee outlets, by the end of 2024, 79% were serving non-dairy milk alternatives.

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

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

To reduce food waste, we work to optimise recipes and use portion control audits to minimise waste from unfinished meals.

Helping our customers make informed choices

We support customer choice through a range of channels and methods, including menu descriptors and iconography, product labelling and point-of-sale communications. For example, we introduced 'A Better Choice' labelling across six units in two airports in Thailand. 'A Better Choice' uses simple iconography to help our customers easily identify healthier options.

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

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

21% of meals offered by our own brands are plant-based or vegetarian

Commitment 2

Sourcing sustainably

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

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

Our **Environment, Sourcing and Farm Animal Welfare Policy**, which we expect all SSP colleagues to uphold, sets out our approach to protecting our environment, sustainable sourcing and supporting animal welfare.

Our **Supplier Code of Conduct** (Supplier Code) sets out the minimum standards for our contracted suppliers, covering human rights, product quality, food safety, environmental sustainability, animal welfare and business integrity. In 2024, we expanded the scope of suppliers expected to sign up to our Supplier Code to include property and construction suppliers.

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



Read more on our [human rights due diligence process](#) on page 18.

83% of hot beverages for our own brands come from sources certified against recognised sustainability standards

Sourcing certified ingredients

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

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

Our 2025 target is for 100% of our own brand tea, coffee, hot chocolate and fish products to be from sources certified against independent sustainability certifications. By the end of 2024, this was achieved for 92% of tea, 82% of coffee, 86% of hot chocolate, and 96% of fish.

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

71% contracted suppliers have signed up to our Supplier Code of Conduct or provided their own of equal or better standard

“We are actively navigating the dynamic multi-market landscape to support sustainable sourcing, balancing local needs with long-term impact. As the landscape evolves, we remain agile in uncovering new opportunities.”

Sangeetha Segaram
Commercial Director, SSP APAC



Commitment 3

Supporting animal welfare



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

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

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

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

Higher welfare of laying hens

We support actions that improve the welfare of chickens and have a target to source 100% cage-free eggs globally for all our own brands by 2025.

We are pleased to have achieved the target early in Australia and New Zealand, with 100% of eggs for our own brands from cage-free sources. However, this is significantly more challenging in our Asian markets. We continue to work closely with our Group purchasing colleagues to identify solutions to drive further progress to achieving our target by the end of 2025.

Many of our brand partners have also set their own cage-free egg commitments, including Burger King, Jamie Oliver. To help further drive progress, we have set a new target for 100% of eggs for our franchise brands globally to be cage-free by 2030. In 2024, 4% of eggs for our franchises were from cage-free sources.

24% of eggs for our own brands come from cage-free sources



Shruti Ahuja, Head of Sustainability for APAC, visiting pork supplier in the Philippines.

Case study

Animal welfare from paddock to plate in the Philippines

Selecting and working in partnership with like-minded suppliers that are actively executing high standards of animal welfare is central to how we support animal welfare across our global supply chain.

In the Philippines, we have a long-standing partnership with a local pig farm to supply quality, local pork products to all SSP units at Mactan-Cebu International Airport.

Located within 65 kilometres of the airport, the 360-hectare farm follows rigorous animal welfare standards. Certified by the Bureau of Animal Industry, the farm operates in accordance with national animal welfare laws, applying high standards of animal husbandry and care. It has a state-of-the-art slaughterhouse and meat plant certified as Triple A facility by the National Meat Inspection Service.

Alongside its care for the welfare of its pig population, the farm also employs circular economy principles by growing its own animal feed, employing wastewater filtration systems for irrigation and a biogas system to convert waste to electricity, fertiliser and wastewater.

Planet

Protecting our environment

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

2024 highlights

- Integrated sustainable design and build principles in Malaysia.
- Diverted 570kg of food waste in Hong Kong through our partnership with Food Angel.
- Accelerated elimination of single-use plastic packaging in compliance with regulations in several markets.

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



In this chapter

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

Our material issues

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

SDG alignment



Commitment 4

Reducing our climate impact

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

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

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

They include:

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

Our net-zero transition plan

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

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

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

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

1 Scope 1, 2 and 3 GHG emissions explained

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

- Scope 1 relates to direct emissions from fuel burnt on-site (natural gas), fluorinated gases (F-gases), CO₂ and N₂O gases, and company vehicles.
- Scope 2 relates to indirect emissions from the generation of purchased energy.
- Scope 3 relates to all indirect emissions – not included in Scope 2 – that occur across the value chain, including upstream supply chain and downstream end use.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET
ZERO
STANDARD

APPROVED NET-ZERO TARGETS

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

Reducing emissions through operational efficiencies

We are making steady progress across the global business against our near-term Scope 1 and 2 target. By the end of 2024, Group-wide Scope 1 and 2 emissions intensity (per £ million revenue) reduced by 25% from 2019, while absolute emissions reduced by 5%.

In our APAC region, we have gone further, achieving a 20% reduction in absolute Scope 1 and Scope 2 (market based) emissions from 2019.

To drive further reductions, we are optimising the design, equipment and operation of our units for better energy efficiency. This includes upgrading point-of-sale systems, now complete in 190 units across four markets, with plans to increase to 100% in 2025.

We are also investing in automated meter readers (AMRs) and building management systems to improve data visibility. In 2024, we conducted an AMR pilot in Thailand. We are now extending this pilot to include the installation of a further 220 AMRs in 150 locations across Hong Kong, Malaysia and Thailand.

20% reduction in absolute Scope 1 and 2 GHG emissions across APAC, from our 2019 base year

A recipe for net zero

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

Globally, there has been a 33% increase in absolute Scope 3 emissions from our 2019 base year. This is primarily driven by business growth, including our new acquisitions, as well as improvements in data quality and increases in emissions factors.

The vast majority of our Scope 3 emissions relate to the food, beverages and products we purchase for resale. The best lever we have for reducing these food-related emissions for our own brands is by adapting our recipes and menu offerings. This includes increasing our range of plant-based options, shifting towards lower-impact alternatives like chicken instead of beef.

In APAC, 21% of meals offered by our own brands are plant-based or vegetarian. We are also leveraging our expertise in Asian cuisine, which typically takes a plant-forward approach with a smaller proportion of meat.



Find out more about our approach to **increasing healthy and sustainable choices** on page 7.

190 units across 4 countries upgraded to more energy efficient point-of-sale systems

Brand partner strategies and collaborations

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

We openly engage with key brand partners, sharing data and transition plans and discussing learnings and best practices. Our chefs also regularly collaborate, co-developing and trialling lower-carbon recipes.

As more brand partners set net-zero goals, we expect and are preparing for increasing collaboration. For example, in Hong Kong, we transitioned 10 recipes in July 2024 for one of our brand partners, which focused on incorporating lower-impact white meat and vegetarian options.

Case study

Our approach to sustainable construction in Malaysia

Our clients are increasingly applying green building standards at their sites, with many certified to industry-leading schemes and standards. We are proud to partner with them to achieve shared sustainability goals.

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

Our projects prioritise energy efficiency, water management and sustainable materials to help minimise environmental impact and improve working conditions. This included utilising energy efficient heating, ventilation and air conditioning (HVAC) systems, using lightweight bricks and VOC-free paint during construction.



Commitment 5

Transitioning to sustainable packaging

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

Eliminating single-use plastic

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

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

For example, in Thailand, we are exploring PLA-based packaging made from renewable resources like sugarcane, as a sustainable alternative to traditional plastic.

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

We have successfully eliminated unnecessary single-use plastics in compliance with regulations in Australia, New Zealand and Hong Kong.

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

Reusable, recyclable and compostable packaging

By the end of 2024, 95% of our own brand packaging volume were reusable, recyclable or compostable.

For instance, in many of our APAC markets, such as Hong Kong, Malaysia, Thailand, and Singapore, we actively promote and use reusable crockery and cutlery, wherever possible, to minimise single-use packaging.

We continue working towards our targets for our own brand packaging and are committed to working with our brand partners to achieve shared sustainable packaging goals.

95% of own brand packaging is reusable, recyclable or compostable and 94% is free of unnecessary single-use plastic

Case study

Container Deposit Scheme & sustainable packaging initiatives in Canberra

At our Canberra airport units, we have implemented packaging recycling and reusability initiatives.

Through the Container Deposit Scheme (CDS) - a product stewardship initiative by the Australian Capital Territory Government - colleagues collect eligible bottles and cans from within the units and store them at a designated airport pick-up point. Our CDS partner, ReCollect, picks them up each week.

Each item recycled earns a small refund that is reinvested into supporting our internal environmental sustainability initiatives.

Alongside this, we have taken steps to phase out single-use plastics in our cold beverage offerings. Fresh juices are served in recyclable glass bottles, which are returned, sanitised, and reused.

One of our units has transitioned to using recyclable, sealable cans for milkshakes, cold coffees, and smoothies. These cans are sealed fresh in front of the customer and feature a QR code that links to a dedicated page showcasing our sustainability initiatives.

Commitment 6

Reducing food waste

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

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

Prioritising prevention

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

Redistribution and waste management

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

By the end of 2024, 89% of our own brand units and 86% of our franchise units with fryers were sending waste cooking oil for recycling into biofuels.

In addition, 12% of our own-brand and 28% of franchise coffee units diverted waste coffee grounds from landfill.

c.209 tonnes of food waste diverted from landfill through redistribution, recycling and composting schemes

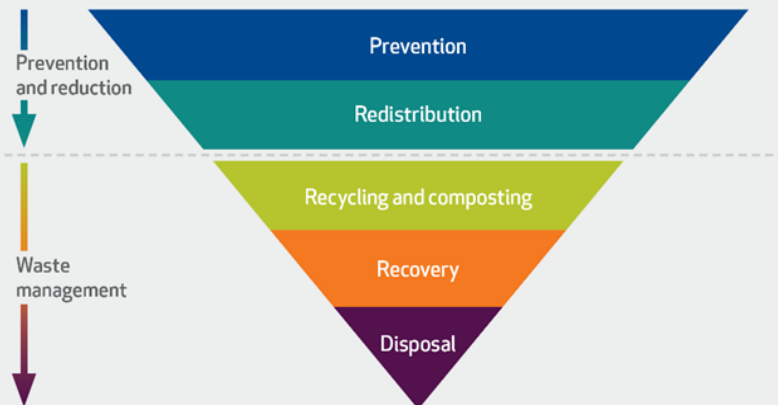
Case study

Collaborating to tackle food waste in Hong Kong

In Hong Kong, we proudly support a meaningful food redistribution initiative in partnership with the local organisation Food Angel. This program collects surplus food from our participating units and redirects it to those in need, reducing food waste and supporting the local community.

In 2024 alone, approximately 570kg of surplus food was successfully redistributed, helping divert valuable resources from landfills and contributing to a more sustainable food system.

Food waste hierarchy



People

Supporting our colleagues and communities

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

2024 highlights

- Expanded our FlyLearn.Grow development programme to 18 participating colleagues
- Introduced the SafetyCulture app to increase health and safety reporting, and proactive risk management.
- Strengthened engagement with high-risk suppliers on human rights due diligence and responsible sourcing.



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



In this chapter

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

Our material issues

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

SDG alignment



Commitment 7

Promoting diversity, equity and inclusion



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

Delivering a positive people experience

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

With our acquisition of ARE in Australia, we welcomed over 1,600 new colleagues to our business in 2024. As we integrate our operations, we are listening and learning from our ARE colleagues, continuing their proven best practices and sharing our systems and processes. Our goal is to foster strong engagement and build a collaborative culture that leverages the strengths of both organisations and values the contributions of all colleagues.

Creating a workplace where everyone belongs

We are proud to be a diverse global company, with over c5600 colleagues in APAC spanning a wide array of different backgrounds, age groups, ethnicities and orientations, with 59% being women.

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

In 2024, we formalised our approach to diversity, equity and inclusion (DE&I) with our 'Belong at SSP' strategy centred around Attract, Develop and Together.

Attract: A core element of our approach is attracting and retaining diverse talent, beginning at the highest level of leadership. In 2024 55% of senior leadership roles in our region were held by women.

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

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

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

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

Our formalised colleague-led networks provide a safe space to learn and share experiences. We have eight networks globally, including our Global Women's Leaders Network, and a multicultural network called iVIBE. We also have networks for women in technology and LGBTQIA+. In 2024, we established a Women's Network for Australia and New Zealand.

We also continue to work to raise awareness of DE&I through global campaigns and events; for example,

International Women's Day and Pride celebrations.

We remain committed to bringing our people together by conducting town halls and fostering collaboration and engagement across our teams. In 2024, we held eight town halls that had a mix of in-person and virtual attendance.

55% of senior leadership roles in APAC are held by women

"My four weeks in Australia and New Zealand through the Fly. Learn. Grow. program were truly transformative. The experience gave me a valuable opportunity to exchange best practices with the A&NZ team—especially meaningful during the ARE integration and the exciting entry into the New Zealand market. With the support of my fantastic FLG buddy, Matt Hill, I was able to build strong relationships with local teams, clients, and brand partners."

Stephanie Yau
Business Development Manager, APAC

Commitment 8

Protecting safety and wellbeing

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

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

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

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



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

Applying high standards of food safety

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

Improving compliance and reporting

In 2024, we continued to enhance our safety incident reporting practices, building on the rollout of a new reporting app and a serious incident escalation procedure introduced in 2023. We have also launched our partnership with SafetyCulture, a global organisation that provides mobile-based safety reporting, in Australia, New Zealand and the Philippines and intend to roll out across the region in 2025.

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

Fostering a positive safety culture

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

We run regular safety campaigns to promote best practices and encourage workplace safety dialogue, including global campaigns for World Safety Day and World Food Safety Day.

Promoting wellbeing at work

Our approach extends beyond the physical safety of our colleagues, by also encompassing mental and financial wellbeing. In 2024, all our markets had colleague wellbeing programmes in place, tailored to local needs and circumstances.



Commitment 9

Respecting human rights



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

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

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

In addition, all senior managers globally are required to complete mandatory modern slavery training as part of their induction. In 2024, we maintained 100% compliance with this requirement.

In 2025, we will launch a strengthened human rights training programme, reaching a larger proportion of colleagues and tailored to be more specific to real life business scenarios.

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

100% of senior managers have completed compulsory modern slavery training

Due diligence in our supply chain

We use the Supplier Ethical Data Exchange, known as Sedex, as the primary means to conduct human rights due diligence on our contracted suppliers. Sedex is an independent platform that helps companies assess, monitor and report on ethical supply chain practices.

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

Our risk assessments have identified 16 high-risk contracted suppliers and we have completed due diligence reviews on 100%, including nine in 2024. For all issues identified, we reviewed the suppliers' corrective actions to ensure they were addressed in the agreed timescale.

100% of contracted suppliers with higher human rights risks underwent human rights due diligence

Case study

Joining forces with Slave-Free Alliance

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

In APAC, we benefit from SSP Group's membership with access to SFA's specialist resources, support and growing network of like-minded companies.

As a key first step, SFA conducted a Group-wide gap analysis of our approach to human rights and labour exploitation. Through document reviews and interviews with senior leaders and managers, SFA experts explored SSP Group's strengths and potential risks, tested and challenged assumptions and provided a clear set of practical recommendations.

SSP Group are now developing an action plan for implementation in 2025 with the support of SFA.

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

Rachel Hartley
Consultancy Director, Slave-Free Alliance

Commitment 10

Supporting our communities



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

Helping alleviate food poverty

In 2024, we supported two food poverty causes in Australia and Singapore. We achieved this through a mix of fundraising, volunteering, direct and indirect financial donations.

We also donated collected food items to our charity partners. This included a food drive in Australia for the Romero Centre and, in Singapore, both fundraising efforts and food donations from our colleagues to support Food From the Heart.

Supporting community causes

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

12,000 HKD donated to Green Power Hike, Hong Kong

“We strive to support food poverty alleviation and community programs, with the hope of making a positive difference where we operate and contributing to the well-being of those in need.”

Patty Wong
People Director, SSP APAC



Case study

Supporting the Olango Island community, Philippines

Olango Island community is a remote community in the Philippines facing challenges in accessing essential resources. Over the past 12 months, our teams have built strong partnerships with local community organisations to provide targeted, meaningful support.

In 2024, our colleagues dedicated 75 hours to in-community volunteering, delivering assistance where it was needed most.

We provided underprivileged families with PHP4,500 worth of food and drinks, helping to ease short-term food insecurity. In addition, we donated PHP20,000 in essential school materials, including writing pads, pencils and books, to support children in remote public schools on the island.

Governance

Upholding high standards

We believe behaving ethically and operating with integrity are both the right thing to do and critical to our continued long-term success. That is why, we maintain a strong governance framework and place it at the core of how we do business.

2024 highlights

- Conducted two executive leadership sessions focused on advancing our strategic sustainability agenda.
- Integrated the sustainability agenda into five market leadership huddles.
- Delivered sustainability training for colleagues in leadership positions.

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

OUR VALUES



In this chapter

- Sustainability governance and management
- Our 2024 partners

Our material issues

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

SDG alignment



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

Sustainability governance and management

Ensuring accountability

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

As sustainability takes on greater importance across the region, we appointed a regional Head of Sustainability at the end of 2023 to lead the strategic agenda. This role focuses on supporting local teams to address unique local challenges and enhance cross-market collaboration.

Under the leadership of our CEO, we take a top-down approach to ensure accountability across our sustainability initiatives. This empowered us to set clear expectations and hold teams responsible for progress on our sustainability targets and net-zero ambitions.

By conducting market visits and regular huddles with core leadership teams, we reinforce the importance of our sustainability targets and actions, ensuring alignment and commitment across all levels of the organisation. We also convene twice yearly sustainability sessions for our core APAC executive team to ensure that the sustainability agenda remains at the forefront, and we continue driving meaningful progress.

Building our expertise

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

To equip our people with the knowledge and skills necessary to achieve our sustainability goals, we focus on building expertise across the organization. Through induction training for decision-makers upon joining the core regional leadership team, we ensure that all new leaders are aligned with our sustainability vision from the outset.

Regular market reviews help us assess how each market is performing against our targets, allowing us to adapt strategies to local conditions while maintaining a unified global vision. In addition, our collaboration with commercial and people teams ensures that sustainability is integrated into all aspects of the business, providing the support and understanding necessary to drive our ambitious goals forward.

Understanding what matters most to our stakeholders

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

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

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



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





Contact us

Shruti Ahuja, Head of Sustainability APAC
shruti.ahuja@sspeeme.com

Select Service Partner Asia Pacific Limited

Suites 1212-1214, North Tower, World Finance Centre,
Harbour City, Tsim Sha Tsui, Hong Kong
+852 3920 4300

www.foodtravelexperts.com/our-markets/asia-pacific