



*Our journey*

to a sustainable future

→ Read our full 2023 Sustainability Report:  
[foodtravelexperts.com/  
sustainability](https://foodtravelexperts.com/sustainability)

# Welcome

## to our 2023 Sustainability Summary

### About SSP

We are the food travel experts. Operating in 37 countries globally, we design, create and operate food and drink outlets in locations where people are on the move.

Whether our customers are flying abroad on holiday or commuting to work by train, we are committed to making their food and drink experience the best part of the journey.

It is this purpose that drives our strategy and culture as an organisation, and drives our aspiration to be the world's best travel food and beverage company.

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

### About this Summary

This Summary complements our detailed 2023 Sustainability Report by providing a concise overview of performance against our Sustainability Strategy and 10 commitments.

The performance relates to our 2023 financial year from 1 October 2022 to 30 September 2023. All references to target dates, base years and performance relate to our financial year end, unless otherwise stated.



Read our full **Sustainability Report 2023** for detailed information on our Sustainability Strategy and performance [foodtravelexperts.com/sustainability](https://foodtravelexperts.com/sustainability)





→ Download our **Sustainability Data Book** for comprehensive data disclosures [foodtravelexperts.com/sustainability](https://foodtravelexperts.com/sustainability)



→ Our **Annual Report 2023** provides details of our Group Strategy and performance [foodtravelexperts.com/investors/annualreport](https://foodtravelexperts.com/investors/annualreport)



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## A message from our Group CEO



*The best part of the journey*

Now in my second year at SSP, I continue to take immense pride in the clear sense of momentum across our global business in progressing our Sustainability Strategy.

Sustainability is a key strategic priority for SSP and I see it as crucial for fulfilling our purpose to be the best part of the journey and for driving our business success and continued growth.

### A year of momentum

We published our first stand-alone Sustainability Report last year, setting our strategy and commitments and how we planned to get there. This year, we've seen real momentum in delivering on those plans and commitments, as you'll see throughout this summary and in our full report.

Highlights include exceeding our 2025 target for 30% of own brand meal offerings to be plant-based or vegetarian. And we exceeded our target for at least 33% women in senior leadership roles, so have raised the bar to 40% by 2025. We've also significantly invested in strengthening our capabilities around diversity, equity and inclusion, safety and wellbeing, and human rights.

Importantly, this isn't just a Group-driven exercise. I have seen first-hand in my travels across more than 20 countries, visiting hundreds of SSP outlets in the last 18 months, how our people are living and breathing our sustainability values each and every day. I'd like to take this opportunity to personally thank them.

Through this work, we're addressing our impacts, mitigating risks, embracing new opportunities and, ultimately, building a stronger business. Already, we're seeing evidence of the value sustainability brings in helping to win new business and developing brands that resonate with our customers.

### Our road to net zero

Receiving validation this year of our net-zero targets from the Science Based Targets initiative (SBTi) was a significant milestone. We are making strong progress, with a 42% reduction in Scope 1 and 2 greenhouse gas (GHG) emissions from our 2019 base year. Across all three scopes, absolute emissions have remained relatively flat, but we have achieved a 6% reduction in emissions intensity, compared to 2019.

We know the greater challenge is in reducing our Scope 3 value chain emissions – primarily emissions from the food and drink we sell – which can't be achieved in isolation. We have to do it in partnership with our clients, our business partners, our suppliers and our teams across the world.

This partnership model lies at the heart of how we do business at SSP and we're leveraging our strengths in culinary and digital to drive tangible progress.

We're at the early stages of our journey to net zero, but I truly believe that with the right commitment, the right measurement, the right strategy, and the right partnerships, we will get it done.

**Patrick Coveney**  
Group Chief Executive Officer  
December 2023

### Our Group purpose wheel



// We're addressing our impacts, mitigating risks, embracing new opportunities and, ultimately, building a stronger business. Already, we're seeing evidence of the value sustainability brings in helping to win new business and developing brands that resonate with our customers. //

# Our Sustainability Strategy

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

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

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

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



## Our alignment with the UN Sustainable Development Goals

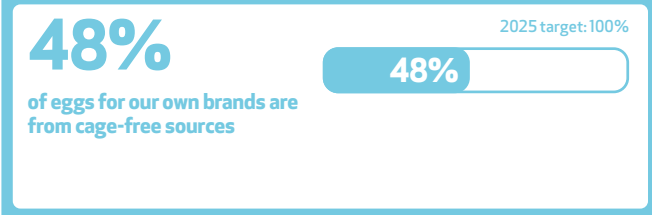
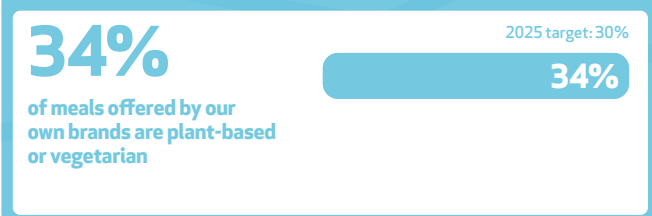
We recognise the importance of contributing to the UN global priorities for 2030. While our strategy touches many areas of the 17 goals, we have identified the following six goals that are most relevant to our 10 commitments and where we can make the greatest contribution:

-  **2: Zero Hunger**
  - 1. Increasing healthy and sustainable choices
  - 6. Reducing food waste
  - 10. Supporting our communities
-  **3: Good Health and Wellbeing**
  - 1. Increasing healthy and sustainable choices
  - 8. Protecting safety and wellbeing
-  **8: Decent Work and Economic Growth**
  - 2. Sourcing sustainably
  - 7. Promoting diversity, equity and inclusion
  - 9. Respecting human rights
-  **12: Responsible Consumption and Production**
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  - 3. Supporting animal welfare
  - 5. Transitioning to sustainable packaging
  - 6. Reducing food waste
-  **13: Climate Action**
  - 1. Increasing healthy and sustainable choices
  - 2. Sourcing sustainably
  - 4. Reducing our climate impact
  - 5. Transitioning to sustainable packaging
  - 6. Reducing food waste
-  **17: Partnerships for the Goals**
  - All 10 commitments

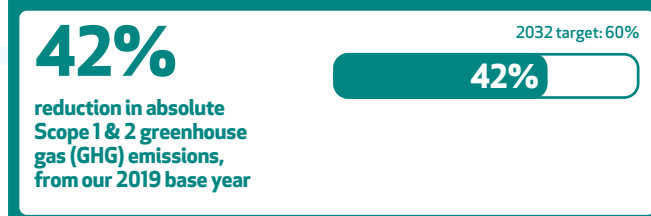
# Our 2023 performance highlights

→ [Sustainability Data Book](#) provides comprehensive data disclosures, reporting criteria, scope and definitions, as well as our reporting indices for GRI, SASB and TCFD

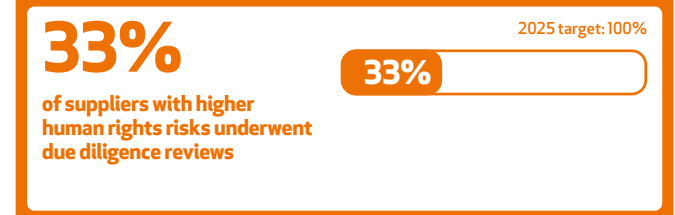
## Product



## Planet



## People







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

This includes using our food travel expertise to create great tasting, healthier and more sustainable offerings that benefit both people and the planet. Importantly, we work to ensure these offerings don't compromise on taste and continue to resonate with our discerning travelling customers.

**More than ever, we are focused on how we can offer our diverse global customers great tasting, nutritious and more sustainable food and drink.**

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

Learn more about how **we're serving customers responsibly** on pages 15-23 of our 2023 Sustainability Report

**Commitment 1:**

**Increasing healthy and sustainable choices**



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

Our global Food Travel Insights Survey, reaching over 18,000 customers, reveals that 67% want healthy food and drink options when travelling. Our customers are also looking for clear nutritional information and an offer that tastes great and caters for a wide range of dietary needs.

We are responding by increasing our range of nutritious, lower-calorie, plant-based and non-dairy options. Exceeding our 2025 target of 30%, in 2023, 34% of meals offered by our own brands globally were plant-based or vegetarian.

In addition, 88% of our own brand units that serve coffee were offering non-dairy milk alternatives in our UK & Ireland, North America and Continental Europe regions, and 31% in our Asia Pacific (APAC) and Eastern Europe & Middle East (EEME) regions.

To continue this momentum, our 'People & Planet Menu Framework' guides the integration of healthier and more sustainable food and drink options across our own brands.

We recognise that just making healthier options available isn't enough. We also have a role to play in helping our customers identify them, so they can make informed choices. So, in 2023, we launched 'A Better Choice' toolkit utilising simple iconography to help our customers easily find healthier options on our menus.

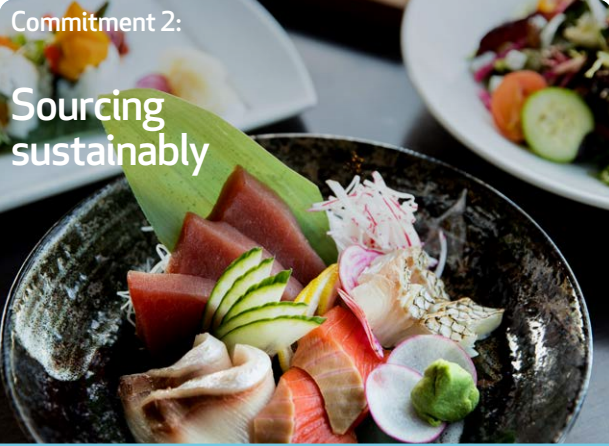
This approach complements our markets efforts on nutritional labelling, utilising nutritionists and digital systems for allergen, ingredients and calorie labelling.



**34%**  
 of meals offered by our own brands are plant-based and/or vegetarian

## Commitment 2:

## Sourcing sustainably



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

With a large supply base and highly diversified supply chains across many countries, our suppliers are valued business partners. We are committed to treating them fairly and with respect and to building long-lasting and mutually beneficial relationships.

We seek to work with suppliers with strong sustainability credentials, and many of our restaurants, cafés and bars around the world feature locally-sourced products and supplier partnerships.

In 2023, we implemented a strengthened Supplier Code of Conduct, covering human rights, product quality, food safety, environmental sustainability, farm animal welfare, and business integrity. By year-end, 87% of our contracted suppliers had signed-up to the Code or an equivalent. Our target is to reach 100% by 2025.

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

Our 2025 target is for 100% of our own brand tea, coffee, hot chocolate and fish products to be from sources certified against independent sustainability certifications. By the end of 2023, this was achieved for 49% of tea, 71% of coffee, 80% of hot chocolate, and 61% of fish.

For palm oil, our target is for our top 50 own brand products in each market to be palm oil-free or Roundtable for Sustainable Palm Oil (RSPO) Certified Sustainable Palm Oil. In 2023, we achieved 97% globally, with 23 markets at 100%.

## Farm-to-fork sourcing in Indianapolis




In 2023, we opened our new Farmers' Market restaurant at Indianapolis International Airport, showcasing a quarterly rotating, seasonal menu of products grown, produced and packaged by Indiana Grown members.

The Indiana Grown initiative promotes 1,800 local farms, growers and producers across the state.

Our restaurant highlights Indiana's rich culinary landscape and helps support local farmers and the economy.

## Commitment 3:

## Supporting animal welfare



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

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

Our Supplier Code of Conduct outlines our commitment to working with suppliers to maintain high standards of animal welfare, as well as our endorsement of the internationally-recognised 'Five Freedoms' standards proposed by the Farm Animal Welfare Council. It also requires all of our contracted meat suppliers to comply with appropriate legal standards, have full traceability, use licensed slaughter premises and not use artificial growth promoting substances and antibiotics.


We are committed to sourcing 100% cage-free eggs for all our own brands by 2025. In 2023, we achieved 48% globally, with 100% in 11 markets. Avian flu has continued to impact supply availability in

some of our key markets, but we are now starting to see encouraging signs of this improving and are confident that we will see greater progress in this area in 2024.

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

In 2023, we achieved 4%. Our slow progress is primarily due to the chicken industry as a whole facing difficulties in adhering to the ECC requirements of stock density and raising slow-growing breeds for broiler chickens. We are committed to collaborating with our suppliers, NGOs and the industry to address these common challenges and drive further progress.

## Animal welfare from paddock to plate in the Philippines



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

Located within 65 kilometres of the airport, the 360-hectare farm follows stringent animal welfare standards, certified by the Bureau of Animal Industry.

It has a state-of-the-art slaughterhouse and meat plant holding Triple A certification from the National Meat Inspection Service.





**Our strategic approach**  
 The centrepiece of our environment strategy is our ambitious target to achieve net zero GHG emissions by 2040, from our 2019 base year. Importantly, this covers our whole value chain, including our upstream supply chain and downstream end use.

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

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

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

Learn more about how we're **protecting our environment** on pages 24-37 of our 2023 Sustainability Report

**Commitment 4:**

**Reducing our climate impact**



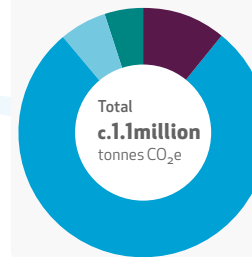
We are committed to achieving net-zero GHG emissions across our value chain (Scopes 1, 2 and 3) by 2040, from our 2019 base year.

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

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

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

**Breakdown of Group GHG emissions for 2019 base year**



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

**Breakdown of emissions for purchased goods and services**

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

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

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



### Scopes 1, 2 and 3 explained

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

### Our progress in reducing emissions

In 2023, absolute Scopes 1 and 2 emissions reduced by 42% from our 2019 base year. Absolute Scope 3 emissions increased by 7%, compared to 2019, primarily driven by business growth. Across all three scopes, absolute emissions have remained relatively flat, but we have achieved a 6% reduction in emissions intensity, compared to 2019, to 0.37 kg of CO<sub>2</sub>e per million £ revenue.

We believe this demonstrates the progress we are making in putting the right measures in place to ensure that, as our business grows, we are doing so efficiently and controlling absolute emissions increases in line with growth projections set out in our net-zero roadmap in our 2023 Sustainability Report.

In 2023, 30% of our total energy use was from renewable sources. We are also investing across our business to increase energy efficiency with our global roll out of Automated Meter Readers (AMRs). AMRs provide half-hourly energy readings, analytics and diagnostic reports to help identify opportunities for improvements. Trials in our UK business show we can achieve an average 5-7.5% reduction in energy use where AMRs are introduced.

Several of our markets are also undertaking major equipment upgrades to more energy efficient models. Not only will these equipment upgrades help to reduce our energy use and Scope 2 emissions, they will also contribute to reducing embodied carbon relating to Scope 3 capital goods.

In 2023, we worked with a specialist consultancy to develop new Sustainable Build Standards for the design and construction of our units. These focus on minimising embodied and operational carbon and incorporating circular economy principles. We plan to pilot the standards in 2024.



Find out more on our [net-zero roadmap and 10-point plan to reduce emissions](#) on page 29 of our 2023 Sustainability Report

### A recipe for net zero

The vast majority of our footprint relates to the food, beverages and products we purchase for resale. In this category, meat, fish, pre-packed food and dairy represent the greatest proportion. Reducing these emissions is a challenging undertaking and we don't have all the answers yet. But we do know we can achieve gradual emissions reductions focused on how we source our ingredients, design our recipes and menus and help our customers to make more sustainable choices.

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

We are also actively exploring strategies to make low-carbon dishes more appealing to our customers. For example, research has shown that the way a dish is described on a menu can have a strong influence on customer decision-making. Our 'People & Planet Menu Framework' guides our approach, offering practical guidelines for sourcing, recipe development, cooking methods, menu design and encouraging customers towards healthier, more sustainable choices.

We are also blending digital insights with culinary expertise, partnering with Klimato, a leading provider for calculating the carbon footprint of recipes using a comprehensive database of country-specific, peer-reviewed life cycle analysis data. In 2023, we began piloting Klimato in the UK and United Arab Emirates to evaluate the CO<sub>2</sub>e impact of our recipes and identify areas where we can reduce emissions or develop

alternatives, while maintaining customer appeal. In 2024, we plan to extend Klimato recipe assessments to additional markets and conduct trials of carbon labelling on menus at key sites to evaluate the impact on customer behaviour.

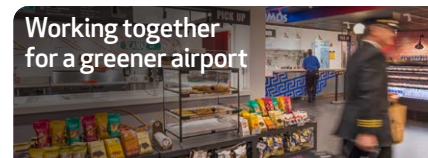
Sourcing sustainable ingredients and working closely with our suppliers is also central to our approach. In 2023, we held a Scope 3 training workshop at our purchasing leaders conference, attended by purchasing directors for all our global businesses. This focused on upskilling them in sustainable supplier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

In 2023, we introduced lower impact, 100% biodegradable cleaning products across 10 markets. We estimate this will reduce GHG emissions by c.45% or c.38 tonnes of CO<sub>2</sub>e over the next 12 months, compared to our traditional cleaning products.



In the UK, we are upgrading older equipment, such as refrigeration units and Heating Ventilation and Air Conditioning (HVAC) systems, to new models that are substantially more energy efficient.

In addition, we have begun introducing Vortex technology to over 1,000 chillers in many of our franchise retail units to optimise refrigeration efficiency and energy consumption. Trials indicate this change can save c.12% of the energy consumed by the chillers.



Since 2018, all our restaurants at John F. Kennedy International Airport Terminal 4 (JFKIA T4) are Green Restaurant Associated certified, meeting criteria in eight key categories including energy, water, waste, food, building and furnishings.

In 2023, JFKIA T4 was awarded as 'Greenest Airport Terminal' by the Association for the highest number of certified green restaurants. In 2024, we plan to seek Green Restaurant certification for our restaurants in additional North American airports.

## Commitment 5:

## Transitioning to sustainable packaging

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

### Eliminating single-use plastic

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

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

By the end of 2023, c.84% of our own brand packaging globally was free of unnecessary single-use plastic, with several markets achieving 100%.

We regularly reassess what is defined as 'necessary' single-use plastics – those that are required for food safety, quality and legal reasons. For example, in the UK, we are transitioning from hard polystyrene plastic hot beverage lids to recyclable paper fibre alternatives, aiming for a 2024 switch of c.13 million lids. In India, our joint venture business, Travel Food Services, has implemented an AI-driven water purification system in its head office and airport lounges across the country, saving the equivalent of c.1.2 million plastic bottles each year.

We support regulations banning single-use plastics, collaborating with suppliers and clients to ensure a smooth transition. For example, in Canada, we worked with suppliers to switch to birch cutlery, paper straws and compostable, paperboard and fibre materials and eliminated all hard-to-recycle black and polyvinyl chloride (PVC) plastic packaging.

### Reformulating recipes to reduce packaging in Finland

In Finland, our colleagues collaborated to reduce single-use plastic waste by reformulating sauces and dressing for fresh salad bowls. By adjusting consistency, they are now added alongside ingredients, eliminating the need for a separate container, while maintaining the freshness of the salad. This small change results in the removal of c.50,000 plastic pots (200 kg) from use each year.



### Reusable, recyclable and compostable packaging

By the end of 2023, c.85% of our own brand packaging was reusable, recyclable or compostable. 20 markets have already achieved 100%, including Germany, India, Ireland and UK.

Over 500 of our units globally are sit-down dining restaurants or bars where we have reusable glassware and tableware. Where customers takeaway food and drink items, we are exploring reusable packaging, such as deposit-return schemes. These systems are more challenging in an airport environment, so we focus on railway stations where customers are regular commuters. In many of our own brand and franchise coffee shops, such as for Starbucks, we sell reusable cups and, in some cases, incentivise customers with discounts for using them.

In some markets, like Germany, reusable packaging regulations have been introduced, leading us to implement a deposit-return scheme across 248 units.

We continue to transition to recyclable and compostable packaging across our markets, focusing on finding solutions that are suitable to the location based on availability of appropriate recycling and composting infrastructure. As part of this, we continue to work with our clients to make available easy-to-access recycling or composting facilities at airport and railway stations for our customers. In 2023, 89% of our clients' locations had customer-facing recycling facilities available.

We also participate in industry schemes, such as in Belgium where we are part of 'The Cup Collective', a European partnership programme to recycle and regenerate paper

cups on an industrial scale. Through the scheme we have been piloting dedicated cup recycling bins in high-traffic areas across four railway stations. Since December 2022, over 36,500 cups from the four stations have been collected and recycled.

In 2024, we will continue supporting our markets in establishing new packaging supply agreements and assist them in identifying the most suitable and sustainable solutions for their local circumstances.

# c.85%

of own brand packaging is reusable, recyclable or compostable



**Commitment 6:**

## Reducing food waste



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

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

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

**Prevention**

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

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

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

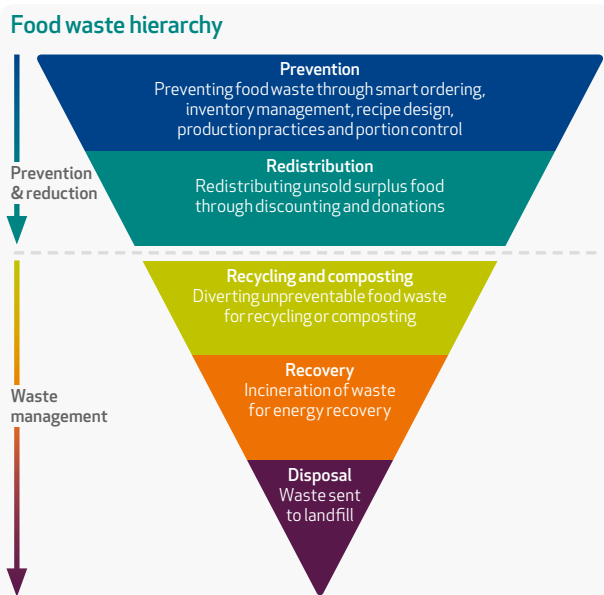
Our culinary teams continually work to design recipes that make the most of every ingredient. For example, incorporating vegetable trim in stocks, sauces or salsas. Or repurposing unsold bread, baguettes and focaccia into croutons for salads and soups.

Increasingly, we are incorporating 'waste-not' recipes into our menu design. Unsold breakfast croissants, for instance, are drizzled in syrup, filled with frangipane and topped with flaked almonds and rebaked to create a delicious almond croissant. Or they are incorporated into chocolate brownie recipes to add flavour and texture.

### Preventing food waste in the USA



In the USA, we have a digital inventory and recipe management system integrated across 38 airports and 266 units. This enables ingredient forecasting, real-time inventory tracking and production planning. Through capturing and reporting kitchen production waste, we are using those insights to encourage further food prevention initiatives. 100% of our central kitchens also have food composting facilities and the small amounts of unsold, surplus food are redistributed through Food Donation Connections to people in need.



**Redistribution**

Inevitably, there will sometimes be surplus food from our units at the end of the day. In these cases, we focus on redistribution through partnerships, discounts to airport or rail staff working at the site and donations to food poverty charities.

In the UK and across 10 European markets, we work in partnership with Too Good To Go, the organisation behind the world's largest food saving app. The app connects customers to restaurants and stores that have unsold food surplus at the end of the day. The food is bundled into 'Magic Bags' that customers buy through the app at a reduced price. Since our partnership began in 2016, we have saved c.1.2 million 'Magic Bags' from going to waste, the equivalent to c. 1,200 tonnes of food and avoiding c.3,000 tonnes of CO<sub>2</sub>e.

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

**Recycling and composting**

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

By the end of 2023, 96% of our own brand units with fryers were sending waste cooking oil to be recycled into biofuels. In addition, where we serve coffee, 63% of our own brand units were composting waste coffee grounds, with 100% achieved in 16 markets.

A new initiative in 2023 was our partnership with The Waste Lab, a Dubai-based women-owned startup in the United Arab Emirates. They are turning waste coffee grounds from our units at Abu Dhabi International Airport into natural & nutrient-rich compost to be used on local farms. This not only reduces food waste, but also benefits soil health, local food production and jobs. Between August and September 2023, 391 kg of waste coffee grounds were diverted from landfill, avoiding 450 kg of CO<sub>2</sub>e.

**1,200**  
tonnes of food waste saved via our partnership with Too Good To Go since 2016

 People

*Supporting*  
our colleagues  
and communities



**Our strategic approach**

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

We've invested heavily over the last two years in strengthening our employer brand and building our plans and capabilities for driving diversity and inclusion, developing our talent and protecting safety, wellbeing and human rights.

As a food business, working to alleviate food poverty and support our local communities is central to our approach.

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

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



Learn more about how **we're supporting our colleagues and communities** on pages 38-50 of our 2023 Sustainability Report

**Commitment 7:**

**Promoting diversity, equity and inclusion**



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

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

Our annual global Colleague Engagement Survey is our biggest listening exercise of the year, giving every colleague across the business globally the chance to share their opinions about what it's like working for SSP and how we can improve. For our 2023 survey, we partnered with expert survey providers, Gallup, industry leaders in colleague engagement. Over three-quarters of our colleagues took part. Gallup measures engagement using the 'Q12 index' which is a score out of 5. We registered an overall score of 3.98.

We gathered a wealth of insights from the survey and identified a number of key areas for improvement. Detailed actions plans were developed, in collaboration with our Group Executive Committee and senior leadership. The survey results were cascaded down to regional, country, site and team level, with listening sessions held to encourage open and honest discussions.

In addition, we have a designated Non-Executive Director for Workforce Engagement (ENED), Judy Vezmar, who directly engages with a diverse spectrum of colleagues around the business and provides feedback to the Board. In 2023, Judy had six face-to-face listening sessions with over 70 colleagues across three regions.

**Our values**



**We are one team:**

Working together and sharing our best ideas to fulfil our global potential.



**We are results focused:**

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



**We all make a difference:**

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



**We are bold:**

Seizing opportunities, innovating and quickly adapting every day.



**We celebrate success:**

Recognising and valuing everyone's achievements.





**37%**

of senior leadership roles held by women

We are proud to be a diverse global company, with c.42,000 colleagues, 51% being women.

Our mission is clear: to create an inclusive workplace that fosters a culture of belonging. Our Diversity, Equity, and Inclusion (DE&I) framework guides our efforts in four key areas: Attract, Belong, Develop, Together.

Our commitment starts at the top with our Board, where we have had gender parity since 2022. We also continue to meet the Parker Review Board ethnicity target with one director from an ethnic minority background. At the end of 2023, 37% of our Group Executive Committee and their direct reports were women. Our target is to reach 40% by 2025.

Our Global Inclusion Council, now in its second year, guides our Group Executive Committee in delivering our DE&I framework.

In 2023, we held DE&I leadership development workshops with c.150 senior leaders globally, including the Board and Group Executive Committee. We also rolled out a DE&I e-learning module, available in 17 languages, to all colleagues globally.

Our colleague-led networks provide a safe space to learn, share experiences and raise DE&I awareness. And, since 2022, we have been members of WiHTL (Welcome to all in Hospitality, Travel and Leisure), a collaborative, multi-stakeholder group devoted to increasing diversity and inclusion across our sector.



**Commitment 8:**

**Protecting safety and wellbeing**



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

People, food and fire safety is of paramount importance at SSP. While managed by our markets in adherence to local regulations and industry best practice, we have significantly enhanced our Group's oversight and standardisation capabilities.

We have enhanced our Group Safety team and put in place new ways of working to identify and share best practice, and for stronger processes for data sharing and reporting. We've rolled out our Global Safety Governance and Management Framework, a global initiative supported by our Board and leadership teams. This defines clear accountability and responsibilities at all levels – from local markets to Group – with downward support and upward visibility.

Our CARE (clarity, accountability, report, experts) principles also guide our approach.

In 2023, our Group Safety team carried out site visits to 12 markets and conducted an in-person safety training workshop in Malaysia with all the APAC safety leads. We delivered regular communications and campaigns, including for World Safety Day, and created a new safety induction training module to be rolled out across the Group in several languages throughout 2024.

Our approach extends beyond the physical safety of our colleagues, by also encompassing their overall wellbeing. We have wellbeing programmes in place, tailored to local needs, such as mental health campaigns, first aid training, occupational health assessments and counselling provisions.

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

**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. In addition, our Supplier Code of Conduct clearly outlines our expectations for product quality and food safety.

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

## Commitment 9:

## Respecting human rights

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

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

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

# 100%

of our senior managers have completed modern slavery training

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

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

In 2023, we identified 218 suppliers with higher inherent human rights risks, based on their sector and country of operation. We have completed due diligence reviews for 33%. Of these, no major non-conformance issues were identified, such as relating to child labour or modern slavery.

For all issues identified, we reviewed the suppliers' corrective actions to ensure they were addressed in the agreed timescale.

In 2024, we will continue reviewing further high-risk suppliers, with the aim to ensure 100% are reviewed by 2025.



See our [human rights due diligence process](#) on page 48 of our 2023 Sustainability Report

## Commitment 10:

## Supporting our communities

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

In 2023, we supported our communities through 24 charitable partnerships across 14 markets focused on alleviating food poverty and other important local causes. This support included a mix of long-term partnerships, fundraising, volunteering, financial donations and redistributing surplus food from our units.

In North America, we have partnerships with the Meals on Wheels network in the USA and Food Banks Canada. In the UK, the SSP Foundation supports FareShare, the UK's largest charity fighting hunger, and Trussell Trust, the UK's largest network of food banks. In 2023, the Foundation held a charity gala, raising over £225,000 for these organisations.

In Europe, we support Action Against Hunger in France, the SOS Children's Villages network in the Nordics, and Zero Impact in Spain on projects focused on helping Spanish farmers implement sustainable agriculture practices to restore nature and support food security.

In Asia Pacific, examples include our support for Green Power in Hong Kong, an organisation focused on ecological conservation and environmental education, and the Camillian Home for Children Living with Disabilities in Thailand. And in the Philippines, we participated in coastal clean-ups to tackle litter, remove debris and revitalise coastlines.

In Bahrain and the United Arab Emirates, we once again supported low income communities during Ramadan, distributing c.2,400 and c.300 iftar meals respectively.

## Supporting food and nutrition in India

Through its charitable foundation, our joint venture business, Travel Food Services (TFS), in India supports c.30,000 households in villages across the country with food donations focused on fighting malnutrition in children and families.

In 2023, TFS chefs worked with the Foundation for Mother and Child Health to educate community workers on how to transform locally-sourced ingredients into healthy and nutritious recipes. They also worked with a local NGO, the Robin Hood Army, to organise 'Squad Team' volunteers in a food drive to donate over 58,000 kg of millet, rice and lentils – c.475,000 meals – across multiple villages in rural India.



## Governance

# Upholding high standards

## A message from our Board Chair



Sustainability continued to be a central topic on the Board's agenda in 2023 and I'm encouraged by the promising momentum we're seeing against the Group strategy and targets.

This year we, as a Board, received three updates on our sustainability programme and performance, including deep-dives with our Corporate Affairs Director and Group Head of Sustainability on human rights, net zero and emerging risks and opportunities.

I must commend the unwavering support across our Group Executive and leadership teams. They have played a pivotal role in driving accountability and embedding sustainability into SSP's everyday decisions and ways of working across our global organisation.

We proudly achieved gender parity on our Board last year. I firmly believe that our diverse range of backgrounds and perspectives and strong programme of stakeholder engagement enriches our debates and, ultimately, leads to better business decisions.

As I reflect on the achievements of the past year, I am looking forward to the opportunities and challenges that await us in 2024.

**Mike Clasper**  
Chair of SSP Group plc

### Ensuring accountability

To achieve our ambitious Sustainability Strategy across our 37 markets, we have built clear responsibilities and accountability across our business.

Our governance and management structure identifies clear roles and responsibilities from the Board and its committees, through to our Group Executives, leadership teams and regional management.

Our Group CEO is responsible for delivery of our Sustainability Strategy, with our Corporate Affairs Director and Group Head of Sustainability responsible for leading and coordinating the management and delivery of the strategy. The Group team works closely with sustainability leads in central functions and our operating regions and markets to support the development of action plans, programmes and initiatives.

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

### Building our sustainability expertise

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



A new sustainability training video, available in 19 languages, was developed for all new colleague induction sessions. In addition, c.135 of our senior leaders across the global business completed two CPD-certified net-zero e-learning modules to help increase climate literacy among key decision-makers.

We also launched an online sustainability learning hub which is regularly updated with new guidance and resources.

### Understanding what matters most to our stakeholders

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

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

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



Find out about our **governance, stakeholder engagement, materiality and business ethics and standards** on pages 51-65 of 2023 Sustainability Report  
[www.foodtravelexperts.com/sustainability](http://www.foodtravelexperts.com/sustainability)

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Pureprint are a CarbonNeutral® company with FSC® chain of custody and an ISO 14001 certified environmental management system diverting 100% of dry waste from landfill.

This product is made from well-managed, FSC®-certified forests and other controlled sources. The paper is Carbon Balanced with the World Land Trust, an international conservation charity, who offset carbon emissions through the purchase and preservation of high conservation value land.

Through protecting standing forests, under threat of clearance, carbon is locked in that would otherwise be released. These protected forests are then able to continue absorbing carbon from the atmosphere, referred to as REDD (Reduced Emissions from Deforestation and forest Degradation). This is now recognised as one of the most cost-effective and swiftest ways to arrest the rise in atmospheric CO<sub>2</sub> and global warming effects. Additional to the carbon benefits is the flora and fauna this land preserves, including a number of species identified at risk of extinction on the IUCN Red List of Threatened Species.

The manufacturing mill is ISO14001 registered and is Forest Stewardship Council® (FSC®) chain-of-custody certified.

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