



Our journey

to a sustainable future



Read the SSP Group 2023
Sustainability Report:

[foodtravelexperts.com/
sustainability](https://foodtravelexperts.com/sustainability)

Welcome

to our 2023 UK&I Sustainability Summary

About SSP UK & Ireland

We are the food travel experts. We design, create and operate food and drink outlets in locations where people are on the move. As part of the SSP Group which is present in 37 countries globally, we are the leading food and beverage provider in travel locations in the UK and Ireland (UK&I).

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

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

About this Summary

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

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

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





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



→

Annual Report 2023 provides details of the SSP Group Strategy and performance
foodtravelexperts.com/investors/annualreport



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A message from our CEO UK & Ireland



The best part of the journey

I am delighted to share with you our very first Sustainability Summary for our UK & Ireland (UK&I) business. This summary showcases highlights from 2023, including meaningful progress toward our targets.

Importantly, it also demonstrates how we've established a foundation to accelerate positive transformation at scale, in partnership with our clients, brand partners and other stakeholders.

Embedding sustainability across our business

Sustainability is a key strategic priority for SSP, one that is increasingly driving business success and growth across our UK&I region, while helping fulfil our purpose to be the best part of the journey.

As I enter my second year as CEO, I've witnessed our teams' dedicated efforts to embed sustainability into business as usual. As a direct result, we've built substantial momentum and progress against our commitments and targets.

Notably, 28% of meals offered by our own brands are now plant-based or vegetarian, showcasing the culinary innovation of our teams in creating great tasting, nutritious plant-based alternatives that are proving to be very popular.

Across our brand portfolio, we're preferencing UK and Irish sourcing. We're also proud to have already met a number of the Group's 2025 sourcing targets early, including for sustainably certified hot beverages and fish for our own brands.

A milestone achievement in 2023 was receiving validation for the SSP Group net-zero targets from the Science Based Targets initiative (SBTi). In the UK&I, we have achieved a significant 65% reduction in Scope 1 and 2 greenhouse gas (GHG) emissions from our 2019 base year, surpassing the Group's near-term target for a 60% reduction by 2032.

However, we know the greater challenge lies in reducing our Scope 3 value chain emissions, which primarily relate to the food

and drink we sell. Here, we are focused on achieving gradual emissions reductions through how we source our ingredients, design our recipes and menus and help our customers to make more sustainable choices.

Our aim is for the UK&I business to lead sustainability innovation, acting as a model for other SSP markets. And, already we're seeing evidence of the value sustainability brings in building client relationships and developing brands that resonate with our customers.

Driving change across the food travel sector

Many of our ambitious clients and brand partners are also eager to understand how we are delivering more sustainable food and beverage offerings in practice. They also want to know how we can support each other in achieving our shared goals.

To help accelerate this agenda, I was pleased to appoint a Regional Head of Sustainability in 2023 to lead and coordinate the strategy across UK&I, positioning SSP as a sustainable partner of choice.

Recognising that meaningful progress requires collaboration, we continue to work closely with clients, suppliers, brand partners, and independent experts. These partnerships are integral to SSP's business model, and I am eager to see what we can achieve together in 2024.

Kari Daniels

Chief Executive Officer UK & Ireland
February 2024

SSP Group purpose wheel



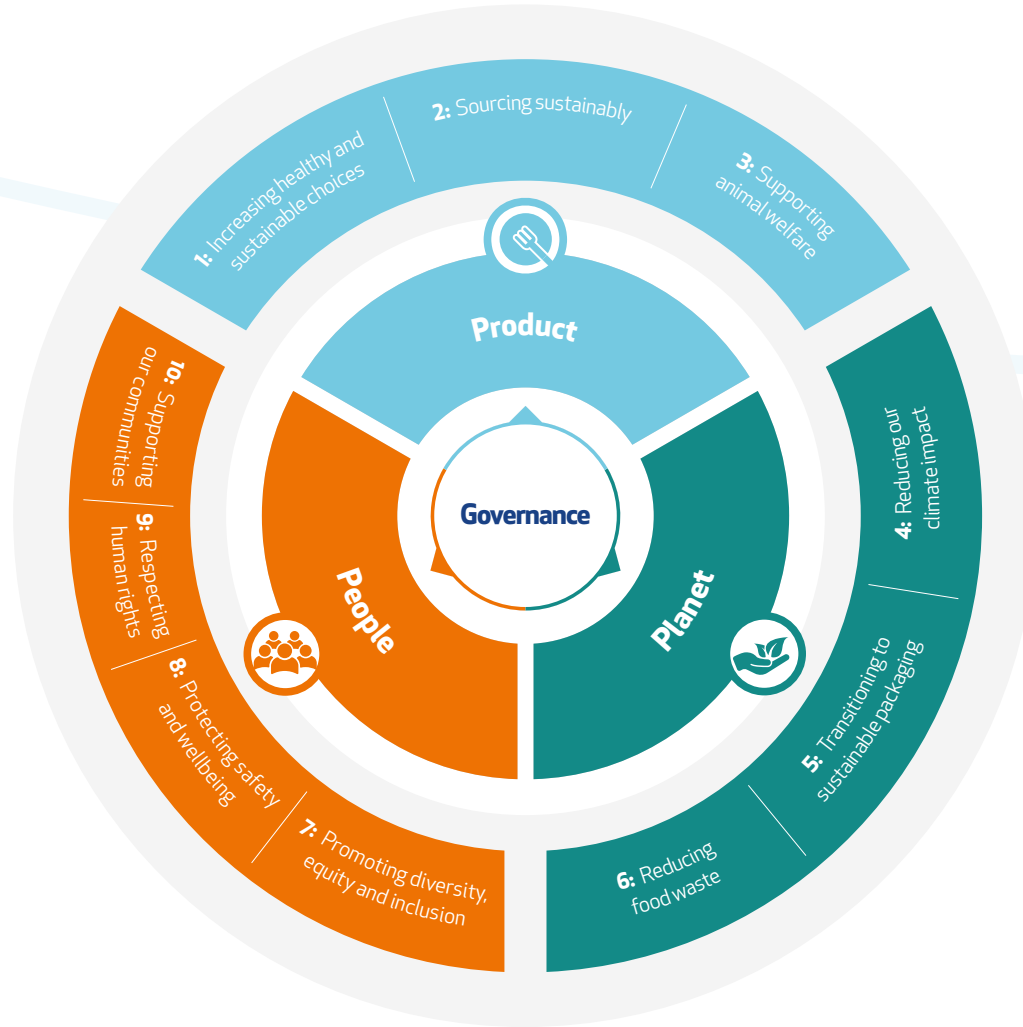
Our Sustainability Strategy

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 Group 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

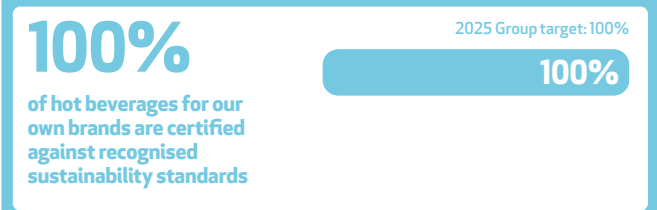
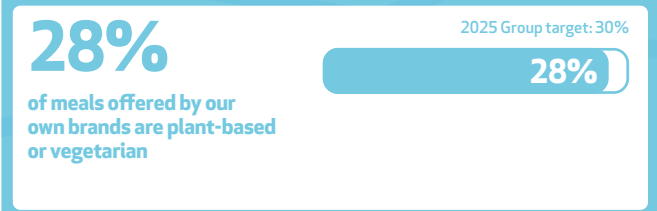
We recognise the importance of contributing to the UN global priorities for 2030. While our strategy touches many areas of the 17 goals, we have identified the following six goals that are most relevant to our 10 commitments and where we can make the greatest contribution:

- 
 - 1. Increasing healthy and sustainable choices
 - 6. Reducing food waste
 - 10. Supporting our communities
- 
 - 1. Increasing healthy and sustainable choices
 - 8. Protecting safety and wellbeing
- 
 - 2. Sourcing sustainably
 - 7. Promoting diversity, equity and inclusion
 - 9. Respecting human rights
- 
 - 2. Sourcing sustainably
 - 3. Supporting animal welfare
 - 5. Transitioning to sustainable packaging
 - 6. Reducing food waste
- 
 - 1. Increasing healthy and sustainable choices
 - 2. Sourcing sustainably
 - 4. Reducing our climate impact
 - 5. Transitioning to sustainable packaging
 - 6. Reducing food waste
- 
 - All 10 commitments

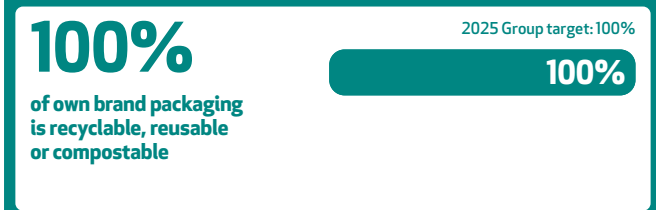
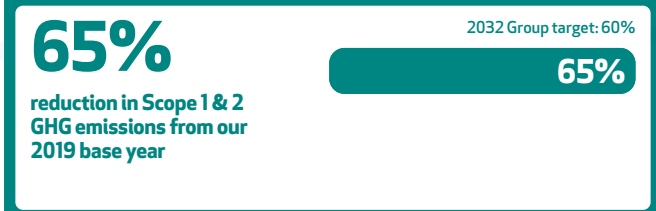
Our 2023 UK&I performance highlights

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

Product



Planet



People





Product

Serving
our customers responsibly

Our strategic approach

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

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

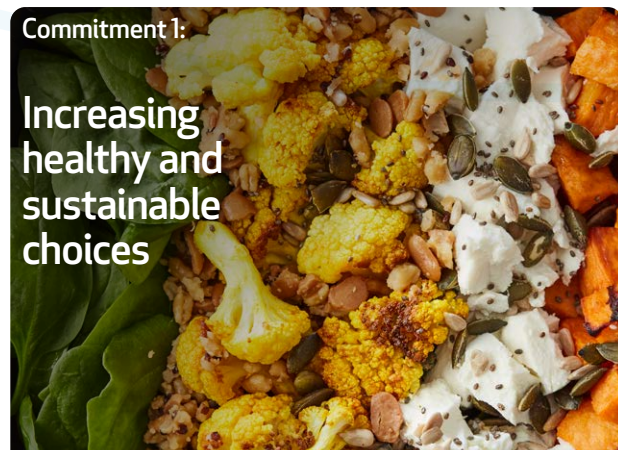
More than ever, we are focused on how we can offer our customers great tasting food and drink that's better for them, and the planet.

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

Learn more about SSP's global efforts for serving customers responsibly on pages 13-15 of the Group Sustainability Report 2023.

Commitment 1:

Increasing healthy and sustainable choices



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

Our global Food Travel Insights Survey, reaching 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. We have a target for 30% of meals offered by our own brands to be plant-based or vegetarian by 2025. In 2023 in UK&I, we achieved 28%. We have also already hit our target for 100% of our own brand units serving coffee to offer non-dairy milk alternatives.

We work with a leading provider of nutrition management software. Using the system we are providing allergen and nutrition information in accessible formats including on-pack labelling, menus, and point of sale materials, enabling our customers to make more informed choices for their dietary needs and preferences.

We are also developing our own wellness brands. In 2022, we launched Soul + Grain, incorporating delicious, positive food with sustainably-sourced artisan coffee. Building on its success, we opened three new Soul + Grain units in 2023, and have more in the pipeline for 2024.

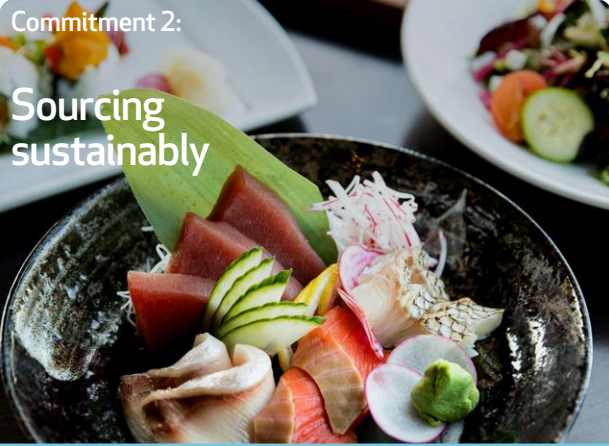
Sustainability isn't just for wellness brands though, we are working to make it integral across our everyday brands too.



28%
of meals offered by our own brands are plant-based 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.

Our suppliers are valued business partners. We are committed to treating them fairly and with respect, and to building long-lasting and mutually beneficial relationships.

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

We prioritise the use of ingredients sourced from UK and Ireland across our own brands. This includes items like beef burgers, eggs, cheddar cheese and Cumberland sausages, as well as salad items, such as lettuce and tomatoes, when in season.

We are also focused on sourcing high-quality ingredients that meet recognised sustainability standards and certifications, such as Fair trade and Rainforest Alliance. These demonstrate that 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 in the UK&I, this was achieved for 100% of tea, coffee and hot chocolate, and 98% of fish.

For palm oil, our target is for our top 50 own brand products in each market to be palm oil-free or use Roundtable for Sustainable Palm Oil (RSPO) Certified Sustainable Palm Oil. In 2023, we achieved 100% in the UK&I.

Fostering sustainable partnerships




We take a partnership approach to raise standards and drive sustainable practices across our brands and supply chains.

In 2023, we began our new partnership with Toast Brewing – a local UK craft beer brewed more sustainably with surplus bread. Toast, a Certified B-Corp, donates all their profits to charity.

We also partnered with Cloud Picker Coffee in Ireland, a brand that sources coffee beans from small-scale producers and operates its own micro-roastery in Dublin with strong sustainability practices.

Commitment 3:

Supporting animal welfare



We are committed to working with our suppliers to maintain high standards of animal welfare across our 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 in the UK&I, we achieved 87%. Avian flu has continued to impact cage-free egg supply availability 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.

87%

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

Farm-to-fork egg sourcing



To help overcome sourcing challenges in the UK egg market, in 2023 we set out to agree a major deal to source all our eggs for our units in England and Wales directly from a farm in Suffolk from 2024.

Direct sourcing allows us to build meaningful relationships with our suppliers, in this instance, collaborating to drive better welfare standards. This involved commissioning an independent audit of the farm to verify safety and welfare practices.



Protecting our environment



Our strategic approach

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

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

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

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



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

Commitment 4:

Reducing our climate impact



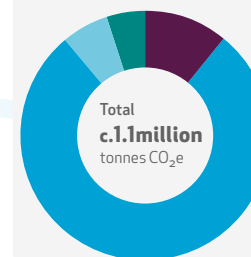
We are committed to achieving net-zero GHG emissions across our value chain (Scopes 1, 2 and 3) by 2040, from our 2019 base year.

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

- A 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.
- A long-term 2040 target to 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 SSP Group global 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 SSP Group global emissions* for purchased goods and services

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

Tonnes of CO₂e

* UK&I GHG emission breakdown follows a similar shape to Group.

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



Download the Group **Sustainability Data Book** for comprehensive global GHG performance data, as well as 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 in UK&I reduced by 65% from our 2019 base year. In addition, c.45% of our total energy use was from renewable sources.

While we're proud to have already achieved the Group's 2032 near-term target for a 60% reduction in Scope 1 and 2 emissions, we know that as our business grows and we open more units, our energy use will increase.

So we continue to focus on projects to drive energy efficiency.

In 2023, we completed the roll out of Automated Meter Readers (AMRs) across UK&I. AMRs provide half-hourly energy readings to help identify opportunities for improvements. Trials show AMRs can help us reduce energy consumption by 5-7.5%. Following the UK&I trial and rollout, we're now expanding AMR to other SSP markets.

We are upgrading older equipment, such as refrigeration units and Heating Ventilation and Air Conditioning (HVAC) systems, to new, more energy efficient models. We also began introducing Vortex technology to 1,000+ chillers in many of our franchised retail units to optimise refrigeration efficiency. Trials indicate this change can save c.12% of the energy consumed by the chillers.

Not only will these 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 Sustainable Build Standards for unit design and construction. 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 the Group's **net-zero roadmap and 10-point plan to reduce emissions** on page 29 of the Group Sustainability Report 2023.

Supporting shared net-zero ambitions with Brewdog

We look to work with brand partners who share our commitment and ambition on sustainability. This year saw the opening of our first BrewDog bar, in partnership with the brewery that achieved carbon negative status as certified by Positive Planet.

BrewDog is actively reducing its own emissions, investing heavily in its brewing facilities to cut emissions per hectolitre of beer brewed. In addition, they're undertaking one of Europe's most extensive reforestation and peatland restoration programmes in their 9,308 acre project in Scotland, The Lost Forest.

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

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

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

We are 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 piloted Klimato to evaluate the CO₂e impact of our recipes and identify areas where we can reduce emissions or develop alternatives, while maintaining customer appeal. We analysed nearly 800 recipes from our UK&I own brand menus, calculating their footprint against Klimato's categorisations of low, medium and high impact dishes.

We were reassured that the results showed our menus are already weighted towards

offering low impact dishes of less than 0.5kg of CO₂e per serving. For example, 70% of dishes on our Upper Crust menu are low impact, including options such as our Plant Based Baguette which is 0.3kg CO₂e per serving, as well as some meat-based options such as our Chicken Katsu Baguette at 0.4kg. Having this kind of detailed visibility is a game-changer and we are now integrating these valuable insights into our new product development processes.

In 2024, we plan to analyse our entire own brand portfolio and trial carbon labelling on menus to evaluate the impact on customer behaviour.

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

Evolving casual dining with Klimato insights

Our casual dining bar menus are traditionally dominated by high-impact dishes like beef burgers. We're experimenting with menu changes to offer more lower impact options, while maintaining customer appeal.

For example, we've introduced a selection of pasta dishes, 75% of which are meat-free, with CO₂e emissions averaging 0.7kg per serving, compared to a cheese burger at 5.3kg. We also improved the quality of our plant-based burger by partnering with leading brand QuornPro.

Commitment 5:

Transitioning to sustainable packaging

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

Eliminating single-use plastic

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

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

By the end of 2023, we were proud to meet the Group target early with 100% of our own brand packaging in UK&I free of unnecessary single-use plastic.



100%

of own brand packaging in UK&I was free of unnecessary single-use plastic

Innovations to eliminate 'necessary' plastic

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

Across the UK, we use 13 million hot beverage lids annually, which were made of hard polystyrene plastic which is difficult to recycle. In 2023, we successfully tested new plastic-free, recyclable bagasse lids for safety and customer acceptance.

Our plan is to switch to these lids across our own brands in the UK in 2024.



100%

of own brand packaging is reusable, recyclable or compostable

Reusable, recyclable and compostable packaging

By the end of 2023, we met the Group target early for 100% of our packaging in UK&I to be reusable, recyclable or compostable.

Over 60 of our units in UK&I are sit-down dining restaurants or bars where we have reusable glassware and tableware. Where customers take away food and drink items, we are exploring reusable packaging. These systems are more challenging in an airport environment, so we are focusing initially on railway stations where customers are regular commuters. In many of our own brand and franchised coffee shops, such as for Starbucks, we sell reusable cups and, in some cases, incentivise customers with discounts for using them.



Compostable packaging at Dublin Airport

As we transition to more sustainable packaging options, we are focused on working with our clients to ensure the packaging we use is suitable to the different waste management facilities available at our clients' sites.

For example, industrial composting facilities are not widely available yet across UK&I. Whereas in Dublin Airport, our client has contracted a specialist waste management company to process compostable waste. With this in place, we have introduced more compostable packaging items to our brands, which customers can then dispose of in the clearly signed segregated bins throughout the airport.

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.

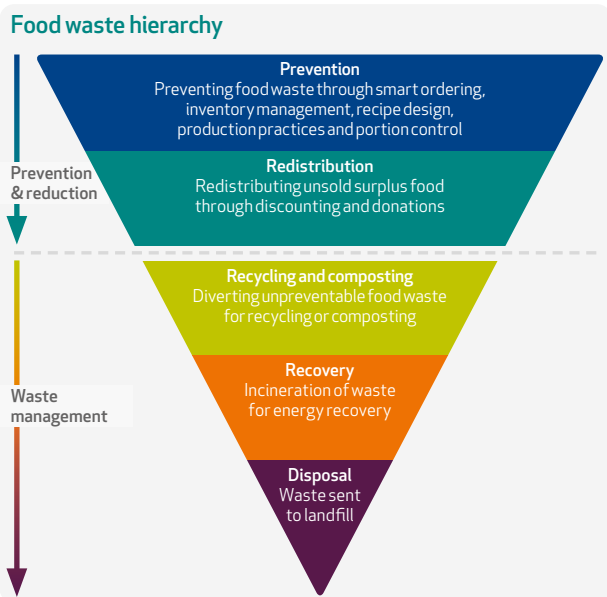
We follow the best practice 'food waste hierarchy' to reduce our food waste, as shown in the graphic below.

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, we make croutons out of the ends of our sourdough sandwich loaves, for use in salads in our Soul + Grain and Juniper bar & kitchen brands. We also use unsold breakfast croissants for our filled, toasted croissants recipes later in the day.



Redistribution

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

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

For surplus food that can't be sold via Too Good To Go, we plan to trial food donation schemes to local charities and communities in 2024.

Recycling and composting

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

By the end of 2023, 100% of our own brand units with fryers were diverting waste cooking oil to be recycled into biofuels. In addition, where we serve coffee, 71% of our own brand units were composting used coffee grounds.

c.572
tonnes of food waste saved via Too Good To Go since 2020



Half a million meals saved with Too Good To Go

We have proudly partnered with Too Good To Go, the organisation behind the world's largest food saving app, since 2020. In that time, we have saved c.572,000 'Surprise Bags' from going to waste in the UK&I, the equivalent to c.572 tonnes of food and avoiding c.1,300 tonnes of CO₂e.

Looking forward to 2024, we plan to trial dynamic pricing to further decrease food waste – lowering the price of bags as we get closer to unit closing time.



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. And, as a food business, we are focused on helping alleviate food poverty and support our local communities.

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

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



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

Commitment 7:

Promoting diversity, equity and inclusion



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

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

The Group's 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. In the UK&I, over 80% of our colleagues took part. Gallup measures engagement using the 'Q12 index' which is a score out of 5. Our UK&I business registered an overall score of 3.88.

We gathered a wealth of insights from the survey and identified a number of key areas for improvement. A detailed action plan was developed in collaboration with senior leadership.

3.88

out of 5 colleague engagement index score

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.



32%

senior leadership roles are held by women

We are proud to be a diverse company, with c.8,500 colleagues in UK&I, 51% being women. Our goal is to create an inclusive workplace that fosters a culture of belonging.

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

Our commitment starts at the top with the Board of Directors of SSP Group plc, which has had gender parity since 2022. We also continue to meet the Parker Review Board ethnicity target with one director from an ethnic minority background. In the UK&I, 32% of our senior leadership roles were held by women in 2023, including our CEO. Our target is to reach 40% by 2025.

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

Our colleague-led networks provide a safe space to learn, share experiences and raise DE&I awareness. In 2023, we launched two additional colleague networks focused on cultural diversity; and neurodiversity and disability.

We have been members of WiHTL (Welcome to all in Hospitality, Travel and Leisure) since 2022, a collaborative, multi-stakeholder group devoted to increasing diversity and inclusion across our sector. In 2023, our UK&I CEO, Kari Daniels, joined the WiHTL Advisory Board where she will help drive forward the DEI agenda across our industry.

// As a passionate believer that inclusive businesses are better businesses, I was delighted to join the WiHTL Advisory Board in 2023, helping the organisation achieve its mission.

DE&I is an area I've long championed, and as CEO of SSP UK & Ireland, I'm committed to fostering a culture which celebrates the rich diversity of our colleagues and the customers we serve.//

Kari Daniels
CEO, SSP UK & Ireland

Commitment 8:

Protecting safety and wellbeing



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

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

In 2023, we enhanced our UK&I Safety team, appointing additional roles focused on compliance and food safety. We continued to embed safety incident reporting practices with a new accident and incident monitoring system and audit platform, increasing visibility and enabling continuous improvement. We also recognise 'safety heroes' for colleagues who go above and beyond in promoting a positive safety culture among their teams.

Our units undergo various internal and external safety audits. For example, in 2023, our UK Rail Gourmet central food production site was audited against the SALSA (Safe and Local Supplier Approval) scheme and achieved full certification.

In addition, we have a wealth of programmes to support colleagues' physical, mental and financial wellbeing, such as mental health support, cycle to work schemes and occupational health assessments. And, in 2023, we partnered with Salary Finance to provide access to salary-linked savings accounts and personal loans.

Applying high standards of food safety

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

To protect our customers, we 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 Group policy commitments with a strengthened Human Rights Policy and Supplier Code of Conduct. These are aligned to the Ethical Trading Initiative Base Code, which is founded on International Labor Organization (ILO) conventions.

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

100%
of our senior managers have completed modern slavery training

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 four contracted suppliers for our UK&I businesses with higher inherent human rights risks, based on their sector and country of operation. We have completed due diligence reviews for 100%. 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.

Going forwards, we will continue to conduct risk assessments for new suppliers and undergo the due diligence process for any that are identified as high risk.

→ See our [human rights due diligence process](#) on page 48 of the SSP Group Sustainability Report 2023.

Commitment 10:

Supporting our communities



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

We have supported Macmillan Cancer Support, the UK's leading cancer care charity, since 2018. In that time, we have proudly fundraised over £1.1 million to support their mission. This includes over £30,000 raised in 2023 through an SSP-led 'Round the World' challenge where our colleagues walked, swam, cycled and ran over 42,000 miles in support of Macmillan.

We also support a range of charities and causes through the SSP Foundation (a UK registered charity) with a mix of fundraising, volunteering and financial donations. The Foundation's primary focus is on alleviating food poverty (see the case study for details). In addition, during our annual Christmas giveaway, the Foundation provided grants to 150 charities that were nominated by our colleagues, with a grant of £500 each.



Helping alleviate food poverty in the UK

We are committed to alleviating food poverty in the UK and Ireland. In 2023, the SSP Foundation raised over £225,000 through a charity gala and auction to support FareShare, the UK's largest charity fighting hunger, and Trussell Trust, the UK's largest network of food banks.

This builds on a 2022 grant to FareShare for a new lorry, facilitating the distribution of 1.1 million meals. Additionally, the Foundation's 2022 grant to Trussell Trust backed a national helpline, delivering c.1,700 advisor hours, c.400 food vouchers, and aiding c.800 individuals with food assistance.



Governance

Upholding
high standards

Ensuring accountability

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

In the UK&I, our CEO is ultimately responsible for delivery of our Sustainability Strategy, with our Head of Sustainability responsible for leading and coordinating the management and delivery of the plan. This includes working closely with members of leadership teams with responsibility for specific targets and focus areas, including colleagues from our Operations, Property, Procurement, Commercial, People, Digital, Legal and Finance functions.

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.

We developed a new sustainability training video for all new colleague induction sessions and launched an online sustainability learning hub which is regularly updated with new guidance and resources. We also launched an internal 'podcast' with the first episode on sustainability – aiming to inspire and educate in an inclusive format that works for our field-based colleagues.

In addition, c.20 of our senior leaders in the UK&I completed two CPD-certified net-zero e-learning modules to help increase climate literacy among key decision-makers. We plan to offer net-zero training to additional teams in 2024.

Understanding what matters most to our stakeholders

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

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

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



Kari Daniels
Chief Executive Officer UK & Ireland



Meredith Ford
Head of Sustainability UK & Ireland

Find out about the Group's **governance, stakeholder engagement, materiality and business ethics and standards** on pages 51-65 of the SSP Group Sustainability Report 2023
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Designed and produced by Gather.London

Printed by Pureprint.

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 CO₂ 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.

