

SSP Group is committed to ensuring that all products provided to its customers and consumers are of consistent quality, safe and fit for purpose. As a minimum, our sourcing will comply with the relevant safety standards, Codes of Practice and standards relevant to the countries in which we operate.

We are committed to maintaining high standards of animal welfare and, as a result, we endorse the 'Five Freedoms' concept proposed by the Farm Animal Welfare Council (FAWC). These five freedoms are: freedom from thirst, hunger and malnutrition; freedom from discomfort; freedom from pain, injury or disease; freedom from fear and distress; and freedom to display most normal patterns of behaviour. We require that our suppliers of meat comply with appropriate legal standards, have full traceability, and use licensed slaughter premises.

We aim to only use eggs that are produced to standards equivalent to or superior to those set out in the British Egg Industry Council's Lion Code. This Code certifies that they have been produced in accordance with a strict code of practice which covers both animal welfare and food safety. We have made a commitment to source all of the eggs we use within our proprietary brands across our global business from cage-free sources by 2025. This commitment covers both shell eggs and egg ingredients.

We recognise our responsibility to help protect against over-fishing. As a result, we seek to buy fish from well-managed marine sources and we do not use any fish on the Marine Conservation Society's (MCS) Fish to Avoid List.

We are committed to supporting third world farmers and their communities and therefore seek to buy products which are certified as having been produced in accordance with ethical and sustainable standards, for example, under the Fairtrade or Rainforest Alliance certification schemes. This applies particularly, but not exclusively, to our purchasing coffee and tea.

We recognise the importance of supporting national production of fresh produce and meat. Equally, as a global business we also purchase a wide range of products from a large supply base, spread across many countries. Subject to customer demand and availability we will seek to support national growers and suppliers, avoiding use of air freight where possible, and also looking for opportunities to use seasonal fresh produce within our menus. We will also ensure that nationally sourced goods are given fair consideration in our product tender process, alongside other factors such as quality and price.

Our responsible sourcing policy defines the standards which we expect our purchasing and menu development teams across the world to meet when sourcing ingredients. We train our global purchasing teams on the policy and communicate our sourcing standards to our suppliers, with regular audits to monitor progress and ensure ongoing compliance.

This policy applies to all SSP own-brand operations worldwide.

Sukh Tiwana holds Executive Committee level responsibility for the implementation of this policy and reports performance to the Group Board. Each Country Purchasing Director is then accountable for implementing the policy in each operating country.