

Our journey
to a sustainable future

Welcome to SSP UK & Ireland's Sustainability Summary 2024

About SSP UK & Ireland (SSP UK&I)

We are the food travel experts. We design, create and operate food and drink outlets in locations where people are on the move. We are part of the SSP Group, which is present in 37 countries globally.

We are a leading food and beverage provider in travel locations in the UK and Ireland. Primarily, our clients are railway station and airport operators. In 2024, we operated c.470 units in c.175 client locations.

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 diverse client and customer needs. Our brands range from well-known grab 'n' go sandwich shops and cafes, 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 provides a summary of SSP Group's Sustainability Strategy, including our commitments and targets within the key pillars of Product, Planet and People, highlighting our specific progress in SSP UK&I.

Information relates to the 2024 financial year, from 1 October 2023 to 30 September 2024. All references to target dates, base years and performance relate to our financial year end, unless otherwise stated.

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

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A message from our CEO for SSP UK&I

“Looking back on progress over the last year, I’m delighted at how our strategy is bearing fruit, and at the real and tangible positive impact we’ve been able to deliver.”



I'm thrilled to share this sustainability summary report with you. In 2024, we have delivered strong financial returns and significant customer-centric investment in our estate – but 2024 has also been a pivotal year of acceleration on sustainability.

SSP UK&I is now acting as a test bed for sustainability innovation, piloting new initiatives and sharing learnings with other SSP markets. Presenting our progress to the SSP Group Board in 2024 as an example of best practice for the global business was a proud moment.

This report details our strategy and progress so far, but to name a few particularly important highlights:

- we've now saved one million bags of food from the bin since launching our partnership with Too Good To Go, and in 2024 we successfully piloted surplus food donation with Olio
- we replaced plastic hot beverage lids in our own brand units with plastic-free bagasse lids, removing around 8.5 million pieces of plastic per year

- we're facing into our biggest source of carbon emissions – our food and beverage offer. We analysed the carbon footprint of more than 1,300 recipes and are using that insight to evolve our recipes and menus.

I see sustainability as a critical ingredient for long-term commercial success. We have therefore baked sustainability into our commercial decision-making, and by doing so, have found ways to deliver for the planet that are also positive for profit. For example, reducing energy consumption, food waste, and plastic consumption all have financial benefits. We also know how much our colleagues care about sustainability, and harnessing their enthusiasm on doesn't just accelerate our progress, but represents another reason to be proud of working for SSP.

As many of our clients are just as ambitious as we are, our efforts to transform our business are becoming a differentiator for SSP UK&I. In our 2024 client survey, four out of five clients acknowledged our strong progress in sustainability, with both air and rail clients rating our sustainability strategy and performance above that of our competitors.

We have also been really pleased to collaborate with several of our clients on joint sustainability initiatives – which we believe to be a critical enabler of our shared success.

Similarly, we work with brand partners for whom sustainability is a key priority, and we're increasingly sharing data and learnings both ways to facilitate progress.

We know there is much more to do, but with strong progress to show for our efforts so far, and a brilliant internal and external team, I'm confident we will continue to deliver.

A handwritten signature in black ink that reads "Kari Daniels". The signature is fluid and cursive, with a large initial 'K'.

Kari Daniels
Chief Executive Officer, SSP UK&I

January 2025

Our Sustainability Strategy

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

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

As you will see from this report, SSP UK&I have already met many of the Group 2025 targets. We have therefore determined to go further on focus areas that are particularly important to us – reflecting our unique legislative context, consumer demands and client priorities.

In parallel, SSP Group are exploring how we can further evolve our global strategy and targets beyond 2025, including undergoing a new double materiality assessment.



“The UK&I team are known for their collaborative and entrepreneurial approach, and this has been a real enabler of progress in sustainability. The rapid adoption of Klimato carbon-footprinting insights into our menu development process, and collaborative test-and-learn approach on surplus food donation are excellent examples of how this approach is delivering real impact.”

Meredith Ford,
Head of Sustainability for SSP UK&I

See the [SSP Group Sustainability Report 2024](#) for detailed information on our global Sustainability Strategy and performance at: [foodtravelexperts.com/sustainability](https://www.ssp.com/foodtravelexperts.com/sustainability)

2024 at a glance

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



Product

31% of meals offered by own brands are plant-based or vegetarian

2025 target: >30%

100% of own brand hot beverages are certified

against independent standards, such as Rainforest Alliance

2025 target: 100%

99% of eggs for our own brands come from cage-free sources

2025 target: 100%

Planet

12% reduction in Scope 2 greenhouse gas emissions, from our 2019 base year

2032 target: 60% | 2040 target: 90%

94% of own brand packaging is reusable, recyclable or compostable

2025 target: 100%

445 tonnes of surplus food redistributed and diverted from landfill

People

50% of senior leadership roles held by women

2025 target: 40%

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

2025 target: 100%

c.£400,000 invested in community programmes



Product

Serving our customers responsibly

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

2024 highlights

- We sold more than 12,000 of our Upper Crust limited-edition plant-based festive baguette in two months
- We have introduced low carbon labelling to our Soul + Grain brand
- We have agreed a major deal with a farm in Suffolk to provide us with cage-free eggs for use across our brands



In this chapter

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

Our material issues

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

SDG alignment



Commitment 1

Increasing healthy and sustainable choices

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

Vegetarian and plant-based options

By the end of 2024, 31% of our own brand meal options were plant-based or vegetarian (exceeding the Group target of 30%). In addition, non-dairy milk alternatives were available at all coffee-serving units.

We use our culinary expertise to ensure that our plant-based and vegetarian dishes don't compromise on taste, and appeal to a wide range of our discerning travelling customers. Our brilliant chefs have continued to showcase their skills here. Our plant-based festive Upper Crust baguette (with beetroot and roasted mushroom) was a great example – this dish hits all the key flavours of the season while providing customers with a naturally plant-based alternative at an indulgent time of year. It proved popular with customers, making up 37% of the sales volume of our Upper Crust festive baguettes range, with more than 12,000 baguettes sold in two months.

Healthier options

Taking a test-and-learn approach, in 2024 we set new health targets for own brands, Whiskey Bread, the Fallow and Tap & Brew, at Dublin Airport in collaboration with our client, daa.

31% of meals offered by our own brands are plant-based or vegetarian

These targets aim to increase the number of dishes on our menus that are high in fibre or contain at least two servings of fruit or vegetables, laying the groundwork for future additional health targets across our business.

We're pleased to announce that in August of 2024 we attained Origin Green verification for our sustainability plan in Dublin, of which these health targets were a part. [Origin Green](#) is Ireland's food and drink sustainability programme, operating on a national scale, uniting government, the private sector and the full supply chain from farmers to food producers and right through to the foodservice and retail sectors.

Marketing responsibly

We recognise the importance of ensuring our marketing communications are transparent, truthful, ethical and legal. In 2024, the Group launched new Responsible Marketing Principles, providing a global framework for our business. These principles cover key requirements including marketing to children and teens, and health and green claims. They are supported by detailed internal guidelines, checklists, and approval and compliance procedures.

By the end of 2024, all SSP UK&I colleagues in relevant roles had completed the training.

Customer-facing carbon labelling

We anticipate the greatest benefits from recipe-level carbon footprinting to come from how we use these insights to design our dishes and menus (see page 13). However, in 2024, we started to use carbon labelling to help customers make more informed choices about the sustainability of their food.

We started with our Soul + Grain brand, of which we have five units across rail and air. From July 2024, we rolled out low and very low carbon labelling on the 48% of the product range that was eligible. We're now conducting research to understand the impact on customer behaviour and perception, which will inform our plans for carbon labelling in the future.





Commitment 2 Sourcing sustainably

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

We have been working alongside our suppliers – forging new partnerships and nurturing existing ones – to establish strong sustainability credentials throughout our supply chain.

Underpinning our sustainable sourcing efforts are two defined policies. Our **Environment, Sourcing and Farm Animal Welfare Policy**, which we expect all SSP colleagues to uphold, sets out our approach to protecting our environment, sourcing our ingredients and products responsibly and sustainably, and supporting animal welfare.

Our **Supplier Code of Conduct** (Supplier Code) sets out the minimum standards we expect our contracted suppliers to adhere to, covering human rights, product quality, food safety, environmental sustainability, farm animal welfare, and business integrity.

Sourcing certified ingredients

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


These certifications, such as Fairtrade, Rainforest Alliance and Roundtable for Sustainable Palm Oil, provide assurance to our procurement teams, clients and customers that our ingredients are sourced in accordance with environmental, social and labour standards.

Since 2023, 100% of our hot beverages (coffee, tea and hot chocolate) for our own brands have come from certified sustainable farms. In addition, 100% of fish and seafood for our own brands are sourced from certified sustainable fisheries.

We remain committed to sourcing ingredients produced domestically in the UK and Ireland for our own brands, wherever possible, including beef burgers, cage-free eggs, Cheddar cheese and Cumberland sausages, as well as seasonal salad items. In 2024, we opened high-end eateries Sable & Co Bar and Kitchen and The Vinery, each showcasing the best of British ingredients and suppliers.

100% of hot beverages for our own brands come from sources certified against recognised sustainability standards

100% contracted suppliers have signed up to our Supplier Code of Conduct or provided their own of equal or better standard

 Download **SSP Group policies** from our website at: foodtravelexperts.com/who-we-are/policies-and-statements/

Supplier spotlights

Strong partnerships with our suppliers are essential to delivery of our strategy. These are just a few of our partners with whom we're collaborating to move forwards on sustainability.

"It's always rewarding to have a customer such as SSP – it's so motivating to work with a team that has a real appetite for collaboration. They ask about specific sustainability challenges because they're genuinely interested in and committed to driving change. Crucially, they are really open to sharing both sustainability successes and blockers – as we can achieve more by working together."

Julie Owst,
Head of Sustainability,
Bidfood

Simply Lunch

Simply Lunch are a family-run supplier based in South London, who supply us with sandwiches, salads and wraps for our AMT brand.

Ambitious about the sustainability of their own supply, Simply Lunch are working with **Wildfarmed** to introduce regeneratively farmed flour into their products. Regenerative practices can improve soil health and biodiversity on farmland. Farmers that are part of the programme adhere to a set of standards including introducing companion crops and cover crops, integrating livestock, and no pesticides.

Wildfarmed also supports farmers through premium prices and expertise to facilitate their transition from chemical-based systems to regenerative, biological-based systems.



Bidfood

Bidfood are one of our major distributors, and they are making strides towards their vision of becoming a positive force for change in the wholesale industry. They have been recognised for their progress by the Federation of Wholesale Distributors Gold Medal Awards, where they won the 2024 Sustainable Wholesaler award.

One key initiative underway is to provide carbon footprint data for their entire range, through a partnership with Carbon Cloud. This will enable SSP to consider this in purchasing decisions in a more sophisticated way.



Gusbourne

Gusbourne are a boutique winery in Kent that produce award-winning wines. They supply our premium bars, including The Vinery at Heathrow.

As a founding member of Sustainable Wines of Great Britain and a Gold Accredited member, Gusbourne are committed to environmental stewardship.

Their grapes are grown using regenerative agriculture methods to reduce impact and support biodiversity. They have over 40 types of cover crops planted; practice a 'no till' soil management approach; and introduce sheep during the winter to further support soil health. Gusbourne have also achieved a remarkable 72% reduction in water usage during the 2023 harvest compared to 2022, and now run the winery on energy from 99% renewable sources.



Commitment 3

Supporting animal welfare



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

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

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

Committed to chicken welfare

We support actions that improve the welfare of chickens and have a target to source 100% cage-free eggs globally for all our own brands by 2025. By the end of 2024, we achieved a 13% percentage point increase compared to 2023, reaching 99% of eggs from cage-free sources.

Avian flu has made sourcing cage-free eggs in the UK more challenging over the last couple of years. In 2024, we therefore agreed a major direct deal with a farm in Suffolk – after conducting an independent farm-level audit to verify safety and welfare practices.


Many of our brand partners have also set their own cage-free egg commitments, including M&S, Starbucks and Burger King. By the end of 2024 100% of eggs for our franchises were from cage-free sources.

We have committed to the Better Chicken Commitment (BCC), a multi-stakeholder pledge that aims to improve the conditions of broiler chickens (chickens bred and raised specifically for meat production). The BCC outlines key welfare criteria on areas such as transitioning to breeds with better welfare outcomes, increasing living space and using more humane stunning methods.

We have a target for 100% of the chicken procured for our own brands in our European and UK&I regions to align with the BCC welfare criteria by 2026, in line with the BCC timeline.

While progress is being made on some of the welfare criteria, the wider chicken industry is facing significant challenges in aligning with some criteria.

To drive greater transparency, as of 2024, we are reporting progress against each of the individual BCC welfare criteria at SSP Group level. Previously, we reported only on BCC alignment as a whole. We remain committed to collaborating with our suppliers and industry peers to achieve full alignment with BCC criteria.

 Read our [full performance against BCC criteria](#) in our Group Sustainability Data Book 2024.

99% of eggs sourced for our own brands are from cage-free sources

“Agreeing a direct supplier relationship with our egg farm in Suffolk was a key step forward for us. Not only has it helped to assure our supply of cage-free eggs, it also allows us to build meaningful relationships with more of our suppliers, and supports smaller British farmers through local sourcing.”

Adam Thompson,
Purchasing Manager, SSP UK&I

Planet

Protecting our environment

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

2024 highlights

- C.15% reduction in the carbon footprint of food sold through our Soul + Grain brand through recipe and range evolution
- C.8.5 million pieces of plastic removed through our transition to plastic-free hot beverage lids in our own brands
- 1 million bags of food saved from the bin through our Too Good To Go partnership (since launch)



In this chapter

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

Our material issues

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

SDG alignment



Commitment 4

Reducing our climate impact

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

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

In 2023, the SSP Group's net-zero targets were verified by the Science Based Targets initiative (SBTi)². These targets are designed to address emissions across our value chain, guiding our efforts to reach net-zero by 2040.

They include:

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



Our net zero transition plan

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

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

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

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

Reducing emissions through operational efficiencies

For own operations, the majority of our footprint relates to Scope 2 emissions associated with our energy use. By the end of 2024, we achieved a 12% reduction from our 2019 base year.

To drive further reductions, we are optimising the design, equipment and operation of our units for better energy efficiency. Investments in cloud-based energy meters – known as automated meter readers (AMRs) – and building management systems (BMS) are providing greater visibility and control over

consumption data and patterns, driving informed decisions to enhance energy performance. By the end of 2024, 454 AMRs were in use across our UK operations, along with 334 BMS or pieces of remotely controlled HVAC equipment.

We continue to look for new and innovative ways to go further. For example, we are trialling an AI tool which analyses unit-level energy consumption versus expectations based on historical and contextual data, and then automatically suggests opportunities for reduction to staff. The initial trial in 15 units showed promising results, so we're now extending it to a further 100 units.

We are also investing in equipment upgrades to improve energy efficiency – driving a reduction in both like-for-like emissions and cost. Over the last two years, we have upgraded refrigeration units and heating ventilation and air conditioning (HVAC) systems.

We've also introduced Vortex technology to hundreds of chillers in our franchise retail units to optimise refrigeration efficiency and energy consumption. This change can save c.12% of the energy consumed by the chillers.

While we've seen an overall increase in Scope 1 emissions, these were primarily driven by data improvements in relation to fluorinated gases. We have achieved significant reductions in Scope 1 emissions associated with use of natural gas and from our small fleet of company vehicles of 47% and 55% respectively from our 2019 base year.

² SBTi-approved targets are those that meet the SBTi Net-Zero Standard, which ensures the targets are credible, transparent and consistent.

A recipe for net zero

The vast majority of our value chain Scope 3 emissions relate to the food and drink we purchase for resale.

The best lever we have for reducing food-related emissions for our own brands is by adapting our recipes and menu offerings. This includes increasing our range of plant-based options, shifting towards lower-impact alternatives like chicken instead of beef, and changing the proportions of high vs low impact ingredients in a dish.

To support our approach, we partnered with Klimato in 2023 to help calculate, communicate and reduce the climate impact of our food using a data-driven, science-based approach.

The Klimato platform calculates the carbon footprint of recipes, including absolute CO₂e emissions and an intensity rating (A-E) for a 400g meal. It also measures water use, nutrient pollution and land use, and provides calorie and nutritional information. In this way, we gain a comprehensive view of a dish's environmental and health impact.

In 2024, we analysed the vast majority of our own brand recipes – over 1,300. We have integrated the data into our commercial dashboard, enabling us to track carbon ratings alongside other product KPIs, and Klimato assessments are also a core part of new product and menu development.

We are using the insights to identify opportunities to adjust recipes or redesign menus to reduce emissions.

For example, we refined our Soul + Grain range in 2024, achieving an 11% reduction in the carbon footprint of the menu offer, compared to the previous menu, with 48% of dishes rated low- or very-low-carbon. This has translated to a c.15% reduction in the carbon footprint of food sold, while maintaining profitability. Customers are also responding well, with a c.10% increase in sales in the first seven weeks since the new range was introduced.

We took a similar approach for our autumn 2024 full menu refresh across 13 casual dining bars. The new menu offer had a c.20% lower CO₂e impact on average compared to our previous menu offer and featured c.39% low- or very-low-carbon dishes.

Our SSP UK&I Food & Beverage Director, Jim Norris, has been instrumental in driving these changes and his efforts were recognised with the Sustainability Award at the 2024 Menu Innovation and Development Awards (MIDAS).

Encouraging lower impact choices

In addition to introducing explicit carbon labels in our Soul + Grain brand (see page 7), we are exploring other methods to encourage climate-smart choices, such as menu design and descriptors.

In a small-scale trial, we found that changing the 'featured' dishes on the menu at our casual dining bars led to c.30% shift in sales volume from high-carbon to low- and medium-carbon options.

Brand partner strategies and collaborations

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

For example, our largest brand partner in SSP UK&I, M&S are working with their farmers to tackle emissions associated with livestock farming through their Farm of the Future programme. This strategic partnership with Harper Adams is working with seven M&S Select farms in six key production sectors to identify, cost and implement on-farm activities with potential to deliver commercially sustainable farming systems; decarbonise production; support biodiversity; and identify where wholesale system change is required and viable.

In addition, our Burger King units offer a range of meat-free options, including one product that has been certified by the Vegan Society. In 2024, we continued the rollout of digital ordering kiosks. We are actively collaborating with our kiosk provider to pilot AI functionality, enabling personalised menu recommendations for customers, including plant-based or other more sustainable options.

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

“SSP have achieved great results through calculating, communicating, and reporting their carbon emissions. Not only have they dug deep into the data provided on food emissions, they have also re-worked their recipes and menus to successfully reduce their emissions across their array of brands and sites. We take pride in working with SSP Group to help them reduce their emissions from food, leading the way in the travel industry.”

Anton Unger,
CEO,
Klimato



Our Soul + Grain Roasted Salmon and Bean Hot Box, which has a Klimato rating of B (low-carbon).

Commitment 5

Transitioning to sustainable packaging



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

Recyclable and compostable packaging

By the end of 2024, 94% of our own brand packaging volume were reusable, recyclable or compostable.

We collaborate with clients to ensure our packaging aligns with their waste management facilities. At Dublin Airport, for example, we introduced compostable packaging, wherever possible, after our client contracted a specialist waste management company to collect and process compostable waste. In our large food hall, The Mezz, all packaging is compostable, excluding stickers.

Eliminating single-use plastic

By the end of 2024, 94% of our own brand packaging volume was free of unnecessary single-use plastic.

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

After successful trials in 2023, in 2024 we replaced nearly all hard-to-recycle polystyrene hot beverage lids across our own brands with plastic-free bagasse alternatives. This change eliminates around 8.5 million plastic lids each year.

Shifting our plastic consumption from virgin to recycled materials

Where it is particularly difficult to eliminate plastic, we are focusing our efforts on shifting the mix away from virgin and towards recycled plastic.

A critical enabler of this is gaining detailed visibility of our virgin plastic consumption. We've worked with our major packaging supplier, Bunzl Catering Supplies, to conduct a detailed assessment of our plastic footprint associated with our purchases, including packaging and other items such as gloves, cloths and bin bags.

The assessment revealed that, in 2024, 41% of our purchases by weight contain plastic (-4% compared to 2023). Of this, 27% is made from recycled plastic (+7% compared to 2023).

Using these insights, we are now trialling swaps for the biggest virgin plastic drivers, e.g. bin bags with a higher percentage of recycled material.

94% packaging for our own brand packaging is free of unnecessary single-use plastic

27% of plastic in purchases from our major packaging supplier is recycled



Our new plastic-free bagasse lids in action at AMT. These are now in use across all of our own brands.

8.5 million pieces of plastic removed by swapping to plastic-free hot beverage lids

Commitment 6

Reducing food waste

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

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

In 2024, we committed to WRAP's Food Waste Reduction Roadmap³, demonstrating our commitment to contributing to UN SDG 12.3 to halve food waste by 2030.

Prioritising prevention

Our top priority is preventing food waste from occurring in the first place.

We continue to minimise production of surplus food through refining our purchasing and production patterns. In 2024, we encouraged head chefs to complete WRAP's **Cost Saving Skills Course: Guardians of Grub**, to further hone their waste prevention skills.

Surplus food redistribution

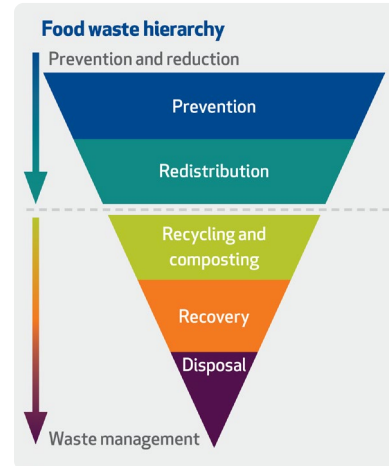
We focus on redistributing edible surplus food via food saving apps, discounts to airport or rail staff working at the site, and donations to charities and local communities.

In September 2024, we reached a significant milestone in UK&I, with one million Surprise Bags of food saved from waste through our partnership with Too Good To Go. This is the equivalent of avoiding the CO2e emissions associated with flying from London to New York c.2,000 times.

Our partnership with Too Good To Go covers c.450 of our outlets, including both franchise and owned brands.

To help reduce surplus food waste further, in 2024, we ran a successful pilot with Olio and our client Network Rail at select own and franchise brand units in London Waterloo station. We donated more than 1.3 tonnes of surplus food over 12 weeks. We plan to expand this programme in 2025 to more than 90 additional units across the UK.

445 tonnes of food saved via redistribution partners



Meredith Ford, Head of Sustainability UK&I (right) and Sarah John, Group Corporate Affairs Director (middle) supporting a surplus food donation with a member of our stores team

“SSP’s dedication to reducing food waste and embracing innovation is exciting, and we look forward to continuing to grow and evolve our partnership in the future”

Sophie Trueman,
Country Director UK & Ireland,
Too Good To Go

³ For more information, visit: www.wrap.ngo/taking-action/food-drink/initiatives/food-waste-reduction-roadmap.

Working in Partnership

Effective collaboration is absolutely central to our approach across all pillars of the plan. Sustainability is a whole-industry challenge, and we know that we will make progress faster if we work together. You'll see the importance of collaboration throughout this report, but a few highlights from our partnership approach as applied to preventing food waste are described here.

Highlights from our collaboration to prevent food waste

Engaging London Gatwick employees with Too Good To Go

While our priority is to prevent food waste from occurring in the first place, there will always be some stock left over at the end of the day. Too Good To Go (the social impact company behind the world's largest marketplace for surplus food) enables us to reduce waste by selling food at a reduced price near the end of the day.

Reducing waste is also a priority for London Gatwick, so when they engaged us on the topic, together we set out to boost uptake of Too Good To Go. We found the biggest opportunity to be amongst airport staff, for whom Too Good To Go represents a great way to try food at the airport at a reduced price.

We co-created digital communications for staff to advertise the offer; held a two-day 'roadshow' at the airport; and ran a competition for staff to win prizes for saving a Surprise Bag.

This drove an 8% increase in weekly bags saved from SSP units at London Gatwick, which would roll up to more than half a tonne of additional food saved from going to waste each year. We're now scaling this approach to other airports.



Donating surplus food with Network Rail

In 2024, Network Rail approached us to explore a partnership with Olio to save surplus food at the end of the day from going in the bin.

Together, we launched a pilot in London Waterloo. At the end of each day, SSP colleagues gave Olio volunteers unsold food that was close to its expiry date. Volunteers listed this food on the Olio app, and members of the community were able to collect it free of charge.

The pilot was a success - during its 12 weeks, we saved more than 1.3 tonnes of food, feeding over 100 households. Our teams also responded very positively to the initiative - no one likes throwing food in the bin, whether that's at home or at work.

Having proved the case for this initiative, in 2025 we are rolling out Olio to 34 stations across the UK, going beyond the 17 managed by Network Rail. Network Rail is now also engaging their other food and beverage providers to join the scheme.



People

Supporting our colleagues and communities

People are central to our business, and we are committed to making SSP the highlight of our colleagues' career journey. We achieve this by fostering a diverse, inclusive, and safe workplace that promotes colleague development, respects human rights, and supports the communities where we operate.

2024 highlights

- Year-on-year improvement in participation and score in our colleague survey
- Delivery of six employee networks to represent our diverse communities
- Implementation of a digital allergen platform, improving accessibility for colleagues and customers



In this chapter

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

Our material issues

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

SDG alignment



Commitment 7

Promoting diversity, equity and inclusion



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

Delivering a positive people experience

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

In 2024, we conducted a Global Colleague Survey with Gallup, a leader in workforce engagement. In UK&I, we were proud to have an 86% participation rate and an overall engagement score of 4.02 out of 5.00. We improved year-on-year on a variety of metrics, including employee perception of SSP's impact on people and the planet. We also saw equal engagement scores between genders.

A key point of our engagement approach is to ensure we make every manager accountable through detailed action planning. As part of this, in 2024 we successfully piloted an 'in-flight listening' programme through which we create a safe space for peer-to-peer feedback and action within teams.

We also introduced extended family-friendly leave for our operational colleagues, alongside new neonatal and miscarriage leave policies to support our colleagues at times when they need it the most.

50% of senior leadership roles are held by women

Creating a workplace where everyone belongs

We are proud to be a diverse company, with c.8,200 colleagues in SSP UK&I, spanning a wide array of different backgrounds, age groups, ethnicities and orientations, with 51% being women.

In 2024, we formalised our approach to diversity, equity and inclusion (DE&I) with our 'Belong at SSP' strategy. Our formalised colleague-led networks provide a space to learn and share experiences. We have six such networks in SSP UK&I, including our new SOAR (Support, Optimism, Acceptance and Resilience) network dedicated to celebrating and supporting neurodiversity and disability.

In 2024, we also created an opt-in ethnic diversity self-identification survey, called 'Count Me In'. We plan to pilot this initiative in 2025, with the goal of the Group using it as a blueprint for broader implementation across the global business, where legally permissible.

Since joining cross-industry group WiHTL (Welcome to all in Hospitality Travel and Leisure) in 2022, 24 Group and UK&I colleagues have joined WiHTL's programmes, with eight graduating from the Ethnic Future Leaders Programme in 2024. Our UK&I CEO, Kari Daniels, joined WiHTL's Advisory Board in 2023 and was named in the 2024 Women to Watch Index. As a business, we also benchmark in the top 50 of the WiHTL Equity, Diversity and Inclusion Maturity Curve framework, allowing us to gain a greater understanding of our diversity and inclusion progress within the sectors in which we operate.

We have achieved gender balance in UK&I senior leadership and, in 2024, Kari Daniels signed the LEAD

Network CEO Pledge to increase representation of women at director level⁴ by 5% over the next three years.

We are proud to partner with Ignite Youth to engage disadvantaged and marginalised young people, as well as Ambitious about Autism. In 2024, we hired 11 colleagues through Only a Pavement Away – an organisation that connects people experiencing homelessness to hospitality jobs.

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.

⁴ Director level refers to the top two levels of leadership in our UK&I business.

Commitment 8

Protecting safety and wellbeing



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

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

Our **Global Safety Policy** outlines our global minimum safety standards, and we have clear accountability and responsibilities at all levels of the business. This approach is supported by our C.A.R.E. principles.

Applying high standards of food safety

We are committed to maintaining the highest food safety standards and our global compliance framework is aligned with the internationally-recognised Hazard Analysis and Critical Control Point management system for food safety.

Our primary focus includes preventing foodborne illnesses and managing allergens effectively.

Across all our units in the UK, we have implemented a digital platform to provide up-to-date allergen information, all of which is validated by qualified food safety experts. Allergen information is accessible to both our colleagues and customers by scanning a QR code. This not only enhances accuracy and accessibility for customers, but also streamlines our operations, ensuring a safer and more efficient dining experience for everyone involved.

In partnership with our clients, we have also enhanced our pest management processes, and have developed an online pest training module with our partners, City Pest Control, for all operations staff.

Safeguarding our people

We are focused on addressing the most significant safety risks that lead to workplace accidents. Our retail locations also present a heightened risk of physical violence against our team members.

Following a serious incident in 2023, we initiated a trial of bodycams at seven locations in the UK in 2024. The trial included training for colleagues in de-escalation techniques and the introduction of in-store signage to deter aggressive behaviour. We will assess the outcomes and consider expanding the initiative to additional high-risk sites in the future.

Our approach extends beyond the physical safety of our colleagues, by also encompassing their overall wellbeing. Our employee assistance programmes provide our colleagues with a range of wellbeing services and resources, including our partnerships with Salary Finance and the Retail Trust for financial planning, budgeting and debt management.

In 2024, we introduced Help@Hand for all UK colleagues (and their family) to access free digital GPs along with other services, such as counselling and physiotherapy. In Ireland, we partner with Irish Life's Digital Doctor service for unlimited GP consultations for employees.



Commitment 9

Respecting human rights



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

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

Our efforts are underpinned by a **Human Rights Policy** and our **Supplier Code**, which define our expectations for our suppliers, including for human rights.

To make our policy commitments a reality, our **Colleague Code of Conduct** outlines the responsibilities of all our colleagues. It also details the steps for raising concerns about potential human rights breaches through our confidential Speak Up channels.

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

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

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

Due diligence in our supply chain

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

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

Our risk assessments have identified seven high-risk contracted suppliers and we have completed due diligence reviews on them all, including three in 2024.

We found no major non-conformance issues relating to child labour or modern slavery. There were some minor non-conformances identified, and the suppliers' corrective actions were implemented and in the agreed timescale.

 Download our **Modern Slavery Statement** from our website.

Case study

Joining forces with Slave-Free Alliance

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

As members, we benefit from SFA's specialist resources, support and growing network of like-minded companies. SFA conducted a Group-wide gap analysis of our approach to human rights and labour exploitation. This included reviewing documents, interviewing senior leaders and managers, testing and challenging our assumptions and providing practical recommendations.

We are now developing an action plan for implementation in 2025 with SFA's support.

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

Rachel Hartley,
Consultancy Director, Slave-Free Alliance

Commitment 10

Supporting our communities



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

In 2024, SSP UK&I continued to fundraise for the SSP Foundation, an independent UK registered charity with the goal of combatting food poverty. SSP UK&I also supported Macmillan Cancer Support and the Irish Cancer Society.

Helping alleviate food poverty through the SSP Foundation

In 2024, the SSP Foundation fundraised over £260,000 through a charity gala and auction to support FareShare, the UK's largest charity fighting hunger, and Trussell, the UK's largest network of food banks. The donation will fund an additional lorry for FareShare to facilitate the distribution of millions of meals each year. This builds on the Foundation's grant for a new lorry in 2022.

In addition, the donation will help fund Trussell's Help through Hardship helpline, which connects people to advisors who can try to maximise people's income by helping them access all the benefits they're eligible for.

£127,000 fundraised for Macmillan Cancer Support

Supporting community causes

In the UK, we have supported Macmillan Cancer Support since 2018, raising over £1.2 million in that time. In 2024, we raised £127,000 through in-store collection jars and fundraising. A key contributor to this was our SSP-led 'Round the World' challenge, where our colleagues walked, swam, cycled and ran over 32,000 miles.

In the UK, as part of our annual Christmas giveaway, our SSP Foundation also donated £1,000 grants to 100 charities nominated by our colleagues.

Finally, in Ireland, throughout 2024 we fundraised for the Irish Cancer Society, raising c. €5,000.

“With the £135,000 raised by the SSP Foundation, we’re unlocking life-changing support for nearly 900 individuals. This is projected to generate a collective income boost of over £625,000. It will allow the helpline to keep providing people on the lowest incomes with advice and support now and in the future, making it less likely for someone to need a food bank again.”

Edlira Alku,
Senior Manager Financial Inclusion (Helpline Services),
Trussell



Governance

Upholding high standards

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

2024 highlights

- Establishing our Sustainability Steering Committee
- Building sustainability into the objectives of our UK&I Executive Committee
- Extending sustainability training to colleagues in non-sustainability functions



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

OUR VALUES



In this chapter

- Sustainability governance and management
- Our 2024 partners

Our material issues

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

SDG alignment



Sustainability governance and management

Ensuring accountability

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

Key members of our SSP UK&I Executive Committee now have specific sustainability objectives, ensuring accountability at the most senior level.

We appointed a dedicated Head of Sustainability at the end of 2023, and in 2024, we established our UK&I Sustainability Steering Committee to govern and drive progress. Purchasing, marketing, operational, culinary and commercial functions are represented, enabling effective cross-functional working.

This approach balances specialist sustainability knowledge with clear responsibilities to further embed sustainability into everyday decision-making.

Building our expertise

We provide our colleagues with training and resources to help deliver our Sustainability Strategy. Our managers in key roles have completed two CPD-certified net-zero e-learning modules. We are now working with WRAP for our chefs to undergo their **Cost Saving Skills Course: Guardians of Grub** training on food waste prevention.

In 2024, we have partnered with a specialist consultancy to conduct regular ESG regulatory horizon scanning. This will help provide an 'early warning' system to better integrate preparations into our strategic plans and processes.

Understanding what matters most to our stakeholders

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

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

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



SSP UK&I's Executive Committee

Find out about the Group's governance, policies, stakeholder engagement, materiality and business ethics and standards in our SSP Group **Sustainability Report 2024** on pages 52-59.

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

Our 2024 partners

We operate at an intersection of the travel, hospitality and food sectors, which face a wide range of sustainability challenges that cannot be addressed in isolation.

We are in a unique position to be able to bring our different stakeholders together to catalyse action and work in partnership to deliver a shared vision for a sustainable food travel sector.

Working in partnership

Partnerships are at the heart of our business model and we are members of, and work with, a range of different industry groups and organisations, as shown opposite.

These include formal memberships of multi-stakeholder groups that bring specialist expertise to support our efforts on key issues, such as the Future Food Movement and Slave-Free Alliance. As well as strategic partners that we work with on key initiatives, such as Klimato and Too Good To Go, we have also signed up to industry pledges or commitments, including the WRAP Food Waste Reduction Roadmap.

See the [SSP Group Sustainability Report 2024](#) for detailed information on how we work with our value chain at foodtravelexperts.com/sustainability

Multi-stakeholder groups



Strategic partners



Key pledges and commitments





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