

Diversity, Equity and Inclusion at SSP

Introduction

This Group policy is designed to help implement the commitment of SSP in diversity, equity and inclusion.

At SSP we have great people from all over the world as part of our 'One Team'. We are an organisation of over 20,000 employees working in over 35 countries and six continents.

We speak over 50 languages and local dialects, represent multiple nationalities, diverse cultures, religions and backgrounds. Every individual is unique and this diversity in gender, race, belief, sexual orientation and experience makes us who we are. We are business built from these diverse local and national differences.

SSP is committed to encouraging diversity, equity and inclusion among our workforce, our partners and across the communities in which we serve, eliminating unlawful discrimination. We aspire to creating a diverse equitable and inclusive culture where everyone can feel safe, welcome and fulfil their potential.

Definitions

We outline Diversity, Equity and Inclusion (DE&I) as this:

- For SSP, diversity refers to the existence different characteristics in our teams in markets and across the world. These characteristics could be everything that makes us unique, such as our cognitive skills and personality traits, along with the things that shape our identity (e.g. race, age, gender, disability, religion, sexual orientation, cultural background).
- Equity to SSP means treating people in ways that make sure they are not unfairly prevented from accessing resources and opportunities nor that others have an unfair advantage. It is often about giving people fair access to what they need.
- Having an inclusive SSP culture means being proactive and often curious and vocal to make sure people of different backgrounds, experiences and identities feel welcomed, treated with respect and dignity and fully able to participate. It is not only about creating a diverse environment but also about ensuring a culture exists where individuals can be their full selves.

Link to Business Strategy, People Plan and our Values

Our approach to DE&I aligns with the SSP Group plc business strategy and our ambition of being 'A Great Place to Work where **everyone** can fulfil their potential'.

DE&I is acknowledged as a key enabler for us to continue to be relevant to our colleagues, customers and markets, and to reflect the communities in which we serve and is therefore core to our current People Plan.

It also purposefully aligns to our Values, particularly "We All Make a Difference" and "We are One Team" and includes promoting the success of SSP Group plc for the benefit of it's colleagues, communities, shareholders as a whole and having full regard to the interests of other stakeholders.

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Policy Intent

This Policy therefore acts as an outline and a statement of intent about how we will achieve success on this agenda, creating the framework for local and national and regional good practice, and it is intended to complement all applicable guidance, regulation and legislation.

This Policy is strategic in nature and will set the framework for the agenda over the coming 3-5 years. It will be delivered in-line with local legislation, regulation and accepted good practice for the specific market and region.

We recognise that organisations are living things and that the work therefore will be constant, ongoing and evolving to meeting the changing needs and responsibilities of the business and its stakeholders. It is intended that this policy sets out a direction of travel and ambition over an extended timeframe, with focus being prioritised against key areas. This is acknowledgement that we are a global and diverse business operating in different markets with different start points. It is not a reflection on our ambition.

Scope

The Diversity, Equity & Inclusion Policy is applicable to people directly employed by an SSP group company. We also encourage our partners to follow the guidance outlined in this policy.

Policy statement

SSP believes that, with the right skillsets and a breadth of perspectives present, it is more likely to make the best decisions and maximise opportunities for the Group's success.

To ensure SSP strengthens its focus on D&I and the leadership of SSP building commitment to:

- a. Ensuring that any review of the structure, size and composition of teams takes into consideration all attributes for what makes a great team, including its skills, knowledge, independence, experience and diversity and takes steps to make reasonable adjustments as necessary;
- b. Overseeing the development of a diverse pipeline for succession at senior level, taking into account the challenges and opportunities facing the Group;
- c. Recruiting people from a range of backgrounds at all levels, giving us access to a wide variety of viewpoints and perspectives that will contribute to the continued success of our business, by:
 - i. using open advertising or the services of external advisers to facilitate the search;
 - ii. considering the full range of diversity candidates as part of the recruitment process; and
 - iii. considering candidates on merit and against objective criteria and with due regard for the benefits of diversity.
- iv. Taking proactive action on any of the above and amending procedures where this falls short.
- d. Proactively reviewing and adapting our policies and procedures to ensure workforce diversity and equal opportunities for all in our employment, whether temporary, part-time or full-time;
- e. Ensuring fair and equitable access to all colleague services such as training and making reasonable adjustments where necessary;
- f. Raising the awareness and understanding across our leadership, managers and wider teams on an ongoing basis to increase cultural diversity awareness, understanding and skill;
- g. Ensuring all colleagues have a safe and confidential means of raising concerns and that each business has a safe and fair means of understanding and investigating concerns raised;
- h. Within the strategic timeframe, working to find ways of understanding the make-up of our workforce, within the guidance of both national and international law to and only to ensure that our policy is effective and to improve and learn as we go forward.

We believe this policy is everyone's responsibility across SSP. We all have a role to play. Our leaders are accountable to role model behaviours and take action to create and maintain an inclusive working environment to drive retention and productivity. All our employees have a role in living our Values in their day-to-day work and their dealings with other colleagues, partners and customers. If we all encourage our colleagues to share their experiences to build understanding and empathy about these differences, it will bring us closer together as a team and share in our business's success.