



Global Safety Policy

Welcome

to our Global Safety Policy

About SSP

We are the food travel experts. We design, create and operate restaurants, bars, cafés, lounges and retail outlets in locations around the world where people are on the move.

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

It is this purpose that drives our strategy, culture and 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. These cater to a variety of customer needs – from well-known grab 'n' go sandwich shops and cafés to casual dining restaurants and bespoke high-end concepts.

About this policy and who it applies to

This is a global safety policy for SSP Group effective from Sept 2026. This replaces all previous versions of this policy.

The Group Safety Policy sets the overarching framework for how safety is governed, prioritised and monitored across SSP, providing clarity for stakeholders, investors and colleagues on our global approach to managing food and people safety. While it guides consistency of intent and standards, each country maintains its own legally compliant local safety policy; this ensures the Group Policy acts as a unifying reference point while allowing markets the flexibility to meet their specific legislative and operational needs.

This policy applies to:

- All employees, directors and officers of SSP Group plc
- Any direct or indirect subsidiary of SSP Group plc

Where we have an interest in a joint venture, subsidiary or other entity and do not have the ability to mandate adoption of this policy, we will seek to use our influence to encourage the adoption of, or adherence to, this policy or an equivalent policy, and promote conduct that is consistent with its principles.

This policy will be applied in accordance with applicable local laws, regulations and contractual obligations.

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References to "SSP Group", "SSP", "we", "us" or "our" means SSP Group plc and all of its subsidiaries.



Board of Directors Statement



"At SSP, the safety and wellbeing of our colleagues and customers sit at the heart of who we are. As a Board, we are fully committed to creating a safe, secure and responsible environment across every part of our business, and to ensuring we consistently deliver safe, trusted food to the millions of customers we serve each day.

Safety is a shared responsibility, and we expect every colleague to have the right resources, training and support to work confidently and free from harm. This Policy reflects our commitment to strong, consistent safety standards and to a proactive approach in identifying and managing risk.

We recognise that safety is not simply a set of rules, it is a core part of our culture. The Board ensures that safety remains a standing priority at every level of the organisation, and we actively review performance, progress and areas for challenge at each Board meeting. We expect our leaders and teams to do the same: to speak up, to question, and to continually look for ways to strengthen how we work.

Our commitment is clear: we care deeply about the people who work with us and the customers who rely on us. Together we continue to build a safer, stronger SSP."

Andrew Martin
Chair



Our policy purpose



SSP is committed to protecting the safety of our people, food and business. The purpose of this Global Safety Policy is to outline our unified and standardised framework that promotes a culture of safety, health, and well-being across our global operations.

Operating in nearly 40 countries, SSP Group specialises in creating and operating food and drink outlets in travel locations worldwide. With circa 49,000 colleagues, we operate over 3,000 units across circa 575 locations.

We aim to protect our colleagues, clients, contractors, visitors, and customers by proactively identifying and managing risks, and fostering safe behaviours. Protecting everyone who engages with our business is not only a legal and ethical duty, its essential to creating safe, welcoming spaces that reflect our values.

As a food-focused business, we place food safety and hygiene at the centre of our operations, working every day to earn and retain customer trust. From sourcing ingredients to front-line service, our safety culture underpins every decision we make, enabling operational excellence across all our brands and locations.

At SSP, we believe that:

- Leadership drives our safety culture – prioritising safety and modelling safe behaviours.
- Consistency builds trust – applying standards across all locations strengthens safety.
- Everyone has a role - embodying safe practices, that we can recognise and celebrate.
- All voices matter - encouraging open communication and speaking up.
- Transparency drives improvement – open reporting and honest dialogue strengthens us.
- Data informs action – utilising analytical insights and lessons learned guides smarter decisions.
- Using risk management to protect - understanding our risks protects our people, food and business.
- Collaboration enhances outcomes – working together leads to safer environments.

See **Additional Resources** for details of related policies, standards, procedures and guidance to support effective policy implementation.



“As the Group CEO of SSP, I expect my Group Executive Committee and every member of our senior leadership teams to take ownership of safety adherence, to set clear expectations, and to lead by example. Our purpose is to be the best part of the journey for all. That journey begins with a safe, supportive and continuously improving environment. Together we stand as a team to ensure safety is never compromised - Together We're Safer.”

Patrick Coveney
Group CEO



Our policy purpose continued

Our Foundation of Care

Our Foundation of Care is a holistic and proactive way of building a resilient safety culture. One that safeguards our colleagues and customers, protects the integrity of our food, and strengthens our business. By focusing on what truly matters, we are shaping an environment where safety is progressively embedded across our business.

Caring for our People

We place the safety, health, and wellbeing of our colleagues and customers at the heart of everything we do. Through a culture of vigilance, accountability, and compassion, we empower individuals to live our company value of Ownership when it comes to safety and looking out for one another. We provide comprehensive training, conduct regular risk assessments, and ensure access to the right tools, equipment, and support systems. Our goal is to create an environment where everyone feels safe, valued, and able to thrive wherever they work, whether that's in operations, support offices or field based.

Caring for our Food

We are committed to applying strong food safety practices through clear local policies and procedures, aligned with globally recognised Food Safety Management Systems (FSMS) and adherence to HACCP principles. From sourcing

ingredients to final service, ensuring that every team member is trained relevant to their role, robust processes are implemented, and we adhere to our Supplier Code of Conduct. This commitment builds trust with our customers and reinforces our reputation for excellence.

Caring for our Business

We maintain rigorous standards in fire, gas, and electrical safety, working collaboratively with contractors, suppliers, and partners to ensure compliance and continuous improvement. By investing in safe infrastructure, proactive maintenance, and risk mitigation strategies, we create secure environments. We ensure preparedness by planning for emergencies and maintaining documented crisis procedures to guide our response in the event of an unexpected incident or disruption.

Our approach of Together We're Safer

Building on our foundation of care, we continue to strengthen our safety culture through our everyday approach: Together We're Safer. This empowers every colleague to take personal ownership of safety, speak up with confidence, and actively support one another as a team. Safety is not just a responsibility; it's a shared commitment that thrives when we work collaboratively. Together We're Safer is more than just a slogan; it reflects how we live our values every day and turns them into meaningful and impactful actions.

A reflection of our values in action

- As a team, working together, supporting each other, celebrating safe behaviours and delivering safe outcomes.
- Bringing passion and purpose to protecting our people, recognising that safety is fundamental to wellbeing and business success.
- Staying curious and proactive, constantly seeking ways to improve our practices, learn from incidents, and innovate safer solutions.
- Taking ownership of safety in every task, decision, and interaction; understanding that each of us plays a vital role.



Our policy commitments are to



Set the strategy

We are committed to setting a safety strategy that clearly defines our vision, priorities and expectations for safety across all levels of the business. Outlining measurable KPIs, identifying critical risks and setting out the actions required to manage them effectively. Our approach is reviewed regularly to ensure it remains relevant and aligned with our broader business strategy.

Emphasise responsibility and accountability

We are committed to ensuring everyone has a role in safety. Every colleague, regardless of role and tenure, whether operational or support office based, plays a vital part in upholding safety. This means completing mandatory training, following procedures, wearing the appropriate PPE and consistently demonstrating safe, respectful behaviour.

We all have a responsibility to challenge unsafe actions, report hazards, and escalate concerns when serious risks arise. Staying alert and proactive helps prevent incidents and protects our people, our food, and our business.

Leaders set the tone. They must lead by example, communicate clearly, and reinforce that safety is never negotiable. Regional Executive teams support this by providing the resources and authority needed to drive safety forward.

At SSP, our senior leaders are accountable for embedding safety across every part of our business. They are expected to foster a culture where safety is prioritised in every decision, provide the right resources and to ensure compliance with both SSP Global Safety Minimum Standards and all applicable safety laws and regulations.

Ensure ongoing compliance with local legislation and SSP's Global Safety Minimum Standards

We are committed to setting and maintaining the Global Safety Minimum Standards for Safety Risk & Governance, People Safety, Fire Safety, Food Safety & Allergen Management. These standards serve as dynamic, evolving frameworks that guide our commitment to safety excellence.

All markets are responsible for implementation and the day-to-day delivery of these standards whilst ensuring compliance with local safety laws, as well as any unique risks identified. Regional and Country CEOs and MDs must appoint suitably qualified professionals to oversee safety within each market with clear responsibilities outlined in local safety policies, ensuring clear accountability and effective implementation.

By ensuring compliance with both local safety laws and our Global Safety Minimum Standards, we create a harmonised approach to safety that respects regional requirements while maintaining consistent expectations across all operations. Our 'ToolKit for Success' further supports this by providing practical guidance and best practices to enhance implementation.



"As Executive Sponsor for Safety, I am committed to ensuring safety remains at the heart of our business. By building capability, sharing best practice and fostering accountability at every level, we strengthen our global safety culture and continually drive standards to protect our people, our food and our business, and deliver trusted experiences worldwide".

Satya Menard

Executive Sponsor for Safety
CEO Continental Europe



Our policy commitments continued

Transparent incident reporting

We are committed to accumulating incident data from all countries on a monthly basis through our Group Safety Data Reporting App, as well as collecting serious incident (as defined by SSP) reports as they occur. This sits alongside our Crisis Management process where applicable in emergency situations.

Our markets are responsible for investigating each incident and near miss, establishing root cause, implementing corrective and preventative actions and reporting to the relevant regulatory bodies or governing agencies. Through our global oversight, we ensure consistent and accurate reporting. This enables us to identify and analyse trends at country, regional and group levels.

Managing risk and governance

We are committed to identifying and assessing risks across our global business while recognising the need for localised risk management. While many risks are common across regions, each market is responsible for addressing specific regulatory requirements beyond our Global Safety Minimum Standards.

Robust governance and a clearly defined risk appetite are central to our approach. Prioritising safety, we take a cautious stance on risks that could impact our people, customers, food quality, and reputation. By embedding risk management into strategic processes, we enhance operational resilience and safeguard long-term success.

Oversight and Assurance

We are committed to vigilant monitoring through oversight and assurance. Our Audit Committee has oversight over our internal controls and risk management systems. The Group Safety Committee drives our safety agenda, while Group and Regional Risk Committees provide oversight and guidance, supporting an effective risk management framework.

To support this, we are developing an audit assurance program to assess adherence to evolving global safety minimum standards. Additional, subject-specific audits are conducted as needed in alignment with our internal Audit Committee, offering independent assessments that reinforce transparency and continuous improvement.

Our insurers conduct risk liability visits alongside Group Safety and local teams, proactively identifying and mitigating potential risks. Recommendations from these evaluations are tracked, reported, and reviewed in collaboration with our brokers.

We also engage global strategic partners to gather insights into colleague engagement, incorporating safety-focused feedback into broader initiatives. By embedding safety into our engagement strategy, we strengthen workplace environments and support our teams in delivering the best part of the journey.

Our operating model in action:

- We are committed to empowering locally, setting direction and standards centrally, and strengthening globally.
- We embed transparency through consistent incident reporting and KPI tracking, enabling data-driven decisions to improve safety outcomes.
- We hold each market accountable for managing risks, complying with local regulations and implementing safety standards with precision and ownership.
- We reinforce oversight and assurance through centrally led governance, ensuring safety is consistently monitored, measured and improved across all markets.





Policy Application

Group Policy application

Our Group Safety Policy provides the overarching framework for how safety is governed, prioritised and monitored across SSP. It sets out the principles, expectations and commitments that guide our global approach, offering clarity for stakeholders, investors and colleagues on how we manage food and people safety at scale. While this is a global policy, it is not designed to replace or override regional and country policies. Each market maintains its own legally compliant safety policy, tailored to local legislation, operational realities and cultural context. The Group Policy acts as a unifying reference point, ensuring consistency of intent and standards while allowing countries the flexibility to implement requirements in a way that is relevant and effective for their environment. The policy supports transparency, strengthens governance and reinforces our commitment to maintaining safe operations worldwide. It provides the foundation upon which local policies are built, ensuring alignment with our global expectations while respecting the diversity of our markets.

Policy applicability across jurisdictions

SSP Group is committed to complying with all applicable national laws and regulations in the countries where we operate.

Where national laws differ from this policy, we will adhere to the standard that offers the greatest protection. In cases where there is a conflict between national laws and this policy, we will prioritise the protection of colleagues and work with relevant stakeholders to resolve the matter to uphold the highest standard.

Implementation, compliance and governance

- **Policy communication and stakeholder engagement:** We are dedicated to clearly communicating and integrating this policy throughout our business. We will work towards making sure that all relevant stakeholders, including colleagues, suppliers and business partners, are aware of this policy and understand its expectations.
- **Implementation:** As the policy owner, the Chief People Officer of SSP Group is responsible for overseeing the implementation and integration of this policy across our operations through a structured implementation plan. We recognise that some aspects of this policy may require time to be fully integrated into our business processes.
- **Monitoring and compliance:** We will regularly assess and monitor compliance with this policy, adjusting as needed to promote continuous improvement. We are dedicated to promptly addressing any issues and gaps that are identified. Our approach will be reviewed regularly to adapt to emerging risks that may affect our business.
- **Training:** Safety training will be provided to all colleagues, regardless of role or location. This includes agency and temporary colleagues.

Accountability and review

This policy has been approved by the Board of Directors of SSP Group plc, which provides strategic oversight of our commitments.

The Regional CEOs of SSP Group are accountable for the implementation of this policy across their regions. The Global Safety Director of SSP Group is accountable for monitoring compliance and advising the Board on policy area matters.

SSP regional and country Managing Directors are accountable for integrating this policy into their operations and ensuring its practical application at a local level.

This policy will be reviewed every two years, with updates made earlier as needed to reflect any material changes in legislation, business priorities and stakeholder expectations.

Additional Resources



Related Group policies

- **Colleague Code of Conduct** sets out the principles and standards that are expected of all colleagues regardless of where they work.
- **Supplier Code of Conduct** outlines the minimum standards we expect of our suppliers.
- **Speak Up Policy** lays out how concerns about suspected wrongdoing at work can be raised, how they will be investigated and protection and support for whistleblowers.
- **Human Rights Policy** provides a clear framework for identifying, preventing, and addressing human rights risks, while outlining our expectations for ethical behaviour by colleagues, suppliers and business partners.
- **Anti-Bribery & Anti-Corruption Policy** sets out the Group's policy against bribery and other corrupt practices, and the standards and procedures required to ensure compliance.
- **Diversity, Equity & Inclusion Policy** presents our commitment to encouraging diversity, equity and inclusion, and eliminating discrimination.
- **Environment, Sourcing and Farm Animal Welfare Policy** describes our approach to protecting our environment, sourcing our ingredients and products responsibly and sustainably, and supporting animal welfare.
- **Responsible Marketing Principles** sets out our commitments to ensure our marketing communications are transparent, truthful, ethical and legal.

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

Internal standards and supporting tools

- **Global Safety Minimum Standards Risk, Governance & Responsibility.**
The minimum standards for our business, in relation to governance, compliance, training as well as incident reporting and investigation.
 - **Global Safety Minimum Standards People Safety.**
The minimum people safety standards for our business.
 - **Global Safety Minimum Standards Fire Safety.**
The minimum fire safety standards for our business.
 - **Global Safety Minimum Standards Food Safety**
The minimum food safety standards for our business.
 - **Global Safety Minimum Standards Allergen Management.**
The minimum standards for managing allergens across our business.
 - **Global Safety Tool Kit for Success.**
This tool kit gives additional information against each of our minimum standards as well as showcasing best practice from around the world.
- See our **Global Safety Hub** on our internal SharePoint for details of all our safety policies, standards, procedures and other resources (internal use only).



Speaking up and raising concerns

SSP strives to promote a safe environment for reporting concerns about potential violations of our Code of Conduct, policies, or the law.

All individuals, including (but not limited to) colleagues, those working in our supply chain, and other internal and external stakeholders, are encouraged to speak up if they become aware of any potential violations.

Concerns can be reported through the SSP Group's independently operated Speak-Up channel, which offers confidential reporting and, where legally permitted, an option for anonymous reporting. This channel is accessible in multiple languages. Concerns can also be raised with line managers or another appropriate staff member.

All reports will be taken seriously, carefully reviewed, and investigated where necessary. Appropriate actions will be taken based on the findings.

Retaliation against anyone who raises a genuine concern is strictly prohibited and may lead to disciplinary action for colleagues or termination of business relationships with third parties.

- See our **Group Speak Up Policy** at: foodtravellexperts.com/who-we-are/policies-and-statements/

Glossary

Definitions of key terms used in this policy

- **SSP Group:** references to “SSP Group”, “SSP”, “we”, “us” or “our” means SSP Group plc and all its subsidiaries
- **Brand partner:** a brand that SSP operates as a franchise.
- **FSMS:** Food Safety Management System. A structured framework of policies, procedures and practices designed to identify, control and prevent food safety risks.
- **HACCP:** Hazard Analysis Critical Control Points. Forms part of our food safety management system and is a systematic approach to identifying, evaluating and controlling food safety hazards throughout production and service.
- **CCP's:** Critical Control Points A specific step in the food process where control is applied to prevent, eliminate or reduce a food safety hazard to an acceptable level.
- **PPE:** Personal Protective Equipment.. Any specialised equipment, clothing or guardrails designed to safeguard individuals from safety risks, as identified on the task in hand risk assessment.
- **SSP own brands:** proprietary brands and bespoke concepts that SSP operates.
- **SSP colleagues:** including senior managers, officers, directors, employees, consultants, contractors, homeworkers, part-time and fixed-term workers, casual and agency staff.





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