

Fuelled by freshness

Our journey to a  
sustainable future

Sustainability Report 2022



Inside the report

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Sustainability forms a critical part of our evolved Group strategy.

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We recognise the importance of contributing to these crucial global goals for 2030.



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SSP is a leading operator of food and beverage outlets in travel locations worldwide, with c.35,000 colleagues in 35 countries.

This report outlines our vision for delivering great tasting, nutritious and sustainable food for people and the planet in the food travel sector. It provides detailed information about our Group's Sustainability Strategy and performance, covering the financial year 1 October 2021 to 30 September 2022 ("2022").

## Further information

This report is complemented by other SSP publications and communications, including:



### Annual Report

detailing our Group strategy, financial performance, risk management and governance.



### Food Travel Experts website

providing the most up to date information, news and stories about SSP.



### Modern Slavery Statement

detailing the steps taken by SSP Group companies to tackle human trafficking and modern slavery in our business and supply chains.



### Gender Pay Report

providing details of our gender pay gap for our UK business.

## Reporting frameworks

As part of our commitment to transparency, we consider and report our sustainability disclosures with reference to leading global reporting frameworks:



Global Reporting Initiative (GRI) standards 2021



Sustainable Accounting Standards Board (SASB) Restaurants Standard



Task-Force on Climate-related Financial Disclosures (TCFD)

# About SSP and our value chain

We are the food travel experts, and our purpose is to be the best part of the journey. This drives our culture as an organisation as we aspire to be the world's best travel food and beverage company.

Operating in 35 countries globally, we are experts in creating and running food and drink outlets in locations where people are on the move. Whether they're flying abroad on holiday or commuting to work by train, we make sure the food and drink experience we offer meets the needs of our many different customers.

Our value chain starts with upstream suppliers, and ends with our downstream customers and communities. Our own operations are at the centre of our value chain, where we have the greatest control over our own impacts and the most influence regarding the impacts of our clients and brand partners.

## Upstream

We source our products and ingredients with due care for the environment and the people involved in their production and manufacture.



### Farmers and agriculture

The raw ingredients for the food and beverages we sell are grown, gathered, reared or fished



### Suppliers, wholesalers and distributors

Our products and ingredients are sourced through highly diversified and localised supply chains for each of our operating markets.

**78%**  
of our total carbon footprint (2019 baseline) relates to the food we buy



## Operations

We operate food and beverage units within our clients' travel locations, delivering efficiency and performance to meet common goals we share with our clients, brand partners and colleagues.



### Clients, brand partners and colleagues

Our units are primarily in airports and railway stations and include our own brands and bespoke concepts, as well as franchises for local and international brand partners, such as Starbucks and Burger King

**£2.2bn**  
revenue in 2022  
**c.2,600**  
units in 35 countries in 2022



## Downstream

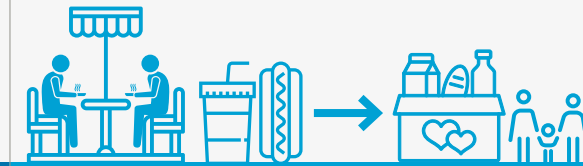
We meet the varied and evolving needs of our customers by offering great quality, value and service, as well as helping them to make healthier lifestyle and sustainable choices.



### Customers and communities

Our customers purchase our products, eating them in our units or taking them away to consume on their journey. We also take an active role in supporting local communities, including fundraising and donations of surplus food

**c.550**  
brands and bespoke concepts in 2022  
**27**  
charity partnerships globally in 2022



## Q&A with Patrick Coveney, Group Chief Executive

“Sustainability is about addressing our impacts and working in collaboration to drive positive change across the food travel sector. I see this as key to delivering our purpose to be the best part of the journey.”

### Patrick Coveney

Group Chief Executive Officer (CEO)



### Q

#### What does sustainability in the food sector mean to you?

Having worked with the food sector for around 25 years, I've seen first-hand how things have evolved from corporate social responsibility as the right thing to do, yet often seen as a cost of doing business; to becoming a core strategic priority focused on creating long-term sustainable value for stakeholders and the business.

I've also learned the power of mobilising colleagues to drive sustainable outcomes. People care but we need to create actionable solutions that all of us in the food industry can rally around.

I think this has been driven by a growing awareness and better understanding of the global impacts of the food sector, which accounts for around one-third of total greenhouse gas emissions globally. There is also greater recognition of the risks and opportunities this presents for businesses.

Sustainability is about addressing our impacts and working in collaboration to drive positive change across the food travel sector. I see this as key to delivering our purpose to be the best part of the journey.

### Q

#### What are you seeing in terms of customer trends around sustainability?

Increasingly, we are seeing growing trends in our customers' focus on health, wellbeing and sustainability. They are more educated than ever and aware of the importance of eating a healthy diet. Their concerns about the environmental impact of the food they are eating and the brands they choose are also growing.

However, many people still do not have a clear understanding of the impacts of different food products on the planet. So there is a vital need to better engage and educate consumers on climate-smart food.

This needs to involve a wide range of stakeholders, including governments, the scientific community, and the food sector.

To that end, I was honoured to be invited to participate in a panel debate in September 2022, hosted by the Future Food Movement, on how we can engage consumers on climate smart food. Some of the key insights from the debate were about the importance of ensuring consumers get clear and consistent messages to enable them to make informed choices.

At SSP, we do this through product promotions, information and labelling. For example, across our business in the Nordics, we have developed our 'Better Choice' range and labelling to provide a simple way for customers to choose healthier and more sustainable options.

### Q

#### The new Sustainability Strategy was launched at the beginning of the year – how is this different from SSP's previous approach?

SSP has a long and proud history of focusing on corporate responsibility with social and environmental initiatives around the business globally. These were primarily locally-led and have provided a solid foundation for us to now build upon.

While the Covid-19 pandemic tested the Group at many levels, it also provided an opportunity to review our purpose and strategic priorities to ensure we emerge a stronger, better business.

Our Sustainability Strategy is a real step-change in our approach. It takes a global view, focused on the most material issues for our business and stakeholders. And, importantly, it is supported by clear and measurable targets.

This year, we have also integrated sustainability into our Group purpose and strategy, recognising its importance to our long-term success.

### Q

#### What progress have you made?

I'm incredibly proud of the progress we've made in 2022 – from increasing our plant-based menu offerings and eliminating unnecessary single-use plastic from approximately 80% of our own brand packaging, to increasing the proportion of women in senior leadership roles and supporting our local communities across the world to help alleviate food poverty.

We've also made great strides with our net zero ambition by completing the mapping of our total carbon footprint across our value chain. This has given us detailed visibility of exactly where our emissions lie, enabling the development of our plan to achieve net zero by 2040.

We are now in the process of finalising our science-based targets and submitting them for validation by the Science-Based Targets Initiative.

### Q

#### What do you see as SSP's biggest sustainability challenge and biggest opportunity?

To me, they are one and the same: achieving net zero by 2040.

With nearly 90% of our total footprint sitting in our Scope 3 value chain, where we don't have direct control, this will clearly be a challenging undertaking and not something we can do in isolation. Collaborating with our suppliers, clients and brand partners will be absolutely crucial.

Yet this is where I also see an amazing opportunity ahead of us. Many of our suppliers, clients and brand partners already have their own net zero ambitions. SSP is in a unique position to be able to bring our different stakeholders together to catalyse action around our shared goals.

I truly believe that, together, we can drive positive change across the food travel sector.

## Our 2022 highlights



### Serving our customers responsibly

33%

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

67%

tea, coffee and hot chocolate for our own brands are certified to standards such as Fairtrade or Rainforest Alliance

34%

of eggs for our own brands globally are from cage-free sources, with 12 markets achieving 100%



### Protecting our environment

36%

reduction in Scope 1 and 2 carbon dioxide equivalent (CO<sub>2</sub>e) emissions (vs 2019 baseline)

80%

of our own brand packaging is free of unnecessary single-use plastic and around 85% is recyclable, reusable or compostable

387k

meals saved from going to landfill via the Too Good To Go food saving app – the equivalent to over 968 tonnes of CO<sub>2</sub>e emissions



### Supporting our colleagues and communities

76%

positivity score in our global colleague engagement survey (+1% vs 2021)

50%

female representation on our Board (+21% vs 2021) and 36% in senior leadership roles (+5% vs 2021)

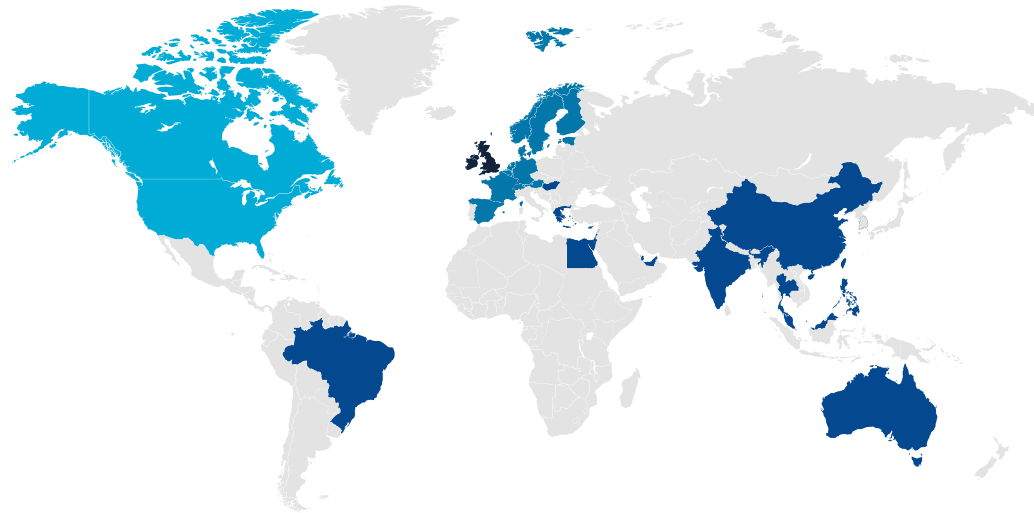
27

charity partnerships globally, including 14 focused on alleviating food poverty in our local communities

## Embedding sustainability across our global business

We are present in 35 markets across four operating regions. It is these operating markets that ultimately implement and deliver our Sustainability Strategy.

While they are all focused on our global targets, the speed and ease of achieving them varies across different geographies due to local factors and circumstances such as regulation, client and customer demand, infrastructure (e.g. for recycling) and availability (e.g. for renewable energy or certified ingredients).



### North America

USA  
Canada  
Bermuda

### UK & Ireland

United Kingdom  
Ireland

### Continental Europe

FRABEL (France  
Belgium and  
Luxembourg)  
DACH (Germany  
Austria and  
Switzerland)  
NORDICS  
(Denmark,  
Estonia, Finland,  
Norway and  
Sweden)  
Netherlands  
Spain

### Rest of the World

APAC (Australia,  
China, Hong  
Kong, Malaysia,  
Philippines,  
Thailand and  
Singapore)  
EEME (Bahrain,  
Cyprus, Egypt,  
Greece,  
Hungary, Israel,  
United Arab  
Emirates and  
Qatar)  
Brazil  
India

### North America

"We are driving efficiencies across our business that, in turn, are helping to reduce our energy use and the amount of food waste generated. Through our strong relationships with our brands, joint ventures and airport partners, we are working collaboratively to deliver towards our shared sustainability goals."

#### Michael Svagdis

CEO North America

#### 2022 highlights

- c.5,000 employees, 58% of whom are women
- 100% certified sustainable palm oil for top 50 own brand products
- 99% of own brand tea, coffee and hot chocolate certified sustainable
- 98% of own brand waste cooking oil recycled

### Continental Europe

"Our clients have a strong focus on sustainability and this has been central to our new business wins in 2022. For example, our new outlets for airports in Finland and Norway will have a strong focus on local sourcing to reduce food miles and support our net zero target."

#### Jeremy Fennell

CEO Continental Europe

#### 2022 highlights

- c.11,800 employees, 60% of whom are women
- 82% of eggs for own brands from cage-free sources, including 100% in six markets
- 90% of own brand packaging recyclable, reusable or compostable, and 89% free of unnecessary single-use plastic
- 100% of own brand waste cooking oil recycled

### UK & Ireland (UK&I)

"In the last two years, we've launched some exciting new concepts, with sustainability at their core, such as Soul & Grain and Juniper & Co. These showcase ingredients from local suppliers, bringing a strong 'sense of place' to the locations they serve and meeting customer demands for nutritious and sustainable choices."

#### Richard Lewis

CEO UK & Ireland

#### 2022 highlights

- c.8,800 employees, 52% of whom are women
- 97% of own brand fish certified sustainable
- 71% of total energy use was from renewable sources
- 100% of own brand packaging free of unnecessary single-use plastic, as well as being recyclable, reusable or compostable

### Rest of the World

"Faced with continuing Covid-19 travel restrictions in a number of our markets this year, we have successfully worked to remobilise and build back our business. It is thanks to the dedication of our teams that we have continued making progress against our sustainability commitments during such a challenging period."

#### Mark Angela

CEO Asia Pacific, India and EEME (as at 30 Sept 2022)

#### 2022 highlights

- c.9,000 employees, 39% of whom are women
- 44% of meals offered by our own brands are plant-based or vegetarian
- 78% of own brand tea, coffee and hot chocolate certified sustainable
- 89% of own brand waste cooking oil recycled, including 100% across EEME and India

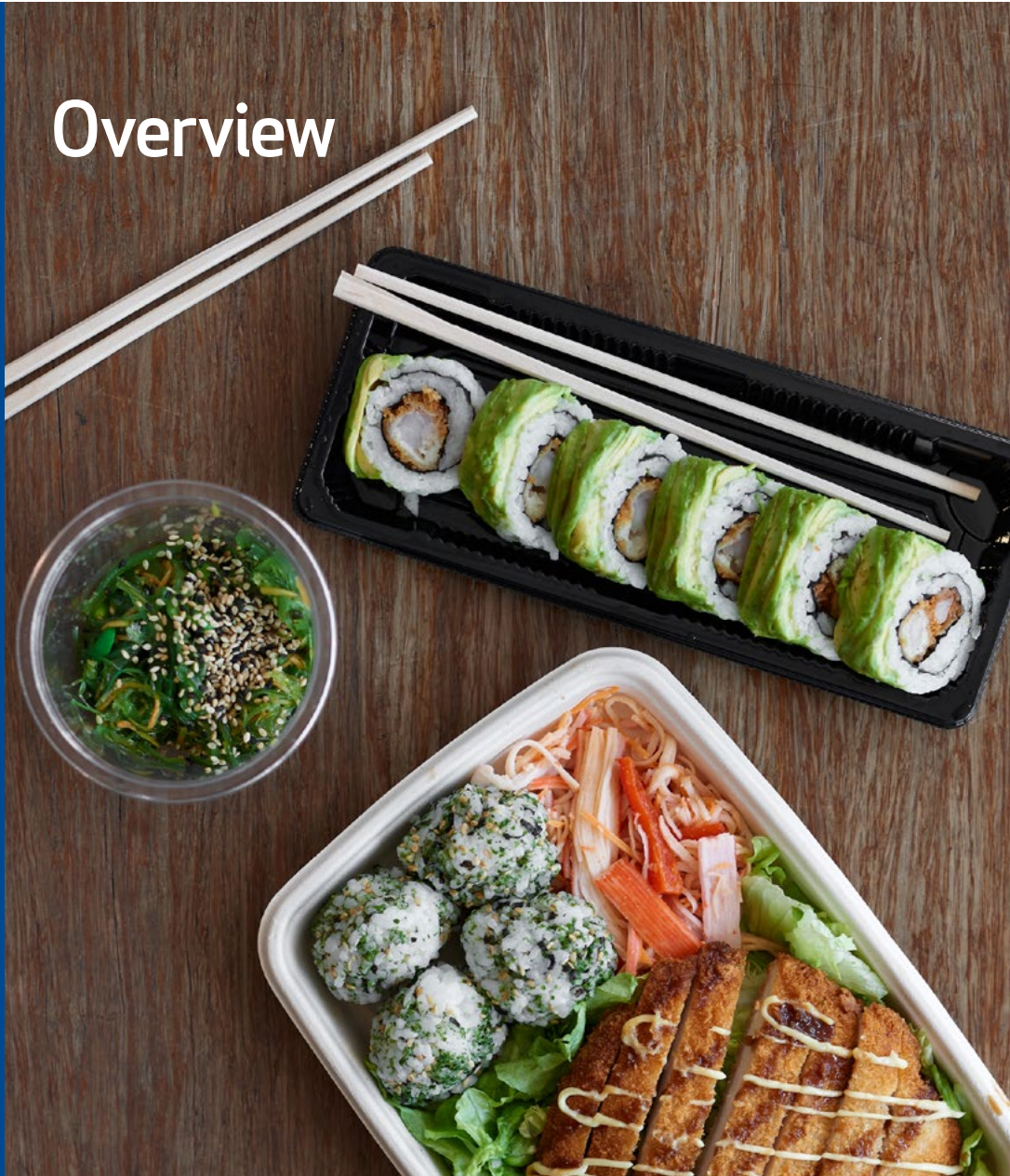
## Our strategic approach

Leading with  
purpose to create  
*long-term  
sustainable value*





# Overview



## Viewpoint

“Last year our focus was on developing a robust strategy and targets that address our core sustainability impacts and material issues. Response from the business has been universally positive and we’re making tangible progress.

This year, we’ve evolved our Group strategy, with sustainability now embedded as a key element, encompassing our three core strategic priorities for leading customer propositions, skilled and engaged colleagues and long-term growth and returns. This reflects our ambition to embed it across the way we do business, every day.

While the challenge of achieving net zero is significant, our colleagues around the world are embracing it with the usual SSP ‘can-do’ approach. Everyone is committed to driving meaningful progress towards our target of net zero by 2040.”

### Sarah John

Group Corporate Affairs Director



## 2022 highlights

### Embedded sustainability

into our Group strategy

### Strong progress

being made against our sustainability targets and our roadmap for achieving net zero carbon emissions by 2040



#### Find out

about how we’re strengthening our sustainability capabilities on page 56

## In this chapter

### Our Group purpose, vision and strategy

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### Our Sustainability Strategy

page 12

### Our contribution to the Sustainable Development Goals (SDGs)

page 13

### Our progress and performance

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# Our Group purpose, vision and strategy



## Our purpose is to be the best part of the journey

 **Find out** more about our purpose, vision and strategy on pages 18-31 of our [2022 Annual Report](#)





## Our purpose

Our purpose is to be the best part of the journey.

As 'food travel experts', we are passionate about offering great tasting, nutritious food that is good for people and the planet.

From providing great experiences for our customers on their travel journeys, to providing rewarding and fulfilling career journeys for our colleagues. Our purpose drives our culture as an organisation.

### Creating value for our stakeholders

-  **Our customers** by offering great tasting, nutritious and sustainable food and drink for people on the move.
-  **Our colleagues** by being a great place to work where everyone can fulfil their potential.
-  **Our clients** by delivering excellent service to passengers.
-  **Our investors** by generating sustainable long-term profitable growth and returns.
-  **Our brand partners** by being their preferred partner for operating in the travel sector.
-  **Our suppliers** by building mutually-beneficial relationships.
-  **Communities, NGOs and society** by positively impacting our planet and wider society.
-  **Government and regulators** by supporting local economies and contributing our experience and expertise to areas of policy development.

## Our vision

To be the world's best travel food and beverage company.

To be the leaders in our sector, we need to deliver value for all our stakeholders in a way that ensures long-term sustainable growth.

### Our competitive strengths

Our core market is the provision of catering services in travel-related locations, primarily in airports and railway stations.

We benefit from, and are able to leverage, our key competencies and competitive strengths to deliver our vision and strategy.

These strengths include:

- Leading market positions
- Food travel expertise
- Long-term client relationships
- Skilled and engaged colleague base
- Local insight and international scale

## Our strategy

To deliver our purpose and vision, we are focused on growing our market-leading positions in the food travel sector in international markets.

Our strategic priorities are aimed at delivering a leading customer proposition aligned to our clients' needs and goals and ensuring we have skilled and engaged colleagues.

At the same time, we continue to drive performance through our proven economic model, focused on winning new business, growing like-for-like revenue, driving efficient profit conversion and generating a strong cash flow in order to deliver long-term sustainable growth.

Sustainability is a key element to our long-term success, encompassing our three core strategic priorities.

### Our strategic outcomes



#### Leading customer proposition

- Leading brands and innovative concepts
- Great value, taste, quality and service
- Digital customer solutions
- Long-term, mutually-beneficial client relationships



#### Long-term growth and returns

- New business development
- Like-for-like revenue growth
- Profit conversion
- Cash flow generation



#### Skilled and engaged colleagues

- Attraction and retention
- Inclusion and engagement
- Training and development
- Safety and wellbeing



#### Sustainability

- Serving our customers responsibly
- Protecting our environment
- Supporting our colleagues and communities
- Upholding high standards of governance

### Our values and culture

We are leading with purpose and creating a values-based culture that underpins everything we do.

Our values play a key role in delivering our purpose, vision and strategy. They were developed in consultation with our teams across the world. They guide our culture, behaviours and decisions, helping to ensure we act in the best interests of our stakeholders, the environment and our business.



**We are one team**



**We all make a difference**



**We celebrate success**



**We are results focused**



**We are bold**

## Our Sustainability Strategy

We launched our new Sustainability Strategy in 2021, supported by clearly defined commitments and measurable targets.

Our focus in 2022 has been on embedding sustainability and building the governance, strategic management and capabilities across our business to drive progress.

While all the issues and targets in our strategy are important, we are particularly focused on where we can drive change in the food travel sector.

For SSP, this is all about the food we serve. By enabling our customers to enjoy great tasting, nutritious and sustainable food and drink while travelling, we can deliver our purpose to be the best part of the journey.

To achieve this, we are dedicating extra focus and resources to how we source our ingredients, design our menus and help our customers to make healthier and sustainable choices.

In parallel, we will continue our efforts to deliver our other key issues and targets, embedding sustainable decision-making into our core processes and ways of working.



**Find out**  
about our materiality assessment on pages 57-58



### Serving our customers responsibly

- Offering healthier lifestyle choices and satisfying dietary needs
- Sourcing our ingredients and products responsibly and sustainably
- Supporting animal welfare

### Protecting our environment

- Pursuing net zero carbon emissions
- Reducing, reusing and recycling our packaging
- Reducing food waste

### Supporting our colleagues and communities

- Treating all our colleagues with care and respect
- Promoting and protecting safety and wellbeing
- Embracing diversity and protecting human rights
- Supporting our communities

# Our contribution to the SDGs

The UN Sustainable Development Goals (SDGs) bring together governments, civil society and the private sector to create a sustainable future.

We recognise the importance of contributing to these crucial global priorities for 2030.

While our strategy touches many areas of the 17 goals, we have identified the following six goals that are most material to our business and our stakeholders.



### Link to our strategy:

- Supporting our communities;
- Offering healthier lifestyle choices and satisfying dietary needs;
- Reducing food waste;



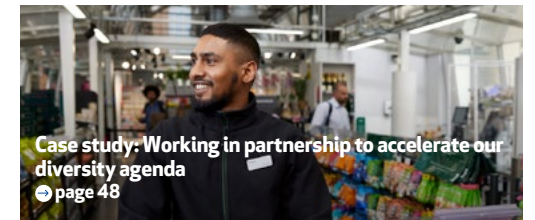
### Link to our strategy:

- Promoting and protecting safety and wellbeing;
- Offering healthier lifestyle choices and satisfying dietary needs.



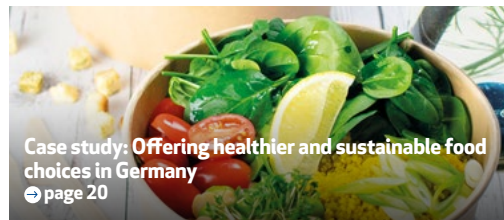
### Link to our strategy:

- Treating all our colleagues with care and respect;
- Embracing diversity and protecting human rights;
- Sourcing our ingredients responsibly and sustainably;



### Link to our strategy:

- Sourcing our ingredients responsibly and sustainably;
- Supporting animal welfare;
- Reducing, reusing and recycling our packaging;
- Reducing food waste.



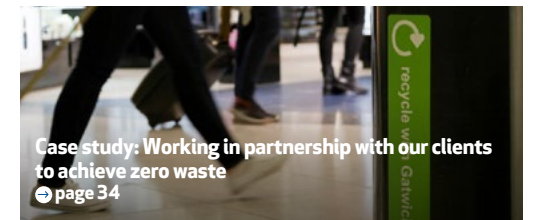
### Link to our strategy:

- Offering healthier lifestyle choices and satisfying dietary needs;
- Pursuing net zero carbon emissions;
- Reducing, reusing and recycling our packaging;
- Reducing food waste.



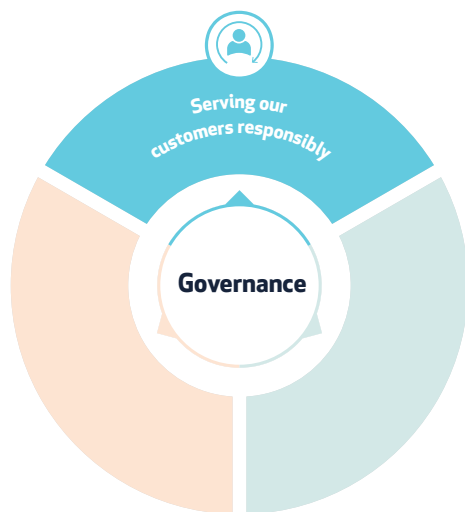
### Link to our strategy:

- All aspects.



# Our progress and performance

## Serving our customers responsibly



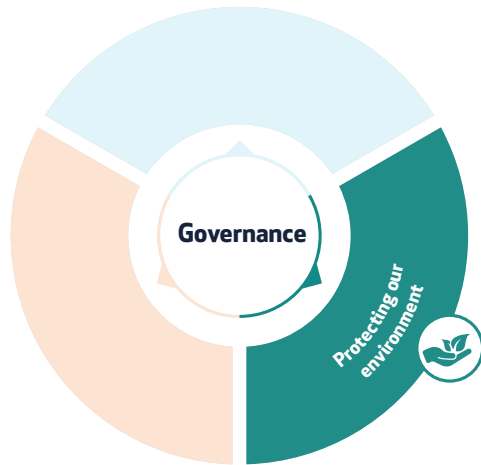
### Key

- Achieved
- Progressing on track
- Progressing with challenges

Target	Status
<b>Offering healthier lifestyle choices and satisfying dietary needs</b> <a href="#">See pages 19-21</a>	
<p><b>By 2025</b>, introduce food and drink items that support healthier lifestyle choices including wellness brands; lower-calorie, plant-based meal options; and non-dairy milk alternatives.</p>	<p> By the end of 2022, 33% of meals offered by our own brands were plant-based or vegetarian. 85% of our own brands, that serve coffee, in our UK&amp;I, North America and Continental Europe regions were offering non-dairy milk alternatives (with 28% achieved in our Rest of the World region).</p> <p>We are also steadily growing our portfolio of wellness brands and making progress in increasing our offerings of lower-calorie and healthier menu items.</p>
<b>Sourcing our ingredients and products responsibly and sustainably</b> <a href="#">See pages 22-23</a>	
<p><b>By 2025</b>, take proactive steps to ensure suppliers are operating in line with our sourcing standards and that key ingredients are sourced from certified sustainable sources.</p>	<p> By the end of 2022, 64% of our contracted suppliers had signed up to our Ethical Trade Code of Conduct, 53% to our Responsible Sourcing Policy and 50% to our Environment Policy.</p> <p>For our own brands, 90% our global tea volumes, 63% of our global coffee volumes, 70% of our global hot chocolate volumes and 52% of our global fish volumes were certified to sustainable standards, such as Fair trade, Rainforest Alliance and Marine Stewardship Council.</p> <p>In addition, 96% of our top 50 own brand products in each market were palm oil free or using Roundtable on Sustainable Palm Oil (RSPO) certified palm oil. The short fall from 100% was due to global supply challenges, primarily driven by the Russia-Ukraine conflict leading to shortages of alternative oil supplies.</p>
<b>Supporting animal welfare</b> <a href="#">See pages 24-25</a>	
<p><b>By 2025</b>, ensure key suppliers are operating in line with our animal welfare standards and that eggs and chicken, by 2026, are sourced in line with our responsible sourcing standards.</p>	<p> By the end of 2022, 86% of our contracted suppliers across European countries had signed-up to our Farm Animal Welfare Policy. In addition, 34% of eggs for our own brands were from cage-free sources, with 100% achieved in 12 markets.</p> <p>We are also making steady progress in ensuring chicken sourced for our own brands in European markets is aligned with the standards of the European Chicken Commitment.</p>

# Our progress and performance

## Protecting our environment



### Key

- Achieved
- Progressing on track
- Progressing with challenges

Target	Status
<p><b>Pursuing net zero carbon emissions</b></p> <p><b>By 2040</b>, achieve net zero carbon emissions (Scopes 1, 2 and 3). In support of this, we are setting science-based targets in line with a 1.5°C scenario.</p>	<p> See pages 29-32</p> <p>Our absolute Scope 1 and Scope 2 carbon dioxide equivalent (CO<sub>2</sub>e) emissions in 2022 decreased by 36% vs our 2019 baseline. Our total energy consumption also reduced by 31%, and we estimate that 42% of our total energy was from renewable sources in 2022.</p> <p>We completed the mapping of our Scope 3 emissions, calculation of our 2019 baseline across Scopes 1, 2 and 3, and development of our net zero roadmap in line with a 1.5°C scenario. We are now in the process of finalising our near and long-term targets for validation by the Science-Based Targets Initiative.</p>
<p><b>Reducing, reusing and recycling our packaging</b></p> <p><b>By 2025</b>, remove unnecessary single-use plastic packaging and move all packaging of own brand products to be recyclable, reusable or compostable.</p>	<p> See pages 33-34</p> <p>By the end of 2022, around 80% of our own brand packaging was free of unnecessary single-use plastic. In addition, approximately 85% of our own brand primary packaging was recyclable, reusable or compostable.</p> <p>We also continue to work with our clients to encourage customers to recycle cups and other packaging by making available customer-facing recycling bins. By the end of 2022, 100% of sites across 23 markets have this in place.</p>
<p><b>Reducing food waste</b></p> <p><b>By 2025</b>, all divisions globally to have programmes to reduce food waste through prevention, reuse, recycling and recovery.</p>	<p> See pages 35-36</p> <p>Through our partnership with the Too Good To Go food saving app, we saved over 387,000 meals from going to landfill in 2022 across 11 countries. This is equivalent to saving around 968 tonnes of CO<sub>2</sub>e emissions.</p> <p>In addition, 96% of our own brand units that use cooking oil were sending waste oil for recycling and 48% of our own brand units that serve coffee were diverting waste coffee grounds from landfill, such as for composting, with 12 markets achieving 100%.</p>

# Our progress and performance

## Supporting our colleagues and communities



### Key

- ✔ Achieved
- ⤴ Progressing on track
- ⤵ Progressing with challenges

Target	Status
<b>Treating all our colleagues with care and respect</b>	<b>See pages 40-41</b>
<p><b>Each year</b>, undertake an engagement survey in each market, publish the headline results and use them to direct local and Group-wide action across key areas.</p>	<p>✔ In response to our 2021 global colleague engagement survey, we implemented local, regional and Group-level action plans to address any areas for improvement identified.</p> <p>In 2022, we conducted our second global engagement survey, for which we saw improvements in both the response and positivity rates, compared to 2021, with 82.6% of our colleagues choosing to respond (+10%) and an overall positivity rate of 76% (+1%).</p>
<b>Promoting and protecting safety and wellbeing</b>	<b>See pages 42-45</b>
<p><b>By 2022</b>, building on our current wellbeing activities, develop a holistic strategy including action to support colleagues' physical, mental and financial wellbeing.</p>	<p>✔ In 2022, wellbeing activities were conducted across all our operating markets, including a range of employee assistance programmes that provide colleagues with access to resources, support, advice and benefits. We also developed a new global wellbeing framework, aligned to our Group People Strategy.</p>
<b>Embracing diversity and protecting human rights</b>	<b>See pages 46-48</b>
<p><b>By 2025</b>, have an inclusive and diverse Board and senior leadership team, including at least 33% women.</p>	<p>✔ By the end of 2022, our Board of Directors had 50% representation of women and one person from a minority ethnic background. In addition, 36% of our senior leadership roles were held by women.</p>
<p><b>By 2022</b>, 100% of senior managers who have completed their induction to have received modern slavery training.</p>	<p>✔ 100% of our senior managers (post-induction) completed the training.</p>
<p><b>In 2022</b>, assess 10 contracted suppliers in higher risk categories in Europe, Americas and Australia and 15 in the Middle East and Far East on ethical trade risks, and agree a time-bound plan to address any issues identified.</p>	<p>✔ In 2022, we reviewed 64 independent ethical trade audits for our contracted suppliers across Americas, Asia-Pacific, UK, Europe and the Middle East. This included reviewing corrective action plans for any issues identified.</p>
<b>Supporting our communities</b>	<b>See pages 49-50</b>
<p><b>By 2025</b>, all divisions globally to have partnerships with food poverty charities and local charities.</p>	<p>⤴ By the end of 2022, we had 27 partnerships and community programmes in place, including 14 relating to food poverty and 13 dedicated to local causes our colleagues, clients and customers feel passionate about.</p>





## Serving our customers responsibly

Reimagining food  
*for people and  
the planet*



# Overview



## Viewpoint

“We operate in a dynamic sector, in which the needs of our customers and clients are constantly evolving. Increasingly, we are seeing growing trends in our customers’ focus on health, wellbeing and sustainability. They are more educated than ever and aware of the importance of eating a healthy diet. Concerns about the climate-impact of the food they are eating and the brands they choose are also growing.

We are responding by ensuring our products are high quality, nutritious, and sourced sustainably and ethically. Incorporating wellness and sustainability into the DNA of how we develop our brands and work with clients and brand partners is also central to our approach.”

**Angela Moores**  
Chief Customer Officer



## 2022 highlights

# 33%

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

# 67%

of tea, coffee and hot chocolate across our own brands are certified to standards such as Fairtrade or Rainforest Alliance

# 34%

of eggs for our own brands globally are from cage-free sources, with 12 markets achieving 100%

## In this chapter

### Offering healthier lifestyle choices and satisfying dietary needs

pages 19-21

#### Material issues & SDGs

- Healthy lifestyles and dietary needs
- Climate change



### Sourcing our ingredients and products responsibly and sustainably

pages 22-23

#### Material issues & SDGs

- Human rights and modern slavery
- Sustainable sourcing
- Biodiversity loss and deforestation



### Supporting our animal welfare

pages 24-25

#### Material issues & SDGs

- Animal welfare
- Sustainable sourcing



#### Find out

about our strategic priority to create a leading customer proposition on pages 20-21 of our [2022 Annual Report](#)



# Offering healthier lifestyle choices and satisfying dietary needs

We support informed customer decisions by making healthier lifestyle choices available, and satisfying a range of customers' dietary needs and preferences

## Enabling informed choice

Our customers need clear information to make informed choices. That means providing an offer that caters for different dietary needs and helps those looking for more climate-friendly choices. Crucially, the choices we offer need to be appealing, without compromising on taste. To meet these needs, we are designing menus and increasing our offerings of healthier and more sustainable options, including lower-calorie and plant-based meals, as well as non-dairy milk alternatives.

In the Nordics, for example, we have continued to extend our 'Better Choice' range across the region, including our own brands such as Cafe Tori, Tapio Cafe, Upper Crust, Ritazza, Fjøla and Hunter Bar, as well as for some of our brand partners, such as Eatery in Sweden. Products labelled under this range include plant-based and healthier alternatives.

By 2025, our target is for all key sites globally to offer lower-calorie meal options. Our businesses around the world are under taking a number of initiatives to achieve this including working with nutritionists to calculate the calorie and nutritional values of our meals, as well as implementing new digital systems for recipe management and labelling.

For example, in the UK, we are working with a leading provider of nutrition management software. Using the system we have successfully implemented allergen, ingredients and calorie labelling, enabling our customers to get the best possible information for their dietary needs and to encourage healthier choices. We are also using a similar system, [NutriCal](#), in the United Arab Emirates (UAE) and Bahrain, labelling our products produced in-house with nutritional information such as ingredients, allergens, calories and other values.



Find out  
about our partnership with  
[NutriCal](#) at [nutrical.co](#)

**Offering healthier lifestyle choices and satisfying dietary needs**  
Continued

# Healthier and sustainable diets for people and the planet

By the end of 2022, 33% of meals offered by our own brands globally were plant-based or vegetarian.

While this exceeds our target for at least 30% by 2025, this global figure is primarily driven by a small number of markets, such as India, that have reached more than 40%.

We are therefore continuing our focus in other markets to increase our offerings of plant-based and vegetarian options. This is also a key part of our plan for reducing carbon emissions associated with our food to deliver our net zero ambition.

We are also aiming for 100% of our own brand units that serve coffee to offer non-dairy milk alternatives in our UK&I, North America and Continental Europe regions by 2025. By the end of 2022, we had achieved 85%.

In our remaining markets in our Rest of the World region, we are targeting 40%, as there is lower consumer demand in these countries and we do not want to create additional food waste. By the end of 2022, we had achieved 28% in this region. As the market profile evolves, we will adjust our targets accordingly.

To further accelerate progress, we are developing a new 'People & Planet Menu Framework' that we will be rolling out in 2023. This draws on existing best practice from around our global business and provides clear guidelines and defined criteria for creating healthier and more sustainable menus.

The framework includes simple changes that can be made to existing menus, like adjusting cooking methods and not adding extra salt. It also provides guidance on including healthier offerings in meal deals (such as fruit and sugar-free drinks), as well as more significant changes, such as introducing alternative plant-based proteins.

The framework is aligned with international standards and peer-reviewed science, and informed by the [EAT-Lancet Planetary Health Diet](#). This recognises that a diet that includes more plant-based foods and fewer animal-sourced foods is healthier and more sustainable. It is not a question of all or nothing, but rather making small changes that can have a large and positive impact.

We believe that by taking this integrated approach to designing our menus for both people and the planet, we can drive change across the food travel sector.



**Case study**

## Offering healthier and sustainable food choices in Germany

In Germany, we relaunched our Ida & Frida brand in 2021 with a clearly defined wellness and sustainability brand proposition and have continued to build on this throughout 2022. A key focus has been to respond to the growing trend among our customers for more plant-based diets, driven by both health and environmental concerns.

The refreshed brand focuses on providing healthier fast food, with a wide range of vegan and vegetarian options suited to the tastes of health conscious travellers. By the end of 2022, over 70% of products on the menu were plant-based or vegetarian. These generated over 80% of the total sales, a testament to the quality and popularity of the offerings.

All coffee served is organic and Fairtrade certified and customers can choose non-dairy milk alternatives too. The brand also has 100% sustainable packaging, including paper straws, unbleached and biodegradable cardboard containers and disposable cups all made from renewable resources and free of petroleum.

The Ida & Frida units located in railway stations also make unsold food available at the end of the day on the food saving app, Too Good To Go, helping to reduce both food waste and alleviate food poverty.

→ **Find out**  
about the role of plant-based diets in our roadmap to net zero on pages 29-32

→ **Find out**  
about our efforts to reduce food waste and our partnership with Too Good To Go on page 36

**Offering healthier lifestyle choices and satisfying dietary needs**  
Continued

## Wellness brands

As well as individual menu items, we are introducing brands that focus on wellness and healthier offerings as part of the overall brand proposition.

We launched our first wellness brand, Camden Food Co, over a decade ago. We have continued to build our portfolio since, covering both our own and our partners' brands.

For example, our Haven brand was first developed in the Nordics in 2019, and today is also in Brazil and Cyprus. Health is at the very heart of Haven's offering with an emphasis on fresh fruit and vegetables, nuts and pulses, salads and smoothies, and a wide range of tasty plant-based options.

In the UK, our Soul & Grain brand is a fresh new offering focused on giving our customers a premium, nutritionally balanced menu. This includes plant-based and vegetarian choices, as well as a range of healthier-options, displayed with nutritional information, including items that are low in fat, high in protein and a source of fibre.

Following Soul & Grain's successful launch at London Victoria Rail station in April 2022, we opened a second unit at London City Airport in August 2022.

In India, we launched our new #Nourish brand at Delhi Airport in 2022. The brand focuses on seasonal sourcing and nutritionally-rich food and drink that supports a healthy and active lifestyle.

We also work with a number of wellness-focused brand partners, including international brands like Pret a Manger, YO! Sushi and Leon.

A local example in France, EXKi, is a brand focused on sustainable cuisine, inspired by plant-forward eating. We opened our third EXKi unit at Marseille Airport in January 2022, following our success with the brand in Montparnasse and Paris Charles de Gaulle Airport.

We are currently working on developing a clear criteria for defining and assessing wellness brands. This is drawing on international standards and best practice for offering healthier and sustainable food choices.



**Case study**

### Embracing the growth of plant-based eating in Brazil

Our Haven brand was first developed in the Nordics, and we took this successful concept to Salvador Bahia Airport in Brazil in 2020.

The country is known for being among the highest consumers of meat in the world. However, the number of self-declared vegetarians in Brazil has nearly doubled over a six-year period, to some 30 million people<sup>1</sup>. The number of 'flexitarians' is also rising, with 59% of Brazilians saying that health is a decisive factor in wanting to reduce their consumption of meat<sup>2</sup>. This trend was only accelerated by the Covid-19 pandemic. Alongside this, there is a growing awareness among consumers of the environmental impact of meat consumption, especially in light of increasing deforestation in the Amazon for cattle farming.

In response to these trends, our team in Brazil took the opportunity to fill a gap in the food travel market by extending the range of plant-based and vegetarian options at its Haven unit. This has proved so successful that similar plant-based options are now being introduced to menus for our other SSP units at the airport.

As a result, by the end of 2022, 37% of meals offered by our own brands in Brazil were plant-based or vegetarian.

**→ Find out** about the role of plant-based diets in our roadmap to net zero on pages 29-32

1 IBOPE research shows historical growth in the number of vegetarians in Brazil  
2 Flexitarian public strengthens market for alternating proteins



# Sourcing our ingredients and products responsibly and sustainably

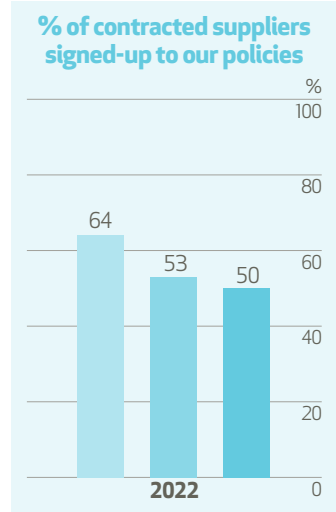
We source our products and ingredients with due care for the environment and the people involved in their production and manufacture

**64%**  
of our contracted suppliers signed up to our Ethical Trade Code of Conduct

## Supplier standards

We expect all our contracted suppliers globally to sign-up to our Ethical Trade Code of Conduct and Human Rights Policy (the Code), our Responsible Sourcing Policy and our Environment Policy, or demonstrate their own equivalent standards.

These policies outline the minimum requirements and standards we expect all our contracted suppliers for our own brands to adhere to.



- Ethical Trade Code of Conduct and Human Rights Policy (the Code)
- Responsible Sourcing Policy
- Environment Policy

→ **Find out**  
about our supplier ethical trade audits on page 48

📄 **Download**  
our policies from [foodtravelexperts.com/policies](https://www.foodtravelexperts.com/policies)

## Sourcing our ingredients and products responsibly and sustainably

Continued

# Certified ingredients

There are a number of key ingredients we rely on heavily that can be associated with a range of sustainability issues. For example, the way in which the raw ingredients are produced can lead to deforestation and biodiversity loss, or can compromise the human rights and livelihoods of growers and workers.

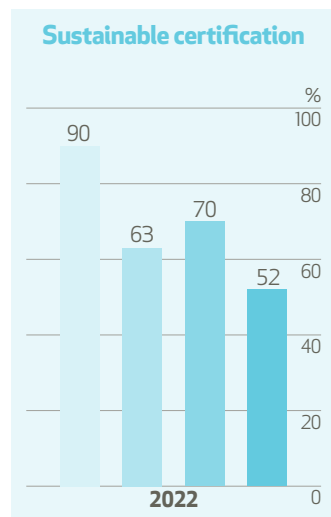
As such, we are committed to sourcing high-quality ingredients that meet recognised sustainability standards and certifications. These help provide reassurance for our procurement teams, clients and customers that the ingredients have been produced in line with best practice environmental, social and ethical criteria. Our current focus is on the highest risk ingredients of palm oil, tea, coffee, cocoa for hot chocolate, and fish. We plan to expand our approach to other key ingredients over time, such as beef and soy.

For palm oil, this is used as a cooking oil in some markets and as an ingredient in a wide variety of different foods, often in very small amounts, such as pastries and sauces.

Given the scale of its use, we have initially targeted the top 50 products for our own brands in each market to be palm oil free or to only use RSPO certified sustainable palm oil. By the end of 2022, we achieved this for 96% of our top 50 products. The shortfall was due to global supply challenges, primarily driven by the Russia-Ukraine conflict leading to shortages of alternative oil supplies.

We are making good progress against our 2025 target for 100% of tea, coffee, hot chocolate and fish for our own brands to be certified against a recognised independent sustainable certification scheme. These include Fairtrade, UTZ and Rainforest Alliance certification for tea, coffee and hot chocolate; and Marine Stewardship Council (MSC), Marine Conservation Society (MCS) or Aquaculture Stewardship Council (ASC) certification for fish.

[Find out about our approach to protecting human rights in our supply chain and supplier ethical trade audits on page 48](#)



- % own brand tea volumes certified
- % own brand coffee volumes certified
- % own brand hot chocolate volumes certified
- % own brand fish volumes certified



### Case study

## Supporting local suppliers in the UK and Ireland

Our products and ingredients are sourced through highly diversified and localised supply chains for each of our operating markets. This not only helps mitigate risks from supply chain disruptions, but also benefits local economies and producers, while reducing environmental impacts of transport and distribution.

In the UK, our bespoke concept, Juniper & Co at Gatwick Airport, is a premium bar and restaurant offering locally sourced produce including local gins, beers and British sparkling wines, as well as other local ingredients. Food miles are featured on the menu for key ingredients. For example, our cheesemonger sources local cheese produced in Sussex and the surrounding area, such as Sussex Blue and Sussex Camembert, both produced in Mayfield, around 35 miles from Gatwick.

For our Soul & Grain brand, at London Victoria rail station and London City Airport, we have partnered with Bristol-based Extract Coffee Roasters. Extract focuses on providing ethically-sourced artisan coffee that is better for coffee growers, better for communities and better for the planet.

In Dublin Airport, our new Whiskey Bread Bar & Kitchen showcases local Irish producers. For example, the tailor-made whiskey-steeped soda bread, served to accompany many dishes on the food menu, was created in partnership with McCloskey's Bakery.

# Supporting animal welfare



We work with our suppliers to maintain high standards of animal welfare across our global supply chain

**86%**

of our contracted suppliers across our European markets have signed-up to our Farm Animal Welfare Policy

## Upholding high standards

We have clear policies in place, outlining our commitment to supporting farm animal welfare and the responsible sourcing of meat that we expect all relevant suppliers to sign-up to (or demonstrate an equivalent standard).

By the end of 2022, 53% of our contracted suppliers had signed-up to our Responsible Sourcing Policy and 86% of our contracted suppliers across European countries had signed-up to our Farm Animal Welfare Policy.



Download our policies from [foodtravelexperts.com/policies](https://foodtravelexperts.com/policies)

### Supporting the Farm Animal Welfare Council's 'Five Freedoms'

We endorse the 'Five Freedoms' concept proposed by the Farm Animal Welfare Council:

- Freedom from hunger and thirst: by ready access to fresh water and a diet to maintain their full health and vigour;
- Freedom from discomfort: by providing an appropriate environment including shelter and a comfortable resting area;
- Freedom from pain, injury or disease: by prevention or rapid diagnosis and treatment;
- Freedom to express normal behaviour: by providing sufficient space, proper facilities and company of the animals own kind;
- Freedom from fear and distress: by ensuring conditions and treatment which avoid mental suffering.

In addition, we require our meat suppliers to comply with appropriate legal standards, have full traceability, and use licensed slaughter premises. We also prohibit the use of artificial growth promoting substances, including antibiotics.



Supporting animal welfare  
Continued

# Supporting the welfare of chickens

We support the [European Chicken Commitment \(ECC\)](#), a multi-stakeholder pledge that aims to improve the conditions of broiler chickens<sup>3</sup>.

The ECC focuses on areas such as transitioning to breeds with better welfare outcomes, increasing living space, and using more humane stunning methods.

In line with the ECC timeline, we are aiming for 100% of the chicken we use for our own brands in European countries to meet the ECC standards by 2026.

## Cage-free eggs

We are committed to sourcing 100% cage-free eggs globally for all our own brands by 2025.

By the end of 2022, 34% of eggs for our own brands were from cage-free sources, with 100% achieved in 12 markets. Some of our markets are, however, experiencing challenges with this target, particularly in our Rest of the World operating region, due to a limited number of cage-free egg supplies.

So, in 2022, we worked with the [Lever Foundation](#) to help support our teams in overcoming these challenges. Lever Foundation is an NGO committed to working with businesses to support animal welfare, with a strong focus on helping to accelerate progress in Asian markets.

They were able to support us in providing supplier directories for each of our markets, as well sharing research on consumer trends and commitments being made by other food companies in the region.

We also continued our ongoing engagement with [The Humane League](#) in 2022. The Humane League is an international non-profit focused on animal welfare.

In 2023, we plan to continue engaging with both these NGOs on this important issue, including seeking their input for a review of our policies and to help identify opportunities to strengthen our approach and accelerate progress against our commitments.



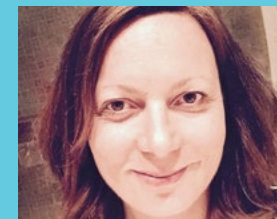
### Viewpoint

“SSP is a great example of a sustainably-minded company that is taking the issue of farm animal welfare in food supply chains seriously.

We have worked with SSP on the caged-egg issue, partnering with them to assist in the eradication of caged eggs from their own brands’ global supply chains. This not only means less suffering for laying hens, but also means that consumers are offered healthier products.

SSP is a leading example, alongside other international restaurant companies, that have all now committed to switching to 100% cage-free eggs globally.”

**Kirsty Tuxford,**  
Corporate Engagement Manager,  
Lever Foundation



**Find out**  
more about Lever Foundation  
at [leverfoundation.org](https://leverfoundation.org)

<sup>3</sup> A broiler is any chicken that is bred and raised specifically for meat production.

# Next steps

## We will continue to drive progress against our targets:

Target	Deadline
<b>Offering healthier lifestyle choices and satisfying dietary needs</b>	
Continue to introduce healthier food and drink items in our own brands and increase our portfolio of wellness brands in key regions.	By end 2025
At least 30% of meals offered by our own brands to be plant-based or vegetarian.	By end 2025
100% of our own brand units in our UK&I, Europe and North America regions that serve coffee to offer non-dairy milk alternatives (40% in our Rest of the World region).	By end 2025
<b>Sourcing our ingredients and products responsibly and sustainably</b>	
100% of tea, coffee, hot chocolate and fish for our own brands to be certified against recognised sustainability standards.	By end 2025
Continue to work to ensure our top 50 own brand products in each market are palm oil free, or using RSPO certified palm oil.	Each year
All contracted suppliers to sign our Ethical Trade Code of Conduct, Responsible Sourcing Policy and Environment Policy or provide their own of equal or better standard.	By end 2025
<b>Supporting animal welfare</b>	
All contracted suppliers for our own brands in our European markets to sign our Farm Animal Welfare Policy or provide their own of equal or better standard.	By end 2025
100% of eggs for our own brands to be from cage-free sources.	By end 2025
100% chicken for our own brands in our European markets to be aligned with the standards of the European Chicken Commitment.	By end 2026

## In support of these targets, in 2023, we plan to:

- Roll-out our ‘People & Planet Menu Framework’ globally;
- Develop a new Marketing Policy, supported by clear standards and procedures for our operating markets;
- Conduct a comprehensive review of our supplier policies and consolidate into an integrated Supplier Code of Conduct;
- Continue to review key ingredients to assess their sustainability risks and increase the use of certified products, where appropriate;
- Continue engaging with key NGOs to help identify opportunities to strengthen our approach to animal welfare, include a review of our policies.





## Protecting our environment

# Our journey to net zero & *a climate-smart future*



# Overview



## Viewpoint

“At SSP, we have long focused on managing our operational emissions by introducing lower energy equipment and increasing our use of renewable energy. This year, we’ve made a step-change in our approach with our ambitious target to achieve net zero carbon emissions by 2040.

With nearly 90% of our total footprint sitting in our Scope 3 value chain, where we don’t have direct control, we have a big challenge ahead of us. So, catalysing the whole organisation around our net zero mission is crucial – from how we source our ingredients and design our menus, to working in collaboration with our suppliers, clients and brand partners. I truly believe that, together, we can achieve net zero across our value chain.”

**Sukh Tiwana**  
Chief Procurement Officer



## 2022 highlights

# 36%

reduction in Scope 1 and 2 CO<sub>2</sub>e emissions (vs 2019 baseline) and Scope 3 emissions mapped

# 80%

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

# 387k

meals saved from landfill via the Too Good To Go food saving app across 11 countries – this is equivalent to over 968 tonnes of CO<sub>2</sub>e emissions<sup>4</sup>

## In this chapter

### Pursuing net zero carbon emissions

pages 29-32

### Material issues & SDGs

- Climate change
- Energy efficiency and renewables



### Reducing, reusing and recycling our packaging

pages 33-34

### Material issues & SDGs

- Circular economy and plastic pollution
- Climate change



### Reducing food waste

pages 35-36

### Material issues & SDGs

- Food waste and food poverty
- Circular economy
- Climate change



<sup>4</sup> Assuming an average ‘Magic Bag’ equates to one meal saved with a weight of 1kg which, on average, generates a CO<sub>2</sub> footprint of 2.5kg.

# Pursuing net zero carbon emissions



We are committed to achieving net zero carbon emissions across our value chain (Scopes 1, 2 and 3) by 2040

**89.1%**  
of our emissions are in Scope 3

**78%**  
of our total footprint relates to the food, beverages and products we purchase for resale

The impacts of climate change are increasingly being seen in every region around the world. This is a global issue that requires collaborative, widespread action by all stakeholders including governments, businesses, consumers, NGOs and communities. We are dedicated to doing all we can to play our part.

In 2021, we set our net zero ambition for 2040 and signed a Letter of Commitment to the [Science Based Targets Initiative \(SBTi\) Business Ambition for 1.5°C](#).

To make this a reality, in 2022, we worked with a specialist consultancy to map our Scope 3 footprint and develop our roadmap to 2040, aligned to a 1.5°C scenario. This included defining our baseline for 2019, selected because this was the last year we were fully operating before the Covid-19 pandemic.

We are now in the process of finalising our science-based targets and submitting them for validation by the SBTi.

In 2022, we also worked with specialists to build our understanding of climate change risks and opportunities, aligned with the Task Force on Climate-related Financial Disclosures (TCFD). This included undertaking a detailed analysis against two potential climate scenarios (1.5-2°C net zero scenario and 3.5-4.5°C climate inaction scenario) to understand the impact on our business, strategy and financial planning.

**Find out** about our TCFD reporting, including results of the scenario analysis, on pages 54-57 of our [2022 Annual Report](#)

**Pursuing net zero carbon emissions**  
Continued

# Reducing emissions across our value chain

Nearly 90% of our total footprint is in our value chain (Scope 3) emissions and the vast majority (78%) relate 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 will be a significant undertaking and requires close collaboration with our suppliers and brand partners. Our approach is focused on how we source our ingredients, design our menus, and help our customers to make more climate-friendly choices.

We already have targets to increase our range of plant-based and vegetarian meal options and making available non-dairy milk alternatives across our own brands. This is also the case for many of our brand partners.

For example, our Burger King units offer passengers an extensive range of plant-based products, including the V-Label licensed vegan options, plant-based Nuggets, plant-based Long Chicken® and plant-based Nugget Burger, with a strong focus on taste irrespective of the protein source.

As well as increasing our range of plant-based offerings, we are also looking at how we can design other dishes to be more climate-friendly. This includes using lower impact options, such as chicken instead of beef, and creating more plant-forward dishes by adding more vegetables, fruits and wholegrains, with a lower proportion of meat or fish.

These dishes are not only lower in CO<sub>2</sub>e emissions, but are also healthier and more nutritious for our customers. It is not a question of all or nothing. Instead it is about making small changes that can have a large and positive impact.

**→ Find out** about how we are increasing plant-based offerings on pages 19-21



## Case study Sustainable design and build

Scope 3 capital goods represent around 6% of our total carbon footprint. This primarily includes the materials used to construct and fit-out our units.

To reduce these emissions, we are focused on working with partners that employ green building standards, such as LEED certification; procuring materials that minimise the environmental impact; reusing and repurposing elements of existing units in refurbishments; and installing energy-efficient lighting and equipment.

For example, in Dublin Airport, the front of the bar and the table and chairs for our bespoke concept, Whiskey Bread, is made from recycled oak and cedar whiskey barrels.

In France, our new local hero concept, Paname Tap House, at Gare de Montparnasse also uses recycled materials. Working in partnership with Paname, Ermewa SA, a leading European freight car rental and management company, and SGM Recyclage, old train wagons and freight cars were transformed into furniture items.

From one wagon alone, we were able to source 100 raw boards and convert these into tables, chairs and the bar.

**▶ Watch a video** showing the circular economy design process for the Paname Tap House on [YouTube](#)

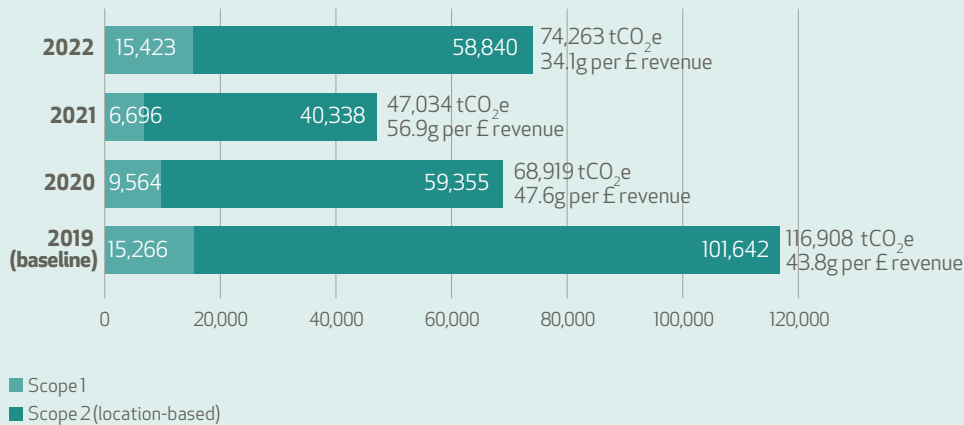


**Pursuing net zero carbon emissions**  
Continued

# Energy efficiency & renewables

We have been measuring our direct Scope 1 and 2 emissions for many years – the majority of this relates to purchased energy for our units.

**Scope 1 and 2 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) emissions**



In 2022, we worked with a specialist consultancy to improve the quality and completeness of our Scope 1 and 2 data. We have therefore restated the data in the adjacent chart for 2019, 2021 and 2020 to reflect these improvements and changes to our market footprint.

**Find out** about our CO<sub>2</sub>e restatements and reporting methodology on page 73-74

We saw a significant drop in absolute Scope 1 and 2 emissions in 2020 and 2021, due to many of our units being closed during the Covid-19 pandemic. Our data for 2022 presents a closer picture of our footprint, compared to 2019 (although it is still not yet a like-for-like comparison).

We also worked in 2022 to proactively engage with our clients to gain better visibility of actual energy data, which previously we had to estimate due to energy costs being included in rent or service charges. As a result, we saw a significant improvement in 2022, with 19% of our energy data estimated, compared to 38% in 2021.

In 2022, we were pleased to see a 36% reduction absolute in Scope 1 and 2 emissions (vs our 2019 baseline). Our total energy consumption also reduced by 31%, and we estimate that 42% of our total energy was from renewable sources in 2022.

The reductions were largely driven by changes in our operating units and the improvements in data quality, with fewer estimations. We also saw the realisation of some of our energy efficiency projects implemented prior to the Covid-19 pandemic, such as in the US, UK and Germany.

These projects included replacing equipment with more energy efficient models, implementing smart building management systems and driving energy-saving behaviour change among our colleagues.

For 2023, we have a number of investment projects planned to upgrade our lighting, refrigeration and other equipment with lower energy models. We are also planning to pilot initiatives leading up to carbon neutral units in some of our key locations, against the PAS 2060 internationally recognised standard.

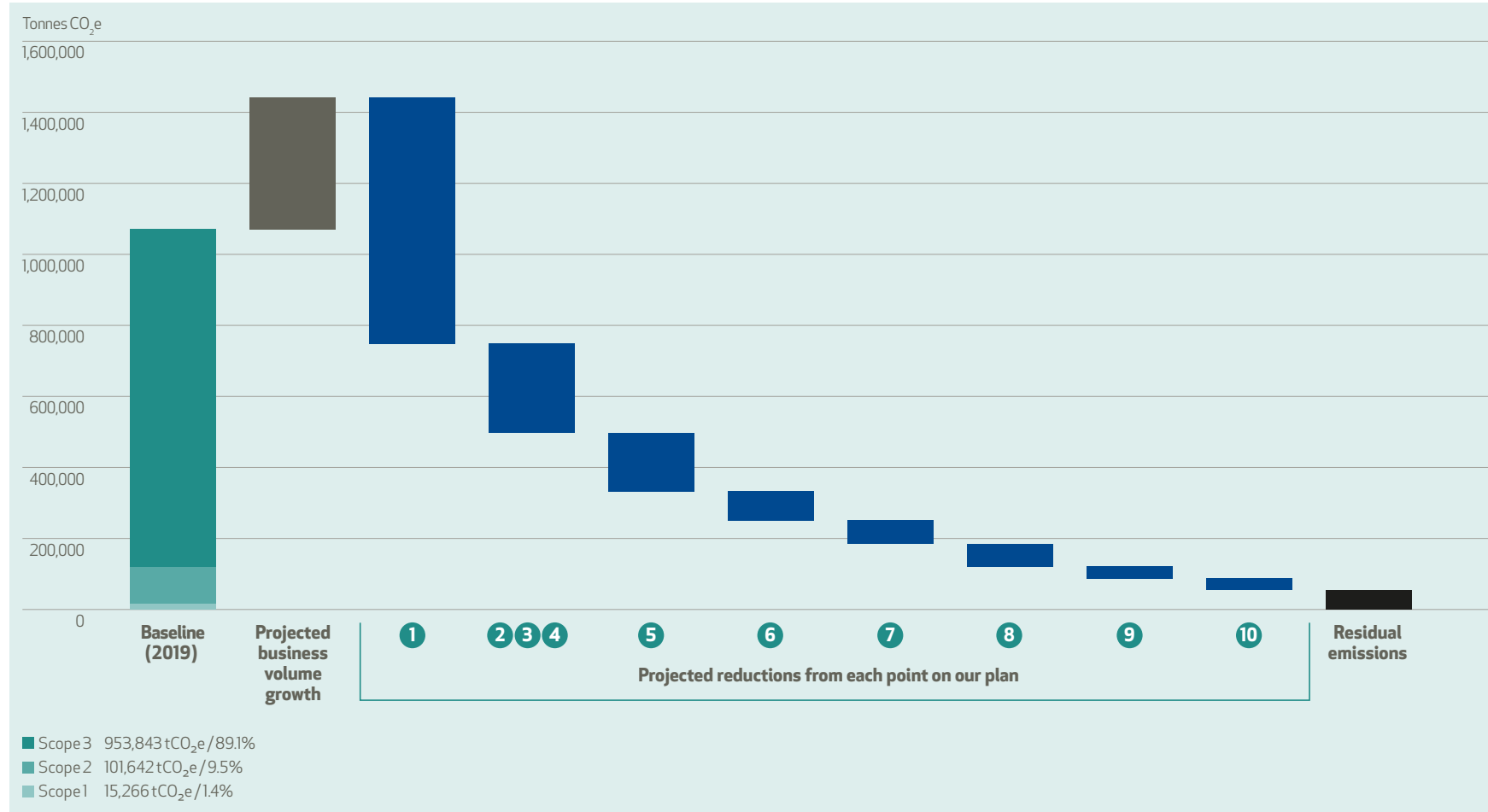
Alongside this, we will continue to work to increase our use of renewable energy and embed a culture of energy awareness and climate literacy across our business through new training, awareness campaigns and engagement.

**Find out** about our statutory reporting under the UK Streamlined Energy and Carbon Reporting (SECR) regulations, including energy consumption and intensity, on page 30 of our [2022 Annual Report](#)

**Pursuing net zero carbon emissions**  
Continued

# Our journey to net zero

We are focused on achieving at least a 90% reduction of absolute Scope 1, 2 and 3 emissions by 2040 from our 2019 baseline year, aligned to a 1.5°C pathway, with no more than 10% residual emissions reduction through carbon removal.



**Our 10-point plan to reduce emissions:**

1. Engage, support and collaborate with our brand partners to reduce emissions and increase offerings of plant-based and more climate friendly menu options;
2. Continue to increase our own brand offerings of plant-based and more climate friendly menu options;
3. Help our customers to choose more climate-friendly options, such as through product promotions, information and labelling;
4. Explore and test new technologies and innovations in the food sector, as they become available, such as novel proteins and plant-based alternatives;
5. Continue to optimise energy efficiency and increase our use of renewables;
6. Employ sustainability criteria in the design and construction of our units;
7. Engage, support and collaborate with our suppliers to reduce emissions;
8. Continue to transition to sustainable packaging and to reduce food waste;
9. Increase local and seasonal sourcing and key ingredients with sustainability certifications;
10. Build skills and capabilities across our business and share best practice to embed climate-smart practices and accelerate progress.



# Reducing, reusing and recycling our packaging

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

Plastics and packaging are ubiquitous in our daily lives and play an important role in protecting goods as they move through the economy and, importantly, in reducing food waste and its climate impact.

However, today's throwaway culture has led to increasing levels of carbon emissions from new plastic production, as well as damage to the environment from discarded plastics.

We have set targets for 2025, aligned with the best practice guidelines of the Plastic Pact Network, to eliminate unnecessary single-use plastic packaging and move 100% of our own brand packaging to be recyclable, reusable or compostable.



**Find out**  
about the Plastic Pact Network  
at [ellenmacarthurfoundation.org/the-plastics-pact-network](https://ellenmacarthurfoundation.org/the-plastics-pact-network)

## Eliminating single-use plastic

We have identified, and are working to eliminate, unnecessary single-use plastics, either removing them altogether or switching to sustainable alternatives.

For example, we're replacing plastic drinking straws and cutlery with wood, bamboo or compostable alternatives. We are also replacing PET<sup>5</sup> containers, such as for boxed salads, with recycled PET or other sustainable alternatives.

We are making good progress and, by the end of 2022, approximately 80% of our own brand packaging was free of unnecessary single-use plastic globally. This includes some of our major regions and markets that have achieved 100%, including UK & Ireland, DACH and India.

<sup>5</sup> Polyethylene terephthalate (PET) is a polymer used extensively in single-use plastic packaging.

**Reducing, reusing and recycling our packaging**  
Continued

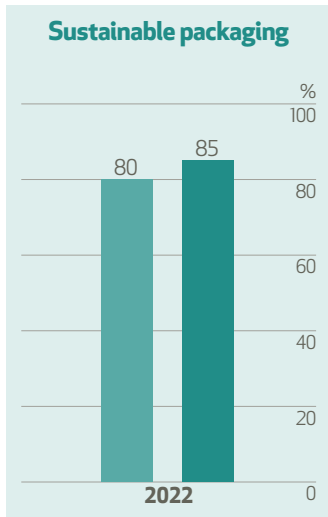
**Recyclable, reusable or compostable packaging**

As well as eliminating single-use plastic, we are also focused on moving all our own brand packaging to be recyclable, reusable or compostable. By the end of 2022, we achieved this for around 85% of our packaging globally, including 100% for our UK & Ireland region.

In our coffee shops, we encourage customers to bring reusable cups and some offer discounts as an incentive.

We also work with our clients to encourage customers to recycle cups and other packaging by making available customer-facing recycling facilities. For 2022, 100% of sites across 23 markets have this in place.

We continue to engage with our clients for the remaining sites to put in place customer-facing recycling facilities.



- % of own brand packaging that is free of unnecessary single-use plastic
- % of own-brand packaging that is recyclable, reusable or compostable



**Case study**

**Working in partnership with our clients to achieve zero waste**

As well as our focus on primary packaging and post-consumer waste, we also continue to increase recycling rates for our back-of-house waste, such as from secondary packaging. In most cases, we are dependent on our client's in-house waste management facilities, so working in collaboration is crucial to our approach.

For example, in 2022, we worked in partnership with our client Gatwick Airport in the UK to pilot a new recycling and waste segregation programme. This involved expanding from general waste and cardboard recycling, to also include dry mixed recycling and glass waste.

Following the successful pilot, all our trading units at Gatwick now participate in the airport programme.

Our units have also implemented their own initiatives to reduce the amount of waste generated.

Together, these programmes have already helped to reduce the amount of waste sent to landfill from our units by around 50%.

**50%**

reduction in the amount of waste sent to landfill from our Gatwick units following implementation of the programme

# Reducing food waste

## Food waste hierarchy

### Prevent

Smart ordering, production and display

### Reuse

Discounting unsold food via apps such as Too Good To Go and donating surplus food to charities and food banks

### Recycle

Recycling used cooking oil into biofuel  
Composting coffee grounds  
Anaerobic digestion to produce biogas

### Recover

Incineration of food waste for energy recovery

### Dispose

Send to landfill

We are committed to reducing food waste through prevention, reuse, recycling and recovery, including partnerships for discounting and donating surplus food

Around a third of all food produced for human consumption is lost or wasted from the farm to fork. This has economic, social and environmental impacts, contributing to 8-10% of global CO<sub>2</sub>e emissions<sup>6</sup>.

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 food waste hierarchy to reduce our food waste. This focuses on prioritising food from becoming waste in the first instance through smart ordering, production and inventory management.

We then focus on discounting or donating unsold food for re-use – this includes partnering with food saving apps, such as Too Good To Go, and donations to food poverty charities. We also work to recycle food waste, such as sending used cooking oil to be turned into biofuels and composting coffee grounds.

By the end of 2022, 48% of our own brand units that serve coffee were diverting waste coffee grounds from landfill through composting and food waste collection schemes. This includes 12 markets achieving 100%.

The challenge for our business is that we primarily operate in our clients' locations where we do not have control over the waste management facilities. Units in airside locations are particularly challenging as security controls mean collections by third-parties, such as food charities, are restricted.

As such, we have a strong focus on engaging and working with our clients to encourage them to enhance their in-house waste management, including waste segregation, recycling, composting, anaerobic digestion and energy recovery, where not already in place.

<sup>6</sup> United Nation's Environment Programme (UNEP) Food Waste Index Report (2021).

**Reducing food waste**  
Continued

# Working in partnership with Too Good To Go



[Too Good To Go](#) is a social impact company 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 'Magic Bags' that customers buy through the app at a reduced price.

Our partnership with Too Good To Go started in the Nordics in 2016. By the end of 2022, it was live in 11 of our markets across Europe, as well as in the UK.

In the UK, for example, we started working with Too Good To Go in 2019 with eight units. Having paused during the Covid-19 pandemic, we have expanded rapidly across the UK over the last year to more than 600 units, saving over 200,000 meals from going to waste in 2022. This has included our own brands like Upper Crust and Camden Food Co, as well as engaging brand partners to join with us.

Across all 11 markets, in 2022, over 387,000 meals have been saved from landfill. This is equivalent to approximately 968 tonnes of CO<sub>2</sub>e emissions. In total, since our partnership with Too Good To Go began in 2016, up to September 2022, over 540,000 meals have been saved. That's the equivalent of 1,362 tonnes of CO<sub>2</sub>e.<sup>7</sup>

This demonstrates the sheer scale and popularity of customers supporting this sustainability drive and accessing great quality food at lower prices.

**Find out**  
→ about how we're donating surplus food to charities and food banks to support our communities on page 50

<sup>7</sup> Assuming an average 'Magic Bag' equates to one meal saved with a weight of 1kg which, on average, generates a CO<sub>2</sub> footprint of 2.5kg.



## Case study Supporting a circular economy for cooking oil

Used cooking oil, when disposed of irresponsibly, blocks drains and sewers and can contaminate local water supplies. Recycling cooking oil not only prevents it ending up as waste, but also contributes to a circular economy by giving it a new life as biofuel.

By the end of 2022, 96% of our own brand units globally, that use cooking oil, were sending it for recycling – exceeding our 2022 target of 80%. Those units not yet recycling oil are in places where there are no schemes or facilities available. In these cases, we are actively engaging with our clients to encourage their introduction.

In our UK & Ireland and Continental Europe regions, we are achieving 100% waste cooking oil recycling. In North America, we're at 98% and our Rest of the World region has reached 89%, including 100% across EEME and India.

In India, for example, 100% of our waste cooking oil in the country is recycled through the national RUCO – Repurpose Used Cooking Oil – programme and converted into biofuel. In just three months, this totalled more than 7,800 litres of waste cooking oil, helping to maintain food safety, and reduce food waste and emissions from fossil fuels.

# Next steps

## We will continue to drive progress against our targets:

Target	Deadline
<b>Pursuing net zero carbon emissions</b>	
Achieve net zero carbon emissions across our value chain (Scopes 1, 2 and 3).	By end 2040
<b>Reducing, reusing and recycling our packaging</b>	
Eliminate unnecessary single-use plastic from all our own brand packaging.	By end 2025
100% of packaging for our own brand products to be recyclable, reusable or compostable.	By end 2025
<b>Reducing food waste</b>	
All divisions globally to have programmes to reduce food waste through prevention, reuse, recycling and recovery.	By end 2025

## In support of these targets, in 2023, we plan to:

- Submit our net zero science-based targets and roadmap to the Science-Based Targets Initiative for validation;
- Pilot initiatives leading up to carbon neutral units, against the PAS 2060 internationally recognised standard;
- Continue to work with our clients to put in place customer-facing recycling facilities at all our sites, where not currently available;
- Continue to implement programmes to discount or donate unsold food to charity, recycle cooking oil, compost coffee grounds and divert food waste from landfill.





## Supporting our colleagues and communities

A great place to  
work where  
*everyone can fulfil  
their potential*



# Overview



## Viewpoint

“Attracting and retaining diverse and talented colleagues is crucial to SSP’s success. We’re focused on ensuring SSP is a great place to work where everyone can fulfil their potential.

We truly believe we can deliver our purpose and be the best part of our colleagues’ career journeys.

We’re encouraged by the 76% positivity score in our global engagement survey and are using the valuable insights to create an even stronger employee proposition. This includes driving our wellbeing and diversity agendas and building a values-based, inclusive and engaging culture for all.”

**Nathan Clements**  
Chief People Officer



## 2022 highlights

# 76%

positivity score in our global colleague engagement survey (+1% vs 2021)

# 50%

women on our Board (+21% vs 2021) and 36% in senior leadership (+5% vs 2021)

# 27

charity partnerships globally, including 14 focused on alleviating food poverty

 **Find out** about how our People Strategy on pages 22-23 of our [2022 Annual Report](#)

## In this chapter

### Treating all our colleagues with care and respect

pages 40-41

#### Material issues & SDGs

- Employee engagement and development



### Promoting and protecting safety and wellbeing

pages 42-45

#### Material issues & SDGs

- Colleague health, safety and wellbeing
- Customer safety/food safety
- Fair pay and remuneration



### Embracing diversity and protecting human rights

pages 46-48

#### Material issues & SDGs

- Diversity, equity and inclusion
- Human rights and modern slavery



### Supporting our communities

pages 49-50

#### Material issues & SDGs

- Community and charity partnerships
- Food poverty
- Charitable donations transparency



# Treating all our colleagues with care and respect



We value and respect our colleagues and create an environment where all colleagues feel informed and engaged

## Living our values

Our values play a key role in delivering our purpose, vision and strategy. Developed in consultation with our teams across the world, they guide our culture, behaviours and decisions, helping ensure we act in the best interests of our stakeholders, the environment and our business.

In 2022, we welcomed many of our colleagues back to the business and recruited many new members as we rebuilt following the Covid-19 pandemic. From c.23,000 colleagues at the start of the year, we grew to c.35,000 by year-end.

The majority (87%) of our colleagues at year-end were team members or supervisors, 8% were operations management and 5% were support function colleagues.

We have had a strong focus on further embedding our values across our business and culture in 2022, including bringing them to the core of our induction training. We also use the insights from our annual engagement survey to understand how colleagues feel about the values and respond with focused communications. In October 2022, we also reinforced our values at our global leadership conference.

### 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.



**Treating all our colleagues with care and respect**  
Continued

# Listening, engaging and acting

Ensuring we have open engagement – where we can listen and learn from our colleagues and act on the insights – is crucial to the development of our culture and People Strategy.

We have a wide range of engagement channels across the Group, including:

- Market and site visits by our Board of Directors and Group Executive Committee to meet local employees;
- Group and regional town hall meetings and listening sessions;
- Meetings with works councils, trade unions and the European Works Council;
- Our global leadership conference with the top 150 senior leaders across the Group;
- Networks and communities, including our Group Inclusion Council and, in the UK, our LGBT+, Women in Tech and Menopause networks – each of which has a sponsor from our Group Executive Committee;

- Independently-managed ‘Speak Up’ and whistleblowing channels;
- Regular communications and leadership briefings on the Group SharePoint platform;
- Our annual global engagement survey, followed by feedback on results, listening sessions and action plans to address issues identified.

In 2022, we conducted our second global engagement survey. This feedback is invaluable in helping us to measure progress since our last survey in 2021, which was conducted during the height of the Covid-19 pandemic.

We are strongly encouraged by the improvements in both the response and positivity rates, compared to 2021, with 82.6% of our colleagues choosing to respond (+10%) and an overall positivity rate of 76% (+1%).

The survey also provided unique insights into key topics including attraction and retention, engagement and inclusion, development, safety and wellbeing, enablement, and customer and community.

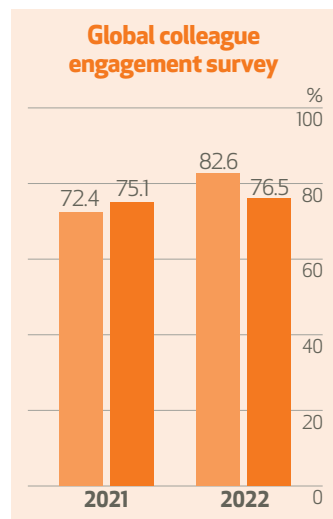
We saw the positive impact of local, regional and Group-level action plans implemented in response to the 2021 survey. For example, colleagues told us they would like to see more opportunities for learning and development to progress their careers.

In response, we implemented a number of plans and initiatives across the business. This included the roll-out of our new People Leaders Programme and an increased focus on development in the performance cycle. In addition, we established new Global Communities of Practice for supporting learning and development and piloted a performance coaching programme for senior leaders.

As a result, we saw improvements in the positivity rates for questions relating to these areas in the 2022 survey. This included a 5% increase in positive responses to the question on access to training and a 17% increase in the question regarding colleagues’ development conversations with their line manager.

Our Board reviewed the survey results and details of the Group-level plans we are putting in place in response as part of the development of our overall People Strategy. Our local markets and regions have also developed actions plans to address the feedback we received from both the survey and listening sessions across the business.

**Find out** more about our People Strategy on pages 22-23 of our [2022 Annual Report](#)



■ % of total employees who responded to the survey  
■ % of responses that were positive



### Viewpoint

“This year employee engagements have expanded as we find ourselves slowly emerging from the constraints of lockdowns. Both face-to-face and through multimedia, I had many opportunities to be able to cross time zones and listen to, and have conversations with, colleagues around the world that reflect our geographic and demographic diversity.

Engagements I’ve had with colleagues of all levels across support centres, rail and air businesses has brought another perspective to the Board.”

**Judy Vezmar**  
Non-Executive Director for Workforce Engagement (ENED)



**Find out** Find Judy’s full ENED statement on page 52 of our [2022 Annual Report](#)

# Promoting and protecting safety and wellbeing



We protect the safety of our colleagues and customers, and promote our colleagues' wellbeing

## Safeguarding our colleagues and customers

Safety is of paramount importance at SSP. It is imperative that our food is safe to eat and the safety of our colleagues, customers and the public is protected.

In 2022, we further reinforced our approach with the launch of an updated Group Safety Policy and a new app to enable more user-friendly incident reporting.

Our Policy outlines our global compliance framework and sets consistent standards across the Group. This includes maintaining the highest standards of food safety, aligned to the Hazard Analysis Critical Control Point (HACCP) management system, an internationally-recognised standard for food safety.

We allow for local flexibility to comply with local laws and standards and to reflect the diversity of our customer base and differing requirements of our clients, landlords, brand partners and other stakeholders.

We also established our Global Safety Forum in 2022, which meets quarterly and is chaired by the Group Head of Safety. The Forum includes representatives for all our businesses globally and provides an opportunity to share best practice and drive effective implementation of our policies and standards.



**Download**  
our Group Safety Policy from  
[foodtravelexperts.com/policies](https://www.foodtravelexperts.com/policies)

**Promoting and protecting safety and wellbeing**  
Continued

Where needed, we continue to operate to strict Covid-19 protocols to keep our colleagues and customers safe.

This was particularly the case for some of our markets in Asia-Pacific where restrictions continued in 2022, such as in China and Hong Kong.

In these cases, we worked to ensure full compliance with all government restrictions and guidelines, as well as providing appropriate masks and personal protective equipment (PPE), regular testing and temperature checks for our colleagues. We are also utilising digital ordering and payment solutions for our customers.

The Board receives monthly reports of safety incidents and key performance indicators. Safety was also included as key part of Group strategy sessions for our Group Executive Committee and Board during 2022.

**Our Global Safety Governance and Management Framework**



**Viewpoint**

"I'm passionate about ensuring we operate to the highest standards for safety across our business. This isn't just about having the right policies, processes and controls – embedding into our culture and ensuring it remains at the forefront of all we do is just as important. We do this through regular communications and campaigns, as well as recognising 'safety heroes' from our front-line operations who promote a positive health and safety culture among their teams.

We also work hand-in-hand with our clients, landlords and brand partners. And, with food safety being such a fast-moving area, I'm incredibly proud to be a Fellow of the Chartered Institute for Environmental Health in the UK and a member of their Food Advisory Panel. The Panel provides a forum to learn from others, keep pace with evolving standards and allows us to contribute our experience to help shape future national policies and campaigns."

**Lisa Cobb**  
Group Head of Safety



## Promoting and protecting safety and wellbeing

Continued

### Promoting wellbeing

The Covid-19 pandemic brought into even sharper focus the importance of protecting both the physical safety of our colleagues and their wellbeing.

We have long had a wide range of wellbeing initiatives in place around our business worldwide. For 2022, we committed to strengthen this with the development of a global, integrated strategy.

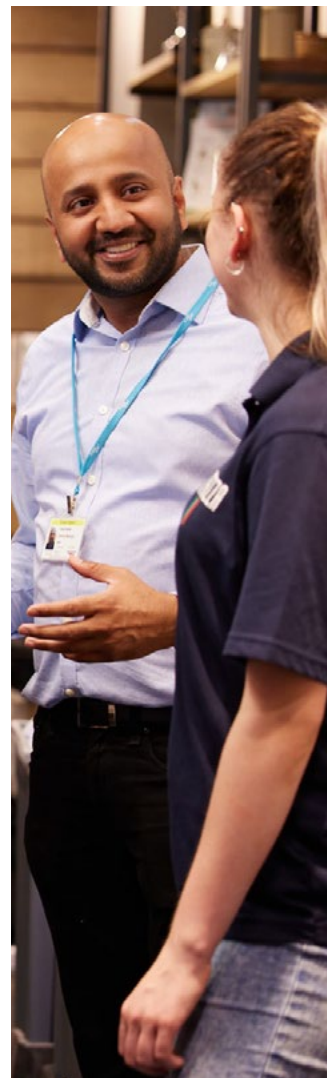
This work started with a review of existing wellbeing initiatives across all our markets. These include employee assistance programmes that provide colleagues with access to resources, support, advice and benefits.

We also provide a range of fitness and cycle-to-work schemes, telephone counselling services, and discounts and financial planning services.

This information was used to inform the development of a global wellbeing framework, aligned to our Group People Strategy. The framework focuses on taking a holistic approach to supporting colleagues physical, mental and financial wellbeing, recognising how these issues are connected and inter-related.

We are now focused on delivering this through a mix of global campaigns and toolkits to drive common awareness and understanding across the Group, underpinned by regional and market initiatives tailored to the local needs and circumstances.

For example, we ran a global mental health awareness campaign in 2022, which our regional teams used as an opportunity to highlight the support available locally.



#### Case study

### Mental Health Awareness: How are you *really* doing?

The World Health Organization estimates there's been a 25% increase in depression and anxiety worldwide since the onset of the Covid-19 pandemic, but mental health is still rarely discussed, especially in the workplace<sup>8</sup>.

We recognise the impact the pandemic has had on our employees, as well as ongoing pressures they face due to the cost of living crisis.

We want SSP to be somewhere everyone feels comfortable talking about mental health so, in May 2022, we ran a month-long global campaign under the theme "How are you *really* doing?"

The campaign focused on opening-up the conversation around mental health in the workplace. It included new guidelines to help equip our managers with the tools they need to have meaningful conversations with their teams, as well as communication materials to encourage colleagues to talk about their mental health.

We shone a light on stories that some of our colleagues were brave enough to share about their experiences. For example, one colleague told us, "The most important thing we can do for each other is be there – even if someone says they are fine and they don't need help, you need to check. Most of the time they just need someone to talk to. If you're struggling, know that people around you will listen if you reach out."

<sup>8</sup> Covid-19 pandemic triggers 25% increase in prevalence of anxiety and depression worldwide (who.int)

## Promoting and protecting safety and wellbeing

### Continued

#### Financial wellbeing

We recognise the impact the current high inflation and subsequent cost of living crisis can have on our colleagues, particularly those working in front-line roles.

We have taken numerous actions to support them during this time, with a mix of global, regional and local initiatives. In many locations the immediate focus has been on ensuring our colleagues are aware of the support, counselling and hardship assistance available via our wellbeing and employee assistance programmes.

Where needed, we have taken specific interventions, such as providing colleagues with salary advances. In all our markets, we provide colleagues with either free, or heavily discounted meals, as well as employee discounts.

For example, in the UK we increased the discount in 2022 to 75% for our own brands, as well as negotiating additional discounts of up to 40% with our brand partners. This is available to all UK colleagues from day one of their employment.

We regularly review our levels of pay and associated benefits in the context of local market conditions and, where needed, we have increased rates of pay. Our leaders have had specific training on this topic and the effectiveness is reviewed as part of our wider colleague engagement survey.

As part of our digital transformation, we are also investing in our HR Information System to better enable access to practical benefits, such as discounts on shopping and utilities. This will be followed by a review of providers that offer the discounts most sought by our colleague base.



#### Case study

### Promoting healthier and sustainable lifestyles

Our commitment to promoting nutritious and sustainable food applies just as much to our colleagues as to our customers. This reflects our purpose to be the best part of the journey for our all our stakeholders.

We do this through a range of different wellbeing initiatives, such as discounted gym membership, cycle-to-work schemes, and nutritional and dietary advice. For example, in some markets we held workshops with experts to provide our teams with an opportunity to learn about the importance of a balanced diet and get tips on healthy eating habits and recipes.

In the US and Canada, we ran a 'Sustain Ability' challenge over the summer to encourage our colleagues to step towards a more sustainable life.

Each week they were challenged to reach goals of 5,000 up to 10,000 steps a day, while learning about ways to live more sustainably.

These included tips on how to eat less processed food, as well as how to recycle more, conserve energy and reduce their carbon footprint. This was a great example of bringing together our environmental and wellbeing goals under one integrated campaign.



# Embracing diversity and protecting human rights



We are committed to promoting a diverse inclusive culture, and respecting human rights across our business and supply chain

**52%**

proportion of women across our global workforce

## A diverse and inclusive culture

We are proud to be a diverse global company, with around 35,000 colleagues, 52% of whom are women, and from a wide range of different backgrounds, ages, ethnicities and sexual orientation.

Our mission is to have a diverse, inclusive culture where everyone is welcome and that reflects the communities we operate in and the customers, clients and other stakeholders that we serve. That means striving for gender balance, as well as supporting colleagues from minority ethnic backgrounds, or those who are disabled, neurodiverse or from the Lesbian, Gay, Bisexual, Transgender and Queer (LGBT+) community. When we work with a diverse group of people, we think differently and in more creative ways, leading to stronger business performance.

Setting the 'tone from the top' is crucial and so we are proud to have achieved gender parity on our Board in 2022, as well as welcoming a director from a minority ethnic background. Our Board Diversity Policy sets the Board's commitment to diversity and their role in supporting and monitoring plans for diversity of senior management and its pipeline. This is complemented by our Diversity, Equity and Inclusion (DEI) Policy which provides a framework for delivering our DEI ambitions across the business.

In 2022, we established our Group Inclusion Council, to help drive positive change, and steer and advise the business on delivering our global DEI agenda across our diverse markets and regions. The Council meets quarterly, and actions are reported to the Group Executive Committee (GEC). We have also been working with third-party specialists to facilitate a series of sessions for our GEC focused on raising awareness and understanding of the issues and driving the continued development of our DEI agenda.

**Embracing diversity and protecting human rights**  
Continued

While we have good gender-balance across the business globally, there is a higher proportion of men in senior roles.

That’s why we set ourselves a target to increase the proportion of women in senior leadership teams to 33% by 2025. We are pleased to have achieved this early, with women representing 36% of senior leadership roles in 2022.

Our DEI framework sets out three key areas that we’re focusing on:

- Building a strong foundation for growth by attracting, retaining, developing and progressing diverse talent;
- Driving a culture with inclusion at its core;
- Raising awareness, building understanding and educating our colleagues about the importance of diversity and inclusion.

Our colleague-led networks also play a key role in helping us deliver the DEI strategy by:

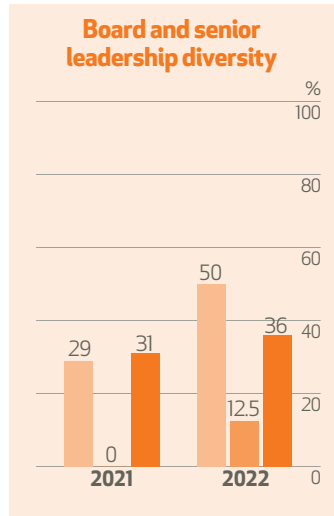
- Providing colleagues with a safe space to learn from others and discuss their first-hand experiences;
- Enabling us to gather feedback from colleagues to understand what’s going well and opportunities for improvements;

- Influencing the implementation of our DEI agenda and ensuring alignment through the network’s mission, vision and roadmaps;
- Giving our global leaders advice and guidance on cultural differences across our markets.

Examples include our UK Menopause Network, Women in Tech network and LGBT+ networks – each of which have a sponsor from our Group Executive Committee.

We also continue to work to raise awareness of diversity issues and provide our colleagues with the tools and resources they need to drive change.

For example, in 2022 we ran a month-long ‘Break the Bias’ campaign to coincide with International Women’s Day. And, in June, we ran a global LGBT+ educational campaign during Pride month.



- Proportion of women on our Board of Directors
- Proportion of Board Directors from a minority ethnic background
- Proportion of women in senior leadership roles



**Viewpoint**

“It’s important for me to help develop and drive the inclusion agenda so that we all have access to equal opportunities regardless of our diverse backgrounds and differences.

I want everyone in the business to have the same opportunities that I have had. Having been in the business for over 30 years, I recognise there’s a gap between the diversity we see in our units and the mid to senior levels of management in the organisation. And it’s not the ‘company’ but the people in the organisation that will make a difference. All of us have unconscious biases and we need to find ways to recognise and mitigate these, which in turn will improve the company and our performance.

This is just the beginning, and I’m excited to see the journey we go on as a business”.

**Sukh Tiwana**  
Chief Procurement Officer & Group Inclusion Council Chair



## Embracing diversity and protecting human rights

Continued



### Case study

## Working in partnership to accelerate our diversity agenda

Working in partnership and learning from others to help accelerate and complement our DEI strategy is crucial to our approach.

In 2022, we partnered with WiHTL (Welcome to all in Hospitality, Travel and Leisure) – a collaborative, multi-stakeholder group devoted to increasing diversity and inclusion across our sector.

Through this partnership we gain access to cross-industry development programmes for women and ethnic minorities, as well as an opportunity to collaborate with other like-minded companies in the sector.

Two of our colleagues are already enrolled in their Ethnic Future Leaders programme, one in their Ethnic Senior

Leaders programme and two in their Global Female Leaders programme.

In collaboration with our menopause network, we also joined GenM in 2022, an organisation focused on improving the menopause experience for all women and those in transition.

As well as our global partnerships, many of our markets also work with local groups. For example, in Australia, we have partnered with the [Western Australia Hospitality Disability Network](#). Through this initiative, we are offering placements to neurodiverse colleagues, such as those with autism or attention deficit hyperactivity disorder (ADHD).

## Protecting human rights

We are committed to respecting human rights in our business operations and supply chains as set out in the [International Bill of Human Rights](#), the International Labour Organization's [Declaration on Fundamental Principles and Rights at Work](#) and the [UN Guiding Principles on Business and Human Rights](#).

Our Code of Conduct sets out the standards we apply for all our colleagues globally. This includes standards relating to key human rights issues, such as modern slavery and bullying and harassment.

For our suppliers, our Ethical Trade Code of Conduct and Human Rights Policy (the Code), which incorporates the Ethical Trading Initiative's Base Code, outlines the standards we follow and expect them to work towards.

We have a target for all contracted suppliers to have signed up to the Code, or demonstrate their own equivalent standard, by 2025. By the end of 2022, this had been achieved for 64% of our contracted suppliers.

We conduct risk assessments against the Global Slavery Index to identify suppliers operating in countries with the highest inherent risks.

These suppliers are then prioritised for ethical trade reviews. Where possible, we do this via the Supplier Ethical Data Exchange (SEDEX), including reviewing the results of self-assessments and on-site SMETA (Sedex Members Ethical Trade Audit) audits. For suppliers that are not registered on SEDEX, we review alternative independent on-site audit reports, such as Intertek Workplace Conditions Assessments.

In 2022, we reviewed 64 independent ethical trade audits for our contracted suppliers across Americas, Asia-Pacific, UK, Europe and the Middle East.

As part of this, we also review corrective actions to ensure any issues identified have been addressed.

We work to ensure our colleagues around the business are aware of and understand how to manage human rights and modern slavery risks through focused training and engagement.

This includes mandatory modern slavery training for all our senior managers globally. By the end of 2022, we successfully achieved our target for this training to be completed by 100% of our senior management.

In 2023, we plan to develop new modern slavery training targeted at colleagues in specific roles, such as purchasing and human resources.



**Find out** more about our approach in our [Modern Slavery Statement at \[foodtravelxperts.com/policies\]\(https://www.foodtravelxperts.com/policies\)](#)





We support the communities in which we operate through partnerships with charitable and other local organisations, particularly in alleviating food poverty

At SSP, we play an important role in our communities, creating jobs and contributing to local economies. We also have a long-standing approach to supporting and giving back to these communities through our community programmes and charity partnerships.

As a food business, working to alleviate food poverty for our local communities is central to our approach. Across the Group, we have 27 partnerships and community programmes, including 14 relating to food poverty and 13 dedicated to local causes our colleagues, clients and customers feel passionate about.

Our approach includes a combination of fundraising, volunteering, cause-related marketing, financial donations and food donations.

In addition, we provide support for our local communities when faced with natural disasters.

For example, when a typhoon devastated parts of the Philippines and a volcanic eruption caused the displacement of thousands in Palma, our local teams stepped-up to support local relief measures.

 **Download** our Community Engagement Policy from [foodtravelexperts.com/policies](https://www.foodtravelexperts.com/policies)

## Supporting our communities Continued



### Case study Ukrainian humanitarian response

In response to the Russia-Ukraine conflict, our teams across Europe, mobilised their efforts to support the humanitarian efforts for Ukrainian refugees.

We held fundraising events for refugee appeals in Estonia, Germany, the Nordics, Spain and the UK. And, with many refugees arriving at key travel locations where we operate, we were also able to provide them with direct donations of food, vouchers and other essential items, such as clothes, in Austria, Cyprus, France, Germany and Hungary.

In Germany, for example, a state of emergency was declared at Berlin railway station at the start of the conflict due to the significant numbers of refugees, mainly women and children, arriving by train.

Over the course of the first weekend our teams produced, packaged and distributed over 11,000 meals and drinks. This included 1,300 sandwiches prepared within the first four hours at Berlin station, as well as delivering 2,000 bottles of water and soft drinks to the Red Cross reception point at the station. They also helped to distribute humanitarian supplies at several motorway service stations.

At Group-level we made a donation of £100,000 to support aid efforts, directed to a number of charities including the UN Refugee Agency (UNHCR). The SSP Foundation (a UK registered charity) also made a £25,000 grant to the British Red Cross appeal.

## Alleviating food poverty

Food poverty has long been an issue in many parts of the world. Now, with rising food prices, failed harvests caused by the climate crisis and the fallout of the Covid-19 pandemic, this has become even more pronounced for many of the communities where we operate. We are committed to playing our role in helping alleviate food poverty, including redistributing surplus food from our units.

For example, across our EEME markets during the month of Ramadan, our colleagues came together to offer support to their local communities. In the United Arab Emirates, we distributed 600 meals in Dubai and Abu Dhabi.

In Bahrain, we teamed up with [One Heart Foundation](#) to donate 300 fresh 'iftar meals' (biryani, water, juice, fresh fruits and dates) to support low income labourers.

In the US, since 2021, our business and key supplier partners have been supporting the [Meals on Wheels America](#) network with a range of initiatives designed to help provide nutritious meals to older adults.

In Canada, in 2022, we established a new partnership with the [Canadian food banks network](#).

To support both these North America initiatives, we have product promotions in our restaurants with a portion of the proceeds dedicated to these partners. We also run a range of employee engagement and fundraising activities in local communities.

In India, we have a number of initiatives to tackle food poverty, including working with the [Robin Hood Army](#) with a drive to donate food to local disadvantaged communities.

In the UK, the SSP Foundation (a UK registered charity) made a grant to [FareShare](#), the UK's largest charity fighting hunger and food waste<sup>9</sup>. This was used to fund a new lorry – the largest in their fleet – that will help FareShare get the equivalent of two million meals out over the next 12 months to people who need it most.

In total, the SSP Foundation made over 180 grants in 2022 with a total value of more than £365,000<sup>10</sup>. As well as FareShare, this also included a sizeable grant to [The Trussell Trust](#), the UK's largest network of food banks to support its Hardship Helpline<sup>11</sup>.



**Find out**  
about our approach to reducing food waste on pages 35-36

<sup>9</sup> SSP Foundation registered charity number 1163717, and FareShare registered charity number 1100051.  
<sup>10</sup> Relates to the SSP Foundation's financial year ending 30 June 2022.  
<sup>11</sup> The Trussell Trust registered charity number 1110522.

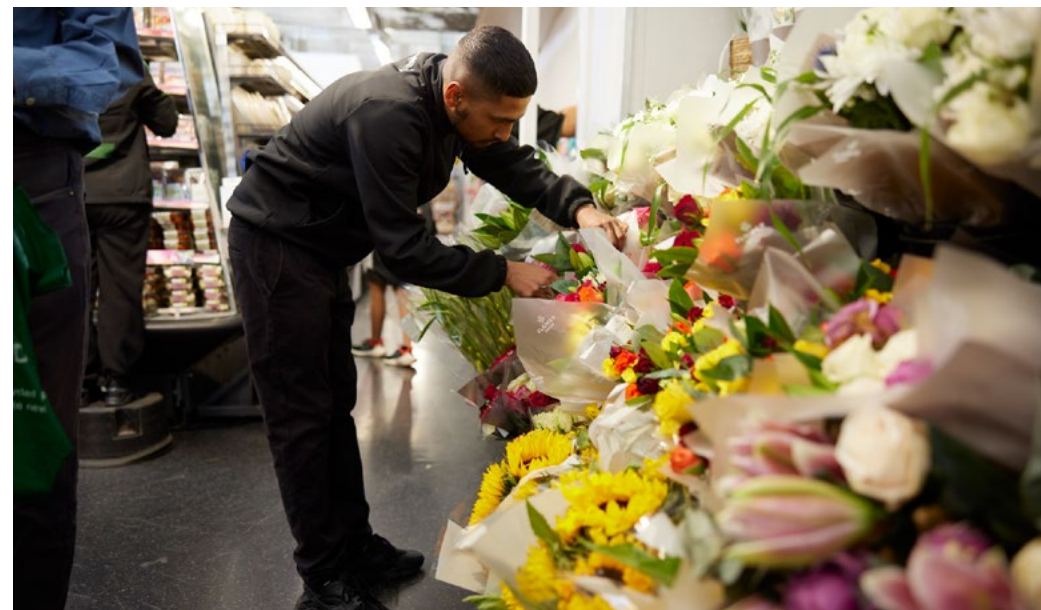
# Next steps

## We will continue to drive progress against our targets:

Target	Deadline
<b>Treating all our colleagues with care and respect</b>	
Under take a global colleague engagement survey, publish the headline results and use them to direct local and Group-wide action across key areas.	Each year
<b>Promoting and protecting safety and wellbeing</b>	
Ensure appropriate activities to support colleagues' physical, mental and financial wellbeing, in line with our global wellbeing framework, are in place across all our operating regions.	Each year
<b>Embracing diversity and protecting human rights</b>	
Continue to maintain Board diversity, with at least 40% women and at least one person from a minority ethnic background.	Each year
At least 33% proportion of women in senior leadership roles.	By end 2025
Review ethical trade audits for contracted suppliers with higher risks for human rights and modern slavery issues and ensure a timebound corrective plan is implemented to address any issues identified.	Each year
Continue to maintain 100% compliance of senior managers (post induction) to have received modern slavery training.	Each year
<b>Supporting our communities</b>	
All divisions globally to have partnerships with food poverty charities and local charities.	By end 2025

## In support of these targets, in 2023, we plan to:

- Continue to implement actions in response to our 2022 global colleague engagement survey and conduct a new survey in 2023;
- Continue to strengthen our safety incident reporting with clear global definitions, standards and key performance indicators;
- Create a new 'Wellbeing Hub' on our global SharePoint, aligned to our new global framework;
- Conduct a detailed policy review, including for our Code of Conduct, Global Safety Policy and DEI Policy;
- Ensure gender balanced candidate shortlists for external recruitment of senior leadership roles at Group and country-level;
- Develop new modern slavery training targeted at colleagues in specific roles, such as purchasing and human resources.



**Upholding high standards  
of governance**

Transparency and  
*accountability*  
*for sustainability*



# Overview



## Viewpoint

“As a Board, we were closely involved in the development and approval of SSP’s Sustainability Strategy and targets last year. Sustainability is an all-board responsibility and is now a key item on the Board’s agenda. We are encouraged to see the steady progress already being made throughout the business in delivery against our targets.”

This year, the Board has undertaken twice-yearly reviews of strategic progress and performance against targets, as well as having the opportunity for additional deep-dive sessions on materiality and our roadmap to net zero. These sessions have been invaluable as we continue to challenge SSP’s approach, monitor sustainability risks and impacts, and embed sustainability factors and stakeholder views into our decision-making.

Ultimately, this is about ensuring we can deliver value for all our stakeholders in a way that ensures long-term sustainable growth.”

**Mike Clasper**  
Chair of SSP Group plc



## 2022 highlights

### Formalised

our governance and management framework for sustainability

### Materiality assessment

conducted to identify the most important issues for our business and stakeholders

### Updated our

Whistleblowing Policy to become a Speak Up Policy



#### Find out

more about our corporate governance on pages 80-119 of our [2022 Annual Report](#)

## In this chapter

### Sustainability governance and management

pages 54-56

### Understanding what matters most to our stakeholders

pages 57-58

### Business ethics and standards

pages 59-63

### Reporting frameworks

pages 64-70

### Reporting criteria

pages 71-76

# Sustainability governance and management

Putting sustainability at the heart of our strategy



Our Sustainability Strategy is underpinned by a clearly defined governance and management structure, to help ensure the appropriate level of accountability from the Board, down to our operating markets

In 2022, we formalised our sustainability governance and management framework, including for climate-related risks and opportunities, in accordance with the recommendations of the Task-Force on Climate-related Financial Disclosures (TCFD).

The Board has overall responsibility for approving our Sustainability Strategy, with our Group CEO taking overall responsibility for delivery of that strategy. Our Corporate Affairs Director leads the management of the programme day-to-day.

The Board reviews our Sustainability Strategy, targets, metrics and performance at least twice a year. In 2022, this included two sustainability strategic reviews, as well as additional deep-dives on our materiality assessment and our roadmap to net zero. The latter covered details of the work undertaken in 2022 to map the Group's Scope 3 emissions and develop science-based targets, aligned to a 1.5°C scenario.

Our Group Head of Sustainability reports directly to our Corporate Affairs Director and leads the central sustainability team. She also chairs the Group Sustainability Steering Committee, that meets monthly and comprises members of leadership teams with responsibility for specific targets and focus areas, including colleagues from the procurement, commercial, human resources, legal and finance functions.

We have dedicated sustainability leads and working groups for each of our four operating regions, who meet with the Group sustainability team at least twice a year to review performance and progress against targets. Performance data against our targets and key metrics, including for carbon emissions, is also collected from all our markets twice a year.

## Sustainability governance and management

Continued

### Our governance and management framework

**Board of Directors**

Responsible for setting our Sustainability Strategy and targets, monitoring and challenging our approach and performance, and considering the impacts of sustainability, ESG and climate risk.

**Group Executive**

Shared ownership and responsibility for the implementation and delivery of the Sustainability Strategy and targets, with key leaders accountable for delivery in their relevant functions or operating regions.

**Central management**

Responsible for developing functional programmes, issue-specific strategies and overseeing, supporting and coordinating the delivery of the Sustainability Strategy and targets across the business.

**Regional management**

Responsible for overall delivery of the Sustainability Strategy and targets against agreed action plans at regional and country level.



## Sustainability governance and management

Continued

# Strengthening sustainability capacity and capabilities

Having launched our new Sustainability Strategy and commitments in 2021, we recognise the importance of strengthening our capacity and capabilities across our business to drive progress and ensure effective delivery.

In 2022, we brought in specialist dedicated resources to strengthen our capability and processes in this area of the business. This included appointing our Group Head of Sustainability to lead the central team and coordinate the strategy across our global business.

They work closely with sustainability leads for our central functions and operating regions to support the development of action plans, programmes and initiatives to drive progress.

This approach also helps to further embed sustainability into our ways of working.

In 2022, we also delivered new guidelines, training and engagement sessions to help raise awareness, understanding and capabilities across the business.

This included:

- Strengthened guidance, processes and controls for sustainability performance data and CO<sub>2</sub>e reporting, supported by live online training sessions attended by more than 70 colleagues globally;
- Delivery of a training workshop for Group and UK Finance teams on the evolution of non-financial reporting requirements and sustainable finance standards, such as the EU Sustainable Finance Disclosure Regulation;
- Presentations on our Sustainability Strategy and progress at Group and regional town halls and functional and regional leadership team meetings;

- Delivery of a ‘lunch & learn’ session for Group and UK colleagues on our net zero strategy;
- Dedicated sustainability session at our global leadership conference, attended by our top 150 leaders.

We are pleased to have recently become members of the [Future Food Movement](#), a global business network to connect and support the food and drink industry to work towards a climate-smart future. Through this, we are part of an online community with access to masterclasses, networking events, experts and a CPD certified eLearning programme to help upskill our colleagues and build their sustainability knowledge and competencies.

We plan to roll out the Future Food Movement learning suite to relevant colleagues in 2023. Alongside this, we are developing plans for additional guidance, training and engagement to further develop our colleagues skills and capabilities for delivering our sustainability commitments.



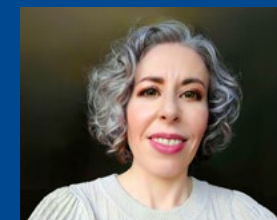
### Viewpoint

“Sustainability can be a complex and constantly evolving discipline, so equipping our colleagues with the knowledge, capabilities and practical tools they need to achieve our goals is crucial.

At our 2022 global leadership conference, I had the opportunity to engage with senior leaders from across the business on our net zero strategy. The response was overwhelmingly positive and we did some great work in taking this from a high-level concept to a clear roadmap and practical actions for our teams around the world to focus on.

We have a big challenge ahead but, with such strong foundations and the passion and dedication of our colleagues, clients, brand partners and suppliers, we can work together to build a climate-smart future in the food travel sector.”

**Verity Lawson**  
Group Head of Sustainability





# Understanding what matters most to our stakeholders

To identify the material sustainability issues for our business, we must engage with and listen to our key stakeholders.

This approach helps us to assess the level of importance of different topics for our stakeholders and our business, and ensures we keep pace with emerging priorities and expectations.

In 2022, we worked with a specialist third-party to conduct an in-depth materiality assessment, using the following three-stage methodology.

## Stage 1: Stakeholder research and issue identification

A long list of issues was identified drawing from a wide variety of stakeholder engagement channels and research, as shown in the adjacent graphic.

This included consideration of issues that are common across most sectors and business, as well as macro and strategic issues that are unique or specific to the food travel sector.

These external insights were complemented by internal SSP inputs, including Group strategy, reports, policies and standards.

 **Find out** more about how we engage with our stakeholders and actions taken in response to their feedback on pages 42-51 of our [2022 Annual Report](#)

Stakeholder group	How we engage	Top 5 material sustainability issues
 <b>Customers</b>	<ul style="list-style-type: none"> <li>Customer surveys and online reviews</li> <li>Customer care lines to provide direct feedback and address any issues in service delivery or quality</li> <li>Direct engagement and dialogue with customers by our colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Climate change, including carbon intensity of products</li> <li>Food poverty</li> <li>Sustainable sourcing</li> <li>Healthier lifestyle and dietary needs</li> <li>Circular economy and plastic pollution</li> </ul>
 <b>Clients</b>	<ul style="list-style-type: none"> <li>Contracts and negotiations</li> <li>Relationship management</li> <li>Site visits</li> <li>Ongoing dialogue</li> <li>Independent client surveys</li> </ul>	<ul style="list-style-type: none"> <li>Climate change, including energy use and renewables</li> <li>Data privacy, and anti-bribery and corruption</li> <li>Community and charity partnerships</li> <li>Health, safety and wellbeing</li> <li>Circular economy and plastic pollution</li> </ul>
 <b>Brand partners</b>	<ul style="list-style-type: none"> <li>Tenders for new business, contract negotiations and renewals</li> <li>Formal reviews and relationship management</li> <li>Independent client surveys</li> <li>Ongoing dialogue as part of our day-to-day business</li> </ul>	<ul style="list-style-type: none"> <li>Climate change, including energy use and renewables</li> <li>Customer safety/food safety</li> <li>Circular economy and plastic pollution</li> <li>Sustainable sourcing</li> <li>Health, safety and wellbeing</li> </ul>
 <b>Colleagues</b>	<ul style="list-style-type: none"> <li>Market and site visits by our Board and Group Executive Committee to meet local employees</li> <li>Dialogue with trade unions and European Works Council</li> <li>Town hall meetings, networks and communities</li> <li>Whistleblowing, Speak Up and grievance channels</li> <li>Annual global colleague engagement survey and listening sessions</li> </ul>	<ul style="list-style-type: none"> <li>Health, safety and wellbeing</li> <li>Engagement and development</li> <li>Diversity, equity and inclusion</li> <li>Fair pay and remuneration</li> <li>Sustainability, climate change and environmental impacts</li> </ul>
 <b>Investors</b>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Investor roadshows, meetings and presentations</li> <li>Ratings and questionnaires</li> <li>Ongoing dialogue</li> <li>Quarterly lender updates</li> </ul>	<ul style="list-style-type: none"> <li>Climate change, including risks and opportunities</li> <li>Animal welfare</li> <li>Diversity, equity and inclusion</li> <li>Employee engagement and development</li> <li>Food waste</li> </ul>
 <b>Suppliers</b>	<ul style="list-style-type: none"> <li>Contract negotiations and renewals</li> <li>Relationship management and collaboration</li> <li>Formal reviews and site visits</li> <li>Ethical trade assessments and audits</li> <li>Ongoing dialogue as part of our day-to-day business</li> </ul>	<ul style="list-style-type: none"> <li>Animal welfare</li> <li>Logistics disruption</li> <li>Sustainable sourcing</li> <li>Human rights</li> <li>Circular economy and plastic pollution</li> </ul>
 <b>Communities, NGOs and society</b>	<ul style="list-style-type: none"> <li>Community and charity partnerships</li> <li>Disaster relief and support for humanitarian efforts</li> <li>Meetings and ongoing dialogue with key NGOs</li> <li>NGO ratings and questionnaires</li> <li>Media monitoring and reviews</li> </ul>	<ul style="list-style-type: none"> <li>Community and charity partnerships</li> <li>Climate change</li> <li>Biodiversity loss and deforestation</li> <li>Food agriculture water scarcity and stewardship</li> <li>Circular economy and plastic pollution</li> </ul>
 <b>Governments and regulators</b>	<ul style="list-style-type: none"> <li>Consultations on new policy proposals</li> <li>Roundtables and advisory panels</li> <li>Monitoring emerging regulation</li> <li>Ongoing dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Climate change</li> <li>Biodiversity loss and deforestation</li> <li>Food agriculture water scarcity and stewardship</li> <li>Anti-bribery and corruption</li> <li>Diversity, equity and inclusion</li> </ul>

## Understanding what matters most to our stakeholders

Continued

### Stage 2: Internal interviews and assessment

All the issues identified in stage one were grouped under common themes and a best practice scoring methodology was used to assess their level of importance to our stakeholders.

This included defined weightings for different stakeholder groups, as well as individual weightings for some of our most important stakeholders. Sector-specific issues were also weighted to ensure they were not artificially relegated to a lower level of importance by wider issues common across all types of stakeholders.

Interviews were then conducted with selected members of our Board and Group Executive Committee (including the Chair of our Board and Group CEO) to review the initial results and assess the current or potential impact on the SSP Group.

### Stage 3: Prioritise

The issues were then mapped onto our materiality matrix, as shown in the adjacent graphic, based on the level of importance to our business and stakeholders.

The 18 issues with the highest level of importance inform our Sustainability Strategy. We were reassured that the majority of material issues identified are already captured in our current strategy and targets.

Some sub-issues have risen in their level of importance, including fair pay and remuneration, largely driven by the current inflationary pressures and cost of living crisis impacting many countries.

At the same time, we have also seen governance issues regarding tax management and political and charitable donations increase in importance. For these, we already have strong internal processes in place and have captured them in the content of our reporting (see pages 62-63).

We also continue to monitor emerging issues, such as biodiversity loss and deforestation. As the materiality of an issue increases, we will adjust our strategy and report on it accordingly.

**Key:**

- Serving our customers responsibly
- Protecting our environment
- Supporting our colleagues and communities
- Upholding high standards of governance

**Material issues**

1. Circular economy & plastic pollution
2. Climate change
3. Customer safety and food safety
4. Fair pay and remuneration
5. Colleague engagement and development
6. Bribery and corruption
7. Diversity, equity and inclusion
8. Food waste
9. Animal welfare
10. Colleague health, safety and wellbeing
11. Community and charity partnerships
12. Responsible tax management
13. Data privacy
14. Political and charitable donations
15. Healthier lifestyles and dietary needs
16. Human rights and modern slavery
17. Food poverty
18. Sustainable sourcing

**Emerging issues**

19. Food agriculture water scarcity and stewardship
20. Biodiversity loss and deforestation
21. Anti-competitive behaviour

**Other issues**

22. Board & executive remuneration
23. Lobbying transparency
24. Supply chain environmental impact
25. Logistics disruption
26. Speak Up/Whistleblowing
27. Supply chain workers health, safety and wellbeing



# Business ethics and standards



Applying high standards of business ethics and operating with honesty, integrity and transparency is not only the right thing to do, it is critical to the continuing success of our business

## Our policy commitments

We have a number of core Group policies that express the high standards we are committed to upholding. These provide a clear set of global frameworks that our Group companies are expected to adhere to within the context of local regulation and market practice, where applicable.

Each policy has been endorsed at Board-level and a member of the Group Executive Committee is assigned responsibility for overseeing its implementation and ensuring compliance.

We are committed to reviewing our policies every two years to ensure they remain effective and to keep pace with internal and external developments. For example, in 2022, we updated our Whistleblowing Policy, renaming it the Speak Up Policy to reflect external best practice which recognises the negative connotations 'whistleblowing' can have.

In 2023, we plan to conduct a comprehensive review and update of our policies to ensure they keep pace with our changing business environment, emerging issues and stakeholder expectations.



**Download**  
our policies from  
[foodtravelexperts.com/policies](https://foodtravelexperts.com/policies)

## Business ethics and standards

Continued

### Overview of key Group policies

Policy	Summary and scope	Issues covered
<b>Code of Conduct</b>	Sets out the principles and standards that are expected of all employees regardless of where they work, including guidance on how to identify and deal with important ethical issues together with instructions about where to find more detailed information or who to approach to ask for advice.  Applies to: <ul style="list-style-type: none"> <li>All employees, officers and directors of Group subsidiaries and divisions.</li> </ul>	<ul style="list-style-type: none"> <li>Speak Up/Whistleblowing</li> <li>Health and safety</li> <li>Environment</li> <li>Human rights and modern slavery</li> <li>Data privacy</li> <li>Bribery and corruption</li> <li>Conflicts of interest</li> <li>Money laundering</li> <li>Lobbying and political activity</li> <li>Tax evasion</li> </ul>
<b>Environment Policy</b>	Sets out the Group's long-standing commitment to responsibly managing the environmental impact of our business.  Applies to: <ul style="list-style-type: none"> <li>All Group subsidiaries;</li> <li>Contracted suppliers for SSP own brands.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental legislation</li> <li>Greenhouse gas emissions</li> <li>Energy efficiency</li> <li>Waste management and recycling, including plastics, packaging, food and post-consumer waste</li> <li>Sustainably-managed forests</li> <li>Resource and water efficiency</li> <li>Transportation</li> </ul>
<b>Responsible Sourcing Policy</b>	Defines the standards which we expect our purchasing and menu development teams across the world to meet when sourcing ingredients for our proprietary brands.  Applies to: <ul style="list-style-type: none"> <li>All Group subsidiaries;</li> <li>Contracted suppliers for SSP own brands.</li> </ul>	<ul style="list-style-type: none"> <li>Animal welfare</li> </ul>
<b>Ethical Trade Code of Conduct</b>	Sets out our expectations for the business in respect of a variety of issues including human rights, ethical conduct, safety and environmental issues.  Applies to: <ul style="list-style-type: none"> <li>All Group subsidiaries;</li> <li>Contracted suppliers for SSP own brands.</li> </ul>	<ul style="list-style-type: none"> <li>Modern slavery</li> <li>Child labour</li> <li>Freedom of association</li> <li>Living wages</li> <li>Healthy and safety</li> <li>Working hours</li> <li>Bullying and harassment</li> <li>Workforce rights</li> <li>Sub-contracting</li> <li>Energy efficiency</li> <li>Resource efficiency</li> <li>Waste and recycling</li> <li>Auditing and continual improvement</li> </ul>

Policy	Summary and scope	Issues covered
<b>Farm Animal Welfare Policy</b>	Sets the farm animal welfare standards expected of our European and UK suppliers of meat, dairy and egg products.  Applies to: <ul style="list-style-type: none"> <li>All contracted European and UK suppliers of meat, dairy and egg products for SSP own brands.</li> </ul>	<ul style="list-style-type: none"> <li>Five Freedoms of the Farm Animal Welfare Council</li> <li>European Chicken Commitment</li> <li>Full traceability of supply chains</li> <li>Licensed slaughter premises</li> <li>Artificial growth promoting substances, including antibiotics</li> </ul>
<b>Global Safety Policy</b>	Describes our commitment to managing safety across our global operations and sets out our Global Safety Standard and responsibilities.  Applies to: <ul style="list-style-type: none"> <li>All employees (including temporary and agency staff), officers and directors of Group subsidiaries and divisions.</li> </ul>	<ul style="list-style-type: none"> <li>Food safety</li> <li>Fire safety</li> <li>Health and safety, including accidents, injuries and work-related illnesses</li> </ul>
<b>Board Diversity Policy</b>	Sets out the Board's approach to diversity.  Applies to: <ul style="list-style-type: none"> <li>Board of SSP Group plc.</li> </ul>	<ul style="list-style-type: none"> <li>Diversity, including skills, gender and ethnicity</li> </ul>
<b>Group Diversity, Equity and Inclusion Policy</b>	Sets out our commitment to encouraging diversity, equity and inclusion among our workforce, our partners and across the communities in which we serve, eliminating unlawful discrimination.  Applies to: <ul style="list-style-type: none"> <li>People directly employed by an SSP Group company;</li> <li>We also encourage our partners to follow the guidance outlined in this policy.</li> </ul>	<ul style="list-style-type: none"> <li>Diversity</li> <li>Equity and equal opportunities</li> <li>Discrimination</li> <li>Inclusion</li> </ul>
<b>Community Engagement Policy</b>	Sets out our intent to make the communities in which we work better places to live and do business, and to support local communities for their mutual benefit.  Applies to: <ul style="list-style-type: none"> <li>All employees, officers and directors of Group subsidiaries and divisions.</li> </ul>	<ul style="list-style-type: none"> <li>Charitable donations and sponsorship</li> <li>Food poverty</li> </ul>

## Business ethics and standards

Continued

### Overview of key Group policies continued

Policy	Summary and scope	Issues covered
<b>Speak Up Policy</b>	<p>Sets out how concerns about suspected wrongdoing or dangers at work can be raised, how they will be investigated and protection and support for whistleblowers.</p> <p>Applies to:</p> <ul style="list-style-type: none"> <li>• All individuals working at all levels of the Group;</li> <li>• All divisions and subsidiaries within the Group;</li> <li>• All joint ventures (usually those in which a Group Company has a 50% or more interest and/or management control) and their subsidiaries.</li> </ul>	<ul style="list-style-type: none"> <li>• Whistleblowing;</li> <li>• Speak Up.</li> </ul>
<b>Anti-Bribery and Anti-Corruption Policy</b>	<p>Sets out the Group's policy against bribery and other corrupt practices and the standards and procedures required to ensure compliance with the policy and all anti-bribery and corruption laws in the countries in which the Group conducts business.</p> <p>Applies to:</p> <ul style="list-style-type: none"> <li>• All Group subsidiaries and divisions;</li> <li>• All joint ventures (usually those in which a Group Company has a 50% or more interest and/or management control) and their subsidiaries;</li> <li>• All Directors and employees of the Group;</li> <li>• Third parties engaged to work on behalf of the Group may also be required to commit contractually to observe the Policy when working for or on behalf of SSP if they do not have an adequate policy of their own.</li> </ul>	<ul style="list-style-type: none"> <li>• Bribery and corruption;</li> <li>• Facilitation and indirect payments;</li> <li>• Kickbacks;</li> <li>• Gifts and hospitality;</li> <li>• Charitable donations and sponsorship;</li> <li>• Political donations;</li> <li>• Key associates.</li> </ul>

Policy	Summary and scope	Issues covered
<b>Tax Strategy Policy</b>	<p>Sets out the SSP Group plc policy and approach to conducting tax affairs and to dealing with tax risk.</p> <p>Applies to:</p> <ul style="list-style-type: none"> <li>• All SSP Group plc dealings with UK tax authorities, including His Majesty's Revenue and Customs (HMRC) in the UK;</li> <li>• Wherever possible, we strive to apply the same principles and conduct to our dealings with overseas tax authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible tax management.</li> </ul>
<b>Data Privacy Policies</b>	<p>For each of our operating markets in the UK and European Union we have Data Retention and Privacy Policies in accordance with the EU General Data Protection Regulation 2016 (GDPR).</p> <p>Applies to:</p> <ul style="list-style-type: none"> <li>• All employees, workers and contractors for the relevant Group subsidiary identified in the policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Data privacy.</li> </ul>

## Business ethics and standards

Continued

# Our material governance issues

Our materiality assessment (see pages 57-58) identified key governance issues relating to bribery and corruption, political donations, data privacy and responsible tax management.

We have policies in place for each of these issues and our Group Legal, Tax and Privacy functions are responsible for implementing, managing and monitoring these policies, and advising the Board on compliance.

The policies are supported by clear guidance and procedures, as well as our Internal Audit process and controls. We have mandatory compliance training programmes, that are a requirement for all new management-level colleagues to complete as part of their induction. These cover bribery and corruption, data privacy, cyber security, whistleblowing and Group Authorisation Procedures.

### Anti-bribery and corruption

Our Anti-Bribery and Anti-Corruption (ABC) Policy makes clear that we do not tolerate any form of bribery or corruption within our business.

The ABC Policy covers the following key areas that we have identified as most vulnerable to the risks of bribery:

- Facilitation and indirect payments;
- Kickbacks;
- Gifts and hospitality;
- Political donations;
- Charitable donations;
- Key associates.

We also have additional internal policies relating to the prevention of facilitation of tax evasion and matters that must gain Group authorisation before being undertaken (our Group Authorisation Procedures).

The ABC Policy includes clear guidelines, including practical examples for each risk area, with suggested responses to guide our colleagues on how to deal with them.

We have dedicated Anti-Bribery Officers for each of our operating markets who are responsible for establishing systems and controls to comply with our policy and periodically monitoring effectiveness.

We have a defined due diligence procedure for new third-party partners at the pre-contract stage, as well as for periodic monitoring and checks. There is also a biannual reporting process, whereby each country is required to report their compliance against certain aspects of the ABC Policy including in relation to third party onboarding and checking, gifts and hospitality, facilitation payments, and sponsorships and charitable donations given or received. A summary of the reports, along with any issues raised, are presented to the Risk Committee.

We encourage all our colleagues to raise concerns or suspected breaches of the policy to the relevant Anti-Bribery Officer or via our confidential Speak Up channels. We actively investigate all reports of suspected breaches and take appropriate action where needed.

Our Board-level Audit Committee periodically reviews the Group's policies and procedures for preventing and detecting fraud, its systems, controls and policies for preventing bribery (including due diligence on new partners).

The Audit Committee (and Board, as applicable) receives updates on bribery trends and activity in the business, if any, with individual updates being given to the Audit Committee as needed. This includes a copy of the reports presented to the Risk Committee on ABC reporting.

### Political donations

Political donations are also covered in our ABC Policy. This makes clear that no one in the Group shall make any form of political donation or contribution where that donation or contribution is made as a way of obtaining an advantage for the Group in business transactions.

Where any political donations or contributions are to be made by or on behalf of any Group company, they should only be made with the prior approval of the Deputy Group CEO and CFO and the Compliance team and will be publicly disclosed.

This approval should be sought through the Group Authorisation Procedures, and each country must maintain a register of political donations.

## Business ethics and standards

### Continued

#### Data privacy

We are committed to ensuring compliance with privacy and data protection laws and respecting the privacy of our customers, colleagues and other individuals. We only collect minimal information and use it in a fair and transparent way.

Our Global Privacy Strategy sets out how privacy is to be embedded across all Group businesses. It includes a target operating model of accountability and oversight while allowing each company and territory in the Group to take account of local laws affecting all areas of data protection.

We have a Group Privacy Steering Committee, comprising key members of our Executive Committee including our Deputy Group CEO and CFO, Chief Digital and Technology Officer, Chief Customer Officer, Chief People Officer and General Counsel. The Committee is responsible for overseeing the delivery of the Global Privacy Strategy across SSP and reporting any material risks to the Group Risk Committee.

In 2019, we established a Global Privacy Office (GPO), overseen by the Group Privacy Manager who reports to the Group Privacy Steering Committee. The GPO covers a range of workstreams designed to embed and monitor privacy practices relating to the handling of personal data. The Group Privacy Manager is supported by Group Privacy Champions who advocate for data protection compliance within their business units.

#### Responsible tax management

Our Tax Strategy, available on our website, defines our approach towards tax planning as one of responsible compliance and low risk that creates value for all stakeholders by driving sustainable results and avoiding reputational risk.

We aim to minimise risks which give rise to tax uncertainty by making reasonable interpretations of tax legislation which are in the spirit of the law, and by pursuing a relationship of co-operative compliance with HMRC and overseas tax authorities where possible.

Tax risks are assessed as part of our governance processes and key tax strategies and risks are presented regularly to both the Risk and Audit Committees.



#### Find out

more about our corporate governance on pages 80-119 of our [2022 Annual Report](#)



## Reporting frameworks

As part of our commitment to transparency, we consider and report our sustainability disclosures with reference to the following global reporting frameworks:

- Global Reporting Initiative (GRI) standards 2021;
- Sustainable Accounting Standards Board (SASB) Food and Beverage Sector: Restaurants Sustainability Accounting Standard.

These tables provide details of the location of our disclosures that align to the frameworks, either in this report, in our 2022 Annual Report or in other policies or publications.



### Find out

about our reporting against the Task Force on Climate-related Financial Disclosures (TCFD), including our TCFD index on pages 54-57 of our [2022 Annual Report](#)

### GRI UNIVERSAL STANDARDS 2021

#### Key:

- SR: Sustainability Report 2022
- AR: Annual Report 2022 (available at [foodtravelexperts.com/reports](https://www.foodtravelexperts.com/reports))

GRI standard	Description	Disclosure	Where to find this information	Page reference or link
GRI 2: General Disclosures 2021	2-1 Organisational details		SR: Overview AR: Who we are	3-4 Inside front cover
	2-2 Entities included in the organisation's sustainability reporting		SR: Overview	7
			SR: Reporting criteria AR: Group companies	71-76 216-220
	2-3 Reporting period, frequency and contact point		SR: Overview	3
			SR: Company information	Back cover
	2-4 Restatements of information		SR: Pursuing net zero carbon emissions	31
			SR: Reporting criteria	73
			AR: Sustainability	30
	2-5 External assurance	Not externally assured		
	2-6 Activities, value chain, and other business relationships		SR: About SSP and our value chain	4
			AR: Who we are AR: Business model	2 16-17
2-7 Employees		SR: Overview	3,7	
2-8 Workers who are not employees	Information unavailable			
2-9 Governance structure and composition		SR: Sustainability governance and management	54-55	
		AR: Corporate governance	88-95	
2-10 Nomination and selection of the highest governance body		AR: Corporate governance	101-113	
2-11 Chair of the highest governance body		SR: Sustainability governance and management	54-56	
		AR: Corporate governance	92-95	



## Reporting frameworks

### Continued

GRI standard	Description	Disclosure	Where to find this information	Page reference or link
GRI 2: General Disclosures 2021 <i>continued</i>	2-12 Role of the highest governance body in overseeing the management of impacts		SR: Sustainability governance and management	54-55
			AR: Strategic Report	54-55
	2-13 Delegation of responsibility for managing impacts		AR: Corporate governance	88-113
			SR: Sustainability governance and management	53-56
			AR: Strategic Report	54-55
	2-14 Role of the highest governance body in sustainability reporting		AR: Corporate governance	92-95
			SR: Sustainability governance and management	53-55
	2-15 Conflicts of interest		AR: Corporate governance	95
	2-16 Communication of critical concerns		SR: Sustainability governance and management	54-55, 57-58, 62
			AR: Strategic Report	54-57
			AR: Corporate governance	58-67
	2-17 Collective knowledge of the highest governance body		AR: Corporate governance	82-83, 88-89, 106-113
	2-18 Evaluation of the performance of the highest governance body		AR: Corporate governance	106-107
	2-19 Remuneration policies		AR: Corporate governance	128-152
	2-20 Process to determine remuneration		AR: Corporate governance	128-152
	2-21 Annual total compensation ratio		Information unavailable	
	2-22 Statement on sustainable development strategy		SR: Our purpose, vision and strategy	10-15
			AR: Strategic report	15-17, 42-43, 66-67
	2-23 Policy commitments		SR: Sustainability governance and management	59-61
			Group policies	<a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>
	2-24 Embedding policy commitments		SR: Sustainability governance and management	59-61
			Group policies	<a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>
	2-25 Processes to remediate negative impacts		SR: Throughout the report	All
AR: Strategic report			58-67	

## Reporting frameworks

### Continued

GRI standard	Description	Disclosure	Where to find this information	Page reference or link
GRI 2: General Disclosures 2021 <i>continued</i>	2-26 Mechanisms for seeking advice and raising concerns		SR: treating all our colleagues with care and respect	41
			SR: Sustainability governance and management	55-56
			AR: Strategic report	42-51
			Code of Conduct and Speak Up Policy	<a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>
	2-27 Compliance with laws and regulations		SR: Sustainability governance and management	62-63
		AR: Strategic report	65	
2-28 Membership associations		SR: Embracing diversity and protecting human rights	48	
2-29 Approach to stakeholder engagement		SR: Sustainability governance and management	57	
		AR: Strategic report	42-51	
2-30 Collective bargaining agreements		Information unavailable		
GRI 3: Material Topics 2021	3-1 Process to determine material topics		SR: Sustainability governance and management	57-58
			AR: Strategic report	54-57
	3-2 List of material topics		SR: Sustainability governance and management	57-58
			AR: Strategic Report	54-57
			AR: Strategic Report	58-67
3-3 Management of material topics		SR: Throughout the report	All	
		AR: Strategic report	54-67	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed		AR: Financial Review	70-79
	201-2 Financial implications and other risks and opportunities due to climate change		AR: Strategic Report	55-57
			SR: Pursuing new zero carbon emissions	29-32
201-3 Defined benefit plan obligations and other retirement plans		AR: Financial statements	172, 192	
GRI 202: Market Presence 2016	203-2 Significant indirect economic impacts		SR: Throughout the report	All
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		SR: Business ethics and standards	62
	205-2 Communication and training about anti-corruption policies and procedures		SR: Business ethics and standards	62
	205-3 Confirmed incidents of corruption and actions taken	None		

## Reporting frameworks

### Continued

GRI standard	Description	Disclosure	Where to find this information	Page reference or link
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None		
GRI 207: Tax 2019	207-1 Approach to tax		SR: Business ethics and standards	63
	207-2 Tax governance, control, and risk management		SR: Business ethics and standards	63
			AR: Audit committee report	102-107
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Information unavailable		
	301-2 Recycled input materials used	Information unavailable		
	301-3 Reclaimed products and their packaging materials	Information unavailable		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation		SR: Pursuing net zero carbon emissions	31
			AR: Sustainability	30
	302-2 Energy consumption outside of the organisation	Information unavailable		
	302-3 Energy intensity		AR: Sustainability	30
	302-4 Reduction of energy consumption		SR: Pursuing net zero carbon emissions	31
		AR: Sustainability	30	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		SR: Pursuing net carbon emissions	29-32
			AR: Sustainability	30
	305-2 Energy indirect (Scope 2) GHG emissions		SR: Pursuing net carbon emissions	29-32
			AR: Sustainability	30
	305-3 Other indirect (Scope 3) GHG emissions		SR: Pursuing net carbon emissions	29-32
			AR: Sustainability	31
305-4 GHG emissions intensity		SR: Pursuing net carbon emissions	29-32	
		AR: Sustainability	30	
305-5 Reduction of GHG emissions		SR: Pursuing net carbon emissions	29-32	
		AR: Sustainability	30-31	

## Reporting frameworks

### Continued

GRI standard	Description	Disclosure	Where to find this information	Page reference or link
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		SR: Reducing, reusing and recycling our packaging	33-34
			SR: Reducing food waste	35-36
	306-2 Management of significant waste-related impacts		SR: Reducing, reusing and recycling our packaging	33-34
			SR: Reducing food waste	35-36
	306-3 Waste generated	Information unavailable		
	306-4 Waste diverted from disposal	Information unavailable		
	306-5 Waste directed to disposal	Information unavailable		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		SR: Sourcing our ingredients and products responsibly and sustainably	22-36
	308-2 Negative environmental impacts in the supply chain and actions taken	Information unavailable		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		SR: Supporting our colleagues and communities	40
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		SR: Promoting and protecting safety and wellbeing	42-43
	403-2 Hazard identification, risk assessment, and incident investigation		SR: Promoting and protecting safety and wellbeing	42-43
	403-3 Occupational health services		SR: Promoting and protecting safety and wellbeing	42-45
	403-5 Worker training on occupational health and safety		SR: Promoting and protecting safety and wellbeing	42-44
	403-6 Promotion of worker health		SR: Promoting and protecting safety and wellbeing	42-45
	403-8 Workers covered by an occupational health and safety management system	All employees		
	403-9 Work-related injuries	Information unavailable		
	403-10 Work-related ill health	Information unavailable		

## Reporting frameworks

Continued

GRI standard	Description	Disclosure	Where to find this information	Page reference or link
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees		SR: Overview	7
			SR: Embracing diversity and protecting human rights	46-48
			AR: Key performance indicators	33
			AR: Corporate governance	83, 110-111
			UK Gender Pay Gap Report	<a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures		Not applicable	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes		SR: Supporting communities	49-50
			AR: Stakeholder engagement	50
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		SR: Sourcing our ingredients and products responsibly and sustainably	22
	414-2 Negative social impacts in the supply chain and actions taken	Information unavailable		
GRI 415: Public Policy 2016	415-1 Political contributions		SR: Business ethics and standards	62
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		SR: Offering healthier lifestyle choices and satisfying dietary needs	19-21
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	None		

## Reporting frameworks

Continued

### SASB Food and Beverage Sector: Restaurants Sustainability Accounting Standard

Key:

- SR: Sustainability Report 2022
- AR: Annual Report 2022

SASB Standard	Metric code	Description	Disclosure	Where to find this information	Page ref
Energy management	FB-RN-130a.1	(1) Total energy consumed		SR: Pursuing net carbon emissions	31
		(2) Percentage grid electricity		AR: Sustainability	30
		(3) Percentage renewable			
Water management	FB-RN-140a.1	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Not applicable		
Food & Packaging Waste Management	FB-RN-150a.1	(1) Total amount of waste (2) Percentage food waste (3) Percentage diverted	Information unavailable	SR: Reducing food waste	35-36
	FB-RN-150a.2	(1) Total weight of packaging (2) Percentage made from recycled and/or renewable materials, and (3) Percentage that is recyclable, reusable, and/or compostable	Information unavailable	SR: Reducing, reusing and recycling our packaging	33-34
Food Safety	FB-RN-250a.1	(1) Percentage of restaurants inspected by a food safety oversight body (2) Percentage receiving critical violations	Information unavailable		
	FB-RN-250a.2	(1) Number of recalls issued and (2) total amount of food product recalled	Not applicable		
	FB-RN-250a.3	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Information unavailable		
Nutritional Content	FB-RN-260a.1	(1) Percentage of meal options consistent with national dietary guidelines		SR: Offering healthier lifestyle choices and satisfying dietary needs	19-21
		(2) Revenue from these options	Information unavailable		
	FB-RN-260a.2	(1) Percentage of children's meal options consistent with national dietary guidelines for children (2) Revenue from these options	Not applicable		
	FB-RN-260a.3	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Not applicable		
Labour practices	FB-RN-310a.1	(1) Voluntary (2) Involuntary turnover rate for restaurant employees	Information unavailable		
	FB-RN-310a.2	(1) Average hourly wage, by region (2) Percentage of restaurant employees earning minimum wage, by region	Information unavailable		

# Reporting criteria

We report performance against our targets and metrics based on our financial year (1 October to 30 September), unless otherwise stated.

Our reporting boundaries cover all SSP operating markets, as defined on page 7, unless otherwise stated. This includes SSP Group plc and its subsidiaries (together referred to as the Group), as well as associate companies in which the Group has a long-term equity interest and over which it has the power to exercise significant influence.

The scope and definition for each target and metric are detailed here.

Target/metric	Scope and definition	Page ref
By 2025, 30% of meals offered by our own-brands to be plant-based and/or vegetarian	<p><b>Own brands</b> relates to proprietary brands and bespoke concepts that SSP operates. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary (our permanent units in Malaysia will be operating in 2023). Data for our own brands in Singapore have also been excluded as they were running at low capacity in 2022 due to Covid-19 restrictions and not serving a full menu with meals.</p> <p><b>Meals</b> are a substantial food offer that could be served on its own to constitute a breakfast, lunch or evening meal, such as a sandwich, salad or hot dish.</p> <p><b>Plant-based</b> does not contain animal-derived proteins including meat, fish, seafood, insects, dairy and eggs.</p> <p><b>Vegetarian</b> does not contain any meat product (including fish, seafood and insects).</p> <p><b>Data reporting:</b> each operating market reported details of all own brands and, for each, the total number of units, total 'meal' range size and the number of vegetarian and/or plant-based meals. This target is weighted to the number of units, so was calculated by the % of meals on the menu that are plant-based divided by the total number of units. In some cases, the standard range by brand is used and so there may be some small variance at individual unit level.</p>	6, 7, 14, 18, 20-21
By 2025, introduce food and drink items that support healthier lifestyle choices, including wellness brands and lower-calorie meal options, in key markets	<p><b>Wellness brands</b> include both SSP own brands and franchise partner brands that demonstrate responsible action across a range of areas and products to benefit the health of our customers, typically through using natural ingredients, minimising sugar, salt and saturated fat, and offering vegetarian or plant-based options.</p> <p><b>Healthier food and drink items</b> apply to SSP own brands only. This includes items that are lower in fat, salt/sodium or sugar, high in protein or fibre, or free from ingredients such as gluten or nuts.</p> <p><b>Lower calorie meal options</b> apply to SSP own brands only and apply to meals of 500 calories or less (or 600 calories in North America), taking into consideration local variations and legal definitions. A 'meal' is defined as a substantial food offer that could be served on its own to constitute a breakfast, lunch or evening meal, such as a sandwich, salad or hot dish.</p> <p><b>Key markets</b> are UK, Ireland, North America (USA and Canada), DACH (Germany, Austria and Switzerland), FRABEL (France, Belgium and Luxembourg) and the Nordics (Norway, Denmark, Sweden, Finland and Estonia).</p>	19-21
By 2025, 100% of all own brand units in the UK&I, Europe, and North America that serve coffee to offer non-dairy milk alternatives (40% Rest of the World)	<p><b>Own brands that serve coffee</b> relates to proprietary brands and bespoke concepts that SSP operates, where coffee with milk is on offer to the customer. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary (our permanent units in Malaysia will be operating in 2023).</p> <p><b>Non-dairy milk alternative</b> includes any alternative to cow's milk, such as soy, oat, coconut, almond, rice, pea protein, nut, flax and hemp.</p> <p><b>UK&amp;I, Europe, North America and Rest of the World</b> relate to the four SSP operating regions, as detailed on page 7.</p>	14, 20
By 2025, all contracted suppliers to sign SSP's Ethical Trade Code of Conduct, Responsible Sourcing Policy, and Environment Policy or provide their own or an equal or better standard	<p><b>Contracted suppliers</b> relates to all vendors that are engaged via SSP purchasing teams, have contracts in place and SSP controls the spending for the provision of goods or services. This excludes non-contracted suppliers (e.g., wet markets; and one-off purchases by invoice or purchase order) and indirect suppliers (i.e. lower tier suppliers to a wholesaler or distributor).</p> <p><b>Ethical Trade Code of Conduct</b> – see page 60 for details and available at <a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>.</p> <p><b>Responsible Sourcing Policy</b> – see page 60 for details and available at <a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>.</p> <p><b>Environment Policy</b> – see page 60 for details and available at <a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>.</p>	14, 22-23, 48

## Reporting criteria

### Continued

Target/metric	Scope and definition	Page ref
By 2022, SSP own brands to source 100% certified sustainable palm oil for the top 50 products in each market	<p><b>Own brands</b> relates to proprietary brands and bespoke concepts that SSP operates. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary (our permanent units in Malaysia will be operating in 2023).</p> <p><b>Top 50 products</b> relates to the top 50 lines only (by contracted spend in each market) in the following 6 product categories assessed as most likely to contain palm oil: 1. Viennoiserie; 2. Sweet Treats (Cookies, Muffins, Cakes, etc.); 3. Savoury Pastries; 4. Cooking Sauces; 5. Table Sauces; and 6. Cooking Oil.</p> <p><b>Certified sustainable</b> includes all recognised independent certification schemes, such as Roundtable for Sustainable Palm Oil (RSPO).</p>	7, 14, 23
By 2025, our own brands to source 100% certified sustainable tea, coffee and hot chocolate	<p><b>Own brands</b> relates to proprietary brands and bespoke concepts that SSP operates. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary (our permanent units in Malaysia will be operating in 2023).</p> <p><b>Certified sustainable</b> includes all recognised independent sustainable certification schemes, such as Rainforest Alliance, Fairtrade or UTZ.</p>	7, 14, 23
By 2025, our own brands to source 100% certified sustainable fish and seafood	<p><b>Own brands</b> relates to proprietary brands and bespoke concepts that SSP operates. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary (our permanent units in Malaysia will be operating in 2023).</p> <p><b>Certified sustainable</b> includes all recognised independent sustainable certification schemes, such as the Marine Stewardship Council (MSC), Marine Conservation Society (MCS), or Aquaculture Stewardship Council (ASC).</p>	7, 14, 23
By 2025, all contracted suppliers to UK&I and Europe to sign our Farm Animal Welfare Policy or provide their own or an equal or better standard	<p><b>Contracted suppliers</b> relates to all vendors that are engaged via SSP purchasing teams, have contracts in place and SSP controls the spending for the provision of goods or services. This excludes non-contracted suppliers (e.g., wet markets; and one-off purchases by invoice or purchase order) and indirect suppliers (i.e. lower tier suppliers to a wholesaler or distributor).</p> <p><b>UK&amp;I and Europe</b> relate to two of our SSP operating regions, as detailed on page 7.</p> <p><b>Farm Animal Welfare Policy</b> – see page 60 for details and available at <a href="https://www.foodtravelexperts.com/policies">foodtravelexperts.com/policies</a>.</p>	14, 24-25
By 2026, 100% chicken for our own brands in Europe to be aligned with the standards of the European Chicken Commitment	<p><b>Own brands</b> relates to proprietary brands which SSP owns and bespoke concepts that SSP operates.</p> <p><b>Europe</b> relates to all our operating markets in Europe covering Austria, Belgium, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Netherlands, Norway, Switzerland, Sweden, Spain, and the UK.</p> <p><b>European Chicken Commitment</b> – see <a href="https://www.welfarecommitments.com/europeletter/">welfarecommitments.com/europeletter/</a></p>	14, 25
By 2025, 100% eggs for our own brands from cage-free sources	<p><b>Eggs</b> relates to shell and liquid eggs only, excluding eggs used within pre-bought ingredients, such as mayonnaise.</p> <p><b>Own brands</b> relates to proprietary brands and bespoke concepts that SSP operates. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary (our permanent units in Malaysia will be operating in 2023).</p> <p><b>Cage-free</b> is where the hens that laid the eggs were not raised in caged housing systems/battery cages.</p>	6, 7, 14, 18, 25



## Reporting criteria

### Continued

Target/metric	Scope and definition	Page ref
By 2040, achieve net zero carbon emissions (Scope 1, 2 and 3)	<p><b>Methodology:</b></p> <ul style="list-style-type: none"> <li>We report carbon dioxide equivalent (CO<sub>2</sub>e) emissions aligned with the <a href="#">Greenhouse Gas Reporting Protocol – Corporate Standard (2015 revised edition)</a>. Our reporting of global and UK energy use and carbon emissions is in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. Our reporting is consistent with the <a href="#">UK Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance (March 2019)</a>.</li> <li>Our reporting covers all food, beverage and retail units operated by the Group and relevant associate companies (as defined on page 71), including our own brands and those of our brand partners. We also collect data for all SSP-occupied locations including production kitchens, offices and admin areas, storage and warehouses, and staff canteens and accommodation. Submitted data is validated by specialist third-party energy consultants through variance analysis and benchmarking between units and sites with a similar footprint.</li> </ul> <p><b>Net zero</b> as defined by the <a href="#">Science Based Targets Initiative (SBTi) Corporate Net Zero Standard</a> as:</p> <ul style="list-style-type: none"> <li>Reducing scope 1, 2, and 3 emissions to zero or to a residual level that is consistent with reaching net-zero emissions at the global or sector level in eligible 1.5°C aligned pathways; and</li> <li>Neutralising any residual emissions at the net-zero target year and any GHG emissions released into the atmosphere thereafter.</li> </ul> <p><b>Scope 1</b> relates to direct emissions from sources owned or controlled by SSP, including emissions from company vehicles, fugitive emissions (f-gas) from refrigeration and air conditioning units (where available), fuel burnt on-site (e.g. natural gas) and associated emissions.</p> <p>In 2022, we worked with a specialist consultancy to improve the quality and completeness of our data. As a result, we have restated the following previous year's Scope 1 figures:</p> <ul style="list-style-type: none"> <li>2019: restated previously reported figure of 13,253 tCO<sub>2</sub>e (2,012 UK &amp; offshore and 11,241 global) to exclude our business in Russia, which we exited in 2021, from our baseline and due to improvements to the completeness of f-gas data;</li> <li>2020: restated previously reported figure of 9,637 tCO<sub>2</sub>e (1,311 UK &amp; offshore and 8,326 global) due to improved methodology for CH<sub>4</sub> and N<sub>2</sub>O emissions calculations, and correction of errors identified for a small number of vehicle emissions data;</li> <li>2021: restated previously reported figure of 6,722 (528 UK &amp; offshore and 6,194 global) due to improved methodology for CH<sub>4</sub> and N<sub>2</sub>O emissions calculations, and correction of errors identified for a small number of unit energy and vehicle emissions data.</li> </ul> <p><b>Scope 2</b> relates to indirect emissions from the generation of purchased energy and associated emissions. Energy data is sourced from a combination of meter readings, billing from energy suppliers and billing from our clients or landlords. We report 'location based' emissions calculated using UK DEFRA 2022 Emission Factors and, for other countries, using International Energy Agency (IEA) 2020 Emission Factors.</p> <p>In some cases, we do not have visibility of energy data, such as where energy costs are included in rent or service charges. In these cases, estimations were calculated based on the average kWh/£ of sales from units with energy data to 'infill' a kWh figure for all the units with sales data but without electricity data. In addition, due to reporting timelines, some data for the final quarter or month of our reporting year is unavailable due to billing not yet being received. In these cases, data is estimated based on energy usage for the previous periods. In 2022, 19% of our total energy consumption (kWh) data was estimated, compared to 38% in 2021, 44% in 2020 and 41% in 2019.</p> <p>In 2022, we worked with a specialist consultancy to improve the quality and completeness of our data. As a result, we have restated the following previous year's Scope 2 and energy figures:</p> <ul style="list-style-type: none"> <li>2019: restated previously reported figure of 102,132 tCO<sub>2</sub>e (12,732 UK &amp; offshore and 89,400 global) to exclude our business in Russia, which we exited in 2020, from our baseline – this also resulted in a recalculation of our total energy consumption, previously reported as 349,945,716 kilowatt hours (kWh) (58,557,607 UK &amp; offshore and 291,388,109 global);</li> <li>2020: restated previously reported figure of 71,552 tCO<sub>2</sub>e (8,999 UK &amp; offshore and 62,553 global) to exclude our business in Russia, which we exited in 2020, and correction of errors identified for energy calculations for one market – this also resulted in a recalculation of our total energy consumption, previously reported as 285,176,022 kWh (40,877,177 UK &amp; offshore and 244,298,845 global);</li> </ul>	6, 7, 15, 28-32

## Reporting criteria

### Continued

Target/metric	Scope and definition	Page ref
By 2040, achieve net zero carbon emissions (Scope 1, 2 and 3) <i>continued</i>	<ul style="list-style-type: none"> <li>2021: restated previously reported figure of 42,331 tCO<sub>2</sub>e (4,835 UK &amp; offshore and 37,496 global) due to correction of errors identified for energy calculations for one market – this also resulted in a recalculation of our total energy consumption, previously reported as 157,128,511 kWh (25,258,064 UK &amp; offshore and 131,870,447 global).</li> </ul> <p><b>Scope 1 and 2 intensity</b> is reported as total emissions reported above normalised grams per £ of turnover for the relevant reporting period.</p> <p><b>Energy consumption</b> is reported in kWh and energy intensity is calculated from total kWh divided by SSP Group turnover for the relevant reporting period.</p> <p><b>Renewable energy:</b> We operate primarily in client locations such as airports, railway stations and motorway service areas – as such, the majority of our energy is from indirect purchases. As we have limited control over the onboarding, selection or sources of these energy providers, we are unable to verify renewable energy consumption, such as with Renewable Energy Guarantees of Origin (REGO), Energy Attribute Certificates or Power Purchase Agreements. Therefore, we have estimated our indirect renewable energy consumption based on client and landlord surveys. For our direct energy consumption in the UK and Germany (representing 14% of total UK energy use and 44% of Germany energy use respectively – together, accounting for 9% of global energy use), our 2022 renewable energy sourcing is verified via fuel mix disclosure REGO from the energy provider. On this basis, 42% of our total global energy consumption in 2022 was from renewable sources.</p> <p><b>Scope 3</b> relates to all indirect emissions – not included in scope 2 – that occur in our value chain, including both upstream and downstream emissions. In 2022 we worked with a specialist consultancy to map our Scope 3 footprint for our 2019 baseline. The data was estimated in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard using a screening methodology. The screening methodology reviewed all 15 potential categories as defined in Greenhouse Gas Protocol and modelled nine categories deemed to be the most material to SSP's operations, using a combination of actual data, activity data, and financial data. The Scope 3 baseline is in line with our financial year 2019 and is reported in tonnes of CO<sub>2</sub>e. The nine Scope 3 categories identified as material to our business and used for the basis of our reporting are:</p> <ul style="list-style-type: none"> <li>Category 1: Purchased goods and services;</li> <li>Category 2: Capital goods;</li> <li>Category 3: Fuel and energy – related activities;</li> <li>Category 4: Upstream transportation and distribution;</li> <li>Category 5: Waste generated in operations;</li> <li>Category 6: Business travel;</li> <li>Category 7: Employee commuting;</li> <li>Category 12: End of life treatment of sold products;</li> <li>Category 13: Downstream leased assets.</li> </ul>	6, 7, 15, 28-32
By 2025, remove unnecessary single-use plastic (SUP) packaging from our own-brand products	<p><b>Own brands</b> relates to proprietary brands and bespoke concepts that SSP operates. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary. Our permanent units in Malaysia will be operating in 2023.</p> <p><b>Packaging</b> relates to primary, customer-facing packaging, not back-of-house.</p> <p><b>Unnecessary SUP</b> includes items intended to be used only once before they are thrown away or recycled. These include, among other items, straws, cutlery, stirrers, grocery bags, bottles, cups, containers, single-use sauce sachets and pre-wrapped cutlery packs. If there is a specific legal and/or health and safety mandatory requirement where single-use plastics are needed (e.g., for food safety and quality), these are considered 'necessary' and are out of the scope of the target.</p> <p><b>Data reporting:</b> we report performance based on total volumes (by item) of primary own brand packaging purchased that is free of SUP, divided by total primary packaging purchased.</p>	6, 7, 15, 28, 33-34

## Reporting criteria

### Continued

Target/metric	Scope and definition	Page ref
By 2025, all packaging of own brand products to be recyclable, reusable, or compostable	<p><b>Own brands</b> relates to own brands and bespoke concepts that SSP operates. Data for a lounge operated by SSP in Malaysia in 2022 has been excluded due to it being temporary (our permanent units in Malaysia will be operating in 2023).</p> <p><b>Packaging</b> relates to primary, customer-facing packaging, not back-of-house.</p> <p><b>Recyclable</b> relates to the main components, together representing more than 95% of the entire packaging weight, that can be collected, sorted, reprocessed and manufactured back into a new product or packaging.</p> <p><b>Reusable</b> relates to items that can be used multiple times by being refilled or reused for the same purpose for which it was conceived. For example, a reusable coffee cup.</p> <p><b>Compostable</b> relates to an item that meets a recognised standard for industrially or commercially composting (e.g., the EN13432 Compostability Standard in Europe, the ASTM D6400 Standard in the USA) or meets requirements of an appropriate home composting specification; and widely collected and sent to appropriate organic waste treatment sites for processing (or be suitable for home composting).</p> <p><b>Data reporting:</b> While there are no means to trace what happens with materials at their end of life due to the number of markets in which our products are sold and variations in consumer behaviour and/or local infrastructure to process waste, we have reported based on technical potential for recycling, reuse or composting provided by our suppliers. We report performance based on total volumes (by item) of primary own brand packaging purchased that is recyclable, reusable or compostable, divided by total primary packaging purchased.</p>	6, 7, 15, 34
By 2025, all divisions globally to have programmes to reduce food waste through prevention, reuse, recycling and recovery	<p><b>Divisions</b> relates to SSP operating regions and markets as defined on page 7.</p> <p><b>Food waste</b> relates to any substance (whether processed, semi-processed or raw) intended for human consumption that is wasted or surplus, either in back-of-house kitchens or front-of-house items on display. This excludes food that is wasted by the consumer after purchase, including plate waste.</p> <p><b>Prevention</b> relates to smart ordering, production and display to prevent food from becoming waste in the first instance.</p> <p><b>Reuse</b> relates to discounting unsold food via apps such as Too Good To Go and donating surplus food to charities and food banks. We report Too Good To Go data based on the assumptions that an average 'Magic Bag' equates to one meal saved, with a weight of 1kg which, on average, generates a CO<sub>2</sub> footprint of 2.5kg.</p> <p><b>Recycling</b> relates to recycling used cooking oil into biofuel, composting coffee grounds and anaerobic digestion to produce biogas.</p> <p><b>Recovery</b> relates to incineration of food waste for energy recovery.</p>	6, 7, 15, 28, 35-36
Each year, undertake a global colleague engagement survey, publish the headline results and use them to direct local and Group-wide action across key areas	<p><b>Global colleague engagement survey</b> relates to a global survey for all direct SSP employees globally to measure satisfaction and views across key topics, such as attraction and retention, engagement and inclusion, development, safety and wellbeing, enablement, and customer and community.</p> <p><b>Data reporting:</b> we report the survey response rate based on percentage of direct SSP employees at the time of the survey being conducted who completed it. We also report positivity scores based on the percentage of employees who stated they agree or strongly agree with the survey questions.</p>	6, 16, 39, 41

## Reporting criteria

### Continued

Target/metric	Scope and definition	Page ref
By 2022, building on our current wellbeing activities, develop a holistic strategy including action to support colleagues' physical, mental, and financial wellbeing	<p><b>Wellbeing activities</b> relate to initiatives that support colleagues' physical, mental, and financial wellbeing, such as employee assistance programmes that provides colleagues with access to resources, support, advice and benefits. Or to fitness and cycle-to-work schemes, telephone counselling services, and discounts and financial planning services.</p> <p><b>Holistic strategy</b> relates to the development of a global wellbeing framework.</p>	16, 44-45
By 2022, 33% proportion of women on the Board and at least one person from a minority ethnic background	<p><b>Board</b> relates to members of the SSP Group plc Board of Directors.</p> <p><b>Minority ethnic background</b> is defined by reference to categories recommended by the UK Office for National Statistics (ONS), excluding those listed, by the ONS, as coming from a white ethnic background.</p>	6, 16, 39, 46-47
By 2025, 33% proportion of women in on senior leadership roles	<p><b>Senior leadership roles</b> relates to members of the Group Executive Committee (including the Group CEO and the CFO) and their direct reports (excluding administrative and support staff). This definition is aligned with that of the FTSE Women Leaders Review, an independent, business-led framework supported by the UK Government, which sets recommendations for Britain's largest companies to improve the representation of Women on Boards and in Leadership positions.</p>	6, 16, 39, 47
Each year, assess 10 contracted suppliers in higher risk categories in Europe, Americas and Australia and 15 in the Middle East and Far East on ethical trade risks, and agree a time-bound plan to address any issues identified	<p><b>Contracted suppliers</b> relates to all vendors that are engaged via SSP purchasing teams, have contracts in place and SSP controls the spending for the provision of goods or services. This excludes non-contracted suppliers (e.g., wet markets; and one-off purchases by invoice or purchase order) and indirect suppliers (i.e. lower tier suppliers to a wholesaler or distributor).</p> <p><b>Higher risk categories</b> relate to suppliers operating in the following sectors: agriculture/farming, textiles and fishing.</p> <p><b>Ethical trade risks</b> are assessed, where possible, via the Supplier Ethical Data Exchange (SEDEX), including reviewing the results of self-assessments and on-site SMETA (Sedex Members Ethical Trade Audit) audits. For suppliers that are not registered on SEDEX, we review alternative independent on-site audit reports, such as the amfori Business Social Compliance Initiative (BSCI) audits or Intertek Workplace Conditions Assessment (WCA) audits.</p>	16, 48
By 2022, 100% of senior managers who have completed their induction to have received modern slavery training	<p><b>Senior managers</b> relates to managers in Hay Grade A-C globally.</p> <p><b>Completed induction</b> relates to the first 30-day period from the start of employment.</p> <p><b>Modern slavery training</b> relates to e-learning module, developed by specialist consultants, available on the SSP Academy training platform.</p>	16, 48
By 2025, all divisions globally to have partnerships with food poverty charities and local charities	<p><b>Divisions</b> relates to SSP operating regions and markets as defined on page 7.</p> <p><b>Partnerships</b> relates to where we are supporting the charity/initiative for a period of time, not just as a one-off single donation.</p> <p><b>Food poverty charities</b> relate to a charitable organisation, not-for-profit, non-governmental organisation (NGO), or community initiative that helps support vulnerable people experiencing food poverty or a lack of access to nutritious food. For example, a food bank, soup kitchen, community kitchen, 'meals on wheels' for disabled or elderly people, food donations or vouchers for refugees, schools food programmes, etc.</p> <p><b>Local charities</b> relate to a charitable organisation, not-for-profit, non-governmental organisation (NGO), or community initiative relevant to the market, colleagues, clients or customers.</p>	4, 6, 16, 39, 49-50



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