

Enhancing business capabilities; driving competitive advantage

100+

international brand partners

4.2/5.0

customer feedback score

Developing great customer propositions

Through our deep customer insights, food travel expertise, extensive portfolio of brands and innovative concepts, we deliver leading food and retail propositions aligned to our clients' needs and goals.

Highlights from 2023

- Rolled out our customer feedback tool, Reputation, across 14 markets.
- Achieved a global Reputation score of 4.2/5.0.
- Secured new brand partnerships, including NamNam and The Breakfast Club.
- Won more than 20 awards at industry conference FAB across best bar, casual dining restaurant and health-centred offer.

Priorities for 2024

- Expand our global brand partnerships.
- Finalise the refresh of our key own-brands, including Upper Crust, to continue meeting our customers' needs.
- Develop our retail and lounge expertise, with a focus on local knowledge.



Find out more about our KPIs on pages 30-31 and our associated risks on pages 66-77.

We put the voice of the customer at the heart of everything we do, so we can provide the brands, menus and experiences to meet their needs and ensure we're the best part of their journey.

Our broad portfolio of global, regional and local brands, to which we are constantly adding new and innovative concepts, enables us to meet both client and customer expectations. We work closely with our clients to develop formats and concepts that offer customers quality food and beverage and a great overall experience. This is critical to retaining existing business with our clients and winning new business.

To make better informed decisions, we have invested heavily in gathering customer insights and trends. In 2022, we undertook our largest-ever customer survey, which we are using to develop our propositions. We are also leveraging the feedback we receive from customers through our customer listening tool, Reputation.

Diversifying our formats

Our 'Food Travel Insights Survey' highlighted the value of bringing new and exciting experiences to customers. Continuing to innovate and develop new formats with 'travelised' menus is central to enhancing our customer proposition and we continued our good progress in this area. This year, we worked on enhancing our casual dining offer and opened new concepts including Hunt & Fish Grill in the USA and NamNam in Singapore. We have also made significant progress in developing our convenience retail offer. We are rolling out our SSP-owned retail concept Point,

which is detailed in the case study. We are also scaling up our lounge offer and have won several new contracts in our high growth regions to operate lounges, including Malaysia and India.

Strengthening partnerships with clients and brand partners

Brand partners are integral to our success and in 2023, we secured several new partnerships, including The Breakfast Club and independent craft brewer BrewDog, which bolster our casual dining and bars offer in the UK and Europe.

Building long-term, trustworthy relationships with our brand partners is important as we work closely together to build a quality F&B offer that meets our customer needs. This year, we acquired the right to develop the Pret A Manger franchise in German-speaking Switzerland and we now run 22 outlets with the brand under franchise across Europe.

Developing innovative concepts

We are also curating new concepts, including food halls that combine multiple brands in one location. For example, in July we opened The Mezz at Dublin Airport, an innovative street food concept offering four different brands. The menu, service style and layout of The Mezz have been carefully curated to maximise operational efficiency, offering quick and consistent service to high volumes of customers, while maintaining great quality food and excellent customer experience. All orders are made through self-guided kiosks and prepared in a central kitchen, enabling a quick order to collection time of less than three minutes.

Strategy in action

Rolling out our retail concept 'Point' globally

With retail operations in Norway, Germany, Sweden, Spain, UK and India, we are experts in running retail convenience units, under franchise and through our own brands. Retail already accounts for around 15% of our sales and as the lines between retail and F&B are blurring, we see great opportunity to strengthen our retail expertise. We have started the rollout of our own convenience retail brand, Point, across our markets and aim to bring 'freshly made food to go' to the convenience sector.

Point's motto is to be 'fast, fresh & local' and it is designed to help travellers shop quickly, find delicious freshly made food and a range of global and local hero products. From an initial presence in the Nordics, we now operate 28 Point units and are set to open new stores in Zurich and Bangkok.



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c.42,000
colleagues across the world

3.98/5.00
score in Colleague Engagement Survey

Supporting our people and culture

People are at the core of our business and we're committed to ensuring that SSP is the best part of our colleagues' career journey.

Highlights from 2023

- 3.98/5.00 score in our Colleague Engagement Survey.
- 20% increase in colleague numbers.
- 37% of senior leadership roles held by women.
- Held safety forums in all our markets.
- Launched global careers website in six countries.

Priorities for 2024

- Introduce new development initiatives focusing on high-potential leaders.
- Launch our new safety induction training module across our markets.
- Roll out our global careers website across our 37 countries, for a consistent and simplified recruitment experience for candidates.
- Continue to embed DE&I across the business through local action plans and improve social mobility and representation in our senior leaders.

→ Find out more about our KPIs on pages 30-31 and our associated risks on pages 66-77.

By the end of 2023, we employed approximately 42,000 colleagues across the world, of whom 87% were team members or supervisors, 7% were operations and unit-level management and the remaining were support function colleagues.

Our approach to being the best part of our colleagues' career journeys is set by our People Strategy, which we launched in 2021 and is underpinned by our values. This year, we have continued to develop this strategy and have worked to embed it across our global business. In particular, we have strengthened our capabilities across several areas, including safety, colleague recruitment, retention, inclusion, engagement and skills development.

Attraction and retention

We have also enhanced our processes to ensure we continue to attract, recruit, and retain talent. To support our growth, we have implemented extensive recruitment, induction and skills training for new colleagues across our key markets.

We have further developed our Employer Brand and launched our global careers website through which we advertise all vacancies in one location. The site is live for six countries and will be rolled out to most of our 37 countries by the end of 2024.

Inclusion

We are building a diverse, inclusive culture where everyone is welcomed, which reflects the communities where we operate and the customers, clients and stakeholders we serve.

We are proud of the progress we have made on gender diversity. We've exceeded the Board diversity target set by the FTSE Women Leaders Review, with 50% female board representation, and we have met the Parker Review ethnicity target with one director from an ethnic minority background. In addition, 37% of our Group Executive Committee and their direct reports are women. To build on this progress, the Board formally amended its Board Diversity Policy to include a new objective to achieve 40% women in senior leadership roles by 2025.

We recognise that we need to provide a safe space for colleagues to share their experience and build relationships. As well as our Global Inclusion Council, we also have a number of colleague networks, including iVibe, which celebrates multiculturalism, LGBTQ+ networks in the UK and Denmark, and a new Global Women's Leadership network. These networks help us spearhead influential DE&I conversations to drive lasting change across our business. Each network has a 12-month roadmap, a dedicated Chair or co-Chair, and an executive sponsor to ensure this focus is aligned to wider business priorities.



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Supporting our people and culture *continued*

Engagement

We carried out our third global engagement survey at the end of the first half of 2023, and our first in partnership with Gallup, who are industry leaders in colleague engagement. Over three-quarters of our colleagues took part. Gallup measures engagement using the 'Q12 index' which is a score out of 5. We registered an overall score of 3.98. As a result of the survey, we identified areas for improvement and developed action plans in collaboration with our senior leadership teams. The survey results were cascaded down to regional, country, site and team-level, with listening sessions held to encourage open and honest discussions.

Training and development

In 2023, we implemented new initiatives, including the rollout of our High-Five customer service training across the globe, our Team Leaders Development Programme in the UK and focused on developing engaging and accessible training materials.

'Learning by doing' is widely recognised as the most effective way of learning. To encourage learning and improve the accessibility of our programmes, we piloted a gamified customer service training for our colleagues in the Nordics. 95% of colleagues who conducted the training agreed that it helped them understand how they can provide great customer service. We are now rolling out our gamified training platform to the DACH region, with plans to launch it in all our Continental Europe markets.

Safety and wellbeing

Collaborating closely with our colleagues, clients, brand partners and suppliers, we are dedicated to fostering a positive safety culture at all levels of our business.

We maintain the highest food safety standards, aligned to the Hazard Analysis Critical Control Point management system, an internationally recognised standard. For customer safety, we ensure our colleagues are fully trained and that our processes comply with all government requirements and guidelines.

Throughout the past twelve months, we have invested significantly in our resources and capabilities. We have enhanced our Group Safety team and put in place new ways of working, which will enable us to identify and share best practice, and stronger processes for data sharing and reporting.

We've rolled out our Global Safety Governance and Management Framework, a global initiative driven by our Board and Leadership teams and operational colleagues. The framework defines clear accountability and responsibilities at all levels – from local markets to Group – with downward support and upward visibility. Our CARE (clarity, accountability, report, experts) principles guide our approach.

Our efforts are focused on optimising pre-existing safety procedures while introducing new ones:

- we appointed a Group Safety Director in May 2023



- we conducted safety training workshops across our Asia Pacific region and held Safety Forums in all our markets
- analysing existing strategies such as the CARE Framework, we've implemented a serious incident escalation process, from country to Group level
- the Group Safety Data app, our internal incident report app launched in 2022, has facilitated prompt support for colleagues and improved the collation of incident statistics, resulting in enhanced safety check-ins and increasing report frequency from quarterly to monthly
- our Group Safety team carried out visits to 12 markets to meet with local safety leads
- we delivered regular communications and campaigns, including for World Food Safety Day.

Our approach to safety extends beyond the physical safety of our colleagues, encompassing their overall wellbeing. We enhance employee wellbeing through health-related initiatives pertinent to each market, such as mental health camps, first aid training, occupational health assessments and counselling provisions, which are available to most colleagues, depending on the market.

In 2023, the majority of our operating markets had colleague wellbeing programmes, tailored to local needs. Our local programmes are supported by global campaigns and toolkits to drive common awareness and understanding across the Group.

Strategy in action

DE&I leadership development workshops

From March 2023, we delivered a series of internal workshops to help our regional leadership teams (top 150 leaders) understand the importance of DE&I, helping them navigate their own personal journey around these topics and explore available market data.

A key deliverable from the workshops was the creation of country-specific DE&I action plans. Each region now owns the delivery of their DE&I action plan, with regional CEOs reporting updates and progress at Group Executive Committee meetings, and regional updates through the Group Inclusion Council.



Find out more about safety and wellbeing on pages 44-46 of our 2023 Sustainability Report.

Enhancing

business capabilities; driving competitive advantage continued

Digitising our business

To better serve the needs of our customers and drive sales, we are rolling out customer-facing digital solutions and upgrading our internal systems.

Highlights from 2023

- Increased number of digital ordering points, enabling 12.6% of our sales to be made through a digital channel.
- Started rolling out our cloud-based till system
- Piloted our SAP finance, inventory and cash management system in Finland.

Priorities for 2024

- Accelerate the development and implementation of our digital ordering, cloud-based till and payment systems.
- Roll out our SAP finance, inventory and cash management systems across all the Nordics.

→ Find out more about our KPIs on pages 30-31 and our associated risks on pages 66-77.

Digital devices and services have become part of the customer journey. Our 'Food Travel Insights Survey' results showed that one in five travelling customers want to be able to order digitally. Many travelling customers are sensitive to time constraints and are often trying to avoid queuing as part of their travel.

The development of digital ordering capability is key to our strategy, as it can simplify the customer journey and allow customers to control their time. Digital ordering is also important for driving like-for-like sales. The use of artificial intelligence (AI), digital information and automated systems have improved time efficiency and average transaction value. We are providing our colleagues with the right digital tools so they can deliver the best service to our customers and operate efficiently.

Digitising our customer proposition

To improve the customer journey, we are rolling out digital technologies such as Order at Table (OAT), kiosks and self checkouts to give our customers control over what they order and how and when they pay. Around 500 of our units are equipped with digital ordering and payment systems. In the USA, we trialled an improved version of our OAT system, which simplifies the tipping process, an important part of the payment process in the North American market.

// Our digital solutions give back control to travellers over how they spend their time when they are travelling. This is why we are continuing to roll out digital ordering solutions and investing in optimising the customer journey, putting digital at the core of their experience. //

Mark Smith

Chief Digital and Technology Officer

Driving productivity through digital

We launched new digital products and services to drive like-for-like sales and we are developing our use of AI to pitch relevant menu options to customers through digital ordering and drive up transaction values. To boost colleague productivity, we have trialled service robots in the UK and Germany to alleviate pressure during busy periods by freeing up colleagues for more skilled tasks. We are also rolling out our new cloud-based till system, which is improving speed of service through a better colleague experience and payment integration. It will also simplify the integration of digital ordering capability, such as mobile apps, table and QR code ordering, and is a true enabler of our digital customer proposition.

Upgrading our internal systems

As well as upgrading the digital experience of our customers, we are digitising our back office systems. This year, we have continued to develop our SAP system to replace our inventory and operational cash management systems, further improving efficiency and enabling better controls. We trialled the technology in Finland, which has proven a success, particularly with enhanced inventory and cash management functionality for our colleagues in units, which enables greater accuracy of product availability for our customers, whilst reducing waste and stockholding. Following the success of the Finnish pilot, we are starting the deployment of the system across the Nordics.

Strategy in action Digital at the service of the customer: 'The Mezz'

As part of Dublin Airport's 'Better Dublin' renovation programme, we opened 'The Mezz', a new street food concept located in Terminal 2. The food court is a customer-oriented concept offering four brands in one place, including local Irish favourites and new brands we have developed.

We use digital technology across The Mezz to enhance the customer experience. Ordering is quick and easy, and innovative digital kiosks allow customers to order from each brand in one place. With the digital screens showcasing our food and drink offer, customers are guided to self-order kiosks. The average time from ordering to collection is under three minutes and 'Order Ready' screens indicate to customers their collection time at the centralised collection point, directly linked to the unique kitchen.



Enhancing

business capabilities; driving competitive advantage *continued*

Building a sustainable business

Sustainability is an important strategic priority and crucial for our long-term success. Our Sustainability Strategy focuses on our most material issues under the pillars of: Product, Planet and People.

Highlights from 2023

- 42% reduction in absolute Scope 1 and 2 GHG emissions (from our 2019 base year) and net-zero targets approved by the Science Based Targets initiative (SBTi).
- 34% of our own brand meals are plant-based or vegetarian.
- Strengthened Human Rights Policy, Supplier Code of Conduct and due diligence process.

Priorities for 2024

- Implement new Responsible Marketing Principles and guidelines.
- Pilot carbon recipe assessments and menu carbon labelling in key markets.

➔ See also our 2023 Sustainability Report for detailed information on our strategy, targets and performance.

➔ See also Our journey to net zero on pages 28-29.

PRODUCT: serving our customers responsibly

We are committed to increasing healthy and sustainable choices, sourcing our products sustainably and supporting animal welfare.

We have exceeded our 2025 target for 30% of meals offered by our own brands to be plant-based or vegetarian, achieving 34% globally in 2023. Our 'People & Planet Menu Framework' provides practical guidelines for integrating healthier and more sustainable food and drink options across our own brands. And, in 2023, we launched 'A Better Choice' toolkit, which uses simple iconography to help our customers easily identify healthier or more nutritious options on our menus.

For our own brands, 49% of tea, 71% of coffee and 80% of hot chocolate are from sources certified to standards such as Rainforest Alliance or Fairtrade. In addition, 61% of our own brand fish/seafood is sourced from certified fisheries and 48% of eggs for our own brands are from cage-free sources. We are committed to achieving 100% across all these areas by 2025.

PLANET: protecting our environment

We are committed to reducing our climate impacts, transitioning to sustainable packaging and reducing food waste.

We have a science-based target to reach net-zero GHG emissions across our value chain by 2040, from a 2019 base year, as detailed on pages 28-29.

// We have set out to take a leadership position in our sector for sustainability, working in collaboration to drive positive change both within SSP and across the food travel sector. //

Sarah John

Corporate Affairs Director and executive lead for sustainability

By the end of 2023, c.84% of our own brand packaging was free of unnecessary single-use plastic and c.85% was reusable, recyclable or compostable. We are committed to achieving 100% by 2025.

We are also making strong progress in reducing food waste, with programmes across all our markets prioritising food waste prevention in the first instance. Where we have unsold, surplus food, we focus on redistribution, such as through our partnership with the world's largest food saving app, Too Good To Go. Since our partnership began in 2016, we have saved over 1,200 tonnes of food from landfill, avoiding the equivalent of c.3,000 CO₂e emissions.

PEOPLE: supporting our colleagues and communities

We are committed to promoting diversity, equity and inclusion (DE&I), protecting safety and wellbeing, respecting human rights and supporting our communities. Find out about DE&I and safety and wellbeing on pages 22-23 and 104-105.

In 2023, we updated our Human Rights Policy and Supplier Code of Conduct with strengthened global standards, commitments and expectations for all our business operations, colleagues and suppliers to adhere to and work towards. These are aligned to the Ethical Trading Initiative Base Code, which is founded on International Labor Organization (ILO) conventions and is an internationally recognised code of labour practice that we have adopted as our global standard.

To support this, we implemented a revised human rights due diligence process for our contracted suppliers. Our target is for 100% of high-risk suppliers to undergo ethical trade reviews by 2025.

We play an important role in the communities where we operate, supporting them through charitable partnerships to alleviate food poverty and other causes. In 2023, we worked with 24 charity partners across 14 countries. In the UK, the SSP Foundation held a charity gala in 2023, raising more than £225,000 for FareShare, the UK's largest charity fighting hunger and food waste, and Trussell Trust, the UK's largest network of food banks.

Our Sustainability Strategy

