



OUR JOURNEY TO A SUSTAINABLE FUTURE

SSP are the food travel experts. We design, create and operate food and drink outlets in locations where people are on the move. We operate over 80 units in train stations with Amey, in partnership with SE Trains, Chiltern, Avanti West Coast, Great Western Railways, South Western Railway, TransPennine Trains and Transport for Wales. Our portfolio of brands includes Upper Crust, Café Local, AMT, and our franchise partner, Starbucks.

Our Sustainability Strategy focuses on three key areas: Product, Planet and People, all underpinned by high standards of Governance. We have 10 key commitments that address the most important social and environmental issues for our business and stakeholders.

Below are some of our UK&I sustainability achievements in 2023, achieved through partnership with Amey and their clients. See SSP's [Group 2023 Sustainability Report](#) for a full description of activities worldwide. The data covers the 2023 financial year from 1 October 2022 to 30 September 2023.

Product: Serving our customers responsibly

We are focused on how we can offer our customers great tasting food and drink that's better for them, and the planet. To do that, we are committed to increasing healthy and sustainable choices, sourcing sustainably and supporting animal welfare.

Increasing healthy and sustainable choices

- Our global Food Travel Insights Survey, reaching over 18,000 customers, reveals that 67% want healthy food and drink options when travelling. We are responding by increasing our range of nutritious, lower-calorie, plant-based and non-dairy options.
- We now offer non-dairy milk alternatives in 100% of our coffee shops in Amey sites.
- By the end of 2023, 28% of meals offered by our own brands across UK&I were plant-based or vegetarian, nearly achieving our 2025 target of 30%.

Sourcing sustainably

- 100% of tea, coffee and hot chocolate served in our own brand units in the Amey estate is certified Rainforest Alliance, Fairtrade or UTZ.
- We prioritise the use of ingredients sourced from UK and Ireland across our own brands. This includes items like eggs, cheddar cheese, and salad items like lettuce and tomatoes when in season.
- For palm oil, our target is for our top 50 own brand products in each market to be palm oil-free or Roundtable for Sustainable Palm Oil (RSPO) Certified Sustainable Palm Oil. In 2023, we achieved 100% across our own brand units in the Amey estate.

Planet: Protecting our environment

The centrepiece of our environment strategy is our ambitious target to achieve net zero GHG emissions by 2040, from our 2019 base year. We're also focused on eliminating single-use plastics and transitioning to sustainable packaging for all our own brands. And we're working to reduce food waste through prevention, redistribution, recycling and composting.

Reducing our climate impact

- In 2023, absolute Scope 1 and 2 emissions in UK&I reduced by 65% from our 2019 base year – which is ahead of our 2032 target.
- We are investing in energy efficiency projects and completed the roll out of Automated Meter Readers (AMRs) across the Amey estate. AMRs provide half-hourly energy readings, analytics and diagnostic reports to help identify opportunities for improvements. Trials show we can achieve an average 5-7.5% reduction in energy use where AMRs are introduced.
- We have introduced Vortex technology to all of our M&S units in the Amey estate to improve refrigeration efficiency and reduce energy consumption. Trials indicate this change can save c.12% of the energy consumed by the chillers.
- The vast majority of our footprint relates to the food, beverages and products we purchase for resale. As well as increasing our offering of plant-based and vegetarian dishes, we can make subtler tweaks to recipes to reduce their impact. We are partnering with Klimato, a leading provider for calculating the carbon footprint of recipes. We were reassured that the initial analysis showed our menus are already weighted towards offering low impact dishes of less than 0.5kg of CO₂e per serving. For example, our Upper Crust menu is 70% low impact, including options such as our Plant Based Baguette which is 0.3kg CO₂e per serving, as well as some meat-based options such as our Chicken Katsu Baguette at 0.4kg. Having this kind of detailed visibility is a game-changer, and we are now integrating these valuable insights into our new product development processes.

Transitioning to sustainable packaging

- Across our Amey own brand estate, we have eliminated unnecessary, problematic single-use plastic from our customer-facing packaging, as defined by the WRAP Plastic Pact. Initiatives include replacing plastic drinking straws and cutlery with wood, bamboo or compostable alternatives.
- By the end of 2023, 100% of our own brand packaging in the Amey estate was reusable, recyclable or compostable.
- In 2023, we trialled replacing plastic hot beverage lids with plastic-free, and plan to roll these out to all our Amey own brand units in 2024

Reducing food waste

- We aim to prevent food waste as much as possible, through smart ordering, inventory management and recipe design. If there is surplus left at the end of the day, we aim to redistribute this through our partnership with Too Good to Go. The app connects customers to restaurants and stores that have unsold food surplus at the end of the day. The food is bundled into 'Surprise Bags' that customers buy through the app at a reduced price.
- Across the Amey estate, we've saved over 54,000 kgs of food from going in the bin through Too Good To Go – the equivalent of c.135 tonnes of CO₂e. Our M&S in Coventry station was the leader, saving 3,800 kgs of food!

People: Supporting our colleagues and communities

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. We are committed to respecting the human rights of people across our business and supply chains, and play an important role in the communities where we operate.

Promoting diversity, equity and inclusion

- Our commitment starts at the top with the Board of Directors of SSP Group plc, where we have had gender parity since 2022. We also continue to meet the Parker Review Board ethnicity target with one director from an ethnic minority background.
- At the end of 2023, 32% of our senior leadership roles in UK&I were women. Our target is to reach 40% by 2025.
- In 2023, we held DE&I leadership development workshops for our senior leaders and rolled out a DE&I e-learning module to all colleagues.
- We have been members of WiHTL (Welcome to all in Hospitality, Travel and Leisure) since 2022, a collaborative, multi-stakeholder group devoted to increasing diversity and inclusion across our sector. In 2023, our CEO, Kari Daniels, joined the WiHTL Advisory Board where she will help drive forward the DEI agenda across our industry.

Respecting human rights

- We believe that fundamental human rights should be respected. In 2023, we updated our policy commitments with a strengthened Human Rights Policy and Supplier Code of Conduct. These are aligned to the Ethical Trading Initiative Base Code, which is founded on International Labor Organization (ILO) conventions.
- All senior managers are also required to complete mandatory modern slavery training as part of their induction. In 2023, we maintained 100% compliance.

Support our communities

- In 2023, we supported our communities through charitable partnerships in UK&I focused on alleviating food poverty and other important local causes. This support included a mix of long-term partnerships, fundraising and financial donations.
- We have supported Macmillan Cancer Support, the UK's leading cancer care charity, since 2018. In that time, we have proudly fundraised over £1.1 million to support their mission. This includes over £30,000 raised in 2023 through an SSP-led 'Round the World' challenge where our colleagues walked, swam, cycled and ran over 42,000 miles in support of Macmillan.
- In addition, during our annual Christmas giveaway, our SSP Foundation supported 150 charities, as chosen by our colleagues, with a grant of £500 each.
- In 2023, our SSP Foundation (a UK registered charity) raised over £225,000 through a charity gala and auction to support FareShare, the UK's largest charity fighting hunger, and Trussell Trust, the UK's largest network of food banks.

Contact us

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