

SSP GROUP

This analysis is based on information in the public domain, using existing benchmarks, corporate reports and websites, with a fact-checking period provided for each company.

● Average
 ● Leadership
 ● Burger King
 ● Dominos
 ● Greggs
 ● KFC
 ● McDonalds
 ● SSP



SPIDER DIAGRAM

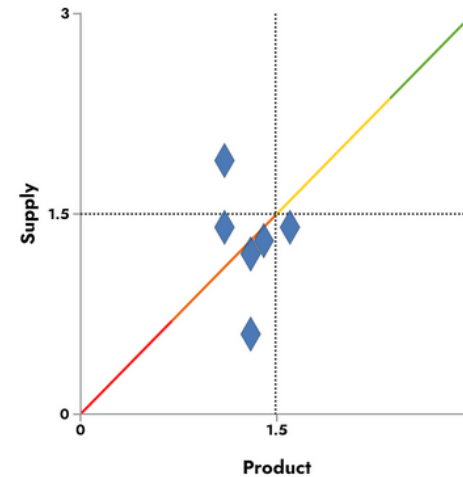
The summary profile comparing SSP Group, the average and 2023 leadership profile. The leadership profile is calculated from the best score from any company on each individual metric.

Scores closer to the outer edge of the circle indicates a company has both clear targets and reporting against those targets. Whereas the scores closer to the centre of the circle indicate lack of clear target or disclosure of data.

Company	Healthy & sustainable food sales	Encouraging healthy diets	Climate change	Biodiversity	Sustainable food practices	Water use	Food loss & waste	Animal welfare	Human rights
Leadership	●	●	●	●	●	●	●	●	●
Burger King	●	●	●	●	●	●	●	●	●
Dominos	●	●	●	●	●	●	●	●	●
Greggs	●	●	●	●	●	●	●	●	●
KFC	●	●	●	●	●	●	●	●	●
McDonalds	●	●	●	●	●	●	●	●	●
SSP	●	●	●	●	●	●	●	●	●

TRAFFIC LIGHT SCORE

Traffic lights are allocated from the same data used in the spider diagram profiles.

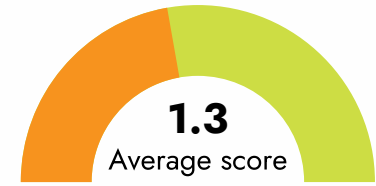


PRODUCT VS SUPPLY CHAIN

Companies are rated on two dimensions, product and supply chains. Ratings for this are calculated from scores on specific metrics related to healthy and sustainable products or to sustainable and equitable supply chains.



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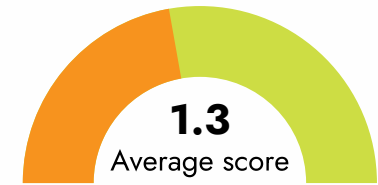


Healthy and sustainable food sales

	Metric	Score	The Food Foundation analysis	Evidence
N1	Company has a target for, and reports on, a sales-weighted % increase in healthy food, menu items or products quantified using a transparent and recognised approach	1	<p>We support informed customer decisions by making healthier lifestyle choices available, and satisfying a range of customers' dietary needs and preferences.</p> <p>Target: by 2025 Continue to introduce healthier food and drink items in our own brands and increase our portfolio of wellness brands in key regions.</p> <p>By 2025, our target is for all key sites globally to offer lower-calorie meal options.</p> <p>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. 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 animalsourced foods is healthier and more sustainable.</p>	<p>https://www.foodtravelexperts.com/sustainability/serving-our-customers-responsibly/</p> <p>https://www.foodtravelexperts.com/sustainability/sustainability-framework/</p> <p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>
N2	Company has a target for, and reports on, an increase in fruit & veg as % of food procurement or sales.	1	<p>We support informed customer decisions by making healthier lifestyle choices available, and satisfying a range of customers' dietary needs and preferences.</p> <p>Target: by 2025 Continue to introduce healthier food and drink items in our own brands and increase our portfolio of wellness brands in key regions.</p> <p>By 2025, our target is for all key sites globally to offer lower-calorie meal options.</p> <p>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. 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 animalsourced foods is healthier and more sustainable.</p>	<p>https://www.foodtravelexperts.com/sustainability/sustainability-framework/</p>



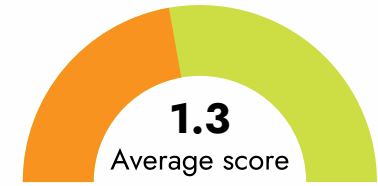
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Healthy and sustainable food sales

	Metric	Score	The Food Foundation analysis	Evidence
N3	Company has a target for, and reports on, a % shift in protein procurement or sales that come from animal vs plant-based protein sources.	2	<p>Target: by 2025 At least 30% of meals offered by our own brands to be plant-based or vegetarian</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&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>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).</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>

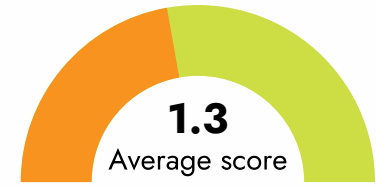
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Encouraging healthy & sustainable diets

	Metric	Score	The Food Foundation analysis	Evidence
N4	Company has a target for, and reports on, the % of menu items or products with intuitive front-of-pack or (restaurants and caterers) consumer-facing nutrition labels (ideal 100%)	2	<p>Our businesses around the world are undertaking 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.</p> <p>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.</p>	https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf
N5	The company's marketing strategy prioritises healthy foods, especially when marketing to children.	1	<p>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.</p>	https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf

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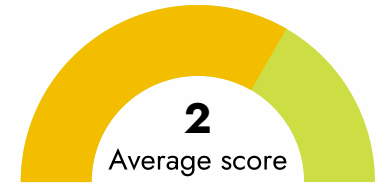


Encouraging healthy & sustainable diets

	Metric	Score	The Food Foundation analysis	Evidence
N6	The company can evidence reducing food insecurity by improving the accessibility and affordability of healthy food via at least one major strategic or collaborative initiative.	1	<p>27 charity partnerships globally, including 14 focused on alleviating food poverty in our local communities.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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. 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. As well as FareShare, this also included a sizeable grant to The Trussell Trust</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>



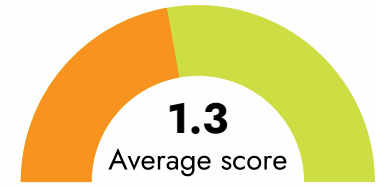
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Climate change

	Metric	Score	The Food Foundation analysis	Evidence
E1	Company has a target for % reduction targets, and reports on, scope 1 & 2 emissions reduction (Science-based target)	3	<p>We are committed to achieving net zero carbon emissions across our value chain (Scopes 1, 2 and 3) by 2040.</p> <p>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.</p> <p>In 2021, we 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 completed the mapping of our total carbon footprint across our value chain for our 2019 baseline. This has given us detailed visibility of exactly where our emissions lie, enabling the development of our plan to achieve net zero by 2040.</p> <p>We are now in the process of finalising our science-based targets and submitting them for validation by the SBTi.</p> <p>2022: 36% reduction in Scope 1 and 2 carbon dioxide equivalent (CO2e) emissions (vs 2019 baseline).</p>	<p>https://www.foodtravelexperts.com/sustainability/protecting-our-environment/ https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>
E2	Company has a target for, and reports on, scope 3 emissions reduction (Science-based target), specifically food in supply chain	1	<p>We are committed to achieving net zero carbon emissions across our value chain (Scopes 1, 2 and 3) by 2040.</p> <p>With nearly 90% of our emissions in our Scope 3 supply chain, where we don't have direct control, making reductions relies on collaboration with our suppliers, clients and brand partners. We are focusing our efforts on how we source ingredients, design our menus and help our customers to make more climate-friendly choices.</p> <p>We are also continuing our efforts to optimise energy efficiency and increase our use of renewables; employ sustainability criteria in the design and construction of our units; transition to sustainable packaging; and reduce food waste.</p>	<p>https://www.foodtravelexperts.com/sustainability/protecting-our-environment/</p>

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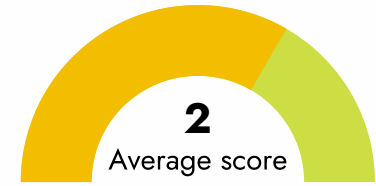


Biodiversity

	Metric	Score	The Food Foundation analysis	Evidence
E3	Company has a target for, and reports on, zero net land-use conversion through company's reliance on palm oil as a product or an ingredient.	2	<p>Please refer to p.7 of our Sustainability Report where we report on palm oil performance of North America: 100% certified sustainable palm oil for top 50 own brand products</p> <p>Please refer to p. 14 of our Sustainability Report where we report on our palm oil performance: 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 shortfall from 100% was due to global supply challenges, primarily driven by the RussiaUkraine conflict leading to shortages of alternative oil supplies.</p> <p>Please refer to p.2 of our updated Environment, Sourcing and Farm Animal Welfare Policy where we cite our commitment to: Working to maintain, enhance and conserve biodiversity, including seeking to ensure key ingredients (e.g. palm oil, coffee, tea, cocoa, beef and soy) are from 'deforestation-free' sources, such as through recognised certification schemes (e.g. Roundtable for Sustainable Palm Oil (RSPO) or Rainforest Alliance).</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p> <p>https://www.foodtravelexperts.com/media/nqzj0i4q/ssp-environment-sourcing-farm-animal-welfare-policy-2023_final.pdf</p>
E4	Company has a target for, and reports on, zero net land-use conversion through company's reliance on soy as in animal feed.	1	<p>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.</p> <p>Working to maintain, enhance and conserve biodiversity, including seeking to ensure key ingredients (e.g. palm oil, coffee, tea, cocoa, beef and soy) are from 'deforestation-free' sources, such as through recognised certification schemes (e.g. Roundtable for Sustainable Palm Oil (RSPO) or Rainforest Alliance)</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p> <p>https://www.foodtravelexperts.com/media/nqzj0i4q/ssp-environment-sourcing-farm-animal-welfare-policy-2023_final.pdf</p>
E5	Company has a target for, and reports on, zero net land-use conversion through company's reliance on beef.	1	<p>By 2025 at least 30% of meals offered by SSP own brands will be plant-based and/or vegetarian; and all sites with an own brand unit that serve meals will offer at least one plant-based meal option. These targets will directly contribute to reducing our use of beef and other meat products</p> <p>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.</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>



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Sustainable food production practice

	Metric	Score	The Food Foundation analysis	Evidence
E6	Company has a target for, and reports on, the % of wild-caught or farmed fish & seafood certified to higher sustainability standards	3	<p>Target: by 2025 100% of fish for our own brands to be certified against recognised sustainability standards.</p> <p>In addition, our Responsible Sourcing Policy states: "We recognise our responsibility to help protect against over-fishing. As a result, we seek to buy fish from well-managed marine sources as guided by the Marine Stewardship Council (MSC)</p> <p>Progress: 52% of own brand fish volumes certified (global).</p> <p>UK & Ireland performance: 97% of own brand fish certified sustainable.</p>	<p>https://www.foodtravelexperts.com/sustainability/sustainability-framework/</p> <p>https://www.foodtravelexperts.com/media/uiwjvj5e/responsible-sourcing-policy.pdf</p> <p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>
E7	Company has a target for, and reports on, the % of products produced under sustainable production practices and recognised environmental management schemes.	1	<p>Targets:</p> <p>By 2026 - 100% chicken for our own brands in our European markets to be aligned with the standards of the European Chicken Commitment.</p> <p>By 2025 - 100% of eggs for our own brands to be from cage-free sources.</p> <p>By 2025 - All contracted suppliers to sign SSP's Ethical Trade Code of Conduct, Responsible Sourcing Policy and Environment Policy or provide their own of equal or better standard.</p> <p>2022: 34% eggs for our own brands globally are from cage-free sources, with 12 markets achieving 100%</p>	<p>https://www.foodtravelexperts.com/sustainability/sustainability-framework/</p>

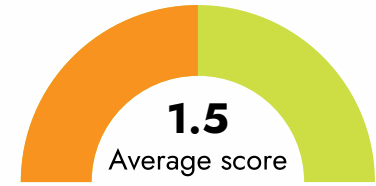
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Water use

	Metric	Score	The Food Foundation analysis	Evidence
E8	Company has a target for, and reports on, water use reduction in operations	1	<p>Environment policy: Seek to achieve the most efficient use of resources, such as water.</p> <p>Water management listed as part of Global Reporting Initiative (GRI) standards 2021; Sustainable Accounting Standards Board (SASB) Food and Beverage Sector: Restaurants Sustainability Accounting Standard.</p> <p>However, it is not disclosed.</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>
E9	Company demonstrates it is working collaboratively on multiple projects (UK & overseas) to reduce water stress.	0	<p>Water scarcity mentioned as part of stakeholder research and issue identification with communities.</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>

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Food loss and waste

	Metric	Score	The Food Foundation analysis	Evidence
E10	Company has a target for, and reports on, a % reduction in food sold or handled and discloses volumes redistributed, sent to animal feed, anaerobic digestion, and land-fill.	2	<p>387k meals saved from going to landfill via the Too Good To Go food saving app – the equivalent to over 968 tonnes of CO2e emissions.</p> <p>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%.</p> <p>Target: By 2025, all divisions globally to have programmes to reduce food waste through prevention, reuse, recycling and recovery.</p> <p>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%</p>	<p>https://www.foodtravelexperts.com/sustainability/protecting-our-environment</p> <p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p> <p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>
E11	Company demonstrates collaboration with its main suppliers to track, measure and act on food waste in its supply chain.	1	<p>By 2025, all contracted suppliers will be expected to sign SSP's Ethical Trade Code of Conduct and Human Rights Policy, Responsible Sourcing Policy and Environmental Policy or to provide their own of equal or better standard." As our Environment Policy includes a specific focus on reducing food waste, this demonstrates how we are engaging with suppliers on this issue.</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p>

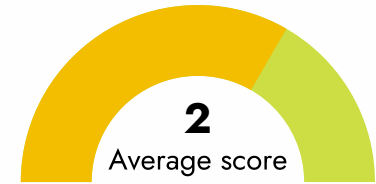
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Animal welfare and antibiotics

	Metric	Score	The Food Foundation analysis	Evidence
E12	<p>BBFAW tier position or Company has a target for % of animal products certified to high animal welfare standards.</p> <p>For companies not assessed by BBFAW: Company has a target for, and reports on, zero supply chain use of antibiotics as a prophylactic or growth promoter and to reduce the total use of antibiotics classified as “medically important antimicrobials”.</p>	0	<p>2021: Tier 5 in BBFAW</p> <p>Target: by 2025</p> <p>All contracted suppliers for our own brands in our European markets to sign SSP’s Farm Animal Welfare Policy or provide their own of equal or better standard</p>	<p>https://www.foodtravelexperts.com/sustainability/sustainability-framework/</p>

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Human Rights

	Metric	Score	The Food Foundation analysis	Evidence
S1	Company recognises the need for a real liveable wage for all employees and reports on progress towards that.	1	<p>Ethical Trade Code of Conduct. 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: All Group subsidiaries; Contracted suppliers for SSP own brands.</p> <p>Living wages listed as part of this.</p> <p>Ethical Trade Code of Conduct and Human Rights Policy includes section stating the national living wages shall be paid. LIVING WAGES ARE PAID</p> <p>5.1 Wages and benefits paid for a standard working week meet, at a minimum, national legal standards or industry benchmark standards, whichever is higher. In any event wages should always be enough to meet basic needs and to provide some discretionary income.</p>	<p>https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p> <p>https://www.foodtravelexperts.com/media/pqudbx1j/ethical-trade-code-of-conduct-and-human-rights-policy.pdf</p>
S2	Company has a target for, and reports on, the % of major suppliers engaged to ensure human rights and labour rights, including and beyond tier one. Must include engagement on child and forced labour, and health and safety of workers.	3	<p>Modern slavery and child labour listed as part of the above ethical trade code of conduct.</p> <p>SSP does not tolerate any form of slavery, forced labour or human trafficking within or business or our supply chain. We expect our suppliers to have satisfactory processes for managing the risks associated with modern slavery within their business. All suppliers are required to inform SSP immediately should they become aware of any actual or suspected slavery, forced labour or human trafficking in their supply chain in respect of any products, services or component parts supplied to SSP.</p> <p>Ethical Trade Code of Conduct and Human Rights Policy: Suppliers who use subcontractors are responsible to ensure that any subcontractors are aware of the standards set out in this Code of Conduct or have an equivalent policy in place. Includes freedom of association, child labour, health & safety, modern slavery.</p> <p>Modern Slavery Statement 2020-2021: Suppliers of stock for SSP's proprietary branded outlets as well as cleaning services and refuse collection ("Vendors") are required to sign our Code of Conduct as part of our onboarding process. This process has been adopted by both SSP as well as the Group's global business and international supply chain. During the Reporting Period, Vendors who had signed our Code of Conduct accounted for 96% of our total spend with Vendors. We also encourage Vendors to share audit reports with us via SEDEX. As part of our new Sustainability Framework, we are committed to reviewing the Ethical Trade Audits of suppliers identified as high-risk by our internal risk assessment and putting a timebound plan in place to address any high-risk issues identified. We have reviewed 57 ethical trade audit reports across 15 Vendors globally in the Reporting Period</p> <p>Modern Slavery Statement 2022: We have a 2025 target for 100% of Contracted Suppliers to have signed-up to our Supplier Code (as described on page 5) or to have provided their own equivalent or higher standard. By the end of 2022, this was achieved for 64% of our contracted Suppliers globally.</p>	<p>"https://www.foodtravelexperts.com/media/xwudpv43/ssp-sustainability-report-2022_final-interactive-pdf.pdf</p> <p>https://www.foodtravelexperts.com/media/pqudbx1j/ethical-trade-code-of-conduct-and-human-rights-policy.pdf</p> <p>https://www.foodtravelexperts.com/international/wpcontent/uploads/2022/01/April-21-SSP-Ethical-Trade-Code-of-Conduct-1-1.pdf</p> <p>https://www.foodtravelexperts.com/media/sryli1k3/ssp-2022-modern-slavery-statement.pdf</p> <p>Updated supplier code of conduct: https://www.foodtravelexperts.com/media/lidlya0w/ssp-supplier-code-of-conduct-2023_final.pdf"</p>

