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Compass is the world’s leading food service company

Every day we provide food to millions of people around the world. The rigorous execution of our strategy continues to deliver shareholder value. And given the structural growth potential in food services globally, we remain positive about the Company’s future.

Our role

As the industry leader, we have an important role in society for the long term. We create opportunities for our people to achieve their greatest potential and enrich their lives. We promote healthy and nutritious food offers for our clients and consumers. Together with our supply chain partners, we set global standards to ensure we consistently source our food responsibly and sustainably.

OUR VALUES

Openness, trust and integrity
Passion for quality
Win through teamwork
Responsibility
Can do safely
MESSAGE FROM THE GROUP HEALTH, SAFETY AND ENVIRONMENT DIRECTOR

Achieving our goals in a sustainable way

Dear stakeholders

I am delighted to bring you this review of our Corporate Responsibility (CR) activities and progress against published commitments.

Each year, we do more to incorporate broader social, ethical and sustainable practices as ‘business as usual’ across our global business.

We continue to focus on the areas where we believe we can make the most positive social impact, including developing our people, the health and wellbeing of our colleagues and consumers, the responsible use of resources and the integrity of our supply chain, all underpinned by Safety First in everything we do.

My colleagues across the Group work hard to enhance the positive contribution that we make to local communities and, as keen supporters of the United Nations’ Sustainable Development Goals (SDGs), we recognise that we have a key role to play in delivering against these goals at a global and local level. We have set out our commitments in support of the SDGs on pages 16 and 17.

We continue to be signatories of the UNGC and you can view our latest Communication on Progress here.

Overall, we’ve made good progress against our CR commitments in 2017 and you can find out more about our performance against key metrics on pages 30 to 39.

Looking ahead, we continue to invest time and resource in improving the sustainability of our business. Through engagement with our global colleagues and consumers, we know that they want us to make it easier for them to do the right thing and make a difference.

This coming year, we plan to develop a detailed plan for the next stage of our CR journey, supported by strategic goals and enhanced performance metrics. We will share our plan and key commitments in our 2018 CR Report.

Finally, I would encourage you to take a look at the great CR projects that are integral to our strategy.

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Nicki Crayfourd
Group Health, Safety and Environment Director

Achieving our goals in a sustainable way

2017 was another year of progress

We track our performance against a mix of financial and non-financial measures, which we believe best reflect our strategic priorities of growth, efficiency and shareholder returns underpinned by safe and responsible working practices.

GLOBAL LOST TIME INCIDENT FREQUENCY RATE

-26%

(2017: 2016: 26%)

GLOBAL FOOD SAFETY INCIDENT RATE

-14%

(2017: 2016: 20%)

GREENHOUSE GAS INTENSITY RATIO

-18%

(2017: 2016: 24%)

NUMBER OF SITES OFFERING HEALTHY EATING PROGRAMMES

+8%

(2017: 2016: 8%)

Cases where one of our colleagues is away from work for one or more shifts as a result of a work related injury or illness.

WHY WE MEASURE

A reduction in lost time incidents is an important measure of the effectiveness of our Safety First in everything we do culture. It also lowers rates of absenteeism and costs associated with work related injuries and illnesses.

Cases of substantiated food safety incidents, including food borne illnesses.

WHY WE MEASURE

Each year, we serve over five billion meals. The Food Safety Incident Rate is a helpful measure of our ability to provide food that is safe and of the right quality to our consumers globally.

WHY WE MEASURE

Since 2008, we have been focused on lowering our carbon emissions to reduce our impact on the environment and increase operational efficiency. We measure Greenhouse Gas emissions to assess our progress.

WHY WE MEASURE

By pursuing our passion for wellbeing and nutrition, we are committed to helping our consumers adopt a more balanced lifestyle.

KPI METRICS

Our strategic priorities are driven by our goal to deliver shareholder value and we use a number of financial KPIs to measure our progress. Growing the business and driving ongoing efficiencies are integral to our strategy.

The importance of Safety First in everything we do is demonstrated by key non-financial performance indicators that we apply consistently across our global business.

We act responsibly. We seek to drive growth in our business in a sustainable way with emphasis on where we believe we can make the most positive social impact. Each year, we do more to incorporate broader social, ethical and sustainable practices as ‘business as usual’ across our global business.

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USA – CR report
Canada – CR report
UK – CR report

Thank you to all our partners and stakeholders for your continued support.

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USA – CR report
Canada – CR report
UK – CR report

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Focused on food

Food is our core competence. We create value for our customers by providing a wide range of innovative and healthy dining solutions in a sustainable way.

A TRULY INTERNATIONAL BUSINESS

We manage our business in three geographic regions. Our increasing scale allows us to achieve our goal of being the lowest cost, most efficient provider of food and support services. Scale is a benefit in terms of food procurement, labour management and back office costs. It underpins our competitiveness and enables us to deliver sustainable growth over time.

BUSINESS & INDUSTRY — 39% OF GROUP UNDERLYING REVENUE

We provide a choice of quality, nutritious and well balanced food for employees during their working day. In addition, where clients seek broader service offerings, we can deliver a range of support services to the highest standard, and at the best value.

HEALTHCARE & SENIORS — 23% OF GROUP UNDERLYING REVENUE

We are specialists in helping hospitals in the public and private sectors on their journey of managing efficiency and enhancing quality across a range of food and support services. We have an increasing presence in the growing senior living market.

EDUCATION — 18% OF GROUP UNDERLYING REVENUE

From kindergarten to college, we provide fun, nutritious dining solutions that help support academic achievement at the highest levels. We educate young people on how to have a happy, safe and healthy lifestyle while contributing to a sustainable world.

SPORTS & LEISURE — 12% OF GROUP UNDERLYING REVENUE

Operating at some of the world’s most prestigious sporting and leisure venues, exhibition centres, visitor attractions and major events, we have an enviable reputation for providing outstanding hospitality and true service excellence.

DEFENCE, OFFSHORE & REMOTE — 8% OF GROUP UNDERLYING REVENUE

Through our established health and safety culture, we are a market leader in providing food and support services to major companies in the oil and gas and mining and construction industries. For our defence sector clients, we are a partner that runs efficient operations outside areas of conflict.
Responsibility Across Our Regions

Achieving our strategic goals in a sustainable way

Small changes can make a big difference. Across our global business, we are working together to put programmes in place that have a positive impact on the planet and on the lives of our consumers, clients, colleagues and partners.

North America

We have had another strong performance from our North American business with organic revenue growth of 7.1%. This was driven by good new business wins and an excellent retention rate at 96%. Like for like revenues were positive across the business reflecting modest pricing and flat volumes – with the exception of the Offshore & Remote sector which remains challenging.

18% Increase in imperfect produce rescued (vs 2016)

Europe

Organic revenue growth for the region was 1.6% with growth improving as the year progressed. The performance was driven by good levels of new business in the UK and Turkey, partly offset by dull trading on the Continent, principally in France and Germany. Like for like revenues benefitted from some pricing but continued to be impacted by poor trading conditions in our North Sea oil & gas business.

35% Of chefs in the UK business are female

Rest of World

Organic revenue in our Rest of World region declined by 2.5%. Excluding the Offshore & Remote business, organic revenue grew by 3.0%. Offshore & Remote contracted by 14%, reflecting the continuing impact of the transition of construction contracts to production in Australia and continued weakness in our commodity related business around the region. However, the rate of decline has slowed in recent months and we expect this trend to continue into 2018.

339 Indigenous jobseekers recruited in Australia (annual target = 244)

Reducing Food Waste

Since 2014, the Imperfectly Delicious Produce programme run by our US business has used over 4.5 million lbs of imperfect fruit and vegetables that would otherwise have rotted in fields or been sent to composting or landfill for simply not meeting an artificial standard of attractiveness.

Women in Our Business

Our businesses in the UK and Turkey have set up Women in Food programmes to tackle the shortage of female chefs. By 2020, we expect that 50% of the chefs in our UK workplace will be female and in Turkey, the number of female colleagues in the workplace has already doubled over the last five years.

Recognising Diversity

ESS has received the 2016 Workforce Innovation Award from the Australian Mines and Metals Association (AMMA) in recognition of creative and strategic efforts to overcome workforce challenges and deliver quality outcomes for communities and individuals in the resource industry.

Find out more at www.compass-group.com
HOW WE CREATE VALUE

Our business model in action

We have a disciplined approach to long term growth and remain focused on delivering shareholder value.

Our priorities

1. FOCUS ON FOOD
2. INCREMENTAL APPROACH TO SUPPORT SERVICES

Food is our focus and our core competence. We take a pragmatic and incremental approach to other support services developing strategies on a country by country basis.

How we drive growth

3. PRIORITISE ORGANIC GROWTH
4. SELECT BOLT-ON ACQUISITIONS

Our preference is to grow organically given that it yields the highest returns and leverages the significant structural growth opportunity in the global food services market. However, we also seek to invest in small to medium sized acquisitions, but only if they are attractive targets that have the right cultural fit and further strengthen our organic growth capabilities.

How we deliver for our clients

5. BEST-IN-CLASS EXECUTION

We are committed to providing the best quality and value to our clients with best in-class execution. We have increased our focus on innovation in our core food business to bring more variety and excitement to our offer as well as to improve our operations.

Our business model begins with organic growth, which we drive by sectorising and sub-sectorising our business. This approach differentiates us, and allows us to get close to our customers and create bespoke and innovative solutions. Organic growth is occasionally supplemented by small and medium sized acquisitions that add capability or scale in our existing markets. We focus on operational execution and generate efficiencies by optimising our supply chain and diligently managing our food and labour costs. These efficiencies enable us to reinvest in the significant growth opportunities around the Group and to improve margins.

Our organic revenue growth, the scale it creates and our focus on cost and efficiencies give us a competitive advantage. We can provide our clients and consumers the best value in terms of quality and cost and this, combined with sectorisation, helps drive long term sustainable organic revenue growth.

At the core lie our people. Our aim is to nurture an engaged and highly capable workforce to win new business, manage our units efficiently and effectively, and deliver the healthiest, most innovative food solutions in a way that provides an exceptional experience to our clients and consumers.

Creating shared value

<table>
<thead>
<tr>
<th>INVESTORS</th>
<th>EMPLOYEES</th>
<th>CLIENTS AND CONSUMERS</th>
<th>SUPPLIERS</th>
<th>ENVIRONMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend per share</td>
<td>A-CDP ‘Leadership’ score</td>
<td>Employees worldwide</td>
<td>550,000+</td>
<td>Code of business conduct coverage of new approved supplier signatories contracted during 2017</td>
</tr>
<tr>
<td>£33.5p</td>
<td>70%</td>
<td>£10.2bn</td>
<td>5.5bn+</td>
<td>100%</td>
</tr>
<tr>
<td>Paid to food suppliers</td>
<td>Employee engagement score</td>
<td>Paid to employees in wages and benefits</td>
<td>Meals served annually</td>
<td>Increase in spend on concentrated cleaning chemicals since 2015</td>
</tr>
<tr>
<td>£6bn</td>
<td>69%</td>
<td>550,000+</td>
<td>£5.5bn+</td>
<td>56%</td>
</tr>
</tbody>
</table>

Compass Group PLC Corporate Responsibility Report 2017
CORPORATE RESPONSIBILITY

Making a positive impact

The Group’s strategy and approach to corporate responsibility (CR) are well aligned as we improve the business model to reflect more sustainable practices. CR is a keystone of our commitment to provide the highest quality service to our customers. Across the business, the safety and wellbeing of our colleagues and consumers is our number one operational priority and supports our growth strategy, increases trust and helps us attract the best talent.

ENGAGING WITH OUR STAKEHOLDERS

We continually listen to our stakeholders and regularly review our approach to CR to keep pace with change and maintain our position as a responsible business partner. We consider the issues that matter most to our business and stakeholders to help us inform our business strategy. Through this process we have identified key issues we believe materially impact our business and our relationships with stakeholders (see matrix below for highlights) in our journey to becoming a more sustainable business. On pages 14 and 15 we explain how our four CR pillars address the most material business issues, why they matter to us and how they will inform our priorities and activities moving forward.

PROGRESS THIS YEAR

Each year, we participate in the key sustainability indices that focus on economic, environmental and social factors that are relevant to a company’s success. We use our participation in such indices to benchmark our performance within our sector and identify where we have an opportunity to improve our approach towards more sustainable business practices. Increasingly, our stakeholders, including clients, investors and NGOs, proactively assess the scores that we achieve and the progress we are making. We have performed well this year, including our achievement in the Carbon Disclosure Project (CDP) of a ‘Leadership’ score of A- in the Climate Change module.

In DJSI RobecoSAM, we scored 70% across all three dimensions (economic, environmental and social) which is well above the industry average of 39%. This now places us in both their World and Europe ratings.

RESPONSIBILITY AT COMPASS GROUP

Acting on material issues

LEADERSHIP

2017 SCORE

70

2016: 69

BBF

FAW

TIER 4

2016 SCORE

75%

75%

26%

69%

RESPONSIBLE SOURCING

100%

90%

14%

85%

75%

3,697

75%

23%

87%

75%
**Engaging with our stakeholders**

We have a wide range of stakeholders who influence or are affected by our day-to-day business, with varying needs and expectations. We recognize the importance of listening to their feedback and, as such, we adopt a partnership approach to share best practice and develop our policies and practices to address our key CR impacts.

Our stakeholders include employees, investors, clients and consumers, suppliers, NGOs, and government agencies. We approach stakeholder engagement at a global level. Globally, we engage employees, investors, clients, suppliers, and NGOs with a particular focus on our key sustainability themes:

- Being a responsible employer
- Promoting nutrition and wellbeing
- Reducing our environmental impact
- Responsible sourcing and supply chain integrity

**Collaboration for positive impact**

The examples below show how we work to engage with our various stakeholders from a global perspective.

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>WHO THEY ARE</th>
<th>ENGAGEMENT ACTIVITIES</th>
<th>KEY INTERESTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>INVESTORS</td>
<td>Number of investors 42,500+</td>
<td>• Annual Reports&lt;br&gt; • AGMs&lt;br&gt; • Meetings between investors, senior leadership, and our investor relations team&lt;br&gt; • Conversations between investors and our corporate responsibility/investor relations teams</td>
<td>• Environmental reporting&lt;br&gt; • Human Rights – supply chain</td>
</tr>
<tr>
<td>EMPLOYEES</td>
<td>Number of employees 550,000+</td>
<td>• ‘Speak Up’ colleague helpline&lt;br&gt; • Colleague engagement surveys&lt;br&gt; • Global conferences&lt;br&gt; • Team meetings&lt;br&gt; • Colleague intranets/newsletters&lt;br&gt; • Sector and functional forums</td>
<td>• Workplace health &amp; safety&lt;br&gt; • Employee recruitment &amp; retention</td>
</tr>
<tr>
<td>CLIENTS</td>
<td>Number of client locations 55,000+</td>
<td>• Client satisfaction surveys&lt;br&gt; • ‘Top-to-Top’ meetings between our senior leadership team and clients</td>
<td>• Product safety&lt;br&gt; • Supply chain integrity&lt;br&gt; • CBC compliance</td>
</tr>
<tr>
<td>CONSUMERS</td>
<td>Number of meals served 5.5 billion+</td>
<td>• Consumer insights research&lt;br&gt; • Consumer engagement/satisfaction surveys</td>
<td>• Wellbeing and nutrition&lt;br&gt; • Supply chain integrity</td>
</tr>
<tr>
<td>SUPPLIERS</td>
<td>Number of key suppliers 5,000+</td>
<td>• One-to-one meetings and conversations&lt;br&gt; • Foodbuy supplier conferences&lt;br&gt; • Field and factory visits for key supply contracts&lt;br&gt; • Third-party supplier audits</td>
<td>• Environmental reporting&lt;br&gt; • Product Safety&lt;br&gt; • Human Rights – direct operations</td>
</tr>
<tr>
<td>GOVERNMENT/REGULATORS</td>
<td>350+</td>
<td>• Briefings and direct meetings</td>
<td>• Product safety&lt;br&gt; • Environmental reporting</td>
</tr>
<tr>
<td>LOCAL COMMUNITY ORGANISATIONS AND NGO</td>
<td>500+</td>
<td>• One-to-one meetings and conversations&lt;br&gt; • Attending/presenting at multi-stakeholder forums&lt;br&gt; • Ongoing partnership activity</td>
<td>• Employee recruitment &amp; retention&lt;br&gt; • Wellbeing and nutrition</td>
</tr>
</tbody>
</table>

Food Industry Intelligence Network

Compass spends around £6bn each year on food and the integrity of our supply chain is really important to us. As part of our mission to combat the threat of fraud in the supply chain, we became a founding member of FIIN, a ‘safe haven’ to collect, collate, analyse and disseminate data and intelligence that is made up of retailers, manufacturers, and associate partners.

Members submit anonymous data relating to product testing into the FIIN system via a nominated third party. The data is consolidated and the insights shared with all members. The intelligence drawn from the reports allows FIIN members to refine their view of potential risks and to adopt a more strategic approach to supply chain assurance.
Acting on material issues

OUR PILLARS
Our people are fundamental to our great service and reputation and we recognise their positive contribution to our performance. Ensuring our employees are safe, well trained, motivated and productive is an essential component of our business model.

OUR PriorITIES

Workplace & Safety
Transparency around processes, controls and reporting are in place and monitored to ensure the safety and wellbeing of our people and of those who work with us.

Employee recruitment & retention
Provide our people with training and development opportunities. Recognise and reward their great work.

OUR UN SDGs

Wellbeing and nutrition
Promote simple product labelling and signposting at the point of sale to encourage our consumers to make healthier choices. Raise awareness of mental health issues and the support programmes available to our employees.

OUR PROGRESS

We employ 550,000+ colleagues worldwide and protecting their wellbeing is very important to us. Since 2014, we have achieved a 26% reduction in our Lost Time Incident Frequency Rate performance. This year, with a continued focus on embedding a strong safety leadership culture, we have achieved an improvement in our performance compared to last year, resulting in 15% less lost time incidents across our global business.

Sadly, we had two work-related fatalities in our European business as the result of vehicle accidents. We conduct root cause investigations of all fatalities to identify opportunities to strengthen our policies and controls. The lessons learned are shared to ensure that other parts of our business can learn from serious events. All work-related fatalities are reported to the Executive Board and Group Board.

We have extended our third party audit programme to validate that all our markets are complying with the requirements of our Global Food Safety Standards. This year, audit results identified that some of our developing markets, including South East Asia and Latin America, required further support to implement effective controls. We have responded by investing in uplifting our teams and securing additional resource to help them embed the required operational standards.

Many of our businesses have implemented wellbeing programmes to encourage healthy behaviours amongst colleagues and consumers. These include healthy lifestyle campaigns, raising workplace awareness of mental health and employee assistance programmes. For example, we recognise that developing good eating habits in childhood sets people up for a lifetime of better diet. To encourage the right behaviours and habits in the younger generation, our Chartwells team in the UK business developed a Putting the Fun Back into Food programme. Since 2006, the programme has reached over half a million students. The aim is to excite children of all backgrounds about food and cooking to help them lead healthy lives.

Responsibility Sourcing
Having a responsible global supply chain is important for us to deliver the quality of food service which is a key business driver for Compass and of paramount importance to our clients and consumers. As a result of our actions across our global supply chain, we are able to build client and consumer confidence, reduce potential risks and develop sustainable supplier relationships.

Product safety
Visibility around the ingredients that we source for our operations.

Supply chain integrity
Ensure our global supply chain is acting responsibly and humanely towards its workforce.

CBC compliance
Ensure the implementation of our Codes of Business Conduct and Ethics. Measure, report and act upon concerns via the Speak Up whistleblowing programme.

Environment
As a leading food and support services provider with a global footprint, we have a clear responsibility to help protect the environment. We are reducing our impact by implementing programmes that focus on the improved use of resources, helping us to manage our costs and those of our clients more effectively.

Environmental reporting
Transparency around our environmental impacts, target setting and activities to demonstrate progress.

Working to the Science Based Targets Initiative's accredited methodologies, we will reduce the intensity of our Greenhouse Gas (GHG) emissions by 50% by 2030.

We have calculated our Scope 1 and 2 GHG emissions since 2008 and aim to improve the scope and accuracy of our reporting each year. We have established an organisational boundary, reporting emissions originating from our top 20 countries, accounting for 94% of Group activity by revenue. Our GHG emissions calculations are based on the GHG Protocol Corporate Accounting and Reporting Standard (revised edition). Applying an operational control approach, we have identified relevant activity data for Scope 1 and 2 emissions and have used the location based Scope 2 calculation method.

Compass Group’s disclosure in accordance with the Companies Act 2006 (Strategic and Directors’ Report) Regulations 2013 is stated in the table below:

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<th>GHG intensity ratio</th>
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<td>2016-2017 CURRENT REPORTING YEAR</td>
<td>2015-2016 COMPARISON YEAR</td>
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<tr>
<td>Global GHG Emissions for the period 1 October 2016 to 30 September 2017</td>
<td>124,008 T CO2e</td>
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<td>Emissions intensity per £m revenue</td>
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HEALTH & WELLBEING
By pursuing our passion for wellbeing and nutrition, we can help our consumers and employees adopt a more balanced lifestyle. We support our clients to deliver improved employee performance and satisfaction, encouraging client retention in our business.

Wellbeing and nutrition
Promote simple product labelling and signposting at the point of sale to encourage our consumers to make healthier choices. Raise awareness of mental health issues and the support programmes available to our employees.

HEALTH & WELLBEING

Compass Group PLC Corporate Responsibility Report 2017
STRENGTHENING PARTNERSHIPS

WORKING TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS

In 2015, we identified through our strategic review that stakeholders and international clients had a growing interest in supporting the United Nations’ Sustainable Development Goals (SDGs) agreed by world leaders in September 2015. In response to this feedback, we continue to consider how our business activities can help us to deliver our contribution towards the SDGs at a global and local level.

The SDGs provide a useful platform and common language upon which we can build, grow and strengthen existing, global and local partnerships to progress our sustainability activities.

Of the 17 goals designed to help deliver the 2030 vision for a more sustainable planet, we have identified seven key areas where we believe we can make the most positive social impact. In addition to these seven specific goals, we recognise the critical importance of working in partnership, supported by SDG 17 (Partnerships for the Goals).

LOOKING AHEAD TO 2018+

We will continue to engage our teams and stakeholders around the world to understand the issues which matter most and to identify opportunities to build stronger partnerships which address global and local sustainability priorities.

For a more detailed review of our 2016-2017 performance against targets, please visit www.compass-group.com.

<table>
<thead>
<tr>
<th>UNITED NATIONS’ SUSTAINABLE DEVELOPMENT GOALS</th>
<th>THE GLOBAL CHALLENGE</th>
<th>OUR ROLE</th>
<th>FOR EXAMPLE</th>
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<tr>
<td>END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE</td>
<td>By 2050, the world’s population is expected to increase by two billion. At present, almost 800 million of the world’s population are malnourished and starving. This means that the need to improve sustainable agriculture will become increasingly critical as the demand on natural resources intensifies.</td>
<td>Every year, we spend around £6 billion on food. Collaborating with our global supply chain to design and deliver scalable and practical solutions for food security and sustainable agriculture is therefore critically important to safeguard the future of our business.</td>
<td>Since 2014, our Imperfectly Delicious Produce programme run by our US business has used over 4.5 million lbs of imperfect fruit and vegetables that would otherwise have rolled in fields or been sent to composting or landfill for simply not meeting an artificial standard of attractiveness.</td>
</tr>
<tr>
<td>ENSURE HEALTHY LIVES AND PROMOTE WELLBEING FOR ALL AT ALL AGES</td>
<td>Nutrition is essential for sustainable development. Every year, poor nutrition kills over three million children under five, whilst worldwide over two billion people are overweight or obese.</td>
<td>Each year, we serve over five and a half billion meals. By pursuing our passion for wellbeing and nutrition, we are committed to helping our consumers and employees adopt a more balanced lifestyle.</td>
<td>Since 2010, we have worked towards a target that 100% of our units will provide Balanced Choices or similar healthy eating programmes by 2016. This year, we have seen a further improvement in our performance (95% vs 87% in 2016). Whilst we have not achieved our target this year, we will continue to make good progress during the coming year.</td>
</tr>
<tr>
<td>ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS</td>
<td>Women and girls around the world struggle to exercise their rights, face discrimination, legal barriers and violence and receive unequal pay for equal work.</td>
<td>Women make up 55% of our global workforce and 28% of our global leadership team. We are committed to empowering all our female employees as we know this leads to increases in productivity, organisational effectiveness and consumer satisfaction.</td>
<td>Since 2016, our UK business has run the Women in Food programme to tackle the shortage of female chefs. By 2020, we expect that 50% of the chefs in our UK workplace will be female. This year, 35% of the chef population was made up of women and we will continue to focus our activities to achieve our 2020 target.</td>
</tr>
<tr>
<td>PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL</td>
<td>The availability of decent work is a must for lifting, inclusive and economic growth, yet while the global labour force continues to grow, there are not enough jobs available, particularly amongst young people and indigenous communities.</td>
<td>Our 550,000+ employees are fundamental to our great service and reputation. Around the world we are working with local communities to offer fair employment and great career opportunities.</td>
<td>In Australia, we run a programme called Project 1050 to support the recruitment of an additional 1,050 indigenous jobseekers into the Compass workforce by 2019. In 2017, we achieved a further 339 jobseekers versus our annual target of 244, towards our 2019 goal.</td>
</tr>
<tr>
<td>HALVE PER CAPITA GLOBAL FOOD WASTE AT THE RETAIL AND CONSUMER LEVEL, AND REDUCE FOOD LOSSES ALONG PRODUCTION AND SUPPLY CHAINS</td>
<td>A significant share of food intended for human consumption disappears between the farm and the fork. Every year, around the globe around 1.3 billion tonnes of food is lost or wasted, which equates to one third of all food produced for human consumption.</td>
<td>Food waste is a significant issue for the hospitality industry. As part of our commitment to source, use and dispose of food in a sustainable way, we are continually looking to reduce waste throughout our business.</td>
<td>Since 2013, we have been working with Winnow, a specialist food waste company in the UK to reduce the amount of food going to waste. Winnow developed a smart monitoring box which measures the type, volume and value of food as it is disposed. Following a successful pilot with 70 sites in the UK, we have started to roll out to operations around the world. To date we have 273 sites in six countries operating the Winnow system, saving more than 3,000 tonnes of CO2 per year.</td>
</tr>
<tr>
<td>CONSERVE AND SUSTAINABLY USE THE OCEANS, SEAS AND MARINE RESOURCES FOR SUSTAINABLE DEVELOPMENT</td>
<td>30% of the world’s fish stocks are overexploited, compromising their ability to produce sustainable yields.</td>
<td>Three words encapsulate our approach to sustainable seafood: (1) Avoid: by not serving seafood on the Marine Stewardship Council’s (MSC) Fish to avoid list; (2) Improve: by buying more certified sustainable seafood; (3) Promote: the availability of responsibly sourced fish to our consumers.</td>
<td>We have partnered with the MSC in the UK to develop the Good Fish Guide app, which encourages everyone from chefs to consumers to make more sustainable choices easily and quickly.</td>
</tr>
<tr>
<td>PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRITORIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS</td>
<td>People need nature to thrive. It is particularly critical for sustainable agriculture, yet deforestation, desertification and loss of biodiversity and natural habitats are degrading fertile land and reducing crop productivity.</td>
<td>We are working across our global supply chain to ensure we source our food and non-food products in a sustainable manner with the least possible impact on the environment.</td>
<td>Globally, we are an active member of the Roundtables on Sustainable Soy and Responsible Palm Oil. 18 of our top 20 countries have already established sustainable and ethical sourcing programmes.</td>
</tr>
<tr>
<td>STRENGTHEN AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT</td>
<td>The SDGs set out a vision for ending poverty, hunger and inequality and protecting natural resources by 2030. Realising this ambition will require a step change in the way that the private sector, governments and civil society work together in partnership.</td>
<td>As a global business, we recognise the critical importance of working in partnership with our clients, suppliers and other stakeholders to improve the positive contribution that we can make to help address some of the biggest issues that we all face in the 21st century.</td>
<td>We have been assessed annually by the Business Benchmark on Farm Animal Welfare since the publication of its first report in 2012. We remain committed to continuously improving our performance by embedding a common framework designed to deliver enhanced and harmonised farm animal welfare standards throughout our global supply chain. We achieved a benchmark score of Tier 4 in 2016 and await results of the 2017 assessment.</td>
</tr>
</tbody>
</table>
Our commitment to a safety culture in France

THE GLOBAL CHALLENGE
Every 15 seconds, 153 workers around the world have a work-related accident. Globally, 317 million accidents occur on the job each year. Many of them result in hospital visits and extended absences from work. The human cost of poor occupational health and safety practices is about 2.3 million deaths per year. The economic burden is estimated at 4% of global GDP. So it makes very good sense to follow the Global Goal 8.6: `decent work and economic growth' and target SDG 8.6 of that goal, which includes `promote safe and secure working environments for all workers'.

WHY IT MATTERS TO COMPASS
Our business is people-powered. They are absolutely central to our success. Keeping everybody safe is our number one operational priority. This means making sure our people have the right tools to do their job, in a safe environment. It also means taking great care over the food that we prepare for our consumers.

WHAT THIS LOOKS LIKE IN PRACTICE
In France, we have introduced a new Health and Safety Guide. Alongside this, we have implemented training sessions on safety practices which have been attended by our managers and colleagues. We have also improved our range of Personal Protection Equipment, concentrating in particular on protection for hands.

MEASURING IMPACT
We have extended our partnership with ETSCAF, an organisation that specialises in the management of safety within businesses. It aims to help businesses to halve the number of workplace accidents over two years.

Ensuring our employees are well trained, motivated and productive is an essential part of our business model. Our people are ambassadors of our business and reputation and we recognise their positive contribution to our performance.

Our approach
We employ over 550,000 people in around 50 countries. In a business such as ours, people are at the heart of delivering excellent service to clients and consumers. We are committed to promoting diversity and inclusion, respecting human rights and creating opportunities for full, productive employment and decent work for all.

Our key focus areas
- Attract – recruiting the right people, in the right way and reflect the diversity of the communities in which we work
- Retain – having the right rewards and benefits and work environment for people to want to stay with us
- Develop – ensuring that people have the right skills to do their job and develop careers with us
- Engage – connecting all our people to our goals, motivating them to achieve them and recognising their achievements
- Perform – having the processes in place to measure and continually improve individual performance

HUMAN RIGHTS
As a global employer, issues such as human rights, labour practices and responsible business practices are very important to us. We have been a signatory of the United Nations Global Compact (UNGC) since 2004 and, each year, we publish a Communication on Progress (COP) and provide an update on our progress against the 10 UNGC principles in the areas of human rights, labour, environment and anti-corruption. See our latest COP here.

DIVERSITY AND INCLUSION
We value the diversity of our people and strongly believe that the more our people reflect the diversity of our clients and consumers, the better equipped we are to service their needs. We base our relationship with employees on respect for the dignity of the individual and seek to create a positive, open working environment wherever we operate. Working this way leads to greater organisational effectiveness and higher levels of customer satisfaction.

REWARD AND RECOGNITION
We are proud to have been included in the Forbes Global 2000 World’s Best Employer list for 2017. Since 2012, we have included non-financial key performance indicators in the global leadership performance bonus scheme, such as health and safety and food safety metrics. In many of our markets, we operate a Be a Star employee recognition scheme which recognises and rewards outstanding performance in such areas as health and safety, teamwork, responsibility and passion for their role.

EMPLOYEE FEEDBACK
We have conducted a global Your Voice employee survey every two years. We keep our survey simple and engaging, optimising mobile technology to make it easily accessible to colleagues around the world. The results of these surveys form the basis of tailored action plans to address the issues raised. Our last Your Voice survey took place in 2016 and we achieved a 75% engagement rate (2013: 66%) which represents a positive trend of continuous improvement. Our next Your Voice survey will take place in 2018.

Gender diversity

The global challenge
In the world as a whole, 49.4% of women are employed in the labour force. In Turkey, the figure is only 40.4% – seven years in a street. According to the Economist, Turkey ranks third from bottom in its ‘glass ceiling’ index of gender equality, published on International Women’s Day.

Female ...................... 24%  
Male ......................... 76%  
(2016: 64% and 24%)

Why it matters to Compass
We are committed to diversity and measure the representation of women in our global workforce annually. Overall, our workforce is 55% female, but this is not true of chefs. Our commitment to promote gender equality throughout our operations includes having 50% female chefs by 2020. We want to help Turkey to move towards that target by offering training opportunities to women.

What this looks like in practice
The Women Chefs Development Program in Turkey is designed to help housewives and those who have not completed their education, as well as new graduates, to enter the world of business and support their families financially. It provides trained staff for the catering and hospitality management sectors. We partnered with the Government Employment Office as Sofrak/Compass Group Turkey to launch the Women Chefs Academy and have also helped with the training. Each programme has 40 participants and the best students are offered jobs with us. We have succeeded in doubling the number of our female employees in Turkey in the last five years.

“Cooking was a dream for me for many years and I was very pleased to step into the kitchen world via such a professional programme.”

“I had the opportunity to observe and learn many things in the kitchen. The project has inspired and encouraged me to start my business life.”
Having a safe and sustainable supply chain is important for us to deliver the quality of food service that is a key business driver for Compass. As a result of our actions, we are able to build the confidence of our clients and consumers, reduce potential risks and develop enduring relationships.

Our approach
As a Group, we have a complex supply chain given the scale of the business, its geographic spread, diversity of local cultures and differences in country and business development; however, each year, we have continued to build steadily on our progress and our priorities remain unchanged from 2016.

Our key focus areas
SUPPLY CHAIN INTEGRITY
We regularly review country performance against our global Supply Chain Integrity Standards to promote consistency in operating practices across the Group. In 2017, we introduced a comprehensive risk assessment tool for countries to measure their progress in the implementation of the updated standards. We are using the output from the risk assessment to identify and prioritise those countries that require additional support to comply with the required standards.

REDUCING RISKS IN OUR GLOBAL SUPPLY CHAIN
We spend around £6 billion annually on our global food supply chain and reducing risk is important to us to ensure food security for future generations. This year, we have continued to develop the way in which we measure our impacts and assess the risk for our business that deforestation presents. Our progress has resulted in a marked performance improvement in the CDP Forests module against peer companies in our sector. We are delighted to have been recognised as the ‘most improved’ business in the Forests module for soy. We will continue to set ourselves more ambitious targets and actively support the sustainable production of forest risk commodities through supplier engagement.

Visit our website at www.compass-group.com for more information about our approach to CR and progress against the performance targets that we have set ourselves.

Building a sustainable and humane supply chain

THE GLOBAL CHALLENGE
By 2050, the world’s population is expected to increase by 2 billion, whilst 795 million people around the world are suffering from chronic malnutrition. The need for sustainable agricultural systems is becoming critical as demands on global food systems intensify.

The world’s average stock of broiler chickens is almost 19 billion, or three per person, according to statistics from the UN’s Food and Agricultural Organisation in 2014. Whilst chicken remains a very popular food source, there is increasing concern about the conditions in which the animals are farmed and whether they are sustainable.

WHY IT MATTERS TO COMPASS
UN SDG 2 (end hunger, achieve food security and improved nutrition and promote sustainable agriculture) is one of the eight goals where we believe we can make the most positive social impact. Collaborating with our global supply chain to design and deliver scalable and practical solutions for food security and sustainable agriculture is vital to the future of our business. As part of this work, our sourcing teams are continually working with our supply chain partners around the world to buy responsibly sourced products.

WHAT THIS LOOKS LIKE IN PRACTICE
The welfare of farm animals within our global supply chain is important to us and is a key element of our Responsible Sourcing strategy, supported by our continued focus to increase the visibility of our complex global supply chain, including the mapping of meat, poultry and dairy suppliers back to farm level.

In North America, we are proud to have taken a leadership role in the area of broiler chicken welfare by becoming the first food service company, both in the US and Canada, to commit to sourcing 100% healthier, slower growing chickens by 2024 through a landmark Global Animal Partnership (GAP) agreement, which will result in improving the lives of around 60 million broiler chickens per year.

Key areas of the standard include:
• Environmental enrichments for the birds including hay bales, perches and natural light
• Minimum space requirements
• Using approved genetic strains and meeting criteria for any new strains to be assessed in order to produce a smaller chicken

We also continue to make good progress against our global commitment to source 100% of our eggs (both shell and liquid) from cage-free sources by 2025, which will positively impact the laying hens that provide us with more than 400 million eggs each year.

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Health and wellbeing

Our approach
As a global food service company, we recognise that we have an enormous impact on what our 20+ million consumers choose to eat and drink. We make a positive contribution to their diet and nutrition and we are proud of the role we play in promoting the benefits of good nutrition and a healthy lifestyle, particularly as in some of the markets where we operate, the food we provide may be the only nutritious meal eaten by our consumers that day.

By pursuing a passion for wellbeing and nutrition, we help our consumers and employees adopt a more balanced lifestyle. We help our clients to deliver improved employee performance and satisfaction, encouraging client retention in our business.

Our key focus areas

STAKEHOLDER ENGAGEMENT
We are working closely with our clients (and through them with our consumers), suppliers, governments and regulators across the world to respond to public health issues such as those associated with obesity and diet.

INNOVATION SUPPORTS POSITIVE LIFESTYLE CHANGES
Our consumers are becoming increasingly sophisticated about the nutritional content of their food choices and, during 2017, we continued to roll out our healthy eating frameworks, such as Balanced Choices, Whole+Sum and Webtrition, to help consumers make informed menu choices.

Mobile phone technology and the use of apps are changing the way we live our daily lives, including how we manage our health. At Compass, we are embracing this technology and use apps such as MyFitnessPal to help our consumers motivate themselves to eat and exercise to stay healthy.

HEALTHIER FOOD AND LIVES
Where good nutrition is concerned, little changes can make a big difference. Working with our country teams, including expert chefs and nutritionists, we analyse recipes, ingredients and cooking styles to see how we can help people eat better. Using toolkits such as NourishedLife, developed by our UK expert chefs and nutritionists, we analyse recipes, ingredients and cooking styles to see how we can help people eat better.

Increasingly, our clients and consumers recognise the tremendous benefits of adopting plant-based menus. Using ‘pop-up’ restaurant concepts and promotions such as ‘Power up with Plants’ across our business, we are making a healthy food choice an easy one for our consumers. Our chefs are learning to use texture and flavour to create satiation from plant-based foods. We include cooking demonstrations, provide recipes and show that healthy dishes can be nutritious and delicious.

Steamplicity around the world

THE GLOBAL CHALLENGE
According to the UK’s Campaign for Better Hospital Food ‘most hospitals are not serving fresh, tasty and wholesome food’. The Campaign undertook a survey of food standards in NHS hospitals, using London as a test case. 30 out of 39 of London’s acute hospitals responded. Only 50% met five hospital food standards required in the NHS Standard Contract for hospitals. With SDG 3, the UN aims to ‘ensure healthy lives and promote wellbeing for all at all ages’.

WHY IT MATTERS TO COMPASS:
We provide food for people who need taking care of. They shouldn’t have to worry about whether the food and services they’re receiving are up to scratch. They should enjoy great tasting, healthy food, as well as reliable and consistent support services, 24 hours a day, 365 days a year.

WHAT THIS LOOKS LIKE IN PRACTICE
Steamplicity is our steam cooking system, which can cook fresh and raw ingredients in under five minutes – and can be used at ward level and when the patient is ready, throughout the day. It is in use at 30 hospitals where we provide the food and prepare over 195,000 meals per week. In 2017, we launched five new dishes and enhanced a further ten for our spring and summer menu. Product development to create the new dishes takes at least six months, involving our chefs, nutritionists and dieticians, to ensure the final meals meet nutritional requirements, taste great and look good.

Stefan Cenci, Managing Director, Healthcare, Compass Group UK & Ireland

1. https://www.sustainweb.org/publications/taking_the_pulse/

DIGITAL HEALTH
To provide innovative solutions, such as mobile apps, more widely across the global business, and make it easier for our consumers to access nutritional information about the food that we serve.
Environment

As the world’s leading food service company, we have a clear responsibility to protect our environment. We are reducing our impact on the environment, including energy use and food waste. Our programmes focus on the improved use of resources, which helps us to manage our costs, and those of our clients effectively.

Our approach
In the majority of our locations where we are not directly responsible for the procurement of utilities, equipment, fuel etc, we are working closely with our clients to consider how best to improve the environmental performance of our operations.

We use a web based reporting system which provides a ‘one stop shop’ for countries to report progress against their non-financial KPIs, including environmental performance. The benefits of deploying such a system include improving accuracy of data and the ability to track our progress against targets and identify risks and opportunities for efficiency.

Our key focus areas
CARBON REDUCTION TARGETS
We have had targets for reducing GHG emissions since 2010, and the current targets expire this year. We are currently working to establish new targets at an organisation and country level.

There are a number of methods available for setting reduction targets. Science Based Targets (SBTs) align with current climate science and the accepted level of decarbonisation that is required to limit global temperature increase to 2°C. They include mid and long term targets reaching to 2030 and 2050. Our work to develop SBTs has begun. We have researched and evaluated available target setting methods, using various company growth scenarios. Once the targets have been agreed we plan to seek external validation of our approach and, once validated, we will publish the targets. Aligning our targets with climate science protects us from future regulatory impacts, reinforces our good reputation for corporate governance and will provide momentum to drive long term cost reductions through innovation.

IMPROVING EMPLOYEE AWARENESS
We continue to use training programmes to improve the environmental awareness of our colleagues around the world. We have researched and evaluated available target setting methods, using various company growth scenarios. Once the targets have been agreed we plan to seek external validation of our approach and, once validated, we will publish the targets.

Reducing food waste is a particularly significant issue for the hospitality industry. As part of our commitment to source, use and dispose of our food and non-food products in a sustainable manner, we are continually looking to reduce waste throughout our businesses. Our ambition is to reduce food waste by a minimum of 10% and to eliminate food waste going to landfill by 2020.

WHAT THIS LOOKS LIKE IN PRACTICE

Since 2013, we have been working with Winnow, a specialist food waste company in the UK, to reduce the amount of food going to waste. Winnow has developed a smart metering bin, which measures the type, volume and value of food as it is disposed. Following a successful pilot with 70 sites in the UK, we have started to roll out to operations around the world.

MEASURING IMPACT

To date, we have 256 sites in six countries where Winnow is live – the UK, Ireland, Norway, China, Singapore and Hong Kong. Every year, we are saving more than 5,000 tonnes of CO2. That’s the equivalent of taking more than 1,000 cars off the road for 12 months. And in each year, we are preventing 2.5 million meals from being wasted – one every 11 seconds.

The global challenge
A significant share of food intended for human consumption disappears between the farm and the fork. Every year around the globe, 1.3 billion tonnes of food is lost or wasted. That is one third of all food produced for human consumption. Food losses represent a waste of resources used in production such as land, water, energy and inputs, increasing the Greenhouse Gas emissions in vain, according to the FAO. Reducing food waste across supply chains presents a major opportunity to feed the planet sustainably. We want to support the target of SDG 12.3: by 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

Food waste reduction – making progress

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Building on our commitments

Part of our ethos is being a responsible partner and this year we have continued to make progress in our efforts to create a more sustainable business.

The wellbeing of our colleagues around the world is important to us. We have long been building on the success of our Safety First programme and awareness campaigns which continue to focus both management and frontline colleagues’ attention on reducing risk and injury at work. A positive safety culture has been further reinforced by linking key metrics to the bonus outcomes of our global management team. We are actively piloting innovative programmes to encourage more inspirational safety leadership from our management teams, as well as exploring ways in which we can use technology to improve visibility of risks and hazards within our business.

Nelson Silva
Chairman of the Corporate Responsibility Committee

OUR APPROACH
As a Group, we are fully engaged in delivering a holistic approach to corporate responsibility. This is a complex area given the scale of the Group, its geographic spread, diversity of local cultures and differences in country and business development; however, each year, we have continued to build steadily on our progress.

RESPONSIBLE BUSINESS PRACTICES
Our management structure is underpinned by the highest levels of corporate governance. We empower our local management teams to manage their businesses to be competitive in their marketplace, whilst operating within a strict corporate framework with clearly defined parameters.

CR COMMITTEE
Our overall commitment to good corporate governance is overseen by the Corporate Responsibility Committee of the Board. Established in 2007, the CR Committee continues to provide direction and guidance on all aspects of business practice and responsibility, taking into account the overall strategic plan.

The Committee’s primary responsibilities include: endorsement of the Corporate Responsibility strategy, policies and standards; overseeing occupational health and food safety performance; supply chain integrity; environmental practices; business conduct and the positive promotion of employee engagement, diversity and human rights. In addition to supporting the development of our longer term CR vision, the Committee has driven an improvement in the scope of our CR commitments and the number of countries reporting against them.

MEASURING OUR COMPLIANCE
We have a global whistleblowing programme, Speak Up, which is managed by an independent company, so that our employees can raise, in confidence, any concerns they may have about how we conduct our business, or if they are witness to, or subjected to, any abuse of human rights. In 2016-17, we received 3,697 (2015-16: 3,579) reports via the Speak Up line. Each case is investigated and followed up by an assigned case manager.

CODE OF BUSINESS CONDUCT (CBC)
Our Code of Business Conduct incorporates our Code of Ethics and sets out the clear standards of behaviour that we expect all of our people to follow in dealing with colleagues and those outside the Group such as customers, suppliers and other stakeholders. The Code underpins our social, ethical and environmental commitments and demonstrates our commitment to the responsible business practices and principles of the United Nations (UN) Global Compact, to which we are a signatory – view our 2017 Communication on Progress here.

This UN initiative encourages companies to commit to making human rights, labour, environmental responsibility and anti-corruption part of the business agenda.

TOTAL EMPLOYEES

SPEAK UP

CONCERNS RAISED BY COUNTRY

- USA ............... 37%
- Canada ............ 5%
- United Kingdom .... 10%
- Brazil .............. 4%
- Rest of World ....... 44%

- Employees relations .... 56%
- Diversity and respect .... 16%
- Health, safety & environment ...... 7%
- Other/administrative .... 21%

We continue to further develop the Speak Up programme to give us greater visibility of the types of reports we receive. The CR Committee and Executive Board receive regular updates on our performance regarding the nature of the reports we receive and agree specific actions as required.

We analyse the content of the Speak Up reports, to ensure we focus on and direct resources to potential areas of vulnerability.
## OUR PERFORMANCE AND TARGETS

### OUR PEOPLE

<table>
<thead>
<tr>
<th>KEYPERFORMANCE INDICATOR</th>
<th>2016-17 TARGET</th>
<th>2016-17 PERFORMANCE</th>
<th>2016-17 REVIEW</th>
<th>KPI TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Health &amp; Safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Lost Time Incident Frequency Rate (LTIFR)</td>
<td>Report % improvement (against 2008 baseline)</td>
<td>63%</td>
<td>Since our 2008 baseline, we have achieved a 63% reduction in our Lost Time Incident Frequency Rate performance. With a continued focus on embedding a strong safety leadership culture, we have improved our performance compared to last year, resulting in 15% less lost time incidents across our global business. Sadly, we had two work-related fatalities in our European business as the result of vehicle accidents. We conduct root cause investigations of all fatalities to identify opportunities to strengthen our policies and controls. The lessons learned are shared to ensure that other parts of our business can learn from serious events.</td>
<td>Report % improvement (against 2014 baseline)</td>
</tr>
<tr>
<td>Total Recordable Incident Frequency Rate (TRIFR)</td>
<td>NEW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor Vehicle Collision Rate (MVCR)</td>
<td>NEW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of employees surveyed in our 2016 global Your Voice survey who believe the Company places a high priority on health and safety</td>
<td>Report % improvement (against 2013 survey)</td>
<td>14%</td>
<td>We are pleased that so many of our people (91% of employees surveyed) believe that the Company takes health and safety seriously (2013: 80%). The global Your Voice survey takes place every two years and the next survey will be in 2018.</td>
<td>Report % improvement (against 2016 survey)</td>
</tr>
<tr>
<td>Employee Retention for:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>total employees</td>
<td>Report % improvement in employee retention:</td>
<td>75%</td>
<td>Last year, we extended the scope of reporting for this KPI to our top 30 countries. We achieved a 75% retention rate this year and we will use this data as our baseline going forward. We continue to work with our internal teams to evolve our reporting processes, and will report on progress against this extended KPI in our 2018 CR Report.</td>
<td>Report % improvement in employee retention (against 2017 baseline)</td>
</tr>
<tr>
<td>management</td>
<td></td>
<td>95%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>unit management</td>
<td></td>
<td>90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of global leadership team roles hired internally</td>
<td>Report % of global leadership team roles hired internally</td>
<td>67%</td>
<td>Last year, following approval by the CR Committee, we extended our KPIs to support our diversity and inclusion strategy: to help recruit a workforce that reflects the diversity of the communities in which we work and build on the great progress that has already been made in a number of our key markets. We will report on our progress in next year’s CR Report.</td>
<td>Report % of global leadership team roles hired internally</td>
</tr>
<tr>
<td>Number of graduates hired and tracked across the global business</td>
<td>NEW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of female representation in the global workforce</td>
<td>Report % of female representation in the global workforce</td>
<td>55%</td>
<td>Women make up 55% of our global workforce (2016: 57%). In accordance with the Companies Act 2006, you will find more information on employee diversity on page 99 of the 2017 Annual Report.</td>
<td>Report % of female representation in the global workforce</td>
</tr>
<tr>
<td>% of women holding global leadership team positions</td>
<td>Report % of female representation in the global leadership team</td>
<td>28%</td>
<td>28% of our global leadership team positions are held by women (2016: 26%).</td>
<td>Report % of female representation in the global leadership team</td>
</tr>
<tr>
<td>Number of leadership and above unit management positions held by women</td>
<td>NEW</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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1. Compass Group PLC Corporate Responsibility Report 2017
2. Compass Group PLC Corporate Responsibility Report 2017
### OUR PEOPLE

**Employee Engagement**

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
</table>
| Global Your Voice survey: Engagement score | Report % engagement score | 75% | We have previously conducted a global Your Voice employee survey every two years. Last year, we launched an improved, more engaging survey, simplifying the questions posed and using mobile technology to make the survey more easily accessible to colleagues around the world. We are delighted that the 2016 Your Voice colleague survey achieved a 75% engagement rate (2013: 66%), which represents a positive trend of continuous improvement. We hope to increase our score in the 2018 survey. | Report % engagement score |}

### RESPONSIBLE SOURCING

**Food Safety**

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
</table>
| Global Food Safety Incident Rate (FSIR) | Report % improvement (against 2008 baseline) | 56% | Compared to the 2008 baseline, we have improved our FSIR performance on a global basis by 56%, through strong unit compliance with our Global Food Safety Standards. We serve over 5.5 billion meals per year and have a strong food safety performance however, we continue to look for ways to make what we do safer, and work with colleagues and clients to drive improvement. We have extended our third party audit programme to validate that all our countries are complying with the requirements of our Global Food Safety Standards. In 2018, we will be introducing updated standards across our global business. | Report % improvement (against 2014 baseline) |}

**Supply Chain Integrity**

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
</table>
| % of countries adopting our global Supply Chain Integrity Standards | 100% implementation of the new global Supply Chain Integrity Standards by 2017 | 85% | During the year, we have further evolved our global Supply Chain Integrity Standards to provide greater emphasis on supply chain mapping and responsible sourcing. Launched in 2017, the new global Supply Chain Integrity Standards will continue to be rolled out across all countries during 2018. The Standards now include more detailed sustainable sourcing requirements around human rights, animal welfare and deforestation risks that our procurement teams will be adopting in their countries. | 100% implementation of the new global Supply Chain Integrity Standards by 2018 |}

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
</table>
| % of countries with programmes in place to support: | Report % of countries with programmes in place to support: | 90% | Increasingly, our consumers are seeking assurances that the products they purchase are sourced ethically and sustainably. This year, 18 countries (2016: 18 countries) from our top 20 markets confirmed that they had sustainable and ethical sourcing programmes in place. During 2018, more progress needs to be made in improving the availability of data for the remaining top 20 countries. We will work on improving the data collection process adopted by our top 20 markets and make use of our existing web-based portal currently used to collect environmental data. | Report % of countries |}

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
</table>
| Report expenditure on tea, coffee, sugar and bananas from ethical or Fairtrade sources | Report expenditure on tea, coffee, sugar and bananas from ethical or Fairtrade sources | £150m | This year, 18 countries (2016: 18 countries) purchased over £150 million worth of products from Fairtrade or ethical sources (2016: £140 million). We will continue to improve the accuracy of country spend data by category and we plan to verify the total spend by country ahead of our 2018 CR Report. | Report expenditure |}

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of shell eggs and liquid egg purchased that are sourced as cage free</td>
<td>NEW</td>
<td></td>
<td>By 2050 the world’s population is expected to increase by 2 billion. The need for sustainable agriculture is becoming more important as demands on global food systems intensify. Our sourcing teams are continually working with our supply chain partners around the world to buy responsibly sourced products, and improving the welfare of farm animals is a key focus. In 2016, we made a global commitment that we will source 100% of eggs, both shell and liquid, from cage free sources by 2025. Each year, we will update on our progress - we are delighted to report that this year, we purchased around 380 million cage free eggs globally.</td>
<td>100% compliance globally by 2025</td>
</tr>
</tbody>
</table>
## Responsible Sourcing

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance improvement in Business Benchmark on Farm Animal Welfare (BBFAW)</td>
<td>NEW Tier 4 (2016)</td>
<td>We have been assessed annually by the BBFAW since the publication of its first report in 2012. We are pleased to have achieved a benchmark score of Tier 4 in 2016 and await results of the 2017 assessment.</td>
<td>Report performance improvement</td>
<td></td>
</tr>
</tbody>
</table>

### Code of Business Conduct Compliance

| % of contracted approved suppliers who have signed the Compass Code of Business Conduct | 100% of suppliers approved in 2017 will sign up to the Compass Code of Business Conduct | We continue to ensure that all approved suppliers sign up to the Compass Code of Business Conduct. Such a requirement supports our alignment with the UK Modern Slavery Act 2015. | 100% of suppliers approved in 2018 will sign up to the Compass Code of Business Conduct |

### Health & Wellbeing

| The number of units providing Balanced Choices (or equivalent healthy eating programmes) to their consumers | 100% of units providing Balanced Choices or similar healthy eating programmes to their consumers by 2017 | 69% | The health and wellbeing of our consumers is important to us. We are committed to educating and informing people about food – empowering them to make informed choices about how to achieve a healthier lifestyle. For example, our programmes, such as Know Your Food in our UK business, provide educational material around key health topics, seasonal produce and sustainable and ethical sourcing initiatives. Across our top 30 markets, we have seen a marginal improvement in the number of units providing healthy eating programmes during 2017, achieving 69% of units (2016: 67%). Whilst we have not achieved our target this year, we expect to improve our performance during the coming year and are actively working with those countries that need to improve the accuracy of their data. | 100% of units providing Balanced Choices or similar healthy eating programmes to their consumers by 2018 |

| % of units offering nutritional advice to consumers | Report % of units | 69% | In 2017, our UK business committed to the Public Health England (PHE) Voluntary 2020 Sugar Reduction Programme (part of the Childhood Obesity Strategy) and is making good progress. Working with key suppliers, we are actively engaged with lowering the sugar, calories and portion sizes in products. In our Healthcare business, we work on a ‘health by stealth’ approach to reducing sugar consumption. Actions we’ve taken include the removal of added sugar drinks from our meal deals, confectionery from our till points and offering consumers a balanced hot meal, containing less than 500 calories with reduced salt, fat or sugar. Increasingly, we are providing our consumers with access to fitness apps that enable them to track their calorie and nutritional intake, directly linked to our menus. This year, our UK business launched a new consumer-facing web-based portal called NourishedLife, which provides information and top tips for a healthy balanced lifestyle. Read more at www.nourishedlife.co.uk | Report % of units |

| % of countries operating a sugar, salt and fat reduction programme | Report % of countries | 100% | | Report % of countries |
OUR PERFORMANCE AND TARGETS CONTINUED

**ENVIRONMENT**

<table>
<thead>
<tr>
<th>FOOD WASTE¹</th>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Trim Trax (or equivalent food waste reduction programmes)</td>
<td>100% implementation across our top 30 countries by 2017</td>
<td>87%</td>
<td></td>
<td></td>
<td>100% implementation of food waste reduction programmes across our top 30 countries by 2018</td>
</tr>
</tbody>
</table>

Our ambition is that all of our countries operate a food waste reduction programme. We continue to implement food waste reduction programmes globally using technology solutions, such as Winnow, that make it quick and easy for our chefs to monitor and reduce the amount of food waste generated; sites in our UK business have seen a reduction in their food waste of between 40-70%. This year, 26 countries operated a food waste reduction programme and we are excited about the planned introduction of the Winnow solution in more European countries during 2018. We are working with NGOs and other partners to develop a suitable food waste metric that we can introduce on a global basis.

**ENERGY EFFICIENCY²**

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in total GHG emissions</td>
<td>20% reduction in carbon emissions intensity by 2017 (against 2008 baseline)</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Report total direct GHG emissions – metric tonnes</td>
<td>136,530</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The trend across our operations is positive and we continue to show improvements in our carbon emissions intensity against the 2008 baseline of 7.8 tonnes CO₂e/£m revenue. We have calculated our Scope 1 & 2 GHG emissions since 2008 and continue to use a web-based platform to collate country data, which supports greater transparency and accuracy of data. Compass Group’s disclosure in accordance with the Companies Act 2006 (Strategic and Directors’ Reports) Regulations 2013 is stated in the table below:

### Global GHG Emissions for the Period 1 October 2016 to 30 September 2017

<table>
<thead>
<tr>
<th>Unit</th>
<th>2016-2017 Reporting Year</th>
<th>2015-2016 Comparison Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combustion of fuel &amp; operation of facilities (Scope 1)</td>
<td>Tonnes (t) CO₂e</td>
<td>128,154</td>
</tr>
<tr>
<td>Electricity, heat, steam and cooling purchased for own use (Scope 2 – location based)</td>
<td>tCO₂e</td>
<td>8,376</td>
</tr>
<tr>
<td>Total Scope 1+2</td>
<td>tCO₂e</td>
<td>136,530</td>
</tr>
<tr>
<td>Emissions intensity per £m revenue</td>
<td>tCO₂e/£m</td>
<td>6.0</td>
</tr>
</tbody>
</table>

We have established an organisational boundary, reporting on emissions originating from our top 20 countries, accounting for 94% of Group activity by revenue. Our GHG emissions calculations are based on the GHG Protocol Corporate Accounting and Reporting Standard (revised edition). Applying an operational control approach, we have identified relevant activity data for Scope 1 and 2 emissions and have used the location based Scope 2 calculation method.

Although absolute emissions have increased since last year, our revenues have increased at a greater rate and our GHG intensity has decreased by 23% since our 2008 baseline.

The reporting of GHG emissions covered 94% of consolidated Group revenue and we are seeking continuous improvement in data entry and completeness in future years.

### Development of Science Based Targets (SBTs)

Our process to implement ambitious science based targets for GHG emissions is nearing completion. We have conducted extensive scenario testing of SBTs using a number of methodologies accredited by the Science Based Targets Initiative (SBTI). Following this exploratory exercise, we have now established our methodology and have modelled SBTs at a global and regional level. We will publish details of the new targets in the coming year following their implementation and external validation. This process will see us adopting a reduction in the intensity of our GHG emissions of 50% through to 2030, following a carbon reduction pathway of defined interim targets. By aligning our targets with climate science, this protects us from future regulatory impacts, reinforces our good reputation for corporate governance and will provide momentum to drive long term cost reductions through innovation.
## Our Performance and Targets Continued

### Environment

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>2016-17 Target</th>
<th>2016-17 Performance</th>
<th>2016-17 Review</th>
<th>KPI Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Efficiency²</td>
<td>Water consumption by our corporate offices</td>
<td>20% reduction by 2017 (against 2008 baseline)</td>
<td></td>
<td></td>
<td>KPI under review</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% increase in spend on concentrated chemicals as a % of total chemical spend</td>
<td>25% increase in spend on concentrated chemicals as a % of total chemical spend by 2017</td>
<td>40%</td>
<td>In 2015, we collated and analysed spend data from countries to form our baseline against this KPI (concentrated cleaning chemicals require less water consumption). Concentrated chemical spend this year increased by 40% (approx £21 million versus 2015 approx £15 million). Countries still have more work to do to accurately report their spend data, and we will report on our progress next year.</td>
<td>25% increase in spend on concentrated chemicals as a % of total chemical spend by 2018 (against 2015 baseline)</td>
</tr>
<tr>
<td>General Waste Reporting²</td>
<td>% of waste generated by Compass offices diverted from landfill</td>
<td>25% improvement by 2017 (against 2011 baseline)</td>
<td>16%</td>
<td>This year, we continued our focus on improving the accuracy of data reported by countries, including the composition of our waste, by collaborating with our waste contractors. This has enabled us to track progress on the proportion of waste and, whilst we are pleased with the progress we have made to date, we have replaced this KPI with a greater level of ambition: zero to landfill by 2030.</td>
<td>Zero to landfill by 2030</td>
</tr>
<tr>
<td></td>
<td>% of units where cooking oil is recovered/recycled</td>
<td>Report % of units where cooking oil is recovered/recycled</td>
<td>75%</td>
<td>Our analysis shows that 75% (2016: 70%) of units have their used cooking oil recycled, a proportion of which is converted into biodiesel. Countries still have more work to do to accurately report their data, and we will report on our progress next year.</td>
<td>Report % of units where cooking oil is recovered/recycled</td>
</tr>
</tbody>
</table>

### Basis for Consolidation

1. KPI relates to our global performance
2. KPI relates to our top 20 countries representing 94% of total Group revenue
3. KPI relates to our top 30 countries representing 98% of total Group revenue

All targets relate to data capture ending 30 September for the year stated.

### Performance Key

- **Target achieved**
- **Target in progress**
- **Target not achieved**