



Compass Group PLC (the Company)

Board Diversity Policy

Purpose

The Board Diversity Policy (the **Policy**) sets out the Company's approach to the diversity of the Board of Directors of Compass Group PLC (the **Board**).

Scope

The Policy applies to the Board.

Policy Statement

Compass is a people business. Our strength comes from maintaining an inclusive and welcoming environment and we recognise that the experiences and perspectives which make us unique come together in our shared values and vision. We are committed to driving a business which is sustainable, commercially successful and socially responsible. We believe that the more our people reflect the diversity of our consumers and local communities, the better equipped we are to service their needs and achieve our aims.

At Board level, our approach to the appointment of new directors ensures the optimal balance of skills, experience and backgrounds on the Board. Great emphasis is placed on ensuring that Board membership reflects diversity in its broadest sense.

The Company has a formal, rigorous and transparent appointment procedure for new directors and senior executives using open advertising or the services of independent external advisers. Consideration is given to candidates of different genders with a diverse range of social, cultural, educational and professional backgrounds and experiences.

We make appointments to the Board which reflect our strategic intent with a view to achieving sustainable and balanced growth.

Monitoring and objectives

The Chair of the Board, with assistance from the Nomination Committee (the Committee) reviews and assesses Board composition on behalf of the Board. The Committee recommends the appointment of new directors and also oversees the review of Board effectiveness.

In making its recommendations to the Board, the Committee has due regard to the UK Corporate Governance Code, regulatory, and other best practice, and will consider the balance of skills, experience, independence and knowledge of the Board, its diversity including age, gender, social and ethnic backgrounds and cognitive and personal strengths.

Objectives for achieving Board diversity may be set on a regular basis. At the date of this Policy, the Board is committed to at least fulfilling the recommendations set out in

the FTSE Women Leaders Review and the Parker Review which have been incorporated into the FCA's Listing Rule UKLR6.6.6(9) as follows:

1. at least 40% of the individuals on the Board are women;
2. at least one of the following senior positions on the Board is held by a woman:
 - (i) the Chair;
 - (ii) the Group Chief Executive Officer;
 - (iii) the Senior Independent Director; or
 - (iv) the Group Chief Financial officer; and
3. at least one individual on the Board is from a minority ethnic background.

Policy Review

The Nomination Committee will review the Policy every three years, or as appropriate, to ensure that it continues to be fit for purpose. The Nomination Committee will discuss proposed changes to the Policy and will recommend any such changes to the Board for consideration and approval.

Reporting

The Nomination Committee will report annually, in the Company's annual report, on the process it has used in relation to Board appointments and will include a summary of the Policy and any measurable objectives that it has set towards achieving those objectives.

Date: 25 September 2025