



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 clients, local communities and consumers, the better equipped we are to service their needs and achieve our aims.

At Board level, our approach to the appointment of new directors reflects our drive to develop people and ensure the optimal balance of experience and backgrounds on the Board. Great emphasis is placed on ensuring that Board membership reflects diversity in its broadest sense and increasingly embodies our employee base and the communities in which we serve.

The Company adopts a formal, rigorous and transparent appointment procedure for new directors and senior executives.

Open advertising or the services of independent external advisers are used. 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 Nomination Committee reviews and assesses Board composition on behalf of the Board and recommends the appointment of new directors. The Committee also oversees the conduct of the review of Board effectiveness.

In making its recommendations to the Board, the Committee has due regard to the UK Corporate Governance Code and other best practice and will consider the balance of skills, experience, independence and knowledge of the Board, its diversity including gender, how the Board works together as a unit and other factors relevant to its effectiveness.

Objectives for achieving Board diversity may be set on a regular basis. At the date of this Policy, the Board is committed to maintaining at least 33% female representation which was set as a voluntary target in the Hampton-Alexander Review and, over time, will expect female representation to increase further. We will continue to work to improve the overall diversity balance on the Board, and the Executive Committee and in senior leadership positions.

Policy Review

The Nomination Committee will review the Policy annually, or as appropriate, to reflect best practice and 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: 21 November 2019