COMPASS GROUP FOUNDATION
IMPACT REPORT 2025

COMPASS GROUP
FOUNDATION

WELCOME

Robin Mills, Chair of the Compass Group Foundation

I am delighted to share our Annual Impact Report, which highlights the outcomes, stories, and partnerships that have shaped our work over the past year. Although we only launched in 2023, together with our partners we have already touched the lives of more than 21,000 people and supported over 300 small enterprises, including small-scale farmers. In a landscape marked by economic uncertainty and social challenges, our commitment to supporting charity partners, empowering individuals, and building resilient communities has never been more important. As a charitable foundation aligned with Compass Group's purpose as a people powered business, we remain committed to addressing the barriers that limit access to opportunity.

We believe in a world where everyone has the opportunity to thrive, where obstacles give way to opportunity, and people can build meaningful livelihoods, grow social enterprises, and strengthen their communities. As a connected, global foundation, we harness the power of our industry and our people to make this vision a reality. Together with Compass Group businesses and our social impact partners, we are creating lasting change in the communities we serve.

From supporting refugees and people with disabilities into meaningful work, to empowering farmers and food entrepreneurs to build sustainable livelihoods, our impact is measured not just in numbers, but in lives changed. The stories in this report are a testament to what can be achieved when trustees, colleagues, charity partners, and communities work together with shared purpose and determination.

Thank you for your continued support and belief in our mission. Together, we are helping to build a future that is more inclusive, sustainable, and full of opportunity for all.

ABOUT US

As the independent charitable arm of Compass Group plc, we believe that the scale and influence of the food and hospitality sectors can help create meaningful social change. We are dedicated to collaborating with Compass Group businesses and charitable partners to support small suppliers and individuals facing barriers to employment. Together, we aim to help them overcome challenges and unlock opportunities to build a fairer and more equitable industry.

To achieve this, we provide grants to charity partners in countries where Compass Group operates. By leveraging the networks and relationships of the world's largest food services group, we aim to maximise our impact and reach.

Our strategic approach

Our strategy is rooted in a clear vision: building a future where barriers to opportunity are dismantled, enabling individuals and communities to thrive through meaningful work and resilient food businesses. We foster a collaborative, global ecosystem, leveraging the unique strengths of our parent company, our business partners, and social impact allies to amplify collective impact.

OUR PRIORITIES

1. CREATING INCLUSIVE JOB OPPORTUNITIES

We provide access to job opportunities for disadvantaged groups by funding effective and innovative approaches to training and career advancement in the food service and hospitality sector.

2. EMPOWERING LOCAL SUPPLIERS

We advance a sustainable food supply chain by supporting initiatives that create equitable market access and economic opportunity to small holder farmers and entrepreneurs.

OUR FOOTPRINT & IMPACT

Here is our 2025 impact at a glance. Behind every figure are the charity partners, communities and Compass Group employees who bring our mission to life. Even as a young foundation, our global Compass community continues to power meaningful change wherever we work.

Since our launch in 2023, we have supported

21,000+
People

300+
small and medium enterprises and small-scale farmers

Over
40
non-profit organisations

Across
14
countries

*up to 30 September 2025

THE CHALLENGES

Systemic disadvantages in employment and enterprise access

Across communities, systemic barriers continue to restrict access to employment and enterprise opportunities, particularly for those facing multiple disadvantages. As the independent charitable arm of Compass Group, we reflect the company's purpose by focusing on people and the power of opportunity. We are deeply committed to addressing these issues because inclusive economies not only strengthen communities but also create pathways to meaningful work, greater resilience, and long term shared value. By tackling systemic barriers, we help advance the people first vision that sits at the heart of Compass Group's mission.

Underserved Populations

Many individuals, especially young people in deprived areas, encounter obstacles such as low qualifications, economic inactivity, and limited pathways to meaningful work.

Disability and Stigma

People with disabilities often face exclusion from mainstream employment due to inaccessible environments and societal stigma. Success depends on active collaboration between organisations and employers to adapt workplaces and foster inclusive recruitment practices.

Resource Constraints for Small Enterprises

Small food businesses, including farmers, and social enterprises often lack the time, resources, and operational stability needed to engage in capacity-building or scale their impact. Without creative outreach and financial support, they may struggle to contribute to climate action or access new markets.

Cultural and economic barriers

Some individuals, particularly within groups such as women, immigrants, and ethnic minorities, face cultural and economic barriers that limit their opportunities. These can include language challenges, childcare responsibilities, and difficulties in having their skills or qualifications recognised. For those affected, these hurdles are often compounded by economic insecurity and limited professional networks, making it harder to access stable employment or pursue entrepreneurial paths.

FROM INSIGHT TO ACTION

PARTNERSHIP STORIES CREATING JOBS AND SUPPORTING SMALL SUPPLIERS

Across our global network, our charitable partners are driving meaningful change by creating jobs, building resilient livelihoods, and helping small suppliers thrive. Many of them work closely with our Compass Group businesses, deepening their impact and expanding opportunities for the communities they serve.

Powered by this partnership model, the Compass Group Foundation works hand in hand with Compass Group businesses, combining philanthropic support with operational expertise and local networks. Together, this joint approach enables deeper collaboration with community organisations, strengthens community engagement, and ensures support responds to locally identified needs. The stories that follow offer a glimpse into the difference these partnerships make every day and highlight just a few of the inspiring organisations we are proud to support.

Wraparound Support for Employment

By funding community-based programmes that integrate training, mentoring, and job placement, the Foundation helps individuals facing barriers to employment overcome multiple challenges simultaneously. This holistic support increases the likelihood of long-term success and opens doors to meaningful work.

The Power of Holistic Support

In the UK, the Ladder Foundation for Birmingham runs the Xcelerate your Future initiative, a hospitality focused employability programme, funded by the Compass Group Foundation and delivered in partnership with Compass UK&I's Early Careers team. This collaboration combines practical skills training with holistic support to help participants overcome barriers and prepare for sustainable careers in hospitality.

Many participants faced significant challenges such as homelessness, food insecurity, health crises, and immigration issues, making a traditional training model insufficient. To address these barriers, the programme adopted a wraparound approach that included daily meals, free travel cards, one-to-one mentoring, and referrals for housing, mental health, and legal advice.

These interventions helped remove obstacles to participation, built confidence and resilience, and ensured continuity beyond the classroom. As a result, graduates secured meaningful roles in the hospitality sector, while others were guided towards alternative pathways, demonstrating that addressing social, emotional, and practical needs alongside skills training is essential for sustainable employment success.

83% of participants graduated, earning accredited qualifications and calling it the best course they had undertaken. **58%** progressed from NEET (not in employment, education or training) into employment or further training within six months, while confidence and job-readiness improved significantly. The programme also supported another **68** applicants who were not selected for the training, offering them referrals to alternative pathways.

Watch this video to learn how we work with our partners to help people access job opportunities

Video

Working with The Ladder Foundation shows the power of true partnership, combining our skills, training infrastructure and the Compass Group Foundation's support. Together, we're able to remove barriers to employment in a really people-centred way. Seeing people gain confidence, secure jobs and realise their potential demonstrates what's possible when we share a common purpose.

Jonathan Foot,
Director of Skills and Early Careers, Compass Group UK&I

Through holistic support, skills development and strong community partnerships, we aim to empower people not only to enter the hospitality workforce, but to grow, succeed and lead fulfilling lives. Yohannes, a recent graduate of the programme, has been working as a Barista at well-known football club in the area, and we're delighted that he has now been offered a permanent position at the club.

JUSTINE JOHNSON
MANAGER, LADDER FOR BIRMINGHAM

Engaging employers to drive inclusion

Creating meaningful work opportunities for people with disabilities requires active collaboration between charities and employers. While charities provide essential support and advocacy, employers must adapt recruitment practices and workplace environments to be truly accessible and inclusive. Only by working together can we unlock overlooked talent and ensure sustainable, fulfilling employment for all.

Building workplaces where everyone belongs

In Türkiye, funding from the Compass Group Foundation enabled the Türkiye Down Syndrome Association (TDSD) to tackle systemic barriers to employment by expanding its 'Everybody Belongs' programme, which we have funded for two years, to support people with Down Syndrome and engage employers.

The initiative provided personalised guidance and confidence-building activities to help individuals prepare for work. At the same time, it raised awareness within the business community about their capabilities and equipped employees with job-coaching skills to ensure ongoing support throughout their employment journey. This dual approach has empowered people with Down syndrome to gain skills and confidence, while equipping employers with the tools to create inclusive workplaces, shifting perceptions and opening doors to sustainable employment opportunities.

The 'Everybody Belongs 2' project supported over **1,000** direct beneficiaries, including individuals with Down syndrome, their families, and educators. The launch of an employment website has connected candidates with companies, promoting sustainable inclusion in the workplace.

At Sofra/Compass Group Türkiye, we truly believe that talent flourishes when opportunity and inclusion come together. Welcoming Hüseyin and Birkan into our team through our partnership with Türkiye Down Syndrome Association (TDSD - Türkiye Down Sendromu Derneği) is a powerful example of this belief in action. Their contribution and achievements reinforce our commitment to building an inclusive workplace where everyone is supported to grow and succeed.

Nihat Kartal
Managing Director, Sofra/Compass Group Türkiye

Creating Pathways for Inclusive Employment

Jobseekers with disabilities face persistent barriers to employment, from inaccessible recruitment systems to a lack of confidence after repeated setbacks. Many employers still rely on online assessments and processes that exclude people with sensory or cognitive impairments. These challenges make it harder for disabled individuals to access meaningful work and feel included in the workforce.

In the UK, Sense is a charity that supports disabled people with complex needs to build confidence, develop skills, and move closer to meaningful work. Funding from the Compass Group Foundation contributed to the expansion of its Aspirations for All Employment Service in Loughborough.

The programme helps people with disabilities overcome barriers to work through personalised coaching, confidence building activities and engagement with inclusive employers.

Over the past year, **110** individuals received one-to-one support, **51** joined group sessions, and **142** jobseekers connected with **19** inclusive employers at their Birmingham Jobs Fair. This partnership has also driven systemic change, from hosting workplace visits to launching a Supported Internship programme between Sense College Loughborough and ESS at Stanford Hall, offering hands-on experience in hospitality roles.

As soon as I arrived at the Jobs Fair, I felt instantly included and welcome. The staff were kind, the employers listened and I left feeling hopeful about my future.

JOB FAIR ATTENDEE

Creating pathways into work for people with disabilities is a key element of Our Social Promise. Through our work with Sense, we're helping break down barriers and open doors to opportunity, confidence and meaningful careers.

Kirsty Adams
People Director Talent, Leadership, Learning & Inclusion, Compass Group UK&I

Driving Market Access and Resilience Through Targeted Support

Small food businesses often benefit from creative outreach, peer-led training, and embedded support. Access to financial and logistical assistance can help social enterprises navigate challenges and grow sustainably, while strategic connections with corporate buyers can unlock new market opportunities.

Creating Meaningful Work and Inclusion for People with Disabilities

In France, the Fiers Endowment Fund is promoting the integration of people with disabilities by marketing food products made within ESAT or Entreprise Adaptée (EA) Structures, where at least 55% of employees are people with disabilities on standard employment contracts. Fiers is transforming inclusion through a solidarity driven business model that prioritises fairness and impact.

By forging strong partnerships with France's five largest retailers, Fiers ensures that these products, made by workers with a disability, will reach over 2,000 stores by the end of 2025.

With support from the Compass Group Foundation, Fiers has accelerated its impact. New product ranges manufactured by people with disabilities have entered the market, contributing to a rise in permanent employment from **450** to **530** individuals, including the landmark appointment of the first sales representative with a visual impairment in July 2025. Today, Fiers supports eight adapted companies and distributes high-quality, 100% French food products through five major retailers at prices aligned with market standards. These achievements reflect a commitment to scaling social impact while challenging perceptions of disability and fostering inclusive economic growth.

Thanks to Fiers, I found a job and feel fulfilled.
PROGRAMME PARTICIPANT

Compass Group France is committed to local, ethical procurement, championing fresh, seasonal and traceable produce while reducing our carbon footprint. Initiatives like Fiers, which support French adapted enterprises, strengthen inclusive supply chains that empower workers with disabilities and create lasting positive impact.

Edouard Albertini,
Chief Procurement Officer,
Compass Group France

Growing Opportunity for Minority Farmers NMSDC Acres Programme

The Acres Programme is a national programme dedicated to empowering minority farmers across the United States. In 2025, the Foundation's support enabled the programme to expand its reach and enhance its services for Cohort 3, directly benefiting 29 agricultural business owners and their communities.

Rapid programme growth highlighted the need for increased administrative capacity and staffing. At the same time, the transition to a blended delivery model, combining virtual instruction, expert-led sessions, and on-site farm immersions, proved highly effective and will remain a key focus for future cohorts. This approach integrates education, mentorship, certification, and market access to help minority agricultural enterprises grow sustainably.

With the Foundation's support, the Acres Programme delivered training and mentorship that strengthened minority farmers' skills, buyer connections, and infrastructure. Funding enabled GAP certification, leadership development, and free marketplace access. To date, the alumni network now includes **65**+ agribusinesses across **23** states, employing over **80** people and driving sustainable growth.

As a mentor in the Acres Programme, I've witnessed farmers transform through hands-on training, direct buyer access, and real market opportunities. This equips growers with the tools and confidence to enter large-scale distribution. This work is not only empowering farmers, it's strengthening local supply chains and driving meaningful, long-term community impact.

Lynn Gorsuch, Senior Category Development Manager, Foodbuy USA

Unlocking Surplus to support communities

Farmers play a pivotal role in shaping resilient, inclusive communities, yet they often face barriers that limit their ability to contribute fully to food security and economic opportunity. Surplus food, often overlooked, holds immense potential to transform lives. However, growers frequently struggle with unsold produce caused by cosmetic imperfections, unpredictable weather, or market fluctuations, leading to waste and financial loss. Unlocking this surplus is critical not only to reduce waste but to support farmers in recovering costs, sustaining livelihoods, and ensuring that nutritious food reaches those who need it most.

Growing Impact from Surplus Produce

In Germany, Das Geld Hängt an den Bäumen (The Money Tree) is a social enterprise dedicated to creating meaningful employment for people with disabilities. Alongside its landscaping and grounds maintenance services, it helps reduce food waste by transforming surplus fruit from across the Hamburg region into high quality juices and sparkling drinks. By giving new life to produce that would otherwise go unused, the Money Tree brings together environmental sustainability and social impact, creating jobs, supporting local communities, and preventing valuable food from going to waste.

Like many small enterprises, the Money Tree had faced persistent financial pressures that limited its ability to strengthen its workforce and invest in future development. Its reliance on donations had constrained growth and made it difficult to balance immediate operational needs with longer term planning. With a small team, leadership had also been stretched, navigating day to day demands while trying to guide the organisation's strategic direction.

Support from the Compass Group Foundation enabled essential equipment repairs, safety groundwork required by the insurance association, and staff licence training, improving wellbeing and creating a safer, more relaxed working environment.

Compass Group Germany helped strengthen the organisation by sharing sector expertise and opening valuable connections. This support led to new training, improved mental health support, the purchase of an earth auger to ease planting tasks, and renewed motivation across the team. All **16** employees benefitted from these improvements.

Our work in Hamburg's orchards shows what's possible when ecological responsibility and social impact come together. Through our partnership with The Money Tree, we're helping preserve regional orchards, prevent food waste, and create meaningful jobs for people facing barriers to work. With support from the Compass Group Foundation and our local teams, this collaboration strengthens communities, protects natural resources, and demonstrates the power of working together for a more sustainable future. We also brought this commitment to life recently when our team came together to volunteer at the Money Tree during one of our Social Days.

Christoph Luckhardt,
Head of Sustainability,
Compass Group Germany

Watch this video to learn how we work with our partners to support small suppliers

Video

Unlocking Surplus Fresh Produce for Communities in Need

FareShare UK's Surplus with Purpose programme tackles food waste in the fresh produce sector by redistributing surplus fruit and vegetables to charities and communities across the country. Without financial support, the costs of harvesting, grading, packing, and transporting surplus produce often prevent it from reaching those who need it most. The grant from the Compass Group Foundation has contributed to overcome these barriers, covering intervention costs and enabling more nutritious food to be saved and shared. FareShare's work is made possible by strong partnerships with growers and charities.

Thanks to funding from the Compass Group Foundation, FareShare accessed an additional **173** tonnes of surplus food-equivalent to more than **411,000** meals-redistributed to around **3,600** frontline charities and community organisations.

This food, which would otherwise have gone to waste due to cosmetic imperfections, weather related gluts, or mismatches between production and sales, now supports people facing food insecurity. Fresh produce is especially vital, as it is often lacking in the poorest households; demand for fruit and vegetables remains high among FareShare's beneficiaries.

The programme benefits both charities and suppliers. Farmers are able to recover costs and avoid waste, while charities report significant improvements in physical and mental health, reduced isolation, and less stigma for those accessing surplus food. Over half of the fresh produce FareShare redistributes comes via Surplus with Purpose, making the programme pivotal to meeting community needs.

> *Working with FareShare allows us to reduce waste, improve operational efficiency, and most importantly, ensure that nutritious fresh produce reaches people who are most in need.*

GUY SHROPSHIRE
CEO G'S GROUP

The work of FareShare and The Felix Project is a great example of how redistributing surplus food can make a real difference while reducing food waste, and through our partnership with them, our teams have donated thousands of meals in the past 12 months. Additionally, our colleagues volunteer with both charities, helping to further support local communities.

Lucy Hunt,
Corporate Affairs and Social Value Director, Compass Group UK&I

Building Trust and Local Ownership

In Maningrida, Compass Group Australia, with contribution from the Compass Group Foundation, worked with the Menzies School of Health Research and local stakeholders to ensure the programmes were shaped and led by the community. From the outset, the initiative prioritised deep engagement, holding over 24 meetings and 13 workshops with the Mala'la Board, Manayingkarírra Women's Group, and community residents. This collaborative approach built trust and ownership, empowering local leaders to take the reins and continue activities beyond the formal project timeline. By co-designing solutions rather than imposing them, Compass Group Australia helped create a foundation for lasting impact rooted in cultural respect and community priorities.

Compass Group Australia helped strengthened nutrition education, healthy eating habits, and access to nutritious food in remote communities, supported by **112** hours of employee volunteering. The programme also created jobs for three Aboriginal women, opening pathways to leadership and further study in health and nursing.

In total, **240** women, **132** children, and over **116** community members took part in health and activity sessions, helping make nutrition a long term community priority. The Nutritional Hunger Project model has since been replicated, delivering thousands of nutritious meals, building local capacity, and improving health outcomes. Initiatives such as the Youth Involvement Council Culinary Days and Martu Patrol combined meals with counselling and outreach for vulnerable groups.

By working with Menzies school, Compass Group Australia has helped to improve nutrition outcomes for Indigenous communities by expanding our Nutritional Hunger Project into remote areas, using employee-volunteer expertise to educate, empower and support at-risk youth.

Erin English, National Manager, Social Inclusion and Engagement Manager, Compass Group Australia

Empowering female talent

The Woman's Academy, led by Compass Group Spain, is an initiative designed to create inclusive job opportunities for women in highly vulnerable situations, including survivors of domestic violence and women with disabilities. The programme provides a structured pathway into employment through a blend of training and practical experience in Compass Group Spain's kitchens. This combination equips participants with both technical skills and real workplace exposure.

As part of this effort, the Foundation also funds San Juan de Dios, a key partner that works directly with the Woman's Academy to support women facing additional barriers. The San Juan de Dios Shelter project focuses on improving the employability of women by tackling obstacles such as limited access to computers, lack of digital literacy, and the need for intensive guidance to navigate technology and online training platforms. This ensures that each woman receives the tools, confidence, and opportunities needed to transition into meaningful employment.

The impact has been significant, with **86%** of the **15** women enrolled completing the training, and several securing their first work opportunities, including flexible online roles. Participants reported major boosts in confidence and digital capability, such as one woman who had never used a computer or worked in a kitchen before and described the programme as life changing.

Working and engaging with the Woman's Academy programme has really opened our minds to the difficulties women can face and how, as employers, we can best support them.

Rosana Gonzales Rodriguez, Director of Employment Relations, Compass Group Spain

Partnership for Impact

A former Compass chef introduced Kitchen of Purpose (KOP) to the Compass One team, sparking a partnership rooted in shared values and community impact. The chef admired KOP's work supporting the local community through culinary and entrepreneurship training and saw clear potential for a talent pipeline.

When the Compass One team reached out, they discovered KOP was already supporting one of Compass's existing clients. This overlap created an ideal foundation for collaboration and deepening community ties while strengthening a trusted local organisation. Together, Compass and KOP built programmes focused on workforce development, volunteering, and local food systems, giving employees meaningful ways to engage while helping individuals pursue culinary careers.

What began with one chef's connection has grown into a model for partnership, rooted in shared purpose, aligned with the client, and focused on building stronger, more inclusive communities.

Kitchen of Purpose has run five cohorts, training **53** people in culinary and front-of-house skills through bilingual instruction, job-readiness support, and paid internships. The programmes achieved strong outcomes, including up to **88%** job placement and support for **13** food-lab entrepreneurs.

"After completing the Culinary Training Programme, I returned to launch my own meal prep business through the Food Lab incubator, turning my passion into profit.

ALISHA, CULINARY TRAINING GRADUATE

Partnering with Kitchen of Purpose has shown what's possible when we align our work with community organisations our client already supports. It's been inspiring to see how this collaboration strengthens our local talent pipeline while making a real difference in people's lives.

Boma Anyaogu
VP, People & Culture,
Compass One, USA

LOOKING FORWARD

This year's impact shows the meaningful progress our partnerships have achieved, while also reminding us how much work remains. These insights guide our next steps as we continue to strengthen our impact.

As we close this year's report, we reflect on the lessons learned and the ambitions that will guide us into the future. Our commitment to partnership, innovation, and practical action remains strong. The challenges highlighted in this review show that systemic barriers cannot be addressed in isolation. Building on these insights, we are focusing on practical cross learning, creating opportunities for organisations and communities to exchange ideas, test approaches, and adapt solutions to different contexts. This will help strengthen progress on inclusion and enterprise development.

We will also expand our mix of partners across demographics, geographies, and organisational types so our initiatives reflect a wider range of perspectives and needs. This diversity will help us respond more effectively and ensure support reaches those who need it most.

These efforts will be anchored in the sector we know best, food services, but also in our deep connection to, and the commitment of, Compass Group businesses worldwide. By drawing on our experience, expanding networks, and building new partnerships across regions, we aim to identify opportunities that make a tangible difference. Strengthening our sector expertise while deepening collaborative learning gives us a practical path forward as we broaden our international reach and open up more pathways to community impact.

OUR GOVERNANCE

Board of Trustees

The Board of Trustees is responsible for our governance and strategic direction. They make sure the Foundation complies with regulation and deliver on its charitable purposes for which it has been set up.

Robin Mills
Chair

Jane Kingston
Trustee

Andrew Martin
Trustee

Advisory Board

The Advisory Board provides strategic feedback and supports the Foundation's engagement across regions.

Aleshia McMath Representative North America
Håkan Carrefors Representative EME
Lucy Hunt Representative UK&I
Annie Schmidt Representative APAC

Our Team

Head of Foundation: Jeannet Lingán
Secretary and legal: Richard Parker
Finance: Ross Quest and Hasham Gill
Communications: Victoria Ferrier

ACKNOWLEDGEMENTS

Our achievements this year would not have been possible without the dedication, expertise, and collaboration of so many. We extend our heartfelt thanks to our Chair, Trustees, Compass Group colleagues, our charitable partners, and the communities we are proud to support. Your commitment continues to drive meaningful and lasting change.

We would also like to congratulate the Group Legal team, who were awarded the Legal 500 UK ESG Award 2025 for their work with the Compass Group Foundation. This recognition reflects their dedication to strengthening and supporting the Foundation's mission as an independent charitable organisation.

LEGAL AND ADMINISTRATIVE DETAILS

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Registered Charity no: 1187218 (England and Wales)
Registered Company no: 12115253 (England and Wales)

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