

# SUSTAINABILITY REPORT 2025





By connecting partners across our value chain, we are building a movement of collaboration that drives meaningful change and shared success. Together, we are reimagining what is possible, creating a food system that nourishes people, strengthens communities, preserves the supply chain, and sustains the planet.

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# A message from our CEO

Welcome to our 2025 Sustainability Report. Sustainability is not just the right thing to do, it's how we build a stronger, more competitive business. The world around us is changing rapidly. As a result, our clients are rethinking their priorities, supply chains are evolving, and expectations around environmental and social impact are higher than ever. The pace of change creates challenges but also provides an opportunity for us to lead.

Sustainability is at the centre of how we grow. It helps innovation, shapes how we serve our clients, and strengthens the communities where we live and work. When our communities thrive, our businesses thrive too.

## Sustainability as a business imperative

Our Planet Promise continues to guide our journey. It influences how we source ingredients, design menus, and manage our operations every day. In 2025, the Group's overall greenhouse gas intensity ratio (normalised for revenue growth) decreased by 11% year on year across Scope 1, 2 and 3 emissions. We also expanded food waste tracking to over 10,000 sites and donated 3.1 million meals to local communities. These achievements are meaningful, but there is so much opportunity that still lies ahead.

We are using technology and data to take our impact to the next level. From AI-driven forecasting that minimises waste to digital platforms that track emissions in real time, innovation is helping us deliver for both our clients and the planet. These tools not only reduce our footprint, they make us more efficient, more insightful, and more commercially competitive.

## Governance and accountability

Strong governance underpins our progress. We have linked ESG performance to executive remuneration, embedded sustainability metrics into our business reviews, and deepened engagement

across our leadership teams. Accountability and transparency are how we ensure our ambitions translate into measurable results.

## Empowering our people

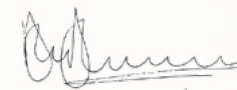
The Group's businesses rely on the thousands of dedicated individuals who provide exceptional service to our clients and consumers every day. From our chefs creating climate-friendly menus to our operators implementing waste reduction programmes, everyone at Compass plays a part in driving positive change. I'm especially proud of our Planet Promise Change Makers; colleagues who embody our values and inspire action across the business.

We are also investing in training, inclusion and innovation, giving our teams the skills and confidence to lead in a rapidly changing world.

## Looking ahead

We know there is still work to do. Achieving a more sustainable food system requires collaboration, creativity and commitment from all of us. But we are confident in our direction. By combining our global scale with local insight, and by leveraging technology, data, and partnerships, we are building a more sustainable, resilient and successful business for the future.

Thank you for your continued trust and partnership as we move forward together.



**Dominic Blakemore**  
Group Chief Executive Officer

# Key highlights

2025 was a year of bold progress and standout impact. We led the way in sustainable food services, earning industry recognition and delivering measurable results across our commitments, as demonstrated by the following achievements:



## Fortune: World's Most Admired Companies 2025

Compass Group PLC



## EcoVadis: Gold Sustainability Rating 2025

Compass Group PLC



## Ethisphere: Compliance Leader Verification

Compass Group PLC



## Newsweek: America's Greatest Workplaces for Women 2025

Compass Group US



## Business Group on Health: Best Employers Excellence in Health & Wellbeing 2025

Compass Group US



## Institute of Hospitality: Best Educational Training Programme 2025

Compass Group UK&I



Over  
**10,000**  
sites recording food waste†

† KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from Compass Group PLC's Annual Report 2025. See page 38 for further information.

**11%**  
reduction in our overall greenhouse gas intensity ratio (normalised for revenue growth) across our total Scope 1, 2 and 3 emissions compared to 2024

Over  
**22,000**  
suppliers, labour agencies, and distributors monitored using the Group third-party integrity due diligence (TPIDD) tool

**\$2.3 billion**  
of sustainable bonds issued since 2022

**3.1 million**  
meals donated to local communities during FY25

Further embedded our  
**Deforestation Policy**





# Who we are

Compass Group is a global leader in food services, serving millions of people around the world, every day. Our vision is to be a world-class provider of contract food services and support services, renowned for great people, great service, and great results.

We combine local expertise and global scale to deliver high-quality, tailored services that meet the diverse needs of our clients and communities. Our decentralised structure empowers our teams to make decisions close to our clients which drives innovation, strengthens partnerships, and delivers consistently strong results.

## A diverse portfolio across five key sectors



### Business & Industry

We work with a diverse range of clients including those in the financial, legal, technology and manufacturing sectors.



### Healthcare & Senior Living

We collaborate closely with healthcare providers to deliver meals that enhance patient care and senior living.



### Education

We provide healthy, balanced meals right through the learning journey, from nurseries to universities.



### Sports & Leisure

We deliver exceptional hospitality experiences through food, beverages, and service at large stadiums, conference venues, and museums and galleries.



### Defence, Offshore & Remote

We provide food and support services to many major oil, gas, mining and construction companies.



Over  
**25**

countries where we have  
operations



At Compass Group, we channel our passion for food, champion responsible sourcing, and reduce food waste and emissions at scale to drive global change and enrich lives. Through culinary innovation, collaboration and partnership, we're committed to building a sustainable future for all.

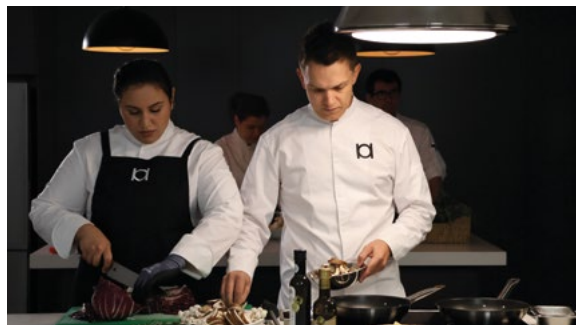
**\$46.1  
billion**

underlying revenue FY25

Over

**590,000**

people we engage and  
employ globally



# Sustainability strategy

Our commitment goes beyond service excellence; we prioritise the safety, health, and wellbeing of those we serve, while generating meaningful economic and social value.

We recognise that supporting thriving people and communities also means supporting a healthy planet. That is why our Group-wide Sustainability Strategy underpins our approach, guiding long-term investment in a more sustainable future for Compass Group and our stakeholders.

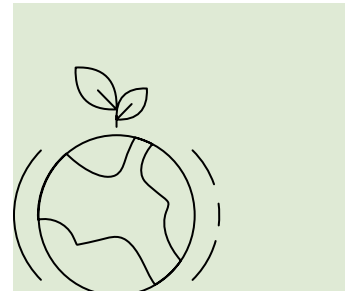
## Alignment with the United Nations

### Sustainable Development Goals

Our Sustainability Strategy is guided by the United Nations Sustainable Development Goals (SDGs), a global framework for advancing peace, prosperity, and planetary health. We have aligned our efforts with nine SDGs where we believe we can drive the greatest impact. These include critical areas such as reducing food waste, which is an essential priority for a food business of our scale, promoting health and wellbeing, advancing animal welfare, and accelerating carbon reduction as we work towards climate net zero by 2050.

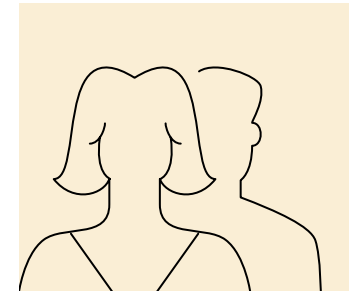


Our strategy is built around three core pillars



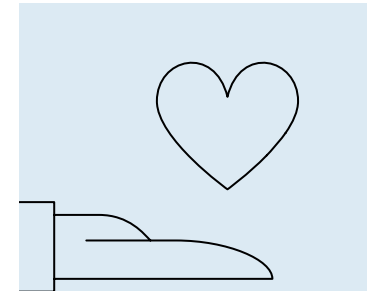
## Environment

Driving resilience that supports the future of our planet



## People

Lifetime opportunities in a culture of care, safety and respect



## Communities

Enriching the livelihoods of the communities we serve

# Materiality assessment topics and actions

In 2023, we refreshed our materiality assessment to deepen our understanding of the financial risks and opportunities associated with a broad range of environmental, social and governance (ESG) topics.

This process also helped us evaluate how our actions affect both society and the environment. We engaged a diverse group of internal and external stakeholders across all operating regions, including consumers, suppliers, distributors, NGOs, investors and subject matter experts. The insights gained inform the continued evolution of our strategy, ensuring we focus on the issues that matter most. We continue to monitor the material topics, and we will update these as we progress towards the adoption of the CSRD in 2028.



## Environment

### Climate change adaptation and mitigation

Taking action to reduce the Group's direct and indirect greenhouse gas emissions (Scope 1, 2 and 3) and adapting the supply chain to be resilient to the effects of climate change.

### Nature and biodiversity

Establishing policies, standards and programmes to minimise the impact of sourcing on natural ecosystems including preventing deforestation, overfishing and biodiversity loss.

### Waste

Reducing food waste throughout our value chain, from source to kitchen, lowering the amount of plastic packaging used in operations and, where possible, investing in sustainable alternatives.



## Social

### Inclusive talent attraction and retention

Creating an environment in which our people thrive and feel valued, building a diverse and inclusive workforce to reflect the communities in which our businesses operate. This includes ensuring fair working conditions and wages.

### Health, safety and wellbeing

Fostering a culture of health, safety and wellbeing throughout the Group's businesses.

### Workers' rights

Committing to upholding human rights and always treating people fairly, with dignity and respect within the businesses' operations.

### Workers in our value chain

Promoting ethical principles, human rights and labour standards in our businesses' supply chains.

### Food transparency

Presenting consumers with accurate product information and ensuring that any product claims can be substantiated.

### Sustainable and healthy diets

Offering sustainable and quality ingredients, and healthy recipes that appeal to consumers across our businesses.

### Food safety

Promoting a culture of food safety throughout Compass' businesses to guide the decisions, actions and behaviours of our people.



## Governance

### Business ethics and integrity

Implementing the Code of Business Conduct (CBC) and other Group policies (including the Business Integrity Policy), reinforced by Compass' global Ethics and Integrity (E&I) programme.

### Bribery and corruption

Upholding a strong culture of integrity, promoted through the E&I programme and its independently operated SpeakUp, We're Listening helpline and web platform. Focusing on preventing, detecting and responding to emerging risks and incidents, and mandatory training and awareness programmes.

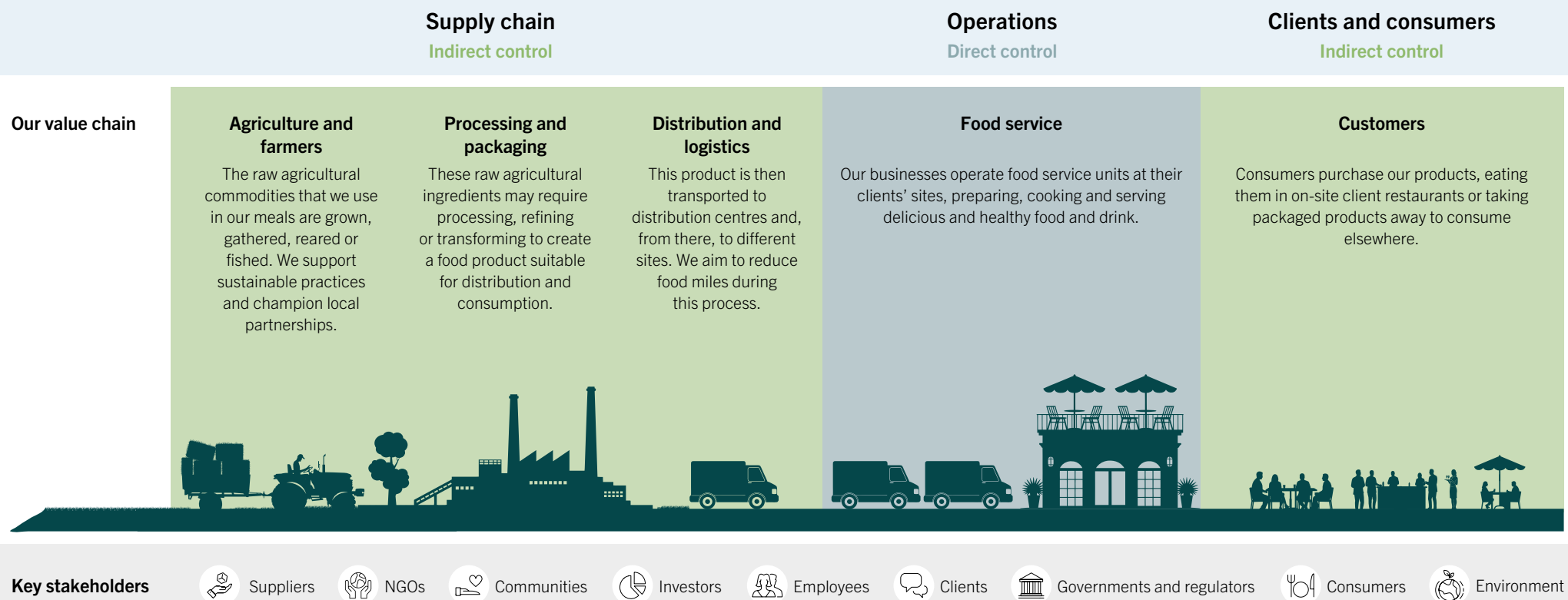
### Cyber-security<sup>1</sup>

Assessing cyber risk and monitoring and managing the maturity of Compass' enterprise infrastructure, platforms and security controls. Ensuring appropriate crisis management procedures are in place and implementing principles-based rules for the use of artificial intelligence.

1. Data privacy, which last year was included in cyber-security, has this year been included as part of Business ethics and integrity risk.

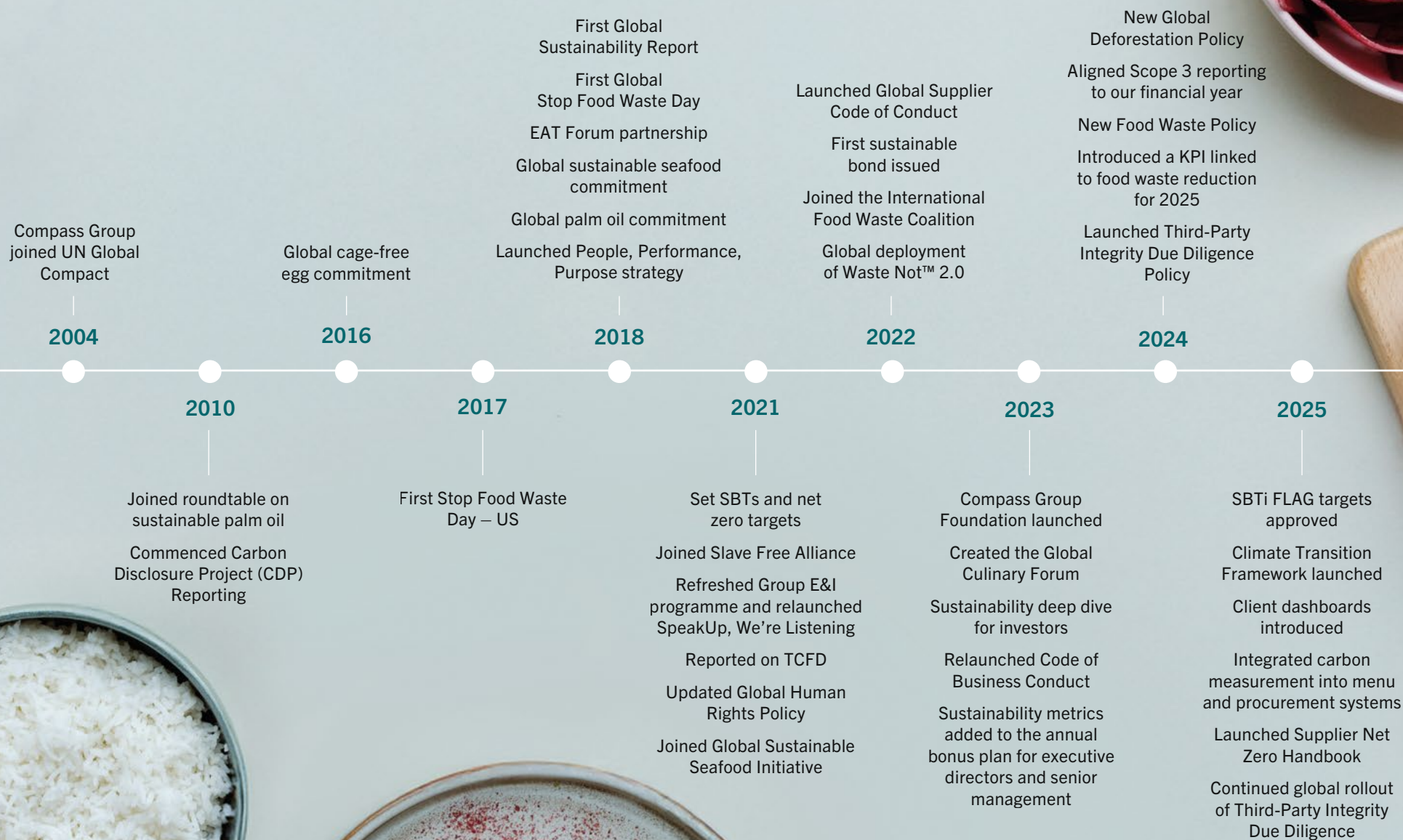
# Stakeholder engagement across the value chain

We work closely with stakeholders across the value chain to implement our strategy, improve decision-making and drive aligned outcomes. This collaborative approach fosters innovation, promotes excellence, and helps mitigate risks through shared insight and accountability.





# Our roadmap



# ENVIRONMENTAL LEADERSHIP

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As a global leader in food services, we have a responsibility, and an opportunity, to shape a more sustainable food system. By connecting suppliers, clients, and consumers, we are accelerating progress toward a low-carbon, nature-positive future.

Technology and data are helping us get there faster. From tracking emissions and food waste in real time to optimising sourcing and energy use, innovation is enabling smarter decisions that reduce impact and strengthen resilience across our value chain.

Environmental leadership is embedded in our strategy, driving measurable progress, protecting resources, and creating long-term value for our business and the communities we serve.





# Our progress

## towards reaching climate net zero by 2050

Guided by the belief that the future of food must be climate-smart, equitable and resilient, Compass Group is embedding sustainability into its operations, driving innovation, and partnering across the value chain to lead the industry toward a better future for people and planet.

### Progress for the year

Our overall greenhouse gas (GHG) intensity ratio (normalised for revenue growth) covering Scope 1, 2 and 3 emissions has decreased by 11% compared to 2024, representing an absolute reduction of 2%. Part of this reduction results from an enhanced methodology for calculating emissions in client kitchens, applying more granular location-based emission factors and inflation-adjusted conversion factors.

To increase our ability to achieve our 2050 target, we have developed a Climate Transition Framework to guide our businesses, focused on three levers:

- supply chain
- operations
- clients and consumers

We will continue to track and measure progress as we navigate our sustainability journey towards our goal of climate net zero by 2050.

### Scope 1 & 2

Our GHG intensity ratio, based on Scope 1 and 2 emissions only, has reduced by 4% year on year. While absolute emissions have grown due to acquisitions, these emissions represent only 2% of our total footprint.

A large share of our global Scope 1 and 2 emissions come from the fleet of refrigerated trucks that support our US Canteen vending business. The technology for fully electric refrigerated vehicles is still emerging and is not yet available at the scale required for the business' operations. Nevertheless, we are closely monitoring developments and actively engaging with manufacturers to accelerate viable solutions as they reach commercial readiness.

In the meantime, we continue to drive reductions across our direct operations through the transition to renewable electricity, on-site energy efficiency initiatives, and route optimisation to lower fuel consumption. These actions are delivering measurable efficiency gains while positioning Compass Group to capture the benefits of low-carbon innovation as it becomes widely accessible.

### Scope 3

98% of Compass Group's total GHG emissions come from Scope 3 sources. Addressing these emissions is complex and requires high-quality data, close collaboration and shared accountability with suppliers and partners.

To strengthen this effort, we continue to work with a leading carbon management consultancy specialising in food and agriculture. This partnership enhances the accuracy of our data, supports supplier engagement and helps identify the most effective levers for reductions across key categories such as ingredients, logistics and packaging.

In 2025, we expanded our Scope 3 reporting to include Canada, bringing total coverage to five markets that now represent 85% of Group revenue. As data quality improves, we are transitioning toward a more volume-based reporting methodology, providing greater accuracy, transparency and comparability across reporting cycles. Our total reported Scope 3 emissions for 2025 are 11,674,889† tCO<sub>2</sub>e.

### Task Force on Climate-related Financial Disclosures (TCFD)

Strong governance underpins our climate approach. We align with the recommendations of TCFD and have provided a detailed disclosure of our climate-related risks and opportunities in our 2025 Annual Report. This alignment ensures our stakeholders have clear visibility of how we are managing transition and physical risks, investing in resilience and positioning for long-term sustainable growth.

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## Climate goals



### Climate net zero

by 2050 across our value chain



### 46% reduction

in absolute Scope 1 and 2 GHG emissions by 2030



### 28% reduction

in absolute Scope 3 GHG emissions associated with the purchase of food and drink by 2030



### SBTi-validated targets

for near-term 2030, net zero 2050 and FLAG commitments



# Our Climate Transition Framework

designed to ensure a balanced approach towards decarbonisation across our business



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# Supplier engagement

transforming collaboration into measurable Scope 3 emissions reductions

**At Compass Group, we believe sustainability is only possible through true collaboration across the value chain.**

That is why our businesses are not just asking their suppliers for carbon data, they are actively working with them to reduce emissions and unlock measurable progress. Our hands-on approach is setting a new standard in food service, with early results already strengthening our supply chain.

To accelerate our journey towards climate net zero, we introduced the Supplier Net Zero Handbook, providing our businesses with a structured approach to engage suppliers on decarbonisation. By fostering collaboration and driving collective action across the supply chain, suppliers are empowered to join Compass in driving meaningful change.

## Compass Group US collaborating for smarter Scope 3 action

In 2024, Compass Group US, our largest business, launched a supplier engagement programme for the first time, partnering with a leading carbon management consultancy and technology provider that specialises in food and agriculture to collect detailed life-cycle assessment (LCA) data from their largest suppliers. The insights gained not only gave a clearer picture of their supplier's Scope 3 footprint but also helped them design a process that was collaborative, efficient and easier for suppliers to engage with.

In 2025, the US business has built upon this strong foundation by expanding its reach, refining its methods, and deepening its impact, developing product-level LCAs with over 50 suppliers. This insight allows the US business to manage emissions, purchasing, and ingredient decisions at the product level, rather than relying on industry averages. This was achieved at scale by utilising a technology that is not only user-friendly but also flexible in accommodating various data

points from suppliers, regardless of their stage in the decarbonisation journey. This scale of supplier engagement sets us apart in our industry and creates a strong foundation for even greater progress in the years ahead.

For our clients, the value is clear. It allows them to benefit from a more sustainable, lower-carbon supply chain without having to do the heavy lifting themselves. Because our businesses use supplier-specific data rather than industry averages, the reductions delivered are both real and personalised.

Supplier engagement is fully embedded in our businesses' operations through our procurement business, Foodbuy, and powered by the emissions intelligence of a leading carbon management consultancy. Together, we are proving that collaboration, not just ambition, is the key to driving down Scope 3 emissions.

## Future Forward events

Following the successful launch of Future Forward by Compass Group US, the programme is being expanded elsewhere across the Group. In March 2025, Compass Group UK and Ireland (UK&I) launched its first Future Forward event, focusing on carbon impact in the supply chain. The event showcased how businesses can use supply chains to meet sustainability goals, highlighted the role of social enterprises and introduced tools for tracking carbon emissions.

Future Forward is designed to spark meaningful collaboration with social enterprises and foster productive dialogue around sustainability, with a focus on themes such as net zero and carbon reduction. It serves as a dynamic platform where sectors, suppliers and clients come together to share their plans and innovative ideas, and collectively drive action towards a more sustainable future.





## Over 10,000 sites

recording food waste†

The activities of SFWD 2025 reached

## 210+ million

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# Tackling food waste

Food waste continues to be a critical environmental issue within our sector and we have both the responsibility and the opportunity to drive meaningful change.

Our culinary teams are tackling food waste with innovative technologies across global operations. Tracking systems at over 10,000 sites record daily waste, giving accurate data to identify improvements and drive informed action. Ongoing training ensures teams maximise these systems, strengthening accountability and delivering measurable results.

Reducing food waste is a core pillar of our decarbonisation roadmap, and is embedded across the business. The FY2025 annual bonus plan for executive directors and senior management included a food waste reduction performance measure. This drove an 11% year-on-year reduction in food waste across our businesses. Through innovation, accountability, and collaboration, we remain committed to eliminating food waste and building a sustainable global food system.

## Data, discipline, and impact: reducing food waste at scale

In the US, food-waste tracking now spans almost 90% of the business, marking not only operational progress but a cultural shift in how food is valued. Colleagues are at the heart of this success, empowered with tools to identify where waste occurs and the knowledge to make meaningful changes in their kitchens. Together, they are proving that small daily actions can grow into a powerful movement for change.

To support the food-waste journey, Compass Group US launched the Waste Reduction Guide in 2025. Built around five core pillars: Training and Staff Engagement, Planning, Production and Ordering, Receiving and Storage, Prep and Service and Post-Service De-prepping. This practical resource helps teams reduce waste at every stage of food handling, embedding accountability and best practice into daily routines.

Our commitment to education and empowerment is progressing. Almost 10,000 US employees have been trained to turn data into action, with 1,000 joining live Waste Not™ sessions. These interactive training sessions build confidence, strengthen collaboration and reinforce everyday actions that drive measurable impact across operations.

## Stop Food Waste Day

Compass Group celebrated its ninth annual Stop Food Waste Day (SFWD) in April 2025. Every year, millions of tonnes of edible food are discarded, making food waste the single largest contributor to landfills worldwide. SFWD is about more than raising awareness, it's about creating lasting change in the way the world values food.

The celebrations began on the 1st of April in New York City with Compass Group US's 2nd annual Food Waste Warrior Award, in partnership with Food Tank. Featuring thought leaders highlighting innovation, collaboration, and action as key to reimagining our food system, setting the tone for a month of storytelling and creativity leading to the global day of action.

Throughout April, Compass teams engaged colleagues, communities and clients worldwide through a range of initiatives:

- Food Waste Warrior Ambassadors: including influential Compass chefs from the UK, India, Australia, the US and beyond shared practical tips, recipes, and strategies across social media
- chef-led education and creativity: Compass chefs hosted gardening workshops, cooking demonstrations, and zero-waste upcycling events
- technology in action: tools like Waste Not™ 2.0 highlighted how innovation drives impact at scale, enabling food waste tracking, composting, food recovery, and data-driven kitchen insights
- from schools to sports venues, Compass teams turned Stop Food Waste Day into a community movement. Globally, partners and ambassadors showcased creative menus, shared ideas, and inspired change

Stop Food Waste Day achieved its widest reach yet, evolving from a Compass Group initiative into a global movement. April 2026 will mark the 10-year anniversary, proving that lasting change is possible when we unite to value every bite.





# Delighting consumers with delicious lower carbon menus

As part of our Planet Promise, we are crafting climate-friendly menus that are as delicious as they are sustainable.

In our decentralised business model, this means empowering local teams to take a tailored approach, combining culinary excellence with precise sustainability data on individual ingredients to reimagine recipes. Our chefs are creating delicious, low-impact meals that reflect both regional tastes and our global commitment to reducing carbon emissions.

## Plant-based menus take centre stage

For six nights in July 2025, a large UK events venue went fully plant-based for a famous pop star's tour. The street food-style menu featured bold flavours and low-carbon recipes rated A or B by Foodsteps, Compass UK&I's carbon consultants.

The average impact per item was

# 66%

lower compared to a typical menu at the venue

## Shaping low-carbon menus across Finland's kitchens

Compass Group Finland is advancing its climate goals by shifting to plant-forward menus. They have increased vegetable content, replaced red meat with lower-carbon options, and committed to making 40% of new lunch recipes vegetarian. Alongside supplier collaboration and chef training, they are also exploring new plant proteins, making sustainability a core ingredient in their kitchens.

## Sourcing lower carbon meat alternatives

As part of our commitment to low-carbon sourcing, Compass UK&I is introducing wild venison products, including sausages, burgers and meatballs across its sites. This supports our transition away from higher-emission proteins such as beef, aligning with broader carbon reduction goals.

UK wild venison offers a compelling environmental advantage, with a footprint of up to 85% lower than selected beef products sourced from various regions.

## Small change, big impact in the US

At Compass Group, climate action is not just a strategy, it is embedded into the everyday choices that shape our menus. Sometimes, meaningful change starts with something as simple as a bun.

In 2025, Compass Group US purchased more than seven million vegan brioche buns, a shift that may seem small but represents something much bigger: the power of scale to drive sustainability. By choosing plant-based ingredients at this level, they are reducing emissions while keeping the focus on what matters most: great taste and guest satisfaction.

Each innovation adds up, which is proof that climate-friendly dining does not have to mean sacrifice. Sometimes, it just means a better bun.

# Partnerships supporting environmental action

Compass Group's commitment to environmental stewardship is strengthened through strategic partnerships that drive tangible impact across our value chain.

By collaborating with suppliers, innovators, and community stakeholders, we are advancing initiatives in agricultural systems, packaging reduction, and low-carbon operations. These partnerships not only align with our sustainability goals but also foster shared accountability, enabling scalable solutions that benefit both people and planet.



We collaborate closely with Compassion in World Farming (CIWF) on actions such as training, industry engagement and advocacy.



We are a founding member of the Global Coalition for Animal Welfare.



We are a Partner of the Global Sustainable Seafood Initiative.



In 2022, we joined the International Food Waste Coalition (IFWC) to strengthen our fight on food waste.



We are a member of the Roundtable on Sustainable Palm Oil.



In June 2021, we became a member of the Slave-Free Alliance.



We are a member of the Round Table on Responsible Soy Association.



Since 2004, we have been committed to the UN Global Compact.



We work to revolutionise disability inclusion through business leadership and the creation of opportunities.

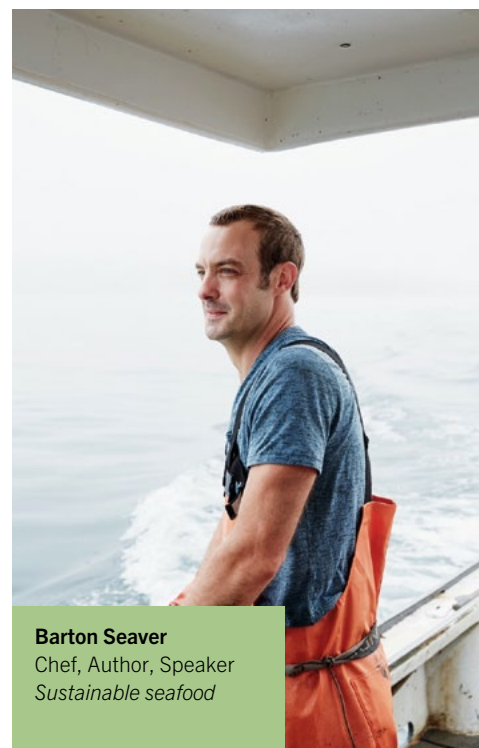
## Trusted sustainability advisors



**Dana Gunders**  
President, ReFed,  
*Food waste*



**Sam Kass**  
Chef, Author, Entrepreneur  
*Supplier innovation*



**Barton Seaver**  
Chef, Author, Speaker  
*Sustainable seafood*



**Danielle Nierenberg**  
Founder – Foodtank  
*Storytelling*



**Professor Sir Charles Godfray, FRS**  
Director of the Oxford Martin School,  
Oxford University  
*Climate action*



# Driving impact through digital intelligence

Harnessing data, insights and technology to lead on climate action

The Group is redefining sustainability in food service by embedding emissions data into everyday operations. In 2025, our businesses integrated ingredient-level climate data across menu systems, procurement tools, client dashboards and guest platforms, turning complex insights into practical action.

## Empowering culinary creativity

Chefs now use real-time emissions data to design dishes that are both delicious and climate conscious, unlocking new creativity while lowering carbon impact.



## Smarter, sustainable procurement

Procurement teams source more responsibly with visibility into ingredient-level emissions, aligning supplier choices with Compass Group's climate goals.



## Delivering insights that drive change

Enhanced reporting gives clients and teams clear visibility into environmental impact, empowering smarter decisions and stronger sustainability strategies.



## Scaling impact globally

With thousands of locations and millions of meals served daily, our integrated approach ensures every role and decision contributes to measurable climate progress.



## Operational efficiency and client engagement

Operators and managers track progress through sustainability dashboards, while clients gain tools to share their own impact stories, strengthening our role as a climate partner.



Carbon dashboards are helping clients cut emissions consistently, with reductions tracked year on year

# Reducing single-use materials across the supply chain

In 2025, our businesses took another major step in reshaping how packaging is used across our industry.

Building on the success of previous Future Forward events focused on climate, a recent session on sustainable packaging brought together leaders from across the business, a major technology client and eight strategic suppliers. This forum offered a valuable opportunity to align on short-, medium- and long-term strategies to reduce single-use plastics in food service supply chains. Discussions ranged from innovative material alternatives to scalable reuse systems. The message was clear: progress depends on collective action, and businesses across the group are helping to lead that effort.

Pilots to introduce reuse systems in back-of-house operations have also advanced, focusing on high-volume categories such as coffee and fresh-cut produce. These initiatives are designed to align standardised packaging formats with local supply chain capabilities. Early results show strong operational feasibility, measurable waste reduction and cost savings for suppliers. With these outcomes in hand, the pilots are now expanding into additional categories and markets to unlock wider industry impact.

Reuse in front-of-house settings presents different challenges but remains equally important. In collaboration with clients, Compass businesses are creating the conditions for reuse to succeed through clear guest communications, phased implementation and thoughtful financial design. At one pharmaceutical site, a 98% return rate was achieved within 90 days, diverting four tonnes of waste and avoiding 30 tonnes of CO<sub>2</sub>e. Key success factors included collaborative design, strategic bin placement and messaging that encouraged guest participation.

Meaningful change happens when suppliers, clients and consumers move forward together.

## Cutting single-use with pLESStic

Compass Belgium's pLESStic initiative is reducing plastic waste by replacing single-use items with reusable or recyclable alternatives without compromising food safety or freshness. Working closely with suppliers and a non-profit focused on sustainable waste management, the team ensures that packaging complies with sustainability standards like Forest Stewardship Council, the Programme for the Endorsement of Forest Certification and EU Ecolabel. Practical changes include switching plastic bottles for cans and tap systems, using sauce dispensers instead of sachets, replacing salt and pepper packets with grinders, and opting for durable containers like porcelain or long-life plastic. These actions reflect Compass Group's commitment to responsible sourcing and circularity in food service.

## Advancing circularity at Toronto Zoo

Compass Group Canada has partnered with the Toronto Zoo, Friendlier (a reusable packaging partner), and a well known global soft drink brand to launch a reusable packaging programme that reduces single-use waste and supports climate goals. Guests at zoo dining locations use reusable containers and cups with a refundable deposit, which can be reclaimed or donated to wildlife conservation. All packaging is collected, sanitised, and reused, eliminating disposables and promoting circular economy practices. This initiative supports the zoo's net-zero vision and offers guests a simple way to contribute to sustainability.

## Remote sites driving circular impact

Thirteen Offshore & Remote sites in Australia have been participating in the National Container Deposit Scheme to not only recycle beverage cans and bottles but also support Australian charities. The impact report shared by the Australian Capital Territory Government shows the programme has diverted over one million containers, saved 7,776,975 litres of water and taken 62 cars off the road for a year, avoiding a total of 168,660kg CO<sub>2</sub>e in 2025 alone.





# Nature-positive action for biodiversity

## Safeguarding nature through responsible land use

We are committed to preserving nature and biodiversity by promoting deforestation-free supply chains, supported by both our Deforestation Policy and regulatory frameworks. Our European businesses have been actively preparing to comply with the EU's Deforestation Regulation (EUDR), which mandates companies trading in cattle, cocoa, coffee, palm oil, rubber, soya and wood, including their derivatives, to ensure that these goods do not contribute to deforestation, forest degradation, or breaches of environmental and social laws.

Building on the launch of our Deforestation Policy in 2024, we have focused our efforts on embedding due diligence, supply chain transparency, and collaboration. Our policy applies to key forest-risk commodities – namely beef, coffee, palm oil and single-use paper and wood products – with clear cut-off dates and sourcing criteria designed to exclude materials linked to deforestation or conversion of natural forests.

Recognising the evolving landscape around deforestation-free supply chains, we have structured our strategy on four pillars:

- 1 Buying certified products to robust standards that prohibit deforestation and conversion.
- 2 Sourcing from low-risk countries and regions and requiring additional verification when sourcing from higher-risk areas.
- 3 Sourcing from suppliers that meet enhanced due diligence requirements for the four major forest-risk commodities.
- 4 Reducing risk through a collective approach by engaging in industry-wide initiatives and partnerships.

In 2025, we expanded internal training programmes for deforestation risk management to upskill our businesses' procurement teams. We continue to engage actively with suppliers and partners to embed requirements, encourage sustainable practices and support a forest-positive approach.

This commitment aligns with our broader Planet Promise to achieve climate net zero by 2050, recognising that healthy forests are critical to climate mitigation, biodiversity preservation and the long-term sustainability of food systems.

We maintain transparency through regular progress reporting via our annual Group Sustainability Report, adapting our approach as necessary to stay aligned with regulatory developments.

For more information, please visit: [www.compass-group.com/policies](http://www.compass-group.com/policies)

## Local pulses, global impact

Compass Group France is committed to advancing regenerative agriculture as part of its sustainability strategy. By protecting biodiversity, restoring soil health and reducing carbon emissions, the business is working with suppliers and partners to promote resilient farming practices and strengthen local ecosystems.

A key milestone has been the transition from imported lentils to pulses grown near Paris, renewing partnerships with producers across the country. In the first year alone, 1,014 tonnes of pulses were sourced locally, with volumes projected to rise by 34% in 2026. This growth demonstrates the success of the model and positions Compass Group France as a leader in sustainable food sourcing.



## Empowering US coffee suppliers for deforestation-free sourcing

In November 2025, Compass Group US delivered targeted deforestation best practice and compliance training for US coffee suppliers. The training strengthened supplier awareness, practical compliance skills, and traceability capabilities. Stronger collaboration and resource sharing helped advance Compass Group's responsible sourcing and climate goals.

# 98%

sustainable palm oil  
as a % of volume

# 57%

certified ethically traded  
coffee as a % of total spend<sup>×</sup>

<sup>×</sup> KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from Compass Group PLC's Sustainability Performance & Reports section of its website. See page 38 for further information.



# PEOPLE-POWERED PROGRESS

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It is our talented, dedicated people who drive the changes we make to improve sustainability, and they are an invaluable asset to the business.

We provide opportunities for all and maintain diverse and inclusive teams at every level of the organisation, regardless of background.

We continue to celebrate our chefs, who spearhead change by providing sustainable and delicious food at scale, reducing food waste and creating great experiences for the people we serve.





# Passion-driven culinary sustainability

Our culinary teams continue to shape the future of food with creativity, care and purpose. From global collaboration to everyday excellence, their leadership drives progress across sustainability, ingredient efficiency and frontline impact. In 2025, their passion and innovation remained central to how we serve communities and champion change worldwide.

## Global Culinary Forum

The Global Culinary Forum unites senior culinary leaders from across Compass Group to collaborate, share expertise, and drive excellence worldwide. Central to our sustainability journey, the Forum promotes innovation that reduces waste and maximises ingredient use.

## 2025 Highlights

- 1 Continued best practice sharing across markets, strengthens global alignment and impact.
- 2 Wider adoption of the Rule of 5 framework (utilisation of an ingredient in at least 5 recipes) to drive ingredient efficiency and reduce waste in addition to regular monitoring using waste-tracking tools.
- 3 Creation of educational videos to enhance sustainability learning across culinary teams, specifically knife cutting skills to reduce food waste.
- 4 New orientation video introduced to embed sustainability in the onboarding process for all new employees, managers, and chefs.

Through the Forum's leadership, sustainability continues to be embedded at the heart of our culinary culture and the Group's operations around the world.



## Celebrating our culinary heroes: Chef Appreciation Week

Compass Group proudly hosted the 8th annual Chef Appreciation Week, honouring the chefs and front-line teams who bring passion, creativity and purpose to every plate. Chef Appreciation Week celebrates culinary excellence and has grown into a truly global event observed in over 30 countries, spotlighting the incredible impact of chefs and front-line teams across industries and communities.

At the Compass Group US headquarters in Charlotte, chefs and employees were joined by a celebrity chef, who connected with the team during a fireside chat and shared his passion for food and purpose. His visit underscores what makes Chef Appreciation Week so meaningful: the opportunity to pause, reflect, and shine a spotlight on the talent and dedication of our culinary teams.

Chef Appreciation Week is more than a tradition, it's an invitation to celebrate the people who make hospitality happen, every day, all around the world.





# Educating our people on sustainability

**At Compass Group, sustainability is driven by people, through leadership, education and everyday action. Meaningful change begins when senior leaders set the tone, championing sustainability and investing in the development of their teams.**

This commitment is reflected across the Group, empowering individuals at every level to make responsible choices. Our training programmes, from executive briefings to hands-on workshops, build the knowledge, confidence, and shared purpose needed to embed sustainability into daily operations. Alongside this, we continue to invest in career development across all sectors and functions, offering tailored programmes that support growth from entry level to senior leadership. These initiatives are regularly refined to ensure our people are equipped to lead with purpose and to adapt to the evolving needs of our clients and consumers, communities, and the planet.

## Training our people for a sustainable future

In March 2025, our UK&I business launched its first Sustainability Culinary Course, Mastering Plant-Based Desserts, training chefs in plant based pâtisserie at two high profile UK sports stadiums. Alongside this, a wild venison masterclass was introduced to support sustainable meat sourcing and menu innovation. Both initiatives reflect our commitment to sustainability through chef education and responsible ingredient choices. In addition, the UK&I used a Climate Net Zero module to train kitchen staff to cut waste, energy and water consumption, embedding sustainability into daily operations. The module was completed over 36,000 times in 2025.

## Empowering climate ambassadors in Denmark

Climate Chefs is a new competence and ambassador programme launched to accelerate the green transition across Compass Denmark. Since May 2024, 240 kitchen employees have been trained to become Climate Chefs – ambassadors and experts who promote sustainable practices and share knowledge. Compass Denmark aims to have one Climate Chef per site, ensuring local ownership and impact. The programme equips staff with practical tools to reduce carbon footprints, develop plant-rich meals and protein alternatives, minimise meat and dairy use, prioritise higher welfare meat, reduce food waste, and adopt energy-saving methods. With over 100,000 meals served daily in Denmark, the initiative leverages scale to influence sustainable dining. Beyond operational changes, the Climate Chefs foster a sense of purpose and collaboration, encouraging staff to turn knowledge into action.

## Embedding emission goals into daily practice

Compass Australia trained over 7,800 staff in 2025 on Planet Positive behaviours, which support our global and in-country emission reduction targets and strategy, helping clients see its importance and how they can get involved. This training has evolved over the last four years and is a key element in continuing to ensure that front-line teams are informed on our shared journey to reduce our global impact.

# Over 36,000

kitchen staff trained on the Climate Net Zero module in the UK&I



# Change Makers

At Compass, sustainability isn't just a value, it's woven into everything we do. Across our global teams, people are driving meaningful improvements every day.

To celebrate those leading the charge, we shine a light on our Planet Promise Change Makers. These individuals are making a tangible difference, reducing food waste, crafting innovative planet-friendly menus, collaborating with suppliers, and inspiring consumers to make more sustainable choices. Their efforts directly support our sustainability goals and are recognised by regional executive leadership.

By showcasing their achievements, we not only honour their impact but also drive momentum across the organisation. Their stories encourage others to take action, helping to build a culture of sustainability from the inside out.

You can follow their progress on a popular social media platform and discover the positive changes unfolding across the Group.



**Mark H. Maloney, Division President of the Eurest Eastern Division at Compass Group US**

Mark has been recognised as our first Leadership Planet Promise Change Maker. What truly sets Mark apart is his unwavering consistency in delivering on our most ambitious goals. Every year, Mark fully commits, and delivers outstanding results. Mark's dedication to driving meaningful change sets the standard for purpose-driven leadership across Compass Group.



**Heidi Link**

Marketing and Sustainability Manager for Chartwells Higher Ed – US



**Kory Dipucchio**

Corporate Executive Chef – Canada



**Gustavo Perez**

Regional Executive Chef Morrison Healthcare – US

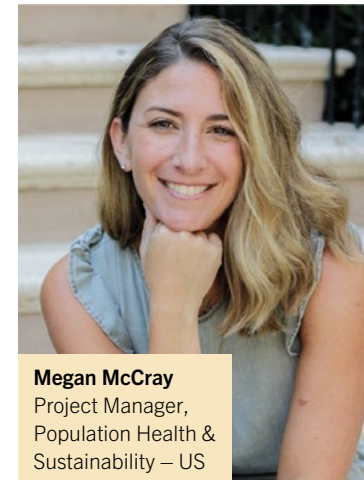


**Laila Bjerregaard**

Area Manager – Denmark

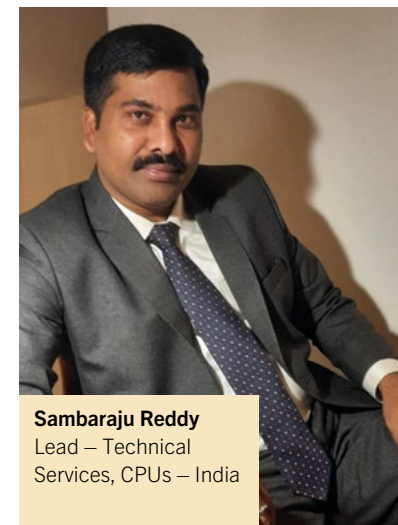
**Esben Luplau**

Regional Manager – Denmark



**Megan McCray**

Project Manager, Population Health & Sustainability – US



**Sambaraju Reddy**

Lead – Technical Services, CPUs – India



**Katsuya Shoji**

B&I Global Account Site Manager – Japan



# Our sustainability leaders collaborate for change

In 2025, we deepened our global leadership in climate action, championing food as a force for change. From New York to London, and across Europe, our teams brought bold ideas, strategic partnerships and operational innovation to the forefront.

## Climate Week NYC

At Climate Week in NYC, Compass Group US proudly joined the global conversation on climate action, spotlighting food as a powerful lever for change. At FoodTank's Food Futures Panel, our Global Director of Sustainability explored the intersection of technology and trust, sharing how AI is enhancing traceability while partnerships with farmers remain central to progress. Later, the VP of Communications US moderated 'Where Change Becomes Delicious' with the CEO of Restaurant Associates in the US, celebrating food's emotional and environmental significance. From honouring ingredients to embedding sustainability into every business decision, Compass reaffirmed its belief that food is too precious to waste, and that leading with integrity means making sustainability inseparable from daily operations.

## London Climate Action Week

During London Climate Action Week 2025, Levy UK&I actively contributed to Europe's largest city-wide climate festival through panels, partnerships, and roundtables focused on sustainability innovation and governance. Levy's Sustainability Director joined supply partners to spotlight Levy's rollout of seaweed-based packaging, and to share insights at an industry leading event on tackling food waste through initiatives like nose-to-tail cooking technology, reusable One Cups, and the Pantry food-sharing scheme. Levy also participated in the Bloomberg Earthshot Impact Accelerator and a World Economic Forum roundtable.

## Europe Safety and Sustainability Forum

In October, the Europe Safety and Sustainability Forum united leaders from all 16 countries across the region, underscoring how sustainability remains central to Compass Group's business strategy and growth. The event showcased a shared commitment to embedding sustainable practices and fostering collaboration to drive meaningful impact. Key achievements highlighted during the forum included the rollout of the See Care Share programme, reinforcing a culture of care and responsibility across operations. Compass Spain demonstrated innovation through the use of digital dashboards with external verification, enhancing transparency for clients and teams. The forum was marked by inspiration, best practice-sharing, and a collective sense of pride in advancing sustainability for clients, consumers and stakeholders.

## A Royal dialogue on food waste

The Head of Sustainability Netherlands joined Her Majesty Queen Máxima of the Netherlands for a roundtable discussion at the Food Rescue Centre of InstockMarket. The meeting focused on tackling food waste and advancing the circular economy. Together with stakeholders from across the food chain, Compass Group Netherlands' commitment to rescuing surplus food and giving overlooked ingredients a second life was highlighted. The conversation demonstrated how collaboration, innovation, and bold purchasing can drive progress in hospitality.

## World Economic Forum

Compass colleagues attended Davos in early 2025, joining global discussions on sustainability, innovation, and purpose driven leadership. Key learnings included the power of women supporting women, kindness as a catalyst for meaningful impact, and diverse leadership as a driver of resilience. Conversations also highlighted artificial intelligence as a powerful equaliser and sustainability as a critical pillar of future growth and brand purpose.



Refer to photo credit 1 on page 38



# Driving an inclusive culture at Compass Group

## Sustainability at Compass extends beyond environmental impact to champion people and communities.

Our initiatives advance wellbeing, inclusion, and professional growth, covering support for new parents, mental health, culinary leadership, and community partnerships. Together, these efforts demonstrate our commitment to social sustainability and creating workplaces where everyone can thrive.

### Planning for parenthood guide in the UK&I

Developed by the Women in Food community for Compass UK&I, *Supporting Your Journey: Planning for Parenthood and the Workplace* provides practical and empathetic guidance for individuals navigating the transition to parenthood, as well as for managers supporting their teams through this period. The guide outlines key considerations and information relevant to becoming a working parent, recognising that every journey is unique and that not all content will apply to everyone. The first edition focuses on the experience of giving birth, with future versions planned to include other paths to parenthood, such as surrogacy and adoption.

## Mental health portal and new line manager guides in the UK&I business

The You Matter Network focuses on supporting mental health, wellbeing, conversation, and care. The dedicated You Matter portal combines insights from trusted charities and leading organisations to support open and effective discussions about mental health at work. This year the portal has launched eight new *Line Manager Guides*, each addressing key mental health topics and offering support on starting conversations.

### Women in Culinary initiative in North America

North America's Women in Culinary initiative provides dedicated opportunities for training, mentorship, and leadership development. A two-and-a-half-day interactive experience focuses on skill-building, storytelling, and engagement with hospitality industry leaders and culinary innovators. A highlight of the event is the Chef Showcase, where participants collaborate in teams to design and prepare creative dishes, demonstrating culinary excellence and teamwork.



## Empowering women in culinary in India

India's Women in Culinary program, "The Chef," was created to attract, develop, and elevate female chefs across the business. The Chef aims to build a more inclusive and supportive culinary community by providing women access to opportunities, visibility, and leadership growth. The programme combines structured mentoring, a buddy framework, and platforms that amplify female chefs' journeys and achievements. With a strong commitment to sustaining and accelerating this progress, The Chef remains a key pillar of Compass India's long-term inclusion and talent strategy.

## The Women's Empowerment Network (WEN) in Japan

From its inception, WEN's aims have been to serve as a platform for dialogue, advocacy, and professional growth, bringing women's experiences to the forefront of workplace decision-making, particularly in areas such as childcare, flexibility, and work-life balance. Designed as an inclusive community, WEN welcomes both women and allies who share a commitment to advancing gender balance and is sponsored by a senior leader. In a society that has long valued harmony and modesty, WEN is helping to redefine confidence and individuality as strengths, encouraging employees to speak up, take initiative, and foster an inclusive workplace where everyone can work authentically while achieving a healthy balance of their professional and personal lives.

## Inclusive partnerships across the US

Compass Group US partners with community and social organisations to advance inclusive employment and empower individuals with intellectual and developmental disabilities. These partnerships extend to participation in Compass Group US' annual Be the Difference Conference to raise awareness about our collaborations, celebrate the achievements of its partners and associates, and reinforce its commitment to building an inclusive workplace culture.



# WORKING WITH COMMUNITIES

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We are committed to building inclusive teams that reflect the diversity of the communities we serve, creating environments where individuals thrive and careers progress.

Across the Group, our people and businesses are actively contributing to local wellbeing: donating surplus food to those in need, fundraising for charitable causes, sourcing locally wherever feasible, and supporting organisations that drive positive social impact.

By collaborating with local partners, understanding community needs, and responding with meaningful action, our operations become embedded in the fabric of the communities they serve, fostering long-term relationships and shared value.



# Building resilient supply chains through inclusion

**As a leading food service provider with significant purchasing power, Compass Group understands the responsibility, and opportunity, of inclusive procurement.**

Our choices strengthen local economies, uplift underrepresented entrepreneurs, and build resilient supply chains. In 2025, we deepened our commitment to supplier diversity by embedding inclusive practices across sourcing strategies and expanding frameworks to champion diverse suppliers with measurable impact. We refined data collection, enhanced visibility, and shared success stories to inspire action, while strengthening partnerships with expert organisations to maintain our collaborative approach and to align with global best practice. Together we are building a supply chain that reflects the communities we serve and delivers.

## Opening doors for social enterprise suppliers

Through collaboration between Foodbuy and Compass sectors, Compass UK&I launched a dedicated programme in the UK to champion social enterprise suppliers within their supply chain. By co-creating solutions for shared challenges, their teams are working together to break down barriers to entry and opportunity that often limit access and opportunity for these purpose-driven businesses. From designing a supplier onboarding process specifically for social enterprises to setting ambitious new targets, Compass Group UK&I is opening doors for groups delivering real social value. Their journey is shaped by a clear framework and a focused effort to increase both the volume and spend with suppliers who share their vision for positive impact.

## Growing together

Initially launched in North Carolina, by Compass Group US with The Centre for Environmental Farming Systems (CEFS), Grow with Us is designed to address farmers' needs and support business growth. It has flourished, expanding to California, Illinois, Virginia, Michigan, Washington, Texas and Maryland. This year, Compass Group US have partnered with 43 farms and entered six new areas: Spokane, Portland, Atlanta, New York City, Boston and Philadelphia. What began as a seasonal pilot is now a year-round initiative in select states, helping more small farms thrive.

The impact is clear: Grow with Us achieved a 34% increase in spend with participating farms, and a 105% increase in participating units versus last year, proof of stronger farmer partnerships and rising demand for local food.

Through Grow with Us, farmers gain access to new markets, long-term chef and client partnerships, not for profit resources, and networking opportunities that empower the next generation of agricultural leaders. More than a procurement initiative, Grow with Us is a commitment to community, sustainability, and food system resilience, helping local farms flourish while respecting agricultural traditions.

## Empowering communities in India

Compass Group India, in partnership with Bastar Farms, is sourcing tamarind paste produced by tribal communities in Bastar, Jagdalpur, home to Asia's largest tamarind market. This collaboration ensures high-quality produce while supporting sustainable livelihoods. Through skills development, expert guidance, and fair, direct pricing, Bastar Farms empowers tribal producers to strengthen their craft and build long-term economic resilience.





# Strengthening communities through local sourcing

In 2025, our businesses deepened their commitment to sourcing with purpose, placing local producers at the heart of our food system.

Across our businesses, chefs and procurement teams are partnering with local farms, bakeries, and independent suppliers to cut food miles and celebrate regional flavour. These relationships are built on trust, transparency, and shared values. By investing in small owner-operated businesses, we strengthen local economies and ensure fresher, more traceable ingredients for our businesses' clients, bringing sustainability to life in everyday decisions and proving that good food starts with good relationships.

## A full-circle approach to local sourcing

In 2024, FLIK Independent School Dining, part of Compass Group US, partnered with Tory Hill to advance hyper-local sourcing. Founded in 2018, Tory Hill connects small New England farms directly with organisations, sourcing whole animals to support regional food systems. Its values align with FLIK's commitment to strengthening communities through food.

FLIK's acquisition of Tory Hill expanded infrastructure and resources, enabling growth while preserving benefits for farmers. The partnership empowers chefs to innovate with whole-animal sourcing, reducing waste and deepening engagement with food origins.

“Tory Hill enhances our local sourcing efforts. By working directly with farmers, we ensure quality ingredients and support the communities we serve.”

Scott Davis, FLIK CEO Compass Group US.

Tory Hill collaborates with farms and works with processors to use the entire animal, such as supplying pork biproducts to lobster fishermen as bait ensures that nothing goes to waste. The founder emphasises community and impact, as redirecting even 1% of food budgets locally could transform family farms.

## From meat to mushrooms

Compass Group Belgium strengthened its local and circular sourcing by partnering with a new supplier, a former traditional meat producer now creating plant-based products made from locally grown oyster mushrooms. These mushrooms are cultivated using agricultural waste streams from Belgian coffee roasters and breweries, requiring minimal water, land, or transport. Produced with the help of social enterprises and offering a natural umami flavour it provides a sustainable alternative to meat and fish while supporting local growers, circular agriculture, and community employment.



# Fighting hunger with purposeful giving

## We partner with food-recovery organisations to ensure surplus food reaches people facing food insecurity.

With dedicated tools and strong collaboration, Compass businesses donated 3.1 million meals over the past year, helping nourish vulnerable communities while reducing food waste. These efforts not only provide vital support where it's needed most but also contribute to a more sustainable food system by diverting edible food from landfill and lowering associated carbon emissions.

### Partnerships that nourish communities

For Compass Group US, reducing food waste and supporting communities go hand in hand. Their long-standing non-profit partnerships and innovative new collaborations reflect this commitment, ensuring surplus food reaches people who need it most.

In 2025, Compass Group US donated nearly 2.5 million meals to communities across the USA, an achievement that underscores the power of food recovery to make a difference in communities.

For nearly a decade, Restaurant Associates (RA) sites have partnered with New York Common Pantry (NYCP) to fight hunger and support healthier futures for New Yorkers. Many RA locations across the city regularly donate surplus food to NYCP. Beyond food recovery, RA teams give back through volunteer events such as holiday meals and toy drives, as well as fundraising efforts like the annual Memorial Golf Outing, building a partnership that continues to make a lasting difference in the community.

At the same time, Compass Group US is embracing technology-driven solutions to strengthen their support for communities. For example, Levy US uses an app-based food donation and rescue software across the country. By streamlining the donation process, the software allows employees to incorporate food recovery into their daily operations with ease while tracking donation data in a central location for leadership visibility. In Chicago, this collaboration has already provided thousands of meals to community members through collaboration with organisations.

### Partnering for impact at Australia's largest sporting event

The launch of the Levy brand in 2025 in Australia created an opportunity to drive major impact at Australia's largest sporting event. During the three week tennis tournament Compass Group Australia's teams on site worked closely with a partner to donate over 5,000 meals and snacks to those in need.

### Redirecting food to those in need

In 2025, Compass Group Canada expanded its partnership with Second Harvest to integrate Steamplicity meals into food donation programmes across healthcare sites. Steamplicity, which delivers freshly cooked, diet-specific meals to patients, now also supports local nonprofits by redirecting surplus meals, helping reduce food waste and greenhouse gas emissions while aligning with client sustainability goals.

Collaboration with the Encompass Safety team ensured all donations met food safety standards, resulting in a refined policy and handling guide for operators. Since February 2024, the Steamplicity donation programme has donated over 115,000 meals, valued at \$450,000 and diverted 300,000 kg of greenhouse gases. This initiative exemplifies how operational innovation and community partnerships can drive measurable environmental and social impact.

## 3.1 million meals

donated to local communities



# The Compass Group Foundation

supporting communities through strategic giving

The Compass Group Foundation is an independent charity\*, driving social impact and purpose internationally in partnership with the Compass Group businesses.

The Foundation envisions a future where barriers no longer hold people back, where everyone has the opportunity to overcome challenges, pursue meaningful work, grow food businesses, and uplift their communities.

It realises this vision by building a collaborative, global foundation that leverages the unique opportunities of our industry. Through partnerships with Compass Group businesses and their social impact partners, the Foundation amplifies the collective impact on the communities it aims to support.

## The Foundation's impact in 2025

In 2025, the Foundation provided funding to 22 initiatives across eight countries, supporting over 15,000 direct and indirect beneficiaries and over 270 small and medium-sized enterprises (SMEs). Since its launch in 2023, the Foundation has funded more than 40 non-profit organisations, helping people access employment and unlock economic opportunities for entrepreneurs and farmers across 14 countries, including Australia, France, India, Ireland, Japan, Sweden, Türkiye, the UK, and the US.

## Supporting small suppliers

The Foundation works with Compass Group businesses to help small suppliers and promote inclusion. This includes supporting farmers in India to transition to cage-free egg production through training and market access. In France, enabling food companies that employ people with disabilities to connect with consumers.

In Germany, backing initiatives that turn surplus resources into sustainable products while creating jobs for people with disabilities. Together, these efforts strengthen local economies, champion sustainability, and open pathways for small suppliers to grow.

## Inclusive employment

The Foundation works with charitable organisations along with our businesses to deliver impactful initiatives to create job opportunities. For example, in the UK&I business, the 'Xcelerate Your Future' programme provides hospitality training and job placements for individuals from disadvantaged communities. In the US, the Foundation partners with an organisation that empowers people with learning disabilities through skills training and meaningful employment. These are just two examples of how the Foundation is opening doors to inclusive employment.

## Since 2023 the Foundation has funded

Over

40

non-profit organisations across 14 countries

Over

21,000

direct and indirect beneficiaries

For more information see: [www.compassgroupfoundation.org](http://www.compassgroupfoundation.org)

\* Registered charity number 1187218 (England and Wales)





# GOVERNANCE IN ACTION

Robust governance is fundamental to delivering our climate transition strategy with transparency and accountability. Across the Group, we have established a comprehensive sustainability governance framework that enables effective oversight of key risks and opportunities.

Compass Group PLC's Corporate Responsibility Committee supports in guiding and monitoring the development of sustainability policies and strategies, including our commitment to climate net zero. The Committee ensures we are making measurable progress against our KPIs and GHG emissions targets, while upholding the highest standards of ethics and integrity.

Through strong policies, systems, controls, and ethical practices, we are better positioned to support our customers, empower our people, and protect the planet. These foundations also enhance our business resilience and reputation, attracting investors and clients who increasingly prioritise shared values and responsible growth.

# Ethics and integrity

## Doing what is right

Compass is committed to upholding high standards of ethics and integrity (E&I) throughout its businesses, a commitment that has earned us recognition as a global leader and trusted partner. The Compliance Leader Verification award received by Compass Group PLC from Ethisphere, following a comprehensive evaluation of our E&I programme, underscores our continued commitment to strengthening integrity culture.

At Compass, people are at the centre of our business. We promote and continue to embed a culture where our people can speak up and feel heard. By fostering this environment, we deepen our values-driven workplace, emphasising openness, trust and integrity, and empowering our people to always do what is right.

We strive for integrity to guide every decision made by our people and business partners. We are committed to respecting the rights of our employees, partners and stakeholders through the continued implementation of our Code of Business Conduct (CBC), Human Rights Policy, Global Supplier Code of Conduct (SCOC), Data Privacy Policy Statement (DPPS) and Business Integrity Policy (BIP).

Our CBC and related policies are underpinned by our adherence to several important internationally recognised declarations, standards, and principles, including:

- the United Nations (UN) Universal Declaration of Human Rights
- the core conventions of the International Labour Organization's (ILO) and Ethical Trading Initiative Base Code
- the OECD Guidelines for Multinational Enterprises
- ILO Declaration on Fundamental Principles and Rights at Work
- the International Bill of Human Rights
- the UN Guiding Principles on Business and Human Rights
- the UN Global Compact ten principles

Our CBC and policies apply globally to all employees across our Group companies.

Our CBC provides a comprehensive framework grounded in our principles, values and corporate commitments. It sets out clear 'Dos' and 'Don'ts', offering practical guidance on where to find additional information, and who to contact for support. To ensure accessibility, the CBC is available in all primary languages spoken in the countries where the Group's companies operate.

Building mutual trust and confidence with those who work for Compass, partner with us and invest in us is essential for our continued success, and depends on each of us acting professionally and responsibly. We also expect our suppliers to uphold the standards and principles of our SCOC.

The BIP aims are to prevent and mitigate material business integrity risks while ensuring compliance with regulatory requirements. By raising employees' awareness of potential ethical dilemmas, the BIP, together with E&I training, equips our people to identify red flags and provides clear expectations and guidance for responding appropriately.

Our BIP and DPPS are designed to further strengthen the framework through which the Compass E&I ethos and key controls continue to be embedded and monitored.

Integrity-driven decisions are reinforced through E&I awareness initiatives and regular training. Through leader-led communications and campaigns, we continue to promote and foster an environment of speaking up when things do not feel right.

Through collaboration with specialists within our People, Human Rights, Sustainability, Supply Chain and Group E&I teams, we continue to embed our global Supply Chain Risk Management (SCRM) framework to strengthen our third-party due diligence processes. These processes are the foundation of our third-party risk management and help keep under review our ethical compatibility with third-parties that our Group businesses partner with. During 2025, we further progressed the implementation of our TPIDD policy and procedures across all markets. For more information see the People and Culture pages of our 2025 Annual Report, our Modern Slavery Act Statement and our Ethics & Integrity page on our website: [www.compass-group.com](http://www.compass-group.com)

## 2025 highlights

# 21,000+

employees trained globally on E&I principles and risk areas

# 91%\*\*

of employees confirmed "they would speak up if they witnessed a situation that does not feel right"  
(2024: 90%)

# 89%\*\*

of employees declared they "observe integrity-driven decisions being made in the workplace"  
(2024: 88%)

# 98%\*\*

of employees were "confident that appropriate action would be taken if an ethical violation was reported where they work"

# 10,000+\*\*

employees across all markets elected to be E&I ambassadors

# 22,000+

suppliers, labour agencies and distributors monitored on the Group TPIDD tool

\* To learn more about our Ethics & Integrity and our SpeakUp, We're Listening programmes, see the dedicated section on our website [www.compass-group.com/en/who-we-are/ethics-and-integrity.html](http://www.compass-group.com/en/who-we-are/ethics-and-integrity.html)

\*\* Based on responses as part of our FY25 E&I Pulse Survey (all regions).



# SpeakUp, We're Listening

We are committed to fostering an inclusive environment where everyone feels empowered and safe to speak up whenever something does not feel right. At Compass, each of us has a duty and responsibility to Listen Up to those who raise concerns, and to do the right thing by taking action and following up.

Our confidential reporting programme, SpeakUp, We're Listening (SpeakUp), empowers employees to raise concerns about improper behaviour or potential violations of our CBC, BIP or other policies and laws. Accessible 24/7, 365 days a year via QR codes, web, or phone, SpeakUp is open to everyone including employees, suppliers, customers, communities, and anyone with an interest in Compass' business. The programme is managed by Group E&I, an independent team separate from all business lines, ensuring impartiality and trust.

Every concern raised is treated with seriousness and care, with a commitment to responding to the reporter and taking appropriate action. Compass strictly prohibits and does not tolerate retaliation or any detrimental conduct against those who speak up, regardless of the outcome.

Oversight is an essential part of our E&I governance framework. We regularly share E&I updates with the Corporate Responsibility Committee and the Regional Governance Committees to drive continuous improvement.

To learn more about our Ethics & Integrity and SpeakUp, We're Listening programmes and its FY25 performance:  
[www.compass-group.com/en/who-we-are/ethics-and-integrity](http://www.compass-group.com/en/who-we-are/ethics-and-integrity)

## 4,897

reports were submitted to SpeakUp, We're Listening in 2025, which represents 0.84 reports per 100 employees.



# Advancing transparency and responsibility across our supply chains

## Supply chain risk management strategy

In 2025, we strengthened our SCRM framework by further embedding country-level processes and enhancing supplier insight. Tools such as SEDEX, together with our TPIDD programme, support a consistent baseline for ethical and integrity risk screening across markets. This framework helps Compass teams identify and prioritise areas requiring deeper review.

Through SEDEX, we now have visibility of over 2,600 supplier sites across 68 countries, covering more than 750,000 workers. Ethical audits, self-assessments and partnerships with organisations like Slave-Free Alliance continue to inform procurement decisions and reinforce our commitment to transparency and responsible sourcing.

## Third-Party Integrity Due Diligence

TPIDD remains central to how we assess integrity and ethical risks across our supplier base. The programme provides a structured way to evaluate in scope suppliers against Compass standards on ethics, business integrity, human rights and environmental practices.

In 2025, the businesses strengthened the integration of TPIDD processes into their procurement practices, enabling earlier risk identification and greater consistency of application. Ongoing collaboration between procurement, Ethics and Integrity, Legal and Regional leadership continues to enhance the programme and reinforces our commitment to transparency and responsible business conduct. Under this programme, around 22,000 suppliers, labour agencies and distributors are monitored using the Group's TPIDD tool.

## Strengthening awareness and capability across our teams

In 2025, team capability was strengthened to support Compass' Responsible Sourcing aims. Procurement teams received enhanced training on ESG topics such as animal welfare, deforestation and sustainable commodities, alongside guidance on tools including SEDEX, TPIDD and Scope 1, 2 and 3 emissions reporting.

Training reinforces the importance of transparency and traceability in sourcing decisions. In addition, the Human Rights Working Group continued to drive collaboration across functions and markets, deepening our shared understanding of human rights risks and strengthening common approaches.

## Upholding standards through our Global Supplier Code of Conduct

Our Global Supplier Code of Conduct remains a key pillar of our Responsible Sourcing programme, setting clear expectations on ethics, human rights and environmental standards. It aligns with international frameworks including the UN Guiding Principles, the ILO Declaration and the Ethical Trading Initiative Base Code. The SCOC is integrated into supplier onboarding and annual reaffirmation processes and reinforced through audits and continuous engagement. Country-level risk registers help identify issues present in higher-risk categories, while our SCRM framework is designed to help drive continuous improvement in ethical and sustainable sourcing.

## Applying SCRM to workwear tenders in Finland

At Compass Group Finland, the SCRM framework was applied to workwear tenders, a category identified as higher risk due to complex supply chains and labour concerns. Potential suppliers underwent written pre-audits and expert reviews to assess responsibility standards, ensuring that only traceable and responsibly produced garments were selected.

## Strengthening supplier due diligence in Germany

Compass Group Germany applied the SCRM framework to tenders for higher-risk categories such as coffee and seafood, ensuring supplier selection aligned with Compass Group's responsible sourcing standards. This approach also supports compliance with the German Supply Chain Due Diligence Act (LkSG), which requires companies to identify, assess and mitigate human rights and environmental risks in their supply chains.





# Upholding human rights across our value chain

## Putting our values into practice

For Compass, sustainability means caring for people as well as the planet. The initiatives outlined across this Report, from fostering safe and inclusive workplaces to building resilient supply chains and supporting communities reflect our respect for human rights and for the wellbeing of everyone connected to our business. This people-centred approach shapes how we operate and collaborate across our value chain.

Our approach is guided by the Compass Group Human Rights Policy, which aligns with internationally recognised standards including the UN Guiding Principles on Business and Human Rights and the core conventions of the International Labour Organisation.

The Corporate Responsibility Committee has oversight of the human rights and modern slavery strategy and receives regular updates and reviews progress each year.

In parallel, specialist forums enhance coordination and oversight across Compass. The Human Rights Working Group (HRWG) serves as a platform for sharing best practices, raising awareness, and driving cross-regional collaboration across the Group. Similarly, the SCRM Steering Committee supports our businesses in managing their supply chain risks through the SCRM framework, providing guidance, advice, and targeted support where needed.

Many of the actions described throughout this Report, from leadership training and workforce safety to responsible sourcing and supply chain transparency, contribute to upholding human rights in practice. Across both the Group's operations and their supply chains, work continues to promote ethical practices, strengthen awareness and build capability through training, collaboration and engagement with partners.

To support this ongoing effort, we have developed a Human Rights Self-Assessment Tool with Slave-Free Alliance, which will help countries evaluate their own practices once implemented.

Alongside this, SpeakUp, We're Listening provides a confidential channel for colleagues and partners to raise concerns and share feedback.

Together, these actions represent an ongoing effort to learn, collaborate and act responsibly so that respect for people remains central to the way we do business. To learn more, visit our Human Rights Policy and Modern Slavery Act Statement 2025, available at [www.compass-group.com/policies](http://www.compass-group.com/policies)

## Human Rights Working Group: connecting people and practice

The Human Rights Working Group brings together Compass colleagues from all regions and disciplines to exchange experience, discuss emerging risks and build capability. In 2025, the group explored topics such as responsible recruitment, working-hours management, agency work and biometric right-to-work checks, supported by internal and external experts, such as Slave-Free Alliance. By connecting people across markets, the HRWG helps translate policy into practice and supports continuous improvement across Compass Group companies' operations.



# Animal welfare

## Animal welfare overview

At Compass Group, we recognise animals as sentient beings capable of experiencing wellbeing and distress. Our approach is embedded in our global sourcing strategy and guided by internationally recognised frameworks such as the Five Freedoms and Five Domains.

Our policies discourage practices such as close confinement, routine mutilations, and long transport, while promoting species-specific enrichment and humane slaughter.

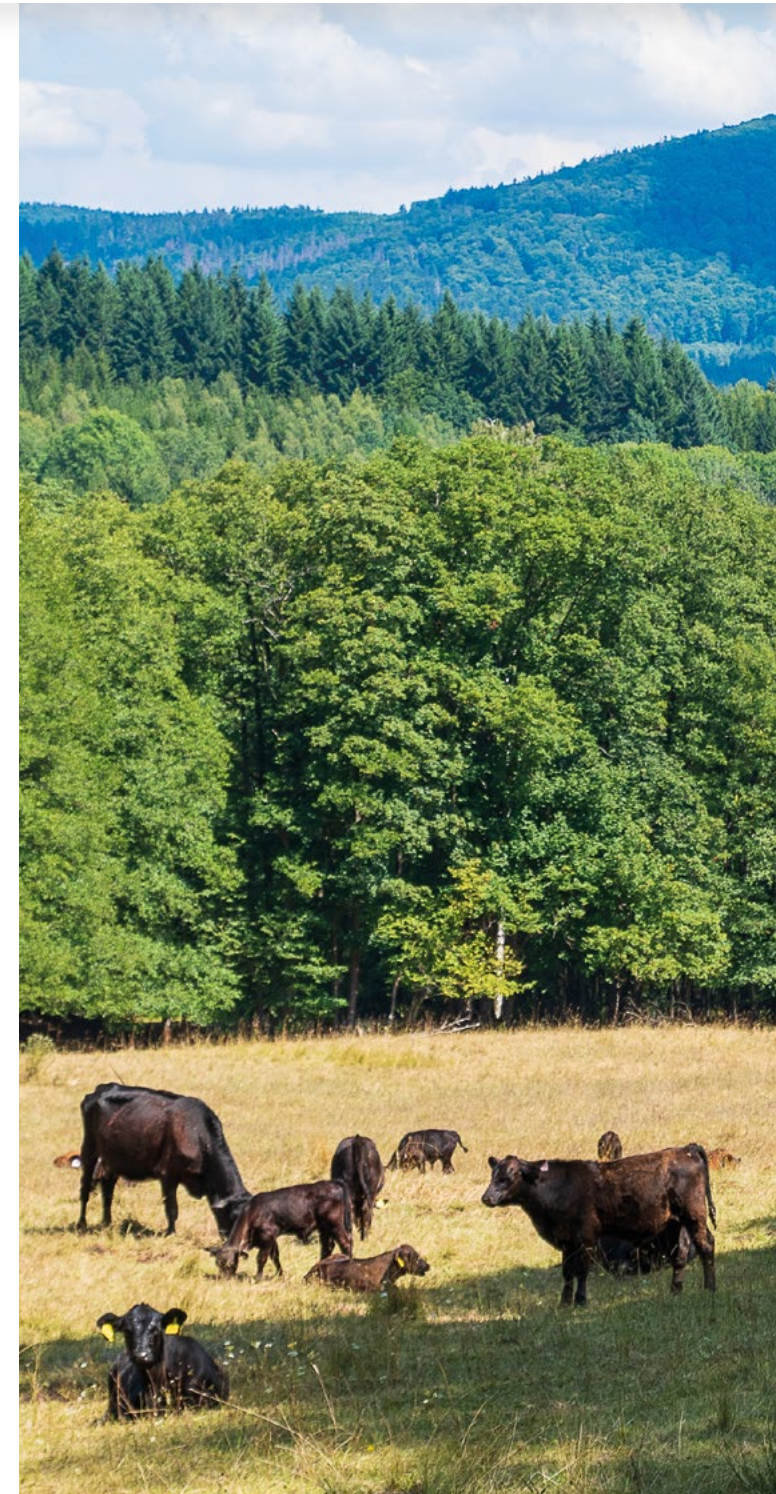
Our strategy is built on five pillars:

- 1 Education and Training** – empowering our teams with knowledge to implement best practices.
- 2 Supplier Engagement** – mandating compliance with our Global Supplier Code of Conduct and driving continuous improvement.
- 3 Partnerships and Advocacy** – collaborating with NGOs and as a founding member of the Global Coalition for Animal Welfare (GCAW) to influence industry standards.
- 4 Transparency and Reporting** – publishing annual updates and engaging stakeholders openly.
- 5 Culinary Leadership** – promoting plant-forward menus and reducing food waste to lessen reliance on animal protein.

Through this integrated approach, we aim to create supply chains that respect animal welfare, support ethical sourcing, and contribute to a more sustainable food system. By prioritising welfare, we not only meet consumer expectations but also strengthen resilience, improve food quality, and align with our purpose: delivering great food responsibly.

## Supporting small farmers in India to transition to cage-free egg production

Compass Group India is leading efforts to improve animal welfare and support small-scale poultry farmers by introducing and championing a transition to cage-free egg production. To make this possible, Compass Group India partnered with the Compass Group Foundation, which provided funding to establish a Cage-Free Poultry Training Hub in collaboration with People for Animals Uttarakhand. This hub acts as both a demonstration farm and a training centre, equipping farmers with practical knowledge on higher-welfare practices and creating new economic opportunities. Compass Group India further strengthens this initiative by working with leading organisations, including People for Animals (PFA), People for Progress in Farming (PPF), Global Food Partners (GFP), Happy Hens, and Timbaktu Collective, ensuring farmers have the resources and support needed to meet growing demand for cage-free eggs. This project reflects our commitment to responsible procurement, ethical sourcing, and delivering a positive social and environmental impact across our businesses' supply chains.





# Sustainability bonds reporting

## Allocation report

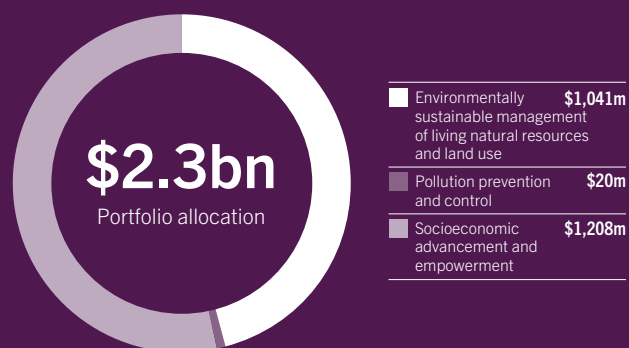
Compass Group PLC's Sustainable Financing Framework was launched in July 2022 (the Framework). The Framework has been subject to a Second Party Opinion review from the Carbon Trust, available at [www.compass-group.com/en/investors/debt-investors/sustainable-financing](http://www.compass-group.com/en/investors/debt-investors/sustainable-financing).

The Framework sets out eligible sustainable projects for the allocation of proceeds raised under the Framework. These eligible sustainable projects have been used, or will be used, to progress the Group's sustainability initiatives and the delivery of its global climate net zero target.

## Allocation of proceeds

As at 30 September 2025, the Group had issued \$2.3bn of sustainable bonds. All the sustainable bond proceeds issued to date are now fully allocated as detailed in the diagram below:

\$2.3bn of Sustainable Bonds issued since 2022



See Appendix 1 for further detail of the full allocation.

## Details of outstanding sustainable bonds<sup>1</sup>

Instrument (ISN)	Issuance Date	Issuer	Due Date	Coupon	Amount (USD m)	Percentage Allocated
XS2528582450	2022-09-08	Compass Group PLC	2032-09-08	4.375%	317	100%
XS2528582377	2022-09-08	Compass Group Finance Netherlands B.V.	2030-03-08	3.000%	547	100%
XS2758114321	2024-02-06	Compass Group PLC	2031-02-06	3.250%	849	100%
XS2895051212	2024-09-16	Compass Group PLC	2033-09-16	3.250%	556	100%
<b>Total Sustainable Bonds Outstanding</b>					<b>2,269</b>	

1. These bonds have been issued in Euro or Sterling denominations; the amounts shown are the USD values published in Compass Group PLC's 2024 Annual Report.

The proceeds have been allocated to the categories as described below:

Category	Description	SDG Alignment
<b>Environmentally sustainable management of living natural resources and land use</b>	The proceeds allocated to this category include operating expenditures on certified ethically traded coffee and tea, and certified sustainable fish and seafood. The allocated funds have helped us in our aim to ensure we partner with suppliers who meet our high standards of food safety and quality, business integrity, ethical trade, the protection of human rights, farm animal welfare and sustainability.	14 LIFE BELOW WATER 15 LIFE ON LAND
<b>Pollution prevention and control</b>	The proceeds allocated to this category are operating expenditures related to purchases of plant-based products and/or plant-based ingredients used for plant-forward meals, where these constitute a substitute for meat protein. These funds have helped us to meet consumer demand for more plant-based meals, which is good for the environment because plant based protein typically has a much lower carbon footprint than meat.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
<b>Socioeconomic advancement and empowerment</b>	The proceeds allocated to this category are operating expenditures related to purchases of products from minority-owned, women-owned and 'B' Corporation suppliers. These funds have helped us progress in our objectives of building an ethical and sustainable supply chain.	8 DECENT WORK AND ECONOMIC GROWTH

## Impact

The Compass sustainability strategy is focused on contributing to nine of the United Nations Sustainable Development Goals (SDGs) where we believe we can have the greatest impact, as set out on page 5 of this report. The sustainable bond proceeds have been allocated to categories that align with SDGs 8, 12, 14 and 15.

The Group remains committed to preserving nature and biodiversity. Our businesses engage with their suppliers and partners to embed requirements and encourage sustainable practices. We have delivered enhanced training on ESG topics such as animal welfare, deforestation and sustainable commodities. More details on these initiatives can be found on pages 18, 33 and 35. For further information on the levels of ethically traded coffee, and sustainable fish and seafood, please visit our website at [www.compass-group.com/en/sustainability/performance-and-reports](http://www.compass-group.com/en/sustainability/performance-and-reports).

We continue to deepen our commitment to supplier diversity by embedding inclusive practices across our sourcing strategies and expanding frameworks to champion diverse suppliers. Please read more about this and other initiatives on page 26 of this report.

## Appendix 1:

KPMG LLP (“KPMG”), our independent auditor, provided limited assurance over the selected information in the table below denoted by the symbol (Δ) using the assurance standard ISAE (UK) 3000. KPMG’s limited assurance report is available at [www.compass-group.com/en/investors/debt-investors/sustainable-financing](http://www.compass-group.com/en/investors/debt-investors/sustainable-financing) and we recommend that it is read in full.

Living Natural Resources and Land Use Portfolio	Signed Amount <sup>1</sup>	Share of Total Projects <sup>2</sup>	Eligibility for Sustainable Bonds	Living Natural Resources and Land Use Component	Allocated Amount <sup>3</sup>	Period of Allocation	Average Age of Expenditures
Expenditures on goods certified Sustainable, Fair trade or Organic, and animal welfare standards					\$439m	Oct 19 – Sep 22	
					\$249m	Oct 22 – Sep 23	
					\$204m	Oct 23 – Sep 24	
					Δ\$149m	Oct 24 – Sep 25	
	\$2,269m	100%	100%	46%	\$1,041m		N/A Opex

Pollution Prevention and Control Portfolio	Signed Amount <sup>1</sup>	Share of Total Projects <sup>2</sup>	Eligibility for Sustainable Bonds	Pollution Prevention Control Component	Allocated Amount <sup>3</sup>	Period of Allocation	Average Age of Expenditures
Expenditures on projects related to waste avoidance					\$20m	Oct 19 – Sep 22	
					\$0m	Oct 22 – Sep 23	
					\$0m	Oct 23 – Sep 24	
					\$0m	Oct 24 – Sep 25	
	\$2,269m	100%	100%	1%	\$20m		N/A Opex

Socioeconomic Advancement and Empowerment Portfolio	Signed Amount <sup>1</sup>	Share of Total Projects <sup>2</sup>	Eligibility for Sustainable Bonds	Socioeconomic Advancement and Empowerment Component	Allocated Amount <sup>3</sup>	Period of Allocation	Average Age of Expenditures
Expenditures on products purchased from local and diverse suppliers e.g. minority- and women-owned suppliers and “B” corporations					\$0m	Oct 19 – Sep 22	
					\$216m	Oct 22 – Sep 23	
					\$871m <sup>4</sup>	Oct 23 – Sep 24	
					Δ\$121m	Oct 24 – Sep 25	
	\$2,269m	100%	100%	53%	\$1,208m		N/A Opex

1. Signed Amount represents the amount legally committed by the issuer for the project, a portfolio of projects or component that is/are eligible for Sustainable Bond financing.
2. Share of Total Projects is the share of total project cost that is financed by the issuer.
3. Historic allocations (October 2019 – September 2022, October 2022 – September 2023) have been translated from GBP to USD at the FY24 year-end closing rate aligned to the translation of the outstanding sustainable bonds.
4. Restated to exclude third-party member spend (previously \$992m, including \$121m of third-party member spend) as our Framework did not intend to include spend where members of the Group act as an agent in the arrangement between the supplier and the third party.

## Appendix 2:

Important Information – Please refer to the ‘Disclaimer’ on page 21 of the Framework (available on our website at [www.compass-group.com/sustainable-financing](http://www.compass-group.com/sustainable-financing)) which applies to this allocation report as though set out in full herein, provided that any references to the ‘Framework’ (howsoever described) and the information, opinions or forward-looking statements contained therein will be understood to refer to this allocation report.



Compass Group PLC, the parent company of the Group, is a non-trading investment holding company which derives its distributable reserves from dividends paid by subsidiary companies.

Our reporting is aligned to Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). For more information, please visit: [www.compass-group.com/en/sustainability/performance-and-reports](http://www.compass-group.com/en/sustainability/performance-and-reports).

Photo credits:

Wardie Hellendoorn pg 23, image 3

Emma's Torch pg 25

Caroline Dutrey pg 28

## Independent assurance

KPMG LLP provided independent limited assurance, using assurance standards ISAE(UK)3000 and ISAE3410, over selected ESG data points included in our 2025 sustainability reporting. Data points marked with an (†) form part of limited assurance of selected information within the Compass Group PLC Annual Report 2025. Data points marked with an (Δ) form part of the limited assurance of selected information within the Compass Group PLC's Allocation Report. Data points marked with (x) have been extracted from Compass Group's Sustainability Performance & Reports section of the website. KPMG LLP's limited assurance reports and our Reporting Methodology are available on Compass Group PLC's website at: [www.compass-group.com/en/sustainability/performance-and-reports](http://www.compass-group.com/en/sustainability/performance-and-reports).

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**Certification:** CarbonNeutral® publication

**Duration:** 01 Jan 2025-31 Dec 2025

**Name of organisation:** Compass Group PLC

**Quantity of contractual instruments:** 1 tCO<sub>2</sub>e

**Subject:** Compass Group PLC Sustainability Report 2025

**Project Information:** Kulera REDD+ and Cookstoves, Malawi, VCS+CCB

**Certificate number:** CN20250913424

The time for action is now

As a purpose-driven partner,  
Compass is creating a seat at  
the table with stakeholders,  
driving progress to net zero  
and helping clients achieve their  
environmental and social goals.

