

Updated: March 2026



2026 Animal Welfare Progress Report

For more information and case studies, head to:

www.compass-group.com/en/sustainability/planet/responsible-sourcing/animal-welfare

INTRODUCTION

Animals are sentient and have the ability to experience both positive and negative states. Their welfare is not just about physical health, but also their overall wellbeing, including their mental state and ability to express natural behaviours.

That’s why Compass Group supports the Five Freedoms, as set out by the World Organization for Animal Health and the Royal Society for the Prevention of Cruelty to Animals, and draws on the Five Domains framework in shaping our welfare standards.

Table 1 Five Freedoms and Five Domains

<u>FIVE FREEDOMS</u>	<u>FIVE DOMAINS</u>
1. From hunger and thirst	1. Provide good nutrition
2. From discomfort	2. Provide good environment
3. From pain, injury and disease	3. Deliver good physical health
4. To express normal behaviour	4. Allow behavioural interactions
5. From fear and distress	5. Facilitate a good mental state/experiences

Compass Group businesses operate extensive and decentralised supply chains that support a diverse range of services and sectors. These supply chains involve thousands of suppliers, organised across multiple tiers, from growers and manufacturers to wholesalers and distributors. Each local market has its own procurement team, which sources products from both local and overseas suppliers.

As an absolute minimum, our businesses’ supply chains must comply with all applicable legislation relating to animal welfare in the country of production and purchasing. To help our businesses manage the complexity of their extensive supply chains, Compass Group has established a Supply Chain Risk Management (SCRM) framework which expects suppliers to comply with our Global Supplier Code of Conduct. This framework guides local country teams in navigating the challenges of working with a vast network of suppliers, providing them with tools and guidelines to promote consistent application of ethical standards.

GOVERNANCE

We continue to make positive progress on our farm animal welfare commitments. Responsibility for overseeing management and compliance by our businesses across their global supply chains, including animal welfare, falls under our Group Chief Commercial Officer and is reviewed by the Corporate Responsibility Committee of Compass Group PLC.

OUR FOCUS

Continuous improvement across our businesses’ supply chains is essential. We understand the role we need to play as buyers to regularly review and update our procedures, adopt new technologies, and stay informed about advancements in animal welfare science, as well as encouraging other stakeholders to do the same. Whilst centring our overall strategy around the Five Freedoms and Domains, our business’ procurement teams work closely with their supply chain partners on the following focus areas:

<u>DISCOURAGE</u>	<u>PROMOTE</u>
Close confinement	Species-specific enrichment
Routine mutilations and other inhumane practices	
Routine antibiotic use	Humane slaughter
Long and inadequate transport	

OUR ANIMAL WELFARE STRATEGY

Our strategy covers all animal products purchased across our businesses' global supply chains, including but not limited to eggs, meat, dairy and farmed fish. Our policies extend to all markets, countries, and sectors.

We structure our strategy around five key areas, to proactively drive change:

(1) IN-HOUSE TRAINING	(2) SUPPLY CHAIN ENGAGEMENT	(3) PARTNERSHIPS & ADVOCACY	(4) TRANSPARENCY & COMMUNICATION	(5) CULINARY LEADERSHIP
--------------------------------------	--	--	---	--

(1) IN-HOUSE TRAINING

Through comprehensive training we equip our teams with the right learnings to allow them to prioritise ethical practices that align with our culture and values.

Example: At Group level, we have held animal welfare training sessions aimed at country procurement teams since 2023. We continue to update and evolve the categories and the materials together with external partners. Our businesses are also encouraged to share their learnings with their suppliers.

(2) SUPPLY CHAIN ENGAGEMENT

It is essential that our businesses work closely with supply partners to ensure that welfare standards are understood and upheld throughout their global supply chains. This includes sharing and discussing these standards with clients and suppliers, and fostering an environment of education, knowledge exchange, and best practices.

All suppliers globally are required to sign up to the Compass Supplier Code of Conduct and expected to comply with all applicable laws, regulations and specifications relevant to products or services including in relation to animal welfare. Our businesses procurement teams have regular discussions with their suppliers about our animal welfare standards and objectives. Where we see positive changes, we look to share this best practice across the wider Group. We also collaborate with suppliers to implement corrective actions when practices or progress fall short of our expectations. In the event of unsatisfactory progress against our targets or agreed corrective actions, or non-compliance with the Supplier Code of Conduct, Compass may refuse to work with or take steps to terminate an agreement with any supplier.

Examples:

Our French business' procurement team outlines the welfare requirements of all species in procurement tenders. They also conduct regular supplier visits to understand challenges and how Compass can support suppliers to overcome them.

Suppliers of meat and poultry to our Australian business have signed a letter agreeing to the Five Freedoms of Animal Welfare.

Our Canadian business has aligned its procurement practices with national Codes of Practice developed through the National Farmed Animal Care Council (NFAACC). These Codes are built through a consensus-based, multi-stakeholder process and serve as the national standard for animal care. They include enforceable requirements and recommended practices, forming the foundation for welfare assessments and continuous improvement across the supply chain.

Our US businesses procurement teams have worked closely with supplier partners to safeguard Compass Group USA's access to cage-free eggs during the most severe Avian Influenza outbreak to date. The teams also enhanced supplier RFI questionnaires to include updated animal welfare criteria, leveraging these insights to inform sourcing decisions and strengthen their responsible procurement practices.

(3) PARTNERSHIPS & ADVOCACY

Collaboration is at the core of our commitment to animal welfare. By working closely with industry stakeholders, animal welfare organisations, and industry experts, as well as forming innovative partnerships with other businesses, we strive to exchange knowledge, share best practices, and maximise our collective efforts to make a meaningful difference.

Our businesses are working closely with their suppliers, partners, industry bodies and leading animal welfare organisations across the globe – including Compassion in World Farming, Global Food Partners, and Humane World for Animals – to continually research, develop and enhance animal welfare standards and to influence national and regional standards and policies when appropriate.

Examples:

As a founding member of The Global Animal Welfare Coalition for Animal Welfare (GCAW), Compass Group PLC are working pre-competitively with other leading international food companies. Together, we have an opportunity to collectively address systemic barriers to change, share best practices and accelerate progress on key animal welfare issues at a faster pace than would otherwise be possible.

We also understand that we can leverage our position to connect and influence key players in the value chain to drive structural change. An example of the practical impact GCAW can drive is the India Cage Free Egg working group, that Compass Group India has been an active member of since its inception in 2025.

Compass Group USA is a member of the Compassion in World Farming working group for broiler welfare, helping to create industry-wide actions on the issue. Our U.S. team regularly attends key industry meetings, such as the Perdue Animal Care Summit, and GCAW All Members Meeting.

(4) TRANSPARENCY & COMMUNICATION

We see transparency as a crucial step to building trust. By openly communicating our efforts and achievements, we can nurture trust and enable stakeholders to understand the impact of our actions. By leveraging a range of communications channels, our businesses can effectively communicate with clients and consumers, educating them about animal welfare issues and the steps they are taking. This increased awareness can lead to better informed consumer choices and support for ethical practices.

Examples:

Compass Group's transparency and progress was positively highlighted in Mercy for Animals' international cage-free egg-quity index and the Open Wing Alliance Fair and Fowl 2025 Cage-Free egg report.

In the US, our businesses use consumer-facing print and digital materials that help educate and guide consumers on their higher welfare policies. These include the promotion of cage-free eggs, reduced antibiotic poultry, no antibiotics, and their annual celebration of National Seafood Month. They also ensure that their chefs are knowledgeable about the products that they are purchasing. All items that meet our sustainability policies are labelled in the ordering system so that chefs can easily identify animal proteins that are higher welfare.

Our Australian business uses social and digital media, posters, table talkers and bulletins to educate our consumers and clients on animal welfare standards.

(5) CULINARY LEADERSHIP

Compass' Global Culinary Forum, a group of senior chef leaders from across our businesses, meet regularly to drive forward our strategic approach in important areas, including plant-forward meals and the reduction of food waste.

Consumer demand for plant-based meals is on the rise, and our businesses continue to expand their offer of healthy, plant-based menu items across all sectors and locations. They are also engaging and educating consumers to make positive choices, nudging behavioural change through choice design techniques.

Culinary teams and front-line colleagues tackle the global food waste challenge head-on, including adopting snout-to-tail cooking using every edible part of an animal, rather than just the popular cuts.

Examples:

In Denmark, our Danish business has introduced a "no more beef in canteens" initiative at educational institutions and significantly reduced beef usage across several private-sector canteens. As part of broader efforts to reduce animal-sourced foods, they launched a pilot project in 2023 to generate new insights into how to increase the attractiveness and popularity of plant-based meals. These insights have since informed a stronger focus on menu development and have directly supported the further development and scaling of their Climate Chef programme, which plays a central role in embedding plant-forward principles into daily operations.

Our Canadian business promotes plant-based dining through marketing campaigns and supporting clients with commitments to increase plant-based meals through programs such as Cool Foods Pledge, or Humane World for Animals Canada Forward Food commitments.

In the education business in France, at least one meal per week must be vegetarian. Our French business local sustainability programme, 'LE PACTE restaurons demain', promotes sustainable meals through the reduction of its carbon footprint. As part of this programme, chefs are trained in plant-based cooking techniques.

Compass USA is expanding vegan, vegetarian, and plant-forward offerings through culinary innovation, chef training, and data-driven menu design that supports both health and sustainability:

- Teams are reimagining traditionally egg- and dairy-centric recipes using plant-based alternatives such as pea protein eggs, as well as plant-based butters, cheeses, and creams, delivering familiar flavours with a lower environmental impact. In 2025 alone, Compass USA purchased approximately 7 million vegan brioche buns, demonstrating how innovation and scale can work to deliver plant-forward choices for the mainstream.*
- Behavioural science is applied to make plant-forward dining intuitive. Plant-forward dishes are featured prominently on menus and thoughtfully named to increase appeal. Recipes meeting Compass Group USA's low-carbon threshold carry a Climate-Friendly icon, and nearly half of all recipes now meet this criteria.*
- In 2025, Compass Group USA invested more than \$73 million in plant-based protein alternatives, an increase of over \$23 million year over year, underscoring its commitment to accelerating this transition.*

CURRENT UPDATE

This document summarises the progress and achievements that each of our local countries is making, and the best practices that are being shared and scaled across our businesses globally.

CHICKENS:

LAYING HENS:

Compass Group is committed to only sourcing cage-free shell and liquid eggs in our kitchens globally. In 2025, we continued to make strong progress against our commitment, reaching a combined cage-free rate of 74% across shell and liquid eggs by the end of our financial year in September. Progress continued over the remainder of the calendar year, and by December 2025 we had reached 86% across our top 10 markets. These markets represent over 92% of Group revenue and are representative of the geographic mix of our business. See a full regional breakdown in Table 2.

- In Europe, we met the cage-free targets by the end of 2025.
 - This includes Compass Group Türkiye who successfully made the transition in the second half of 2025. This was achieved through a strategic co-buying arrangement and close collaboration with partners and suppliers to build the right foundations for long-term supply.
- In the US, cage-free egg purchases reached 100% across accounts managed for more than one year, except where substitutions were required due to supply disruptions caused by the ongoing avian influenza outbreak.
 - Compass Group USA has secured increased availability of cage-free liquid eggs. Where feasible, the business prioritised transitioning from shell eggs to liquid eggs to support continued progress.
 - As a result of these efforts, as of December 2025, 84% of Compass Group USA's combined egg purchases were cage-free, despite the ongoing avian influenza impacts and product shortages.
 - Compass Group USA expects its suppliers to stabilise supply availability and to meet the target by the end of 2026.
- In our Asia Pacific region, we continue to face significant supply and cost challenges, leading to a continued availability gap of cage-free eggs in certain areas. But we continue to work proactively with suppliers and NGOs to help them build sustainable, long-term cage-free egg capacity.
 - Procurement teams have been collaborating internally to identify opportunities to drive progress together.
 - We have also been exploring co-buying and collaboration opportunities with other global and regional companies.
 - This topic had also been the focus of several GCAW sessions, and an India-focused working group has been established to drive practical impact at an industry level. This year GCAW has launched a partnership with Global Food Partners to advance cage-free production and sourcing among members in India and to create an industry wide transition roadmap for the country.
 - To support egg farmers to make a sustainable transition to cage-free, Compass Group India purchased c.4,000 cage-free egg credits, with each credit offsetting the purchase of 1,000 caged eggs. The credits supported three farmers in India to expand their cage-free capacity and to invest in their logistics networks.
 - Compass Group India partnered with The Compass Group Foundation, which provided a funding grant to help establish a Cage-Free Poultry Training Hub with People for Animals Public Policy Foundation and Global Food Partners. This Hub acts as both demonstration farm and a training centre, equipping farmers with practical knowledge on higher-welfare practices and creating new economic opportunities.

- Compass operates in other markets facing similar supply challenges to those in India. Compass will look to apply learnings from the work in India in these markets, and will proactively work with NGOs and other buyers to help drive change.

Our priority remains physical cage-free supply, underpinned by long-term collaboration with suppliers, industry peers and NGOs to build sustainable capacity.

Where availability gaps persist, we prioritise actions that directly support the expansion of physical supply, including supplier engagement, co-buying initiatives, investment in initiatives through The Compass Group Foundation and industry collaboration, including through GCAW. Credits may be used as a supplementary measure moving forward to support progress while physical supply is scaled.

Table 2 Combined Shell and Liquid egg progress to September 2025

Combined Number	PROGRESS		TARGETS
	2023/24	2024/25	2026
North America	77%	78%	100%
Europe & Middle East	84%	90%	<i>Target met by the end of 2025 calendar year</i>
UK & Ireland	99%	98%	
Europe	92%	96%	
Middle East & Türkiye	36%	57%	
Asia Pacific	20%	28% Excl. credits	100%

Note: 2024/25 data refers to full year performance during the financial year - October 2024 to September 2025. Some markets have fully transitioned to cage free eggs supply by the end of December 2025, which will not be reflected in the financial full year numbers.

BROILER CHICKENS:

We continue to make progress across our North America and European businesses to align with the Better Chicken Commitment (BCC), working closely with suppliers and industry partners to improve animal welfare outcomes. The transition to BCC criteria is challenging, and we have proactively facilitated discussions between NGOs and industry level actors to discover solutions. The examples below highlight regional efforts and achievements in meeting key BCC criteria. See a full regional breakdown in Table 3.

- In Europe, our country teams are working with suppliers and industry players to drive the supply of BCC compliant chickens. We have conducted detailed work to understand the viability of each of the BCC elements to make progress where possible. Several of our European businesses have made good progress against key BCC criteria.
 - By the end of 2025 Switzerland had fully transitioned to BCC compliant chickens, and Norway reached c.95%.
 - Good progress has been made on several elements in other countries, achieving over 90% in the following areas:
 - Controlled atmospheric stunning: Finland.
 - Air quality: Finland, France.
 - No cages: Finland, France, Italy, Netherlands, Sweden.
 - The UK & Ireland has also become the first foodservice company to meet a 30 kg/m² stocking density with its main chicken supplier, covering c.40% of its volume.

- In our U.S. business, the supply of Better Chicken Commitment (BCC)—compliant chicken continues to evolve as the industry works to expand capacity. They are actively engaging current and prospective suppliers to support the adoption of BCC-aligned practices and to help accelerate progress across the supply chain:
 - As the industry advances, they are focused on driving meaningful improvements while thoughtfully managing sourcing models that align with their diverse business channels. Given the breadth of their operations, solutions must be scalable, operationally feasible, and designed to minimize unnecessary food waste.
 - Compass US are active members of Compassion in World Farming’s Working Group for Broilers, collaborating with industry peers to advance practical, system-wide solutions.
 - They met or exceeded the Working Group’s 2024 targets for several BCC components, including lighting, environmental enrichments, and stocking density.
 - Also in the US, Compass requires its poultry suppliers to strictly adhere to our antibiotic policy which prohibits the use of compounds approved for use in human medicine and are not administered for improved feed efficiency, increased rate of weight gain, or similar growth promotion purposes.
- In our Australian business:
 - 99% of the chicken bought was from lower stocking densities. The RSPCA approved standard is 28–34 kg/m² depending on shed ventilation type.
 - 92% of the chicken bought met higher welfare measures vs conventional farmed chicken i.e. RSPCA approved farming scheme or free range.
 - 100% of the chicken bought was free from beak trimming.
 - Antibiotics that have been determined by the Australian Strategic and Technical Advisory Group on AMR (ASTAG) as highly important for use in human medicine, or by the World Health Organisation (WHO) as critically important, are never used or not used routinely in meat chicken production in Australia. Only antibiotics approved by Australia’s regulatory authorities are used, and if used, they must be administered in accordance with strict guidelines so that they do not leave residues.

Table 3 BCC Progress by Region to September 2025

BCC Requirements	Regions	
	Europe	USA
Maximum stocking density	17%	14%
Higher welfare breeds	5%	1%
Lighting	18%	15%
Enrichments / Perch space	9%	14%
Controlled atmospheric stunning	24%	14%
Supplier Audits	N/A	15%
Litter	N/A	99%
Air quality	31%	N/A
No cages	41%	N/A
EU animal welfare laws and regulations	Yes	N/A

PIGS

- In our UK & Ireland business, our pork was either sourced from the UK where stalls are banned (32%) or from the EU where sow stalls are only used for a maximum of four weeks post service (68%).
- Compass Group USA remains committed to eliminating pork sourced from animals bred using gestation crates within its U.S. supply chain.
 - As an interim step toward this goal, they are working to ensure that pigs in group-housed systems spend five to seven days or fewer in gestation crates.
 - As of December 2025, 84% of the pork we serve is sourced from sows that are either not housed in gestation crates or are raised in group-housed systems.
- In Europe:
 - There is 100% pre-slaughter stunning in our businesses in the UK & Ireland, Belgium, France, Italy, Norway, Spain, and Portugal.
 - 100% of the livestock sourced is free from tail docking in our businesses in Belgium, Finland, France, Germany, and Norway.

CATTLE

- In our UK & Ireland business, 100% of the fresh milk sourced is certified to Red Tractor standards. The Red Tractor is the UK's largest food and farming scheme, and each sector has specific standards. Dairy standards cover areas such as milking daily, safe, comfortable, and hygienic housing, transportation welfare and much more.
- In our Australian business, tethering is not permitted, and Australian dairy standards do not support tail docking.
- In [June 2024](#), Compass Group Canada became the first major Canadian contract foodservice provider to join the Canadian Roundtable for Sustainable Beef. This partnership strengthens the business' commitment to responsible sourcing and allows us to contribute to improving the environmental, social, and economic sustainability of Canadian beef production.
- In Europe:
 - In our Danish business 70% of all dairy products were organic.
 - In our Italy, Norway, Sweden, and UK & Ireland businesses, 100% of milk is sourced from cows that are not tethered, reflecting a deliberate sourcing choice that in some cases goes beyond legal minimums.
 - In our business in Switzerland, as a long-standing partner of the "Suckler Cow Switzerland" association, their main meat supplier in Switzerland is committed to suckler cow husbandry and is committed to animal-friendly and high-quality products. Rearing in the suckler cow herd is the natural form of husbandry that optimises animal welfare. After birth, the calf remains with its mother and is fed mainly on mother's milk - later it is fed on grass and hay. Grazing cattle spend at least six hours a day on the pasture from March to October. In winter, the herd remains in the barn with a spacious outdoor area and littered lying area.

FISH

In FY 2025 52% of fish and seafood sourced globally in our businesses was sustainable.

- Compass Group PLC are members of the Global Sustainable Seafood Initiative (GSSI). In 2024, we jointly developed due diligence training sessions with representatives of GSSI to enable our businesses' procurement teams in country to make more informed and sustainable buying decisions.
- In the U.S., procurement strengthened sustainable seafood sourcing through structured supplier engagement, defined action plans, and formalized progress reporting mechanisms.
 - Compass Group USA has partnered with Monterey Bay Aquarium's Seafood Watch program for more than twenty years to help drive sustainable seafood sourcing across its operations. Through this long-standing collaboration, Compass uses Seafood Watch science and recommendations to guide purchasing decisions, helping protect ocean health while serving responsibly sourced seafood to millions of guests each year.
- Our UK & Ireland business:
 - Since January 2024, prawns and shrimp are not sourced from females that have suffered eye ablation.
 - Since 2022, all tinned tuna has been sourced exclusively using low-impact methods – pole and line, trolling, or handline – to minimise bycatch.
 - Fish and seafood products rated 4 or 5 on the Marine Conservation Society's 'Good Fish Guide' have been removed from the UK & Ireland approved product lists since 2021.
 - As of 2026, they are removing white/milk veal, farmed octopus, deer & rabbits from sourcing.
- In our Danish business:
 - They have joined Ethical Trade Denmark, and through this partnership they have been part of the Danish Alliance for Sustainable Fisheries and Aquaculture. Through the alliance work, they have developed their action plan to support sustainability in fisheries and aquaculture.
 - Since 2025, all blue mussels have been sourced exclusively using low-impact methods – line – to minimise the negative ecosystem impact.

Whilst all reasonable care has been taken to ensure that the information contained within this report is accurate and up to date, the information is not comprehensive and has not been independently verified. See our terms and conditions for more information: www.compass-group.com/en/site-services/terms