

COMPASS | UK&I
GROUP

2019

Sustainability Report

Compass Group UK & Ireland



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About Compass Group UK & Ireland

We are the UK's leading food and support services providers: the people behind the food, hospitality and services that brighten your day and make you smile. We operate in some 6,000 locations across the UK and Ireland.

We're over 50,000 talented people bringing you the delicious food, memorable experiences and vital support services that can transform every day into a great day. We're here to inspire, protect, nourish and energise.

OUR SECTORS

Our operations are divided into different sectors which allows us to manage our diverse client base as effectively as possible. These sectors are all supported by Foodbuy, our procurement company.

- BUSINESS & INDUSTRY
- SPORTS, LEISURE & HOSPITALITY
- OFFSHORE & REMOTE
- DEFENCE & GOVERNMENT
- HEALTHCARE
- EDUCATION
- PROCUREMENT





Message from our Managing Director

Welcome to the Compass UK&I 2019 Sustainability Report. I re-joined the UK business in 2019 having held a Group role for a number of years and it's great to be back.

At Compass UK and Ireland we believe we can materially improve the health and wellbeing of our people, our communities and our environment. We want to use our passion for food, hospitality and service powered by the scale of our operation and underpinned by our inclusive culture to make a positive impact on life outcomes. We serve people every day, young and old, at work or at leisure, in education or in hospital, right across the nations and regions. We employ 50,000 people and we keep them safe and supported because they are our agents of change.

The world is changing, and the business community is changing with it. I'm really excited about how engaged our clients, customers and suppliers are in this partnership for positive change. Together we have concentrated our efforts where we can make the biggest difference and during 2019 we have been working hard to drive improvement in a series of specific focus areas. We are already blazing a trail in cutting food waste, promoting plant-based diets and removing unnecessary single-use plastics, to name but a few. I am particularly proud of our partnership with Fareshare to redistribute food to people in need, our wide range of apprenticeship courses providing opportunities for a meaningful career in the Compass family and the behaviour change we have enabled so that more students choose healthy meals.

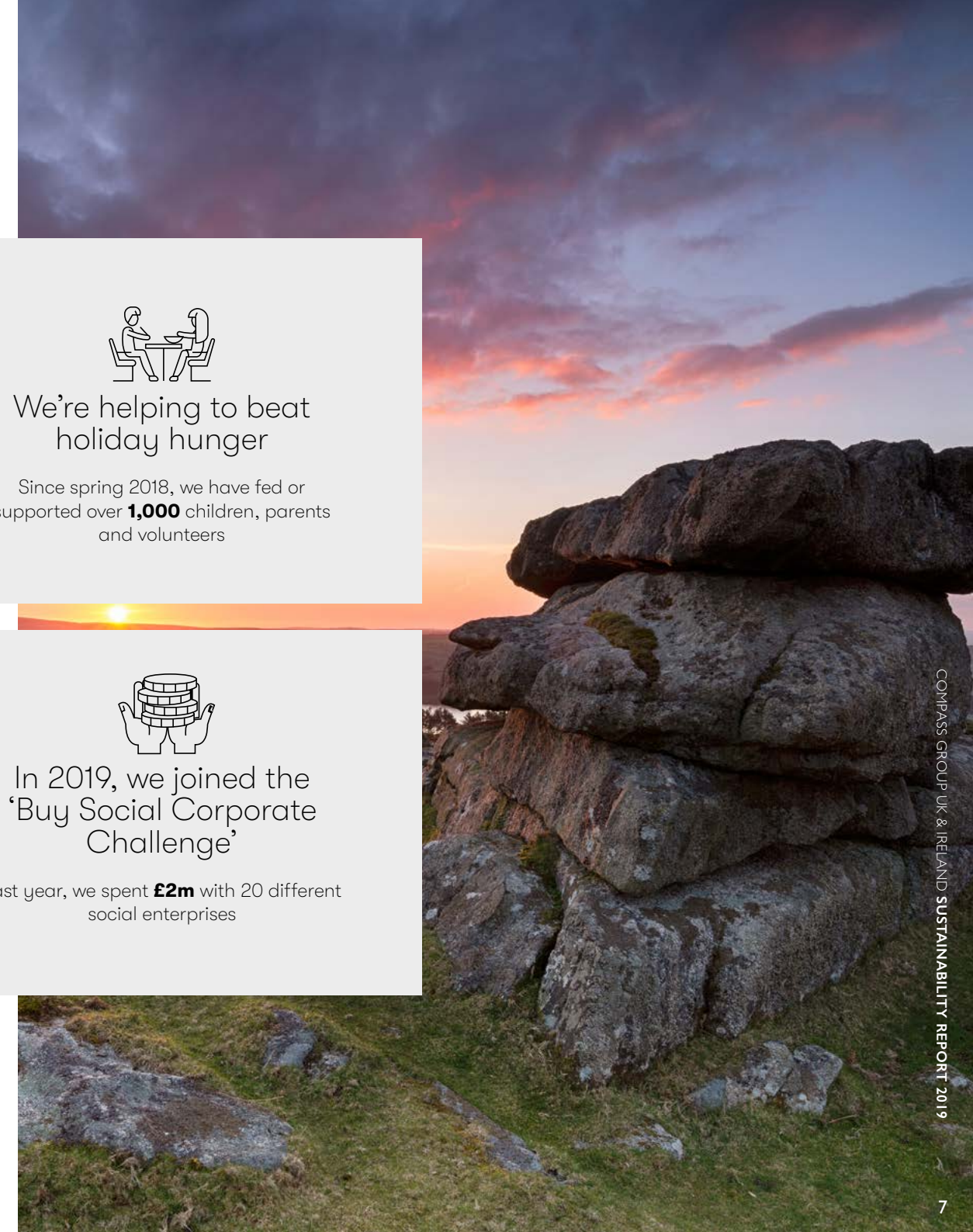
Where we go, other Compass markets follow, and I am determined to keep pushing forward our sustainability agenda. This report looks back at the contribution we made in 2019; meanwhile we are committed to raising the bar in 2020 and beyond. As we set our course for growth we will be challenging ourselves to be more ambitious in how we improve the life outcomes of our employees, consumers, their families, communities and environment. We will set clear and transparent measures so we can continue sharing our progress.

We will need the inspiration of our people and the partnership of our stakeholders to find the right solutions. Together I know we can create a lasting impact and I look forward to working with you.

February 2020

ROBIN MILLS





We're getting rid of single use plastics

We bought **51 million** fewer disposable cups in 2019 than 2018

We're helping to beat holiday hunger

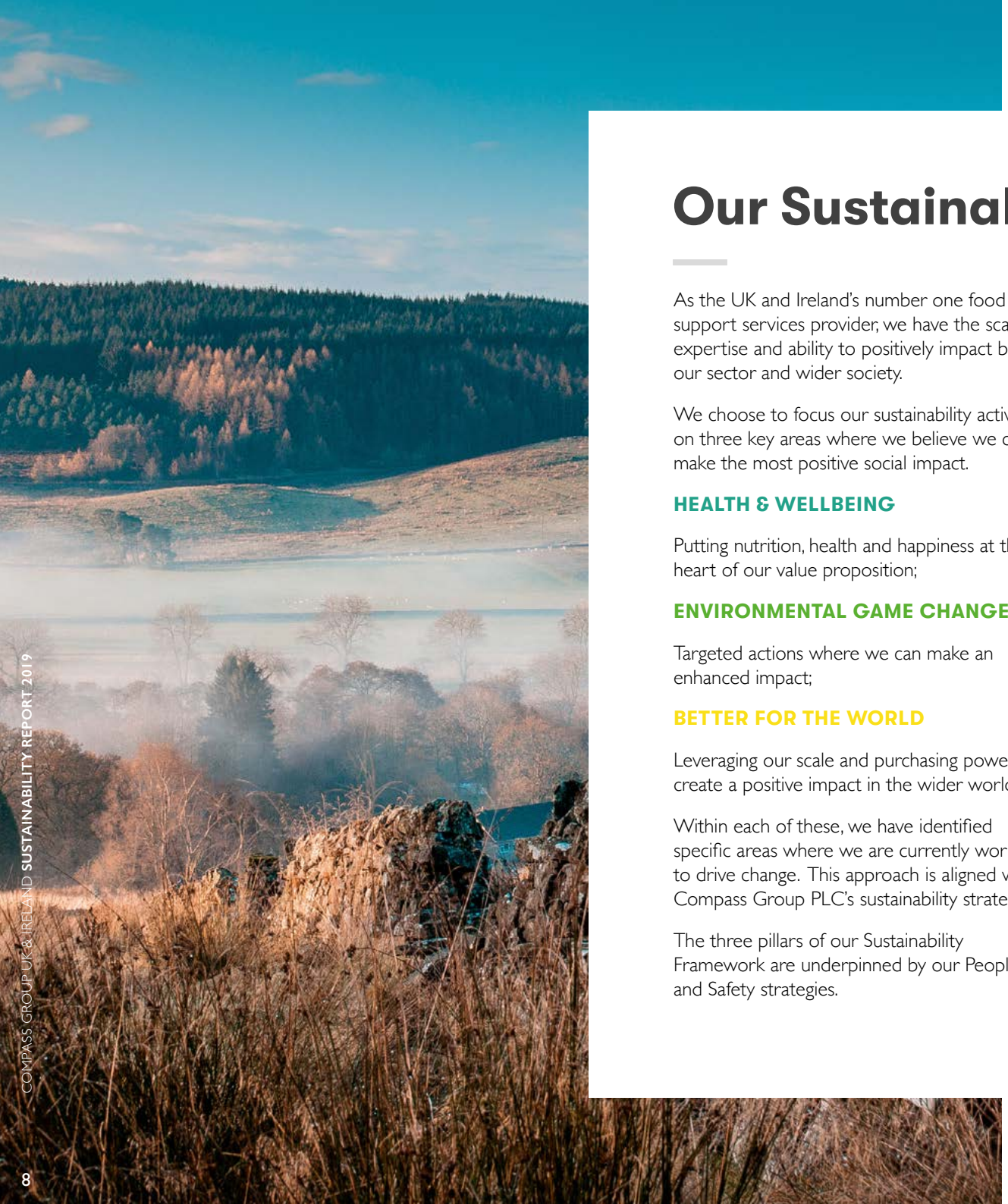
Since spring 2018, we have fed or supported over **1,000** children, parents and volunteers

Through FareShare, we donated **31 tonnes** of surplus products to people in need in 2019

That's equivalent to **73,800** meals!

In 2019, we joined the 'Buy Social Corporate Challenge'

Last year, we spent **£2m** with 20 different social enterprises



Our Sustainability Framework

As the UK and Ireland's number one food and support services provider, we have the scale, expertise and ability to positively impact both our sector and wider society.

We choose to focus our sustainability activity on three key areas where we believe we can make the most positive social impact.

HEALTH & WELLBEING

Putting nutrition, health and happiness at the heart of our value proposition;

ENVIRONMENTAL GAME CHANGERS

Targeted actions where we can make an enhanced impact;

BETTER FOR THE WORLD

Leveraging our scale and purchasing powerto create a positive impact in the wider world.

Within each of these, we have identified specific areas where we are currently working to drive change. This approach is aligned with Compass Group PLC's sustainability strategy.

The three pillars of our Sustainability Framework are underpinned by our People and Safety strategies.

We support the United Nations' Sustainable Development Goals (SDGs) which were agreed by world leaders in September 2015. Through our Sustainability Framework, Compass Group UK&I is making a contribution to nine of the 17 SDGs:





Every day, we serve a million meals to people in the UK and Ireland. We offer delicious, nutritionally balanced dishes and help to educate our consumers about the importance of a healthy diet and lifestyle.

Our approach to Health and Wellbeing contributes to Sustainable Development Goals 2 and 3.

Health and **Wellbeing**



Better Nutrition Choices

Choosing a balanced diet and lifestyle is not only linked with better health measures and being a healthier weight, but also improved concentration, sleep, work performance and mental health.

As a foodservice company, we are well placed to support people to make healthier diet choices. We have set ourselves targets to offer healthier options at every meal occasion and to reduce levels of sugar, calories and salt in our recipes.

PROVIDING HEALTHIER CHOICES

To provide our customers with the opportunity to choose healthier options, we have developed a range of solutions to ensure the nutritional needs of our varied customer base are met. For example, within our workplace restaurants serving adults, we offer a healthier choice meal that meets strict criteria aligned to government healthy eating guidelines. As well as being calorie controlled, the healthier choice is not high in fat, sugar and salt, and provides at least one of your five a day. We also provide nutrition labelling based on reference intakes for all the food and drink we serve, helping people to make informed choices.

We have developed a range of solutions to ensure the nutritional needs of our varied customer base are met.

NUTRITIONIST CHOICE FOR MILITARY CUSTOMERS

Our Defense brand, ESS, serves 10 million meals to serving military personnel every year. The nutrition requirements of the military are diverse, ranging from intensive physical training of new recruits, to personnel with sedentary desk-based roles or those who are recovering from serious injuries.

To help address this, and support military physical fitness and operational readiness, ESS has created a Health and Wellbeing strategy aligned with the contractual requirements of the Ministry of Defense, as well as Military and UK nutritional regulations. This includes a commitment to offer a Nutritionist's Choice option which includes fruit, vegetables or salad and is not high in fat, saturated fat, sugar and salt – this option now makes up around half of all main meal sales.

NUDGE NUDGE: A BEHAVIOUR CHANGE PROGRAMME

Our education brand, Chartwells, is committed to helping young people make healthier choices about their diet. In 2019, we conducted a pilot in 15 secondary schools in East Sussex to assess which interventions had the most impact on young people's eating habits. The pilot tested a variety of 'nudge' techniques with the hope that they could make eating well less dependent on will power and more the accepted norm.

The results from the study showed that two interventions were particularly successful: putting healthier items at the top of the menu; and putting a small red heart-shaped sticker next to the healthiest choices, or on packs themselves (for pre-packaged items). These simple changes caused an 8% increase in students choosing the healthier options.

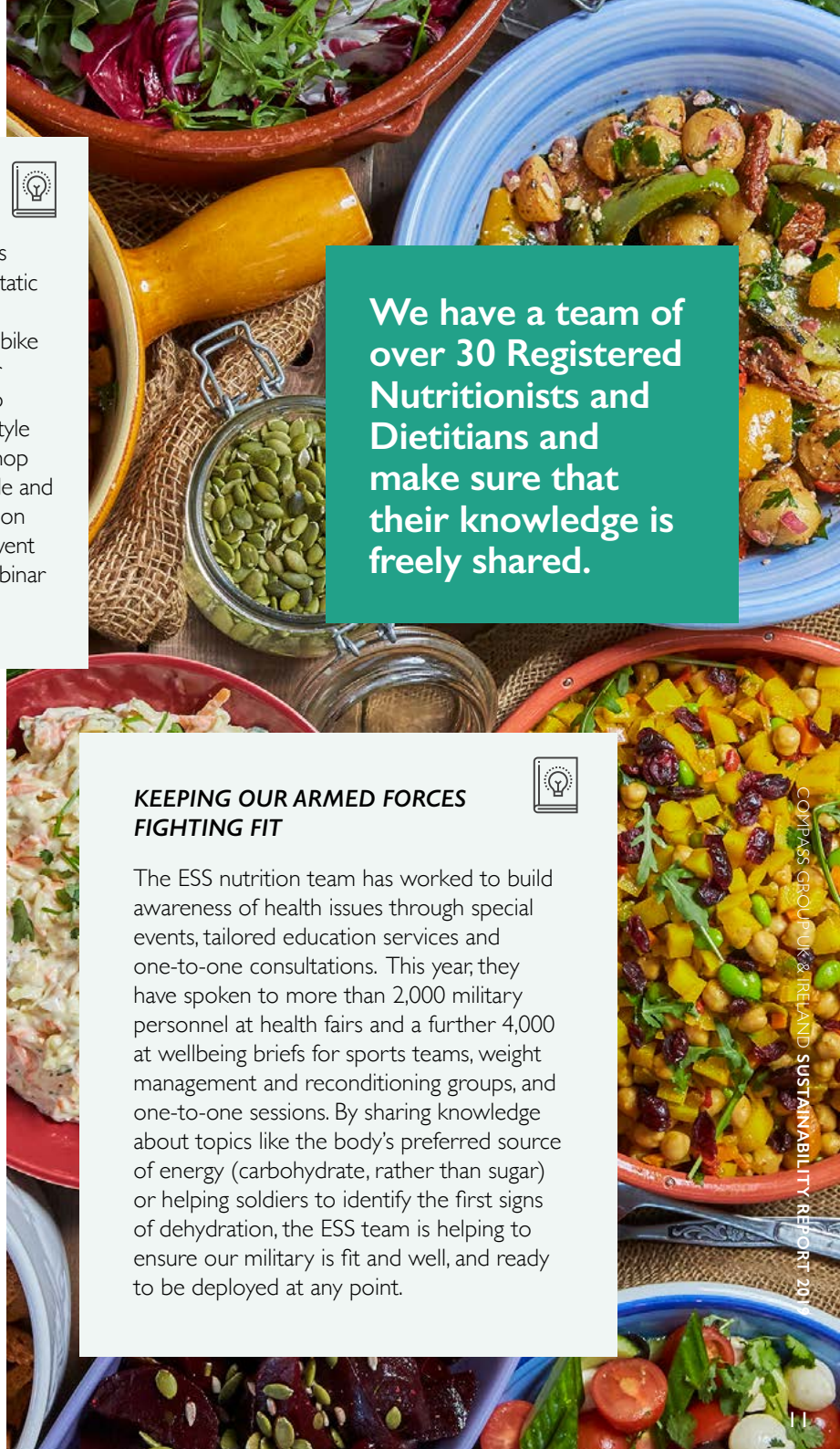
SHARING OUR KNOWLEDGE

We aim to educate consumers on the importance of eating a healthy balanced diet and living a healthy lifestyle, including the importance of sleep, exercise and positive mental health. We share this information through poster campaigns in our sites as well as via Nourished Life, our online health and wellbeing platform.

We have a team of over 30 Registered Nutritionists and Dietitians within Compass Group UK&I and make sure that their knowledge is freely shared with our clients and their consumers. Our team of nutritionists deliver a wide variety of nutrition educational sessions including focused workshops, one-to-one consultation and 'ask the Nutritionist' lunchtime stands across our sites. In 2019, our nutrition team delivered over 5,000 education sessions to over 260,000 customers.

NUTRITION EDUCATION

We hosted Uber's first ever Wellbeing Day at its London head office. During lunch, we set up a static smoothie bike in the restaurant area and invited people to choose some fruit, then jump on the bike and pedal for a couple of minutes to make their own smoothies. They were also able to speak to our nutritionists about any diet, nutrition or lifestyle questions. Later, we delivered a nutrition workshop covering the main principles of the Eatwell Guide and what a healthy diet consists of, before focussing on the topics of sugar, hydration and alcohol. The event was so well received that it was offered as a webinar for those who did not get the chance to attend.



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FOOD THAT WORKS SUMMIT

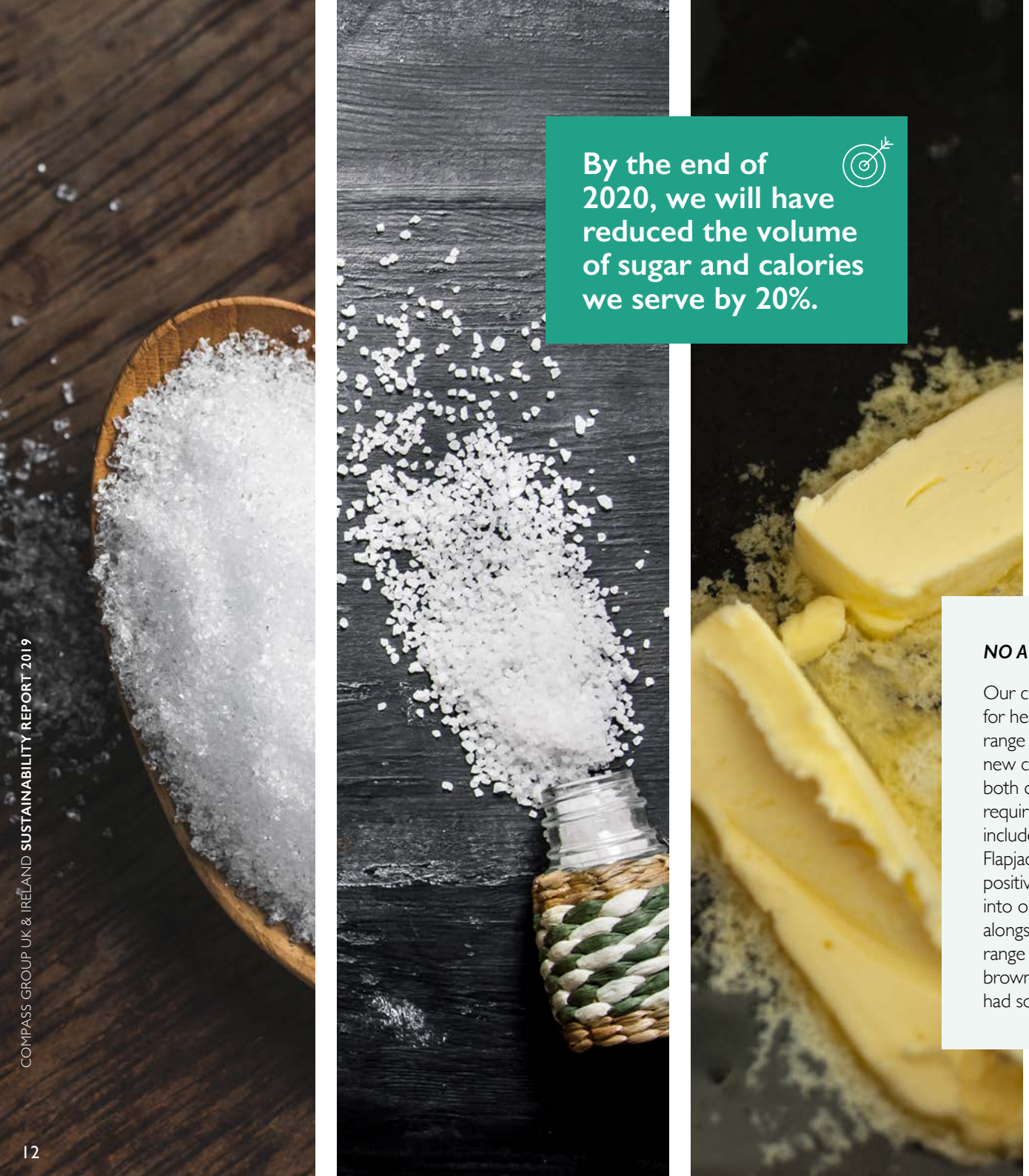
Compass Group Ireland hosted its first ever 'Food That Works' summit which brought together a range of experts in sustainability, health and wellness, technology and much more. Our Ireland nutritionist delivered a talk on health and wellbeing in the workplace and the core areas of focus were better nutrition choices, mental health and healthy lifestyle. The event was a great success with over 500 attendees at the Aviva Stadium.





KEEPING OUR ARMED FORCES FIGHTING FIT

The ESS nutrition team has worked to build awareness of health issues through special events, tailored education services and one-to-one consultations. This year, they have spoken to more than 2,000 military personnel at health fairs and a further 4,000 at wellbeing briefs for sports teams, weight management and reconditioning groups, and one-to-one sessions. By sharing knowledge about topics like the body's preferred source of energy (carbohydrate, rather than sugar) or helping soldiers to identify the first signs of dehydration, the ESS team is helping to ensure our military is fit and well, and ready to be deployed at any point.



By the end of 2020, we will have reduced the volume of sugar and calories we serve by 20%.

CUTTING SUGAR, CALORIES AND SALT

We continue to reduce levels of public health sensitive nutrients (fat, saturated fat, sugar and salt) in our food in line with government targets through recipe development and ingredient switches. By the end of 2020, we will have reduced the volume of sugar and calories we serve by 20% and aim to meet government targets on salt reduction.

NO ADDED SUGAR SNACKS

Our chefs have sought to meet demand for healthier snacks by creating a bakery range with no added sugar (NAS). The new collection of recipes is designed to be both delicious and easy to make, with most requiring fewer than five ingredients. They include Granola Bites, Berry Balls and Apricot Flapjacks. Feedback from consumers has been positive and the recipes were introduced into one of our Restaurant Associates sites alongside their existing coffee and bakery range which included muffins, macaroons and brownies. Within the first six months the site had sold over 1,000 portions.

Managing Allergens

Managing allergens is a critical part of ensuring food safety. The UK Government announced the introduction of 'Natasha's Law', a new law that will require food businesses to include full ingredients labelling on prepackaged foods by October 2021.

We aim to meet the new law well in advance of this date and have already implemented detailed procedures to ensure compliance, including processes to suit the wide variety of environments in which we operate.

We want all our people to be confident in practices surrounding the safe provision of allergen information to customers. We provide training to ensure they understand the importance of handling allergens carefully and avoiding cross-contamination in the kitchen.



We are also exploring technological solutions that will allow us to better inform our consumers about allergens in our meals. In 2019, we conducted a trial at a major international sporting event using tablet computers that allowed consumers to filter our menus to exclude allergens that they wished to avoid. In this way, the consumer was presented with a menu tailored to their specific requirements allowing them to choose from a list of what they can eat, rather than being told what they cannot. The trial was successful, and a Compass solution is now being rolled out across the business.

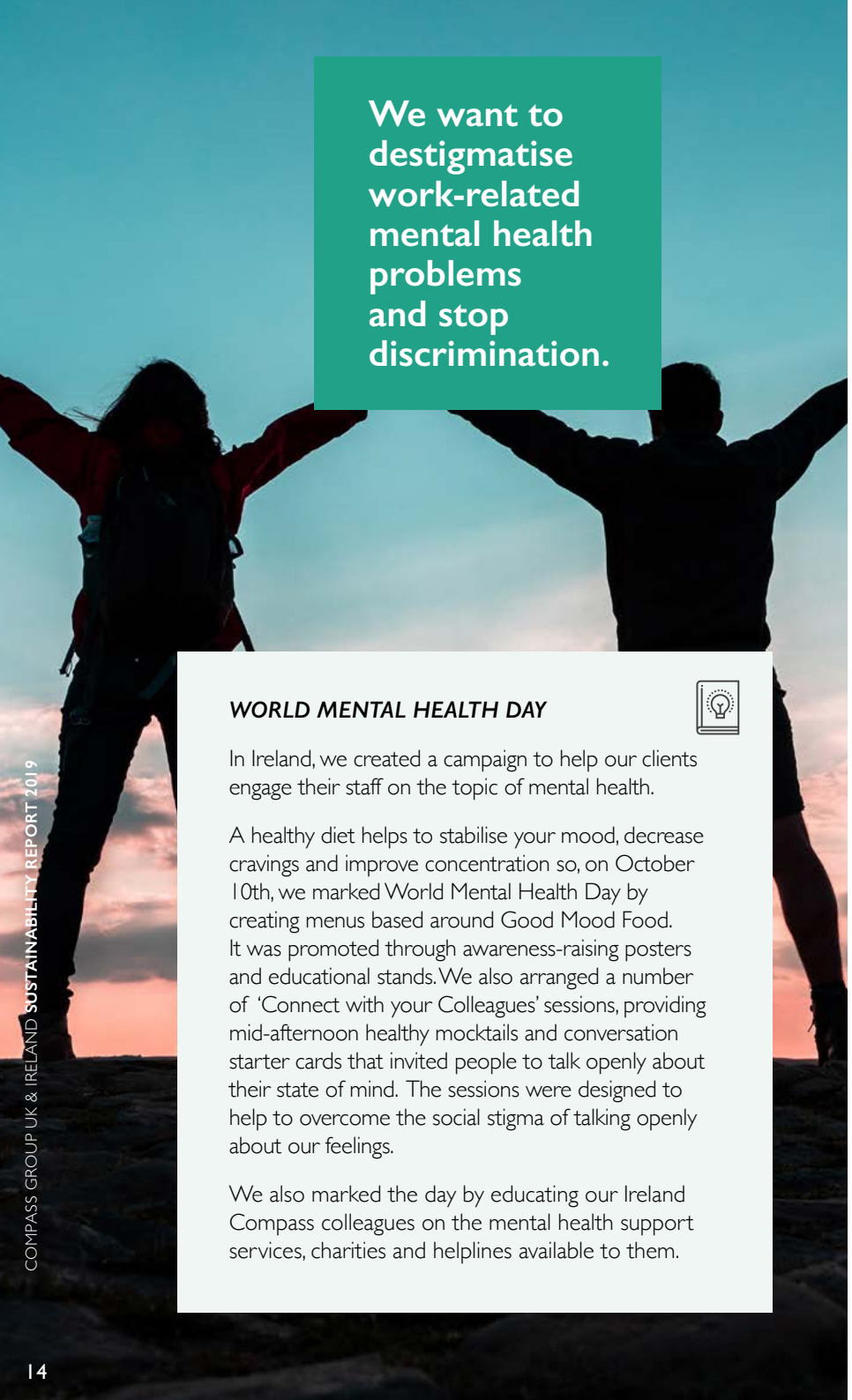
We are exploring technological solutions to better inform our consumers about allergens in our meals.

CHARTWELLS MEDICAL DIET MENUS

The number of customers with food allergies or intolerances has tripled since 2016, making medical diets an important part of catering provision. Chartwells has a dedicated team of medical diet nutritionists that support these customers to eat safely with us. This includes creating a range of medical diet menus so that everyone, regardless of their dietary requirements, can enjoy an exciting, nutritious food offer each day.

Throughout the year, we worked closely with our food development team to push the boundaries on recipe and product innovation and increase the range of desserts available – including an allergen-free crumble topping. We have also aimed to align with our core menu cycle meaning that our allergy aware menu more closely mirrors the dishes on the central menu. Not only does this offer greater variation but it also helps to reduce stigma.

Safety is always our number one priority and, in 2019, we revamped our Allergy Academy training programme. Our medical diet team toured the UK and successfully trained over 500 members of our front-line teams. The programme provides reassurance to both customers and our people by ensuring that we have the right tools and knowledge to cater for customers with medical diet needs.



We want to destigmatise work-related mental health problems and stop discrimination.

WORLD MENTAL HEALTH DAY

In Ireland, we created a campaign to help our clients engage their staff on the topic of mental health.

A healthy diet helps to stabilise your mood, decrease cravings and improve concentration so, on October 10th, we marked World Mental Health Day by creating menus based around Good Mood Food. It was promoted through awareness-raising posters and educational stands. We also arranged a number of 'Connect with your Colleagues' sessions, providing mid-afternoon healthy mocktails and conversation starter cards that invited people to talk openly about their state of mind. The sessions were designed to help to overcome the social stigma of talking openly about our feelings.

We also marked the day by educating our Ireland Compass colleagues on the mental health support services, charities and helplines available to them.

Improving Mental Health

We know that a happy, healthy workforce is likely to be a more productive one.

According to the charity, Mind, approximately one in four people in the UK experience a mental health problem each year. As well as supporting each and every one of our colleagues, we want to make speaking about health an intrinsic part of our culture. We want to destigmatise work-related mental health problems and stop discrimination.

WORKING IN PARTNERSHIP

We are working with external partners across the UK and Ireland to ensure that we have the right tools and programmes in place to support all employees with mental health issues. We also want to support young people and our education brand, Chartwells, has launched a training programme to raise awareness of the issue.

We want to be able to demonstrate the positive impact of these programmes so are taking steps to ensure that there are measurable outcomes.

CHARTWELLS SUPPORTS YOUNG PEOPLE

Rates of depression and anxiety among teenagers have reportedly increased by 70% in a generation. Our education business, Chartwells, serves meals to thousands of young people every day and identified an opportunity to help by building awareness and helping to remove the stigma associated with poor mental health.

Chartwells' team of Nutritionists delivered mental wellbeing sessions in schools during 2019 and trained more than 400 employees to help them better understand mental health. The training was also made available to teachers and pupils and more than 2,000 children have participated so far.

Chartwells also raised over £9,400 for Young Minds, a charity that is committed to improving children's wellbeing and mental health.

Healthy Lifestyle

Globally, around 25% of adults and 80% of adolescents are insufficiently physically active. Given that a sedentary lifestyle is a risk factor for many diseases, this is a real cause for concern. As well as helping people to eat well, we want to encourage them to adopt a healthier lifestyle. Through our online platform and in-restaurant communications, we are supporting people to live better.

LIFESTYLE EDUCATION

We are also passionate about providing health and wellbeing information and advice to our consumers and deliver sessions across the UK and Ireland.

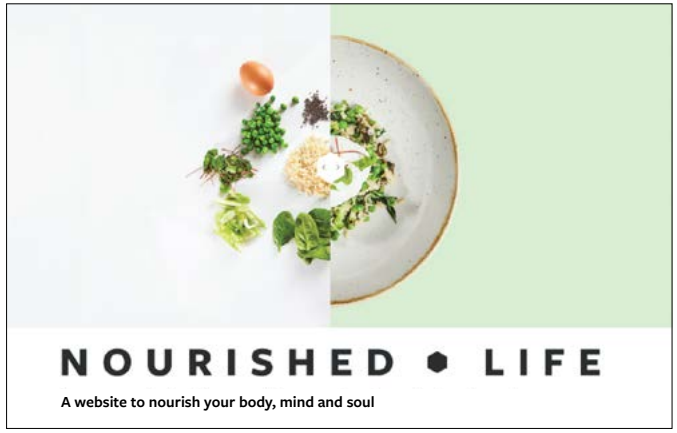
We have developed the Nourished Life digital platform (website and social media) to educate and engage employees on a healthy lifestyle, providing them with the tools to take action.

NOURISHED LIFE

We continue to invest in our Nourished Life platform, our website dedicated to improving awareness and understanding of issues such as food, nutrition, sleep and exercise. We aim to empower people with the information they need to make better choices.

The fully mobile optimized interactive website was launched in February 2017, with the aim of sharing with everyone the breadth of knowledge of our talented chefs and nutritionists through a free and easy to access resource. Since then, we have been providing the wider consumer market with top tips, access to recipes and information on key health and wellbeing topics in a holistic way, focusing on food and nutrition as well as lifestyle factors.

To date, Nourished Life has received over 170,000 page views, with the recipe section of the site proving the most popular.



SUPPORTING WORKPLACE WELLBEING

We aim to support our clients' employee health and wellbeing strategies by providing them with Workplace Wellbeing and Nutrition sessions led by one of our registered nutritionists. For instance, the sector nutritionist for our ESS Government Services and 14forty businesses reached over 1,190 people through 38 wellbeing and nutrition sessions. The sessions typically include an interactive workshop on a topic – or range of topics – such as sustainable eating, diet and the menopause, and food and mood. These are supported with an 'ask the nutritionist' stand typically made available during the lunchtime service. In addition, we can provide consumers with the opportunity to have one-to-one meetings with a nutritionist either face-to-face, or by telephone or skype. Our customer feedback and engagement is extremely positive and our clients value our shared expertise to help enhance employee health awareness events.

We are supporting people to live better.



EXPLAINING MEAT-FREE ALTERNATIVES

Our Foodbuy procurement business has created a brochure to help introduce our chefs to 20 new plant-based alternatives to meat. The guide explains some of the health and environmental benefits of switching to plant-based proteins, including dramatically reducing carbon emissions and water use. It also helps to build awareness of products that have similar taste and texture to meat.

New products include vegan hotdogs and pasties, meatless meatballs, fishless fillets and a 100% plant-based steak that remains pink and juicy when cooked. Foodbuy has also introduced a range of oat-based proteins including pulled oats and hearty Nordic oatballs as an alternative to pulled pork and meatballs in recipes. The oats are mixed with broad beans and peas to create a chewy texture that really absorbs flavour.

Our chefs have welcomed the new range and are embracing the rise of flexitarian eating and modifying our consumers' favourite dishes to encourage the uptake of plant-forward meals.

By the end of 2020, all our sites will provide and actively promote at least one plant-forward meal every day.

Promoting Plant-Forward Meals

Research suggests that people who eat more plant-based foods have lower levels of cholesterol and have a reduced risk of developing diet-related diseases such as some types of cancers. In addition, eating less meat can benefit the planet as animal agriculture is the second largest contributor to greenhouse gas emissions.

Unlike vegetarianism or veganism, plant-forward meals do not completely exclude animal products. Instead they promote plant-based proteins (such as beans and pulses), vegetables and whole grains rather than treating them like the side dish. This approach is better aligned with the UK government's dietary recommendations as well as advice from leading health organisations.

The number of people choosing a vegan, vegetarian or flexitarian diet continues to rise. To meet this demand, we continue to develop our Root Kitchen concept, which contains a range of delicious veg-centric recipes. We are also helping our sites to present their menus in the best way to encourage all of our customers to enjoy a plant-forward meal. Techniques include highlighting them, using descriptive words, creating plant-forward meal bases with optional add-ons, using logos to identify plant-forward options, and offering 'specials' or 'dish of the day' to promote what's in season.

We support Meat Free campaigns throughout the year and promote meat-free recipes via our Nourished Life social media platforms.

Our procurement division, Foodbuy, has partnered with a number of suppliers who are at the forefront of innovation in the meat-free market to ensure that we have a wide range of products available to all of our clients.

MINDFUL MEETING MENUS

In 2019, Levy UK launched their Mindful menus, a concept designed to be mindful of the health and wellbeing of people and the planet. This was launched in our conference and events offering, where we feed thousands of delegates every day. The new menus offer a 'plant first' philosophy that uses food in its entirety – predominantly those grown from root to shoot. The menus look to reduce red meat consumption and showcase seasonal vegetable and legumes as the stars of the show. These healthier well-balanced food choices help to keep delegates fueled throughout the day. The menu offer is now implemented across a number of our conference and event venues and further development to enhance the offer is in progress.

Managing our impact on our wider environment continues to be an important focus of our sustainability agenda. Our priorities are to cut down on food waste, minimise single-use plastics, and conserve resources.

The projects and programmes outlined in this chapter contribute to UN Sustainable Development Goals (UN SDGs) 12, 13, 14 and 15.



Environmental **Game Changers**



We are playing our full part in helping the UK halve food waste by 2030.

EXTERNAL RECOGNITION

At the 2019 Footprint Awards, our Head of Environment, Celena Fernandez, was presented with the Special Achievement Award in recognition of her contribution to making the foodservice industry more sustainable.

Reducing Food Waste

As the UK and Ireland's largest food and support services provider, we have both a responsibility and an opportunity to make a real difference in the fight against food waste. We are playing our full part in helping the UK halve food waste by 2030, in line with UN Sustainable Development Goal 12.3.

We have been a signatory of WRAP Courtauld 2025 since 2015. This 10-year voluntary agreement brings together organisations from across the food supply chain, working towards collective targets for 2025. In 2019, we signed the UK government's Step Up to the Plate pledge to help halve food waste by 2030 and to adopt WRAP and IGD's Food Waste Reduction Roadmap. As part of this, we commit to reporting food waste from all our sites by 2022. We have invited our suppliers to do the same and are engaging our consumers to help reduce food waste front-of-house too.

We have a three-pronged approach to reducing food waste:

PREVENTION reduce the amount of food that goes unsold/uneaten

RECOVERY donate surplus food to people in need

RECYCLING divert food waste from sewer and landfill

PREVENTION

We continue to challenge our employees to plan, forecast and purchase effectively to prevent wastage. More than 250 of our larger sites across the UK and Ireland already use Winnow smart metering technology to measure, monitor and reduce food waste. We continue to introduce this technology to new sites and we will be launching a solution for our smaller locations and hospitality sites. Furthermore, we encourage the use of 'weigh and pay' systems where the customer only pays for what they can eat, thus reducing plate waste.

In 2019, we refreshed our guidance on preventing food waste in order to standardise our approach and ensure all our people have the knowledge they need to drive the change. The guide contains advice on every step of the process including menu planning, food storage, preparation and portion control.



WINNING WITH WINNOW

Winnow technology has now been installed at a wide variety of client sites and the data proves that it can help to reduce food waste whatever the environment.

- An ESS Defence site in Wiltshire has seen food waste drop by a staggering 70%;
- In a single year, the Chartwells team at an independent school in Cambridge has saved the equivalent of 4,000 meals, preventing 7 tonnes of CO_2 emissions;
- Restaurant Associates has reduced food waste in the head office of a global professional services firm by around 5 tonnes since 2017, with an estimated value of £60,000.

We challenge our employees to plan, forecast and purchase effectively to prevent wastage.

STOP FOOD WASTE CAMPAIGN

In April 2019, we marked Stop Food Waste Day, our annual event to educate and drive change in relation to food waste. The concept was originally launched by Compass Group USA in 2017 and has now become a global event for our business.

In the ten weeks leading up to the day, we ran numerous internal initiatives to raise the profile of the event among our people. These included a competition to find the recipes that utilise ingredients that would otherwise end up in the bin – like peelings (which are great for making stock). We also provided weekly team briefs to educate our teams about the issue of food waste and offer tips and tricks for reducing it.



RESCUING SURPLUS FOOD

Too Good To Go is an app that connects businesses who have surplus food with members of the public who want to rescue this food. Customers order a "magic bag" of surplus food at a discounted price and then collect it at an agreed time and place. Our Chartwells business has partnered with the scheme at 21 units across four UK universities. In the past financial year, this partnership has saved 5,387 meals from going to waste, resulting in an estimated carbon saving of 13.5 tonnes.

We redistribute surplus food within our community.

TURNING BREAD INTO BEER

Adelie Foods makes sandwiches for Compass. When making sliced bread sandwiches, the crusts were wasted so Adelie began a collaboration with a social enterprise called Toast Ale which uses these loaf ends to brew their beers, which are then supplied to Compass Compass. Each bottle of beer requires the equivalent of one crust and, in the last financial year, this partnership used 5,500 slices that would otherwise have been wasted.

Toast Ale is the first UK beer company to achieve B Corp certification and gives all its profits to the charity Feedback, which is an environmental organisation that campaigns to end food waste throughout the food system.

"Reusing our bread crusts for beer production and diverting them from waste into the human food chain shows great initiative from the Toast team, whom we are delighted to support. Compass' opportunity to grow the sales of Toast's great beers has to be cheering news, as it completes this virtuous loop." Peter Cleghorn, Adelie's Technical, Risk and Compliance Director.

"The food we receive from Compass Group is an incredible lifeline for the thousands of charities we support who use the food to create healthy nutritious meals for vulnerable people. We and they are incredibly grateful for their support."

LES GOLDEN
Commercial Manager, FareShare

RECOVERY

We redistribute surplus food within our community and are delighted to work with a number of fantastic partners to ensure that food that is still within date and fit for consumption is not wasted.

Our distribution centres have partnered with FareShare since 2014 to pass surplus food on to local charities who then make it into meals for less fortunate or vulnerable groups. Just in the last financial year, we donated 31 tonnes of surplus products, which have been turned into an estimated 73,800 meals for people in need. Our products have been gratefully received by 417 frontline charities and community groups across the UK.

Some of our suppliers also use FareShare and we've sought to promote our partnership further with the inclusion of a clause within our standard terms to encourage suppliers to engage with FareShare.

Our foodservice sites also work with online food redistribution organisations, as well as local charities and community groups across the UK and Ireland, to help donate more surplus food. In addition to food donation, Compass also donates equipment such as chopping boards, knives, crockery and cutlery.

FareShare
fighting hunger, tackling food waste

RECYCLING

In order to divert food waste from ending up in sewer or landfill, we have arranged separate collections for food waste and used cooking oil at many of the foodservice sites where Compass manages the waste. In the last financial year, we sent over 3,200 tonnes of food waste to anaerobic digestion. We also turned more than one million litres of used cooking oil into biodiesel, saving over 2,000 tonnes of CO_2.

In Scotland, Ireland and Northern Ireland legislation obliges us to cease using macerators because they channel food waste into sewers. Although there is currently no legislation in England and Wales, we have chosen to extend this practice throughout the UK. We have an ongoing campaign to educate our kitchen teams on this important behaviour change.





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It is our intention to eliminate our top ten problematic and unnecessary single-use plastics by the end of 2020.

REDUCING PACKAGING IN OUR SUPPLY CHAIN

As well as cutting waste from our own operations, we are taking more responsibility for the packaging waste we generate across our supply chain and working with our suppliers to reduce, reuse or recycle it. For instance, we worked with our potato supplier to switch its cardboard boxes to lighter paper bags, which will save 125 tonnes of paper per year. This saving equates to using around 3,000 fewer trees annually.

Reducing Single-Use Plastics

46% reduction in use of **plastic cups**	30M fewer items of **plastic cutlery** used	4.5M fewer **plastic sauce sachets** given out
2M fewer individual **milk portions**	ZERO **plastic straws*** or **drinks stirrers** bought from core suppliers since June 2019	4000 **trees planted** on our behalf from sales of Mug for Life

*except medical use

Plastic packaging plays an important role in foodservice: it preserves food, extends shelf life and reduces food waste, and offers convenience to "on the go" customers. However, many plastic items are used only once before they are thrown away. Whilst most plastic packaging can be recycled, a high proportion of it isn't and ends up in landfills and incinerators, or worse, our oceans and waterways. Plastic litter in water and on land is not only unsightly, it poses significant threats to our environment, to wildlife and even to our own health.

It is our intention to eliminate our top ten problematic and unnecessary single-use plastics by the end of 2020. By 2025, we want all our plastic food packaging to contain at least 30% average recycled content and be either reusable or widely recycled.

WORKING WITH OTHERS

We are actively working with our suppliers and industry partners to stay abreast of packaging and waste issues, address the shared challenges we face, and find the right solutions to help our sites reduce single-use plastics and maximise recycling.

Compass was the first contract caterer to join the UK Plastics Pact: a trailblazing, collaborative initiative delivered by WRAP that will create a 'circular economy' where plastic is valued and never enters our natural environment. It brings together the entire plastics packaging value chain behind a common vision and an ambitious set of targets.

THE UK PLASTICS PACT

AWARD-WINNING SINGLE-USE PLASTICS GUIDE

Reducing single-use plastics must be done thoughtfully because uninformed decisions can result in switching to alternatives with even greater environmental consequences, such as increased food waste or the contamination of the plastics recycling stream with compostable disposables. Our 'Single-Use Plastics Guide' is designed to make it easy for our sites to tackle single-use plastics commonly used in foodservice.

Originally launched in June 2018, the Guide is regularly updated to keep up with this fast-evolving area and to bring new products and services to our sites as they become available.

Once a site has completed the Action Plan provided, it can use our education materials to inform our clients and customers about the changes we're making to reduce plastic waste, recycle more, and avoid littering.

The 'Single-Use Plastics Guide' has led to a big reduction in our use of all disposable items (including items made from other materials) and an increase in the use of reusable items such as metal cutlery and ceramic crockery. The figures shown on the previous page are the reductions in 2019 compared with 2018.

The Guide has helped our sites prioritise action, including:

TEN TO GO BY END OF 2020
Removal of ten single-use plastics from our foodservice operations, including plastic straws, stirrers and cutlery.

ITEMS TO RECYCLE
We're helping our sites recycle more plastics, including paper cups and plastic bottles used for milk, water and soft drinks.

ITEMS TO REVIEW
We've targeted items for further investigation, including removing plastic cups and cling film, choosing containers made from recycled plastic, and switching to sustainable alternatives.

LITTER AND WASTE

We supported Keep Britain Tidy, Keep Wales Tidy and Keep Scotland Beautiful in the Spring Clean events across the UK in March and April, helped raise awareness of Recycle Week in September and donated the money we raised from the carrier bag tax to these charities.

BEST WASTE PREVENTION PROJECT (FOOD)

In October 2019, our 'Single-Use Plastics Guide' was externally recognised as the 'Best Waste Prevention Project (Food)' at Footprint's waste2zero Awards. "We have decided to focus on educating both our people and clients on what steps can be taken to make a difference," explains Celena Fernandez, Head of Environment at Compass Group UK&I. "It's really important we don't make knee jerk decisions that result in alternatives being introduced that are more damaging to the environment. We are really proud of what we have achieved so far and remain focused on continuing to address this issue."



waste2zero
FOODSERVICE WASTE MANAGEMENT & PREVENTION AWARDS
winner 2019



Everything we do to reduce our environmental impact is underpinned by our Environmental Management System.

ENVIRONMENT CHAMPIONS

Our efforts are supported by an internal network of over 60 Environment Champions who go above and beyond to adopt best practice at site-level and engage in environmental initiatives throughout the year.

Conserving Resources

In order to reduce our carbon footprint, we are committed to reducing our consumption of energy and water, creating less waste, and introducing green energy and clean technology products. Managing our environmental impacts and being efficient with our resources makes good business sense – not only does it ensure compliance with environmental legislation, it also reduces operational costs.

OUR ENVIRONMENTAL MANAGEMENT SYSTEM

Everything we do to reduce our environmental impact is underpinned by our Environmental Management System (EMS), which is certified to the ISO 14001:2015 standard.

Our EMS is delivered into every contract using our award-winning Environment Toolkit and our colleagues have access to training, videos, case studies and posters via our intranet.

In 2019, we rebranded our Environment Toolkit to ensure it contains everything our sites need to help reduce operational costs, comply with environmental legislation and Compass procedures, and support our clients with their environmental activities.

Each version is valid for three years, subject to annual reviews, and forms part of our HSE compliance audit programme.

CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS

We aim to reduce consumption of gas and electricity at sites where we are responsible for energy.

In 2019, we significantly expanded the number and type of sites reporting greenhouse gas emissions to more closely reflect our operations. As well as our main UK head offices, we now include six central production units and nine residential and leisure facilities in our reporting.

Data on our energy use and associated emissions allows us to make informed decisions about where to prioritise action. We are now working with our parent company, Compass Group PLC, to set a science-based target for reducing our greenhouse gas emissions.

For more information about Compass Group's disclosure in accordance with the Companies Act 2006 (Strategic and Directors' Reports) Regulations 2013, please view our Group Sustainability Report 2019.

USING RESOURCES CAREFULLY

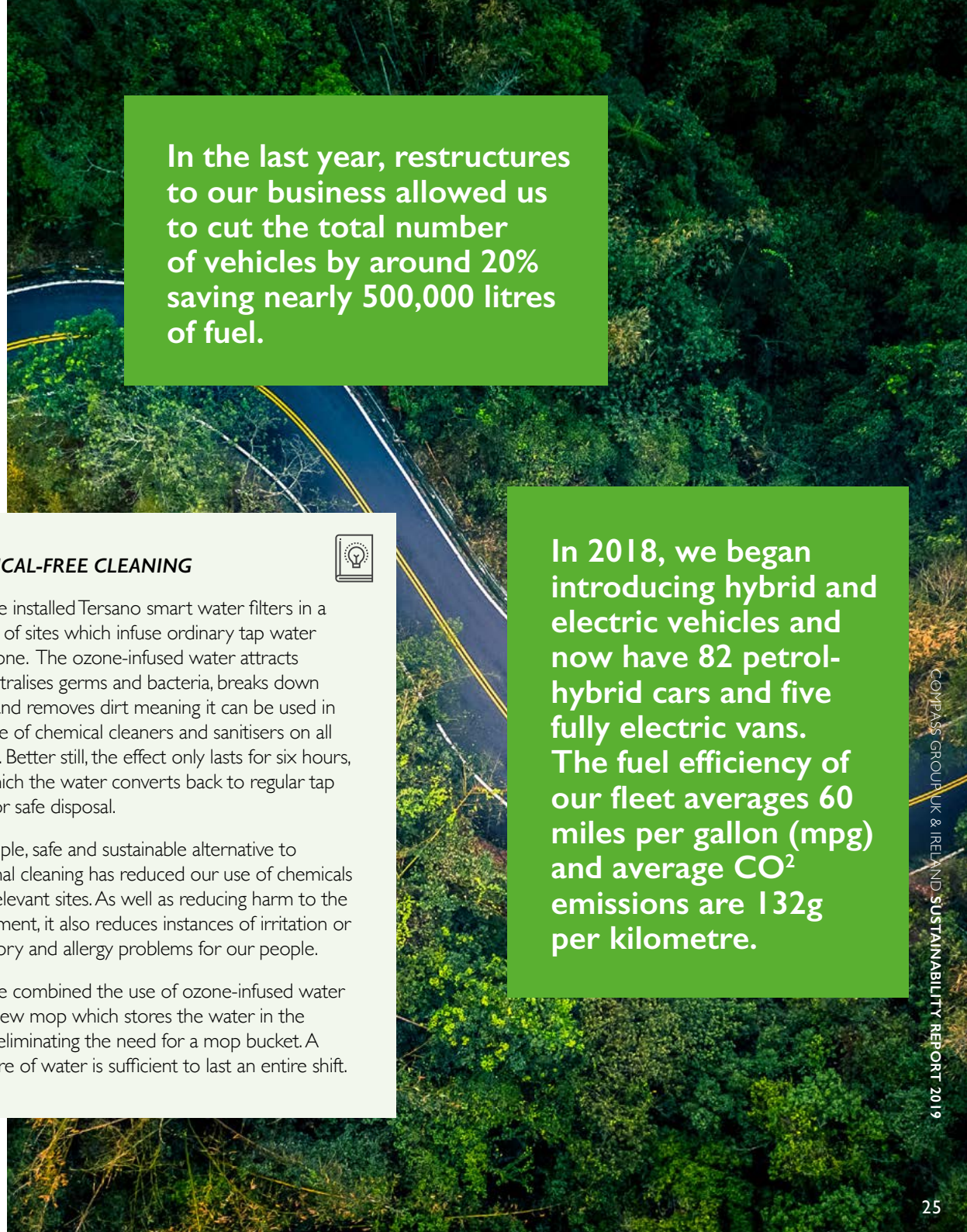
We aim to reduce waste and increase recycling across our operations. In 2019, we achieved our vision of sending zero waste to landfill where we manage the waste. Where we do not manage the waste, we continue to work closely with our clients and their waste contractors to increase recycling through training, audits and providing engaging materials to encourage behaviour change on site.

INTRODUCING GREEN TECHNOLOGIES

We are working with our fleet provider to increase the availability of electric and hybrid vehicles and reduce our reliance on diesel or petrol vehicles. We lease a fleet of around 750 cars and 500 commercial vans. In the last year, restructures to our business allowed us to cut the total number of vehicles by around 20% saving nearly 500,000 litres of fuel. We also encourage our colleagues to reduce non-essential travel by making use of video calling to reduce fuel use.

In 2018, we began introducing hybrid and electric vehicles and now have 82 petrol-hybrid cars and five fully electric vans. The fuel efficiency of our fleet averages 60 miles per gallon (mpg) and average CO_2 emissions are 132g per kilometre.

We are also working with our suppliers to introduce more clean technology products into our operations. This includes favouring energy efficient products with energy labels over lower performing products.



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CHEMICAL-FREE CLEANING

We have installed Tersano smart water filters in a number of sites which infuse ordinary tap water with ozone. The ozone-infused water attracts and neutralises germs and bacteria, breaks down grease and removes dirt meaning it can be used in the place of chemical cleaners and sanitisers on all surfaces. Better still, the effect only lasts for six hours, after which the water converts back to regular tap water, for safe disposal.

This simple, safe and sustainable alternative to traditional cleaning has reduced our use of chemicals in the relevant sites. As well as reducing harm to the environment, it also reduces instances of irritation or respiratory and allergy problems for our people.

We have combined the use of ozone-infused water with a new mop which stores the water in the handle, eliminating the need for a mop bucket. A single litre of water is sufficient to last an entire shift.



Our goal is to serve our consumers the best quality food from known sources and to make procurement choices that protect the environment and respect human rights.

Our work in this area contributes to Sustainable Development Goals (SDGs) 8, 14, 15 and 17.

Better for the **World**

Sourcing Responsibly

Demand for food will rise as the world's population grows from 7 billion to more than 9 billion by 2050, placing additional pressure on agricultural land and threatening increased deforestation, biodiversity loss, and damage to marine ecosystems from pollution and overfishing.

ANIMAL WELFARE

The welfare of farm animals is important to us and we only buy meat reared in conditions that respect the Five Freedoms, the internationally accepted standards of care that affirm every living being's right to humane treatment.

Supply chain transparency is something we take very seriously and knowing the provenance of meat is an important aspect of our approach to animal welfare. We are exclusive users of Oritain in the foodservice sector, a pioneering food provenance testing tool, which was shortlisted for a 2019 world procurement award for corporate responsibility. It uses a combination of forensic science and data analysis to test a product at any stage of the supply chain, allowing traceability of products back to their origins.

We continue to collaborate with partners such as Compassion in World Farming to help us drive forward improvements in animal welfare practices across our supply chain, in support of the Farm Animal Welfare Council (FAWC) and the Business Benchmark on Farm Animal Welfare (BBFAW). We were also an active member of the European Chicken Broiler Forum 2019, sharing good practices with key members of the industry.

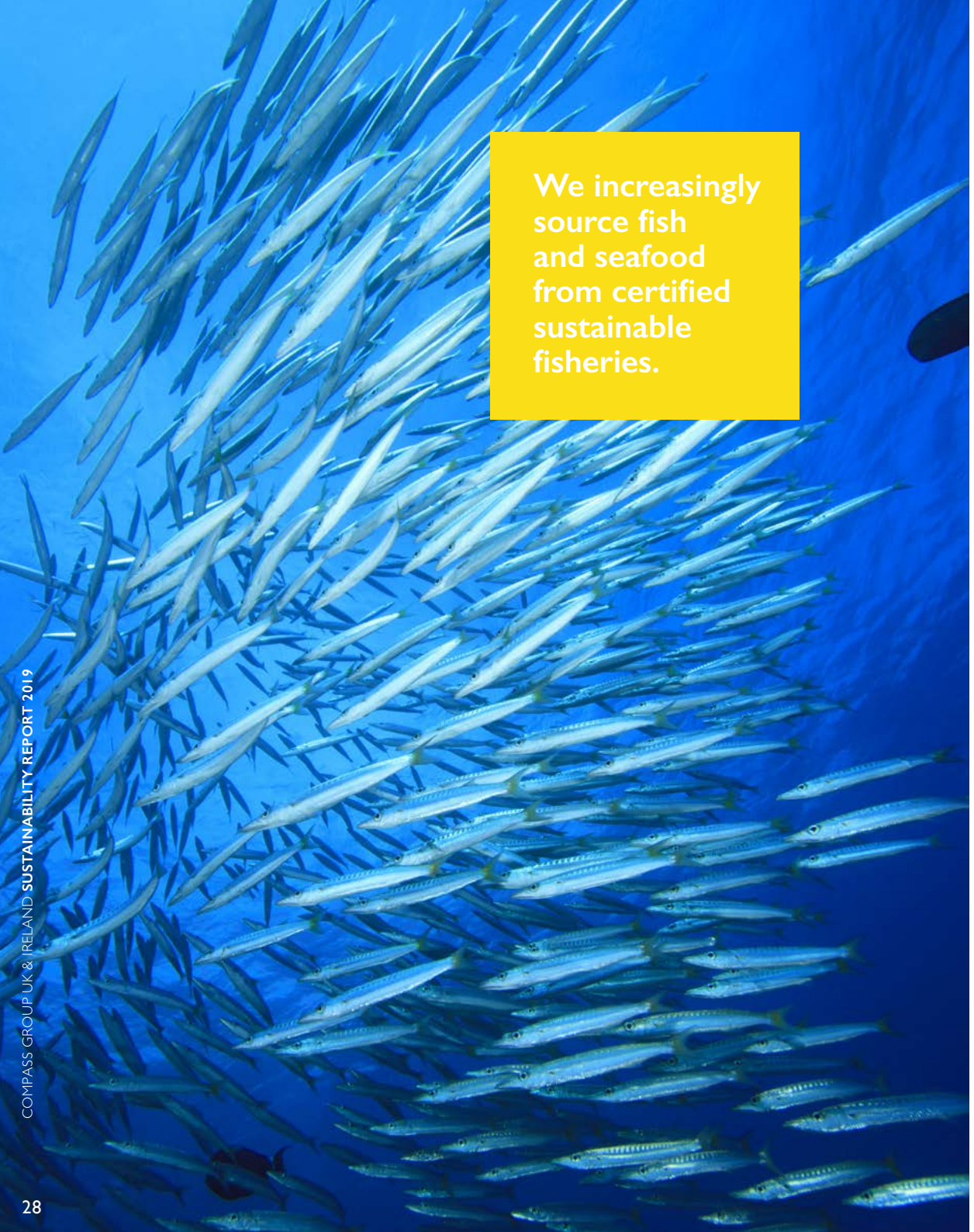
We have made a global commitment to meet the standards set out in the European Chicken Commitment (ECC) for chicken sourced within Europe by 2026. We are now working with our farmers, processors and supply chain partners to drive these welfare improvements forward.

We promote the purchase of cage-free eggs and continue to work with our suppliers to achieve our target to reach 100% cage-free by 2025. We've just signed a new contract with a supply partner with the capacity to meet our requirements and timescales. In the UK, all our eggs are Lion marked and from British farms and, in Ireland, all our eggs are Quality Assured by Bord Bia.

All fresh milk purchased from our UK core suppliers comes from British Red Tractor assured farms. Our Irish milk is sourced from an Origin Green member and is National Dairy Council approved.



Source 100% cage-free shell eggs and liquid egg products by 2025.



We increasingly source fish and seafood from certified sustainable fisheries.

RESPONSIBLY SOURCED FISH AND SEAFOOD

We avoid serving endangered species of fish or seafood on the 'Fish to Avoid' list, as defined by the Marine Conservation Society (MCS), and engage with our suppliers to increasingly source fish and seafood from certified sustainable fisheries, including Marine Stewardship Council (MSC) and Global Gap. In 2019, more than three-quarters of the fish and seafood we sourced through our core suppliers was MCS rated 1-3.

We aim to partner with suppliers who are aligned with our goals and choose to discontinue working with those who fail to observe our requirements and/or cannot adequately provide evidence of compliance. One of the most effective ways to ensure compliance is perpetual engagement with our suppliers. We visited fisheries up and down the country throughout the year, building and strengthening our supplier relationships.

We promote the MCS Good Fish Guide to help everyone, from chefs to consumers, make responsible choices when buying fish and seafood. Our executive chef teams have shared the Guide with their broader teams and schedule supplier visits to educate the wider chef community of their role in making sustainable fish and seafood menu choices.

ADDRESSING DEFORESTATION

We recognise the negative impacts that palm oil, soy and paper products can have on the environment and are taking action to mitigate these impacts.

We are actively engaging with our suppliers to ensure that 100% of palm oil used to prepare food in our kitchens will be certified sustainable from physical sources by 2022, without having to purchase any top up palm oil certificates. We are on track to meeting this target.

We are working closely with consultants EFECA and other parties of the Roundtable for Responsible Soy (RTRS) to assess our soy footprint and further develop our UK and Ireland Soy Policy, which we will release in 2020.

We are reducing our use of virgin paper and wood by switching to products certified by FSC (Forest Stewardship Council), PEFC (Programme for the Endorsement of Forest Certification) or EU Eco-label and choose products with increased recycled content where possible. In 2019, 97% of the printing paper and paper products (toilet rolls, hand towels, napkins) we bought from our core suppliers came from FSC certified forests. The paper straws, wooden drink stirrers and wooden cutlery we source from our core suppliers are also from FSC certified forests.

CLEANING PRODUCTS

We work closely with our suppliers to source the most sustainable cleaning products and technologies on the market and adopt the most effective techniques to minimise our impacts. We offer environmentally friendly chemicals that meet the standards of either the EU Eco-Label ("Flower") or the Nordic SWAN label.

100% of palm oil used to prepare food in our kitchens to be certified sustainable from physical sources by 2022.



Respecting Human Rights

We have a duty to treat people fairly in our own operations and supply chains, and are committed to eradicating modern slavery, human trafficking, and ending the exploitation of vulnerable people.

The United Nations Guiding Principles on Business and Human Rights (UNGPs) serve as the basis for our approach to human rights – both in our direct operations as well as our supply chains – and we take a comprehensive approach with robust policies and risk-assessment programmes.

Within our own operations, our Human Rights Policy and Code of Ethics clarify our expectations of how our people should be treated. These are in line with the principles of the UNGPs and the International Labour Organization Ethical Trading Initiative core conventions.

With regards to our supply chain, we seek to respect the human rights of workers and conduct internal and independent audits to verify that our suppliers comply with our high standards. Every year, we take steps to improve our understanding of the risks of modern slavery and human trafficking facing our business and supply chain. By training employees, we are better able to spot any signs of modern slavery in our supply chain, and to support potential victims. Key members of our Foodbuy and Employee Relations teams have attended role-specific modern slavery and human rights training sessions.

In 2019, we commissioned a programme of independent ethical audits within our UK fresh produce supply chain. These were performed to the SEDEX Members Ethical Trade Audit (SMETA) standard. Our approach was to trace products back down through our supply chain to fully understand the intermediaries involved. The audits evaluated health, safety and labour standards right back to the grower in the field, and were conducted through the Compass supplier and intermediaries.

The results to date have not discovered any modern slavery and human trafficking violations and provided valuable insight on some areas for improvement.

We will continue these audits throughout our business into the next financial year to highlight areas for improvement, inform our process and serve to strengthen our relationships with suppliers.

Read our latest Modern Slavery Act Statement on our website.

Enriching Communities

We use our purchasing power as a force for good by championing local suppliers, choosing to buy fairly traded products and supporting clean drinking water projects across the globe. We are also active supporters of numerous charities, giving time and money to causes that are important to us and our clients.

FAIRLY TRADED INGREDIENTS

Buying fairly traded goods is about paying a fair price to enable farmers and their workers in developing countries to combat poverty and enjoy secure and sustainable livelihoods. We continue to engage with our core suppliers of tea, coffee, sugar, cocoa and bananas to buy from fairly traded sources.

BUYING LOCAL AND SEASONAL

Subject to availability and customer demand, we source from British and Irish suppliers and promote seasonal fresh fruit and vegetables wherever possible. Less than 10% of our fresh fruit and veg is currently air freighted (a further 16% arrives by sea). We are working with our chefs to understand how adapting menus in line with seasonal availability can further reduce our dependency on air and sea freight.

CLEAN DRINKING WATER PROJECTS

Every sale of drinking water from our core UK suppliers helps fund clean drinking water projects around the world, designed to provide access to clean and safe drinking water to the people who need it most.

In 2019, sales of drinking water from our core UK suppliers helped fund the installation of 50 wells in developing countries, taking the total since we initiated these partnerships to over 250 wells.





During 2019, we raised a total of £588,500 for charity.

Supporting Charities, Schools and Community Groups

Each of our business sectors are responsible for choosing a charity or community group with which to create a long-lasting partnership. We maintain a network of sector charity champions to support charitable activities, measure our social impacts and share best practice.

During 2019, Compass Group UK & Ireland raised a total of

£588,500

This was made up of donations, people's time and other fundraising activities:



Foodbuy supports Duchenne UK

FOODBUY SUPPORTS DUCHENNE UK

£145,000

Duchenne is working towards accelerating treatments and finding a cure for Duchenne muscular dystrophy. Activities in 2019 included a Gala Dinner which raised £126,000.

DONATIONS OF SURPLUS FOOD

£143,600

We have partnerships in place with FareShare, Plan Zheroes, Olio and Too Good To Go who redistribute surplus food to people able to make use of it.

HEALTHCARE RETAIL SUPPORTS ALZHEIMER'S SOCIETY

£91,000

In 2019, one member of the team, Jon Leigh, took part in the London to Paris cycling challenge and, with the support of the business, raised over £35,000. The UK&I Healthcare team has raised a total of £347,000 for Alzheimer's Society since 2015. Donations are currently helping to fund a team of dementia advisors.

CANCER RESEARCH UK

£46,500

For a number of years, we have raised money for this charity through ad hoc activities in our sites and offices.



Jon Leigh's bike ride

PAYROLL GIVING

£34,300

Many of our people choose to make a donation to a charity of their choice directly from their salary.

OTHER DONATIONS

£128,100

- Action on Hearing Loss
- Costa Foundation (franchisees)
- Hospitality Action
- Keep Britain Tidy
- Keep Northern Ireland Beautiful
- Keep Scotland Beautiful
- Keep Wales Tidy
- Refettorio Felix
- Springboard
- SSAFA
- Stonewall Diversity Champions
- Temple Street, Ireland
- Young Minds

MAYOR'S FUND FOR LONDON
HELPING YOUNG LONDONERS GROW

Norwich foodbank

hubb FOUNDATION

Kitchen Social
good things to eat and do

YouthFirst

brakes

EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

CHARTWELLS HOLIDAY PROVISION

3.5 million children are living in poverty in the UK today – a shocking 1 in 4 children. Free school meals make a huge difference to 1.2 million children in the UK, but when schools are closed during the holidays so are the kitchens. This puts children at risk of going hungry on the 170 days of the year when they are not in school.

Since spring 2018, Chartwells Nutrition and Education teams have partnered with public health teams, local city councils and voluntary sector organisations to support children and families during the school holidays. To date, we have supported over 1,000 children, parents and volunteers through partnerships in six different cities: Birmingham, Edinburgh, Liverpool, London, Manchester and Norfolk. Our support includes:

Nutrition and Cooking Education: Using our 'Beyond the Kitchen' resources, we teach children and families about the importance of food and how to cook healthy basic dishes from scratch.

Nutrition Educational Resources: Our Registered Nutritionists visit lunch clubs and provide resources such as 'cooking healthily on a budget', Change4Life materials, Chartwells recipe packs, Eatwell Guide and Public Health documents.

Food Donation: where we have surplus food, we seek to redistribute it. Chartwells donates packaged food (both frozen and ambient), loose fruit and vegetables, bakery items and packaged meat, fish, eggs and dairy produce to Holiday Provision clubs during the school holidays.

Equipment Donation: Chartwells donates excess or unused kitchen equipment to partners such as trays, bowls, plates, cutlery and cooking equipment.



We partner with public health teams, local city councils and voluntary sector organisations to support children and families during the school holidays.



Collaborating for Big Change

We recognise the importance of engaging with our key stakeholders to drive positive change, which include our suppliers, clients, customers and colleagues – as well as all the external partners previously mentioned in this report.

SUPPLIERS

We positively engage with suppliers on sustainability to reduce supply and reputational risks across our supply chain and encourage joint action for mutual benefit. We collaborate to find more sustainable products and to stimulate innovation. Our suppliers are recognised and showcased at our well attended supplier conferences, which provide the opportunity to share our wider business priorities and exchange knowledge.

Compass Group UK & Ireland is a member of SEDEX (Supplier Ethical Data Exchange), the world's largest collaborative platform for supply chain information. We ask our suppliers to share their data with us to give us visibility of their environmental standards and business ethics. We also conduct audits on our direct suppliers to ensure that they meet our standards for health and safety, labour, environmental and ethical practices.

CLIENTS

Since September 2018, we have hosted five major sustainability conferences which were attended by over 1,000 clients and operational managers. Our internal subject matter experts and a number of high-profile guest speakers briefed our clients about current trends on health and wellbeing and single-use plastics. Over the coming year, we are running several more conferences, open to all of our clients, where we will cover more trending sustainability topics.



CUSTOMERS AND COLLEAGUES

Global and national sustainability campaigns present a huge opportunity for us to engage with our customers and colleagues to tell our story and make positive contributions to help address some of the biggest issues today. Take a look at our calendar to see what campaigns we took part in last year.

2019 Campaigns

JANUARY

- Veganuary
- Eat a rainbow / 5-a-day

FEBRUARY

- Fairtrade Fortnight
- National Heart Month

MARCH

- Mar - Apr - UK & Ireland Spring Cleans (litter picks and beach cleans)
- 30th - Earth Hour
- 4th – 10th - Salt Awareness Week

APRIL

- 22nd - Earth Day
- 24th - Stop Food Waste Day (ten-week campaign)
- Bowel Cancer Awareness Month
- Chartwells Holiday Provisions (Easter)

MAY

- Magical May
- Meat Free May
- 13th – 19th - National Vegetarian Week
- 13th – 19th - Mental Health Awareness Week

JUNE

- 5th - World Environment Day (Beat Air Pollution theme)
- 17th – 23rd - World Meat Free Week
- 10th – 16th - Diabetes Week
- 10th – 14th - British Nutrition Foundation: Healthy Eating Week

JULY

- Chartwells Holiday Provisions (Summer)
- Healthy Hydration

AUGUST

- Chartwells Holiday Provisions (Summer)

SEPTEMBER

- 23rd – 29th - Recycle Week (focus on recycling plastic bottles)
- Know Your Numbers Week

OCTOBER

- 10th - World Mental Health Day
- 16th - World Food Day
- 20th - World Osteoporosis Day
- Chartwells Holiday Provisions (Half Term)

NOVEMBER

- 11th – 17th - Sugar Awareness Week

DECEMBER

- 5th - International Volunteer Day
- Chartwells Holiday Provisions (Christmas)
- Alcohol Awareness

KEY

Health and Wellbeing | Environment | Better for the World

SUPPORTING SOCIAL ENTERPRISES

Our procurement business, Foodbuy, has become the first company in the food and drinks sector to join the Buy Social Corporate Challenge. This is a ground-breaking initiative which sees high-profile businesses use their everyday spending to transform lives.

The Buy Social Corporate Challenge, launched in 2016 by Social Enterprise UK (SEUK) and backed by the government's Inclusive Economy Unit, brings together corporate partners from a broad range of industries with a collective ambition to spend £1 billion with social enterprise suppliers. As the profile of 'social procurement' rises, more and more businesses are joining the Challenge to embed innovation, diversity and social value into their supply chains.

Ian Murphy, Managing Director of Foodbuy UK & Ireland said: "We believe social enterprises are going to be essential for a successful future. Not just here in the UK but around the world. By working directly with social enterprise suppliers, we will be using our procurement spend and influence to support these businesses and in doing so, change lives for the better."

Social Enterprise UK (SEUK) research found that there are now over 100,000 social enterprises in the UK, employing two million people and contributing £60bn to the UK economy. These numbers are growing fast and a large proportion of them operate in the business-to-business space.

In the past year, we have spent £2m with 20 different social enterprises, including:

The British still water brand **Life Water** funds clean water projects across the globe, through a charitable partnership with Drop4Drop. In 2019, Compass sales generated enough to fund an additional 37 wells.

Change Please is a social enterprise that empowers the homeless community by training them to be baristas. It provides full barista training, jobs paying London Living Wage and support with housing, bank accounts and mental wellbeing.

Rubies in the Rubble rescues imperfect fruit and veg, turning it into condiments. Our support for this organisation has helped to save half a million berries, 60 thousand apples and six thousand tins of aquafaba (which is chickpea water, used as a substitute for egg in plant-based mayo).

Toast brews beer using yesterday's bread to fight food waste and donates 100% of its profits from this to environmental charities. It has been a supplier to Compass for the past two years and uses surplus bread from another Compass supplier, Adelie, to make its drinks, a great example of the circular economy.









Our people are the main ingredient of our success and it is important to us that they are motivated and engaged. We invest in helping them to grow their skills and build a career with us.

Our **People**



We aspire to train 1,800 unit managers over the next 18 months.

DEBORAH COLLINS,
Unit Manager, DLA Piper/Parklands

"The course and the coaching have helped me to realise my potential and believe in myself as a leader. I've gained more confidence and am able to apply different tools and techniques to change my way of thinking. I am now better able to deal with negative situations and approach them with a more objective outlook.

Having completed the course, I now manage my team differently: I always offer them words of encouragement and take the time to say thank you for a job well done when they have exceeded expectation. I ask for their input on how we can work more effectively rather than having a "my way or the highway" attitude. I'm more hands on too. We are all one team, regardless of position, and we help each other out if someone is struggling."

Developing Our People

EFFECTIVE MANAGERS

We know that great managers create great teams and we invest in making sure that our unit managers have the skills they need to create workplaces where everyone can thrive. In the summer we launched our new Leadership in Action programme which enables unit managers to become effective leaders, how to engage their team, and how to deliver great business results through coaching. The first 124 unit managers attended the course in late 2019, and we aspire to train a further 1,800 over the next 18 months.



INTRODUCING NEW TALENT

The Compass Graduate scheme offers on-the-job training in four areas of our business: finance; operations; supply chain; and nutrition. The two-year, cross-sector rotational programmes provide an opportunity for new starters to absorb the key skills and experience needed to launch a career in the catering industry.

Over the last five years, almost 150 talented graduates have joined our scheme and many of them are now part of the Compass family progressing their career, supporting our clients and making a difference every day.

"Our business is reliant on having great people at all levels. Hiring talented graduates who want to build a career in the industry – and giving them the opportunity to learn and develop across the business – means we can build a pipeline of talent who will be the future leaders of our Company."

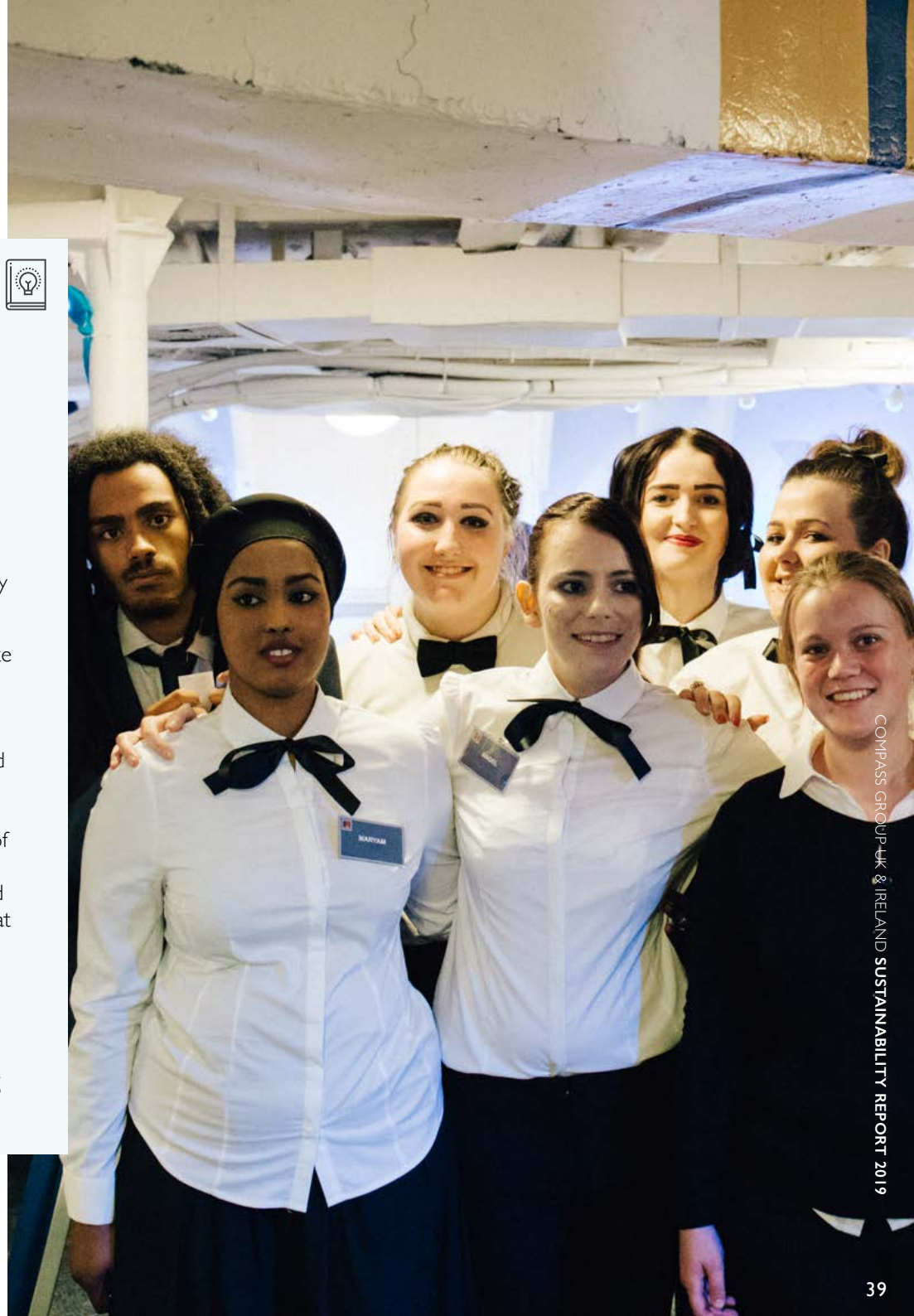
AMANDA SCOTT
Talent and Learning Director

TOM HODGE
Regional Facilities Manager for the South West, ESS Defence

"The Compass Graduate scheme gave me the perfect start to my career by allowing me the time to experience a diverse set of challenges, the chance to meet and work with some great people and the opportunity to be able to add value to the business from day one."

Tom joined the Compass Graduate scheme in 2013 and spent two years gaining experience through a series of rotations in different functions. This helped him to build a network of contacts that helped him to succeed in his roles. He also benefited from the support of a mentor. Tom says, "My mentor helped me both professionally and personally to become the best that I could be."

He says the top three things he learned on the Graduate Scheme were: "Embrace every challenge; learn quickly; and you only get out of things what you put into them."





CHARTWELLS APPRENTICE WINS AWARD

Kat Davie supports the day-to-day culinary preparation in a school kitchen and, in August 2019, she competed in the final of industry competition Nestlé Professional Toque d'Or.

The prestigious competition has been running for over 30 years, offering students and apprentices unique and exciting real-world experiences. Kat impressed the judges with her unassuming approach. "Kat had a great attitude throughout the competition and was very humble, which can be hard to maintain in a very competitive environment", said judge Adam Bateman.

Following the competition, Kat received a Special Award from The Royal Society of Public Health for achieving the highest scores in food safety from the judges during the competition.

"As if competing at Toque d'Or wasn't enough, to now be receiving this award as well is completely overwhelming. The opportunities my apprenticeship has presented to me are never-ending. My manager encouraged and championed me throughout this experience, and I can't wait to continue learning and seeking out new opportunities to improve", said Chartwells Apprentice, Kat Davie.

APPRENTICESHIPS

We run an extensive apprenticeship programme which aims to provide on-the-job experience as well as high quality, relevant teaching, learning and assessment. This programme allows us to upskill existing team members as well as attract new talent to the business.

We offer over 40 different apprenticeships across the UK. In 2019, we had over 250 apprentices across our business, and a further 150 waiting to start on the scheme. Around half of our apprentices are on a level three scheme which usually lasts around a year. We also offer level four and five apprenticeships which last between 15 and 24 months.

COMPASS
APPRENTICESHIPS

People Engagement

During 2018, we conducted a comprehensive listening exercise to better understand what is important to our people, and what makes them feel engaged and committed to Compass. This led to the introduction of three Compass Commitments which we launched in September 2019:

RESPECT
We treat each other fairly and with respect;

GROWTH
We have the opportunity to develop and progress;

TEAMWORK
We work as part of a positive and caring team.

These commitments articulate the promise we make to our people and form the foundation of all our people programmes at Compass. They were launched through a poster and engagement campaign in October, with the intention to build further plans when the Engagement Survey results are shared in early 2020.







Diversity and Inclusion

We want every level of our business to reflect society at large because it helps us better understand our consumers. We are therefore very intentional about how we manage our talent pipeline. We have a number of schemes that help to prepare our people to take on greater responsibility in our business, and we have measures in place to ensure that women and colleagues from Black, Asian and Minority Ethnic groups are appropriately represented on these programmes.

In 2019, we made a decision to reframe our approach to harassment by introducing a Dignity At Work policy which emphasises the importance of respecting each other. We launched this to all our people with a short video, which focussed on ensuring all employees feel included at work, an e-learning module (which is mandatory for line managers) and a poster campaign in our sites.

Dignity @ Work

WOMEN

Across Compass Group UK, women continue to make up the majority of our business (67.3%) and a significant proportion of senior positions – over a third of both our Group Executive Committee and our UK Executive team are female. However, because more of our most senior colleagues are male, this continues to influence both our gender pay and bonus gaps and is something we are committed to addressing through the implementation of programmes that can make a long-term difference.

At apprentice level, 56% of our hires are now female (up from 40% two years ago) and our first Graduate Cohort is 60% female.

We remain committed to our Women in Food programme which is focussed on supporting and expanding the female talent we have within our chef community. At 36%, the female chef workforce is higher than the industry average, but we are aware that our female colleagues are often in a minority in our kitchens.

Women In food

The evidence shows that a woman's career does not progress at the same rate as her male colleagues. We want to ensure there are no barriers to leadership for our female colleagues so, in October 2019, we launched a new Women in Leadership programme which is specifically focused on developing our female leaders. The programme includes modules on resilience, political savvy and career planning, and participants receive external coaching and the support of a sponsor to help them progress their career and reach their full potential.

In 2019, we partnered with Mumsnet, the UK's largest network for parents, to launch a ground-breaking Leadership Accelerator Programme for maternity returners, focused on advancing women into leadership positions. The partnership supports women managers who are returning to work from maternity leave via a tailored development programme, drawing on the huge amount of knowledge and insight Mumsnet can tap into. The programme was developed in conjunction with highly respected training provider Corndel and was piloted in 2019 with its first intake of 14 women.



Women continue to make up the majority of our business (67.3%).



We strive to create an inclusive and diverse work environment where everyone can be themselves.

LGBTQ+

2019 marked the Pride in London Jubilee – 50 Years of Queer Revolt. For the second year running, we sponsored the Pride hospitality tent in Trafalgar Square and our event catering business, Payne & Gunter, provided refreshments for the VIP hospitality lounge and backstage area, staffed by a number of our LGBTQ+ ambassadors.

We have recently relaunched our LGBTQ+ Allies network and called it "Pride in Food". The network strives to create an inclusive and diverse work environment where everyone can be themselves and maximise their potential, emphasising respect, equality, teamwork and growth.

Pride in Food

"Having a diverse workforce, in any capacity, enables us to deliver more for clients and our guests. Being an honest and open business has benefited us greatly at all the events we cater at – from the opera to Pride."

BETHAN JAMES
Operations Director
Payne & Gunter



Keeping our people and our consumers safe is our top priority. We are working hard to create a culture of safety where everyone understands the role they play in keeping themselves and others safe.

Safety **Culture**

Safety Leadership



At Compass, we have a good record of compliance with our health and safety policies and, over time, safety incidents and Lost Time Injuries have declined. However, we believe that we can do even better by moving away from seeing safety as a technical process which is exclusively led and owned by our safety team. Instead, we are embracing a collaborative model based on caring for ourselves and each other.

SAFETY WALKS

During 2019, our UK executive team signalled the high importance of safety by conducting safety walks at units around the country. The format of these events typically includes a tour of the site so the senior leader and the unit manager can observe and discuss any issues or challenges and agree a plan to remedy them. It is also an opportunity for our leaders to meet front-line colleagues and listen to their views and any safety concerns they may have. We encourage openness and honesty which, in turn, sets an expectation that all our people can and should speak up if they are worried about something. These visits demonstrate to our people that safety is the number one priority of the company's leadership.

SEE, CARE, SHARE

During 2019, our Levy UK business piloted a new 'See Care Share' health and safety programme that aims to mature our approach to safety by encouraging interdependence. This leads to people feeling more invested in taking care of themselves and others.

The first step in the programme was focussed on the senior leaders. During an immersive one-day session, they were coached to reflect on their leadership style, and their role in keeping their 'work family' safe. Part of the course also trained them to find the emotional story in a safety incident, rather than simply reporting facts and figures when sharing information with their teams: 'when we tell stories, we are better able to engage hearts and minds' – a key part of creating a safety culture.

These sessions were repeated across Levy, with each level of management leading the sessions for the tier below. In total, 65 leaders and senior managers from within Levy UK were trained. We are now looking to introduce the model across all our UK&I business units.



JONATHAN DAVIES
Managing Director, Levy UK

"At Levy UK, our approach to safety has always been given priority: we have good levels of compliance and adhere to various ISO standards. However, I wanted our people to understand why safety is important, and not just blindly comply.

Across 2019, we held four one-day leadership sessions involving 65 leaders and senior managers from within Levy UK. The See Care Share model has genuinely shifted our culture from one which viewed safety as a process, to one where everyone acknowledges and embraces the fact that they have a duty of care. They wanted to more actively participate in taking care of their colleagues and customers.

"Supported by a coach, our leaders reflected on their personal style and how they behave on site. They made changes to ensure they were listening to our unit teams and taking action on their feedback. Health and safety is sometimes seen as a rather dry subject, but this process genuinely got people engaged, enthusiastic and – most importantly – communicating on a much more personal level."



We are embracing a collaborative model based on caring for ourselves and each other.

IMPROVING ACCOUNTABILITY

We have taken steps to improve the leadership structure of our Health and Safety team. In 2019, we created three new director-level roles with accountability for food safety, workplace safety, auditing and health and safety systems. These directors are now working to ensure that every part of the business is operating to the same high standards and that these important issues are given the focus and attention that they deserve.



IMPROVING OUR SYSTEMS

Luton Borough Council is our primary authority for food safety, meaning we are working in partnership with them to develop best in class systems for the management of food safety. In 2019, the council assured three new Compass management systems: our food safety management system, no hot water policy and pest escalation procedure. These systems have now been introduced across our business.

Every year, we invite external auditors into our business to review our adherence to ISO Standards 9001, 14001 and 18001. We were pleased that no non-conformities were reported, demonstrating that we are applying our policies and using our systems exactly as they were intended.

The UK government has mandated that all businesses must migrate from ISO 18001 to the new ISO 45001 standard by March 2021. We took the decision to make the migration as quickly as possible to make sure we are operating the best systems available and, as of December 2019, have migrated to the new ISO.

In January 2019 we launched the new HSE Website to improve the end user experience for our unit managers by updating the look, feel and content. The new site is multi-device friendly so using it on a tablet or mobile is easy. It also comes with an advanced search function so it is simpler for staff to find what they are looking for.



In 2019, we created three new director-level roles with accountability for safety.



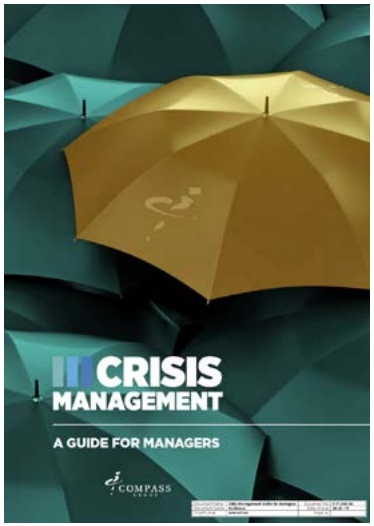
In 2018, we launched a new crisis management guide for managers.

Sharing Learning

We have 50,000 people working in 6,000 locations across the UK and Ireland. It is therefore vitally important that we have excellent safety training programmes and effective communications infrastructure that allow us to share best practice widely.

CRISIS MANAGEMENT

In 2018, we launched a new crisis management guide for managers, setting out the steps to be taken if an incident was to occur at a unit or place of work. In 2019, we have added a crisis line which is available 24/7 so our colleagues can get help from our Crisis Management Team in an emergency.



Simplification

Reducing complexity allows our people to be more efficient and productive as they build and reinforce our safety culture.

STREAMLINING OUR PROCESSES

In November 2019, we upgraded our Accident and Incident Reporting (AIR) system. The new system, powered by Origami, has simplified the process of completing an incident report as well as allowing units to upload documents to the system. The data generated by the system is also much more accurate and easier to interrogate, improving our reporting processes.

We have also undertaken a piece of work to improve the way we categorise and record Lost Time Injuries (LTIs) thereby improving the data we receive from our units which allows us to take appropriate action to reduce incidents.



OUR SAFETY SYSTEMS

We are working with our colleagues around the world to re-evaluate and simplify our global food safety supply chain standards to ensure full visibility and safety of the food we serve from 'farm to fork'.

As well as food safety, we take workplace safety very seriously and have introduced a number of in-house delivered courses to improve the competence levels of our staff. This includes an IOSH Managing Safety course which is tailored to Compass, giving managers an industry-recognised introduction to how to manage their business in a safe and compliant way. This complements the food safety training which we already deliver to our frontline teams.

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Conducting our Business Ethically

HOW WE GOVERN OUR CORPORATE RESPONSIBILITY PROGRAMME

Our Compass Group PLC Board has a Corporate Responsibility Committee which meets regularly to set the direction of our global corporate responsibility (CR) strategy, agree targets and review performance. In the UK and Ireland, we have a Corporate Responsibility Steering Group which decides how the corporate responsibility strategy is brought to life in our market. The Steering Group is made up of six senior executives from across the business. This group is empowered to give additional focus to particular topics as needed, such as nutrition or food and packaging waste.

WHISTLEBLOWING

Compass colleagues and suppliers are required to sign and abide by the Compass Group's Code of Business Conduct and Code of Ethics. We operate a whistleblowing hotline, Speak Up, to allow our people to raise concerns about activities at work confidentially and without fear of reprisal. The service is managed by independent specialists and enables our people to flag unethical or criminal behaviour and to report harassment. These concerns are then referred to a central team which reviews the report, determines the necessary action and notifies the relevant managers.

Compass Group PLC participates in these sustainability indices:

UN GLOBAL COMPACT

Dow Jones Sustainability Indexes

CDP DISCLOSURE INSIGHT ACTION

FTSE4Good






COMPASS | UK&I
GROUP