

Sustainability Report 2019

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COMPASS GROUP

Visit our website for related information

www.compass-group.com

About Us

Food service is our core competence. We are the industry leader and create value for our clients and consumers by providing them with a range of dining solutions that are innovative, healthy and sustainable.

Our scale and focus on execution mean that we can provide our clients and consumers with the best value in terms of quality and cost as well as the most exciting and innovative solutions.

We have a global footprint and manage the business in three geographic regions. This gives us balanced exposure to developed markets in North America and Europe as well as emerging markets with exciting long term growth prospects.

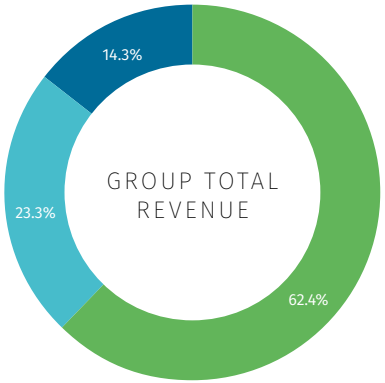
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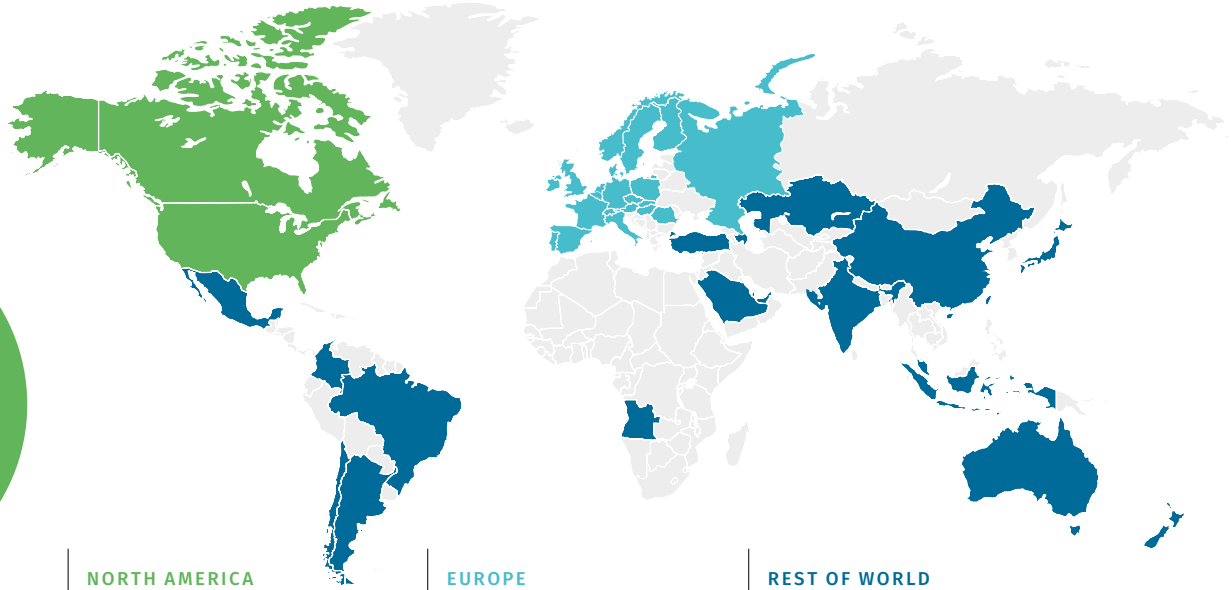
45
Number of countries we operate in

55,000
Number of client locations we work in

600,000
Number of colleagues

5.5 BILLION
Number of meals served per year





NORTH AMERICA
Underlying revenue
£15,694m
(2018[1]: £13,718m)

EUROPE
Underlying revenue
£5,854m
(2018[1]: £5,762m)

REST OF WORLD
Underlying revenue
£3,604m
(2018[1]: £3,667m)

[1] restated upon adoption of IFRS 15

Welcome



Message from our Group Chief Executive Officer

Welcome to Compass Group's Sustainability Report for 2019.

In today's world, sustainability is crucial to business. Employees want to work for a company with purpose, and people are increasingly mindful of the connection between what they eat and their health, as well as the health of the planet.

Our strategy, announced in 2018, recognises the importance of sustainability with People and Purpose two of our three key strategic priorities. In 2019, we engaged with different stakeholder groups, carrying out a materiality assessment to get feedback and understand what matters most to our stakeholders. Knowing this, and where our business can have the biggest impact, confirmed that our sustainability strategy is focused on the correct issues.

Our strategy is to take action on three key pillars:

- Health and Wellbeing
- Environmental Game Changers
- Better for the World

Delivering our strategy is made possible through the hard work and dedication of our people, and their safety is paramount. So People and Safety underpin our sustainability strategy at all times. In this report, you will read about the progress we have made so far in these five areas.

Sustainability is a key issue for businesses, now more than ever.

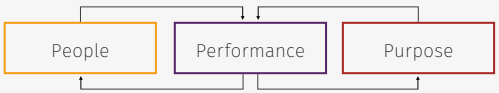
As the biggest food service business in the world, we take our responsibilities seriously. There is more work to be done, but we are fully engaged with the challenges. Working together with our people, clients, suppliers and partners, we are confident that together we can make a difference across the globe.

I welcome your feedback.



Dominic Blakemore

Our three strategic priorities



Message from our Corporate Responsibility Committee Chairman



2019 has been extremely busy for Compass and all the people who help deliver our Sustainability Strategy.

We have worked hard to further embed safety throughout our organisation. Highlights include piloting our new safety leadership programme, 'See Care Share', bringing together our health and safety colleagues from across the world to share best practice, simplifying our supply chain food safety standards and introducing revised global safety standards.

We continue to make Compass a place where our people can fulfil their potential and be themselves. In 2019, we introduced the Compass Commitments of 'Respect, Teamwork and Growth'. We launched our 'Leadership in Action' programme to develop the skills of our unit managers and piloted 'Voyager' for senior leaders as well as opening a Leadership Academy in Central Europe.

To enhance people's health and wellbeing, we continued making improvements to our menus, encouraging our clients to offer healthier options, and introducing new initiatives to provide consumers with healthy living advice. Mental health is equally important, and we conducted pilots of the world's first biometric mental health management programme.

All around the world, increasing numbers of people are expressing concern about the state of the environment. We have a responsibility to play our part in protecting the planet.

We are proud to have grown Stop Food Waste Day into a global movement. This year's campaign reached 89 million people in 100 countries. We have continued redesigning our packaging to be more environmentally friendly and promoting plant-forward meals, and have successfully encouraged many of our clients to introduce measures that benefit the environment.

Finally, we have made progress on our 'Better for the World' ambitions, particularly focusing on issues like animal welfare and the importance of working in partnership. For example, in 2019, we signed up to the 2026 European Chicken Commitment and we are working with the Ellen MacArthur Foundation on a circular economy for food.

This progress has been made possible by the tireless efforts of our people, and I would like to thank everyone for their ongoing commitment to achieving our Purpose goals.



Nelson Silva
Chairman of the Corporate Responsibility Committee

Global Megatrends



The world is changing. In recent years we have witnessed the emergence of specific issues which businesses cannot afford to ignore...

Eating responsibly

Insight's Food and Health Survey 2018 showed that six in ten consumers say it is important that the food they purchase or consume is produced in a sustainable way. Increasingly, consumers are mindful of the connection between what they eat and their physical and mental health, and the impact of their choices on the planet.

Concern for the environment

According to the United Nations, within little more than a decade there are likely to be around 8.5 billion people on earth, and almost 10 billion by 2050, compared to 7.7 billion today. Intensive meat farming can negatively impact natural resources and biodiversity, and encouraging greater plant consumption is crucial.

People's drive for purpose

The 2019 Global Talent Trends report by Mercer, the world's largest human resources consulting firm, found that thriving employees are three times more likely to work for a company with a strong sense of purpose. Companies must be responsible employers, protect human rights, and respect and value their diverse workforce. This has implications for employee wellbeing, as well as talent attraction, development and retention.

Packaging and waste

Our planet has finite resources and companies are increasingly moving towards a circular economy, finding value in what was once considered to be waste. Hospitality and other sectors are playing their part, cutting food waste and working towards removing single-use plastics.

Working as one

If we are to overcome the most serious issues of our time, we need to work together. The United Nation's 17th Sustainable Development Goal focuses on the importance of partnerships between governments, industry and NGOs to tackle the biggest challenges facing our world today.

As the world's largest food service company, operating in 45 countries, we are responding to these global trends. We believe we are uniquely positioned to enrich the lives of millions of consumers, support the health of thousands of communities, and sustain the vitality of the global food system.

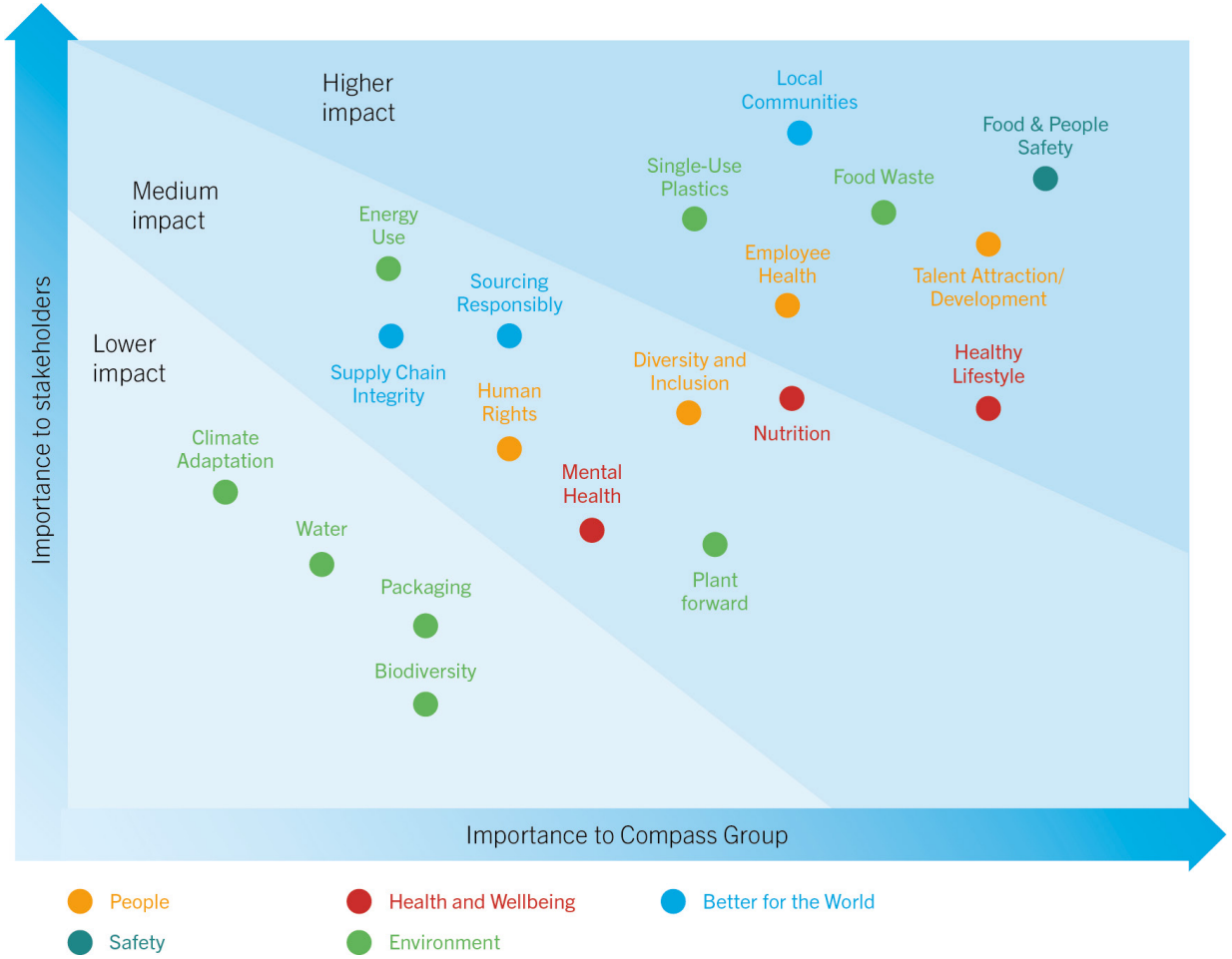
Materiality Analysis

It is important to ensure we are focusing on the issues that matter most to us and our stakeholders. In 2019, we undertook a more detailed materiality assessment, which built on the previous process in 2017.

We engaged third party experts to support our assessment, gathering internal and external data including:

- a review of key client and supplier sustainability strategies
- study of relevant NGO and academic reports
- analysis of various relevant responsible business benchmarks
- engaging with several hundred Compass Group colleagues including senior leadership
- reviewing our existing policies, programmes and practices

As a result of this process, we identified our most important issues, as shown in the materiality matrix adjacent.



The top seven priority issues identified are:

- the safety of the food we serve and of our people
- the communities in which we operate, charities we work with and partnerships we form
- food waste
- single-use plastics
- the treatment and wellbeing of our people
- talent attraction and development
- nutrition and healthy lifestyle

Issues like food waste, safety and talent attraction were universally recognised as being of the highest importance. Other topics, like single-use plastics and promoting fruit and vegetable consumption, were more important in some markets than others.

This is a static snapshot and we anticipate that in the coming years some issues will grow in importance. For example, we believe that mental health and plant-based food are growing in significance in our major North American and European markets.

On the following pages you will find information on the most important sustainability priorities identified in our materiality assessment.

Our Sustainability Strategy

Understanding where we can make the biggest impact and taking account of what matters most to our stakeholders, alongside industry trends, is important to us. In 2018, we formulated our sustainability strategy. In 2019, we reviewed and confirmed this using our materiality analysis.

We centre our strategy on three key pillars:

- Health and Wellbeing – helping people to make better nutritional choices, be supported in their mental health and follow healthier lifestyles
- Environmental Game Changers – reducing food waste and single-use plastics, and promoting plant-forward meals
- Better for the World – sourcing responsibly, enriching local communities and collaborating for big change

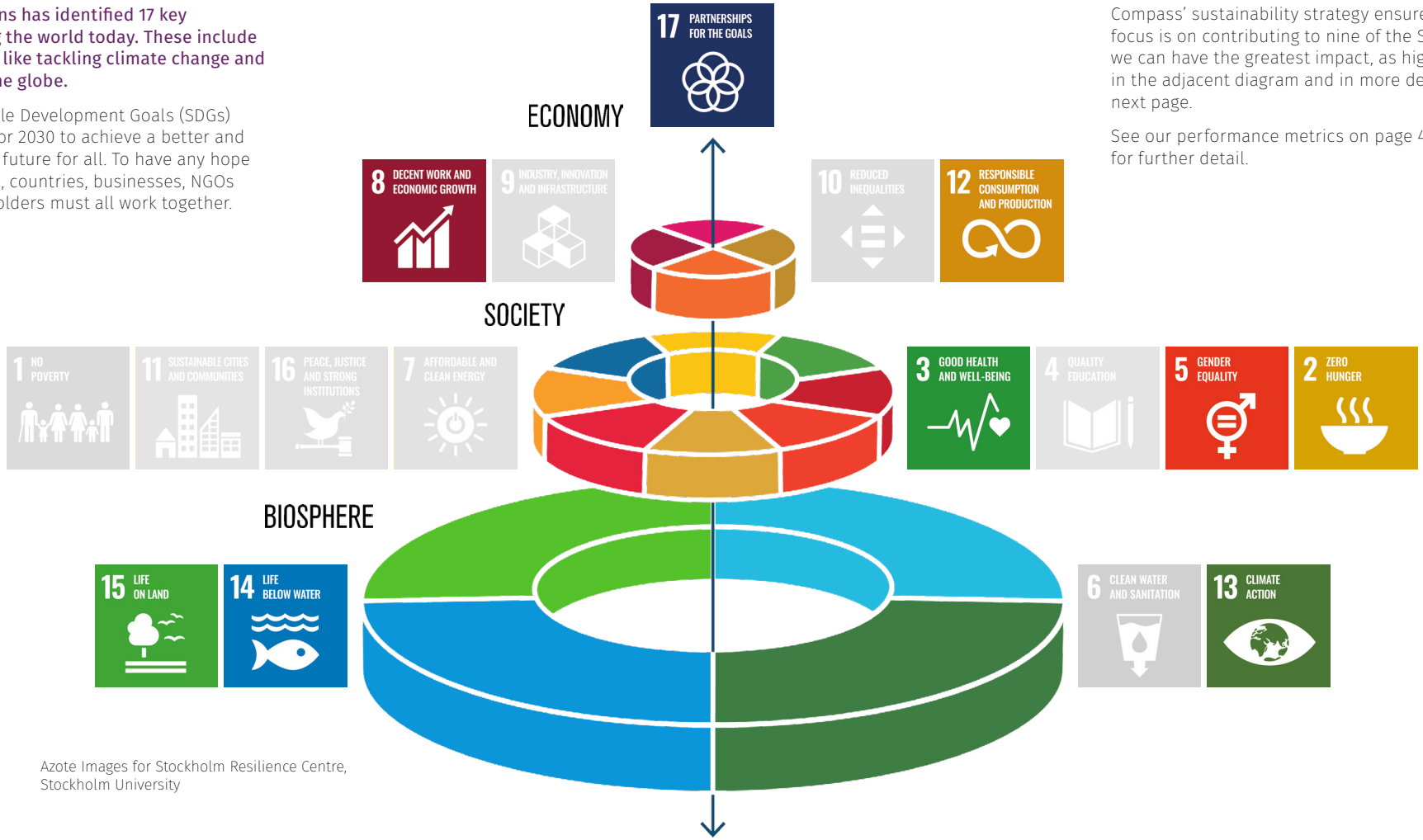
None of this work would be possible without our people and prioritising safety. That is why Safety and People come first, underpinning the foundations of our strategy.



The United Nations' Sustainable Development Goals

The United Nations has identified 17 key challenges facing the world today. These include enormous issues like tackling climate change and poverty across the globe.

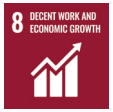
The UN Sustainable Development Goals (SDGs) propose targets for 2030 to achieve a better and more sustainable future for all. To have any hope of achieving them, countries, businesses, NGOs and other stakeholders must all work together.



Azote Images for Stockholm Resilience Centre, Stockholm University

Compass' sustainability strategy ensures that our focus is on contributing to nine of the SDGs where we can have the greatest impact, as highlighted in the adjacent diagram and in more detail on the next page.

See our performance metrics on page 45 and 46 for further detail.

Sustainable Development Goal & Indicator	Our Contribution
 **2.1** End hunger and ensure access to safe, nutritious and sufficient food **2.4** Ensure sustainable food production and resilient agriculture	Every year, we spend around £6 billion on food. Where we have surplus food, we can play a role in helping the wider community to tackle food insecurity through donation programmes. Through initiatives like Farm to Fork in the USA, and Buy Social Corporate in the UK, we promote local sourcing and positive agricultural practices.
 **3.4** Reduce premature mortality through prevention and treatment and promote mental health and wellbeing	By pursuing our passion for wellbeing and nutrition, through projects around healthy eating and mental health such as teaching kitchens, awareness raising and mental health first-aid training, we are committed to helping and supporting our consumers and colleagues to adopt and enjoy a balanced lifestyle.
 **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making	Women are a driving force in our business. We aim to empower all our female colleagues, promote women-led suppliers and run many women's development and training schemes. We are a lead supporter of WiHTL, a cross-industry initiative dedicated to increasing women's representation in leadership positions across the hospitality, travel and leisure sectors.
 **8.5** Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value **8.7** Take active measures to eradicate forced labour, end modern slavery and human trafficking and end child labour in all its forms **8.8** Protect labour rights and promote safe and secure working environments for all workers	Our people are fundamental to our great service and reputation. Around the world we are working with local communities to offer fair and safe employment and great career opportunities. We run diversity and inclusion action councils and many programmes to promote work for all. We work with our operations and suppliers to address human rights, mitigate modern slavery risks, conduct audits and provide training.
 **12.3** Halve per capita global food waste by 2030 **12.5** Reduce waste generation through prevention, reduction, recycling and reuse **12.6** Adopt sustainable practices and integrate sustainability information into reporting	We are committed to halving food waste by 2030 and are actively reducing waste through measurement and targeted actions across all regions. Through environmental management systems at client sites, as well as education and toolkits, we encourage environmental stewardship and waste reduction through prevention, recycling and reuse. In 2019, we launched a comprehensive sustainability reporting system gathering thousands of data points across our business to measure and report on our sustainability efforts.

Sustainable Development Goal & Indicator	Our Contribution
 **13.3** Improve capacity on climate change mitigation, adaptation and impact reduction	In 2019, we committed to setting Science Based Targets to do our part in limiting global warming to 1.5 degrees. Through reducing food waste and increasing plant-based diets we are helping reduce our indirect (Scope 3) greenhouse gas emissions to help limit global warming and address climate change.
 **14.1** Prevent and reduce marine pollution **14.C** Enhance the conservation and sustainable use of oceans and their resources	To help eradicate pollution in our rivers and oceans, we are committed across our business to reducing single-use plastics which can end up in waterways. We have taken great strides in this area, already removing millions of plastic straws, cutlery and more. We continue to promote sustainable and responsibly sourced seafood and have a growing number of restaurants certified sustainable by the Marine Stewardship Council. Our policy is not to serve fish from the Marine Conservation Society 'fish to avoid' list.
 **15.1** Ensure the sustainable use of terrestrial and inland freshwater ecosystems **15.2** Promote the implementation of sustainable management of all types of forests, halt deforestation	We are working across our global supply chain to ensure we source our food and non-food products in a sustainable manner with the least possible impact on the environment. Through our membership of the Round Table on Responsible Soy and the Roundtable on Sustainable Palm Oil and increasing our purchase of certified sustainable palm oil, we aim to halt deforestation and promote responsible environmental practices throughout our supply chain.
 **17.16** Enhance the global partnership for sustainable development, complemented by multi stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the goals	As a global business, we recognise the importance of working in partnership with our clients, suppliers, NGOs and other stakeholders to improve the positive contribution that we can make to help address some of the biggest issues that we face in the 21st century. In 2019, we signed a global partnership with the EAT Forum and we are working with the Ellen MacArthur Foundation to help promote sustainable diets and a circular economy for food.

Stakeholders and Governance

Stakeholder engagement

As a responsible business, we regularly engage with our stakeholders. We ensure that we stay up to date on issues that matter most to our stakeholder groups, to us as a business, and to our industry.

We respect feedback from all our stakeholder groups and take their views into consideration in our decision-making processes. This has best been illustrated in 2019 by the engagement we carried out as part of our materiality assessment, as outlined on page 7.

For more information about stakeholder engagement, see our annual report.

View Annual Report online

	Our people	Our communities	Our clients	Our consumers	Our suppliers	Our shareholders	NGOs	Governments & regulators
Areas of focus	• engagement and teamwork • providing opportunities for development and growth • creating a respectful environment • health and wellbeing	• fair employment and equal opportunities • local causes and issues	• working within defined sectors, creating bespoke, innovative solutions to match specific market and client requirements • health, wellbeing and focused sustainability initiatives • technology and analytical innovation to support consumer solutions	• delicious, safe and healthy food • staying ahead of changing consumer lifestyles and habits which impact how people want to eat and drink • making sure that our food and beverage offer is sustainable and good for the planet	• food safety and authenticity • workplace health and safety • supply chain integrity • human rights	• financial performance and strategy • competitive positioning • outlook • ethical business practice • sound governance and leadership	• human rights • climate change • animal welfare • social issues	• consumer health and public health policies • food safety • workplace health and safety • human rights and climate change • compliance with laws and regulations
How we engage	There are many ways we engage, including engagement surveys, town hall meetings, Speak Up reports, internal social media channels and consultative bodies.	We operate many local employment programmes to recruit and develop local people to work in our sites. We partner with local charities and organisations to raise awareness and funds to help local causes.	We aim to have open and transparent relationships which are based on honesty and respect. We build relationships at all levels of our client organisations, sharing market trends and insight, developing strategic and operational plans, against which we regularly report. We hold independent client surveys which measure satisfaction levels.	We believe that engagement is a constant conversation with our consumers, listening carefully to how we can improve our service. Our methods include formal surveys, social listening, comment cards, workshops, and observation. We combine analytics tools and common sense to get to actionable insights.	Through a series of communications, interactions and formal reviews. In some of our larger markets we also host regular multi-stakeholder supplier conferences.	We have ongoing dialogue with our investors through one-to-one and group meetings, webcasts, conference calls and at our AGM. We dedicate significant time to engaging with our major shareholders. During 2019 we also conducted an investor survey.	Through a series of communications, interactions and regular meetings, industry forums and conferences.	Through a series of industry consultations, forums and conferences.

Our Governance process

Responsible businesses must also adhere to the highest levels of corporate governance. Our country leadership teams operate within a strict governance framework with clearly defined parameters. At the same time, we empower them to manage the business so that we can remain competitive throughout the world.

The Corporate Responsibility (CR) Committee plays a key role in agreeing, monitoring and overseeing the delivery of our corporate responsibility, people, health, safety and sustainability, compliance and ethics, and stakeholder engagement strategies. The Committee ensures our policies and practices align with our Company culture, purpose and values.

For more information about our Corporate Governance practices, please see our Annual Report.

View Annual Report online

Whistleblowing

Our global whistleblowing programme, Speak Up, is managed by an independent company. This allows our employees, suppliers and members of the local community to raise, in confidence, any concerns they may have about how we conduct our business, or report if they are witness to, or subjected to, any abuse of human rights. Each case is investigated and followed up by an assigned case manager. The CR, Audit and Executive Committees receive regular updates on the nature of the reports and agree specific actions, including assessment and changes as required, reporting back to the Board. The content of the Speak Up report is analysed to ensure we focus on and direct resources to potential areas of vulnerability. In 2018-2019, we received 3,736 reports (2018: 3,812). We raise awareness of Speak Up online and through posters in our sites. These materials have been translated into 34 languages so that they can be used in all our markets.







Our People

Compass is people-powered. Our business is the success it is today thanks to the hard work and dedication of our motivated and engaged colleagues. Our focus on helping people to build careers, and our inclusive and fair work environments that respect human rights, attract and retain top talent.

Our People

Developing Our People

We are committed to providing a consistent work experience for each of our 600,000 colleagues, encouraging a positive environment in which everyone will feel genuinely valued. To develop our people throughout their career with us, we offer training and leadership development, providing support to help them in whichever role they choose to pursue.

We invest in our future leaders to ensure the sustainability of the Company. We have a programme of targeted development to grow our internal talent, and believe that promoting internally enables us to share learnings more quickly, while strengthening our Compass culture. Both of these factors are important to our success. This year, we held five SPOTlights development programmes for emerging talent.

> "We try to eat together once a day and we go out for coffee, for a drink. We are friends and it keeps us together as a close team, I would even say family."
>
> **Frontline, Turkey (Compass Employee Engagement Survey 2019)**



Our Chartwells people eat as well as work together

Our senior leadership team is comprised of around 350 people. Having the highest calibre of talent in those roles is very important and we use a thorough assessment process. Each prospective candidate spends half a day with a specialist consultant to review their career to date and the decisions that got them there; their current role; and their future aspirations.

For appointments to these roles, the successful candidate receives a coaching session to help them onboard effectively in the business. This process has given us a standardised approach for recruiting senior people and has helped to raise the standard of our appointments.

Developing our unit managers

To provide the best service for our customers, we need to help our unit managers develop their own skills and grow the skills of their teams. This year, we launched our global unit manager development programme, Leadership in Action. This focuses on creating positive working environments in units and helping managers lead their teams even more effectively.

The programme is being delivered in every country in the Group. Since its launch in May 2019, more than 2,500 unit managers have participated in the two day, face-to-face training programme in their home country and local language. By the end of 2020, we anticipate that approximately 10,000 unit managers will have attended the course. This represents around one quarter of the unit managers in Compass.

The programme makes a major contribution to the development of one of our key populations and further underpins our focus on our people.



Levy Twickenham cleaning team manager briefing his team

In 2019, we introduced a new development programme called Voyager, aimed at our senior leaders across the business. With pre and post programme development discussions, Voyager is helping our leaders to unleash their potential and transform their leadership approach.

To develop our emerging leaders in Continental Europe, we set up the 'Leadership Academy'. Over the course of six two-day workshops the Academy aims to provide leadership know-how, build internal networks and establish succession for key leadership positions. The programme is designed around our core competencies and focuses on future challenges of our business and capabilities to execute the Compass strategy.

To develop our people, we invest in a combination of on-the-job and classroom training. Supporting young people to build their careers is important too and, as at September 2019, 2,000 graduates had participated in our Graduate Programme, which aims to build a strong talent pipeline of managers and future leaders. By the end of 2020, we are aiming for 3,000 graduate participants.



Working in our Compass Innovation Centre



One of our Apprentice Chef of the Year competitors

Compass UK&I launch new Operational Management Graduate Scheme

The UK&I operations span every sector, from military bases and schools to boardrooms and sporting events. Our operational leaders are paramount in keeping our 50,000 strong team focused across 15,000 client sites in the UK and Ireland.

In addition to our existing schemes, which include Finance, Supply Chain, and Nutrition graduates, our new Operational Management scheme will offer graduates the chance to gain on-the-job experience across our varied sectors and central operational functions. The two-year rotational programme provides real work experience across all aspects of managing business in a market leading catering provider.

"Our business is reliant on having great people at all levels," explains Amanda Scott, Talent, Learning and D&I Director, Compass UK&I. "Hiring talented graduates who want to build a career in this industry, and giving them the opportunity to learn and develop across the business, we can build a pipeline of talent who will be the future leaders of our Company."



Compass people onboard HMS Belfast

People Engagement

We know that the enthusiasm of our people is high and that our employees feel proud to work at Compass. They genuinely want to serve and do the best job they can. To understand their needs and better support their professional and personal development, engaging with our people is critical. During recent years, we have undertaken many initiatives in our markets to gain valuable insights into employee engagement and satisfaction.



Some of our Chartwells chefs

Developing our Compass Commitments

Compass **Commitments**

As the competition for talent increases, particularly for the real heroes of the business – our frontline teams, chefs and back of house colleagues – the experience our people have when working for us is vital. We wanted to make a commitment to each person in the business so that they understand what they can expect when working for Compass – a baseline that guarantees them a positive experience.

Last year, we spent time understanding what was important to our people and what helped them to feel engaged and to give their best. We compiled over 1,000 hours of conversation with our colleagues, their leaders and even family members, speaking about the experiences that helped them feel engaged and committed to Compass, as well as those that challenged them. We brought together the common themes and messages to create an engagement framework that would reflect what our people need and value.

Consequently, we launched the Compass Commitments. Covering all countries and translated to local languages the commitments are supported by on the ground initiatives to bring them alive. To embed them in the business, the heart of the Leadership in Action programme is focused on enabling and empowering the attendees to create plans to bring these sentiments to life in their own units.

One team, three commitments...

RESPECT
WE TREAT EACH OTHER FAIRLY AND WITH RESPECT

We know fairness, respect and courtesy come first. We celebrate individuality and appreciate everyone's contribution.

GROWTH
WE HAVE THE OPPORTUNITY TO DEVELOP AND PROGRESS

We develop our people. We support and encourage everyone to build their skills and fulfil their potential.

TEAMWORK
WE WORK AS PART OF A POSITIVE AND CARING TEAM

We work in great teams. We care for each other and our customers and we enjoy what we do.

In 2019, we launched our global Engagement Survey to seek feedback from colleagues. We asked our people directly how they feel about working at Compass and the survey provided insights from Group and country level, right down to units and individual teams. Their responses enable us to create an action planning framework which will help us to deliver on our Compass Commitments and ensure all our colleagues have a positive experience.

Global Engagement Survey 2019

258,258 participants

84%

agreed that Compass embraces **diversity and inclusion**



Detailed reports and dashboards provide key insights to our managers. We will use these to identify highlights and hotspots, learning from the top examples and sharing best practice across the Group, while working to remove any barriers. Our goal is to create amazing workplaces for our people to engage and build a career with us.

> "We work hard to deliver delicious food day after day and I always feel appreciated by the people here."
>
> **Chef, USA (Compass Employee Engagement Survey 2019)**

Personal recognition is also important for success, keeping our people motivated and engaged. We have Be a Star employee awards in many countries, acknowledging and rewarding outstanding performance. In the USA, HERO awards recognise people who demonstrate our Values. In France, Smile awards underline our safety values; in Japan, FunFanFun highlights great work; and in the UK and USA, we run Chef Appreciation Week, a Compass Group initiative to say thank you to their chefs for their hard work.

Recognition for Compass Group in North America

As a result of our efforts to engage our people and create a positive and welcoming company culture, Compass Group in North America was recognised with these awards in 2019:

Great Place To Work™ - Compass Group Canada was honoured to receive this outstanding certification for the second year in a row. This is a well-respected authority on high trust, high-performance workplace cultures; and through its certification programmes, recognises the Best Workplaces across the world. In an independent survey of our associates, results across the board in Credibility, Respect, Fairness, Pride and, Camaraderie showed increases year-on-year.

2019 Achievers 50 Most Engaged Workplaces™ - For the third year in a row, ESS North America was recognised as one of Achievers 50 Most Engaged Workplaces™. Achievers is an industry leading provider of employee recognition and engagement solutions. Their annual award commends top employers who display leadership and innovation in engaging their workforces.

2019 Best Workplaces™ in Retail and Hospitality - Compass Group was included in the list of top companies in the Retail and Hospitality sector in Canada. To be listed, companies must achieve high Trust Index™ scores (as determined by an anonymous employee survey).

Diversity and Inclusion

We want people from every walk of life to feel welcome at Compass, to be able to be themselves, and to grow their career with us. Diversity reflects our communities and helps us to understand our consumers.

Our diversity and inclusion strategy is set around a framework of three pillars: People, Culture and Community formed under the brand of 'Everyone Together'.

People

We want to ensure that our managers are equipped to recruit, develop and grow our diverse and inclusive workforce. We measure and report on the gender split of our employees. Overall, women make up 59% of our total workforce and 31% of our senior leadership team (up from 30% last year). We have significantly increased the number of women on our Executive Committee to 38%, having been an all-male team just three years ago.

In March 2019, we signed the Women in Hospitality, Travel and Leisure 2020 charter (WiHTL). We are a lead supporter of this cross-industry initiative which is dedicated to increasing the number of women in leadership positions.

As part of WiHTL, we meet regularly with other employers in our sector to share best practice and identify tangible actions for collaboration.

WiHTL Diversity in Hospitality Travel & Leisure



We have a number of internal programmes to support high performing women in their careers.

In Australia, for example, 22 women participated in the Ignite leadership and personal development programme, which involved workshops, podcasts, personal study, and mentoring sessions with senior leaders.

According to feedback, each of the participants feel they now have the skills to take on more senior positions, and eight have progressed their careers since this initiative was introduced.

In 2019, we also became the first large UK organisation in the hospitality sector to sign up to the UK government's Social Mobility Pledge, underlining our commitment to equal opportunities.

everyone together

Our diversity and inclusion strategy framework consists of:

- People
- Culture
- Community

mumsnet by parents for parents

Advancing mums into leadership positions with Mumsnet and Corndel

In 2019, our UK business launched a partnership with Mumsnet, the UK's largest network for parents, to support mums back into work. Our ground-breaking 'Leadership Accelerator Programme' for maternity returners focuses on advancing women into leadership positions. The tailored course is run in conjunction with highly-respected training provider, Corndel.

"We're delighted to be a part of this tailored programme with Corndel and Compass," explains Justine Roberts, Mumsnet Founder. "All the evidence shows that women take a considerable career hit when they become mothers, falling behind in both wages and seniority. The 'Leadership Accelerator Programme' helps to tackle this by offering focused training and support for returning mothers to re-ignite their careers."



Culture

We recognise the importance of providing inclusive environments and creating the right culture to enable all our people to thrive. We have commenced the roll out of Inclusive leadership training in 2019 through face-to-face workshops and digital solutions. We actively support employee network groups, Diversity and Inclusion Action Councils, and communicate regularly on diversity and inclusion by supporting initiatives such as International Women's Day.

In 2019, we were delighted to launch our first Global Inclusion Index. By incorporating key inclusion questions into our global engagement survey, we have been able to better understand our areas of strength and opportunities for more support across the diversity and inclusion (D&I) agenda.

Community

We also focus on enhancing D&I in our local communities, through our partnerships with clients, as well as our relationships with suppliers.

For example, we are taking action in communities in many of our markets to promote LGBTQ+ rights. In the UK, for the second year running we sponsored a 'Pride in Food' hospitality area in Trafalgar Square for the 2019 Pride in London event. We also sponsor local Pride marches in Australia and the USA, and in Canada, we hosted a Freedom Lunch in support of Pride Month.

Pride in Food

Taking action through Diversity & Inclusion Action Councils

In a number of our markets, such as Australia, Japan, and the USA, we support the formation of employee action councils on diversity and inclusion (DIACs). These are groups of employees, working together to progress the inclusion agenda.

Employees tell us that it is a powerful experience to be a part of a DIAC and participate in the development of strategy that is designed to have an impact on every associate - regardless of gender, race, sexual orientation, age or disability status. It is also the mission of the DIACs to provide the organisation and their respective sectors with the appropriate information and guidance on D&I related items, innovative approaches to celebrating our differences, and effective initiatives aligned to our three pillars.

"Just as people are at the heart and soul of our business, our DIACs are the heartbeat of our People Strategy," explains Cindy Noble, Chief People Officer at Compass North America. "We believe this model provides us with an innovative, valuable and sustainable approach to associate engagement which is critical in achieving our ultimate goal of creating an inclusive environment."



Diversity & Inclusion Action Council in the USA

Recruiting people in the community with disabilities

We know that having a workforce that reflects the diversity of the wider community can lead to greater customer loyalty and satisfaction.

In Australia, we set a goal to hire 50 people with disabilities in 2019. To help us, we partnered with employment service providers to actively recruit people who identify as having a disability. By September, we had employed 84 people with disabilities.

"We are well set up to offer people with disability fulfilling work and are keen to benefit from everything they have to offer," explains Vanessa Davies, D&I lead, Australia. "We are actively trying to recruit more people with disabilities into our business. They tell us they love having a job and being part of a team and we notice that these employees have low labour turnover rate."



Team member at Compass Australia winning a hand hygiene award

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. We take a comprehensive approach with robust policies and risk-assessment programmes.

Implementation of our Human Rights Policy and Code of Ethics is paramount. These are in line with the United Nations Guiding Principles and the core conventions of the International Labour Organization Ethical Trading Initiative.

The United Nations Guiding Principles on Business and Human Rights (UNGPs) serve as the basis for our approach to human rights in our direct operations as well as our supply chains. In 2019, we began working with an independent third party to identify and better understand our human rights risks and formed an internal human rights working group. This group will assess the policy and processes Compass relies upon to manage our risks and impacts. We look forward to sharing more in next year's report.

By training employees, we are better able to spot any signs of modern slavery in our supply chain, and to support potential victims. In the UK and North America, for example, our e-learning programme for our procurement teams has helped to raise awareness of the issue of slavery and human trafficking and is helping us to mitigate potential risks. In 2020, we are committed to extending this programme to our top 20 countries which, between them, account for over 80% of our global procurement spend.

We conduct internal and independent audits to verify compliance with local employment law and identify any instances of non-compliance or poor practice in our supply chains. Particular focus is given to regions which we consider present the greatest risk such as Asia and the Middle East.

Read our latest **Modern Slavery Act Statement** on our website:

Modern Slavery Act Statement

To learn more about how we are protecting workers in our supply chain, please see page 39.

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.





Safety Culture

Having a culture where safety is treated as a top priority is fundamental to our success. We serve millions of consumers every day, and we work hard to keep everyone safe.

Safety Culture

Safety Leadership

Safety can sometimes be viewed as a technical process, reliant on documented procedures and processes, which are largely the responsibility of the safety team. The effectiveness of our existing approach, while good, had reached a plateau. We knew that our ambition of achieving zero harm environments could only be achieved by building on our strong record of compliance with the introduction of a collaborative model based on caring for ourselves and each other. We wanted to create a stronger culture of safety.

The culture of a company is defined by the values, attitudes and behaviours of the people who work within it. To change it, we therefore need to meaningfully engage people at an emotional level. We wanted to remind our people of the reasons why it is important to stay safe: that their family, friends, colleagues and community rely on them.

Over the past 12 months we have achieved this by piloting our new 'See Care Share' programme which encourages interdependence, meaning our people are genuinely invested in keeping themselves and others safe.



We began by holding one-day immersive sessions across several regions. These were developed to encourage our senior leaders to reflect on their leadership style, and their role in keeping their 'work family' safe. We asked them to think about how they could be more present and authentic with their teams. They developed a personal safety plan, reviewed quarterly, and received coaching to help with its implementation.

We also encouraged our leaders to share the lessons learned from any safety incidents. In recounting these personally, our leaders make a human connection and remind people of the importance of safety.

These one-day sessions were repeated across the business, with each level of management leading the sessions for the tier below. Our leaders reinforced the new mindset by creating personal videos that told their safety story in an authentic way. This demonstrated their full support for the beliefs and values that underpin our new approach.

As the programme has been rolled out in Asia Pacific and parts of Europe, our safety culture has matured. Our people are taking greater personal accountability for worker safety and food safety practices, not because someone else is telling them to but because they care about each other.

In the year ahead, we plan to extend the 'See Care Share' programme to all Compass leaders around the world.


Encouraging greater safety responsibility through 'See Care Share'

Sadly, during the year there were two fatalities in the Group: an incident in our South African business; and a road traffic accident in our business in the USA. In both instances, a full investigation was conducted, and the outcome was reported to the directors and senior executives. For more detail, please see our Annual Report.

Sharing Learning

As a global organisation, we have health and safety experts based around the world, often dealing with similar issues. We wanted to find a way to bring this group of leaders together and help them share their challenges and successes with each other.

In November 2018, a representative from every region in the Group attended a three-day Safety Summit in Frankfurt. For many, this was the first time they had met their overseas colleagues. The event provided an opportunity for the team to discuss key priorities and set the strategic direction for the year ahead.

During 2019, we continued to nurture these new professional relationships using internal platforms. As a result, our health and safety leaders collaborated to create a library of resources, as well as actively supporting each other with queries.

Our global safety community came together again in mid-2019 to review the past year, share best practice, and work together to raise standards across the Company. It is our intention to hold a safety summit annually.



Mirjam Halkes

HSEQ & CSR Manager, Benelux

Being part of an international safety community – and really getting to know each other face-to-face – has made it easier to reach out and share insights and best practices. As a direct result of the first summit, I initiated a programme of Safety Walks for the managing director of the Netherlands business – he even has his own safety shoes now and is setting a great example. And without the support and knowledge of my international colleagues, I might not have pushed to run a pilot of the 'See Care Share' programme in Belgium.

I believe working well together can unlock business opportunities. A number of our clients have relationships with us in more than one country, so it is important that we are aligned. The safety summit gave us a chance to talk about shared health and safety challenges, and collaborate on a global set of standards and KPIs.

These sessions make me even more proud to work for Compass and I always come home with renewed energy for my job.

"Being part of an international safety community has made it easier to reach out and share insights and best practices."



James Meaney

Regional Managing Director, Latin America

I joined Compass from the airline industry two years ago. Having never worked in the food sector before, I now found myself personally responsible for the health and safety of thousands of employees and consumers, so knew it was important for me to understand the 'pain points'. Safety is my first priority. I wanted to know how people were getting hurt, what the challenges were, and what the work environment was like: you have to understand a business if you want to improve it.

I asked our Brazilian Safety Auditors to train me up and became certified in both food safety and worker safety. Now I can walk the walk. When I visit a site, I know exactly what I'm looking for and am happy to lift up crates of food in the store room to check that the team is rotating their product.

By dedicating myself and setting this example, I have helped to raise the profile of safety in our Latin American businesses and made it part of the fabric of our culture. When I, or my leadership team, have meetings or do site visits, safety is top of the agenda and something we discuss face-to-face with the teams.

Having the right culture is just as important as having the right processes and paperwork.

"I don't want to be learning from our mistakes: I want to do everything in my power to stop the mistakes from happening in the first place."





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.

"I wanted our people to understand why safety is important and not just blindly comply"



Clive Cowley

Managing Director, Kazakhstan

Throughout the year, my leadership team visits our sites and conducts Safety Walks. This is an opportunity to meet frontline colleagues and listen to their views. 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. We want everyone to have the attitude of "I can fix this" and recognise and reward people who stop what they are doing to deal with a potential hazard.

Kazakhstan was one of a number of countries that helped to test an app to bring structure to our programme of Safety Walks. We now agree in advance how many visits we will do, programme the events and use the app to record observations and recognise achievements, as well as consider any potential improvements. This has allowed me and my senior team to be more visible and credible in terms of engaging in the safety agenda, and for us to demonstrate consistently that safety is a top priority. The app is now being introduced worldwide.

Culture change is about winning hearts and minds. We are not paying lip service to this; we are absolutely committed to making our sites safer. Our people are our most important asset so of course we want them to know that we care and also encourage them to share the same behaviours.

"We want everyone to have the attitude of *'I can fix this'* "

Simplification

We have simplified a number of our most important safety standards and processes to make it easier for all our teams to put our policies into practice. By reducing complexity, our people are more efficient and productive as they build and reinforce our safety culture.

Supply chain standards

We first introduced supply chain standards in 2007 to support our procurement teams to better understand potential supply chain food safety issues. With every revision, the document became more complex as we sought to engage more deeply with the issues. In 2019, we reformatted and simplified the document and made it more user-friendly. It is now easier for our teams to mitigate food safety risks, by enabling them to communicate clearly our commitments and expectations to our supply chain.

We commission independent, third party food safety audits within the supply chain, to ensure standards are maintained. In the USA, for example, we commissioned 9,485 of these audits last year.

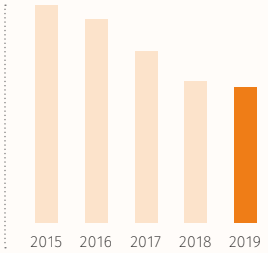
In 2020, we will be launching our first Global Allergen Management Plan. This will detail minimum standards for all our countries to adopt from farm to fork, to reduce the risk of consumer allergic reactions.

New global safety standards

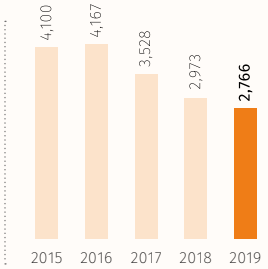
Traditionally, we used a set of health, safety and environmental standards to ensure that all our operations around the world operated to the same high standard. In practice, health standards are mandated at country level by the government, and environmental standards are embedded in our in-country operations. So, this year, we took the decision to create a three-tier set of standards focused solely on safety. Instead of grappling with 109 different measures, safety leaders are now required to meet 38 standards, half of which pertain to procedure, and the other half to influencing people's behaviour to allow us to build a culture of safety. We have simplified our approach and made it more engaging.

By embracing partnerships and technology solutions, we have continued to invest in both simplifying and improving our operational food safety management systems around the world. For example, through our Primary Authority partnership arrangement in the UK with Luton Borough Council Environmental Health Department, we have redesigned our food safety management and upgraded the key policies and procedures that underpin it. In Canada, we have introduced several new technology based systems. This includes automated monitoring and alarms for cold chain management, electronic HACCP monitoring, improved associate education programmes, product recall effectiveness tracking, internal self-audits, incident investigations, and crisis management.

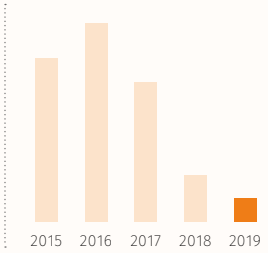
Global Lost Time
Incident Frequency Rate
-38%
(Since 2015)



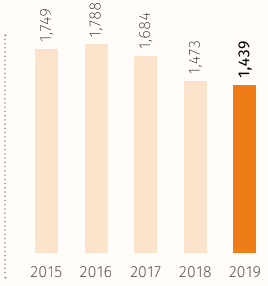
Global Lost Time
Incidents
-33%
(Since 2015)



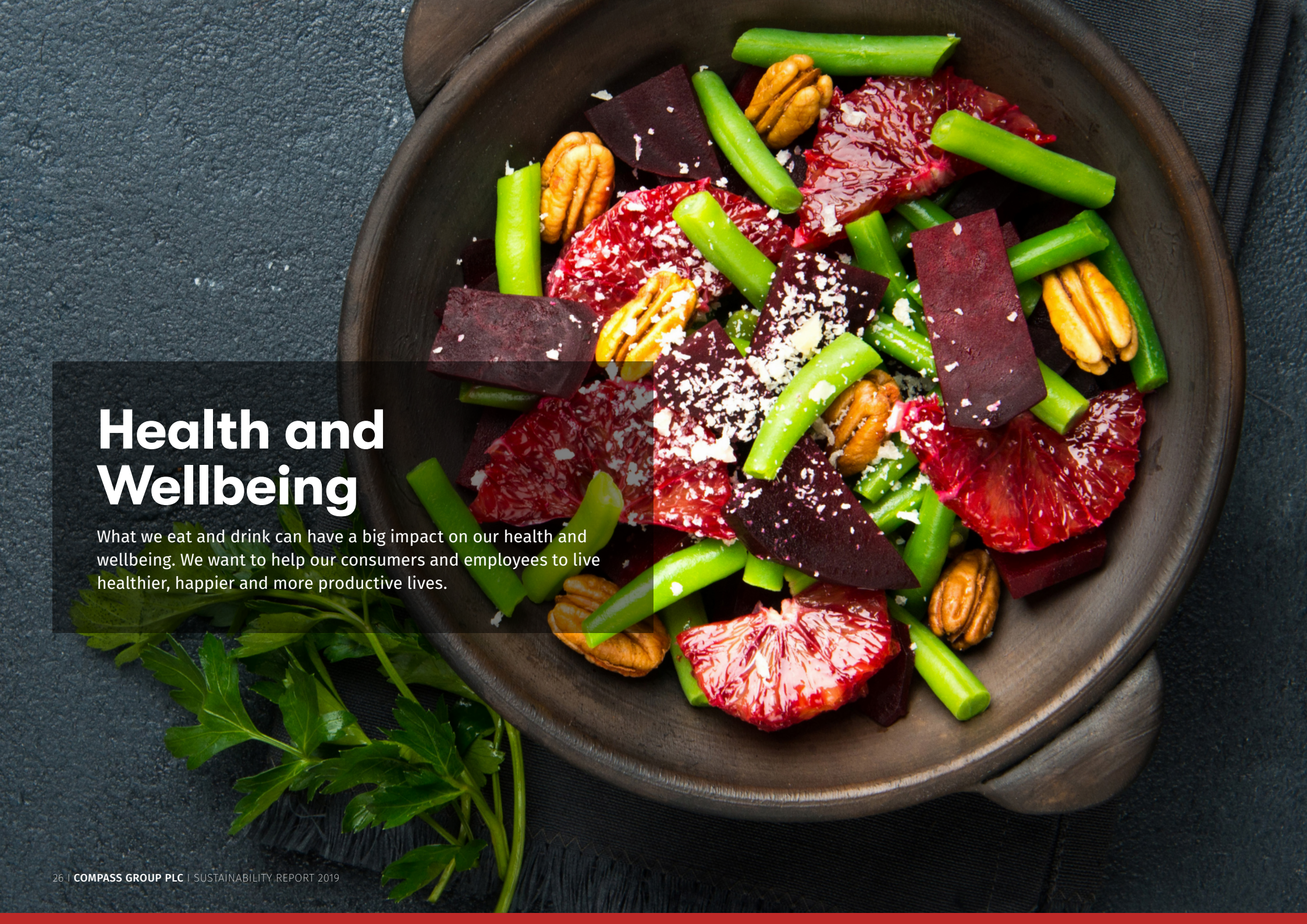
Global Food Safety
Incident Rate
-35%
(Since 2015)



Global Food Safety
Incidents
-18%
(Since 2015)







Health and Wellbeing

What we eat and drink can have a big impact on our health and wellbeing. We want to help our consumers and employees to live healthier, happier and more productive lives.

Health and Wellbeing

Better Nutrition Choices

According to the Global Nutrition Report 2018, obesity among adults across the globe is at record levels, and is increasing fastest among adolescents.

We are in a privileged position to help consumers to make better nutritional choices, reducing their consumption of salt, fat and sugar, increasing their fruit and vegetable intake and eating smaller portions, all without compromising on quality or taste.

In the UK, our education brand, Chartwells, runs a sugar reduction programme. This has led to a total sugar reduction of 21% in primary schools and 30% in secondary schools, exceeding Public Health England's 20% target before the 2020 deadline. In India, our 'Stealth Health' programme has replaced over 70 customers' favourites with healthier – yet still delicious – alternatives (using complex carbohydrates instead of white rice, for example). In Germany, we introduced a new range of no sugar and no sweetener desserts, using natural ingredients like fresh fruit, Greek yoghurt and vegan alternatives, and superfoods like chia, quinoa and goji berries. Similarly, in Denmark, we introduced small, plated portions in our unrestricted buffets, which in some cases led to a 50% decrease in quantities consumed.



Small Wonders range, Denmark

We encourage our clients to choose and promote healthy options at our sites. In the USA, for example, one of our healthcare clients increased the healthy offerings from 17% of the menu to over 55%. We saw a 72% decrease in pizza consumption and a 94% increase in people choosing scrambled egg white. We also helped a global financial services client achieve 'Blue Zones' healthier menus certification for its café which now offers half portions, wholegrain alternatives, and vegetables as the default side dish.

We also worked with a large aerospace company to study how purchasing decisions would be influenced by subsidising 'Well Being' meals on designated days, accompanied by Chef's Table sampling and promotional marketing material. The results indicated that people may be more likely to purchase a 'Well Being' meal if it is subsidised. These findings have helped us to influence other clients to subsidise healthier meals.

2 out of **5** adults are overweight or obese

***Source:** Global Nutrition Report 2018

83%

of sites offer at least one **healthy option** at every meal.

*Within our top 25 countries.

Serving healthier meals through 'Karada Plus'

In Japan, our 'Karada Plus' concept introduces meals with fewer calories, less salt and eight key vitamins to protect against lifestyle diseases. The programme defines a healthy meal as containing fewer than 500 calories, at least one fruit or vegetable serving, and one serving of wholegrain carbohydrate.

"The word 'Karada' is Japanese for 'body'," explains Hideto Mizuno Deputy General Manager, Compass Japan. "Since we have introduced our 'Karada' programme in Japan and began promoting these lower calorie meals, we have seen an increase in people choosing healthier options. With awareness, it's clear that people become more mindful of the connection between what we eat and the health of our bodies."

Mental Health

World Health Organization research shows that, tragically, one person dies every 40 seconds because of suicide.

1 in **7** people globally suffer from a mental health disorder

***Source:** Institute for Health Metrics and Evaluation 2017

We believe that protecting the mental health of employees should be a priority for all responsible businesses. Our goal is to provide supportive and understanding work environments for our people and our local communities, helping them to identify and address stress and depression.

To help raise awareness of the importance of mental health in the wider community, Compass Group is a sponsor of the magazine **MindSet**. This is dedicated to helping people understand and cope with all aspects of mental health.

MindSet Magazine

MindSet MAGAZINE

medibio

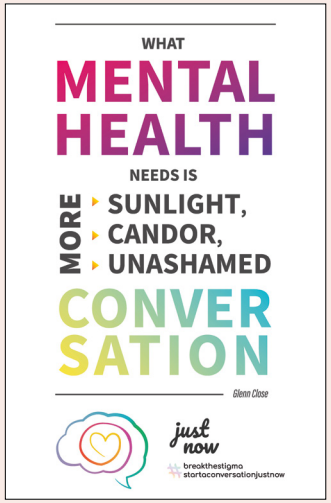
World's first biometric mental health management programme

We want to empower our people to help them manage and reduce workplace stress. Working with Medibio we are piloting a new wearable device that tracks mental health biometrics. Our people are then able to measure, monitor and improve their mental health. Personalised, proactive strategies are sent straight to the user's smartphone and, if the scores suggest there is a concern, they are offered a telephone consultation with a qualified psychologist.

We have invited around 800 people at every level of our organisation and in diverse client environments to participate, from frontline waiting staff and receptionists, to managers and supervisors. We expect the anonymised data from these pilots to help us to make strategic choices about how best to support our people to improve their mental health.

Engraining mental health across the business

In Canada, we launched 'Just Now', a mental health programme designed to facilitate awareness and help break the stigma around mental illness. The initiative includes Mental Health First Aid Training, a toolkit of important resources, and a support programme for staff and their families who may be impacted.



Further to this, in Canada we have committed to provide mental health training to 100% of our managers over the next three years. We also opened our first Just Now Wellness Space in the corporate head office, available to any associate who may need a quiet space – with plans for expansion to other locations. Our sectors are doing great work to support mental health in the communities we serve, for example we partnered with Indwell, an organisation that supports individuals receiving mental health care with their transition back into the community, and will hire two of their Culinary Academy students at one of our sites.

just now

Healthy Lifestyle

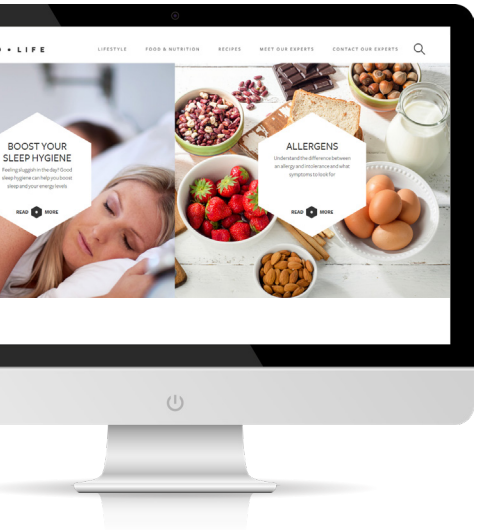
According to the World Health Organization, an unhealthy lifestyle - and specifically, insufficient physical activity – is one of the leading risk factors for noncommunicable diseases and death worldwide.

1 in **5** adults and

4 in **5** adolescents across the globe are not active enough.

We are dedicated to helping our consumers and employees adopt a balanced diet and make achievable lifestyle changes.

NOURISHED • LIFE





Children enjoying their school lunch served by Chartwells

In 2019, we introduced initiatives to provide consumers with lifestyle advice. In the UK, our Nourished Life website and related social media channels offer tips for healthier living, including better sleep, recipes, and an 'ask our experts' column. After only two years, this website has generated over 100,000 page views, and won Footprint Media's Health & Vitality Honours award for Communication and Engagement.

In the Netherlands, our 360 Lifestyle digital platform provides advice from experts in the fields of nutrition, lifestyle, mind and sport. This helps people to understand the nutritional values of the products in our restaurants, as well as how to prepare healthy meals at home, and live healthier lives.

We are particularly passionate about helping young people learn about the importance of good nutrition and a healthy lifestyle. For example, through our Chartwells brand in South Carolina, USA, we used Snack Bingo and healthy smoothie parties to teach over 600 elementary after-school students about portion size and healthy snack guidelines. We also educated more than 200 middle school students about nutrition through interactive and food tasting 'Life Skills' classes. In Brazil, our hands-on school garden project led to a 60% increase in vegetable consumption. In the UK, our Chartwells programme also included parents, and covered issues such as healthy cooking on a budget, and training lunch club cooks and volunteers.

Making life tastier and healthier

LIVE LIFE Tastelife

In Australia, our TasteLife programme helps on-site residents develop healthy habits, like exercising, eating responsibly, avoiding smoking and looking after their mental health. Spanning 30 sites, the programme offers 1,433 group fitness classes and 327 personal trainer sessions every month.

"67% of the Australian population is overweight or obese," explains Ashley Doig, National Manager of Nutrition Services, Compass Australia. "Combine this with other behavioural risk factors, like poor sleep, inactivity, smoking and high blood pressure and you end up with 80% of our death and disability burden. That's why it was so important for us to take action through our TasteLife programme."

1 in **5** residents engaged with the programme

5%
average drop in waist size



Encouraging healthy living through Tastelife Australia



Our Eurest Allianz Life Insurance team in the USA

We constantly research new ways to encourage healthier living. Our Compass 'Designed with Health in Mind' report suggested making healthier choices no longer remains about will power – it is more about changing the accepted norm. In one of our sites in Turkey, over 800 white bread rolls were eaten daily, compared to only 200 pieces of bran or whole-wheat bread. When we displayed the whole-wheat bread more prominently alongside accompanying posters explaining its health benefits, consumption of white bread rolls dropped by 25%.

We also help our clients to introduce healthy living programmes into their operations. For example, we supported Allianz Life Insurance Company of North America to become Eurest's first certified Wellness Center for Excellence in 2019. The team promoted wellness programmes and new healthy food options monthly. They responded to customer demand with innovations, such as a deconstructed bento box station with nuts, cheese, fruits, vegetables and crackers so customers could build their own meal. As a result, eight out of ten survey respondents stated that the combination of the on-site cafes, fitness centre and wellness offerings made it easier to achieve a healthy lifestyle.





Environmental Game Changers

As a leading food service business, we focus on where we can have the biggest positive impact on the global food system and the environment.

Environmental Game Changers

Food Waste

According to the UN, each year, an estimated one-third of all food produced ends up going to waste. That is equivalent to 1.3 billion tonnes, worth around US$1 trillion, ending up rotting in bins, or spoiling due to poor transportation and harvesting practices.

Compass Group target

reduce food waste by

50%

by **2030**

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

1. **Prevention** to reduce the amount of food that goes unsold or uneaten
2. **Inspiring** consumers to waste less (through **Stop Food Waste Day**)
3. **Recovery** to donate surplus food to people in need, and recycling to divert food waste from landfill



Prevention

We are cutting waste in our restaurants by improving how we order and store food, making use of every bit of an ingredient in the kitchen, and repurposing food into new dishes where possible. We challenge our teams to plan, forecast and purchase effectively to prevent wastage.

In the UK, approximately 250 sites already use Winnow technology to measure, monitor and reduce food waste. We are rolling this out further and also launching a small site solution across the business. We encourage the use of weigh and pay systems, so the consumer only pays for what they can take, which results in reducing plate waste. In Turkey, we have found that by giving consumers the ability to choose portion sizes we have been able to cut food waste by between 6-20% at various client restaurants.





Stop Food Waste Group in the US

Inspiring

In 2017, our US business created a dedicated day of action, Stop Food Waste Day™. Our aim was to increase awareness of the crisis and empower employees and consumers to reduce waste in both professional and home kitchens. It has now become an annual, global event for us, with 38 Compass markets and over 10,000 units participating in 2019.

Globally, millions of zero-food-waste meals were served on Stop Food Waste Day 2019 throughout Compass cafés in hospitals, schools, corporations, arenas, museums, senior living communities and more. The conversation went well beyond the kitchen and into the public domain, with Stop Food Waste Day officially adopted by nine cities across North America, calling on their citizens to take the pledge to reduce food waste. In 2019, the White House further elevated this effort, by acknowledging the month of April as Winning on Reducing Food Waste Month.

The external reach of the campaign stepped up significantly in 2019 with **#stopfoodwasteday** which reached an audience of 89 million in 100 countries. Media coverage reached a potential audience of a further 140 million. High profile individuals and organisations helped to raise awareness, including the UN's World Food Programme and Food and Agriculture Organization, WWF, Jamie Oliver, British and French Vogue, Fast Company and others.

Stop Food Waste, New York City

In September 2019, the team behind Stop Food Waste Day and NY Common Pantry hosted the first Stop Food Waste NYC event. Coinciding with New York Climate Week, Stop Food Waste NYC's interactive market featured vendors, speakers, and partners. The aim was to educate consumers about what they can do to make a difference and reduce food waste.

Partner organisations, whose delicious products reflected the zero and low waste ethos of the event, shared their products and knowledge with visitors on the day. Two of our leading brands, Restaurants Associates and Levy, were among leading partners of the event, along with a number of suppliers.

With nearly 2,500 visitors, 24 partners, 12 keynote speakers and a social media campaign that reached some 4 million people, this first Stop Food Waste city event was a resounding success.


Stop Food Waste NYC

Recovery

We work with online food redistribution charities, as well as local charities and community groups, to help our sites donate surplus food.

40 tonnes

= **93,000** meals donated to **FareShare** since 2014

In the UK our distribution centres have been donating surplus food to FareShare since 2014. In the UK, we also aim to separate food waste, have used cooking oil collections at all food service sites where we manage the waste, and we have an ongoing campaign to switch off macerators (food waste disposal units) to prevent food waste from entering sewers.

In Australia, we partner with the food charity 'OzHarvest' to help deliver over 100 million meals to people in need. In 2019, we presented them with a second A$100,000 cheque so they can continue their valuable work in the community. In the USA, our Bon Appétit brand donates through many food recovery programmes across the country, including Chefs to End Hunger. 74% of Bon Appétit's sites donate food to people in need, and 96 accounts are Food Recovery Verified (meaning they are verified by a third party organisation on an annual basis to confirm they are consistently donating their food).



Outtakes in Argentina gives consumers coffee grounds to use as garden fertilizer.

In Argentina, our Outtakes convenience stores and coffee carts offer consumers free coffee grounds for use in their gardens. In Australia, we have introduced waste reducing recipes like bread and butter pudding from 'stale' Easter buns, and no waste broccoli soup using the stalks. In Norway, consumers can purchase cheaper food at the end of the day to avoid it being wasted, through apps that distribute leftover food such as 'Too good to go', 'Karna' and 'Olio'. In Japan, 'Food Waste Warriors' promote cooking with vegetable peel, serving almost a quarter of a million soups and curries using leftover peel – for 2020 our target is one million!

We encourage our clients to recycle food waste wherever possible. In Italy we helped an automotive client engage 3,500 stakeholders and six suppliers about food waste. This led to 90% of food waste being recovered and our client has now asked us to roll this out across all its canteens. In the UK, we work with BioBean to recycle coffee beans from our catering operations in a financial services client into various products including logs. On average, 1,600kg of used coffee grounds is now being recycled monthly, and we are rolling out the programme further.



TOAST
HERE'S TO CHANGE

Planet-saving beers made from yesterday's bread

Toast brews beer using yesterday's bread to fight food waste. It donates 100% of its profits to environmental charities.

Toast brews it's planet-saving beer using yesterday's bread to fight food waste. It donates 100% of its profits to environmental charities. "We have been a supplier to Compass for the past two years and we are brewing with fresh surplus bread from a Compass supplier called Adelie," explains Rob Wilson, Chief Toaster, Toast. "We recently agreed with Compass Group to scale up our efforts and work in partnership to create a significant closed-loop project to upcycle over one million slices of fresh surplus bread from the Compass supply chain and serve it back to Compass customers as beer. It's a great example of the circular economy in action."





Single-Use Plastics

Single-use plastics are plastic items thrown away after being used only once. While most plastic packaging is recyclable, a high proportion isn't and ends up in landfills, incinerators, or worse, in oceans or waterways. Plastic litter is not only unsightly, it also poses a significant threat to our environment and to wildlife.

We recognise the industry-wide issue of single-use plastic and are taking steps to reduce its use in our operations. In India, various single-use plastic products (cups, cutlery, straws, garbage bags, plates and bowls) have been removed or replaced with multiuse washable alternatives.

We are working closely with suppliers to redesign packaging, and encourage clients and consumers to rethink their use of disposable plastic items. This is helping to ensure that fewer single-use plastics are being used, replacing them with reusable alternatives. Where plastic is still used, we encourage the adoption of plastics that can be easily recycled.

In Australia, for example, three zoos where we provide the catering all stopped offering plastic straws and bags in May 2019. We are now working in partnership with Schweppes with the aim of having all drinks they supply available on tap, and therefore removing all drinks container packaging.

Reduce Single-use plastic cutlery.	**Reuse and replace** Washable cutlery and silverware, or compostable alternatives
Reduce Plastic drinks stirrers	**Reuse and replace** Wooden stirrers or reusable spoons
Reduce Single-use plastic cups	**Reuse** Reusable cups, crockery, refillable bottles
Reduce Single-use plastic food to go and takeaway containers	**Reuse and replace** Replace with reusable crockery or to-go containers, or compostable or paper based to-go products

waste2zero FOODSERVICE WASTE MANAGEMENT & PREVENTION AWARDS winner 2019

Our award-winning 'Single-Use Plastics Guide'

In the UK, our 'Single-Use Plastics Guide' makes it easy for sites to tackle single-use plastics commonly used in food service. Regularly updated, the Guide is already on its fourth edition, and was awarded 'Best Waste Prevention Project Award (Food)' at Footprint's waste2zero Awards 2019.

In the past year alone, the Guide has helped to remove 30 million plastic cups and 29 million plastic cutlery items from the UK business. We also run conferences with clients across the UK to share best practice.

"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 & Ireland. "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."



Compass UK celebrating its 2019 waste2zero award

Plant-Forward Meals

In January 2019, an **EAT-Lancet report** provided the first full scientific review of what constitutes a healthy diet from a sustainable food system, and which actions can support and speed up food system transformation. We have since partnered with EAT to explore ways to help transform our global food system. See page 44 for more information.

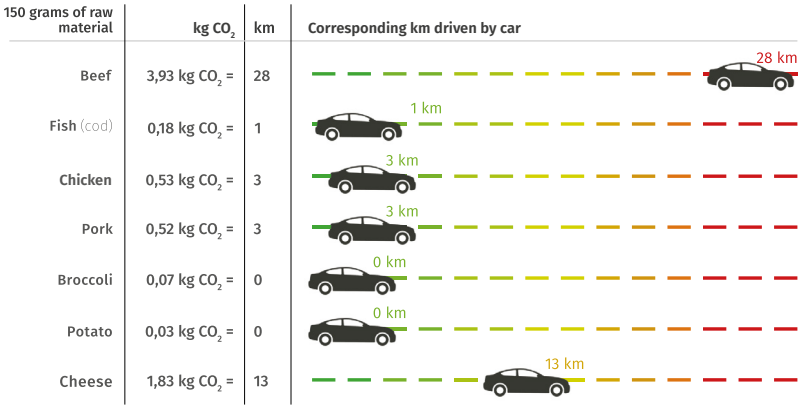
Eating less meat is generally agreed to be better for our bodies and for the planet. Our clients are demanding more plant-based choices and meat alternatives. We are offering more vegan options, and our chefs are creating delicious recipes based around vegetables and legumes.

In Canada, we have announced an exclusive national partnership with Copper Branch, a large plant-based restaurant chain. We have the option to open up to 50 Copper Branch locations in Canada over the next 10 years, with the first locations planned to open in 2020.

We are helping clients to incorporate plant-forward meals into their menus. Argentina joined the 'Veg Revolution', for example, and a new menu has been added once a week in nearly 70% of our contracts.

We are also helping to raise awareness of the impact of eating less meat on our health and that of the planet. In Portugal, our award-winning 'Choose Beans' campaign led to a 27% increase in legumes consumption in only one year across targeted sites. In Sweden, we collaborated with Research Institutes of Sweden (RISE) to develop a calculator to show customers the carbon footprint of each menu option. We communicated this information on posters, making it easier for our consumers to understand the high carbon footprint of red meat and dairy products.

Below is an example of how Compass Group Sweden communicates to consumers on the carbon footprint of their meals.



Source: Compass Group Sweden and Research Institutes of Sweden

VEG REV–OLUTION

Bring a VegRev to the USA!

While Compass has recognised the importance of plant-forward dishes for several years, our culinary leaders are increasing training, partnerships and delivery to meet consumer demand. Programmes like VegRev in the USA are designed to help chefs and guests understand the veg-forward movement. One VegRev dish is offered each week against a comparable animal-protein menu item, accompanied with marketing messages.

Initial one month pilots have shown a 24% increase in sales of VegRev orders compared to traditional menu items, and an 11% reduction in beef purchases year-on-year across the US business. In 2019, we also introduced online live training, developed by chefs and nutritionists to teach our internal network what is on-trend, and how a plant-forward menu mindset will meet consumer demands.

"The idea behind VegReg is to increase the amount of plant protein, produce and whole grain on offer, while reducing the amount of meat being served in our restaurants and cafés," explains Deanne Brandstetter, Vice-President, Nutrition and Wellness, Compass USA. "This will not only mitigate the impact of carbon-intensive animal products on the environment, but also improve people's health."



Helping customers meet their sustainability goals with 'Carbon Foodprint'

Carbon Foodprint is Compass USA's online environmental dashboard, enabling us to provide clients with cost-effective solutions to lower the environmental impact of food service. Our Carbon Foodprint toolkit tracks data needed to reduce energy, water, and waste in the kitchen, while identifying opportunities for chefs to re-engineer their menus to lower greenhouse gas emissions.

A monthly report communicates results to the client, associates, and guests. Users can help their clients track progress towards Science-Based Targets and other reporting (such as CDP). In 2019, Carbon Foodprint helped users to reduce enough red meat to avoid over 52,000 lbs. of CO_2e, and reduce their water use by 41,000 gallons.

"Sustainability is integral to the culture of Compass and we want to help our clients excel in all areas," explains Julia Jordan, Director of Sustainability, Compass USA. "The Carbon Foodprint programme makes it easy to monitor and measure the impact of clients' sustainability programmes and several clients have won awards for their efforts."

Climate change and greenhouse gas emissions

We recognise the role we have to play in limiting our impact on the environment. Alongside reducing food waste, and increasing plant-based meals across our business, in February 2019, we committed to set a **'Science Based Target'** to reduce the greenhouse gas emissions of our operations, in line with the 2015 Paris Agreement to limit global warming to 1.5 degrees. Building on work done in previous years, we will be setting these targets and taking actions to reduce our impact across the Group over the coming years.

2019 was the first year of collecting sustainability data in a newly launched system from countries which constitute 96% of the Group's revenue. This data gives us greater visibility of our sustainability performance, including greenhouse gas emissions.

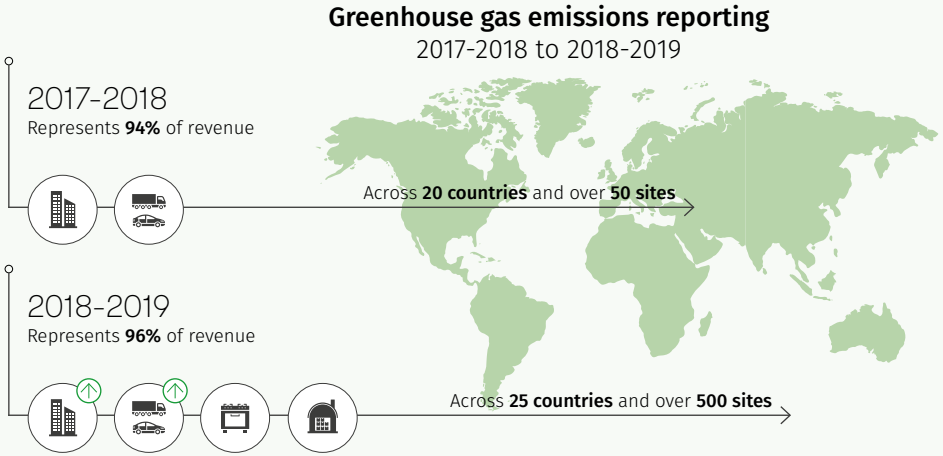
Over 2019, we significantly expanded the number and type of sites reporting greenhouse gas emissions to more closely reflect our operations. This means our emissions from 2018 and 2019 are not comparable on a like-for-like basis. The majority of our Scope 1 emissions are from vehicles within our operating fleets. The change in our Scope 1 and 2 greenhouse gas emissions from 2018 to 2019 can be explained by:

- a tenfold increase in the number of sites reporting to now include all head and regional offices as well as new site types of warehouses, central processing kitchens and laundries within the reporting countries. These sites were previously out of scope and typically have higher carbon emissions than offices (the only site type previously reported.)
- an increase in the number of countries reporting on their emissions from 20 to 25.

We will be analysing our carbon footprint, setting a reduction target and executing our reduction strategy over the coming years and will communicate in due course.

For more information about our climate change reporting and strategy, view our Carbon Disclosure Project (CDP) report.

Compass Group's CDP report

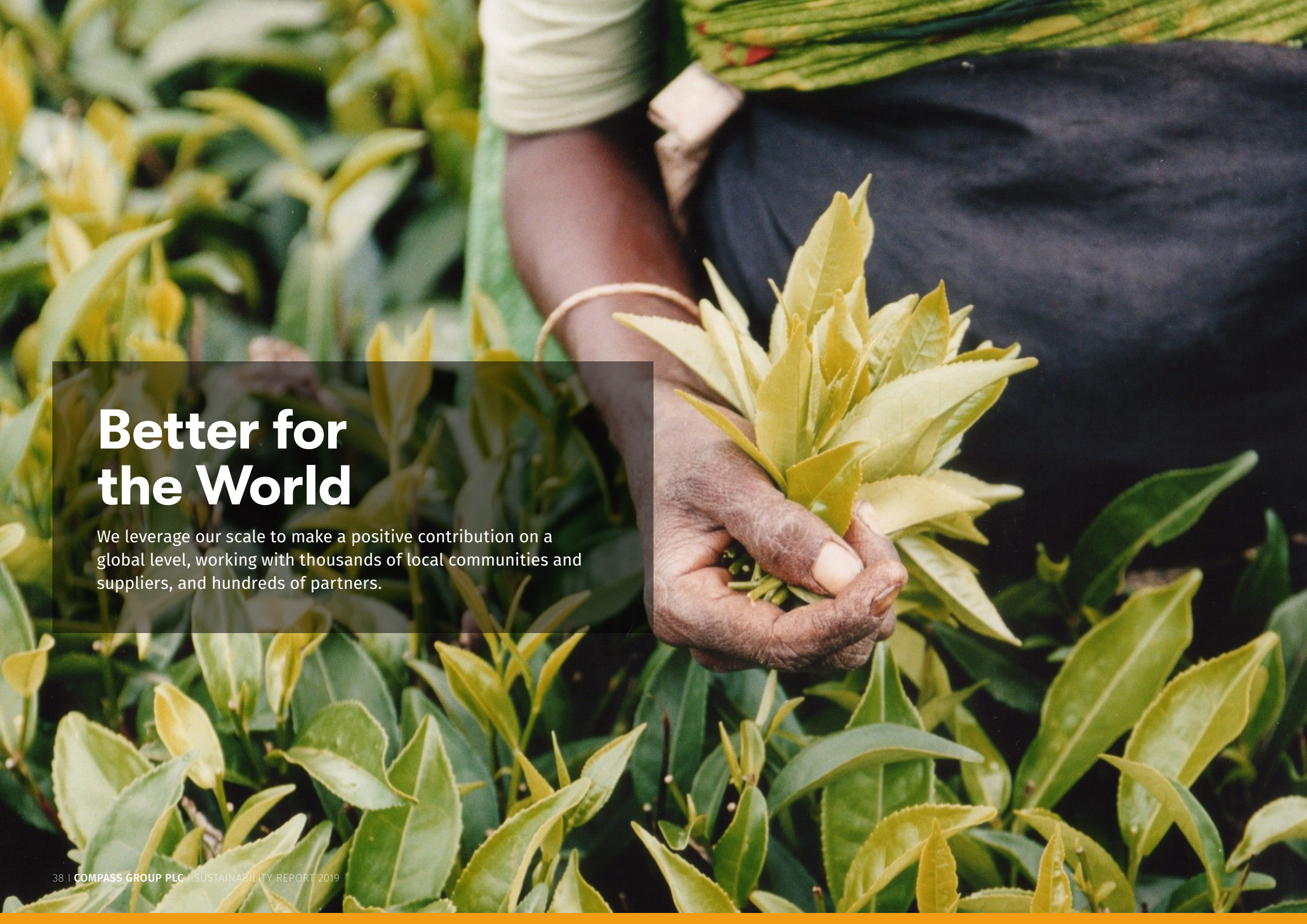


Compass Group's disclosure in accordance with the Companies Act 2006 (Strategic and Directors' Reports) Regulations 2013 is stated in the table below:

Global greenhouse gas (GHG) emissions for the period 1 October 2018 to 30 September 2019	Unit	2018-2019 Current reporting year*	2017-2018 Previous year
Combustion of fuel & operation of facilities (Scope 1)	Tonnes (t) CO_2e	174,627	129,516
Electricity, heat, steam and cooling purchased for own use (Scope 2 – location based)	tCO_2e	45,875	8,095
Total Scope 1+2	tCO_2e	220,502	137,611
Emissions intensity per £M revenue	tCO_2e/£M	9.1	6.3

*In 2019, we increased the scope and changed the data collection and estimation methodology of reporting.

This year, we conducted a thorough review of our Scope 1 and 2 carbon footprint following our commitment to set best-in-class Science Based carbon reduction targets aligned to the Science Based Target initiative criteria. This has led us to expand our reporting boundary of greenhouse gas emissions to more closely reflect our operations. Our GHG emissions calculations are based on the GHG Protocol Corporate Accounting and Reporting Standard (revised edition). Applying an operational control approach, we have identified relevant activity data for Scope 1 and 2 emissions and have used the location based Scope 2 calculation method. The majority of our Scope 1 emissions are from vehicles within our operating fleets. Our Scope 1 and 2 emissions have been verified by an independent carbon consultant.



Better for the World

We leverage our scale to make a positive contribution on a global level, working with thousands of local communities and suppliers, and hundreds of partners.

Better for the World

Sourcing Responsibly

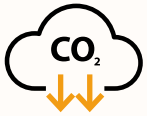
We source our products from all around the world. Our priority is to ensure we partner with suppliers who meet our high standards of food safety and quality, ethical trade, animal welfare and sustainability. Our global supply chain integrity requirements ensure that we work only with suppliers who share our values. Our Code of Business Conduct (CBC) outlines what we expect of all of our partners. Read it online on our **policies page**.

The Bleu Blanc Coeur campaign in France epitomises our hard work to source responsibly and raise awareness among consumers. This agriculture campaign focused on ingredients that are sustainable. By suggesting Bleu Blanc Coeur options to consumers, we had a big impact on nutrition and health, the environment and biodiversity.

Bleu Blanc Coeur campaign in France



Increased consumption of omega 3 by 4.7 tonnes



Cut CO_2 by 44 tonnes



Purchased more crops that **promote biodiversity**: flax, alfafa, lupine and beans

Human rights

As well as respecting human rights within our direct operations, it is important this is extended to our supply chain. As part of our Human Rights Impact Assessment, we identified the categories with the highest human rights risk within our supply chain as seafood, hot beverages, fresh produce, agency labour, garments and disposables. Any potential supplier breaches of our CBC, uncovered via audit or any other means, are fully investigated and, where possible, remedied. Suppliers whose breaches are not remedied are terminated.

As a signatory to the UN Global Compact, we support their principles in the areas of human rights, labour, the environment and anti-corruption. We publish a communication on progress each year and our most recent report can be found here:

www.unglobalcompact.org

Read more about our approach to human rights.

Independent audits of our UK fresh produce supply chain

In 2019, we commissioned independent ethical audits within our UK fresh produce supply chain to SEDEX Members Ethical Trade Audit (SMETA) standard. We traced products back down through our supply chain.

The audits evaluated health, safety and labour standards and were conducted from the Compass supplier, through intermediaries, right back to the grower in the field.

The results to date have not discovered any modern slavery and human trafficking violations. However, they did provide valuable insight on some areas for improvement in and around labour standards, including previously unidentified issues such as the use of seasonal and intermittent contracts.

"This highlights the importance of supply chain cooperation and collaboration," explains Chris McCrystal, Global Head of Responsible Sourcing, Compass Group. "We are working with the affected supply chain to identify remedial actions. We plan to conduct further assessments and audits throughout our supply chain into the next financial year to highlight areas for improvement, inform our process and serve to strengthen our relationships with suppliers."

Animal welfare

The welfare of farm animals is important to Compass, and is a key element of our approach to responsible sourcing. We continue to collaborate with partners such as Compassion in World Farming, Humane Society International and The Humane League to help us drive forward improvements in animal welfare practices.

In 2019, we were delighted that Compass France won a Compassion in World Farming award for our commitment to cage-free rabbits.

All of our operations around the world are aiming to source 100% cage-free shell eggs and liquid egg products by 2025.

In 2019, we signed the 2026 European Chicken Commitment for 100% of the chicken meat we source for Europe, following a similar commitment by our US business in 2016. These standards include implementing a maximum stocking density of 30kg/m^2 or less, adopting breeds that demonstrate higher welfare outcomes, using more humane stunning methods, and improved environmental standards and auditing.

Compass Group target

100%

cage-free shell eggs and liquid egg

by **2025**



Deforestation

We know that sourcing specific food products, such as beef or soy from the Amazon biome or palm oil, can lead to deforestation and desertification. We are committed to preventing this and actively seek to reduce our sourcing of products from the Amazon biome region such as soy or beef.

Our goal is for the palm oil used to prepare food in our kitchens to be 100% certified sustainable from physical sources by 2022. So far, 37% of our palm oil is certified sustainable and we are working to increase this throughout our business.

We are active members of the Roundtable on Sustainable Palm Oil (RSPO) and the Round Table for Responsible Soy (RTRS). In 2019, we began the process of recalculating our global soy footprint with an external consultant. Compass UK is also a member of a roundtable on sustainable soy convened by Efeca.

Compass Group target

Palm oil used to prepare food in our kitchens to be

100%

certified sustainable from physical sources

by **2022**

Fish and Seafood

We want to play our part in improving the health of the oceans and are buying more and more responsibly sourced fish. Our business in the USA has been dedicated to sourcing sustainable seafood for 17 years and last year, 87% of the seafood we purchased was certified sustainable. Our global commitment is to buy 50% certified sustainable seafood by 2020 and, in the last financial year, 42% of fish and seafood purchased was certified from sustainable sources.



Compass Group target

Our **commitment** is to buy

50%

certified sustainable fish and seafood

Ethical Trade

Fair trade is about paying a fair price. This enables farmers and their workers in developing countries to combat poverty and enjoy secure and sustainable livelihoods. Across many of our operating countries, we purchase certified Fairtrade products including coffee, tea and chocolate. Within our top 25 countries, 44% of the coffee and tea we provide is certified fairly traded. Furthermore, in the UK in 2019, the sale of our EatFair range of Fairtrade cakes and biscuits raised over £166,000 for Fairtrade projects, supporting growers and producers in the developing world.

Supporting our suppliers

We are working to improve supply chain transparency across our business through the education and training of our procurement teams. For example, our UK business has rolled out the use of the Supplier Ethical Data Exchange (SEDEX) to 66% (2018: 50%) of suppliers within those categories we consider carry a higher risk. SEDEX is a database used to assess, track and share information on suppliers, and we intend to roll out SEDEX to several other countries.

Our suppliers must comply with our Code of Business Conduct, and this is stipulated in our supply contracts. Our suppliers are also required to comply with our Global Supply Chain Integrity Policy.

This policy is underpinned by a robust set of standards which clearly define our responsible sourcing commitments and the values we expect our suppliers to uphold. All these policies can be found on our website **www.compass-group.com**. We support our suppliers in achieving these standards through regular engagement, training and best practice guidance.

We also work to support diverse suppliers. In the USA, for example, we have had a supplier diversity programme for over 20 years. We have over 850 minority or female owned regular suppliers, representing contracts worth over US$700 million per year. We are currently expanding the programme to Canada, and plan to roll it out globally.

We also have a number of programmes around the world dedicated to sourcing local and regional products.

foodbuy

Foodbuy UK & Ireland joins the Buy Social Corporate Challenge

Foodbuy UK & Ireland, Compass UK's procurement organisation, has become the first company in the UK food and drinks sector to join the Buy Social Corporate Challenge. This is a ground-breaking initiative which sees high-profile businesses - like Compass - use their everyday spending to transform lives.

The Buy Social Corporate Challenge 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."



Foodbuy becoming the first food and drink company to join the Buy Social Corporate Challenge.

Enriching Local Communities

It is important for us to give back to the local communities in which we operate. We do this by partnering with charities, getting involved with projects and initiatives that benefit the local area and buying local produce.

In Canada, our Chartwells brand partners with a social enterprise called WE Organization, pledging to provide one million meals to people in need to tackle food insecurity in communities in the least affluent parts of the world. Every lunchtime in over 600 schools, we promote the 'WE Special' meal. Chartwells contributes 25 cents to WE with each meal sold and consumers can track their impact and follow the community they are supporting online. In the 12 months to August 2019 we helped provide over 1.4 million meals - exceeding our three year goal in just one year!

In the UK, Chartwells is working with numerous public health, local authority and voluntary sector partners to take action on child hunger during school holidays. As a result of our efforts, more than 1,700 children have been educated on simple nutrition principles. In one London borough alone, 11,500 meals have been served to children, 150 parents have been educated on cooking healthily on a budget, and 53 cooks and lunch club volunteers have been trained on food hygiene, compliance standards and allergen management.

We also provide financial support for many charities. For example, Foodbuy has partnered with muscular dystrophy charity Duchenne UK for the last three years, raising over £350,000 for the charity, as well as donating catering services to its annual gala dinner.

In addition, we strive to secure sustainable food supply and improve livelihoods for community suppliers. In Colombia, for example, we support smallholder farmers in the post-conflict territory of Cesar, making sure they are paid a fair price according to the market.

We donate time and money in support of many different charities around the world



Compass Canada celebrating 1.4 million meals on WE Day


Our Foodbuy team raising money for Duchenne UK

Serving soup for the homeless

In 2018, one of our Chartwells kitchens in Copenhagen began cooking hot meals for local homeless people. Employees volunteered and the initiative quickly spread to other kitchens.

As a result of this success, we now run multiple soup kitchens every winter for one day a week, in regular locations across Denmark. We have partnered with a local shelter to help us spread the word, to maximise the impact.

"Denmark can get especially cold during the winter with temperatures often below zero degrees," explains Jenny Errild, Operational Excellence Lead, Chartwells. "Hot soup and a friendly face can make all the difference to people who are homeless, and this project has warmed our hearts as well as theirs."

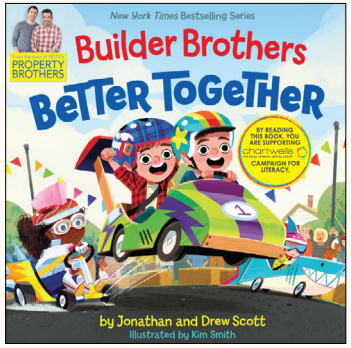


Chartwells and the Campaign for Literacy: Better together

In Canada, Chartwells has made available the new book from TV hosts Property Brothers, 'Builder Brothers: Better Together' to over 550 school locations.

As part of an innovative literacy programme, Campaign for Literacy, students are encouraged to borrow a book, read it with their caregivers, and participate in the interactive experiential learning exercise at the end of the book.

The Campaign for Literacy supports the 'Thinking Ahead, Giving Back' program, where Chartwells has committed to provide 10,000 hours of community support, by helping students at the elementary school level develop their literacy and reading skills, while decreasing the amount of time spent in front of a screen.





Collaborating for Big Change

No single country, business or organisation alone can tackle the serious challenges facing our world today. That is why partnerships are so important and are recognised as a Sustainable Development Goal in their own right.

As the biggest player in our industry, we have the expertise to help shape positive change on food focused issues. We recognise the vital importance of working together with our clients, suppliers and other stakeholders to find solutions to these challenges.

We have been active for a number of years in helping to raise animal welfare standards. With the Global Coalition for Animal Welfare (GCAW), of which we are a founding member, we are meeting consumer demand for better care for animals. We are active on four of GCAW's five working groups, contributing to industry discussion and solutions on broiler chickens, cage free, slaughter and transport, and antimicrobial resistance. With Compassion in World Farming, we are playing a role in protecting and improving farm animal welfare standards across the globe.

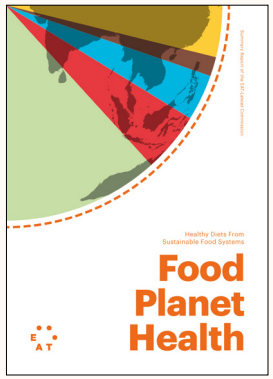
We are also working with innovative partnerships, such as the Ellen MacArthur Foundation on its 'Food Initiative'. Launched in June 2019, this initiative aims to ignite a global shift towards a regenerative food system based on the principles of a circular economy. Starting with the flagship cities of New York, London and São Paulo, we will be piloting circular principles in select locations and working with suppliers to help move toward a more circular food system.

FareShare community food network

Transforming food with EAT

In 2019, Compass partnered with the EAT partnership. EAT is a global, non-profit, start-up dedicated to transforming our global food system through sound science, impatient disruption and novel partnerships. Together, we are working to shift the world to healthy, tasty and sustainable diets; realign food system priorities for people and planet; produce more of the right food, from less; safeguard our land and oceans; and radically reduce food losses and waste.

EAT-Lancet report





The suggested planetary health plate

Performance Metrics

Our Performance

We have been measuring our performance in people and safety for many years and over the last year we introduced new measures in sustainability. We will be communicating further targets in due course.

People	2018-2019	2017-2018
Developing Our People		
Improvement in employee retention rate • Total employees • Management • Unit management	 1% 3% 0%	 0% -2% 2%
Number of unit managers trained through Leadership in Action development programme	2,500	N/A
Number of graduates hired and tracked across the global business	2,000	1,000
Engaging Our People		
Total number of cases reported by employees globally, via Speak Up	3,767	3,812
Global engagement survey participation	48%	N/A
Creating a Diverse and Inclusive Environment		
Female representation in the global workforce, % of total	59%	57%
Women holding global leadership team positions, % of total	31%	30%

Safety	2018-2019	2017-2018
Global lost time incident frequency rate (LTIFR)	2.91	3.04
Total number of lost time incidents (LTI)	2,766	2,973
Global total recordable incident frequency rate (TRIFR)	9.01	8.55
Total number of recordable incidents (TRIs)	8,585	8,263
Global Food Safety Incident Rate (FSIR)	0.22	0.24
Total number of food incidents (FSIs)	1,439	1,473
Motor Vehicle Collision Rate (MVCR)	2.57	3.64

The sustainability metrics below relate to our Top 25 countries. A number of our sustainability metrics have been independently verified, see our website for more information.

Health and Wellbeing	2018-2019	2017-2018
Better nutrition		
Number of sites with at least one healthy meal choice	83%	N/A

Environment	2018-2019	2017-2018
Plant forward meals		
Carbon footprint of beef and eggs purchased, tCO_2e	2.1 million	N/A
Spend on fruit and vegetables of total food spend	15%	N/A

Global greenhouse gas (GHG) emissions for the period 1 October 2018 to 30 September 2019	Unit	2018-2019 Current reporting year*	2017-2018 Previous year
Combustion of fuel & operation of facilities (Scope 1)	Tonnes (t) CO_2e	174,627	129,516
Electricity, heat, steam and cooling purchased for own use (Scope 2 – location based)	tCO_2e	45,875	8,095
Total Scope 1+2	tCO_2e	220,502	137,611
Emissions intensity per £M revenue	tCO_2e/£M	9.1	6.3

*In 2019, we increased the scope and changed the data collection and estimation methodology of reporting.

Better for the world	2018-2019	2017-2018
Responsible sourcing		
Sustainable palm oil of total palm oil**	37%	36%
Certified sustainable fish and seafood, of total fish and seafood spend	42%	N/A
Cage free eggs of total eggs		
• Shell eggs	34%	33%
• Liquid eggs	15%	15%
Certified ethically traded coffee and tea, of total coffee and tea spend	44%	N/A
Performance in Business Benchmark on Farm Animal Welfare	Tier 3 (2018)	Tier 3 (2017)

** Palm oil data relates to all operating countries



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