OUR PLANET PROMISE:
A SUSTAINABLE FUTURE FOR ALL

COMPASS GROUP SUSTAINABILITY REPORT 2021





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This report covers all Compass Group global operations for the financial year 2021 (1 October 2020 to 30 September 2021). It has been prepared in accordance with Global Reporting Initiative (GRI): Core option and aligns to Sustainability Accounting Standards Board (SASB) standards.

Compass Group PLC is a holding company with investments in a number of subsidiaries around the world. The use of 'we' or 'our' in this report may mean Compass Group PLC or one of its Group companies, depending on the context in which it is used.

The images in the Sustainability Report are representative of the services provided by Compass Group PLC and its subsidiaries and partners. Some of the photography used in the Report was taken prior to the COVID-19 pandemic.

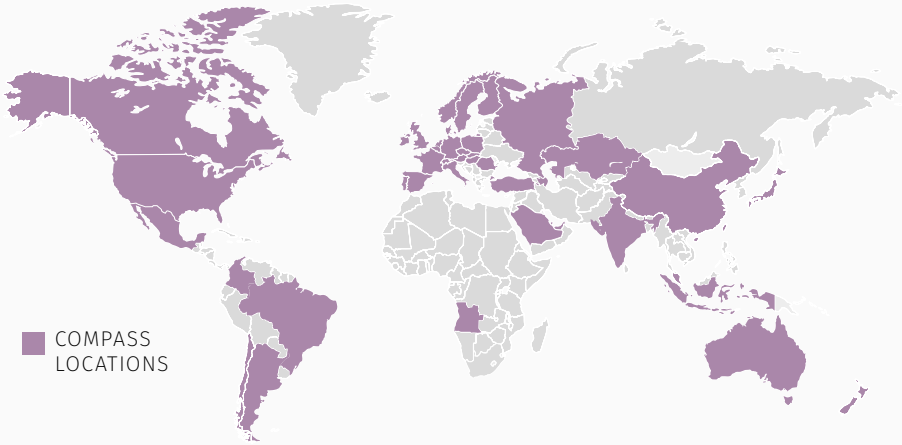
COMPASS GROUP

Compass is a global leader in food services, providing delicious and nutritious meals to millions of people across 45 countries. We are driven by a simple purpose: to provide great food and support services to millions of people every day. Compass teams are working hard behind the scenes to keep people safe and nourished.

Our extensive portfolio of B2B brands allows us to create bespoke food and service offers for our clients and consumers. We operate across five distinct sectors to meet the different organisational needs of our clients: from hospitals, schools and care homes; to military bases, corporate headquarters and entertainment venues.

See our Annual Report for more information.

ANNUAL REPORT



45
countries

£18,136M
underlying revenue

~ 480,000
people we engage and employ around the world

COMPASS GROUP'S VALUE CHAIN

The Compass Group sustainability strategy maximises the positive social and environmental impact we create across our value chain.

AGRICULTURE AND FARMERS
The raw agricultural commodities that we use in our meals are grown, gathered, reared or fished. We support sustainable practices, aim to increase the resilience of our supply chain and support our communities by choosing local produce.

PROCESSING AND PACKING
These raw agricultural ingredients may require processing, refining or transforming to create a food product suitable for distribution and subsequent consumption.

DISTRIBUTION AND LOGISTICS
This product is then transported to distribution centres and, from there, to our different sites. We aim to reduce food miles during this process.

FOOD AND SUPPORT SERVICE
We operate food service units within our clients' sites, preparing, cooking and serving high quality food and drink. In addition to our top priority of serving safe and nutritious food, we aim to minimise food loss and waste and to reduce the use of single-use plastic packaging.

CONSUMERS
Consumers purchase our products, eating them in on-site restaurants or taking packaged products away to consume elsewhere. We seek to respond to their increasing demands for nutritious and sustainable food options.

WELCOME MESSAGE FROM OUR CEO



Dominic Blakemore
Group Chief Executive Officer

The international food industry has a major role to play in driving the transition to a healthy and sustainable global food system. As a market leader, we are rising to this challenge by helping people to eat better, for their health and the planet.

Increasingly, our clients want to work in partnership with us to achieve their sustainability goals. We are in the perfect position to help them to take bold steps forward.

We recognise the material importance of tackling climate change, reducing food waste and ensuring our food is sourced with care for people and planet. In the last 12 months we have fast-tracked our strategic efforts against these priorities, setting ambitious targets and developing multi-stakeholder partnerships to deliver a greater impact.

In October, we shared our Planet Promise, Compass Group's global commitment to a sustainable future for all. It encompasses our values as an ethical, sustainable and inclusive business; the commitments we make to our people, our clients and our suppliers; and our aim to have a positive impact on the world through sourcing responsibly, enriching lives and collaborating for global change. See what action we are taking to reach our 2050 goal of being net zero across our entire value chain on page 24.

Our sustainability strategy is underpinned by our unwavering commitment to safety. The pandemic has reminded us all of the fundamental importance of health and safety measures in keeping people safe, and our economies functioning. Safety has always been a key priority and I'm proud that we've managed to halve both lost time incidents and food safety incidents across our global business since 2017.

Caring for people and planet is more than a set of targets and metrics: it's how we do business. It is embedded in our culture, championed by our leaders, and embraced by our people. As a global leader in food services, we can have a transformative influence on the entire global food system: we place great importance on sourcing responsibly and supporting our suppliers to do the same (page 35). We also have an important role to play in inspiring consumers: they are asking for more healthy meal choices and plant-based options and we are innovating and responding, helping them to make better choices for their own health (page 11), and the health of the planet (page 28).

There is so much more that we want to do. Our strong partnerships with organisations like EAT, Terra Carta and the World Business Council for Sustainable Development (WBCSD) are helping us to plot an ambitious pathway towards decarbonising society. Together with these partners and our clients, suppliers and consumers we will accelerate change and help to create a more sustainable global food system for all.



OUR SUSTAINABILITY STRATEGY

We provide great food and support services to millions of people around the world every day. We are committed to keeping people safe and healthy, whilst creating economic and social value. As part of this, we are clear that our business needs to support not only healthy people, but a healthy planet too

Our Group-wide Sustainability Strategy guides our approach and ensures that we are investing in a more sustainable future for both Compass and our stakeholders. Our targets – and our progress against these – are shown in our data hub on page 50.

COMPASS GROUP
SUSTAINABILITY STRATEGY

HEALTH AND WELLBEING

ENVIRONMENTAL GAME CHANGERS

BETTER FOR THE WORLD

SAFETY CULTURE

Turning safety from compliance to caring for each other



CARING FOR PEOPLE

During 2021, our primary focus continued to be delivering safe food, operating safe workplaces and minimising the spread of COVID-19. We worked hard to maintain morale in our teams as we continued to manage uncertainty, and supported our people and our consumers to stay healthy – both physically and mentally – by continuing to deliver better nutrition and support for wellbeing. We also continued to support a wide range of projects bringing benefits to the people living in our local communities.

PROTECTING THE PLANET

We have three core environmental objectives: to take action on climate change, by creating a long-term strategy that will lead to us becoming a net zero greenhouse gas emissions business; to build a more resilient supply chain through our responsible sourcing programme; and to halve food waste through our operations.



2021 HIGHLIGHTS

-49%
Food safety incidents since 2017

-50%
Global Lost Time incidents since 2017

87%
of sites offer at least one healthy meal choice

~1.3 million
meals donated to local communities across some of our largest markets

28%
reduction of food waste on sites recording food waste

Target set to reach
net zero
GHG emissions across entire value chain by 2050



PEOPLE

Compass teams are behind many of the meals and support services that people around the world receive every single day. Our businesses work hard with clients to make sure the food they serve is safe and high quality. They also work hard to make nutritious, healthy choices easier for our consumers.

We never take for granted our diverse and amazing talent. It's our responsibility to keep our people – and those working across our value chains – safe and well. We also place great emphasis on learning and development, and building a culture where everyone can be their true selves. In our communities, we invest strategically in local sourcing and social enterprises, and also partner with a number of charities.

IN THIS SECTION:

- SAFETY CULTURE
- NUTRITION, HEALTH AND WELLBEING
- OUR PEOPLE
- HUMAN RIGHTS AND ETHICAL TRADE
- SUPPORTING LOCAL COMMUNITIES

POSITIVE STEPS IN 2021

- Over 1 million e-learning training sessions completed by our USA businesses' associates since March 2020
- £500 million of products purchased from local and minority suppliers
- Launched creative nutrition and healthy lifestyle campaigns
- Continued to donate our surplus food to people in need

SAFETY CULTURE

Every day, thousands of Compass colleagues provide millions of meals and essential services to people around the world. Keeping everyone safe is our top priority. It's why we make strategic investments in safety systems and training, taking robust steps to ensure safe practices remain second nature to all of those working within Compass and across the value chain.

When we talk about a safety culture at Compass, we mean the mindset of zero complacency that is reinforced through a combination of rigorous Safety Management Systems and protocols, as well as training and awareness programmes. Our approach is based on prevention, intervention and collaboration; sharing lessons learned across 45 countries has been fundamental to maintaining our solid track record. Whilst each locality adopts processes and training specific to national/regional safety risks and legislation, all apply three key Group protocols.

GROUP PROTOCOLS

- Operational Safety Standards
- Supply Chain Integrity Standards
- Allergen Management Plan

For more information on safety governance, please go to page 42.

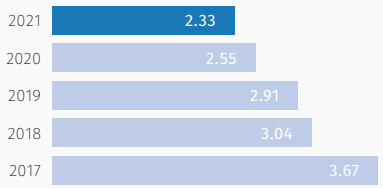
PERSONAL SAFETY

In 2021, our global Lost time Incident Frequency Rate (LTIFR) fell to 2.33, below the limit we had set at the start of the financial year of 2.89. We saw a total of 1,779 global Lost Time Incidents, a 50% reduction versus 2017.

Global Lost Time Incident Frequency Rate

-37%

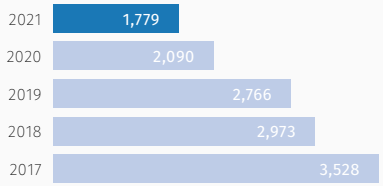
since 2017



Global Lost Time Incidents

-50%

since 2017



In line with our approach to safety training (see page 42), in the last year Compass sites around the world invested hundreds of thousands of hours in accident prevention, intervention and collaboration approaches via different methods.

For example, in the USA alone, more than 81,000 hours of Compassion training was delivered to support our people as sites re-opened safely during the ongoing pandemic. This was in addition to more than 150,000 hours of wider safety training and orientation.

IN ACTION AROUND THE WORLD

USA: Eurest joined the WELL Building Institute as a keystone member for workplace safety.

United Arab Emirates: The GoAudits app further enhanced visibility around safety audits and inspections, while the eSmiley app has been used to track employee safety training participation.

APAC: SmartQ software was deployed in senior leader safety walks across our Hong Kong and Kazakhstan sites.

North America: Origami software helped front line workers complete safety self-assessments, while Nudge, CHAT and CanteenTV digital have enabled teams across North America to push safety messaging and communication beyond daily huddles before and after shifts.

UK & Ireland: 'See Care Share Mindfully' campaign increased employee reporting of hazards.

RETURNING TO SAFE WORKPLACES IN THE ONGOING PANDEMIC

In 2021, our global Coronavirus Response team continued to closely monitor developments, follow local and global regulatory health authority guidance and share learnings throughout the Group. Weekly advisory updates from the Chief Medical Advisor to Compass Group have been critical in providing highly detailed and evidenced data on the pandemic situation for all regions. In line with our wider approach to safety, the practical aspects of the response to and prevention of COVID-19 have been devolved to local regions.

For example, across Asia Pacific we further rolled out SafeSphere, our pan-Asia portfolio of systems and solutions to support our clients, consumers and partners to navigate safe returns to business operations and work. In Turkey, social distancing wristbands and necklaces were issued with two-metre alarms, while in Finland, we became the first operator in the restaurant industry to be infection prevention certified through MyCare.





KAZAKHSTAN: ENGAGING OUR PEOPLE IN SAFE BEHAVIOURS

Training and awareness is critical when it comes to building a safety culture. For example, our ESS business in Kazakhstan has been using digital tools to engage our people in safer practices, ranging from apps to accompany safety walks and for training announcements, publications and notifications; to a dedicated TV channel that enables training and discussion on safety topics.

FOOD SAFETY

We have three Group-wide protocols which dictate our approach to food safety: Global Supply Chain Integrity Standards; Global Allergen Management Plan; and Operational Safety Standards. At the market level, our teams put these protocols into practice by turning them into procedures, systems and controls that reflect local legislative requirements. Our suppliers undergo a rigorous approval process, with any areas for improvement rapidly remedied to mitigate wider risks. An increasing number of our businesses' sites operate to ISO 22000 food safety management system standards. All employees handling food receive food safety training, including temporary and contract workers. Further training is delivered at a local level on food hygiene and allergens.

We take a robust approach in response to any food safety incidents, with protocols in place to respond rapidly and to escalate any significant incident to Group level within 24 hours, and to report incidents to regulators where required.

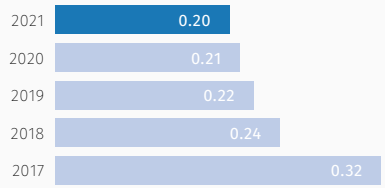
All learnings are shared internally to continually evaluate and improve our practices. In 2021, we further reduced Food Safety Incidents, exceeding our incident rate target of 0.24 and delivering a 49% reduction in incident numbers since 2017.

In 2021, we took a significant step in building local compliance against our Global Allergen Management Plan, which sets out how we reduce substantiated allergen related incidents across the entire business and through our supply chains. Each Compass market completed self-assessments, which have been validated by regional food safety leads. We are currently developing a global training solution for all new starters and those working in food preparation roles, for rollout as bite-size content which is accessible from any device. At Compass, our Can-Do philosophy is never at the cost of compromising safety standards. We also worked further to assess our suppliers against globally-recognised best practice benchmarks.

Global Food Safety Incident Rate

-38%

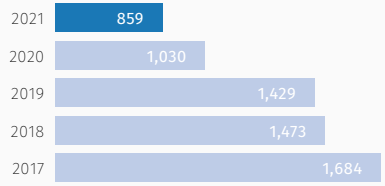
since 2017



Global Food Safety Incidents

-49%

since 2017



IN ACTION AROUND THE WORLD

Ireland: KitchTech software is enabling real-time and remote monitoring of refrigerator and freezer temperatures. This has not only reduced risk response times, but has also enabled paperless back-office operations.

7,539

food safety training courses were completed in Canada last year



NUTRITION, HEALTH AND WELLBEING

We want to make it easier for consumers to make choices that are better for both people and planet. This means nudging positive choices with our plant-forward menus, whilst optimising nutrition, sustainability and affordability of tasty foods.

As we work towards a sustainable future for all, we are doubling down on our Nutrition and Wellbeing strategic commitments: our teams of nutritionists and registered dieticians work alongside our chefs to develop and reformulate recipes and add more healthy items to our menus. At the same time, we are working with our clients to help consumers make informed and healthier choices. We do this through a number of evidenced behavioural mechanisms, including choice design techniques to canteen layouts, menu labelling and communications campaigns. Whilst focusing on this work across our own value chain, we continue to collaborate with industry peers and the WBCSD for systemic change.

Read more about our plant-forward meals on page 28.

87%

of sites offer at least one healthy meal choice

wbcsd

IN ACTION AROUND THE WORLD

Canada: Helping consumers make healthier choices based on scientific criteria using nutrition identification software – FIT+.

Sweden: We added more nutritious items to menus via the Green Way concept.

USA: WeEatLiveDoWell.com website (see image below) provides wellness and sustainability information to our consumers that promotes wellbeing for people and planet. The site has recipes, meal plans, teaching kitchen videos, expert tips on wellness and sustainability topics, and the ability to connect directly with our chefs.

Singapore: We partnered with Kipos to show how healthy eating can be fun and delicious.

Luxembourg: We launched Bienfait as an alternative, healthy, and planet-friendly catering offer.





INSPIRING PEOPLE TO EAT AND LIVE WELL

For many of our clients, inspiring employees to eat and live well through COVID-19 'lockdowns' has been important. With so many employees around the world still working from home through 2021, our **Virtual Inspired Kitchen** included live demonstrations of chefs cooking healthy meals. In the UK, employees had the opportunity to connect with our registered dietitian through a holistic health and wellbeing programme called **Ways To Be Well**. As more colleagues returned to offices in summer 2021, we launched the Get Active! challenge, featuring delicious, balanced breakfasts and lunches selected by a Registered Dietician and containing fewer calories and less saturated fat, sugar and sodium.

In the USA alone, we served 2,521 of these special healthy meals in just four weeks, helping one of our largest clients achieve or maintain a healthy weight for colleagues by:

avoiding
1.6 million
calories

getting
11 kilogrammes
of additional fibre into their diets.

SHARING KNOWLEDGE IN ASIA

In 2021, we launched the Asia Pacific Regional Culinary Council to drive positive change through our community of culinary leaders and industry partners. This year, the council worked closely with the EAT Forum to develop healthier and more sustainable menu guidelines inspired by the EAT-Lancet Planetary Health diet. These resources give our teams science-based guidelines to create dishes that are better for individual health and also reduce our impact on the planet.





THE UK: HEALTHIER MENUS, FROM SCHOOLS TO BARRACKS

In UK schools, we have:

Reduced sugar in primary school menus by **21%** since 2016

Reduced sugar in secondary school menus by **41%** since 2016

Exceeding Public Health England and Responsibility Deal targets on salt and calorie content.

In UK businesses, Fresh by Eurest initiatives have delivered:

21% uplift in fruit and veg uptake

10% rise in salad consumption

Nudging healthier choices in school canteens has included swapping refined sugar for natural alternatives in our beetroot brownies, this is just one inspiring example of how we're meeting the UK sugar targets. Kids are giving them the 'thumbs up' too.

Also, Eurest's unwavering commitment to health and nutrition was recognised in two industry awards during the year: the Food and Drink Federation Award for Diet and Health, and the Health and Nutrition Award at the CATEYs.

A global client worked with us to inspire UK shift workers to choose healthier, energy-boosting foods including stocking vending machines with nourishing snacks such as popcorn, protein bars and high fibre cereal bars.

For our UK defence, government and offshore clients, our ESS brand developed a new range of dishes under 500 kilocalories, many of which are plant-based. It also offered 'ask the nutritionist' stands with virtual nutrition briefings for the military during the pandemic.

Read the detail on our website.

PROMOTING HEALTHIER LIFESTYLES

With lockdown restrictions continuing to impact many around the world in 2021, we channelled our creativity by inspiring exercise and wellbeing practices for both our people and consumers at home. Alongside our global virtual wellbeing hub, many Compass locations launched local initiatives. These ranged from the Healthy Generation schools' partnerships in Sweden to the Wellbeing Project in Spain. In the UK, Restaurant Associates delivered Ways to Be Well including WellnessLABs for our people, enabling them to have 1:1 clinics with a Registered Nutritionist.

As our colleagues and communities around the world faced the ongoing challenging circumstances of COVID-19, mental health remained an important focus. Local teams found new ways of digitally connecting teammates, such as the Viva Bem platform in Brazil, Care to Connect in UAE and Share in Portugal. In Canada, we introduced 'Happy Bonuses' for all hourly employees and frontline teams to do something that makes them happy – whatever that might be.

Many locations have established dedicated mental health campaigns with specialist advice and resources: We've Got Your Back in Australia; By Your Side in Argentina; help our people in Canada access support Just Now; and have emphasised that You Matter in the UK & Ireland. Across Asia Pacific, mental health sessions were held for regional leaders, led by external psychologists, to build resilience. We also encouraged teams in Ireland to take a moment of mindfulness, with a special Power of Pause programme.

We have partnered with Braver Minds to offer qualifications in Mental Health First Aider training across the UK, US and Europe and are delighted to note the high volume of interest and voluntary completions of our mental health programmes across the company.

Following successful pilot programmes in the UK and Australia over the previous two years, in November 2020 we entered into a Global partnership with Medibio Limited. This allows us to expand the use of the iLumen™ biometric tracker app, helping us to assess, track and manage the mental wellbeing of our people. We are also able to offer iLumen™ to our clients.

share

medibio

YOU MATTER

VIVA BEM SERVIÇO DE APOIO PSICOLÓGICO REMOTO





Teams in Australia supporting the Blue Tree Project to highlight 'it's ok to not be ok' and break down mental health stigmas.



OUR PEOPLE

Our people are at the heart of who we are and what we do. As new waves of lockdowns and restrictions were imposed and relaxed across our markets the resilience and dedication of our people has been extraordinary, and has proven to be a vital ingredient in our success this year. It is a testament to them that despite unprecedented operational challenges, they have continued to serve our clients, consumers and communities with passion, creativity and care, whilst maintaining an unwavering focus on health and safety. We work hard to build an open culture in which our people can thrive, feeling safe and valued for who they are and what they bring to Compass.

AWARDS AND RECOGNITION

FORTUNE WORLD'S MOST ADMIRED COMPANIES 2021

Forbes 2021 THE BEST EMPLOYERS FOR NEW GRADS

Forbes 2021 THE BEST EMPLOYERS FOR DIVERSITY

Forbes 2021 THE BEST EMPLOYERS FOR WOMEN

2. Platz BEST RECRUITERS 20|21 d-a-ch

THE BAME APPRENTICESHIP AWARDS 2021 | Pearson

2021 HEALTHIEST 100

COMPASS GROUP CANADA named one of CANADA'S MOST ADMIRED CORPORATE CULTURES

Great Place To Work. Certified MAR 2021-FEB 2022 INDIA



PREPARING OUR PEOPLE

Personal skills and career growth are Compass commitments. We want everyone to have the opportunity to develop their skills. Over the last 12 months we have launched virtual training and development programmes using the new digital capabilities embraced during the pandemic. The new methods of delivery have added engaging, interactive solutions to our broad portfolio of learning and development offers.

LEADERSHIP FOR GROWTH

Leadership in Action, our unit manager training programme, is delivered in local language across 32 countries. Around 4,000 Unit Managers have attended our programme as at 30 September 2021 and we have just launched virtual versions of the training globally including North America.

Mapping for Value and Mapping for Action global training programmes continue to reinforce our use of the MAP framework for all Leadership Team members and Unit Managers respectively. Approximately 18,200 colleagues have been trained as at 30 September 2021 and Mapping for Action was refreshed for a virtual offering.

TALENT FOR GROWTH

During 2021, the business responded both positively and proactively to labour challenges globally. Attracting and retaining frontline colleagues and key talent with critical skills has been a core focus.

We support entry level opportunities and invest in their development at every stage of our people's careers, and many of our businesses offer a wide range of apprenticeships, graduate and trainee positions. With over 1,300 active apprentices and trainees and nearly 1,400 graduates joining our teams around the globe, our programmes offer new entrants a breadth of experience across our business sectors and functions where they gain real job experience in areas such as retail, fine dining, guest services and events management.

SKILLS FOR GROWTH

We are continually innovating across our development portfolio to support a range of skills. Experiences and modules are shared within our businesses, enabling us to quickly develop and enhance our training programmes with confidence of their successful impact.

We have moved from traditional classroom to e-learning and virtual instructor lead courses and as a result, since March 2020, our USA businesses' associates have completed over 1 million training sessions. In partnership with Guild, an education platform that upskills workers, we are also delivering educational assistance to frontline colleagues to support their economic and career mobility within the organisation.

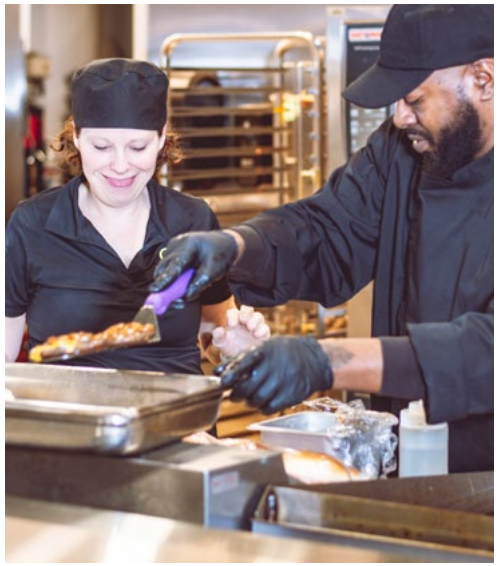
Compass understands the value of regular performance and development discussions and encourages all managers to meet, review the year and set clear SMART objectives for all employees.

IN ACTION AROUND THE WORLD

Australia: Invested AU$1m in the Compass Leadership Academy, where learning experts support the development of leaders throughout the business with a series of programmes including Induction; Stepping Up; Management Essentials; and Coaching and Leadership.

USA: Launched a digital module on COVID-19 training which enabled the business to reach over 140,000 employees quickly and with consistent standards on health and safety protocols.

UK & Ireland: Introduced landmark culinary programme in collaboration with esteemed chef Marcus Wareing designed to build skills, grow knowledge and expand imagination. The business also launched the Compass Academy to train and develop future workers in the hospitality sector. The Academy will be housed in a state-of-the-art facility near areas of low socioeconomic growth, offering onsite and online training in a range of skills applicable to the food service industry.



OPEN TO ALL

Creating an environment where colleagues are welcomed and can be themselves, feel they belong and fulfil their potential puts us one step ahead. We believe that diversity of thought, experience and background at every level makes us a better business. We are committed to hiring, developing and retaining diverse talent which reflects the communities in which we live and work.

The Group takes a holistic approach to ensure people feel welcome and are treated fairly and with respect, regardless of their background, including but not limited to race, gender, gender identity, age, sexual orientation, disability, belief or experience. We are also active members and signatories of Women in Hospitality, Travel and Leisure (WiHTL), 30% Club, the UN Global Compact: Target Gender Equality Accelerator Programme, Race at Work Charter and the Valuable 500.

There are many ways in which we are working to become a more diverse organisation: leadership, training and awareness raising, employee listening, recruitment and our approach to talent management to name a few.

"Diversity, Equity & Inclusion is an essential factor: global and societal movements have pushed it to the forefront for employees, customers, clients and investors. It touches every part of our business, from the way we recruit and retain talent, to our supply chain and the communities in which we operate. At Compass, our diverse talent is our strength, and we are committed to creating lifelong careers and opportunities so that they can flourish."

Sabina Khanom,
Group Head of Diversity & Inclusion

In 2021 we partnered with a not for profit learning platform, the Human Library, to deliver a series of immersive, inclusive leadership experiences with our Board, Executive Committee and other leadership teams across the Group. The purpose of these sessions was to build a broader understanding of the power of diversity, equity and inclusion and increase awareness across the organisation.

One of the lasting positive effects of the pandemic is the heightened focus on social mobility. We are uniquely positioned to offer a career path that is open to all and believe that everyone should have the opportunity to develop and progress.

We actively support the LGBTQ+ community and strive to create an inclusive and diverse work environment where everyone can freely be themselves and maximise their potential. Pride was celebrated in some countries throughout the year, with celebrations including lived experiences across the business where colleagues discussed 'what pride means to you'.

We are committed to maintaining at least 33% female representation on the Board, the Executive Committee and its direct reports, in line with the recommendations of the Hampton-Alexander Review.

To maintain our progress and talent pipeline we seek to develop our women and create promotion pathways to leadership through our internal initiatives such as Women in Leadership in the UK & Ireland, Winning Operator Women in Europe and Women in Culinary in the US.



IN ACTION AROUND THE WORLD

Australia:

- The business is proud to support the Clontarf and Wirrpanda Foundations, providing Aboriginal & Torres Strait Islander Australians with opportunities for work experience, training and employment.
- 47 Aboriginal and Torres Strait Islander businesses provide goods and services to operations across the country.
- The business exceeded its target of placing 1,050 new Aboriginal and Torres Strait Islander jobseekers into employment for its Commonwealth Indigenous Employment Parity Initiative Project, achieving 1,879 placements.
- In June 2021 the business unveiled The Academy; a training centre designed to upskill 3,500 existing and new employees. It aims to change and improve the resident experience in remote resource camps. Further Academies are to be opened across Australia in the coming year.

Canada:

- As a patron member of the Canadian Council for Aboriginal Business, Compass Group Canada continues to demonstrate leadership in supporting Aboriginal economic and business development initiatives throughout Canada.
- In 2021 ESS Support Services Worldwide maintained Progressive Aboriginal Relations (PAR) Program – Gold PAR Level Achievement, in recognition of strategic engagement with Aboriginal businesses and communities.
- ESS has invested over $1.2m(CDN) in subcontracting opportunities with Indigenous businesses in 2021.
- 1,068 ESS associates completed the Indigenous Awareness Training course in 2021.

IN ACTION AROUND THE WORLD



USA:

- Same Day Pay - a new benefit enabling colleagues to access 50% of earned wages in advance of payday, helping them to manage their finances more effectively
- Over the last 12 months the business has invested in expanding Thompson Hospitality's Navigate internship programme which serves children in underprivileged communities. This is an established part of the business's commitment to DE&I, positioning Compass US as an industry leader.
- Surveyed its people on the topic of Diversity and Inclusion and shared detailed insights with each of its sectors. As a result, each sector has now formed action plans to attract and develop ethnically diverse talent, this has already led to 3% increase in promotion rates amongst ethnically diverse employees.

India: Championed the Pride Pillar, taking a journey to be Trans-Inclusive. This involved a four-stage approach and included the production of a comprehensive Trans-Inclusion Guide, which has been embedded through awareness training across the regions of the country. This approach has laid the foundations for facilitating Trans Inclusion from recruitment to support throughout an employee's career journey.

Brazil: In partnership with the Chefs Especiais Institute, the business trains people with Down's Syndrome to become culinary professionals.

Middle East: Working with the Zayed Higher Organisation, the business delivers quality culinary training for persons with disabilities. All participants receive a globally acknowledged diploma.

UK & Ireland:

- Compass in the UK is a Living Wage service provider as recognised by the Living Wage Foundation. This means that the business pays all its direct workers (those not on client contracts) the Real Living Wage (RLW) or above. In conjunction with the Living Wage Foundation the business has held both client and supplier events to advocate for RLW across the industry. In addition to paying it's direct workers the RLW, Compass in the UK is supporting clients as they commit to the RLW and has increased the number of these contracts by 59 in the last 12 months.
- Launched a new ambassador programme, Within, which aims to promote cultural diversity in a work environment, sharing best practice and inspiring others to make inclusion a reality.
- Implemented a Dignity at Work Policy to promote positive behaviours in the workplace and have trained 51,000 colleagues since 2019.
- During Pride month The Pride in Food network held a dedicated session on the correct use of personal pronouns.

France: Implemented Planète Chef, a programme where prospective employees can apply without the need for a CV, entering a two-year training programme to qualify as a chef supplemented with additional skills training in the French language, literacy and numeracy.

Dignity @ Work



ENGAGING WITH OUR PEOPLE

As our people are at the centre of our business, it is crucial that they have a voice in the way we operate. Their meaningful engagement enables our business and their experiences to continue to improve.

Listening to what our colleagues have to say and making changes to improve their experience is one way we can positively impact them and their families. We have a structured approach to delivering our ambition to create truly inclusive workplaces, which is based on continuous listening, gathering insights, taking action and proactive communications.

We were pleased to see positive and improved engagement levels in our November 2020 Group pulse surveys. The themes were consistent with the 2019 Group engagement survey maintaining strong scores in Health and Safety and Diversity and Inclusion. Recommending us as a place to work increased by 12%.

In March 2021, our business in the USA launched its own engagement survey which included over 100,000 people. Top scoring questions were on Health & Safety and participants also scored our environment, our attitudes and our ability to equip our people higher than ever before. We were also pleased to see that sense of motivation and teamwork improved by 5% and 4% respectively.





HUMAN RIGHTS AND ETHICAL TRADE

We support the dignity, wellbeing, and human rights of our people and of the individuals who work in our supply chains and in the communities where we operate. Our approach to helping eradicate mistreatment reflects how we conduct our business activities: we seek to operate with honesty and integrity, and we expect our supply chain partners around the world to do the same.

Since 2004, we have been a signatory of the UN Global Compact and support its universal principles on human rights, labour, the environment and anticorruption. We also uphold International Labour Organization (ILO) core conventions, which include the freedom of association the right to collective bargaining and being committed to the abolition of child labour and elimination of forced or compulsory labour both within our operations and our supply chains.

We have a dedicated Human Rights Working Group, a cross functional team which includes representatives from 14 countries – either from our larger markets or from countries with a higher risk of human rights issues.

The Group aims to promote awareness of human rights risks, including salient modern slavery risks, and ensure appropriate training is provided to the relevant people.

In June 2021, we began a partnership with the Slave-Free Alliance, an anti-slavery social enterprise, which is acting as our 'critical friend' in improving our due diligence processes and addressing salient human rights risks. We are working with them to map our human rights activity and draft a Strategic Plan to drive action – particularly in key higher risk areas.

In 2021, we rolled out SEDEX (Supplier Ethical Data Exchange) across more countries to improve visibility of our supply chains and to undertake risk assessments. The results of these risk assessments will be used to collaborate with our suppliers to effect improvements in managing supply chain risks.

Read more about ethical sourcing on page 35.

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

"Compass Group has already shown great commitment to playing its part in creating slave-free supply chains and operations. The team is committed to improving protection for workers and reducing exploitation across global supply chains. We look forward to working together into 2022 and beyond."

Marc Stanton,
Director at Slave-Free Alliance



AUSTRALIA: ASSESSING OUR IMPACT

Our Australian business held an online human rights impact assessment workshop in January 2021 to discuss risks and potential mitigation strategies. As a result, we have taken steps to strengthen human rights due diligence processes as part of our Supplier Risk Assessments. We are also developing additional contractual and onboarding requirements for our suppliers, and improved monitoring. Our high-risk tier 1 suppliers were onboarded onto SEDEX and medium-risk and high-risk tier 2 suppliers will be next.

SUPPORTING LOCAL COMMUNITIES

We seek to enrich our local communities in a variety of ways. In addition to creating jobs within our own operations, we support hundreds of thousands of livelihoods through our purchasing. We aim to buy local and to champion social enterprises. In the last year, our continued investment has been important for many food producers and small businesses.

We also look for ways to use our skills and resources to support the local community: donating food, raising money for charities, and supporting groups driving positive change.

£500 million
of products purchased from local and minority suppliers

"We believe social procurement is essential for a successful future. We're already seeing first-hand the incredible social impact we can drive for communities, clients, consumers and colleagues."

Dominic Blakemore,
Group CEO, Compass Group

CHOOSING SMALL, LOCAL AND DIVERSE SUPPLIERS

We believe in the power of purpose-driven procurement. By sourcing locally, we not only maximise the nutritional value of the food we serve (produce begins to lose nutrients within 24 hours of being harvested), but we also reduce food miles travelled and enhance our ability to trace the ethical provenance and integrity of ingredients.

As well as buying locally, we also proactively look to do business with small, medium and minority-owned enterprises. From our partnerships in Australia to champion Indigenous suppliers, to creating opportunities for women-owned businesses in Canada, alongside the charity, WEConnect – we direct our procurement spend where it can make the greatest community difference. Another good example is from North Carolina, USA, where the team initiated a pilot to help BIPOC farmers (Black, Indigenous and people of colour) by tailoring our menus to incorporate their seasonal produce.

For smaller suppliers, the administrative effort required to supply a company as large as Compass can feel daunting. In the UK, we often contribute to the cost of an audit for small, local suppliers with whom we are keen to do business. The audit is more than a test; we encourage auditors to share best practice and to give advice on how to improve systems. Our Quality Assurance team do likewise. For example, they worked with a new supplier of Indian food to ensure its systems and record-keeping were appropriate and effective; and they supported a small bespoke chocolatier to ensure appropriate allergen segregation in its production operations.



DRIVING SOCIAL PROCUREMENT

Across our global supply chains, we proactively support social enterprises – businesses which reinvest at least 50% of their profits into a social or environmental mission. In 2019, our procurement business Foodbuy UK & Ireland joined the Buy Social Corporate Challenge, followed by Compass Group UK & Ireland in 2020. This initiative supports a group of high-profile businesses to collectively spend £1 billion with social enterprises through their procurement. Despite the pandemic, the Challenge saw record levels of trade between corporate buyers and social enterprises in the UK.

Since joining the Buy Social Corporate Challenge we have spent £4.9 million with over 20 UK social enterprises. Our leadership in this area was recognised at the Footprint Awards, where Foodbuy UK & Ireland, won the 'Social Impact and Diversity' award in 2020.

We are now building relationships with organisations around the globe with the intention of replicating the successful UK model. In Europe, we are working alongside SAP and Zurich Insurance Group as part of a new social procurement pilot scheme which aims to make it easier for corporations to engage with social enterprise suppliers across the whole of the EU and Switzerland. Supported by Social Enterprise UK, we are using our collective purchasing power to open up our supply chains to European social enterprises in an effort to contribute to a more inclusive and sustainable post-COVID recovery. In addition, we have partnered with Social Enterprise Netherlands and Social Entrepreneurship Network Deutschland to gain a further understanding of social procurement in these markets.

Our Foodbuy Australia team have formed a three-year strategic partnership with Social Traders, helping to broker relationships with social enterprises across the country.

£4.9 million

spent with **over 20** UK social enterprises since joining the Buy Social Corporate Challenge

"Social Traders, as our latest strategic partner, is an exciting and important component in how we support our communities to flourish and work with social enterprise to deliver their passion for a better and fairer tomorrow."

Andrew Brightmore,
Executive Director, Foodbuy Australia



DONATING FOOD

As a food business, one of the most powerful ways that we can support our local communities is by providing meals. All around the world, we have formed partnerships with local projects, charities and organisations which pass on our surplus unsold food to the people who need it.

In 2021, we donated...

~1.3 million
meals to local communities across some of our largest markets

IN ACTION AROUND THE WORLD

UK & Ireland: We have been donating unsold food to FareShare since 2014 who pass it on to local charities. We also donate food through apps including Plan Zheroes, Too Good To Go and Olio. In 2021 we donated more than 250,000 surplus meals.

USA: We donated more than 950,000 surplus meals to our local communities by working with organisations like chefs to end hunger, Goodr and Feeding America.

Canada: We have a close relationship with Food Banks Canada, the country's leading food security charity, and FoodRescue.ca, an online networking platform for food donors and recipients. Through these two partners, we donated 88,669 surplus meals to local communities.

Read more about how we are doubling down on food waste on page 31.



PARTNERING WITH OTHERS TO BENEFIT THE COMMUNITY

We offer support to a wide range of organisations that support people in our local communities.

Some examples include:

- helping job seekers build skills and capacity to become job ready in a supportive, practical environment with **BusyBeans** in Australia
- funding 250 clean drinking water projects around the world through the Drop4Drop initiative in the UK & Ireland
- marking National Aborigines and Islanders Day Observance Committee (NAIDOC) Week in Australia through themed events with indigenous suppliers

PLANET



Our Planet Promise is Compass Group's global commitment to a sustainable future for all. It encompasses our values as an ethical, sustainable and inclusive business; the commitments we make to our people, our clients and our suppliers; and our mission to have a positive impact on the world through sourcing responsibly, enriching lives and collaborating for global change.

In the last year, we have taken decisive steps to accelerate and scale the urgent actions needed to help tackle the climate emergency. We've also served more plant-forward meals than ever before, while doubling down on our commitments to halve food waste and reduce and recycle packaging, and we've extended our environmental actions into our supply chains through sustainable sourcing.

IN THIS SECTION:

- CLIMATE NET ZERO 2050
- PLANT-FORWARD MEALS
- DOUBLING DOWN ON FOOD WASTE
- PACKAGING FOR THE FUTURE
- RESPONSIBLE SOURCING

POSITIVE STEPS IN 2021

- Set approved Science Based Targets to reduce emissions in line with the Paris Agreement
- Continued to invest in smart meter technologies to reduce food waste
- Trained our chefs to be more plant-forward in their menu planning
- On track to meet 2025 target for 100% cage free eggs globally

PLANET PROMISE
OUR COMMITMENT TO A **SUSTAINABLE FUTURE FOR ALL**

CLIMATE NET ZERO 2050

We recognise that the effects of climate change are being felt today and the risks posed to the world require an urgent response by nations and businesses alike. We have responded by taking ambitious actions that will enable us to reduce our greenhouse gas emissions to help limit temperature rises to 1.5°C or well below 2°C above pre-industrial levels.



OUR PLANET PROMISE

The global food industry has a major role to play in reaching Net Zero and we are committed to playing our part. We are contributing to the essential transition to a healthy and sustainable global food system and, during the last 12 months, we have been focused on formalising our pathway to reduce our carbon emissions, reducing food waste, and expanding plant-based meals.

OUR CLIMATE TARGETS	
Net zero by 2050	We have committed to reaching Net Zero greenhouse gas emissions across our global operations and value chain by 2050.
Reduce absolute Scope 1 and 2 GHG emissions by 46% by 2030 (baseline 2019)	The Net Zero goal includes interim 2030 targets which are in line with an ambition to limit future warming to 1.5°C above pre-industrial levels. This target has been validated by the **Science Based Targets initiative (SBTi)**.
Carbon neutral operations worldwide by 2030	Whilst decarbonising is our main focus, we will compensate and later neutralise any remaining direct Scope 1 and 2 GHG emissions through high quality carbon removal projects (such as reforestation and wetland rehabilitation) to ensure we are carbon neutral worldwide in our own operations by 2030.
Reduce absolute Scope 3 GHG emissions by 28% from all food and drink purchases by 2030 (baseline 2019)	Our 2030 target was approved by the SBTi as aligned with a trajectory to limit global warming to Well Below 2°C compared to pre-industrial levels.

HOW WE ARE GOING TO ACHIEVE IT

Our Net Zero target will be delivered through collaboration, innovation, and investment across our global operations. We will continue our programmes to promote plant-forward diets, cut waste and innovate around packaging. In addition, we will switch to renewable energy for our operations and invest in plug-in electric fleet vehicles. We will work with our supply base to move towards more regenerative forms of agriculture and increase the proportion of produce we buy seasonally. And we will work towards our commitment to a supply chain that is free from deforestation and land-conversion.

Using our scale and global reach we will influence and work collaboratively with clients, industry associates, governments and suppliers to reduce their direct GHG emissions, set their own Net Zero and Science Based Targets and help create a more sustainable global food system for all.

Our commitment to deliver climate Net Zero by 2050 across our global business is part of our Planet Promise. We have developed a framework to progress towards this goal, and will leverage experience and share best practice from early adopter countries to drive transformation, including the commitment of our UK & Ireland business to deliver Net Zero by 2030. Furthermore, our operating countries can develop their own decarbonisation roadmaps specific to their region.

Read more about our Global Roadmap to Net Zero on our **website**.

GLOBAL ROADMAP TO NET ZERO

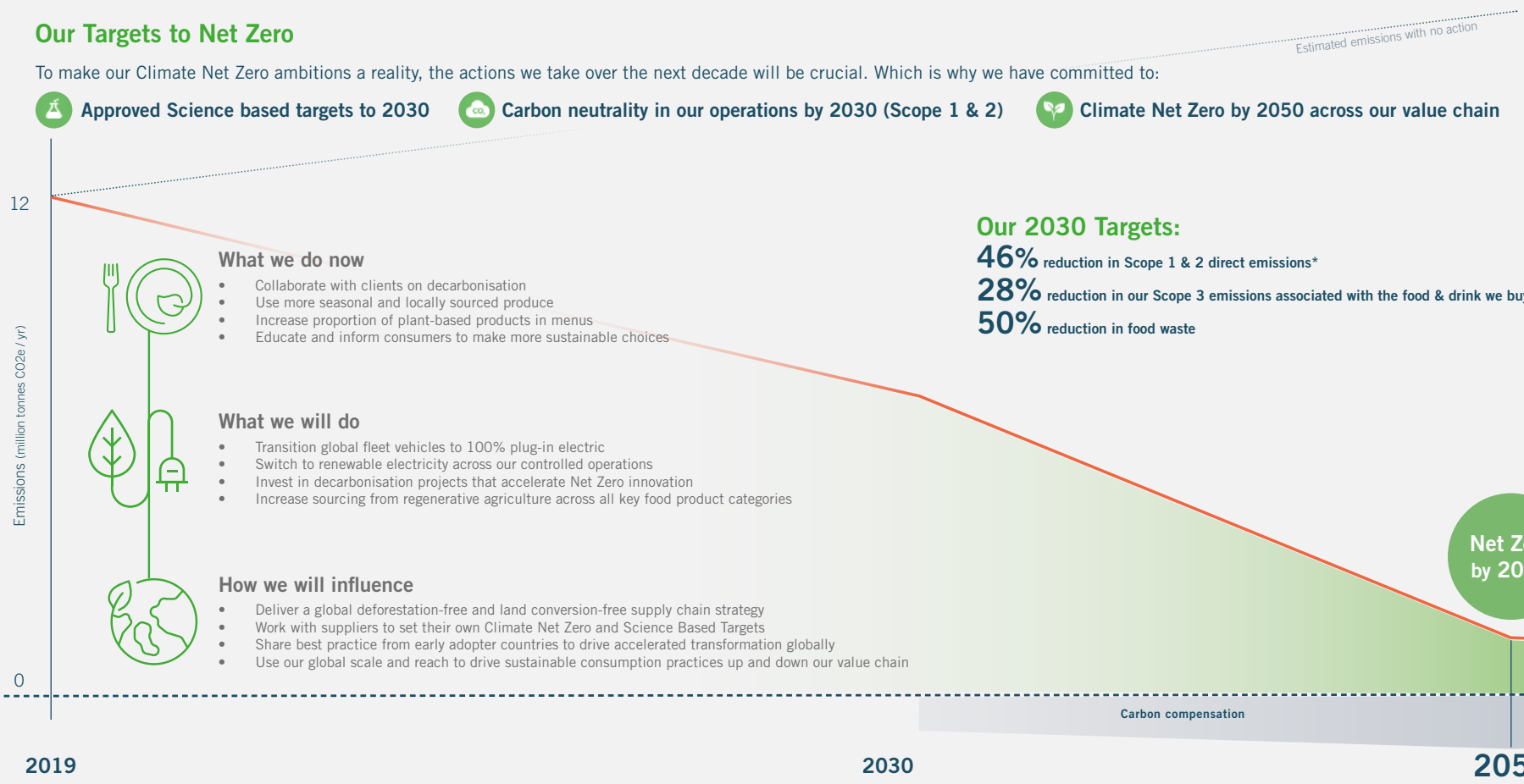
PLANET PROMISE
OUR COMMITMENT TO A **SUSTAINABLE FUTURE FOR ALL**

COMPASS GROUP

Our Targets to Net Zero

To make our Climate Net Zero ambitions a reality, the actions we take over the next decade will be crucial. Which is why we have committed to:

- **Approved Science based targets to 2030**
- **Carbon neutrality in our operations by 2030 (Scope 1 & 2)**
- **Climate Net Zero by 2050 across our value chain**



What we do now

- Collaborate with clients on decarbonisation
- Use more seasonal and locally sourced produce
- Increase proportion of plant-based products in menus
- Educate and inform consumers to make more sustainable choices

What we will do

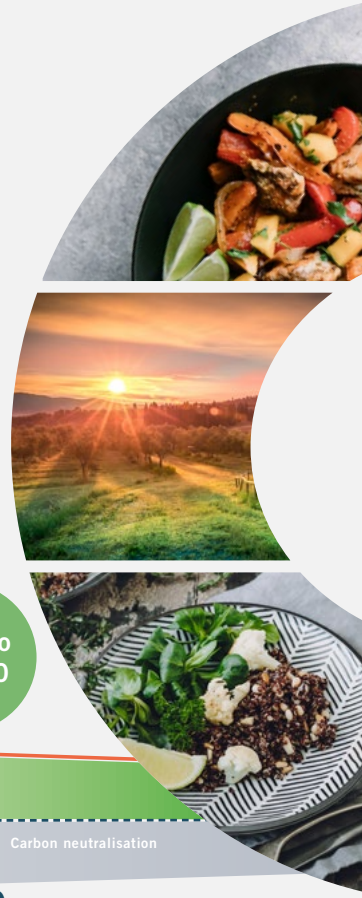
- Transition global fleet vehicles to 100% plug-in electric
- Switch to renewable electricity across our controlled operations
- Invest in decarbonisation projects that accelerate Net Zero innovation
- Increase sourcing from regenerative agriculture across all key food product categories

How we will influence

- Deliver a global deforestation-free and land conversion-free supply chain strategy
- Work with suppliers to set their own Climate Net Zero and Science Based Targets
- Share best practice from early adopter countries to drive accelerated transformation globally
- Use our global scale and reach to drive sustainable consumption practices up and down our value chain

Our 2030 Targets:

46% reduction in Scope 1 & 2 direct emissions*
28% reduction in our Scope 3 emissions associated with the food & drink we buy
50% reduction in food waste



*All climate targets are based on a 2019 baseline year.

THE CARBON FOOTPRINT OF OUR OWN OPERATIONS (SCOPES 1 AND 2)

Given the size of our business, we have a relatively small direct carbon footprint because we typically provide services on a client's premises. We report on our owned and operated sites in 29 countries (27 in 2020), which represent 98% of Group underlying revenues (up from 97% in 2020). In 2021, our Scope 1 and 2 GHG emissions reduced by 13%, in absolute terms, and remained flat when normalised by revenue, reflecting a decrease in activity in our own and operated sites over the year.

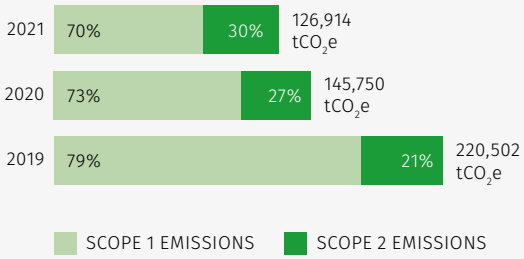
The majority of our Scope 1 emissions are from vehicles within our operating fleets and we continue to explore ways to reduce these. As part of our Net Zero commitment, we have pledged to transform our global fleet to plug-in electric. In the USA we have been engaging manufacturers to make electric trucks available for us to purchase in our vehicle fleet, whilst also using GPS systems to optimise the routes our vehicles travel, cutting fuel use. In the UK, our new Electric Car Policy is for 100% of company cars to be electric by 2024.

Our Scope 2 emissions are from purchased electricity and we aim to increase our use of renewable energy. In addition, we are continuously looking to improve operational efficiency to reduce our footprint and that of our clients. For example, in the UK, a mandatory environmental toolkit helps our people operate with eco-efficiency and comply with regulations across energy, transport, water, materials, pollution and waste – and supports our clients to do the same, in turn helping them reduce operational costs.

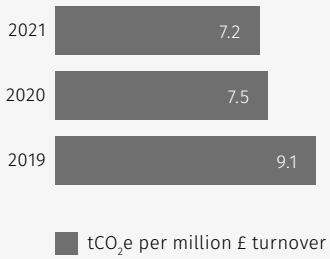
WORKING WITH CLIENTS

In Denmark and the USA, we are developing customised dashboards for our clients, giving them access to data on relevant environmental parameters which is helping us reduce energy, water and waste in their kitchens. These data-driven tools are also helping us to reformulate our menus with the climate in mind: when our Carbon Foodprint tool was trialled by a USA client over a six-month period, it showed that plant forward menus could reduce co_2 by 11% and reduce water use by 17%.

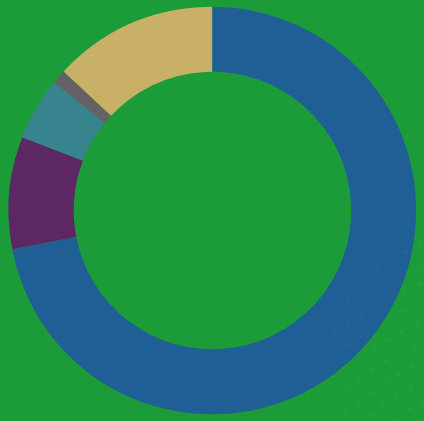
GLOBAL GREENHOUSE GAS EMISSIONS



GREENHOUSE GAS INTENSITY RATIO



OUR TOTAL GLOBAL CARBON FOOTPRINT (SCOPE 1,2 AND 3)



72% FOOD PRODUCTS WE BUY
Agricultural emissions, livestock, produce, beverages

9% NON-FOOD PRODUCTS AND SERVICES WE BUY
Packaging, equipment, systems

5% TRANSPORT AND TRAVEL
Supplier transport, company fleet vehicles, employee commuting, business travel

1% RUNNING OUR OWN SITES
Purchased electricity, waste generation, refrigerants

13% EMISSIONS FROM KITCHENS AT OUR CLIENT SITES
Natural gas, purchased electricity, refrigerants

Total global emissions (2019) - 12.4m tonnes CO_2e/yr

In the last year, we used data from 2019 to establish our total carbon footprint – scopes 1, 2 and 3 – for the first time. We estimated it as 12.4 million tonnes of CO_2e. Of this, as much as 12.1 million tonnes comes from our scope 3 emissions – generated by activities in our supply chain. At 72%, the food we procure is the largest contributor to our total carbon footprint, followed by non-food goods, like packaging and equipment. With our value chain making up such a large proportion of our footprint, it is essential that we work with our supplier base to manage these emissions too. As the world's largest food services group, operating at the heart of the global food supply chain, we are in a unique position to influence real change both with the people we serve and the suppliers with whom we work. Having established our Scope 3 GHG baseline data in the last year, we will now be elevating actions to decarbonise across our supply chains.

Read our **CDP reports** for further information about our climate change and water reporting.

See our Data hub for detailed data on our scope 3 emissions on page 51.

"We contribute to our clients' Scope 3 emissions, as our own suppliers contribute to our emissions, so the solution has to include transforming the supply chain upwards and downwards."

Dominic Blakemore,
Group CEO, Compass Group

PLANT-FORWARD MEALS

Our food choices can have a big impact on the planet. In line with the EAT-Lancet's recommendations about a planet-friendly diet, we are helping to rebalance menus celebrating fruits, vegetables and other plants in our plant-forward offerings.

Adopting a plant-forward diet, where plant based products are the principal ingredients, is one of the simplest steps an individual can take to lower their personal carbon footprint. Consumer demand for plant-based meals is on the rise and we continue to expand our offer of healthy, plant-based menu items. We are also engaging, educating and exciting consumers to make positive choices, as well as nudging behavioural change through choice design techniques.

Our strategy is guided globally but implemented according to local consumer preferences and value chain approaches. For instance, in the UK we have found the positioning of plant-forward options on menus is effective in guiding choices, while in the USA we have worked more at the production end, supporting chefs in their menu planning through chef engagement and training.

In Belgium, we signed up to the Flemish Green Deal for Protein, and are actively involved in its culture shift working group. This builds on the work we have been doing in Belgium and Luxembourg to nudge consumers from animal to plant protein choices. For example, for one of our most popular menu items, lasagne, we have been gradually shifting from beef, to chicken, to plant-based meat – an approach we know is likely to result in greater consumer uptake of plant-based options. Always looking to accelerate our plant-forward actions, we are now piloting 'hybrid' plant/meat meals in schools and we look forward to reporting back on this next year.



Piloting 'flexitarian' options at hospitals in Portugal with positive results : "start by changing the world on your plate"

14%
spend on fruit and vegetables of total food and drink spend (versus 13% in 2020)

64%
sites offering plant forward meal choices as a main course[2]

[2] Calculated from 24 out of our Top 27 countries representing 40% of global revenues. USA, Argentina, Chile have been excluded due to unavailability of data

IN ACTION AROUND THE WORLD

Asia: Plant-forward menu planning and culinary training delivered via our Asia Pacific Culinary Council.

USA: Chartwells introduced meat-free college dining options nationwide and launched Plant-Forward campus pop-up events.

Germany: Launched Powered by Plants, a plant-based meals initiative including inspiring recipes and ideas.

USA: Our team at Bon Appétit announced a new Climate Policy to reduce emissions by 38% per calorie of food by 2030.

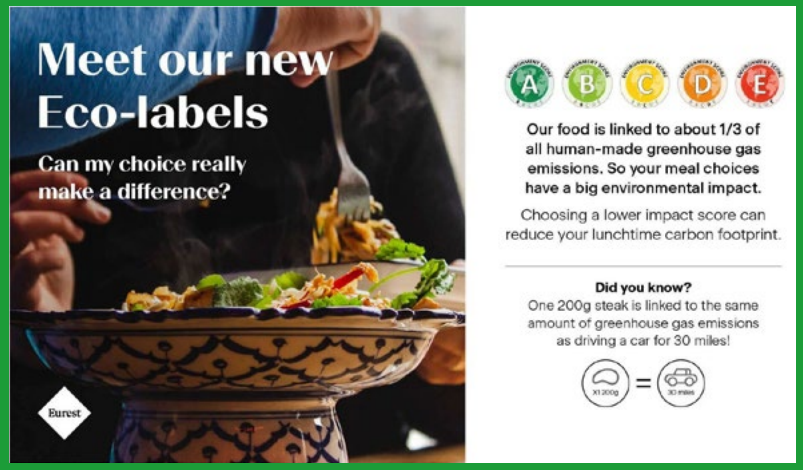
UK & Ireland: Eurest won the Food Foundation's Innovation Prize for its Plantilicious range.



NUDGING PLANT-BASED PROTEIN CONSUMPTION

Following the success of nutritional labels that inform consumers about the calories, sugar, salt and fat in their meal, we are now experimenting with labelling dishes with environmental information. Since plant protein typically has a much lower carbon footprint than meat, we anticipate that clear communications of a recipe's carbon footprint will nudge consumers to make more sustainable and planet-friendly meal choices.

- **UK & Ireland** - concluded ecolabelling pilot project with researchers in the Livestock, Environment and People labelling (LEAP) group at the University of Oxford. We saw positive shifts in consumer behaviour at the 15 industry client sites where we ran the pilot and are now rolling out the trial across more sites.
- **Belgium** - added eco-scores to point of purchase labels, backed up with QR codes linking to more detailed information. The eco-scores are also used by our Head Dietician in menu planning, giving transparent and accurate oversights of the proportion of plant-based ingredients in any meal.
- **Switzerland** - partnered with Eaternity to measure the climate impact of our meals and use their logo on menus in 25 of our restaurants. We will expand our use in the year ahead.
- **Sweden** - use the **RISE** climate database to plan our menus and proactively communicate the carbon footprint to consumers. Inspired by WWF's One Planet Plate, we have challenged ourselves to cut the carbon footprint of our meals to an average of just 500 grammes CO_2e.





USA: CHANGE CAN BE DELICIOUS

We have partnered with Arizona State University and Google Food to train our chefs to be more plant-forward in their menu planning. We have created a virtual series – RePlant Your Menu – which focuses on sustainability, nutrition, and connecting our food choices to planetary health. As one chef noted: "We definitely feature more plant-forward menu options after taking the training. I view it as more than just ingredients in a recipe now; I look at how the ingredients affect our planet and how they can potentially reduce our carbon footprint."

For Morrison Healthcare's 850 hospitals in the USA, we have devised six new plant-forward dining concepts – or Power Brands – that celebrate six different vegetables, including cauliflower, beetroot, and mushrooms. Each concept makes use of the stalks, leaves and skins of the vegetable across the different dishes, providing texture, taste and excellent nourishment, while creating little or no food waste. The flavours and style of each dish take plant-forward to a whole new level by aligning with current food trends. For example, the Cauli Club concept features a crispy Buffalo Cauliflower Sandwich made with cauliflower steak and blue cheese sauce on a brioche bun – as likely to be found in a trendy restaurant as a healthcare setting.

FRESH: THE FOOD REFORM FOR SUSTAINABILITY AND HEALTH PROGRAMME

We are a member of the **World Business Council for Sustainable Development (WBCSD)**, ensuring that we play a key role in creating positive systemic change towards healthier, more sustainable food systems around the world.

Our Vice President of Nutrition and Wellness for North America, co-chairs the Positive Consumption workstream of WBCSD's Food and Nature, Food Reform for Sustainability and Health **(FReSH)** project. FReSH is the leading global business initiative developing a series of ambitious, action-oriented solutions aimed at delivering healthy and sustainable diets to all, in alignment with science-based targets.

The workstream incorporates insights from behavioural science and economics, and considers multiple food choice drivers, including personal preference, social pressures, convenience, and affordability. Over the past months, together with the members joining the Positive Consumption action area, we developed the report 'Food Labeling: Principles to support the uptake of healthy and sustainable diets', a high-level assessment of existing nutrition and environmental impact labels, with a focus on the recent proliferation of scoring labels (e.g., traffic light systems), as well as the evidence to date on the factors that affect the efficacy and uptake of food labels.

As the world's leading food service company, we are uniquely positioned to test and implement the solutions proposed by FReSH and are now planning to expand the impact of the programme beyond the USA, starting with Asia Pacific.

"We look forward to continuing our collective work with Compass Group and supporting them in implementing innovative new solutions that sustain healthy people on a healthy planet."

Diane Holdorf, WBCSD's Executive Vice President



DOUBLING DOWN ON FOOD WASTE

With a third of all food produced globally wasted every year, we are clear about the collective role we must play in helping to drive permanent change across our industry. We're making good use of technology to understand our food waste footprint and are working in partnership to halve it by 2030.

We recognise that food waste is not only a moral issue, but a key contributor to climate change too. Wasting food is a waste of the energy to grow, harvest, process and cook and food waste in landfill can cause methane emissions, a potent greenhouse gas. Working in partnership with our clients our food waste strategy has three priorities (see diagram below).

We aim to halve food waste across the Group by 2030. Delivering on our sustainability strategy starts by understanding why food is being wasted. Each year, measurement technology is introduced in new units as we continue the global roll out of our strategy helping our kitchen teams measure, monitor and reduce food waste. We use different systems in different markets, all of which are driving down food waste and improving our oversight. In the USA, we relaunched Waste Not 2.0, a new and improved, proprietary tablet-based waste-tracking program, making it easy to achieve a meaningful difference in reducing food waste. Built by chefs for chefs, Waste Not 2.0 is a state-of-the-art tool that helps kitchen team members identify waste reduction opportunities that go beyond standard trim, bones, core, and peel waste.

The digital platform is user-friendly, giving managers intuitive tools to analyse data, identify problems and find long-lasting solutions.

In **2021**, we reduced food waste by

28% ↓

in over **2,000** sites recording food waste across **26** countries





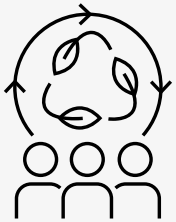
We're using smart meter technology technologies in many of our kitchens to record exactly how food is being wasted



1. PREVENT

Preventing food waste at source by:

- improving forecasting to make orders more accurate
- using best practice methods for storing food
- making use of every edible part of an ingredient in the kitchen
- understanding our impact by measuring
- taking action on data insights.



2. INSPIRE

Inspiring our people and consumers to waste less, and repurposing food into new dishes.



3. RECOVER *and* REPURPOSE

Redistributing surplus food in the community (see page 22).

IN ACTION AROUND THE WORLD

France: Introduced a waste management programme – 'Mission Stop au gaspi' – in partnership with the foundation Good Planet.

Sweden: Launched a competition on Instagram, asking people to post great ideas on how to fight food waste. We also created an app called 'Great Taste No Waste', giving our consumers the chance to buy leftover-meals for half the price.

Australia: Partnered with food waste non-profit, OzHarvest, on their USE IT UP campaign, encouraging people to eat the food in the fridge, before it perishes and ends up in landfill.

Germany: Working with Querfeld, an organisation that connects farmers and kitchens so that wonky fruit and vegetables get used instead of thrown away. Last year, we saved 850 tonnes of food from going to waste by purchasing this 'not flawless' produce.





Querfeld
Wir liefern natürliche Vielfalt



TOO GOOD TO GO

In nine countries in Europe, our businesses are using Too Good to Go - a mobile app that allows participating sites to offer unsold food to local consumers. The service is used across some of our corporate cafeterias, central kitchens, clinics, hospitals and elderly homes to offer surplus food at a reduced price to consumers, to avoid the social, economic and environmental consequences of food waste. In Belgium and Switzerland we received the Waste Warrior brand. We know we can do so much more together and plan to strengthen this collaboration in the coming years.

In 2021, we saved more than
33,300
meals across 9 countries avoiding
83.3
tonnes of CO_2e

MARKING INTERNATIONAL STOP FOOD WASTE DAY 2021 AROUND THE WORLD

Our annual Stop Food Waste Day raises awareness around the issue of food waste and encourages reductions in the amount of food thrown away. In 2021, Compass businesses around the world took creative steps to prevent food waste in our kitchens and inspire wider action, examples of these initiatives are set out below.

30+
Compass countries took part

40m+
social media impressions of #StopFooodWasteDay



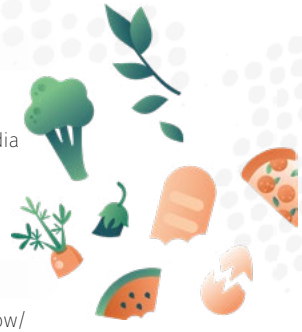
STOP FOOD WASTE Day®

AMERICAS

CANADA
A month-long campaign included sharing over 500 recipes and food hacks to our teams – 89% of the associates said they'd learned more about food waste

USA
A virtual event featured sustainability experts, influencers, politicians and clients. We reached 53 million people in 69 countries via social media

STOP FOOD WASTE DAY 2021 VIRTUAL EVENT



MEXICO
Organised a Recipe Challenge for dishes with low/zero production waste. Winning recipes promoted on social media

ARGENTINA
Produced a video to celebrate Stop Food Waste Day and the efforts from their teams



EUROPE

GERMANY
Keynote lecture featuring external experts

LUXEMBOURG
Challenged teams to compete to find best zero-waste recipe

AUSTRIA
Stop Food Waste guide published for consumers and colleagues

DENMARK
Top tips and leftover recipe ideas shared in restaurant and on social media

FRANCE
Held Too Good to Go webinar, plus created videos and social media posts

NORWAY
Products were packaged with Stop Food Waste labels and a global recipe competition was held

NETHERLANDS
Stop Food Waste demos led by Compass chefs.

POLAND
Created special zero waste menu

AZERBAIJAN
Colleagues shared a pledge to reduce their food waste at home

PORTUGAL
Stop Food Waste photo booth captured inspiring images around how to do more with food

TURKEY
Alongside a key client, we launched the Organic Fertiliser Project to turn food waste into nutrient-rich compost

SWEDEN
Held online event and used transparent bin bags to help raise awareness of waste

MIDDLE EAST

QATAR
Promoted 10 Tips to Stop Food Waste at units; created food waste quiz to build the team's knowledge

KSA AND UAE
Launched food waste campaign and received more than 3,000 online stop food waste pledges

ASIA PACIFIC

HONG KONG
Co-produced four videos with the FoodLink charity to raise awareness about avoiding food waste at home

JAPAN
Held special Mottainai event, featuring chef cooking demonstrations and famous activists

INDIA
Virtual cooking demos and social media posts on making the most of fresh produce

AUSTRALIA
Compass chefs and Food Waste Warriors participated in zero-waste recipe competitions

PACKAGING FOR THE FUTURE

We respect the critical role that packaging plays in food safety and preserving freshness and avoiding food waste. We are therefore taking steps to reduce packaging without compromising food safety including working with our packaging suppliers to fast-track sustainable alternatives to single-use and fossil fuel-based plastics.

As the world's food services leader, we have a responsibility to reduce the amount of packaging we use. At the same time, we work hard to test and scale packaging innovations that avoid plastic and virgin materials, while keeping food safe and with a sustainable shelf life. While our European businesses continue to adopt the very high standards within the EU Plastics Directive which aims to tackle single-use plastics, we often go above regulatory minimum requirements in our wider markets.

GOOD THINGS COME IN SUSTAINABLE PACKAGES

All over the world, we are looking for solutions that allow us to move away from single-use plastics, towards reusable packaging.

UK: Signatories to WRAP's UK Plastics Pact and have now removed all single-use plastic items identified in the EU's Single-Use Plastic Directive including: straws, stirrers, steamed cotton buds, plastic plates, bowls, and cutlery. This is in advance of any UK legislative requirement.

USA: Switched to reusable containers for student dining halls at Northwestern University, diverting 10 tonnes of waste from landfill in just six months.

Germany: Saving disposable packaging by using reusable bowls with QR codes at to-go restaurants to track the borrowing and returning of bowls.

Brazil: The reusable plastic containers that transport fruit and vegetables into our units are used between 30 and 120 times before being recycled into a new container, creating 60% less carbon and using 80% less water than single-use plastic packaging.

Canada: Using returnable deposit-based packaging from a women-owned, local start-up.

Ireland: 100% recyclable or compostable food trays used in our central production unit are made from recycled bottles and trays.

Singapore: Avoiding single-use plastics with safe-approved glove re-use training, as well as alternatives to cling wrap.

In **UAE** packaging innovations for quarantined students saved

2.6

tonnes of plastic



TURKEY: ELIMINATING SINGLE-USE PLASTICS WITH SURPRISING CONSEQUENCES

In Turkey, our supplier of salad dressing sachets has risen to the plastic-free challenge. COVID-friendly sensor-based pumps now dispense the ideal mix of olive oil and lemon juice to consumers' salad trays, eliminating single-use plastic sachets and reducing average oil consumption per consumer by an estimated two thirds.

Switching individual sachets for a pump avoided **950,000** sachets a year – saving

1.5

tonnes of single-use plastic

RESPONSIBLE SOURCING

Given the scale of our supply chains, the provenance of the raw materials we buy is of critical importance to the continuity, sustainability and reputation of Compass. Procurement with purpose is about making joint commitments alongside our peers, backing those commitments through the application of rigorous policies, processes and standards that promote the fair treatment of people and animals, sustainable resource use and agricultural practices.

Our priority is to ensure we partner with suppliers who meet our high standards of food safety and quality, ethical trade, farm animal welfare and sustainability; and increasingly that share our ambition to decarbonise the food industry. Our Code of Business Conduct outlines what we expect of all of our partners. Global Supply Chain Integrity Standards act as a further risk-based framework to drive consistency in responsible sourcing and we apply the Supplier Ethical Data Exchange (SEDEX) tool to assess, track and share information on supply chain social compliance and human rights across several of our largest countries – in the UK and Australia, 57% and 43% respectively of our direct food suppliers are now linked to us on SEDEX. Industry partnerships remain fundamental to delivering on our responsible sourcing priorities and to create wider systemic change in our sector and beyond. Read more about our supply chain governance and management on page 46.

Doubled our USA sourcing volume of animal proteins from ranches and farms certified as humane by Humane Farm Animal Care.

OUR TARGETS

100%
of our shell eggs and liquid egg products will be **cage-free** by 2025

100%
of palm oil used in kitchens to be **certified sustainable** by 2022

50%
of our fish and seafood to be **certified sustainable**

ETHICAL SOURCING

We are committed to socially responsible sourcing and purchase certified ethically traded products for key ingredients. Within our top 25 countries, in 2021 37% of coffee and tea purchased was certified ethically traded.

FARM ANIMAL WELFARE

In the last year, we have driven further industry engagement on animal welfare through our memberships and partnerships, such as the Global Coalition for Animal Welfare. We have maintained our Tier 3 status in the Business Benchmark on Farm Animal Welfare.

Despite widespread supply chain disruption and COVID-19 related closures, we maintain momentum on cage-free and higher-welfare eggs and chicken products. We continue to work towards our 2025 target of 100% cage-free eggs globally and in 2021 our businesses purchased over 6,000 tonnes of cage-free eggs. In May 2021, our USA operations switched to 100% cage-free shell and liquid eggs and our UK & Ireland business will reach 100% free-range from 2022. These transitions will be fully reflected in next year's performance data. We are now working towards higher welfare standards for 100% of the chicken purchased by our businesses in Europe and North America by 2026.

SUSTAINABLE FISH AND SEAFOOD

In our top 25 markets, 51% of our fish and seafood is sourced sustainably – this rises to over 56% in our top 10 markets. To build further momentum, we became a strategic partner of the Global Sustainable Seafood Initiative during 2021. We work alongside other food businesses to scale actions in sustainable sourcing. For instance, in October 2021, we co-signed an industry letter calling on the relevant Fisheries Commission to take specific and immediate action to ensure that Western Central Pacific Ocean tuna stocks maintain GSSI-recognised, Marine Stewardship Council Certification status.

For information about our approach to Human Rights and ethical trade, please see page 19.



TOWARDS ZERO NET DEFORESTATION

One of the actions of our Planet Promise is to deliver a global deforestation-free and land conversion-free supply chain strategy. We will achieve this through the increased use of sustainable palm oil, soy, beef, and timber and paper materials in the products that we source globally and by reviewing and taking action on additional high-risk commodities. In 2021, we supported the WWF's letter calling for EU action against deforestation.

In Europe, 76% of the total amount spent on wooden products (for example wooden cutlery and drink-stirrers) is certified sustainable (e.g. Forest Stewardship Council certification).

Currently, 72% of the palm oil used in all our operating countries is certified sustainable and we are on track for 100% certified sustainable palm oil from physical sources being used in our kitchens to prepare food by 2022, a goal that is supported by our commitment to industry collaborations such as the Roundtable on Sustainable Palm Oil. All of our in-scope approved suppliers must meet a set of criteria for sustainable sourcing of beef and beef containing products. This includes not sourcing beef from endangered forests such as those found in the Amazon Biome, as well as sourcing locally wherever possible.





CALCULATING OUR SOYA FOOTPRINT IN UK & IRELAND

In October 2020, we calculated the soya footprint of our operations in the UK and Ireland. This allowed us to identify supply chain 'hot-spots' for deforestation risk. We began by contacting our meat and poultry suppliers to brief them on our sustainable soya sourcing policy and to establish which of their lines were either deforestation free or soya free. We then hosted a workshop for them in July 2021, supported by EFECA (Experts in Sustainable Forest & Agricultural Advice), the facilitators of the UK Roundtable on Sustainable Soya to encourage them to develop policies and strategies of their own.

Following this, we repeated the process with our core suppliers of dairy products and farmed fish. We now understand our soya footprint across all categories which will serve as the baseline for a long-term transition to sources of deforestation-free soya. As a first step, we now purchase Roundtable for Responsible Soy (RTRS) credits for any soya in our supply chain associated with deforestation risk or of unknown origin, thereby supporting sustainable soya producers in developing countries and guaranteeing the production of deforestation free soya.

FARMING FOR THE FUTURE ACROSS THE GLOBE

In support of creating a more sustainable global food system for all, we are working actively with suppliers to find ways to produce more food with less water, land, waste and greenhouse gas emissions. We continue to be impressed by supplier ingenuity, from hydronic vertical basil cultivation in Ireland, to regenerative agriculture partnerships in France.

Vertical farming – literally stacking crops in vertical layers – allows farmer to increase crop yields on their land, and dramatically reduce the need for water and pesticides. In Ireland, our support has enabled two small farming businesses to seize the opportunity: we have helped one farmer become the country's first commercial scale vertical farmer, and supported another to transform an old mushroom house into a vertical hydroponic, climatically controlled greenhouse that is productive all year round.

In France, Eurest is supporting a regenerative agricultural project which aims to increase biodiversity and reduce GHG emissions in supplier farms. From planting nutrient-rich crops such as legumes and omega-3 crops, to replacing imported soybean meal with plant-based animal feed crops, 1,000 Eurest restaurants have joined the Restaurons la terre initiative to showcase local, sustainable produce.

In Kazakhstan, we are growing our own tomatoes, cucumbers, eggplants, lettuce, courgettes, peppers and herbs using hydroponic water-saving methods. The 20,000 square meter system is capable of saving up to 160,000 litres of water each year.



Hydroponic salad cultivation in Kazakhstan is saving water and enhancing food security.

In Belgium, we partnered with the Cooperative of Fruit and Vegetable Farmers on a seasonality calendar to show clients what's good to eat at certain times of year, supporting local food producers and reducing food waste.





OUR APPROACH

We have a robust Sustainability Strategy, clear corporate governance and a structured stakeholder engagement process. Guided by these, we are taking appropriate and timely steps to deliver on our people and planet priorities. Upholding the many policies and protocols relating to our Sustainability Strategy rests on a culture of ethical conduct and integrity and we are proud of the further progress made in 2021 to build on this, particularly around listening and responding to concerns.

Finally, our approach is continually evaluated against the highest international principles. This includes measuring our strategic impact against the United Nations Sustainable Development Goals (UN SDGs) and the ten principles of the UN Global Compact.

IN THIS SECTION:

- OUR MATERIALITY ASSESSMENT
- GOVERNANCE
- OUR PARTNERS
- UN SUSTAINABLE DEVELOPMENT GOALS
- DATA HUB
- GRI INDEX AND SASB

POSITIVE STEPS IN 2021

- Updated our materiality analysis
- Updated our Policies on Human Rights, Supply Chain Integrity, and Environment
- Engaged with hundreds of partners that are helping us to implement our strategy
- Launched our improved and refreshed SpeakUp, We're Listening whistleblowing programme

OUR MATERIALITY ASSESSMENT

Sustainability is central to our business strategy and is integral to how we operate day-to-day. Through materiality assessments, we identify and track the environmental, social and governance issues most relevant at the time to our business or stakeholders.

To help define the most important sustainability issues, and steer future decisions about our sustainability strategy, we conduct regular global materiality assessments. These help us understand the issues that matter most to us and our stakeholders; and how our economic, social and environmental impacts are perceived along our value chain.

In 2021, we reviewed our materiality matrix. In addition to feedback from our ongoing dialogue with internal and external stakeholders, including clients, suppliers, associations and community groups, we used a business analytics tool to review corporate reports of our stakeholders, mandatory and voluntary regulations in the countries in which we operate, news and social media. Together, this allowed us to identify and monitor the environmental, social and governance (ESG) external issues that are most important to our stakeholders and our business.





The updated materiality matrix shows that health & safety, food safety, food waste, and talent attraction remain of high importance. Certain issues have increased in importance since we conducted our last assessment: diversity and inclusion; climate change; responsible sourcing; and health and nutrition. The materiality matrix shown here has been approved by members of the Executive Committee.

We engage with hundreds of partners to help us implement our strategy and fulfil our purpose. Working with NGOs, government advisory boards and local groups, we are making a difference on issues like food donations, youth, employment, and opportunities for people with disabilities.

For more information on our stakeholders please see our Annual Report.

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GOVERNANCE

DOING BUSINESS THE RIGHT WAY

We are a values-driven Group and people are at the centre of our business. We promote a workplace where our people speak up and feel heard and in creating this environment, we continue to foster a culture of openness, trust and integrity by encouraging our people to do what is right, not what is easy.

Our goal is for integrity to guide the decisions made by our people and business partners. We are committed to respecting the rights of our employees and demonstrate this by continuing to further embed our Code of Ethics and our Code of Business Conduct ('Our Codes') and implementation of our Human Rights Policy. Our Codes are underpinned by our adherence to several important internationally recognised declarations, standards and principles, including:

- The UN Universal Declaration of Human Rights
- The Base Code of the Ethical Trading Initiative
- The ILO Declaration on Fundamental Principles and Rights at Work
- The UN Guiding Principles on Business and Human Rights
- The UN Global Compact ten principles.

Our Codes of Ethics and Business Conduct are currently under review and are being benchmarked against leading practice, with updates to be launched in 2022. Our Codes are communicated to all employees along with key ethics messages ('5 Golden Rules') that feature across Compass' operations and on many of our employees' payslips. The Code of Business Conduct applies internally to all employees across the Group's operations and countries. Global and sector leadership are also required to submit annual self-certifications to confirm their continued compliance with Our Codes.

Our governance structures underpin our commitment to preventing any form of discrimination at all levels of our business.

ETHICS AND INTEGRITY GOVERNANCE AND TRAINING

To implement Our Codes and policies, we have established reporting and compliance procedures. The Group Head of Ethics and Integrity has day to day responsibility for the design, operation and continued development of the Group's ethics and integrity programme (EIP). The aim of the EIP is to increase employees' awareness of the ethical issues that they may encounter in their roles and is designed to further strengthen the controls framework through which the Company's ethics and integrity culture continues to be embedded, monitored and tested both internally and externally. We also conduct periodic internal audits and risk based country level effectiveness testing (including key financial controls and certain compliance policy requirements). Adopting a risk to role approach, employees potentially more exposed to corruption and anti-competitive behaviour risks must complete our core training modules.

Our Group Ethics and Integrity programme is designed to prevent and mitigate material business integrity risks and comply with regulatory requirements in the jurisdictions where we conduct our business. We guide and promote integrity-driven decisions through training and awareness and by continuing to embed a culture of speaking up by encouraging reporting of concerns, standing by the principle of 'tell someone you trust', as well as providing our independent Speak Up, We're Listening programme as an avenue to raise concerns safely and in confidence.

In 2021, we further improved accountability and awareness, and our commitment to integrity, by requiring all global, regional and country leaders to submit self-certifications in the form of the annual ethics and integrity declaration and pledge. This required 4,500 of our senior managers, leaders and employees working in control functions to confirm their continued compliance with Our Codes in the year ended 30 September 2021. Training on Ethics and Integrity continued for new starters, with global, regional and country leadership as well as those in specific roles receiving additional training on key risks such as data privacy, anti-bribery and corruption, anti-competitive behaviour and human rights.

During 2021, we continued to develop and further embed our global eLearning training platform enabling us to improve upon and deliver more targeted training to our people, and our strategy is to further leverage this platform on a risk to role basis reaching a wider target population to further raise awareness.

Please see our Annual Report for further information.

INTEGRITY RISK MANAGEMENT

In the last year, we have defined and embedded business integrity risks within our Major Risk Assessment process and Group Risk System. Under Corporate Governance Culture, we now list seven business integrity risk categories: bribery and corruption; anti-competitive behaviour; money laundering / terrorist financing; theft, fraud and financial misstatement; data privacy; trade controls and sanctions and human rights and modern slavery. This new taxonomy strengthens the focus on integrity risk management, in turn enhancing regional and Group visibility and oversight of the risk and control environment.

SPEAKUP! We're listening

GIVING PEOPLE THE CONFIDENCE TO SPEAK OUT

SpeakUp, We're Listening was relaunched in October 2021 as our refreshed 24/7, 365 days a year, confidential reporting and whistleblowing programme. Accessible internally and externally, confidential reporting channels are provided by our new independent third party provider, Convercent by OneTrust, and all of the countries in which we operate in the reporting party's chosen language. The programme is managed by Group Ethics and Integrity independently of any other lines of business, and is designed to further empower anyone to raise concerns or allegations of potential misconduct, reinforcing our commitment to an environment of Openness, Trust and Integrity.

Employees, suppliers, consumers, clients, communities and anyone with an interest in Compass' business can voice concerns, without fear of reprisal, about how we conduct our business, or report if they are witness to, or subjected to, any potentially unethical, unsafe or unlawful practices. Each case is assessed, followed up and investigated (if appropriate) by an assigned case manager, with regular reports to the Board, Audit, Corporate Responsibility and Regional Governance Committees. Themes, insights and lessons learned are shared appropriately.

In 2021, 3,195 issues have been reported to SpeakUp, We're Listening (2020: 3,937).

SUSTAINABILITY GOVERNANCE

At Compass Group, transparent systems of corporate and sustainability governance are fundamental to ensuring consistent accountability across our diverse local operations.

Our Board-level Corporate Responsibility (CR) Committee oversees our Safety and Sustainability Strategies, alongside Ethics and Compliance and Stakeholder Engagement. The Committee meets at least three times a year to ensure policies and practices align with our Company culture, purpose and values. It has a rolling agenda which includes reports regarding progress towards the Group's corporate responsibility strategy and KPIs. The Group Chief Commercial Officer is a member of the Group Executive Committee and has day-to-day responsibility for the development and implementation of the Group's sustainability strategy. The Global Head of Sustainability reports to the Group Chief Commercial Officer. The CR Committee comprises all the non-executive directors, together with the Chairman of the Board, Group CEO and Group CFO. The CR Committee receives reports and presentations from the Group Chief Commercial Officer and from other subject matter experts including the Group Chief People Officer, the Group General Counsel and Company Secretary, and the Group Heads of Ethics and Integrity and of Sustainability and of Safety, to help develop the Committee's understanding of safety and sustainability matters.

Find out more about our sustainability governance in our Annual Report.

ANNUAL REPORT



SAFETY GOVERNANCE AND MANAGEMENT

OUR APPROACH

Our commitment to safety stems from our extensive knowledge of both prevention and intervention, as well as a deep sense of responsibility. Driven by leadership and through safety compliance across our frontline associates, our culture of safety permeates throughout our organisation. We set out to establish a safety culture where our people instinctively take individual and collective responsibility for their individual safety and those around them. We empower all levels of our organisation to take action and continuously identify opportunities for improvement.

We have developed behaviour-based standards backed by science, regulatory requirements and industry experience to ensure safety best practices at every location. We regularly measure compliance and performance objectives against these standards to responsibly manage the safety of our people, clients and consumers.

ACCOUNTABILITY

Safety performance is continuously monitored, transparently reported and considered at every management meeting, and our management bonus scheme is linked to safety KPIs. All safety policies are reviewed annually to ensure alignment with Company aspirations and that they are current with all applicable regulations. Our Group Chief Commercial Officer is accountable for overseeing our strategic approach to safety, and to setting the long-term vision. In every local market, we have Personal and Food Safety Leaders who translate the Group sustainability strategy into appropriate local protocols and actions that meet local regulatory codes. They are also accountable for monitoring compliance against relevant legislation and regional best practices.

They report monthly Lost Time Incident Frequency Rates and Food Safety Incident Rates indicator data to Group.

Regional safety leads submit annual self-assessments against Group Operational Safety Standards, Supply Chain Integrity Standards, and the Allergen Management Plan, which are validated at a Regional and Group level. Local teams establish their own Safety Management Systems and training programmes, appropriate to local laws and based on thorough risk assessments.

MANAGEMENT SYSTEMS

Safety Management Systems are designed to capture safety observations, hazards, risk assessments and incident investigations. They provide a holistic picture of safety behaviours and performance across our operations, yielding actionable data to drive continuous improvement – thereby helping to prevent injuries to our people and consumers. Our workplace safety and food safety departments seek to make strategic investments in leveraging state-of-the-art safety management solutions which offer real-time innovation and performance transparency while affording the flexibility to tailor to client and community specific service requirements.

Where required by local regulation, or by our clients in that market, the Safety Management System is ISO certified. Compliance with the Safety Management System is monitored by internal audits and external inspections where required.



TRAINING AND ENGAGING OUR PEOPLE

We use a variety of formats to increase participation and awareness including posters, in-person briefings and safety meetings. Every team member working operationally on site is obliged to attend a safety orientation and all subsequent safety meetings. During safety meetings, we encourage our people to provide feedback as well as reviewing the outcome of hazard inspections, accident reports and near-miss incidents. Every member of the team is expected to remain alert to risks and conduct regular safety checks.

Training programmes are devised at the local level, according to relevant regulations. We use behaviour-based techniques that focus on the accountability of every team member. Those handling food receive food safety training, including contract workers. For those in food handling roles, further training is delivered at a local level on food hygiene and allergens. Refresher training sessions are delivered as needed. In the UK and Ireland, for example, all staff are required to complete basic safety training every three years, and receive electronic reminders via our learning and development platform.

PEOPLE GOVERNANCE

OUR APPROACH: THE COMPASS COMMITMENTS

We made three Compass Commitments to all of our people so that they can understand what they can expect when working for Compass:

Compass Commitments

One team, three commitments...

RESPECT
WE TREAT EACH OTHER FAIRLY AND WITH RESPECT

GROWTH
WE HAVE THE OPPORTUNITY TO DEVELOP AND PROGRESS

TEAMWORK
WE WORK AS PART OF A POSITIVE AND CARING TEAM

Our Commitments were built after extensive research and over 1,000 hours of conversation with our people, their leaders and their family members to understand the experiences that helped them to feel engaged and committed to Compass and those which challenged them.

To make our Commitments a daily reality, we use a variety of methods to gain insight on the views of our people, including the use of surveys both at local and global level.

PEOPLE DEVELOPMENT

Our 'Growth' Commitment is about making sure our people have opportunities to develop and progress. Specifically, this means having access to the training they need to do their job, knowing how to find out about job opportunities, understanding what they need to do to develop a career and be supported to take up new opportunities. Practically, this forms a series of mandatory training (to ensure minimum and legal standards are met for each role), skills based training (which is aligned to the role and functional discipline), management and leadership training (to ensure our people managers and leaders are equipped with the broader set of skills to support their people), team development, personal learning and personal career support (to help individuals understand how to be more effective). We use a blend of online, virtual, face-to-face, classroom, on-the-job and academic study to meet different learning requirements supplemented by mentoring and coaching. We are also building Academies in several countries to support the onboarding and development of our people. During the pandemic we moved much of our face to face training and development to virtual platforms allowing us to reach our people directly. This has helped us to accelerate impact and reach for our Sales Excellence training, and we have successfully used online training for Mental Health First Aiders too.

Our overarching ambition is to build structured support and career pathways so that everyone has the opportunity to build a lifetime career with us. and our Compass Academies, are being established across the globe to support our ongoing commitment of 'Growth' for our people.

PEOPLE ENGAGEMENT

Our Designated Non-executive director (NED) for workforce engagement, Ireena Vittal, hosted six virtual roundtables in the year with employees from across the businesses. These roundtables, together with the outcomes from other engagement activities, provide excellent insight to wider employee sentiment and gave our people an opportunity to speak directly to a member of the Board of directors, ensuring the employee voice is heard in the Boardroom. The main themes observed at the roundtables, which were reported to the Corporate Responsibility Committee and the Board, were:

- continued pride in our response to the pandemic
- our ability to build confidence and provide clarity for our people and clients
- concerns about wellbeing and potential increased levels of anxiety as the crisis extended, with proactive sharing of ideas, interventions and support given to employees
- the positive impact technology had as an enabler for the businesses, alongside a desire to get back to meeting people in person and rebuilding personal connections.

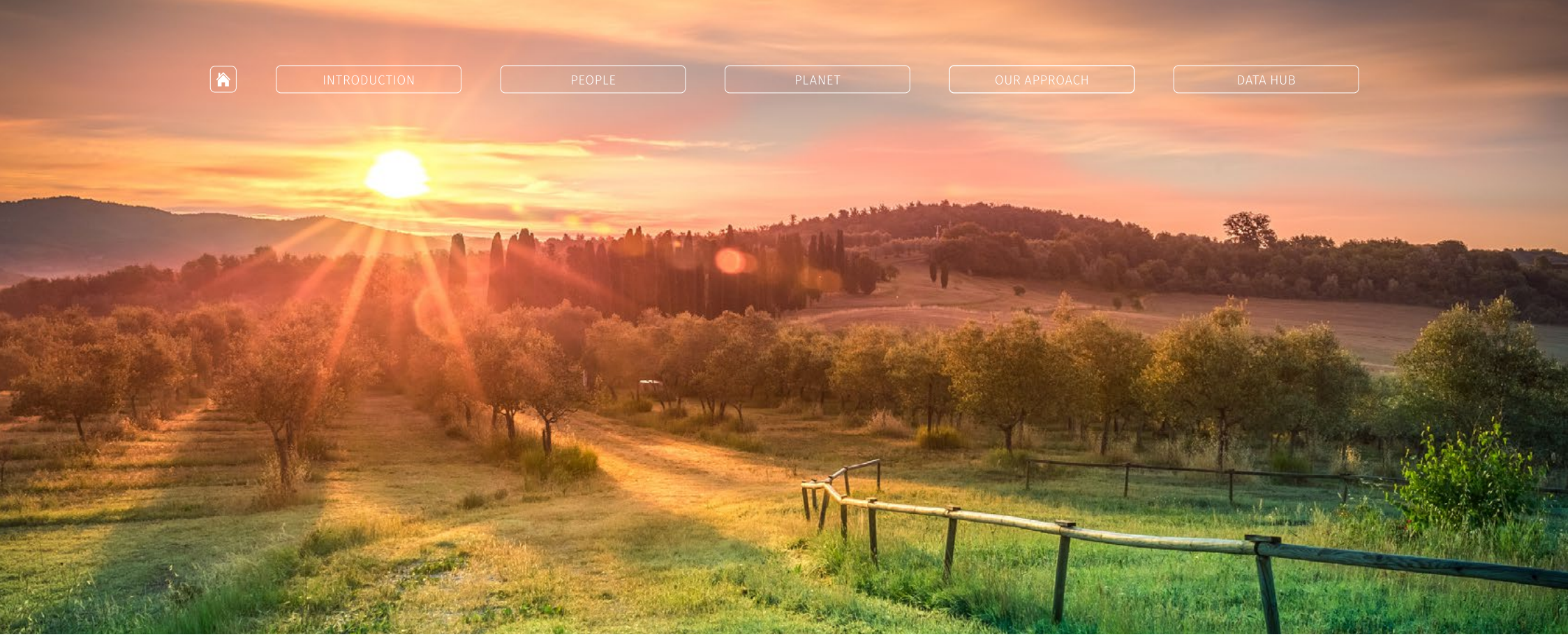
DIVERSITY, EQUITY AND INCLUSION

Our Group sustainability strategy ensures that our focus is on contributing to the UN's Sustainable Development Goals particularly around Gender Equality and Decent work. We have made public statements and external commitments to build a diverse, equitable and inclusive workforce as active members and signatories of WiHTL, 30% Club, the UN Global Compact: Target Gender Equality Accelerator Programme, Race at Work Charter and the Valuable 500. We have introduced a global **(DE&I) policy** which reinforces our commitment to providing equity, wellbeing and fairness to all in our employment.

Our global DE&I champions network involves regular network calls where colleagues are able to share best practice and be kept informed of DE&I activities across the business. We run diversity and inclusion action councils, programmes to promote decent work for all, and have launched awareness training.

We conduct listening groups with women and minority groups, and our Global engagement survey includes an Inclusion Index to help us gain insights into the different perceptions our diverse workforce has about its experience. This insight is used to challenge and adapt our strategies so that we can create amazing workplaces. We share progress on the DE&I initiatives through reports given to the Corporate Responsibility and Nomination Committees of the Board.





ENVIRONMENTAL GOVERNANCE AND MANAGEMENT

We aim to provide our people with the information, training and tools necessary to implement responsible environmental practices. We expect similarly high standards from our suppliers and contractors.

Our Corporate Responsibility (CR) Committee is responsible for overseeing our policies and strategy supporting sustainability activities, including climate change related issues. Each year, the Committee reviews our Environmental Policy Statement which outlines our strategic commitments. It is supported by Group and local-level systems to monitor environmental impacts on energy, water and waste at our owned and operated sites.

We use a number of energy management systems to monitor and reduce our environmental impact and each country deploys a system appropriate to local circumstances. Several of our countries and a number of individual operating sites are ISO 14001 certified. For example, in the UK, our award-winning environmental toolkit is mandatory for all sites to follow, covering energy, transport, materials, waste, water and pollution prevention. All owned and operated sites are certified to ISO 14001 Environmental Management Standard in the UK and environment champions help to cascade the Group strategy to site level.

Compass Group recognises that climate change is a principal risk posing potential challenges to our businesses across the globe and throughout our value chain. Climate related risks are assessed as part of our ongoing due diligence and monitoring, as well as being part of our risk assessment process. In 2021, we started adopting the recommendations of the Task Force for Climate Related Financial Disclosures (TCFD) and we will be reviewing our processes and governance to align further with TCFD recommendations. Our Group Chief Commercial Officer has oversight for assessing and managing environmental and climate related risks and opportunities, with input from country teams via an online reporting system. In the last year, the Board approved our Net Zero commitment and decarbonisation roadmap.

71%

of our owned and operated sites certified ISO 14001 in our Top 23 countries in APAC, Europe, Middle East and South America

See our Annual Report for more information on TCFD and climate change risks and opportunities.

See our Data hub for detailed data, methodologies and further notes.

Read our **CDP reports** for further information about our climate change and water reporting.

ANNUAL REPORT



SUPPLY CHAIN GOVERNANCE

We source our products from around the world, meaning we have a complex, multi-tiered supply chain that relies on a wide range of partners, growers, manufacturers, wholesalers and distributors.

Our Purchasing Teams apply Compass' Supply Chain Integrity Standards as a risk-based framework to drive consistency in sourcing from approved vendors. We regularly review country performance against these standards so that we can ensure consistency in operating practices throughout our value chain. Compass Category Managers work with suppliers to help them to continually improve, and suppliers can also attend local supplier conferences and workshops. For example, our Foodbuy businesses offer engagement events for suppliers in the USA and in the UK.

We continue to incorporate environmental, social and ethical criteria into our procurement decisions around the world. In the UK and Ireland, for example, all our food suppliers are required to complete a questionnaire which assesses their approach to ethical trade, employment and the environment, while during tenders, strategic suppliers are asked to meet non-financial KPIs.

Also, new suppliers are expected to sign our Code of Business conduct, or to confirm their own code meets our standards, and may be audited against it. Where third party audit reveal issues, we require our suppliers to remedy them. Failure to address material issues will lead to termination of the relationship. In the UK, we send further requests to selected suppliers throughout the year, allowing us to obtain information on initiatives relating to areas such as food waste, single-use plastics and charitable donations.

Suppliers are engaged further at a local level on particular topics of interest. For example, in 2021 UK suppliers were closely involved in our Net Zero climate workshops ahead of COP26.

OUR PARTNERS

We work with a number of global organisations that are helping us to implement our strategy.

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

Since 2019, we have been a member of the World Business Council for Sustainable Development. In 2021, we signed the 'Vision 2050: Time to Transform' initiative.

In 2021, we became a signatory of Terra Carta, a sustainable markets initiative launched by HRH The Prince of Wales.

We continue to be a committed partner of the EAT Forum, a non-profit organisation focused on transformation to protect the planet and its resources.

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

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

We are a Funding Partner of the Global Sustainable Seafood Initiative.

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

We are a member of the 30% Club, whose global mission is to reach at least 30% representation of all women on all boards and C-suites globally.

We continue to be a lead supporter of Women in Hospitality, Travel and Leisure

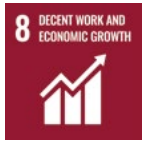
We are signatories of the Race at Work Charter, which is designed to foster a commitment to improving outcomes for ethnic minority employees in the workplace.

We joined The Valuable 500, putting disability on the business leadership agenda.

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

In 2021, we became member of Social Value International.

SUSTAINABLE DEVELOPMENT GOALS

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	As a food business, one of the most powerful ways that we can support our local communities is by providing meals. All around the world, we have formed partnerships with local projects, charities and organisations which donate or serve meals to those in need, or pass on our surplus unsold food to the people who need it. We are committed to procurement with purpose, meaning that we use our buying power to support and promote the fair treatment of people and animals, sustainable resource use, and regenerative agricultural practices. We aim to deliver a global deforestation-free and land conversion-free supply chain strategy and are increasing the volume of sustainable palm oil, soy, beef, and timber and paper materials in the products that we source globally. We are on track for 100% certified sustainable palm oil from physical sources being used in our kitchens to prepare food by 2022. Our US and UK operations use cage-free liquid and shell eggs and our other Compass markets are aiming to do likewise by 2025.
 **3.4** Reduce premature mortality through prevention and treatment and promote mental health and wellbeing	We seek to make it easier for consumers to make choices that are better for their health. Alongside adding more healthy menu items and reformulating recipes with less salt, fat and sugar, we are working with our clients to help consumers make informed and healthier choices. We do this through a number of evidenced behavioural mechanisms, including 'choice architecture' approaches to canteen layouts, menu labelling and communications campaigns. As our colleagues and communities around the world faced the ongoing challenging circumstances of COVID-19, we remain committed to promoting positive mental health and wellbeing. Many Compass locations have established dedicated mental health campaigns with specialist advice and resources, consultations with psychologists to employees working on the frontlines of the COVID-19 pandemic and their immediate families.
 **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making	We want to empower women to work with Compass Group. For us, this means investing in our female colleagues through development and training schemes, as well as encouraging women-led suppliers. We are also a lead supporter of Women in Hospitality, Travel and Leisure, a cross-industry initiative dedicated to increasing women's representation in leadership positions.
 **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 crucial to our business success and our most important asset. We work with local communities across the globe to offer fair and safe employment and promising career opportunities. To promote work for all, we run diversity and inclusion programmes and action councils and provide skills training to disadvantaged people in our communities. We also work throughout our operations and with our suppliers to address human rights and modern slavery risks, conducting audits and providing 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 aim to halve our food waste by 2030 and are actively reducing it in every region. Our three-part strategy is focused on prevention, inspiration and food recovery. Prevention means improving forecasting, using best practice storage methods, making full use of ingredients, and using data to better understand waste arising. We inspire consumers to waste less through communications campaigns and our annual Stop Food Waste Day event. Surplus food is recovered and repurposed by distributing it to food banks and the local community. We use environmental management systems at client sites, as well as education and toolkits to help reduce waste through prevention, recycling and reuse.

SUSTAINABLE DEVELOPMENT GOAL & INDICATOR	OUR CONTRIBUTION
 **13.3** Improve capacity on climate change mitigation, adaptation and impact reduction	We are the first international company in the contract catering industry to announce a global commitment to a 2050 net zero emissions economy. We have set ambitious emissions reduction targets over the next decade which have been validated by the Science Based Targets initiative (SBTi), and a further commitment to be carbon neutral worldwide in our own operations (Scope 1 & 2) by 2030.
 **14.1** Prevent and reduce marine pollution **14.C** Enhance the conservation and sustainable use of oceans and their resources	We respect the critical role that packaging plays in food safety and preserving freshness and avoiding food waste. Our priority is to reduce packaging without compromising this and to work with our packaging suppliers to fast-track sustainable alternatives to single-use and fossil fuel-based plastics. Our European operations continue to adopt the very high standards within the EU Plastics Directive, and we often go above regulatory minimum requirements in our wider markets. In our top 25 markets, 51% of our fish and seafood is sourced sustainably. To further build momentum, we became a strategic partner of the Global Sustainable Seafood Initiative during 2021.
 **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	One of the actions of our Planet Promise is to deliver a global deforestation-free and land conversion-free supply chain strategy. We will achieve this through the increased use of sustainable palm oil, soy, beef, and timber and paper materials in the products that we source globally and by reviewing and taking action on additional high-risk commodities. We are on track for 100% certified sustainable palm oil from physical sources being used in our kitchens to prepare food by 2022, an achievement that is testament to our commitment to industry collaborations such as the Roundtable on Sustainable Palm Oil. All of our in-scope approved suppliers must meet a set of criteria for sustainable sourcing of beef and beef containing products. This includes not sourcing beef from endangered forests such as in the Amazon Biome, as well as sourcing locally wherever possible.
 **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	We want to help address some of the biggest global challenges today. As a responsible business, we understand the importance of partnering with our clients, suppliers, NGOs and other stakeholders to improve our impact. We are a member of the World Business Council for Sustainable Development. Our Vice President of Nutrition and Wellness for North America co-chairs the Positive Consumption workstream of WBCSD's Food and Nature, Food Reform for Sustainability and Health (FReSH) programme which seeks to identify concrete solutions to help deliver healthy and sustainable diets for everyone. We are one of 25 companies supporting the Terra Carta from HRH The Prince of Wales' Sustainable Markets Initiative, and its roadmap to 2030 for businesses to move towards an ambitious and sustainable future. We continue to be a committed partner of the EAT Forum, a non-profit organisation focused on transformation to protect the planet and its resources. In 2021, we became a strategic partner of the Global Sustainable Seafood Initiative. See page 47 for more details of our global partnerships.

DATA HUB

PEOPLE

The data relates to all operating countries, unless otherwise stated. Some metrics have been externally verified by a third party, see our website for more information.

PREPARING OUR PEOPLE	2021	2020	2019
Improvement in employee retention rate			
Total employees	-8%	1%	1%
Management	4%	-5%	3%
Unit management	-3%	1%	0%
Number of unit managers trained through Leadership in Action development programme	736	1,500	2,500
Number of graduates hired to training programmes across the global business	1,435	2,763	2,000

CREATING A DIVERSE AND INCLUSIVE ENVIRONMENT	2021	2020	2019
Employee category - female representation, % of total *			
Compass Group Board	36%	33%	36%
Executive Committee	33%	42%	38%
Senior Leaders	35%	38%	31%
All Management	46%	46%	46%
All Colleagues	57%	57%	57%
Type of contract - female representation, % of total *			
Permanent	57%	57%	57%
Temporary	59%	59%	59%
Agency	40%	49%	39%
Leavers - female representation, % of total	56%	57%	58%

* Definition of our employee categories has changed compared to what was reported last year, 2020 and 2019 data has been updated to reflect this change.

ENGAGING OUR PEOPLE	2021	2020	2019
Total number of cases reported by employees globally, via Speak Up	3,195	3,937	3,767
Global engagement survey participation *	56%	48%	48%

* Participation of pulse and surveys across the globe.

SAFETY	2021	2020	2019
Global lost time incident frequency rate (LTIFR)	2.33	2.55	2.91
Total number of lost time incidents (LTI)	1,779	2,090	2,766
Global Food Safety Incident Rate (FSIR)	0.20	0.21	0.22
Total number of food incidents (FSIs)	859	1,030	1,439
Global total recordable incident frequency rate (TRIFR)	7.97	8.93	9.01
Total number of recordable incidents (TRIs)	7,068	7,311	8,585
Motor Vehicle Collision Rate (MVCR)	1.81	2.97	2.57

To calculate our safety indicators, we used the following formulas:
LTIFR = number of lost time incidents / number of hours worked (millions)
TRIFR = number of recordable incidents / number of hours worked (millions)
FSIR = number of food safety incidents / cost of food (£millions)
MVCR = number of motor vehicle collisions / distance travelled (km).

NUTRITION, HEALTH AND WELLBEING	2021	2020	2019
% of sites with at least one healthy meal choice	87%	87%	83%

Data represents Top 25 of our operating countries, together accounting for 97% of Group underlying revenues.

PLANET

ENERGY AND GREENHOUSE GAS EMISSIONS	2021		2020		2019
Greenhouse gas emissions - Scope 1 and 2	UK and Offshore	Global	UK and Offshore	Global	Global
Scope 1 - Emissions from the combustion of fuel or the operation of any facility including fugitive emissions from refrigerants use / tCO_2e	5,614	88,616	5,912	106,047	174,627
Scope 2 – Emissions resulting from the purchase of electricity, heat, steam of cooling (location based)/ tCO_2e	2,096	38,298	3,300	39,703	45,875
Scope 2 – Emissions resulting from the purchase of electricity, heat, steam of cooling (market based)/ tCO_2e	3,119	40,525	N/A	N/A	N/A
Total gross emissions (location based) / tCO_2e	7,710	126,914	9,212	145,750	220,502
tCO_2e per million £ turnover	5.3	7.2	6.1	7.5	9.1
Energy					
Energy consumption used to calculate above emissions / kWh	32,881,076	480,805,034	41,968,394	556,869,904	N/A
Energy consumption /kWh per million £ turnover	N/A	27,109	N/A	28,487	N/A

To calculate our Group emissions, we have used the main requirements of the GHG Protocol Corporate Standard along with the UK Government GHG Conversion Factors for Company Reporting 2020.
This year, we have also calculated our Scope 2 emissions using the market based methodology to recognise the purchasing of low carbon energy.
We are monitoring the energy usage and greenhouse gas emissions of our owned and operated sites across 29 countries (2020: 27) which represent 98% of Group underlying revenue (2020: 97%). tCO_2e per million £ turnover is calculated by dividing our total gross emissions (location based) by underlying revenue for the countries monitored.

Energy and GHG emission data represented in the table above has been externally verified by a third party.

ENERGY AND GREENHOUSE GAS EMISSIONS	2019
Greenhouse gas emissions - Scope 3*	
Scope 3 categories/ tCO_2e	
1. Purchased Goods & Services	9,924,859
2. Capital Goods	62,320
3. Fuel- and energy-related activities	45,167
4. Upstream transportation & distribution	95,594
5. Waste generated in operations	44,417
6. Business Travel	61,369
7. Employee Commuting	374,238
8. Upstream Leased Assets	1,568,554
Total Scope 3 footprint /tCO_2e	12,176,517

*In 2021 we calculated our scope 3 emissions related to 2019. Emissions are calculated in line with the GHG protocol. The data relates to all operating countries.

Data relates to our Top 25 operating countries, representing 97% of Group revenues, unless otherwise stated. Some metrics have been externally verified by a third party, see our website for more information.

ENVIRONMENTAL CERTIFICATIONS	2021	2020	2019
% of owned and operated sites certified ISO 14001	71%*	N/A	N/A

* The percentage is calculated from our Top 23 countries in APAC, Europe, Middle East and South America. North America region is excluded.

PLANT FORWARD MEALS	2021	2020	2019
Carbon footprint of beef and eggs purchased, tCO2e	1.1 million	1.3 million	2.1 million
Spend on fruit and vegetables of total food spend	14%	13%	15%
% sites offering plant forward meal choices as a main course	64% *	N/A	N/A

* The percentage is calculated from 24 out of our Top 27 countries and it is representing 40% of global revenues. USA, Argentina, Chile have been excluded.

FOOD WASTE	2021	2020	2019
% reduction of food waste on sites recording food waste	28%	N/A	N/A

The percentage is calculated using data from more than 2,000 sites recording food waste in 26 countries. The reduction is calculated against a baseline for each site.

RESPONSIBLE SOURCING	2021	2020	2019
Certified sustainable palm oil of total palm oil*	72%	57%	37%
Sustainable fish and seafood, of total fish and seafood spend			
Top 10 countries:	56%	50%	N/A
Top 25 countries:	51%	45%	42%
Cage free eggs of total eggs			
Shell eggs	25%	27%	34%
Liquid eggs	34%	14%	15%
Certified ethically traded coffee and tea, of total coffee and tea spend	37%	26%	44%

* Physical palm oil used in kitchen to prepare food. Palm oil data relates to all operating countries.

GRI INDEX

References to AR indicate the Annual Report, and to SR indicate the Sustainability Report.

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
DISCLOSURE			
1. Organizational profile			
102-1	Name of the organization	Compass Group PLC	
102-2	Activities, brands, products, and services	SR: Compass Group, p. 3 AR: Creating long term sustainable growth, p. 4	
102-3	Location of headquarters	SR: back cover	
102-4	Location of operations	SR: Compass Group, p. 3 AR: Creating long term sustainable growth, p. 4	
102-5	Ownership and legal form	SR: back cover	
102-6	Markets served (including geographic locations, sectors served, and types of customers and beneficiaries)	SR: Compass Group, p. 3 AR: Creating long term sustainable growth, p. 4	
102-7	Scale of the reporting organization	SR: Compass Group, p. 3 AR: 2021 Performance at a glance, p.3; Creating long term sustainable growth, p. 4; Other statutory disclosures - Employee diversity and human rights p.182; Notes to the consolidated financial statement - 3 Employees, p. 218	
102-8	Information on employees and other workers	SR: Data Hub - People, p. 50 AR: Notes to the consolidated financial statement - 3 Employees, p. 218	Full data set unavailable
102-9	Supply chain	SR: Supply chain governance, p. 46	
102-10	Significant changes to the organization and its supply chain	There were no significant changes to the organization's size, structure, ownership, or supply chain in the reporting period	
102-11	Precautionary Principle or approach	SR: Environmental governance and management, p. 45 AR: TCFD disclosures, p.53; Identifying and managing risk, p. 73; Principal risks, p. 76	
102-12	External initiatives	SR: Our partners, p. 47, Sustainable Development Goals, p. 48 AR: Corporate Responsibility Report, p.40	
102-13	Membership of associations	SR: Our partners, p. 47	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
2. Strategy			
102-14	Statement from senior decision-maker	SR: Welcome Message from our CEO, p. 4	
3. Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	SR: Doing business the right way, p. 40 **Website - Policy page**	
4. Governance			
102-18	Governance structure	SR: Sustainability governance, p. 41 AR: Governance and Directors' report, p.84	
5. Stakeholder engagement			
102-40	A list of stakeholder groups engaged by the organization.	AR: Engaging with our stakeholders, p.28	
102-41	Percentage of total employees covered by collective bargaining agreements.		Group data unavailable
102-42	Identifying and selecting stakeholders	AR: Engaging with our stakeholders, p.28	
102-43	Approach to stakeholder engagement	AR: Engaging with our stakeholders p.28;Board oversight of stakeholder interests, p.98	
102-44	Key topics and concerns raised	AR: Engaging with our stakeholders p.28;Board oversight of stakeholder interests, p.98	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
6. Reporting practice			
102-45	Entities included in the consolidated financial statements	AR: Notes to the consolidated financial statement - 34 Details of related undertakings of Compass Group Plc, p. 275	
102-46	Defining report content and topic Boundaries	SR: Our materiality assessment, p. 39	
102-47	List of material topics	SR: Our materiality assessment, p. 39	
102-48	Restatements of information	Explanatory notes are included in all cases that data have been restated	
102-49	Changes in reporting	There were no significant changes from previous reporting periods in the list of material topics and topic boundaries	
102-50	Reporting period	1st October - 30 September	
102-51	Date of most recent report	SR: back cover	
102-52	Reporting cycle	Yearly	
102-53	Contact point for questions regarding the report	SR: back cover	
102-54	Claims of reporting in accordance with the GRI Standards	SR: Contents, p. 2	
102-55	GRI content index	GRI Index	
102-56	External assurance	**Website**	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
200 ECONOMIC			
204 Procurement Practices - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Supporting local communities, p. 20; Our materiality assessment, p. 39; Sustainability governance, p. 41; Supply Chain governance, p. 46; Sustainable Development Goals, p. 48, **Supply Chain Integrity Policy Statement**	
204-1	Proportion of spending on local suppliers at significant locations of operation	SR: Supporting local communities, p. 20	Compass Group currently does not collect this information at Group level. We are working to improve our data collection process in order to report this information in the future. While we are not able to report this data, we do actively manage and report on our strategy to support local suppliers.
205 Anti-corruption - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Our materiality assessment, p. 39; Doing business the right way, p. 40 AR: Governance and Directors' report, p.84 **Code of Business Conduct** **Code of Ethics** **Supply Chain Integrity Policy Statement**	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
205-1	Operations assessed for risks related to corruption	All of our countries and regions participate in our bi-annual Major Risk Assessment process including the assessment of risks related to corruption. For further information about our Major Risk Assessment process please see our AR: Risk Assessment, p .73	
205-2	Communication and training about anti-corruption policies and procedures	SR: Doing business the right way, p. 40 AR: Whistleblowing anti-bribery and fraud, p. 131; Ethics & Integrity, p.142 **Code of Business Conduct** **Code of Ethics** **Speak and Listen Up Policy**	
205-3	Confirmed incidents of corruption and actions taken	No significant incidents of corruption material to the group as a whole recorded during the year. For further information please see our AR: Whistleblowing antibribery and fraud, p. 131; Ethics & Integrity, p.142; Contingent Liabilities, p.266	
206 Anti-competitive behaviour - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Our materiality assessment, p. 39; Doing business the right way, p. 40 AR: Governance and Directors' report, p.84 **Code of Business Conduct** **Code of Ethics** **Supply Chain Integrity Policy Statement**	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No significant incidents of anticompetitive behaviour, anti-trust, and monopoly practices material to the group as a whole recorded during the year. For further information on litigation, claims and other legal proceedings please see our AR: Contingent Liabilities, p.266	
300 ENVIRONMENTAL			
301 Materials - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Planet, p. 23; Climate net zero 2050, p. 24; Our planet promise, p. 25; Packaging for the future, p. 34; Our materiality assessment, p. 39; Sustainability governance, p. 41; Sustainable Development Goals, p. 48 **Environmental policy statement**	
301-1	Materials used by weight or volume	SR: Packaging for the future	Compass Group currently does not collect this information at Group level. While we are not able to report this data, we do actively manage and report on our strategy to reduce single use plastic in our operations

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
302 Energy - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Planet, p. 23; Climate net zero 2050, p. 24; Our planet promise, p. 25; Our materiality assessment, p. 39; Sustainability governance, p. 41; Sustainable Development Goals, p. 48 **CDP Climate Change 2021** **Environmental policy statement**	
302-1	Energy consumption within the organization	SR: Data hub - Planet, p. 51	
302-3	Energy intensity	SR: Data hub - Planet, p. 51	
303 Water and effluents - 2018			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Planet, p. 23; Our planet promise, p. 25; Our materiality assessment, p. 39; Sustainability governance, p. 41; Sustainable Development Goals, p. 48 **CDP Water Security 2021** **Environmental policy statement**	
303-1: Management Approach	Interactions with water as a shared resource	**CDP Water Security 2021**	
303-2: Management Approach	Management of water discharge-related impacts	**CDP Water Security 2021**	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
303-3	Water withdrawal	**CDP Water Security 2021 - W1.2b**	We disclose our water data annually in our CDP response. CDP data is reported one year in arrears.
303-4	Water discharge	**CDP Water Security 2021 - W1.2b**	We disclose our water data annually in our CDP response. CDP data is reported one year in arrears.
304 Biodiversity - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Planet, p. 23; Climate net zero 2050, p. 24; Towards zero net deforestation, p. 36; Our materiality assessment, p. 39; Sustainability governance, p. 41; Supply chain governance, p. 46; Sustainable Development Goals, p. 48	
304-2	Significant impacts of activities, products, and services on biodiversity	SR: Towards zero net deforestation, p. 36; Data hub - Planet, p. 51	
305 Emissions - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Planet, p. 23; Climate net zero 2050, p.24; Our planet promise, p. 25; Plant-forward meals, p. 28, Our materiality assessment, p. 39; Sustainability governance, p. 41; Sustainable Development Goals, p. 48 AR: TCFD Disclosures, p. 52 **CDP Climate Change 2021** **Environmental policy statement**	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
305-1	Direct (Scope 1) GHG emissions	SR: The carbon footprint of our own operations (scopes 1 and 2), p. 27; Data hub - Planet, p. 51	
305-2	Energy indirect (Scope 2) GHG emissions	SR: The carbon footprint of our own operations (scopes 1 and 2), p. 27; Data hub - Planet, p. 51	
305-3	Other indirect (Scope 3) GHG emissions	SR: Our total global carbon footprint (scope 1, 2 and 3), p. 27; Data hub - Planet, p. 51	
305-4	GHG emissions intensity	SR: The carbon footprint of our own operations (scopes 1 and 2), p. 27; Data hub - Planet, p. 51	
306 Effluents and Waste - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach"	SR: Our Sustainability Strategy, p. 5; Planet, p. 23; Climate net zero 2050, p. 24; Our planet promise, p. 25; Doubling down on food waste, p. 31; Packaging for the future, p. 34; Our materiality assessment, p. 39; Sustainability governance, p. 41; Sustainable Development Goals, p. 48 **Environmental policy statement**	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
306-2	Total weight of waste by type and disposal method	SR: Doubling down on food waste, p. 31; Data hub - Planet, p. 51	The information is unavailable. Compass Group does not currently collect this information with the level of detail set out in the standard. We are working on improving our data collection process in order to report this information in the future. However, we do actively manage and report on our strategy to reduce food waste in our operations.
308 Supplier Environmental Assessment - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Planet, p. 23; Responsible sourcing, p. 35; Our materiality assessment, p. 39; Sustainability governance, p. 41; Supply chain governance, p. 46; Sustainable Development Goals, p. 48	
308-1	New suppliers that were screened using environmental criteria	SR: Responsible sourcing, p. 35; Data hub - Planet, p. 52	We are reporting data on suppliers assessed through SEDEX only related to UK and Australia market.
308-2	Negative environmental impacts in the supply chain and actions taken	SR: Responsible sourcing, p. 35; Data hub - Planet, p. 52	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
400 SOCIAL			
401 Employment - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; People, p. 7; Our People, p. 14; Our materiality assessment, p. 39; Sustainability governance, p. 41; People governance, p. 43; Sustainable Development Goals, p. 48 AR: Our People, p.32 **Code of Business Conduct - Employment**	
401-1	New employee hires and employee turnover	Employee turnover in 2021 was 32%. Data refers to voluntary attrition only using a rolling 12 month average headcount. SR: Data hub - People	Full data set unavailable
403 Occupational Health and Safety - 2018			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; People, p. 7; Safety culture, p. 8; Our materiality assessment, p. 39; Sustainability governance, p. 41; Safety governance and management, p. 42; Sustainable Development Goals, p. 48 AR: Safety culture, p.42; Principal Risks - Health and Safety, p. 76; Corporate Responsibility Committee Report, p. 134 Code of Business Conduct - Health and Safety Workplace Health & Safety Policy Statement	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
403-1: Management Approach	Occupational health and safety management system	SR: Safety governance and management, p. 42	
403-2: Management Approach	Hazard identification, risk assessment, and incident investigation	SR: Safety governance and management, p. 42 AR: Safety culture, p.42 Code of Business Conduct - Health and Safety Workplace Health & Safety Policy Statement	
403-3: Management Approach	Occupational health services	SR: Safety culture, p. 8; Safety governance and management, p. 42	
403-4: Management Approach	Worker participation, consultation, and communication on occupational health and safety	SR: Safety culture, p. 8; Safety governance and management, p. 42	
403-5: Management Approach	Worker training on occupational health and safety	SR: Safety culture, p. 8; Safety governance and management, p. 42	
403-6: Management Approach	Promotion of worker health	SR: Promoting healthier lifestyles, p. 13; Our People, p. 14; Safety governance and management, p. 42 AR: Our People, p. 32	
403-7: Management Approach	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR: Safety culture, p. 8; Safety governance and management, p. 42	
403-9	Work-related injuries	SR: Data hub - People, p. 50	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
404 Training and Education - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach"	SR: Our Sustainability Strategy, p. 5; People, p. 7; Preparing our people, p. 15; Our materiality assessment, p. 39; People governance, p. 43; Sustainable Development Goals, p. 48 AR: Our People, p.32 **Code of Business Conduct - Employment**	
404-2	Programs for upgrading employee skills and transition assistance programs	SR: Preparing our people, p. 15 AR: Our People, p. 32	
404-3	Employees receiving regular performance and career development reviews	SR: Preparing our people, p. 15	Full data set unavailable
405 Diversity and Equal Opportunity - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; People, p. 7; Open to all, p. 16; Our materiality assessment, p. 39; People governance, p. 43; Sustainable Development Goals, p. 48 AR: Our People, p.32 **Code of Business Conduct - Employment** **Diversity, Equity & Inclusion Policy**	
405-1	Diversity of governance bodies and employees	SR: Open to all, p. 16; Data hub - People, p. 50 AR: Our People, p.32	Full data set unavailable

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
405-2	Ratio of basic salary and remuneration of women to men	**Australia: WGEA website** **UK: Gender Pay Report - Compass Group UK**	Full data set unavailable. Compass is reporting in line with regulatory requirements in countries of operations.
406 Non-discrimination - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; People, p. 7; Open to all, p. 16; Our materiality assessment, p. 39; People governance, p. 43; Sustainable Development Goals, p. 48 AR: Our people, p. 32 **Code of Business Conduct** **Code of Ethics**	
406-1	Incidents of discrimination and corrective actions taken	SR: Doing business the right way, p. 40; Data hub - People, p. 50	Confidentiality constraints. We report on the total number of cases reported by employees globally, via Speak Up and other channels. The number includes also concerns raised about discrimination.
412 Human Rights Assessment - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; People, p. 7; Human rights and ethical trade, p. 19; Our materiality assessment, p. 39; People governance, p. 43; Sustainable Development Goals, p. 48 **Human Rights Policy** **Modern Slavery and Human Trafficking Statement**	
412-1	Operations that have been subject to human rights reviews or impact assessments	SR: Human rights and ethical trade, p. 19; Responsible sourcing, p. 35 **Modern Slavery and Human Trafficking Statement**	
412-2	Employee training on human rights policies or procedures	SR: Human rights and ethical trade, p. 19 **Modern Slavery and Human Trafficking Statement**	Compass Group does not currently collect this information with the level of detail set out in the standard.
413 Local Communities - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Supporting local communities, p. 20; Our materiality assessment, p. 39; Sustainability governance, p. 41; Sustainable Development Goals, p. 48	
413-1	Operations with local community engagement, impact assessments, and development programs	SR: Promoting healthier lifestyles, p. 13; Supporting local communities, p. 20	

GRI GENERAL DISCLOSURE		REFERENCE	OMISSIONS
414 Supplier Social Assessment - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; Responsible sourcing, p. 35; Our materiality assessment, p. 39; Sustainability governance, p. 41; Supply chain governance, p. 46; Sustainable Development Goals, p. 48 **Supply Chain Integrity Policy Statement** **Modern Slavery and Human Trafficking Statement**	
414-1	New suppliers that were screened using social criteria	SR: Responsible sourcing, p. 35; Data hub - People, p. 50	We are reporting data on suppliers assessed through SEDEX only related to UK and Australia market.
416 Customer Health and Safety - 2016			
103: Management Approach	103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: Our Sustainability Strategy, p. 5; People, p. 7; Food safety, p. 10; Our materiality assessment, p. 39; Sustainability governance, p. 41; Safety governance and management, p. 42; Sustainable Development Goals, p. 48 AR: Safety culture, p.42; Principal Risks - Health and Safety, p. 76; Corporate Responsibility Committee Report, p. 134 **Code of Business Conduct - Health and Safety** **Workplace Health & Safety Policy Statement** **Code of Business Conduct - Food safety** **Food Safety Policy Statement**	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	SR: Food safety, p. 10; Data Hub - People, p. 50	

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SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS		REFERENCE
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) SR: Data Hub - Planet, p. 51 (2) Grid electricity represents 20% of our energy consumption (3) Renewable electricity represents 1% of our total energy consumption.
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	**(1) CDP - Water Security 2021 W1.2b** **(2) CDP - Water Security 2021 W1.2d** We disclose our water data annually in our CDP response. CDP data is reported one year in arrears.
Food & Packaging Waste Management	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	Compass Group does not currently collect this information with the level of detail set out in the standard. Compass Group is improving data collection to be able to report this information in the future. For further information on Food waste please see SR: Doubling down on food waste, p. 31
	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Compass Group does not currently collect this information with the level of detail set out in the standard. For further information on our packaging please see SR: Packaging for the future, p. 34
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations	Metrics modified. Compass Groups reports its Food Safety performance using different metrics in alignment with its global standards and to better reflect the impact of its global operations. Please see SR: Food Safety, p. 10; Data Hub - People, p. 50
	(1) Number of recalls issued and (2) total amount of food product recalled	Metrics modified. Compass Groups reports its Food Safety performance using different metrics in alignment with its global standards and to better reflect the impact of its global operations. Please see SR: Food Safety, p. 10; Data Hub - People, p. 50
	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Metrics modified. Compass Groups reports its Food Safety performance using different metrics in alignment with its global standards and to better reflect the impact of its global operations. Please see SR: Food Safety, p. 10; Data Hub - People, p. 50

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS		REFERENCE
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	(1) Metric modified. Compass Group is reporting the Percentage of sites with at least one healthy meal choice. Please see SR: Nutrition, health and wellbeing, p. 11 (2) Compass Group does not currently disclose this information
	(1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options	(1) We comply with local law and regulation in countries of operations. In the USA, we are compliant with the USDA standards which are derived from the Dietary Guidelines for Americans for all the K-12 school meals served. (2) Compass Group does not collect this information.
	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Metric not applicable to Compass Group
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	GRI table 401, p. 58 Full data set unavailable. For further information on our turnover please see SR:Data Hub - People, p. 50
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Compass Group deems this information to be commercially sensitive
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	No material monetary losses to the group as a whole as a result of legal proceedings associated with labor law violations and employment discrimination recorded during the year. For further information on litigation, claims and other legal proceedings please see our AR: Contingent Liabilities, p.266
Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards	SR: Data Hub - Planet, p. 52
	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	(1) SR: Data Hub - Planet, p. 52 (2) Compass Group does not currently disclose this information
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	SR: Responsible sourcing, p. 35; Supply Chain governance, p. 46 **Supply Chain Integrity Policy Statement**
Activity Metrics	Number of (1) company-owned and (2) franchise restaurants	Compass Group does not track those metrics as set out in the standard. Please see our Annual Report for more information.
	Number of employees at (1) company-owned and (2) franchise locations	AR: Notes to the consolidated financial statement - 3 Employees, p. 218

FORWARD LOOKING STATEMENTS

Certain information included in this Sustainability Report is forward looking and involves risks, assumptions and uncertainties that could cause actual results to differ materially from those expressed or implied by forward looking statements. Forward looking statements cover all matters which are not historical facts and include, without limitation; the direct and indirect impacts and implications of public health crises such as the coronavirus COVID-19 on the economy, nationally and internationally, and on the Group, its operations and prospects, including disruptions and inefficiencies in the supply chain; UK domestic and global political, economic and business conditions (such as the UK's exit from the EU); projections relating to results of operations and financial conditions and the Company's plans and objectives for future operations, including, without limitation, discussions of expected future revenues, financing plans, expected expenditures and divestments; risks associated with changes in economic conditions, the strength of the food and support services markets in the jurisdictions in which the Group operates; fluctuations in food and other product costs and labour costs; and prices and changes in exchange and interest rates. Forward looking statements can be identified by the use of forward looking terminology, including terms such as 'believes', 'estimates', 'anticipates', 'expects', 'forecasts', 'intends', 'plans', 'projects', 'goal', 'target', 'aim', 'may', 'will', 'would', 'could' or 'should' or, in each case, their negative or other variations or comparable terminology. Forward looking statements in this Sustainability Report are not guarantees of future performance. All forward looking statements in this Sustainability Report are based upon information known to the Company on the date of this Sustainability Report. Accordingly, no assurance can be given that any particular expectation will be met and readers are cautioned not to place undue reliance on forward looking statements when making their investment decisions. Additionally, forward looking statements regarding past trends or activities should not be taken as a representation or warranty that such trends or activities will continue in the future. Other than in accordance with its legal or regulatory obligations (including under the UK Listing Rules and the Disclosure Guidance and Transparency Rules of the Financial Conduct Authority), the Company undertakes no obligation to publicly update or revise any forward looking statement, whether as a result of new information, future events or otherwise. Nothing in this Sustainability Report shall exclude any liability under applicable laws that cannot be excluded in accordance with such laws.



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