COMPASS GROUP

Sustainability Report 2024

Creating a seat at the table



We connect clients and suppliers, fostering collaboration and innovation to create a sustainable future. By bringing everyone to the table, we are driving collective action towards positive environmental and social impact.

1 Overview
- 2 2024 key highlights
- 3 Group CEO letter
- 4 Collaboration guided by shared goals and accountability
- 5 Materiality assessment topics and actions
- 6 Our sustainability roadmap

7 Environment
- 8 Our impact across the value chain
- 9 Our Planet Promise to reach climate net zero by 2050
- 11 Tackling food waste
- 14 Influencing consumer behaviour and focusing on wellness
- 15 Technology and data-driven decision making to support our goals
- 16 Reusable solutions

17 People
- 18 Our chefs' passion is our key to success
- 19 Celebrating our Planet Promise Change Makers
- 21 Unlocking our people's potential by creating an inclusive environment for all

22 Communities
- 23 Creating opportunities for diverse suppliers
- 24 Tackling food poverty through food donations
- 25 The Compass Group Foundation supporting communities

26 Positive procurement
- 27 Driving decarbonisation with our suppliers
- 28 Enhancing transparency within our supply chains
- 29 Partnerships across our supply chain
- 30 Preserving nature and biodiversity
- 31 Advancing local sourcing initiatives

32 Governance
- 33 Ethics and Integrity
- 35 Respecting human rights in operations and supply chains
- 36 Creating a seat at the table with our partners
- 37 Sustainability bonds reporting



Cover image: Compass Group Australia's Leadership team hosting clients at a dinner under the stars.

2024 key highlights

4%
reduction in our overall greenhouse gas intensity ratio (normalised for revenue growth) across our total Scope 1, 2 and 3 emissions compared to 2023



Almost
10,000
sites consistently recording food waste



$1.2 billion
of sustainable bond proceeds allocated in 2024



2.6 million
meals donated to local communities†



Published a new
Deforestation Policy

† KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from Compass Group PLC's Annual Report 2024. See page 40 for further information.



Driving collective action to build a sustainable future for all

Welcome to our 2024 Sustainability Report.

Sustainability is a cornerstone of our success, from partnering with clients and suppliers, to serving communities and empowering our people. Sustainable thinking drives our decisions and actions because it matters deeply to all our stakeholders.

Connecting for change

Compass sits at the centre of a vast value chain, a privileged position from which we can influence meaningful change and help create a sustainable future for all. We aim to achieve our environmental and social objectives by giving everyone a seat at the table, driving solutions through thought leadership and innovation, and by challenging ourselves to do better every day.

Our Planet Promise

Underpinned by our Planet Promise, we are steadfast in our commitment to achieving climate net zero globally by 2050. We're harnessing our passion for food, advocating for responsible sourcing and reducing food waste at scale. It is not just a moral imperative but a strategic driver of our growth. Our visionary chefs are leading the charge, refining menus in ways that enhance both sustainability and flavour.

Reducing food waste

We work hard to reduce food waste throughout our entire value chain. The acquisition of data is fundamental to better decision making. Our chefs employ food waste tracking tools to identify opportunities to further reduce waste and our carbon footprint. Beyond our kitchens, we inspire global action through initiatives like Stop Food Waste Day, a prominent international movement.

Partnering with suppliers

Most of our Scope 3 emissions come from the food and drinks we purchase. We can only achieve our goals by working closely with suppliers, that's why we support sustainable practices and champion local partnerships.

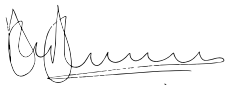
A caring, winning culture

Our amazing people are our driving force for a sustainable future. We are passionate about food and the difference we can make in local communities by supporting local and minority-owned suppliers, donating surplus food or volunteering at food banks. We are committed to building inclusive teams that reflect the communities we serve, creating an environment where talent thrives and careers flourish.

Accelerating positive impact

There is no single solution to our shared goal of creating positive environmental and social impact. Working together with our stakeholders to learn from each other and improve our activities is fundamental to our success.

This report sets out how we are doing that to help us accelerate our journey towards our sustainability goals. We hope you enjoy reading our report.



Dominic Blakemore
Group Chief Executive Officer

Collaboration guided by shared goals and accountability

Our businesses worldwide work collaboratively with stakeholders to achieve our overarching sustainability goals, supported by robust governance, clear accountability, and data-driven decision-making.

Stakeholder alignment

Our actions are guided by the United Nations Sustainable Development Goals (UN SDGs), a shared blueprint for peace and prosperity for people and the planet. To take the most effective action, we have aligned our sustainability strategy with nine of the UN SDGs where we can have the greatest impact, such as a reduction in food waste– an essential target for a food business of our reach and scale. Our sustainability strategy also prioritises care for the health and wellbeing of our people and consumers, animal welfare and carbon reduction as we work towards climate net zero 2050.

Materiality assessment

In 2023, we refreshed our view on materiality. In addition to helping us understand potential financial risks and opportunities related to a wide range of ESG topics, this assessment also helped us further understand how our actions impact the planet and society.

The process involved a wide range of internal and external stakeholders from across all of our operating regions. External stakeholders included consumers, suppliers, distributors, non-governmental organisations (NGOs), investors, and topic-specific subject matter experts. The knowledge gained will be used to further refine our strategies and ensure we focus our efforts on the initiatives that matter the most.

Governance

Robust governance is established through our policies, systems, and controls. It is critical to providing accountability, reviewing and refining our strategy, and ensuring transparent reporting so we can measure the progress we are making towards our sustainability goals.

Task Force on Climate-related Financial Disclosures (TCFD)

To tackle climate change, we must understand how it will impact our operating companies globally. Our TCFD disclosures provide investors and wider stakeholders with a better understanding of our exposure and strategic resilience to climate-related risks. The disclosures also highlight the most material climate-related opportunities for the Group.

We consider all risks and opportunities evaluated in this statement to be industry-wide, applying to each of our sectors, our competitors and other major stakeholders. We are committed to working with experts to continue to review the scope of our analysis and to evolve our process in future years.

This disclosure has evolved with the inclusion of a Transition Roadmap. It is built on three strategic levers: our supply chain; our operations, including work on food waste; and our clients and consumers. These levers will guide our sustainability priorities, transition activities, and strategic ambition, and will form the basis of our inaugural Group-level climate transition plan.

Read more in the TCFD section on page 50 to 52 of Compass Group PLC's Annual Report 2024: www.compass-group.com/en/investors/annual-report-2024.

The Compass sustainability strategy is focused on contributing to nine of the SDGs





Learn more about our policies and codes at: www.compass-group.com/policies

Materiality assessment topics and actions

Environment

Climate change adaptation and mitigation

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

Nature and biodiversity

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

Waste

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

Social

Inclusive talent attraction and retention

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

Health, safety and wellbeing

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

Workers' rights

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

Food safety

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

Workers in our value chain

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

Food transparency

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

Sustainable and healthy diets

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

Governance

Business ethics and integrity

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

Bribery and corruption

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

Cyber security, privacy and data security

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

Our sustainability roadmap

2004

Compass Group joined UN Global Compact

2010

Joined roundtable on sustainable palm oil

Commenced Carbon Disclosure Project (CDP) Reporting

2016

Global cage-free egg commitment

2017

First Stop Food Waste Day – USA

2018

First Global Sustainability Report

First Global Stop Food Waste Day

EAT Forum partnership

Global sustainable seafood commitment

Global palm oil commitment

Launched People, Performance, Purpose strategy

2021

Set SBTs and net zero targets

Joined Slave Free Alliance

Refreshed Group E&I programme and relaunched SpeakUp, We're Listening

Reported on the TCFD

Updated Global Human Rights Policy

Joined Global Sustainable Seafood Initiative

2022

Launched Global Supplier Code of Conduct

First sustainable bond issued

Joined the International Food Waste Coalition

Global deployment of Waste Not 2.0

2023

Compass Group Foundation launched

Created the Global Culinary Forum

Sustainability deep dive for investors

Relaunched Code of Business Conduct

Sustainability metric added to the executive directors and senior management annual bonus plan

2024

New Global Deforestation Policy

Aligned Scope 3 reporting to our financial year

New Food Waste Policy

Launched KPI linked to food waste reduction for 2025

Launched Third Party Integrity Due Diligence Policy





Environmental leadership

As a strategic partner of choice, we provide environmental leadership and connect suppliers, clients and consumers to advance sustainability. This role fuels our growth and has enabled us to set ambitious climate targets.

By adopting an environmental stewardship mindset and driving innovation, we are actively seeking to safeguard the global food system from the impacts of rising temperatures, water scarcity, and extreme weather events that disrupt supply chains, threaten crop yields, and undermine livelihoods.

Our Planet Promise

At Compass, we channel our passion for food, champion responsible sourcing and reduce food waste at scale to drive global change and enrich lives. Through culinary innovation, collaboration and partnership, we are committed to reaching climate net zero across our global businesses by 2050. This is our Planet Promise.

There is no single solution – we work towards this objective by constantly reviewing and improving our practices across the Group to increase our impact and accelerate our journey towards our sustainability goals.



Our impact across the value chain

We provide food and support services to clients and consumers around the world. Our impact across the value chain is as follows:

Our strategic levers	Supply chain Indirect control		Operations Direct control	Clients & consumers Indirect control
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 and champion local partnerships.	 **Processing and packing** These raw agricultural ingredients may require processing, refining or transforming to create a food product suitable for distribution and 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 service** We operate food service units at our clients' sites, preparing, cooking and serving delicious and healthy food and drink.	 **Customers** Consumers purchase our products, eating them in on-site client restaurants or taking packaged products away to consume elsewhere.
Our decarbonisation activities	Supplier targets Regenerative agriculture Renewable energy	Ingredient enhancements On-farm interventions Collaborate to innovate		Food waste Training and employee engagement Menu enhancements Reusable solutions	Consumer choices Behaviour change Eco-labels Renewable energy in client kitchens

Our Planet Promise to reach climate net zero by 2050

4% reduction

in our overall greenhouse gas intensity ratio (normalised for revenue growth) across our total Scope 1, 2 and 3 emissions compared to 2023.

Three strategic levers to decarbonise	Supply chain	Operations	Clients & Consumers
	Indirect control	Direct control	Indirect control

Climate goals

Climate net zero[1]
by 2050 across our value chain

46% reduction
in absolute Scope 1 & 2 GHG emissions by 2030

28% reduction
in absolute Scope 3 GHG emissions associated with the food and drink we purchase by 2030

SBTi validated
science-based interim targets for 2030

Update on our progress

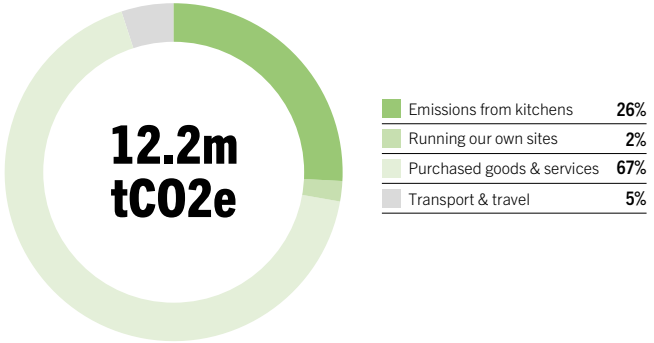
As we continue to win new business across regions, with our full year revenues growing by 10%, our absolute Scope 1, 2 and 3 emissions have increased 6% year-on-year. However, our overall greenhouse gas intensity ratio (normalised for revenue growth) across all Scope 1, 2 and 3 emissions has reduced by 4% compared to 2023.

Over the past couple of years, we have evolved our methodology for the emissions calculation from a spend-based approach to a hybrid spend and volume-based approach to more accurately reflect our emissions and to reduce the distortion from inflation. Our collection and reporting of data are now enhanced by the fact that our reports are aligned with the financial year.

Scopes 1 and 2

Only 2% of Compass Group's GHG emissions are Scope 1 and 2. These have increased year-on-year due to our acquisitions. A significant portion of our global Scope 1 and 2 emissions are derived from the fleet of refrigerated trucks in the US, required to operate the Canteen vending business. Automotive innovation to support our refrigerated electric truck transition is not yet available at the scale required, which is preventing us delivering the progress we strive to achieve in reducing our emissions. We will continue to implement renewable electricity and energy efficiency solutions to help reduce carbon emissions across our businesses' direct operations.

Total 2024 emissions footprint



Scope 3

Approximately 98% of Compass Group's GHG emissions are Scope 3. Since these are created in the supply chain, the only way for us to lower them is to gather detailed information that enables us to work with suppliers to reduce supply chain emissions. This is why we are partnering with a leading carbon management consultancy specialising in the food and agriculture industry to measure our Scope 3 emissions more accurately. Our total 2024 reported Scope 3 emissions are 11,965,107† tCO_2e.

1. For more information on our climate net zero goals, please visit www.compass-group.com/en/sustainability/planet/climate-net-zero-2050.

† KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from Compass Group PLC's Annual Report 2024. See page 40 for further information.

Going forward

We are in the process of aligning with the new Forest, Land and Agriculture (FLAG) guidance under the SBTi. We continue to work on monitoring and updating our science-based targets, including new SBTi FLAG and non-FLAG targets, and aim to have fully aligned targets in early 2025.

These will be published in our full Transition Plan, targeted for publication in 2025, which aims to accelerate our decarbonisation journey by providing structure to our actions, accountability through our governance and proactive strategising through our financial planning. It will shape our Group-level approach to decarbonisation, supporting our businesses in setting their own tailored strategies, as introduced in our Transition Roadmap - see Compass Group PLC's Annual Report 2024.

It has been developed to achieve four core objectives:

1. **To respond to climate change risks and opportunities**
2. **To empower stakeholders to decarbonise**
3. **To place individuals at the heart of our transition**
4. **To drive change by responding to regulation**

Read more about our Transition Roadmap in the Task Force on Climate-related Financial Disclosures (TCFD) section on page 50 to 52 of Compass Group PLC's Annual Report 2024 https://www.compass-group.com/en/investors/annual-report-2024.

Compass USA improving Scope 3 emissions accuracy

By investing in technology to enhance sustainability, our US business is working with its largest suppliers to better understand the emissions profile of the ingredients they buy and improve the accuracy of data. This close collaboration with suppliers will help Compass reach climate net zero, and help suppliers reduce their emissions.

By connecting suppliers with their carbon management solution they are improving how they calculate item-level emissions through better understanding the impact of the products they purchase. This delivered an 11% weighted average reduction in emissions on the products assessed.

Compass USA is now delivering supplier-specific action plans and creating further opportunities for suppliers to learn from each other through their Future Forward programme. Next year, Compass USA will expand this approach across its largest suppliers to deliver more impact with greater granularity.



Tackling food waste

Food waste poses one of the key environmental challenges in our industry, and as a global food services leader, we have the power to make a substantial difference.

Our culinary teams and front-line colleagues tackle this challenge head-on, using innovative food waste reduction technologies across our markets. We installed food waste tracking technology at almost 10,000 locations worldwide and trained our teams to maximise its potential. Gathering accurate data empowers our teams to identify opportunities and take action.

This year, we introduced a new Food Waste Policy to guide our efforts and ensure our strategies deliver the greatest possible impact.

We also hold ourselves accountable. Last year, we linked a food waste Key Performance Indicator (KPI) to the executive director and senior manager annual bonus plan. Through innovation, accountability, and teamwork, we are committed to eliminating food waste and creating a more sustainable global food system.

Reducing food waste in Australia

Over the last three years, our Australian business has continued to deploy Leanpath's industry leading technology into over 200 sites across the country.

By using the system, they have been able to track the total weight of food items repurposed. This year, a reported 45,000kg of food that would have otherwise been wasted, has been utilised. In accordance with Leanpath's methodology and reporting, Compass Group Australia has reduced its total food waste by 34% since 2022.

Access to this powerful data is enabling the business to gain a better understanding of their wastage and strategically align priorities.



Spearheading the global fight against waste

Compass has developed a powerful way to raise awareness and help drive behaviour change with Stop Food Waste Day (SFWD), the largest global day of action in the fight against food waste. From consumer education and campaigns, to menu planning and more, Compass' front-line teams and chefs are using SFWD to engage and educate by sharing practical, creative and impactful advice.

In 2024, Compass brought together clients, colleagues, suppliers, consumers, charity partners and the general public to inspire change.

Highlights include:

- Compass USA hosting its Waste Warrior Awards at The One Club in New York, in partnership with leading food research and advocacy non-profit organisation, FoodTank. The event was attended by 125 clients and thought leaders, with Chef Tom Colicchio winning the 2024 Waste Warrior of the Year award
- Compass Sweden promoting a new solution called Unwaste Yourself, an innovative AI tool to reduce food waste at home
- hosting events at Compass' global HQ and other head offices worldwide featuring specially designed food waste menus
- a Compass Canada chef speaking about food waste on live television
- Compass chefs producing a third edition of their Digital Cookbook, featuring recipes which give a second life to ingredients
- launching a new and improved website to increase awareness about food waste and how to make an impact

The activities of SFWD 2024 reached

112 million

people in print and 9.2 million on social media during April 2024

Watch the video recap of the Waste Warrior Awards here: www.youtube.com/watch?v=R6BQBswio04







Dana Gunders' TED Talk highlights Compass' role in reducing food waste

We are proud to have been featured in a recent TED Talk by Dana Gunders, an expert in food waste and president of leading food waste non-profit organisation, ReFED. Dana addressed the staggering amount of food wasted globally – nearly 1 billion uneaten meals per day – and explained how waste squanders resources and contributes to greenhouse gas emissions.

She highlighted how companies such as Compass are using waste tracking solutions to better understand their impact, as well as offering smaller buffet containers and varied portion sizes, measures which have reduced waste by up to 50% in our largest sites. These results prove that small operational changes can have a massive environmental impact.

Dana's talk showcased Compass as a successful example of effective food waste solutions in practice.

As well as pioneering innovative ways to tackle food waste, Compass Group USA is a member of the US Food Waste Pact and Pacific Coast Food Waste Commitment, led by ReFED and the World Wildlife Fund. Its participation includes taking part in industry working groups and contributing to initiatives such as resource development, case studies, pilots and data collection.

You can watch Dana's full TED Talk here: www.ted.com/talks/dana_gunders_how_to_turn_the_tables_on_food_waste?subtitle=en

Influencing consumer behaviour

Empowering change for a more sustainable future

As part of our Planet Promise we are creating climate-friendly menus and recipes that are appealing and also delicious. Our chefs are creating amazing tasting food by combining their exceptional culinary expertise with accurate sustainability data of individual ingredients to reformulate our menus.

Compass USA advanced this initiative during the Nest Climate Campus, set against the backdrop of Climate Week NYC 2024. Several Compass sustainability experts discussed how to empower clients and guests to turn intention into action. They spoke about the importance of using choice architecture to nudge behavioural change and the importance of clear accessible information, which allows consumers to make climate-conscious decisions their natural choice.

Watch the video of Compass USA at Climate Week NYC here: www.youtube.com/watch?v=vv4b7oyhLYg



Partnering with WBCSD members

Globally, we are proud to be a member of the World Business Council for Sustainable Development (WBCSD), and by co-chairing the Positive Consumption action area we are donating our time to develop a behaviour-change toolkit for the participating food-service members. The initiative encourages collaboration and advocacy for the consumption of nutritious foods to support a healthy diet within a sustainable food system, as well as driving food-system transformation. The behaviour-change toolkit, developed in partnership with other WBCSD members, makes it easier for guests to choose healthy, plant-forward options. In consultation with our skilled chefs and culinary forums, we reordered the six Ps of behavioural change to align with our recipe and menu design process, enabling our teams to positively influence guest behaviour:

1 Product	2 Presentation	3 Placement	4 Price	5 Promotion	6 People
Modifying the offering or its ingredients	**Redesigning menus, signage and displays**	**Changing the physical food environment**	**Incentivising behaviour change**	**Marketing, communications and storytelling**	**Engaging and educating our teams**

Technology and data-driven decision making to support our goals

Our businesses continue to invest in technology solutions that enable them to achieve our sustainability goals by ensuring data-driven insights support their decision-making.

One such investment that shows how we are progressing towards climate net zero by 2050 is our partnership with a leading carbon management consultancy specialising in the food and agriculture industry. The partnership has enabled us to improve our methodology for measuring emissions and enhance the quality of our supply chain (Scope 3) data. Most of the Group's greenhouse gas (GHG) emissions are Scope 3 (originating in the supply chain), for which we are indirectly responsible, and so gathering and acting on this data is vital as our businesses work with suppliers to reduce the emissions of their products and services.

We also provide clients with dashboards to visualise progress across ESG metrics with data provided by real-time tools such as our proprietary food waste tracking technology Waste Not 2.0 and via climate-management platforms.

We empower clients with precise reporting on carbon, waste, energy, and water, equipping them to create impactful, actionable plans to achieve their targets



Reusable solutions

Reducing, reusing and recirculating plastics

Single-use packaging is a major contributor to worldwide waste and, while we recognise the critical role that packaging plays in food safety, we recognise our responsibility to take sustainable action. We aim to remove the unnecessary use of plastics, maximising the reuse or recirculation of materials used for packaging.

Partnering with suppliers

This year, Compass Group Canada expanded the Friendlier programme, with great results at one of its Levy-catered hockey arenas. Friendlier replaced single-use cups with reusable cups. When an attendee purchases a drink, they receive a Friendlier cup and once the event is finished, the cup is returned, washed and inspected by Friendlier, and reused for the next game. Since the inception of this pilot programme, the arena has seen a large reduction of waste. Friendlier has since expanded beyond this pilot location into client sites across Compass Canada.

Our businesses are actively reducing unnecessary packaging and have gone further to introduce reusable solutions while continuing to search for greener alternatives. As a partner in the Recircle network since 2018, Compass Group Switzerland has eliminated the use of single-use tableware and cutlery by using climate-friendly reusable alternatives in its restaurants. This means that food can be conveniently taken away and consumed outside to minimise food waste.

In partnership with our suppliers, we are striving to fast-track sustainable alternatives that replace single-use products and fossil fuel-based plastics. For example, Levy UK – part of Compass UK & Ireland – has partnered with Earthshot prize winner Notpla, which makes plastic packaging replacements from seaweed, a fast-growing, carbon-sequestering plant. An expected 75 million seaweed-based, biodegradable pieces of food packaging will be used by Levy UK over the next three years, enabling Notpla to scale up production at speed and help the Levy-catered stadiums, racecourses, arenas and event spaces swiftly reduce their sites' impact on the environment.

75 million seaweed-based

biodegradable pieces of food packaging expected to be used by Levy UK over the next three years

Our people drive change

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

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

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



Our chefs' passion is our key to success

Compass Group Global Culinary Forum

Key to embedding sustainability in our business is the work of the Global Culinary Forum, a group of senior chefs who meet regularly to share experiences and knowledge.

The forum plays a vital role in guiding Compass towards climate net zero by establishing culinary practices across the Group that minimise or prevent waste, such as better utilisation of ingredients and upcycling food waste.

Recent initiatives to enhance sustainability include:

- two sustainability-focused webinars (Journey of the Ingredient and Buy Smart, Buy Local) to help culinarians make impactful changes to their practices
- regular 'sustainability moments' in every Global Culinary Forum meeting to highlight the importance of promoting safety and sustainability across culinary communities
- the sharing of best practices across markets in the Global Culinary Forum's monthly sessions
- embedding the Rule of 5 (a framework to increase ingredient utilisation and reduce waste) in more markets, ensuring wider adoption and impact
- updating senior culinary job descriptions to integrate sustainability as a core responsibility, aligning leadership roles with sustainability objectives
- creating global educational videos focused on reducing food waste, furthering sustainability education across culinary teams



Chef Appreciation Week

Launched in 2013 and hosted by Compass, Chef Appreciation Week recognises the amazing work of our talented chefs and culinary teams. With our brilliant chefs and culinarians working to increase local sourcing, fight food waste, redistribute surplus food and so much more, there is a lot to celebrate.

The theme of this year's campaign was Food First, Passion Always, and explored how being a chef goes beyond serving and preparing delicious food. It showed how Compass' culinary teams are not only creative chefs but also strategic business leaders, unlocking opportunities and accelerating impact.

Chef APPRECIATION week

You can view a video about the week here: www.compass-group.com/chef-appreciation-week-2024

Celebrating our Planet Promise Change Makers

Engaging and inspiring others to drive change

Because sustainability is embedded in our businesses and essential to our success, our teams are always working to drive improvements. We therefore want to highlight the Compass employees making a real change for the better across the Group.

We call them our Planet Promise Change Makers and we celebrate their achievements, both to give them the recognition they deserve and to further develop sustainability across our organisation by engaging and inspiring others to drive change. Their work is also brought to the attention of the executive leadership team in their region. Our Planet Promise Change Makers are at the forefront of delivery in support of our sustainability targets, leading on food waste reduction, creating delicious and innovative better-for-the-planet menus, collaborating with suppliers and influencing the behaviour of consumers.

You can follow the progress of our Change Makers on a well-known social media platform and read more about the positive changes being implemented across the Group.



Chef Veerle
Belgium



Catherine
New Zealand



Chef David
UK & Ireland



Dorothee
France

PLANET PROMISE CHANGE MAKERS



Josh
North America



Yesenia
North America



Jenna
North America



Robert
North America



Sayaka
Japan



Shatakshi
India



Our global sustainability leaders partnering for change

In December 2024 we hosted our first-ever Global Sustainability Forum in New York City, convening sustainability leaders from every region across our business to connect, strategise and learn.

The Forum inspired our sustainability leaders with best practices in delivering food waste action, innovation in products and packaging, as well as how to leverage data and insights to exceed client expectations.

It also provided our people with the opportunity to hear directly from clients, who showcased how Compass is helping them achieve their sustainability goals.

Whilst the challenges that the food industry presents are becoming more and more complex, our businesses remain committed to working together and partnering for continuous improvement. By working collectively and building on each other's strengths, we will continue to deliver meaningful value for our clients, people, and investors.

Unlocking our people's potential by creating an inclusive environment for all

We are passionate about building a diverse workforce that mirrors our clients, communities and consumers, strengthening our ability to meet their needs, drive innovation and foster inclusivity.

Inclusive environments help to break down traditional barriers, including, but not limited to, gender, ethnicity, socio-economic status and disability. Through a variety of global and regional initiatives, we provide opportunities for underrepresented groups to excel in their careers and develop into future leaders.

Inclusive uniforms: maternity chef jackets

Earlier this year,the Women in Food network in the UK&I business created a specially designed maternity uniform. This initiative supports not only pregnant chefs and soft facilities management colleagues, but also those returning postpartum, underscoring the business' dedication to meeting the diverse needs of its workforce. Providing inclusive chef jackets is just one way to create an environment where every team member can thrive.

Wellbeing

Compass India launched an Employee Assistance Program (EAP) in May 2024 with 1to1help.net, a web-based employee support platform offering confidential access to counselling and resources. Complementing this, monthly wellness webinars cover essential topics like anxiety and sleep, while special events, such as International Yoga Day, promote physical and mental wellness. On World Mental Health Day, Compass India emphasised 'Mental Health at Work' with a webinar and campaign to boost awareness and encourage peer support. These initiatives highlight Compass India's commitment to fostering a supportive workplace that prioritises wellbeing.

Global Initiatives to promote diversity

Beyond our commitment to gender equity, we are dedicated to fostering an inclusive environment that supports individuals from all backgrounds. This includes customised programmes across regions.

In the US, Compass sectors work with Chef Simone Byron, CEO and co-founder of The Navigate Foundation. She leads a women-founded, minority-owned non-profit organisation that empowers low-income, high-potential youth nationwide through career opportunities in hospitality and culinary arts. The foundation's internship programme provides vital training, mentorship, and industry certifications.

Last year, with the US businesses' support, 187 interns were trained and mentored, with 24 going on to secure permanent roles. Together, they are transforming communities and making a meaningful impact in the industry.

Supporting diverse leadership development

A key objective at Compass is to ensure diverse talent is represented across all levels of leadership. This year, we launched our first Global Gender Leadership Programme as part of our broader commitment to nurturing diverse talent. Through leadership development initiatives, we create clear pathways to senior roles by identifying potential leaders within our teams. By providing mentorship and direct access to senior leadership, we are actively working to break down barriers and offering all employees, regardless of background, lifetime career opportunities.

Nurturing diverse talent is integral to our sustainability strategy. By fostering an inclusive environment, we unlock the full potential of our people and strengthen the resilience of our organisation.

We are proud of the progress we've made, but know this is an ongoing journey that requires continuous effort and innovation.



Working within communities

We are committed to building inclusive teams that reflect the communities we serve, creating an environment where talent thrives and careers flourish.

Across the Group, our people and businesses are donating food where it is most needed, raising money for charities, buying locally where possible and supporting groups that are driving positive change.

By working with local people and projects, understanding their needs and helping to meet them, our businesses become a part of the communities they are serving.



Creating opportunities for diverse suppliers

In 2024, our businesses spent almost

$1 billion

with diverse suppliers

As a major player in food services that purchases at scale, our procurement choices can bring much-needed support to diverse, local, social enterprise and small and medium enterprise (SME) suppliers. We therefore continue to work collaboratively with clients, suppliers and other third parties to build a more diverse, equitable and inclusive supplier base and better serve the communities in which our businesses operate.

In 2024, we established a framework to better help our teams support diverse, equitable and inclusive suppliers. The framework provides guidance on identifying suppliers, creating opportunities for them and helping them grow, as well as regularly sharing best practices. One area of focus is data and we are finding new ways to collect it and establish greater DE&I in our supply chains.

We also partner with expert organisations to help us deliver and enhance our approach to supply chain diversity, including WEConnect International, a global network that connects women-owned businesses to buyers, and Minority Supplier Development UK, which connects ethnic minority businesses with global corporations that care about making their supply chain more diverse and inclusive.

Foodbuy USA Diverse Supplier Accelerator Program

This initiative aims to support diverse suppliers in growing their businesses by focusing on 10 women and diverse-owned businesses each year, connecting them with resources and education. Suppliers that are selected to participate in the nine-month programme are assigned a dedicated Foodbuy mentor, who serves as their primary point of contact. Such mentorships are helping deliver a more diverse, equitable and inclusive supplier base.

Examples of businesses to have benefited from the programme include:

- a diverse-owned tortilla company, which values the mentorship as it helps them manage a complex business with the best use of resources, short-cuts and strategy, and the helpful associations that the Diverse Supplier Accelerator Program provides
- a diverse-owned produce company, for which the programme provided a bridge that helped it gain a competitive advantage to grow that was not normally available to other diverse suppliers

We are expanding our supplier mentorship programme beyond the US, collaborating across our largest markets to ensure consistency in approach and to support each other in driving this agenda.

Pitch Social in the UK&I

Pitch Social is an annual programme which identifies and develops partnerships with new social enterprises, B-Corps and minority-owned suppliers that are engaged in social or environmental work.

Suppliers are invited to pitch their business, products and purpose to a panel consisting of business leaders, operators, and clients.

It allows suppliers to highlight the exceptional work in their respective fields, with the opportunity to become listed as suppliers upon successful selection. Alternatively, suppliers are offered the opportunity to undergo a three to six-month mentorship programme.

Diverse farmer programme in the US

Compass Group USA has a long history of supporting small and mid-sized American family farms. Over the past four years, they have expanded this commitment by creating a diverse farmer programme to address the underrepresentation of farmers of colour in the US. These farmers blend generational knowledge with sustainable practices, including cover cropping, no-till farming, and reducing chemical inputs, to ensure the land remains healthy and productive for future generations.

By partnering with small, local farmers, the programme fosters sustainable practices and supports business growth, creating meaningful opportunities for farmers of colour and building a more equitable agricultural community.

Watch the video about Compass USA's diverse farmer programme here: www.youtube.com/watch?v=sNx70KZLAIk



Tackling food poverty through donations

Compass' businesses work with food-recovery partners to make sure good food reaches people in food poverty. Tools have been developed to encourage and support our businesses' food-recovery efforts.

Through innovative partnerships and a steadfast commitment to nourishing communities, Compass Group's food recovery efforts have made a meaningful impact, providing vital aid to those in need. During the past year, 2.6 million meals were donated by Compass businesses to local communities across our markets†.

Partnering to drive impact at scale

Compass USA built new collaborations with partners including Careit, an organisation providing food rescue technology solutions nationally, and continued to work with longstanding partners Feeding America, Chefs to End Hunger, Food Rescue US, Goodr, Food Recovery Network, Food Rescue Hero, City Harvest and more.

Compass UK&I continued their donation programmes through their donation partners Olio, FareShare and Too Good To Go, as well as local charities like FoodCycle. Compass businesses will continue to reduce food waste and benefit communities by making food donations in the years to come.

2.6 million meals
donated to local communities†

† KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from Compass Group PLC's Annual Report 2024. See page 40 for further information.

Making a difference locally through food donations

Food recovery in response to flooding

In March 2024, mass flooding led to road closures which prevented access and deliveries to communities across Kalgoorie, Australia. As a result, a delivery of fresh produce, milk and groceries was unable to reach its destination within Compass Australia's ESS business.

Rather than this fresh food go to waste, local teams acted quickly to divert the delivery to a local foodbank in Kalgoorie. This quick response helped to ensure families impacted by the floods could access vital provisions, as well as other Western Australians experiencing food insecurity across the region.

In total, Compass Australia donated
7,775 kilos of food
creating almost 14,000 meals for those in need.

Redistributing surplus food safely

Through Compass India's partnership with the Robin Hood Army, they are committed to nourishing communities, one meal at a time. Every week, Robin Hood Army volunteers collect surplus food from Compass India's sites and CPU kitchens, delivering it to those in need. Together, they work together to alleviate hunger and ensure that every meal is distributed safely and responsibly.

In accordance with standard operating procedures, the Robin Hood Army ensures that food is handled with the highest level of care, reaching less fortunate people in a safe, efficient, and effective manner.

Last year, over
32,000 meals
were donated across three cities in India.



The Compass Group Foundation supporting communities

COMPASS GROUP FOUNDATION

Our people contribute their time and expertise to support The Compass Group Foundation, an independent charity registered with the Charity Commission for England and Wales. The Foundation funds initiatives that expand job opportunities for disadvantaged groups through training and career development in the food service industry, while also supporting small suppliers within the food sector.

Since 2022, the Foundation has provided approximately $2 million in grant funding to support initiatives aligned to its priorities across various countries where Compass' businesses operate.

Our 2024 highlights

21 initiatives funded
in 7 countries

Over 3,500
direct & indirect beneficiaries

Over 900
Compass Group employee volunteering hours

Creating inclusive job opportunities

We partner with organisations that offer training and employability support to diverse groups, including women at risk, people of colour, individuals with disabilities, refugees and survivors of human trafficking.

Examples include Cakeable, Hot Bread Kitchen and Emma's Torch in the US, which help disadvantaged people build careers in the food industry. In France, the Foundation supported Tournesol's kitchen assistant training programme for refugees, offering vocational training and internships. In India, the Foundation continues its support to Unnati and Sai Swayam, to offer training to young people and those with a speech and hearing impairment.

These initiatives not only help individuals access job opportunities but also play a crucial role in challenging and reducing the stigma faced by marginalised groups, helping to change societal perceptions and breaking down barriers to employment.

Promoting local SME suppliers

The Foundation is committed to helping local suppliers enhance their business opportunities while promoting sustainability and diversity within supply chains.

Some of its partners, such as Commonwealth Kitchen in Boston (US), are working with farmers to create markets for value-added products made from cover crops such as field peas. This helps generate additional revenue for farmers while reducing food waste. In the UK, the Carbon Literacy Trust offers free carbon training to small food enterprises, helping them operate more responsibly and reduce their environmental impact while enhancing their sustainability credentials and business opportunities.

More information: www.compassgroupfoundation.org.







Positive procurement

Our businesses engage with their supply chain partners to make a positive impact on the planet and the communities that they are part of. Essential to this are training and workshops that cover vital sustainability topics, such as reducing environmental impact and ensuring responsible sourcing practices. Our procurement teams receive in-depth training on higher-risk product categories, specifically focusing on traceability, sustainability certifications and human rights compliance.

Our global Supply Chain Risk Management framework sets out the minimum sourcing requirements for the identification and mitigation of key risks to the integrity of our businesses' supply chains.

Our businesses also aim to source local products, build an inclusive and diverse supplier base, support regenerative agriculture, protect human rights, promote ethical trade and support animal welfare so that our work on sustainability has the furthest possible reach and the greatest possible effect.



Driving decarbonisation with our suppliers

It is only by making sustainability part of our procurement teams' business-as-usual that we can drive success. Achieving our sustainability goals is a collective effort based on strong partnerships throughout the supply chain. By engaging with suppliers and partners directly, and through forums such as our businesses' annual supplier conferences, we aim to foster a network of cooperation and shared responsibility.

Foodbuy USA's Future Forward meetings

Over the last two years Compass USA's procurement business, Foodbuy, has held Future Forward meetings to understand how its Scope 3 emissions could be reduced. They have engaged 25 of their largest supply partners, representing more than $3 billion of spend and discussed strategies to reduce emissions including farm-level interventions, packaging innovations and distribution efficiencies.

Net Zero supplier handbook

Compass Group is preparing to launch a Net Zero Supplier Handbook, providing procurement teams and suppliers with the tools and guidance needed to begin their climate net zero journeys. The handbook focuses on reducing Scope 3 emissions and forms the foundation of supplier engagement to drive climate action. Our UK&I business now requires all suppliers to set Science-Based Targets (SBTs), in line with our own commitments, within 12 months of a contractual start date.

Data continues to be king

Data collection is critical in tracking supplier progress and driving the changes that help us meet our climate net zero goals. Providing detailed product information in the procurement process is essential to fulfil our commitment to responsible sourcing, and enables us to meet, and accurately report on, our sustainability objectives.



Most of our Scope 3 emissions come from the food and drinks our businesses purchase and so our carbon commitment can only be achieved by working closely with suppliers.

Enhancing transparency within our supply chains

Supply Chain Risk Management strategy

Compass Group has strengthened its Supply Chain Risk Management (SCRM) strategy, which is designed to enhance transparency and mitigate risks in the supply chain. The strategy includes training our businesses' procurement teams in supplier risk management, equipping them to conduct thorough evaluations during supplier selection, onboarding and ongoing supplier management.

The SCRM framework also integrates tools such as SEDEX, which offers insights into supplier practices through Self-Assessment Questionnaires and Sedex Members Ethical Trade Audits. This year, we expanded our use of SEDEX, which is now integrated across our businesses to drive continuous improvement in areas such as labour standards, health and safety, the environment and business ethics and gain better visibility and transparency of supplier practices.

Third-Party Integrity Due Diligence

An important element of the framework is the launch of Third-Party Integrity Due Diligence (TPIDD). This process helps our businesses understand and manage potential risks within their value chain and ensures that they adequately assess new and existing suppliers, covering ethical practices and risks like human rights violations, environmental degradation and bribery and corruption amongst others. We continue to invest in education, awareness, technology, partnerships and training to ensure due diligence processes continue to evolve.

Educating our teams

Training on higher-risk categories such as seafood has also supported our ethical performance. Procurement teams are trained to mitigate environmental risks by adopting sustainability certification programmes, while human rights concerns were addressed by educating teams on the importance of compliance with International Labour Organization (ILO) conventions and monitoring social welfare within the supply chain.

The training also emphasised the importance of traceability, helping to educate teams so they can understand the seafood value chain from catch to consumer. This drives transparency and maintains product integrity to safeguard our businesses' supply chains, while promoting sustainably produced and ethically sourced seafood.

Supplier Code of Conduct

The Global Supplier Code of Conduct (SCOC) is an essential part of the SCRM strategy, setting out the principles and behaviours expected of all suppliers. The SCOC is shared annually with suppliers and forms part of their contractual obligations, ensuring they uphold Compass' ethical and operational standards. Ongoing monitoring, including third-party auditing and supplier review meetings, facilitates continuous improvement.

Compass' due diligence processes include a risk register for identifying and ranking risks, allowing procurement teams to focus on higher-risk categories, such as seafood and cocoa. Procurement teams are trained to manage these risks by applying best practices in sustainability and ethical sourcing.



Visit our website at www.compass-group.com/policies/scoc to learn more about our Supplier Code of Conduct

Partnerships across our supply chain



Partnering for change

We complement our work on the supply chain by building close partnerships with organisations such as the Earthworm Foundation and Slave-Free Alliance, which help manage social and environmental risks across the supply chain. The Company's collaboration with SEDEX and Earthworm Foundation has been instrumental in driving improvements in ethical sourcing. For example, the Compass cocoa project focuses on mapping supply chain risks – particularly deforestation and human rights concerns regarding supply routes for France and the UK. We have also worked alongside the Slave-Free Alliance to improve supply chain visibility and manage social and environmental risks.

In addition, we have partnered with the Global Sustainable Seafood Initiative and collaborated closely with Compassion in World Farming. We also engage in local supplier support initiatives at a local level to enhance supply chain resilience.

Championing higher animal welfare

In 2024, Compass refreshed and embedded its animal welfare strategy across its operations with a focus on five important areas: in-house training, partnerships and advocacy, supply chain engagement, transparency and communication and plant-centric menus.

Collaboration across the entire value chain is essential to make meaningful change. That is why we are working closely with our suppliers, partners, industry bodies and leading animal welfare organisations across the globe – including Compassion in World Farming, Global Food Partners and Humane Society International – to continually research, develop and enhance our animal welfare standards and approach.

We are also a founder of The Global Coalition for Animal Welfare (GCAW), where we work with other leading international food companies to address systemic barriers to change, share best practice and accelerate progress on animal welfare issues.

We also continue to provide internal training so that our businesses' teams are empowered to drive impactful change and share animal welfare knowledge with their suppliers.

Our five focus areas

- Partnerships and advocacy
- Supply chain engagement
- Transparency and communication
- Plant-centric menus
- In-house training

Preserving nature and biodiversity

Compass is committed to preserving nature and biodiversity and our businesses are preparing to comply with the EU's new Deforestation Regulation (EUDR), where relevant. This requires companies trading in cattle, cocoa, coffee, palm oil, rubber, soya and wood, as well as their derivatives, to ensure that goods do not enter the supply chain as a result of deforestation, forest degradation or breaches of local environmental and social laws.

In 2024, we launched a new Deforestation Policy, aligning with the EUDR. This aims to establish deforestation-free supply chains by 2025 and includes a commitment to be deforestation-free in our North America and UK operations by the end of 2025. You can read the policy here: www.compass-group.com/policies.

Regenerative agriculture

To further protect biodiversity and promote sustainable land management, we are supporting regenerative agriculture. While in the early stages of this journey, we are collaborating with suppliers and other external partners to promote sustainable farming practices and enhance biodiversity at a local level.

Regenerative agriculture restores soil health and captures carbon, and is a powerful tool to combat climate change. For example, Compass France, which previously imported its lentils, now grows them just hours from Paris, thanks to partnerships with cooperatives and local producer groups. This new, local supply chain will help farmers regenerate the soil and reduce Compass France's carbon footprint while providing sustainable, home-grown supplies for its entire national network.

Compass UK&I partnering with suppliers

Cotehill Farm in Cumbria stands as a testament to the positive impact of regenerative agriculture practices on the environment and the food system. Through a long-standing partnership with Nestlé and First Milk, the farm has become a shining example of how collaboration and commitment can drive sustainable change within the agricultural sector. The farm has implemented a variety of regenerative agriculture practices, including enhanced herbal leys – diverse pasture compositions that increase carbon sequestration – a reduction in the use of fertilisers and pesticides to promote biodiversity and healthier produce, and improved soil health through practices such as cover cropping and no-till farming.

Cotehill is contributing to a more sustainable and resilient food system and serves as a model for others in the agricultural industry looking to adopt environmentally responsible practices. Cotehill Farm is one of over 80 farmer members within the Nestlé First Milk partnership.

Making progress on our deforestation initiatives

95%
sustainable palm oil as a % of total volume◊

53%
certified ethically traded coffee as a % of total spend◊

◊ KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from Compass Group PLC's Sustainability Performance & Reports section of its website. See page 40 for further information.



Hectar and Compass France

Compass France has joined forces with Hectar, a project that champions sustainable agriculture and the circular economy, which works to raise awareness among farmers about the solutions and tools available to make their production more sustainable.

Together, they have launched a pilot restaurant to offer low-carbon dishes at the Hectar farm in Lévis-Saint-Nom in the Yvelines, which produces organic and local yoghurts, fruit and vegetables. The site is also an event space that aims to accelerate social and economic change towards a more sustainable future, spreading the word about regenerative agriculture and celebrating the culinary arts. The partnership underlines Compass Group's commitment to driving change and supporting sustainable and responsible food production.

Advancing local sourcing initiatives

Building on our ongoing commitment to local sourcing and positive procurement, our businesses continue to enhance their support for local communities, which also reduces food miles. By targeting small, owner-operated suppliers, they strengthen local economies, increase transparency, and ensure fresh, high-quality products. This approach not only aligns with our sustainability goals but also fosters deeper connections between our businesses' chefs and the farms they rely on.

It is already common practice to source locally in many of our markets where our businesses support local producers, butchers and bakeries that are situated close to their units.

Deepening partnerships

In the US, Food Fleet is dedicated to creating opportunities for small business local food partners who bring their own flavour, heritage and culture. A majority of these partners are owned and operated by women, minority groups, the BIPOC community and/or the LGBTQIA+ community.

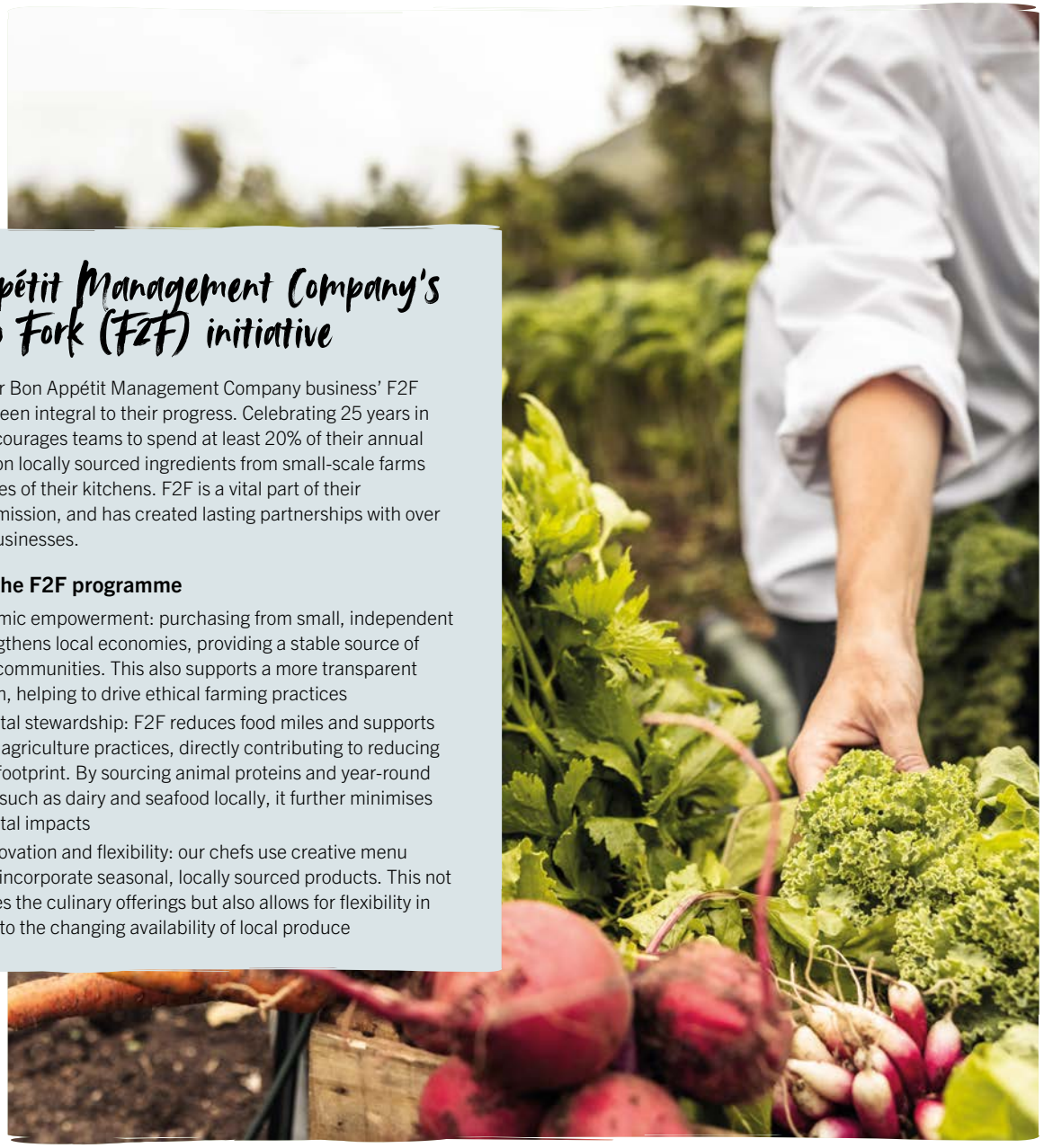
Food Fleet's ongoing partnership with Morrison Healthcare and Common Market further showcases how our US business' local sourcing efforts positively impact urban communities. By connecting local farmers with healthcare providers, our US business ensures fresh, local food reaches patients, staff and visitors across multiple hospital systems.

Bon Appétit Management Company's Farm to Fork (F2F) initiative

In the US, their Bon Appétit Management Company business' F2F initiative has been integral to their progress. Celebrating 25 years in 2024, F2F encourages teams to spend at least 20% of their annual food budgets on locally sourced ingredients from small-scale farms within 150 miles of their kitchens. F2F is a vital part of their sustainability mission, and has created lasting partnerships with over 1,700 small businesses.

Benefits of the F2F programme

- local economic empowerment: purchasing from small, independent farms strengthens local economies, providing a stable source of income for communities. This also supports a more transparent supply chain, helping to drive ethical farming practices
- environmental stewardship: F2F reduces food miles and supports sustainable agriculture practices, directly contributing to reducing our carbon footprint. By sourcing animal proteins and year-round ingredients such as dairy and seafood locally, it further minimises environmental impacts
- culinary innovation and flexibility: our chefs use creative menu planning to incorporate seasonal, locally sourced products. This not only enriches the culinary offerings but also allows for flexibility in responding to the changing availability of local produce



Governance

Embedding robust governance across the Group is critical to providing accountability, reviewing and refining strategy and reporting on our climate transition. We have a well-established governance structure on sustainability, designed to effectively oversee the management of principal risks and opportunities.

Our Corporate Responsibility Committee oversees the development and implementation of policies and strategies, such as our climate net zero commitment, to ensure progress is being made towards our KPIs and GHG emissions targets and that we are upholding our high standards of ethics and integrity.

Our policies, systems and controls and ethical practices enable us to better support our customers, our people and the planet. They also benefit the business by attracting investors and clients who increasingly share our values.



Ethics and Integrity

Through leader-led communications and internal campaigns, we continue to promote and foster an environment of speaking up when things do not feel right.

Doing what is right

Compass is values-driven, and people are at the centre of our business. We promote a workplace where our people can speak up and feel heard and, in creating this environment, we continue to foster openness, trust and integrity by encouraging our people to always do what is right.

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, partners and stakeholders through the continued implementation of our Code of Business Conduct (CBC), Human Rights Policy, Global Supplier Code of Conduct (SCOC) and Business Integrity Policy (BIP).

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

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

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

Our CBC provides a comprehensive framework based on principles, values and corporate commitments. It sets out clear Dos and Don'ts and directs readers on where to find more information and who to refer to for guidance. The CBC is available in all primary languages spoken across the businesses in the Group.

Building mutual trust and confidence with those who work for, partner and invest in us is key to our continued success, and depends on each of us acting professionally and responsibly. Our suppliers are also expected to meet the standards and principles of our CBC and comply with our SCOC.

The BIP's strategic aims are to prevent and mitigate material business integrity risks and comply with regulatory requirements. By raising employees' awareness of the ethical dilemmas they may encounter, the BIP and Ethics and Integrity (E&I) training equip our people to spot red flags and provide clear expectations and guidance to respond appropriately.

Our BIP is designed to further strengthen the framework through which the Company's E&I ethos and key controls continue to be embedded and monitored. In 2024, we launched country specific BIPs in local language(s), in all of our markets with locally approved disclosure thresholds (for gifts and hospitality, conflicts of interest, donations, sponsorships and community investments).

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

Through collaboration with specialists within our People, Human Rights, Sustainability, Supply Chain and Group E&I teams, we have developed and continued to embed a global SCRM framework to strengthen our third-party due diligence processes. These processes are the foundation of our third-party risk assessment and help keep under review our ethical compatibility with suppliers our Group companies partner with. During 2024, we initiated Third Party Integrity Due Diligence requirements across our largest markets and the majority of our other markets. For more information see the Ethics and Integrity pages of our 2024 Annual Report, and our Modern Slavery Act Statement on our website: www.compass-group.com.

2024 highlights

17,000+
employees trained globally on ethics and integrity principles and risk areas

90% (2023: 89%)
of trainees confirmed they would speak up if they witnessed a situation that does not feel right*

88% (2023: 85%)
of trainees declared they observe integrity-driven decisions being made in the workplace*

100,000+
employees reached during the 2024 E&I awareness week across across the Group's business

8,600
employees globally have elected to become E&I ambassadors

6,900
suppliers, labour agency and distributors monitored on the Group TPIDD tool

* Based on responses as part of FY2024 training (all regions ex. UK&I).

SPEAK UP!
We're listening

Empowering people to always speak up

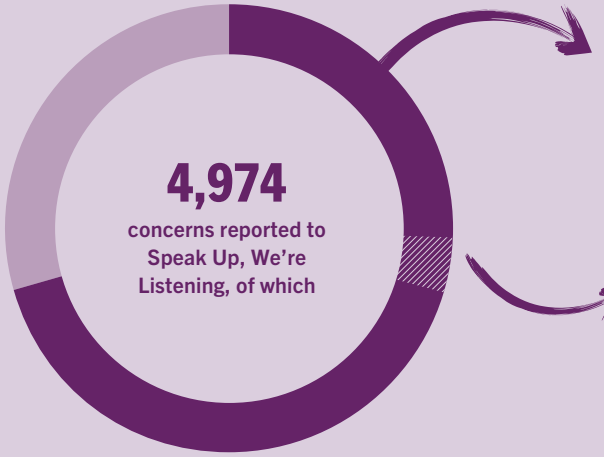
We are committed to creating an inclusive environment where people feel empowered and safe to speak up if something doesn't feel right. Everyone at Compass has a duty and responsibility to Listen Up to those who raise their voice and to do the right thing by following up. This is outlined in further detail on our website: www.compass-group.com/speak-up.

SpeakUp, We're Listening is our confidential reporting programme that is accessible to anyone through the use of QR codes, via the web or by phone, and is available 24/7 365 days a year, in all countries in which we operate and in the reporting party's chosen language. Speak Up is managed by Group E&I, a team independent of any other lines of business, and is designed to further empower anyone to raise concerns or allegations of potential misconduct.

Employees, suppliers, customers, communities, and anyone with an interest in Compass' business can voice concerns, without fear of reprisal, about potential misconduct or other improper circumstances or behaviours, including those inconsistent with our values, CBC, SCOC or BIP. This includes any concerns involving health, safety and environment, harassment, human rights, bribery and corruption, anti-competitive behaviour, theft and fraud, financial or other reporting irregularities and business integrity issues in general.

Each case is assessed, followed up and investigated (if appropriate) by an assigned case manager, with regular reports to the Corporate Responsibility and Regional Governance Committees.

In 2024, 4,974 concerns were reported to Speak Up, We're Listening (2023: 4,130).



4,974
concerns reported to Speak Up, We're Listening, of which

3,514 were ethics reports

190
were health, safety and sustainability-related concerns. 67 cases were substantiated, resulting in process enhancements, training and/or coaching

Top 4 categories of the 190 reports

- Workplace safety
- Quality control
- Substance abuse
- Health & wellbeing



Respecting human rights in operations and supply chains

At Compass, respecting the human rights of our businesses' employees, workers in their supply chains, and the communities in which they operate is a core principle. This commitment shapes our approach across areas such as diversity, equity, and inclusion (DEI), workplace safety, responsible procurement, and fostering a caring, winning culture. Through these efforts, we aim to create fair and respectful workplaces that prioritise the well-being and dignity of all individuals.

Our Human Rights Policy promotes essential principles, supporting our belief that everyone deserves basic rights and freedoms, regardless of identity or location. Aligned with international standards like ILO conventions, the Policy addresses critical issues such as freedom of association, collective bargaining rights, and the elimination of forced labour, child labour, and workplace discrimination. This approach also considers vulnerable groups, including women, children, LGBTQIA+ individuals, refugees, migrant workers, national minorities, and Indigenous communities.

Over the past year, we have deepened our understanding of human rights risks and strengthened our policies, processes, and training to address these across our diverse operations.

The Human Rights Working Group (HRWG) is central to advancing these goals. With representation across all Compass regions, the HRWG provides a global forum for sharing best practices, coordinating efforts, and raising awareness on human rights, including modern slavery. Through collaborative discussions, training, and real-world examples, the HRWG cascades strategies, policies, and tools, to encourage shared responsibility across Compass.

Action on modern slavery

With our extensive reach, we recognise the responsibility we have to address risks associated with forced labour, human trafficking, and other forms of exploitation. Key actions include:

- **partnerships**: collaborating with the Earthworm Foundation and Slave Free Alliance
- **country SCRM framework**: setting minimum standards for managing supply chain risks
- **SEDEX**: expanded to 17 countries, including our largest markets
- **human rights training**: over 17,000 leaders and colleagues[1] across Compass completed the 'Human Rights Training 2024: Doing What's Right' programme
- **TPIDD**: enabling teams to assess and review the ethical compatibility of third parties

Sustainability beyond environmental concerns

For Compass, sustainability extends beyond environmental impact; it includes fair treatment and well-being for people throughout our operations and supply chains. This commitment aligns with the United Nations Sustainable Development Goals (SDGs), particularly in promoting social equity, decent work, and reducing inequalities.

Our path toward a sustainable future integrates human rights, environmental responsibility, and ethical supply chain practices. By focusing on both human rights and environmental stewardship, we strengthen the foundations for long-term success. Key efforts include enhancing due diligence, collaborating with supply chain partners, and educating teams on human rights to build a future where people and the planet thrive.

Read our Human Rights Policy and Modern Slavery Act Statement at: https://www.compass-group.com/en/index.html.

1. On a risk-to-role basis, as per the Group's internal training records as at 30 September 2024.

Creating a seat at the table with our partners



Our strategic partnerships make us stronger. To create the most impactful change, we collaborate with key industry bodies, NGOs, governments and other global organisations to address food-related impacts on society and the environment.

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

Our North American business partners with ReFED, a US non-profit dedicated to ending food waste.

We support the 30% Club, which aims to create gender equity through representation of all women on all boards and C-suites globally.

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

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

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

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

We have been a member of the World Business Council for Sustainable Development.

In 2021, we signed the 'Vision 2050: Time to Transform' initiative.

Compass began its partnership with Foodtank in 2017.

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 Round Table on Responsible Soy Association.

We are a Partner of the Global Sustainable Seafood Initiative.

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

In September 2022, we joined the International Food Waste Coalition (IFWC) to strengthen our fight on food waste with our Global Sustainability Director joining their board.

Sustainability bonds reporting



Photo courtesy of KERB+ | www.kerbfood.com

Allocation report

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

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

The Group remains committed to the Framework with the addition of two sustainable bonds issued in the 2023-24 financial year. The proceeds of these bonds are managed on a portfolio basis. Further information on the allocation of the proceeds to date is set out below.



Details of outstanding sustainable bonds[1]

Instrument (ISIN)	Issuance Date	Issuer	Due Date	Coupon	Amount (USD m)	Percentage Allocated
XS2528582450	2022-09-08	Compass Group PLC	2032-09-08	4.375%	317	100%
XS2528582377	2022-09-08	Compass Group Finance Netherlands B.V.	2030-03-08	3.000%	547	100%
XS2758114321	2024-02-06	Compass Group PLC	2031-02-06	3.250%	849	100%
XS2895051212	2024-09-16	Compass Group PLC	2033-09-16	3.250%	556	62%
		Total Sustainable Bonds Outstanding			**2,269**	

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

Allocation of proceeds

Up to 30 September 2024, Compass Group has issued $2.3bn of sustainable bonds. $2.1bn of the sustainable bond proceeds are now allocated as detailed in the diagram opposite. See Appendix 1 for further detail of the full allocation. We intend to report on the allocation of the remaining balance of proceeds in line with the Framework in future years.

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

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

$2.3bn of Sustainable Bonds issued since 2022



Category	Allocated Portfolio Balance (USDm)
Environmentally sustainable management of living natural resources and land use	$892m
Pollution prevention and control	$20m
Socioeconomic advancement and empowerment	$1,208m

Impact

The Compass sustainability strategy is focused on contributing to nine of the United Nations Sustainable Development Goals (SDGs) where we can have the greatest impact, as set out on page 4 of this report. The sustainable bond proceeds have been allocated to categories that align with four of these SDGs.

The Group remains committed to preserving nature and biodiversity. Our businesses engage with their supply chain partners to make a positive impact on the planet and the communities that we are part of. We have delivered training and workshops to cover vital sustainability topics, such as reducing environmental impact and ensuring responsible sourcing practices. More details on these initiatives can be found in the Positive Procurement section of this report on pages 26 to 31. For further information on the levels of ethically traded coffee, and sustainable fish and seafood, please visit our website at www.compass-group.com/en/sustainability/performance-and-reports.

Our commitment to embedding diversity, equity and inclusion is illustrated by a Group-wide framework, aimed at helping our businesses' procurement teams to better support suppliers across their supply chain. Please read more about this and other initiatives on page 23 of this report.

Appendix 1:

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

Living Natural Resources and Land Use Portfolio	Signed Amount[1]	Share of Total Projects[2]	Eligibility for Sustainable Bonds	Living Natural Resources and Land Use Component	Allocated Amount[3]	Period of Allocation	Average Age of Expenditures
					$439m	Oct 19-Sep 22	
					$249m	Oct 22-Sep 23	
Expenditures on goods certified Sustainable, Fair-trade or Organic, and animal welfare standards	$2,269m	100%	100%	42%	Δ $204m	Oct 23-Sep 24	
					$892m		N/A (Opex)

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

Socioeconomic advancement and empowerment	Signed Amount[1]	Share of Total Projects[2]	Eligibility for Sustainable Bonds	Socioeconomic advancement and empowerment	Allocated Amount[3]	Period of Allocation	Average Age of Expenditures
					$0m	Oct 19 - Sep 22	
					$216m	Oct 22 - Sep 23	
Expenditures on products purchased from local and diverse suppliers e.g. minority and women owned suppliers and "B" corporations	$2,269m	100%	100%	57%	Δ $992m	Oct 23 - Sep 24	
					$1,208m		N/A (Opex)

Appendix 2:

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

1. Signed Amount represents the amount legally committed by the issuer for the project, a portfolio of projects or component that is/are eligible for Sustainable Bond financing.
2. Share of Total Projects is the share of total project cost that is financed by the issuer.
3. Historic allocations have been translated from £ to $ at the year-end closing rate aligned to the translation of the outstanding sustainable bonds.

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

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

Independent assurance

KPMG LLP provided independent limited assurance, using assurance standards ISAE(UK)3000 and ISAE3410, over selected ESG data points included in our 2024 sustainability reporting. Data points marked with an (†) form part of the Compass Group PLC Annual Report 2024 assurance. Data points marked with an (Δ) form part of Compass Group PLC's Allocation Report assurance. Data points marked with (◊) have been extracted from Compass Group's Sustainability Performance & Reports section of the website. KPMG LLP's limited assurance opinions and our Reporting Methodology are available on Compass Group PLC's website at: www.compass-group.com/en/sustainability/performance-and-reports.

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The time for action is now.

As a *purpose-driven partner,*

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

COMPASS GROUP