

# Our 2026 **Gender and Ethnicity** Pay Gap Report

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COMPASS GROUP UK & IRELAND





# INTRODUCTION



Our Gender and Ethnicity Pay Gap report this year marks a significant milestone for Compass Group UK & Ireland. We officially integrated CH&CO into our wider business having acquired the organisation in 2024 – so this is the first time we have been able to share the stories of our new colleagues and include their data into this report. Bringing our teams together is an exciting opportunity. As our business grows, our inclusion journey becomes even more important - creating the space to learn from one another, share what works, and strengthen our culture collectively.

We are one of the UK’s largest employers. This size and scale brings with it responsibility - to act and do the right thing. At our heart, we are a people focused organisation and want to look after our colleagues in the best way we can.

Our Social Promise commitment is key in understanding our approach to people. This includes a commitment to impact the lives of one million people positively by 2030 - both within our organisation and in the communities we operate in - through job creation, education, training, and community engagement. In 2025, we announced 500,000 people had been reached – which is an amazing achievement, as we continue to make progress and evolve our approach.

Within this year’s report, I am pleased to see that our data snapshot shows that the gender pay gap has continued to reduce, now standing at 7.3% - remaining below the national average (12.8%). Overall we have improved female representation at more senior and higher-paid levels of our business. A good example of this is women in Unit Management roles increasing from 1,990 to 2,441.

Alongside this our ethnicity pay gap remains at 0% for the third year and encouragingly, the proportion of colleagues from ethnic minority backgrounds has increased across our workforce.

It’s also good to see that more female colleagues and people from ethnic minority groups, received a bonus last year, in comparison to 2024 data.

This report shows the ways in which we are continuing this journey, to ensure we support our breadth of talent within our business. There is always more we can do, but I am confident that with continued focus, investment, and collaboration, every colleague will have the opportunity to grow, thrive, and advance with us, as we make progress together.

**Robin Mills, Chief Executive Officer,  
Compass Group UK & Ireland**



Having been with the business for just over a year now, this report gives me a moment to think about how much work has been done and where we can do more. I also feel truly inspired by what so many of our colleagues have achieved as they upskill and build rewarding careers with us.

I am hugely proud of the work our teams have done to support over 500,000 people through Our Social Promise - Mission to a Million. This has been achieved through initiatives such as opening Xcelerate with Edgbaston – a dedicated community skills and learning hub to train and upskill in all aspects of hospitality; creating and continuing momentum with the Social Partner Hub, to help those who struggle to find work into employment; training hundreds of apprentices and offering career pathways.

Now we are further progressing our mission to make an even greater impact. That’s why we recently announced the refresh and refocus to - ‘Mission to a Million: Forward Together’. Improving socio-economic outcomes is its guiding principle and it will focus on four key areas:

- Get In
- Get On
- Get Supported
- Get Involved

Of course what is key to this is offering opportunities for all and that’s why this work to minimise pay gaps around gender and ethnicity is so important.

This year our Women in Food network celebrates its 10 year anniversary. This is now a community of over 400 people, made up of different roles across the business, that continues to advocate for female colleagues, raising awareness and sharing information throughout the year.

Similarly, Within has continued to celebrate cultural diversity. With over 100 members, they have done a great job in helping us all become more aware and understanding around cultures and religions. I am very proud to support this by being the Within Exec Sponsor.

We also continue to run mentoring and targeted training and it’s brilliant to see examples of their impact described below.

Within hospitality and foodservice we have so many success stories - we’ve seen inspiring people rise up through the business, building careers and passing on their experience and learnings to others. This is exciting for us and can only mean the growth and diversification of our organisation as we move forward, providing opportunities for all.

**Sophie Smith, Chief People Officer,  
Compass Group UK & Ireland**



**7.3%**  
Median gender  
pay gap

Over  
**60%**  
of our colleagues  
are female



**0%**  
Median ethnicity  
pay gap for three  
consecutive years

# SECTION 1 OUR GENDER PAY GAP

Figures below are consolidated across all Compass Group UK entities (circa 58,000 colleagues\*). This information includes UK based Compass Group PLC colleagues. For the first time, CH&CO colleagues and data are included in this report. Dine Contract Services Ltd is reported separately.



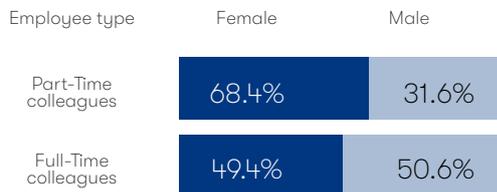
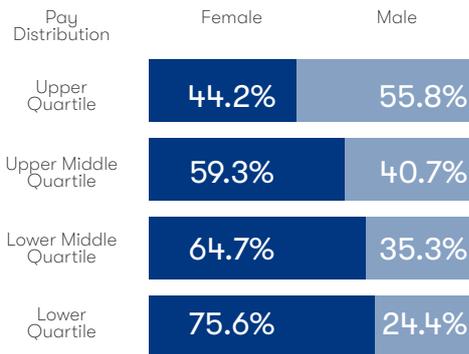
Mean Gender Pay Gap



Median Bonus Gap



Mean Bonus Gap



To access the gender pay gap report for Compass Ireland please [click here](#).

# SECTION 2 DIVISIONAL REPORTING

The below reflects the data for Compass Contract Services (UK) Ltd



Mean Gender Pay Gap



Median Bonus Gap



Mean Bonus Gap



Pay Distribution	Female	Male
Upper Quartile	45.1%	54.9%
Upper Middle Quartile	59.7%	40.3%
Lower Middle Quartile	64.6%	35.4%
Lower Quartile	75.5%	24.5%

Employee type	Female	Male
Part-Time colleagues	67.9%	32.1%
Full-Time colleagues	49.6%	50.4%





# SECTION 1 OUR ETHNICITY PAY GAP

Total c58,000 colleagues (86.8% of which have disclosed their ethnicity). This information includes UK based Compass Group PLC colleagues. For the first time, CH&CO colleagues and data are included in this report. Dine Contract Services Ltd is reported separately.



Mean Ethnicity Pay Gap



Median Bonus Gap



Mean Bonus Gap



Pay Distribution*	White	Asian	Black	Mixed	Other
Upper Quartile	74.3%	7.3%	8.4%	3.0%	7.0%
Upper Middle Quartile	55.3%	13.6%	21.3%	3.0%	6.8%
Lower Middle Quartile	62.1%	15.9%	15.5%	2.1%	4.4%
Lower Quartile	78.5%	9.5%	6.2%	1.8%	4.0%

Percentage representation of each ethnic group within each pay quartile.

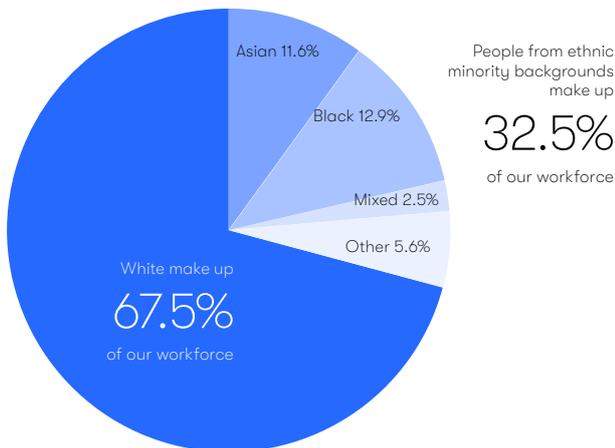
Overall Median Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	-6.5%	0.0%	-4.4%	-4.2%
Mixed		6.1%	2.0%	2.0%
Asian			-4.4%	-4.2%
Black				0.0%

Overall Mean Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	2.3%	9.0%	9.6%	2.9%
Mixed		6.9%	7.5%	0.6%
Asian			0.7%	-6.7%
Black				-7.5%

Pay gap between ethnic groups, expressed as a percentage, with White employees used as the reference group. Positive values indicate higher average pay for the reference group, while negative values indicate higher average pay for the comparison group.



# SECTION 2 DIVISIONAL REPORTING

The below reflects the data for Compass Contract Services (UK) Ltd



Mean Ethnicity Pay Gap



Median Bonus Gap



Mean Bonus Gap



Pay Distribution*	White	Asian	Black	Mixed	Other
Upper Quartile	72.6%	7.8%	9.0%	3.1%	7.4%
Upper Middle Quartile	54.6%	13.9%	22.0%	3.1%	6.4%
Lower Middle Quartile	62.8%	15.7%	15.0%	2.0%	4.5%
Lower Quartile	78.4%	9.5%	6.3%	1.8%	4.0%

Percentage representation of each ethnic group within each pay quartile.

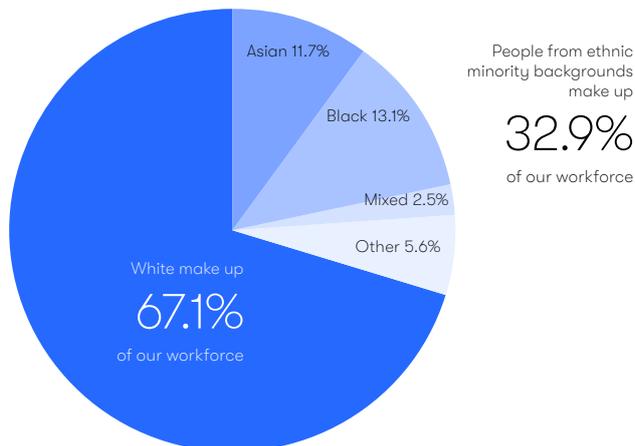
Overall Median Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	-6.5%	0.0%	-4.4%	-4.2%
Mixed		6.1%	2.0%	2.0%
Asian			-4.4%	-4.2%
Black				0.0%

Overall Mean Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	1.2%	7.3%	7.4%	3.2%
Mixed		6.1%	6.2%	2.0%
Asian			0.1%	-4.3%
Black				-4.5%

Pay gap between ethnic groups, expressed as a percentage, with White employees used as the reference group. Positive values indicate higher average pay for the reference group, while negative values indicate higher average pay for the comparison group.



\* Our figures exclude colleagues who have not disclosed ethnicity or where it is unknown.  
\* Due to rounding quartile totals may not equal 100%.



# DEVELOPING OUR TALENT



In 2025 we were proud to launch Mission to a Million: Forward Together – enhancing our industry leading initiative to support a million people by 2030. Since the launch of Our Social Promise in 2021, the programme has supported over 500,000 people, both within and outside the organisation, enhancing employment opportunities and changing lives through job creation, education, training, and community engagement.

Building on this success, we are committed to further evolving our mission to make an even greater impact. By embedding socio-economic outcomes into all our programmes, we can support tens of thousands of people every year through learning and development, upskilling, providing work or work experience, and supporting local initiatives in the communities in which we work.

We actively participate in a variety of development initiatives to inspire people and create a full and diverse range of role models. Here, we highlight examples of our female and ethnically diverse colleagues engaging in a range of programmes, spanning from early career stages to those with extensive industry experience.

## Career Pathways

A key part of Our Social Promise is development, learning and progression. Our Career Pathways empower colleagues to advance in their current roles, transition to new opportunities, or master their craft through a clear and accessible route. Over half of those currently on development pathways are female.

This flexible system is open to all job levels and disciplines, allowing employees to progress at their own pace with the support of their line managers and our learning and development team. Central to this approach is our commitment to supporting apprenticeships. We offer over 40 apprenticeships ranging from Level 2 to Degree Level 6.

We currently have over 750 people on apprenticeship programmes and approximately 50% are female and almost 20% from an ethnic minority background. Within our Graduate programme approximately 40% are female and almost 45% from an ethnic minority background.

In 2025, we were honoured to be recognised as a Top 100 Apprenticeship Employer - compiled by the Department for Education and RateMyApprenticeship. The rankings recognise and celebrate England’s leading apprenticeship employers for their overall commitment to employing apprentices, the diversity of their apprentices, whether their apprentices achieve and apprentice feedback about their Apprenticeship Programmes.



## Forward with Marcus Wareing

We’re especially proud of our award-winning Forward with Marcus Wareing initiative, which was developed to create a culinary pathway for our Senior Chefs. It runs alongside a Level 4 Senior Culinary Chef or Level 5 Operations Departmental Manager apprenticeship standard, equipping chefs with exceptional culinary skills alongside extracurricular enrichment activities and practical experiences. Since launch in 2021, 25% participants that have taken part have been female, helping us to strengthen our pipeline of female senior chefs.



**Chelsea Mcconville**  
Sous Chef, Company of Cooks

“Participating in Forward with Marcus Wareing has been such a transformative experience and has elevated my leadership capabilities. I come back to my workplace after an away day excited to show everyone what I have learned and how we can implement it.

“It has challenged me to move past surface-level management and mentor my peers more effectively, while navigating complex organisational skills. It has not only improved my professional communication but also my decision making, and it puts me out of my comfort zone so I can take on board everything I learn in depth.”

The Forward programme is one of our six Signature programmes. More recently, we have also launched our Sustainability Academy, a bold new learning initiative designed to develop the next generation of Sustainability Leaders. This is supported by external experts including Chantelle Nicholson, the award-winning chef behind Apricity, and Ali Morpeth, Public Health Nutritionist and Co-Founder of Planetary Alliance.

## Thrive

This is a global leadership programme designed to accelerate the development of senior women leaders. This is an opportunity to network globally with participants from all regions, sectors and functions. This programme is designed to:

- Increase visibility, enhance confidence and create a level of assuredness for high performing women
- Build an influential and collaborative community of women focused on the well-being and empowerment of self and others, in a safe environment
- Provide clarity of career roadmaps, guidance and support for career journeys
- Build the capability and motivation of senior leaders and line managers to positively integrate an inclusive workplace

The programme is a combination of coaching, a group exchange and six core modules.



**Vic Marshall**  
People Director,  
Restaurant Associates Group

“Thrive is a brilliant programme, created for female leaders, focusing on specific and targeted development for the group. Personally, I loved the whole course, from the syllabus and personal reflection to the authenticity of the facilitators and the wonderful opportunity to network and collaborate with our cohort.”

## Oracy Report

At the end of 2025, we released a report to highlight gaps in communication skills in the workplace as UK Government introduces oracy to the national curriculum. The report, commissioned by Compass Group UK&I with polling conducted by More in Common, found that nearly two thirds (64%) of Britons have not had dedicated oracy training and there is a gender gap showing 45% of men vs 39% of women have had public speaking training, while 39% of men vs 33% of women received oracy development opportunities at school.

Our research includes a series of recommendations for government and employers, so that everyone has the opportunity to learn and improve their verbal communication skills. We encourage the whole business community to provide opportunities for oracy training for all staff, to help drive business growth, career progression and social mobility. This is something we already advocate for within our programmes.



**Joanne Pinkstone**  
New Talent Development Business Partner,  
Compass Group UK & Ireland

“A career turning point for me was taking on the CIPD L3 Career Pathway, which included a course on presentation skills. It has taken a lot for me to overcome the challenge of presenting, and I now feel much more confident talking to clients, colleagues, new candidates and presenting. Another skill that came through this programme was learning to communicate with different people in different ways, by thinking about their personality profile and the way they like to get information to process and understand it. This is a real skill and developing it has undoubtedly supported my career progression and confidence.”



# PROGRAMMES FOR OUR PEOPLE

## WiHTL & Diversity in Retail Partnership

We're proud to have a longstanding partnership with WiHTL & Diversity in Retail, which supports inclusion across Hospitality, Travel and Leisure. This allows us to benefit from cross-company development programmes that drive meaningful cultural change while having a positive impact on participants, their line managers, executive sponsors, mentors, and facilitators.

## Ethnic Future Leaders Programme

The Ethnic Future Leaders (EFL) Programme is dedicated to enhancing ethnic diversity in leadership. By investing in high-potential employees from ethnically diverse backgrounds, the programme supports career progression into senior roles across the Hospitality, Travel, Leisure, and Retail sectors.



**Dennis Oware-Simpey**  
General Manager, Restaurant Associates  
and Co-Chair of Within

"I thoroughly enjoyed the programme! My mentee pairing was fantastic – we both benefitted from sharing insights and best practices on communication, engagement, and development. He valued my honesty about challenges ethnic minorities face when progressing in their careers.

"The sessions were insightful, and the panellists added real value. It was also great to network and build connections across the industry."



**Amardeep Kaur**  
Finance Business Partner,  
Compass Group UK & Ireland

"I really enjoyed the programme - it was insightful and engaging. I've stayed connected with my Peer Accountability Group, and we continue to support each other.

"The course encouraged me to approach challenges differently and boosted my confidence to get involved beyond my day-to-day role, including DEI initiatives. It also opened doors to networking opportunities I might not have pursued otherwise."

## Women Leaders Programme

WiHTL's award-winning Women Leaders Programme (WLP) is a unique programme aimed at women working in Hospitality, Travel, Leisure and Retail, who aspire to grow their role and have already reached a Head of function or Director-level role and aim to reach a C-Suite Executive position.



**Briony Twidle**  
Sales Director, Levy venue

"A key highlight for me was the Role Model Conversations. Hearing the personal career journeys of so many successful women who have made it to the top was truly inspirational; especially as they really opened up about the personal struggles and challenges they experienced along the way and how they overcame them.

"Having the opportunity to connect with so many talented women from across the hospitality, travel, leisure, and retail industries has given me new perspectives and an invaluable network of support for the future."

## Role Models for Inclusion in Hospitality, Travel, Leisure and Retail Index

Compass colleague, Megan Caulkett-Ridd was named among 50 people on the 2025 Role Models for Inclusion in Hospitality, Travel, Leisure and Retail Index for championing inclusion across the industry within the UK. Produced by WiHTL & Diversity in Retail, in partnership with The MBS Group, all role models featured in the Index are highly effective advocates of inclusion, working to ensure that everyone benefits from equitable opportunities in the workplace and can progress their career with confidence and a sense of belonging.



**Megan Caulkett-Ridd**  
Operations Director, Gather +Gather

"Creating an inclusive environment is key to ensuring people are enabled to thrive. I am really proud of the colleague networks we have in Compass – they create communities and collaboration which help people stay informed, aware and that celebrate the diversity within our industry. Being named on the Index is a true achievement for me, as I strive to be an advocate for inclusivity."

# MENTORING

## 30% Club: Mission Gender Equity

Mission Gender Equity and Mission Include are the world’s largest cross-company mentoring programmes, delivered by Moving Ahead in partnership with the 30% Club campaign. The popular cross-company approach creates exposure to fresh perspectives and alternative ways of working and offers a powerful way to advance workplace inclusion at scale.

Over 100 colleagues have now been through the programme from Compass, and 20 more people joined the 2025/26 cohort - due for completion in July 2026 - with an equal mix of mentors and mentees. Feedback from last year’s graduates was positive, with Dianah Sweeney, Growth Director, Compass Group UK & Ireland returning for a second year to mentor a participant.



**Dianah Sweeney (mentor)**  
Growth Director,  
Compass Group UK & Ireland



**Charlotte Parriss (mentee)**  
Interim Head of Inside Sales,  
Compass Group UK & Ireland

“This is the second year I have taken part in the 30% Club mentoring programme, and it has been a great experience. By chatting and meeting with my mentee, we had the opportunity to reflect and understand the experience and perspective of others in the workplace from someone in a very different environment and organisation. The conversations made me stop and think about the impact leaders have on others and how we as leaders can be more self-aware, and ready to support others on their journey.”

“Taking part in the 30% Club has given me a newfound confidence. From the meetings with my mentor to the workshops facilitated by Moving Ahead, all aspects of the mentoring programme have made me think differently, become a better listener and have given me the desire to progress. Meeting people from other industries and countries meant this was like no other mentoring programme and I would definitely recommend to anyone. If you are presented with the opportunity to take part, then do.”



# OUR COLLEAGUE NETWORKS



We are very proud of our colleague networks. They play a vital role in celebrating our people, creating awareness and information, as well as supporting an inclusive workplace culture. With over 2,000 ambassadors collectively, our networks include **Women in Food, Pride in Food, Armed Forces, Within, You Matter, and Ability.**



Run by colleagues for colleagues, these communities operate across our business and are growing year on year. Each network establishes its own framework and objectives, creating opportunities for engagement and support.

It was fantastic to showcase the great work of our networks at our Inclusioneer event in September, as we celebrated National Inclusion Week. More than 120 colleagues from across Compass attended, with the chair from each network joining a panel discussion to provide specific insights into their purpose and future plans.

## Menopause Support

Menopause is a natural but often challenging phase, and we are dedicated to supporting employees with understanding, dignity, and respect. This year, our Women in Food network launched a menopause training programme, in partnership with menstrual health experts, Henpicked, to provide additional support before, during, and after menopause. The training was developed to help colleagues better understand and support those who may be affected by menopause and perimenopause in the workplace.

We celebrated World Menopause Day with events to inspire conversations about menopause. A standout event was organised by the Wellspring Restaurant team, which gathered for an open conversation on the topic. They shared the Menopause Policy, raised awareness of symptoms, replaced myths with facts, and explored how to offer support to colleagues.

The team at ESS Energy, Government & Infrastructure also used the day to launch a Menopause Recipe Book, which was developed to reduce stigma and promote wellbeing through nutritious meals. Created by the ESS culinary team and endorsed by nutritionist, Laura Wyness, the book offers simple, nourishing recipes to support colleagues and support important conversations.



**Jennifer McGroarty**

Head of People, ESS, Energy, Government & Infrastructure

**“The ESS recipe booklet is part of a broader campaign within our Energy business to raise menopause awareness across the traditionally male-dominated energy sector. Nutrition plays an important role in managing menopausal symptoms and supporting health during this life stage. It was great to work on this project and see the chefs’ enthusiasm for making beneficial recipe tweaks to support health and wellbeing around menopause.”**



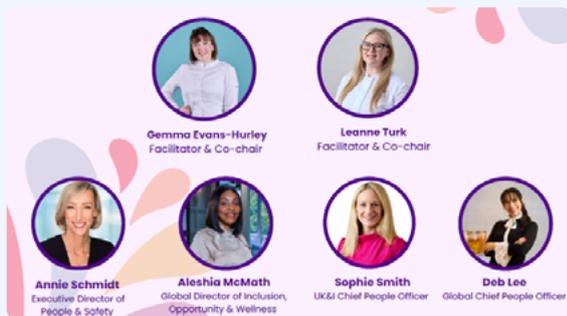
## Women in Food

Our Women in Food community is celebrating 10 years this year and continues to thrive, with over 420 members. Originally launched to support female chefs, the group is now focused on all female colleagues and their allies across our business (including non-food roles). This group has done incredible work to support female colleagues over the last decade, and members continue to drive this agenda through programmes, policies, events, support and awareness.

## International Women's Day

Celebrating International Women's Day (IWD) is a key highlight in our calendar every year. Events and celebrations took place across our sites, making pledges of how people across the business will support female colleagues.

To celebrate IWD, our Women in Food Co-Chairs, Gemma Evans-Hurley and Leanne Turk, hosted an empowering panel with four senior women from across our UK and global business. The discussion brought the theme "Give to Gain" to life through honest reflections on allyship and how investing in women benefits everyone.



The recording was shared across the business, with many sites hosting group screenings to continue the conversation. A Head Office screening in Chertsey was attended by CEO Robin Mills and WiF Executive Sponsor Gareth Sharpe.

Within our Restaurant Associates sector, the Women in Food network partnered with Michelin-starred chef Emily Roux to host a breakfast event for clients and colleagues. The event was attended by 40 guests and featured an inspiring panel discussion with several remarkable women from across the business, who shared their perspectives on what it means to be a strong woman in hospitality today.

Partner chef Sabrina Ghayour also joined one of the Restaurant Associates culinary teams to deliver an exceptional dinner event, showcasing her vibrant Persian cuisine and highlighting the power of teamwork and collaboration at every level.

In addition, Rapport Guest Services hosted an Empower breakfast event for the reverse mentoring team at the Crown Estate. Mentoring sessions were led by Michael Cerasi, Nadia Smith and Federica Maddaluno, to discuss development opportunities, provide guidance on overcoming challenges and offer support with progression within the business.

Meanwhile, some of our colleagues were honoured to attend the Association of Catering Excellence (ACE) IWD networking lunch at Galvin La Chapelle in London, which brought together 110 female senior leaders and rising stars from across the hospitality industry. Developed and organised by Sarah Prentice, Sales Director, Gather + Gather, the event hosted a panel discussion, featuring Lucy Hunt, Corporate Affairs and Social Value Director at Compass Group UK & Ireland.



### Gareth Sharpe

CFO, Compass Group UK & Ireland,  
CEO, Foodbuy Group and Executive  
Sponsor, Women in Food

**"This year's IWD theme, Give to Gain, really resonated with me – not just as Executive Sponsor of Women in Food, but as a colleague and an ally. One of the biggest things Women in Food has reinforced for me, is that real progress doesn't happen in isolation. It happens when more of us get involved. When we give our time, our support, our perspective or influence, we gain stronger teams, better decisions and a more inclusive culture for everyone. While Women in Food exists to champion women, its success also depends on allies – people willing to listen, learn, challenge bias where they see it and help turn good intentions into meaningful action."**





### WITHIN

Celebrating five years this year, the Within network promotes cultural diversity in the workplace. It aims to generate new ideas and initiatives to make inclusion a reality, raising awareness of different cultures and striving to enhance a welcoming and inclusive environment for everyone. The group is made up of ambassadors from around the business, with representation of many cultures and religions. The Within network now has over 100 members.

#### New Executive Sponsor: Sophie Smith

In 2025, Compass UK & Ireland Chief People Officer, Sophie Smith was appointed Executive Sponsor for the Within network. Her role is to support and advocate for the community, as well as representing the network at a senior level to ensure the messages are shared throughout the business.



#### Sophie Smith

Chief People Officer, Compass Group UK & Ireland and Executive Sponsor of Within

“We’re all at our best when we feel valued, respected, heard and seen. The Within network is so important as it raises awareness within the business of issues and challenges our colleagues may come across, plus it enables us to share experiences and learn from each other.

“Part of my role as Chief People Officer is to help Compass and the people in it to create an environment where everyone can be themselves and thrive. We have six networks and I think that by further uniting around shared goals, we can drive even more meaningful change and continue to build on our culture of belonging.”

#### World Day for Cultural Diversity for Dialogue and Development

To celebrate World Day for Cultural Diversity for Dialogue and Development, the Within network hosted a webinar and an in-person event in London.

The webinar format was an open conversation exploring what culture means - both personally and professionally. Panellists shared powerful stories, insights, and challenges, which sparked meaningful dialogue on how we can continue to build a more inclusive and equitable workplace.

The webinar was followed by a fantastic in-person event under the theme ‘The Power of Unity’. Guests enjoyed a vibrant celebration featuring drinks, global cuisine, a decadent dessert bar, and joyful music from a live DJ duo.



#### Claire Duesbury

Diversity & Inclusion Lead, Levy UK&I and Co-Chair of Within

“The World Day for Cultural Diversity for Dialogue and Development is an opportunity to recognise and show respect for the many identities, experiences and perspectives that shape who we are as individuals and as a community. As a business, reaffirming our commitment to inclusion and cultural awareness helps ensure that every colleague can thrive and contribute fully. Together, we celebrate the richness of our differences and the shared values that unite us.”

#### Black History Month

In honour of Black History Month, our Within network organised a month of activity to inspire and educate, with events, activities and an ‘InclusivTEA’ webinar.

Following the theme of ‘Standing Firm in Power and Pride’ the network developed an informative toolkit to spark conversations, recognise contributions, and create experiences where both colleagues and guests felt connected to the richness of Black history and culture.

The network also hosted an insightful interactive event at the National Theatre in London, which was a powerful reminder of resilience, unity and the importance of continued awareness



#### Jeni Morris

Head of Premium Operations, Levy

“Seeing diversity in leadership is empowering; it sends a clear message that success is possible for everyone. When I see someone who looks like me or shares a similar background succeed in a leadership role, it inspires confidence and reinforces the belief that I can achieve the same. For guests, diverse leadership and talent create a more welcoming and inclusive environment. It reflects a broader range of perspectives and experiences, which enhances service quality and ensures that everyone feels seen, respected and valued during their visit.”

# AWARDS AND RECOGNITION

We pride ourselves on our incredible people and our work. We're proud to have received external recognition across a range of areas for our commitment to inclusion. Below are some examples of where we have been acknowledged for our achievements within the industry over the last year.

## Institute of Hospitality Awards – the Gregory De La Peria-Hall FIH Diversity, Equity and Belonging Employer of the Year

We were honoured to win this prestigious award in recognition of our outstanding commitment to inclusion and the positive impact it brings to our business and the wider hospitality industry. Judges were impressed by our colleague networks and focus on supporting hard to reach groups through initiatives such as the Social Partner Hub and Pathway 2 Apprenticeships.



**Jonathan Foot**  
Director of Skills & Early Careers,  
Compass Group UK & Ireland

“It was a great privilege to be named as Diversity, Equity, and Belonging Employer of the Year. This is excellent recognition for our programmes and commitment to education, development and inclusion – all delivered through Our Social Promise. I’m extremely proud of the work we’ve done in this area.”



## WiHTL & DiR Inclusion-In Awards - Inclusion Maturity Curve - Stakeholders

These Awards recognise individuals, teams and organisations that have demonstrated exceptional commitment to fostering equity, diversity and inclusion within the Hospitality, Travel, Leisure and Retail industry.

We were recognised for receiving accreditation from WiHTL for our ‘Maturity Curve’ analysis – which is considered ‘Leading Edge’. This was introduced to measure inclusion in ED&I against a Maturity Curve framework and gives organisations a better understanding of their work in the inclusion space, progress made and enables accelerated change.



**Mel Aston**  
Belonging and Inclusion Manager,  
Compass Group UK & Ireland

“To receive the accreditation from WiHTL for their Maturity Curve analysis was fantastic, but to also receive this award is a true testament to our commitment to creating an inclusive environment where everyone can thrive. This award is thanks to our amazing Employee Networks - their dedication to driving inclusion across our business is what makes achievements like this possible.”



## Multicultural Apprenticeship Awards - Large Employer of the Year

There were big celebrations at the Multicultural Apprenticeship Awards 2025 as we were named the Large Employer of the Year for the second consecutive year, five apprentices were shortlisted for an award and two of our apprentices were Highly Commended in their categories.

This event celebrates the UK’s most inspiring apprentices and the employers, learning providers, and institutions that champion them. We were proud to take home the award in the Large Employer of the Year category against competition across a range of sectors for our commitment in attracting and supporting apprentices from diverse backgrounds



**Kirsty Adams**  
People Director Talent, Leadership, Learning  
& Inclusion, Compass Group UK & Ireland

“Winning Large Employer of the Year for the second year is an incredible achievement. This truly reflects our culture and dedication to nurturing talent and creating opportunities for all. This really is what Compass is all about!”

## LOOKING AHEAD



While we are pleased that we are continuing to reduce the pay gap, we know there is still more to do.

That is why we are continuing to invest in programmes that help support women and those from ethnic minorities to learn new skills, benefit from clear pathways and build meaningful careers with us. We have new talent programmes being rolled out for everyone, at all levels. This includes entry level roles, unit managers and even initiatives for our executive team.

Our Six Signature programmes continue to develop, following on from the success of Forward with Marcus Wareing and the launch of our sustainability academy ACT – we will continue to evolve these offers as tailored programmes for development.

One element of our work that is really exciting is ‘Classroom to Careers’ – this helps show young people what our industry can offer and supports them with vital skills that will support them into employment or more generally for their future.

We recently launched our work experience module in partnership with Youth Employment UK and this will continue to be rolled out with phase two later this year. Our Junior Chef Academy continues to grow – the 10-to-12-week, after-school culinary programme for students aged 14–16 is designed to teach professional cooking skills, food safety, and nutrition. These are just two of our initiatives, to benefit young people from all backgrounds. We will go on driving this agenda.

This is an exciting time for Compass as we continue to grow and with this comes more opportunities for our people.

**Kirsty Adams, People Director Talent, Leadership, Learning & Inclusion, Compass Group UK & Ireland**





