Our Planet Promise

A PURPOSEFUL PATH TO A MORE SUSTAINABLE FUTURE

COMPASS GROUP UK & IRELAND

FEBRUARY 2026

COMPASS GROUP | UK&I

A MENU FOR CHANGE
OUR PLANET PROMISE

Contents

Welcome

to the next chapter of our journey.

Our approach to sustainability has always been by learning through doing: test, measure, adapt and move forward. This philosophy remains the same. But a great deal has changed around us since we launched our climate commitment. Recent acquisitions and a period of unprecedented growth mean our business is larger and more complex, increasing both our scale and responsibility. At the same time, our understanding of environmental and social challenges has deepened. We now recognise more clearly than ever that human and planetary health are interconnected: in the soil that supports our crops, the water that sustains communities, and the ecosystems that support all life.

With this insight, our approach is evolving and our scope for change has widened. Climate, waste, nature and human health are now fully integrated into a new single commitment: Our Planet Promise.

When we committed to net zero, we did so with urgency and conviction. It created a clear direction and path for us to follow. We knew that doing this work at pace would be complex and demanding. We are proud of our progress - it has been substantial. We have driven down emissions across our operations and supply chain during a period of significant growth – an achievement which should not be underestimated. This progress gives us confidence that our strategy can deliver long-term growth without increasing our climate impact.

As we have grown, our understanding of the decarbonisation pathway and sustainability more broadly across the food sector has deepened. The last five years has seen us learning, engaging and building our expertise, establishing a strong infrastructure which will enable us to continue to consistently deliver our sustainability ambitions. For instance, when we look at menus, we further interrogate our supply chain to identify where there are opportunities to reduce our impact; Data – is more than just being able to report numbers, we have invested heavily in analysis to help us better interpret what the data is telling us. We are clearer what's in our direct control and where we can influence, in partnership with our network of suppliers and clients.

To deliver change at the scale the sector demands, we are setting our net zero target at 2040. This is a considered decision which reflects the size and complexity of our operations and the current maturity of emerging technologies and solutions. Our ambition remains strong and we are accelerating near-term action to drive meaningful progress now.

Our Planet Promise brings systems-thinking to life by focusing on four areas: climate, waste, nature and health. This integrated approach recognises that improving one area without the others is no longer enough. To truly operate more sustainably we must eliminate waste, tackle impacts on nature, and ensure our work supports the health and wellbeing of our customers, communities and employees.

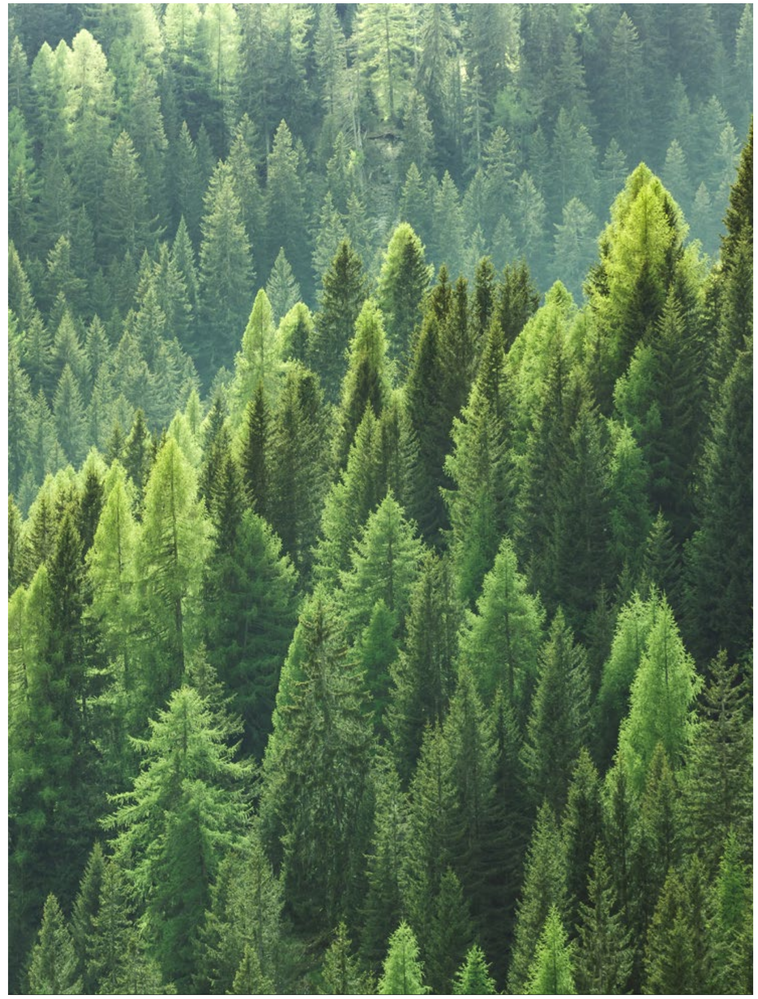
As stakeholders increasingly look to businesses to address the full environmental and social impact of their operations, we are determined to meet that responsibility.

This report is a transparent account of where we are and what we have achieved to date, as well as our priorities ahead. We list our successes and are candid about where we need to do more.

We know progress will not be linear. But we are committed to transparency, accountability and continual improvement.

We also know we cannot do this alone. Achieving a sustainable food system will demand collaboration throughout the whole value chain: from farmers and producers to employees, customers, innovators and policymakers. We call on you all to work with us to scale the technologies, standards and incentives needed to embed new solutions and support each other through change.

Together, we can go faster and further to deliver lasting, system-wide change, and a food sector fit to support people and the planet for generations to come.



Foreword

Our business has undergone a significant transformation in the past five years. We have been through a period of exceptional growth, both organic and as a result of acquisitions. During this time operating sustainably has been, and continues to be, a central part of our strategy. Through our 'learning through doing' approach, we have invested in upskilling our people, data, technology-led partnerships, sustainability expertise and supplier partnerships, all while continuing to deliver high quality services for our customers and clients.

In 2021, as we came out of the pandemic, we set the ambitious target of net zero by 2030, to drive the change we felt was needed to start our decarbonisation journey. It was the right thing to do – it helped us identify where we could shift the dial, make a difference and operate more sustainably. I wanted to create a new ecosystem for our business to operate within. It's been a Herculean task, driving once in a generation change, while remaining commercially competitive.

We have spoken with clients, prospects and partner organisations - sharing our learning at events and conferences; we have engaged our teams across the business – answering questions across the organisation from apprentices, chefs, site managers through to leadership. Our net zero ambitions have helped to galvanise our teams and created the behaviour changes needed to adopt new practices and ways of working. We have tried to balance being led by the science, while harnessing the passion of our people and our partners.

Since then, we have learnt a lot and are clearer what is in our direct control and where we need to use our size and scale to influence or advocate for change. We are clearer where we need to invest, what we know and just as importantly, what we don't know.

As outlined in our Transition Plan 18 months ago, adopting an integrated approach enables us to create a more positive impact on both the planet and human wellbeing.

This systems-thinking led approach, that we are launching through Our Planet Promise, enables us to do more and prioritise our areas of focus.

Decarbonisation remains a critical part of our strategy, and we know what gets measured gets done. Analysing and measuring our carbon footprint helps us to establish what impact our key levers - supply chain, operations and ingredients - are having and also, importantly, identify where we can make the most positive change.

However, the science and data are constantly evolving and there are still many unknowns. Having tracked our progress for the past five years, aligned with our exceptional growth, we think now is the right time to set a new baseline – reflecting our business today. This in turn has created a new trajectory for net zero. We want to continue driving the change needed, recognising that decarbonisation is only one part of a broader sustainability challenge. Waste reduction, protecting nature, promoting health, and ensuring high standards of animal welfare all contribute to reducing our overall impact.

This report shines a spotlight on the great work of our teams across the business, what we have achieved to date, what we have learnt and where we believe we can continue to deliver positive change moving forward.

I would like to thank all our clients, customers, suppliers and our people, for their ongoing support and willingness to try new things as we work together to provide food and support services in the most sustainable way.

Robin Mills

Chief Executive Officer
Compass Group UK & Ireland

Climate change is both very complex and very simple. The greenhouse gases we emit trap energy in the atmosphere so that the world warms and the frequency of extreme events increases. This is simple physics and understood since the 19th century. It explains why on average we are seeing more droughts, floods and other disruptive weather than ever before. It is the "inconvenient truth" that humanity must face in the next few decades. Predicting exactly how climate change will affect individual regions and sectors is immensely complex and a challenge for modern-day science. But this complexity and uncertainly over the details must not distract us from the imperative to act now.

I believe Compass UK&I is a company that treats this challenge seriously and wants to make a significant contribution to shaping a sustainable food system. It has invested substantial resources in understanding where its emissions come from, much harder in the food sector with its myriad of products and suppliers than in other areas. It has realised that though climate is critical it must be tackled simultaneously with action on waste, nature and water, but also on health and affordability – there are significant win-wins to be identified and implemented. And it seeks to do this in the context of a growing business that must retain its competitive edge to allow it to do good things for society. Throughout the company there is an enthusiasm to do more on sustainability and an understanding of the importance of learning by doing – in these relatively uncharted waters it is not possible to get everything right first time. Compass wants to make a difference for the planet, and I believe it will do so.

Professor Sir Charles Godfray

Director of the Oxford Martin School,
Oxford University

Who is Compass?

We are the UK's largest food and support services business. We are made up of a group of companies, each an expert in its field. Whether that's providing great food, memorable events, excellent hospitality, high quality cleaning, expert security or professional facilities management.

We work across many sectors including schools, higher education institutions, hospitals and care homes, military bases, offshore oil rigs, workplaces, industrial and manufacturing sites, as well as some of the nation's most well-known and iconic cultural venues and sports stadia.

55,000
strong team

5,000
locations

700
suppliers across 70 categories

Over **£2bn**
procurement spend every year

Where we work

- Workplaces
- Healthcare & Senior Living
- Education
- Sports & Leisure
- Energy, Government & Infrastructure
- Defence, Marine, Aerospace
- Retail

Our 2025 Impact Highlights

+53% business revenue **growth** (FY19-25)

Emissions **intensity** **39%** (FY19-25)

4m+ rows of data **analysed**

Over **5,400** recipes carbon labelled (A B C D E)

1m litres of waste **cooking oil** repurposed as biofuels

36,000+ employees completed sustainability training

Over **254,000** meals equivalent **donated** to charity

CO_2e

7.5% reduction in **total emissions**

84% reduction in **Scope 1 emissions**

81% reduction in **Scope 2 emissions**

6.5% reduction in **Scope 3 emissions** FY19-FY25

120m portions of **vegetables served to children**

8% reduction in food waste in 12 months

100% EV policy (electric vehicle)

Proud to be the **1st** **foodservice** company to meet **30kg sqm** chicken stocking density with main supplier

Switching to **100%** **renewable** energy (In Owned & Operated Sites)

84% **single use foodservice products** - recyclable, reusable or fibre based compostable

12,000+ **tonnes** increase in veg procurement

Nearly **100%** **deforestation-free** in beef, palm oil, wood and soy

ACT ACCELERATING COMPASS' TRANSITION

Launched new **Sustainability Academy** (ACT)

Ongoing **airfreight ban** for all fresh fruit & veg

Our Planet Promise

CLIMATE

With food systems being the second biggest contributor to greenhouse gas emissions, we are driving meaningful change within our operations and across the wider value chain to decarbonise the sector.

Our key levers for change are:

- Supply Chain: Driving sustainable sourcing and supplier accountability
- Operations: Enhancing energy efficiency and electrification
- Ingredients: Prioritising low-carbon sourcing and menu innovation
- Culture: Embedding climate awareness and accountability across our teams

WASTE

Reducing waste across the value chain is key to minimising our footprint and driving the sustainable use of resources.

Our key levers for change are:

- Food waste: Using technology to measure and track waste, creatively repurposing ingredients and donating edible surplus to local charities and partners
- Packaging: Providing and encouraging the use of reusable packaging options and reducing the impacts of single use through the selection of widely recycled and innovative material types
- Waste management: Partnering with waste suppliers and engaging our teams to improve segregation, boost recycling, and reduce overall waste

NATURE

As climate change and environmental pressures threaten water, forests, and biodiversity, we are protecting and restoring nature by embedding stewardship into our operations and sourcing practices.

Our key levers for change are:

- Deforestation-free: preventing deforestation linked to agricultural commodities
- Water stewardship: embedding water-stewardship criteria into procurement processes and decision-making for high water-risk commodities
- Regenerative agriculture: prioritising farming methods that enhance biodiversity, carbon sequestration, and space for nature, tailored to key commodities we source

HEALTH

As society faces growing health and nutrition needs, we are shaping a food environment that makes healthy, sustainable choices easier.

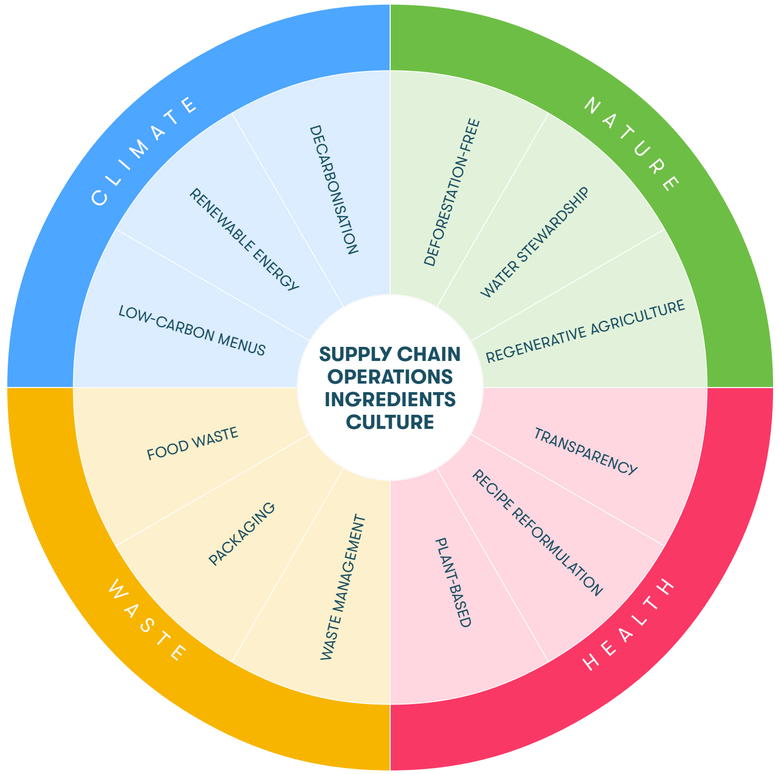
Our key levers for change are:

- Transparency: providing clear nutrition information on our menus
- Recipe reformulation: reducing high fat, sugar and salt content and increasing fibre
- Plant-based: increasing plant-based ingredients across our menu

Underpinned by our social value strategy

Our Planet Promise

Our areas of focus



1 New acquisitions to switch to renewable energy within 5 years
2 Carbon rating carried out by Foodsteps (see page 20)
3 Reduction in the estimated cost of food waste as a percentage of food purchased
4 Where waste services fall under our contractual remit
5 Measured as packaging items per £10m turnover

A MENU FOR CHANGE
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Our targets

CLIMATE

- An SBTi-aligned net zero by 2040 target, supported by scope 1, 2, 3 and FLAG targets, measured against our new FY25 baseline
- Scope 1 and 2: Near-term (2035) 63% emissions reduction; Long term (2040) 90% emissions reduction
- Scope 3 (Energy & Industrial): Near-term (2035) 63% emissions reduction; Long term (2040) 90% emissions reduction
- Scope 3 (FLAG): Near-term (2035) 46% emissions reduction; Long term (2040) 72% emissions reduction
- 100% Renewable energy by 2027 across our owned and operated sites where we control energy procurement[1]
- 70% of live recipes carbon rated A-B by 2040[2]

HEALTH

- Delivering healthier meals, focussed on reduced levels of high fats, salt and sugars (HFSS) and increased fibre through vegetables, beans, pulses and lentils
- Maintain progress in managing HFSS on our menus (88% of live recipes are low or medium in fat; over 93% of recipes are low or medium in salt and 94% of dishes remain low or medium in sugar)
- 20% increase in vegetable procurement by 2030 (measured from a 2019 baseline)
- 15% increase in beans, pulses and lentils procurement by 2028 (measured from a 2026 baseline)

WASTE

- Achieve a 5% reduction in food waste in FY26 against a FY25 baseline[3]
- Increase recycling and anaerobic digestion to 65% by 2035[4]
- Reduce single use foodservice packaging by 30% by 2035[5]

NATURE

- We will collaborate with our suppliers through our Future Farm Framework to drive the transition to regenerative agriculture, funding innovation and supporting farmers to adopt genuinely sustainable methods
- Maintain commitment of no deforestation for deforestation-linked commodities (directly sourced)

Our Path to Net Zero

Climate action has always been critical to our sustainability approach and continues to be in Our Planet Promise. Our net zero pathway sets out the key levers that we will use to reach our ambition of net zero by 2040.

Our FY25 emissions

1,100,274tCO_2e

Supply Chain: Driving sustainable sourcing and supplier accountability

- Working with suppliers to identify lower-emission products through adopting low-carbon practices eg. regenerative agriculture; manure and whey management; higher animal welfare
- Grow net zero pipeline
- Carbon reduction playbooks

Operations: Enhancing energy efficiency and increasing renewable energy

- Continue electrification of fleet vehicles
- Increase procurement of renewable energy in our owned and operated sites
- Work with clients to electrify and procure renewables in their kitchens

Ingredients: Prioritising low-carbon sourcing and menu innovation

- Continue to increase plant-based options on menus
- Reducing high emission meat & dairy products
- Increasing A & B carbon rated recipes across the business

Culture: Embedding climate awareness and accountability across our teams

- Launch of Sustainability Academy (ACT)
- Carbon literacy training
- Educating and upskilling our workforce, clients and consumers on our sustainability journey

Carbon Credits

- Carbon credits to remove residual emissions, in line with SBTi guidance

Next Steps:

Following the growth of our business, we carried out initial modelling with PlanetFWD to identify the levers available to support decarbonisation. This modelling reflects changes to our organisational structure and we are now undertaking a more detailed action plan to support delivery.

2040

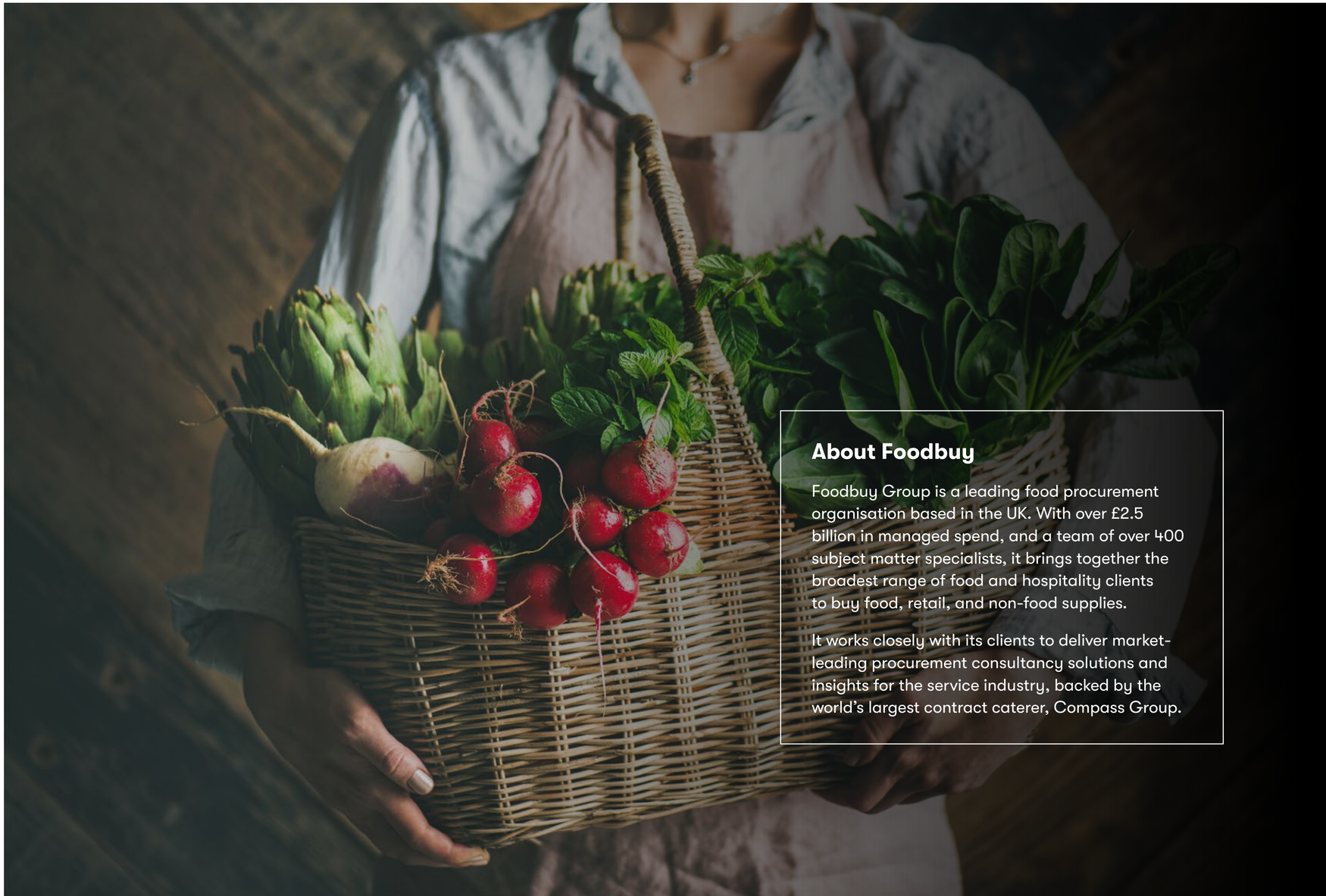
Supply Chain

Procurement with purpose

Our supply chain is one of the most critical elements of our decarbonisation and sustainability activity. It provides the products that we purchase, serve and use which made up 76% of our Scope 3 Category 1 Emissions in FY25.

We have a dedicated sustainability team that sits within Foodbuy Group, our procurement business. They provide expertise and insight not only for our business, but also to our suppliers too.

In FY25, Foodbuy Group launched our Net Zero Pipeline, supported by leading climate consultancy, Foodsteps. This project aims to identify and verify potential carbon reduction initiatives within the supply chain and improve the quality and granularity of purchased goods and services data for Scope 3 reporting. Read more on page 22.



About Foodbuy

Foodbuy Group is a leading food procurement organisation based in the UK. With over £2.5 billion in managed spend, and a team of over 400 subject matter specialists, it brings together the broadest range of food and hospitality clients to buy food, retail, and non-food supplies.

It works closely with its clients to deliver market-leading procurement consultancy solutions and insights for the service industry, backed by the world's largest contract caterer, Compass Group.

Creating a Sustainable Supply Chain

In 2026, we are developing a supplier framework across our core contracted supply chain.

It's essential that sustainability is built into how we source, manage categories and run our supply chain. It's no longer something that's simply "nice to have" – it helps us manage risk and is now a key factor when we make decisions.

All suppliers who work with Foodbuy have declared, as a pre-requisite to supply, that they will align their environmental, social and ethical standards with those that pertain to Foodbuy's sustainability framework. In doing so, we aim to ensure reponsible sourcing through our supply chain, actively integrating Environment, Social, Governance (ESG) measures into our tender processes.

How we are embedding sustainability into our supply chain:

When our procurement business Foodbuy creates a tender or looks to onboard a new supplier, the following now happens...

Carry out business needs and data analysis

Highlighting sustainability issues/challenges or opportunities

Analysis of current sustainability performance across a range of key sustainability metrics

Market Insight and analysis

Highlight changes in legislation, local, regional and global developments that may impact our ability to source responsibly

Our Foodbuy sustainability team shares the requirements before going to market with our category leads

Market Review

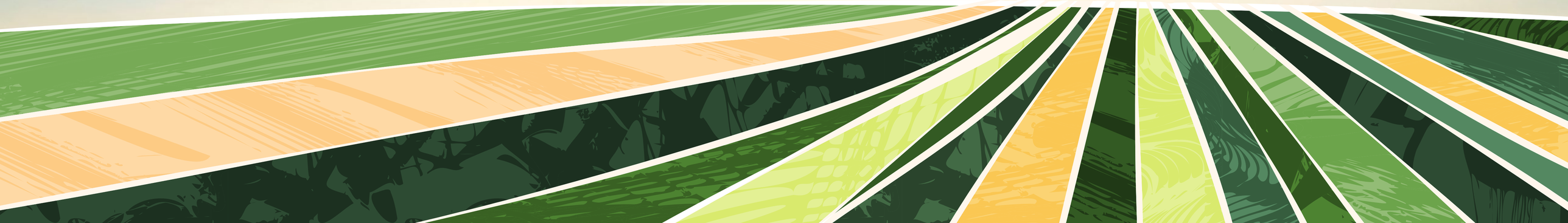
Suppliers are asked to present their approach to sustainability in a face to face session a cross population to a mix of commercial, culinary & sustainability experts within Foodbuy

Ask questions of our suppliers, around waste, packaging, animal welfare, carbon and risk management evaluation criteria

Contracting

Include sustainability requirements within contracts – agree deliverables

Sustainability commitments made within contract are monitored for compliance



Reading the tea leaves...

In our most recent tea tender, our sustainability team built a dedicated RFI (Request for Information) for suppliers to meet. Sustainability accounted for a third of the evaluation criteria of the tender. Suppliers were asked to clearly present their approach to risk mitigation, environment and packaging alongside opportunities for joint innovation. We believe this approach will create a real step change in our ability to deliver change through our supply chain.

Supporting sustainable agriculture

We are looking at approaching sustainable agriculture, aquiculture and fisheries on a commodity by commodity basis. We understand that farming methods that contribute to nature-positive, regenerative metrics are different depending on the crop being produced. In analysing contributions to biodiversity, space for nature and carbon sequestration, we will value and prioritise methods complementing these areas across: Meat, Seafood, Fruits & Vegetables, Coffee, Cocoa, Beer, Wine & Spirits.

These principles will be built into our Future Farm Framework.

Buying British

As a proud British business, and the largest food and support services business in the UK, supporting British farmers and local suppliers is really important to us.

We are increasing our spend with British producers every year. Buying local and seasonable produce is a core part of our sustainability strategy.

Sustainable FM Sourcing Framework

We carried out a roadshow with our core facilities management (FM) suppliers, to identify how we can work together to source more sustainable products and services. The roadshow generated insights into both the challenges and opportunities our suppliers are looking to address to create more sustainable solutions. We are now developing sourcing standards across the following categories; Services - Waste, Laundry, Washroom, Security, Pest Control; and Products - Chemicals, Consumables, Equipment, Materials, Uniform.

Our supply chain in numbers

4 million
rows of data analysed

Over
£2bn
managed spend

£5.9m
spend with VCSEs*

*VCSE (voluntary, community and social enterprises) spend in 2025

Providing assurance

It's really important to us that we have transparency of our supply chain. That's everything from emissions recording and sustainable business practices, to the workforce that our suppliers employ.

We remain steadfast in our mission to play our part to eliminate modern slavery. We have an extensive auditing process in place. This includes both internal and external audits of our supply chain. We are deeply committed to upholding human rights, ensuring that all individuals are treated fairly, with dignity and respect. We expect the suppliers and partners of our businesses to maintain these same high standards throughout their value chains.

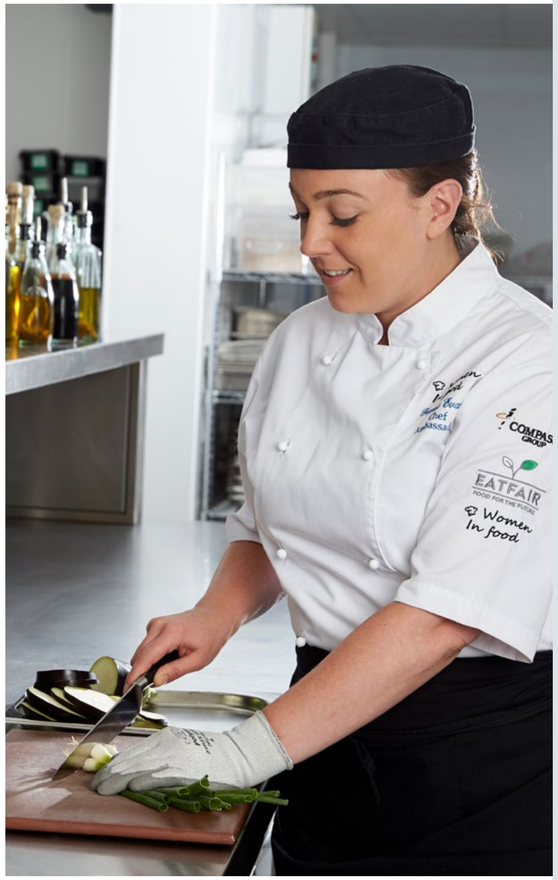
All contracted suppliers must adhere to our GSCOC (Global Supplier Code of Conduct), which sets out the absolute minimum criteria that suppliers into Compass must comply with.

Our efforts focus on understanding both our individual and collective responsibilities. We work to identify and address areas of concern, implementing transparent corrective actions, and working closely with our partners to build stronger, more responsible supply chains. We do this with SEDEX, which is our due diligence process system.

over **700**
Tier 1 suppliers (those who we directly contract with) connected to us on Sedex

Successfully onboarded
over **140**
Tier 2 suppliers that work with our tier 1 suppliers

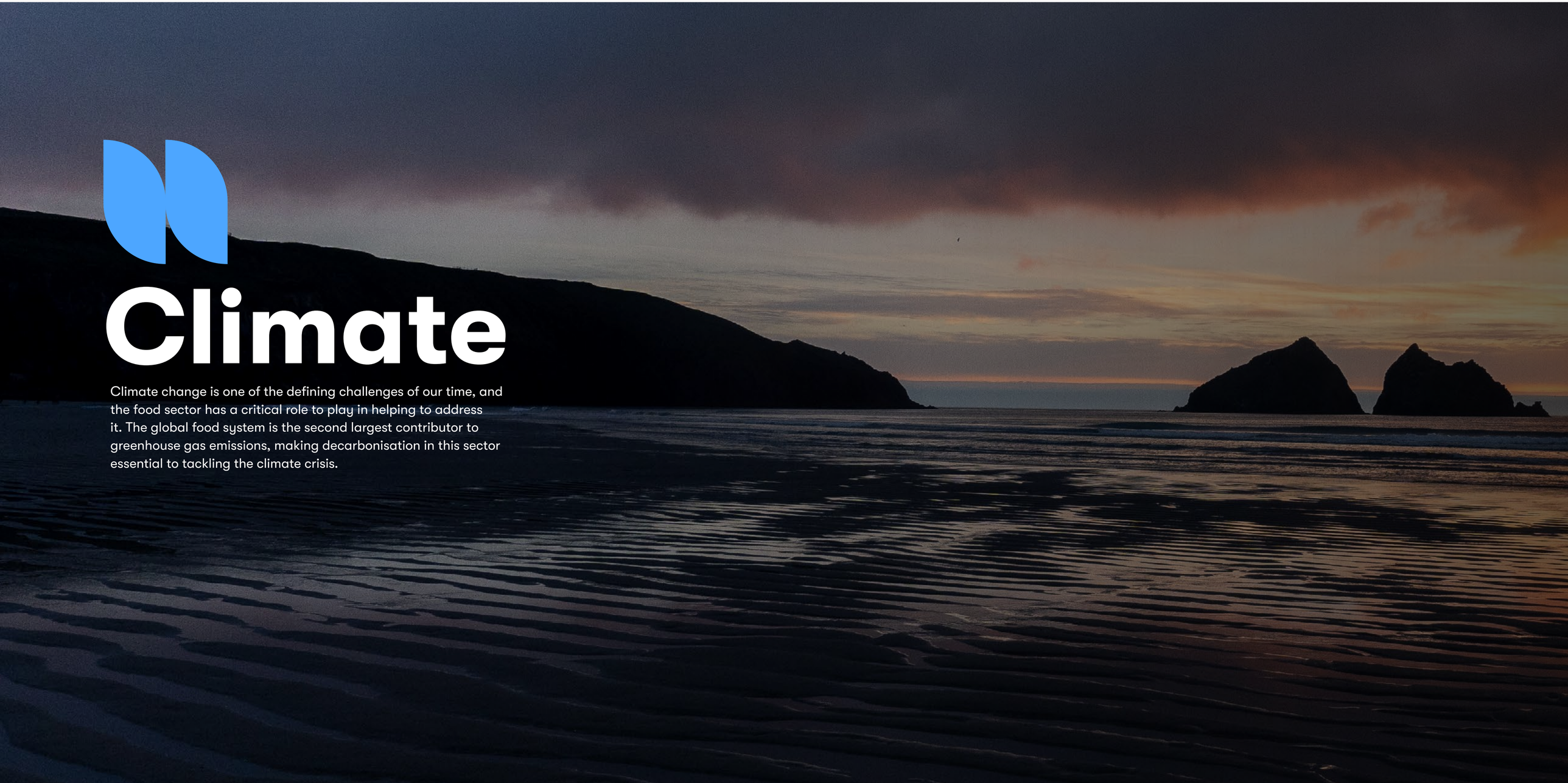
The full measures we take are outlined in our Modern Slavery statement **here.**



Understanding our data

A large part of our sustainability journey, is getting a better understanding of data and what it tells us. Over the past few years, we have worked to better understand the carbon footprint of our supply chain to identify where our emissions are occurring and how we can work with our suppliers to support our decarbonisation activity.

Alongside a dedicated team of data experts, who are working across our sectors and supply chain, we have set up an ESG Data Board, bringing together a cross representation of colleagues, all with one mission: enhanced ESG data accuracy. This team are creating ESG dashboards, insights and empowering functions (beyond sustainability) to use the data in making supplier and product decisions.



Climate

Climate change is one of the defining challenges of our time, and the food sector has a critical role to play in helping to address it. The global food system is the second largest contributor to greenhouse gas emissions, making decarbonisation in this sector essential to tackling the climate crisis.

Our emissions in 2025: the landscape view

For a business of our scale and complexity, the task of reducing emissions is significant. Our operations span seven diverse business areas: CH&CO; Compass One; Compass Education; Eurest, Dine and 14Forty; Restaurant Associates Group; Levy; and Ireland – supported by Foodbuy in managing our supply chain. Every part of this ecosystem has a role to play in driving progress towards a more sustainable future.

The challenge is amplified by the nature of the food and drink sector, as much of our carbon footprint sits outside of our control, embedded in supply chains and influenced by global agricultural practices, energy systems and technology availability. Despite this, we recognise that as a large company serving hundreds of clients and thousands of customers and employees, we have the unique opportunity and responsibility to lead by example and drive meaningful change both within our operations and across the wider value chain.

Our FY25 emissions reduction reflects the continued evolution of our climate strategy, shaped by business growth, improved measurement and targeted interventions, to decarbonise our services and operations.

Within our direct control, we have focused on strengthening the quality and transparency of our data to identify hotspots, investing in training so our teams can embed climate-conscious and reformulated menus to reduce the impact of high-carbon ingredients. These actions, combined with client and supplier collaboration, enable us to deliver high-quality services and value for money, while driving meaningful progress toward our climate goals.

Decarbonisation is not something we can achieve alone. It requires innovation, partnership and systemic change across industries. We are committed to using our scale and influence to advocate for change within the wider food system, working with suppliers, clients and industry partners to accelerate progress against climate change.

Success also depends on decisive action from government, regulators and each of us as responsible citizens.

Summary of emissions

In FY25, our total greenhouse gas (GHG) emissions across Scopes 1, 2, and 3 were 1,100,274 tCO_2e, representing a reduction from both FY24 and FY19. This drop in part reflects improvements we have made to our data collection and methodologies, but also the real progress made through recipe reformulation and other initiatives.

Performance drivers

The reduction in emissions was driven by improvements in emissions factors, reflecting both updates to Foodsteps' database and changes in procurement practices, such as sourcing less carbon-intensive ingredients. Methodology* refinements also played a role, though in FY25 these were smaller than last year when we transitioned to a new calculation approach. Together, these drivers highlight the importance of better data and smarter sourcing decisions in shaping our emissions profile.

Emissions intensity

Emissions intensity measures the kilograms of CO_2e generated per unit of revenue and provides a clear view of how effectively we are managing our environmental impact as the business grows. In parallel with absolute reductions, our emissions intensity has continued to decline, reinforcing the carbon efficiency of our operations relative to financial performance. Across UK&I, emissions intensity fell by 39%, from 0.53 kg CO_2e per £ revenue in FY19 to 0.32 kg CO_2e per £ revenue in FY25, reflecting a consistent downward trend.

* 'For details of our Reporting Methodology, see page 80

Scopes 1 & 2

Scope 1 and 2 now represent just 0.2% of our total footprint, underscoring the success of actions taken across our estate. Since FY19:

- Scope 1 emissions have fallen by 84%, driven by the shift away from fossil-fuelled vehicles, increased renewable gas procurement and more efficient on-site energy use.
- Scope 2 emissions have reduced by 81%, supported by increased renewable electricity procurement and energy efficiency measures across owned and operated sites.

These reductions illustrate the progress achieved where we have the greatest ability to influence outcomes directly.

Scope 3

Scope 3 accounts for 99.8% of our total footprint and remains the most material area of our decarbonisation efforts, covering the emissions linked to the products we buy and the services we deliver, much of which sit outside our direct operational boundaries.

Our business revenue has grown by 53% since 2019, due to a combination of net growth as well as Mergers & Acquisitions (M&A) activity. While this is something we are immensely proud of, it has added complexity to our path to net zero.

Despite this, by focusing on the areas within our control - ingredients, supply chain and operations - we have begun to shift the dial. In FY25, Scope 3 emissions were 6.5% lower than in FY19, (when excluding acquisitions - emissions reduced by c.23%), driven by:

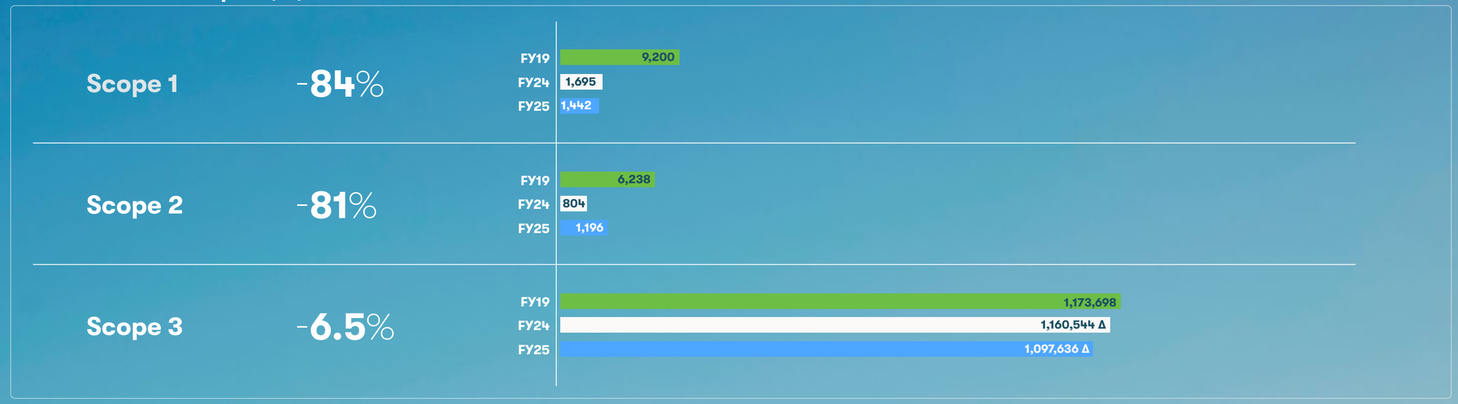
- reformulating high-impact recipes
- increasing plant-forward menu choices
- shifting procurement towards lower-emission ingredients
- strengthened supplier engagement and improved emissions data

This progress reflects the combined effect of improved data accuracy and real operational change, helping us target carbon hotspots more effectively and build the foundation for deeper reductions in the years ahead.

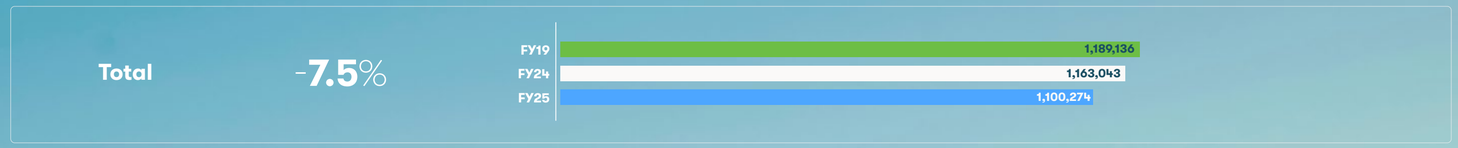
- Description and calculation method of Scope 1, 2 & 3 emissions can be found in the reporting methodology page 80

Emission changes (tCO_2e) between FY19 and FY25

Emissions Under Scopes 1, 2, 3



Total Emissions (Scopes 1, 2, 3)



Units = tCO_2e

Bars are not to scale

The reduction in emissions since the FY19 baseline and from FY24 to FY25 is driven by a combination of emissions-factor evolution, changes in product mix as lower-emitting products are promoted across the business, and methodological enhancements, including the adoption of mass-based emissions calculations. Since FY19, we have progressively improved our approach, moving from a solely spend-based method to a hybrid volume- and spend-based methodology from FY23 onwards. As different methodologies have been applied to FY19, FY24 and FY25 data, emissions for these periods are not directly comparable. [Refer to Methodology section on page 80]

To ensure future reporting reflects both the current scale of the business and our enhanced methodology, Compass Group UK & Ireland is adopting FY25 as its new baseline year.

Δ KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from the Compass Group UK&I Carbon Reduction Plan 2025. See page 91 for further information.

Our FY25 Carbon Footprint

Understanding where our emissions originate is essential to identifying the areas where action will have the greatest impact.

Scope 3
1,097,636Δ
Tonnes CO_2e

Categories
Food and beverage we purchase
Non-food we purchase
Other products we purchase
Transport and travel
Running our sites
Energy used in kitchens at our clients' sites
Investments

Scope 2
1,196
Tonnes CO_2e

Categories
Running our sites

Scope 1
1,442
Tonnes CO_2e

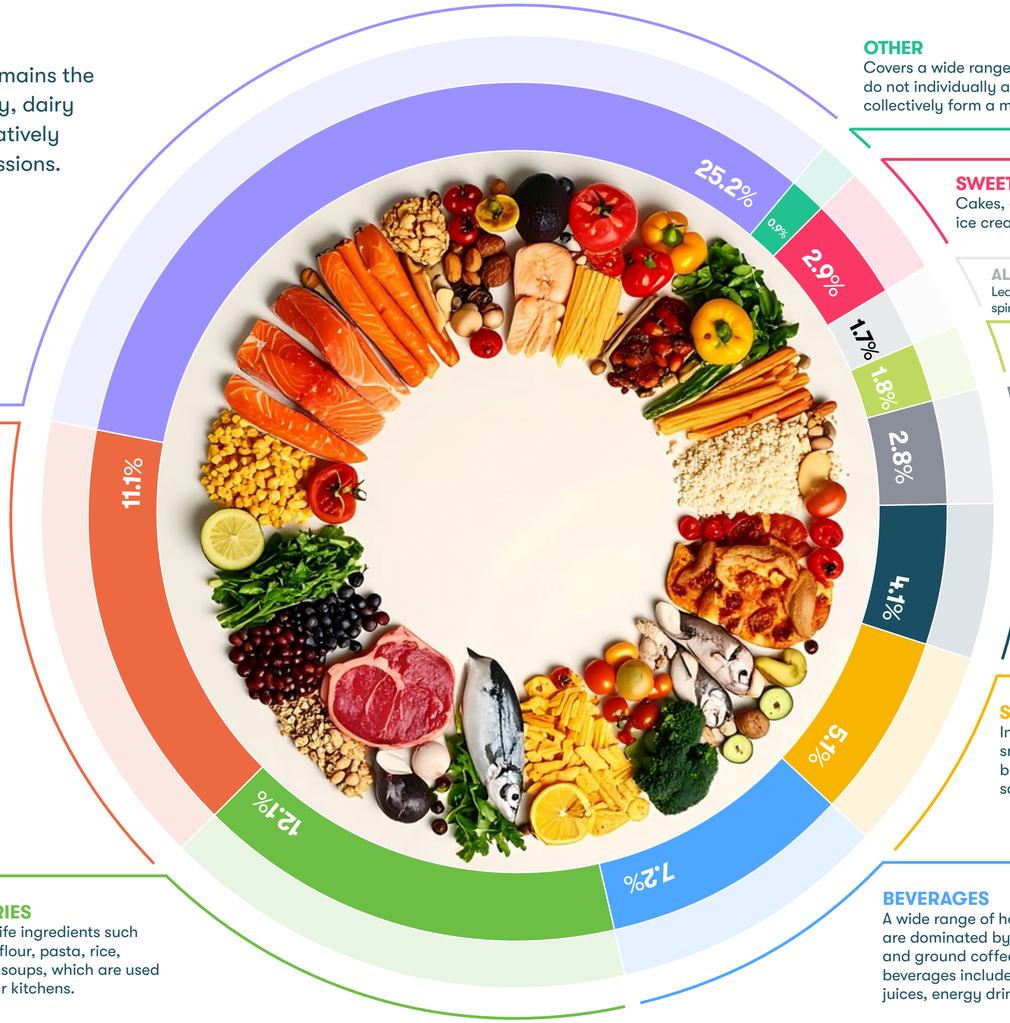
Categories
Running our sites
Transport and travel

Δ KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from the Compass Group UK&I Carbon Reduction Plan 2025. See page 91 for further information.

Our Food Footprint

(Scope 3.1 Food)

When we assess our overall footprint, one message stands out: food remains the leading driver of our environmental impact, in particular - meat, poultry, dairy and dry groceries which comprise over 48% of our food footprint. A relatively small group of categories accounts for a substantial share of total emissions.



MEAT & POULTRY
The largest contributor, driven by the high carbon intensity of ruminant proteins, with beef, bacon and other red meats making up the majority of this impact, alongside poultry and pork products.

DAIRY
Emissions are led by milk, processed and grated cheese, cheddar and other dairy staples. These products carry a high footprint due to livestock feed, methane emissions and refrigeration requirements.

FOOD FOOTPRINT
74.9%
of our 3.1 emissions

DRY GROCERIES
Eggs, and long-life ingredients such as fats and oils, flour, pasta, rice, condiments and soups, which are used widely across our kitchens.

OTHER
Covers a wide range of lower-volume food items that do not individually appear in the top categories but collectively form a meaningful share of our footprint.

SWEET PRODUCTS & CONFECTIONERY
Cakes, desserts, pastries, puddings, biscuits, ice cream, chocolate and other sweet snacks.

ALCOHOLIC BEVERAGES
Led by beer, with smaller contributions from wine, spirits, cider and mixed alcoholic drinks.

FISH & SEAFOOD 1.8%
Includes fresh, frozen and processed fish and seafood products.

SANDWICHES
Ready-to-eat sandwiches, filled rolls, baguettes, wraps and lunch packs.

FRUIT & VEGETABLE
Covers whole and prepared vegetables, potatoes, fruit and salads, as well as pulses and frozen produce.

SAVOURY PRODUCTS
Includes chilled and frozen entrees, snacks, sausage rolls, pastries, pizza, buffet items and other prepared savoury dishes.

BEVERAGES
A wide range of hot and cold drinks. Hot beverages are dominated by coffee and tea, including roasted and ground coffee, instant coffee and infusions. Cold beverages include bottled water, soft drinks, ambient juices, energy drinks and milk-based drinks.

Our Non-Food Footprint

(Scope 3.1 Non-Food)

Non-food categories are also visible within the footprint, reinforcing the need for a whole-system approach across menus, sourcing and operations.

STATIONERY & POSTAGE
Covers printing and general stationery supplies, office consumables and packaging such as boxes and bags, labels and postage materials, courier and mailroom services, and a range of associated administrative and office support items required for document handling and site communications.

GARDENING & LANDSCAPING
Covers the provision and maintenance of plants, flowers and general landscaping services, supported by soft facilities management activities and assorted minor horticultural supplies required to maintain external grounds and green spaces.

LEGAL & PROFESSIONAL
Covers professional services, consultancy and design advisory support, legal services, finance and human resources services, recruitment and pensions, as well as certification, research and licensing activities that provide specialist expertise and governance across operations.

LAUNDRY, LINEN & UNIFORM
Covers commercial laundry services, core uniform provision, bespoke uniform purchases, PPE and safety wear, general uniform items, tablecloths and other linen products, as well as aprons and related textile items required to support frontline operations.

EQUIPMENT HIRE & MAINTENANCE
Covers event hire equipment, catering and non-catering equipment, equipment rental, heavy catering equipment, crockery and serviceware, construction-related items, vending equipment and maintenance services required to support operational delivery across sites.

CONTRACT SERVICES
Covers all client-driven operational activities, including catering delivery, facilities management, technical and design services, event support, professional and administrative services, logistics, travel and a wide range of smaller specialist and operational support functions required to run contracted sites.

NON-FOOD FOOTPRINT
25.1%
of our 3.1 emissions

DISPOSABLES
Paper towels, toilet tissue, packaging, containers, cups, cutlery, crockery and a range of other service items used across our operations.

CLEANING MATERIALS
Housekeeping supplies, dishwashing liquids, hand and body care, floor maintenance products and general cleaning chemicals.

NON-FOOD RETAIL
Covers small retail items such as personal care products, serving items, tableware and cookware.

EQUIPMENT PURCHASE
Covers kitchen equipment, crockery, light and heavy catering equipment, furniture and fixtures, and smaller information technology and facilities management items.

OTHER
Covers a wide range of lower-volume non-food items that do not individually appear in the top categories but collectively form a meaningful share of our footprint.

Although each contributes only a small amount on its own, together they reflect the breadth of our procurement activity.

Recipe Reformulation for Lower Carbon Menus

Recipe reformulation remains one of our most effective levers for reducing emissions across our value chain. Our partnership with Foodsteps continues to strengthen our ability to understand the carbon impact of the food we serve and to support chefs in designing lower-carbon menus without compromising on quality, nutrition or customer satisfaction.

In FY25, we centrally analysed 5,441 recipes across the UK and Ireland. This gave us a detailed view of how our dishes perform against Foodsteps' A to E carbon intensity ratings, which classify recipes based on their footprint in kilograms of carbon dioxide equivalent per kilogram. This traffic light system mirrors nutritional labelling and helps our teams understand the relative carbon impact of one menu choice compared with another.

Rating	Boundary	What it tells you
A	< 1.81 kg CO_2e/kg	A-rated recipes are also referred to as **Very Low** carbon impact and have the lowest impact on the planet. These recipes align to the *planetary boundaries required to feed the planet sustainably by 2050.
B	≥ 1.81 kg CO_2e/kg	B-rated recipes are also referred to as **Low** carbon impact. Although these recipes are on the pathway to staying within the planetary boundaries, diets with B-rated recipes will ultimately surpass them.
C	≥ 2.90 kg CO_2e/kg	C-rated recipes are also referred to as **Medium** and although they are below the average carbon intensity in our diets today, continuing to eat diets with our current average carbon intensity will mean we surpass the planetary boundaries required.
D	≥ 4.63 kg CO_2e/kg	D-rated recipes are also referred to as **High** and are above the average carbon intensity in our diets. A diet consisting of D-rated recipes will mean we surpass the planetary boundaries required.
E	≥ 7.50 kg CO_2e/kg	E-rated recipes are also referred to as **Very High** and have the highest carbon impact and highest impact on the planet. They are substantially above the average carbon intensity in our diets and a diet consisting of E-rated recipes will mean we significantly surpass the planetary boundaries required.

*Explanation of planetary boundaries can be found on page 91

Our progress

This analysis shows that 11.7% of the recipes we assessed are rated A and 20.5% are rated B, meaning just over 32% of centrally-analysed recipes already fall within the lower-carbon A to B range. The remainder are split between C-rated dishes (25.3%), D-rated dishes (25.2%) and E-rated dishes (17.3%). This provides a clear roadmap for targeted reformulation and shows where our efforts can deliver the largest reductions in the coming years.

Our future commitment:

70%

of our live recipes to be carbon rated A-B by 2040

Our chefs have made considerable progress in adapting recipes, trialling ingredient swaps and improving consistency across menus. Guided by Foodsteps data, our culinary teams have collaborated closely with our nutrition and dietetics experts to ensure that carbon reduction is achieved in a way that maintains the nutritional value and balance of our meals. This integrated approach supports both planetary and human health and reflects our commitment to ensuring that sustainability never compromises the dining experience.

We are also rationalising our extensive recipe library, consolidating into a smaller, centralised collection that aligns with our climate ambition. This provides a more consistent foundation for menu engineering, supports better reporting and enables us to prioritise reformulation for the dishes served most frequently across our business.

Animal versus plant protein

We have been looking at different ways to establish how best to evidence our shift in sales from animal protein to plant protein.

We undertook a review of all our live products and identified 25% were a source of animal protein versus 10% which were a source of plant protein.

Moving forward, we believe a better indicator of how we are driving customer behaviour change is to measure the number of A and B rated recipes and our changes in procurement volumes of beans, pulses, lentils and vegetables.

We are piloting sales tracking of our dishes to establish what this data will tell us.

Recipe reformulation is not only essential for reducing emissions; it also influences the wider food system. As chefs design and select lower-impact ingredients, they help to shift demand towards more sustainable products, supporting farmers and suppliers who are transitioning to regenerative, lower-carbon production methods. This complements our broader efforts to increase plant-forward menu choices, reduce high-impact proteins and engage suppliers in improving the footprint of key ingredients.

In the year ahead, we will focus on increasing the proportion of A and B rated recipes, accelerating reformulation across medium and high-impact categories, and enhancing the tools and insights available to our operational teams. As we deepen our use of Foodsteps analysis, we will be able to target hotspots within recipe design, test alternative ingredients, and measure the impacts of changes with greater precision.

Through this combination of data-driven insight, chef expertise and cross-functional collaboration, recipe reformulation will remain central to our decarbonisation strategy and a key contributor to achieving our climate goals.

As we move to more A and B rated recipes, our nutrition teams will work closely with our culinary teams to ensure menus provide dishes that are also nutritionally dense and support healthy diets. Recognising the many different customers we serve, it's important that our dishes meet their needs, providing variety, are high in quality, delicious and nutritious, while reducing the impact on the environment.

Driving positive change through our supply chain

Our Net Zero Pipeline

In FY25, Foodbuy launched our Net Zero Pipeline, supported by food sustainability platform Foodsteps. This project aims to identify and quantify potential carbon reduction initiatives within the supply chain and support decarbonisation within procurement activity.

Since implementation, a total of 25 initiatives have been surfaced, with 48% sitting within our most material categories of Meat & Poultry and Dairy, and include country of origin switches, animal to plant substitutions and primary protein swaps.

The Net Zero Pipeline has helped to galvanise our procurement teams through 'speaking the language' of our commercial functions and establishing strong mechanisms to consider emissions alongside cost in everyday business decision making.

Examples include:

70%

CO_2e reduction achieved [1], due to switching our white fish sourcing from Norwegian haddock to Alaskan pollock. This improvement is primarily driven by higher catch efficiency and the use of lower-impact midwater trawling in Alaskan pollock fisheries

84%

CO_2e reduction, switching Chartwells' soya mince to pre-cooked lentils

12.9%

CO_2e reduction achieved from switching to 100% rPET plastic bottles across our core water supplier

The project also aims to strengthen the integrity of our Scope 3 emissions data through collection, methodology harmonisation and integration of supplier life cycle assessment (LCA) data or primary product data attributes.

[1] The pollock emission factor used is not specific to bottom trawl capture and the exact numerical impact may therefore differ.

Carbon reduction playbooks

- Foodbuy, in partnership with Foodsteps, developed six carbon reduction playbooks, one for each Food category, combining industry insights with Foodbuy's purchasing data to highlight key decarbonisation levers. They provide practical, data-driven guidance to help our category and sourcing teams to reduce the carbon impact of their food purchases. Each playbook contains:
  - **Context and Insights:**
    - Financial and impact materiality of climate change on the category
    - Compass GHG Emissions Inventory, highlighting material products and suppliers
  - **Key Decarbonisation Levers:**
    - Actionable interventions across all stages of the supply chain
    - The role of better data and category-led innovation
  - **Targeted Guidance:**
    - In-depth best practices for the Top 3 highest-impact products in each sub-category

Looking ahead

To accelerate our decarbonisation ambitions, the framework set out in our Transition Plan published in 2024, remains essential to help us build on our sustainability progress to date. We remain focused on our strategic levers:

- **Supply Chain:** Driving sustainable sourcing and supplier accountability
- **Operations:** Enhancing energy efficiency and electrification
- **Ingredients:** Prioritising low-carbon sourcing and menu innovation
- **Culture:** Embedding climate awareness and accountability across our teams

We remain committed to tracking performance, refining methodologies, and scaling innovation across our value chain. FY25 marks a pivotal year in our journey, one of measurable impact, deeper collaboration, and unwavering ambition.

Waste

Waste in our operations takes many forms – from the food we serve, to the packaging it comes in, to how we manage what's left at the end of the day. The scale of the challenge is substantial: nearly one quarter of the food produced in the UK is lost or wasted every year, including 6.4 million tonnes of edible food worth over £21 billion[1]. The climate impact is equally striking, with food loss and waste accounting for 8-10% of annual global greenhouse gas emissions - nearly five times the emissions from the aviation sector.[2]

[1] WRAP
[2] UNFCC

Waste not...

For Compass, addressing waste across food, packaging and recycling isn't just an operational priority, it's fundamental to our responsibility to drive meaningful environmental change.

Food waste prevention has been a strategic priority for years, demonstrated by our global Stop Food Waste Day initiative, which will celebrate its 10th year in 2026. Building on three years of rolling out bespoke food waste tracking technology, we introduced a food waste reduction target linked to remuneration in FY25. In just a single year, and within an already mature and established programme, Compass Group UK&I delivered an impressive 8% reduction in waste*.

On packaging, we made progress towards our reusable, recyclable and compostable targets, with 84% of single-use foodservice products being either recyclable, reusable or fibre-based compostable in 2025.

Increasing recycling and reducing waste are central to our commitment to the circular economy. In FY25 we achieved a recycling and anaerobic digestion rate of 37%. While this represents progress to date, we recognise there is further opportunity to improve. To drive continued advancement, we are strengthening employee awareness and engagement initiatives, improving waste segregation practices, and working closely with our waste management partners to identify innovative solutions to increase recycling.

*across a control group of over 900 sites. Measured as kg per site per day.

Looking forward, we're strengthening our strategy across all three areas:

- **Food waste:** we're refining our measurement to track waste cost relative to food purchase value, ensuring transparency as our business evolves. As this is a new way of recording food waste, we haven't yet set a long term target. We will be reviewing what the new data tells us, in order to set a stretching target that continues to reduce food waste and drive behaviour change across the business.
- **Packaging:** we're shifting our focus to reduction-focused goals that prioritise eliminating unnecessary single-use packaging and increasing reuse systems, moving from managing waste to preventing it altogether.
- **Recycling:** we're taking a system-wide approach through waste audits, targeted training and practical solutions like reuse hubs and improved segregation.

Together these efforts will help us deliver change more effectively, driving measurable impact helping to address the climate crisis and promoting circular practices across everything we do.

Waste reduction impacts

In FY25:

Over
1 million
litres of waste cooking oil repurposed as biofuels

8%
reduction in food waste in one year

114
tonnes of food donated to charity: equivalent of over 254,000 meals

84%
of single use foodservice products were recyclable, reusable, or fibre-based compostable

Our future commitments to waste

- Achieve a 5% reduction in food waste in FY26 against a FY25 baseline[1]
- Reduce single-use foodservice packaging by 30% by 2035[2]
- Increase recycling and anaerobic digestion to 65% by 2035[3]

Estelle Herszenhorn, Director of Food System Transformation at WRAP said:

As a long-standing member of WRAP's UK Food and Drink Pact, Compass Group UK & Ireland asked us to help develop a new approach to food waste measurement to strengthen their existing monitoring and reporting of food waste. Our shared aim was not only to improve accuracy and accountability, but also to deepen understanding of the environmental and commercial impact associated with wasted food.

We're delighted that our technical guidance helped Compass design and adopt a results-driven methodology that informs impactful, efficient targets - while staying fully aligned with Pact reporting. We're confident this approach will enable teams to act - cutting food waste, reducing environmental impact and lowering costs and delivering a clear return on investment as the business continues to grow responsibly.

1 reduction in the estimated cost of food waste as a percentage of food purchased
2 measured as packaging items per £10m turnover
3 where waste services fall under our contractual remit

Delivering Against our Waste Commitments

Food waste

- Continue to deploy and improve our internal food waste reporting technology.
- Provide our colleagues with the skills and knowledge to support the development of strategic interventions to reduce food waste.
- Enlist our chefs' creativity to reduce, reuse and repurpose ingredients, preventing food waste through recipe redesign.
- Where edible food waste is generated, this should be donated to local charities and donation partners including FareShare, Too Good To Go and Olio.

Foodservice packaging

- Provide and encourage the use of reusable packaging options and reduce the impacts of single use through the selection of widely recycled and innovative material types.
- Introduce behaviour change campaigns that encourage customers to choose reusable options.

Improving waste management

- Continue to educate and introduce staff engagement programmes to improve understanding on correct segregation and waste reduction.
- Implement targeted interventions in conjunction with waste suppliers to improve waste management systems to increase recycling rates and reduce waste.

Nature

The health of our natural environment underpins everything we do. Freshwater supplies are increasingly at risk due to unsustainable water use and growing pressures such as climate change and population growth. In England, the public water supply could face a shortfall of 5 billion litres a day by 2055[1] without urgent action to future-proof resources. Meanwhile, deforestation driven by agricultural commodities threatens vital ecosystems and biodiversity.

1 Environment Agency

Nature

Recognising our role within these interconnected systems, we are committed to minimising our impact on nature through action on deforestation and resource stewardship.

Looking ahead, we will continue to address our indirect and embedded use of forest-risk commodities through long-term collaborative projects and leveraging the water footprint assessment we completed in 2025 to embed water stewardship criteria into our procurement processes and decision-making on high-risk commodities. By integrating these considerations into how we operate, we aim to contribute to the protection and restoration of the natural systems we depend on.

Our future commitment to deforestation-free

Maintain our commitment to no deforestation for deforestation-linked commodities

Deforestation

Given our scale, we recognise the role that we can play in preventing deforestation linked to agricultural commodities. Our targets are focused on directly-sourced commodities, focusing our efforts where we have the biggest impact: paper/timber, beef, soy, palm oil, and coffee.

We continue to work on indirect and embedded use of forest-risk commodities as longer-term projects, including cocoa and soy within animal feed.

Progress against our commitments*

Beef

96.3%

deforestation-free in FY25

As of January 2026, we purchase **100%** deforestation-free beef

Palm oil

98.5%

we are working through supplier engagement to delist the remaining non-compliant products

Wood

99%

achieved, we are running through stock on the remainder

Coffee

55%

of spend certified or confirmed deforestation-free through enhanced due diligence, a further 10% covered by Manufacturer-Own 2025 commitment

Direct Soy

94%

In FY25, 94% of our direct soy footprint was verified as deforestation-free through certification or low-risk sourcing origin.

To achieve further transparency, we have assessed our annual embedded footprint of soya usage within animal feed since 2020 - recording 10,323 tonnes for FY25.

We conduct an annual supplier Soy Scorecard to understand progress towards DCF soy within animal feed. 75% of respondents have a soy policy, and have country-level traceability of their soy feed and 14%, by volume, confirm deforestation-free soy usage.

Our Sourcing Standards

Beef	Palm oil	Wood	Coffee	Direct Soy
Low-risk sourcing origin	RTRS certified	Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC), or 100% recycled content	Rainforest Alliance, Fairtrade, or Manufacturer's Equivalent or low-risk sourcing origin	Low-risk sourcing origin or Proterra, RTRS or equivalent certification

*This data reflects progress in 2025 - unless otherwise stated

Regenerative Agriculture

Partnership approach

Since publication of our Transition Plan, Compass has sought to further research regenerative agriculture and look at how we can support this within our supply chain. Through partnerships with organisations such as Compassion in World Farming, The Soil Association Exchange and The Farm Adaptation Network we are growing our understanding of the complex issues involved and developing a pragmatic path forward.

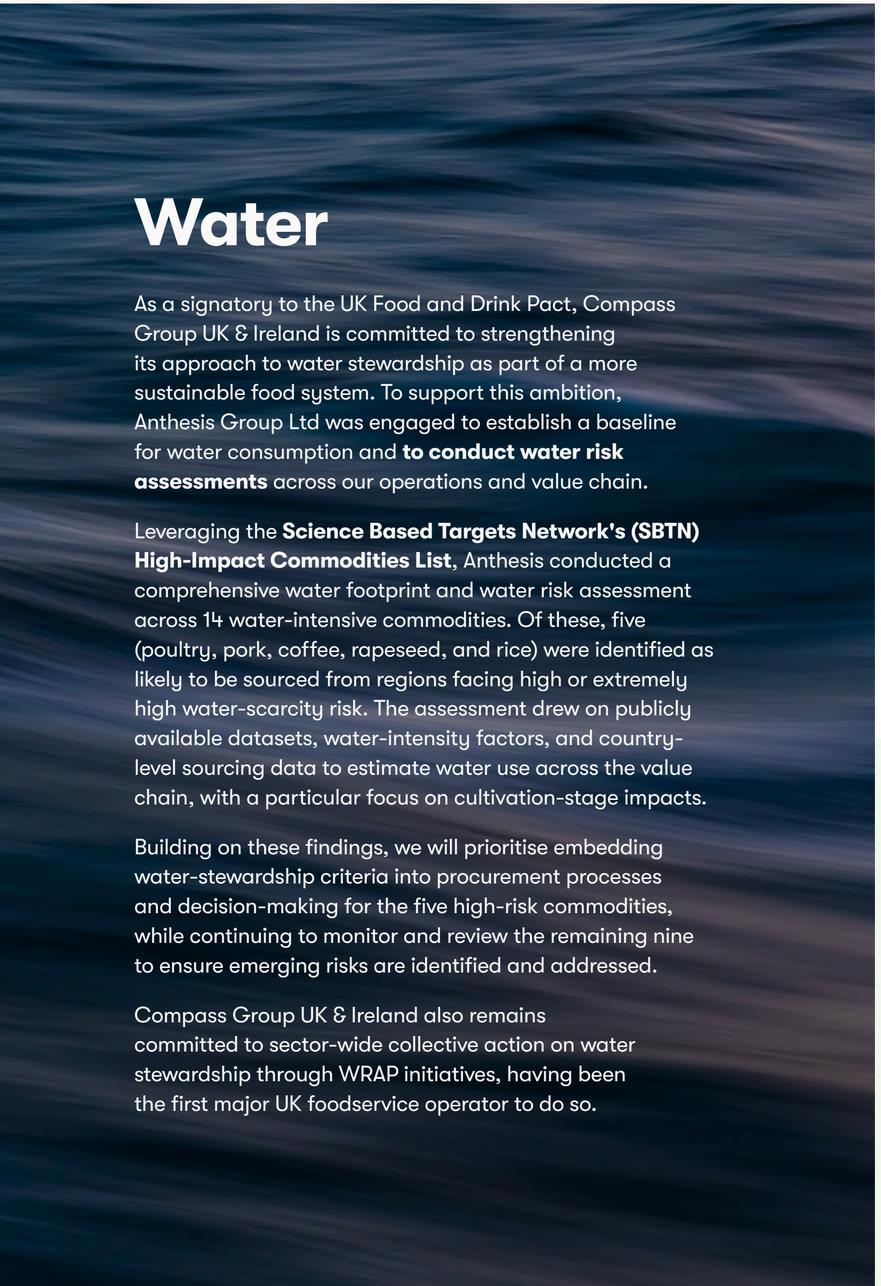
Commodity-based policy

We source meat, fish, grains and legumes, fruit and vegetables, coffee and cocoa, as well as beer, wine and spirits from many producers. No one approach can be applied to all our different commodities, and we apply commodity-based policies to achieve more sustainable agriculture, aquiculture and fisheries which we will incorporate in the Future Farm Framework.

Future Farm Framework

Foodbuy will be launching the Future Farm Framework in early 2026 which will act as our library of projects, commitments, targets and suppliers that will contribute to improved animal welfare, soil health, rewilding, biodiversity support and protein diversification across all agri-commodities in our supply chain.

FUTURE FARM FRAMEWORK



Water

As a signatory to the UK Food and Drink Pact, Compass Group UK & Ireland is committed to strengthening its approach to water stewardship as part of a more sustainable food system. To support this ambition, Anthesis Group Ltd was engaged to establish a baseline for water consumption and **to conduct water risk assessments** across our operations and value chain.

Leveraging the **Science Based Targets Network's (SBTN) High-Impact Commodities List**, Anthesis conducted a comprehensive water footprint and water risk assessment across 14 water-intensive commodities. Of these, five (poultry, pork, coffee, rapeseed, and rice) were identified as likely to be sourced from regions facing high or extremely high water-scarcity risk. The assessment drew on publicly available datasets, water-intensity factors, and country-level sourcing data to estimate water use across the value chain, with a particular focus on cultivation-stage impacts.

Building on these findings, we will prioritise embedding water-stewardship criteria into procurement processes and decision-making for the five high-risk commodities, while continuing to monitor and review the remaining nine to ensure emerging risks are identified and addressed.

Compass Group UK & Ireland also remains committed to sector-wide collective action on water stewardship through WRAP initiatives, having been the first major UK foodservice operator to do so.

Supply chain water footprints mapped for **14 key high-risk commodities**, with **5 identified** as sourced from regions facing high or extremely-high water scarcity risk.

- POULTRY
- PORK
- COFFEE
- RAPESEED
- RICE
- AVOCADO
- BANANAS
- ORANGE
- COCOA
- CORN
- BEEF
- DAIRY
- SOYABEAN
- TREE NUTS

Our future commitments

By 2027, we aim to integrate water risk mapping into our procurement and sourcing decisions for high-water-risk commodities.

Continue to support a WRAP Collective Action water project.

Delivering against our commitments

- Embed water risk and stewardship criteria into our supplier evaluation scorecard and ensure it remains an active focus in sourcing decision-making.
- Focus efforts on cultivation-stage interventions for the five high-impact commodities currently sourced from areas experiencing high or extremely high water scarcity.
- Continue to strengthen awareness of the importance of water stewardship and promote ways to reduce consumption across everyday operations.

Health

As customer expectations around health and wellbeing continue to evolve, we are committed to meeting them, offering choices that support both population and individual dietary goals. We aim to respond to growing demand for transparency and nutritional clarity and shape a food environment that makes healthy, sustainable eating the easier choice. This means empowering customers with accessible nutrition information at the point of choice, reformulating recipes to reduce salt, fats and sugars, increasing fibre, while maintaining flavour and working closely with our procurement business, Foodbuy, to increase vegetable procurement and greater use of beans, lentils and pulses in our dishes.

Health and Wellbeing

Our Health and Wellbeing strategy aligns with Government public health goals to use diet to create positive health changes, delivered through the information, variety and quality that enable our customers to make choices that work for them.

Over 12 months...

8% more vegetables procured. This equates to **>12,000** tonnes

More than **120 million** portions of vegetables served to children

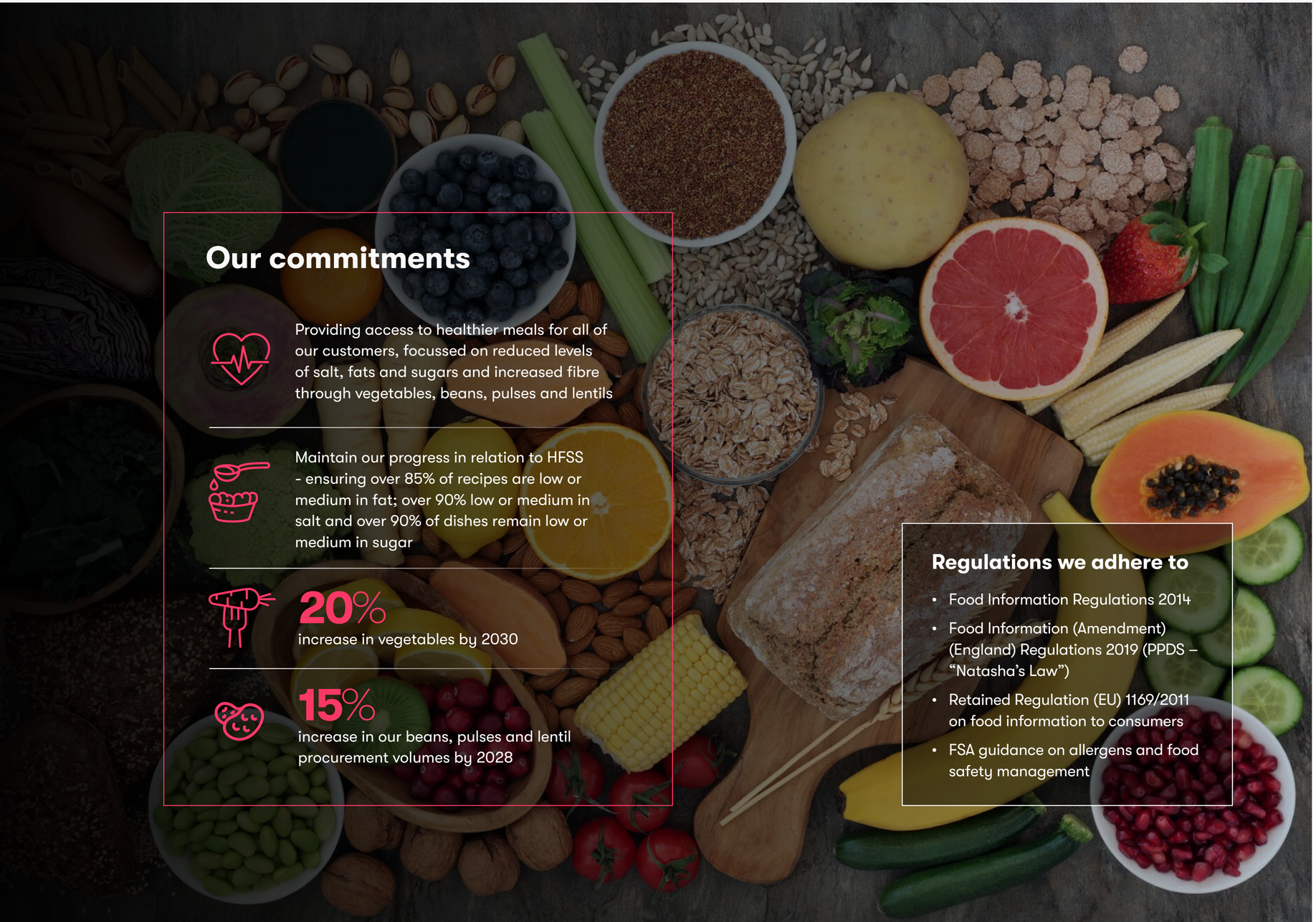
Over **2,900** tonnes of beans, pulses and lentils bought

Tackling High in Fat, Sugar & Salt (HFSS)

Almost **88%** of **21,000** live recipes are low or medium in fat

Over **93%** of recipes are low or medium in salt

94% of dishes remain low or medium in sugar



Our commitments

Providing access to healthier meals for all of our customers, focussed on reduced levels of salt, fats and sugars and increased fibre through vegetables, beans, pulses and lentils

Maintain our progress in relation to HFSS - ensuring over 85% of recipes are low or medium in fat; over 90% low or medium in salt and over 90% of dishes remain low or medium in sugar

20%
increase in vegetables by 2030

15%
increase in our beans, pulses and lentil procurement volumes by 2028

Regulations we adhere to

- Food Information Regulations 2014
- Food Information (Amendment) (England) Regulations 2019 (PPDS – "Natasha's Law")
- Retained Regulation (EU) 1169/2011 on food information to consumers
- FSA guidance on allergens and food safety management

Our approach to supporting our customers with healthy diets:

- Offer balanced menus that include fruit, vegetables, wholegrains and plant-based options
- Provide lower-salt, lower-sugar and lower-saturated-fat alternatives where practical
- Provide accurate nutritional and allergen information
- Consider portion control and healthier cooking methods (e.g. baking, grilling, steaming)
- Where applicable, menus will align with recognised regulations
- Reformulate our recipes – we collaborate with our suppliers to procure healthier and nutrient-dense ingredients

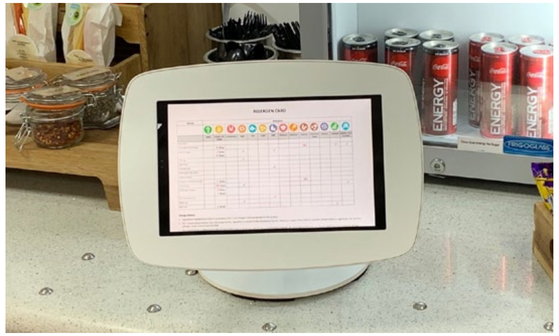
Benefits of beans

Beans are a great source of fibre, plant-based protein, vitamins and minerals.

We are committed to increasing our procurement of beans by **15%** by 2028.

To support this work we are launching a Culinary Sustainability Innovation and Education Forum.

- Holding bi-annual forums at Compass House covering specific sustainability/nutrition themes (e.g Future 50 Foods including beans & pulses)
- Benefits to include: culinary teams to showcase innovative ways to educate through menus, in addition to potential sustainability/nutrition/guest experts
- Chef-curated (apprentice/supplier chefs) tasting menu, delivered alongside educational sessions.



Allergens

Food safety is our number one priority. We want to ensure that every customer that eats with us does so safely. Access to clear information about the ingredients of the food that we serve is vital:

- We are investing in innovative technology to drive solutions to further protect our customers. We have introduced a system that validates data. We carry out supplier training, so they are clear not only on the expectations around reporting on this information, but also why it matters. We have enhanced our auditing systems.
- All our colleagues are trained in food safety management, including allergens.
- We carry out internal allergen training for all food handlers, and bespoke training for our procurement colleagues, alongside dedicated supplier training.

NOURISHED • LIFE

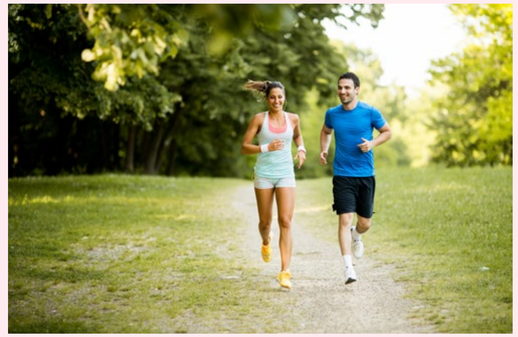
Promoting health and nutrition

Nourished Life, Compass Group UK & Ireland's Health & Wellbeing platform, continues to provide ongoing education and resources on all things health, nutrition and wellbeing.

As both an internal and external facing platform, Nourished Life promotes topics in line with key nutrition and health trends. In addition, it hosts bespoke content (linking to key client and business requirements/needs) for collaboration across all sectors of the business and in line with our employee network events and awareness days.

All resources and recipes are created by our expert nutritionists and chefs, to empower our people to make healthy, sustainable dietary and lifestyle choices.

www.nourishedlife.co.uk



Animal Welfare

The welfare of all animals within our supply chain is an integral part of our responsible sourcing strategy. Our customers expect the food they eat to come from animals raised to high welfare standards. Promoting animal welfare also supports healthier animals and more productive food landscapes. The responsible sourcing of animal products also goes beyond welfare considerations with industrial farming and overfishing posing two of the largest threats to global biodiversity. We have a duty to take meaningful action to ensure high welfare standards are met across our supply chain.

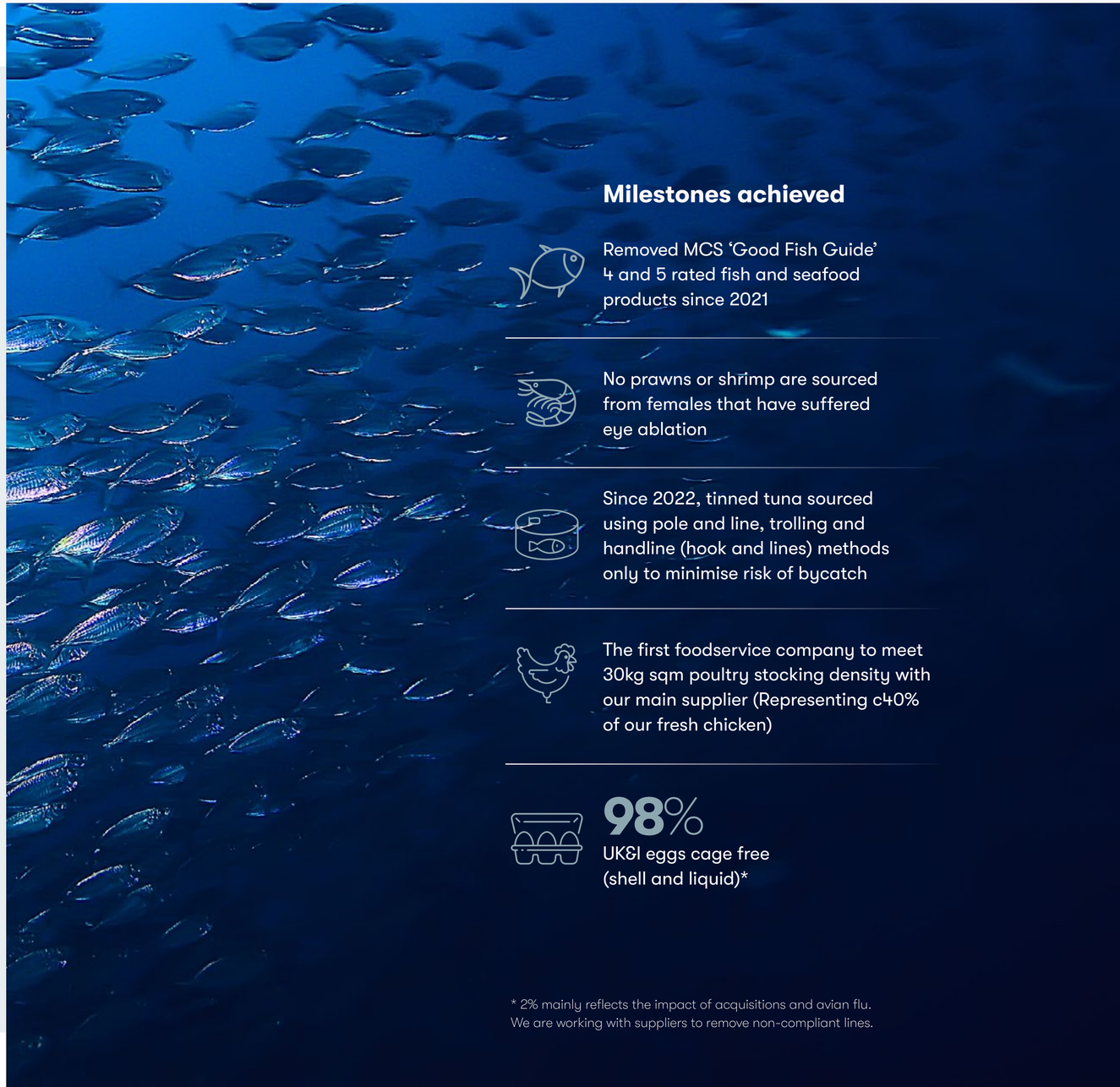
Animal Welfare

We strongly believe that all sentient beings share common rights. We have updated our animal welfare policy to reflect the 'Five Domains' framework showing that good animal welfare can be achieved by:

1. **Nutrition:** providing suitable food and water of sufficient quality and quantity.
2. **Environment:** providing a comfortable environment including appropriate housing and shelter, sufficient space, appropriate lighting, and features to ensure physical, thermal, auditory, and respiratory comfort.
3. **Health:** providing a good physical environment, prompt veterinary care, and choosing healthy robust breeds.
4. **Behavioural Interactions:** providing a varied and stimulating environment which fulfils the animals' needs and allows the performance of species- and situation-appropriate behavioural responses. Providing a social environment which minimises negative interactions and promotes positive social interactions with conspecifics and humans.
5. **Mental State:** considering the emotional or subjective experience of the animal in response to changes in Domains 1-4.

We are taking a new approach to animal welfare and we are looking to go further by increasing animal welfare across all of the products we buy. Collaborating with Compassion in World Farming, an organisation aiming to create sustainable food systems that benefit animals, people, and the planet, allows us to bring very specific expertise to each species group and will form the basis of how we engage suppliers, existing and new, in expected practices. We are also using the Sourcing Better framework, to inform our Compass animal welfare policy framework.

Along with Compass Group PLC, we will continue to engage with other groups such as Global Coalition for Animal Welfare (GCAW), and beyond, to ensure that we are contributing to the conversation on animal welfare.



Milestones achieved

Removed MCS 'Good Fish Guide' 4 and 5 rated fish and seafood products since 2021

No prawns or shrimp are sourced from females that have suffered eye ablation

Since 2022, tinned tuna sourced using pole and line, trolling and handline (hook and lines) methods only to minimise risk of bycatch

The first foodservice company to meet 30kg sqm poultry stocking density with our main supplier (Representing c40% of our fresh chicken)

98%
UK&I eggs cage free (shell and liquid)*

* 2% mainly reflects the impact of acquisitions and avian flu. We are working with suppliers to remove non-compliant lines.

Our Commitments in place

Farmed Octopuses

We are committing to never sourcing farmed octopus and will re-assess our policy around wild sourcing if octopus returns to MCS 1-3 ratings.

White/Milk Veal

While the UK & Ireland provides double the bedding and fibrous food of average veal production, we will source only rosé veal to avoid individual crating systems and will investigate veal more generally with our sectors.

Rabbits

Rabbit farming is subject to less scrutiny than other animal farming systems meaning the use of cages is still pertinent. In addition, we are not confident in the current traceability systems in place for wild rabbit and so have made the decision to pause sourcing rabbits until we can find a suitable wild supply.

Farmed Deer

As venison increasingly becomes part of a sustainable protein strategy, we commit to only sourcing from overpopulated UK & I landscapes. Fully wild is preferred with Park/Estate deer permitted but never intensive.

Foie Gras

The force-feeding of ducks or geese is an established cruel practice, illegal in the UK & I. We do not permit the purchase of any Foie Gras produce.

Our Animal Welfare Policy for 2025/2026 can be read here.

Sector Updates

We are made up of a group of companies that deliver high quality services for our clients up and down the country. Through seven core business areas - CH&CO; Compass One; Compass Education; Eurest, Dine and 14Forty; Levy; Restaurant Associates Group and Compass Ireland - working within our sustainability framework, our operational teams are able to provide a tailored approach for our clients and customers.

CLICK ON THE BUTTONS BELOW TO VIEW THE SECTORS

CH&CO
COMPASS EDUCATION
COMPASS ONE
EUREST DINE 14FORTY
LEVY
RESTAURANT ASSOCIATES GROUP
COMPASS IRELAND

CH&CO

CH&CO is a collection of specialist businesses and market-leading brands whose expertise, inspiration and enthusiasm span the hospitality sectors in the UK and Ireland, from workplaces and education institutions to iconic venues, renowned visitor attractions, livery halls and events.

Climate

Sustainability training for culinary professionals

Following a successful Chef Sustainability Day in 2023, attended by culinary leads from across the business, the next step was to reach more chefs, educating them on sustainable food systems and giving them actionable ideas for driving positive change.

We designed an in-person, bespoke training course which engaged our chefs in the 'why', rather than just telling them what to do, creating a collaborative and inspiring experience for learners.

The one-day, in-person course was designed in house with the support of respected chefs well-known for advocating sustainability: Chantelle Nicholson (Apricity, Chefs in Schools), Douglas McMaster (Silo, St John, Noma) and Tom Hunt (Poco, River Cottage). Each chef recorded a video introducing one of our topics: climate, waste and nature.

The energetic training was delivered to 82 participants including chefs and some General Managers and Learning & Development Business Partners across 2024. Chefs were asked to apply their learning about carbon, waste or nature to design a more sustainable roast dinner. Importantly, they had to agree that the final product was still a meal they would cook and eat! At the end of the session, they were also asked to write five commitments that they would take back to their kitchens.

As a result of the training, participants implemented a wide range of techniques in their sites and kitchens, including promoting local and seasonal produce on their menus, using less beef in recipes and replacing clingfilm use with storage containers.

Climate

Making a difference with each cup of coffee

Understanding product-level carbon footprints is critical for reducing emissions in foodservice supply chains and meeting sustainability targets. CH&CO commissioned a detailed lifecycle assessment (LCA) for our bespoke 'Camino' coffee blend to understand its carbon footprint. This Fairtrade coffee, roasted by Union Coffee and sourced from small plantations in Jaen, Peru, is the approved blend for Gather + Gather, Vacherin and Company of Cooks.

Coffee is a core part of our customer experience, so understanding its environmental impact is essential. This project aimed to quantify emissions from a product that is front and centre of our offer and use those insights to guide more sustainable purchasing decisions. By completing a cradle-to-grave lifecycle inventory, we gained visibility into the carbon impact at every stage of the supply chain—from farm inputs in Peru through roasting, transport and packaging to end-of-life disposal. This detailed analysis allowed us to identify carbon hotspots and pinpoint opportunities for reduction.

The assessment combined primary data from Union Coffee and other supply chain partners with secondary data sources to calculate the carbon footprint of 1 kilogram of roasted Camino coffee beans. The Camino blend coffee emits **2.57 kg** CO_2e per kg compared to **15.33 kg** CO_2e for the UK average — a reduction of **over 83%**. By switching to Camino, CH&CO significantly reduces emissions from coffee procurement, supporting our net zero ambitions. Since adopting Camino, we've purchased **230 tonnes,** avoiding approximately **2,900 tonnes** of emissions compared to the UK average. These insights now inform our procurement strategy, helping us choose lower-carbon ingredients and support suppliers committed to sustainability. Next, we aim to collaborate with our coffee suppliers to explore further reductions at farm level and share best practices across our supply chain.

CAMINO COFFEE

Waste

Vacherin partners with leading zero-waste restaurant, Silo

With an estimated one-third of all food wasted globally, learning techniques to remove and reduce waste is critically important for chefs. 33 Vacherin chefs completed stages at Silo - London's leading zero-waste restaurant run by Douglas McMaster. Immersed in a kitchen with no bin for a week, chefs quickly learn that waste is a habit. Silo pride themselves on building menus around pickled, fermented, preserved and re-imagined ingredients, with the goal of using every edible part. Their approach to zero-waste extends to operations in their kitchen too, with no clingfilm, gloves or other single-use items in sight.

Reflecting on her experience, **Hospitality Head Chef Poppy O'Sullivan** said:

"This was an invaluable opportunity to see actionable ways in which sustainability can be integrated into the systems of a kitchen. The first thing I did on my return was introduce a big drive within my kitchen to cut down single-use plastic. We did this by purchasing some container lids to cut down on clingfilm, reusable silpat mats and generally thinking twice before reaching for a roll of foil or paper! We have almost eliminated the use of foil from the kitchen. Starting from when I returned from Silo, we reduced our clingfilm usage from 13 rolls to 3 over a four-month period."

Participants have introduced the 'Rule of Doug' in their kitchens with the goal of making zero-waste top of mind. This can now be seen in action in the ways menus are written and planned, in improved communications with event planners and customers, in reduced purchasing of single-use items, and in improved chef experience of waste reduction as an opportunity for creative thinking.

Waste

An end to summer school waste?

Oxford Brookes University (OBU) hosts students over the summer holidays and during this incredibly busy time of year feeding students breakfast, lunch and dinner. Historically, this time of year drives a lot of waste with the main contributing factors identified as surplus packed lunches (often due to overordering as a buffer or students making alternative lunch arrangements) and plate waste. The Gather + Gather team at OBU proactively tackled the food waste problem during the 2025 summer school, focusing on these two primary contributory factors and working in collaboration with OBU and its waste contractor, ODS.

Local redistribution partners were engaged to reduce packed lunch surplus and menu development changes were implemented by offering more culturally-aligned dishes, based on the student demographics of the summer schools, to reduce plate waste. Combined, these changes led to a reduction of waste by 60% year on year.

Next year we will build on this partnership to reduce waste further, concentrating on prevention of packed lunch waste rather than redistribution, and further improvements to plate waste through solutions based on student feedback.

Nature

Supporting organic and regenerative farming

Research shows that plant, insect and bird life are on average 50% more abundant on organic farms compared to conventional ones. By prioritising organic farming, we directly support ecosystems and healthier soils.

We reviewed purchasing in detail to identify potential product swaps and worked with our procurement team to ensure we had an aligned vision. In 2024, CH&CO invested over £2 million in organic and regenerative produce, reinforcing our commitment to farmers adopting environmentally-beneficial practices.

One standout example is Vacherin, which achieved 19% of ingredients certified organic through a strategy of prioritising organic milk. This demonstrated how targeted category-level product changes can deliver significant impact.

Moving forward, we will continue to expand organic sourcing across high-volume categories and collaborate with suppliers to accelerate regenerative farming adoption at scale.

Compass Education

We are the leading provider of catering and support services to schools, academies, colleges and universities in the UK. Our education teams are proud to serve millions of nutritious and delicious meals to pupils and students.

Context and challenge

Providing meals that fuel learning comes with many challenges, including ensuring the pupils and students we feed eat a safe, nutritious meal which provides them with energy to achieve their potential inside and outside the classroom. To achieve our climate goal, we have committed to reducing the carbon impact of our food offer across all settings.

However, in our state sector business, we need to address how we can achieve our sustainability ambition while operating within the existing school food legislation. This sets out mandatory guidelines on serving multiple portions of meat and dairy on a weekly basis. These are all factors we take into account as we drive change.

Chartwells Schools
pabulummm HONESTLY GOOD FOOD
LODESTONE HOUSE
Chartwells Colleges
Chartwells Universities

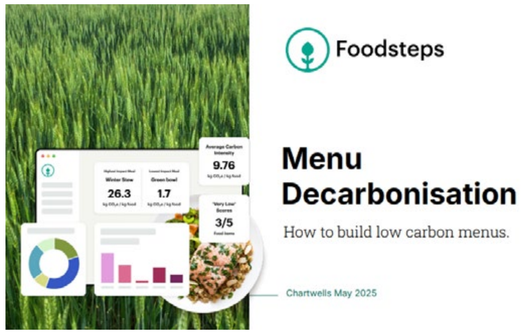
Climate

Decarbonising menus for climate impact

Approach

Working towards a food offer with reduced carbon impact, we tackled the recipe and menu development process from different angles.

By placing carbon and environmental impact on equal footing with cost and nutrition in the culinary brief, we ensure sustainability is addressed at every stage of the process. Culinary teams across Higher Education and Further Education (HEFE), Lodestone House, and Chartwells Schools took part in menu decarbonisation training with Foodsteps, equipping them with the knowledge to reduce the impact of their recipes. A 'sandbox' dashboard was introduced, enabling chefs to run carbon analysis during recipe development and make data-driven adjustments. Finally, key objectives within the brief specified increasing low and very low carbon-rated recipes, introducing bean and pulse-based dishes, and prioritising reformulation strategies such as a 50/50 beef-lentil bolognese.



This collaborative approach to menu development has resulted in 13 new bean and pulse-based dishes and a 27% increase in low and very low carbon-rated dishes.

In Lodestone House, our planet-positive recipe book contains low and very low carbon-rated dishes, which are a mandatory part of the offer in each school.

This not only encourages the addition of low carbon dishes to menus, but easily signposts teams to them and allows carbon labelling to take place more efficiently on the counters and in service areas.

Across all three sub-sectors, chefs have embraced plant-forward recipes and worked with the sustainability team to trial alternative ingredients in the reformulation of classic dishes. Through this collaborative and iterative approach, we can see the beginnings of progress towards lower-impact meals in our schools.

In the classroom, pupils are educated in the food sector's impact on the environment and how they can make sustainable food choices. After these engagement sessions, pupils have the opportunity to approach the counter and put their new knowledge to good use: this combination drives impact through behaviour change over time.

648g CO_2e saved per serving with our 50/50 beef lentil bolognese vs. AW22–SS25

13 New bean and/or pulse based dishes introduced

27% Increase in low and very low dishes

Climate

Two challenges, one strategy

Sussex Saver at University of Sussex

Our Chartwells University team at the University of Sussex, faced two urgent challenges: the cost-of-living crisis and the environmental impact of meat-heavy diets. Rather than tackling these separately, we created a strategy that addressed both by making our most affordable offer plant-based by default.

Our principle was simple: if students choose meals based on price, the lowest-cost option should also be the most climate-friendly. This shift was informed by student feedback — 42% wanted at least half of menus plant-based, and a third of meat eaters were open to reducing meat if better choices were available. We launched the Sussex Saver as a £2 plant-based, Non Gluten Containing Ingredients (NGCI) meal, ensuring affordability, inclusivity, and sustainability. In 2024, the offer evolved into a customisable model, maintaining the core £2 plant-based option, while allowing add-ons and an extended range of meat alternatives, starting at £3.50

Since launch in Autumn 2022, 186,988 Sussex Saver meals have been sold, with demand continuing to grow among both plant-based students and meat eaters.

Based on Foodsteps' carbon labelling data, the best-selling plant-based Rajasthan Red Lentil Curry emits just 0.20kg CO_2e per serving, in contrast to the second most popular option, the Chicken Curry, at 1.31kg CO_2e per serving.

Considering these emissions factors, the Sussex Saver initiative has saved an estimated 1.11kg CO_2e per serving. This initiative, reduces emissions, supports student wellbeing, and sets a benchmark for responsible catering in higher education.

Serving up more sustainable school dinners

As climate becomes more important to our schools, with each school requiring its own Climate Action Plan, high impact ingredients such as red meat are being reduced across the menu, and other alternatives, including combination recipes (those including a mixture of animal and plant proteins), are being introduced.

Schools have long since offered a traditional 'roast dinner' once a week in primary schools. A well-balanced plate of carbohydrates, vegetables and protein, it is often the pupils' favourite meal of the week. However, for a long time, high carbon-impact roast beef was the default choice, leading to 2.46kg CO_2e emissions per serving. With roast dinners served once a week, that's a huge amount of carbon.

In April 2024, roast beef was removed completely from the state core menu offer. One of Compass Education's main local authority partners, East Sussex County Council, replaced the beef offer with chicken, resulting in the following impact:

Beef to chicken swap carbon saving

1.68kg

CO_2e/serving saved

Waste

Reducing food waste in schools through operational innovation

Food waste remains a persistent challenge across all sites, compounded by the financial pressures of school meal funding. Addressing this issue requires practical, scalable solutions that will not increase workload for on-site colleagues.

In FY24, we partnered with Footprint to trial food-saving initiatives in nine schools. The focus was on introducing operational changes that were simple, yet effective. These included leveraging data analysis to improve production planning, engaging pupils through food councils for feedback, and fostering accountability among staff through nominating Waste Champions and putting food waste on the agenda at weekly meetings.

The project delivered a significant outcome: participating schools reduced food waste by an average of 24% over nine months. Beyond the numbers, the initiative shifted staff attitudes, through increased accountability, improved forecasting through data-driven insights, and strengthened collaboration with students. These results demonstrate that practical, simple interventions can drive meaningful environmental and financial benefits while creating a culture of sustainability. Furthermore, two key scalable interventions emerged: Food Saviour, a programme designed to creatively rework surplus food into new and exciting dishes, and the Food Waste Minimisation Plan, a comprehensive set of resources and interventions, rolled out across the business to further reduce waste and change behaviour in kitchens.

Nature

Educating our young people about how nature impacts the food on our plates

At Compass Education, we have a responsibility to the pupils we feed to educate and empower them with information about, healthy, nutritious and sustainable food choices. To deliver this education, we partnered with The Bumblebee Conservation Trust (BBCT) to create a Spotlight Session about the origins of food and the importance of pollinators. The session has been shared with our schools and made available to schools nationwide. In addition to the classroom sessions, many of our schools celebrate World Bee Day, highlighting food and dishes that would not exist without pollinators.

Our Sustainability Beyond the Chartwells Kitchen (BTCK) workshop was delivered to over 38,000 children (Academic years 24 & 25).

Health

Lowering sugar across our dessert range through targeted reformulation

The most recent National Diet and Nutrition Survey (NDNS) report* confirms that children are still exceeding the daily recommended sugar intake: the UK Government recommends that no more than 5% of energy comes from free sugars. In reality, the average intake of free sugars is 10.5% of energy for children and 10% for adults.

For us, reducing the amount of sugar in our desserts has long been part of our nutrition strategy and therefore a priority for our culinary teams. Our menus often go above and beyond the school food standards in terms of sugar reduction. We have achieved this reduction through a number of initiatives including reformulating popular recipes to reduce total sugar content, introducing more fruit and even vegetables into our desserts, working with suppliers to reduce sugar content in products, and raising awareness of sugar consumption through a range of nutrition education initiatives.

The average sugar content of our desserts has been reduced to

7g of total sugar per serving* in primary schools

This far exceeds the government's sugar guidance of a

20% reduction

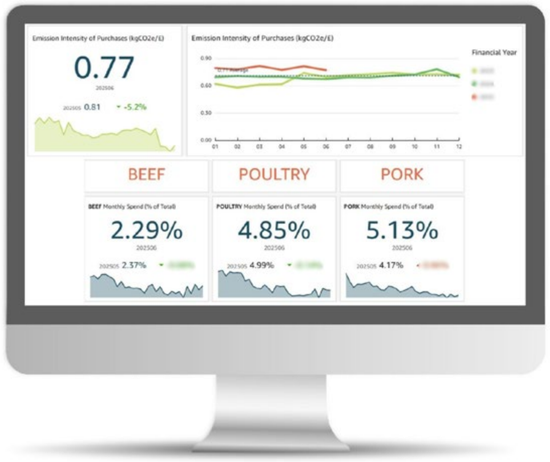
* National Diet and Nutrition Survey 2019 to 2023: report - GOV.UK

Compass One

Compass One is a large and diverse sector delivering both foodservice and facilities management across Defence, Energy, Government, Infrastructure, Marine & Aerospace, Healthcare and Retail settings, including our own meal production facility, Cuisine Centre. Utilising the specialist expertise in our 20,000 strong team in Compass One enables us to serve millions of meals annually across 683 foodservice units. We also fulfil more than 80 different services across facilities management annually, including cleaning 1.5bn sq metres and delivering 1mn hours of security guarding across more than 1,000 buildings, often in highly sensitive and complex environments.

Utilising data within a robust governance structure has been key to scaling our impact across Compass One, with standardised KPIs in areas of high materiality which are reported in business reviews. Where more flexibility and a qualitative approach is required, we developed Climate Roadmap Deliverables to address the specific requirements and opportunities per sub-sector, such as sourcing frameworks and educational programmes. These metrics are visualised in our bespoke Net Zero Performance and Circular Economy E15 dashboards, giving team members access to live insights and performance measures to review and action.

As a people-driven business, education and upskilling are crucial to maintain momentum in a cultural shift. Our teams need the knowledge, skills and tools to implement and interpret sustainability initiatives, and this is where our Social Value Knowledge Hub comes in. Containing carefully-developed playbooks, webinars and case studies, the Hub gives team members access to the information they need to deliver high-impact sustainability initiatives. Future Food builds on this with bitesize video clips embedded in team huddle briefings and interactive e-learning, which aims to help our teams do the basics brilliantly, from energy and water efficiency to minimising food waste.



E15 INSIGHTS

Future FOOD

Climate

Working with our strategic partner Foodsteps, we analyse scope 3.1 food and beverage emissions using volumetric procurement data monthly, unlocking the ability to report emissions intensity and hotspot spend in our highest material category. The impact of menu reformulation can then be analysed more regularly and with more accuracy to inform future decisions.

We know the importance of creating an environment that empowers customers to make climate-friendly choices. Using the Foodsteps recipe platform analysis on core menus, we set a target to reduce average Greenhouse Gas (GHG) emissions per serving of main meals by 30% and for 80% of all recipes to be A (very low carbon) to C (medium carbon) rated by the end of 2027. The aim is to ensure that the menus we offer have improved availability of lower-impact meals for our customers to choose from.

Through our partnership with Foodsteps across our four highest-volume menus:

Over
2,000
recipes analysed

15%
reduction in average GHG per serving within main meals offered vs 2024*

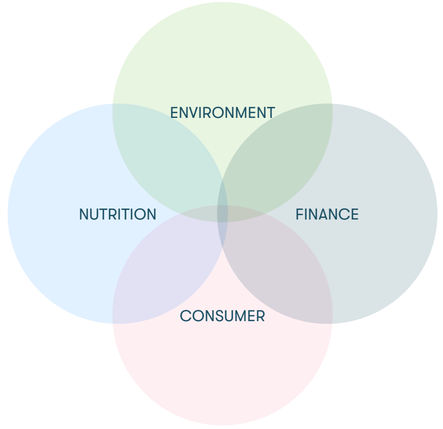
71%
A-C rated recipes (very low-medium carbon) vs 2024**

This is a shift of 132 recipes from D-E to A-C as we aim for 80% of all recipes to be A-C rated by the end of 2027 and 30% GHG per serving in main meals offered by 2028.

Before and after menu launches we host 'Reformulation Forums', bringing together culinary, nutrition and sustainability teams to balance menus and explore opportunities to drive improved environmental performance, while remaining compliant with sector specific regulations, such as military and hospital feeding. As a result, we found several opportunities to deliver mutual benefits. Examples include switching beef to wild venison, a whole food approach to subtle animal to plant protein substitutions, introducing beans, pulses and vegetables to rice dishes and like-for-like product switches using better farming practices, or from regions at less risk of deforestation.

Compass One also launched strategic monthly Food & Beverage (F&B) sustainability workstream meetings with subject matter experts from procurement, menu development and operational teams, to share best practice, learnings and scale innovative supplier or product switches that drive sustainability benefits including our Net Zero Pipeline initiative. This includes validated product-level emissions data such as lifecycle assessments (LCAs) where available, and even performing LCAs on our own product ranges. This lends greater accuracy to our own data and the data we provide to our clients, such as NHS Trusts.

We will continue to collaborate with our industry leading in-house and partner experts to deliver more sustainable food offers without compromising on health, quality and customer satisfaction. Greater automation in our analysis will be a key focus as we develop a menu-modeller platform that combines crucial metrics inclusive of Government Buying Standards (GBS) to inform responsible and progressive decision making.



* Figure compares GHG per serving of recipes offered on menus and not volumes served
** A-C rating based on Foodsteps methodology and eco rating criteria

Food waste

We recognise the importance of reducing food waste, socially, environmentally and commercially, particularly in the public sector where resources are increasingly stretched. Our approach is aligned to the waste hierarchy, first focusing on prevention, but also having clear routes to ensure food gets eaten through redistribution, or processed responsibly through recycling. There is a focus on place-based solutions that can benefit local communities and environments.

In one year reduced food waste from kitchens, cafes and retail stores by over **9%***

Redistributed approximately **87,750 meals** via Olio, Too Good To Go and charity partners

581,000kg coffee grounds redistributed via our Grounds to Grow used coffee grounds initiative or through on-site bioprocessors and composters

As part of Stop Food Waste Day, we launched our new **Future Food: Fighting Food Waste** module, including e-learning and team huddle briefings that demonstrate food waste interventions at each stage of the food journey in a foodservice unit. As of September 2025, 1,627 managerial and senior culinary team members have completed the training. It includes touch points across the unit journey, from ordering and storage to kitchen controls, using creativity and communication to target waste reduction across five categories: pre-production, post-production, out-of-date, retail and plate waste.

Training utilises innovative technology combining AI-generated avatars with real in-unit footage to make it more accessible (on mobile and tablet devices and in multiple languages), more engaging (bitesize two-minute clips in team huddle briefings) and more agile (live links mean content can be iterated and updates issued to all teams immediately).

Playbooks support units to safely redistribute food via partners and charities, utilise used coffee grounds on client green spaces, or donate to customers for home gardens via our Grounds to Grow initiative including installing and maintaining wormeries, composters and bioprocessors on site.

We aim to:

- continue to prevent food waste through robust governance and automated reporting, as well as optimisation through menu engineering and technology
- expand work with redistribution partners, clients and local communities to implement new routes to get food to people
- continue to educate and empower employees and customers through awareness campaigns e.g. Stop Food Waste Day and engagement programmes e.g. Future Food.

* across a control group of 198 sites. Measured as kg per site per day.

Packaging

We are committed to a circular economy approach, particularly on packaging, but also resource efficiency. We recognise that many of our clients are prioritising waste reduction to deliver environmental benefits, as well as long-term cost savings and resilience. Our approach aims to design out waste in our operational models.

Highly variable working environments mean there are rarely one-size-fits-all solutions, so several options are required to fit client need, customer movements, on-site facilities and service styles.

Between October 2024 and September 2025

Removed through implementing reusable products and systems:

2.1 million

disposable cups and food containers across 116 sites

We have launched a strategic circular economy workstream bringing together operational and subject matter experts such as unit teams, HSE and marketing to co-create systems, share best practice, learnings and innovative circular solutions. This includes a 'Reusable Products and Systems' playbook hosted on our Knowledge Hub.

We introduced an 'Are you eating in? Are you drinking in?' marketing campaign to nudge customers towards crockery over takeaway cups and containers, including training to service team members ensuring this question is asked as standard. We are implementing technological solutions such as Cauli, where appropriate, as well as simple token exchange systems in closed environments.

We will continue to scale implementation of circular solutions in catering environments by incorporating reusables within standard operating models and build on pilots being undertaken with emerging technological solutions and partners.

Non-Food Waste

Our substantial coverage of support services, particularly cleaning and waste management, presents exciting opportunities to drive efficiency and circularity in the products we procure and our operating standards. For many years reusable and resource efficient equipment has been business as usual for us but we continue to invest in quality products that continually improve results.

We hold regular supplier engagement sessions to understand the latest opportunities to drive circularity, such as microfibre cloths, reusable mopheads, refillable cleaning solutions, right through to heavy equipment with measurable water and energy efficiency benefits. Our facilities management Innovation Board gives suppliers, large and small, an opportunity to showcase new products or developments with sustainability a key criterion.

EXCELLENCE IN CLEANING

Between October 2024 and September 2025

Removed through implementing reusable products and systems:

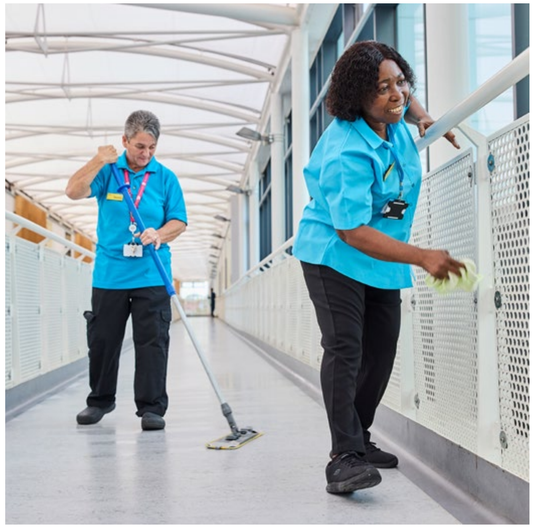
1.2 million

disposable cleaning products across 121 cleaning sites

The Compass One a+ cleaning playbook incorporates detailed implementation steps with sustainability included at every level to ensure alignment to operational strategy and procedures. Data-driven cleaning route optimisation has delivered more efficient cleaning operations meaning areas are cleaned when they need to be. Alongside implementation of chemical free cleaning solutions and diluting solutions even in the most sensitive of environments has successfully avoided wasting resources such as energy, water and cleaning chemicals.

This year we began the development of our new Sustainable FM Sourcing Framework. This is aimed at enhancing minimum standards when procuring FM products and services, increasing opportunities for sustainable innovation, improving data capture and knowledge sharing across the value chain.

Recognising that our on-site people are the final piece in the puzzle and instrumental to environmental performance. Therefore we now intend to mirror the success of our recent Future Food engagement initiative by launching Future FM with bespoke service-led guidance on how to operate sustainably in accessible and agile formats. This will upskill our people to capitalise on sourcing and operational improvement and deliver benefits across environmental aspects.



Eurest, Dine and 14Forty

We are a collection of businesses dedicated to transforming workplaces across the UK with exceptional food, drink and support services.
Working in most industry and business sectors, thousands of our colleagues are united by a passion for hospitality and an unwavering focus on the customer.

Waste

Reducing waste through innovation and partnership

Empowering teams to prevent, reduce and redistribute

We are building a culture where food going in the bin really is the last resort. To support this, we delivered six virtual stock- and waste-management workshops this year. These sessions aimed to empower teams to use insights from our food waste dashboard to act, following the waste hierarchy to prevent, reduce, reuse and redistribute wherever possible.

Reducing waste remains a top priority to minimise environmental impact, conserve resources and support local communities. We have implemented a multi-layer waste-reduction strategy. Through partnerships with Olio and Too Good to Go, food surplus is redistributed to local communities. Our Grounds to Grow initiative gives used coffee grounds a second life by redistributing them for another use. And our Plenty range transforms pre-production waste – such as vegetable peel – into delicious, affordable dishes that would otherwise end up in the bin.

By combining behaviour change, innovation and community partnerships, significant waste reductions can be achieved.

At Jaguar Land Rover (JLR), these initiatives have delivered exceptional results. This year alone:

£6,363
of Plenty dishes sold, directly reducing food waste on site

Eurest 14forty FM support services Dine contract catering

Climate

Embedding Nutrition and Sustainability in Menu Development

Nutrition and sustainability are embedded into every stage of our menu development. Each recipe is created through close collaboration between our culinary, nutrition and sustainability teams, ensuring that flavour, wellbeing and environmental responsibility are considered from the very beginning.

Central to this are our nutrition and sustainability criteria, which each recipe and concept must meet before being added to our central recipe bank. The sustainability criteria ensure that ingredients are seasonal, responsibly sourced, lower-carbon proteins, and waste-reduction opportunities have been explored, while the nutrition criteria focus on a reduction of health-sensitive nutrients such as saturated fats and salt, and an increase in veggies and fibre.

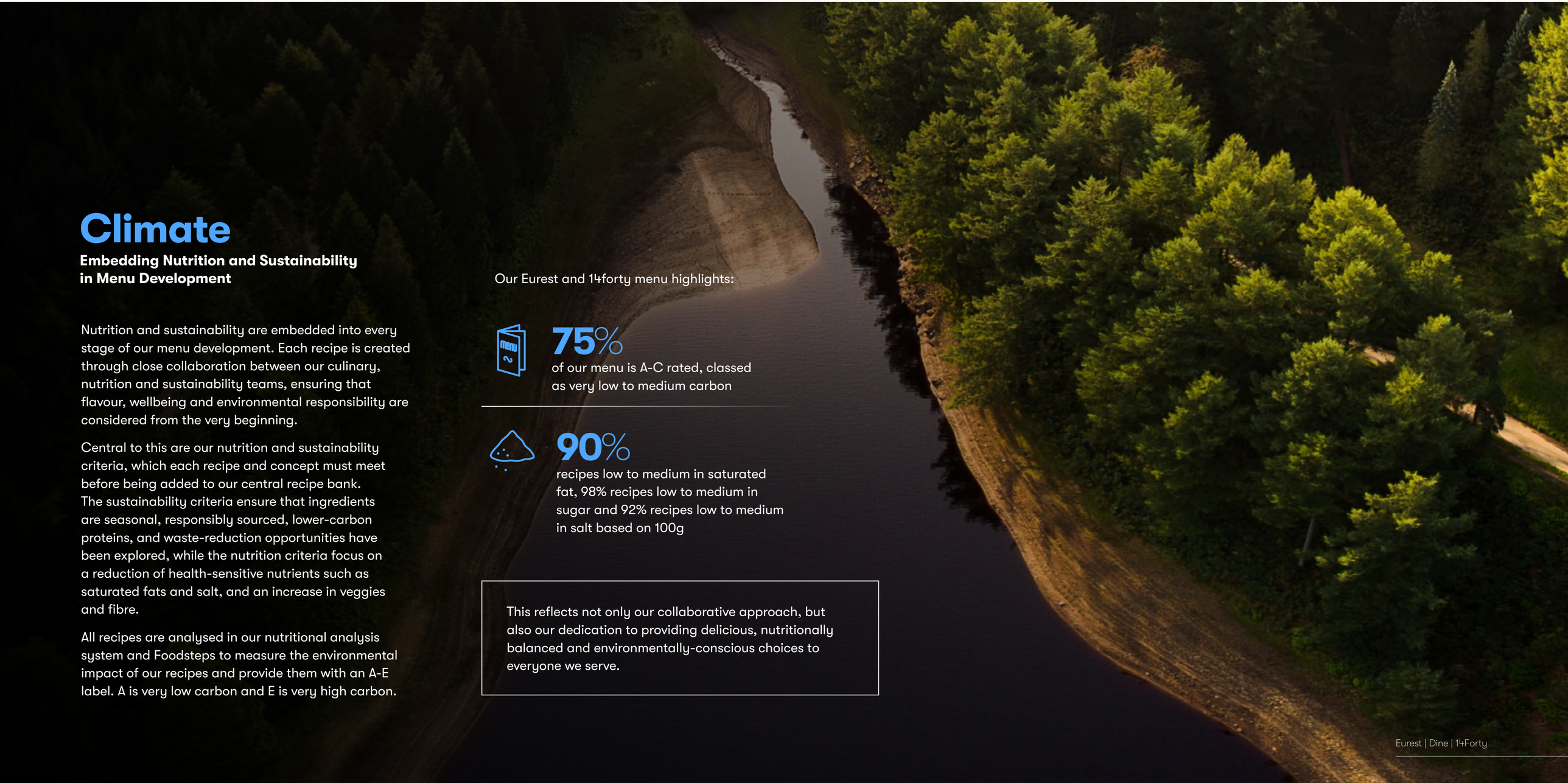
All recipes are analysed in our nutritional analysis system and Foodsteps to measure the environmental impact of our recipes and provide them with an A-E label. A is very low carbon and E is very high carbon.

Our Eurest and 14forty menu highlights:

75%
of our menu is A-C rated, classed as very low to medium carbon

90%
recipes low to medium in saturated fat, 98% recipes low to medium in sugar and 92% recipes low to medium in salt based on 100g

This reflects not only our collaborative approach, but also our dedication to providing delicious, nutritionally balanced and environmentally-conscious choices to everyone we serve.



Eurest | Dine | 14Forty

Climate

Eurest and 14forty - From concept to plate

Our mission is simple: create food that is delicious but also better for people and the planet. By rethinking classic dishes and partnering with innovative plant-based brands, we're making impact – one plate at a time.

50/50 meatballs

Signed off by our culinary team and developed in close collaboration with our butchers, we created a unique 50/50 meatball, replacing half the beef or pork with butter beans or black beans. This switch significantly lowers carbon emissions by 30-46% while boosting fibre and maintaining great taste. This dish has been a major hit since launch, with over 12,900 sold in eight months, delivering 12,244kg / CO_2e less compared with a traditional 100% beef or pork meatball.

This shift wasn't a one-off, it reflects a standard process we now apply across many of our beef dishes, pushing our menus further towards plant-forward eating.

Heinz

Our Heinz 'on toast' and 'spud' concept is based on the humble baked bean – nutritious, affordable and low impact. However, its cheese topping drove up carbon emissions and saturated fat. By reducing this to 30g to align with British Nutrition Foundation guidance, we improved both nutritional quality (6.5g lower in saturated fat per portion) and sustainability (0.46kg CO_2e less per serving) without compromising enjoyment.

BOSH!

We became the first contract caterer to partner with BOSH!, bringing bold plant-based dishes to our client at JLR. This initiative encouraged healthier, sustainable choices, increasing the number of A-rated dishes. With 11,815 meals sold this year, the campaign significantly increased plant-based uptake across the business.

B&I Chef of the Year

Our B&I Chef of the Year competition championed plant-forward creativity, challenging chefs to push sustainability while keeping flavour front and centre. Partnering with innovative suppliers Fable and Symplicity gave chefs the tools to explore new textures and bold plant-based ideas.

Fable's shiitake-based products transform unused mushroom stalks into rich, meaty strands, while Symplicity's fermented beetroot, mushroom, and onion minces deliver incredible depth. Both featured heavily in the street-food brief, inspiring standout dishes that proved sustainable cooking can be exciting, inventive, and delicious.

Health

Driving workplace health & nutrition through tailored engagement

The Eat Well heart-branding system* at Dine Contract Catering supports informed decisions, clearly signposting healthier options. While this has always been part of our approach, recent initiatives have deepened engagement and brought us closer to the people we serve than ever before.

Dine has strengthened its commitment to supporting workplace health and nutrition by partnering closely with clients to deliver tailored, evidence-based engagement. Many organisations are seeking to enhance employee wellbeing yet require support in creating awareness and aligning catering offers to provide healthier choices.

Dine's Nutrition Team has delivered nutrition engagement across numerous client sites, including one-to-one sessions, digital campaigns, menu development and expert-led initiatives to drive awareness and behaviour.

Thorn Lighting – Busting the Myths Around Cholesterol:

A multi-site campaign during National Cholesterol Month combined educational infographics, myth-busting resources and heart-supportive menu options.

Gestamp – Hearts on the Menu:

Menu redesign focused on increasing 2- and 3-heart Eat Well meals in response to client wellbeing objectives.

Greencore – National Inclusion Week:

Showcased healthier global dishes, resulting in a 200% increase in 2-heart meals at the Consett site and a sustained shift away from higher fat, sugar and salt 1-heart options.

Pfizer – Ask the Nutritionist:

Drop-in sessions and Q&A content offered personalised advice on topics such as gut health, blood sugar balance and energy management, achieving strong repeat engagement.

Leeds Building Society – Healthy Snacking Day:

Onsite activation promoting practical, nutritious snacking choices.

Ipsen – Personalised Nutrition Support:

Fully-booked sessions within hours, leading to further workshop days in response to high demand.

*

Generally a lighter option with more fibre and plant foods.

A well-balanced choice for those interested in a healthy choices and varied diet.

A more indulgent choice.

Plastics and Packaging

Reducing plastics & packaging across our food and drink offer

As part of our commitment to sustainability, we have been actively exploring and implementing initiatives to reduce single-use plastics and disposables across our coffee and food service. We know that every site operates differently, with unique customer behaviours, operational flows and space/dishwasher constraints. That's why our approach has been flexible and tailored.

To support our operators, we have developed a guide to reducing disposables, outlining practical steps, best-practice examples and solutions that can be adapted to any location.

Across a range of partner sites, the shift from disposable coffee cups to reusable solutions reflects ongoing efforts to support more sustainable practices. Here are a few examples across our business of the real impact:

Across just 3 sites over

385,000

cups saved from landfill **in 12 months:**

241,280

disposable cups saved from landfill following Ford Dunton roll out of 'keep me cups' in 2025

41,350

disposable cups saved from landfill at Porsche Reading following introduction of returnable food and drink solutions since June 2024

102,774

fewer coffee cup disposables at Heathrow following introduction of Caulibox

These figures represent just a snapshot of the impact we've already made - and the range of practical approaches we've used - to tackle the challenge of reducing disposable waste.

Nature

Garden to plate - The Pharma Garden at Ipsen

Ipsen Wrexham site sought new ways to enhance sustainability, strengthen their environmental commitments and elevate the quality of food served on site. With food miles, seasonality and responsible sourcing becoming increasingly important, the goal was to bring nature closer to the heart of their food service.

We partnered with Ipsen and Oliver Kay, our long-standing partner, to design and launch The Pharma Garden – an onsite, fully functioning kitchen garden supplying seasonal, homegrown produce directly to the restaurant.

The Pharma Garden combines thoughtful design, seasonal planting, and seamless integration with kitchen operations. Its launch, supported by employee engagement activities, positioned the garden as both a productive food source and a symbol of Ipsen's commitment to sustainability and nature.

The garden has reduced food miles, improved ingredient freshness, and encouraged seasonal eating while strengthening connections to nature across the site. It has also deepened supplier partnerships and supported key sustainability and wellbeing priorities, demonstrating how on-site growing can positively influence both environmental impact and everyday food experiences.

Early success has shown that small-scale, nature-led initiatives can have a big impact—both environmentally and culturally. The Pharma Garden is only the beginning; we are already developing a two-year plan for additional land and more versatility to grow vegetables. As the garden grows, so will the opportunities to bring nature, nourishment, and sustainability even closer together.

Levy

We're trusted by some of the world's most iconic stadia, entertainment venues and globally-renowned events to bring their spaces to life across the UK, Ireland & Europe. Driven by our passion for food and drink, and powered by our purpose for people and planet, we define world-class hospitality and turn big ideas into unforgettable fan experiences.

Setting the Levy Standard

We're setting the 'Levy Standard' for sustainable hospitality by switching in more sustainable products and collaborating with suppliers to gain Life Cycle Assessments (LCAs).

For full impact details please see Levy's Climate Impact Report

Climate

Our beef with beef

There's no way around it. Beef is a major contributor to greenhouse gas emissions. Levy made a bold move in 2023 to gradually reduce red meat on its menus, moving to delicious high-quality chicken burgers and opting for a more plant-forward approach. We have also started to showcase British wild venison – a red meat that's not only healthier, but also has a significantly lower carbon impact than beef.

Burgers

Our 50:50 Signature Burger was created in 2022 – a collaboration between Levy Culinary Director, James Buckley and Levy Director of Living Systems, Dr. Vincent Walsh. It's half beef and half mushrooms, making it nutritionally superior: lower in saturated fat and salt, less calorific and higher in fibre than a standard beef burger.

Lower impact meat

Alongside beef, we're tackling other carbon-intensive red meats like lamb. We have reduced the quantity of meat purchased and increased the quantity of plant-based proteins and vegetables. We've also swapped in lower carbon-intensive meats, such as chicken.

Between 2019 and 2024

71.5%
Reduction in Beef Burger Absolute Emissions

13.5%
Reduction in Beef Burger Emissions Intensity

16.4%
Reduction in Meat Absolute Emissions

12.6%
Reduction in Meat Emissions Intensity

(Emissions intensity is emissions per kg of beef burgers purchased)

Climate

Singing success at The O2

When it comes to making a sustainability impact, The O2 is one of Levy's most ambitious partner venues. By removing beef (including burgers) from arena menus in 2022, reducing dairy and developing a 100% plant-based dessert menu, The O2 has fully embraced Levy's people and planet ethos. They've also rolled out Notpla's seaweed-based packaging, reduced single-use plastics by using ONE Planet ONE Chance® Reusable Cups and lead the way with a state-of-the-art food waste management system. We've worked closely with The O2 to collect and collate accurate CO_2e data (between FY2019 and FY2024) to show the impressive impact of some of our sustainability initiatives at the venue.

Impact

- Absolute emissions down **37.0%** from 4,350 t CO_2e to 2,753 t CO_2e (FY2019-24)

How they did it

The O2's GHG emissions dropped by 37% (FY19 and FY24) due to a combination of factors:

- A decrease **(36.6%)** in procurement of high-impact products, for example ruminant meat and dairy milk and cream, from 754,780 kg in FY19 to 478,881 kg in FY24.
- A significant increase **(558.3%)** in procurement of lower-carbon alternatives, for example non-ruminant meat and plant-based desserts, from 42,436 kg in FY19 to 279,377 kg in FY24.
- Additionally, The O2 removed beef burgers from their menus, resulting in further reduction in emissions across the food and drink offer.
- By reducing beef and lamb (including a total removal of beef in 2022), and increasing the use of lower-carbon meats e.g. chicken:
  - Absolute emissions reduced **30.7%**, from 870 t CO_2e to 603 t CO_2e
  - Emissions intensity reduced **36.7%,** from 15.89 kg CO_2e/kg to 10.6 kg CO_2e/kg
- By reducing dairy (milk and cream) and increasing the use of plant-based alternatives:
  - Procured mass of dairy reduced **27.2%,** from 15,793 kg of dairy in FY19 to 11,490 kg in FY24
  - **107.3%** increase in procurement of plant-based alternatives, from 922 kg in FY19 to 1,913 kg in FY24
  - Absolute emissions reduced **27.7%,** from 39.7 t CO_2e to 28.7 t CO_2e
  - Emissions intensity reduced **9.9%,** from 2.37 kg CO_2e/kg to 2.14 kg CO_2e kg

Waste

Reducing Single-Use Plastic with Notpla

"Our partnership with Levy showcases the future of sustainable foodservice. We're not only reducing single-use plastic waste at scale but also setting a new standard for carbon-reduction practices in the industry. Together, we're proving that the foodservice sector can continue to offer consumers truly memorable experiences, without compromising the environment."

Pierre Paslier, Co-Founder & Co-CEO at Notpla

As part of Levy's commitment to reduce single-use plastic, we've partnered with Earthshot Prize winner, Notpla. Unlike conventional food containers which contain hidden plastic linings, like polylactic acid (PLA), Notpla's have a coating of natural seaweed, one of nature's most abundant and fastest-growing resources.

A Notpla box produces 39% less CO_2e than the PLA lined box previously used at Levy. In 2024 we bought over 1.7 million boxes across the business, and this year we've already purchased 1.3 million boxes between January and June.

Bespoke packaging

Since our partnership with Notpla began at the BRIT Awards in 2023, Levy partner venues have worked with Notpla to launch multiple bespoke packaging designs, including 220,000 boxes for strawberries and cream at The Championships, Wimbledon 2024. Then, in 2025 we went a step further and paired the now iconic boxes with a seaweed spoon. From 2025 it's the turn of rugby, with a rugby ball-style drinks carrier set to replace the 400,000 plastic beer carriers used each season at Allianz Stadium, Twickenham. HRH Prince William visited The Kia Oval in March 2024 to support the partnership with Notpla.

Levy partner venue, Tottenham Hotspur Stadium became the biggest purchaser of Notpla products across Levy in 2025, buying over 410,000 units to date. This has saved 5.3 tonnes of CO_2e when compared to their single-use counterparts, removing 477 kg of single-use plastic from Tottenham Hotspur Stadium's waste streams.

220,000
boxes for strawberries and cream

Notpla innovation set to replace
400,000
beer carriers this year

Levy partner venue, Tottenham Hotspur Stadium bought over
410,000 units
removing 477kg of single-use plastic

In 2024 switching to Notpla has saved
2.5 tonnes
of CO_2 equivalent to 46 flights between London and New York

Nature

92 acres of inspiration

Our award-winning Biohub in North Yorkshire plays a key role in teaching our people and partners the vital role regenerative agriculture plays in delivering sustainable hospitality.

Founded in late 2022 by Dr Vincent Walsh, ecosystems expert and Levy's Director of Living Systems, the Biohub is a hands-on demonstrator farm and learning hub for our teams, clients and stakeholders.

The site has areas dedicated to agroforestry, coppice woodland development, peatland restoration, integrated hydrology, and carbon and biodiversity net gain. The Biohub has won two major awards: in December 2024, it won the £50,000 top prize in the 2024 Royal Agricultural University's (RAU) inaugural Farm491 Mixed Land Use Challenge Prize, supported by the Esmée Fairbairn Foundation for its commitment to advancing regenerative agricultural 88 practices.

A comprehensive baseline assessment of the landscape was conducted in 2022, encompassing a raft of independent surveys of bird life, soil, carbon, water quality and vegetation, enabling future studies to accurately measure progress and impact. Over 800 visitors have taken part in workshops led by Dr Walsh, which cover the importance of biodiversity and regenerative farming, the latest developments in resource management, diversification of food production systems, seasonality and the importance of growing local produce. The site's development has been almost entirely facilitated by the work of workshop participants.

BIOHUB
IN NUMBERS 2024

92
acres in North Yorkshire

1800+
hours' regenerative education in 2024

300+
team members, clients & partners in 2024

8000
coppice trees (12 varieties)

45
hydrology features – swales, dams & ponds

100kg
earthworms embedded into a vermiculture system

300
metric tonnes high-grade biomass compost / year

12
bee hives

16
acres agroforestry

10
acres wildflower meadows

and... 1 ecosystems expert, an 82-year-old sheep farmer, a farm manager and a dog called Porridge

JULY 2025: WON THE JOHN BODDY AWARD FOR THE BEST AGROFORESTRY PROJECT IN YORKSHIRE

Nature

Flour power

"Change starts when industry leaders step up – not just with words, but with action. Our partnership with Levy is proof of system change in motion, transforming landscapes so that quality food grown in nature-rich landscapes can be on the menu."

Edd Lees, Co-founder of Wildfarmed

On a mission to accelerate the world's transition to regenerative agriculture, we couldn't help but fall in love with Wildfarmed. Regenerative flour, grown in nature-rich Wildfarmed fields, officially arrived at Levy in 2023. It became our 'flour of choice' the following year.

Crops are grown by Wildfarmed's 90+ community of farms in the UK and France, which follow an independently-audited set of farming standards, ensuring that Wildfarmed food comes with these guarantees. They've been praised by the Sustainable Agriculture Initiative for "pushing the boundaries of outcome quantification."

Wildfarmed flour is used, wherever possible, in all Levy-made:

- Pies
- Breads (including sourdough)
- Cakes, bakes & desserts

Scaling up

We're working with Pivotal (suppliers of our bought-in cakes and desserts) to ensure they use Wildfarmed flour too.

The GHG emissions intensity of all flour products purchased across Levy has decreased by **7.6%,** from 1.04 kg CO_2 e/kg to 0.96 kg CO_2 e/kg, driven by Levy's commitment to working with lower-emissions suppliers such as Wildfarmed.

Measured outcomes

The farming guidelines used by Wildfarmed are designed to deliver a set of guaranteed outcomes, including:

- improved soil health
- increased biodiversity
- minimised water pollution
- a reduction in carbon

Freshly baked

At the start of 2025, we began rolling out (no pun intended) a range of Wildfarmed buns for Levy's hand-held products like our chicken burgers. We are also working with Wildfarmed's New Product Development (NPD) teams to develop new hot-dog rolls made with Wildfarmed flour.

Restaurant Associates Group

Restaurant Associates Group bring fabulous hospitality to life in workplaces, venues and at elite sporting events across the globe. Connecting people through personalised menus, a sustainable spirit and the tastiest ingredients, we serve up exceptional experiences that feel great.

Climate

Brewing change

A thriving workplace runs on coffee. Our fantastic coffee bars make up a significant proportion of Restaurant Associates' revenue - but are also a 'hotspot' in our carbon footprint.

With many of coffee's environmental impacts happening at the farm level, navigating challenges around responsible sourcing requires collaboration with our suppliers.

When approaching reformulation for our signature Blend 53, we wanted to make sure changes were designed with our carbon footprint in mind.

Blend 53

To do this, Restaurant Associates engaged our major coffee supplier responsible for sourcing the beans to improve the quality and granularity of the data provided.

Based on this collaboration and improved understanding of origin-level emissions, Restaurant Associates has updated the formulation of its house Blend 53 coffee.

This work not only improves the accuracy of our Scope 3 reporting, but supports Restaurant Associates to make better-informed sourcing decisions by educating our coffee teams about drivers of impacts, such as land-use-change It also strengthens the supplier relationship, building the foundation for future work.

HEJ COFFEE COMPANY · LONDON

As well as work on Blend 53, Restaurant Associates is proud to showcase our supplier Hej coffee's Hermosa and Carnival blends, both of which have undergone life cycle assessments with our reporting partner, Foodsteps.

We are proud to promote Hej Coffee's Hermosa and Carnival blends across our sites. 1kg of roasted coffee beans (cradle-to-processing gate) is 1.50 kg CO_2e / kg (Hermosa) and 2.101 kg CO_2e / kg (Carnival), compared to an average UK impact of 15.47 kg CO_2e/kg across the same boundary – a huge reduction[1 2].

grazing GRAZINGFOOD.COM | kitchen 27 | rapport | RESTAURANT ASSOCIATES | RESTAURANT ASSOCIATES VENUES | ESTD 2000 ROCKET LONDON · ENGLAND

1 Foodstory | Hej Coffee Assessment
2 These values are provided as an indicative reference and cannot be viewed as a direct comparison to Hej Coffee's footprint due to the potential methodological differences between the calculation of both values.

Waste

Creating a circular culture with Cauli

183,000
single-use items[4] avoided since 2021[5]

99.6%
return rate in FY25[6]

Our client, a major Canary Wharf site serving 3,500 customers a day[3], challenged Restaurant Associates to help them change their culture of waste and implement a reusable system that could work at scale within this busy workplace environment.

To solve this challenge, Restaurant Associates partnered with Cauli to introduce a tech-enabled reusable container system into the staff restaurant. The system works by allowing a user to select their relevant container – a coffee cup, box, or bowl - and then recording the borrow with Cauli either via a free app, or frictionless 'tap-and-go' system. After use, items are deposited at one of several 'smart kiosk' drop-off points, preventing most containers from going missing, as well as allowing for real-time impact tracking.

A rewards-based points system run through the CauliApp has been key to building engagement from users. The app hosts a 'CauliCoins' system which allows clients to set a reward value of their choosing, for example trading for a pastry or saving up for a free main meal. Having multiple, well-signposted drop-off points also helped build habits and boost usage.

Working with Caulibox, Restaurant Associates is set to introduce a new modular smart return system, enabling smaller, more accessible return points across multiple floors.

3 Cauli Case study Citi 1.pdf
4 Based 183,000 borrows, assuming 1 borrow = 1 piece of waste avoided. Borrows from 1/1/21 to 24/09/25
5 Purchases of cauli containers and cups 2021 to November 25.
6 Cauli Case study Citi 1.pdf

Nature

Championing regenerative agriculture: scaling Wildfarmed flour across Restaurant Associates

Restaurant Associates recognises the need to transition away from conventional farming practices, which rely heavily on artificial inputs and employ practices that degrade soil health.

In response to this need, Restaurant Associates partnered with Wildfarmed, a network of over 150 farmers across the UK and France[7] growing wheat, oats, and barley, using regenerative methods that improve soil health, increase biodiversity, and minimise chemical usage. Unlike conventional flour production, which depletes soil and releases significant carbon emissions, Wildfarmed works with their growers to achieve positive outcomes for the land, from reduced carbon to improved soil health and increased biodiversity[8].

The partnership with Wildfarmed has now meant that Wildfarmed flour is Restaurant Associates' flour of choice. To drive adoption, Wildfarmed was showcased at key sector forums, sharing their story with clients and stakeholders.

Restaurant Associates pledged to transition all gluten-containing flour to Wildfarmed products and established monthly tracking across business units to ensure widespread adoption.

Aided by the showcase events, and dedicated efforts of Group Chefs to use the product, the majority of Restaurant Associates' flour is from Wildfarmed.

Across FY25

99%

of gluten-containing flour purchases were from Wildfarmed Flour[9]

This milestone reinforces Restaurant Associates' commitment to championing regenerative agricultural practices and prioritising soil health.

Restaurant Associates will expand the partnership to include Wildfarmed pasta and oats, further diversifying regenerative products within our portfolio and scaling our positive impact on soil health and biodiversity.

Championing ChalkStream Trout™

Salmon is one of the UK's most popular fish[10], however sourcing it sustainably presents significant challenges. Wild salmon populations face constant pressure from overfishing, with many stocks declining due to global demand[11].

The alternative, farmed salmon, faces its own host of issues, including concerns over fish welfare, the prevalence of parasitic lice[12], disease[13], contamination[14], and feed[15].

In contrast, ChalkStream Trout™ offers a more responsible alternative. Produced in RSPCA-assured fisheries along Hampshire's Test and Itchen rivers, the fish are raised to the GLOBAL G.A.P standard, driving higher standards of environmental management in aquaculture.[16] [17]

To drive adoption, the supplier was showcased at key forums across the sector, where clients and stakeholders had an opportunity to learn about the farming practices and taste the produce. The product is featured prominently within Restaurant Associates' core food programme, emphasising the organisational emphasis on using ChalkStream Trout™.

Across FY25

70%

of Restaurant Associates' total spend on salmon and ChalkStream Trout™ was allocated to ChalkStream Trout™

This transition from salmon and ChalkStream Trout™ is monitored monthly to drive further adoption across the business.

7 Flour Power: Wildfarmed's Life-Changing Bread Comes to Levy | Levy UK+I
8 Flour Power: Wildfarmed's Life-Changing Bread Comes to Levy | Levy UK+I
9 Restaurant Associates Classics and Venues, not including subsidiaries e.g. Rocket, Grazing
10 Spotlight on salmon | Marine Conservation Society
11 Salmon stocks in England lowest on record - GOV.UK
12 'Monstrous' sea lice and jellyfish invasions blighting Scottish salmon farms | Fish | The Guardian
13 Managing the Risks of Sea Lice Transmission Between Salmon Aquaculture and Wild Pink Salmon Fishery - ScienceDirect
14 Open net salmon farming: the latest research | Wildfish
15 Why farming fish is more unsustainable than catching them in the wild | New Scientist
16 Rainbow trout - Rating ID: 1081 | Good Fish Guide
17 Impacts

Health

Ways to be Well – Health & Wellbeing programme

In 2022, Restaurant Associates launched its bespoke health and wellbeing initiative, Ways to be Well. Recognising the growing consumer interest in health-conscious dining and the science behind how food impacts the body, particularly post-pandemic, we developed an education-led culinary concept that goes beyond simply offering healthier menu options.

The initiative has consisted of working with our lead nutritionists to design and produce educational content that is regularly shared via social media and the brand website. Additionally, a regular newsletter reaches both our internal teams and 64 external subscribers, achieving strong engagement with a 71.4% click-rate in August.

A cornerstone of Ways to be Well is education – supporting our teams, clients, and customers to make informed food choices. Our nutritionists, partnered dieticians, and health and wellbeing brands regularly travel to sites to deliver formal presentations, one-to-one consultations, and engaging educational pop-ups. In the previous financial year (FY25), our lead nutritionist Daisy visited 21 sites across the UK, delivering 28 sessions that provided practical guidance and nutrition education.

Beyond education, the Ways to be Well brand encompasses our full suite of better-for-you offerings, including concepts such as Field Tray, Good for Gut, and “Food as Medicine” dishes, developed in collaboration with external dieticians and chefs.

The programme has been widely embraced across the business. Many sites regularly feature Ways to be Well recipes, with some locations even dedicating a WTBW counter to rotate healthier dishes daily, ensuring accessibility and visibility for customers.

WAYS TO BE WELL

Compass Ireland

Compass Ireland creates truly meaningful food experiences for Ireland's fast-paced business and industry sector, helping to improve productivity rates, cultivate collaborative environments and champion positive mental and physical wellbeing through tailored catering contracts. It also operates Glanmore Foods, providing thousands of children with school meals every day across Ireland.

Climate

Embedding carbon accountability into menu design

The food we consume has a significant impact on the environment, accounting for approximately one third of human-caused global greenhouse gas emissions. As part of our commitment to decarbonising menus and empowering customers to make lower-impact choices, Compass Ireland sought to introduce a credible, data-led approach to measuring and reducing the carbon footprint of meals.

Compass Ireland partnered with Foodsteps to introduce carbon labelling and menu reformulation at a flagship client site. The launch was supported by a customer education campaign, including point-of-sale materials and on-site engagement led by Compass Ireland's Sustainability Lead, explaining the relationship between food choices and climate change.

Working closely with the Head Chef, the menu was strategically adjusted to reduce high-impact dishes and reformulate existing recipes to lower overall carbon intensity, without compromising on taste or nutrition. Carbon labels were displayed alongside each dish, enabling transparent, real-time comparison and supporting more informed purchasing decisions.

Since implementation, the average greenhouse gas intensity of the menu has reduced from 6.84kg CO_2e/kg to 5.42kg CO_2e/kg, representing a 21% decrease. Very High Carbon ("E" rated) dishes were reduced by 37%.

This initiative contributes directly to Compass Ireland's climate strategy by demonstrating how behaviour change, data transparency and chef-led innovation can deliver measurable decarbonisation at menu level.

COMPASS | IRELAND

GLANMORE FOODS

Food waste

Growing a culture of conscious cooking

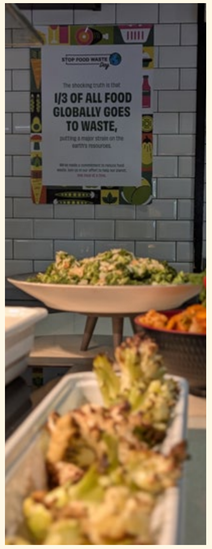
Food waste contributes approximately 8–10% of global man-made greenhouse gas emissions*, making its reduction a critical priority for Compass Ireland. Addressing waste at source required both structured systems and sustained behavioural change within kitchen teams.

Chef Simon Collins, one of Compass Ireland's Food Waste Chefs, implemented a comprehensive waste reduction strategy at site level, supported by DigiTally food waste management technology to track, analyse and act on waste data. This enabled real-time insight into trends and informed evidence-based decisions regarding menu planning, production volumes and ordering practices.

Key measures included improved inventory controls through strict first-in, first-out processes, optimised purchasing, smaller batch cooking, portion control and flexible portion options for customers. Visual transparency was increased using clear waste containers, reinforcing awareness and accountability. The programme was underpinned by continuous staff engagement, training and a culture of respect for ingredients, encouraging creative reuse and thoughtful menu planning. Beyond the individual site, the Chef acts as a local leader, sharing learnings and best practice across the wider business to drive sustained behavioural change.

At this site, food waste costs as a percentage of purchases **reduced from 8.34% in FY24 to 4.04% in FY25.** The initiatives delivered improved operational efficiency, reduced environmental impact and enhanced customer experience, while embedding long-term waste prevention behaviours across kitchen teams.

It supports Compass Ireland's strategic focus on tackling food waste and embedding sustainable behaviours.



Non-food waste & packaging

Re-engineering packaging through partnership

Packaging waste presents a significant environmental challenge, with suppliers playing a critical role in reducing material use and improving circularity. Compass Ireland recognised the need to engage its supply chain in meaningful collaboration to reduce single-use packaging without compromising food safety or quality.

Compass Ireland implemented a structured programme of supplier engagement through regular workshops and consultation sessions, focused on aligning partners with its net zero ambitions and waste reduction objectives. Suppliers were encouraged to propose innovative packaging solutions and redesign existing formats with sustainability as a core consideration.

This collaborative approach led to the introduction of multiple packaging improvements across the supply chain.

Key outcomes include:

- By swapping to reusable packaging solutions for coffee supplied through Findlater and Cloud Picker, **12,457 single-use plastic bags** have been removed in the past year
- Packaging for Glanmore Foods' curry and pasta sauces was redesigned in partnership with Ballymaguire and Blenders, significantly reducing reliance on single-use plastic
- Introducing Compass Ireland–branded sauce dispensers through Blenders has substantially cut the need for single-use sachets
- Compass Ireland moved to reusable buckets with PureOil, they are collected, cleaned and reused- removing the need for single-use plastic buckets

This initiative highlights how structured supplier engagement can deliver systemic change in packaging practices and significantly reduce non-food waste.

Health & Wellbeing

Shaping food futures in the classroom: Glanmore Foods nutrition workshops

Early nutrition education plays a vital role in shaping lifelong healthy habits, helping the children understand how a balanced diet supports their physical development, cognitive performance and concentration during the school day. Compass Ireland identified the need for structured, engaging nutrition education within the school environment.

To address this need, the Glanmore Foods registered nutritionists delivered interactive workshops designed to educate students on the core pillars of health and wellbeing. Sessions combined discussion, hands-on activities and take-home worksheets to reinforce learning, placing emphasis on what food does for our bodies, highlighting the importance of fuelling the body well, and how our diet can help us do this.

179 nutrition workshops have been delivered, reaching 4,172 pupils. The programme supports Compass Ireland's commitment to promoting informed food choices and supporting the physical and mental health of young people.

Glanmore Foods reformulation taskforce: The science behind nutritious school meals

School meals play a significant role in shaping dietary habits and supporting children's development. Glanmore Foods continues to strengthen the ingredient and nutritional profile of its meals through an ongoing programme of menu reformulation. This involves refining fat, saturated fat, salt and sugar levels without compromising on taste or quality, while proactively challenging suppliers to create tailored products that meet an increasingly ambitious nutritional brief.

To help us drive change on this area of our menu design, a cross-functional Reformulation Taskforce was established, comprising culinary, procurement, nutrition and quality specialists. A full nutritional analysis of the menu was conducted, followed by targeted reformulation of key ingredients. This process included supplier engagement under strict nutritional briefs and taste testing with pupils prior to implementation.

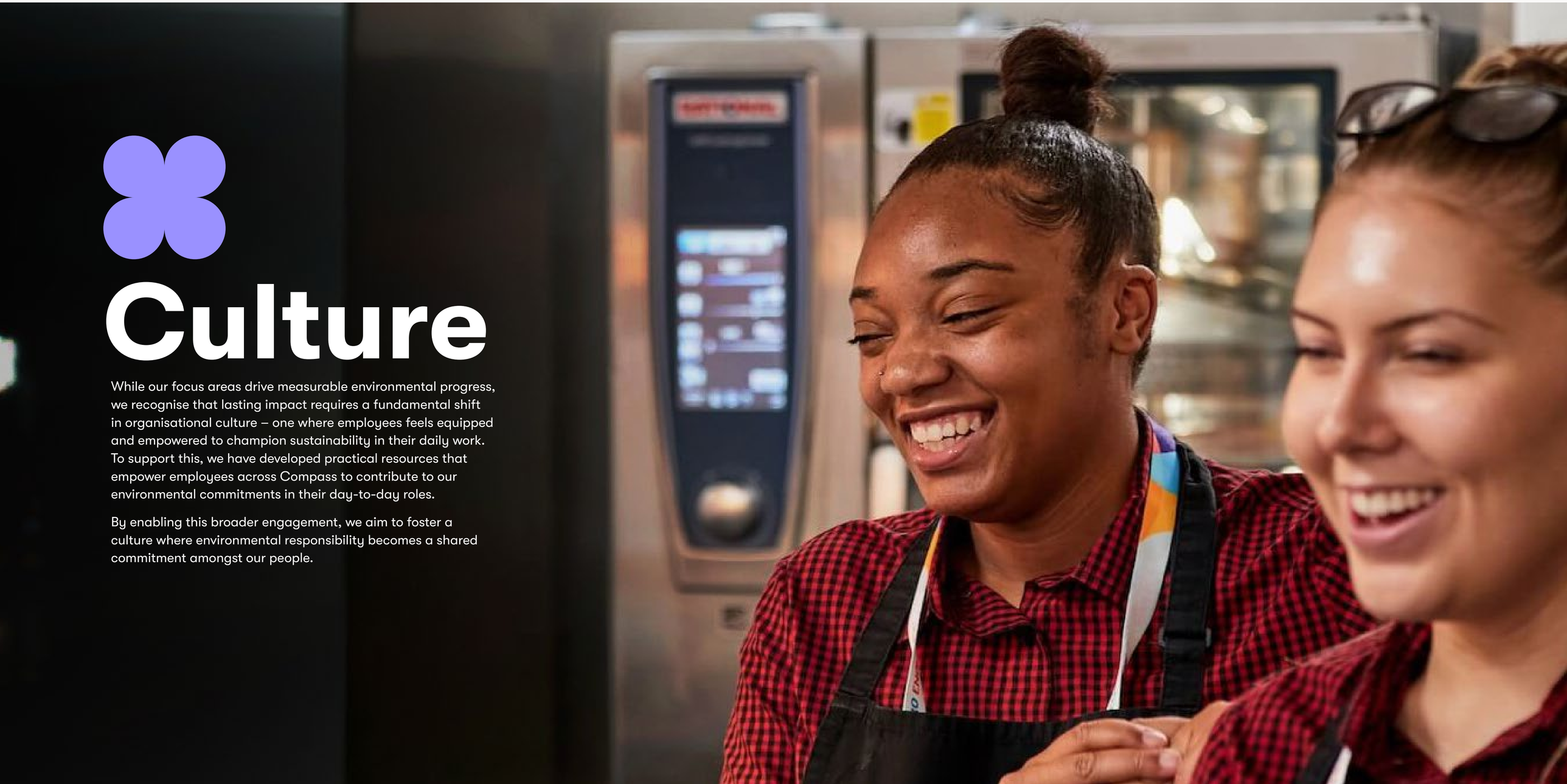
The reformulation project improved the ingredient and nutritional profile of the Glanmore Hot Food Menu resulting in:

14%
reduction in total fat

9%
reduction in saturated fat

10%
reduction in salt

This initiative reinforces Compass Ireland's commitment to delivering meals that positively support the health and wellbeing of every student while improving dietary quality across the education sector.



Culture

While our focus areas drive measurable environmental progress, we recognise that lasting impact requires a fundamental shift in organisational culture – one where employees feels equipped and empowered to champion sustainability in their daily work. To support this, we have developed practical resources that empower employees across Compass to contribute to our environmental commitments in their day-to-day roles.

By enabling this broader engagement, we aim to foster a culture where environmental responsibility becomes a shared commitment amongst our people.

Upskilling to deliver impact

Climate Net Zero Toolkit

The Climate Net Zero Toolkit has been designed as a practical tool so everyone can play their part in supporting and accelerating positive change on the ground and empowers our teams to make informed choices as part of their everyday operations.

It also ensures we comply with applicable legislation and our Environmental Management System (EMS), which is certified to ISO 14001:2015 for catering and support services.

The Toolkit is refreshed every two years and will be updated in 2026 to reflect the new commitments included within this report.

Net Zero module

Our mandatory Food Hygiene e-learning for our frontline kitchen staff includes a module on net zero which explores and communicates helpful tips on how they can reduce their impact in areas where they have agency to make a change.

By helping staff understand how the environmental impact of actions such as reducing food waste and improving energy and water efficiency, can contribute directly to Compass' and our client's wider environmental ambitions, it not only supports our commitment to environmental responsibility but also helps foster a culture of awareness, pride, and continuous improvement.

This module has been completed over **36,000 times in FY25**.

Carbon Literacy Training

In collaboration with the award-winning charity, The Carbon Literacy Project (CLP), Foodbuy's dedicated sustainability team developed a bespoke, fully accredited Carbon Literacy Training (CLT) course. The ~8-hour course consists of four modules: Nature, Climate and Society; The Power of Personal Impact and Climate Communications; The Future of Food; and The Environment is Our Business. It was delivered in-person by our expert Carbon Literate (CL) sustainability team.

The CL course aimed to equip our procurement teams with the valuable knowledge to:

- Address the climate emergency and create meaningful collective impact, both at work and at home
- Confidently communicate with our clients and stakeholders about this topic
- Inspire our best efforts in reducing the impacts of climate change in our industry and community
- Empower colleagues to better understand the environmental footprint of our supply chain and know when to credit or challenge our supply chain partners.

Since its launch in August 2023, 123 Foodbuy colleagues have successfully completed their Carbon Literacy training, with 94 now certified Carbon Literate. This accomplishment is a significant one, making Foodbuy the first in the food sector to have Carbon Literate members in its team, and making us an accredited Bronze Carbon Literate Organisation.

"Food, logistics and the climate are so intertwined that it's great to see a company with the impact and connections of Foodbuy step up as pioneers in Carbon Literacy. By taking such an enthusiastic lead, it'll not only help the company reduce its own footprint but also that of its clients and suppliers. We look forward to supporting them to use Carbon Literacy to thrive."

Phil Korbel, Co-Founder & Director of Advocacy, The Carbon Literacy Project

Carbon Literate individual certification requires participants to not only evidence the knowledge they have accrued throughout the course, but also ask them to commit to meaningful 'actions' in the work setting – one individual action, and one group action. After taking the course, a member of our Foodbuy Executive team pledged to ***"persuade the company to devote some space in the office to create a display to help to further educate the team [on the impacts of climate change] & keep the challenge 'front & centre' in people's minds every day."***

As a Group Purchasing Organisation, the vast majority of our greenhouse gas emissions are out of our direct control and instead are heavily influenced by our value chain. As such, our organisation's greatest ability to make impact lies in galvanising our suppliers and clients into embedding sustainable practices. With this in mind, we are now delivering a number of CLT sessions to our clients.

ACCELERATING COMPASS' TRANSITION

Accelerating Compass' Transition

A brand new sustainability academy

In November 2025 we launched the Accelerating Compass' Transition (ACT) Sustainability Academy, a bold new learning initiative designed to develop the next generation of Sustainability Leaders. The first wave of participants consists of almost 50 people from across the business, who are now embarking on a course that will help them to achieve Improvement Practitioner Apprenticeships Standards Level 3 or 4.

The flagship Academy blends expert-led learning, real-world projects and practical skills to drive meaningful change. The aim of this Academy is to equip future leaders with the knowledge, skills and confidence to deliver on Compass' sustainability ambitions through business improvement projects.

Created in partnership with GLP Training, it brings together the higher education providers with the expertise of Compass leaders, plus external specialists. Together they are focusing on levers - ingredients, operations and supply chain – shaping a truly collaborative learning experience.

- **Ingredients** – Led by Chantelle Nicholson, award winning chef and Ali Morpeth, Public Health Nutritionist, supported by the expertise of Compass Chefs, as well as Compass' Nutrition leads.
- **Supply Chain** – Led by Joe Duncan-Duggal, Chief Scientific Officer, Foodsteps and Sophie Stevens, Sustainability Analyst at Foodsteps, supported by the Foodbuy Sustainability Team.
- **Operations** – Led by Lynsey Penny and Hugh Jones, Food Waste Specialists, WRAP, supported by Compass' Head of Environment.

Founder of Future Food Movement, Kate Cawley, is overseeing the ACT activity to maintain alignment, share progress, and provide opportunities for input on future curriculum iterations.

The first-of-its-kind programme brings people together from across Compass, including roles such as chefs, nutritionists, dietitians, buyers, supply chain heads, general managers and operators. People within these job functions focus on the lever most suited to their area of expertise – creating the opportunity to further cut carbon emissions, reduce waste and innovate for healthier, more sustainable outcomes.

The programme is 15 months long and includes a three month End Point Assessment. During this time, candidates will learn key skills in areas such as sustainable thinking, project management, root cause analysis, lean tools, process mapping, change management and data acquisition and validation.

Our ACT external advisors

KATE CAWLEY

Founder of Future Food Movement - a community of registered nutritionists, public health experts, food system and climate leaders, regenerative agriculture and net zero specialists, next generation farmers and youth activists.

Kate founded Future Food Movement (FFM) to partner with leaders across the food industry, including retailers, foodservice, brands and manufacturers.

FFM exists to drive insight-led action on climate, health, and sustainability. Its aim is to boost business competency and increase members' confidence to act - bridging the gap from Boardroom to site level to drive meaningful action.

Widespread respect for FFM continues to grow as leaders across the food industry recognise the impacts of climate change will see the world undergo one of the biggest economic transformations in living memory.

ALI MORPETH

Co founder Planeatry Alliance and registered public health nutritionist (RNutr).

Ali Morpeth is an award-winning RNutr and Co-Founder of Planeatry Alliance, established in 2025 with Mike Barry. Dedicated to food system transformation, Ali Morpeth has led impactful initiatives such as WWF-UK's sustainable diets programme, developed a nutrient profile model for the World Health Organisation, and advised on integrating human health into Scope 3 roadmaps. Ali Morpeth collaborates with businesses, policymakers, and NGOs to align health and climate agendas, and actively influences policy through roles with FixOurFood and the AgriFood Network+.

CHANTELLE NICHOLSON

Multi-award-winning chef, author, Board member, pioneer of regenerative hospitality and former lawyer.

Chantelle Nicholson is a multi-award-winning chef and the visionary behind Apricity, a Michelin Green-Starred restaurant in London. Chantelle serves as an independent board member for ReLondon and a Food Council member for City Harvest. Known for her commitment to seasonality, sustainability, and veg-forward cuisine, she is a leading voice for ethical, environmentally responsible food. Originally from New Zealand, Chantelle transitioned from law to hospitality, earning accolades for her progressive approach.

JOE DUNCAN-DUGGAL

Chief Scientific Officer, Foodsteps.

Joe Duncan-Duggal is Chief Scientific Officer at Foodsteps, Compass' strategic partner in carbon accountancy and analytics for the UK & I business. Joe is passionate about food system transition, leading on methodology and database development, as well as cutting-edge research to ensure that Foodsteps delivers industry-leading approaches to impact reduction for food businesses. As a member of the Data Sources Task & Finish Group for The Food Data Transparency Partnership (FDTP), Joe collaborated with government, industry, and civil society to improve food data quality. Joe's work was instrumental to Compass' Transition plan, drawing on over two million data rows.

Our ACT external advisors

LYNSEY PENNY

Food Waste Specialist, WRAP.

Lynsey is a Specialist within WRAP's UK Hospitality and Food Service team.

She delivers bespoke campaigns for the Hospitality and Food Service sector, Guardians of Grub, as well as support to the UK Food and Drink Pact, and UK Food Waste Reduction Roadmap, encouraging sites to target, measure and act on reducing wasted food.

Having worked in the Hospitality and Food Service sector for over twenty years in operational roles across the sector including hotels, restaurants and contract catering, Lynsey's passion is to support the sector on food waste reduction through effective operational practices, delivered by teams to protect profits and the planet.

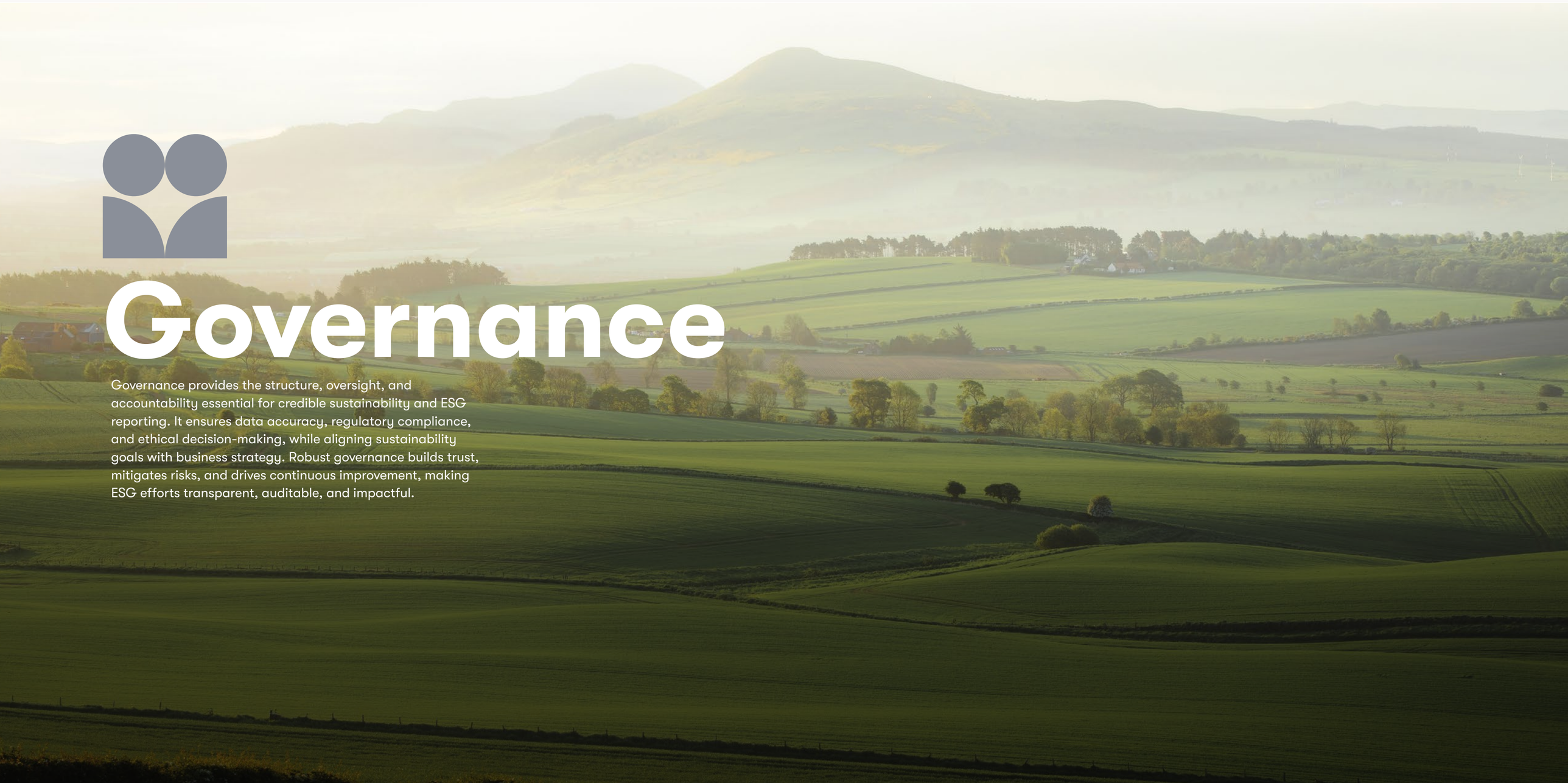
HUGH JONES

Food Waste Specialist, WRAP.

Hugh Jones is a Business Change and Collaboration Consultant with WRAP's Food Waste Reduction team, working with food businesses on the UK Food and Drink Pact and the Food Waste Reduction Roadmap. These initiatives aim to reduce food waste, greenhouse gas emissions, and water stress, aligning with Sustainable Development Goal 12.3 to halve food waste by 2030. Focusing on hospitality and tourism, Hugh Jones has helped businesses establish food waste measurement protocols across the UK and supported NHS-England in piloting food waste measurement to set a baseline.

GLP TRAINING

GLP Training is a leading, UK-based education provider delivering a broad portfolio of funded and commercial programmes across construction & facilities management, leadership & sustainability and professional services. A core strength of GLP's provision is sustainability and climate education; equipping organisations with the knowledge and skills required to reduce environmental impact, embed innovative best practice.



Governance

Governance provides the structure, oversight, and accountability essential for credible sustainability and ESG reporting. It ensures data accuracy, regulatory compliance, and ethical decision-making, while aligning sustainability goals with business strategy. Robust governance builds trust, mitigates risks, and drives continuous improvement, making ESG efforts transparent, auditable, and impactful.

OUR PLANET PROMISE

CLIMATE | WASTE | NATURE | HEALTH

OVERALL GOVERNANCE

UK & IRELAND EXECUTIVE TEAM
PROFESSOR SIR CHARLES GODFRAY
COMPASS' CLIMATE AND SUSTAINABILITY ADVISOR

STRATEGIC DELIVERY

CENTRAL SUSTAINABILITY AND SOCIAL VALUE LEADS

TECHNICAL EXPERTISE

LEADS IN

Environment
Animal Welfare
Sourcing
Data
Assurance & Compliance

SECTORISED LEADERSHIP

SPECIALISTS IN

Sustainability
Culinary
Nutritionists
Data
Finance

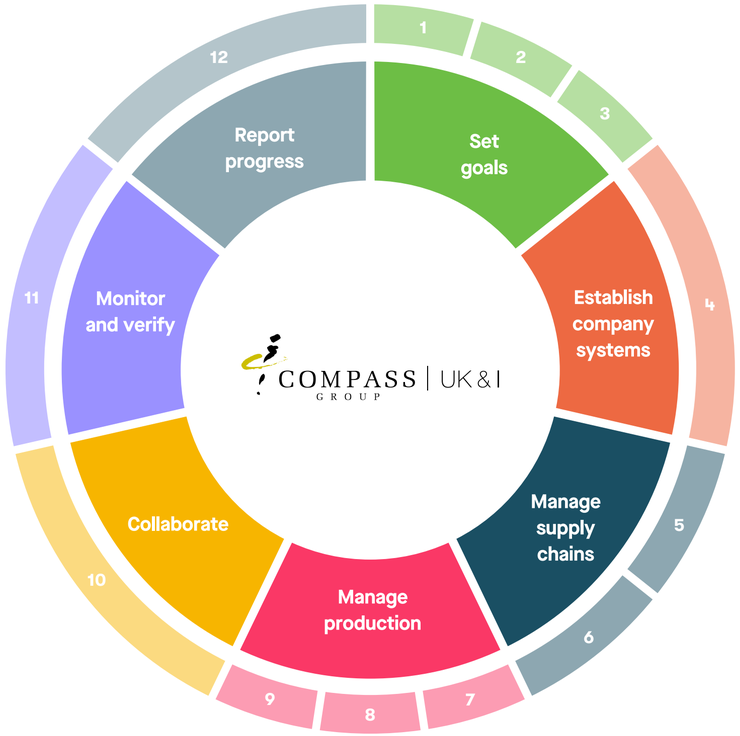
LEVERS FOR CHANGE

SUPPLY CHAIN | OPERATIONS | INGREDIENTS

Accountability Framework

Compass Group UK&I complies with all relevant environmental legislation and compliance obligations and is committed to meeting and exceeding, wherever possible, the requirements of ISO 14001:2015. Links to our policy statements are included in this section, together with information outlining additional measures introduced to support the business' transition.

As recommended in the UK Government's Transition Plan Taskforce (TPT) Food & Beverage sector guidance, these show our adherence to the Accountability Framework's Core Principles:



WHERE WE'VE SET GOALS

1. Protection of forests and other natural ecosystems
- SBTi-aligned 2040 net-zero target, underpinned by near-term Scope 1, 2, 3 and Forest, Land and Agriculture (FLAG) targets
- Compass Group UK & I Soya Policy
- Animal Welfare Policy

2. Respect for Human Rights
- Human Rights Policy aligned with parent company, Compass Group
- Modern Slavery Act Statement aligned with parent company, Compass Group
- Increased procurement of Fairtrade and Rainforest Alliance certified coffee and cocoa products.
- Ensuring all palm oil contained in food products is RSPO certified.
- Ongoing purchase of Responsible Soy (RTRS) credits for our footprint

3. Specification of commitments
- Environmental Policy
- Carbon Reduction Plan

WHAT SYSTEMS ARE ESTABLISHED

4. Company systems to drive effective implementation
- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018

HOW OUR SUPPLY CHAIN IS MANAGED

5. Supply chain assessment and traceability

'Food Business Rules' specifies supplier approval processes:
- Supplier questionnaires
- Supplier risk assessments
- NSF online portal and audits
- Acceptance criteria for BRCGS and other third-party audit standards.

'SES Business Rules' specifies supplier approval criteria:
- Supplier questionnaires
- Supplier risk assessment criteria
- Requirements for Safe Contractor accreditations or other Safety Schemes in Procurement (SSIP).

6. Managing for supply chain assessment
- Global Supplier Code of Conduct aligned with parent company, Compass Group
- TPIDD: Third party integrity due diligence
- SEDEX: Supplier ethical data exchange
- Category sourcing standards

HOW PRODUCTION IS MANAGED

7. Site establishment

Not applicable

8. Site management and long-term protection

See stance on deforestation and human rights

9. Remediation and environmental restoration

See stance on deforestation and human rights

WHERE WE COLLABORATE ACROSS THE SUPPLY CHAIN

10. Collaboration for landscape and sectoral sustainability
- UK Roundtable on Sustainable Soya
- UK Roundtable for Sustainable Palm Oil
- Foodservice Working Group within the Sustainable Commodities Initiative
- Purchase Responsible Soy (RTRS) credits for our footprint

ENSURING OUR WORK IS MONITORED AND VERIFIED

11. Monitoring and verification
- Independent limited assurance by KPMG using assurance standard ISAE(UK)3000, over selected Scope 3 information. See page 91 for further information.
- Reporting to UK Roundtable on Sustainable Soya & UK Roundtable for Sustainable Palm Oil
- Work with The Earthworm Foundation to conduct supply chain risk assessments for human rights and deforestation
- Engagement with external specialist partners, including Slave-Free Alliance, to strengthen our Speak Up processes and provide independent expertise and benchmarking on modern slavery risks.

REGULARLY REPORTING OUR PROGRESS

12. Reporting, disclosure, and claims
- Compass Group UK&I transition plan first iteration released Feb 2024.
- Modern Slavery Statement

Appendices

Contributors to the report

It's always a team effort and we would like to thank the following people and organisations for their support in pulling our report together:

- **Professor Sir Charles Godfray**
- **BRODIE**
- **PlanetFWD**
- **Foodsteps**
- **Compass Group Sustainability team**
- **Compass Group UK & I Assurance team**
- **All our sustainability leads across the business**
- **Compass Group UK & I The Creative Lab Design Team**

About Professor Sir Charles Godfray

Professor Sir Charles Godfray was appointed as Compass Group UK&I's Chief Climate and Sustainability Advisor in May 2022. In the development of our climate strategy, transition planning and wider environmental work, his counsel has helped inform our approach and strengthened our resolve to ensure this is as well-rounded, direct and detailed as possible.

As a population biologist with broad interests in the environmental sciences, published works in fundamental and applied areas of ecology, evolution and epidemiology, and a particular focus on future food security, the business has been so fortunate to benefit from his knowledge, generosity and expertise.

About BRODIE

BRODIE is an international responsible business and sustainability advisory firm, working with some of the world's most forward-thinking companies across a wide range of sectors. The team supports organisations to successfully transform their business in the age of sustainability. With deep expertise in strategy development and implementation, BRODIE has supported Compass Group UK&I's in the development of this report, providing advice on our commitments and supporting content development in line with best practice sustainability reporting.

About PlanetFWD

Planet FWD Overview

Planet FWD is a decarbonisation platform for consumer brands that helps companies measure, reduce, and report their carbon footprint. Using advanced technology and expert guidance, it provides life cycle assessments, corporate inventory tracking, and Scope 3 decarbonisation solutions for industries like food, retail, and apparel—enabling businesses to achieve sustainability goals while maintaining credibility.

Planet FWD has been a trusted Compass Group Partner since 2022, supporting complex GHG inventories, supplier engagement, menu analysis, and decarbonisation scenario planning. Planet FWD's robust modelling capability combines product-level models with Compass Group's corporate-level goals to craft decarbonisation strategies rooted in science.

Methodology

To model our path to net zero by 2040, we worked with PlanetFWD.

Planet FWD Methodology Summary

Planet FWD employs two complementary methodologies aligned with ISO and GHG Protocol standards. Their Product LCA methodology conducts full analysis for materials, production, distribution, use, and end-of-life stages. The Corporate GHG Inventory methodology measures Scope 1, 2, and 3 emissions using supplier-specific, average-data, and spend based models, with attributional allocation based on mass-weighted economic value. Both approaches prioritise primary data collection, use IPCC global warming potentials, and undergo internal critical review to ensure credible, actionable decarbonisation insights.

About Foodsteps

To help us progress towards our net zero by 2040 goal, we partner with Foodsteps, a UK based Food Sustainability Platform, to measure and reduce food-related emissions across our operations.

Through this partnership, we've identified key supply chain hotspots by improving the accuracy of our Scope 3 emissions calculations.

Our chefs use the Foodsteps platform to design lower-carbon menus, and this year, Foodbuy teams developed playbooks with Foodsteps to help buying and sourcing managers make more sustainable decisions.

This partnership continues to show that environmental and commercial success go hand-in-hand.

Compass Group Sustainability Team

Led by Amy Keister, Global Sustainability Director

The Group Sustainability team provides strategic oversight and technical expertise to the UK Sustainability team, ensuring alignment with Compass Group's global sustainability approach. Through structured collaboration and governance the team advises on reporting methodologies, regulatory expectations, and best-practice approaches across key metrics, strengthening the accuracy, consistency, and integrity of UK disclosures. Their guidance helps maintain high-quality reporting and supports the UK in delivering progress that reflects Compass Group's wider sustainability commitments.

Compass Group Assurance Team

Every data point is reviewed and verified by our internal assurance team at Compass Group, who oversee the integrity and accuracy of our environmental reporting. This team provides an additional layer of scrutiny, ensuring that methodologies are applied consistently and that all information aligns with our corporate reporting standards.

Working closely with operational teams, data owners, and external partners, the team helps identify discrepancies, strengthen data quality, and maintain robust documentation practices. Their rigorous review process ensures our emissions reporting is transparent, credible, and ready for independent assurance.

Compass Group UK&I The Creative Lab Design Team

Compass Group UK&I's Creative Lab Design Team led the report rebrand and developed the new visual identity and formatting throughout. The Design Team's approach brought clarity, consistency, and a fresh perspective, reflecting Compass' commitment to sustainability. Every element, from layout and typography to the infographics, was carefully crafted to communicate the report's message, while showcasing the thoughtful, innovative approach of the team.

Methodology

While our transition plan was originally developed in line with our previous net zero target, our key levers for change; supply chain, ingredients, and menu management, remain unchanged, and the plan continues to form the foundation of our sustainability strategy.

Compass Group UK & Ireland reports GHG emissions Scope 3 carbon footprint in line with our financial year (1 October – 30 September).

Scope 1 and 2

Compass Group UK & Ireland reports Scope 1 and 2 Greenhouse gas (GHG) emissions, energy consumption and intensity in Compass Group's Annual Report for the financial year (1 October - 30 September).

Compass Group UK & Ireland acknowledges that the quantification of GHG emissions is subject to scientific uncertainty. This uncertainty arises from incomplete scientific knowledge regarding the measurement of GHGs, as well as from estimation (or measurement) uncertainties inherent in the calculation and measurement processes used to quantify emissions within the limits of current scientific understanding.

Methodology

Any site / location that meets all of the following three criteria must be included. This is in line with the operational control approach, as per the GHG Protocol.

- The site is used by Compass employees to conduct business, and Compass has control over the operation. This includes but is not limited to all offices (regional and HQ), as well as central processing units, laundries, warehouses and some kitchens and cafeterias;
- The site is not located on a client's premises, nor is it under a franchise agreement (a client's premises would not count as under our operational control);
- Compass rents or owns the site, and either pays for utilities directly, or pays a total rental fee which includes the use of gas/electricity. This could be an office where Compass Group UK & Ireland owns the whole building or rents a floor in a multi-tenant office building.

Business Acquisitions

Scope 1 and 2 GHG emissions in relation to individually material business acquisitions are incorporated into the reporting effective from the date of acquisition. The Sustainability Team obtains the acquisitions listing from the Finance team on a monthly basis and this is reviewed to ensure that material acquisitions are identified. Scope 1 and 2 GHG emissions in relation to these acquisitions are incorporated into our year-end reporting from the period of acquisition.

Business Disposals

Scope 1 and 2 GHG emissions in relation to business disposals, are excluded from the month of sale or closure. The Sustainability Team obtains the disposals listing from the Finance team on a monthly basis and this is reviewed to ensure that material disposals, in line with those identified as material for Compass' external financial reporting, are identified and the approach toward cessation of ESG reporting is discussed and agreed.

Timeframe

All data from owned and operated sites for energy, refrigerants, fleet, and floor space is reported on a quarterly basis to ensure a complete and accurate periodic reporting cycle. The reporting period for our current year is 1st October 2024 to 30th September 2025 and this is the period covered in the Group's FY25 Annual Report and Sustainability Report.

Emissions Calculation Methodology

Compass Group UK & Ireland calculates Scope 1 and 2 emissions in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard; UK Environmental reporting guidelines including Streamlined Energy and Carbon Reporting requirements.

In our Annual Report we disclose our emissions and energy data broken down into the following categories:

- **Scope 1** - These include the direct emissions that originate from sites owned or leased by Compass Group UK & Ireland, which have been deemed to be under the Group's operational control.
- Building emissions – we include emissions from natural gas, liquified petroleum gas (LPG), diesel and other fuel consumption sources from our offices, central production units (CPUs), laundries and warehouses globally. Some sites in the UK use green gas and this data is provided directly from the respective supplier, captured in our system and has been mapped to the latest Biogas Defra emissions factor.
- Vehicle emissions – we include emissions from fuel consumption by our fleet that is owned or leased by Compass Group UK & Ireland, as well as any consumption from the use of hybrid and electric cars. For our fleet data across most markets, we receive information from third-party providers in relation to the types of fuel used, quantity consumed and respective spend. Some countries apply average fuel price factors which are sourced from country-specific government databases (e.g. Canada).
- Refrigerant emissions - we include emissions from any refrigerant gas leakages that may have occurred from systems at our sites throughout the year. Emission factors are taken from Defra, IPCC and other publicly-verified sources.

- **Scope 2 (market-based)** - This includes the indirect emissions from Compass' use of electricity. Our market-based emissions from electricity are calculated by applying the AIB 2024 Residual mix for European markets. Where we report on renewable electricity, it is backed up by renewable energy certificates (RECs), renewable energy guarantees of origin (REGO) and renewable energy supplier contracts.
- **Energy consumption** – We calculate total energy consumption based on data collected on energy usage e.g. electricity, fuel, gas, across operations during the reporting period. The reported unit of measurement is kWh.

Conversion Factors

All consumption data for Scope 1 and 2 is first converted in energy (MJ) either through standard conversion factors or from Defra 2024. All Scope 1 vehicle data is converted through m^3, and 2024 emissions factors are then applied.

Data Collection and Estimation Processes

We report data directly into our Group wide sustainability reporting system that is used for collection and consolidation purposes. Where errors are identified, either by country teams or the Group team, the required amendments are agreed and processed in the Group's sustainability reporting system by the country team and a log is maintained by Group of changes made to data in order to maintain the audit trail. Country data is then consolidated for external reporting purposes. The system is locked at year end when all the data has been checked and finalised. The system then calculates the emissions using inbuilt unit conversion factors (as explained above), based on activity data inputted for all relevant sources.

For some sites, energy providers may issue invoices with a delay, resulting in a lag in Compass receiving actual data. Wherever possible, we ensure that the most recent and complete data available is used for the relevant reporting period. If any sites are missing information on actual electricity or natural gas consumption, we apply the following estimation hierarchy to our quarterly data collection. When required, a system-generated estimate is applied, by use of a site's floor space as a normalisation factor to estimate electricity and natural gas consumption.

1. Complete data available - enter in system with actual values and supporting evidence.
2. If missing a quarter - use previous year's data for that quarter to report
3. If missing a quarter and past year's data is not available – take average consumption by dividing the total consumption of all actual quarters by three, to determine the missing values.
4. If none of the above are eligible, the reporting system will estimate values based on floor space and averages of other sites reported within that country of a similar size.

Where errors are identified in prior year data, Compass will consider the materiality of the error in relation to the total reported emissions, both from a quantitative and qualitative perspective. Typically, in terms of quantitative assessment, If the correction of the error constitutes +/- 5% of the prior year data, we will consider restatement of the previously reported emissions and appropriate explanations will be included to explain the restatement.

Controls

In FY25 Compass has developed a controls framework over its Scope 1 and 2 reporting, which is being embedded into country and Group processes this year and there will be continuous improvement as these are established and refined. The controls include a preparer and reviewer system to ensure that the data input into the Group's sustainability reporting system is accurate, complete, and is supported by relevant third-party evidence. The preparer and reviewer are required to sign off their reviews for each site in the system to confirm the process has been followed. This includes a review for commentary where there are significant variances versus prior year and prior period data. Data is then reviewed by the Group Sustainability team for completeness and accuracy and analysed to ensure trends and material year-on-year variances are understood.

Scope 3

Methodology

The majority of Compass Group UK & Ireland's GHG emissions are Scope 3 and originate in our supply chain, for which we are indirectly responsible. We report scopes 1, 2 and 3. Within Scope 3, we report categories 1, 2, 3, 4, 5, 6, 7, 11, 12 and 15 within the GHG Protocol's Scope 3 definition. For excluded categories 8, 9, 10, 13 and 14, we have provided an explanation for why we do not report these categories.

We report total Scope 3 emissions for Compass Group UK & Ireland. Compass defines the organisational boundary for its GHG inventory using the operational control approach. Compass accounts for 100% of the GHG emissions arising from operations over which it has authority to introduce and implement its operating policies.

Since 2019, we have been working to improve our methodology for measuring emissions and enhance the quality of our supply chain (Scope 3) data, as explained in this methodology section. As differing methodologies have been used for the 2019 data compared to the 2022, 2023, 2024 and 2025 data, the categories 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.11, 3.12, 3.15 and total Scope 3 emissions for these periods are not directly comparable.

The Scope 3 methodology outlined in this methodology section is relevant to our FY24 and FY25 reporting (except for category 3.11 as described below). We have not revised our reporting for previous years, for methodology sufficiently granular to allow us to calculate emissions under the revised methodologies is not available.

In 2025, we enhanced our methodology for calculating category 3.11 emissions in our client kitchens by updating emissions factors in line with the GHG protocol, and applying inflation-adjusted conversion factors. This part of the methodology applies only to our FY25 reporting; previous years have not been revised due to a lack of sufficiently granular data. Further detail is provided on these changes in '3.11 Use of Sold Products' section on page 84.

Compass Group UK & Ireland has adopted the FY25 data as a baseline for future reporting periods. This is to allow for enhancements in the methodologies as data and definitions have improved and to allow for UK & Ireland's M&A activity.

Data Collection and Estimation Processes

Data for purchased goods and services used to calculate Scope 3, FLAG and non-FLAG emissions is extracted from our procurement systems. As these are live systems, procurement data extracted for the reporting period is subject to change, however, changes are not significant enough to materially impact our reported figures. In FY24, we acquired CH&CO and calculated its emissions using actual data. In FY25, we continued to use the FY24 actuals for CH&CO because its FY25 procurement data was still being integrated into Compass' procurement systems. Using the FY24 dataset ensured accuracy and consistency, as it was the only fully validated and complete set of emissions data available at the time, and avoided introducing estimates or partial data that could reduce comparability year-on-year. As per our restatement criteria set out below, Compass will consider restatement of our figures should a difference of +/- 5% be found.

To align with financial reporting timelines, in FY25, Q4 data is extrapolated from the prior year's Q4 data scaled by the percentage change in Q1-Q3 emissions from prior year for the following categories: 3.1, 3.2, 3.4, 3.5, 3.6, 3.12. Actual Q4 data is used for categories 3.3, 3.7, 3.11 and 3.15. This approach differs from previous years, such as FY24, where actual Q4 data was used to calculate emissions.

The greenhouse gas emissions quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs and estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

For Scope 3 GHG emissions there are significant limitations in the availability and quality of GHG emissions data from third parties, resulting in Compass Group UK & Ireland's reliance on proxy data in determining estimated Scope 3 GHG emissions. Over time better information may become available from third parties and the principles and methodologies used to measure and report Scope 3 GHG emissions may change based on market practice and regulation.

Compass considers the materiality of the difference in the Q4 estimate to actuals in relation to the total reported Scope 3 emissions, both from a quantitative and qualitative perspective. Typically, in terms of quantitative assessment, should 12 months actual FY25 calculation result in a +/- 5% variance from the reported estimated values (FY25 Q1 - Q3 Actuals and Q4 Estimate), we will consider restatement of the FY25 emissions ahead of our FY26 disclosure.

3.1 | Purchased Goods and Services

Purchased Goods and Services (PGS) are Compass Group UK & Ireland's most significant source of Scope 3 emissions. Purchases of food makes up the largest portion of PGS.

- All spend data is extracted from procurement systems and input into Scope 3 calculations model.
- In FY24, Category 3.1 calculations shifted towards a mass-based approach as more product mass data became available. In FY25, the proportion of mass data has increased further, and we continue to improve data quality to expand the use of mass-based methods. Spend data is still used where mass data is unavailable.
- Certain categories of spend data are excluded from the Scope 3 calculation, including employee payroll, taxes and charity donations, which are not relevant for this calculation. Spend is also excluded from 3.1 where it can be easily split out and accounted for in a more relevant Scope 3 category (e.g. capital goods are accounted for in 3.2 and identifiable travel spend are accounted for in 3.6).
- **Food**
  - Where mass data is available for products, mass-based emissions factors are applied. Where only spend information is available for products, a Compass-specific spend-based emissions calculation is performed, by estimating the mass of each product according to its name, matched food item, and spend amount. Where the Food and Beverage (F&B) procurement data is not at product-level, a spend-based emissions factor is generated at a category level and applied to the purchase amount.
  - Emissions factors are generated by Foodsteps from a combination of peer-reviewed academic literature and industry data from over 3,000 sources. Foodsteps provides emissions factors for each food item in terms of both the total kg of carbon dioxide equivalents per kg of food ($kgCO_2e/kg$), and disaggregated by each contributing greenhouse gas i.e. kg of CO_2, CH_4, N_2O and 'Other' gases, such as F-gases (in both kg of gas and $kgCO_2e/kg$). Disaggregated emissions data is available across the full life cycle of each food item. Emissions factor modelling includes mapping of trade flows and production volumes in order to estimate average sourcing and provide a UK consumption specific emissions factor for each product. For certain products, primary data from suppliers has been gathered to provide emissions factors specific to the products bought.
  - As Foodsteps emissions factors are updated periodically to reflect new scientific evidence and improved data availability, year-on-year factors may differ. Increasing integration of supplier-specific data over time has also increased the accuracy of emissions calculations.
- **Non - Food**
  - Spend (monetary) data is available for all PGS data. A spend-based method is used when mass data is not available (see below for further details). Spend amount is multiplied by environmentally extended input-output (EEIO) emissions factors (sources below) to calculate tCO_2e.
  - US EPA EEIO factors are used in the spend-based method and are adjusted for use on the UK&I data by incorporating purchaser price parity, inflation, and foreign exchange rates in order to make them appropriate for use in other markets.
  - Emissions factors for average-data method have been developed using cradle-to-gate LCA models based on peer-reviewed literature for system inputs and outputs and government or intergovernmental sources (e.g. IPCC) for impact assessment methodology and conversion factors.

3.2 | Capital Goods

Category 3.2 emissions are calculated using the same spend data extracted from procurement systems and spend-based methodology as outlined for category 3.1, with the same sources of emissions factors.

- Capital goods are defined as per Compass Group's financial reporting and include leasehold improvements, vehicles, kitchen, office, and technology equipment.

3.3 | Fuel and Energy Related Activities

Energy consumption activity data for Scope 1 and 2 emissions is collected using Compass Group's sustainability software system. Defra emissions factors are then applied to the activity data for well to tank (WTT) emissions of purchased fuels and purchased electricity, and transmission and distribution (T&D) losses from purchased electricity.

- Emissions factors are sourced from the UK Department of Environment Food and Rural Affairs (Defra).

3.4 | Upstream Transportation and Distribution

There is no separate expenditure for transportation and has therefore been included within the EFs used for category 3.1.

3.5 | Waste Generated in Operations

Category 3.5 includes solid waste only (e.g. food waste generated in client kitchens). Wastewater is accounted for in 3.1 as such spend cannot be easily separated.

- Food waste is estimated based on total purchased food mass and estimated food waste rates from Waste and Resources Action Program (WRAP) - a climate action NGO presenting industry average data in the UK. Food waste data is then converted to emissions using emission factors from Defra.

3.6 | Business Travel

Business travel is calculated based on a hybrid approach. Where mileage/distance data is available, the distance-based method is used. Where mileage/distance data is not available, a spend-based method is used.

- The distance-based method is used for all air, road, and rail travel data. Data is extracted from the Compass Group UK & Ireland travel management system and multiplied by emission factors from Defra to calculate emissions. For hotel stays, the number of nights booked is multiplied by emissions factors from Defra.

3.7 | Employee Commuting

Emissions for employee commuting are calculated based on the number of part-time and full-time employees in each country multiplied by country average commuting statistics and country specific emissions factor.

- Employee data is extracted from Compass Group UK & Ireland's internal HR databases.
- Country average commuting statistics are sourced from the Department for Transport (UK). These take into account national average commute frequency, distances travelled and the mode of transport. Emissions factors used are from Defra.

*Mudie S. Energy Benchmarking in UK Commercial Kitchens. Building Services Engineering Research and Technology. 2016.

3.8 | Upstream Leased Assets

Where Compass Group UK & Ireland leases upstream assets the relevant emissions are incorporated within the Group's Scope 1 emissions' reporting. Therefore, there are no emissions associated with this category for Scope 3 purposes.

3.9 | Downstream Transportation and Distribution

Compass Group UK&I services are provided on site, with no further downstream distribution. Therefore, there are no emissions associated with this category.

3.10 | Processing of Sold Products

Compass Group UK&I products (food services) are provided on site and not further processed. Therefore, there are no emissions associated with this category.

3.11 | Use of Sold Products

Category 3.11 represents emissions from the consumption of electricity and gas in client/commercial kitchens used by Compass Group UK&I.

- As explained below, revenue is an input to the average-data method used to calculate category 3.11. Revenue from owned sites is excluded (as energy usage from these sites is included in Scope 1 and 2). Revenue from operations, such as vending and facilities maintenance, are excluded. These exclusions are in keeping with the GHG protocol guidance that the inclusion of indirect use-phase emissions is optional.
- Emissions are calculated by multiplying estimated energy consumed per GBP revenue and applying country specific emission factors. Energy consumed is estimated based on an academic study* on electricity and natural gas consumption rates in UK commercial kitchens per GBP of turnover. Average electricity and gas consumption rates are multiplied by the Compass' revenue from commercial kitchens.
- In FY24, country specific grid emission factors for electricity and natural gas are sourced from Defra (UK).
- In FY25, we undertook a review of the Category 3.11 methodology and identified improvements to increase the accuracy and consistency of our reporting. As a result, emission factors were updated to Ember, and an inflation adjustment was applied using the UK CPI index.

3.12 | End-of-life Treatment of Sold Products

Emissions from the end-of-life treatment for Compass Group UK&I all arise from downstream waste.

- Estimates are made for both end-of-life food waste and packaging waste. Food waste is based on assumed wastage rates from food purchases, sourced from literature studies by 'Food and Agriculture Organisation of the United Nations' (UNFAO) and WRAP.
- Only downstream emissions from food waste were calculated. Emission factors from Defra were used.

3.13 | Downstream leased assets

Compass Group UK&I does not operate assets that are leased to other entities. Therefore, there are no emissions associated with this category.

3.14 | Franchises

Compass Group UK&I does not operate franchises. Therefore, there are no emissions associated with this category.

3.15 | Investments

Emissions from investments accounts for Compass Group UK&I's investments by calculating the emissions generated through joint ventures and for investments and acquisitions not otherwise accounted for in other categories.

- Emissions are calculated by multiplying the total annual revenue of investments by Compass' % share of profits. This share of revenue is then multiplied by US EEIO emission factors with the relevant adjustments applied as described in the section on category 3.1.

Carbon Emissions Intensity

Carbon intensity metrics refer to the amount of greenhouse gas emissions produced per unit of activity or output. For this report, we use £ of revenue as the basis for calculating emissions intensity.

The reduction in emissions intensity referenced on page 15 is calculated by comparing our FY19 and FY25 carbon footprints against the revenue for each of those periods. This establishes Compass' comparable carbon intensity in both years, expressed as emissions per £ of revenue.

Definitions: tCO_2e and $kgCO_2e$

- **tCO_2e tonnes of carbon dioxide equivalent** represents one tonne (1,000 kg) of all greenhouse gases combined, including CO_2, methane and nitrous oxide, converted into an equivalent amount of CO_2 based on their global warming potential.
- **$kgCO_2e$ (kilograms of carbon dioxide equivalent)** is the same measure at a smaller scale, used when assessing product-level impacts (e.g., ingredients, recipes, servings).

Using CO_2e ensures all greenhouse gases are included in a single, comparable metric.

Use of Different Emissions Intensity Metrics Across This Report

In addition to our corporate-level tCO_2e per £ revenue metric, some Sector sections use alternative measures such as $kgCO_2e$ per kg of food or $kgCO_2e$ per serving. These are used where they provide more relevant insight for operational teams and clients.

Different metrics are applied depending on context:

- **Tonnes CO_2e per £ revenue (tCO_2e/£) – Corporate Level.** Used to assess progress across the whole business. It allows comparison over time despite growth, acquisitions or changes in service mix and reflects how carbon efficiency evolves relative to commercial performance.
- **Emissions per kg of food ($kgCO_2e$/kg) – Product & Procurement Level.** Used where teams are analysing ingredient choices, reformulating menus or switching products. It shows how carbon-intensive each ingredient or food category is.

Why We Use Multiple Emissions Intensity Measures

As Compass operates across highly diverse sectors; from workplace restaurants to hospitals, schools, defence, stadia and events. No single metric can meaningfully represent emissions performance across all services.

Using the most appropriate metric in each context ensures that:

- emissions are represented fairly and transparently
- teams can make informed decisions based on operational reality
- performance can be compared year-on-year and between sites
- reporting remains credible, clear and aligned with best practice

Together, these metrics form a comprehensive view of our emissions landscape, strengthening both the robustness and usability of our reporting.

Controls

In FY25 Compass Group UK&I developed a controls framework over its Scope 3 reporting. These are being embedded into processes this year, and there will be continuous improvement as these are established and refined. The controls include the following:

- Independent review of data prior to submission to the service provider, including a review for completeness of categories, reconciliation of data to underlying financial records, review to ensure correct periods are submitted, high level review of variances in categories
- Review of service provider mapping of emission factors to ensure appropriate categorisation, focusing on changes and material categories
- Annual review of service provider output for completeness and accuracy to:
  - verify that data provided to consultants has correctly been processed
  - recalculate a sample using procurement data, emissions and conversions factors
  - trend analysis to review outliers
  - review service provider variance analysis
  - recalculate Q4 estimated data and compare to actuals as received by service providers
- Annual review and approval of changes to service provider's methodology
- Review of service provider's capability as SMEs (methodology, emissions factors, variance analysis)

Food Waste

Utilising technology to measure food waste enables teams to accurately track and analyse waste generation. This data driven approach supports the development of effective waste reduction strategies and drives continuous operational improvement.

These systems capture a range of key metrics, including compliance, the cost of food waste as a percentage of purchased food, product level insights (where recorded), the weight and estimated cost of food waste.

Food Waste Tools

Compass Group UK & Ireland uses three primary tools to record food waste:

- **The Source**

An in-house system used to record food waste. Operators weigh food waste in kilograms and enter the data daily. Except where The Source is used for menu planning, then for post-production the waste weight is linked directly to the recipe which also provides product level insights.

- **Origami**

Used in primary and state secondary schools, operators measure food waste in litres and record data daily. An average kilograms per litre conversion factor is applied.

- **Digitally**

Compass Ireland uses a third-party system using automated weighing scales to capture the weight of food waste in real time.

Cost of food waste

The estimated cost of food waste in The Source and Origami is based a £ per kg for each of the five categories: pre-production, post-production, plate, retail and out of date; except where The Source is used for menu planning, then for post-production the waste cost is linked directly to the recipe.

In Digitally, the estimated cost of food waste is linked to the recipe and stock management system.

Data Consolidation and Reporting

Data from The Source and Origami is consolidated into the Compass Group UK & Ireland dashboard, where trends are analysed and targeted interventions implemented.

Compass Ireland's data is consolidated within Digitally's dashboard, allowing sites to track trends and identify improvement opportunities.

Controls

Controls include:

- Training on the usage of food waste tools, including a standard process for onboarding and updating documentation.
- Regular reviews are undertaken centrally and within sectors to increase the number of sites recording compliantly; action is taken where appropriate.
- Regular review of variances. Where variances are identified, these are investigated and rectified where appropriate.

Disaggregated Emissions: Scope 3 Category 1 (Food)

To increase transparency and provide deeper insight into the drivers of our supply chain emissions, we report our Scope 3 Category 1 (Purchased Goods & Services) emissions for food in a disaggregated format. Breaking emissions down by gases; carbon dioxide, methane, nitrous oxide, and other greenhouse gases, helps us better understand the composition of our footprint and the sources contributing to it within our food supply chain.

This breakdown improves the clarity and comparability of our reporting and contributes to a more detailed understanding of our overall emissions profile.

The table below summarises our disaggregated Scope 3.1 (Food) emissions for FY24 and FY25.

Greenhouse Gas	FY24 (tCO_2e)	FY25 (tCO_2e)
Carbon Dioxide	394,943 Δ	362,899 Δ
Methane	141,912 Δ	137,389 Δ
Nitrous Oxide	121,559 Δ	116,497 Δ
Other GHG	6,116	4,859
Total	**664,530**	**621,644**

The reduction in emissions since the FY19 baseline and from FY24 to FY25 is driven by a combination of emissions-factor evolution, changes in product mix as lower-emitting products are promoted across the business, and methodological enhancements, including the adoption of mass-based emissions calculations. Since FY19, we have progressively improved our approach, moving from a solely spend-based method to a hybrid volume- and spend-based methodology from FY23 onwards. As different methodologies have been applied to FY19, FY24 and FY25 data, emissions for these periods are not directly comparable. [Refer to Methodology section on page 80]

To ensure future reporting reflects both the current scale of the business and our enhanced methodology, Compass Group UK & Ireland is adopting FY25 as its new baseline year.

KPMG LLP has issued independent limited assurance, using assurance standard ISAE(UK)3000, over selected data indicated, which has been extracted from the Compass Group UK&I Carbon Reduction Plan 2025. See page 91 for further information.

Responsible Sourcing KPIs

Background

Compass Group UK & Ireland reports responsible sourcing data on an annual basis. We have several commitments within this space that we aim to achieve in the coming years through our ongoing efforts.

Methodology

Data is collected bi-annually to ensure a complete and accurate periodic reporting cycle, aligning with the publication of the Group's Sustainability Report. Responsible sourcing data from individually material business acquisitions for the Group, in line with those identified as material for Compass' external financial reporting, are incorporated into the reporting effective from the year following the year of acquisition. For business disposals, data is excluded from the year of disposal. Responsible sourcing data is reported for Compass contracted spend and excludes third party or member spend where Compass acts as an agent in the arrangement.

Data Collection Process and Controls

Responsible sourcing data is pulled from procurement systems for the relevant period and all scope and categories are included for Compass contracted spend. Data attributes are checked with suppliers, who provide evidence of relevant certifications. Compass market-level teams perform checks to ensure that total spend figures match Compass' procurement systems to capture 100% of spend on each responsible sourcing category (e.g. seafood). Scope and categories (sustainable and non-sustainable) are compared to prior year, and any changes are investigated for accuracy. Evidence is gathered for each KPI according to Group instructions, including the relevance and validity of sustainability certificates. In-country finance teams perform a sign-off process on all KPIs, recording the preparer and reviewer name and date on the excel template to confirm that the data compilation is in accordance with the data checklist, including:

- the scope, categories and timeframes of data are correct
- data has been correctly calculated
- KPIs are reviewed and approved in line with the Group instructions

Thereafter, the Compass Group Sustainability Team completes a round of reviews. Checks are completed for data accuracy, completeness and correct classification. The Compass Group Sustainability Team provides markets with specific definitions, requirements and examples of certifications that can confirm that spend or volume of a specific metric can be categorised as sustainable.

KPI Details and Definitions

The data points and how they are calculated are outlined in the following three categories, which are considered important to the sustainability of the business' supply chain; marine sustainability, nature and biodiversity.

Nature and Biodiversity

Compass Group UK & Ireland has signed up to the Science Base Target Initiative (SBTI) which requires a commitment to deforestation and conversion free supply chain by 2025. A policy to meet this requirement was launched mid-2024, including the Accountability Framework guidance, proving deforestation and conversion free (DCF) according to the following criteria:

- **Buying certified products**
  They are certified according to a standard whose criteria prohibit deforestation and conversion after a specified cut-off date. They are controlled using a chain of custody model that links products to the sites where they were produced (i.e. segregated and identity preserved). Such certifications include Fairtrade, Rainforest Alliance, UTZ or equivalent third-party certification.
- **Low risk sourcing**
  Buying products from low-risk areas and regions where materials can be traced to sourcing areas where no deforestation has taken place since the relevant cut-off dates as set out in the Group deforestation Policy. Continue to monitor such sourcing areas for risk or occurrence of deforestation or conversion. Enhanced Environmental questionnaires focused on deforestation, and ongoing monitoring.
- **Enhanced due diligence**
  Complete evidence-based supplier risk assessment on all shortlisted suppliers and include findings as decision criteria to select preferred suppliers. Complete enhanced due diligence including questionnaires and site based third party audits as part of onboarding, ensure the boundaries of production units are clear. Ongoing supplier monitoring and engagement of environmental performance, including the sharing of verified information on DCF status.

Coffee

KPI	Definition and Evidence
Total spend on coffee that is deforestation and conversion free	Spend on coffee during the period, this includes fresh, ground, dried and excludes retail bottles or cans. This includes suppliers categorised as deforestation and conversion-free according to one of the following: A. Certified products - certifications include Fairtrade https://www.fairtrade.org.uk, Rainforest Alliance https://www.rainforest-alliance.org/, UTZ https://utz.org/ or equivalent fair-trade certification or independent third-party certification, such as C.A.F.E http://www.ecolabelindex.com/ecolabel/cafe-practices). B. Low Risk Sourcing. No high risk countries of origin: Brazil, Colombia, Indonesia, Honduras, Guatemala, Vietnam. C. Enhanced due diligence. Suppliers provide the required certifications to prove that they do not source from locations that caused deforestation or land conversion after specific cut off dates.

Paper and Wood Products

KPI	Definition and Evidence
Total number of units of paper and wood products that are deforestation and conversion free	Total number of units of paper and wood products, including wood and paper packaging and takeaway products, wooden cutlery, wooden stirrers, printer paper, napkins, paper straws, paper cups, paper plates and any other wood and paper products not mentioned. A. Certified products. B. Low Risk Sourcing. Avoid high risk countries of origin: Africa, South America, India, Indonesia, Southeast Asia, Italy, Romania, Russia, Türkiye. Medium: China, Georgia. Recycled products are also considered 'low risk'. C. Enhanced due diligence.

Beef

KPI	Definition and Evidence
Total spend on sustainable beef products	Spend on beef products (i.e. contracted beef, not as an ingredient). Sustainable beef requires: A. Certified products - For beef a robust certification is Global Roundtable for Sustainable Beef. B. Low Risk Sourcing. Avoid high risk countries of origin: Brazil, Argentina, Vietnam, China. C. Enhanced due diligence.

Cocoa and Chocolate Products

KPI	Definition and Evidence
Total spend on cocoa and chocolate that is deforestation and conversion free	Spend on cocoa and any chocolate (including retail) e.g. raw cocoa, drinking chocolate and retail chocolate bars. A. Certified products: such certifications include Fairtrade, Rainforest Alliance, UTZ or equivalent fair-trade certification. B. Low Risk Sourcing. Avoid high risk countries of origin: Cote d'Ivoire, Ecuador, Cameroon, Nigeria, Brazil. Medium: Ghana, India. C. Enhanced due diligence.

‘Main Meal’ Methodology

On page 20 - 21, we reference the criteria used by Foodsteps to define a ‘main meal’ as part of our recipe analysis work together. To create a robust and meaningful baseline for comparison, Foodsteps filtered out recipes that could distort the analysis, such as side dishes, condiments, and drinks.

The following criteria were applied to the recipes analysed:

- The meal must weigh at least 170g and no more than 2kg per serving.
- It must contain at least 40g of two or more of the following food groups:
  - **1. Bread / Cereal / Rice / Pasta**
  - **2. Fruits / Vegetables**
  - **3. Dairy**
  - **4. Meat / Fish / Eggs / Beans / Nuts**

Additionally, the recipe must not be used as a sub recipe for another dish and must not include drinks.

This methodology ensures our assessment focuses on complete, nutritionally meaningful meals, providing a fair and consistent basis for comparing carbon impacts across recipes.

SBTi Alignment

Compass Group UK & Ireland is committed to reducing emissions in line with our Group goals that have been validated by the Science Based targets initiative. To establish our own targets aligned to the science-based targets initiative we have used publicly available tools to model our near-term and long-term targets for scopes 1, 2 and 3 (energy and industrial and FLAG) in the near and long term. Our Scope 3 target includes all categories defined by the GHG Protocol.

Planetary Boundaries

Planetary boundaries are scientifically defined limits* within which it is argued humanity can safely operate while maintaining Earth’s environmental stability and resilience. They represent thresholds for critical outcomes such as climate change, biodiversity integrity, and freshwater use, that, if crossed, could lead to irreversible damage to the environmental processes supporting all life on earth.

*https://www.stockholmresilience.org/research/planetary-boundaries.html

Independent Assurance

KPMG LLP provided independent limited assurance, using assurance standards ISAE(UK)3000 and ISAE3410, over selected ESG data points included in our 2025 sustainability reporting. Data points marked with an (Δ) have been extracted from the Compass Group UK&I Carbon Reduction Plan. KPMG LLP’s limited assurance reports and our Reporting Methodology are available on page 91 within this document.

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A MENU FOR CHANGE
OUR PLANET PROMISE