

# Acting responsibly

Corporate Responsibility ('CR') underpins the responsible and sustainable delivery of our key business drivers of strong customer relationships, employee performance, and food and service quality, all of which depend upon having motivated and productive employees. Our CR strategy meets the needs of our business and stakeholders in a cost effective, responsible and reputable manner.

## Our values:

Openness, trust and integrity

Passion for quality

Win through teamwork

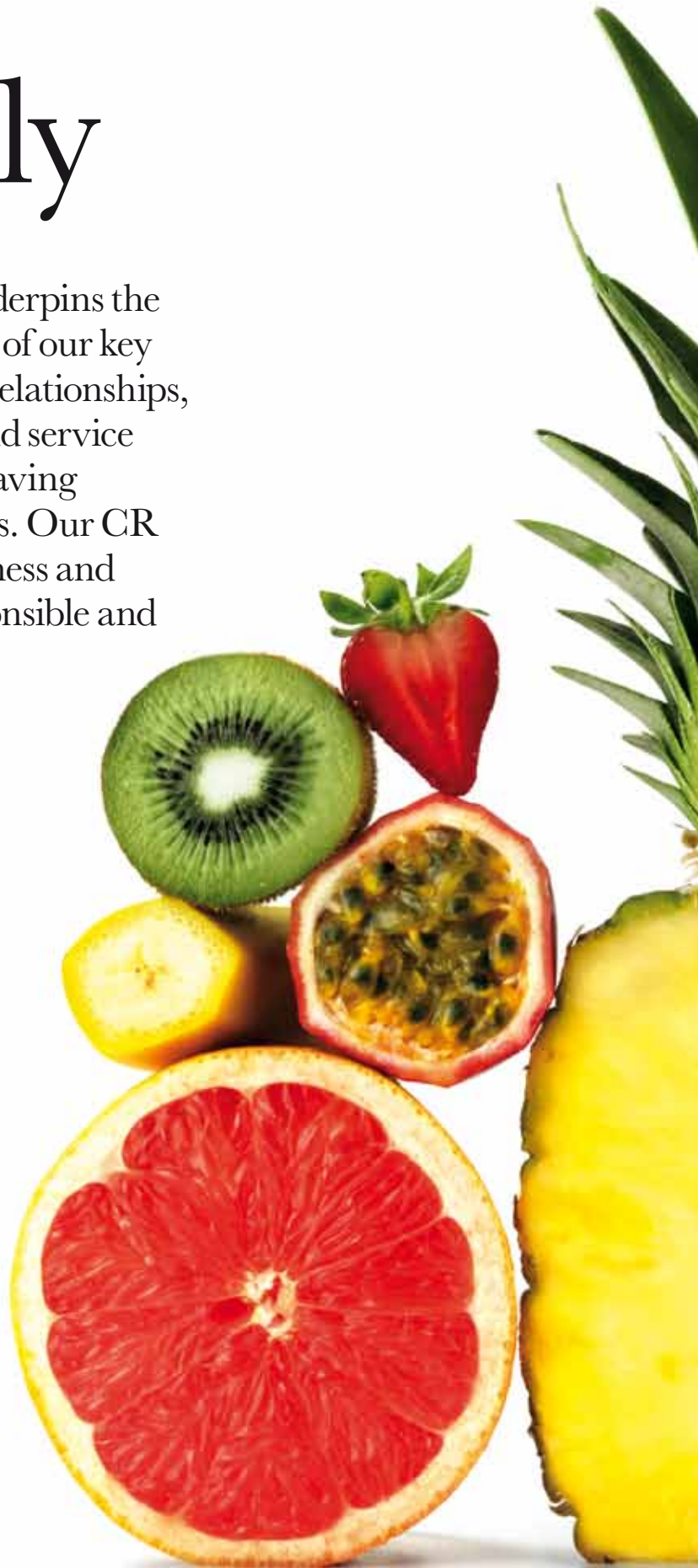
Can-do

Responsibility



Find out more online at:  
[www.compass-group.com/CR11](http://www.compass-group.com/CR11)

Interested?





75%

of employees surveyed believe that we are a good corporate citizen

We regard CR as a long-term, sustainable approach to business that seeks benefits for all our stakeholders and we have a well established commitment to support the wellbeing of our customers, employees, suppliers, local communities and the environment. We are working hard to continually improve the positive contribution we make through our operations by the responsible use of resources, the health and wellness of our customers and the employment opportunities that we create in local communities.

Over the past year, we have continued to drive further improvement across our business, particularly in the areas of supply chain and global health and safety standards, as well as increasing the scope of our environmental performance reporting. The Board believes that the progressive integration of CR across the Group and the inclusion of broader social and environmental issues into our decision making will help us to achieve our business goals, act as a building block for growth in shareholder value and benefit the communities in which we operate.

In the past year, we have further developed our global 'CR Framework' to articulate our longer-term vision and clearly define the steps we wish our businesses to implement along their CR journey. We have shaped the content of the Framework in response to feedback from a range of stakeholders including employees, customers, investors and non-governmental organisations. They told us that they would like to see greater consistency in the way in which we implement our CR activity globally, enhanced scope to our performance reporting and better communication of our longer-term CR vision. The 'CR Framework', underpinned by a number of proven best practice initiatives from around our business, provides countries with the strategic direction, practical steps and tools necessary to deliver our Framework in practice.

#### **A commitment to develop performance indicators**

Our Key Performance Indicators ('KPIs') continue to be relevant to our business strategy and to drive the sustainable development of our business. Since we started our CR journey in 2007, we have seen continued improvement in our sustainability performance against our baseline data. This year, we have increased the scope of our environmental measurement to cover our 'Top Twenty' countries which represent 93% of total Group revenue, as well as reporting on new areas such as food waste reduction and additional people related metrics. Our latest CR performance against published targets is set out on pages 34 to 35.

## Corporate culture

### **Governance and ethics**

Our structure is underpinned by the highest levels of corporate governance. This empowers our local management teams to manage their businesses to be competitive in their marketplace, whilst operating within a strict corporate framework with clearly defined parameters. Our Codes of Business Conduct and Ethics set out our social, ethical and environmental commitments towards each of our stakeholders and the communities in which we operate.

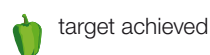
We have a global whistle-blowing programme, 'Speak Up', which is managed by an independent company, so that our employees can raise, in confidence, any concerns they may have about how we conduct our business. This year, we have refreshed the 'Speak Up' programme to ensure that it remains relevant and that we optimise employee awareness.

### **Corporate Responsibility Committee**

Our overall commitment to good corporate governance is overseen by the Corporate Responsibility Committee of the Board. Established in 2007, the Corporate Responsibility Committee continues to provide direction and guidance on all aspects of business practice and responsibility, ensuring consistent application wherever we operate. The Committee's primary responsibilities include: endorsement of CR policies; overseeing occupational health and food safety performance; environmental practices; business conduct and the positive promotion of employee engagement, diversity and community investment. A key focus of the Committee has been to improve the scope of our CR commitments and develop our longer-term CR vision and performance measurement.



# Our CR commitments and progress



target achieved



target remains work in progress

		Key Performance Indicator	Target 2010-2011	Performance 2010-2011
Environment	<b>Energy efficiency</b>	Reduction in energy consumption of our corporate offices <ul style="list-style-type: none"> <li>Natural Gas</li> <li>Purchased Electricity</li> </ul>	10%	
	<b>Vehicle efficiency</b>	Reduction in company vehicle fuel consumption (direct fuel purchased)	10%	
	<b>Water consumption</b>	Reduction in water consumption of our corporate offices	10%	
	<b>General waste reporting</b>	Compliance in waste performance reporting	100% data capture	
	<b>Food waste</b>	<b>NEW</b> Implement 'Trim Trax' food waste reduction programme	100% data capture	
Our customers	<b>Wellness and nutrition</b>	Improvement in the total number of operating sites providing 'Balanced Choices' (or equivalent healthy eating programme) to their customers	25% by 2012	
	<b>Food safety</b>	Improve our global Food Safety Incident Rate (FSIR)	% improvement	
	<b>Supply chain assurance</b>	Implement the new Compass Supplier Assurance Standard (including Corporate Responsibility elements)	100% implementation across 'Top Twenty' countries	
Our people	<b>Occupational health and safety</b>	Improve our global Lost Time Injury Rate (LTIR)	% improvement	
	<b>Employee retention</b>	Measure employee retention rate for all employees	% total employee retention	
			Data collection relating to: % management retention % site management retention	
	<b>Diversity</b>	Measure number of women appointed to our global leadership team	% increase	
	<b>Business ethics</b>	Measure total number of concerns reported by employees globally, via 'Speak Up'	Measure and report concerns	
	<b>Employee survey</b>	2011 'Your Voice' survey <ul style="list-style-type: none"> <li>Improvement in participation rating</li> <li>Improvement in engagement rating</li> </ul>	74% participation rating	
72% engagement rating				

## Basis for consolidation

Unless otherwise indicated, progress is reported for our 'Top Ten' countries against 2009-2010 performance. 'Top Ten' countries, as at 2008-2009, representing 81% of Group revenue: Australia, Canada, France, Germany, Italy, Japan, Netherlands, Spain, UK & Ireland and USA.



## Interested?

For full details of our performance, including prior years, please visit our CR site online at: [www.compass-group.com/CR11](http://www.compass-group.com/CR11)

Review 2010-2011	Target 2011-2012
The trend across the operations is positive with improvements being achieved from the 2008 baseline. Some increases in consumption are the result of growth in business operations. We aim to review the way we normalise data metrics to address the anomaly between a growing business and showing our true gains in sustainability performance for next year's reporting.	10% reduction by 2012 (against 2007-2008 baseline)
We continue to invest in low emission and electric vehicles to reduce fuel emissions, as well as promote responsible driving behaviours.	10% reduction by 2012 (against 2007-2008 baseline)
We are making good progress in reducing our water consumption and continue to invest in water efficiency equipment and practices.	10% reduction by 2012 (against 2007-2008 baseline)
We have further improved the accuracy of our data this year including the composition of our waste by collaborating with our contractors and clients.	100% data capture
We successfully implemented our food waste reduction programme called 'Trim Trax' across our 'Top Ten' countries and will extend the scope of countries reporting for 2012.	100% implementation across 'Top Twenty' countries
We are making good progress with the implementation of healthy eating programmes. We display calorie and GDA labelling which help our consumers make informed choices towards maintaining a healthy, balanced diet.	25% improvement by 2012 (against 2007-2008 baseline)
We continue to improve our food safety performance on a global basis with strong site compliance with our global Food Safety standards.	Report % improvement
We have made good progress but have more work to do in completing the implementation across our 'Top Twenty' countries – deadline April 2012.	100% implementation across 'Top Twenty' countries by April 2012
Building on the significant performance improvement achieved and reported in 2010, we have seen our performance plateau in some countries. We are working hard to improve our safety leadership and culture to support continuous improvement throughout 2012.	Report % improvement
Sadly, we had one work-related fatality as a result of a motor vehicle accident.	
We achieved another year of improving employee retention on a global basis.	Report % retention improvement
We are working with our country HR teams to further improve our reporting systems regarding the collection of management and site management data.	
20.8% of our global leadership team positions are held by women (19.2% in 2009-2010).	Report % increase
All our countries have access to the independently operated 'Speak Up' whistle-blowing programme, which enables employees to report material concerns for review and follow-up. There is a clear escalation process in place to consider each concern raised. Where appropriate, a full investigation and remedial actions are taken.	Measure and report concerns
We are pleased to have exceeded our target for employee participation in our global 'Your Voice' survey this year. We are taking steps to improve our employee engagement performance ahead of our next global survey in 2013.	We will conduct the next 'Your Voice' survey in 2013

This year, following consultation with key stakeholders including employees, customers, non-governmental organisations ('NGOs') and financial analysts, we have increased the scope of our environmental reporting to include our 'Top Twenty' countries for greater coverage across the business. The additional ten countries' performance will be reported in 2012. Our ultimate goal is to be able to achieve reporting from all countries in which we operate.

# Our people

Having well trained, motivated and productive employees is an essential component of our business model, both in terms of cost management and service delivery. Our people are ambassadors of our service and reputation and we recognise their positive contribution to our CR activities.



Our success depends on our people providing the best possible service to our customers. We employ more than 470,000 people in around 50 countries. To achieve consistency in our approach globally, we use a common management framework, 'People MAP', which details our strategy to attract, retain, develop and engage our people. To help grow our business, we must encourage our people to develop and they can only do that if we focus on nurturing their career with us and our relationship with them.

## Industry recognition for our people

In 2011, Fedele Bauccio, a highly motivated and engaged employee in our US business, was recognised for his commitment and dedication. Fedele, of San Francisco-based Bon Appétit Management Company, has been named as one of ten listed honourees of the 'James Beard Leadership Award', selected for specific outstanding initiatives as well as bodies of work and lifetime achievement. Fedele received the accolade for 'his commitment to quality food and socially responsible sourcing'. Other honourees include the US's First Lady, Michelle Obama.

## Employee engagement

Communication is key in all organisations and in keeping with our 'openness, trust and integrity' value, we have been running a biennial 'Your Voice' survey programme since 2007, providing our people with the opportunity to give feedback on our business. The opinion of our employees is important and the diverse feedback we receive from all levels and sectors of our business is invaluable.

This year, we achieved an impressive response rate with more than 120,000 colleagues across 42 countries responding to our 'Your Voice' survey, giving us a participation rate of 79% (2009: 71%). We are delighted that so many employees have been able to communicate their views. They told us that we have built a strong performance culture, that they are clear about what is expected of them and they receive helpful feedback from their managers on their performance.

## Developing our people

Training and development programmes are important both for our employees to fulfil their potential and to help our business achieve its goals.

We believe in nurturing talent from within our business, providing experience and formal qualifications to create managers and leaders of the future. As an example, in our UK business we offer apprenticeship opportunities to all site-based employees. Since 2009, around 1,700 frontline employees have successfully completed their apprenticeships in areas such as food and beverage, hospitality, business services and facilities management.

Through our global employment brand, talent management and various learning and development programmes, we encourage our people to develop their skills and further their careers within our business. Examples of global training programmes that have helped us to embed our Management and Performance operating framework ('MAP') principles and structures deeper into our organisation are 'Mapping for Value' and

'Mapping for Action'. Collectively, these programmes have resulted in more than 7,000 employees of different levels within our organisation being trained since 2009.

## Equal opportunities

We value the diversity of our people and strongly believe that the more our employees reflect the diversity of our clients and consumers, the better equipped we are to service their needs. As an example of our ongoing commitment, women now hold 20.8% of global leadership team roles, which represents a 1.6% increase compared to last year.

20%+

of global leadership roles at Compass are held by women

# A safe and healthy workplace

Health and safety is our number one operational priority. A strong safety culture is important to our clients and is critical to protect the wellbeing of our colleagues and consumers. Reducing the number of incidents we have results in effective cost management through improved incident and absentee rates, with reduced costs to the business.



We believe that everyone at Compass has a moral obligation to safeguard each other, our customers and the environment by operating a safe, injury-free and healthy workplace, serving food that is safe to eat, nutritional and which minimises our impact on the environment.

We operate a global Health, Safety and Environmental (HSE) Management System supported by policies, standards and metrics. This system underpins consistent operating standards across all of the diverse markets in which we operate, but enables countries to adapt it for local cultural or legislative needs. In our 2011 global 'Your Voice' employee survey with more than 120,000 respondents, our employees told us that they have access to the tools and training that they need to perform their job safely and well.

All management and board meetings throughout the Group feature a health and safety update as one of their top agenda items. The Corporate Responsibility Committee reviews the HSE policies annually to ensure that they continue to reflect our aims and aspirations, and meet with current legislation.

Supporting the Board is our global HSE Forum, made up of technical specialists from around the Compass globe. The Forum is responsible for defining policies, setting standards, measuring compliance and sharing best practice across the Group.

As a clear example of their commitment to making health and safety the number one priority, our team at the Pearl GTL site in Qatar reached an important safety milestone when they achieved more than six million man-hours worked with no lost-time injuries. We have over 800 employees at this site who perform a diverse range of services. Such services are delivered in a very challenging environment, to a client who demands the very highest operational standards where attention to health and safety measures is critical.

#### Success in Latin America

Our business in Argentina demonstrated their dedication to high standards of food safety by becoming one of the first Latin American foodservice businesses to be awarded ISO 22000: 2005 at its remote site contract in Minera Alumbra. This achievement demonstrates their ongoing commitment to providing the highest quality service to their customers, whilst operating in a very challenging environment. The ISO 22000 standard defines and specifies requirements for developing and implementing a Food Safety Management System at each level of the food chain.

#### External recognition

It is highly rewarding when our commitment to health and safety is recognised externally. We were proud when our business in Australia was awarded with the 'Best Implementation of a Specific Occupational Health and Safety Management System' award, by the National Safety Council of Australia/GIO Workers Compensation National Safety Awards of Excellence, for the implementation of their employee Safety Handbook. Recognition by such a prestigious body for the integration of excellent safety practices into their operations was a great achievement.



# Wellness and nutrition

By pursuing a passion for wellness and nutrition, we contribute to the health and wellbeing of our consumers. We help our clients to deliver improved employee performance and satisfaction, encouraging client retention in our business.

51%

increase in the number of sites operating healthy eating programmes

As a global foodservice company, we recognise that we have an enormous impact on what our 20+ million consumers choose to eat and drink. Our positive contribution to their diet and nutrition is our most significant impact and we are proud of the role we play in promoting health, wellness and nutrition, particularly as in some of the markets where we operate, the food we provide may be the only nutritious meal eaten by our consumers that day.

#### Nutritional labelling

Compass is committed to leading the way within the foodservice industry in understanding the needs of consumers and is at the forefront of providing nutritional information. Our consumers are becoming increasingly interested in the nutritional content of their food choices. We continue to roll out our healthy eating framework 'Balanced Choices' globally, providing healthy food choices across our menu offer. We give our consumers the nutritional information that they need to make informed choices. More than 11,000 sites (2010: 7,498) are now qualified to operate 'Balanced Choices'.

This year, we also launched a new healthy eating programme, 'Whole+Sum'. This innovative programme enables consumers to select a healthy and balanced meal by adding together calorie controlled food options to the value of 600 calories or less per meal. 'Whole+Sum' reflects consumer trends by combining popular world cuisine flavour profiles and comfort foods, with enough variety that they enjoy their visit to our 'Whole+Sum' station every day. Based on the success in our US business, where we already operate over 200 sites, 'Whole+Sum' is being progressively rolled out to the UK and other markets.

#### Responsibility deal

In the UK, we are actively supporting a Government initiative called the 'Responsibility Deal', aimed at addressing health and wellbeing within the UK population by encouraging the nation to adopt a more balanced lifestyle. As a demonstration of our commitment to the initiative, we have pledged to improve the nutritional labelling in our sites, including the introduction of calorie counts. We continue to reduce the levels of salt and artificial trans fats in the food we serve.

#### Fight against childhood obesity

We take our 'responsibility' value very seriously. This year, in response to growing concern over childhood obesity we have initiated a number of programmes in the Education sector. These programmes highlight the importance of educating schoolchildren and their parents on the benefits of following healthy eating habits and adopting an active lifestyle.

Launched by our Spanish business, a great example is the 'Grow with Us' campaign. The programme targets schoolchildren aged between three and twelve years and has seen 160,000 children participate across nearly 1,200 sites. Sessions such as 'Grow in Health', 'Mediterranean Lifestyle' and 'A Safe and Healthy Planet' have been promoted as part of the school meals service, improving knowledge and awareness of the benefits of a balanced, nutritional diet.

Similarly in Turkey, one of our fast growing markets, we have initiated a health and wellness programme for schoolchildren involving the production of a nutritional guidebook and story book containing nutritional information presented in a fun and engaging way. The books cover topics such as nutritional values, calorie measurement, growth charts and menu planning for specific age groups. To date, 25,000 books have been distributed to over 65 schools and 25,000 schoolchildren.



# Responsible supply chain

Having a responsible supply chain is important for us to deliver the quality of foodservice that is a key business driver for Compass. As a result of our actions, we are able to build the confidence of our clients and consumers, reduce potential risks and develop sustainable relationships.

The provenance and origin of the food we purchase is a key consideration for us. We aim to purchase food only from authorised suppliers and we work closely with our supply partners to ensure that they meet our global supply chain standards. During 2011, we refreshed these global standards to ensure that they remain 'fit for purpose' in our evolving business environment, particularly our growth in emerging markets.

## Reducing food miles

Logistics plays an important role in the foodservice industry and, as such, we have a responsibility to reduce our impact on the environment where we can. In 2011, we have been working hard with our suppliers to improve logistical efficiency, to increase emission savings and reduce our carbon footprint.

Our UK & Ireland business has been actively consolidating suppliers and deliveries into a centralised logistics platform. Working with our logistics partner, we are now using four 'super centres' across the UK with the capability to deliver all products to sites in a single delivery. We anticipate that the consolidated logistics platform will remove over four million food miles from our UK business, reducing our CO<sub>2</sub> emissions by around 6,000 tonnes a year.

Our business in Germany has achieved a 2.5 million kilometre reduction in fresh produce food miles, through an initiative that has seen them switching from a network of regional fruit and vegetable suppliers to a single logistics platform. This reduction in kilometres equates to a saving of nearly 2,000 tonnes of CO<sub>2</sub> per year.

## Sustainable oceans

The provenance of our food is always a prime consideration, and we are proud to have a long-standing relationship with the Marine Stewardship Council ('MSC') in the certification of the fish and seafood we use.

Our team in France has achieved the accolade of becoming the first foodservice company in France to be awarded with MSC certification across its supply chain from fisheries to consumers. A robust sustainable fish and seafood policy has been developed which incorporates a number of elements such as a 'Responsible Fishing Compact' and 'Responsible Fish List', featuring those species that should be promoted, controlled or prohibited. In addition to France, we continue to improve our MSC certification coverage around the world. Countries that already operate MSC programmes include Australia, Canada, Germany, Netherlands and UK & Ireland. Our US colleagues also continue to drive up their volumes of sustainable fish and seafood, supported by the Monterey Bay Aquarium.

We are pleased to report that for the third consecutive year, our UK business was awarded the Midas Award for 'Ethical Sourcing and Fairtrade'. The award recognises industry-leading support of Fairtrade. We were commended for our ongoing dedication to Fairtrade and the significant increase in the amount of Fairtrade products we purchase and sell year on year.

In 2011, together with key global clients, we participated once again in the Supply Chain module of the Carbon Disclosure Project ('CDP'), which is designed to measure carbon risks and liabilities through the supply chain and helps us to identify opportunities to reduce our environmental impact.

1.5m

pounds (lbs) reduction in the purchase of non-sustainable seafood in the US



# Environment

Our close working relationship with the agricultural industry provides us with a constant reminder that the planet has limited resources. As a consequence, our environmental programmes focus on the improved use of resources, which help us to manage our costs effectively and reduce our impact on the environment.



## Reducing our food waste

Across all of our countries, we are working hard to reduce the impact of food waste. In many countries, food waste accounts for more than 15% of the materials being sent to landfill sites and the food degradation process produces methane, a greenhouse gas that is more potent than carbon dioxide. In addition, there is also a significant economic impact from the disposal of food waste. Compass has created a sustainable programme for building employee awareness, behavioural change and minimising the impact of food waste called 'Trim Trax'.

We are pleased to report that the programme has had great success, with more than 70% of our countries now participating. This year our team in the UAE received an Environmental Award from their client, ADNOC Group Company, in recognition of the 'Trim Trax' programme operating at the Das Island site, for their significant reduction in food waste.

## Environmental performance reporting

2011 represented our fourth year implementing a web-based reporting tool to track and report globally, in a consistent manner, on our greenhouse gas emissions. This year, we have extended the scope of our environmental reporting from the 'Top Ten' (83% of total revenue) to the 'Top Twenty' countries (93% of total revenue). We continue to share best practice ideas across countries to improve our environmental performance.

A great example is the 'Carbon Foodprint Toolkit'. Created by our US team, the toolkit is a solution for clients who want to lower their carbon emissions as well as their operating costs. This web-based tool is sufficiently flexible to operate across multiple sectors. It enables users to build a step by step strategy for minimising the carbon footprint of their foodservice operations.

## Employee involvement

Our business in Sweden developed an innovative way of engaging employees in their environmental drive. A 'climate-friendly' competition was created, with points being awarded for environmentally-friendly travel to and from work, such as by foot or by bike. 1,300 employees took part, demonstrating how it is possible to reduce environmental energy consumption and start living a healthier lifestyle with small, everyday changes. Each month, the employee with the highest number of points receives a reward, recognising their personal contribution to reducing our carbon footprint.

## Greenest employer

In Canada, our business has been listed as one of Canada's 50 Greenest Employers for the second consecutive year. This very special designation is given to employers leading the nation in creating a culture of environmental awareness in their organisations.

In 2011, we were pleased to once again participate in the Carbon Disclosure Project ('CDP') which operates in more than 60 countries around the world. This programme enables companies to measure and disclose their greenhouse gas emissions and climate change strategies so that they can set reduction targets and make performance improvements. We continue to use the feedback from the CDP to help shape our future environmental strategy and build our sustainability framework.



# Compass in the community

Engaging with our communities helps us build positive, longer-term relationships with our employees, clients and consumers, encouraging improved client retention and employee engagement.



We have a strong track record in community engagement and investment, operating community-based initiatives that encourage healthy lifestyles, tackle social exclusion, improve employment chances and promote sustainability and diversity. Whilst it is not possible to list here all the projects that we are involved in, outlined below are just a few of the many good news stories from 2011. Further examples can be viewed online at [www.compass-group.com/CR11](http://www.compass-group.com/CR11).

## Mentoring programme

A mentoring programme in Canada, launched by the Toronto Region Immigrant Employment Council brings together trainees and established professionals in occupation-specific mentoring relationships. Our colleagues are proud to be part of this programme which has facilitated over 5,800 mentoring relationships. Whilst those entering the programme have the education, experience and language skills they require to succeed in the labour market, Compass is able to offer them local insights and invaluable access to professional networks that only a one-to-one professional connection with a mentor can offer.

## Our global community

2011 has been a challenging year for Japan, an important market to Compass. The catastrophic earthquake and subsequent tsunami tragically resulted in more than 15,000 people losing their lives and 5,500 seriously injured. These events had a significant personal impact on our team in Japan and their clients. Through the heroic efforts of our people, we restored our services to our clients and helped them to return to 'business as usual' as quickly as possible. We supported our employees with temporary housing and welfare provisions and despite the challenges they faced, our employees raised more than £325,000 in aid of the Red Cross fund.

In our 2010 CR report, we spoke about our involvement with the Haiti earthquake relief project. Eighteen months later the country still faces a number of challenges. Volunteers from our Crothall Environmental Services team at Florida Hospital flew to the Adventist Hospital in Haiti to teach safe hygiene practices to employees; a critical part of the

care-giving process. The US business has also been heavily involved in tornado relief work this year across the USA. Both our Morrison and Chartwells businesses have donated through fund-raising initiatives and given their time working on tornado relief programmes.

We value our membership of Business in the Community ('BITC'), a UK based organisation which seeks to inspire, engage, support and challenge companies to continually improve the impact they have on society and the environment.

As a result of the efforts of our UK employees, we are proud to have raised over £800,000 for our partner Cancer Research UK. They will continue to support Cancer Research UK with fund-raising initiatives during 2012.

## Donations

During the year to 30 September 2011 charitable donations were £5.9 million (2010: £5.8 million).

£800,000+

raised for Cancer Research UK  
by our employees  
in the UK