

Compass Group Diversity

MANY VOICES. MANY CHOICES. ONE COMPANY.

Our mission is to promote an inclusive environment that values our diverse associates, clients and customers through education and training, customer engagement, community outreach and enhancing partnerships. This will not only direct us toward diverse maturity but also impact the entire Compass Group North America.



people

Diversity & Inclusion Training
appreciating differences

Appreciating Differences™ offers users a private & personalized way to understand their own biases, discover the different ways that diversity impacts business.



great people

Diversity & Inclusion Training

managing inclusion

Designed to equip our Managers with important skills to help them more effectively manage their businesses in an inclusive way.

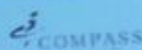
- ✓ Identify "go-to" people on your teams
- ✓ Learn what barriers keep associates from operating at "go-to" levels

Compass People Map

What is People MAP

- ✓ A common framework of objectives, measures and action plans
- ✓ A way of framing a strategy for people, the leadership group, employees, and even clients
- ✓ A way to agree on priorities and to track progress against their delivery
- ✓ A method to move forward, rather than to just react to circumstances
- ✓ A way of measuring the delivery of the HR team





Our Vision — To be a world-class provider of contract foodservice and support services, renowned for our great people, our great service, and our great results.

Our Mission — Everyone in Compass is committed to consistently delivering superior service in the most efficient way, for the shared benefit of our customers, shareholders and associates.

Our Guiding Principles

Safety, Health and Environment First - never to compromise on the health and safety of our customers and our people, and to manage responsibly the impact that our business has on the environment.

Delivering for Clients and Consumers - to earn the continued loyalty of our customers by consistently demonstrating why we are the first choice for quality, service, value and innovation.

Developing our People and Valuing Diversity - to value and recognize the diversity and contribution of our people. We create a work environment that is challenging and provides the opportunities and support for everyone to develop, learn and succeed.

Profitable Growth - to deliver shareholder value through disciplined, sustainable growth, underpinned by strong governance, that contributes to and leverages the benefits of our global scale.

Constant Focus on Performance and Efficiency - to deliver the highest quality and performance, while relentlessly driving to be the lowest cost, most efficient provider.

Our Values

Openness, Trust and Integrity - we set the highest ethical and professional standards, at all times. We want all our relationships to be based on honesty, respect, fairness and a commitment to open dialogue.

Passion for Quality - we are passionate about delivering superior food and service, at all times. In achieving this, we look to replicate success from mistakes and develop the ideas, processes and practices that will help us improve our food and service.

Win Through Teamwork - we encourage individual ownership, but work as a team. We value the expertise, individuality and contribution of all colleagues, working in support of each other and readily sharing good practice in pursuit of shared goals.

Responsibility - we take responsibility for our actions, individually and as a group. Every day, everywhere we look to make a positive contribution to the health and well-being of our customers, the communities we work in and the world in which we live.

Can-do - we take a positive and commercially aware "can-do" approach to the opportunities and challenges we face.



Our Performance Framework

Management and Performance (MAP)

To optimize short-term and long-term performance, we focus on:

MAP1 - Client Sales & Marketing Costs - Deliver sustainable growth from existing and new clients in our markets.

MAP2 - Consumer Sales & Marketing Costs - Deliver sustainable growth from existing and new consumers in our chosen markets.

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Our PEOPLE MAP

People focus to support MAP and deliver great results

Attract - source great people; selection process; diversity

Retain - induction; reward policy & practices; Safety, Health and Environment First, governance & good people practice

Develop - training; career planning; succession & talent management

Engage - two way communication; associate relations; recognition

Perform - performance review; in-unit operational excellence; organizational development

HR Leadership Model

Competencies Definitions for the Strategic Professional

Human Resources Experience:

Is demonstrated by substantive and progressively responsible management experience in human resources and related industry operations experience. Has the demonstrated ability to successfully design, implement, and evaluate state-of-art human resources programs and services that reflect organizational values; Has the ability to direct resources towards accomplishment of strategic goals; Possesses **Personal Improvement and Ownership**: Personally Strives for personal enrichment; Is continuously planning for improvement. Continuously strives to strengthen and refine one's own professional effectiveness; seeks higher levels of expertise that lead to improved performance. Takes ownership.

HR Leadership

HR leaders will demonstrate the ability to **Influence, persuade and inspire** others to take action based on the vision and strategic objectives; Makes strategic link between HR and company performance; Recognizes and acts on opportunities of where HR can add value to drive the business and people performance.; Established credibility in relating to others through knowledge of business and how HR application can add value to functional areas.

HR/Business Acumen, Process and HR Controls:

Promotes efficiency for HR Business effectiveness. Understands Business Goals and personally operates within alignment of HR goals for the department. Understands HR processes, their application, and how they Integrate. Demonstrates awareness of the cross-cultural impact of HR processes; Counsel's employees/management on the application of HR processes.; Understands the purpose, latitude, and constraints of HR plans and the importance of plans to the employee population and business strategy.

Vision of HR as a customer focused organization:

Keep projects and agendas moving productively and efficiently; requires strong business acumen, sensitivity to the environment and awareness of Inter-dependencies between organizations, units, businesses etc.; Demonstrated by a track record of successfully positioning an HR team as a pro-active, value-added service.; Including the ability to train HR Staff and adjust and be flexible to internal processes to meet customer needs.

Strong People Management skills:

Possess strong ability to recruit, manage, develop and retrain a team of diverse HR professionals.; Promotes the recruitment and retention of a diverse workforce.; Effectively uses contemporary management concepts that proactively and productively builds a solid management foundation for future growth; Encourages participative management while stimulates management efficiency and effectiveness that successfully integrates objectives, opportunities and resources

Strong Collaborative Problem solving skills:

Productively partner with stakeholders to build business consensus and collaborates to work through problems, develop solutions and foster resolution and action. Success requires team building, a high tolerance for ambiguity, and ability to manage across lines and without direct authority.

Change Management Knowledge and skill:

Champions of Change, knowing how to build support for new ideas. (know how to sell and negotiate) Successful experience in managing organizational change and/or stability with a clear understanding to the contributors to success and effective tactics for deploying change management and dealing with resistance. HE Leaders pro-actively accepts change and implements effective processes to raise the bar of excellence and create sustainable improvements. It ranges from innovative ideas to creating a cohesive balance to the sense of urgency around the need to improve while gaining support and resources to manage the change effectively. Moves constructively toward improving performance.

Win through Team Work:

We encourage individual ownership, but work as a team. We value the expertise, individuality and contribution of all colleagues; working in support of each other and readily sharing good practice in pursuit of shared goals.

Always Posses a GREAT ATTITUDE..... A great attitude can deliver a lot of good things. You must realize that your attitude is YOUR choice to make, and that you alone can decide how to deal with the events in the workplace.

Implementer - District - Unit	- Makes strategic link between HR and company performance - Recognizes and acts on opportunities of HR to add value to the business. - Understands HR processes, their application, and how they integrate. - Demonstrates awareness of the cross-cultural impact of HR processes.	- Business Fundamentals - Cost Benefit Analysis - Knowledge of Compass Core 4 Businesses - HR Tool Kit (i.e., Training and Development, Recruitment / Selection, Performance Management, Employee Relations, Policy and procedure)	- Take responsibility for a project that has long term implications. - Accompany sales / marketing representatives on customer calls. - Conduct presentations about Compass People MAP Strategic as it relates to Business MAP. - Find a mentor
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Compass Group HR COMPETENCIES			
Business Partnership: Communicates effectively and influences management to attain business objectives. Leads in support to leverage human capital (alignment, selection, performance, development). Effective performance relies on behaviors, knowledge, skills and experiences related to Consultation, Communication and Influence.			
Competency Level	Behaviors	Basic Knowledge & Skills	Key Experiences
Strategists Sector Function	- Provides on-going strategic HR consultation to Sector CEO's & Senior Management. - Ensures linkage between organization strategies business/people. - Collaborates across business and borders; Change Management Champions - Partners with business leaders, regulatory agencies, stakeholders, and external consultants to implement HR strategies in support of the business plan. - Forms coalitions with key stakeholders to ensure the successful communication and implementation of the business plan.	- Leadership & Management Competence - Visioning and Alignment - Strategic Thinking/Influence - Networking - Resource Management - Teamwork & Consensus Building; Conflict Mediation - Goal Setting - Business Acumen - Performance Development - Process Excellence - Advanced Consulting Skills - Global Business Perspective - Ethics	- Lead a task force whose mission and objectives span Core 4/Zone boundaries and can lead to Business Excellence Influence. - Take responsibility for a project whose solution requires the cooperation of individuals from other organizational units, especially related to the allocation and control of resources. - Seek opportunities for speaking engagements inside and outside of HR
Integrators: - Director - Region	- Articulates Compass business strategy and its impact on HR. - Influences without authority. - Effectively explains staffing implications of business plans. - Negotiates agreement based on mutual interests. - Develops communications media between employees and management. - Develops effective relationships with key external constituents - Partners with clients to identify opportunities for improvement - Builds and sustains relationships with clients	- Business Case Development - Persuasion Skills /Stewardship - Interpersonal / Networking Skills - Coaching and Consulting Skills - Strategy Development - Strategies for identifying and overcoming resistance - Process & Project Management	- Take responsibility for a project requiring interaction with visits to other Sectors/Core 4 Zones. - Work on a project that requires developing relationships with others and convincing them to take a specific course of action. - Take responsibility for communicating a new HR program, policy.

Implementer: ▪ District ▪ Unit	▪ Gathers data to understand the true nature of the business problem, and to identify ways in which HR practices can address the problem. ▪ Understands the purpose, latitude, and constraints of plans and the importance of plans to the employee population. ▪ Gathers, analyzes and interprets data for routine report generation. ▪ Sells ideas and HR approaches to line managers in a manner that builds commitment. ▪ Establishes credibility in relating to others through knowledge of HR and functional areas. ▪ Describes complex issues and clearly conveys information to individuals and groups in a dynamic, understandable, and influential way. ▪ Expresses ideas clearly in reports, letters, documents, and other written material. ▪ Presents ideas and proposals clearly, assertively and persuasively. ▪ Counsel's employees/management on the application of HR processes. ▪ Uses software to manage HR information.	▪ Situation Analysis ▪ Human Resources Knowledge ▪ Effective Communication ▪ Diagnostic Skills ▪ Data Gathering ▪ Relationship Management ▪ Customer Focus ▪ Results Orientation ▪ Continuous Learning ▪ Honesty & Integrity	▪ Take responsibility for a project cooperation and effective management team. ▪ Join a team in which HR's goals and plans will have to be clearly communicated to a cross-functional team. ▪ Select a mentor with strong coaching and influencing skills.
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Compass Group HR COMPETENCIES			
Organizational Development Collaborating with organizational leaders and their groups to create systemic change toward improving productivity and employee satisfaction through strengthening the human processes through which they get their work done. Effective performance relies on behaviors, knowledge, skills and experiences related to Organizational Design, Workforce Planning, Integration, Corporate Culture, Re-engineering.			
Competency Level	Behaviors	Basic Knowledge & Skills	Key Experiences
Strategists ▪ Sector Function	▪ Supports a culture of coaching, development and continuous learning ▪ Linkage between Competencies and organizational strategies ▪ Leads the development of HR systems and processes that maximally support business goals ▪ Continually moves to improve / re-engineer existing HR systems and processes. ▪ Designs new functions and roles to help the business achieve its objectives ▪ Ensures that the organizational structure meets the needs of employees, teams and the business. ▪ Set up systems for the coaching and development of leaders ▪ Team Coach to Senior Teams ▪ Designs policies and practices to ensure organizational Effectiveness	▪ Talent Deployment ▪ Visioning and Alignment ▪ Process Excellence ▪ Change Management ▪ Performance Development ▪ Workforce Planning ▪ Re-engineering ▪ Organizational Structure and Design	▪ Working with Sr. Leadership, align structure, roles and key processes that deliver ROI (also Sr. Leadership TM section for alignment strategy) ▪ Review models to ensure relevancy, add dimensional criteria to keep momentum ▪ Develop organization structure, work design, team management and organizational communication necessary to support Long Range Planning for R&D ▪ Lead / support process reengineering, continuous quality improvement, and other processes for increasing organizational performance at Sr. Staff Level. ▪ Provide coaching to Sr. Leadership to support the individual development plans and organizational effectiveness.

Implementer ▪ District ▪ Unit	▪ Values strategic link between HR and company performance ▪ Recognizes and acts on opportunities of HR to add value to the business. ▪ Understands HR processes, their application, and how they integrate. ▪ Demonstrates awareness of the cross-cultural impact of HR processes.	▪ Business Fundamentals ▪ Cost Benefit Analysis ▪ Knowledge of Compass Core 4 Businesses ▪ HR Tool Kit (i.e., Training and Development, Recruitment/Selection, Performance Management, Employee Relations, Policy and procedure)	▪ Take responsibility for a project that has long-term implications. ▪ Accompany sales / marketing representatives on customer calls. ▪ Conduct presentations about Compass People MAP Strategic as it relates to Business MAP. ▪ Find a mentor
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Compass Group HR COMPETENCIES			
Talent Management is a continuous process that plans talent needs, builds an image to attract the very best, ensures that new hires are immediately productive, helps to retain and facilitates the continuous movement of talent to where it can have the most impact within the organization. Effective performance relies on behaviors known experiences related to Recruitment, Talent Assessment, Selection, Developing, Talent Consulting.			
Competency Level	Behaviors	Basic Knowledge & Skills	Key
Strategists • Sector Function	▪ Partnership with TM in all TM strategies for effective recruitment, transition, and redeployment of talent. ▪ Appropriately matches talent to the skills and knowledge requirements of leadership positions. ▪ Brokers talent across business units, functions, and borders. ▪ Coaches and mentors less experienced HR professionals ▪ Leads the establishment of objective, performance-based criteria to facilitate growth objectives and downsizing when necessary. ▪ Provides support to Senior Leaders transitioning to new roles	▪ Leadership Assessment and Development ▪ Coaching / Mentoring ▪ Executive Sourcing ▪ Global Sourcing / Staffing ▪ Cross-Cultural Negotiation ▪ ROI of People Impact to business Impact	▪ Partnering with overview to pro ▪ Prioritize key jo ▪ Work with mar ▪ Strategy is clea ▪ Drivers and the ▪ (e.g., financial, ▪ Engagement, c ▪ Understand ho ▪ Goals down thr ▪ Ensure that the ▪ Individual empl ▪ Demonstrate ho ▪ Truly linked to o ▪ Effective two-wa ▪ Clearly establish ▪ Work with Sr. Lead ▪ Changing capabilit ▪ Range Planning- focus ▪ Positions determine wh ▪ With top talent, have the ▪ Sectors/company success ▪ With RN Create Workforce Plann

Director Region	- Set up systems for the coaching and development of employees - Analyzes, compares and contrasts best-in-class HR processes, methods and procedures - Facilitates and Coaches Teams - Applies talent management practices (OLR, Succession Planning, High Potential Identification, etc.) - Demonstrates knowledge of implementation of performance management plans, programs and initiatives and its relationships with other HR systems (competency, career, compensation) to support overall business objectives. - Understands how changing a component of the HR processes impacts other aspects of the entire HR system - Designs or re-designs, organizational systems, processes and job	- Skills Assessment and GAP Analysis - Work Systems and Processes - Building Learning into Work - Job Re-design - Recruitment techniques - Team Development - Systems Thinking - Supports Diversity and Understands Related Issue - Situation Analysis	- Link corporate, unit and individual priorities. - Identify individual, team, and functional gaps and provide recommendations through development and strategic planning - Working with managers, establish performance expectations aligned with business objectives - Support organizational performance by implementing individual and team coaching feedback, and by evaluating, reinforcing and rewarding performance. - Evaluate the impact of training to proficiency (defined)
Implementers District Unit	- Makes decisions based on cost-benefit analysis for HR interventions. - Supports management strategy and implementation. - Understands the behavior of individuals, groups and team in organizations. - Understands relevant HR systems and processes.	- Organizational Culture - Evaluation and Measurement - Building Leadership Forums - Program Design	Communicate organizational goals and objectives while implementing HR MAP processes and policies to ensure line-of-sight.

Compass Group HR COMPETENCIES			
Business Impact Knowledge of the cultures and markets in which Compass participates, and insight as to how HR contributes to ensuring Compass's place as a market leader. Effective performance relies on behaviors, knowledge, skills and experiences related to HR Strategy Development, Business Acumen, Key Performance Indicators. Influence.			
Competency Level	Behaviors	Basic Knowledge & Skills	Key Experience
Strategists Sector Function	- Defines required changes in the HR function - Develops strategic initiatives to realize the business strategy. - Employs techniques and tools to map HR strategy to business / company performance (e.g. Balanced Scorecard) - Anticipates and ensures provisions are made for the impact of globalization on IR and HR practices. - Defines new strategies to help the business increase organizational capability.	- Global Business Perspective - HR Scorecard/People MAP - Business Plans - Strategic Business Thinking - Defines required changes in the HR function to deliver ROI - Cultural Competence	- Lead a multi-functional/ multi-disciplinary team. For promoting diverse perspectives, and demonstrating diversity and inclusion support company. - Lead the Organizational Review (OLR) process for business / sector / function
Integrator Director Region	- Understands Compass industry, company, competitors and customers. - Proactively identifies ways in which HR can contribute to business effectiveness - Uses knowledge of Human Resources and the business context to assist business leaders in attaining competitive advantage - Uses knowledge of business to develop HR policies, practices and initiatives that add value - Understands and makes provisions for impact of globalization on Compass & HR practices.	- Supports Diversity and Understands Related Issues - Business Case Development (ROI) - Knowledge of IR Competitive Advantages - Integration of HR plans with Business Plans - Post-Mortem Analysis - Business Acumen	- Participate in the Organizational Review (OLR) process for business / sector / function - Review Process (OLR) for business / sector / function - Participate with line managers in analysis project - Take responsibility for departmental functional budgeting process. - Participate in cross-cultural task force to implement HR policies/ practices / initiatives - Coach, train and develop an inclusive approach with a business partner group making cultural competence the norm. - Do a postmortem report on a failed project

Today's World

- More Complex employment, regulatory and specialty requirements
- Increasingly knowledgeable, independent & demanding employees
- Workforce demographic challenges
- More application of technologies
- Demand to support business capabilities
- Focus on managing Talent as a competitive demand
- Emphasis on process capabilities and metrics
- Need for coaching business partners
- More demand for organizational design and development
- Increasingly complex, virtual work settings
- Globalization

Deliver Value Integrated Approach

- ✓ Fosters a best in class and continuous learning culture that develops management in their development in becoming Direct Coaches and Counselors to the employees of who they are responsible to manage

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- ✓ Fosters a best in class and continuous learning culture that develops management in their development in becoming Direct Coaches and Counselors to the employees of who they are responsible to manage
- ✓ Provides guidance, direction and workable solutions to building today's managers to be the future leaders & also build a strong management and retention.
- ✓ Facilitates fostering a positive employee relations environment through the consistent and equitable application of HR policies and procedures;
 - ✓ with emphasis on dealing with interpersonal issues and providing fair and ethical best practices that can improve organizational productivity and reduce litigation.

altogether **Mapping Our Way Forward**

COMPASS

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Our PEOPLE MAP

People focus to support MAP and deliver great results

- Attract** - source great people; selection process; diversity
- Retain** - induction; reward policy & practices; Safety, Health and Environment First, governance & good people practice
- Develop** - training; career planning; succession & talent management
- Engage** - two way communication; associate relations; recognition
- Perform** - performance reviews; in-unit operational excellence; organizational development

Compass Group NAD, Contract Food Services Field HR Competency Model for the Future

The HR team are *facilitators, enablers and champions of common objectives* for supporting attract, retain, develop, engage and perform. The team *focuses on consulting implementation of critical HR best practices* in their functional areas

Key HR Roles

- **The HR Strategist:** Focuses on business team partnership and consultation of HR strategy development and alignment to HR consulting, products and services within organizations strategy
- **The HR Integrator:** Focuses on account development and management of HR Products and Services and consulting interventions to maximize team effectiveness
- **The HR Implementer:** Focuses on product and service support ; Champions of HR policy and procedure, Transactional strength, Standards and service focussed, React quickly

Key HR Focus Areas: as defined below

- Business Partnership
- Talent Management
- Business Impact
- Organizational Development
- Employee Engagement

Compass Group Diversity

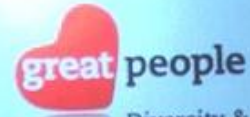
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