

# Our 2025

## Gender and Ethnicity

### Pay Gap Report

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COMPASS GROUP UK  
MARCH 2025



# INTRODUCTION

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As one of the UK's largest employers with around 50,000 colleagues, we recognise both the responsibility, as well as the opportunity we have to support our colleagues, clients, customers and the communities in which we work.

I am very proud of the opportunities we provide and that our colleagues not only take on - but grab with both hands to go above and beyond. They are what makes Compass Group UK & Ireland a brilliant place to work.

Our Social Promise continues to provide our business with our overarching strategy of how we will support a million people with opportunities and change their lives through job creation, education, training, community and charitable engagement by 2030. This year, we've seen some great progress and innovative ways that we're supporting people. This work is critical to creating inclusion - which establishes an environment where we can all thrive.

We remain committed to developing our talent through maximising our programmes such as apprenticeships, our industry leading Career Pathways and our Graduate programme.

The data within our report this year, shows our overall gender pay gap continued to reduce, now at 8%, well below the national average of 13.1%. This also shows a steady reduction since 2022, when we were at 16.6%. This is alongside our ethnicity pay gap remaining at 0% for the second year.

I am also pleased to see progress in the number of women and people from minority backgrounds receiving a bonus, as more enter into management positions. 2,674 women received a bonus and 2,611 men, with over 600 more women getting a bonus in comparison to last year. Over 600 more people from an ethnic minority background also received a bonus in comparison to last year. We are continuing to get the right support in place to address the bonus gap for women and those from diverse backgrounds.

We recently launched a targeted survey for 5,000 management colleagues. This will be a crucial tool allowing us to listen directly to our people and gather specific insights on their experiences, the potential barriers to their progression and looking at what more we can do in the future. We will analyse this information to recognise trends and develop specific interventions to tackle barriers that are highlighted. We believe that every voice is essential in shaping our culture, and this survey will give us the chance to reflect further and level the playing field where needed.

In April last year, CH&CO officially joined Compass Group UK & Ireland. This means our snapshot of data for 2024 does not include these colleagues, but will be included in next year's report. It has been great to welcome their people to our teams. As our business grows and we are joined by other companies, our inclusion journey becomes even more important. We can learn from each other and grow together and I find that really inspiring.

This report is testament to the talent we have in our business and how everyone can continue to advance with us.

A handwritten signature in black ink, appearing to read 'Robin Mills'.

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

**62%**

of our colleagues  
are female

Median gender pay  
gap has reduced to

**8%**

**2,674**

women receiving a  
bonus – **600** more  
than previous year

**89%**

of colleagues  
have disclosed  
their ethnicity.  
Of those almost

**0%**

Median ethnicity  
pay gap – for two  
consecutive years

**38%**

of our chefs are  
female – above the  
industry **average**  
**of less than 20%**

**1,358**

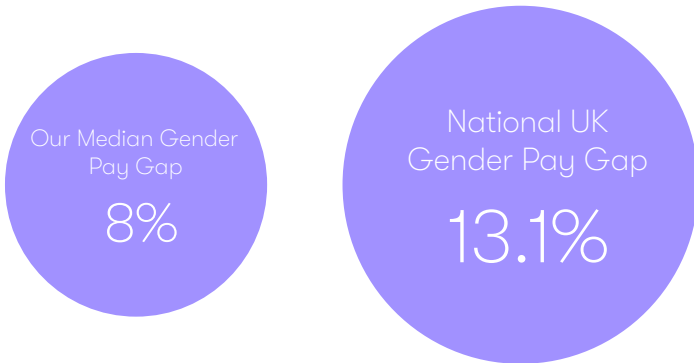
people from ethnic  
minority backgrounds  
received a bonus  
compared with **723**  
the previous year

**30%**

of our workforce are  
from ethnic minority  
backgrounds.

# SECTION 1 OUR GENDER PAY GAP

Figures below are consolidated across all Compass Group UK entities (circa 49,000 colleagues\*) and include Compass Group PLC UK based employees.



Mean Gender Pay Gap



Median Bonus Gap



Mean Bonus Gap

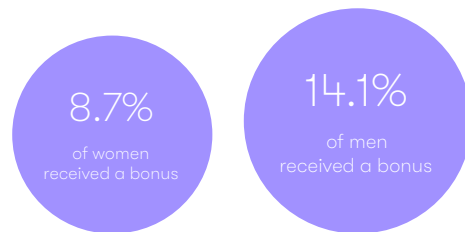


Pay Distribution

	Female	Male
Upper Quartile	46.1%	53.9%
Upper Middle Quartile	62.7%	37.3%
Lower Middle Quartile	66.4%	33.6%
Lower Quartile	76%	24%

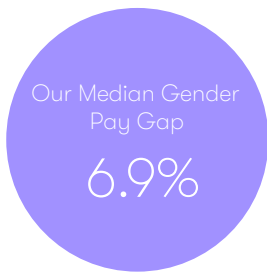
Employee type

	Female	Male
Part-Time colleagues	70.4%	29.6%
Full-Time colleagues	49.6%	50.4%



# SECTION 2 DIVISIONAL REPORTING

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



Mean Gender Pay Gap



Median Bonus Gap

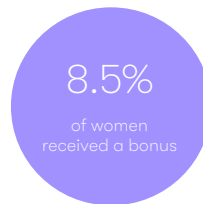


Mean Bonus Gap



Pay Distribution	Female	Male
Upper Quartile	46.8%	53.2%
Upper Middle Quartile	60.1%	39.9%
Lower Middle Quartile	69%	31%
Lower Quartile	76.1%	23.9%

Employee type	Female	Male
Part-Time colleagues	70.3%	29.7%
Full-Time colleagues	49.7%	50.3%



# SECTION 1 OUR ETHNICITY PAY GAP

Total c49,000 colleagues (89% of which have disclosed their ethnicity)  
 29.4% of Compass colleagues who have disclosed their ethnicity are from a minority background compared to 18.3% of the general population



Mean Ethnicity Pay Gap



Median Bonus Gap



Mean Bonus Gap



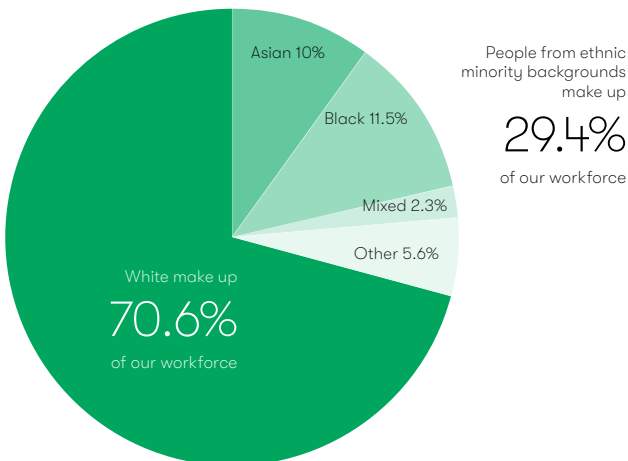
Pay Distribution*	White	Asian	Black	Mixed	Other
Upper Quartile	75.1%	7.7%	8.0%	2.7%	6.3%
Upper Middle Quartile	60.1%	15.4%	16.3%	3%	5.2%
Lower Middle Quartile	69.7%	11.3%	12.4%	1.8%	4.8%
Lower Quartile	79.1%	7.6%	6.8%	1.4%	5%

Overall Median Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	-7.9%	0.4%	0.0%	-0.2%
Mixed		7.7%	7.3%	7.7%
Asian			-0.4%	-0.6%
Black				-0.2%

Overall Mean Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	0.8%	8.3%	10.5%	3.0%
Mixed		7.5%	9.8%	2.2%
Asian			2.4%	-5.7%
Black				-8.3%



\* Our figures exclude colleagues who have not disclosed ethnicity or where it is unknown.

\* Due to rounding quartile totals may not equal 100%.

# SECTION 2 DIVISIONAL REPORTING

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



Mean Ethnicity Pay Gap



Median Bonus Gap



Mean Bonus Gap



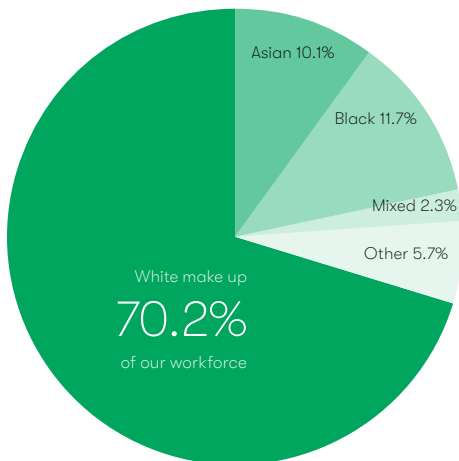
Pay Distribution*	White	Asian	Black	Mixed	Other
Upper Quartile	74.9%	7.4%	8.5%	2.7%	6.5%
Upper Middle Quartile	61.7%	13.5%	16.4%	3.1%	5.3%
Lower Middle Quartile	69.9%	12.0%	11.5%	1.8%	4.8%
Lower Quartile	77.5%	8.9%	7.8%	1.2%	4.5%

Overall Median Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	-7.9%	0.4%	0.0%	-0.2%
Mixed		7.7%	7.3%	7.7%
Asian			-0.4%	-0.6%
Black				-0.2%

Overall Mean Pay Gap

Ethnic Background	Mixed	Asian	Black	Other
White	1.9%	7.2%	7.5%	3.8%
Mixed		5.5%	5.8%	2.0%
Asian			0.3%	-3.7%
Black				-4.0%



People from ethnic minority backgrounds make up **29.8%** of our workforce

\* Due to rounding quartile totals may not equal 100%.

## DEVELOPING OUR TALENT

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Our industry is a barrierless one – you can enter with no formal qualifications, then learn on the job. We actively participate in a variety of development initiatives to inspire people and create role models. Here, we highlight examples of our female and ethnically diverse colleagues engaging in a range of programmes, spanning from early career stages to those with extensive industry experience.

### Career Pathways

Career development, learning and progression remain a constant commitment to our people. This is done through our Career Pathways, which help people move up or across by giving them the tools and information they need. We know that over half of those currently on development pathways are female.

Development pathways include those on apprenticeships - we offer over 60 apprenticeships ranging from Level 2 to Degree level 6 and 7. We have over **600 people** on programmes and approximately **50% are female** and almost **20% from an ethnic minority background**. Within our Graduate programme almost 50% are female and almost 40% from an ethnic minority background.

A great example of a specific development initiative is Forward with Marcus Wareing which was developed to create a culinary pathway for our Senior Chefs. It runs alongside a Level 4 Senior Culinary Chef or Level 5 Operations Departmental Manager apprenticeship standard. The best-in-class apprenticeship equips chefs with exceptional culinary skills and is brought to life through extracurricular enrichment activities, delivering practical experiences to the group. Since launch in 2021, we have had **13 female participants** take part.



“I was lucky enough to secure a place on the Forward with Marcus Wareing programme, which was an amazing experience. I learnt so much and was able to meet new people from around the business, as well as gain knowledge from Marcus himself. I then went onto my new role of Executive Chef within ESS. There is no doubt in my mind that without developing my skills through the Forward programme, I would not have had the confidence, contacts and competencies to go for this new role.”

**Nicola Harper-Bennett, Executive Chef, ESS Defence**



## WiHTL partnership

Through our longstanding partnership with WiHTL, which supports inclusion across Hospitality, Travel and Leisure, we benefit from cross-company development programmes that drive meaningful cultural change. These initiatives have a positive impact on participants, their line managers, executive sponsors, mentors, and facilitators.



"The WiHTL EFL programme was a transformative experience that provided a vital space to explore leadership through the lens of cultural diversity and social responsibility. I gained valuable strategies to navigate and dismantle barriers for underrepresented groups, while also improving my own leadership skills.

The mentorship and networking opportunities were particularly beneficial, allowing me to connect with inspiring leaders and peers from diverse backgrounds. Overall, the experience has empowered me to contribute more effectively to fostering inclusive environments. I highly recommend this programme to anyone seeking to grow as a leader and make a positive impact."

**Arun Haridasan, Head of Retail Operations, Levy UK within a London based client site**

## Ethnic Future Leaders Programme

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



"I found having taken part in the Ethnic Future Leader Programme exceptionally rewarding. Having the networking sessions, getting to speak to "future leaders" about similar challenges they've faced climbing a corporate ladder, to being able to share experiences and how they've overcome them.

What has been great, is being able to take things away from the sessions and share with colleagues the knowledge you've gained at site level. The one-to-one mentoring and guidance sessions with an industry professional have been beneficial and invaluable.

What this has helped me to do is to continue striving and driving myself to achieve and grow within a company but also develop myself as a person."

**Luciano Barrow, Group Executive Chef, Chartwells, within a London based University and College sites**

### UK Women Leaders Programme

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



“As a working mother, this journey has been even more meaningful. Balancing a career and family isn’t always easy but learning from inspiring role models who lead with purpose, empathy and impact – has shown me that strong leadership and personal fulfilment can go hand in hand.

This experience has reinforced one truth: I have a voice. A voice to lead, to inspire and to drive progress in an industry I am passionate about. I am grateful for the opportunity to learn and to pay my experiences forwards.”

**Natalie Hulme, Director of Strategic Partnerships, Restaurant Associates Group**



“Being partnered up with an external C-Suite Mentor who I was able to have regular leadership and open sessions with, has been invaluable. My Peer Accountability Group was also made up of women from different sectors - but who are also in the same stage of their careers as I am, so to share experiences together was also a key part of the course. I have so many great takeaways from the guest speakers and others on the course!”

**Camilla Howard, Contract Director, Compass Group UK & Ireland - Healthcare**

### Women to Watch in Hospitality, Travel, Leisure and Retail sectors

The Women to Watch in HTL and Retail 2025 has recently been announced with Lisa Priestley and Dianah Sweeney being named from Compass Group UK & Ireland. The Index celebrates senior women leaders and their impact across the Hospitality, Travel, Leisure and Retail sectors. It aims to provide inspiration to women at the earlier stages of their career about the opportunities within our industry.



“Working in this sector has been truly rewarding. I have had the opportunity to travel internationally and work at some of the UK’s most prestigious stadiums and events.

This recognition is important - highlighting successful women in senior positions encourages younger generations to envision themselves in similar roles, fostering an environment where talent is recognised regardless of gender.”

**Dianah Sweeney, Growth Director within Compass Group UK & Ireland**



“The Women to Watch list recognises that if you have a passion for hospitality, you can work your way through an organisation and be successful. I didn’t go to university and I’m a woman who has been successful. It’s made me look at myself and my career and recognise how I can advise and encourage future leaders to help others within the world of hospitality.”

**Lisa Priestley, Managing Director, Chartwells Schools**

## Role Models for Inclusion

Jane Byrd was announced as a 2024 Role Model by WiHTL as part of their groundbreaking '2024 Role Models for Inclusion in Hospitality, Travel, Leisure and Retail Index'.



“I’m incredibly proud to have been named as a 2024 role model by WiHTL and Diversity in Retail. This is something I feel really passionate about, and I strongly advocate inclusion across Compass Group UK & Ireland. In order to really drive change, we must be honest and acknowledge that creating opportunities for one group of individuals does not mean fewer for another group.

I’m pleased to work for a company that people are proud to work for and can come to work knowing that they can be themselves without fear of being missed out, overlooked or judged.”

**Jane Byrd, Head of Culture and Wellbeing, Levy UK**

## 30% Club - Mission Gender Equity and Mission Include

Mission Gender Equity and Mission Include are the world’s largest cross-company mentoring programmes, delivered by Moving Ahead in partnership with the 30% Club campaign.

These programmes are a powerful way to advance workplace inclusion at scale. The cross-company approach creates exposure to fresh perspectives and alternative ways of working. This is the fifth-year colleagues from Compass Group UK & Ireland have taken part and almost **70 colleagues** have participated to date. It grows every year and we have an additional **32 people** taking part this year.



“As a new manager in the Digital Leadership Team, stepping into a role with new responsibilities and leading a team, the 30% Club mentoring programme has been invaluable.

The knowledge and insights shared by my mentor have provided fresh perspectives on both opportunities and challenges, helping me navigate this transition with confidence. Gaining exposure to different approaches has broadened my thinking, shaping my leadership style and strategic decision-making.

The programme provided the chance to further enhance my leadership capabilities, fostering both personal and professional growth. I am excited to continue applying these insights as I develop in my role.”

**Amy Homer, Principal Product Manager, Compass Group UK & Ireland**

# MENTORING

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Now in its fourth year, our Reverse Mentoring programme was developed in partnership with our Within network to foster a deeper understanding of the barriers, challenges, and future for colleagues from ethnically diverse backgrounds.

The programme pairs senior leaders (mentees) with colleagues from ethnic minority groups (mentors), creating a safe space for open conversations built on mutual learning, respect, and collaboration. We have received positive feedback on the programme and remain committed to evolving its content to ensure continued impact and progress.



“My experience from taking part in the Reverse Mentoring programme is priceless and very enriching. The thing that struck me shortly after getting acquainted and establishing the right rapport - was that my mentee may not have appreciated the experience that people like me go through, just to get by or advance in their career.

I could tell that she was genuinely grateful for the opportunity to talk through this. So much gets taken for granted and it takes finding yourself in a certain situation to appreciate what some other people might be going through. This for me is the wonderful opportunity that the Reverse Mentoring programme provides for our organisation.”

**Ibeneme Onyekonwu,**  
**Health and Safety Manager, Levy UK**



“The Reverse Mentoring programme is a unique and clever approach to addressing gaps in perspective and experience. We gradually built a rapport and open dialogue, which allowed us to have discussions about improving professional environments and how the company itself can grow. I do think our conversations and sharing of ideas will contribute to making some impact at Compass Group UK & Ireland in the long term. We continue to keep in touch and catch up.”

**Cassandra Galiwango, Associate Bid Writer, ESS**

# OUR COLLEAGUE NETWORKS & HOW WE CELEBRATE INCLUSION

We are very proud of our colleague networks. They play a vital role in celebrating our people, creating awareness and information, as well as supporting an inclusive workplace culture. Run by colleagues for colleagues, these networks operate across our business and are growing year on year.

Each network establishes its own framework and objectives, creating opportunities for engagement and support. Our networks include **Women in Food, Pride in Food, Within, You Matter, Armed Forces** and **Ability** – made up of over 1,000 ambassadors collectively.

It was great to see the network chairs at our recent internal Leadership Conference. They spoke as part of a panel discussion to over 250 of our UK&I leaders, to raise the profile of their work and talk about issues that impact our colleagues, as well as what we can do going forward.



## Women in Food

Our Women in Food community continues to thrive with over 400 members. Originally launched to support female chefs, the group is now focused on all female colleagues and their allies across our business, including non-food roles. This group has done some incredible work to support female colleagues and continue to drive this agenda through programmes, policies, events, support and awareness.

## International Women's Day

Celebrating International Women's Day is a key highlight in our calendar. Events and celebrations took place across our sites and sectors including Parklands, Chertsey and London. One highlight was an InclusiviTea internal network call, used to announce Gareth Sharpe as the Women in Food new Executive Sponsor. He will work alongside Noelle Jones, Managing Director, Chartwells Independent in her role as Lead Sponsor, as well as Gemma Evans-Hurley and Leanne Turk, who Co-Chair the network. Together they will be working closely to champion Women in Food and advocate for the issues that matter.



"I believe the role of male allies in the network helps broaden the conversation, ensuring that gender equality is not seen as solely a women's issue but as our collective responsibility. We can leverage our positions to challenge gender biases, ensuring an environment where every individual, regardless of gender, can thrive."

**Gareth Sharpe, Chief Financial Officer, Compass Group UK & Ireland and Women in Food Executive Sponsor**

## World Menopause Day

World Menopause Day aims to raise awareness of menopause and highlight the support options available for either those experiencing it or those that wish to support our colleagues.

To mark the day, the Women in Food network created a poster illustrating the stages women go through and the effects on the body and mental state – this was shared within our business. They also educated colleagues on how this can impact people in the workplace, the support available at Compass Group UK & Ireland and tips on how to look out for colleagues.



“It was great to bring together our Women in Food ambassadors across Restaurant Associates for World Menopause Day. We had some open and honest conversations around menopause at work and how many people have navigated this and the supportive managers they have had in this time. There is always room to improve. We shared our Menopause Policy and info on diet during menopause that could help support people.”

**Luxey Dayanandan, Head of Nutrition & Sustainability, Restaurant Associates and Women in Food Lead**



In addition to this, our ESS sector held a menopause awareness event for colleagues, clients and industry partners. The event aimed to raise awareness and provide practical advice on how to support those affected by menopause.

The event featured a diverse panel of experts and stakeholders who led an engaging and insightful discussion on various menopause-related topics. The initiative stemmed from a request by ESS colleagues through the company's engagement forum, seeking information and advice to better support team members, family and friends.

## Launch of Menopause learning module

Following the introduction of our Menopause and Perimenopause policy, we are now taking the next step by launching a dedicated training module for line managers, to help them support and understand how this may be impacting our colleagues. We have partnered with Henpicked, the menopause experts to provide an accessible, practical training programme covering:

- Why we need to talk about menopause and perimenopause
- What menopause and perimenopause are, and their potential impact at work
- How managers can provide meaningful support.



“Menopause is a natural transition, but it can be challenging. It also affects us all - whether personally or through our colleagues, friends, or family - which is why understanding and being able to have open conversations are so important. Our goal within the Women in Food network, is to create a supportive environment where every colleague feels valued, respected, and empowered. This training is here to give our managers the knowledge and confidence to support those around us.”

**Noelle Jones, Managing Director, Chartwells Independent and Women in Food Lead Sponsor**

# WITHIN

Launched in 2021, the Within network celebrates cultural diversity in the work environment. It aims to generate new ideas and initiatives and to make inclusion a reality and raise awareness of different cultures. The group is made up of ambassadors from around the business, with representation of many cultures.



## Within Ambassador Day

Earlier this year, the Within network hosted its very first Ambassador Day. This event provided the occasion for 50 network members to come together, connect, and shape the future of the network, fostering meaningful discussions.

A highlight of the day was a powerful session led by Lorraine Copes from Be Inclusive Hospitality, who delivered an insightful and thought-provoking discussion on inclusion in the hospitality industry.



“This is the first Ambassador Day we’ve held for the Within network and it was a success! The steel drum artist set the tone by providing some lively music. Everyone left feeling encouraged and rejuvenated with renewed motivation to champion the inclusive culture within our organisation.”

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



“When Dennis invited me to Co-Chair the Within network, our shared vision made it an easy yes. Our first mission? Bringing ambassadors together to strengthen the network - and we made this happen.

We created a space to connect, feel included, and be heard. By celebrating our cultural diversity, we built stronger bonds, fostered learning, and reinforced a true sense of belonging.”

**Claire Duesbury, Diversity & Inclusion Lead  
– Levy UK&I and Co-Chair for Within**

## AWARDS AND RECOGNITION

We pride ourselves on our amazing people and our work and are proud to have external recognition across a range of areas that show our commitment to inclusion. Below are some case studies of where we have been acknowledged for our achievements within the industry.

### Innovation Award - Gemma Evans-Hurley for her work on maternity clothing at the Contract Catering Awards

We launched the industry's first maternity jacket in 2024. Gemma led the charge in creating the jacket, bringing together her role as a Senior female chef, alongside being Co-Chair of the Women in Food network. The jacket was created by women for women and features include tailored arms, popper fastenings for health and safety, elasticated lining to allow for pregnancy growth, and functionality that lends itself to feeding or pumping, if needed. The jacket has also been made in a unique lightweight material that helps dissipate heat and promotes airflow, maintaining the wearer's body temperature at 37.5°C, making it suitable for pregnant colleagues, but also for those returning to work postpartum and anyone working through perimenopause and menopause.



“We launched the maternity jacket a year ago, with the intention of driving forward our inclusivity journey and enabling pregnant and postpartum colleagues to bring their best selves to work every day. This recognition acknowledges what a difference this has made for those colleagues. I am so proud of this work and want to thank my Women in Food colleagues for all that they do to drive this agenda forward.”

**Gemma Evans-Hurley, Head of Culinary, Dine Contract Catering Services and Co-Chair Women in Food**







### Large Employer of the Year and Intermediate Apprentice of the Year at the Multicultural Apprenticeship Awards

We won two awards at the Multicultural Apprenticeship Awards, which highlight the achievements of apprentices from diverse backgrounds and the contribution of employers and learning providers who have assisted them along their journey. Against tough competition, Compass Group UK & Ireland won Large Employer of the Year, for their commitment in attracting and supporting apprentices from diverse backgrounds.

Temujin Amarsanaa, a Level 2 apprentice from Rapport Guest Services, took home the Intermediate Apprentice of the Year award for his work promoting apprenticeships within the Mongolian community.

Dean Alunan, Head of Operations – Food, at a leading London site within Compass Group UK & Ireland – Healthcare, who is currently working towards a Chartered Manager Degree Level 6 apprenticeship, was highly commended within the Retail, Hospitality & Tourism category for the second year in a row.



“I am proud to have won the Intermediate Apprentice of the Year 2024 in the Facilities Management sector at the prestigious Multicultural Apprenticeship Awards. It was my honour to represent Compass Group UK & Ireland and Rapport Guest Services, who have been a great support from day one. Awards like these are very important – they acknowledge the importance of creating opportunities for people from different backgrounds.”

**Temujin Amarsanaa, Guest Services Ambassador, Rapport**

