

Diversity and Inclusion Report

Message from Rohini Anand

Senior Vice President and Group Chief Diversity Officer

First of all, we are extremely pleased to be recognized by DiversityInc. as number one on the list of the top 50 companies for diversity. It validates for us that we're headed in the right direction and that our hard work is being recognized. Many of our clients are on this list of the top 50 companies for diversity, so it is extremely important for us. But I will say that it also suggests for us that there is a lot more work to do. Until every single one of our 380,000 employees in over 80 countries feels that they can reach their full potential, our work is not done.

For Sodexo, diversity and inclusion is not a choice, it is a business imperative.

First, we need to engage the best possible talents in order to create innovative solutions for our clients and our consumers. We know that the profile of our consumers is changing dramatically, becoming increasingly diverse which means their needs also are changing. So we really need the most engaged and the most diverse workforce to meet these changing consumer needs.

Additionally, our clients have an expectation to do business with companies that share their values: thus, our commitment to an inclusive workplace is an important part of ensuring that we mirror the values of our clients.

And finally, I would say that diversity and inclusion is a differentiator for us and that it helps us to grow the business.

We have several priorities around diversity and inclusion.

Our number one priority globally is to ensure representation of women at all levels of the organization, particularly at the most senior levels.

Currently, 20% of Sodexo's senior leaders are women and we have an ambition to increase this to 25% by 2015. It is an ambitious target but we know that it can be done because we have clear processes in place to help us to accomplish it, including an organization that we recently formed called SWIFT "Sodexo Women's International Forum for talent." It is comprised of 20 of the most senior women in our company who advise our executive team on gender strategy to help us to accomplish our goals.

Our strategy is both top-down -- for example the senior women who are part of SWIFT -- as well as bottom-up at a grassroots level. Women's networks really help to engage the organization as change agents throughout our workforce.

Currently we have a very large women's network called "Wing" in the United States with 1,400 members.

We also have two networks in France, one in Belgium and one in the UK.

In France, the purpose of the women's networks is to support site level managers through professional development, networking and mentoring to help position them for promotions within Sodexo.

In Belgium, a "Women at Sodexo" network was formed in May. The purpose of this network is to exchange best practices, to network internally and externally in order, again, to help women develop.

Gender is clearly our number one priority globally because it is something that we can measure across the world. But, in addition to gender, we want to make sure that we create an inclusive workplace for every single one of our employees regardless of their background, origin, ethnicity, physical capabilities, age, etc.

We want to hire the best talent and create an inclusive workplace for every single one of our 380,000 employees so that they feel capable of reaching their full potential.

We need the commitment from the top but we also want to engage the organization at the middle management levels and at the grassroots level. This, I think, is one of the biggest challenges; to go beyond the senior levels and create development pipelines so women and people of all backgrounds can move up in the organization.

Our policies

→ Priorities

4 Priorities

For Sodexo, diversity and inclusion are a source of growth, excellence and pride for its employees and partners. **To become the global benchmark in diversity and inclusion**, the Group has made it one of the pillars of its strategy, along with a commitment to promoting equal opportunity in four priority areas to **ensure representation of**:

- **gender** by increasing the presence of women in leadership and operational positions,
- **generations** by training and identifying new opportunities to increase generational representation and harmony in the workplace,
- **ethnic minorities** by striving to have our workforce reflect the diversity of the consumers and partners Sodexo serves,
- **people with disabilities** by accommodating employees with special needs.

Strategy



Sodexo's comprehensive diversity and inclusion strategy sets four priority objectives and every initiative undertaken must contribute to their attainment. The initiatives pertain to Sodexo employees, clients and shareholders as well as the minorities and communities that work with the Group.

→ Charts and labels

In many countries, Sodexo has secured a Charter or a Label that represents the organization's commitment to diversity and inclusion:

Belgium:

Équité et Diversité 2007

France:

Charte de la Diversité 2004

France:

Charte de la Parentalité 2009
(Motivation Solutions)

Germany:

Charta der Vielfalt 2008

Italy:

Carta per le Pari Opportunità 2010

Spain:

Charter de la Diversidad 2009

→ Awards

No. 1 for diversity in the U.S.

Sodexo ranked first in the United States among the 2010 DiversityInc. Top 50 Companies for Diversity. This marks the 5th consecutive year the Group has been selected for DiversityInc. magazine's Top 50 list, which rates organizations on four objective criteria: human capital, CEO commitment, supplier diversity and organizational communication.

Sodexo's named one of world's "**Most Admired Companies**" by FORTUNE Magazine.

Sodexo named "**One of the World's Most Ethical Companies**" by Ethisphere for the second year in a row.

Global Diversity Grand Prize

At the 4th annual "Trophées de la Diversité" in October 2009 in France, Sodexo won the Global Diversity Policy Grand Prize for its Global Diversity Policy. The jury expressed particular appreciation for the Group's comprehensive approach to fostering gender representation, generational opportunities in the workplace, ethnic minorities and people with disabilities.

Twin awards from Working Mother Magazine

Sodexo was named one of America's "Best Companies for Hourly Workers" by Working Mother Magazine for its policies and programs including health benefits, employee assistance, training and paid leave. The magazine also ranked Sodexo among the "Best Companies for Multicultural Women" for the second consecutive year as one of the top performing companies in terms of promotions for women of diverse origins and cultures.

Our objectives

→ Leadership commitment

Introduction

Making diversity and inclusion a natural reflex means changing behaviors by strengthening **leadership and commitment** and by integrating diversity and inclusion in our policies and practices.

Monitoring our progress

Diversity and inclusion is an integral part of organizational change at Sodexo.

The Group's progress and accountability is measured by a scorecard introduced in 2007 tracking both quantitative and qualitative measures to ensure we are sourcing, developing and retaining a diverse and highly skilled workforce.

SWIFt for equal opportunity

SWIFt was established to accelerate the attainment of gender balance within Sodexo through the personal drive, commitment and leadership of high level women."

Michel Landel, CEO, Sodexo

In June 2009, Sodexo launched the **Sodexo Women's International Forum for talent (SWIFt)**. Comprising 20 senior women executives representing 12 nationalities, *SWIFt* aims to identify specific actions to achieve a level of between 23% and 25% female representation in Sodexo's Top 300 by 2015. Recommendations already resulting from *SWIFt* meetings include training members of country management teams and enacting measures to promote gender balance in recruitment. Work groups have been formed to develop and deploy these measures.

International Task Force

The **Global Diversity and Inclusion Task Force** convened in 2006 to develop and implement diversity and inclusion initiatives for Sodexo's worldwide operations. The 40-member task force is responsible for championing the Group's diversity and inclusion priorities and helping to achieve its objectives.

Diversity Councils

Belgium

Sodexo launched a "Diversity Council" to define and lead the country's commitment to diversity and inclusion, particularly through programs designed to strengthen the representation of seniors in the workplace and mentoring

Brazil

On-site Service Solutions activity established its first "Diversity Council" which decided to launch a campaign to develop better understanding of its diversity and inclusion initiatives.

Colombia

Sodexo created a "Diversity Council" to roll out its strategy including a diversity communication plan, "Spirit of Inclusion" training and a reciprocal mentoring program for senior leaders.

United Kingdom and Ireland

The UK & Ireland Leadership Council is made up of 20 individuals in charge of leading the design, development and implementation of Sodexo's diversity and inclusion strategy in the United Kingdom and Ireland.

→ Hiring and retaining talent

For Sodexo, diversity is much more than a moral and societal obligation: it is a business imperative that determines our ability to attract, recruit, develop and retain talented staff, encourage the commitment of our employees and offer solutions to improve the Quality of Daily Life of our clients and consumers.

→ A shared culture

Introduction

By its very nature, Sodexo works with and for people, regardless of who they are or where they come from. That is why we strive every day to **create a culture** that respects differences, enhances ideas and encourages sharing individual experiences.

Training in diversity

Spirit of Inclusion

This training program is designed to foster understanding of the Group's commitment to diversity and inclusion and demonstrate the strategic benefits of including multicultural teams in the workforce. Training is under way in Belgium, Canada, Finland, France, Germany, Luxembourg, the Netherlands, the United Kingdom, the United States, Russia, Spain and Sweden.

Cultural Navigator

"Cultural Navigator" is a comprehensive web-based tool designed to enhance understanding and bridge cultural differences. The "Cultural Navigator" helps Sodexo employees comprehend management and business practices across cultures, languages and geographical areas to facilitate teamwork.

Diversity curriculum integrated into Sodexo World

Diversity is a focal point of the Sodexo World training program for senior leaders offered by the Sodexo Management Institute. Each session, which hosts an average of fifteen different nationalities, includes an experiential session to illustrate the challenges and opportunities offered by diversity and inclusion.

GenderSpeak

GenderSpeak is an interactive program that aims to facilitate dialogue between men and women in the workplace. The program is now offered in five countries.

Generational Web-Based Training

i-Gen: Connecting the Generations at Work is a 90-minute, interactive e-learning course to assist leaders in understanding, managing and leveraging generational differences in the workplace. The course aims to eliminate misunderstandings and help create an environment conducive to employee engagement, motivation and mutual understanding.

Fostering diversity awareness

Virtual Inclusion Summit with Microsoft

Sodexo and Microsoft co-sponsored the first virtual global inclusion summit (vGIS) to inform and build awareness about leveraging diversity and inclusion for business growth. The vGIS delivered diversity learning, best practices, and networking opportunities, encouraging participants to challenge their thinking and strengthen their engagement.

International Women's Day

Every year Sodexo celebrates International Women's Day by hosting speakers, networking sessions and webinars in individual countries. In addition, during the month of March, the Group runs a communication campaign highlighting the careers of Sodexo women, including many *SWIFT* members, to make their personal achievements a source of inspiration for all.

Global Inclusion News

Global Inclusion News is a web-based quarterly newsletter aligned with the professional objectives of diversity and inclusion at Sodexo. It provides tools, best practices, individual profiles, and features on diversity and inclusion-related stories from within Sodexo's operations and business lines.

Sharing diversity

France - Femmes & Avenir (Women & Future)

The Femmes & Avenir (Women & Future) Network was the first internal network created to focus on increasing diverse leadership and the promotion of women in operations at the site management level in France. Femmes & Avenir brings together women site managers from the corporate, health care, and education markets.

United States - Employee Network Groups (ENG)

Sodexo hosts eight ENGs in North America with nearly 3,500 members. Created by employees seeking to raise awareness about their identity groups within Sodexo, the groups serve as forums for sharing experiences and ideas, contributing to the professional development of their members and the success of the Group's diversity efforts.

European Professional Women's Network (EPWN)

Sodexo is a member of the EPWN, which promotes the professional progress of women by providing the tools, networks, and support to facilitate women's career development. Over 80 women from Sodexo selected for their potential are currently enrolled in a yearlong mentoring, networking, and learning journey.

Belgium - Women@Sodexo: Site Managers' Network

Launched in May 2010, Women@Sodexo is Sodexo's first network group in Belgium. It offers female operational managers a platform where they can share skills and experiences, broaden their knowledge of the company and the opportunities it offers, network across and outside the organization and grow professionally.

France - Passer'Elles (Women's Network)

The Passer'Elles Network was launched in March 2010 and welcomes women from Sodexo France working in functional and operational roles. This initiative stemmed from a strong desire to get women from various functions connected so they could learn from each other and grow professionally.

Diversity Business & Leadership Summit

Every year, Sodexo's Employee Network Groups in the United States join with the Group's Office of Diversity to host the Diversity Business and Leadership Summit. This year, more than 650 employees and nearly 150 clients from 72 organizations attended, a record for this event. In addition, over 800 people from around the world registered to view the Summit via live webcast.

→ A competitive advantage

Introduction

Diversity is **a competitive advantage** and a fundamental component of our long-term growth strategy. We are therefore embedding diversity and inclusion in all aspects of our business, from our workplace environment to our markets and the communities we serve.

Business partnerships

International - Promoting gender equality

The Sodexo Women's International Forum for talent (*SWiFt*) and Merck's Women's Global Constituency Group (WGCG) met in Brussels to pool their experiences and share benchmarking programs in flexible work arrangements and mentoring. An interactive training session focused on how men and women leaders could use their unique leadership style to make the workplace more inclusive.

North America - Magic means diversity

SodexoMAGIC is the trade name of a partnership between Sodexo and Earvin "Magic" Johnson, who serves as president of SodexoMAGIC and owns 51% of the company. A certified minority-owned business, SodexoMAGIC offers a single source management solution based on Sodexo's technical and operational expertise.

Local partnerships

Canada - A sustainable partnership model

Eskan, a wholly owned and operated Cree Nation company, is Sodexo's indigenous partner in Mistissini. The Hydro-Québec Dam project is a concrete example of their joint efforts to provide job opportunities and training for the local population. Sodexo has since adopted the same model with equal success to transfer knowledge and skills to other communities as well.

Australia - Jobs for local communities

Sodexo managers identified several service positions appropriate for job share arrangements and sought local candidates interested in providing on-site services but requiring flexible work schedules. This initiative has enabled Sodexo to more fully engage with local communities, offer flexibility in employment, and retain a motivated and loyal workforce in remote locations.

United States (Alaska) - Rewarding diversity

NANA Management Services (NMS), a joint venture between Sodexo and NANA Development Corporation, whose shareholders are the Inuit people of Alaska, ranked No. 3 on this year's DiversityBusiness.com list of Top 100 Native American-Owned Businesses. 56% of the NMS workforce is from diverse backgrounds and 24% are native Alaskan or American Indian.

New Caledonia - An exemplary partnership

When Sodexo began working for Goro Nickel in the late 1990s, the Group made a commitment to the local Great Chief Atiti that his community would be partners in the project and shareholders in its local subsidiary. Sodexo created long-term employment opportunities and local residents made a significant contribution to the project's success. Truly a win-win partnership!

Our initiatives worldwide

ARGENTINA

A training program called "Youth Together" has been developed to promote employment among disadvantaged young people. The training is given to employees who will be the primary contacts of the new recruits. All employees are invited to attend diversity awareness sessions.

AUSTRALIA

Sodexo introduced a flexible work and sabbatical policy to allow longstanding employees to take advantage of mobility, parenting, study, travel and vocational experiences. The policy is designed to reward their loyalty.

BRAZIL

Sodexo sponsors the APAE (Associação de Pais e Amigos dos Excepcionais) that helps people with disabilities to develop artistic activities and talents that contribute to their social inclusion and well being. Their works are used to illustrate Sodexo restaurant vouchers, diaries and calendars, which are distributed to more than 50 million people.

CENTRAL AND SOUTH AMERICA

This year Sodexo launched formalized diversity and inclusion programs in its Central and South America region starting with Brazil and Colombia. The programs are focused on developing a culture of inclusion in the workplace and feature solutions developed in collaboration with each country's leadership team, including targeted recruiting practices, mentoring, workplace flexibility programs and others.

FINLAND

Sodexo recently introduced a "Spirit of Inclusion" workshop as a pilot program in Helsinki and is currently starting to roll it out in other countries with internal trainers. The curriculum is based on a combination of Spirit of Inclusion and cross-cultural competency.

FRANCE

Sodexo and the Foundation "Agir Contre l'Exclusion" are engaged in a joint initiative for people over age 45 who have been unemployed for more than a year. The program allows them to undertake a short-term assignment at Sodexo headquarters, where they can demonstrate their skills and experience and get back into the work environment. Following a very thorough selection process, participants receive mentoring during their assignments.

ITALY

Sodexo was one of the first 16 companies to sign the new Italian Diversity Charter, an initiative promoted by the Ministry of Labor and Social Affairs and the Ministry of Equal Opportunity. In line with the Group's commitments, the Italian subsidiary plans to take concrete action to achieve an inclusive environment and fight all forms of discrimination in the workplace – gender, age, disability, ethnicity, religion, and sexual orientation – and enhance diversity within the organization, especially as regards equal opportunities for men and women.

PERU

Since 2000, Sodexo through the Asociación Sodexo por el Desarrollo Sostenible (Sodexo Foundation for Sustainable Development) and client Compania Minera Antamina have partnered to set up a training center in the district of San Marcos and implement a unique training project. The program fosters the development of skills in hospitality, foodservice and restaurant occupations among young indigenous people living in the province of Huari. The project facilitates their access to employment with Sodexo and other area companies.

SINGAPORE

Sodexo participates in the Yellow Ribbon Project, which encourages employers to hire ex-convicts to give them a second chance in life. These employees have proven to be hard-working individuals and some have stayed on after their initial work period at the company expired. Sodexo's commitment has been rewarded through a certificate of recognition from the Yellow Ribbon Prepare and Place Project.

SPAIN

To facilitate access to the job market for the Gypsy population, Sodexo worked with the ACCEDER program developed by the Gypsy foundation to design an 80-hour training course for foundation members. Sodexo team members shared their knowledge and skills in food preparation and catering to enhance the participants' employability. The course covered sauce preparation, food presentation, safety and hygiene, the use of cooking devices, etc. The program's success has proved that education and training help to overcome the barriers facing ethnic minorities and future sessions are planned.

UNITED KINGDOM AND IRELAND

Sodexo has introduced the first ten Diversity and Inclusion Champions who completed the "train-the-trainer" program. A one-day diversity and inclusion training program for employees was also launched and 15 sessions have been held during the first three months. A series of factsheets has also been made available including a Guide to Ramadan and two fact sheets celebrating Eid el-Fitr and Rosh Hashanah.

UNITED STATES

Sodexo set up "Diversity and Inclusion Business Advisory Board" to expand and emphasize its diversity and inclusion efforts. The DIAB is made up of seven members from outside the organization representing diverse communities. Acting as internal advisors and external ambassadors, Advisory Board members provide input on initiatives and represent Sodexo in the community.

VENEZUELA

Sodexo's Motivation Solutions hired two employees with disabilities in February 2009. A holistic approach was implemented to ensure their successful integration, including adapting the positions, welcoming, training for the newcomers and sensitizing the rest of the staff. In a further initiative, children with disabilities will be invited to the annual camp organized for employees' children to encourage acceptance of diversity.