



2010 Diversity &  
Inclusion Annual Report



Sodexo  
Committed to  
**DIVERSITY &  
INCLUSION**

**sodexo**  
*Making every day a better day*



# EXPANDING SODEXO'S COMMITMENT TO DIVERSITY AND INCLUSION

In a world that is becoming increasingly complex and interdependent, I am mindful of the important role Sodexo's commitment to diversity and inclusion plays in our current and future business success. As Sodexo moves from a service provider to a partner in Quality of Life solutions, it is imperative that we identify and solve the challenges facing our clients. **Sodexo's commitment to diversity and inclusion enhances the creativity, productivity and innovation of our people and that translates into bottom-line success.**

This year, we introduced the Diversity & Inclusion Advisory Board (DIAB) to help Sodexo stay focused on, and remain accountable for, making progress on its diversity and inclusion objectives. The DIAB, composed of seven members from outside the company, will serve as both external ambassadors and internal advisors by providing input on initiatives and representing Sodexo in the community.

But now is not the time to become complacent. Success only means we must raise the bar. My challenge to each of you is to look beyond accomplishments and identify new strategies and opportunities to drive Sodexo's commitment to diversity and inclusion deeper into our organizational culture.

A handwritten signature in blue ink that reads "George Chavel". The signature is fluid and cursive, with the first name "George" and last name "Chavel" clearly distinguishable.

**George Chavel**  
**President & Chief Executive Officer**  
**Sodexo**



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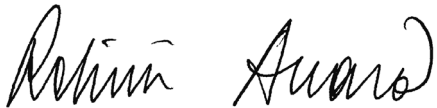
# CONTINUING OUR COMMITMENT

This year Sodexo focused on reinforcing **our diversity and inclusion efforts for talent and business excellence**. We strengthened the alignment of diversity and inclusion with core human resources processes and identified new ways to support Sodexo's Employee Value Proposition.

Sodexo implemented a unique cross-market task force aimed at bridging our business to aboriginal and Native American communities in North America; launched our eighth employee network group, HONOR; increased employee access to our award-winning mentoring program, and expanded our flexibility initiatives. In addition, Sodexo expanded its benchmarking and best-practice sharing with clients to leverage diversity and inclusion as a business differentiator.

In recognition of all our efforts, Sodexo was ranked **#1 on the 2010 Top 50 Companies for Diversity by DiversityInc**. This marks Sodexo's fifth consecutive year on DiversityInc's annual list. The journey to this achievement was made possible by the dedication of our leadership and tireless efforts of our people. For that, I am both proud and incredibly grateful.

Our journey continues to evolve, and, while I take great pride in what we have achieved together, there are many more opportunities to implement and leverage diversity and inclusion for the benefit of our people, our community and the customers and clients we serve. Our work must continue until every person Sodexo touches feels ready and able to reach his or her fullest potential.



**Rohini Anand, Ph.D.**  
**Senior Vice President & Global Chief Diversity Officer**  
**Sodexo**





*"Diversity and inclusion is a strategic imperative at Sodexo. It allows us to harness the power of a richly diverse and fully optimized workforce to create innovative solutions that meet the unique needs of the millions of individuals who touch the Sodexo brand each day."*

**—Michael Norris**  
**Chief Operating Officer and Market President**  
**Sodexo Corporate**  
**Executive Committee Member**

# ABOUT SODEXO

At Sodexo we are committed to designing, managing and delivering **Quality of Daily Life Solutions**

Sodexo, Inc. ([www.sodexoUSA.com](http://www.sodexoUSA.com)), a member of the Sodexo Group, is a leading provider of Quality of Life solutions, serving more than ten million customers daily in corporations, health care, long-term care, retirement, schools, higher education, government, and remote sites. Sodexo designs, manages and delivers comprehensive service solutions through On-site Service Solutions and Motivation Solutions to create an outstanding experience for the people we serve.

Sodexo operates in the U.S., Canada and Mexico, with \$7.7 billion in annual revenue and 120,000 employees. The Sodexo Foundation ([www.SodexoFoundation.org](http://www.SodexoFoundation.org)) is an independent charitable organization that, since its founding in 1999, has provided more than \$13 million in grants to fight hunger in America.

## DIVERSITY & INCLUSION AT SODEXO

**Mission:** At Sodexo, we believe diversity and inclusion is a business imperative and ethical and social responsibility grounded in our core values of team spirit and the spirit of service and progress. In our continuing effort to attain an inclusive organization, we embrace, leverage and respect the diversity of our workforce, our clientele and the communities in which we live, work and serve.

**Sodexo believes that diversity and inclusion is a fundamental business objective focused on:**

### **Our People**

- Workplace Culture
- Recruitment of Talent
- Retention of Talent
- Talent Development
- Culture of Mentoring
- Work Life Effectiveness

### **Our Customers, Clients and Shareholders**

- Cross Market Diversity Council
- Diversity Business & Leadership Summit
- Supplier Diversity
- Strategic Partnerships
- Diversity Consulting
- Awards & Recognitions

### **Our Communities**

- Sodexo Scholars
- Community Partners
- Sodexo Foundation

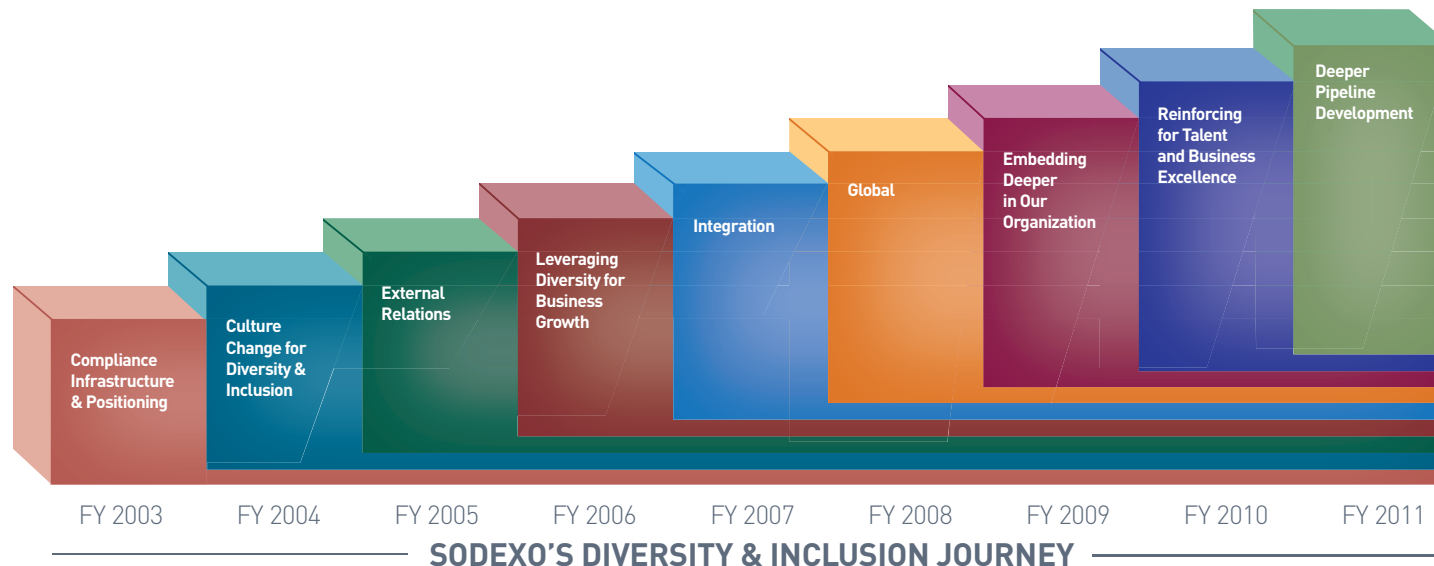
# OUR COMMITMENT TO DIVERSITY & INCLUSION

Sodexo is committed to promoting and fostering equal opportunities in all operations of our company. Sodexo believes that diversity and inclusion is a fundamental objective that strengthens our company, maximizes the investment of our shareholders and prepares us to lead in the 21st century. Sodexo is fully committed to ensuring not only compliance with equal opportunity regulation, but also a deeper commitment to the principle that diversity and inclusion will help us to realize our greatest potential as a company and maximize the potential of all our employees.

*“A diverse and inclusive work environment is the foundation for successful business practices. When we tap into the power of our multifaceted teams, we are better positioned to develop comprehensive solutions to meet the needs of our clients and customers. Sodexo’s diversity journey continues to be a differentiator in the education marketplace.”*



—Lorna Donatone  
Chief Operating Officer and Market President  
Sodexo Education  
Executive Committee Member



*Each year we build upon the previous year's focus and goals strengthening our commitment to diversity and inclusion. © 2010 Sodexo. All rights reserved.*





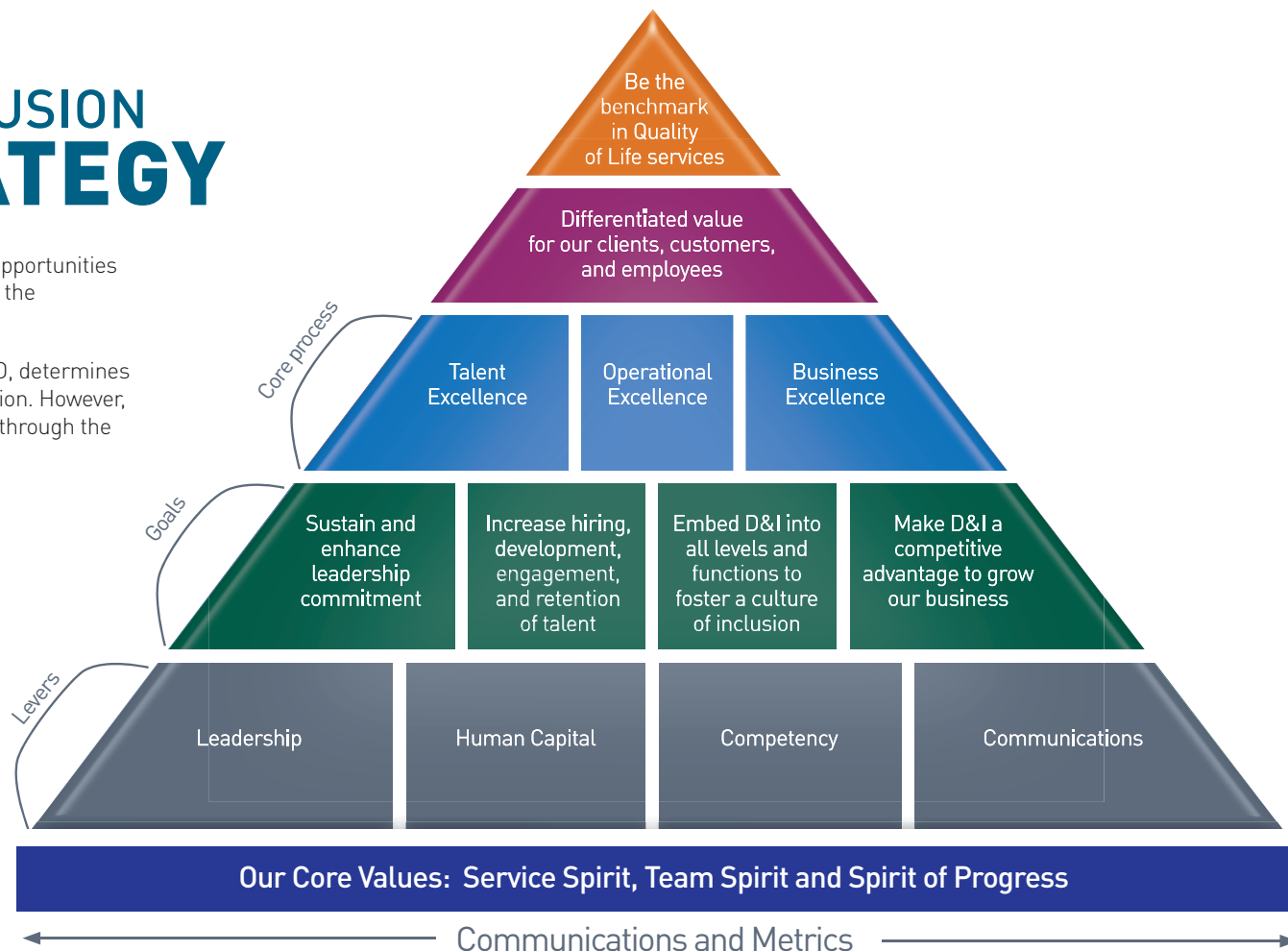
*"By reflecting diversity in our workforce, we are able to build a better, stronger Sodexo. Collectively, our differences make us a more flexible, innovative and responsive company, enabling Sodexo to better serve our clients and customers."*

—James Taylor  
President  
Sodexo Seniors  
Executive Committee Member  
Diversity Leadership Council Member

# INTEGRATED DIVERSITY & INCLUSION STRATEGY

The strategy sets expectations and drives initiatives and opportunities for our employees, customers, clients, shareholders, and the communities we serve.

Sodexo's Diversity Leadership Council, chaired by the CEO, determines the strategy and sets the direction for diversity and inclusion. However, it is at the grassroots level that the strategy comes to life through the commitment and enthusiasm of our people.



*Be the benchmark in Quality of Life Services sets our strategic path and outlines the tactical implementation of our diversity and inclusion mission.  
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# GLOBAL DIVERSITY: NEITHER AN OPTION NOR A CHOICE, BUT A NECESSITY

With more than 380,000 employees in 80 countries representing 128 nationalities and connecting with 50 million customers daily, inclusion is a competitive advantage for growth and progress.

In addition to focusing on attracting and retaining the best employees and better understanding the diverse expectations of our clients and consumers, Sodexo is focused on four key areas:

- ▶ Gender representation
- ▶ Generational opportunities in the workplace
- ▶ People with disabilities
- ▶ Ethnic minority representation

Driving Sodexo's initiative is the 40-member Global Diversity and Inclusion Task Force that develops, implements and cascades initiatives globally. This year, more than 40,000 employees in Australia, Belgium, Finland, France, Germany, the Netherlands, the United Kingdom, and the United States have been **trained on inclusion and working in a multicultural environment**.



*"Through our diversity strategy I have become acutely aware of the power of 'diversity of thought.' I'm now witnessing the value of working across cultures and countries as we increase the cross-border cooperation between Mexico, Canada and the United States teams."*

— John Bush  
Chief Operating Officer and Market President  
Sodexo Mexico, Canada and Government Services  
Executive Committee Member





## Sodexo Ranked #1

Among Top 50  
Companies for Diversity  
and Inclusion by  
*DiversityInc* magazine

In addition, Sodexo placed on several  
of DiversityInc's Top Ten lists:

- #1 for Executive Women
- #1 for Recruitment and Retention
- #2 for Latinos
- #3 for Blacks
- #5 for Global Diversity
- #10 for People with Disabilities

# AWARDS AND RECOGNITIONS



Working Mother: Best  
Companies for Hourly  
Employees Award

Parents, Families and  
Friends of Lesbians and  
Gays (PFLAG): Straight  
for Equality Award



National Restaurant  
Association: Faces of  
Diversity Award-Inspiration

FORTUNE Magazine:  
2010 Most Admired  
Companies



Human Rights Campaign:  
Corporate Equality Index, 100% rating

Asian Enterprise Magazine:  
Best Companies for Asian Pacific Americans

Latina Style Magazine:  
Top 50 Companies for Latinas to Work  
for in the U.S.



Ethisphere: World's Most  
Ethical Companies

Black Enterprise:  
Top 40 Best Companies  
for Diversity



Profiles in Diversity Journal:  
International Innovations in  
Diversity Award, SWIFT

Work Mother Media:  
Best Companies for Multicultural Women

G.I. Jobs:  
Top 100 Military Friendly Employers

Minorities in Research Science:  
Most Admired Employer



# DIVERSITY & INCLUSION CONTEST

## WE ASKED EMPLOYEES TO SHARE THEIR STORIES:

### HOW HAS SODEXO'S COMMITMENT TO MAKING EVERY DAY A BETTER DAY THROUGH DIVERSITY AND INCLUSION IMPACTED YOU?



#### GRAND PRIZE WINNER:

John LaVeck, Senior Manager  
of Talent Development,  
Human Resources, Sodexo Corporate

*I've never been happier and more open to being who I am at work. Since experiencing the workshop Bringing Your Whole Self to Work, I*

*have joined the PRIDE network group and became a co-chair for the Southern Chapter. I hope, in some small way, I can give back to Sodexo what was so freely given to me—professional freedom, a thriving and diverse community and, most of all, a real sense of belonging and inclusion.*

#### RUNNER UP:

Shannon Nixon, Retail Manager, Northwestern University-Foster Walker, Sodexo Campus  
*For me to work for a company that has been recognized for its commitment to diversity year after year not only makes me feel proud, but it also makes me feel that there is opportunity to progress and be successful.*

#### RUNNER UP:

Judy Jessen, Manager, Drake University, Sodexo Campus  
*Through training and learning labs, I have become comfortable and confident managing a diverse team and enriched in my own life by learning from my staff, co-workers and customers.*

#### RUNNER UP:

Adam Walker, General Manager, Webb Schools, Sodexo Schools  
*The endless learning opportunities offered by Sodexo have taught me something new and helped me with my quest to understand others and to help them feel included.*

#### HONORABLE MENTION:

Andrea Barner, Dining Room  
Manager, Holy Family Manor,  
Sodexo Seniors

*As a young Hispanic woman born to a military family and currently raising a special needs child, never have I experienced so many outlets to honor and celebrate so much of what I personally value.*

#### HONORABLE MENTION:

Deborah Petrucelli, General  
Manager II Multi-Service,  
Raritan Bay Medical Center,  
Sodexo Hospitals

*Sodexo recognizes that "being a dynamic company requires people with diverse perspectives," but it is up to each individual to make that come alive.*

#### HONORABLE MENTION:

Pam Kimmer, Cooks Helper,  
St. Catherine's University,  
Sodexo Campus

*My company, Sodexo, is there for me in every way. I am proud and truly honored to be a member of the Sodexo family. I look forward to accessing scholarships and awards, benefiting myself, and ultimately my company.*

#### HONORABLE MENTION:

Setoria Key, HR Support  
Specialist, Talent Acquisition  
Group

*Through the "Administrative Engagement Program" other hourly associates and I are able to participate in a mentorship program that will not only aid in our professional growth, but also allow us to network with other administrative associates.*

#### HONORABLE MENTION:

Natash Gaba, Nutrition  
Services Clerk, Neshaminy  
Manor, Sodexo Seniors

*Working for Sodexo inspires me to help improve the life of our residents in any way possible. I admire the managers for making me feel part of such a diverse team that comes together to make the "Residents the Heart of Everything We Do."*

# DIVERSITY & INCLUSION ADVISORY BOARD

To expand its commitment to diversity and inclusion, Sodexo launched the Diversity and Inclusion Advisory Board (DIAB). The DIAB is comprised of seven members from outside the organization with specific areas of expertise representing diverse communities.

John Hofmeister, founder and CEO, Citizens for Affordable Energy and former President of Shell Oil Company, chairs the DIAB. "I am honored to chair Sodexo's Diversity and Inclusion Advisory Board. As an organization, Sodexo has made significant progress on its journey and now, with the support and leadership of the DIAB, we have the opportunity to take that momentum and commitment to the next level," Hofmeister said.

The DIAB will help Sodexo sustain and expand its focus on diversity and inclusion.



**Eliza Byard**, Executive Director of GLSEN, the Gay, Lesbian and Straight Education Network



**Michael Chen**, President and CEO, Media, Communications, and Entertainment, GE Capital, and Vice President and Officer, GE



**Cari Dominguez**, Former Chair of the U.S. EEOC and current member of the Board of Directors for Manpower, Inc.



**Alexis Herman**, Former Secretary of the Department of Labor and Chairman and CEO of New Ventures, Inc.



**John Hofmeister**, Founder & CEO, Citizens for Affordable Energy and former president, Shell Oil Company



**John D. Kemp**, Partner, Powers Pyles Sutter & Verville PC (PPSV) and Executive Director and General Counsel of the U.S. Business Leadership Network (USBLN)



**Thomas Williamson Jr.**, Partner, Covington & Burling and Board Member, National Lawyers Committee for Civil Rights Under Law and Washington Lawyers Committee for Civil Rights and Urban Affairs

# A TEAM-ORIENTED CULTURE

General Manager Teresa Byrne manages the Sodexo team at Allstate in Northbrook, IL, a Corporate foodservice account. Her team of 11 includes Mike T., who is developmentally disabled and has been working in the dish room for over five years.

Equipped with a structured schedule and consistent duties, Mike has grown and matured with the staff. "Before he would leave for the day and not say goodbye. Today, he checks in and asks if there is anything else he can do," says Byrne.

Simple instructions like "Do you think there is a better way of doing this?" have given Mike the confidence to be more assertive and express himself at work. Mike has reached a comfort level that allows him to articulate when he is upset or does not understand his work assignments.

Mike now fully recognizes that he is a contributing part of the team. "We nurtured him to give him strength and courage," says Byrne. "I need him to do his job. His role is important to the cafeteria functioning properly."

Outside of daily tasks, Mike understands that his team depends on him. He will often adjust his pace as he walks beside his job coach, Beth, a retired school teacher, or will notice when a fellow employee is out sick.

"I don't think I could find a more qualified person that could do the job Mike does. I don't think he can be replaced. No one has his gift and love for what he does," says Byrne.

Mike's parents have worked closely with Byrne to help her understand how best to motivate Mike. "We appreciate Teresa for taking the time to understand our son and to help him reach his potential. Contributing at work as an integral part of the Sodexo team enriches his life," say his parents. "We also want to thank Sodexo for their commitment to give people like Mike a chance to work productively within the community."

"I love my job!" says Mike T.



# OUR PEOPLE





## SODEXO AND **ABILITYONE** PARTNERSHIP

The AbilityOne Program is a federal initiative to help people who are blind or have other disabilities find employment by working for nonprofit agencies (NPAs). The program is a coordinated effort on behalf of the Committee for Purchase From People Who Are Blind or Severely Disabled, National Industries for the Blind (NIB) and NISH—Creating Employment Opportunities for People with Severe Disabilities.

Sodexo is a proud partner of ten different AbilityOne organizations that provide employment to thousands of people with disabilities through its Government and Defense contracts, including the Marine Corps.

Through AbilityOne partners such as ServiceSource, Inc., Sodexo is able to support and provide opportunity to these exceptional and dedicated employees. Working as a fully qualified subcontractor, ServiceSource employees serve more than 5 million meals annually to military and civilian personnel at 18 Marine Corps mess halls in North Carolina, South Carolina, Virginia and the District of Columbia.

**According to ServiceSource, “The successful partnership between Sodexo and ServiceSource has given hundreds of individuals with disabilities the opportunity to achieve greater independence through employment while meeting the foodservice needs of the United States Marine Corps.”**

# EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

We are committed to affirmative action and pledge our full support to equal employment opportunities for all individuals regardless of race, color, religion, gender, national origin, marital status, sexual orientation, gender identity, age, disability, veteran status, or any other protected group as defined by the law or our policy. We strive to make certain that all hiring, promotion and other personnel decisions comply with federal and local equal opportunity laws and regulations.

## Our Commitment to Affirmative Action

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Sodexo is committed to a policy of affirmative action and facilitates the placement of qualified women, minorities, people with disabilities, and veterans at all levels of the organization. Through our affirmative action plans, we identify the good faith efforts the company will take to achieve the appropriate representation of women and minorities in our workforce. All of Sodexo's affirmative action plans include targeted research, recruitment, upward mobility initiatives, annual goals, and timetables for women and minorities required by Executive Order 11246 and other federal, state, and local affirmative action laws and regulations.

All managers are responsible for complying with federal affirmative action regulations. This includes complying with site-specific affirmative action plans and ensuring that there are no artificial barriers to the advancement of qualified women, minorities, veterans, and people with disabilities anywhere in our company. These plans are monitored by senior management and developed annually.

## Promise of Respect and Fair Treatment

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Sodexo is committed to the fair treatment of all employees. Our policies and practices provide protection and specific investigative procedures to ensure that employee complaints are heard in an environment of respect and concern. We have a zero-tolerance policy for discrimination, harassment or retaliation of any kind, and Sodexo employees have a variety of ways to report and resolve any of the aforementioned.

## The Office of Employment Rights

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The Office of Employment Rights (OER) has been in operation for seven years. Its central mission is to reinforce Sodexo's policies against discrimination, harassment and retaliation in the workplace. The OER enforces the policies by providing neutral human resources professionals to thoroughly investigate EEO-related concerns by all employees in management and professional positions, as well as employees in administrative positions outside the unit.



## OUR PROGRESS

Sodexo has built a solid platform to measure our Human Capital and its processes and procedures. From employee engagement to management representation and hiring, the dedication to diversity and inclusion is reflected in the results.

**Engagement:** The diversity engagement indicator has shown significant growth since 2006 and this year Sodexo reached its highest percentage to date (2010: 73%, 2008: 71%, 2006: 67%).

**Representation:** Sodexo's strongest areas of success remain in our executive and senior leadership where from 2006 to 2010 we have seen female representation grow 76% and minority representation grow 40%.

**Hiring:** Despite reduced management hiring over the previous fiscal year, both women and minority hiring have continued to grow and exceed availability benchmarks.

Total Sodexo Population and Percentage Graph

2000 Census %	Total Sodexo Population		2006		2007		2008		2009		2010	
			Population	%	Population	%	Population	%	Population	%	Population	%
.9		American Indian	772	.71	788	.71	775	.68	772	.67	739	.64
3.6		Asian Pacific Islander	5,184	4.75	5,668	5.14	5,773	5.07	5,727	4.94	5,590	4.85
12.3		Black/African American	27,741	25.45	28,656	25.96	29,500	25.92	29,954	25.83	29,466	25.6
12.5		Hispanic Latino	18,719	17.17	19,184	17.38	20,436	17.95	20,165	17.39	20,041	17.41
-		Native Hawaiian or Pacific Islander	-	-	99	.09	189	.17	287	.25	363	.31
-		Two or more races	-	-	125	.11	383	.34	666	.57	1,000	.86
24.9		Minority	52,416	48.08	54,520	49.4	57,056	50.13	57,571	49.64	57,199	49.7
75.1		White	56,607	51.92	55,845	50.6	56,771	49.87	58,402	50.36	57,882	50.29
50.9	Women	65,382	59.97	65,989	59.79	67,784	59.55	68,718	59.25	68,004	59.09	
49.6	Men	43,641	40.53	44,376	40.21	46,043	40.45	47,255	40.75	47,077	40.9	
	Total	109,023		110,365		113,827		115,973		115,081		

Footnotes:

Data has been updated from previously published numbers to reflect the following:

1. For FY 2007, additional EEOC Race Categories were added.

2. For FY 2008, HR data migration to new HR systems.



## Sodexo Management Population and Percentage

Total Management Population		2006		2007		2008		2009		2010	
		Population	%	Population	%	Population	%	Population	%	Population	%
	American Indian	58	.41	62	.42	64	.42	61	.41	64	.4
	Asian Pacific Islander	496	3.49	519	3.56	564	3.69	551	3.69	582	3.88
	Black/African American	1,798	12.65	1,846	12.65	1,907	12.49	1,839	12.30	1,832	12.24
	Hispanic Latino	888	6.25	954	6.54	1,024	6.71	1,020	6.82	1,043	6.97
	Native Hawaiian or Pacific Islander	-	-	3	.02	9	.06	12	.08	14	.09
	Two or more races	-	-	19	.13	46	.30	66	.44	98	.6
	Minority	3,240	22.79	3,403	23.32	3,614	23.67	3,549	23.74	3,633	24.27
	White	10,978	77.21	11,188	76.68	11,654	76.33	11,402	76.26	11,330	75.72
	Women	6,259	44.02	6,414	43.96	6,870	45.00	6,671	44.62	6,754	45.13
	Men	7,959	44.02	8,177	56.04	8,398	55.00	8,280	55.38	8,209	54.86
	Total	14,218		14,591		15,268		14,951		14,963	

## Sodexo Frontline Population and Percentage

Total Frontline Population		2006		2007		2008		2009		2010	
		Population	%	Population	%	Population	%	Population	%	Population	%
	American Indian	714	.75	726	.76	711	.72	711	.70	675	.67
	Asian Pacific Islander	4,688	4.94	5,149	5.38	5,209	5.29	5,176	5.12	5,008	5.0
	Black/African American	25,943	27.36	26,810	27.99	27,593	28	28,115	27.83	27,634	27.6
	Hispanic Latino	17,831	18.81	18,230	19.03	19,412	19.7	19,145	18.95	18,998	18.97
	Native Hawaiian or Pacific Islander	-	-	96	.10	180	.18	275	.27	349	.34
	Two or more races	-	-	106	.11	337	.34	600	.59	902	.9
	Minority	49,176	51.87	51,117	53.37	53,442	54.22	54,022	53.48	53,566	53.5
	White	45,629	48.13	44,657	46.63	45,117	45.78	47,000	46.52	46,552	46.49
	Women	59,123	62.36	59,575	62.20	60,914	61.8	62,047	61.42	61,250	61.17
	Men	35,682	37.64	36,199	37.80	37,645	38.2	38,975	38.58	38,868	38.82
	Total	94,805		95,774		98,559		101,022		100,118	

# DIVERSITY SCORECARD

## Measurement and Accountability make Sodexo a Diversity and Inclusion Benchmark

Diversity and inclusion is a systemic process of culture change in our organization and progress is measured through the Sodexo Diversity Index (SDI). The SDI was developed to track both quantitative and qualitative metrics and ensure that we are recruiting, developing and retaining a highly-skilled, diverse workforce.

Management is accountable to meet the SDI measures through performance on the Diversity Scorecard. Annual diversity incentives are based on the year end results of the Scorecard.

*"At Sodexo, our diversity journey started many years ago and has allowed us to evolve in ways that have improved the lives of our employees and customers alike. The concept of inclusion is as much a part of our culture as is quality and integrity."*



—Pat Connolly  
Chief Operating Officer and Market President  
Sodexo Health Care  
Executive Committee Member  
Diversity Leadership Council Member

### Diversity Scorecard Commitments

**25%**

Executive Team  
Bonus connected to  
performance on  
Diversity Scorecard

**10-15%**

Management  
Bonus connected to  
performance on  
Diversity Scorecard

With attainment of SDI, diversity incentives are paid out regardless of the financial results of the company.

# CHAMPIONS

## OF DIVERSITY & INCLUSION

### Integrating Diversity and Inclusion into the Workplace

Our Champions of Diversity & Inclusion is a quarterly recognition program that honors employees who go above and beyond to advance diversity and inclusion at Sodexo. Employees model their commitment to diversity and inclusion in many ways, from the smallest of efforts to large-scale regional activities.



*Mark is fostering an inclusive work environment for his team composed of individuals from over 50 countries. He offers cross-cultural education during weekly team huddles and he hosts ongoing diversity events. It is because of Mark's commitment that employees feel able to bring*

*their whole selves to work. The result is happy residents, clients, and associates, low turnover rates and increased customer satisfaction.*

**Mark Whalen**  
General Manager  
Asbury Methodist Village  
Gaithersburg, MD  
Sodexo Seniors



*"Treat everyone with respect and build relationships" is the philosophy that Willie ("Mr. Willie") Millender has followed during his 40-year career with Sodexo. By understanding his customers' diverse needs and being proactive, he goes above and beyond to assist the Bennett College population and*

*visitors. He has built strong relationships with customers, employees and, most importantly, with the client, the President and Board of Trustees of Bennett College. He believes in cross-training and sharing his knowledge with his staff to help them succeed.*

**Willie Millender**  
Manager, Facilities  
Bennett College for Women  
Greensboro, NC  
Sodexo Campus



*Laura was instrumental in developing the Sodexo Organization for disAbilities Resources (SOAR) Ambassador Training program, which enabled network group members to present on the topic of disabilities. She also helped develop and implement the*

*Diversity Awareness online training, which serves to raise awareness for the broader Sodexo audience. Today, Laura serves as Co-Chair for SOAR.*

**Laura Antal**  
Senior Instructional Designer  
Sodexo University  
Sodexo Corporate



# EMPLOYEE NETWORK GROUPS

A fully inclusive and open environment provides opportunities for all employees to contribute to our business success. Our eight Employee Network Groups, with over 3,000 members, bring our culture of diversity and inclusion to life.



*"Having diversity and inclusion as a key business initiative has shaped the landscape of Sodexo's journey. I've personally seen the impact it has had in the lives and careers of many, including myself. The personal testimonials of our members encourage AALF leaders to ensure that we stay true to our moniker of 'Inspiring and developing leaders.'"*

—Veronica Harville, Vice President of Client Relations

## African American Leadership Forum (AALF)

- Chair** Veronica Harville, AALF Chair, Vice President of Client Relations
- Co-Chair** Rawn Burnett, National Director of Operations, SodexoMAGIC
- Executive Sponsors** Lorna Donatone, Chief Operating Officer and Market President, Education, and James Taylor, President, Sodexo Seniors
- Serving Membership** Introduced signature programs/developmental workshops including *Pathways - Navigating Across Crucial Conversations*, *You're in the Driver's Seat* and *Managing your Personal Energy*
- Serving Business** Supported Historically Black Colleges and Universities (HBCU) students through the AALF Scholarship Program and increased retention and development through the Peer2Peer mentoring program
- Serving the Community** Through AALF Cares, members participated in an Adopt-a-School program (AASP), contributed to clothing drives, fed the homeless and hungry, and worked with Habitat for Humanity
- Community Partners** Supported the National Urban League's Black Executive Exchange Program (BEEP) and hosted its national meeting at the Coca-Cola Company, which donated to the AALF scholarship fund



*"HONOR is committed to embracing everyone that has a personal interest in the Armed Forces, including family members of military-still-serving and veterans. We believe that enabling those that serve or are still serving to achieve all the success they desire is mutually beneficial."*

—Chuck Wooten, Command CMSgt, USAF (ret)  
Vice President, Business Development, Sodexo Government

## Honoring Our Nation's finest with Opportunity and Respect (HONOR)

- Chair** Chuck Wooten, Command CMSgt, USAF (ret), Vice President, Business Development, Government
- Co-Chair** Felicia P. Brown, SPHR, Director, Human Resources, Sodexo Education
- Executive Sponsors** Michael Montelongo, Senior Vice President and Chief Administrative Officer, and Greg Verone, President, Government
- Serving Membership** Launched three new regional chapters increasing membership and networking opportunities
- Serving Business** At the request of the U.S. Army and West Point, HONOR participated in an annual conference of senior leaders to build a framework for an Army Officer Corps strategy
- Serving the Community** HONOR raised more than \$157,000 for Haitian relief through the World Food Programme. It also collected 600 pounds of clothing for Veterans Village of San Diego's "Stand Down" program





*"The interest our employees have in working with i-Gen around the topics of generational differences and similarities represents how important creating a healthy and more productive workplace is to them. This fuels i-Gen's leadership to continue building awareness around the generations."*

—Jane Buttermore, Vice President, Operations  
Metropolitan Schools Market, Sodexo Education

## Intergenerational Network Group (i-Gen)

- Chair** Jane Buttermore, Vice President, Operations, Metropolitan Schools Market, Sodexo Education
- Co-Chair** Adam Malingier, Senior Vice President, Sodexo Corporate
- Executive Sponsors** Peri Bridger, Senior Vice President and Chief Human Resource Officer, and Calvin Johnson, President, Sodexo Hospitals
- Serving Membership** Launched regional chapters in eight major cities and advised in the development of the Generations in the Workplace online training
- Serving Business** Worked with clients and customers to help them understand the generational differences in our workforce and customer base
- Serving the Community** Developing a relationship with Keep America Beautiful to preserve the environment
- Community Partners** Partners with Keep America Beautiful and Habitat for Humanity



*"PANG is excited to continue our commitment to implementing our four-lever strategy: leadership development, retention, recruitment and community engagement. Our initiatives are aligned with our company's values and goals, and are designed to enable members to grow professionally and contribute to the organization's success."*

—Liz Kinniburgh, Director of Business Development  
Leisure Services, Sodexo Corporate

## Pan Asian Network Group (PANG)

- Chair** Liz Kinniburgh, Director of Business Development, Leisure Services, Sodexo Corporate
- Co-Chair** Dora Lim, General Manager, Montclair State University, Sodexo Campus
- Executive Sponsors** John Bush, Chief Operating Officer and Market President, Sodexo Mexico, Canada and Government, and Jay Marvin, Senior Vice President, Sales and Marketing
- Serving Membership** PANG introduced a cross-cultural signature training program, launched a Leadership Webinar Series and introduced executive sponsored town hall meetings. Additionally, it awarded the first Frances Nam Scholarship
- Serving Business** Worked closely with Talent Acquisition Group to develop a strategic plan to help recruit Asian American candidates
- Serving the Community** Continued to support South Asian Americans Leading Together SAALT's "Be the Change" day of service; regional chapters supported local food banks
- Community Partners** SAALT, Asian & Pacific Islander American Scholarship Fund (APIASF), and National Association of Asian American Professionals (NAAAP)





*"Sodexo's diversity and inclusion journey for the LGBTQ community is outstanding. This year we were recognized by Parents, Families and Friends of Lesbians and Gays (PFLAG) as the Corporate Straight for Equality Award winner and as a finalist in the Employee Resource Group of the Year award by Out and Equal."*

—Joseph Hoffman  
Director, Information Systems and Technology

## People Respecting Individuality, Diversity, and Equality (PRIDE)

- Chair** Joseph Hoffman, Director, Information Systems and Technology
- Co-Chair** Jude Medeiros, Vice President, Operations, Sodexo Education
- Executive Sponsors** Steve Brady, Senior Vice President, Corporate Communications, and Dave Scanlan, Senior Vice President, Finance, and Michael Breault, CEO, Circles
- Serving Membership** Participated in Peer2Peer Mentoring, maintained 100% HRC rating, increased membership 20% and launched the first regional chapter in western New York
- Serving Business** Represented Sodexo at numerous Pride Parades across the country. PRIDE has Board representation on Centerlink and the Gay, Lesbian and Straight Education Network (GLSEN) National Leadership Council
- Serving the Community** Served the community through outreach with GLSEN, Centerlink, and PFLAG
- Community Partners** GLSEN, Centerlink and PFLAG



*"I have had the opportunity to watch individuals develop as they contribute to SOAR's strategic vision, and Sodexo's overarching goal of an inclusive environment for all individuals. Whether it is implementing an effective recruitment practice, developing training programs, or assembling quarterly newsletters, SOAR has had a very successful year."*

—Mike Connor  
Area General Manager, Sodexo Seniors

## Sodexo Organization for disAbilities Resources (SOAR)

- Chair** Mike Connor, Area General Manager, Sodexo Seniors
- Co-Chair** Laura Antal, Senior Instructional Designer, Sodexo University
- Executive Sponsors** Dick Desrochers, President, Comprehensive Service Solutions, and Bob Stern, Senior Vice President and General Counsel
- Serving Membership** Hosted six sessions on parenting children with special needs, focusing on self-care, family, school, relationships, stress and nutrition. Also partnered with the National Organization on Disabilities (NOD) on teaching inclusive work practices
- Serving Business** Established processes for evaluating non-routine accommodation requests and celebrated National Disabilities Employee Awareness Month with guest speaker Marian Vessels
- Serving the Community** Supported the Melmark Home, a facility that serves individuals with developmental disabilities and partnered with Project Search to provide internships for disabled individuals. Also, supported AgrAbility and Easter Seals programs, which work with farmers and ranchers with disabilities
- Community Partners** NOD, Disability and Business Technical Assistance Center (DBTAC) and Project Search







*"SOL's commitment to developing our members, providing for the next generation with our scholarship fund and sponsoring a house for a Habitat for Humanity Build led to an exciting 2010! We are working on even more opportunities for our members in 2011!"*

—Rodney Cruise  
District Manager  
Sodexo Campus

## Sodexo Organization of Latinos (SOL)

<b>Chair</b>	Rodney Cruise, District Manager, Sodexo Campus
<b>Executive Sponsors</b>	Michael Montelongo, Senior Vice President and Chief Administrative Officer, and Tony Tocco, Chief Information Officer
<b>Serving Membership</b>	Celebrated National Hispanic Heritage Month with annual SOLebration event and began developing a signature training program for members
<b>Serving Business</b>	Focused on professional development and developed ambassadors for the Sed de Saber (ESL) program
<b>Serving the Community</b>	Supported the SOL Scholarship, sponsored a Habitat for Humanity House and worked with Food Brings Hope
<b>Community Partners</b>	Habitat for Humanity, La Raza, Hispanic Association of Colleges and Universities (HACU), Food Brings Hope



*"Our members tell us that participation in WiNG absolutely increases their engagement with Sodexo. And, higher engagement means greater employee productivity and retention. WiNG's member-focused development programs boost involvement, helping employees deliver better results for clients and provide a clear competitive advantage for Sodexo."*

—Tracy Kelly  
Director, Strategic Planning, Sodexo Corporate

## Women's Network Group (WiNG)

<b>Chair</b>	Tracy Kelly, Director, Strategic Planning, Sodexo Corporate
<b>Co-Chair</b>	Lynne Adame, Senior Director, Communications, Sodexo Health Care
<b>Executive Sponsors</b>	Debbie White, Senior Vice President and Chief Financial Officer, and Michael Norris, Chief Operating Officer and Market President, Sodexo Corporate
<b>Serving Membership</b>	More than 400 WiNG members participated in WiNG's signature training <i>I.D. Me! Building Your Brand</i> and 46 members participated in Peer2Peer mentoring programs
<b>Serving Business</b>	Engaged membership across 28 regional chapters through 57 chapter leads
<b>Serving the Community</b>	Raised more than \$84,000 for breast cancer research, donated 528 interview outfits for women re-entering the workforce and partnered with Girls Inc.
<b>Community Partners</b>	Susan G. Komen Race for the Cure, Avon Walks, Girls Inc., and Dress for Success







*"I have found that managers who have FWA available to them are more productive, strategic in their work and more effective. This has been the case on our campus, where we have seen great success in offering this opportunity to our General Manager. I encourage Sodexo managers and clients to consider flexible options and how they can be beneficial at the unit level."*

—Derek Costa  
Associate Director  
Campus Services  
University of Massachusetts, Dartmouth

# FLEXIBILITY WORKS!

## Building Employee Engagement and Commitment to Achieve Business Results

Sodexo's business-based flexibility initiative, Flexibility Works!, provides employees and the company with innovative options to get work accomplished.

By effectively managing work and life demands, employees enhance their personal and professional well-being. At the same time, a flexible culture attracts and retains an engaged, diverse, and highly productive workforce.



*"I am responsible for ensuring that we demonstrate value to our clients and, at the same time, ensuring that my team has the means to fulfill their potential. Flexibility is helping me achieve business results and still provide my managers with the work-life balance they need. Maryanne is an excellent example of an effective and engaged general manager whose telecommuting arrangement is mutually advantageous."*

—Ed Gorman, District Manager, Sodexo Campus

*"By telecommuting once a week, I am able to focus on what's best for our clients, our customers and my team. I work free from distraction with a full list of things to do, including marketing efforts, financial reporting and client retention strategies. My flexible work arrangement enables me to move our business forward while exceeding our client's expectations."*

—Maryanne "MC" Conroy-Miller, General Manager  
University of Massachusetts, Dartmouth, Sodexo Campus



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# FUTURE LEADERS

## INTERNSHIP PROGRAM

### Supporting Tomorrow's Leaders

The Sodexo Future Leaders Internship Program provides interns with excellent exposure to the contract management services industry with assignments that allow them to make an immediate impact. The program, which consists of five components, offers college students the opportunity to turn their leadership potential into valuable professional experience:

- ▶ Orientation
- ▶ Professional Development
- ▶ Strategic Engagement
- ▶ Mentoring
- ▶ Ending Celebration

**Joseph Rauch**, a senior at State University of New York College of Technology at Delhi, interned at the Westchester Medical Center, a Sodexo foodservice account in Valhalla, NY.

During the program, Joseph rotated through different departments, closely following managers and frontline staff in various functions. He learned the fundamentals of patients' services, food prep and production, catering, inventory management, vending, and customer service. Joseph also gained valuable experience in hiring practices, record-keeping and interview skills.

"At Sodexo we're not only interns but valued team members. It's an internship where weekly huddles provide knowledge of a fast-paced company in a caring and welcoming industry," said Rauch.

During the program, Joseph was given a leadership role to develop a theme day in the café. He was responsible for selecting recipes and décor, and chose a mix of American, Mexican, Greek/Mediterranean, Asian, and Italian cultures.

"I decided to work for Sodexo because they provide hands-on learning. I am convinced there isn't a better company I could learn from. This experience taught me the significance of being in the business world and working for a global company. My future goals are to finish my degree within a year and join the Sodexo team permanently."





*"Sodexo's Cultural Competence in Health Care was a perfect fit for training our 250 clinical leaders, who reported that this was one of the greatest trainings they have ever attended. We customized the sessions to fit our organization's culture, language and long-term*

*goals. Sodexo delivered by providing knowledgeable, friendly, open, and engaging facilitators with a clinical background – a perfect fit!"*

—Visael "Bobby" Rodriguez  
Chief Diversity Officer, Baystate Health

# LEARNING STRATEGY

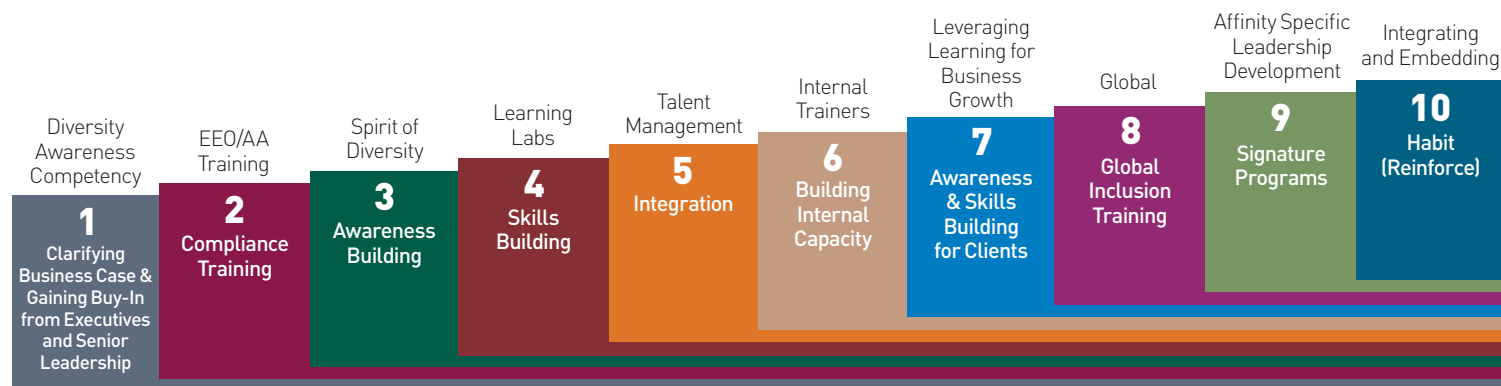
## Increasing Diversity Awareness

Sodexo is committed to providing on-going learning and development opportunities. Learning labs and online courses ensure employees can strengthen their knowledge, enhance awareness and develop necessary skill sets.

- Hosted 72 Spirit of Diversity classes, training 1,712 managers
- Trained 6,747 managers in 233 Diversity Learning Labs
- Trained 13,000 frontline employees in Equal Employment Opportunity
- Trained 8,000 frontline employees in Diversity Awareness

## DIVERSITY & INCLUSION LEARNING LABS

- Bridging the Gender Gap
- Bringing Your Whole Self to Work
- Cross Cultural Communication
- Cross Cultural Communication for Health Care and Senior Services
- Cultural Competence for Frontline Employees
- Cultural Competence for Health Care
- Cultural Competence for Managers
- Diversity and Inclusion in Higher Education
- Diversity Awareness for Frontline Employees
- Generations in the Workplace
- Generations in the Workplace for Frontline Employees
- Improving Team Effectiveness through Inclusion
- MicroInequities: The Power of Small
- Ouch! That Stereotype Hurts (Webinar and Classroom)
- Selecting the Best Talent
- Disability Awareness Training (Online)
- Generations in the Workplace (Online)
- Ouch! That Stereotype Hurts (Online)



Continuous Improvement in Design, Development and Delivery →

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## DIVERSITY & INCLUSION **A CORE COMPETENCY** AT SODEXO

Diversity and inclusion is a key component for individual success and driving business results. Sodexo's Employee Engagement survey consistently shows that the majority of employees feel that they are valued for the differences they bring to the workplace.

Built into all management and frontline competency models, diversity and inclusion is addressed in aspects of Sodexo's Talent Management process including, but not limited to:

- ▶ Recruiting: Diversity and inclusion is assessed during the interview process
- ▶ On-boarding: All new hires are educated on Sodexo's values and expectations regarding diversity and inclusion
- ▶ Training: All employees must participate in diversity and inclusion training
- ▶ Performance and Succession Planning: Diversity and inclusion is part of managers' annual performance reviews

*"At Sodexo, we support and encourage our employees to shape their own future as they are our greatest sustainable resource. We are committed to fostering an environment where the best people want to work, where new ideas are valued and where opportunities to grow are widely available."*



—**Michael Montelongo**  
Senior Vice President and Chief Administrative Officer  
Executive Committee Member  
Diversity Leadership Council Member

# SPIRIT OF MENTORING

Empowering employees to take risks, build their knowledge base and maximize their performance



Sodexo's mentoring programs focus on the continuous growth and development of its people. The Spirit of Mentoring initiative is designed to prepare employees for future leadership roles.

- ▶ BRIDGE: Informal mentoring relationships tailored to increase knowledge and skills as well as exposure to other business lines
- ▶ Peer2Peer: Employee Network Group members partner for personal and professional development
- ▶ IMPACT: A limited number of participants engage each year in this structured cross-cultural/cross-divisional mentoring experience focused on leadership development



*"Mentoring provides a unique training and learning opportunity. It allows you to gain access to someone with experience who has faced*

*similar challenges. With my mentor's help, I have become more confident, as well as enhanced my leadership and communication skills. I look forward to becoming a mentor myself."*

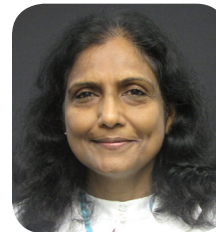
**—Alberto Carrillo**  
Operations Manager  
Sodexo Hospitals



*"I am both humbled and proud to know that I have made a positive impact on someone's life—that is what mentoring has offered to me. I*

*very often can relate to what my partner is going through and as a result have developed tactics that have helped me be a more successful leader."*

**—Calvin Johnson**  
President  
Sodexo Hospitals  
Executive Committee Member



*"I credit the program structure and a strong mentor match for my amazing experience in IMPACT. By establishing clear goals and with*

*my mentor's help, I have further developed my strategic leadership skills and better understand Sodexo's 'big picture.' Not only is my mentor a good teacher, she has also become a good friend. "*

**—Mani Kiran**  
Senior Manager  
Financial Planning and Analysis



*"I do not think twice about continuing my commitment as a mentor. The energizing learning exchanges help me grow and gain invaluable*

*perspectives and leadership insights as I support my partners in achieving their objectives."*

**—Peri Bridger**  
Senior Vice President  
and Chief Human Resource Officer  
Executive Committee Member  
Diversity Leadership Council Member



# A FUTURE FOCUSED ON STUDENT ACHIEVEMENT

Education focuses on nutrition, achievement, environment, community, and activity to promote student well-being

This year Sodexo will be the new foodservice provider to Inkster Public Schools (IPS) in Michigan. Through this partnership, Sodexo will elevate the dining program, focus on student nutrition and provide facilities upgrades, allowing the district to focus on what it does best—educating students.

Sodexo's commitment to the Inkster community extends beyond the walls of the school system. The Detroit chapter of AALF is partnering with the on-site Sodexo staff to work directly with students through activities like reading programs and mentoring relationships.

AALF's work with the Adopt-A-School Program (AASP) was a key factor and a value add that led to IPS selecting Sodexo as their partner.

"We are a student-focused organization and all of our decisions are made with student achievement in mind,"

said Ruth E. Williams, board of education member, Inkster Public Schools. "Sodexo understands and relates to our commitment to the students and the company's programs will bring positive changes to the district."

The activities that AALF will support as part of the program include:

- ▶ Sponsoring students to attend the Black College Tours
- ▶ Scholarships to Historically Black Colleges and Universities (HBCUs)
- ▶ Mentoring Opportunities for Students
- ▶ Assisting Students with Career Planning

"Not only are we teaching students to make healthy choices throughout their lives, but we are also committed to sharing our culinary expertise with a new generation of chefs," said John White, District Manager, Sodexo Schools.



# OUR CUSTOMERS, CLIENTS AND SHAREHOLDERS



*"The CMDC has been instrumental in facilitating team collaboration across all markets. One example of this is the Business Partner committee where both internal and external activities impact client retention. As a catalyst for change, we have formed valuable partnerships by leveraging our talent, skills and strong leadership in diversity and inclusion to provide measurable results."*

**—Cynthia Carter-McReynolds**  
Vice President, Client Relations  
Co-Chair, Mid-Atlantic Chapter  
Cross Market Diversity Council Member



## CROSS MARKET DIVERSITY COUNCIL

The Power of Collaboration

With the objective of leveraging diversity and inclusion for greater business growth, Sodexo formed the Cross Market Diversity Council or CMDC. The CMDC is comprised of representatives committed to propelling diversity and inclusion forward. Council members collaborate in operationalizing Sodexo's integrated diversity and inclusion strategy across the organization and vertically within their respective divisions. Council members serve as thought leaders in both a strategic and advisory capacity while also driving implementation activities across the organization and at a regional level to enable integration of our corporate diversity and inclusion plan.

*"Sodexo has brought to the table is its experience in diversity. We really have leveraged the experience and participation of our on-site management team, particularly in Sodexo's diversity initiatives."*

**—Stephen Lightcap**  
Vice President, Business and Administration  
Cabrini College







# 2010 DIVERSITY BUSINESS AND LEADERSHIP SUMMIT

Achieving Business Excellence through Diversity and Inclusion

In March, Sodexo's eight Employee Network Groups, the Cross Market Diversity Council and the Office of Diversity hosted the annual Diversity Business and Leadership Summit.

More than 650 employees and 150 clients from 72 organizations attended. In addition, over 800 people from around the globe registered to view the Summit via live webcast. Also joining this year were 45 fellows from the Congressional Black Caucus Foundation (CBCF), Congressional Hispanic Caucus Institute (CHCI), and Asia Pacific American Institute for Congressional Studies (APAICS).

The Summit was kicked-off by best-selling author, speaker and Paralympics medalist Bonnie St. John. Participants experienced noted speakers, panel discussions, an interactive theater, and networking opportunities. The day also consisted of 15 workshops and learning labs focused on building skills, knowledge and awareness around different dimensions of diversity.





## 2010 Diverse Supplier of the Year Award

Graphic Management and Specialty Products (GMSP) was recognized as Sodexo's **2010 Diverse Supplier of the Year**. GMSP leveraged cost savings through a seamless transition and improved customer service to our accounts. A member of Women's Business Enterprise National Council (WBENC) and certified as a women-owned business, GMSP provides hospital tray mats, napkins and menus to Sodexo.

*"Encouraged by Sodexo, I welcomed the opportunity to apply for WBENC certification. Once having accomplished this goal, GSMP has been catapulted with energy, enthusiasm and enterprise into larger arenas. It has allowed our best assets to be recognized at a national as well as a global level. Thank you Sodexo for being an innovative partner!"*

—Star Kimps  
Chairman and CEO  
Graphic Management and Specialty Products

## SUPPLIER DIVERSITY Leading by Example

Sodexo is committed to supporting diverse growth and development in the communities we serve. Every year, Sodexo increases its spend with diverse vendors in our network of suppliers. Expanding our supplier base benefits the vendors, local economies and Sodexo's customers. Our diverse supplier base provides Sodexo with the finest quality products, great service and competitive pricing. We are proud to currently partner with over 1,500 diverse suppliers.

### Sodexo Achievements:

- ▶ Supported clients' diversity spend:
  - Fulfilled RFP support of supplier diversity contract requirements for over \$306.6M in sales
  - Provided over 278 direct second tier spend reports to current clients on a quarterly or annual basis
  - Improved second tier client reports to include certification information
- ▶ Met additional client requirements of first tier diversity spend solution with joint venture SodexoMAGIC
- ▶ Provided enhanced technology for vendor registration and second tier tracking
- ▶ Continued growth in company-wide supplier diversity spend
- ▶ Sodexo's Cross Market Diversity Council initiated grassroots efforts to support the growth of our contracted diverse vendors

*"Supplier Diversity is a key element of Sodexo's supply chain strategy. The use of vendors that mirror our community is good business, in addition to creating innovation and competition in our supply chain."*

—Ann Oka  
Senior Vice President  
Supply Management



## THE CLEAR CHOICE: **SODEXOMAGIC**

SodexoMAGIC is dedicated to addressing the specific needs of multi-cultural communities and improving the quality of life for those they serve. SodexoMAGIC is certified by the National Minority Supplier Development Council (NMSDC) and is recognized as a \$70 million entity.

SodexoMAGIC uses broad-based consumer appeal to offer top-quality management, adding excitement and energy to any environment. Going beyond food and facilities management, SodexoMAGIC represents an innovative, holistic approach to service solutions that empower the businesses and communities they serve.



## **NMS:** PROUD OF OUR HERITAGE, OUR DIVERSITY AND OUR SERVICES

NANA Management Services (NMS) is a joint venture between Sodexo and NANA Development Corporation. NMS is 51% owned by NANA Development Corporation, whose shareholders are the Inupait people of Northwest Alaska. NMS is nationally certified as a minority business enterprise and, for the past two years, has been recognized as one of the top minority-owned businesses by DiversityBusiness.com in its annual "Top 500 Diversity Owned Businesses in the U.S." Additionally, NMS is ranked first among Alaskan businesses and third among American Indian/Alaska Native-owned companies.

NMS offers integrated facilities management services, providing jobs for nearly 300 shareholders. In total, 56% of the NMS workforce is from diverse backgrounds.







# SODEXO DEVELOPS CURRICULUM: DIVERSITY IN THE WORKPLACE



Sodexo's Office of Diversity, the Universities at Shady Grove (USG) and University of Maryland, Baltimore County's (UMBC) psychology departments teamed up to develop a course entitled, "Psychology: Diversity in the Workplace." Part of the University System of Maryland (USM), USG serves 3,650 undergraduate and graduate students, and UMBC has 9,000 undergraduate and 2,000 graduate students.



The course will examine diversity from a social psychology and ethical perspective, and will provide an overview of related topics, such as HR policies and practices, the job of the Chief Diversity Officer (CDO), and employee network groups from Fortune 500 companies. It will be facilitated by a psychology faculty member and led by Office of Diversity staff using Sodexo's "10 Key Elements for Creating a Culture of Inclusion" as the framework.

The class will explore:

- ▶ Appreciation for diversity from a systems perspective
- ▶ Understanding the importance of diversity and inclusion in a global economy
- ▶ Building competencies and managing diverse teams
- ▶ Understanding the role of leaders as change agents



*The 10 key elements integrate diversity and inclusion in Sodexo's core business.  
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# OUR COMMUNITIES



# PARTNERS IN ACTION

## One Person's Journey to Give Back: Chef Sterling Smith



Chef Sterling Smith joined Sodexo 15 years ago as a General Chef Manager and today he is the Corporate Executive Chef, Supply Management, overseeing culinary support and menu development for all divisions.

Despite a hectic work schedule and a grueling 95-mile commute, Chef Sterling demonstrates true Spirit of Service as he volunteers his time, energy and expertise to many of Sodexo's community partners.

**"The fact is, only by someone taking a chance on me was I able to get to where I am today.** So now that I'm in a place to show somebody what they can achieve, I view giving back as a personal obligation," he says.

In 2008, Chef Sterling served as an advisor for a culinary exhibition for high school students in New York City through Sodexo's partner, the National Association for the Advancement of Colored People's (NAACP) ACT-SO program. The first exhibition was so successful that it ignited other NAACP ACT-SO chapters to hold their own competitions.

Chef Sterling quickly became the "resident culinary expert" among many of Sodexo's community partners. When the Mexican American Legal Defense and Educational Fund's (MALDEF) Culinary Health and Nutrition Parent and Students program was at risk due to lack of resources, Chef Sterling engaged other chefs across the country to replicate, sustain and ultimately save the program.

As a result, MALDEF Chicago recognized Sodexo as the 2009 Corporation of the Year. Executive Director of Gads Hill Center in Chicago, Barbara De La Casa, said, "The parents and students participating would not let him leave. **We want Chef Sterling and Sodexo to continue educating our Chicago communities.**"

Chef Sterling also lends his time as a mentor, a leader, an instructor, and a role model to the students at the Black Culinary Alliance (BCA). His passion encourages so many that he often has long lines of people waiting to meet him after his engagements.

According to Chef Sterling, **"By volunteering my time, my experience and my talents, I am able to offer support and mentorship opportunities to my fellow peers, up and coming students and people of color. It's very gratifying not only to work for an award-winning company, but to also be a part of a winning team that gives back."**



# SODEXO SCHOLARS

Each year the Sodexo Foundation recognizes students with scholarships through the United Negro College Fund, the Hispanic College Fund and the Asian and Pacific Islander American Scholarship Fund. These scholarships bring students one step closer to achieving their educational and career aspirations.



*"Thank you for awarding me the Sodexo Scholarship. This will go towards helping my parents pay for my college education. In the future, I would like to get an accounting job to build up my experience, and later open my own accounting firm. Thanks to your assistance, I will be able to continue to strive toward my goals."*

—Angela Brown  
Huston-Tillotson University  
United Negro College Fund



*"I would like to thank you for your efforts to ensure the education of deserving students. If it wasn't for foundations like yours, I have no idea how I would be able to afford school. Opportunities such as the one you have created ensure that those who have a genuine desire to succeed can strive for excellence and will reach their goals."*

—Jonathan Pineda  
Cornell University  
Hispanic College Fund



*"Thanks to the Sodexo Foundation and APIASF, my dreams to attend The University of Arizona are now a reality. I will no longer need to rely on student loans because of this scholarship."*

*I come from a low-income, single parent home, something which is unheard of within the Indian community. My mother supported us to the best of her ability, despite not having much education or job experience. Her story and how she continues to support us drives me to do my best.*

*Again, words cannot describe how grateful I am for this opportunity for making college more affordable for me. I promise to continue to do my best and give back to our community and future students!"*

—Nidhi Arora  
University of Arizona  
Asian & Pacific Islander American Scholarship Fund (APIASF)

## STRATEGIC PARTNERSHIPS & PROGRAMS

### Integrating Diversity & Inclusion into the Workplace

Sodexo is committed to diverse strategic partnerships and programs that offer substantial value and advance our key goals of equality, education, health and wellness, and community development.

<b>South Asian Americans Leading Together (SAALT)</b> Sodexo is a national sponsor of SAALT's <i>Be the Change</i> , a day of service that fosters civic engagement through volunteerism and community service.	<b>Catalyst</b> Catalyst is an organization working globally to build inclusive workplaces and expand opportunities for women. Sodexo has partnered with Catalyst to present special symposiums.	<b>National Council of La Raza (NCLR)</b> Sodexo supports the NCLR's Escalera and Lideres programs. Escalera is an after-school program for Latino youth and Lideres supports organizations that develop leadership skills in Latino youth.	<b>Hispanic Association of Colleges and Universities (HACU)</b> Sodexo works directly with HACU to place high-achieving college students in internship positions.	<b>National Urban League (NUL)</b> Sodexo works with the NUL to underwrite its annual Affiliate Census detailing the activities and accomplishments of the National Urban League's 102 affiliate chapters.	<b>Multicultural Food &amp; Hospitality Alliance (MFHA)</b> Sodexo participates in MFHA's Student Showcases and Regional Councils in Atlanta and Chicago which provide professional and business development opportunities to MFHA member companies.	<b>Women's Foodservice Forum (WFF)</b> Sodexo sponsors Regional Connect events to offer WFF members and guests the chance to build important local business connections and hone their leadership skills.	<b>Mexican American Legal Defense and Education Fund (MALDEF)</b> Sodexo supports MALDEF's Parent School Partnership Program by teaching a health and wellness component to parents of K-12 students.	<b>Out and Equal Summit</b> Out and Equal is focused on creating an environment of equality in the workplace for the gay, lesbian, bisexual, and transgender community. Sodexo is an ongoing sponsor of its Annual Summit and hosts a recruiting and resource booth.	<b>National Organization on Disabilities (NOD)</b> Sodexo partners with NOD to access resources, educational materials, historical knowledge, workforce integration strategies, and advocacy guidance.
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# SUSTAINING OUR FUTURE

Sodexo works not only to make every day a better day but also to make every tomorrow a better tomorrow. The Better Tomorrow plan offers 14 sustainability commitments for improving the way our business helps protect and restore the environment, promoting the health and well-being of the people we serve and benefiting the local communities in which we do business.

## LEADING THE FIGHT AGAINST HUNGER

The Sodexo Foundation ([www.SodexoFoundation.org](http://www.SodexoFoundation.org)) is an independent charitable organization focused on being a driving and creative force that contributes to a hunger-free nation. The Foundation supports initiatives that help break the cycle of poverty by providing services such as food delivery/donation, job training and affordable housing. This year the Foundation provided 124 grants to hunger-related organizations.

Since its inception, the Foundation has granted more than \$13 million to hunger-related organizations nationwide. Administrative costs are paid by Sodexo, Inc., to ensure that 100 percent of funds raised are directed to those in need.

### Feeding Our Future

Feeding Our Future provides free nutritious meals to children at risk for hunger during the summer months. This year the program provided more than 320,000 meals in 21 cities. Since launching in 1997, over 2.5 million free summer lunches have been served.

### Heroes of Everyday Life

Each year Sodexo employees are recognized for investing their time, talent and spirit of service in making a difference in the fight against hunger. Heroes are honored and a grant is presented to their local hunger-related charity.



### STOPHunger Scholarships

The STOPHunger Scholarships recognize and reward students in kindergarten through graduate school who have made a significant impact in the fight against hunger in their communities. STOPHunger Scholars are presented with a scholarship and a matching grant for their local hunger-related charity.

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Sodexo  
Office of Diversity  
[www.sodexoUSA.com](http://www.sodexoUSA.com)

