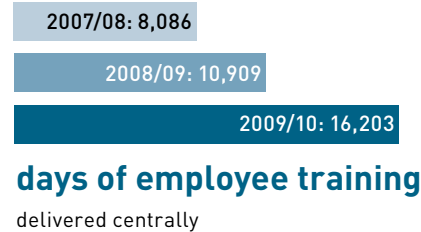
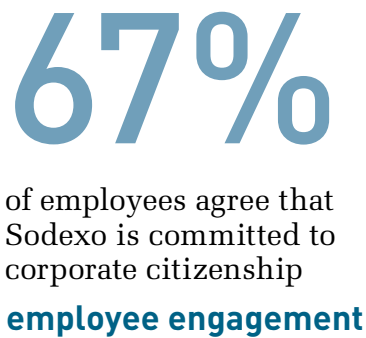
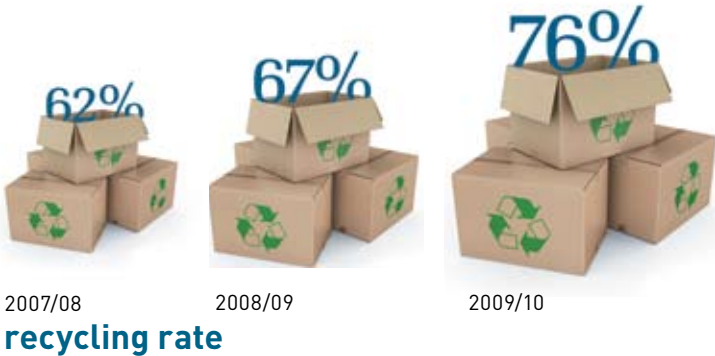


**The Better Tomorrow Plan**  
Corporate Citizenship  
Report 2011



# Performance highlights 2009 - 2010



## About this report

**Welcome** to our sixth annual corporate citizenship report which seeks to illustrate how we manage the economic, social and environmental impacts of most relevance to our business and stakeholders, and outline objectives and actions in relation to our customers, clients, employees, suppliers, the environment and the communities in which we operate.

The information in this report relates to Sodexo's operations in the UK and Ireland from 1 September 2009 to 31 August 2010 unless otherwise stated, although we include 'next steps' wherever possible.

All references to 'Sodexo', 'we', 'us' and 'our' relate to Sodexo UK & Ireland, while references to 'Sodexo Group' and 'Group' refer to our parent company.

Our Motivation Solutions business and our onshore and offshore business, Sodexo Remote Sites, do not fall within the scope of this report and are not covered by any of the data or information it contains because these parts of our business have their own separate worldwide management structure.

While we have made every attempt to ensure the accuracy and reliability of the information contained in this document, we are not responsible for any errors or omissions, or for the results obtained from the use of this information. Any reliance you place on the content is therefore strictly at your own risk.

Printed copies of this report can be ordered by contacting:  
corporate.citizenship@sodexo.com  
The report can be downloaded in PDF format from:  
www.sodexo.co.uk / www.sodexo.ie > corporate citizenship > reports.

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# About Sodexo

Sodexo, founded in 1966 by Pierre Bellon, is an international services company and the world leader in Quality of Daily Life Solutions. Quality of life plays an important role in organisational performance and, based on this conviction, Sodexo is the strategic partner for companies and institutions that place a premium on employee performance and wellbeing.

Operating in 80 countries around the world, Sodexo’s 380,000 employees design, manage and deliver an unrivalled array of On-site Service Solutions and Motivation Solutions. In this, Sodexo has created a new business sector, Quality of Daily Life Solutions, that promotes the fulfilment of our employees and contributes to the economic, social and environmental development of the local communities in which we work.

In the UK and Ireland, Sodexo employs 43,000 people, and provides **On-Site Service Solutions** (previously known as Food and Facilities Management Services) to clients at over 2,300 locations in the corporate, education, healthcare, leisure, defence and correctional services sectors. These include employee and hospitality catering solutions, cleaning, reception, switchboard and help desk services, building and energy management, and grounds maintenance.

Sodexo also provides **Motivation Solutions** (previously Service Vouchers and Cards) that help to create a better quality of life in the workplace and in society through employee benefits, incentive and recognition solutions, and public benefits.

This new terminology redefines the way we talk about our comprehensive offer, but remains faithful to our mission and our values, and better reflects what we truly deliver as a strategic partner: value-added responses, tailored to each client’s needs, that contribute to the development of individuals and the performance of organisations.

## At a glance

### Sodexo Group

380,000 employees	34,000 sites in 80 countries	€15.3 billion in annual turnover
----------------------	---------------------------------	-------------------------------------

### Sodexo UK & Ireland

43,000 employees	2,300 sites	£1.1 billion in annual turnover
---------------------	----------------	------------------------------------

“Our new positioning is a strategic and meaningful step forward – and the result of several years’ evolution from being the provider of outsourced services to becoming a life-long strategic partner of our clients. Alongside these changes, however, our fundamentals – the beliefs, ethical principles and overriding mission of the organisation – remain valid.”

**Phil Hooper**  
corporate affairs director, Sodexo

## Executive statements

### From our chief executive

Over the last year, our Better Tomorrow Plan has proved to be a robust framework that captures the diverse strands of our corporate citizenship efforts. By providing a clearly defined roadmap, it also supports our UK and Ireland business strategy, raises our profile, and sets out our objectives in a way that resonates well with our stakeholders.

Sodexo sees the connection between our services and sustainable development as a significant business opportunity. For example, clients now place greater emphasis on sustainability initiatives and increasingly look to us for tangible performance improvements to help them achieve their own sustainability objectives.

Only a year after the Better Tomorrow Plan was launched, we can already point to a number of significant achievements which feature in the following pages. These are supported by ongoing engagement with stakeholders which is vital to ensure the Better Tomorrow Plan is right for the business and relevant to all who come into contact with Sodexo. This is perfectly illustrated by the senior stakeholder consultation we held in November 2010, when we were able to articulate our approach to corporate citizenship, and be challenged on how we might do things differently and where we could improve. We’ve already produced a report summarising the discussions and recommendations and, to ensure we remain accountable, we are planning a follow-up event to report our progress.

With austerity measures affecting the economies of the UK and Ireland, and the expected rises in inflation and interest rates, we will certainly face tough decisions in the coming months. However, we will continue to invest in solutions that deliver long-term benefits, even in the face of short-term costs.

Aidan Connolly, chief executive, Sodexo

### From our corporate affairs director

The last year has seen our strategic commitment to sustainable development take on a new shape and help us towards higher levels of engagement and performance. It is clear that the Better Tomorrow Plan has been welcomed across our business as the logical ‘next step’ in our efforts to show leadership in corporate citizenship.

Across our corporate citizenship commitments, the dedication of Sodexo teams and the support of our stakeholders have helped us to deliver significant progress. The last year has confirmed the robustness of some of our in-house initiatives with the *Spirit of Inclusion* programme winning praise internally and externally, while *Healthwise*, our nutrition, wellbeing and lifestyle philosophy celebrated 25 years.

At a time when local communities continue to face tough challenges, Sodexo employees have shown genuine commitment by engaging in local community development and *STOP Hunger* initiatives to an extent that surpasses previous performance. Our work on sustainable food procurement has been an important theme throughout the year and well recognised by external stakeholders. For example, our Tillery Valley business achieved the Carbon Trust Standard, we have extended Red Tractor certification across all our sites, and our restaurants and cafés are all certified by the Marine Stewardship Council for fish and seafood. Springboard UK has also honoured us with two awards for excellence: one for corporate responsibility and the other for diversity in employment.

Each year brings reason to look back and reflect, enjoy recognition and consider how and where we must do better. This report includes countless examples of hard work and dedication, and I would like to thank all involved for their contribution to another year of corporate citizenship progress.

Phil Hooper, corporate affairs director, Sodexo



# The Better Tomorrow Plan

Our commitment to corporate citizenship is an essential part of our mission to improve the Quality of Daily Life and contribute to the economic, social and environmental development of the communities, regions and countries where we operate. To achieve these ambitions, we devised the Better Tomorrow Plan, our worldwide sustainability strategy to 2020, which was launched in 2009.

Through the Better Tomorrow Plan, we seek to address the sustainability issues that are material to our business, as identified through extensive continued consultation with stakeholders, and become global experts and strategic partners to our clients.

In December 2010, Sodexo won the Corporate Responsibility Award at the annual Springboard Awards for Excellence. Sodexo was praised for demonstrating best practice in building corporate responsibility as an inherent part of its business plan “with demonstrable and remarkable results”.

“The Better Tomorrow Plan is an extremely important initiative and the way Sodexo has gone about engaging with people is excellent. The three pillars of the plan are a very good architecture and the 14 commitments touch most of the bases.”

**David Gregory**  
chairman, Assured Food Standards

**69%**  
of UK and Ireland sites in scope completed the first Better Tomorrow Plan environmental activity site audit between March and May 2010

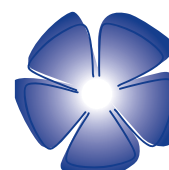
The Better Tomorrow Plan is made up of three core pillars:



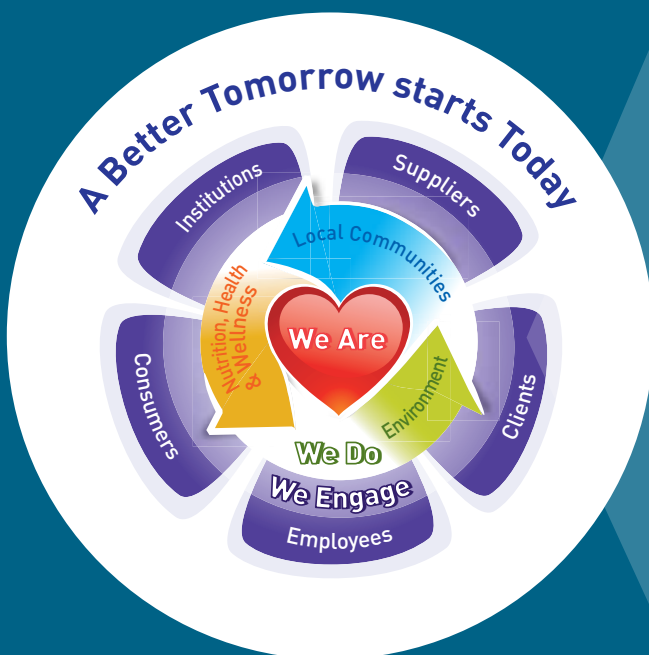
**WE ARE**  
**Our Group fundamentals**  
Our philosophy, core values and ethical principles – the cornerstone of a responsible business → [See page 8](#)



**WE DO**  
**Our priorities and commitments for action**  
Following a process of stakeholder consultation, we have made 14 specific sustainability commitments across three priority areas → [See page 14](#)



**WE ENGAGE**  
**Dialogue and joint actions with our stakeholders**  
Our commitment to engage with our employees, clients, suppliers, consumers, NGOs and others → [See page 30](#)



The three pillars shape our commitment to leadership in sustainable development. This is a fundamental part of our daily business practice, as we recognise that the issues which affect our clients, customers, employees, suppliers, the environment and other stakeholders also have an impact on the success of our business. In addition to ongoing stakeholder engagement (see pages 30–33), the delivery of the Better Tomorrow Plan is supported in the UK and Ireland and at global level by:

- progress milestones for 2012, 2015 and 2020
- a steering committee comprising representatives of the sustainability teams in our major markets
- a central project management office to support implementation and monitor performance
- a network of experts on topics such as water and effluents, materials and waste, energy and emissions, local communities and sustainable procurement
- Better Tomorrow Plan ‘champions’ in all the countries where we operate

→ [See page 6 for more information on corporate citizenship governance.](#)

## Reporting progress

We aim to demonstrate the difference we are making by reporting on key performance indicators (KPIs) that show both progress (through engagement and activities) and impact (the effect of these activities). Data relating to our 2008/09 financial year and a business-wide audit conducted in early 2010 were used to establish the baselines from which our targets and KPIs are developed. → [See page 34.](#)

## Our 14 commitments We will...



**Actively promote nutrition, health and wellbeing**



Develop and promote health and wellbeing solutions for our clients, customers and employees in all the countries where we operate by 2015

→ [See page 15](#)



Provide and promote varied and balanced food options at all our clients' sites by 2012

→ [See page 16](#)



Provide and promote choices with a reduced intake of sugar, salt and fats at all our clients' sites by 2015

→ [See page 17](#)



**Support the development of local communities**



Tackle hunger and malnutrition through our *STOP Hunger* programme, in all the countries where we operate by 2020

→ [See page 18](#)



Support local community development in all the countries where we operate by 2015

→ [See page 20](#)



Increase the purchase of products sourced responsibly from fairly traded certified sources by 2015

→ [See page 21](#)



**Protect the environment**



Ensure compliance with a Global Sustainable Supply Chain Code of Conduct in all the countries where we operate by 2015

→ [See page 22](#)



Source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015

→ [See page 23](#)



Source sustainable fish and seafood in all the countries where we operate by 2015

→ [See page 24](#)



Source and promote sustainable equipment and supplies in all the countries where we operate by 2020

→ [See page 25](#)



Reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020

→ [See page 26](#)



Reduce our water footprint in all the countries where we operate and at clients' sites by 2020

→ [See page 27](#)



Reduce organic waste in all the countries where we operate and at clients' sites by 2015, and support initiatives to recover organic waste in all food service operations

→ [See page 28](#)

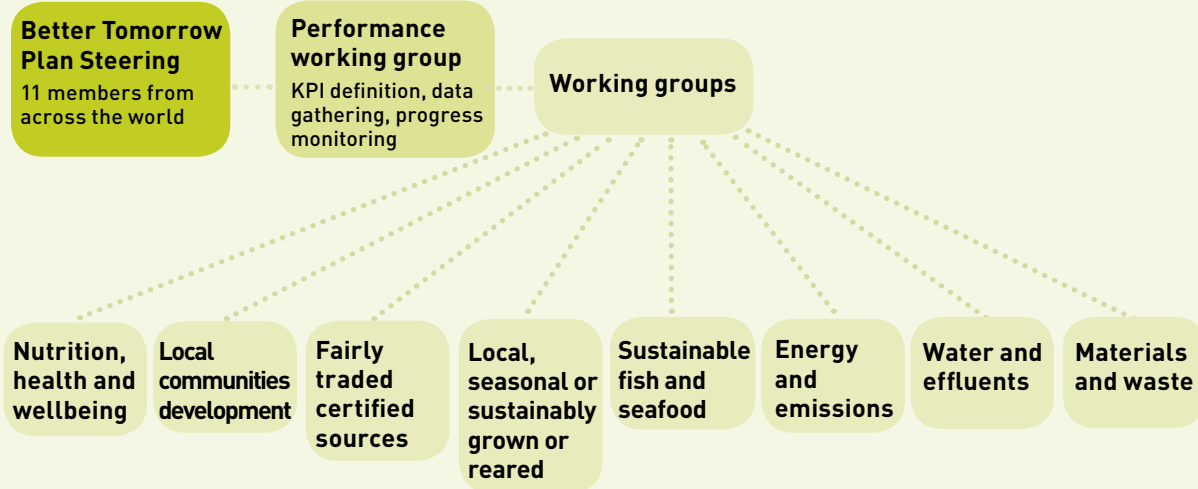


Reduce non-organic waste in all the countries where we operate and at clients' sites by 2015, and support initiatives to recover non organic waste in all countries

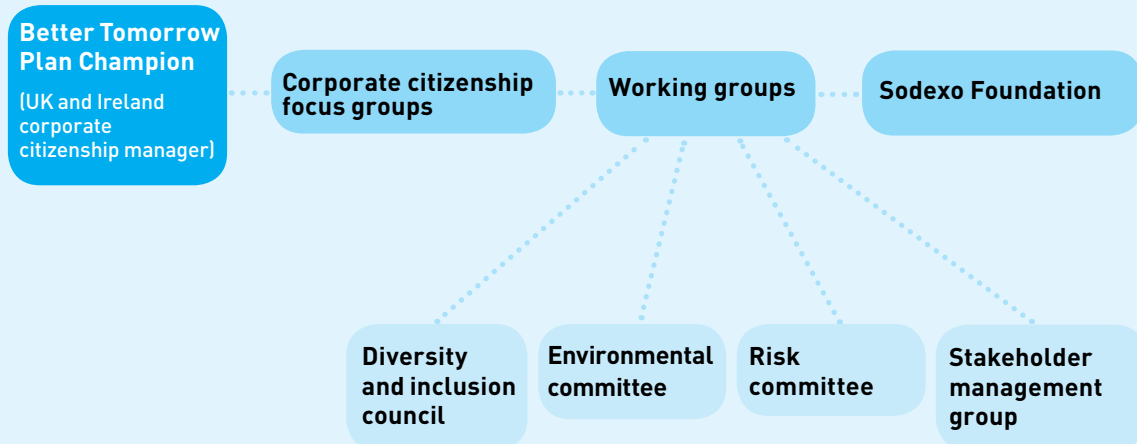
→ [See page 29](#)

# Corporate citizenship governance

## Sodexo Group



## Sodexo UK & Ireland



Board level responsibilities for corporate citizenship – Sodexo UK & Ireland



**Aidan Connolly**  
CEO  
Nutrition, health and wellbeing; safety; risk



**Phil Hooper**  
Corporate affairs director  
Clients; local communities; environment



**Michelle Hanson**  
Commercial director  
Supply chain; offers; customers; marketing; logistics



**Natalie Bickford**  
HR director  
Diversity and inclusion; learning and development; respect for people

# Memberships and recognition

## Sodexo Group



Signatory of the United Nations Global Compact, a strategic policy initiative for businesses committed to ten universally accepted principles across human rights, labour, environment and anti-corruption.



Carbon Disclosure Project participant: the largest database of primary corporate climate change information in the world.



Sodexo was recognised by the Dow Jones Sustainability Index (DJSI) for the sixth time as the global leader for its industry segment for 2010/11, included in the DJSI World and STOXX Sustainability Indexes (Europe) since 2005.



Ranked third among the world's leading outsourcing services companies by the International Association of Outsourcing Professionals in 2010 and first in the 'facility services' category.

## Sodexo UK & Ireland



Member of The Prince's Mayday Network on Climate Change, a collaboration of businesses taking action on climate change and resource depletion.



Our UK business has been accredited to the Investors in People standard to help organisations develop performance through their people for over a decade.



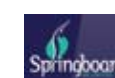
In 2010, Tillery Valley became the first food manufacturing facility in Wales to achieve the Carbon Trust Standard which recognises organisations for real carbon reduction.



Member of Business in the Community, Scottish Business in the Community and Business in the Community Ireland which support and challenge their members to create a sustainable future for people and the planet, and to improve business performance.



Sodexo was ranked first in the UK in DiversityInc's first ever 'Top 50 Companies for Diversity' survey in 2010. DiversityInc is the leading US-based publication on diversity and business whose mission is to bring education and clarity to the business benefits of diversity.



Sodexo won the Corporate Responsibility Award and the Diversity in Employment Award at the annual Springboard Awards for Excellence 2010. Springboard UK works with and for the hospitality industry to improve perceptions, promote the industry as a great place to work and help the industry attract talent and fill skills shortages.



Participant in the Business in the Community CR Index, the leading UK benchmark for responsible business practice since 2004, and in the 'silver' band for the fourth consecutive year in 2010.



## WE ARE:

**Our beliefs, mission, values and ethical principles are the fundamentals we all share and that unite all our teams across the Group.**

### Our beliefs

Sodexo's commitment to corporate citizenship is rooted in a strong philosophy and respect for ethical principles. Our company is the community of our clients, employees and shareholders, and our purpose is to exceed their expectations in all that we do. To reach our goals, we focus on growing our revenues and results.

### Our mission

- Since we were founded in 1966, our mission has been to:
- improve the **Quality of Daily Life** of everyone we serve
  - contribute to the **economic, social and environmental development** of the communities, regions and countries in which we operate

### Our values

- **Service spirit:** being proud to provide service to others and being available and responsive, welcoming and efficient
- **Team spirit:** recognising our different qualities and skills and working together successfully to achieve clear goals
- **Spirit of progress:** finding every opportunity for going the extra mile, taking the initiative and looking for better ways of doing things

### Our ethical principles

- **Loyalty:** earn the trust of clients, employees, shareholders and suppliers by establishing loyal and enduring relationships
- **Respect for people:** committed to equal opportunities for all, a work environment based on mutual respect and a culture that appreciates and values each individual's experiences and skills
- **Transparency:** explaining every employee's objectives, rights and duties clearly, providing all shareholders with accurate and timely information, providing high-quality, good-value products and services, and offering suppliers clear, understandable contracts
- **Business integrity:** condemning all practices not based on honesty, integrity and fairness and expecting our partners to observe the same high standards

The Sodexo UK & Ireland corporate citizenship statement is available on our website and intranet.

## Respect for people

Respect for people is at the heart of our business, as one of our ethical principles. We are committed to equal opportunities for all individuals, regardless of race, origin, age, gender, belief, religion or sexual orientation, and to creating a work environment based on mutual respect for everyone. This belief helps us to maintain a culture that appreciates and values the experiences and skills each person brings to benefit our organisation and provide a competitive advantage. By investing in our people, we have lowered staff turnover, improved employee relations, motivation and morale, and increased productivity.

## Human rights

Every day at Sodexo, we come into contact with different social, political, financial, legal and economic systems as well as different cultures, traditions and languages. It is therefore essential that we have solid ethical foundations and a commitment to human rights.

Throughout our activities we are committed to promoting respect for human rights and recognise our responsibility for promoting and guaranteeing them, as set out in the Universal Declaration of Human Rights. Our approach has been formalised through:

- a Group-wide human rights policy, which brings together the codes of practice, charters and policies already in place
- senior management responsibility for the policy
- communication, both internally and externally, on our approach

Our human rights policy is available on both our website and intranet, and is accompanied by a message from Michel Landel, Sodexo Group's CEO.

We also have a supplier code of conduct based on International Labour Organization standards and the United Nations Global Compact (UNGC), of which Sodexo Group has been a signatory since 2003. The ten principles of the UNGC encourage the worldwide business community to embrace and support best practice in human rights, labour standards, the environment, and anti-corruption.

## Learning and development

Our core learning curriculum is developed in response to the needs of our business to address individuals' learning needs, as identified through performance development reviews (PDRs). We report on the fulfilment of training needs by business segment to give managers the information and ownership to help their people achieve their learning goals, and help Sodexo to achieve its objectives. Annual reviews are supported by six-monthly check-ups to ensure that personal performance and development receive the attention they need by managers and team members alike.

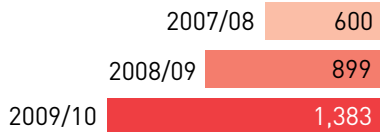
280

employees celebrated  
20 years of service  
with our Long Service  
Awards in 2010

"At Sodexo, diversity and inclusion is all about putting our policy into practice. Fundamentally, it is of paramount importance that we are able to attract, retain and develop the widest and most diverse range of talent through our inclusive approach and attitude to our people."

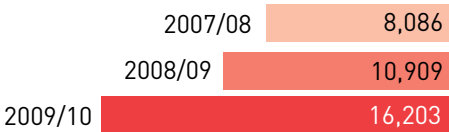
Natalie Bickford  
HR director, Sodexo

Number of courses  
delivered centrally



Sodexo has held the  
Investors in People standard  
for communication, training  
and development to achieve  
business goals, for over  
a decade.

Days of employee training  
delivered centrally





“As a manager, you need to know what makes each person tick and adapt your style and approach accordingly. It is important to give people feedback and to recognise success. The more you celebrate success, the more they want it, which is good for everybody. I encourage people to bring their own ideas into the unit and we use them if possible because that helps to boost morale.”

**Vanessa Mole**  
general manager, Sodexo Education

**64%**  
Employees feel that diversity (age, gender, ethnic origin, etc.) is valued for the differences these dimensions bring to the workplace

“Eighty-seven per cent of the managers we asked during our research said they wanted better training materials to use with their teams, and *Great!* has been developed as a direct response to that feedback.”

**Thomas Huscroft**  
head of learning and development, Sodexo



## Learning and development (continued)

Following the management PDRs in 2009, a full training needs analysis was conducted by members of the learning and development team in conjunction with operational teams and on-site training managers.

- During 2009/10, priority areas for training included:
- the *Spirit of Inclusion* diversity and inclusion programme
  - legislative compliance through training
  - business financials and associated systems
  - core Sodexo business process and policy
  - leadership and management capability
  - personal development

During our 2009/10 financial year, we delivered 1,383 courses centrally, which amounted to 16,203 days of training.

### Great help from new training kit

Launched in early 2010, *Great!* is a new tool to help Sodexo managers train and develop their on-site teams. The tool is a learning and development ‘treasure chest’ containing training cards. Most of them focus on essential skills and knowledge – such as respecting diversity (see below), health and safety or induction. There are also a number of activity-specific cards on cleaning, hospitality or reception and skill development for team members wanting to develop supervisory skills. While activities may need tailoring at specific sites, by creating a common approach, we can guarantee the standard of service that clients expect from Sodexo.

## Diversity and inclusion

We recognise that diversity and inclusion affect all areas of our business. It is more than a moral obligation or a societal goal: it is a business imperative that drives our ability to create an engaged and talented workforce, secure new business, retain existing contracts and deliver Quality of Daily Life Solutions to our clients and customers.

‘Diversity’ means ensuring all our people feel welcomed, included and respected, and developing a workforce that better reflects the diverse population we serve: 60% of employees are women, 14% are black, Asian or minority ethnic (BAME), 12% are aged 24 and under, and 19% are over the age of 55.

### Sodexo chefs go global

Michael Godfrey of Sodexo Education (far right) and chef colleagues from Hong Kong and Colombia spent 20 days in the US as part of Sodexo’s Global Chef programme in 2010. Started in 2002, the programme has taken place all around the world and ensures that Sodexo chefs are exposed to a diversity of authentic international cuisine.

### Our approach

We focus on six areas: age, disability, gender, race, religion and sexual orientation. For further support in each area, we have joined forces with a wide range of non-governmental organisations.

In 2008, we launched a UK and Ireland diversity strategy and a three-year roadmap to ensure a competitive advantage through our people and their diversity. Since then, we have demonstrated our commitment through support from senior executives, a thought-provoking training programme and communications to celebrate our diversity. These have included a comprehensive diversity and inclusion section on our intranet, fact sheets with information on different cultural, religious and diverse celebrations and festivals, a quarterly inclusion calendar and support guides for managers.



### Access to Work for people with disabilities

Coping with disability in the workplace can pose challenges for both the individual and the employer but as two of our sites have recently discovered, *Access to Work* – a scheme offered by Job Centre Plus – offers a great deal of support.

One of our public sector client sites has managed to secure a fully funded support worker to help with communication for a deaf and mute chef and is getting funding assistance with sign language training for the team. At Kimberly-Clark, we have retained a partially sighted team member by securing fully funded assistance to enable him to perform his duties.

### Spirit of Inclusion

*Spirit of Inclusion* is a company-wide diversity and inclusion training programme for all managers designed in-house. The interactive, one-day programme aims to increase awareness of the moral, legal and business cases for diversity and help managers to interact with and lead diverse teams in a way that is inclusive, productive and aligned with our company values. We have carefully selected and trained over 40 employees from all areas of the business to facilitate the *Spirit of Inclusion*, which all our UK and Ireland managers are asked to attend.

In the year since its launch in September 2009, 2,480 employees participated in the programme. By running up to 15 workshops a month at venues across the UK and Ireland, we aim to see all 4,000 managers participate by mid-2011. In addition, a number of our clients have asked for support in developing their own diversity and inclusion strategies.

“Diversity matters to us and our clients. Our strategy, coupled with investment in a business-wide diversity and inclusion council, represents my belief that diversity and inclusion are matters of competitive differentiation, as much as they are the right thing to do.”

**Aidan Connolly**  
chief executive, Sodexo

Sodexo Justice Services’ *Let’s talk* conference held at HMP Forest Bank in May 2010 showcased and celebrated its achievements since its equality and inclusion strategy was launched in 2008. Around 120 employees, external specialists and offenders in custody attended.

**54%**  
women’s representation in management positions

# Diversity and inclusion (continued)



"I raised my concerns about what would happen to my bracelet when I heard about the new policy and was very pleased that they were taken seriously. We agreed an acceptable solution and I am delighted that I can continue to wear my bracelet on the wards. Both Sodexo and the Trust really treated me well and respected my beliefs."

**Baljit Sadhara**  
domestic supervisor, Sodexo Healthcare

## Raising awareness of religion

A policy to meet infection control requirements at an NHS Trust client stated that the only item of jewellery permitted 'below the elbow' was a wedding band. Unfortunately, this did not take into consideration Sikh employees who wear a bracelet (*kara*) as part of their faith.

Our Sikh employees felt unable to comply with the policy, and our client and management teams were unsure what action to take. Our legal and diversity teams reviewed the policy and led discussions on alternative infection control solutions that didn't involve the removal of the *kara*. Our head of diversity joined the Trust's Equality and Inclusion steering group to continue to share best practice, and we have been able to share our experience with another NHS Trust.

In recognition of our efforts to raise awareness of religion, Sodexo received the 2010 Employers' Forum on Belief (EFB) Award for the best overall private sector company.

"Sodexo is a role model for all organisations working on accommodating religion and belief in the workplace and we will be spreading this best practice to other UK employers. Their leadership is commendable and they truly deserve the recognition this award gives them."

**Denise Keating**  
chief executive, Employers' Forum on Age and Employers' Forum on Belief

*Spirit of Inclusion*  
**2,480**  
diversity training  
programme - number of  
2009/10 participants



"Sodexo was outstanding and clearly demonstrated that diversity and inclusion was absolutely fundamental to its strategy, ensuring it is incorporated as part of the DNA of the business at every level."

**Judge**  
Springboard Award for Excellence in Diversity in Employment 2010

Of the people who attended the *Spirit of Inclusion* to September 2010:

- 97% were satisfied with the confidence and capability of the facilitators
- 96% would recommend the programme to their colleagues
- 95% thought their personal expectations of the day had been met
- 93% were satisfied with the programme content

Commended specifically for the *Spirit of Inclusion* programme, Sodexo was ranked first in the UK in DiversityInc's first-ever global benchmark as part of the 'Top 50 Companies for Diversity' survey. DiversityInc also praised the support and activity of our diversity and inclusion council and the significant role that diversity and inclusion is playing in helping to win and retain business.

In November 2010, Sodexo won the Diversity in Employment Award at the annual Springboard Awards for Excellence, which commends employers that successfully demonstrate excellence in the recruitment, retention and progression of people representing all aspects of diversity.

# Safety

We serve about a million people a day across the UK and Ireland, including schools, hospitals and seniors, so our number one priority is food safety. As an employer of over 40,000 people who serve our clients and customers daily, it is imperative that our employees are safe too.

Our current *One Company, One Direction* strategy for the UK and Ireland identifies the management of risk as a key business objective. The resulting strategy map includes two work streams to ensure it is embedded. One is dedicated to ensuring compliance with decisions, policies and standards at all levels, the other focuses on understanding, quantifying and sharing risk with our clients.

We have a risk management policy and risk management process that establish the framework for all risk management activities. Our internal but arm's-length health and safety and food safety function, Safeguard, reports directly to our chief executive on a monthly basis. Every Sodexo business division and central function has a risk committee representative who is responsible for keeping the division or function risk register up to date. All Sodexo suppliers are audited by Safeguard and, to make sure that Sodexo employees are never far from expert help and advice, Safeguard operates a freephone helpline.



## A passport to safety

Our on-site employees receive a personal 'passport to food safety' and 'passport to health and safety' to complement their training. They are designed to assess competency in food safety and health and safety through a list of questions and tick boxes. The passports are available for reference and review at any time, for example during a Safeguard audit or a local authority visit.

# Business integrity

Our business brings us into contact with many different political, financial and economic systems, legislation and many cultures, traditions and languages. It is essential that we conduct business with unquestionable integrity, one of the ethical principles on which our business is founded.

We condemn any and all practices not based on honesty, integrity and fairness, and expect our partners to observe the same high standards of ethics as our own.

Our ethical principles (see page 8) are included in our code of ethics which promotes honest, ethical conduct, integrity and compliance with the law, and deters wrongdoing and conflicts of interest. All managers are responsible for ensuring all employees understand and comply with these standards and receive a copy on joining Sodexo.





## WE DO: Our priorities and commitments for action.

In line with the economic, environmental and social challenges we face, our corporate citizenship actions are grouped under the three priorities set out below. Within these, we are focused on achieving 14 specific commitments, which are detailed on the following pages.

### Actively promote nutrition, health and wellbeing → see pages 15–17

- As a leading provider of Quality of Daily Life Solutions, Sodexo is committed to helping customers, their families and communities live healthy lives
- We strive to develop and promote health and wellbeing solutions for our employees, clients and customers
- We remain committed to educating and informing them about healthy eating and the beneficial effects of good nutrition, balanced diets and physical activity
- We continue to reduce the amount of salt, sugar and fats in our products, recipes and menus

### Support the development of local communities → see pages 18–21

- We have an important role to play by supporting the economic and social development of local communities around our sites across the UK and Ireland
- Working with partner NGOs, our *STOP Hunger* initiative to tackle hunger and malnutrition is a strong part of our ethos

### Protect the environment → see pages 22–29

- We acknowledge the environmental impacts of our activities and recognise our responsibility to manage them
- We strive to minimise our environmental footprint and to leverage our business activities to promote more sustainable practices



## ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLBEING

### Health and wellbeing solutions

#### How we get there

To help improve the nutrition, health and wellbeing of our clients and customers, we develop bespoke, innovative offers that are encompassed in *Healthwise*, our nutrition, wellbeing and lifestyle philosophy. We help clients to ensure that they have productive employees by encouraging them to stay fit and healthy through our *Healthworks* workplace health, fitness and wellbeing division.

#### How are we doing?

As part of our ongoing employee engagement (see page 31) and efforts to raise awareness of health and wellbeing, new client brochures, managers' guides, customer leaflets and posters were launched in early 2010, and our managers' conference in March had a strong health and wellbeing focus. Our *Healthwise* website ([www.sodexo-healthwise.com](http://www.sodexo-healthwise.com)) was relaunched in November 2010 and is now supplemented by new content on our intranet.



#### Healthworks

*Healthworks* is a specialist division that manages workplace health, fitness and wellbeing facilities for our clients' employees. Our updated *Healthworks* offer includes the option of on-site gyms, 'virtual' gyms that encourage healthy lifestyles through online interaction, and 'fresh air' gyms in suitable outdoor spaces. This offer aims to help our clients reduce sickness and absenteeism, and combine with our foodservice offer by providing advice and information about healthy eating.

In late 2009, we launched a quarterly internal health and wellbeing newsletter, *Nutrition For You*, and then held healthcheck days when employees could have BMI (body mass index) and body composition checks. To celebrate its 25th anniversary, we held a celebratory *Healthwise* week in 2010 and an employee pedometer challenge attracted 500 participants keen to walk the recommended 10,000 steps a day during their working week. During 2011, we aim to launch a new corporate wellbeing strategy for our UK and Ireland employees.

Obesity is a significant public health challenge that Sodexo is committed to help tackle, not least because our Tillery Valley prepared meals business is the largest supplier of prepared meals to the NHS in the UK. We have developed a weight management programme to help people make long-term lifestyle changes. This programme includes a personalised care plan covering diet, exercise and lifestyle services, and aims to help thousands of GP-referred patients with a high BMI to lose up to 5% of their weight with long-term support to help them sustain this weight loss. The commercial returns of this contract, a first for Sodexo, are set to depend entirely on the outcomes it delivers to patients. We hope to extend our offer beyond the NHS to corporate clients.

→ Please see page 36 for more information about our targets.



#### Our commitment




We will develop and promote health and wellbeing solutions for our clients, customers and employees in all the countries where we operate by 2015.

## 25 years of *Healthwise* celebrated in 2010


"A new UK Government has brought reform and change, and we will see a stronger role for companies like Sodexo delivering core public services that deliver social good. The work Sodexo is doing is extremely important. Practices like these have the ability to recast the pattern of the provision of public services."

**Andrew Haldenby**  
director, independent think tank *Reform*

Eighteen specially trained 'nutrition champions' from Sodexo Education have been selected to promote *Healthwise*, respond to nutritional queries from colleagues and distribute nutritional material; and all of them have achieved NVQs in nutrition. The next wave of nutrition champions for 2011 has been recruited and is being trained by our nutrition and dietetics team.



### Our commitment



We will provide and promote varied and balanced food options at all our clients' sites by 2012.

Our food offer caters for specific nutritional needs, especially in the healthcare sector, such as food without gluten, lactose or nuts, and all our offers now include a daily vegetarian option.



1 million  
customers served every day



## ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLBEING

### Varied and balanced food options

#### How we get there

As the provider of more than one million meals a day, many people rely on us for much of their daily nutritional intake at work, at school or in care, so we remain committed to continually improving the nutritional balance of the food we serve. We work closely with clients and suppliers, industry and public bodies, nutrition experts including our own dietitians and chefs to promote healthy eating, balanced diets, and address the rise of obesity, cardiovascular disease, diabetes and other conditions linked to diet and lifestyle.

#### How are we doing?

As part of our *Healthwise* philosophy, we continue to train buyers, marketing teams and chefs across the business on nutrition and wellbeing and run a quarterly training course for chefs. To meet expectations, we review and modify all our menus and recipes to ensure our food offer continues to promote a varied and balanced diet. Increasingly, nutritional information is available at the point of choice and we support on-site teams with our recipe management system. We also help our clients and customers to reduce the risk of obesity by promoting the daily consumption of vegetables and fruit as part of the recommended '5-a-day', a regular intake of high-fibre products, and a well-balanced, varied choice of nutritional products.

### healthyliving in Scotland

We support the Scottish Government's *healthyliving* award, which requires businesses to provide food with low levels of saturated fats, salt and sugar, make fruit and vegetables readily available, offer nutritious food for children and highlight the healthy options available. We have committed to having all our relevant contracts in Scotland accredited by the end of 2010. By the end of August, 67 of the 95 sites registered had achieved the award.

"The commitment shown by each Sodexo site in producing healthy food is exemplary, setting an industry benchmark that all organisations should strive for. By helping staff and customers to make informed choices from healthier options, Sodexo is helping to improve diets across Scotland."

**Yvonne Traynor**, *healthyliving* award project manager

"We are committed to providing more information and choice for customers to support a healthy lifestyle. Being awarded the *healthyliving* award at so many of our sites in Scotland is a great achievement."

**Graham Box**, managing director, Sodexo in Scotland

In addition, in the UK:

- we are currently preparing to meet new European legislation on gluten labelling, ahead of domestic legislation due to come into force in 2012
- we continue to work with the Department of Health by providing calorie labelling at designated sites
- we provide healthy menus at primary and secondary schools consistent with the standards set by government and monitored by the School Food Trust

→ Please see page 36 for more information about our targets.



## ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLBEING

### Salt, sugar and fats

#### How we get there

We adopt government guidelines and industry best practice, and our purchasing teams work closely with public agencies and suppliers to reduce the levels of salt, sugar, total fats and saturated fat in the products and ingredients we buy, and the menus and recipes in our offer.

#### How are we doing?

Our offer includes lower-salt bread, low-fat margarines without trans fats, unsalted butter, semi-skimmed and 1% milk as appropriate (see below), low-fat yoghurts, reduced-salt and low-sugar baked beans and a range of healthier snack items. We also source leaner or trimmed meat with a lower fat content wherever possible.

Our dietitians and chefs continue to develop healthier recipes with less saturated fat, sugar and salt content in cooperation with our clients. Service offers in restaurants include salad bars with items served without dressing. Customers are offered the choice of reduced-fat milks in hot drinks and fresh fruit is always available.

We are complying with the salt reduction targets set by the UK Food Standards Agency and work in partnership with our suppliers to meet these requirements. We do not add salt to products during cooking, provide lower-salt choices across our business and do not routinely place salt cellars on dining tables.


In response to public sector initiatives and guidance, we are working with our core suppliers to reduce the level of trans fats across our product range. For example, we have moved to rapeseed oil for cooking, and we have committed to products and menus free from added trans fats by 2015. We continue to reduce the number of products containing hydrogenated vegetable oils (HVOs). During 2010, we successfully delisted and reformulated further products containing HVOs so that only four remain.




### 1% milk

Low-fat milk and dairy products are part of a healthy diet so we have switched our core milk procurement from semi-skimmed to milk with a 1% fat content. This covers all fresh milk in our foodservice offer except where higher-fat content is desirable, such as schoolchildren and hospital patients. In addition, all our 1% fat milk is Red Tractor certified (see page 23).

→ Please see page 36 for more information about our targets.



### Our commitment



We will provide and promote choices with a reduced intake of sugar, salt and fats at all our clients' sites by 2015.

Customer factsheets on salt, fats and hydration, and advice about allergens and diet, are available to employees on our intranet site; they can be shared with clients and customers or used for training purposes.

84%  
of client sites have a Sodexo food offer providing and promoting varied and balanced food options, with a reduced intake of sugar, salt and fat





## SUPPORT THE DEVELOPMENT OF LOCAL COMMUNITIES



### Our commitment



We will tackle hunger and malnutrition through our *STOP Hunger* programme in all the countries where we operate by 2020.

“It was a genuine surprise and a great way to mark a year during which *STOP Hunger* has played an important part. With a bit of time and support from colleagues, it seems there’s no limit to what we can do to help others.”

**Andrea Lunn-Courtneil**

Sodexo purchasing  
Merit Award winner 2010



### Sodexo Foundation annual income

£165,288	2005/06
£165,638	2006/07
£247,370	2007/08
£299,280	2008/09
£307,349	2009/10

## Tackling hunger and malnutrition

### How we get there

*STOP Hunger* is a worldwide Sodexo Group initiative active in almost 40 countries. Our UK registered charity, the Sodexo Foundation ([www.sodexofoundation.org.uk](http://www.sodexofoundation.org.uk)), is the driving force behind our local *STOP Hunger* initiative, Sodexo’s commitment to tackling hunger in local communities. The Sodexo Foundation trustees meet quarterly and are all senior employees, including our chief executive and several other board members, together with legal and finance support.

We support charities that provide food to those in need, promote health and wellbeing, and deliver basic life skills training such as healthy cooking. We do this by engaging with our employees, customers, clients and suppliers to provide financial support and in-kind donations, share expertise and volunteer time.

### How are we doing?

Our success is only possible through the commitment and dedication of our people, in particular the network of charity champions from across the business who organise a wide range of fundraising events and support the administration of funds. Beyond fundraising, the annual Sodexo Foundation Dinner is used as an opportunity to recognise exceptional contributions through two awards, the Charity Champion Award and the Merit Award.

Since 2005, Sodexo Foundation annual income has almost doubled from £165,000 to £307,000. In 2009/10, we made the following donations:

- **Clubs for Young People (Scotland):** £5,000 to support a community sport leaders’ programme
- **Edinburgh Cyrenians:** £10,000 to support its *Good Food Programme* cooking classes for the disadvantaged
- **FareShare:** £90,000 to support ongoing work to tackle food poverty and redistribute surplus fit for consumption food to local community organisations
- **Kids’ Cookery School:** £10,000 to support Kids’ Cookery School *on Wheels* mobile learning project
- **Northern Ireland Hospice:** £6,102 to support its work caring for adults, children and young people with life-limiting and life-threatening conditions
- **The Outward Bound Trust:** £16,110 to support a *Health Matters* programme for secondary schools in Glasgow and Edinburgh
- **The Prince’s Trust (Wales):** £17,000 to support two *Get into Hospitality* projects
- **Society of St Vincent de Paul (Republic of Ireland):** €29,937 to support the charity’s work in caring for those in need and helping them to help themselves
- **SSAFA Forces Help:** £30,000 to support a Homelessness Welfare Fund for ex-service men, women and their families



### Sodexo *STOP Hunger* volunteers help to feed thousands

During the spring of 2010, employees across the UK collected three tonnes of food as part of the global *Servathon*, a Sodexo initiative to donate food, serve meals and raise money to tackle hunger and malnutrition around the world. Sodexo’s suppliers also made generous donations and all the food collected was sent to FareShare, the national food redistribution charity. The *Servathon* included hunger-relief activities in 28 countries, with more than 39,000 Sodexo employees helping to collect over 175 tonnes of food.

Fifteen of Sodexo’s UK employees volunteered in the *Feeding 5,000* event in Trafalgar Square, London, in December 2009, to raise awareness of the work that Save the Children, ActionAid and FareShare do to tackle food waste and food poverty.

“FareShare is proud to work with Sodexo all year round to tackle food poverty. A huge thank you to everyone who took part in the *Servathon*: every tin, packet and bottle made a difference in helping to provide thousands of meals for people living in food poverty.”

**Helen Fleming**, corporate development officer, FareShare

Our *Health Matters* programme in Scotland is an example of how, through *STOP Hunger*, we promote healthy lifestyle choices and educate people about the benefits of healthy eating. In February 2010, 12 young people from Glasgow and Edinburgh went on a three-day outdoor activity residential course funded by the Sodexo Foundation and delivered in partnership with the Outward Bound Trust. They were selected from among 72 teenagers from schools supported by Sodexo in Scotland who had taken part in healthy eating and active lifestyle activities such as physical challenges, team problem-solving scenarios and healthy eating education. We are extending *Health Matters* to six Edinburgh and Glasgow schools during 2010/11. This demonstrates our commitment to the communities we serve and also gives Sodexo employees the chance to develop mentoring and leadership skills.

The Sodexo Foundation continues to enjoy a solid relationship with FareShare, the UK food poverty and food redistribution charity, which provides high-quality surplus from the food industry to around 29,000 homeless, disadvantaged and vulnerable people every day via a network of 530 community organisations nationwide.

Through an annual donation of £90,000, as well as regular fit-for-consumption but surplus food deliveries from our Tillery Valley business, we are helping FareShare to tackle the issues of food poverty and food waste. During 2009/10, Sodexo volunteers also gave 113 days’ work and played a role in getting 47 tonnes of food – estimated to be around 112,000 meals’ worth – to FareShare.

➔ Please see page 36 for more information about our targets.

FareShare, our charity partner, was nominated ‘Britain’s most admired charity’ in 2010.



“This is the second year I’ve been responsible for raising funds for Sodexo Defence and I have to say it’s been hard work but a lot of fun. At the end of my two-year stint, there’s no denying it: giving is good for the soul.”

**Neil Watts**

Sodexo Defence  
Charity Champion Award winner 2010



**Our commitment**



We will support local community development in all the countries where we operate by 2015.

## Ireland: Positive Skills for Living

We have worked with Business in the Community Ireland, our client Pfizer and the Dodder Valley Partnership to launch a *Positive Skills for Living* programme. The initiative aims to change local community attitudes towards health and nutrition in Tallaght, Dublin, in a collaborative and sustainable way. The programme is based around a course for local community workers, who are trained in stress management, self-esteem, nutrition and cooking healthily on a budget. They then pass their knowledge to others so the 'ripple effect' benefits the wider community.

"I truly believe that the project in Tallaght can provide a template for a transformational nationwide programme. The challenge is to reinvent societies in Ireland based on a social, economic and sustainable collaboration between corporate and community leaders... Initiatives like this demonstrate real leadership and mean we can look to the future with confidence."

**Pauric O'Grady**, Business in the Community Ireland



## SUPPORT THE DEVELOPMENT OF LOCAL COMMUNITIES

# Local community development

## How we get there

We are committed to making a significant contribution in the communities where we operate. In light of the UK Government's ambition for a 'Big Society', we aim to build on our progress to date to engage Sodexo people, suppliers and clients further, so that they embrace local community development in a workplace context and consider it 'business as usual'. By developing solid relationships, sharing knowledge and expertise, and promoting local employment, we can help to ensure a better quality of life for present and future generations through responsible business practice.

## How are we doing?

Sodexo's approach to local community development mirrors our business philosophy of thinking globally but acting locally so that needs are addressed in the most appropriate way. The following examples illustrate our progress in communities across the UK and Ireland.

## Scotland: promoting employability

Our teams help young people, the long-term unemployed and people with learning difficulties to develop employability skills and gain work experience - all in collaboration with local charities and Sodexo clients.

Allison Miller, Sodexo's manager at Langside College, Glasgow, organises placements for vulnerable 17-18-year-old students. They learn about working in a kitchen and serving customers, and test their new skills by preparing food, cooking, serving and cleaning up. The College's partnership with Sodexo was recognised by a Scottish Qualifications Authority (SQA) 'Star Award' for Partnership of the Year in autumn 2010.

Paul Cowie, Sodexo account director for north-east Scotland, organises placements at sites for *Barnardo's Works*, a scheme for people aged 18-25 who face barriers to employment. Candidates are offered a two-week induction and an 11-week placement, followed by 13 weeks' paid work. Most of the young people on the scheme have struggled to gain or keep a job and often have problems with debt, housing, benefits or legal issues.



"I am proud and delighted that the excellent partnership we have with Sodexo has been recognised by the SQA. By working together effectively we offer our students a genuine learning experience which prepares them for the world of work."

**Graeme Hyslop**, principal, Langside College, Glasgow

"It can be overwhelming starting a new job so we make sure our staff are trained and briefed. In 2009/10, we managed 12 placements in North-East Scotland: they benefit the young people we welcome and our employees, who have an extra pair of hands and an opportunity to pass on their expertise."

**Paul Cowie**, account director, Sodexo



## SUPPORT THE DEVELOPMENT OF LOCAL COMMUNITIES

# Fairly traded products

## How we get there

Our commitment to ethically sourced products includes environmental and social considerations. We work with a number of recognised international, national and local organisations to identify and source fairly traded and ethically sourced products, and develop permanent offers and activities to promote them.

## How are we doing?

Our range of ethically sourced products now includes 174 items covered by Rainforest Alliance and/or Fairtrade certification ranging from wine and drinking chocolate to bananas.

We also have our own certification-based branded offer, *Aspretto*, with an increasing number of Fairtrade products ([www.aspretto.sodexo.com](http://www.aspretto.sodexo.com)). Following a successful pilot scheme on 20 sites in five countries, including the UK, we had 49 *Aspretto* sites in operation at the end of our 2009/10 financial year and aim to have 100 by the end of 2010/11.

Based on four core principles (diversity, health and wellbeing, environmental protection and social responsibility), *Aspretto* guarantees:

- the traceability of its tea and coffee which are triple-accredited by the Rainforest Alliance, the Fairtrade Foundation and the Soil Association
- the use of biodegradable or recyclable packaging and utensils such as cups, stirrers and napkins


In 2009/10, we bought 313,000kg of certified (Fairtrade and Rainforest Alliance) coffee. A share of the price of each cup of *Aspretto* coffee or tea purchased is donated to our *STOP Hunger* initiative. This has already generated some £35,000 worldwide for economic development and education programmes.




## Fairtrade fortnight 2010 – 'the big swap'

Sodexo supported the 2010 Fairtrade fortnight, the most ambitious two-week Fairtrade event ever organised. The aim was for one million and one people across the UK to swap their usual tea, sugar, oranges, bananas, chocolate or wine for a Fairtrade equivalent. Each swap demonstrated support for a better deal for developing world producers.

Sodexo sites contributed by swapping their usual sugar for Fairtrade sugar and many have kept this up since. They encouraged clients to make cakes and desserts to promote the swap and motivate our customers to join in and appreciate the change. We highlighted all the Fairtrade products available so our sites could offer their customers a variety of swap options, and used the 'swapometer' made available for companies and customers to pledge their swaps. We helped Fairtrade reach its goal and are busy planning the 2011 campaign, whose theme will be 'showing your label'.



**Our commitment**



We will increase the purchase of products responsibly sourced from fairly traded certified sources by 2015.

**39%**  
of coffee spend in the UK is Fairtrade and Rainforest Alliance certified

**22**  
triple-certified product lines (Rainforest Alliance, Fairtrade and organic)

→ Please see page 36 for more information about our targets.





PROTECT THE ENVIRONMENT



Our commitment



We will ensure compliance with a Global Sustainable Supply Chain Code of Conduct in all the countries where we operate by 2015.

Sustainable supplies – supply chain code of conduct

How we get there

Suppliers are an integral part of our business and it is essential that they share our goals. All Sodexo suppliers are expected to sign and comply with our supplier code of conduct. This is based on the ten principles of the United Nations Global Compact, of which Sodexo Group is a signatory.

Our core suppliers are preferred for a reason – they are safe and reliable, and support our ethical, social and environmental standards – and the code sets out our position that we will only do business with such suppliers, contractors and partners. The code is sent to all core suppliers who are also encouraged to ensure the code is communicated, and the principles adopted, throughout their own supply chains, as far as reasonably possible.



Sedex

Sedex, the Supplier Ethical Data Exchange, is a membership organisation for businesses committed to continuous improvement of the ethical performance of their supply chains. Sodexo is currently a Sedex 'B' member, which means that we can upload data about ourselves to the information exchange for our clients to review. We are looking to become an 'AB' member so we can encourage our own suppliers to join Sedex and complete self-assessment forms, and also use reporting tools to help us better understand our supply base.

How are we doing?

Following the launch of the Better Tomorrow Plan, we wanted to make sure we had a detailed understanding of the alignment between our approach to corporate citizenship and our suppliers' approach. As a result, we drafted a questionnaire to gauge our suppliers' corporate citizenship commitment and performance with support from Business in the Community's marketplace team that has expertise in supply chain management. This was invaluable in helping us to focus on why the questionnaire is important to us, what it had to include and what we wanted to get out of it.

The 2010 corporate citizenship questionnaire was sent to our core suppliers; it helped to communicate the seriousness of our commitments and our expectations. From the responses of 70 core suppliers, we learned that the overwhelming majority have a policy or statement on corporate citizenship, sustainability, the environment, values and ethical principles, business integrity, diversity and inclusion or human rights. Two-thirds of respondents also reported that they engage with their own suppliers to improve sustainability in the supply chain and involve them in delivering sustainability objectives. The responses helped us to identify areas for improvement and opportunities for engagement with suppliers.

➔ Please see page 36 for more information about our targets.

92%  
of core suppliers signed up to the supplier code of conduct or equivalent



PROTECT THE ENVIRONMENT



Our commitment



We will source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015.

Sustainable supplies – regional, seasonal and sustainably grown products

How we get there

We source products that we can guarantee are safe. Our food products are carefully selected by a panel of representatives from every business segment, a dietitian and a product quality manager, who assess their quality, appearance and taste, as well as their nutritional value and shelf life, their packaging requirements and their associated waste.

We help UK and Irish farmers to provide our customers with quality produce, and work closely with them to ensure the food we buy meets criteria on seasonality, provenance, traceability, safety and animal welfare. In parallel, Safeguard – our environmental health and safety consultancy – assures the production, premises and food safety procedures of potential vendors.

\*Origo has the MIDAS touch

Sodexo received the workplace catering solution award at the 2010 Menu Innovation and Development Awards (MIDAS). The award was for the \*Origo premium foodservice concept, which has been developed in line with consumers' heightened values and growing concerns with the environment, food quality and supply chain.

The awards, organised by the Menu Innovation Network, recognise outstanding menu development within the foodservice industry. The judges were particularly impressed with our application of the principles of seasonality, provenance and sustainability. These are core to Sodexo, which has worked closely with the Red Tractor (see below) and the Marine Stewardship Council (see page 24) for some time.

How are we doing?

Sodexo was the first foodservice company to promote the Red Tractor, the UK's leading food assurance marque. Through regular inspections, the scheme provides an assurance of governance and traceability, including high standards of food safety and hygiene, animal welfare and environmental protection. We have been licensed to carry the Red Tractor logo across our sites in the UK, having demonstrated a responsible sourcing policy across all of our operations – a first for foodservice. All our fresh pork and chicken, fresh milk and cream are UK-sourced and Red Tractor certified, as well as 50% of our fresh produce.

Sodexo has received *Good Egg* awards from Compassion in World Farming, a leading farm animal welfare charity. Sodexo Prestige received an award for its heritage business, whose animal products adhere to the highest standards of animal husbandry, while Sodexo in Scotland was recognised for its Scottish Government contract, which moved to free-range-only fresh eggs in September 2009.

➔ Please see page 36 for more information about our targets.

\*Origo  
by *sodexo*

"We are extremely pleased to have received this award as it reflects our commitment to being a responsible and sustainable business. \*Origo is an exciting concept which has been developed and successfully implemented in the business."

Stephen Holder, marketing director, Sodexo

Sodexo hosted a Business in the Community workshop for 15 purchasing professionals on HMS Belfast in May 2010, which included a presentation on Sodexo's sustainable procurement journey.



Red Tractor lines (UK only)

Sept. 2008	75
Sept. 2009	103
Sept. 2010	489



## PROTECT THE ENVIRONMENT



### Our commitment



We will source sustainable fish and seafood in all the countries where we operate by 2015.

## Sustainable supplies – sustainable fish and seafood

### How we get there

We take great care to ensure the fish and seafood we source come from sustainable sources and are taking significant steps to improve traceability. The Marine Stewardship Council (MSC) ecolabel features on a growing number of Sodexo menus across the UK. It offers clients and customers an independent assurance that the fish and seafood they eat can be traced back to an independently certified sustainable fishery. With the MSC chain of custody certification, we have an assurance that every step of the supply chain has been certified.



### MSC fortnight

For two weeks during November 2010, hundreds of Sodexo restaurants across the UK joined others to highlight our commitment to sustainable fish and seafood in partnership with the MSC. We distributed a special publication, *The Daily Starfish*, which explained our commitment to the MSC to mark this occasion. The publication also included a feature on what it is like to be a 21st-century fisherman and a recipe for hoki fish pie.

"I'd definitely buy food with the MSC ecolabel now I know it's worth it. It would be good to know that you were supporting sustainable fishing."

**Rob**, police community support officer and Sodexo customer

929

Sodexo sites in the UK offered MSC-certified fish by December 2010

17%

MSC-certified fish and seafood sourced for the UK business during 2009/10 as a percentage of total fish and seafood purchased (measured by weight)

### How are we doing?

Sodexo is the leading foodservice supplier of MSC-certified fish in the UK with the largest number of MSC-certified lines listed and the largest number of sites certified. We served 123 tonnes of wild-caught MSC fish last year. Our 69 MSC lines included mackerel, herring, Dover sole and sardines from the UK, as well as hake, salmon, hoki, pollock and prawns from further afield.

All our UK restaurants and cafés are certified to serve MSC fish and seafood; this includes more than 375 schools and universities, 54 hospitals, 150 defence sites, 350 company restaurants and other sites across the country. These range from the Manchester Royal Infirmary and Eton College to Ickworth House and the RHS Chelsea Flower Show.

Sodexo was the first foodservice company to achieve MSC accreditation across all its education sites in 2009. We serve more than 40,000 school meals every day and offer a wide range of MSC-certified fish and seafood to our younger customers through our *Club Joules*, *Just Joules* and *For You* menus. We also engage with our employees and customers at each of our sites with training initiatives and promotional material to get everyone working together to support marine ecosystem sustainability.

➔ Please see page 36 for more information about our targets.



## PROTECT THE ENVIRONMENT



### Our commitment



We will source and promote sustainable equipment and supplies in all the countries where we operate by 2020.

## Sustainable supplies – sustainable equipment

### How we get there

Since publishing our sustainable procurement supplies and services brochure in 2009 we have continued to work on the materials, durability, resource consumption and other impacts of our non-food supplies while always guaranteeing end user safety.

### How are we doing?

Our chemicals come in a super-concentrated format, which reduces packaging, water transportation and the number of deliveries, barring exceptional client needs. Our commitment extends across our paper hygiene products, which come mainly from either Forest Stewardship Council (FSC) certified or recycled sources, and we have a range of biodegradable and compostable disposables.

We work closely with our office supplies partner, Office Depot, on the sustainability of our office and stationery supplies. Together, we have established a number of efficient product switches and procurement processes that are monitored at quarterly review meetings. Comprehensive environmental reporting systems highlight key metrics to support our purchasing strategy. For example, during the 2009/10 financial year, by switching to recycled paper, we made the following environmental savings for each tonne of paper:

- 15 trees
- 2.5 barrels of oil
- 142,376 litres of water



### Concentrated chemicals

The super-concentrated Ecolab chemicals we use with dispensers like the ones on the left eliminate unnecessary packaging and avoid the transportation of water, while innovations like no-rinse formulas and solid concentrates directly reduce water consumption. Products that are effective at low temperatures also reduce energy consumption.

Ecolab's enzyme-based technology and commitment to research and development allow us to continue investing in innovative solutions that provide superior performance while minimising environmental impact.

➔ Please see page 36 for more information about our targets.





## PROTECT THE ENVIRONMENT



### Our commitment



We will reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020.

## Energy and emissions – carbon footprint

### How we get there

We continue to reassess the carbon footprint of our UK and Ireland business, implement energy reduction programmes, and identify areas for improvement as our understanding and abilities develop. For example, we now receive data on air and rail travel, and associated mileage, from our corporate travel company. Our central vehicle fleet team has a new software tool that allows us to separate business miles from private miles for company car drivers so we can now start to calculate carbon emissions from business travel.

### How are we doing?

Monitoring our environmental performance on clients' premises remains a challenge as we often have limited scope to innovate or introduce equipment requiring capital investment. We continue to improve our management practices which allows us to understand our carbon footprint better.

Average fuel consumption of our commercial vehicles fell by 3.1% in 2009/10 compared to our 2006/07 baseline: an annual saving of 49,000 litres across the fleet, or 69 litres per vehicle and a reduction of over 100 tonnes of CO<sub>2</sub>. The work undertaken to rationalise our commercial fleet vehicles taking into account fuel efficiency, carbon emissions and life cycle costs, has contributed to this achievement.

Following an exercise to improve energy consumption information from our 'controlled sites' – those where we are responsible for the procurement of electricity and use it for our own activities – energy consumption monitoring has increased from 34 controlled sites in 2008/09 to 44 in 2009/10. Our absolute energy consumption at controlled sites has fallen by 10%, thanks in part to office space rationalisation that included vacating some properties. With the UK Carbon Reduction Commitment Energy Efficiency Scheme in mind, we will continue to focus on energy consumption reduction at controlled sites. Progress to date provides us with a good foundation to build on.



### An electric first

How supplies get to our sites also matters. That's why, in a joint venture with Bunzl Catering Supplies, we launched an electric 7.5-tonne lorry to deliver supplies to key sites in London in January 2010 – the first agreement of its kind in foodservice. Launched by Sodexo commercial director, Michelle Hanson, and Bunzl operations and regional sales director Max Harris, the silent lorry has no use-phase emissions, a range of 130 miles and a top speed of 50mph.

→ Please see page 36 for more information about our targets.

3.1%

average reduction in commercial vehicle fuel consumption against 2006/07 baseline



## PROTECT THE ENVIRONMENT



### Our commitment



We will reduce our water footprint in all the countries where we operate and at clients' sites by 2020.

## Water and effluents – water footprint

### How we get there

We are developing common resources to assess the water footprint of selected offices and shape water conservation and management programmes at sites where we are responsible for water procurement. We have been represented on the global Better Tomorrow Plan water working group, which is currently focusing on developing a methodology to define our water footprint. This will take account of our direct operational water consumption and indirect consumption from our complex supply chain. Another aspect of its work is to assess the water footprint of key commodities in our supply chain and develop a strategy to reduce the impact of production on water stressed areas.

### How are we doing?

We have worked to source and validate accurate information relating to the water footprint of individual operational sites that can monitor water consumption and effluent discharges. In 2011, supported by technical advice and assistance from the WWF, one of the world's leading conservation groups, we will incorporate this data into a water stewardship plan. This will address our direct operational water use at sites and focus our water reduction efforts on water stressed areas. Additionally, we will seek to identify the physical, regulatory, financial, strategic and other risks and opportunities that could impact on our water use and develop policies and procedures to mitigate risk and leverage opportunities through improved stakeholder awareness.

We will also seek to identify the physical, regulatory, financial, strategic and other risks and opportunities that could impact on our water footprint, and develop policies and procedures to mitigate risk and leverage opportunities through improved stakeholder awareness.



### Water management at HMP Addiewell

At HMP Addiewell, a Sodexo Justice Services site, pressure push buttons have been fitted to all wash basins and showers and the 700 cells use controlled timers to ensure water use is kept to a minimum. Regular monthly water readings are taken from the main meter and all sub-meters.

"With a new site, we've had the opportunity to install water-saving devices from the outset but still make sure we monitor consumption."

**Bob Campbell**  
FM manager, Sodexo Justice Services

→ Please see page 36 for more information about our targets.



## PROTECT THE ENVIRONMENT



### Our commitment



We will reduce organic waste in all the countries where we operate and at clients' sites by 2015.

We will support initiatives to recover organic waste in all foodservice operations.

## Materials and waste – organic waste

### How we get there

Our starting point to tackle organic waste is increasing communication with employees and customers to raise awareness of the issue, while continuing to build dialogue with suppliers, NGOs and other organisations dedicated to organic waste reduction.

Our waste and materials working group, launched in May 2010, is focusing on the development of indicators and examples of best practice that can be shared across the business.

Our efforts include both increasing the number of sites that measure the amount of waste they generate and seeking to reduce it through better portion control and efficient procurement. We also have an environmental objective to increase the number of sites that recover food waste, which is supported by a section of our intranet dedicated to information on food waste recovery options and Sodexo suppliers.

Regulations banning the landfilling of food waste in the Republic of Ireland came into force in July 2010. To comply, all Sodexo sites have implemented new food waste segregation practices and worked with our waste partners to identify alternative waste disposal methods, with composting being the most common route for disposal.

### How are we doing?

To raise awareness and to help our on-site teams, a *What can I do?* guide for materials and waste was published in the summer of 2010, complementing a series of posters that can be used both front- and back-of-house to reinforce the message. We have shared our organic waste data with WRAP, the leading UK NGO dedicated to reducing food waste, and continue to encourage our suppliers to divert their fit-for-consumption surplus food to FareShare, the national food redistribution charity (see pages 18–19).

In 2009/10, working with one of our main suppliers, we increased the volume of food waste diverted from landfill to energy generation by 34% or 32 tonnes producing over 16,000kWh.

Also in support of our commitment to recover organic waste, our approved suppliers collected more than 330,000 litres of used cooking oil from Sodexo sites in 2009/10. This is converted into biodiesel, thus effectively preventing the release of 577 tonnes of CO<sub>2</sub> – the equivalent of removing 240 cars from the road for a year. In some cases, this was also used by our site vehicles.

Our grounds maintenance division, Land Technology, sent more than 1,900 tonnes of green waste to composting in 2009/10.

➔ Please see page 36 for more information about our targets.



### Tillery Valley's organic waste revolution

The food waste generated by our South Wales Tillery Valley business, which provides prepared meals for the healthcare and education sectors, local authority and foodservice clients, was sent to landfill until January 2009. It is now sent to a specialist company that operates a composting system and wormery. For every tonne of food waste processed, approximately 400kg of compost is generated and used for land regeneration on local farms. Disposal costs have been reduced by 35% and 150 tonnes of waste per year has been diverted from landfill.

The Tillery Valley team's efforts were recognised with the Corporate Citizenship Award at the Sodexo UK and Ireland Star Awards in November 2009.



## PROTECT THE ENVIRONMENT



### Our commitment



We will reduce non-organic waste in all the countries where we operate and at clients' sites by 2015.

We will support initiatives to recover non-organic waste in all countries.

## Materials and waste – non-organic waste

### How we get there

We are working with our suppliers and clients to reduce the packaging used on Sodexo sites and support initiatives to recover packaging materials. In 2008, we set a target to achieve a 50% recycling rate at locations where Sodexo is responsible for the management of waste and the procurement of contractors.

In 2008, we also set out a target to achieve a 15% reduction in the amount of packaging delivered to Sodexo units by 2010, and in 2009, a reduction of 2% in the average packaging weight per sales unit was achieved.

### How are we doing?

Our waste recycling rate has improved for the third consecutive year, reaching 76% in 2009/10 (2008/09: 65%). The Sodexo Defence Wales and Central England contract even achieved a recycling rate of 84%. Better dialogue and closer collaboration with our waste contractors has been instrumental in achieving this improvement.

Our upstream efforts remain focused on tracking packaging reduction initiatives and identifying further opportunities by engaging with core vendors. We cooperated with Unilever to redesign the packaging of one of their products, which resulted in a reduction of more than a tonne of waste material from our operations. The introduction of returnable containers by another of our suppliers reduced secondary cardboard waste by over four tonnes.

To support our in-house operations, our learning and development team promotes master classes for integrated facilities management employees. Two courses, piloted between October 2009 and February 2010, gave an overview of relevant environmental legislation and compliance, advice on identifying environmental impacts and guidance on developing improvement plans. They also introduced Sodexo's environmental management system (EMS), which is in use at a number of sites and has been successfully used to monitor materials and waste.

76%

recycling rate at sites where Sodexo is responsible for waste management

"Excited by our recycling success, we are hoping to significantly reduce our utility consumption too and have selected four retail sites for trials with an ambition to see them become centres of excellence in environmental management."

Neil Whiteley

QHSE executive, Sodexo Defence



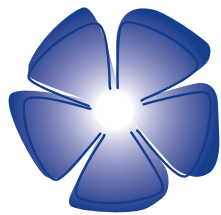
### Sodexo Silver in the Irish Green Hospitality Awards

In its first year of entry, Sodexo in Ireland has received an Eco-label silver medal in the Green Hospitality Award for Excellence in Environmental Management and was working on repeating the achievement across 20 further sites in late 2010. The awards programme, funded by the Environmental Protection Agency, is the only Irish programme to be recognised internationally and is the most successful environmental management programme for the hospitality sector in Europe.

In joining the scheme, Sodexo committed to establishing a formal EMS for the catering operations at a pilot site and improving its environmental performance. This was achieved by our team at Dell in Limerick by separating cardboard and plastic for recycling, and reducing our consumption of electricity, gas, water and paper towels in the kitchen and restaurant while customers reduced their use of disposable cups. The programme reduced waste to landfill by 50%, water consumption by 50% and energy consumption by 30%.

➔ Please see page 36 for more information about our targets.





# WE ENGAGE: Dialogue and joint actions with stakeholders.

Through focused engagement, we aim to understand the concerns and objectives of our stakeholders to help to improve our decision making and accountability.

During 2009/10, we adopted an overarching stakeholder management framework. This complements our well-established channels of communication with key stakeholder groups such as employees, customers and suppliers, and improves our effectiveness in engaging with other important groups such as the public sector, academia, NGOs and the media.

Our work began by involving all parts of the business in a stakeholder mapping exercise whereby key stakeholders were identified and prioritised by dependency, influence and issue materiality. An independent audit of stakeholder perceptions was then commissioned to establish a baseline against which progress could be measured.

In response to the autumn 2009 perception audit, a stakeholder engagement plan has been developed at both a corporate and a divisional level to build on perceived strengths and address perceived weaknesses. That plan is now well into the implementation phase.

The stakeholder perception audit will be repeated in the autumn of 2011 to gauge our progress.



## Senior stakeholder consultation


In November 2010, our chief executive, Aidan Connolly, welcomed a wide range of high-level stakeholders to a special event to mark the first anniversary of the Better Tomorrow Plan.

To help us review our progress to date and formulate next steps, senior representatives of NGOs, think tanks, accreditation bodies, academics, representatives of the Armed Forces and trade associations, clients and senior civil servants joined round-table discussions on the themes of the Better Tomorrow Plan: nutrition, health and wellbeing; local communities; sustainable supplies; environment; diversity and inclusion; and public sector engagement. Guests were invited to celebrate the successes of the past year but, more importantly, to provide robust external challenge and guidance.

“I think they have been very brave in opening themselves up to quite influential people from a range of organisations... They were really genuine in asking: ‘What do you think?’ and ‘How do we stack up?’ I think that’s pretty unique.”

**Anne Pierce MBE**, chief executive, Springboard UK

# Employees

WHY WE ENGAGE	HOW WE ENGAGE	OUTCOMES
<p><b>To train and coach our employees, and engage with them in voluntary programmes that contribute to a healthier and more sustainable lifestyle.</b></p> <p>Sodexo is committed to providing a competitive, inclusive and attractive work environment that engages all employees at all levels of the company.</p> 	<p>We measure how engaged, challenged and fulfilled our people are, and assess the factors that drive their commitment, loyalty and sense of responsibility, through:</p> <ul style="list-style-type: none"><li>• regular employee engagement surveys</li><li>• direct engagement with Aidan Connolly, chief executive, via the <i>Ask Aidan</i> blog and <i>Meet Aidan</i> events</li><li>• <i>Insight</i>, a bi-monthly publication that tackles high-level strategic issues</li></ul> <p>We encourage our employees to participate in the <i>STOP Hunger</i> campaign.</p>	<ul style="list-style-type: none"><li>• 44% employee engagement in the 2010 online survey; up from 39% in the 2008 survey – 50% target in 2011</li><li>• 80 questions answered by our chief executive on his intranet blog <i>Ask Aidan</i>; 1,500 hits on the blog and 10 questions asked every month a year after its launch</li><li>• bi-monthly <i>Meet Aidan</i> events at which 15–20 managerial-level employees discuss business issues with our chief executive face to face</li><li>• <i>Insight</i> available to all employees on the intranet – the <i>Team Talk</i> section includes a personalised message from each division’s managing director</li><li>• 113 days’ worth of employee volunteering in 2009/10 for FareShare</li></ul>

# Clients

WHY WE ENGAGE	HOW WE ENGAGE	OUTCOMES
<p><b>To support our clients’ sustainability strategies and contribute to the strength of their reputations.</b></p> <p>Fostering long-term, mutually beneficial strategic partnerships through ongoing dialogue helps us to understand, meet and hopefully exceed our clients’ expectations, and help them to achieve their aims and objectives.</p>	<p>Our global consultation and client retention process <i>Clients for Life™</i> is intended to enhance service levels and improve our understanding of each client’s priorities and ambitions:</p> <ul style="list-style-type: none"><li>• client satisfaction surveys and interviews with client relations executives give valuable insights into the client’s perspective of our service</li><li>• workshops on the philosophy of client retention</li><li>• communication of our annual corporate citizenship report and encouraging our teams to share the electronic <i>Corporate Citizenship Quarterly Update</i></li></ul>	<ul style="list-style-type: none"><li>• 94.2% client retention rate in 2010, up from 92% in 2009</li><li>• Directors’ Choice Award at the annual Stadium Experience – Official Football Hospitality Awards 2010 – for Sodexo Prestige’s operations at Everton, Newcastle United and Aberdeen football clubs</li><li>• a number of clients have requested our <i>Spirit of Inclusion</i> training after acknowledging the value it brings to the workplace</li></ul>

## Social Impact Bond




Sodexo Justice Services helped to launch a Social Impact Bond (SIB) pilot scheme, the first in the world to use non-governmental funding to reduce re-offending. The six-year pilot scheme at HMP Peterborough, run by Social Finance and launched in 2010, will work with around 3,000 short-term prisoners to help them to avoid re-offending.

Models that pay by results can attract new sources of funding and provide value for money for the tax payer. Through the SIB, investments that reduce re-offending by more than 7.5% within six years receive a payment from the Ministry of Justice that increases based on the reduction in re-offending.

“We want to actively involve individuals and voluntary and community organisations – not just in tackling crime and reoffending but in helping to keep people out of the criminal justice system in the first place. This payment by results pilot is both innovative and imaginative.”

**Crispin Blunt MP**, Parliamentary Under-Secretary of State for Justice

Customers

WHY WE ENGAGE	HOW WE ENGAGE	OUTCOMES
<p><b>To help our customers adopt a healthier and more sustainable lifestyle where we serve them and at home.</b></p> <p>By providing nutrition and health education and coaching, we can help our customers to achieve balanced diets and healthy lifestyles, and better address their nutritional concerns.</p>	<ul style="list-style-type: none"><li>• Commitment of our dietitians, development chefs and foodservice employees to healthy options empower customers, employees and clients to make informed choices</li><li>• Nutrition and health education and coaching under <i>Healthwise</i>, our nutrition, wellbeing and lifestyle philosophy</li><li>• The <i>Healthwise</i> website and fact sheets on issues such as salt, fats, fluids and regular exercise</li><li>• Regular customer satisfaction surveys on the availability of nutritional information</li></ul>	<p>Sodexo University Lifestyle Survey (ULS) every two years; almost 2,000 students from 148 universities participated in the 2010 survey, a key piece of intelligence for Sodexo Education.</p> 

Suppliers

WHY WE ENGAGE	HOW WE ENGAGE	OUTCOMES
<p><b>To help suppliers improve their own sustainability performance and to support ours.</b></p> <p>We work closely with suppliers to achieve the high standards we expect of them, and to involve them in the Better Tomorrow Plan.</p>	<ul style="list-style-type: none"><li>• Focus on 20 core suppliers (80% of our spend out of 3,000 suppliers) to leverage scale and to develop long-term relationships, giving our suppliers the confidence to share new ideas with us</li><li>• Annual corporate citizenship questionnaire to gauge alignment with our commitments and let us know of latest initiatives (see page 22)</li><li>• Corporate citizenship is increasingly important in our supply chain pre-qualification process</li></ul>	<ul style="list-style-type: none"><li>• <i>Meet the buyer</i> events, in Scotland Wales and Ireland (see below) to develop links with local food producers, promote their produce and help them to integrate high-quality local produce into our supply chain</li><li>• We now have dedicated suppliers for speciality Scottish, Welsh and Irish produce</li><li>• We work with the right suppliers from the outset after analysing our suppliers' questionnaires</li></ul>



Meeting Wales' finest suppliers

We held a two-day *meet the buyer* event in Wales, to develop links with Welsh food producers, and help them to integrate high-quality Welsh produce into our supply chain. The event also gave us the opportunity to communicate our commitment and expectations in terms of sustainable procurement and healthy eating. Some 30 of Wales' leading suppliers attended the event, showcasing some of the country's finest products. As a result, we invited several of the suppliers to attend our new product development day and tender for contracts. As a result, we listed a new specialist supplier of Welsh produce.

"We are committed to providing quality produce and, to meet the objectives of our sustainable procurement strategy, we are keen to engage with suppliers who can meet the demand of our Welsh customers and clients."

**Steve Jobson**, buying director, Sodexo

Associations and organisations

WHY WE ENGAGE	HOW WE ENGAGE	OUTCOMES
<p><b>To regularly consult external stakeholders to share ongoing advice on strategy and innovation.</b></p> <p>By ensuring the sectors we work across remain attractive to the best talent, we will remain an employer of choice and a trusted partner of choice by those able to procure or recommend our offer.</p>	<p>Commitment to dialogue and responsible business practice through membership of:</p> <ul style="list-style-type: none"><li>• Business in the Community (BITC), Scottish Business in the Community (SBC) and Business in the Community Ireland (BITCI)</li><li>• the British Hospitality Association</li><li>• the Business Services Association</li><li>• hospitality industry charity Springboard</li><li>• People 1st, the skills council for hospitality, leisure, travel and tourism</li></ul> <p>Consultations with our key partners (see below and page 30).</p>	<ul style="list-style-type: none"><li>• Annual benchmarking exercise through the BITC CR Index as an opportunity for continuous improvement</li><li>• A series of new discussions and relations have been agreed for 2011</li></ul> 

REFORM

Corporate partnership with Reform

In July 2009, Sodexo became a corporate partner of Reform, a leading non-party think tank focused on public service transformation, to improve our participation in the policy debate on the future of public services in the UK. As public sector business accounts for around 50% of Sodexo's revenues in the UK and Ireland, this partnership has been a critical part of understanding how our business can both improve its public sector performance and best serve the needs of a new UK Government.

In the last 12 months, Sodexo has participated in more than 100 high-level events and debates on defence, healthcare, education and justice with key departments and agencies, including the UK Department for the Environment, Food and Rural Affairs, the Cabinet Office, the Food Standards Agency, the Ministry of Defence and the Ministry of Justice. One highlight was our chief executive, Aidan Connolly, delivering a keynote speech at Reform's public sector productivity conference at the London Stock Exchange in July 2010.



Strategic relationship with the UK Food and Drink Federation

Since September 2009, we have sought to improve our relationship with the Food and Drink Federation (FDF), the trade body that represents the food and drink manufacturing industry. Many of Sodexo's suppliers are FDF members, but so are many businesses that might wish to trade with Sodexo in the future. By engaging with the FDF, we are helping its membership to achieve a better understanding of the particular requirements of the foodservice sector and, in particular, Sodexo's focus on sustainable supply chains. In the past year, we have hosted a lunch for FDF members to brief them on the foodservice sector and a 'behind the scenes' tour of the RHS Chelsea Flower Show to demonstrate the challenges involved in delivering an iconic event. We have also attended a number of FDF events to network with its members and meet regularly with FDF's senior officers to discuss issues of mutual interest, such as food regulation.

The Food Ethics Council's Business Forum

Since August 2009, we have been a corporate member of the Food Ethics Council, a leading charity focused on fairness and welfare in the food system. Our membership is part of our efforts to raise Sodexo's participation in the food ethics debate and underline our commitment to sustainable supply chains. Membership has also brought significant access to leading academic thinking around this debate, which has been beneficial in shaping our decision making.



# Performance summary

This table provides a summary of the key impacts in the areas covered by this report.

Indicator		FY 2008/09	FY 2009/10	% change
Key figures	Annual revenue, Sodexo UK & Ireland (million)	£1,109.5	£1,090.5	-1.7%
	Annual revenue as a percentage of Sodexo Group revenue	8.8%	8.2%	-6.8%
	Client retention rate	92%	94.2%	2.2%
	Number of employees <sup>1</sup>	41,979	40,352 <sup>2</sup>	-3.9%
	Calendar days lost to sickness absence (%) <sup>3</sup>	3.2%	4.31%	34.4%
Diversity and inclusion	Diversity of workforce:			
	– gender (male : female)	39% : 61%	40% : 60%	-1.6% <sup>4</sup>
	– ethnicity (black, Asian or other minority ethnic)	15%	15%	-
	– age (24 and under)	14%	12%	-14%
	– age (55 and over)	19%	19%	-
	– disability	0.4%	0.6%	50%
	Senior management positions held by women <sup>5</sup>	40%	34%	-15%
Learning and development	Days of employee training delivered centrally	10,909	16,203	37%
	Number of courses delivered centrally	899	1,383	53%
Employee engagement	Employee engagement rate <sup>6</sup>	39% (2008) <sup>7</sup>	44%	12.8%
	% of employees who agree or strongly agree that Sodexo is committed to corporate citizenship <sup>8</sup>	-	67%	New question
	% of employees who agreed or strongly agreed that at Sodexo, employee diversity (age, gender, ethnicity, etc.) is valued for the differences these dimensions bring to the workplace	58% (2008)	64%	10.3%
Local communities	Employee volunteering (at FareShare; days' equivalent)	91	114	25%
	Total Sodexo Foundation income <sup>9</sup>	£299,280	£307, 349 <sup>10</sup>	2.22%
	Sodexo Foundation donations made	£125,034	£178,210	42.5%
Supply chain	Number of deliveries <sup>11</sup>	297,260	292,436	-1.6%
	Delivery miles <sup>12</sup>	1,256,855	1,239,639	-1.4%
	Delivery emissions (tonnes CO <sub>2</sub> equivalent)	1,604	1,593	-0.7%

<sup>1</sup> Our communications usually state 43,000 employees, as the number fluctuates on a seasonal basis and this reflects an average.

<sup>2</sup> As at 31 August 2010 (financial year end).

<sup>3</sup> FY2009/10 data capture was significantly better owing to the adoption of a new HR management system.

<sup>4</sup> Percentage change in the proportion of men to women.

<sup>5</sup> Senior management includes the top two management bands out of five, usually about 100 people.

<sup>6</sup> To calculate the engagement score we look at each employee's responses to the six engagement questions. Based on a 1 to 6 response scale, an employee is considered engaged when their average response to each of the six engagement questions is 4.5 and above. The engagement score itself represents the % of employees classified as engaged.

<sup>7</sup> A large scale employee engagement survey is undertaken every two years.

<sup>8</sup> 2010 was the first year that this question was included in the employee engagement survey.

<sup>9</sup> Sodexo covers the Sodexo Foundation's administrative and communication costs but Sodexo Foundation income is dependent on employee fundraising and large events such as fundraising dinners and sporting events.

<sup>10</sup> 2009/10 income is yet to be audited.

<sup>11</sup> Delivery data is from our most significant UK logistics partners.

<sup>12</sup> Corporate Citizenship Report 2010 erratum: 2008/09 data should have read 'number of delivery miles: 1,256,855'.

# Performance summary (continued)

Indicator		FY 2008/09	FY 2009/10	% change
Environment <sup>13</sup>	ISO 14001 certification coverage (sites)	228	231	1.3%
	CO <sub>2</sub> equivalent emissions - scope 1, 2 and 3 (tonnes) <sup>14</sup>	35,535	32,351	-9.0%
	GHG emissions - scope 1, 2 and 3 per £m turnover	32.0	29.6	-7.5%
	Total electricity consumption (kWh)	28,265,444	26,748,725	-5.4%
	Controlled <sup>15</sup> sites reporting reduced electricity consumption	68%	61%	-10.3%
	Electricity consumption from Good Quality Combined Heat and Power (GQCHP) (kWh)	13,276,831	20,898,472	57.4%
	Total gas consumption (kWh)	33,148,397	33,132,127	0%
	Controlled <sup>16</sup> sites reporting reduced gas consumption	54%	32%	-40.7%
	Fuel consumption of commercial vehicles (litres)	2,381,894	2,420,256	1.6%
	Average fuel consumption (litres) <sup>17</sup>	2,257	2,175	-3.6%
	Water consumption (m <sup>3</sup> ) <sup>18</sup>	227,261	277,732	22.2%
	Controlled <sup>19</sup> sites reporting reduced water consumption	33%	50%	51.5%
	Waste to landfill (tonnes) <sup>20</sup>	8,918	7,941	-11%
	Waste recycled (tonnes)	16,941	26,239	55%
	Recycling rate	65%	76%	16.9%
	Biodiesel produced from used cooking oil (litres)	351,993	321,353	-8.7%
	Emissions displaced by biodiesel (tonnes CO <sub>2</sub> e)	760	694	-8.7%
	Prosecutions, fines and penalties from pollution incidents	0	0	-

<sup>13</sup> Some 2008/09 data reported here is different to that reported in our Corporate Citizenship Report 2010 owing to improvements in our ability to capture accurate data or, in some cases, restatement by suppliers.

<sup>14</sup> This data covers CO<sub>2</sub> emissions from gas consumption, fuel in commercial vehicles, company cars, Tillery Valley distribution, bulk fuel (scope 1); electricity consumption (scope 2); air and rail travel (scope 3).

<sup>15</sup> For the purposes of utilities consumption, 'controlled' sites are those where Sodexo's consumption is sub-metered and we have operational control over consumption. Only a small minority of the sites where we operate are Sodexo controlled sites.

<sup>16</sup> See footnote 15.

<sup>17</sup> Our 2010 data is based on the average fuel purchase per vehicle provided by our vehicle lease partner. This is an improvement on previous years' estimations based on vehicle insurance lists.

<sup>18</sup> Our 2010 data does not include water consumption at sites where Sodexo does not have operational control of water consumption (e.g. facilities management contracts).

<sup>19</sup> See footnote 15.

<sup>20</sup> The 2008/09 data reported here is different to that reported in our Corporate Citizenship Report 2010 as one of our suppliers has restated its own report.

# Progress against targets

● Achieved ● On track ● Not achieved

This table summarises our progress against our Better Tomorrow commitment targets.

Commitment area	Commitment / Target	Baseline 2008/09	Actual 2009/10	Actions to achieve next target <sup>1</sup>	Targets FY10/11 and end year	Status
Nutrition, health and wellbeing (see pages 15-17)						
Health and wellbeing solutions	We will develop and promote health and wellbeing solutions for our clients, customers and employees	n/a	n/a	- promote <i>Healthworks</i> , Sodexo's workplace health and fitness offer to more sites - promote our weight management offer - launch our employee wellbeing strategy	All Sodexo Group countries by 2015	●
Varied and balanced food options;  reduced sugar, salt and fats	Number (%) of client sites that provide and promote: • varied and balanced food options • choices with a reduced intake of sugar, salt and fat	78%	84%	- provide a Sodexo branded offer across the remaining foodservice sites <sup>2</sup> - develop nutritional information at point of choice for customers by offer - continue reductions in salt, fat and sugar through changes in product specification managed by procurement and offer development teams - review 'Recipe on Line' to target salt, fat, sugar against <i>Healthwise</i> principles	80% (FY10/11) 100% (FY11/12)	●
Local communities (see pages 18-21)						
Hunger and malnutrition	Charity champion fundraising target <sup>3</sup>	£161,573 €15,586	£178,979 €29,937	- continue <i>STOP Hunger</i> communication across the business to support fundraising leadership by charity champions across divisions and functions - produce a new <i>STOP Hunger</i> brochure	£216,000 €18,000	●
Support local community development	Number of sites implementing the Aspretto offer	3	49	- the switch to a new coffee supplier gives us the opportunity to turn unbranded site based hot drinks offers to triple-certified <i>Aspretto</i>	100 (FY10/11) 150 (FY11/12)	●
Fairly traded certified sources	Certified, fairly traded coffee as a % of total coffee (kg)	26%	39%	As above	44% (FY10/11) 45% (FY11/12)	●
Environment <sup>4</sup> (see pages 22-29)						
Supply Chain Code of Conduct	% of purchasing spend with contracted suppliers who have signed a Supply Chain Code of Conduct	93%	94%	- communicate the Supply Chain Code of Conduct to all new suppliers	100% (FY10/11)	●
Local, seasonal or sustainably grown products	% of fruit and vegetables grown and consumed within the country	42%	48%	- continue working with our supplier base to ensure UK and Ireland in-season sourcing - continue working closely with Red Tractor and Bord Bia	50% (FY10/11) <sup>5</sup>	●
Sustainable fish and seafood	Eliminate the purchase of all at risk seafood species	n/a	n/a	Achieved	Achieved	●
Sustainable equipment and supplies	% spend on concentrated chemicals as a % of total chemicals	99%	94%	- achieved as far as possible <sup>6</sup>	100% (FY10/11)	●
	% spend on sustainable paper disposables as a % of total paper disposables	85%	82%	- we encourage the use of sustainably sourced paper disposable wherever possible (certified virgin sources or recycled material)	90% (FY10/11) 100% (FY14/15)	●
	% spend on sustainable office paper as a % of total office paper	86%	100%	Achieved	Achieved	●

<sup>1</sup> Global environmental working groups will meet at Sodexo Group headquarters to define action plans for 2011/12.  
<sup>2</sup> Every Sodexo foodservice offer has been analysed by our dietitians to ensure that the Better Tomorrow Plan health and nutrition attributes are present across our markets.  
<sup>3</sup> Target in euros in Ireland, in pounds in the UK.  
<sup>4</sup> A site-level audit of environmental activity (carbon, water, waste) was conducted in 2010.  
<sup>5</sup> This is an estimate for FY 10/11; no target has been defined for this commitment.  
<sup>6</sup> Some operations require ready-to-use products (e.g. in healthcare) but this is the exception; our chemicals are otherwise concentrated by default.

# Progress against targets (continued)

● Achieved ● On track ● Not achieved

Commitment area	Commitment / Target	Baseline 2008/09	Actual 2009/10	Actions to achieve next target	Targets FY10/11 and end year	Status
Environment (see pages 22-29)						
Carbon footprint	% of relevant sites implementing a carbon footprint reduction programme <sup>7</sup>	n/a	20%	- we will support our site based teams with a hints and tips guide to best practice - we aim to produce a tool to help our site based teams to track their progress - we will have a campaign to encourage teleconferencing instead of travelling	25% (FY10/11) 100% (FY19/20)	●
	% of relevant sites that have taken basic steps to reduce their consumption of energy <sup>8</sup>	n/a	73%	As above	75% (FY10/11) 100% (FY19/20)	●
Water footprint	% of relevant sites implementing a water conservation programme <sup>7</sup>	n/a	8%	- we will support our site based teams with a hints and tips guide to best practice - we aim to produce a tool to help our site based teams to track their progress	15% (FY10/11) 100% (FY19/20)	●
	% of relevant sites that have taken basic steps to reduce their consumption of blue water <sup>8</sup>	n/a	62%	As above	65% (FY10/11)	●
Organic waste and recovery initiatives	% of relevant sites implementing an organic waste reduction programme <sup>7</sup>	n/a	2%	- we will support our site based teams with a hints and tips guide to best practice - we aim to produce a tool to help our site based teams to track their progress - we will make available on our intranet site a guide to food waste recovery options and authorised suppliers	15% (FY10/11) 100% (FY14/15)	●
	% of relevant sites which have taken basic steps to reduce their organic waste <sup>8</sup>	n/a	29%	As above	35% (FY10/11) 100% (FY14/15)	●
	% of relevant sites implementing initiatives to recover organic waste	n/a	35%	As above	35% (FY10/11) 100% (FY14/15)	●
Non-organic waste and recovery initiatives	% of relevant sites implementing a non-organic waste reduction programme <sup>7</sup>	n/a	4%	- we will support our site based teams with a hints and tips guide to best practice - we aim to produce a tool to help our site based teams to track their progress	15% (FY10/11) 100% (FY14/15)	●
	% of relevant sites which have taken basic steps to reduce their non-organic waste <sup>8</sup>	n/a	26%	As above	35% (FY10/11) 100% (FY14/15)	●
	% of relevant sites supporting initiatives to recover non-organic waste	n/a	39%	As above	45% (FY10/11) 100% (FY14/15)	●

<sup>7</sup> A 'programme' is the combination of basic steps (see footnote 8 below), more advanced steps that may include changes to equipment, and measuring/monitoring the impact of basic and advanced steps.  
<sup>8</sup> 'Basic steps' include awareness raising and behaviours to reduce resource/utility consumption.



By printing this document on Cocoon Offset 100% recycled paper the environmental impact was reduced by\*:

- 1,428.4 kg of landfill
- 31,356 litres of water
- 2,896 kWh of electricity
- 271 kg CO<sub>2</sub> of greenhouse gases
- 2,323 kg of wood

Source:  
European BREF (data on virgin fibre paper),  
Carbon footprint data audited by the  
CarbonNeutral Company.  
\*compared to a non recycled paper  
Results are obtained according to technical information and are  
subject to modifications.

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