Sodexo Sustainability Good practices

The Better Tomorrow Plan is Sodexo's plan for a better future

The Better Tomorrow Plan:

- 3 priorities
- 14 commitments
- 1 journey forward covering
- 80 countries
- 33,400 sites
- Engaging our 391,000 employees

June 2012

www.sodexo.com

sodexo
Quality of Daily Life Solutions

Tanzania - Remote Sites

Supporting local quality egg production

Summary

There is high demand for eggs with desirable yellow egg yolks from most of our clients' sites. In order to meet this need, Sodexo initiated in 2012, a project to support local eggs producers, i.e. poultry keepers. The objective was to support the local producers through training, improved awareness and additional technical advice to ensure a quality egg with a yellow yolk.

Most egg producers in Tanzania have been using traditional feeding regime. This traditional technique did not ensure sufficient quality of product for our sites. To overcome this issue and support local poultry farmers Sodexo in Mtwara entered into partnership with the local chicken keepers (mostly widowed mothers) who have been able to rely on this project as a way to support their wellbeing. The combination of proper feed and technical advice from Sodexo have enabled the project to achieve desirable yellow yolk eggs.

VALUE CREATION for our stakeholders

This program improves the productivity of local communities and ensures the availability a good quality product for Sodexo. Combined with Sodexo's quality, safety and hygiene policies and procedures, the eggs are used at Sodexo kitchens, thus ensuring a quality product for our clients and consumers.

TRANSFERRABLE & REPLICABLE: This project is being implemented in another site in North Mara were Sodexo is managing support services to the mining site. The local producers have been involved, the construction of the chicken hut is completed and the project will commence this year.

MEASURABLE: The project involves 333 birds/chicken and the production has reached up to 1,410 eggs per week, feeding 420 consumers. Results are clearly visible: the whitish yolk eggs have been replaced by quality yellow yolk eggs thanks to the introduction of new feed, and technical support. All funded by Sodexo. This initiative is well appreciated by our clients.

RECOGNIZED: Working with the local communities especially in Mtwara has received applause from British Gas Tanzania who is our client, as well as the Municipal Authority. This project is carried out in a co-operative way with the Municipal which is very supportive of Sodexo's local community initiatives.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Local community development

WE ENGAGE
- Clients
- Institutions

BOTTOM LINE

- **333** birds/chicken
- **1,410** eggs per week
- **420** consumers per week

Creator/Expert
Joseph AHIMIDIWE
Community Development Manager

Summary

As part of its ongoing endeavour to promote health & wellness, Sodexo developed a charter of activities that sit within each of its offer in every segment in which it operates. The charters provide clear and visible wellness commitments made by Sodexo to both clients and consumers and are displayed prominently in the site for all stakeholders to see. Messages include back of house elements (e.g. Ingredients) and front of house (e.g. Detox meals) and ensures that the commitment to wellness is adopted consistently at an offer level across each and every offer in the Sodexo portfolio. Communication on the way in which elements are introduced is supported with training and communications for sites for both back and front of house elements: as an example, when high trans fat oils were removed from menu cycles, a letter to clients was distributed alongside a clear commitment to this in the on-site charter.

VALUE CREATION

Wellness charters provide a platform to interact and engage with our clients and consumers in a strategic and expert manner. Implementing the Charters within existing offers ensures minimal cost impact to Sodexo and our clients. As such, the Wellness Charters have been a key factor of recent sales win at Agilent Technologies and Aditya Birla Centre.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- Local sourcing.

WE ENGAGE

- Employees
- Clients
- Consumers

BOTTOM LINE

- Implemented at **7** sites
- In progress at **60** sites

TRANSFERRABLE & REPLICABLE: Each offer has its own charter that is relevant to both the segment and also the market in which Sodexo operates. The tone of the message is adapted for each segment but the programme is ultimately flexible in whatever way is needed to support any structured and integrated wellness initiative.

MEASURABLE: Implementation of the Charters have been made in 7 sites, including a pan-India at Dell, and is planned at 60 sites, including pan-India at IBM. Because this is a clear element of the offer, the Charters benefit from all the measurement tools used to evaluate our offers as well as client and consumer satisfaction.

Better Tomorrow Champion

Ninad Chikhalikar

Head Quality Mgt & HSE

More information

- Wellness Charters
- Poster Wellness Charters Program

Creator/Expert

Stanulet D'souza

Wellness & Wellbeing Manager

Summary

1,530 employees within Sodexo Cleaning Services participate in an educational intervention for reducing usage of chemicals, started on January 1st, 2011. **"Practical Cleaning"** is a web-based training program that educates the participants in chemical dosage and the value of reduced chemicals and chemical free cleaning. Cleaners and group leaders in all regions of Sweden are educated under the supervision of tutors, to ensure a high competence in the entire country.

VALUE CREATION for our stakeholders

We reduce chemical usage and create an environmental friendly business for our clients, consumers and employees. We engage our employees, clients and suppliers to environmental and healthy values. We create a cohesiveness and a genuine team spirit among our employees.

TRANSFERRABLE & REPLICABLE: The project can easily be adopted in other countries. The project has been presented to the Nordic countries and implementation has started. Its electronic format allows efficient implementation with a wide geographic reach.

MEASURABLE: By April 1st 2012, 1,072 employees were educated (83 % of the staff in the northern region of Sweden). The usage of chemicals have been measured to be only 1/5 of the initial usage (reduction of 80 %).

RECOGNIZED: The activity is recognized by clients, media and the general public.

Better Tomorrow Plan
COMPLIANT

WE DO
- Sustainable equipment and supplies
- Water and effluents

WE ENGAGE
- Employees
- Clients

BOTTOM LINE

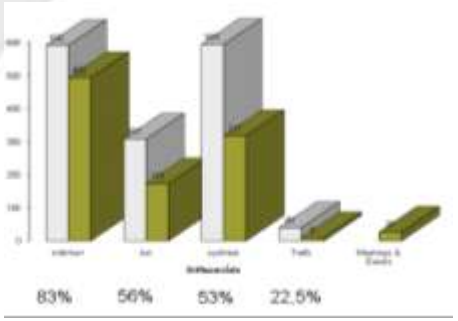
- **1,072 employees** educated i.e. 83% of the staff in the northern region of Sweden.
- **Reduction of 80%** in the usage of chemicals (only 1/5 of the initial usage).

More information

Sodexo's environmental friendly cleaning policy also includes training in chemical free floor care.

Better Tomorrow Champion
Eva Kristensson
eva.kristensson@sodexo.com
Communication Director

Creator
Thor Franzén
Thor.franzen@sodexo.com
Expert Product Manager



Italy- Education

Oro Rosso (Red Gold)

Summary

The Oro Rosso project aims at **supporting local communities of small farmers** in Piemonte region (NW Italy), by signing a **special agreement** with the Coalvi consortium for the **supply of local red meat** all year long. This agreement ensures small cow breeders to sell meat even during the Summer months, when the market demand decreases significantly, thus preventing them from failure. In the Summer, purchased meat is processed (meatballs, burgers) and frozen.

VALUE CREATION for our stakeholders

- **Development of local communities' business activities** to support the local economy.
- Offering consumers a **high quality product at lower prices**.
- Protection and **rescue of local territory**, which would otherwise be abandoned if farms close their business to avoid any potential risk of hydrogeological collapse.
- **Preserving** the purebred local cows (Piemontese), culture and tradition of this region.
- Transmission of the **value of tradition** to new generations, by explaining the process to children.
- Customers can also boast this support initiative for local communities.

BETTER TOMORROW PLAN

COMPLIANT

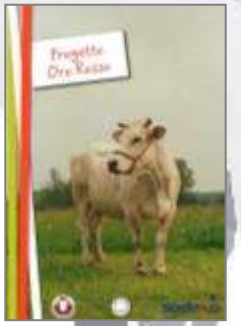
WE DO
- Local community devel.
- Fair trade
- Sustainable agriculture

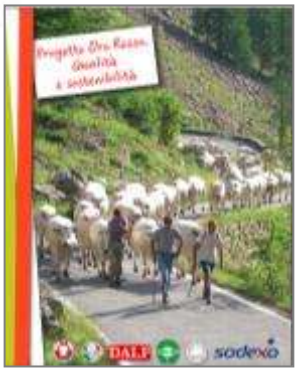
WE ENGAGE
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

- **4,500 kg** of meat/year bought from local communities and served to our consumers

TRANSFERRABLE & REPLICABLE: The project is potentially transferable and **replicable in every country**, by introducing this kind of **agreement in the supply chain** of meat products.
The project comes from an idea aimed at providing school meals, but it can easily be extended and served to any other client, from Corporate to Healthcare.
The same initiative can integrate other kind of products provided by the same farmers.
MEASURABLE: 4,500 kg of meat/year bought from local communities and served to our customers.
RECOGNIZED: The governing institution (Piemonte Region) appreciated the project and hosted an event to present this project to the local community and served customers recognize the social commitment of the project.





Better Tomorrow Champion
Alessandro Madini
alessandro.madini@sodexo.com

Creator/Expert
Edoardo Venturini
edoardo.venturini@sodexo.com

Belgium– Mechelen – P&G site

Water Fountains and Metallic bottles

Summary

At the P&G Mechelen plant, plastic water bottles were offered for free to all 800+ employees. Fridges were available around the plant and people were free to take as many bottles as they wanted. This situation was creating a large amount of plastic waste.

VALUE CREATION for our stakeholders

Sodexo came up with the idea to replace the individual water bottles with water fountains and individual permanent metallic water bottles. The client has accepted to take this expense on his behalf. This concept has generated a savings of over € 60,000 per year. In addition, Sodexo has calculated the ecological footprint of the plastic used for the water bottles: we now save more than 3.5 tons of plastic per year.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Sustainable equipment and supplies
- Non-Organic waste

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers

TRANSFERRABLE & REPLICABLE: All sites where individual plastic bottles or plastic cups are still being used can easily calculate both the ecological and financial outcomes of this concept.

MEASURABLE: The cost of water in plastic bottles compared to the cost of equipment and water consumed from the tap.

RECOGNIZED: This idea was communicated to the client who was impressed and wanted to implement it. The client now consistently contacts Sodexo for all matters related to general ecological actions such as the ' Earth Day' for which Sodexo always delivers 'fresh' ideas.

BOTTOM LINE

€ 60,000 per year of savings

3.5 tons of plastic less

Better Tomorrow Champion

Philippe Clarisse

Contract Manager P&G Mechelen, Pringles Mechelen & P&G Aarschot

Sodexo - P&G Belgium

Creator/Expert

Jannes Jacobs

SUMMARY

The Packaging Tool is designed to provide operators with the ability to choose the best disposable option for their site considering environmental and site specific factors while providing:

- Ordering information on all alternative products that can replace their current core standard products.
- Costing Tools for both the Retail and/or Catering side of a site's business that allows the user to see the cost implications of switching to various alternatives.
- Cost Mitigation worksheet to help site managers plan for the budget effects of new packaging choices.
- Educational Resources imbedded in the tool to inform and assist managers to make the most effective and sustainable choices for their sites while developing their abilities as partners in sustainability.

VALUE CREATION for our stakeholders

- **Consumers:** It Shows Sodexo as a responsible dining partner, committed to providing sustainable solutions.
- **Clients:** It Responds to a growing demand to supply alternative, sustainable packaging options which enhances our reputation as a partner in the effort to achieve sustainability goals with clients.
- **Employees:** It commits them to the Better Tomorrow Plan, provides managers with a tool to meet client' needs, and presents no negative effect to compliancy, as all alternative products have been approved by the Category Review Council (CRC).

TRANSFERRABLE & REPLICABLE: The Packaging Tool is available to all markets in the United States and is being considered for adaptation in Canada. The tool automatically filters products for users based on their market.

MEASURABLE: Results of use are a measured increase in compliance and significant savings from use of contracted suppliers. Savings per site when switching from unapproved vendors to utilizing approved contracted suppliers have been in the range of $20,000. Every site manager is a beneficiary of the education and options included in the tool. KPIs to show impact will be number of sites using, increased purchasing compliance and decreased costs to units

RECOGNIZED: The Packaging Tool not only uses alternative products approved by the Category Review Council (CRC), but the CRC has also endorsed the tool as a whole and supports its deployment throughout the markets.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Supply Chain Code of Conduct
- Sustainable equipment and supplies
- Energy and emissions
- Water and effluents
- Organic Waste
- Non-Organic waste

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers

BOTTOM LINE

- **Increased Compliance**
- **Money savings, using approved contracted suppliers**
- **Potential savings opportunity of $20,000**

More Information

To access the Packaging Tool visit:
SodexoNet Noram

Experts/Creators

Christy Cook
Senior Manager Sustainability Deployment and Field Support

Margaret Henry
Dir. Performance, Sustain & CSR United States

SUMMARY

Sodexo plans to recover all sites organic waste by composting or by anaerobic digestion. Biogas is a natural process of transforming organic matter (animal or plant) into methane, and then into electricity or heat. The residuals are then used as fertilizer in agriculture.

VALUE CREATION for our stakeholders

The project was presented to all concerned clients. Globally, they are welcoming this approach very well, because it fits their own sustainable policy. Employees of each site were trained to sort appropriately organic wastes of their site. They feel really involved in this action for protection of environment. In a near future, we would like to involve some consumers, by asking them to separate waste of their meal trays.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Energy and emissions
- Organic Waste

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers

TRANSFERRABLE & REPLICABLE: The implementation of this approach is applicable to all sites, if an approved collector does exist.

MEASURABLE: We have set up KPIs to measure impacts. The number of sites collected and the volume of organic waste are followed.

RECOGNIZED: Sodexo is recognized as the leader of organic food product recycling in Luxembourg. In 2012, 83% of Sodexo sites transform their organic waste.

BOTTOM LINE

- **70% of the sites** transform their organic waste
- **94% use biogas** process
- **6% use composting** process
- **Over 1000 tons of organic waste** are recycled each year
- **32,000 m³ of biogas** are produced every year

More information

http://www.lamesch.lu

www.lu.sodexo.com

Better Tomorrow Champion

Jean-François VIVIER

Quality and Hygiene Manager

Creator/Expert

Laurence Graff

Marketing and Communication Director

MSC REcertification

Summary

In 2010, Sodexo UK became the first foodservice organisation to become MSC certified across all sites. At the beginning of 2012, we underwent the recertification process to ensure that we maintained out status.

VALUE CREATION for our stakeholders

The MSC certification sets Sodexo UK apart from its competitors. It also forms an integral step on the road to ensuring that all the fish and seafood that we buy is from sustainable sources by 2015, as per our commitment in the Better Tomorrow Plan.

TRANSFERRABLE & REPLICABLE: The work that we have done to ensure that catering staff is replicable as the same standards must complied with to ensure certification is achieved and maintained.

MEASURABLE: We monitor how many sites are MSC certified and regularly update the site register.

RECOGNIZED: Sodexo is recognised as being "best in class" by the MSC. "Sodexo UK & Ireland has already established a strong leadership position in the sector with all of its food-serving sites MSC certified. I look forward to further engaging in their stakeholder outreach as the plan progresses." Rupert Howes, CEO, Marine Stewardship Council.

Commitment(s)

WE ARE
- Health and safety

WE DO
- Varied and Balanced Food
- Supply Chain Code of Conduct
- Sustainable seafood

WE ENGAGE
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

- **696t** of seafood sourced
- **142t** of MSC certified seafood sourced
- **591 sites** recertified

More information

- Press cuttings are available on request
- Training materials are available on request
- The Sustainable Seafood pages on SodexoNet

Better Tomorrow Champion

Thomas Jelley
thomas.jelley@sodexo.com
Corporate Citizenship Manager,
Corporate Communications

Creator and expert

Tamsin Gane
tamsin.gane@sodexo.com

Summary

In January 2011, Sodexo Corporate Services launched "Boost & Moi!", a program aimed at improving our consumers health and wellness. The objective is to inform them about the benefits of healthy food and exercising by offering them a chance to participate in workshops such as dance, healthy breakfasts or personalized coaching. To go further, consumers can register on the website and use a dedicated Facebook application.

VALUE CREATION for our stakeholders

By providing information to our consumers and encouraging them to participate to healthy activities, "Boost & Moi !"contributes to preventing the most usual pathologies, acts on reducing companies' absenteeism and improves organizations' productivity. For our consumers, "Boost & Moi !" acts as a daily guide on Nutrition, Health & Wellness. The program also involves different suppliers like Coca Cola, GPS Santé, … and is in synergy with Motivation Solutions.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- Varied and Balanced Food

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers

BOTTOM LINE

- **600 sites** involved

TRANSFERRABLE & REPLICABLE: The name, the visual identity and the concept in general of this program make it easy to adapt to others countries.

MEASURABLE: The indicators are: number of solutions deployed, evolution of the satisfaction rate of our clients' employees measured on the "wellness" item of the consumer surveys and website and Facebook page visit rates.

RECOGNIZED: "Boost & Moi !" just obtained the PNNS label (National Nutritional Health Program) which confirms that the program is contributing to sharing the Health Ministry recommendations. Follow up and performance indicators in line with this program have been highlighted by the commission of the French Health Prevention and Education National Institute (INPES).

More information

Website:
www.boostezmoi.sodexo.fr

Case study:
http://www.sodexo.com/en/Images/607979_BOOSTMOI_EN.pdf

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director
France

Creator/Expert

Jocelyne GISQUET
Marketing Director - Corporate services

Training in Human Rights and Ethics

Summary

Based on Sodexo's business ethics, these ventures into prison environment, respecting the Human Rights of its workers and of people deprived of liberty, is based on a human and decent treatment and respecting principles of equality and non-discrimination.

Based on it, in 2011, Justice Services, launched an e-learning training pilot for its collaborators regarding Human Rights. Sodexo in Chile was initiated an induction and training program to Justice's collaborators regarding Integrity, human rights and ethics to act according to these and Sodexo's values in the penitentiary context.

VALUE CREATION for our stakeholders

Employees: By giving training continuously to our collaborators, we strive to have employees that respect Human Rights, providing a dignified and equal treatment to all prison people (convicts and staff) and knowing how to act in tuff situations that affect the individual's rights.

Clients: Our approach, favors a positive coexistence and integration, decreasing the number of claims or discrimination actions, becoming a contribution to the daily Guards work (Gendarmeria Officers).

Internal Customers: Inmates recognize us as professional workers, who respect them with no discrimination and recognize their condition to be treated equally as people.

Community: The country authorities and inmates families, asses the contribution of skills on Sodexo Justice Services staff, who accomplish the contract at full level and make these sites have the seal of respect for Human Rights of inmates, their families and staff.

TRANSFERRABLE & REPLICABLE: Having begun this process of training and e-learning with our employees, we can prove that the work based on our values can be developed successfully in any place and condition, to the extent that everyone has the skills, leadership, guideline and commitment to the company and objective.

MEASURABLE: During 2011, training was provided to 400 collaborators of La Serena, Iquique and Rancagua Penitentiary Establishments with 3.200 hours in Humans Rights, ethics and Integrity program, action that help our staff to act properly in prisons. The compliance level with our contract services was 98% and non-conformity of services claims and/or treatment not exceed of 1%.

RECOGNIZED: Recognition of Chile's Gendarmerie to the professionalism of Justice Services collaborators. Our performance reports are published by the State in its website www.gendarmeria.cl and www.minjusticia.cl . Congratulations recording in Suggestions and Complaints Books that have each penitentiary establishment, for outstanding shares of our staff, based on good treatment and solidarity actions.

BETTER TOMORROW PLAN

COMPLIANT

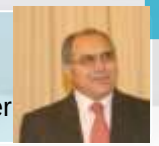
WE ARE
- Human Rights
- Diversity and Inclusion

WE DO
- Health and Wellness
- STOP Hunger

WE ENGAGE
- Employees
- Consumers
- Institutions

BOTTOM LINE
- **400 employees** in training
- **3,200 hours** training

Better Tomorrow Champion
Julio Torres Galarce
Justice Services Operational Manager



Creator/Expert
Mariela Neira Lopez
Justices Services Human Resources Manager

France – Marseille

Triple certification – Central kitchen

SUMMARY

At the central kitchen of Marseille, 50,000 meals are daily prepared and delivered to 314 school restaurants. Managed by Sodexo, this site has received a triple certification: ISO 9001, 14001 and 22000.

Among the actions implemented:

- **Cleaner vehicles:** In January 2012, the whole fleet of vehicles has been replaced by 26 new trucks, compliant with the EEV (Enhanced Environmentally friendly Vehicles) norm.
- **Sustainable equipment and supplies**: Rational use of cleaning products (10% savings in one year) and use of dye-free packaging containers.
- **Recovery of wasted packaging:** Implementation of waste sorting and recovery, representing 70 tons per year including nearly 10 tons of small containers cleaned, collected and transformed into transport crates.
- **Safe driving:** Drivers have been trained to eco-driving in order to reduce fuel consumption.
- **Eco-gestures**: The central kitchen offers each employee a bi-monthly awareness activity around 3 responsible actions, corresponding to the 3 levels of certification: Client satisfaction, Health and the Environment.
- **Local sourcing**: 25% of revenues are achieved through local and seasonal products (fruits and vegetables)
- **Water treatment:** The kitchen is equipped with a holding tank of oil and changed its grease tank in order to clean water discharges, and to avoid spilling harmful elements in nature.

VALUE CREATION for our stakeholders

Thanks to this triple certification, the Central Kitchen is officially recognized as delivering the best organization and being the best compliant to the regulations in terms of quality, environmental protection, observance of health rules and food safety.

Better Tomorrow Plan COMMITMENTS

WE DO

- Energy and emissions
- Non-Organic waste

WE ENGAGE

- Clients
- Consumers
- Suppliers

BOTTOM LINE

- **70 tons**
- of wasted packaging recovered
- **40% annual** savings on water consumption
- **10%** savings on electricity and gas consumption

TRANSFERRABLE & REPLICABLE: As part of the triple certification, the management tools deployed led to improved organization and processes and to a more robust controlling system. It also contributed to position the site into a process of continuous improvement. In addition, the **So. Eco program** encourages the application of simple acts and gestures, adapted to the teams' daily tasks, thus leading to a greater appropriation.

MEASURABLE: Sodexo commits to protect the environment and to act in favour of the health of its consumers. A performance indicator table allows to measure the economic, social and environmental impacts.

RECOGNIZED: In 2011, Bureau Veritas / COFRAC have delivered the three ISO certificates 9001, 14001 and 22000 to the central kitchen, thus recognizing Sodexo's commitment to sustainable development and operational excellence. In September 2011, the contract was renewed with an increase in the number of schools served by 50% (2.5 million additional meals per year or 18,000 per day).

The **EEV (Enhanced Environmentally friendly Vehicles)** standard is the stringentest one concerning gas emissions generated by road transport.

More information

- Press Release on « clean vehicles » on http://fr.sodexo.com/
- So. Eco Program: http://fr.sodexo.com/frfr/presse/news_2008/so-eco.asp

Better Tomorrow Champion
Mathilde LOING
Sustainable Development Director,
Sodexo France

Expert
Laure PELLISSIER
Quality Manager
Sodexo France - Education Segment

Canada – Remote sites

Progressive Aboriginal Relations (PAR)

Summary

Developed to promote actions that support education, employment, culture and health in local communities. The program recruits, employs, retains and builds individual capacity through training, education and professional development while creating value for our Aboriginal partners and their communities.

VALUE CREATION for our stakeholders

Fostering positive sustainable relations in terms of employment, training and personal development with our Aboriginal communities is not only a part of a Better Tomorrow but makes a difference to our clients. We provide sustainable development that goes beyond the lifespan of the project leaving behind a skilled and knowledgeable workforce ensuring a better quality of life for everyone and that is of great value to our clients. With the employment rate of Aboriginal people well below the national standard, Sodexo is capable of providing skills training and employment to Aboriginals to enhance pour clients objectives of improving social and economic sustainability. Completed: 4 pre-project youth training programs with our Aboriginal Partners and 4 management training programs in which Aboriginal leaders were chosen to follow a one year career development plan.

TRANSFERRABLE & REPLICABLE: We have applied the program to 36 aboriginal partnerships.

MEASURABLE: Last year we employed 477 aboriginals, the employment rate of aboriginals in our remote sites averaged 62% and went as high as 94%; more than $2million spent on training aboriginal employees. The program enrolls our Aboriginal Employees in Nationally Certified and recognized Apprenticeship Programs. The program assisted our Aboriginal Partners to send 10 Aboriginal Youth to work at the 2010 Winter Olympics in Vancouver.

RECOGNIZED: Recognized by PAR Canada at the Gold status level for the 5th consecutive year. Supported the Foundation of Advancement of Aboriginal Youth (FAAY program) by donating over $20,000 towards Scholarships and Bursaries. The Canadian Council for Aboriginal Business (CCAB) partnered with Sodexo to launch the Award of Excellence in Aboriginal Relations.

Commitment(s)

WE ARE
- Business Integrity
- Human Rights
- Employee Springboard
- Diversity and Inclusion

WE DO
- Local community dev.

WE ENGAGE
- Employees
- Clients
- Suppliers

BOTTOM LINE

- **250,000 training hours** for aboriginals
- **36 Aboriginal partnerships**
- **$6.2 million** being reinvested into local communities.
- **$17.2 million** in purchases of products and services from Aboriginals.

More information

- Press release on www.sodexo.ca: http://www.sodexo.ca/caen/Images/SODEXO_Annonce_Nomination_PAR_EN_tcm130-502647.pdf

Better Tomorrow Champion

Chris Roberts
chris.roberts@sodexo.com

Creator/Expert

Enrique Mendez
enrique.mendezravelo@sodexo.com

CHILE / Latam - Motivation Solutions

Vivir Bien

Summary

Vivir Bien is a program that was created in Chile in 2005 and replicated in Brazil and Mexico, with an expected development in Venezuela, Uruguay and Peru. Vivir Bien is a wellness, health and nutrition program aimed at promoting healthy lifestyles within Sodexo, companies, affiliates, universities and kindergartens. It is improving the health of company employees and / or beneficiaries.

VALUE CREATION for our stakeholders

The modern world has generated changes in the people lifestyles leading us to have bad eating habits, a unhealthy working life and our families also tend to suffer from these changes. To compensate these changes, Vivir Bien seeks to promote good health and lifestyle through dynamic tools, that are both interactive and individual orientated. We perform evaluations in workplaces, schools or universities. This program includes some of the services like E-learning programs via e-mail, talks, workshops, strong impact group activities, expert consultation via e-mail and nutritional analysis of our affiliates offers.

Innovations: Free measuring for our affiliates network of the nutritional intake of the menus offered on our network.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- Local Community Development
- Stop Hunger

WE ENGAGE
- Employees
- Clients
- Consumers
- Institutions
- Affiliates

TRANSFERRABLE & REPLICABLE: The program is easy to apply in different countries as it deals with themes that cut across different cultures. So far we have developed the program in Mexico and Brazil, and expect to apply it in Venezuela, Uruguay and Peru. Vivir Bien has expanded this year, covering topics like Occupational Health and Family. First of all, these topics are presented in private companies, and then they will be evaluated to know if we can be implemented them in Corporate Social Responsibility.

MEASURABLE: The program has measurable impact indicators and results, measuring the participation as well as the pre and post-intervention condition of the participants.

RECOGNIZED: Vivir Bien has national support and recognition from government and private entities, such as AcciónRSE and its subdivision Consejo NutriRSE, the Ministry of Health, the National Board of Schooling and Scholarships, the National Kindergarten Board and the National Service for Women.

BOTTOM LINE

- **800 clients** companies, universities, service providers and schools.
- **14.600 evaluated beneficiaries.**
- **16.650 healthy breakfast** given.
- **119.100 participants** to the conferences and workshops.

More information

www.vivirbiensodexo.cl

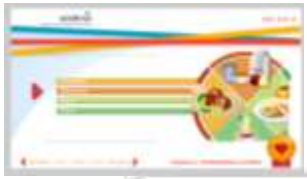
Scientific publication in a Chile Medical Journal: www.scielo.cl

Scientific publication in a Chile Medical Journal on program impact:
http://sdrv.ms/O7JwMp
http://sdrv.ms/LPJ5Id

Better Tomorrow Champion
Gabriela LATORRE

Creator/Expert
Paulina HERNANDEZ

Alejandra LOBOS



sodexo

Summary

To act in favor of the environment, Sodexo France proposes the establishment of a sorting area for our clients begining in March 2011. It allows us to sort cans, plastic bottles, glass, ... but also food waste in order to upgrade them later (by composting or anaerobic digestion process). The process is complete with a communication kit to sensitize consumers.

VALUE CREATION for our stakeholders

"Sorting in Action" helps to educate consumers about the importance of sorting waste, in order to recover more easily. This is a continuous improvement process with regular feedback to consumers on the percentage of sorted waste, the weight of the food wasted per tray, to encourage them to continue. The working conditions of employees is also improved as the trays are already sorted.

TRANSFERRABLE & REPLICABLE: The sorting area can be set up on any site, they are small and easy to maintain.

MEASURABLE: "Sorting in action" is available in 80 sites in France. The sorting performance can be measured on site and communicated through posters to customize.

RECOGNIZED: This allows meaningful involvement of consumers and clients who want to help the environment by reducing / upgrading their waste.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Sustainable equipments and supplies
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Employees
- Clients
- Consumers

BOTTOM LINE

- Available in **80 sites**
- **80% of employees** at head office of Sodexo France sort their waste.

More information

"Sorting in action!" Presentation (on SodexoNet France)

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director France

Creator/Expert

Patrick PARSAT
R&D manager – Design & innovation France marketing

Belgium

We Love FISH

Summary

With its program "We Love Fish", Sodexo launched - on April 1, 2011 - its sustainable fish and seafood policy, with first focus on the elimination of 15 fish species considered endangered from its menus, recipes and catalogues. This action was accompanied by an outreach plan with internal and external communication aimed at specific target groups. Moreover, 40% of our fish and seafood purchases in Belgium are from fisheries or fishing farms, both certified with MSC or GlobalGAP labels.

VALUE CREATION for our stakeholders

Raising awareness about the Better Tomorrow Plan and more specifically sustainable fish policy:

- Employees: involvement of our 4000 employees before the launch (roadshows « Sodexo on Tour » and information sessions on all sites)
- Clients & Consumers: consistent communication campaign in all our 500 sites and an information desk (April 11) for the European Parliament (EP) consumers
- Suppliers: commitment to a technical guide and measurement of compliance
- Institutions: meetings with political groups in the EP, in collaboration with Group and Europe BTP and SC colleagues; information desk with WWF on EP – « EuroToques » event (May 12)

BTP COMPLIANT: Compliance to "stop endangered fish species", 5 months before deadline and in line with our roadmap objectives / Big focus on "Engagement" of our stakeholders to maximize our indirect impact / Compliance with our Food Safety policy

TRANSFERRABLE & REPLICABLE: Our "We Love Fish" program is implemented in all our sites in Belgium.

MEASURABLE: In line with our roadmap objectives / Measurement of "We ENGAGE" indicators

RECOGNIZED: Huge internal and external success. The "We Love Fish" campaign has been highlighted by more than 15 media. In federal and regional institutions, Sodexo is recognized as the only actor in food industry having taken such a committed and courageous position.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Health and Wellness
- Varied and Balanced Food
- Supply Chain Code of Conduct
- Sustainable seafood

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

- **4000 employees**
- **260.000 consumers**
- on our **500 sites**

More information

https://be.sodexonet.com/sdxnet/befr/onsite/propos-Sodexo/notre-ambition-et-strategie/better-tomorrow-plan/achats-durables/poissons.aspx

http://be.sodexo.com/befr/decouvrez-sodexo/developpement-durable/priorites/environnement/poissons/durables.asp

Better Tomorrow Champion

Florence Rossi
CSR & Strategy Manage

Expert

Hilde Eygemans
Communications Director

France – Motivation Solutions

Voucher of heart

Summary

From 2005, Sodexo has been a partner of the French charity association "Les Restaurants du Coeur" Sodexo raises funds through Meal vouchers : we collect Meal Vouchers given by our users (beneficiaries) to help our partner to cook meals and give food to disadvantaged people.

VALUE CREATION for our stakeholders

Thanks to 1 meal voucher, "Les Restaurants du Coeur" offers about 7 meals. This operation is proposed during the winter season to all our Meal Voucher clients, theirs employees and, of course, our colleagues.

This social engagement has been highlighted to Meal Voucher clients and their social committees (similar to trade union). Thus, they took it over from Human Resources Director and contributed to fund raising by an internal communication push.

TRANSFERRABLE & REPLICABLE: If the country legislation allows NGOs, or foundations, to collect Meal Voucher, this operation is duplicable. Key element: identify a NGO with awareness in order to capitalize on it. This kind of action is already existing in Belgium (Red Cross Vouchers) and Luxembourg (CARITAS NGO).

MEASURABLE: The fund collection is growing for 3 years. Since 2005, we have collected up to 2.971.586 euros.

RECOGNIZED: Our clients are waiting every year for this campaign. For example, in 2011, they asked for our new "collection box".

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- STOP Hunger

WE ENGAGE
- Employees
- Clients
- Consumers

BOTTOM LINE

- **293 748 €** collected
- **20 000 clients** contacted

More information

http://fr.sodexo.com/frfr/nos-solutions/cheques-et-cartes-de-services/operation-cheque-du-coeur.asp

Better Tomorrow Champion

Jean-Jacques VIRONDA
Marketing & Strategy director

Creator/Expert

Sandrine DAVID
Sustainable Development Manager
Herve BRUNEAU
Communication Manager

sodexo

Sweden - Education

Reduced food waste in schools

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Clients
- Consumers

Summary

86 schools participated in the campaign that started during the fall of 2011 (50% of all our school contracts). The objective was to reduce food waste with at least 20%. The campaign lasted at least 100 days.

Methodology: Each school has a local objective to reduce plate waste in kilos. The waste is measured by Sodexo kitchen staff daily. The results are compiled after 100 days. The food waste is visualized through see through tubes. One tube shows the target, the other shows current level. The tubes make it easy for the students to follow the results. Students and schools that reach the objectives are rewarded, for example with desserts & fruit. The students are encouraged not to serve themselves more food than they can eat, that it's better to get a second serving if the first one doesn't make them satisfied and full enough.

VALUE CREATION for our stakeholders

Engaging consumers/students as well as clients and our own staff in the environment and making them aware of the impact that reduced food waste has.

A toolkit was created for our managers including; instructions, posters, Q&A document etc.

BOTTOM LINE

- Reduction of **20-25%** plate waste in average
- **Engaged** students
- **Proud school management** and Sodexo employees
- High local **media coverage**
- **Reduced food cost**
- Boost Sodexo **brand**

TRANSFERRABLE & REPLICABLE: Can be easily adopted and implemented at other sites outside Sweden and not only in schools.

MEASURABLE: Through the visual tubes actual food waste is measured and monitored.

RECOGNIZED: The activity is recognized by clients, consumers, media and the general public.

Better Tomorrow Champion

Eva Kristensson

Communication Director

Summary

Sodexo has designed a stakeholder engagement programme on the Better Tomorrow Plan and composed of **two half-day consultations and five private dinners with senior representatives of our key stakeholders**: clients, suppliers, accreditation bodies, NGOs, academics, government representatives, trade bodies, think tanks, and senior civil servants, typically at the chief executive or director level.

VALUE CREATION for our stakeholders

The whole program aimed at presenting Sodexo's Better Tomorrow Plan, seeking challenge and feedback and evolved into a **co-creation exercise where we focused on the role of the private sector in delivering public value**, thus aiming at sharing best practice, identifying barriers and defining possible solutions together. Stakeholders have highly valued hearing more about Sodexo, being invited to provide feedback and scrutiny and meeting with other stakeholders that they would never have come across were it not for Sodexo's convening power. Stakeholders have volunteered to help us tackle key challenges like up-scaling employee volunteering, employing ex-offenders or reducing food waste in the hospitality industry. A true win-win scenario for all participants.

BETTER TOMORROW PLAN

COMPLIANT

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

100 stakeholders consulted in one year

TRANSFERRABLE & REPLICABLE: The program has been developed after an exercise of **stakeholder mapping** and issue mapping in each of the segments and at corporate level. The method is easily replicable. The stakeholder engagement framework has been formalized in a "**We Engage manual**" and has been cascaded to management. Organizing engagement events has been formalized in a step-by-step approach easily replicable. **We are replicating the whole program at a regional level in 2012-13 with the same method.**

MEASURABLE: We can track the number of stakeholders engaged with. Qualitatively, we can trace back some major initiatives to the original engagement with some stakeholders at some of our events. We can trace when our stakeholders voluntarily quote Sodexo as an example of best practice following their attendance to our events. **Sodexo conducts bi-annual stakeholder perceptions audits.** The results of the 2009 and the 2011 audits show a dramatic improvement in knowledge and trust of Sodexo, in particular with stakeholders who have participated in the corporate engagement programme.

RECOGNIZED: The program has been recognized by the food service industry through the **Stakeholder Communications Awards from Foodservice Footprint Magazine in May 2012**. The program has been recognized as building upon the Better Tomorrow Plan which received the **Corporate Social and Environmental Responsibility Award in 2011.**

More information

- Briefing and debriefing packs to each consultation / dinner available upon request
- We Engage manual on SodexoNet UK
- Stakeholder engagement page – SodexoNet UK

Better Tomorrow Champion

Thomas JELLEY
Corporate Citizenship Manager, Corporate Communications
United Kingdom and Ireland

Creator/Expert

Tony Cooke
Government Relations Director
United Kingdom and Ireland

Reducing Food waste: "Less crumbs, more meals!"

Summary

Every year in France the government organizes the Sustainable Development Week from 1 to 7 April. To support this event, in 2012 Sodexo organized the "Less crumbs, more meals!" operation at all its 1,200 school restaurants. Nearly 300,000 children from kindergarten to high school, have been made aware of the issues of food waste through the example of BREAD. On a nominated day and unknown to the students, the bread discarded by the students was collected and counted. The following day, the amount of bread collected was displayed in the restaurant to raise awareness about the amount of food waste. The operation was then repeated the following week, and the quantity of bread "saved" was measured compared to the previous week. The difference in the amount of bread wasted in the second week was substantial. These quantities were then converted into a "number of meals" and in turn a meal equivalent amount was donated to "Les Restos du Coeur", a Sodexo NGO partner as part of its STOP Hunger program.

VALUE CREATION

The goal is to respond to our clients expectations and educate young consumers to the challenges of sustainable development and particularly the link between food waste and hunger. The objective of this operation was to involve children and teenagers in a very visible representation of the issue, with the aim of engaging them and to influence them to change their habits.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- STOP Hunger
- Organic Waste

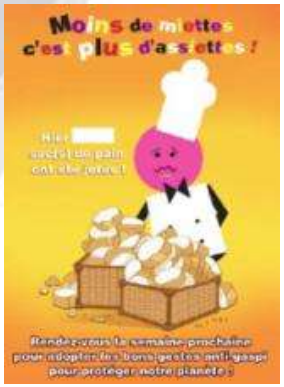
WE ENGAGE
- Clients
- Consumers

BOTTOM LINE

1,200 participating restaurants

725 bags of bread "saved"

1,500 meals donated



TRANSFERRABLE & REPLICABLE: This simple operation can be set up in any restaurant.

MEASURABLE: During the week, 725 bags of bread were "saved" at the 1,200 school restaurants that participated. 1,500 meals were donated to "Les Restos du Cœur".

RECOGNIZED: This initiative allowed Sodexo to amalgamate its actions at all its restaurants and highlight a national event with a strong story in the media.

More information

Sodexo.fr

Better Tomorrow Champion

Mathilde LOING

Sustainable Development Director France

Creator/Expert

Karine MASSIERA

Communication manager

Compliance Week

SUMMARY:
Compliance Week is an engaging and focused way to raise awareness about the importance of compliance and to **re-affirm our commitment to maintaining the highest ethical standards in all our dealings in the company**, and with our clients, customers, others with whom we conduct business and in the communities we serve. In 2011, we used avatars (online virtual spokespeople) to create excitement about Compliance Week, introduce the daily topics, guide employees to the Compliance Week home page for additional information and resources and to participate in the daily activities. Avatars named "Bud", our "om'Bud'sman, and "Wanda", who "wonders" about ethics and compliance, were selected to be reflective of our employee base and presented the daily topics in a fun way.

VALUE CREATION for our stakeholders
Compliance Week is an awareness campaign to educate all our employees on the importance of conducting business with integrity—each and every day. By providing user-friendly awareness resources to our managers to share with their teams, our managers communicate directly to our employees on the company's expectation to act and live business integrity at Sodexo, so all of us provide the right services to our clients in the right way each and every day. Conducting business with integrity is a global expectation. We not only expect it of ourselves and from those with whom we do business, but it is expected of us in return.

TRANSFERRABLE & REPLICABLE: The annual Compliance Week communication program is easily transferrable and replicable for implementation around the globe. It is structured with specific goals and objectives; topics relevant to every-day key business issues within the company, in our industry and in the business world at large. All scripts and messaging are internally drafted working with subject matter experts and can continue to be created internally. Materials are provided so managers can easily cascade the information and resources and facilitate business-relevant discussions with their teams. Avatars can be used on any website to create a more personal experience and are available in different languages. In 2011, we included French-translated materials for Canada and hope to introduce Spanish-translated materials for other employees and for Mexico in the near future.

MEASURABLE: Advance materials and communications were distributed directly to all U.S. and Canada accounts for managers to share with all account employees. **More than 16,000 managers and other employees received daily email messages** for use directly and in communicating with other employees of all levels. Response to the 2011 program and the avatars was universally favorable. Feedback included: "An amazing campaign – loved the video snip-its …really great – congrats!" "The materials were a nice gesture and made the people more aware of Compliance Week. I did like the daily compliance messages that came out and I think it gave the employees something to think about." "I would like to see this event expand globally."

RECOGNIZED: From the CEO's letter—to all our accounts and offices—to the messages from other executives and subject matter experts—to cascading tools to our middle managers for all our employees and—to the feedback from employees, **this program reflects the tone and commitment from the top through all levels of the company.** Recognized as a valuable awareness campaign, subject matter experts seek opportunities to raise compliance awareness for their areas of responsibility through Compliance Week.

BETTER TOMORROW PLAN
COMPLIANT

WE ARE
- Business Integrity
- Health & Safety

WE ENGAGE
- Employees

BOTTOM LINE
- **16,000 employees** contacted every day
- **4,500 sites in all US and 300 sites in Canada** involved

More information

2011 Compliance Week Landing Page on SodexoNet Noram

Celebrate Compliance Blog: http://blogs.sodexousa.com

Better Tomorrow Champion and Expert/Creator

Bonnie Green
Associate General Counsel and Vice President

Expert/Creator

Lisa Bowers
Compliance Manager

Rochelle Helm
Communications Manager

TURKEY – Motivation Solutions

Sodexo "Stop Hunger" student Volunteers

Summary

Sodexo started to run the STOP Hunger program in Turkey in April 2012. Because of some employees suggestions during the STOP Hunger Servathon, Sodexo launched a new project in May 2012: the "Sodexo Student Volunteer". In an elementary school in İstanbul, **Sodexo performed training on "hunger and malnutrition" issue and explained 91 children how hunger is a disaster worldwide.** We invited them to think about what we could do to fight against this problem. We encouraged them to warn their parents and neighborhood about hunger and food wasting. We invited them to be VOLUNTEERS OF SODEXO for future activities in 2013 and delivered private VOLUNTEERS CARD and caps.

VALUE CREATION for our stakeholders

As part of its STOP Hunger program, Sodexo aims to share its expertise with local communities and raise awareness of stakeholders on the problem of hunger and malnutrition. Training children and explaining them the link between wasting resources, uncontrolled consumption and malnutrition is a good way to ensure that they understand the reality and will act more responsibly in their daily life. It is also a good mean to spread the messages to families and friends and thus engage more and more our communities.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- STOP Hunger
- Local community devel.

WE ENGAGE
- Employees
- Clients
- Consumers
- Institutions

BOTTOM LINE

- **91 pupils** informed on hunger

TRANSFERRABLE & REPLICABLE: This initiative could be easily replicated within Sodexo's Education segment in all countries as schools and students are usually keen on being informed on sustainability-related subjects. After this first session, 3 schools have invited Sodexo to get the training. Sodexo plans to extend this initiative in Turkey with new schools at the next education season with an objective of reaching 500 students in 2012-2013 season.

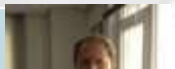
MEASURABLE: 91 children trained; 1 training session held in 1 school. The session had strong impacts on teachers and pupils. Teachers said " After the training, the children have been influenced and willing to know more." Some students said " I will research this subject on the WEB."

More information:

CITIZEN platform:
https://bettertomorrowcitizen.sodexonet.com

Creator/Expert
Erdogan OZKAN
Erdogan.ozkan@sodexo.com

Production&delivery Manager
Sodexo Motivation Solutions



Fruit@office

SUMMARY

Sodexo and Grosbusch et Fils, Luxembourg's leading fruit and vegetable supplier, have developed the Fruit@Office concept, which is a fresh-fruit delivery service for companies. The Fruit@Office boxes are made from recycled cardboard and contain fresh in-season fruits. Through Fruit@Office, our clients also participate annually in donations to a charitable institution: Sodexo donates 1 euro for each Fruit@office box sold, in kind (fruits), to social groceries, drugs centers, homes, etc.

VALUE CREATION for our stakeholders

This project is unique in Luxembourg. It has a strong partnership with a recognized provider and allows consumers to take advantage of seasonal fruits for their balanced diet.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food
- STOP Hunger
- Local community devel.
- Sustainable Supplies
- Non-Organic waste

WE ENGAGE

- Clients
- Consumers
- Suppliers

TRANSFERRABLE & REPLICABLE: The concept can be offered to all our clients or prospects, whatever their industry sector is. Other countries would need to find a local partner, providing fruits.

MEASURABLE: The number of clients, consumers and the volume of sold fruits is easily measurable. Today, 130 companies are delivered to every week. In 2012, 3 tons of fresh fruits were donated to local charities.

RECOGNIZED: This action has been widely reported in the local press.

BOTTOM LINE

- **14,000 boxes** sold
- **3 tons of fruits** given back to associations

Vitamine und soziales Engagement

More information

www.fruit@office.com
www.sodexo.com/fruit@office

Press release:
http://hello.news352.lu

Better Tomorrow Champion

Jean-François VIVIER
Quality and Hygiene Manager

Creator/Expert

Laurence Graff
Marketing and Communication Director

CHILE / Latam - Motivation Solutions

Aprendamos a Vivir Bien

Summary

Aprendamos a Vivir Bien is a program that focuses on the **education of food and healthy living for children** from kindergartens and nurseries and their families, which are part of Sodexo 's Parvulo Pass network (nursery solution). Our goal is to implement healthy habits from childhood for both the children and their entourage. This program provides the beneficiaries with information thanks to recreational activities, allowing them to send their concerns about nutrition via e-mail and share their experiences. We aim to communicate the importance of healthy eating habits and awareness on the benefits of low consumption of sugar, salt and fats.

VALUE CREATION for our stakeholders

A consequence of changes in the Chilean way of life has led to the strong increase of obesity in both children and adults as well as the health conditions it carries with it such as hypertension, diabetes, dyslipidemia and cardiovascular disease. Therefore we decided to create a program to promote and raise awareness of the importance of having a healthy lifestyle through an interactive e-mail tool, easy to introduce into our extensive network of kindergartens throughout the nation.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- Local Community Development
- Stop Hunger

WE ENGAGE
- Clients
- Consumers
- Institutions
- Affiliates

TRANSFERRABLE & REPLICABLE: Aprendamos a Vivir Bien can be applied in other branches. The program would have to adapt to the circumstances of the different countries. It can be applied perfectly with the Stop Hunger initiatives.

MEASURABLE: The program has measurable impact indicators. In 2011, Aprendamos a Vivir Bien was present in approximately 700 kindergartens benefiting both the children and their families.

RECOGNIZED: The program has the support of both government and private entities, such as the NutriRSE Council and the National Kindergarten Board, which is the entity that supervises our network. Further to our STOP Hunger volunteer campaign, other companies and institutions have been interested to participate collaboratively with us, supporting us in this program: eg. egg producers Yemita, University of Chile, laboratories and others.

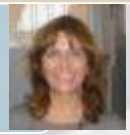
BOTTOM LINE

- **650 kindergartens**
- **23,000 children** and their families, 4,000 of which are the children of clients' employees
- **3,250 educators**
- **105 children and their families,** with our Volunteer Campaign Stop Hunger

More information

http://imagestmc.masterbase.com/2010/sodexo/2010.07.06b/index.htm (example of one of the topics)
http://sdrv.ms/N49dmc (3 more examples)
http://sdrv.ms/MlpqR2
http://sdrv.ms/MlpIrc
http://sdrv.ms/NM4eDN
http://sdrv.ms/MlpKQ1
http://sdrv.ms/MlpMau
http://sdrv.ms/O8g88N

Better Tomorrow Champion
Gabriela LATORRE



Creator/Expert
Paulina HERNANDEZ

Alejandra LOBOS

Czech Republic

Vitality 24

Summary

One of the key clients of Sodexo in Czech Republic has created an internal "support for your health" program and has asked Sodexo to contribute with an **all-day healthy and balanced option**. Sodexo combined its existing lunch program Vitality with a diet-in-a-box concept and created a **around-the-clock nutrition program** tuned for light weight loss, called **Vitality 24**. It consists of 5 daily meals all freshly prepared on the site: 4 are delivered on-site in sealed boxes (breakfast, morning snack, afternoon snack and dinner) and Vitality lunch is served in the company canteen. These 5 meals cover the entire nutritional needs for separately man and women. Compared to the market of box diets, Sodexo has presented a **strong set of advantages** in terms of freshness, taste and cost for customers**.**

VALUE CREATION for our stakeholders

The program was created **hand-in-hand with the client**, listening to their needs (in line with the client's program to support healthy way of living for its employees) and taking into account the context of the contract. No part was subcontracted, creating additional engagement of Sodexo employees with the offer. Quick response to launch the program on time, the professionalism of the program operation and positive feedback from customers was extremely appreciated by the client.

TRANSFERRABLE & REPLICABLE: Any country (especially those having a healthy and balanced program such as Vitality implemented) can **easily replicate this initiative**. Seeing the positive result of the program, another two key clients have asked Sodexo to implement it for a group of its top management who are part of a "health and wellness" program of the client in one case and for all employees that are interested in the other.

MEASURABLE: As the launch with first client was considered a pilot, an extra effort has been put to gather regular and overall feedback from the client and consumers. A table to **evaluate the daily quality** of offered menus, follow the progress of weight loss and collect diverse feedback was distributed to all participants with a motivation scheme to fill it in and return to Sodexo. The tables have shown an overall increase of satisfaction of people that participated in the program, also due to an average **4kg weight loss**. The fact that the employee has had five meals with Sodexo instead of one has also contributed to an incredible **increase of the average ticket by nearly 200%.**

RECOGNIZED: High praise received from participants and the sponsor of the program from client's side, who offered to participate in promoting this program further (PR). As this client is up for retender this year, we collected valuable points as being a true partner to him , reflecting his key HR issues.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats

WE ENGAGE
- Employees
- Clients
- Consumers

BOTTOM LINE

- **4 kg:** Average loss of weight in a 8 weeks program
- **200 %:** Increase in average ticket for the consumers that participated - from 3.5 EUR to 10 EUR

More information
(all in Czech language)
www.vitalitybysodexo.cz

Better Tomorrow Champion / Creator
Capek Daniel
Sales and Marketing Director

Expert
Kudlik Martin
Technology director
Jaros Jiri
District manager

Germany - Education

cook@school

Summary

Starting in 2006, schools can apply for **cook@school** by Sodexo. Sodexo visits the school with its mobile kitchen that contain fresh food. Students can choose in advance the recipe they want to cook. Led by Sodexo cooks, the whole class then cook all together, while receiving nutritional advice. Afterwards the meal is eaten together and to make it last, every participant receives a children's cookbook with recipes and tips for cooking at home with their parents. The "cook@school" events are part of Sodexo's nutritional education for children.

VALUE CREATION for our stakeholders

Eating habits are already shaped in childhood and poor eating habits in childhood can negatively affect well-being. In response we already offer nutritional education for children. Besides the cooking a "Route of senses" is part of the event, to get to know food with all senses like "smelling", "feeling" and "tasting", and a "Sugar Olympiad", where the right amount of sugar cubes has to be prorated to different food. cook@school aims at raising children's awareness about the importance of a healthy and balanced diet and supports our clients and institutions in teaching healthy nutritional eating habits.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Varied and Balanced Food
- Sugar, Salt and Fats

WE ENGAGE
- Clients
- Consumers
- Institutions

BOTTOM LINE

- **200 events per year**
- **1,000** school classes / children's groups
- About **20,000 children** reached by now

TRANSFERABLE & REPLICABLE: cook@school should be readily transferable across Sodexo wherever Sodexo is active in the Education segment.

MEASURABLE: Started in 2006 with 90 events per year, the cook@school events became very popular. Due to increasing demand today, 200 events take place every year. By now 1,000 school classes / children's groups and about 20,000 children had participated.

RECOGNIZED: In Germany the cook@school offer has contributed to Sodexo's recognitions towards clients, consumers and institutions.

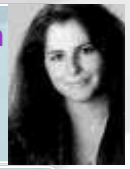
cook@school by sodexo

More information

- Press release "1000th cook@school event" on http://de.sodexo.com/

Better Tomorrow Champion

GEORG Suska
Corporate Communications Consultant



Creator/Expert

SÜNDER Sylke
Senior Manager Marketing Germany North-East, Education

sodexo

Brazil - Motivation Solutions

Sustainable Vouchers and Cards

Summary

Sodexo has been practicing actions for the preservation of the environment since September 2009, providing recycled paper vouchers and Mobility Pass Car cards produced from 85% post consumer recycled PET.

When the consumer receives our products they find a Welcome Kit stating that all supplies come from sustainable sources:

- The safety plastic which wraps the Welcome Kit is produced from oxy-biodegradable plastic (d2w).
- All our stationery (envelopes and welcome letters) come from recycled and certified paper.
- Inside the Welcome Kit – thoroughly sustainable – the consumer will find the Mobility Pass Car card, produced from post consumer recycled PET. As for the vouchers, they are made of 100% recycled paper.

VALUE CREATION for our stakeholders

- **Employees:** social-environmental awareness and a feeling of pride to belong to an ecologically correct company;
- **Clients:** such action has proven Sodexo's engagement with environmental issues and local communities development;
- **Consumers:** our products are the materialization of our social-environmental awareness, spreading this concept also among our products users;
- **Suppliers:** we help our suppliers by offering them sustainable products;
- **Community:** recycling generates more income to PET collectors, who organized into cooperatives, have better working conditions, reducing the sub-human condition in which many collectors are submitted to in dumps and landfills.

- This action significantly impacts on the reduction of waste to be shipped to landfills.

TRANSFERRABLE & REPLICABLE: Such action can be implemented and practiced by all Sodexo Motivation Solutions 's units around the world , once the supplier is prepared to develop this solution. Our supplier develops this type of initiative in several countries around the world (Russia, USA, European and Latin American countries).

MEASURABLE: Since September 2009, Sodexo has issued around 3.100,000 vouchers/month, totaling more than 2 ,5 tons of paper. Until today we have saved aproximately 1.050 trees /month with the use of recycled paper used in the Meal Pass voucher and we have had a reduction of 2.500.000 liters/month in the consumption of water.

- Concerning vouchers, we have practiced the reverse logistics in its totality, sending all vouchers which were sent to us for affiliates reimbursement to be re-recycled; this way, we can guarantee that the whole process – from its production to its discarding – is completely sustainable.
- The Mobility Pass Car card was the first product from our portfolio to be produced with 85% post consumer recycled PET (from soft drinks, juices and/or mineral water transparent PET bottles) and nowadays 100% of these cards are produced like that. The material is in accordance with ISO/IEC 7810, ISO/IEC 7811-1 and NCITS 322 parameters , besides generating socio-environmental benefits , such as social inclusion, employment and income . The production of 1,000 cards equals 83 PET bottles withdrawn from the environment. Therefore, we have removed 3,503 PET bottles from the environment in the last year.

BETTER TOMORROW PLAN COMPLIANT

WE ARE
- Human Rights

WE DO
- Supply Chain Code of Conduct
- Sustainable equipments and supplies
- Energy and emissions
- Water and effluents
- Non-Organic waste

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers

BOTTOM LINE

- Water saved: **28 Million liters**
- **3,500 PET bottles** withdrawn from the environment

100% recycled

85% recycled PET

More information

Ask questions :
bettertomorrow.brazil@sodexhopass.com.br

Better Tomorrow Champion

Elisana Lucchesi
Legal and Sustainability Director
Brazil - Motivation Solutions

Creator/Expert

Davi Barreto
Sustainability Manager
Brazil - Motivation Solutions

sodexo

Coffee Grounds for Growth

Summary

Sodexo recovers coffee grounds from sites that are then donated to consumers as natural fertilizer for their plants. Consumers are asked to make a voluntary donation to Sodexo's STOP Hunger initiative, in exchange for coffee grounds. This is an initiative that has been suggested by a Sodexo employee as part of the "Green Spark" internal event organized in 2011 where employees were asked to submit ideas around sustainability.

VALUE CREATION for our stakeholders

- **Employees:** this is an employee-suggested initiative voted for by all email users and defined in consultation with our network of environmental champions. Implementing it thus reinforces employee engagement.
- **Our clients** can reduce cost of waste disposal by diverting potentially more than 200T of coffee grounds from landfill at a cost of £28,000.
- **Consumers:** free, environmentally-friendly, natural fertilizer for their plants and gardens, promoting gardening (physical activity) and healthy eating (growing fruits and vegetables). Making their coffee go further!
- **Suppliers:** brand placement by re-using the bag that coffee beans originally came in – Aspretto, Costa and Starbucks brand placement.
- **Institutions:** the wooden box is produced by the carpentry workshop at HMP Peterborough, a prison managed by Sodexo Justice Services. Prisoners are paid and the workshop is part of a training to rehabilitate ex-offenders and reduce re-offending, thus supporting the UK Government's agenda.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food
- STOP Hunger
- Local community devel.
- Sustainable equipments and supplies
- Energy and emissions
- Organic Waste
- Non-Organic waste

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers
- Institutions

TRANSFERRABLE & REPLICABLE: the toolkit is Sodexo branded or not, depending on the requirements of the site. Costa and Starbucks have accepted to use their bags, so possibly outside of the UK&Ireland as well. The UK and Irish environmental agencies have approved the project, so possibly in the rest of the EU as well. The Global Aspretto managers have found the initiative replicable in their countries.

MEASURABLE: Units can keep track of the number of bags donated through the number of sticky labels used. They order the labels in batches of 100.

RECOGNIZED: LOCOG, the organization in charge of the London Olympics and Paralympics has accepted to implement the initiative during the 2012 games. McDonald's has accepted to implement it at their Olympics coffee shops.

BOTTOM LINE

Potentially at UK & Ireland scale:

- **200T coffee grounds** diverted from going to waste
- **£28,000 savings** in waste disposal
- **100 CO2** equivalent emissions reduced
- Cohorts of ex-offenders trained in carpentry (25 so far)
- **100% implementation target** at all Sodexo UK & Ireland sites (50% so far)

Better Tomorrow Champion
Thomas JELLEY
Corporate Citizenship Manager,
Corporate Communications

Creator/Expert
Caroline Meledo
Corporate Citizenship and Engagement Advisor

sodexo

Summary

The "BTP App" is a interactive application available to download for free from the App store, to be used on iPhones. The App provides tips to any individual about how to lead a more sustainable lifestyle covering the Better Tomorrow Plan areas in two ways: "What can I do" and "What is Sodexo doing". The App has extra features, like seasonal recipes (3 recipes per month using seasonal produce), fish recipes (2 per 4 types of fish), and a pedometer. A few short videos feature Matt Dawson, ex-England rugby player and Sodexo UK & Ireland ambassador for health and wellbeing.

VALUE CREATION

Stakeholder engagement:
-Friendly memo on Sodexo's commitments for employees
-Basis for discussion between Sodexo sales teams and clients / prospects
-"Gamification" to engage customers on sustainability - a good practice to engage CSR practitioners

Brand positioning:
-Sodexo, a brand to love for customers / any individual
-Bring Sodexo home with your smart phone (soft sell)
-Food heritage and excellence in culinary skills: delicious recipes that are served in our restaurants

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- STOP Hunger
- Fair trade
- Sustainable agriculture
- Sustainable seafood
- Energy and emissions
- Water and effluents
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

TRANSFERRABLE & REPLICABLE: Available for free worldwide from App store on Iphone. Content easily adaptable to the relevant market; development with local IT consultants.

MEASURABLE: The KPI is the number of downloads of the App.

BOTTOM LINE

No results yet

More information

App store

Better Tomorrow Champion

Thomas JELLEY
Corporate Citizenship Manager,
Corporate Communications
United Kingdom and Ireland

Creator/Expert

Amanda Snow

Caroline Meledo

Sweden - Education

School Lunch Web

Summary

www.ernergizonen.com is a website. Starting page is owned and managed by Market Offer Food containing current themes and campaigns, current news regarding school food and news from Sodexo. Info about Better Tomorrow Plan etc.

To succeed we work with interesting content, attractive headlines, good images, personal approach and by showing that we are interested and responsive.

Now, the webpages are more flexible, user friendly and communicative.

"Energizonen" connects students through the adapted social network, "Pluggtugg", a guest forum for discussions, feedback and questions for Sodexo as well as for discussions between the students. Here Sodexo's employees and spokes persons can profile themselves. Facebook-login is required in order to comment articles and pages on Energizonen , to write in the "Pluggtugg" social network, for target group adaption and to offset spam/inappropriate comments. The under pages are handled per school region with locally adapted material, contact information and menus for example.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

The student social network makes it possible to quickly inform about news, eg BTP topics and pick up any dissatisfaction and response in order to progress. The contact is personal and direct which is appreciated by both consumers, clients and Sodexo employees that come closer to their guests.

BETTER TOMORROW PLAN

COMPLIANT

WE ENGAGE

- Consumers

BOTTOM LINE

12 school regions in Sweden

MEASURABLE: 5-10% of the readers have to respond by writing, liking etc. 12 school regions in Sweden are represented on the web pages. 2 are connected to the social network. The objective is to have all schools connected by the fall in 2012.

RECOGNIZED: Contributes to Sodexo's recognitions towards consumers/children, clients and parents.

More information

Better Tomorrow Champion

Eva Kristensson

United Kingdom & Ireland

Green Spark

Summary

In Summer 2011, to engage employees on environmental issues, Sodexo asked them to submit green ideas throught an engaging platform that would be simple enough to implement across the company and be cost-effective.
Around 50 ideas were received and three took the top spot after being voted for by employees using an online voting system on the company's intranet.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Weset up an engaging platform for employees to contribute their ideas through a launch video and an online voting system. We established a fair, transparent and participative selection process. We delivered on what we promised by launching in March 2012 the implementation of the first initiative across the business.
We perpetuated the spirit of the Green Spark initiative by creating a network of Green Spark champions made of any employee who wants to be informed about environmental initiatives. We have consulted with them to help define the details for the implementation of the first Green Spark initiative and we have integrated their feedback.

TRANSFERRABLE & REPLICABLE: The principle of employee consultation has been perpetuated through the creation of the Green Spark champions network.

MEASURABLE: Sodexo have kept track of the numbers of viewers of the Green Spark video, of the SodexoNet Green Spark page, of voters. We're now keeping track of the scale of implementation of the first initiative to confirm the aspiration to implement it "across the whole business"

RECOGNIZED: The initiative has been recognized through the stakeholder engagement section of our submission to the Business in the Community Corporate Responsibility Index 2012, the leading benchmark in corporate responsibility. We've retained our Gold band in 2012.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Energy and emissions
- Water and effluents
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Employees

BOTTOM LINE
- All Sodexo UK & Ireland email users consulted
- 50 submissions received
- 8 top submissions put out to vote
- 3 ideas voted for by all email users
- Network of 50 Green Spark champions established
- 1 out of the 3 winning initiatives launched across the business within 6 months
- 1,014 views of SodexoNet page over 1 month of the campaign

green spark

More information

- Press release
- Introduction video by Paul Bracegirdle, environmental manger

Better Tomorrow Champion
Thomas JELLEY
Corporate Citizenship Manager,
Corporate Communications
United Kingdom and Ireland

Creator/Expert
Caroline Meledo

sodexo

Meatless Monday

Summary

Sodexo's Meatless Monday program was developed for all on-site food service accounts to achieve the goal of serving healthier, more sustainable food choices while maintaining sales and increasing customer satisfaction. Meatless Monday focuses on plant-based protein while reducing meat consumption, starting with one day a week. The concept promotes healthy behaviors, educates consumers and gives them options so they can make informed decisions.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Sodexo launched its Meatless Monday initiative as part of its ongoing effort to be a strategic partner in meeting client objectives for sustainability, health and wellness and support for local communities. Americans eat more meat than recommended by USDA – a lifestyle choice that can take a toll on health and the environment. Going meatless once a week can reduce the risk of chronic preventable conditions like cancer, cardiovascular disease, diabetes and obesity. It can also help limit our carbon footprint and save precious resources like fresh water and fossil fuel. The program encourages people to try nutrient-rich alternatives to meat, such as, beans, whole grains and leafy greens.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- Energy and emissions
- Water and effluents

WE ENGAGE
- Employees
- Clients
- Consumers

TRANSFERRABLE & REPLICABLE: Since its launch in January 2011, program is now offered at more than 2500 sites in United States in multiple markets. Similar program is being developed for launch in other countries.

MEASURABLE: A number of KPIs have been established which are regularly measured through survey. Based on 2011 survey 87% of respondents noted that it demonstrated Sodexo's commitment to health (WE ARE), 49% who implemented the program saw an increase in vegetable purchases and 30% saw a decrease in meat purchases. One account saw a 5% improvement in customer satisfaction as a direct result of the program. A new report on how this initiative helped contribute to our Better Tomorrow Plan commitments was just released by the Johns Hopkins University and is available for downloaded on Johns Hopkins School of Public Health website.

RECOGNIZED: In sites where program has been implemented, it has demonstrated Sodexo's commitment to health and sustainability. Sodexo was one of the early leaders in the Meatless Monday movement, which is now in 22 countries and embraced by celebrities like Chef Mario Batali and Oprah, restaurants, bloggers, students and entire communities.

BOTTOM LINE

- Launched in over 2500 Health Care, Corporate and Government Services accounts
- 49% accounts saw an increase in vegetable purchases
- 30% saw decrease in meat purchases
- 87% noted program demonstrated Sodexo's commitment to Health.

More information

http://www.mondaycampaigns.org/meatless-monday/

https://noram.sodexonet.com/sdxnet/usen/usa/resources/guidelinesandstandards/marketingandpromotions/MeatlessMonday.aspx

http://www.jhsph.edu/clf/projects/MMP/

http://www.livablefutureblog.com/2012/04/survey-results-sodexo-meatless-monday

Better Tomorrow Champion

Gupta, Nitu

VP Food and Nutrition Brand Management, Sodexo USA Hospitals and Senior Living

Creator

Barnes, Shequita

Marketing Director, Sodexo Hospitals

sodexo

P&G - UK - Reading Plant

Use less energy

Summary

Sodexo were asked to get involved with P&G's Earth Day and the theme of the day was to **Use Less Energy**. We presented The Better Tomorrow Plan on boards in the staff restaurant and site Security Officers conducted "Switch Off" Tours of the plant.

VALUE CREATION

Ideas Board set up for customers to put their energy saving ideas:

- Gave away Pencils made from Recyled Vending Cups to raise awareness (see picture)
- Gave Away energy efficient light bulbs (see picture)
- Helped to organise a Cycle to Work Day – Each participant received a Free Breakfast
- Presented a sustainability display area in the staff Restaurant showing Sodexo sustainability and The Better tomorrow Plan.

TRANSFERRABLE & REPLICABLE:

- Implemented Envirobins and removed Office Bins
- Contacted the Carbon Trust and obtain free Switch It Off poster s and stickers
- Sodexo served breakfast to all in Cycle to Work initiative

MEASURABLE:

- Cycle to Work Scheme – 93 people over 3 days
- Plant measured Enegry consumption on "Good Friday" to show how little energy the plant could use

RECOGNIZED:

- Desk top Recyclers introduced by HR Dept, Site achieved Zero to Landfill

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Sustainable equipments and supplies
- Energy and emissions
- Water and effluents
- Organic Waste
- Non-Organic waste

WE ENGAGE

- Employees
- Clients
- Consumers

BOTTOM LINE

93 persons cycling to work

More information

Our Event communication documents

Better Tomorrow Champion

Thomas JELLEY
Corporate Citizenship Manager,
Corporate Communications
United Kingdom and Ireland

Creator/Expert

Alison Quick
Plant Facilities Manager

Organic yogurt "VRAI"

Summary

To respond to the increasing demand for organic products original France by our customers, Sodexo France has developed the production of organic yogurt in partnership with Triballat, engaged for 35 years in organic products.

Yogurt semi-skimmed milk, sugar content studied (6.8% added sugar, usually against 10%), calcium and weight (100 g) as recommended by the GEMRCN (Association for the Study of Markets for Restoration collective and Nutrition), Fairtrade certified sugar, studied sales price ... these are the advantages of the product, combining quality and accessibility.

Ambitious volume commitments were made, with the first year of development.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

The production of this yogurt contributes to the development of organic farming from France, and we answer to the needs of our clients and consumers.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Varied and Balanced Food
- Fair trade
- Sustainable agriculture

WE ENGAGE
- Consumers
- Suppliers

BOTTOM LINE

- 2,580,000 yogurts served in 2010-2011

TRANSFERRABLE & REPLICABLE: The development of organic chain is possible in all countries where Sodexo operates.

MEASURABLE: In 2010-2011, 2,580,000 yogurts were served in 360 sites in France.

RECOGNIZED: This partnership with Triballat and success encountered in restaurants shows our commitment to help grow organic chains in France.

More information

Vrai Website

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director France

Creator/Expert

Jean-Pascal DEBOIS
Food purchaser

France - Education

"Put your sneakers on !"

Summary

Sodexo has launched a welfare program for schoolchildren entitled "Mets tes baskets !" ("Put your sneakers on !") in Marseille with the non profit organization "Siel Bleu". Activities are proposed and supervised by a qualified physical education teacher. There are:
- a fitness trail proposed for 30 minutes during lunch break;
- questions about physical activity and diet;
- and agility exercises, endurance-building skills to run and jump.

Participants receive a certificate at the end of the program. Brochures are available to keep families informed.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

The program explains to children the importance of exercise for health in a amusing way. We want to educate our consumers from an early age on this subject.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness

WE ENGAGE
- Consumers
- Institutions

BOTTOM LINE

- 1320 children participating to the program for the first half of 2012

TRANSFERRABLE & REPLICABLE: It is a program based on various modules very simple to set up.

MEASURABLE: For the first half of 2012, there should be 1320 children participating to the program.

RECOGNIZED: The program contributes to Sodexo's recognitions towards school institution and parents of children who participate.

More information

Nos Actions Concrètes en France (p. 17):

http://fr.sodexo.com/frfr/Images/NosActionsConcretes_web_mai2012_tcm14-622994.pdf

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director France

Creator/Expert

Karine MASSIERA
Communication manager

Singapore - All Segments

E-Waste

Summary

It is an awareness program, a charity activity but most of all it helps sustain our environment with less pollutants. This can be adapted as a social responsibility program especially to all FS and FM client sites that are willing to give their old electronic items to charity.

The objective is to give awareness to our employees initially then fine tune the program that can be suitable for all stakeholders.

Aims to address the plight of individuals on their health and habitat. Help prevent disease and learn recycling in a different and more sustainable way.

VALUE CREATION (Employees)

Initially we are engaging Sodexo employees and their families through this program. Aim to help and support our charity partner/s by getting e-waste from our employees (initially) by asking them to bring their spoiled electronic items to the office and the funds collected will be given to our partner charity for STOP Hunger.

BTP COMPLIANT: This activity conforms to our priority for the environment that gives health and safety (WE ARE), by sourcing /selling to vendor/s on sustainable equipments, reducing energy and emission by recycling non-organic waste. (WE DO) by engaging our employees and their families and long-term can be applicable for other stakeholders (clients, consumers, suppliers) to be involved and inform them on these activities (WE ENGAGE).

TRANSFERRABLE & REPLICABLE: This activity just recently started, to know the viability of the program and bring awareness to our employees and their families about e-waste. It can be replicable just need to have a vendor that will buy the precious metals inside the old electronics items.

MEASURABLE: After our deadline we will get the key figures how the results then measure the amount of precious metals collected and receive funds for selected vendor. Afterwards, we can see if it is viable to extend and expand for other stakeholders.

RECOGNIZED: Our partners in this program are Sodexo employees their family and our main vendor collecting the e-waste..

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Sustainable equipments and supplies
- Energy and emissions
- Non-Organic waste

WE ENGAGE
- Employees

BOTTOM LINE

- Recycle electronic spare parts
- Proceeds will be given selected charity
- More storage space to handle other materials
- Aims to help preserve the environment with less non-organic waste in the quarry or junk shops
- **Target to increase:** participation for other stakeholders
- Our target is to engage our 500 employees

Sample Collateral

Campaign Info

Better Tomorrow Champion
MOHAMAD Junainah
Human Resource Manager

Creator/Expert
SFMS and Sodexo Singapore Collaboration

PARSHE ECOLOGICO

Summary

The wrong concept of waste as elements or materials that are thrown away because they are not useful, has been the basis for the wrong distribution and improper disposal of waste generated within the company and customers, generating a negative impact over the environment and economy. Ecological ParSHE develops and implements a program for the adequate management of organic waste, based on the generation of organic fertilizer for the internal use of gardens and green areas as a natural fertilizer for these soils.

EParSHE giving value to your waste, is an initiative that provided an adequate management of organic waste generated at the customer premises, aimed to decrease the negative environmental impacts and self sustainment of gardens and green spaces by transforming waste into organic fertilizer as a result of biological processes.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

We are generators of initiatives for the conservation of the environment through the use and transformation of organic waste and allows us to **provide** solutions that can improve our well being and quality of life in the intervened areas, with the **commitment** to reduce the impact and volume of waste generated with methods and techniques that are friendly with the environment.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Organic Waste

WE ENGAGE
- Employees
- Clients
- Institutions

BOTTOM LINE

•XXX

TRANSFERRABLE & REPLICABLE: These processes are included in the proposals presented to potential clients, projecting this activity to each of our current contracts where we work for the decrease of the high volumes of generated waste.

MEASURABLE: measurements show a saving of 46% in the reduction of total organic waste generated, obtaining a monthly average reduction form 11 tons of organic waste to 6 tons.

RECOGNIZED: This initiative is perceived as an added value in the development of our environmental processes in front of customers and internal staff of the company recognizing the importance and commitment to take care of our environment.

More information

Better Tomorrow Champion
Yanis Patricia Torres Torres

Creator/Expert
Jose Antonio Pacheco Mejia

Local and Sustainable Purchasing Tracker

SUMMARY

The Local and Sustainable Purchasing Tool was designed with two main functions:

- First, to assist a site level manager in the process of gathering purchasing information, and providing a method to track the purchases and offer support in communicating this information with customers and clients.
- The second part of the tool helps identify where sites spend the most in each category, to demonstrate the potential opportunities the site has to improve the percentage of local/sustainable spend.

VALUE CREATION

- **To Customers:** Provides a way of communicating Sodexo's efforts as a responsible dining partner.
- **To Clients:** Responds to a growing demand to track and increase local and sustainable spend at the site level while enhancing our reputation as a partner in achieving sustainability goals with the client.
- **To Sodexo:** Attain Better Tomorrow Plan commitments, provide managers with increased tracking capability, and an opportunity to increase purchasing alignment and compliance.
- KPIs to measure success will include number of sites using the tool, client satisfaction and competitor differentiation and increased local and sustainable compliant purchases.

TRANSFERRABLE & REPLICABLE: The Tracker is available to all markets in the United States and Canada.

MEASURABLE: The Tracker enables quarterly purchasing information of all products to be recorded, Allows managers to track as well as compare their local and sustainable spend to their total purchases within a category. It also provides managers a way to identify the best opportunities to make price conscious decisions for switching to more sustainable and local options.

RECOGNIZED: The tracker is completed with recognition and support form purchasing and the campus market.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food
- Local community development
- Fair trade
- Supply Chain Code of Conduct
- Sustainable agriculture
- Sustainable seafood
- Energy and emissions
- Water and effluents

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers
- Institutions

More Information

To access the Local and Sustainable Purchasing Tracker go here: https://noram.sodexonet.com/sdxnet/usen/usa/resources/toolsandapplications/localsustainablefood.aspx
And see the attached document

Experts/Creators

Christy Cook
Senior Manager Sustainability Deployment and Field Support

Margaret Henry
Dir. Performance, Sustain & CSR United States

Summary

Our Service voucher Pass CESU can be offered by the company to a specific kind of employees if it integrates its Human Resource policy. Our offer is composed by: 1 advice partner for employer, our Pass CESU, 1 home services partner expert of the thematic.
Thus we developed 3 Pass CESU dedicated to: disabled policy, childhood policy and senior policy.
This Human Resource tool can be 100% paid by the employer and some are deductible.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Our diversity offer is a concrete action to diversity engagements, easy to put in place, measurable and in consistency with legal obligation for disabled people (6% in the company) or equality men-women (at least parenthood) or senior employees (action plan for senior).
Our Pass CESU tools help Human Resource directors to reach their diversity objectives/obligations, and contribute to reduce their national tax if they don't reach their objectives.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Diversity and Inclusion

WE ENGAGE
- Clients
- Consumers

BOTTOM LINE
- 3 client/prospect events
- Around 35 client/prospect reached

TRANSFERRABLE & REPLICABLE: According to the country regulation for equality, senior or handicap, and a Service voucher existing for home services, this offer is duplicable. The main thing is to look at the target obligation and then to develop relevant partnership.

MEASURABLE: We can measure it through our "diversity" event and Pass CESU turnover.

We are modifying our CRM to identify the turnover of "diversity" Pass CESU so I do not have yet the quantitative impact. Nevertheless, this request is growing through call for tender.

RECOGNIZED: We collected testimony during our diversity event, not specifically on our Pass CESU tool but on our offer and approach

More information

- http://www.passcesu.fr
-Offer sheets sent by email: pass cesu diversite, petite enfance, 55+, handicap
-Parenthood news: 2 from 2011-2012

Better Tomorrow Champion

Jean-Jacques VIRONDA
Marketing, strategy director

Creator/Expert

Sandrine DAVID
Sustainable development manager

sodexo

Luxembourg - On-Site Services

Transfair Letzebuerg

SUMMARY

Since 2009, Sodexo has build a strong partnership with Transfair Letzebuerg to support and promote fair-trade product in Luxembourg. Each year, a national day is organized around different products to promote fairtrade among the largest public. In 2009, the first action was about bananas. Sodexo Luxembourg decided to offer to its 12.000 daily consumers a free fair-trade banana. In 2010, Sodexo offered 5.000 fair-trade coffee cups, thus contributing to the 50,000 fair-trade cups of coffee drunk within the country. In 2011, Sodexo took part in the Transfair annual & national large action to promote fair-trade breakfast products in our restaurant. This year the focus is made on fruits, as pieces, juices, smoothies, salads… during one week at the end of April.

VALUE CREATION

This action contributes to awareness of fair trade products. It provides an opportunity to educate consumers. It also strengthens our partnership with Transfair.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- STOP Hunger
- Local community devel.
- Fair trade
- Sustainable agriculture
- Sustainable supplies

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

- 29% of our sold coffee is fairtrade and organic

TRANSFERRABLE & REPLICABLE: These actions can be renewed annually and deployed on many sites.

MEASURABLE: Consumption of fair trade products for these actions is easily measurable.

RECOGNIZED: Transfair Minka (renamed Fairtrade Letzebuerg) promote the different actions of Sodexo to the public, in newsletter, website… and our actions are credited by the label of Transfair.

IMPACT: In 2009, 12000 fair-trade bananas are offered to our consumers. It's represent 30% of the objectif of this national action.

More information

Transfair Minka
Fairtrade Kaffi Dag
Press Release - Bananen Dag

Better Tomorrow Champion

Jean-François VIVIER
Quality and Hygiene Manager

Creator/Expert

Laurence Graff
Marketing and Communication Director

sodexo

Summary

Sodexo organizes training programs to different communities and 12 foundations and NGOs. The objective is to offer them the necessary qualifications to get a job and contribute to developing their employability and helps them acquire the differentiating skills that will allow them succeed within a difficult work environment. Since unemployment is perceived as number 1 problem in Spain (24% unemployment rate), public opinion strongly appreciate the efforts to fight it as a great benefit for the local community.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

This program enables local communities to gain the necessary knowledge for a new job, to develop their employability, to promote the development of their skills through trainings in a real environment and to gain a professional experience through practical trainings within Sodexo sites. These actions will allow them to increase their chances to have access to the market. It is also a good way to break down societal barriers to communities who suffer some kind of "stigmatization" and have integration difficulties like "Gypsies", ex-prisoners and women who have suffered physical abuse within the family environment.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Employee Springboard
- Diversity and Inclusion

WE DO
- Local community devel.

WE ENGAGE
- Employees
- Clients
- Institutions

BOTTOM LINE

- 14 training programs have been organized
- 186 people, which represent
- 1,189 theoretical hours and 600 practical hours.

TRANSFERRABLE & REPLICABLE:. The purpose of this program is to evolve and include new training sessions in other specialties to broaden the job opportunities to more professional fields.

MEASURABLE: 14 training programs have been organized, involving186 people, which represent 1,189 theoretical hours and 600 practical hours.

RECOGNIZED: The participation of communities, foundations, schools and other stakeholders to this Training for inclusion program enables them to create strong partnerships by training their members, improving their employability and facilitating their professional inclusion. It is very appreciated the commitment to insert the participants in Sodexo sites.

More information

- Case study on the program

Better Tomorrow Champion
Olcoz MIREN

Creator/Expert
Molina SEBASTIAN

United States - Culinary Competition

Recipes for a Better Tomorrow

Summary

Recipes for a Better Tomorrow 2012 challenged Sodexo chefs to create great tasting, healthy and sustainable seafood recipes that can appeal to customers in all our markets. Goals were to showcase Sodexo's culinary talent and engage our chefs and others in our Better Tomorrow Plan. The 2012 contest conducted in partnership with Office of Sustainability, Culinary Council, and Supply Management to drive awareness and progress against our sustainable seafood commitment. Three phases of competition evaluated culinary skill (recipe quality), leadership skills (ability to engage others and communicate about the Better Tomorrow Plan) and overall creativity. Chefs from all Sodexo's segments (Campus, Schools, Hospitals, …) participated in the live competition at the James Beard Foundation in New York City. At the live competition, the Esteemed panel of judges included Sodexo Vice President of Offer Development, President and Executive Vice President of the James Beard Foundation, a food and travel writer Jay Cheshes, and award-winning chef Roberto Santibanez. Leveraged Facebook, YouTube, and internal Sodexo communications channels in the United States and Canada.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Consumers: News recipes compliant with the commitments of the Better Tomorrow Plan

- Talent acquisition created a blog post for prospective employees talking about the contest and our Better Tomorrow Plan, additional press release effort underway including by client account
- Digital Cookbook will be created as a tool to further engage chefs and clients

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Employee Springboard

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- Sustainable seafood

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

- 175 Recipes Submitted
- 15 Semi-finalists selected by Culinary Council
- 20,000 votes cast

TRANSFERRABLE & REPLICABLE: Any country can develop a cooking competition to engage our chefs and if more did it we could have an international cook-off as well, Database system for collecting recipes provides education about the Better Tomorrow Plan and improves ability to transfer into recipe database.

MEASURABLE: We have measures of engagement from the effort under key figures.

Key Links

YouTube Site
Recipe Submission Site
Competition Photos on Flikr
James Beard Foundation Website
Video from live competition (being produced)
Solutions Magazine Article (being published)
Digital Cookbook (being developed)

Better Tomorrow Champion

Sylvan Rachel
Director, Engagement

Key Internal Partners

Culinary Council (especially. David Willard, Jeff McClure, Rob Noble)
Internal Communications (Arlene Cabrera)
PR (Samuel Wells and Michael McManus)
Supply Management (Mitch Greenberg)
Office of Sustainability (Rachel Sylvan and LaShaune Barker)

sodexo

Fresh local and seasonal fruits and vegetables

Summary

All Sodexo's Restaurants in France (+3000 sites) have access to weekly updated offer of fresh fruits and vegetables local and seasonal (April salads, peaches in July ...). Access to information for the site manager is simplified, thanks to a dedicated website and a flash weekly availability. The products are available from our regular suppliers of fresh fruits and vegetables. The argument "LOCAL" (origin of the product and producer) is clearly visible to the consumer through a supplied display.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

This offers helps to demonstrate to customers our interest in the development of local communities by encouraging our suppliers to work in short distribution channels and seasonal products.

TRANSFERRABLE & REPLICABLE: Any Purchasing Department may implement an offer of local and seasonal products with its usual suppliers.

MEASURABLE: Indicators on the volume and the percentage of local fruits and vegetables are available for each site. Percentage of local products available varies by region (21% in Normandy, in Aquitaine ... 55%).

RECOGNIZED: With the availability of communication kits set up in our restaurants, we wish to make known the commitment of Sodexo in local agriculture.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Varied and Balanced Food
- Local community development
- Sustainable agriculture

WE ENGAGE
- Employees
- Consumers
- Suppliers

BOTTOM LINE

- Up to 55% of local products available in our regions
- Indicators on the volume and the percentage of local fruits and vegetables available on every sites

More information

- Pomona: fruits and vegetables in our regions
- Hexagro: eat local, it is ideal
- Case Study on this initative

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director
France

Creator/Expert

Veronique DEBARGE
Purchaser

France -Corporate services

Sustainable Development Week 2012

Summary

As part of the Sustainable Development Week which takes place annually the first week of April, Sodexo Corporate Services has set up a catalog to communicate our sustainable development initiatives.
A catalog featuring various initiatives was provided to site managers who were able to choose what they wanted to put in place during this week. Among these actions, there was a day without meat, the establishment of a market with local products, a partnership with Innocent smoothies to finance the construction of hives, environmental labeling,…

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

The objective is to make consumers aware of all the initiatives implemented by Sodexo in France and around the world through the Better Tomorrow Plan.
A dedicated section has been specially created on the Sodexo website to communicate on all actions carried out in our territory.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sustainable agriculture
- Energy and emissions
- Organic Waste

WE ENGAGE
- Clients
- Consumers
- Suppliers

BOTTOM LINE

- 300 corporate services sites participated to the Sustainable development week
- 2500 initiatives have been implemented

TRANSFERRABLE & REPLICABLE: The Sustainable Development Week is a French specificity, which is held annually for 10 years. However, all proposed initiatives can be realized in each country (like day without meat, organic breakfast …).

MEASURABLE: This year, 300 sites took part in the Sustainable Development Week with 2500 initiatives implemented. The visit rates of the dedicated section on the website will also be an indicator.

RECOGNIZED: Initiatives put in place during this week have allowed clients and consumers to better understand our actions in sustainable development.

Better Tomorrow Champion
Mathilde LOING
Sustainable Development Director France

More information

Sodexo.fr (actions section)

Creator/Expert
Jocelyne GISQUET
Marketing Director – Corporate services

France - Motivation

First sustainable development week

Summary

As part of the national sustainable week, Sodexo SMF communicated on sustainable definition, mainly to employees/colleagues on headquarters, and brought to life the 3 pillars .
1 action per day: launch of paper separation in the morning, visit of our environmental building & Servathon & HR and diversity explanations with HR and Diversity Directors from Sodexo during lunch break, client breakfast on dematerialization.
To communicate and manage subscription, we created a small website with daily emails.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

This week allows to give sense to sustainable development , "consciousness-raising", and information about our environmental certification (ISO 14001)
Due to the external event on "Meal Card", using less paper, this week was also interesting for clients.
This week is also interesting for our clients as it is replicable and we offer them to help them to put it in place in their company.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Diversity and Inclusion

WE DO
- Sustainable equipments and supplies
- Non-Organic waste
- STOP Hunger
- Local community devel.

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers

TRANSFERRABLE & REPLICABLE: This program is easily duplicable as depending mainly of 1person.

MEASURABLE: Actions are measurable through participation rate & weight of collected funds.

See figures beside (right hand side)

RECOGNIZED: Thanks to an online questionnaire, I collected feedback from employees.

About 15% fulfilled it and 97% were very satisfied by this program, proud to have it in their company and some of employees discovered during this week that we recycled our vouchers (whereas we recycle them for a long long time).

They are waiting it next year and hope for new change (can recycling, paper recycling for all agencies…).

BOTTOM LINE

- 33 attendees to diversity event (15%)
- 16 attendees to building visit

More information

http://www.solutionsdemotivation.eu/sodexoform/la-semaine-du-developpement-durable-inscription

Add documents sent by e-mail

Better Tomorrow Champion

Jean-Jacques VIRONDA
Marketing, strategy director

Creator/Expert

Sandrine DAVID
Sustainable development manager

Triple certification in hospitals

Summary

Real challenge for healthcare institutions to meet the requirements of the Health Authority and regulation of an increasingly demanding, ISO 14001, ISO 9001 and ISO 22000 is the guarantee for our customers from our pilot activities environmentally friendly, safety and health of all employees and persons received.
In 2010, 14 sites in Healthcare Division got this triple certification.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

The triple certified sites Hospitality marks the consecration of a strong commitment and mobilization of Sodexo employees around issues that go beyond the scope of their employment.
Pride and involvement of our teams, sharing common goals with our clients enabled us to carry out this responsible approach.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Energy and emissions
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Employees
- Clients

BOTTOM LINE
- 14 sites achieved triple certification in 2010
- 10 sites will get it in 2012

TRANSFERRABLE & REPLICABLE: The three certifications are recognized worldwide.

MEASURABLE: 14 sites have achieved triple certification in 2010, and 10 more should get it in 2012

RECOGNIZED: The triple certification is a proof of our commitment in security and environment and contributes to the recognition of Sodexo from our clients.

More information

Sodexonet:

https://fr.sodexonet.com/sdxnet/frfr/onsite/boiteoutils/operationnel/qualite_securite_environnement/management_qualite/certifications/certification_sms.aspx

Better Tomorrow Champion
Mathilde LOING
Sustainable Development Director
France

Creator/Expert
Caroline CHASSIN
Commercial Deployment
Representative

Czech Republic - On-Site Service Solutions

Tree planting activity

Summary

Sodexo Czech Republic has decided to create a value that will last as long as the company itself. Together with the Czech "Association for protected landscape" we planted a symbol of this Sodexo effort. Physically, it means that participants of our annual conference have **planted an entire alley of various trees plus an exceptional one** – the Czech national tree – the lime tree.

VALUE CREATION (Employees, Institutions)

Employees: The company now has a "Sodexo tree" also representing the upcoming 20 years anniversary of hard work in Czech Republic, which we celebrate in this calendar year, the physical work of all colleagues together underlining the motto of the conference of "being one team for the next 20 years". Strong **positive feedback was received from our employees**.
Institutions: Local mayor and Association for protected landscape assisted Sodexo in making the best of this initiative.

Commitment(s)

WE DO
- Local community development
- Sustainable agriculture

WE ENGAGE
- Employees
- Institutions

BOTTOM LINE
- Trees and bushes planted: 150
- Employees involved: 130
- Manhours worked: 400
- Additional trees to be planted this spring: 50

TRANSFERRABLE & REPLICABLE: When informing the global BTP team about this initiative, we have proposed that each of our 80 Sodexo countries follows this initiative and plants the national tree of the respective country. **We are repeating this appeal!**

MEASURABLE: The number of trees planted and to be planted this spring is impressive given the small number of our employees – see "bottom line".

RECOGNIZED: The initiative was performed under the patronage of the local mayor and in collaboration with the "Association for protected landscape"

Photo: Managing director Christoph Aumüller, representative of Association protected landscape and village mayor planted a Sodexo tree – the lime.

More information

Please contact daniel.capek@sodexo.com for more info

Better Tomorrow Champion

Capek Daniel
Sales and Marketing Director

Creator/Expert

Rostinska Ivana
HR Director

Sustainable BIO Gardens

Summary

Since 2010, 100 vulnerable farmer's families at 4000masl are educated and technically assisted to cultivate a variety of vegetables instead of producing just oregano aiming to change their nutrition habits, help them increase their incomes, and improve their quality of life.

VALUE CREATION

Local communities are trained to develop their nutrition habits, agricultural ecological techniques and to strengthen their social cohesion and women empowerment. Sodexo, Client and consumers are engaged in the design, monitoring and evaluation of the project. As the beneficiaries are linked to the market, they become eligible Sodexo's suppliers. Public and private entities are involved in the project as well as local authorities. This project is an opportunity to create competitive advantage, become an strategic partner in good citizenship, and to win a direct approach with a potential client. It strengthens bonds between our clients and their communities, promoting lasting relationships and visible alliances with key stakeholders.

Transferrable & replicable: It is replicable on other on-site service solutions around the country and the region. By February FY2013 this initiative will be transferred to the local leaders for its sustainability with our technical assistance.

Measurable: It is assessable in terms of its impact on a Sodexo's big regional potential client, on the beneficiary communities and on the relationship between the client and its stakeholders. It has a range of KPIs to measure the goals: to increase incomes, develop products, train farmers, promote better nutrition habits.

Recognized: In 2011 the project received the Sumajg Award "Commitment to Society", sponsored by Antamina Mining Company, the biggest settled in Peru.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Diversity and Inclusion

WE DO
- Health and Wellness
- Varied and Balanced Food
- STOP Hunger
- Local community development
- Sustainable agriculture

WE ENGAGE
- Clients
- Suppliers
- Institutions
- Consumers

BOTTOM LINE

- Beneficiaries: 600 people (50% women)
- New Products: lettuce, onion, carrots, scallions, radishes, pumpkins, beets.
- 2000 sqm of cultivable land, 3000 to 4000 masl.
- 25 sqm average each garden
- Internships in other regions to visit successful businesses
- Estimated production: 100kg per 3 months.

More Information

- Training guides
- Monthly briefings
- Photos
- Community survey
- Satisfaction survey
- Training brochures
- Logic chart

Better Tomorrow Champion

Carolina Rouillon
Sodexo´s Foundation General Manager

Creators

Carolina Rouillon
José Ignacio Beteta
Frank Loli
Lizbeth Cam
Alberto Mamani
Roxana Cárdenas

Summary

This initiative started as 'Sow it, grow it, cook it, eat it' within Sodexo Defence. Sodexo teams across the United Kingdom are now involved at Sodexo Education schools and local community schools close to Sodexo Prestige London and Sodexo Defence contracts. They give their time and expertise to support school vegetable gardens. Financial support comes from Sodexo Defence, Sodexo Education and the Sodexo Foundation. In FY2012 we are supporting Rocket Gardens (www.rocketgardens.co.uk) at over 250 UK schools. Sodexo employees are involved in all aspects of the vegetable garden creation and management.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

School gardens:
- Involve people of all ages and backgrounds including Sodexo employees, teachers, pupils, parents
- connect people with food and the environment
- support good nutrition
- get people outdoors and taking exercise
- help schools to raise funds through sale of the food grown

TRANSFERRABLE & REPLICABLE: - yes – outdoors or indoors using pots.

MEASURABLE: in terms of the number of schools, yes.

RECOGNIZED: at the Sodexo UK & I Star Awards 2011, hopefully by external awards soon.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- STOP Hunger
- Local community devel.
- Sustainable agriculture
- Organic Waste

WE ENGAGE
- Employees
- Clients
- Consumers
- Institutions

BOTTOM LINE
- Over 250 schools in the UK will be involved

More information

www.rocketgardens.co.uk

Better Tomorrow Champion

Thomas JELLEY
Corporate Citizenship Manager,
Corporate Communications
United Kingdom and Ireland

Creator/Expert

Andy BAILEY
Contract Director
Sodexo United Kingdom - Defence

Summary

Since 2008, Sodexo is taking part to the Fair Trade Week each October and to the Fairtrade @ Work action in May, both initiated by Max Havelaar. In 2009, 20,000 meals a day were made with Fairtrade products and Sodexo was awarded the "Fairtrade @ Work 2009". In 2010, Sodexo has decided to exclusively propose bananas from organic farming (EKO label-OKE) and Fairtrade certified (Max Havelaar). These 200 tons of bananas a year represent about 5% of the total annual volume of Fairtrade bananas sold in Belgium in all sectors. For this initiative, Sodexo has received the award "Fairtrade @ Work 2010". In 2011, more than 200 restaurants participated to the Fairtrade actions of Max Havelaar.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

- Employees : involvement to support the animations and campaigns (e.g. through the belgian e-learning)
- Clients and Consumers : 500 clients and more than 260.000 consumers were involved for 4 years. The « banana » campaign was credited with a huge impact
- Institutions : Sodexo Belgium has a very close and constructive collaboration with Max Havelaar leading to the identification of new ways to increase the use of and promote fairtrade products

TRANSFERRABLE & REPLICABLE: Since its launch in 2008, the Fairtrade animations are deployed in all our segments. The "Bio & Fairtrade Bananas" initiative has been afterward implemented in the Netherlands and inspired a European Supply Chain similar initiative.

MEASURABLE: A number of KPI's are established and regularly measured . The purchasing volumes of fairtrade products has tripled in 4 years. The number of participating sites to the 2 yearly animations is still around 200 and the number of involved consumers is monitored.

RECOGNIZED: The initiatives of Sodexo Belgium has been awarded by Max Havelaar Belgium with 2 Fairtrade @ Work awards. The "Bio & Fairtrade Bananas " initiative has been highlighted in several media. Sodexo is considered by Max Havelaar as the leader in its sector.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Fair trade
- Supply Chain Code of Conduct

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

Bottom lines
- Purchasing volumes has tripled in 4 years
- 100% of organic and fairtrade bananas
- Involvment of more than 260.000 consumers

FAIRTRADE
MAX HAVELAAR

More information

- http://www.maxhavelaar.be/sites/default/files/press/sodexo_kiest_resoluut_voor_meer_bio_en_fairtrade-fr.pdf
- http://be.sodexo.com/befr/decouvrez-sodexo/developpement-durable/priorites/communautes-locales/commerce-equitable/fair-trade.asp

Better Tomorrow Champion

Florence Rossi
CSR & Strategy Manager

Expert

Christian De Sterck
Purchaser, Benelux

sodexo

Summary

Circles, a Sodexo company, provides employees with the resources to better manage the competing priorities of work and life. Present in 6 countries (United States, France, Belgium, Luxembourg, Sweden, UK), our concierge offer provides employees with a wide range of services such as Daily life services (shoe repair, dry cleaning, tailoring,…), Leisure (restaurant booking, catering, food delivery,…), Home Services (baby-sitting, house cleaning,…) and much more.

In France, 6% of the total workforce of companies with 20+ employees must be disabled employees. Companies can do that by hiring directly these employees or by choosing providers who work with disabled employees. Circles France has developed a new concept of "**Adapted Concierge**" where the Concierge is a disabled employee. This allows our clients to abide by the law and at the same time contribute to the well-being of this population. So far, 3 contracts have been signed in France (Manpower, MSD, Geodis).

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Thanks to this offer, we manage to fulfill our promise: to create an accessible and sustainable concierge as well as bringing value to all our stakeholders. Our clients abide by the law without having to deal with the administrative hassle. Our disabled employees have a great opportunity to learn a real job with the constant support of the Circles team. All the company benefits from this project as we learn to work differently. In order to further enhance this commitment, we have also decided to work in priority with partners developing the same policy as us. We have signed 7 partners so far.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Diversity and Inclusion

WE DO
- Health and wellness solutions
- Local community development

BOTTOM LINE
- Created in 2005
- 45 clients
- 357 partners
- 50 000 members

TRANSFERRABLE & REPLICABLE: We have already signed 3 clients in Paris and we are planning in opening a 4th one in Lyon next month. Other countries are already presenting this offer in their package as Disability inclusion is a common topic in Europe.

MEASURABLE: We have two main KPIs to measure the success of this offer: our customer satisfaction level and the usage rate (number of employees our services). In all our "Adapted Concierges", we reach the same targets as in our other concierges (approx. 80% of satisfied employees and 50% usage rate).

RECOGNIZED: We are currently working with GESAT, France official network for disabled employees, to create the first label "Adapted Concierge"

More information

Circles website

Better Tomorrow Champion

Guilene Gaspais
Marketing Manager
Circles Europe

Creator/Expert

Celine Laborde
Marketing Manager
Circles France

Luxembourg - On-Site Services

Fairtrade Zone

SUMMARY

Sodexo has joined the initiative of TransFair Minka to create "Fairtrade Aeras" on the sites where we operate. Special furniture has been created to promote Fairtrade certified products (snacking and fair trade impulse purchases including coffee). This furniture is placed near the cashier to offer the best selection of fair products to our consumers.

VALUE CREATION

Our employees and consumers can enjoy fairtrade products when they visit our restaurants. Our clients have the opportunity to support fair trade thanks to Sodexo. Our suppliers are regularly consult to find new fairtrade products to renew the offer of snacking.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- STOP Hunger
- Fair trade
- Supply Chain Code of Conduct
- Sustainable agriculture
- Sustainable supplies

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers

TRANSFERRABLE & REPLICABLE: The concept of fair trade zone is easily set up on many sites, with the consent of the client.

MEASURABLE: The number of sites with a fairtrade zone and the sales volume can be measured. 12 of our sites got a certificate granted by Fairtrade Letzebuerg with an offer of fairtrade snacking and coffee.

RECOGNIZED: Transfair Minka (rename Fairtrade Letzebuerg) promote the different actions of Sodexo to the public. We got a certificate for each Fairtrade aeras on our sites.

BOTTOM LINE

12 of our sites got a certificate granted by Fairtrade Letzebuerg with an offer of fairtrade snacking and coffee

More information

Transfair Minka Website

Fairtrade Zone Website

Better Tomorrow Champion

Jean-François VIVIER

Quality and Hygiene Responsible

Creator/Expert

Laurence Graff

Marketing and Communication Director

RicicliAmo (I love Recycling)

Summary

RicicliAmo is the first project for **ecological education at school** in Italy, aimed at developing and rising awareness on recyclable-waste collection.
After lunch, children are invited to collect their **recyclable waste** (paper, plastic, organic waste) and put it in the proper RicicliAmo counter, that is installed in the lunchroom.
Sodexo staff is responsible for picking up the waste and take it the proper garbage bin, according to the different type of waste.
The corner is always attended by our staff, providing help, information and eco-training to children.

VALUE CREATION

The project allows to **teach children to respect the environment**, by matching the concept of recycling and playing.
The project is based on the management of **organic** and **non-organic waste** and it helps the development of an **eco-friendly education for local communities**.
It engages both **consumers**, by building environmental awareness of citizen since childhood, and **institutions and clients**, who are serving an environmentally responsible population. It also produces added values for clients/institutions because it makes citizens aware of the environment, thus creating a good value for the institution that is responsible for organizing the collection of waste. Moreover, an eco-friendly policy is a key to improve the client's reputation.

BETTER TOMORROW PLAN

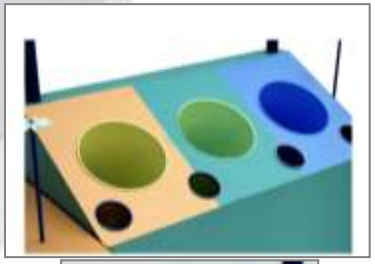
COMPLIANT

WE DO
- Local community devel.
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Employees
- Clients
- Consumers
- Institutions

BOTTOM LINE
- Involving 9,000 children and 16 clients
- Over 85,000 kg of recycled waste/year

TRANSFERRABLE & REPLICABLE: Extremely **easy to transfer** and **replicate** in every kind of school/client site and perfectly fitted to primary schools or institutions for children.
To note: the city where the project is implemented should already have a system for recycling waste.
MEASURABLE: The project involved around 9,000 children and 16 clients in 2011, recycling over 85,000 kg of waste per year.
RECOGNIZED: High level of satisfaction shown by clients and families, who recognized and appreciated the educational value of the initiative.



More information
RicicliAmo document

Better Tomorrow Champion
Madini Alessandro

Creator/Expert
Venturini Edoardo

Colombia - Human Resources

Mentoring Program

Summary

The "Spirit of Mentoring" was Implemented in order to promote actions based on gender diversity, generations, functional areas, geographic location. COMEX country's leaders were involved as mentors and talents with organizational projection were the participants with the purpose promote their growth in the organization, thus contributing to the sustainability of the local leadership structure.

VALUE CREATION for our Employees

Development and welfare is generated for our employees. Developing our leaders, we enable growth opportunities for our employees and in this way we impact the communities where we operate by generating employment opportunities. It promotes the diversity of gender, generations, geographic location.
To foster a relationship of mutual benefit to the tutor and the participant, promoting professional development and the creation of professional networking within the organization. To build and maintain a strong reserve of talents for future leadership positions, promoting sustainable growth of the business structure. Increase awareness of diversity between tutors and participants. Improve the mood of employees, their participation and development, which can result in greater retention.

TRANSFERRABLE & REPLICABLE: In 2012 Other countries of CESAM undertook the initiative.

MEASURABLE: An index of coverage and fulfillment of the work plan. 80% of COMEX members participated as Mentors and completed the 100% of the process

RECOGNIZED: The program was driven by the Diversity and Inclusion Unit of NORAM and has been identified as good practice to be replicated in CESAM as an effective action of human talent development.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Employee Springboard
- Diversity and Inclusion

WE DO
- Health and Wellness Solutions

WE ENGAGE
- Employees

BOTTOM LINE

- 85% participants reported expansion of their development expectations , expand their relationships network, commitment to the company.
- Mentors say they have experienced a process of growth in two-way, which challenges their ability to influence others.
- 33% of participants obtained positions with greater responsibilities and challenges.

More information

Spirit of mentoring - Colombia

Better Tomorrow Champion

SPONSOR: José Oswaldo Ferrin V.
Oswaldo.ferrin@sodexo.com
Colombia FM Operation Manager

Creator/Expert

OWNER: Angela Maria Urdaneta Ayala
Angela.urdaneta@sodexo.com
Colombia Development of talent Manager

France - Stop Hunger

Partnership with "Les Restos du Coeur"

Summary

In France, 3.2 million people rely on food aid, transiently or permanently. As a leader in foodservice in France with a million meals served each day, Sodexo decided in 2004 to act through the Stop Hunger program by creating a partnership with "Les Restos du Coeur" ("Restaurants of the Heart") to fight against malnutrition. This French charitable organisation helps the needy by distributing food packages and participates in social and economic.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

In addition to the fight against malnutrition, we want to accompany the volunteers of the association by sharing our knowledge and training them. We also offer each year jobs for beneficiaries of "Les Restos du Coeur". By partnering with Sodexo, the association distributes more meals and works with food professionals, which enables them to gain expertise.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- STOP Hunger
- Local community devel.

WE ENGAGE
- Employees
- Clients
- Consumers

BOTTOM LINE
- 2.37 million meals offered since 2004
- 2,600 volunteers trained
- 70 jobs offered

TRANSFERRABLE & REPLICABLE: This is a partnership with a charitable organization that can be adapted in all countries.

MEASURABLE: **Food aid and the fight against malnutrition**: Sodexo has provided 90,000 meals per year since 2007 and for a total of 2.37 million meals since 2004;
Sharing knowledge: Sodexo has trained over 2,600 volunteers since 2004;
Employment: Sodexo has provided jobs for 76 people.

RECOGNIZED: "Les Restos du Coeur" is part of the European Program of Assistance to the poor (PEAD). It was founded in 1985 by the French comedian Coluche.

More information

Website:
http://www.restosducoeur.org/

Sodexo.fr:
http://fr.sodexo.com/frfr/nos-solutions/cheques-et-cartes-de-services/operation-cheque-du-coeur.asp

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director France

Creator/Expert

Alain MASSON
Representative for the handicap employment

Forum Oriente Express

Summary

Each year is organized the "Forum Oriente Express". This is a forum for orientation and professions involving companies, training organizations and institutional partners from the region that respond to the invitation of the training department. The forum takes place in prisons where Sodexo Justice Services is present throughout the year.

Three weeks before the event, all prisoners receive a letter announcing the Forum, and several hundred of them did participate.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Forum Oriente Express allows prisoners to get in touch with the outside world. They have the opportunity to meet training centers or potential employers. This event also helps to create links between all partners in rehabilitation. This is an opportunity to bring economic actors in prisons so they have a more realistic view of life in prison.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Diversity and Inclusion

WE DO
- Local community devel.

WE ENGAGE
- Employees
- Clients
- Institutions

BOTTOM LINE

- 15 companies and organizations attended the first forum March 10, 2011, and 130 prisoners did participate.
- 20 forums each year in France.

TRANSFERRABLE & REPLICABLE: The initiative has been deployed in many Justice services sites with a total of 20 forums each year in France. It is possible to do in other countries, provided that prison authorities want to develop this kind of initiative.

MEASURABLE: 15 companies and organizations attended the first forum March 2011 in the prison of Osny (Val d'Oise). Over 130 prisoners did participate to the Forum.

RECOGNIZED: The heads of companies and organizations present during these forums expressed their satisfaction with the organization of such events.

More information

Ensemble Magazine (Sodexonet):

https://fr.sodexonet.com/sdxnet/frfr/Images/Ensemble24_JUIN2011_propo09bis_tcm231-578079.zip

Better Tomorrow Champion

Mathilde Loing
Directrice Développement Durable France

Creator/Expert

Bernard Mési
In charge of welcoming families

P&G – Brazil - Rio Plant

Vibrant Living

Summary

in March 2012, P&G created a new project called **vibrant living** aiming to improve the Quality of Life through the measurement of indicators of health. Sodexo at Rio Plant has developed a nutritional and tutorial tool for dissemination and application among Rio Plant employees and families. Besides the distribution of awareness and education materials, we are promoting actions around nutritional care and dietary reeducation.

VALUE CREATION

The factory employs 600 employees and 40 employees per month benefit from VIBRANT LIVING. our assistance also extends to family members as the plant is located in a neighborhood of a poor community.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food

WE ENGAGE

- Employees
- Clients

TRANSFERRABLE & REPLICABLE

The initiative could be applied to all sites having food services, the tool improves subject matter knowledge.

MEASURABLE

The performance is managed by the P&G medical department at the plant.

RECOGNIZED

Sodexo received the recognition site for the partnership in the project.

BOTTOM LINE

40 Beneficiaries per month

Better Tomorrow Champion
Aline Gonçalves
Nutritionist

MORE INFORMATION

Dietary Guidelines

P&G Vibrant Living

Faça de todo dia um dia saudável.

sodexo

P&G – USA / Boston MA

Vibrant Living

Summary

Vibrant, Happy & Whole is a wellness charter program focusing upon the integration of physical, emotional, mental, and spiritual energies. Goals of the Charter:

- Be the resource that brings the wellness vision to life for every employee
- Build a team of employee *Energy Ambassadors*
- Develop and deploy *Energy Interventions* for meetings over 3 hours
- Create a curriculum for physical, emotional, mental, and spiritual wellness
- Integrate both Fitness Center activities and Wellness Center programs.

VALUE CREATION

Sodexo manages the integration of food, fitness, wellness, & facilities services. We see great opportunity in partnering with client services, such as P&G's Vibrant Living Health Services and physical therapy to create a more holistic culture of wellness.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness

WE ENGAGE
- Employees
- Clients
- Consumers

TRANSFERRABLE & REPLICABLE P&G Vibrant Living Boston supports an on-site Fitness Center whose concept is transferrable on other sites.

MEASURABLE: Per year: 1,200 Fitness Classes and 1,100 Personal Training Sessions. 1,200 Physical Therapy. 1,300 Nutritionist Consultations and 500 hours of Massage Therapy offered. Our fitness membership is 492 for a site population of 1,466. Measurement tactics include Employee Surveys, Participation tracking vs. population, Customer Testimonials, and Fitness Assessments. P&G On-Site Health Services tracks physical numbers- cholesterol, blood pressure, BMI, etc.

RECOGNIZED: Vibrant Living model at P&G Boston is recognized as best in class throughout the organization.

BOTTOM LINE

34% of site employees attend the FITNESS CENTER activities

Creator/Expert
Sky Wild
sky.wild@sodexo.com

Better Tomorrow Champion
Harry Roberge
harold.roberge@sodexo.com

sodexo

P&G – Turkey / Gebze

Healthy Snacks

Summary

At P&G Gebze, we operate vending services and we replace product range with more healthy snacks and local snacks.
During the food service we classify foods according to fat ratio and colored like as traffic lights.
Higher foods are red, average foods are yellow and lower foods are green.

VALUE CREATION Healthy snacks on vending machines are Yogurts, Dried apricots, Mixed dried fruits & nuts and mineral water. We take care of the intake of protein, sodium, cholesterol, fat etc.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- Sustainable agriculture

WE ENGAGE
- Employees
- Clients
- Consumers

TRANSFERRABLE & REPLICABLE:

Applicable everywhere in relation with vending services.

MEASURABLE:

Healthy snack selling percentage increased and healthy food range rise a lot.

Better Tomorrow Champion
Erben Simge

Creator/Expert
Mumcu Sibel

Trays revalorization

Summary

To minimize our impact on the environment, the Education Division has implemented a revalorization system of the trays.
Since 2009, more than a dozen central kitchens, the trays are collected by our supplier Nutripack and then are crushed and recycled to be transformed into transport crates.
The system becomes doubly virtuous because these transport crates have replaced cardboard boxes packed up once the new containers were delivered to the central kitchens.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

This recycling of trays allows us to avoid the emission of several tons of CO^2 each year and involves our supplier in preserving the environment.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Sustainable equipments and supplies
- Energy and emissions
- Non-Organic waste

WE ENGAGE
- Clients
- Suppliers

BOTTOM LINE
- 50 tons of trays recycled each year
- 150 tons of CO^2 avoided every year

TRANSFERRABLE & REPLICABLE: The establishment of a revalorization system of trays can be established with each supplier.

MEASURABLE: Every year 50 tons of trays are recycled and transformed. This allows us to avoid the emission of 150 tons of CO^2.

RECOGNIZED: It is by being involved and showing to our customers the advantages of revalorization that we manage every year to recycle so many trays.

More information

Sodexonet:

https://fr.sodexonet.com/sdxnet/frfr/onsite/boiteoutils/operationnel/qualite_securite_environnement/respect_environnement/geste_so_eco/bp_environnementales/recyclage_barquettes.aspx

Better Tomorrow Champion
Mathilde LOING
Sustainable Development Director
France

Creator/Expert
Philippe CHICHERY
Director of Studies and achievements
France - Education

Summary

IMPACT Arena, Exhibition and Convention Center is one of Asia's largest and most modern exhibition and convention centers, with a usable indoor space of over 140,000 sq meters (26 football fields). After an audit of the Center energy usage, Sodexo was awarded a 5-year contract for Facilities Management in 2008. The contract gave Sodexo the ability to apply methods for energy savings.

Throughout, Sodexo has strived to work in partnership with IMPACT, focusing on and succeeding in delivering business benefits.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Sodexo's implementation at IMPACT delivered annual combined savings of **5.8%**, or 2.5 Million KW-Hr.

TRANSFERRABLE & REPLICABLE: The processes applied at IMPACT are readily transferable across Sodexo with the right sort of training and support technologies: Extensive Renovation program, Preventative Maintenance program. Installing actuator valves on Air Handling Units, Sequencing chiller units and Installation of peak demand metering.

MEASURABLE: Frequent measures done by our specialists through practice processes established to ensure continuous improvement.

RECOGNIZED: IMPACT Exhibition and Convention Center is the first Thai firm to obtain ISO 50001:2011 and only second in the world to receive this new ISO certification for efficient energy management awarded in September 2011.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Energy and emissions
- Water and effluents

WE ENGAGE
- Employees
- Clients

Better Tomorrow Champion
John Carter
Director of Business Development & Marketing

Creator/Expert
Khun Anchalee
Assistant energy manager

More information

Impact Case Study

The "salt kit"

Summary

In 2010, the Culinary Direction of Sodexo France launched a program aimed at reducing the salt quantity in its recipes. Today, salt quantities have already been reduced of 25% in our restaurants and a "salt kit" has been created. This equipment gives tools and information to our employees so that they cook their recipes with acceptable salt quantities in order to make them healthier without changing their flavor.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Thanks to this program, our employees deliver healthier food in our restaurants. They can mix good products and healthy practices. Concerning our clients, they can develop an increased communication on healthy food politics in Sodexo France.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Sugar, Salt and Fats

WE ENGAGE
- Employees
- Clients
- Consumers
- Institutions

BOTTOM LINE
- More than 1800 salt kits
- 848 sites equipped
- Reduction target in two phases: 12% and 20%

TRANSFERRABLE & REPLICABLE: This program is perfectly adaptable to other countries

MEASURABLE: More than 1800 salt kits are already used in 848 sites

RECOGNIZED: All those measures are based on the National Program of Health and Nutrition recommendation data (PNNS).

More information

Sodexo.fr

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director
France

Creator/Expert

Christine MICHOTEY
Expertise and innovation in food
Marketing France

P&G – Belgium – Duracell Aarschot

Cleaning with less water and chemicals

Summary

At the Duracell plant in Aarschot, Belgium, Sodexo is cleaning large plant areas on a daily basis with a dedicated team and also on weekends in order to avoid potential slowdowns in production. We have restrictions not to clean in the close vicinity of working machines with moving parts due to HS&E reglementations. High use is done of cleaning machines, cleaning products and water for these activities with a mixture of 13-20% of highly aggressive cleaning products and 87-80% of water.

We started to reduce the volume of cleaning products. Before we checked how low we could go in reduction. The outcomes of this survey was that we were able to achieve the same service with only 3% of aggressive cleaning products.

The same experience was conducted with Water. We found that we were not consuming water in the weekends in the most effective way. Our process was to 'soak' the floor with the cleaning 'mixture' (heavy pollution), then we cleaned with the machines and then we took away the water. This gave very good results but used a whole lot of water and products. We checked if we could get similar results without 'soaking' the floor on certain less polluted areas by just using the biggest cleaning machine. This test also turned out very positive.

VALUE CREATION

We have been able to save 100.000 liters of fresh water and 5.000 liters of agressive cleaning products per year. This represents roughly € 10.000 for the cleaning products and substantial savings of water for the clients.

BETTER TOMORROW PLAN

COMPLIANT

WE DO
- Sustainable equipments and supplies
- Water and effluents
- Organic Waste

WE ENGAGE
- Employees
- Clients

BOTTOM LINE

€ 10,000 per year
100.000 water liters

TRANSFERRABLE & REPLICABLE: These tests could be done easily prior to the implementation of changes in percentage of cleaning product used and volumes of water used to clean. There is no need for expensive experts or heavy investments.

MEASURABLE: Give some KPIS

RECOGNIZED: This action was communicated to our client and was, of course, highly appreciated. It was also presented during the PFM academy in Rome last year.

Better Tomorrow Champion
Philippe Clarisse
Contract Manager P&G Mechelen, Pringles Mechelen & P&G Aarschot
Sodexo - P&G Belgium

P&G – Brazil / Manaus

Quality Control

Summary

Partnership P&G and Sodexo in Manaus exceeds six years, and was reinforced in 2011 through a plan to revitalize the restaurant, staff training and commitment to deliver service improvements and presentation of the dishes within the contractual terms. Actions for internal quality control were developed and implemented since end of 2010. The result is reflected in over 5% savings of the budgeted operating costs and customer satisfaction score, that increased from average of 7% in 2011 to 9% in February 2012.

VALUE CREATION

Increase score performance from 66% to 84%, and reaching 100% in gold rules

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Varied and Balanced Food

WE ENGAGE

- Employees
- Clients

TRANSFERRABLE & REPLICABLE: The Quality Control team is made up of members of the unit that have better skills and knowledge to implement and monitor operational procedures, and two officials chosen for each control and in the absence of the 1st charge, the 2nd officer shall perform. It also develops a greater degree of commitment, cooperation, effort and motivation. Team members are encouraged to share their knowledge and skills, as well as identify and help solve problems in the operation

MEASURABLE: Sodexo Technical Quality Audit, done each 3 months. A Satisfaction survey is sent to P&G SPOC in the end of audit.

RECOGNIZED: Improve Quality Audit Score and better internal communication between employee. During this period the acceptance from customer regarding food flavor and services increased, according daily data collected in electronic panel in the exit of restaurant.

BOTTOM LINE

5% savings of the budgeted operating costs

Better Tomorrow Champion
Bandeira Marcos

Creator/Expert
Matos Valdo

Summary of Audits	nov/10	jan/11	apr/11	aug/11	oct/11	jan/12
Technical-Operations Management	64%	66%	84%	85%	87%	88%
Non-conformities	20	19	14	11	7	8
Financial-Administrative Management	55%	60%	56%	74%	78%	100%
Non-conformities	12	11	10	6	4	0
Gold Rules	NA	NA	100%	86%	86%	100%

P&G – China - Huangpu

Cleaning productivity

Summary

P&G HP is the 3rd largest of the four plants of P&G in China. Since PFSS HP go-live from Nov,2008, Sodexo employs a big team of 122 cleaners on site providing services to meet the standard. From July,2011, by continuous implementation of **lean project**, cleaning productivity is significantly improved without scope change or standard change.

VALUE CREATION

The implementation of lean project helped to improve cleaning productivity by 27%, and saved 36.8% overtime spending.

BETTER TOMORROW PLAN **COMPLIANT**

WE DO

- Sustainable Equipments and Supplies

WE ENGAGE

- Employees
- Clients

TRANSFERRABLE & REPLICABLE: The methodology and process of lean project in P&G HP is readily be applied cross Sodexo, by improve cleaning automation level with equipment, conduct ECRS (Eliminate, combine, rearrange, simplify), standardized management, address and eliminate root cause of cleaning pollution with joint efforts with client side;

MEASURABLE: Daily management system including cleaning position R&R, workload allocation with balanced effort, standard cleaning time, visual control was established to ensure continuous improvement.

RECOGNIZED: Client recognition on the cost and productivity management excellence in line with client cost management objective.

BOTTOM LINE

Savings of **36.8%** overtime

Creator/Expert

Amy Hou

Cleaning Manager

P&G – Colombia - Medellin

Saving napkins

Summary

At P&G Medellin plant, we produce powder detergents, dishwashing bar soaps and softeners and Sodexo serves around 350 direct employees and 450 subcontractors since 2007. At the restaurant, it was implemented a napkin dispenser in the service line, instead of placing the napkins on the tables. This had an impact in the reduction of the consumption of 3.000 to 1.250 units per day (74$ per day savingsX270 days=19.980$).

VALUE CREATION

The results were clearly satisfactory for both parties Sodexo and our Client, generating value and strengthening the trust P&G placed on us as their strategic partner.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Local community and envirnoment.
- Non-Organic waste

WE ENGAGE

- Employees
- Clients
- Consumers

BOTTOM LINE

19.980$/year

TRANSFERRABLE & REPLICABLE: it is a simple practice easily implementable as it does not require investments or big changes. A good communication is crucial to make the process successful.

MEASURABLE: totally measurable because these assets are easily countable and controllable

RECOGNIZED: The plant recognized this initiative as a really good way to help protecting the environment and generating savings for the operation. The client and consumers received the initiative on a very good way because they understood the importance of the impact generated.

More information

Take just what you need

Creator

Morelo, Johana.

Food Administrator

P&G - POLAND – Gillette

Improvement of Air Handling Units

Summary

At P&G Gillette hall we have installed 18 AHUs (Air Handling Units). Our intention is to improve their efficiency. The control of air transfer to the hall is done manually by the time programmer or switching off/switching on the AHUs. The air in the hall contains CO2 concentration so it generates a health risk to stand in the hall.

We have the plan to improve the efficiency of the AHUs from regular to variable emissions of CO2 and solid particles in the air.

We plan to install inverters on air inlet and outlet, reprogram automation system, install CO2 and solid particles sensors.

VALUE CREATION

HEAT - 5% amounts 1 199 GJ – 7.300€/year

ENERGY - 5% amounts 401 821 kWh – 30.600€/year – ENERGY

BETTER TOMORROW PLAN COMPLIANT

WE ARE
- Health and safety

WE DO
- Energy and emissions
- Water and effluents
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Employees
- Clients

TRANSFERRABLE & REPLICABLE: Innovation can be transferred to other P&G Sites where Sodexo is responsible for technical maintenance.

MEASURABLE: Heat and energy use should be measured before implementation and after implementing changes. Parameters are measured by specialist meters.

RECOGNIZED: This good practice will be communicated to the client.

BOTTOM LINE

Estimated savings of 38.000€/year

More information

Better Tomorrow Champion

BURZYŃSKA Agnieszka

Creator/Expert

DIDUCH Robert

P&G – UK - Bournemouth

Bon Appetit

Summary

BON APPETIT is a vending machine concept with a 24/7 availability proposing an extensive menu of meals & food to go with a good range of healthier choices. ideal for 'out of hours. It represents a low cost catering solution for workplace sites.

VALUE CREATION

- no wastage of food
- food UK sourced
- packaging is recyclable
- packaging displays nutritional information

TRANSFERRABLE & REPLICABLE

equipment package: 5 year lease terms - £105/week and 3 year lease terms - £140/week

equipment package with basic vending housing: 5 year - £112/week and 3 year £151/week

MEASURABLE

Costs offset by rebate on all food sales at prices in excess of bon appetit's cost price

RECOGNIZED

The SPOC and customers on site have all recognised that by introducing bon appetit they have hot food available 24/7 with both nutritional foods and more hearty meals.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- Fair trade
- Sustainable agriculture
- Sustainable equipments and supplies
- Non-Organic waste

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers

More information

Email:
info@hotfoodvending.com

Better Tomorrow Champion
Kath.sheridan@sodexo.com

P&G – USA - Iowa City

HVAC Filter Recycling

Summary

Our primary goal is to make our world a better place to live in. Most filter providers only offer filters that are to be discarded when dirty, creating unnecessary waste in our landfills and pollution that is then returned to air and water systems. HVAC filters are recycled instead of going to the landfill. We filter the air, then clean the filters to a pristine condition Recycled filters perform as new and are free from all contaminants.

VALUE CREATION

This concept helps eliminate landfill waste and reduces the environmental footprint. Approximately 3000 filters per year.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Sustainable equipments and supplies
- Non-Organic waste

WE ENGAGE

- Suppliers

TRANSFERRABLE & REPLICABLE

Providing logistics are available for return.

MEASURABLE

Approximately $25,000 of filters per year. This measurement is easy to put in place.

RECOGNIZED

This initiative is recognized by our client P&G at the site level.

BOTTOM LINE

Savings of

$25.000

per year

More information

To be added Sodexo Document

Better Tomorrow Champion

Rusty Richardson

Creator/Expert

Gary Vance

Eat Well & Win Contest (Nutrition Month)

Summary

Nutrition Month is celebrated each year in March by the dieticians of Canada. To support our dieticians and help celebrate healthy eating, the Marketing team has developed an educational promotion for our clients and consumers. The aim is to inspire sensible dietary choices by offering information on healthy eating and its benefits, taking into account today's food trends. To better influence our consumers to make healthy choices and increase the capture rate, we organized a nutrition game, and our consumers had a chance to win a Caribbean trip for two (plus, lot of instant food healthy prizes). The promotion was also sponsored by Isabelle Huot (well-known Doctor in Nutrition) who gave nutrition information on fruits and vegetables.

VALUE CREATION for our clients, consumers, suppliers & our employees

This event enabled our clients to highlight their partner's – Sodexo - expertise in terms of nutrition as well as strengthen their image; it enabled our consumers to be better informed about the benefits of a good nutrition and physical exercise; it enabled our suppliers to value their healthy products and last but not least, it offered a great opportunity to our dieticians to share their knowledge.

TRANSFERRABLE & REPLICABLE: The Eat Well and Win promotion was first inspired by a regional initiative that has been transferred and replicated at a national level. It is available in 2 languages (French and English) and is applicable to all divisions (education, corporate, healthcare and remote sites).

MEASURABLE: The promotion has been deployed in 180 locations across Canada. It will allow to track the total retail sales increases (7%) from a year to another, the vendor allocated dollars increases through velocity reports, track the participation level of our consumers as well as building a consumer e-mail database for future communications on promotions (Results to come as promotion is ending March 31st, 2012, the financial results).

RECOGNIZED: The promotion has contributed to Sodexo's recognitions towards our employees, our clients and consumers, our suppliers and the institutions.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Business Integrity
- Human Rights
- Employee Springboard
- Health and safety

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

- Total sales increased by 7%
- Increase in the healthy food products category

More information

Better Tomorrow Champion

Chris Roberts

Creators/Experts

Janick Lapierre, DTP

Caroline Blais

United States

SMART

Summary

The Sustainability Management and Reporting Tool (SMART) is a comprehensive, web-based operational metrics dashboard enabling site managers to assess baseline sustainability activity, to prioritize continuous improvement initiatives, and to track performance in four key best practice areas: Carbon and Energy, Water, Waste, Healthy & Sustainable Food and Environments.

VALUE CREATION

In addition to guiding continuous sustainability initiatives, SMART creates value in several ways for our business and our clients:

- Unifies Client-Sodexo partnership and promotes multi-service strategic approach
- Elevates Sodexo's engagement and strategic importance in client organization
- Facilitates cross-selling and business development of additional services
- Creates communication materials and hosts data to support stakeholder reporting

TRANSFERRABLE & REPLICABLE: SMART is deployed in over 150 clients sites represented by all markets and services in the United States and Canada. The three goal deployment strategy includes 25% of all applicable sites in Fiscal Year 2012, 50% of all applicable sites in Fiscal Year 2013, and 75% of all applicable sites in Fiscal Year 2014.

MEASURABLE: SMART enables quarterly performance tracking, with progress charted against prior site scores, the top 3% of all Sodexo sites, and the average of all Sodexo sites using SMART. Data can also be aggregated and assessed by district, region, and market.

RECOGNIZED: SMART is informed by leading agencies, experts, and industry certifications including USGBC LEED, EPA & Energy Star, USDA, Green Seal and Green Restaurant Association. Nominated for an NRA Innovation Award (4/2012).

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Employee Springboard
- Health and safety

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats
- STOP Hunger
- Local community development
- Fair trade
- Supply Chain Code of Conduct
- Sustainable agriculture
- Sustainable seafood
- Sustainable equipment and supplies
- Energy and emissions
- Water and effluents
- Organic Waste
- Non-Organic waste

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

- 22 pilot sites launched
- 150 additional sites deployed

More information

SMART on SodexoNet

Spotlight on Sustainability Newsletter

Better Tomorrow Champions

Holly Fowler
Sr. Director, Sustainability & CSR, NORAM

Georgeann Georges
Project Manager – SMART, NORAM

Creator/Expert

Margaret Henry
Director, Sustainability & CSR, NORAM

sodexo

P&G – Japan - Takasaki

Cost reduction on security services

Summary

With OE team from the central team, we conducted a LEAN project at P&G Takasaki plant (how many people we serve?). The survey covered all areas relevant to our self operating + security services. Through this initiative, Sodexo discovered that there were a lot of opportunities to review the operational model and to generate a cost reduction on security services.

VALUE CREATION (Employees, Client, Consumers, Suppliers, Institutions)

One of the actions we made was to improve the employee discipline as we investigated that the staff (FTE/Contractor) did not bear their security badges very often when coming to the plant. This situation was creating continuous security checks. So it was adopted by the Plant Management Team to correct such behavior, which was corrupting the plant security level. By getting a better security team productivity, we have deleted one day position during the week (08:30~17:30) and have saved JPY2,692,000/yr that corresponds 15.5% of security services and 3% of all annual operational costs.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Human Rights
- Health and safety

WE ENGAGE
- Employees
- Clients
- Suppliers

BOTTOM LINE

Cost reduction of

15.5% of security services

3% of all annual operational costs

TRANSFERRABLE & REPLICABLE

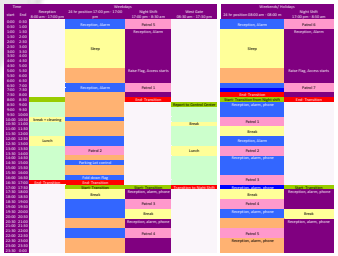
Not only limited to Sodexo security service responsibility, we have studied the current agreed process from the client point of view and posted Sodexo's opinion. We submitted several data from OE study to the customers, made them to listen to us and brain storm together in during the presentation. To replicate this experience, Sodexo will share this practice in the PFM Academy.

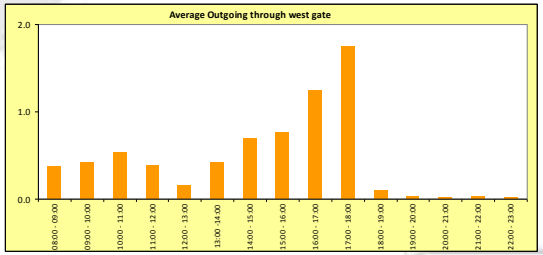
MEASURABLE

This improvement is easily measurable through our time sheet records.

RECOGNIZED

Our research has discovered client's useless spent and also improved their security level. This is rewarded and appreciated by P&G Takasaki.





More information

Add a document

Better Tomorrow Champion Creator/Expert

Shinsuke Makino

FM Account Specialist

P&G – Turkey / Gebze

Sodium Light Bulbs

Summary

At P&G Gebze, exterior lighting of this area and other shipping/receiving areas attract flying insects and increase the chances of entry into the facility. Although lights are required to allow for working at night. We have implemented a solution by installing lights away from the structure and directed towards the work area. In addition, we changed the light bulbs from mercurial light bulbs to sodium light bulbs.

VALUE CREATION

Our new system attracts the insects away from the immediate area adjacent to entry doors. There is also cause estimated energy saving around 2.500 EU/Year.

BETTER TOMORROW PLAN COMPLIANT

WE DO
- Health and wellness
- Energy and emissions

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers

TRANSFERRABLE & REPLICABLE: The solution could be implemented at many sites which are operated pest control service.

MEASURABLE: Electricity is controlled by P&G and they have a unique central electricity meter. However based on the comparison of mercurial light bulbs to sodium light bulbs, we have estimated the energy savings.

BOTTOM LINE

Energy savings of 2.500€ per year

ADD A SUPPORT DOCUMENT

Better Tomorrow Champion
Erben Simge

Creator/Expert
Kılıç Ufuk

P&G - UK - Bournemouth

Salad Shakers

Summary

Shaker salads are a great innovation that are easy to implement and offers our customers a freshly prepared salad with a choice of salad, protein & dressings

VALUE CREATION

The implementation of shaker salads is in line with promoting nutrition & health & well being for our consumers and also enables us to meet the demands of our customers who have allergies or special dietary requirements.

TRANSFERRABLE & REPLICABLE: This idea can be implemented at any site across the world, either from the side of a hot counter or it can be incorporated into existing deli bars.

MEASURABLE: The introduction of the shaker salads has increased foot fall in the restaurant by 4% and customer satisfaction is also higher amongst office staff who did not always want to eat a hot meal for lunch.

RECOGNIZED: The SPOC and customers on site have all commented that having a healthy option in the restaurant that gives great value for money is something that the contract had been missing.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats

WE ENGAGE

- Employees
- Clients
- Consumers

More information

Sodexo Bestway counter presentation 2012

Better Tomorrow Champion

Kath.sheridan@sodexo.com

P&G – UK - Bournemouth

enMotion Dispenser

Summary

The enMotion dispenser by Lotus is a great product that reduces the consumption of hand towels by only issuing one sheet at a time. The dispensers can be mounted onto the wall and are battery operated so there is no need for expensive electrical work to be completed before the dispensers can be implemented.

The product is motion operated – when a consumer wishes for a towel to be dispensed they wave their hand in front of the machine and a towel is issued.

VALUE CREATION

The implementation of the enMotion dispenser reduced consumption of paper towels, waste to landfill and reduced labour costs on site.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Sustainable equipments and supplies
- Energy and emissions
- Water and effluents
- Organic Waste

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers

TRANSFERRABLE & REPLICABLE: This product is available free of charge from Bunzl who are supplied by Lotus and can be requested by all Sodexo sites in the UK.

MEASURABLE: The introduction of this dispensing hand towel reduces consumption of hand towels by 1/3 – this has been monitored by stock purchase and evaluating consumption. The issuing of one towel also means that the waste bins do not fill so quickly and therefore also saves on black bag consumption and labour time emptying the bins.

RECOGNIZED: The SPOC and customers on site have all recognised that not only is the idea environmentally friendly, but also more hygenic as the towel is enclosed within the casing of the unit and therefore can not be touched prior to its use.

BOTTOM LINE

Reduction by 30% of towels consumption

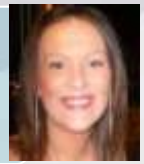
More information

enMotion Product Code C02101

enMotion Towel Code M03562

Better Tomorrow Champion

Kath.sheridan@sodexo.com



Summary

In 2006, Sodexo France signed his first Handicap Agreement to improve diversity and inclusion. To effectively deploy the policy of Sodexo Handicap implementation as part of the 3rd Handicap Agreement signed in 2012, the "Handicap Network" works every day to promote the employability of disabled workers. Today, this network represents 70 people in France

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Through this agreement Sodexo France wants to show that people with disabilities are individuals first and foremost competent and useful for the company. Ensure their successful integration and professional development within teams of Sodexo France is an important issue.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Diversity and Inclusion

WE ENGAGE
- Employees

BOTTOM LINE

- A network consisting of 70 persons
- 910 people with disabilities employed by Sodexo France
- This represents 4,96% of the total employment in France

TRANSFERRABLE & REPLICABLE: Sodexo France's policy on handicap can be implemented in all countries wishing to improve the diversity and the inclusion

MEASURABLE: In the end of 2011, Sodexo France was employing 910 people in situation of handicap, representing 4.96% on total employment. We exceeded our target of 4.50%. Nevertheless, our work should not stop there and progress must be made in particular around job retention.

RECOGNIZED: Sodexo is partner of the ADAPT (Association for Social and Professional Integration of Persons with Disabilities) for 15 years.

More information

Sodexo.fr (Diversity section)

Better Tomorrow Champion

Mathilde LOING
Sustainable Development Director France

Creator/Expert

Alain MASSON
Representative for the handicap employment

Hungary - Motivation Solutions

VISZLÁT! Program

Summary (develop employees environment)

1.Developed for the company a **selected waste collection system**. On both working-sides (main office and operation side) were 4 different baskets installed for

- PEP
- General plastic garbage
- Paper
- batteries

We use all together 14 baskets in the program called: VISZLÁT! (Eng.: *See You later* program!)

2. Changed the chairs in FY 2011-2012: 70 pieces

3. Renewing office flower and pot decorations in FY 2012

VALUE CREATION (Employees)

Conscious upbringing onto the protection of our environment, have a nicer and more comfortable office.
The concept aims at raising our employees the importance of a more conscious protection of our environment and more responsible behavior. That helps to create a more friendly and comfortable atmosphere in offices.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Local community devel.

WE ENGAGE

- Employees

TRANSFERRABLE & REPLICABLE: available in all offices and kitchens with information leaflets

MEASURABLE: We measure every month the total paper utilization by business and share the infos with employees.

VISZLÁT! Program logos:

More information

Paper utilization diagram by month

Better Tomorrow Champion

Boglárka Dezse
Marketing Director

Creator/Expert

Mónika Sztankovits
Communication Manager

Réka Radnai
HR specialist

P&G – Germany / Marktheidenfeld and Altfeld

Braun - light

Summary

Jointly with the Health Insurance Fund, Sodexo and P&G have launched the Braun light action. Dishes with recipes accurately calculated - in conjunction with nutrition tables, which are rated with a fat point table - were included in the meal plan. At the same time there was a contest to see who in the period of 3 months can reduce more weight. Another goal of this campaign is to increase the feel-good factor at work.

Furthermore, find the foods listed below offer a place at Sodexo restaurants: - Freshly squeezed juices, Fruit cups to go, Muesli togo and Vitamin Breads.

VALUE CREATION

- 1800 employees in Marktheidenfeld and Altfeld
- 550 meals served per day

BETTER TOMORROW PLAN **COMPLIANT**

WE DO
- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- **institutions**

Mehr information

- P&G Markhteidenfeld
- Braun BKK

Better Tomorrow Champion
GEORG, Suska

Creator/Expert
KELLERMANN, Peter

P&G – Ireland - Newbridge

Irish Happy Heart Accreditation 2012

Summary

At P&G Newbridge, we actively promote the reduction of sugar, salt and fats in our menus by replacing them with alternative flavors such as fresh herbs, whole pepper and a variety of locally sourced fresh vegetables.

- With P&G's approval we now implement **chip free days** in all restaurants on Mondays and Wednesdays.
- We introduced Dorcas Barry, healthy eating to our site.

VALUE CREATION

Chip free day in all restaurants on Mondays and Wednesday

In conjunction with the staff nurse we introduced a calorie counting scheme through "Operation Transformation".

We advertise to our client on our notice board, nutritional & allergy information and health and well being guides together with sample recipe cards.

We promote consumption of Omega 3 by the introduction of serving oily fish twice a week.

TRANSFERRABLE & REPLICABLE

Introduction of and presentation by Dorcas Barry on the"Eat To Lose Weight Programme". Highlighting healthy eating programmes and measurable benefits.

MEASURABLE

19 customers completed "Operation Transformation" with a combined weight loss calculated at 220 pounds over 13 weeks.

RECOGNIZED

EIQA Saphire accreditation received for food hygiene and food safety best practices. We have recently won accreditation for the 2nd year in a row from the Irish Heart Foundation through "Happy Heart" for consistently maintaining a varied and balanced menu.

BETTER TOMORROW PLAN

COMPLIANT

WE DO

- Health and Wellness
- Varied and Balanced Food
- Sugar, Salt and Fats

WE ENGAGE

- Employees
- Clients
- Consumers
- Suppliers

BOTTOM LINE

19 consumers have lost 220 pounds together

More information

www.irishheart.ie
www.sodexo.com
www.dorcasbarry.com
www.eiqa.com

Better Tomorrow Champion

Keith Stynes

Creator/Expert

David Fox

sodexo

Slovenia - On Site Service Solutions

Less Salt Campaign

Summary

Sodexo is the largest provider of food service in Slovenia and we see a great opportunity to contribute to national reduction of salt consumption with the engagement of all stakeholders.
In 2011, Sodexo launched "Less salt" a program to reduce the consumption of salt at clients' sites. Our initiative provides and promotes food that is prepared with less salt, and educates consumers about salt destructiveness and health risks. Employing different strategies like friendly notices, brochures, and posters, in cooperation with Slovene Ministry of Health and the Institute of Public health (CINDI) Sodexo follows the implementation of national plan to reduce salt intake nationwide in the period 2010-2020.

VALUE CREATION

A reduced intake of salt contributes to overcome some of the key diseases, spread in the Western world like hypertension, stroke and coronary heart disease, some of the main causes for mortality in Western world. Our main concern is not only to satisfy guest's desire for a tasty but also to offer a balanced and healthy meal. "So-cinka" is a new product that has been developed and it is designed to substitute artificial additives.

TRANSFERRABLE & REPLICABLE: We are encouraging suppliers to join Sodexo efforts, following the example of good practices in other countries and we develop collaboration with national institutions. Raising awareness of our employees is the first step in this direction. Every year, to monitor our progress we conduct an inventory of consumption of salt in March. Monitoring takes place at several pilot sites. In 2011 we organized internal training "Nutrition for healthy step" and we published book on healthy diets with manual for cooking recommendations.

MEASURABLE: Our chemical analysis (10 menus from 2 sites with two repetitions of a total of forty samples) demonstrates the usage of 3.5 g of salt per meal. Further analysis of usage of salt throughout the company level shows that the intake of salt was reduced from 3,14 g to 2,9 g per serving in 2011. Sodexo objective for 2012 is to reduce the number to less then 2,8 g per meal.

RECOGNIZED: Our campain was recognized by the two most relevant national health organizations (Institute of public health & Ministry of Health), besides, the results were acknowledged by the Ljubljana University in a joined project "Making responsible tomorrow" – "Food of the future".

In 2011 Sodexo Slovenia received the **ECO certificate** allowing the preparation of foods and dishes with organic ingredients.

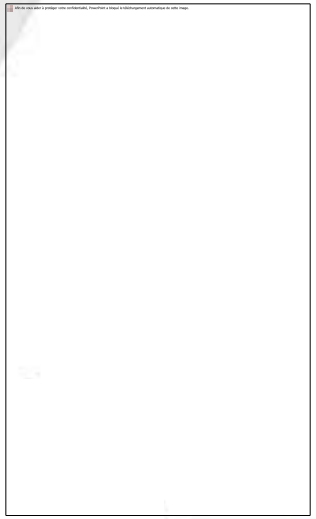
Better Tomorrow Plan
COMPLIANT

WE DO
- Varied and Balanced Food
- Sugar, Salt and Fats

WE ENGAGE
- Employees
- Clients
- Consumers
- Suppliers
- Institutions

BOTTOM LINE

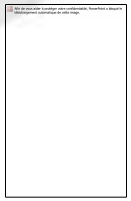
Reduced intake of **2.9 g** of salt per meal.
Our Main **supplier of meat reduced** the amount of salt in their products by **10%**.

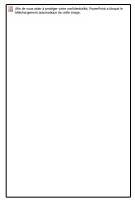


More information
"Less salt campaign" posters

Better Tomorrow Champion
Zolnir Irena
Head of Quality and Hygiene

Expert
Maja Starin
Quality and Hygiene Associate





Summary

Since 2006 in order to create more value based on our core values (service spirit, progress spirit, team spirit) we started the implementation process of OHSAS 18001 in the same time with ISO 14001 and in July 2007 Sodexo Pass Romania obtained the H&S certificate after an external audit. That audit was done by an independent audit body. The international recognition was certified in the same time through IQNet Ltd. The most significant aspects of this project were:

1.Identify the key persons and ensure the specific competencies (dedicated structure)
2.Define the specific objectives and follow up
3.H&S risks and legislation conformity assessment
4.Global prevention & protection plan
5.Environmental risks & legislation conformity assessment

VALUE CREATION

Employees: Awareness of H&S risks on their working place, Awareness of environmental impact, the importance of having employees in good health and the importance of changing the behavior of recycling.
Clients: recognize Sodexo as environmental responsible company and a H&S responsible company with friendly working environment
Suppliers: we prefer those vendors who have friendly environmental approach (assessment criteria) and who fully agree with H&S rules & regulations (assessment criteria)
Institutions: local authorities, by showing that Sodexo is complying with the legislation in force

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Human Rights
- Health and safety

WE DO
- Health and Wellness solutions
- Supply Chain Code of Conduct
- Sustainable equipments and supplies
- Energy and emissions
- Water and effluents
- Non-Organic waste

WE ENGAGE
- Employees
- Clients
- Suppliers
- Institutions

TRANSFERRABLE & REPLICABLE: by using the international standard ISO 14001 & OHSAS 18001 for implementation process & certification and Sodexo Pass Romania expertise; a preliminary implementation info was given to Sodexo On Site Service Solutions Romania

MEASURABLE: Using the specific tools required by the standard the system sustained based on: specific objectives follow up, operational control on monthly basis, recycling indicators & reporting to national authority H&S indicators, regular meeting of H&S Committee, regular suppliers evaluation, legislation conformity assessment, yearly management system analyses, internal audit, monitoring of recycling rate and resources consumption, H&S risks assessment

RECOGNIZED: International and local recognition through specific certificate no 484/1 & certificate no 1266/1 issued by SRAC CERT & IQNet Ltd

BOTTOM LINE

- Sustained OHSAS 18001 certification for both sites
- Specific criteria included in suppliers assessment
- All employees trained
- Zero incidents & diseases
- Yearly medical checking of all employees
- Maternity risks assessment follow up for all cases

More information

http://ro.sodexo.com/roen/about-us/Management/Integrated_Management.asp

See on the above link:
Statement of General Manager
General objectives
Quality Certificate IQNet 484/1 RO
Quality Certificate SRAC 484/1
Quality Certificate IQNet 1266/1 RO
Quality Certificate SRAC 1266/1

Better Tomorrow Champion

Adina POPA
Marketing & Development Director
Sodexo SVC Romania

Creator/Expert

Cristian TATOI
Quality Manager
Sodexo SVC Romania

SODEXO PASS Romania is the only vouchers issuer which has a certified integrated management system - QHSE

First Aid training

Green Corner
Small electric & electronical scrap recycling

Workplace Health Promotion Programme

Summary

This program aims at promoting health of employees in the workplace. In September 2000, the Tripartite Committee on Workplace Health Promotion (WHP) Singapore reported its recommendations on how to expand and improve WHP programmes in the country. In 2010, Sodexo Singapore launched this program for our employees in various units across Singapore. This gives value to our team; it promotes positive influence on employees' health by creating healthy environments, ensuring that organisational policies are conducive to good health, and by providing health promotion programs and services at work. The workplace is a key setting for promoting the health of adults.

VALUE CREATION (Employees)

Through this programme working adults between ages of 18 – 69 will benefit positive improvements in their health status. Along with government assistance, grants and other workplace health promotion will improve the lifestyle of employees. Staff having positive influences and good health will lead to less tardiness, work efficiency and enthusiasm. Increase in number of references for their friends/relatives by company's own satisfied employees by 35%

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Health and Wellness

WE ENGAGE
- Employees

BOTTOM LINE

- Increase in Productivity
- Increase in staff engagement
- Decrease in medical bills
- Decrease in medical leave

TRANSFERRABLE & REPLICABLE: Previously we started this program for Corporate and Education sites. Now we replicate and use it in all segments in our business.

MEASURABLE: We have results in measured KPIs to impact the business;

- Staff having positive influences and good health will lead to less tardiness, work efficiency and enthusiasm.
- Increase in staff engagement rate to 68% from 51% in just 2 years
- Reduce Medical leaves rate by 10% thereby increase in productivity rate

RECOGNIZED: Received Silver for HEALTH (Helping Employees Achieve Life Time Health) Award, Nutrition Award which Sodexo Singapore is 1 of 3 who receive this prestigious award. In 2012, we are finalist in the HRM 2012 Best Health and Wellbeing Award. Aligned with this program we recently received our bizSAFE Star certification and OHSAS 18001 that made our program more credible.

Yoga

Bollyrobics

More information
www.hpb.gov.sg/hpb
Recognitions / Awards
Case Study

OHSAS 18001

Better Tomorrow Champion
MOHAMAD Junainah
Human Resource Manager

Creator/Expert
SHARMA Ashu
Operations Manager/
Head Dietician

France - Motivation

Paper recycling

Summary

As part of the national sustainable week and our environmental certification (ISO 14001), Sodexo SMF put in place office paper separation.
We decided to work with a company of disabled employees, "Le petit plus", that doesn't sell its "old paper" out of France.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

This recycling/paper separation is in consistency with our environmental certification and values; employees were waiting for it.
Moreover, working with a company employing disabled people allows us to reduce our disabled tax (legal obligation: disabled tax if a company doesn't employ 6% of total workforce)
Later, we could buy paper from our recycling industry.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Diversity and Inclusion

WE DO
- Local community devel.
- Non-Organic waste

WE ENGAGE
- Employees

BOTTOM LINE

Key figures not yet available

TRANSFERRABLE & REPLICABLE: This is easily replicable by any country as recycling is a key subject for lot of countries. Related it to legal obligation is a good thing. Just think to talk with your HR Director about its human obligation for disadvantaged people and identify the right partner.

MEASURABLE: We will measure every year the recycling paper collected.

RECOGNIZED: The certification values this action towards our clients

Better Tomorrow Champion
Jean-Jacques VIRONDA
Marketing, strategy director

More information
http://lepetitplus.net/
Poster

Creator/Expert
Sandrine DAVID
Sustainable development manager

Singapore - All Segments

Healthy Week

Summary

It is a health promotion program that aims at introducing healthy dishes in the menu for a period of one week. This program greatly supports the Better Tomorrow Plan by providing and promoting food choices with reduced salt and fat.
The objective is to serve healthier meals in our food business. Sodexo Singapore joined the 'Healthier food commitment program' a program initiated by the Health Promotion Board.
Healthier Food Commitment: aims to help prevent obesity increase by trimming 25 billion calories from the food supply by 2013. The pledge brings together members of the food industry comprising food and beverage manufacturers, retailers and restaurants and food courts to pledge their support and provide and promote healthier lower calorie food products and meals.

VALUE CREATION (Employees)

Through this campaign Sodexo will offer meet its objective to provide and promote health and wellness solutions among our clients by introducing healthy food options with reduced sugar, salt and fats. This also benefit our employees who are eating on site , a healthier food.

TRANSFERRABLE & REPLICABLE: This program is being rolled-out in different sites, different segments especially in Corporate and Education sites. Now we replicate and use it in all segments in our business and been localised per site and client requirements.
MEASURABLE: After the campaign we measure / tallied the number of calories served for the week and the calories saved from various meals wherein we reformulate into a healthier version.
RECOGNIZED: Our partners in this program are various sites / per segments and by the Health Promotion Board in Singapore as part of the Healthier Food Commitment program.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Health and safety

WE DO
- Health and Wellness
- Sugar, Salt and Fats

WE ENGAGE
- Clients
- Consumers

BOTTOM LINE
- Healthy Recipes / Menus
- Nutritional Information / Analysis of each dish
- **Healthier Food Commitment:** aims to help prevent obesity increase from national food supply in three years
- **Target to trim:** 25 billion calories

Photos during campaign

More information

Collaterals (separate doc)
Case Study (separate doc)
www.hpb.gov.sg

Sample Collateral

Recent Campaign

Better Tomorrow Champion

MOHAMAD Junainah
Human Resource Manager

Creator/Expert

SHARMA Ashu
Operations Manager/
Head Dietician

Summary

On August 5, 2010, 33 miners were trapped inside San José mine, 700 meters deep, following the collapse of access. All possible ways for rescue were blocked, so work began drilling holes in order to create a vertical tunnel to perform this rescue, a process that lasted 69 days.

Immediately occurred the tragedy, Sodexo designed and proposed to two mining clients the idea go on helping on the rescue of theses 33 miners. A week after, along with two of our mining clients: Minera Los Pelambres (Antofagasta Minerals Group) and Proyecto Caserones (Lumina Cooper Company), Sodexo offered to Chilean Government to deliver the necessary nutrition program (water, breakfast, lunch, dinner and snacks) to the group of rescuers, military, police and authorities for free.

VALUE CREATION (Employees, Clients, Consumers, Suppliers, Institutions)

Sodexo's team commitment (more than 40 Sodexo's collaborators involved 20 hours/day and 7 days a week) with the country and citizens needs during more than 60 days.

Sodexo's team spirit articulating this help with mining clients to mining teams (33 miners) in need.

Strengthen our strategic partner position to this business segment and as a part of national mining industry.

Alliance with the 2 major clients in mining, where it became evident that we share the same values and principles, which allowed us to assist in the rescue of the miners with daily nutrition to 350 rescuers and people.

Our expertise in food and logistical capacity, allow us to deliver as soon as possible (7 days delay) an excellent service under extreme conditions (in the Atacama Desert, the driest in the world, with extreme temperatures).

TRANSFERRABLE & REPLICABLE: Having delivered this service, allows us to prove that the work based on our values and with the necessary commitment of our clients and teams, can be developed successfully in any place and condition, to the extent that everyone has the skills, leadership, guideline and commitment to the company and objective.

MEASURABLE: During 69 days, Sodexo delivered 55.000 rations and 27.000 liters of beverages, equivalent to 41 tonnes to a total of 350 people daily with the commitment of more than 40 Sodexo employees to make this happened.

RECOGNIZED:

Nov 2010: Recognition of the Regional Governor of the Atacama region, Ximena Matus, to our company.

August 2011: A year after the tragedy, the 33 miners recognized our company for their contribution in the rescue, in a ceremony held in the government city of Copiapó, and presided over by President of the Republic, Sebastián Piñera.

March 2012: Recognition for the National Women's Atacama Region, on Day of Women's Day, from the hands of who was logistics coordinator of the rescue: Teresa Cañas, Regional Ministerial Secretary.

BETTER TOMORROW PLAN

COMPLIANT

WE ARE
- Business Integrity
- Human Rights

WE DO
- Health and Wellness
- Varied and Balanced Food
- Local community development
- Energy and emissions
- Water and effluents

WE ENGAGE
- Employees
- Clients
- Consumers
- Institutions

BOTTOM LINE
- 55.000 rations
- 27.000 liters of beverages.
- 350 people daily.
- 40 employees.
- 69 days.

More information

Better Tomorrow Champion

Carlos Urrutia
Strategy, Communications and BTP Director

Creator/Expert

Juan José Ronsecco
Commercial Manager