



PARTNERSHIPS

MARCH 2011

[www.sodexo.com](http://www.sodexo.com)



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 413,000 employees

**sodexo**

Quality of Daily Life Solutions

# FOCUS ON SODEXO'S TWO GLOBAL PARTNERS WWF AND MSC

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## WORLDWIDE TECHNICAL PARTNERSHIP BETWEEN WORLD WILDLIFE FUND (WWF) AND SODEXO

In March 2010, **WWF and Sodexo** signed an agreement to work together globally on environmental and supply chain issues of mutual interest. This has started with seafood, agricultural commodities, water and energy and focus on promoting environmental and sustainable supply-chain practices. We have a three-year agreement to address these and other key areas of the value chain across the globe.

### ● What has been accomplished in Fiscal 2011?

During Fiscal 2011, the Subject Matter working groups worked closely with the WWF to define standards and guidelines on environmental issues. The Corporate Citizenship Steering Committee along with the WWF and BSR interacted through various seminars, committees and meetings, including a two-day meeting dedicated to the "We Engage" pillar.

Within our agreement with the WWF, our mutual work includes:

- **Sustainable Supplies:** Sodexo and the WWF worked together on Sodexo's sustainable seafood sourcing policy and on priority species for joint action.
- **Energy and Emissions:** the WWF helps Sodexo to develop protocols and establish a framework for measuring and reporting on greenhouse gas emissions in our business (including services performed at client sites). In addition, we worked to identify priority commodities in our Supply Chain, where we will focus our efforts to reduce our Scope 3 emissions. We are also in the process of developing a briefing on climate risk for our business segments.

- **Local, seasonal or sustainably grown or raised products:** Sodexo and the WWF worked to define the five priority agricultural commodities based on several issues that include greenhouse gas emissions, water footprint, biodiversity, social concerns, purchasing volume and client and investor concerns.
- **Water and Effluents:** Sodexo worked with the WWF to validate Sodexo's virtual global footprint.

In Fiscal 2011, the WWF was also involved in the creation of the set of guidelines for each relevant "We Do" commitment – see Implementation process part for details.

## TESTIMONIAL

"We are pleased to see Sodexo take this important step to improve the sustainability of seafood choices available in the marketplace. We hope their commitments serve as a model for other major brands to follow as a way to reduce impact on the environment and provide customers with responsibly sourced seafood. By supporting fishery improvement projects and engaging with global sustainable seafood organizations like the Marine Stewardship Council and Aquaculture Stewardship Council, Sodexo is demonstrating the true value of collaboration."

Meredith Lopuch,  
Director of Major Buyers Initiative for Fisheries at WWF

## WORLDWIDE AGREEMENT WITH MARINE STEWARDSHIP COUNCIL (MSC)

**MSC is the leading eco-label and fishery certification program** whose mission is to use its ecolabel and fishery certification programme to contribute to the health of the world's oceans by recognising and rewarding sustainable fishing practices, influencing the choices people make when buying seafood, and working with its partners to transform the seafood market into a sustainable basis.

In June 2011, we signed a worldwide agreement with the Marine Stewardship Council (MSC) for wild-caught fish with the view to:

- promoting MSC-certified seafood across the 80 countries where Sodexo operates and
- maximizing awareness and collaboration with both our Clients and Consumers.

## TESTIMONIAL

"We are delighted to see one of world's largest foodservice companies make such a commitment to certified sustainable seafood. Their leadership will contribute to transform the global seafood market to a sustainable basis, which is also MSC's top priority."

Nicolas Guichoux,  
Regional Director for Europe at MSC



# IN DIALOGUE WITH...

In March 2010, the World Wildlife Fund (WWF) and Sodexo signed a three-year agreement to work together on environmental and supply chain issues.

Sodexo's Group Executive Vice President, Chief Marketing Officer Client Retention, Offer Marketing, Supply Chain and Sustainable Development, **Damien Verdier** and **Suzanne Apple**, Vice President and Managing Director, Business and Industry at WWF give their points of view.

## What would you like to underline regarding the partnership between Sodexo and WWF?

### ► Suzanne Apple

Partnerships with the corporate sector and companies like Sodexo are very important to us at WWF as corporations play a unique role in helping to protect the planet. Corporate purchasing practices can have a profound impact on environmental efforts and particularly on the world's most ecologically important regions. When we first began talking to Sodexo, it was very much around key areas that they could control in their operations, such as energy and water use. Through this collaboration, we have expanded this focus outside Sodexo to the supply chain on improving the sustainability of key agricultural commodities like beef, dairy, palm oil, soy, and tropical fruits. It's quite an extensive partnership looking at the source and impacts of food products for Sodexo, its clients and consumers.

### ► Damien Verdier

During 2010-2011, the Sodexo's Subject Matter working groups worked closely with the WWF experts to define standards and guidelines on environmental issues with an intention to understand the risks and opportunities for Sodexo's business. This has been important to create and foster awareness and behavior steps for Sodexo's employees in the sites where they operate. We are proud of the progress made during the year and already engaged for the course of action for the next years.

## Do you have a personal view of sustainability?

### ► Suzanne Apple

Throughout my career, I have always felt that sustainability can't be a choice, but rather it is an imperative in which we each have an important contribution to make in creating a more sustainable future. Whether as individuals or organizations, our collective actions can have a huge impact. We only have one Earth. We must work together to sustain it.

### ► Damien Verdier

During the 32 years I have been working at Sodexo, beyond delivering on our financial commitments, we have always worked to create jobs, develop our people, contribute

to local communities and protect the environment. This sustainable approach has benefits for people now as well as for future generations.

## What do you see as the private sector's greatest sustainability challenge?

### ► Suzanne Apple

The first challenge for any company is integrating sustainability into the business so that it is not viewed as a "nice to have" but as a "must do". The second challenge is taking a long-term view. As a private company with headquarters in France, Sodexo can take a long-term view on sustainability and the bottom line. In the United States, where many companies are publicly-held, business has pressure each quarter to increase profit margins and shareholder value, which often conflicts with a longer-term view. However, many global companies recognize that sustainability brings a great value to their business.

### ► Damien Verdier

Companies such as Sodexo are uniquely positioned to identify priorities and establish action plans for improving sourcing and industrial practices. The Corporate sector has a major role to play to lead a current discussion on future challenges. The companies will help to evolve behaviours through their powerful stakeholder network. For example, Sodexo has targeted some key agricultural commodities—beef, dairy, palm oil, soy, and tropical fruits—and we continue to work to better source these commodities. Sodexo joined the Roundtable for Sustainable Palm Oil (RSPO) which will help to ensure that Sodexo's palm oil supply meets RSPO standards supporting both communities in sourcing regions and healthy ecosystems.

## And what do you think is the private sector's greatest opportunity?

### ► Suzanne Apple

The challenge is getting business leaders to understand that sustainability is an integral part of the business model. Sustainability is often perceived as a complex issue and requires a lot of internal education and awareness building. It is crucial to help business unit managers and purchasing staff understand how they can support these

efforts and how it makes business sense—that there is a business rationale. If companies reduce water and energy use, they are saving costs and generating a better efficiency on natural resources. We work with Sodexo to evolve its purchasing policies to extend the impacts on the supply chain.

### ► Damien Verdier

For me, the greatest opportunity resides with Sodexo's employees around the world. Nearly 400,000 ambassadors of the Better Tomorrow Plan and 95% of them are at the frontline with a direct influence on thousands of our clients and 50 million consumers in 80 countries. The success of the Better Tomorrow Plan lies in our ability to continue to engage and create dialogue with our employees, and in turn to engage and influence all of our stakeholders.

## What does the private sector have to do to engage more employees to create value in sustainability?

### ► Suzanne Apple

Helping employees understand what the impacts are for them and equipping them to take action goes a long way to create value for the business as a whole. Companies can engage their employees in developing personal sustainability plans so that they begin to think about what they could do in their own lives to promote sustainability and what they can bring to their job to improve the sustainability of their company.

### ► Damien Verdier

We train and coach our employees and engage them in programs and citizenship actions that contribute to a healthier and more sustainable lifestyle. We supply our employees and managers with the essential tools of the Better Tomorrow Plan helping to raise awareness. But the most important way of engaging our employees is to create experiences of personal value creation. We promote actions to fight hunger and malnutrition through our STOP Hunger program.

The participation of our employees makes them proud of the company and of themselves. Sodexo also is proud to support our engaged employees for this very important cause.





# SUSTAINABILITY DISCLOSURE PROJECTS

## ENERGY & EMISSIONS

### CARBON DISCLOSURE PROJECT

In 2011, Sodexo completed the Carbon Disclosure Project's (CDP) annual request annual request for information. This included questions on our climate change management strategy and greenhouse gas emissions inventory.



Our response has been benchmarked against more than 1800 other suppliers who responded in 2011. CDP 2011 Disclosure scores were determined based on the CDP 2011 disclosure and performance methodology.



" Sodexo has scored above average overall and notably in the following categories: Governance & Strategy, Risks, Opportunities and Emissions Reporting. "

The Carbon Disclosure Project is an independent not-for-profit organization working to drive greenhouse gas emissions reduction and sustainable water use by business and cities.



## SUSTAINABLE AGRICULTURE



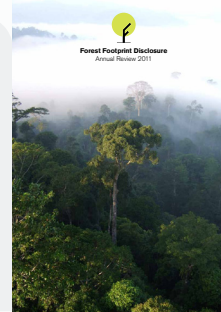
In 2011, the Forest Footprint Disclosure Request was sent out to 357 international companies and 87 participated.

Sodexo completed Disclosure Requests in 2010 and 2011 and was included in the Travel & Leisure sector grouping 8 companies.

Forest risk commodities



" A special mention should be made for Sodexo, who are the most improved company in this sector this year. This is particularly impressive given that their commitment covers their global business. "



Forest Footprint Disclosure is a special project of the Global Canopy Foundation, initiated in 2008. FFD engages with private sector companies to ask them to disclose their understanding of their 'forest footprint' based on exposure to five key commodities - soy, palm oil, timber, cattle products and biofuels - in their operations and/or their supply chains. All of these commodities have the potential to be sourced from recently deforested land.

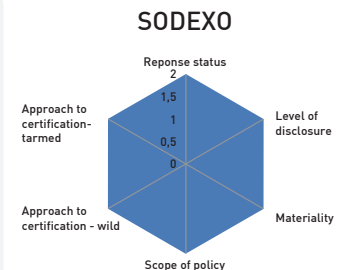
## SUSTAINABLE FISH & SEAFOOD



Principles  
for Responsible  
Investment

Over summer 2011, a group of institutional investors and signatories to the United Nations-backed Principles for Responsible Investments (UN-PRI) wrote to 41 companies with exposure to fish and seafood products, seeking to foster sustainable fisheries policies and increase transparency regarding companies' seafood sourcing practices. Two-thirds of the companies replied, including Sodexo.

" Sodexo has provided a full response to the group of investors which addressed all the requested areas. Sodexo has been rated as the BEST RESPONSE. "



The UN-PRI is a network of international investors working together to put the six Principles for Responsible Investment into practice i.e. working to incorporate ESG issues into their decision-making and ownership practices. Created in 2005, the process was coordinated by the United Nations Environment Programme Finance Initiative and the UN Global Compact.