



Fiscal 2011
Human Resources
Report

Human Resources Report

Content

Our Policy

Joint interview	PAGE 03
Our employer commitment	PAGE 05
Our HR indicators	PAGE 06

Experience Sodexo

An exceptional professional experience	PAGE 11
--	---------

Springboard for success

Opportunities	PAGE 14
---------------------	---------

Company Culture

Shared values	PAGE 16
---------------------	---------

Human Resources Report | Our Policy

JOINT INTERVIEW

Working on improving employee quality of life and wellbeing

Health and wellbeing of employees are cornerstones to ensuring their continuous engagement for the benefit of our clients and our customers. UK National's Director for Health and Work, Dame Carol Black, and Elisabeth Carpentier, Chief Human Resources Officer share their points of view.

Why are health and wellbeing so critical for companies today?

Dame Carol Black:

Health and wellbeing have always mattered but we were not sufficiently aware of it. We have become less industrialized, we are performing less physical work, workplaces have become much safer, and most countries have put in place good regulations on safety. However, issues such as health and wellbeing remain central in our everyday life. I am happy to see that Sodexo has a strong commitment to its employees, clients and consumers and has made great strides in this field.

Elisabeth Carpentier:

Today, the workplace is the place of significant changes: Employees are working longer, generation Y is demanding a better work-life balance... The direct consequence is that health, wellbeing and, more generally, quality of life issues are becoming crucial, especially for Sodexo which has always highly valued its people. Quality of Life is in our DNA and this is why improving quality of life must start with our employees.

Is there a direct link between health and wellbeing of employees and companies performance?

Dame Carol Black:

Yes, there is a strong link. I have collaborated with companies that have invested significantly in improving health and wellbeing in the workplace and it has had a direct impact on their bottom line: reduction of sickness absence, reduction of staff turnover, improvement in the staff opinion surveys, improvement in productivity. The hard figures show clearly that improving health and wellbeing generates financial performance as well as happier employees.

Elisabeth Carpentier:

For Sodexo there is an obvious link: every day 95% of our employees are in contact with our clients and our consumers. We are convinced that improving health, wellbeing and, more generally, quality of life contributes to the progress of our employees and generates strong engagement. Engaged employees are better able to make the difference in the services we offer to our clients thereby improving their satisfaction and increasing company performance.

Human Resources Report | Our Policy

What are the main issues on health and wellbeing for companies to focus on?

Dame Carol Black:

Above all, I am convinced that the health and wellbeing of employees starts with senior leadership involvement and good management. Management needs to communicate with their employees, listen and understand needs and expectations, ensure a measure of autonomy and a sense of security... Without strong management and leadership, I don't think any initiative aimed at improving health and wellbeing can be effective. The other important issue is building employee resilience and protecting their mental health. But it cannot be about just adding fresh fruit in the cafeteria building; resilience and wellbeing must run deeper, it must be part of the fabric of the company.

Elisabeth Carpentier:

For us, health and wellbeing is one of the pillars which support quality of life. The others are: physical environment, personal and social life, personal achievement and future prospects and of course management. At the present time, we focus on three areas: providing a unique professional experience, offering a springboard for professional development and fostering a positive work environment based on a strong company culture. Because it's so fundamental, we have started, with the help of our Quality of Life Institute, to map out what quality of life means for our employees. I realize that we cannot answer everyone's demands but it's important to create a caring environment which nurtures our employees and improves the overall wellbeing of the company.

Human Resources Report | Our Policy

OUR EMPLOYER COMMITMENT

Improving Quality of Life isn't just for Sodexo's clients and consumers; it's a mission that begins first at home, with the company's own employees.

Improving Quality of Life for our employees

Sodexo's client value proposition is based on the conviction that Quality of Daily Life contributes to the progress of individuals and the performance of organizations.

As an employer, Sodexo works to improve the Quality of Life of our employees by providing:

- an exceptional **professional experience**;
- a **springboard** for professional development;
- a positive **work environment** based on a strong company culture.

Our **Employee Value Proposition**, "**Your future, so Sodexo**," focuses on five key moments in our employees' professional life: Recruiting, Welcoming, Living, Growing and Rewarding.

AWARDS

Sodexo's commitment to providing opportunities for employee development has been recognized around the world.

Canada - Sodexo recognized as a top employer

The editors of **Canada's Top 100 Employers** recognized Sodexo among companies that lead their industries in offering excellent working conditions. Evaluation criteria included work atmosphere, health, financial and family benefits, training and skills development and community involvement.

United States

• Efforts to engage hard-to-reach employees recognized

Melcrum, a reference in the world of internal communications, recognized Sodexo with the award for the **best Employee Engagement Strategy**. Among the wide range of innovative methods to engage its 120,000 employees on more than 6,000 U.S. sites: short, informal "Daily Huddle" team meetings to share news and confirm priorities, a dedicated English-Spanish website and virtual meetings.

• Sodexo named "Best Place to Work for Hourly Workers"

Working Mother Magazine in the U.S. recognized Sodexo for the third consecutive year for its **culture** and **programs** that help hourly workers succeed and advance.

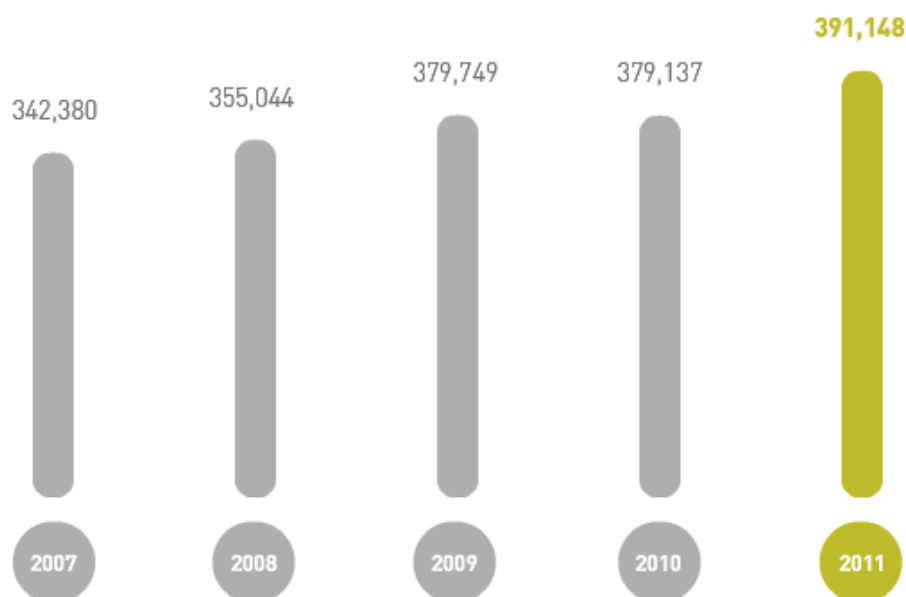
United Kingdom - Best employer

Sodexo was named best contract catering employer at Scotland's first **Best Employers in Hospitality Awards**. Employees used an online assessment tool to evaluate more than 200 Scottish hospitality companies.

Human Resources Report | Our Policy

OUR HR INDICATORS

Number of employees as of the end of Fiscal



Employees by region

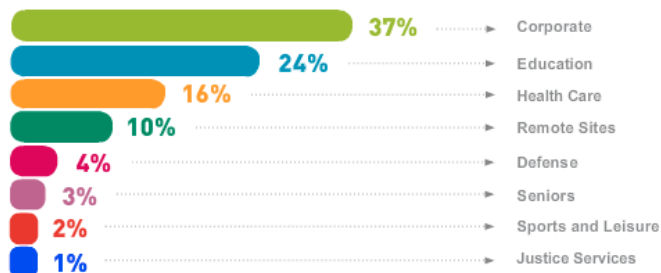


Human Resources Report | Our Policy

Employees by activity and client segment

ON-SITE SERVICES SOLUTIONS

97%



MOTIVATION SOLUTIONS

1%

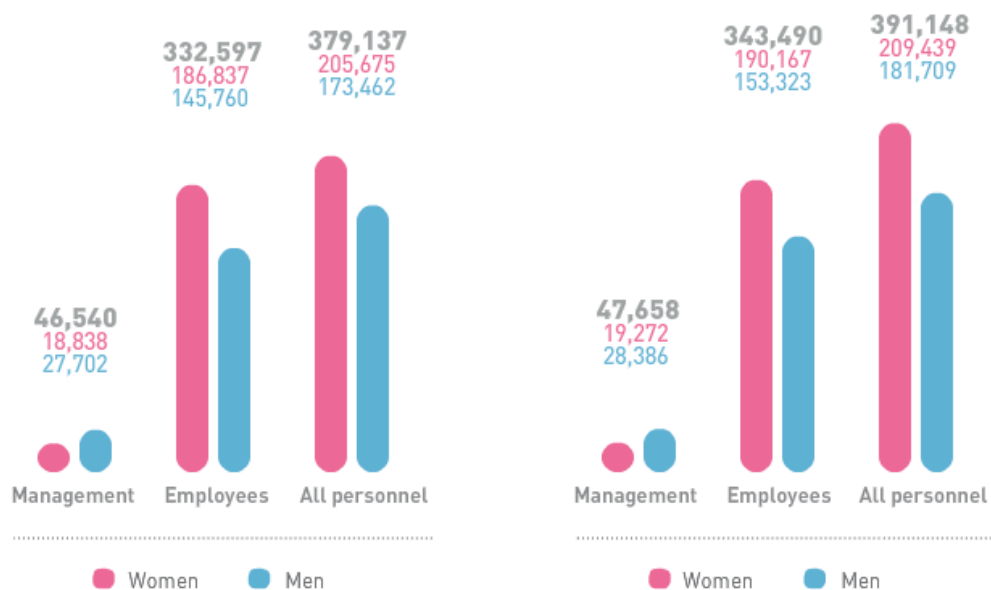
PERSONAL AND HOME SERVICES

0.5%

GROUP HEADQUARTERS AND SHARED STRUCTURES

1.5%

Workforce by gender and by category

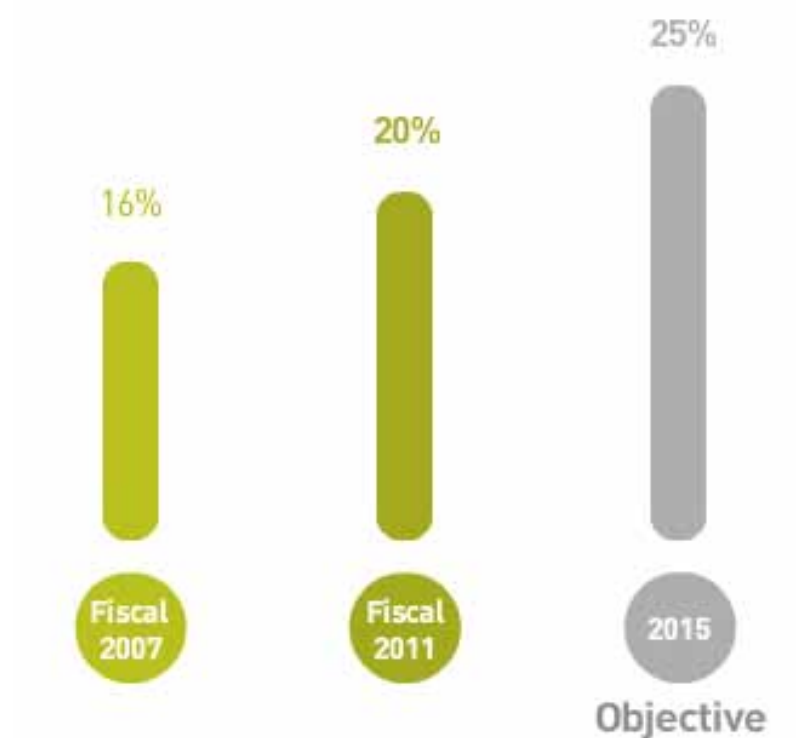


Fiscal
2010

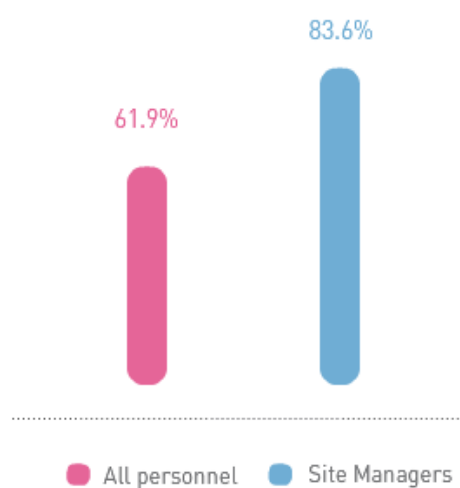
Fiscal
2011

Human Resources Report | Our Policy

Evolution of the number of women in top management positions (TOP 300)



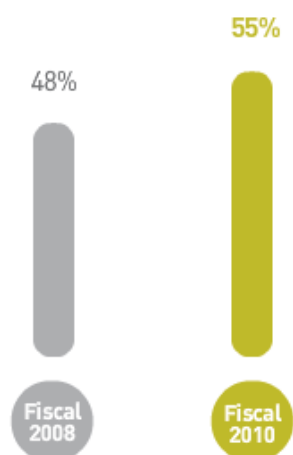
Employee Retention Rate



The employee retention rate is a key indicator of the Group's performance.
The retention rate for all personnel in Fiscal 2011 was 61.9%, with an 83.6% rate for site managers.

Human Resources Report | Our Policy

Employee Engagement



In May 2010, Sodexo launched its third [engagement](#) survey in 60 countries (covering more than 98% of employees worldwide).

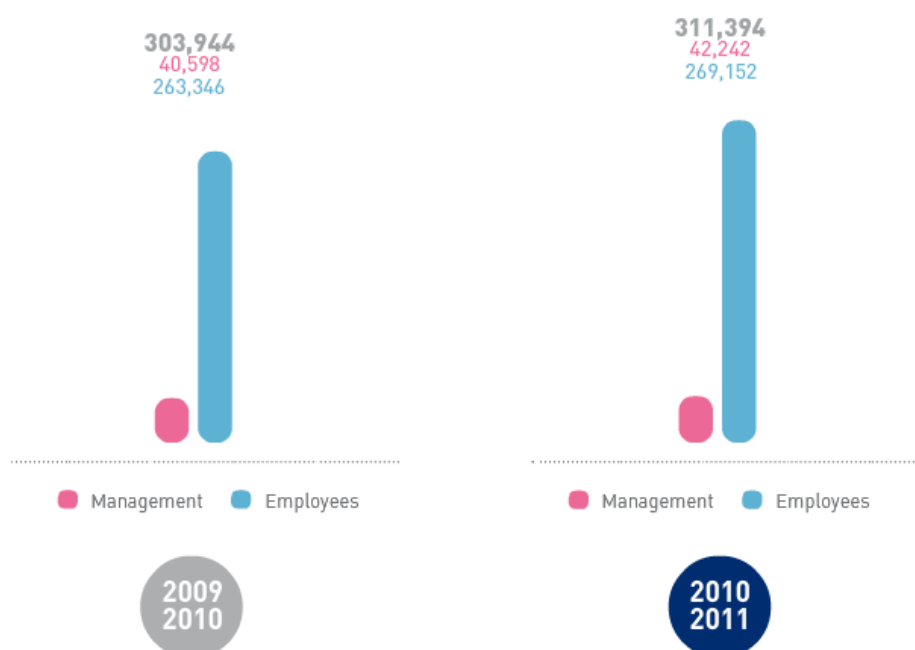
Overall [engagement](#) was 55%, an increase of 7% from the 2008 survey while a benchmark comparison showed a global decrease of 1% for the same period among other companies that conducted the survey.

The next survey will take place in Fiscal 2012.

[Engagement](#): According to Aon Hewitt «engagement» is the level of employees' emotional and intellectual involvement in their company. This concept includes the mobilization of employees on behalf of the company's success, pride in belonging and loyalty to the company.

Training

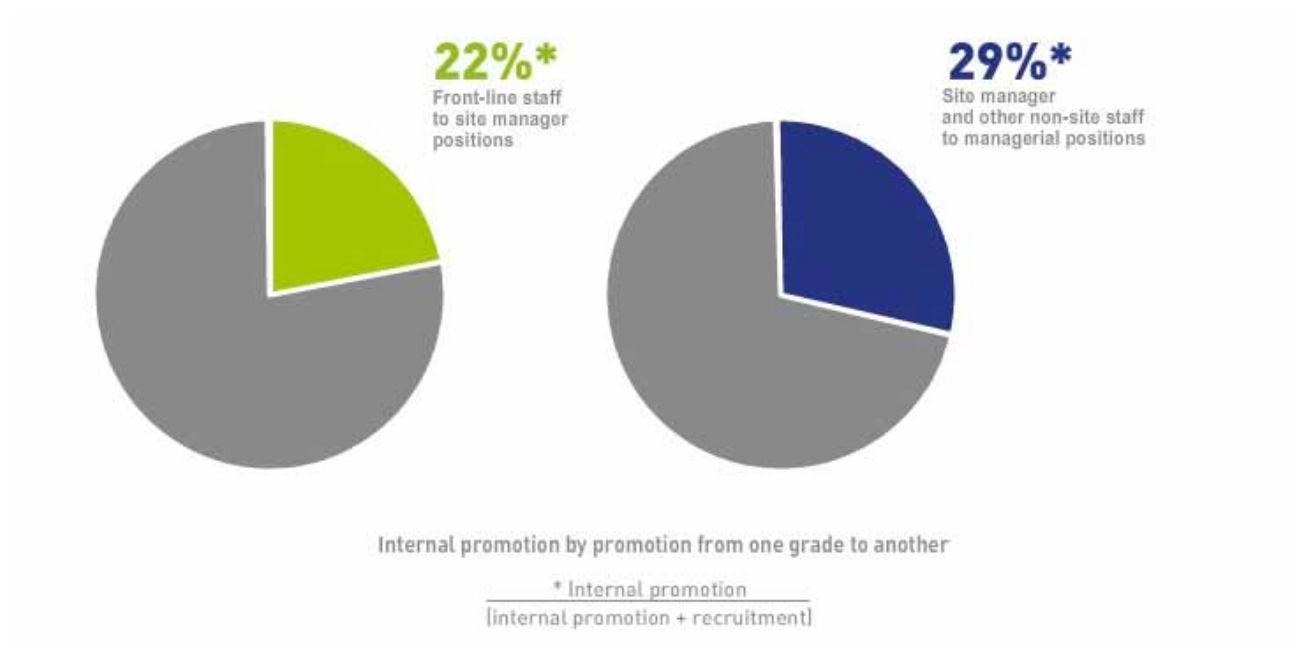
Employees participating in training outside the workplace, by category



Each year, all of our on-site employees receive training from site managers, particularly for orientation, preparation for a new contract and health and safety. The above figures are for training outside the workplace.

Human Resources Report | Our Policy

Internal promotion (at 31.08.2011)



Human Resources Report | Experience Sodexo

AN EXCEPTIONAL PROFESSIONAL EXPERIENCE

A fulfilling work environment and jobs are cornerstones to ensuring the continuous engagement of our employees...to the benefit of our clients and consumers.

Supporting those who support us

Providing an exceptional professional experience for our employees is a significant contributor to improving their Quality of Daily Life. Sodexo works to ensure a **stable work environment and opportunities for development** throughout their career.

It also means providing employees with assistance in their everyday lives, both within and outside the workplace, thereby helping them to remain fully dedicated to serving our clients and consumers.

Exchange of views

In order to provide an exceptional professional experience to its employees in Brazil, Sodexo strives to ensure stability and progress at every step of their professional life.

Carla Sauer, HR Director – Brazil

I believe that providing an exceptional experience is the basis for the attraction, development and retention of our employees. Sodexo's commitment to improving Quality of Daily Life of our clients and consumers cannot only exist outside Sodexo; it also has to be a reality internally. It is something that truly differentiates us from other companies — it makes us more human, more interesting and more innovative. Providing an exceptional experience also has a definite impact on engagement and helps improve our performance.

It includes providing a safe and stable working environment, respecting each individual, recognizing employees for their contributions to our success and offering fulfilling jobs. That's what makes Sodexo a natural choice for our employees.

Gilberto dos Santos Silva, Chef – Natura Site

Working for Sodexo is a tremendous source of pride for me. I joined a company that offered a fulfilling work environment with interesting jobs and many opportunities. Coming from construction, I joined Sodexo and started as a dishwasher, wondering if I would even stay more than a year. However, as the months passed, I discovered that I liked working for Sodexo because it has a very nurturing work environment and puts a strong emphasis on rewarding and promoting good performance. I was given opportunities to continue to improve in my job. Sodexo recognized my commitment in offering me a new position as a Chef, in charge of a team of 40 people.

Human Resources Report | Experience Sodexo

Around the world

Actions to ensure a positive professional environment include recognizing performance and providing resources to support employee needs at work and at home.

Brazil/Venezuela – Support at work and at home

Sodexo's **Vivir Bien** program supports employees in their daily life with a series of resources offering assistance and enrichment, including:

- Employee Assistance Program providing legal, financial and psychological assistance;
- Designated lecture/activity weeks on themes such as well-being, culture and the environment;
- Ongoing efforts to promote rest and renewal including break and snack spaces, opening a “zen room” and special celebration days.

United States – Welcome back!

“Goodbye?” At Sodexo, we prefer, “until next time.” In the U.S., the **Reconnexions** employee alumni program encourages former employees to consider returning to our company. Research shows that rehires get oriented 50% faster and that 76% become star performers. Rehires also stay longer and are an excellent source for referrals. Over 2,300 former employees stay in touch through Reconnexions; more than 200 are rehired annually.

Australia – Recognizing actions in favor of local populations

Through the annual **Star Awards**, Sodexo recognizes individuals and teams who contribute to the company's progress. In 2011, the awards focused on actions supporting Sodexo's Indigenous Strategy and Reconciliation Action Plan in Australia and its commitments to Aboriginal and Torres Strait Islander populations. The awards included recognitions in five categories: corporate social responsibility, finance, safety, people and client satisfaction/innovation.

Human Resources Report | Experience Sodexo

CLOSE UP...

United States - Resources for life

Providing help in facing the challenges of daily life can help improve its quality. In the U.S., the LifeWorks program does just that.

In the U.S., Sodexo offers “LifeWorks,” which provides personal and professional resources to employees and their families to help them manage life’s daily challenges. From dependent care to financial assistance to planning a special vacation, LifeWorks provides professional consultants accessible by telephone 24/7.

The LifeWorks website offers employees information resources, chat rooms and workshops covering a wide variety of subjects, highlighting a specific topic each month. For example, “Focusing on what’s important” lists a series of simple -- but vital -- questions such as, are you living the life you want to be living? Are you spending enough time with family and friends? Employees can then discuss the topic with a LifeWorks consultant and receive advice on prioritizing and making time for the most important activities in their life.

Other LifeWorks services include Online Legal Resources and an Employee Discount Program offering savings on products and services ranging from electronics to floral delivery to travel.

Extensive health counseling is another feature of the program. Through “iCan Health,” employees can benefit from the support, information and encouragement of a personal health coach to make major long-term changes in their life such as quitting smoking, losing weight and managing chronic health conditions.

Human Resources Report | Springboard for success

OPPORTUNITIES

For Sodexo, development and internal promotion are key contributors to engagement and performance.

Springboard for success

Yesterday a dishwasher; today a supervisor. Today a sales representative; tomorrow, Human Resources director for a division. Providing our employees with **opportunities to develop and advance** in their career is at the heart of Sodexo's employee value proposition...and one of the secrets of our success.

In providing opportunities to all employees to improve their skills, change professions or accept an international assignment, Sodexo ensures the availability of a **team of talented, committed professionals** who understand the needs of our clients and consumers.

Exchange of views

Opportunities for development and advancement reinforce motivation for Sodexo employees.

Lauri Tomlins, HR Vice-President – Sodexo Education, U.S.

Many of our employees join Sodexo in front-line positions. Because Sodexo's culture is one of supporting and encouraging internal promotion, an entry-level position is often just the beginning of a long and successful career. Fostering growth and development is an essential part of our employee value proposition; we provide employees with the opportunity to find their passion and pursue their career ambition.

My personal experience is a good example. I started my career as a frontline foodservices employee, working part time while I attended college. After graduation, I was hired into a management position where training and development allowed me to progress. I found I had a passion for human resources that I was able to pursue and continued to grow and flourish.

Opportunities are everywhere at Sodexo.

Patricia Soto, Facilities Manager – Altar Valley School District

I began with Sodexo in a part time job in the cafeteria where my children attend school. In four years, I went from part time, front-line foodservices worker, to cashier to supervisor to Administration for Facilities. Today, I am Facilities General Manager for the Altar Valley School District.

It is so exciting to work for a company that offers so much opportunity for self-improvement and advancement. Even though the company is so large, it has a family-oriented feel to it.

There is a lot still to learn, but I know I'm not on my own. Sodexo encourages you to gain the knowledge you need to succeed and there is always someone available to help you.

Human Resources Report | Springboard for success

Around the world

Facilitating internal job mobility, career networking for women, accelerating development of new employees...it's all about creating opportunities for employees to grow with Sodexo.

Canada – Catch a Rising Star

The **Rising Star** program was launched in Canada to hire, develop, reward and retain Co-Op/ Internship students and Entry-Level Managers. Developed in partnership with institutes and universities, the program identifies promising new entrants, (the “Rising Stars”), who receive special training to develop management skills and are assigned to a variety of positions and units to gain a broad exposure to Sodexo.

United Kingdom – Promoting women's development

The **Women Work Network** is one of several new organizations reflecting Sodexo's commitment to increasing development opportunities for women. The new UK network focuses on personal and professional development, increasing retention of female employees and facilitating awareness of career opportunities. Four priority activities have been identified: networking, professional development events, personal growth events and community links. The UK network is one of seven worldwide.

CLOSE UP...

International - Mentoring beyond borders

An innovative approach to mentoring matches two managers from different backgrounds who share insights and experiences, while helping build Sodexo's international mobility pipeline.

Sodexo's diverse workforce provides a significant resource to help managers develop their careers internationally, interact with seasoned managers and develop synergies on an international scale.

“Grow Beyond Borders” seeks to feed Sodexo's pipeline of international talent and help future leaders develop and diversify their skills. Based on the mentoring model, this program matches two employees from different backgrounds to create a “Mentoring Couple,” with the mentor sharing their expertise and experience of living and working internationally and providing support for the mentee's career development. Of course, both partners benefit from the other's experience and insight, developing new skills and understanding.

In bringing employees together from different backgrounds, expertise, generations and genders, the program enables Sodexo to continue to develop a diverse organization engaged in active learning.

Human Resources Report | Company Culture

SHARED VALUES

Sodexo is a company of people dedicated to serving people and united through common values.

Sharing strong fundamentals

95% of Sodexo's 391,000 employees around the world are in direct contact every day with clients and consumers on 33,400 sites. Their **daily commitment** enables Sodexo to fulfill its mission: improving the Quality of Daily Life of those we serve.

Our employees are united around strong fundamentals and shared **values** — Service Spirit, Team Spirit and Spirit of Progress — and guided by the company's **ethical principles**.

Exchanging views

Sodexo's shared values and fundamentals are embraced by employees who are able to translate them into a competitive advantage for the company.

Raj Verma, HR Director – Australia

I take great pride in working for Sodexo. Our reputation is built not only on what we do but also how we do it. I believe that every Sodexo employee adds value for our business, our brand, our consumers and our clients. Our commitment to local communities is a key priority. How we communicate, listen and learn makes such a difference to who we are and the way we operate – with respect and integrity for all.

It is clear for me that I am part of an organization that also reflects who and what I am. It is a competitive market out there and it is our fundamentals that ensure we maintain our status as an employer of choice.

Rhys Powell, Restaurant Supervisor – Australian Institute of Management (AIM)

Working for a company like Sodexo has been an enjoyable journey that also fits with my personal values in life. Traits such as honesty, integrity, responsibility, team spirit and commitment that I hold in high regard are core to the everyday running and management of Sodexo.

I believe that Sodexo proactively seeks out employees that innately share the same values as the company, so that each are aligned to ensure maximum success for both the business and the individual. For me, working for Sodexo has been a fulfilling and personally gratifying experience.

Working for Sodexo, I look forward to Monday as much as Friday! Every day is a good day.

Human Resources Report | Company Culture

Around the world

Values at the heart of every initiative.

Angola – Performance recognition

To reinforce the importance of Sodexo's **values with the company's** 1,200 employees in Angola, the country management team recognizes the performance of one employee each quarter who embodies one of the company's values. The initiative demonstrates how Team Spirit, Spirit of Progress and Spirit of Service can be translated through dedication and professionalism into everyday actions, contributing to the company's success.

France – Job opportunities for people with disabilities open house

In partnership with the city of Issy-les-Moulineaux, host community for its global headquarters, Sodexo participated in the inaugural open house for local companies to showcase their businesses to **students, job seekers and interns with disabilities**. The one-day event included themed workshops designed to provide a behind-the-scenes look at the company.

Human Resources Report | Company Culture

CLOSE UP...

Worldwide – Setting a standard in respect for employee rights in the workplace

Creating a positive work culture means ensuring respect for employee rights everywhere that Sodexo operates. For a “people company,” it’s not just the right thing to do; it’s the only thing to do.

Fundamental Rights at Work refer to the core principles of the International Labour Organization (ILO):

- Freedom of association and effective recognition of the right to collective bargaining;
- Elimination of all forms of compulsory labor;
- Effective abolition of child labor;
- Elimination of discrimination with respect to employment and occupation.

As a signatory to the United Nations Global Compact, Sodexo has committed to respecting these principles in all countries where we operate in accordance with local and national laws.

For a people company like Sodexo, respect for Fundamental Rights at Work reinforces our company values, builds engagement and motivation and reinforces the company’s reputation.

As part of its ongoing drive to remain an industry leader in international labor practices, Sodexo Group’s Audit department conducted an analysis in Fiscal 2010 in nine countries. Based on the recommendation of the Group Audit department, an action plan was put in place.

The Group has developed a program to ensure respect for the four “Fundamental Rights at Work”:

- freedom of association and the effective recognition of the right to collective bargaining;
- elimination of all forms of forced or compulsory labor;
- effective abolition of child labor;
- elimination of discrimination in respect of employment and occupation.

The program includes the following initiatives:

- an executive level **pilot committee** has met several times;
- a Global **Workplace Rights project manager** has been appointed to pilot the initiative;
- a Group **Charter on Fundamental Rights at Work** has been adopted;
- a **self-assessment process** for our country managers has been designed and is being implemented.

In addition, the board decided to include **a chapter on “Human rights in the workplace”** into the Group’s ongoing internal audit procedures.