



Fiscal 2011  
Diversity & Inclusion  
Report

Diversity and Inclusion Report

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## Diversity and Inclusion Report | Our policies

### JOINT INTERVIEW

#### **Véronique Morali**

Founder and CEO of Terrafemina and Women's Forum President

#### **Rohini Anand**

Sodexo's Chief Diversity Officer

### **Diversity & Inclusion: A business imperative**

**Diversity and Inclusion are seen as a source of competitive advantage and are an integral part of organizational change at Sodexo. Founder and CEO of Terrafemina and Women's Forum President, Véronique Morali, and Rohini Anand, Sodexo's Chief Diversity Officer, give their points of view.**

**What challenges do you see for women in workplaces today and how is the situation similar or different in regions such as Asia and CESAM?**

#### **Véronique Morali**

I would say that in France, particularly, and in European countries, you have a broad spectrum regarding challenges for women. On one hand a lot of women are discriminated against because of their low qualification skills and low pay. On the other hand you have women in high positions who are now gaining access to executive boards and that is a whole new challenge to deal with. This does not apply in developing countries or in the emerging economies of China and Brazil. Company culture there is more recent with a strong contingent of women in the workplace. It seems that women are much more motivated, ready to conquer the world. In the Western world I feel women are a bit more hesitant. We have to overcome that.

#### **Rohini Anand**

There are several organizational barriers that prevent women from advancing in their career; among them is gender-based stereotyping. Stereotypical perceptions usually portray women as lacking the very qualities that people commonly associate with effective leadership. Lack of strong, organized and focused mentoring and sponsorship relationships is also a barrier for most women. Minimal access to formal networks is another barrier that impedes women's professional advancement. In Asia and CESAM, these organizational barriers are prevalent as well. In addition there are specific barriers, which include cultural norms of women's and men's roles, family expectations and societal expectations.

**What would you say are the main levers and best practices to foster change in organizations?**

#### **Véronique Morali**

I think it takes a lot of time. First, the company has to be open and convinced that diversity is a valued asset and adds value for the benefit of the company. Sodexo believes strongly in this... it is a pioneer in this field. As for women, they can, at times, be their own worst enemy. Too often when they are offered more responsibility, asked to take risks or given opportunities to speak in public, they often ask to think about it which often leads to them saying no. It is time for women to stop asking themselves so many questions. That is a real challenge.

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### **Rohini Anand**

I believe four elements are critical to ensuring women are afforded every opportunity to reach their full potential.

First, it is necessary to have a clearly defined and articulated business case that directly supports the organization's core business and branding strategy. Next, senior leadership commitment and engagement is essential to gain traction and propel a culture change forward. Third, change must be driven from the top down but also from the bottom up and the middle out, in the form of grassroots strategies. And lastly, accountability and measurement are vital to ensuring employees at every level are actively engaged in creating the change they want to see.

### **Do you feel that the growing representation of women is changing the way companies do business?**

### **Véronique Morali**

Yes, I think so. Having women in equal numbers represented in the workplace adds value and it's important to have different viewpoints that reflect the evolving world we live in. Women are very qualified and professional. No one denies the fact. They bring an added plus to any company.

### **Rohini Anand**

Women are a growing source of talent. But more than that, having a good gender balance allows us to tap into diverse teams, confront a whole spectrum of skills, backgrounds and experiences, and fuel innovation. Women and men excel in different areas of leadership and approach many aspects of business and management differently. My hope is that as an organization we can develop a 'bilingual' approach, to enrich our business and better serve our clients and consumers.

### **Men can sometimes feel that gender initiatives are about women only. What role do you believe they should have in these efforts and how will it impact them?**

### **Véronique Morali**

Men say they sometimes feel threatened by women in the workplace, discouraged by equal opportunity initiatives. Some even say that now they cannot get a spot on a board of directors because they only want women. It's a bit of an exaggeration but it does reflect the signs of changing times. We have to put the emphasis on the fact that women or men are hired based on qualifications. That is really the key. Women and men benefit by having women in the workplace. Companies cannot be made up of clones. What makes for a successful company is a diverse mix of people, gender, race and even age.

### **Rohini Anand**

Men are a great and necessary resource in advancing leadership opportunities for women in the workplace. Their support and involvement is essential to any gender initiative. The majority of Sodexo's gender initiatives are open to all employees. Men and women can both benefit from involvement in initiatives such as flexibility, mentoring and networks. Everyone benefits when men are brought in as partners in creating a gender-inclusive workplace.

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### OUR PRIORITIES

For Sodexo, diversity and inclusion is a key element of its business strategy, contributing to growth and advancement and to building employee pride in the company. The company's continuing commitment and results in improving its diversity performance have been widely recognized through awards and charters worldwide.

#### 5 priorities

Sodexo is committed to providing equal opportunity, regardless of gender, age, ethnicity, disability, sexual orientation or gender identity.

- **Gender:** Expand the representation, engagement and development of women in leadership and operational positions.
- **Generations:** Build awareness and identify new opportunities to increase generational representation and harmony in the workplace.
- **Ethnic Minorities:** Strive to have our workforce reflect the diversity of the clients and consumers Sodexo serves.
- **People with Disabilities:** Recruit, engage, develop and adapt our work processes to employees with special needs.
- **Lesbian, Gay, Bisexual and Transgender:** Identify new opportunities to increase awareness and representation in the workplace.

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**Diversity and Inclusion Strategy**

Sodexo's diversity and inclusion strategy sets four priority objectives. Every initiative — with employees, clients, consumers and the communities with which Sodexo interacts — should contribute to reaching these objectives.



Diversity and Inclusion Report | Our policies

## CHARTERS & LABELS

**Sodexo's commitment to diversity and inclusion is formally recognized in numerous countries through charters or labels earned by the company's teams.**

**Belgium:** Égalité Diversité 2007

**France:** Charte de la Diversité 2004

**France:** Charte de la Parentalité 2009 (Solutions de Motivation)

**Germany:** Charta der Vielfalt 2008

**Italy:** Carta per le Pari Opportunità 2010

**Spain:** Charter de la Diversidad 2009

**Sweden:** Diversity Charter in Sweden 2010

## AWARDS

**Sodexo's leadership on diversity and inclusion has been recognized through awards and top rankings from diversity and employer organizations around the world.**

### **Among the top companies for Diversity & Inclusion**

For the sixth consecutive year, Sodexo was recognized on DiversityInc's **Top 50 Companies for Diversity list, placing second** in the 2011 rankings out of 535 companies that were evaluated. The continuing recognition affirms Sodexo's position as a benchmark employer in leveraging diversity and inclusion expertise as a competitive advantage.

### **Key subcategory area recognitions**

Sodexo's diversity and inclusion efforts in specific areas also were recognized by DiversityInc which ranked the company among the **top ten employers** for Latinos, Executive Women, supplier diversity, recruitment and retention, Blacks, sexual orientation and people with disabilities. Sodexo also was the **fourth-highest ranked company for global diversity**.

**AFPA Grand Prize for innovative diversity and inclusion training program**

AFPA (the National Association for Adult Vocational Training) recognized Sodexo with its **grand prize for innovative training** to promote diversity, noting the company's worldwide efforts to value differences as well as its use of self-learning modules through which 30,000 employees have received training.

**Employer Forum on Belief: Award for Best Private Sector (UK)**

In the UK, Sodexo was named the **best private sector organization for diversity and inclusion** at the Employers Forum for Belief and Employers Forum for Age awards. The company was particularly recognized for the positive impact, both internally and with clients, of its innovative initiatives to raise awareness of different religions and cultures

**2010 International Innovation in Diversity (SWIFT)**

The Sodexo Women's International Forum for Talent (SWIFT) was named an **International Innovations in Diversity award** winner by Profiles in Diversity Journal. This council of Sodexo female leaders, representing 13 nationalities, proposes tangible actions to advance Sodexo toward its goal of increasing female representation in the company's top management. Numbering 22 active members, SWIFT is supported by an alumni council.



## Diversity and Inclusion Report | Our objectives

### LEADERSHIP COMMITMENT

Making diversity and inclusion an integral part of Sodexo's identity requires a strong commitment from senior management to maintain a company-wide focus on diversity in all daily business practices.

#### Measuring our progress

Applying the adage that "what gets measured gets done," Sodexo tracks its diversity performance to ensure continued progress.

#### Tracking diversity progress

As part of its long-term commitment to diversity and inclusion, Sodexo tracks both quantitative and qualitative accountability with a scorecard to ensure we are recruiting, developing, engaging and retaining a diverse and highly skilled workforce.

#### Global Diversity & Inclusion Task Force

To underline the worldwide application of Sodexo's commitment to diversity and inclusion, senior management created a global task force in 2006 to steer implementation of diversity initiatives.

#### Global task force steers worldwide implementation

Launched five years ago, Sodexo's 50-member **Global Diversity and Inclusion Task Force** develops and oversees initiatives to ensure the company's commitment to diversity is being implemented in operations worldwide. The Task Force meets every two months, taking actions and making recommendations to ensure Sodexo's continuous progress toward achieving its diversity objectives.

#### Diversity Councils

A number of countries have established councils to ensure implementation and track progress of diversity and inclusion policies at the local level.

##### Belgium

Formed nearly two years ago, **the Belgium Diversity Council** defines and leads the country's commitment to diversity and inclusion through programs focused on subjects that include older-aged employees and mentoring development.

##### Brazil

In its second year, **the Brazil's Diversity Council** is driving diversity and inclusion initiatives through awareness, training and development programs.

## Diversity and Inclusion Report | Our objectives

### Colombia

A senior leadership team, **the Colombia Diversity Committee**, guides the development of a diversity strategy that includes a reciprocal mentoring program and **Spirit of Inclusion** training.

### France

Sodexo's newly appointed **Diversity Council** is chaired by the CEO of France and Comex member Roberto Cirillo, and includes representatives from all levels of the organization, from the country executive team to site managers.

### North America

- Launched in 2003 and chaired by Sodexo North America CEO, George Chavel, the **Diversity Leadership Council** consists of seven executives charged with providing guidance and leadership to ensure continued progress on diversity and inclusion.
- **Remote Sites:** Launched in March 2011, **Remote Site Noram's Diversity & Inclusion council** brings together 17 members from all divisions. Grounded in its members' personal experiences of diversity, it aims to raise awareness and develop buy-in at all levels.

### United Kingdom & Ireland

In the United Kingdom and Ireland, a 20-employee **Leadership Council** leads the design, development and execution of Sodexo's diversity and inclusion strategy.

### SWIFT

#### Sodexo Women's International Forum for talent (SWIFT)

**Sodexo's two-year-old council of women executives, SWIFT, already is making an impact as it works to help the company achieve its objective of increasing female representation in top management.**

"SWIFT was established to accelerate the attainment of gender balance within Sodexo through the personal drive, commitment and leadership of senior women leaders."

Michel Landel, CEO, Sodexo

Sodexo Women's International Forum for talent, or SWIFT, was created in 2009 in order to accelerate implementation of the company's global gender strategy, expand representation of women in leadership positions and increase the engagement of all women throughout the company.

This council of Sodexo female leaders identifies specific actions and outcomes necessary for Sodexo to achieve its objective: 25% female representation among the company's top 300 global positions by 2015. It counts 22 active members which are supported by an alumni council.

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Members are appointed to serve for two years and, as part of the responsibilities, focus on one of three areas:

- engaging the organization;
- creating a culture of inclusion;
- establishing a leadership pipeline.

**Results of SWIFt activities** to date include the establishment of seven new Women's Network Groups, the piloting of a flexible work arrangement program and development of new mentoring strategies.

SWIFt was recognized as an International Innovations in Diversity award winner by Profiles in Diversity Journal.

The initiative was inspired by the exchanges of best practices that took place during the 2008 Women's Forum in Deauville, France, and Sodexo CEO Michel Landel's interest in creating a council of female leaders to drive the company faster toward its gender representation objectives.

## HIRING AND RETAINING TALENT

Diversity is more than a moral imperative for Sodexo: it's a business necessity. The company's diversity is a competitive strength, enabling the company to respond effectively to the increasingly diverse expectations of clients and consumers.

To attract, develop, engage and retain the best, most diverse talent possible, Sodexo works to ensure an inclusive workplace where employees can thrive and create innovative services that improve Quality of Life for clients and consumers.

## A SHARED CULTURE

As a services company, Sodexo must create innovative solutions to meet the needs of an increasingly diverse consumer base. It is the reason why Sodexo strives every day to build a culture that respects differences, encourages new ideas and enables the sharing of individual experiences.

### Training in diversity

Focused training programs provided for managers and employees in countries around the world contribute to making diversity a natural reflex, benefiting Sodexo's business and enriching individual lives.

## Diversity and Inclusion Report | Our objectives

### Europe - Spirit of Inclusion

Sodexo's Spirit of Inclusion training is designed to **foster understanding of diversity and inclusion** and demonstrate the strategic benefits of multicultural teams in the workforce. More than 5,500 managers from 12 European countries where Sodexo operates have received training to date.

### North America - Diversity training spreads

Sodexo's **Spirit of Diversity** training was provided to over 6,500 new employees and an additional 30,000 employees participated in some other form of diversity-related training including webinars, learning labs, online courses or conferences. **UK and Ireland - Increasing gender equity awareness** Sodexo's **Gender Lab**, a custom-designed four-hour interactive workshop, builds awareness regarding the importance of gender equity and identifying current barriers that might hinder success. Through this training, managers learn how they can foster an inclusive work environment. A pilot program for the workshop was launched in Ireland in 2011.

### International - Diversity college for senior managers

Diversity and inclusion curriculum is integrated into **Sodexo World**, a training program for senior leaders offered by the **Sodexo Management Institute**. The training includes an experience-based session that illustrates the negative effects of discrimination and focuses on the opportunities provided by an environment favoring diversity and inclusion.

### International - Teaching intergenerational awareness

I-Gen: **Connecting Generations at Work** is an interactive **e-learning** course to assist leaders in understanding, managing and leveraging generational differences in the workplace. It is currently being piloted in Europe and the United States.

### International - Navigating cultural differences

**Cultural Navigator** is a comprehensive web-based tool designed to enhance understanding and bridge cultural differences. Offered to all managers, the Cultural Navigator helps Sodexo employees understand operating business practices across cultures, languages and geographical areas, helping facilitate teamwork.

## Fostering diversity awareness

**In addition to formal training programs, Sodexo undertakes numerous actions to reinforce awareness and understanding of diversity issues and the need to resist stereotyping.**

### International - Delivering diversity news worldwide

**Global Inclusion News** is a quarterly online newsletter aligned with Sodexo's diversity and inclusion objectives. The interactive publication is enriched with video, visual displays and employee testimonials that highlight individual profiles, case studies, best practices and other features on diversity-related initiatives from Sodexo operations around the world. It is available in English, French and Spanish.

## Diversity and Inclusion Report | Our objectives

### International - Focusing on women around the globe

Every year on March 8, Sodexo celebrates **International Women's Day**. In 2010, the **Sodexo Women's International Forum for talent** (SWIFT) created an International Women's Day toolkit featuring presentations, talking points, videos and games to support events held by Sodexo entities throughout the world.

### International - Diversity Month

Beginning in 2010, Sodexo designated March as **Diversity Month**. Each day of the month, information on diversity actions was featured on Sodexo's intranet including recent research findings, best practices, individual profiles and results from public opinion surveys.

## Sharing Diversity

**Employee networks share experiences and build awareness of how diversity issues affect various groups, including women, employees with disabilities, individuals of different ethnic backgrounds and LGBT employees.**

### Belgium - Female site managers' network

In Belgium, the site manager's network, **Women@Sodexo**, provides female operations managers with an opportunity to share skills and experiences, expand their knowledge of the company and its opportunities and to grow professionally.

### Canada - Not for women only

**Women in Leadership and Learning** (WiLL) was launched to offer women across the country an opportunity to network, share best practices, grow professionally and engage in community service. Launched at Canada's bi-annual leadership meeting, 184 people joined the first day, 35% of them men.

### China - Promoting professional development for women

Sodexo has launched **three women's network groups** in Beijing, Shanghai and Hong Kong. The networks offer professional development and networking opportunities for Sodexo female employees.

### Europe - Promoting women's professional development

Sodexo is a member of the **European Professional Women's Network** (EPWN), which promotes the professional progress of women by providing the tools, networks and support to facilitate women's career development. Currently 80 high potential Sodexo women are enrolled in the year-long mentoring, networking and learning journey.

### France - First women's network

Revamped in 2011, **Sodexo France's** Gender Network focuses on improving gender balance across all segments of our French business. It addresses both women and men in operations and functions, from site to senior management and is supported by the D&I council.

## Diversity and Inclusion Report | Our objectives

### United Kingdom - Women overcoming workplace challenges

In the UK, **WomenWork!** has been launched, offering networking events and support opportunities to help foster a culture in which women's professional and personal growth contributes to the success of Sodexo. The Network strives to raise awareness of the challenges women still face in the workplace with the intent of removing barriers and increasing retention.

### United States - Network groups continue to thrive

Across the U.S., eight Sodexo **employee network groups** attract the participation of more than 5,000 members. Created by employees seeking to raise awareness about their identity groups within Sodexo, the networks serve as forums for sharing experiences and ideas, contributing to both the professional development of their members and the overall success of Sodexo's diversity efforts.

## SOWIN

### In India, a Sodexo women's network was launched with chapters in four cities

In India, where Sodexo today employs 35,000 people, the Sodexo Women's India Network (SoWIN) was launched with chapters in Chennai, Mumbai, Bangalore and Delhi. With a mission to "inspire change one person at a time," SoWIN focuses on raising awareness on gender challenges, facilitating communication across genders, increasing employee engagement and supporting female professional development.

Structured around three fundamental pillars of awareness, engagement and transformation, SoWIN seeks to enhance the leadership capabilities of women employees and highlight their roles and contributions throughout the company. The importance of women's networks as a key resource in recruiting and retaining talent also is a significant theme.

Leaders from global women's forums were present for chapter launch events in India, sharing insights on the different means for raising awareness of gender specific challenges and increasing employee engagement in the workplace. Speakers emphasized the critical factor of senior leaders' commitment and accountability in sustaining successful diversity programs.

## Diversity and Inclusion Report | Our objectives

### A COMPETITIVE ADVANTAGE

Diversity and inclusion is a fundamental component of Sodexo's long-term growth strategy. It is embedded in all aspects of its business; from workplace environments to its markets to the communities it serves.

#### Business partnerships

In seeking to extend the impact of its diversity and inclusion work and to learn from other organizations, Sodexo partners with leading global companies to engage in dialogue and share best practices.

##### International – Partnering with MERCK on women's roles

SWIFT marked its one-year anniversary through a partnership with Sodexo client MERCK and its Women's Global Constituency Group (WGCG), facilitating a day-long training session in Brussels focused on building collaboration, dialogue, networking and best-practice sharing. The session highlighted how men and women leaders could use their unique leadership style to build a more inclusive workplace.

##### International – Inclusion as a source of competitive advantage

Sodexo teamed recently with client Procter & Gamble (P&G) to host the first **Leadership and Inclusion** Summit in Paris. Over 150 Sodexo and P&G executives attended the day-long event, which was opened by the two CEOs and focused on expanding awareness of inclusion as a strategic leadership advantage in today's global marketplace.

#### Association partnerships

Sodexo continues to build relationships with some of the world's leading diversity organizations, at both national and international levels.

##### Belgium – JUMP higher

The annual JUMP Forum offers women practical tools to help them achieve their professional aspirations and rise to management positions. JUMP also supports companies and organizations in promoting better gender diversity. Sodexo is a sponsor of the event with 20 of the company's female leaders participating each year.

##### France – Helping reconnect the older unemployed

Sodexo works with NGO FACE (Fondation Agir Contre l'Exclusion), to help adults over 45 who have been unemployed more than one year to reintegrate the labor force. The Mission 45+ project team provides mentoring and opportunities for networking with peers, helping participants rebuild their confidence and reconnect with the professional world.

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### **Spain – Outreach to the Roma community**

In partnership with the organization Formar para Insertar, Sodexo offers a training program to members of the country's Roma community through the Roma Foundation. The program provides participants with hands-on knowledge and skills in foodservices and cooking to enhance their possibilities for employment.

### **United Kingdom – Building awareness of LGBT challenges**

Sodexo is a member of Stonewall's Diversity Champions program, a forum in which employers can work with Stonewall and other organizations to expand awareness and acceptance of lesbian, gay and bisexual equality in the workplace. Sodexo is one of more than 450 members of the program, drawn from the public, private and volunteer sectors.

## CATALYST

### **International - Michel Landel and Rohini Anand named to Board of leading women's organization**

Sodexo CEO, Michel Landel and Group Chief Diversity Officer, Rohini Anand, have been appointed to the Board of Directors of Catalyst, a nonprofit group of the world's leading organizations working to expand opportunities for women in business.

Founded in 1962 and with offices in North America and Europe, Catalyst's 400 members include many of the world's leading companies, business schools and associations. The organization provides its members, the media, and the public with information and counsel on creating workplaces that enable women and their employers to succeed.

Catalyst's research work focuses on women and men across levels, functions and geographies to learn about women's experiences in business, barriers to their career advancement and individual and organizational strategies that lead to success. Catalyst reports on the challenges and opportunities for organizations and women at work globally, highlighting best diversity and inclusion practices that provide models for change.



Diversity and Inclusion Report | Our Initiatives Worldwide

## OUR INITIATIVES WORLDWIDE

### Australia

Sodexo actively supports the **National Aboriginal and Islander Day Observance Committee**, which promotes the celebration of history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

### Colombia

Sodexo launched the **Colombia Mentoring Program** to more effectively train future leaders through mentoring relationships that promote commitment, development and retention. The program also seeks to advance diversity in areas such as gender, regional origin and generational differences.

### France

Created in 2006, **Mission Handicap** (the French word for “disabilities”) is dedicated to implementing Sodexo’s policy toward people with disabilities, providing a structure dedicated to the employment, integration and retention of individuals with disabilities. The network provides support to the more than 850 Sodexo employees with an identified disability.

### India

Sodexo is supporting individuals with disabilities through **training and development programs designed specifically for the hearing and speech impaired**. The objective is to empower participants to gain employment with Sodexo. The trainings are conducted at Sodexo India’s Center for Learning and Development and were developed with support from local non-governmental organizations. The program teaches basic skills such as etiquette, grooming, appropriate workplace behaviors and customer care.

### Spain

Sodexo employees are participating in **sign language training** to better communicate with consumers at the El Sol School for the deaf, a Sodexo client. The training concentrates on developing key communication skills including essential sentences, personal names and days of the week/times.

### United Kingdom

Sodexo is a sponsor of the annual Women of the Future Awards, established to identify Britain’s next generation of female talent. Sodexo presented the **Professions Women of the Future award**, which recognizes women who are making a significant contribution in their chosen profession.

### United States

Sodexo hosts 675 employees and clients each year at the annual **Diversity Business & Leadership Summit**. The day-long Summit features trainings, presentations, panel discussions and networking opportunities. In last year’s session, more than 100 Sodexo clients were among the participants.