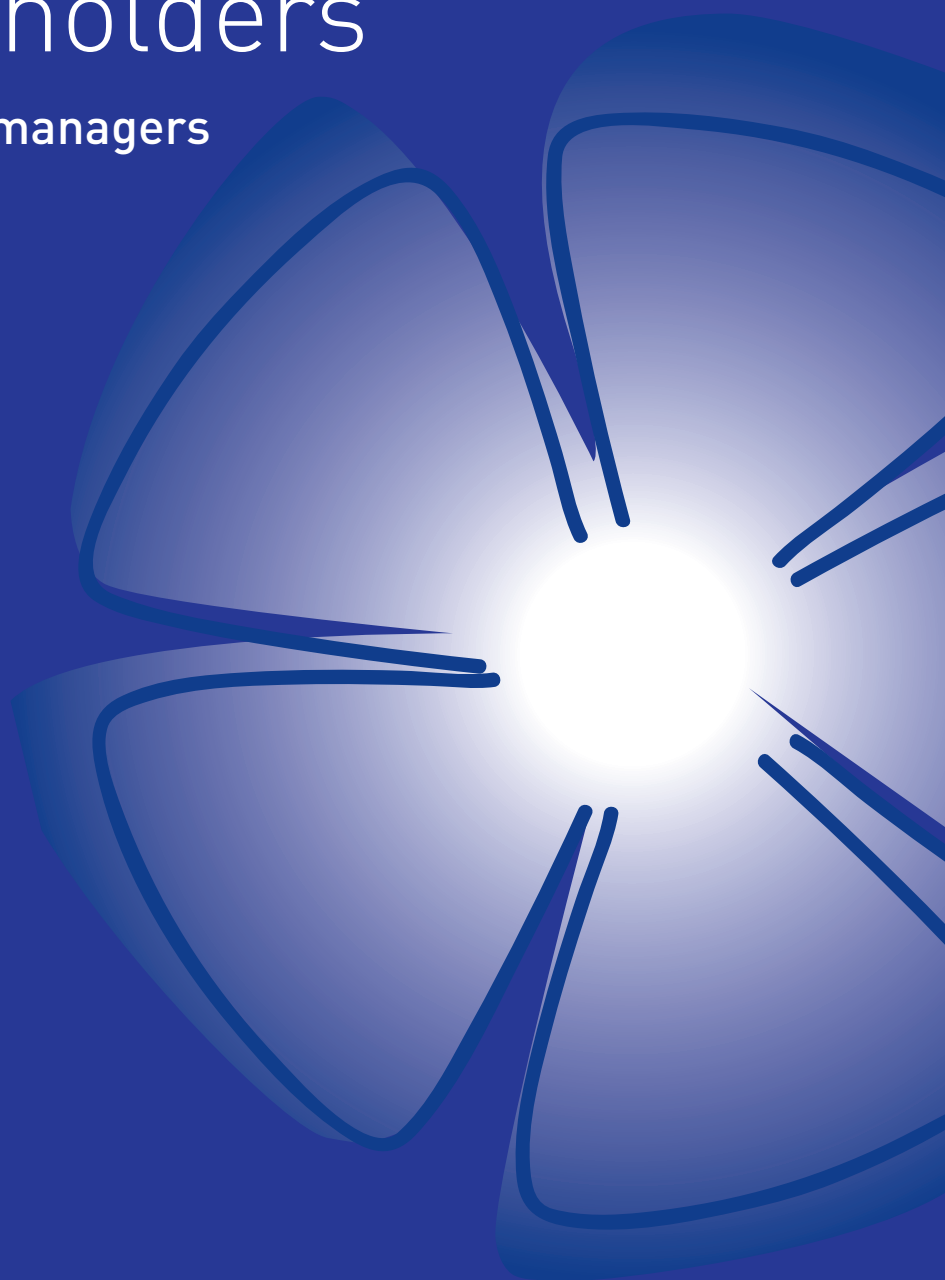




We
Engage

Influencing external stakeholders

A guide for managers



Sodexo UK and Ireland
Corporate Affairs
Government Relations

sodexo
Quality of Daily Life Solutions

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Introduction

Good stakeholder engagement can:

- identify business opportunities
- improve client retention
- develop insight
- improve corporate reputation
- mitigate threats

This guide aims to help you better represent Sodexo's interests with all our stakeholders. It provides you with practical tools to analyse situations, anticipate issues, define a strategy and prepare an action plan. It informs you of the stakeholder engagement strategy that we conduct at corporate level and in which to frame your own engagement initiatives. This guide suggests a strategic or step-by-step approach to influencing stakeholders on particular issues, an action-led approach that should build upon prior and well maintained relationships.

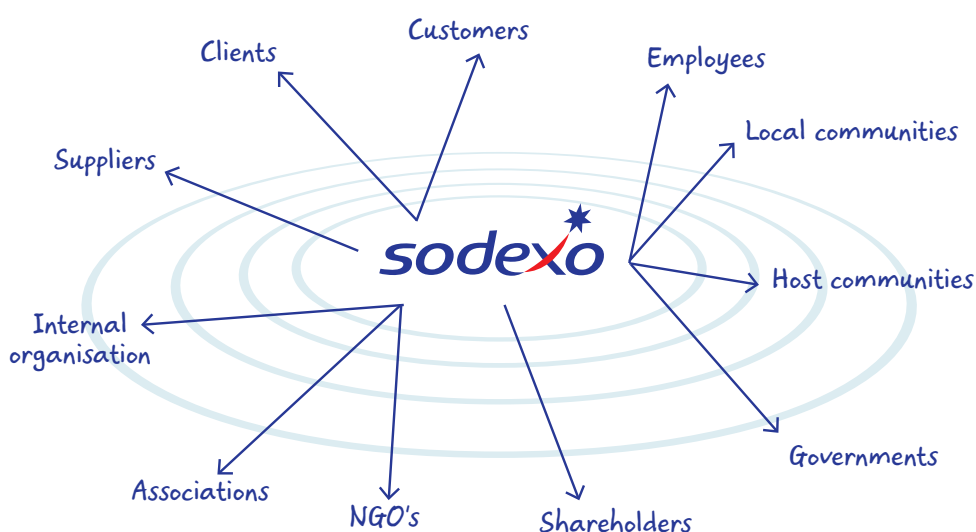
The advice laid out in this document is mostly guidance. Be aware, however, of the few warning notes.

The principal aim of this guide is to help you become more familiar with taking a strategic approach to stakeholder engagement.

1 We Engage

■ The Sodexo stakeholder engagement strategy

Stakeholder engagement is central to Sodexo's approach to doing business in the right way. In fact, it is captured in the third pillar ("We Engage") of our sustainability strategy to 2020, the Better Tomorrow Plan, and is also a key element of the Sodexo UK & Ireland strategy. This means that we are committed to listen and discuss with our stakeholders in order to best deliver our services and meet their expectations daily.



Definition

Stakeholders are any person, group or organisation that affects or can be affected by our company's actions and impacts and that have varying levels of influence and dependency on Sodexo.

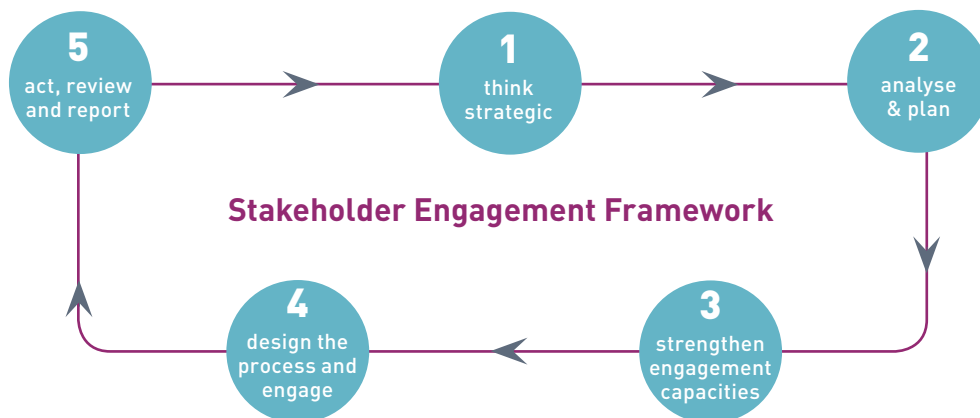
Engagement with our stakeholders is necessary for the good functioning of our business on a daily basis as much as in the long term.

By establishing regular contact with our stakeholders, we develop insight into key trends and issues in society, business and the public sector. We can advance our cause and develop trust by enhancing Sodexo's visibility and credibility. We can inform decision-makers of our expertise. We can help find better solutions with greater synergy of interests. Stakeholder intelligence and a network of influence can help us win and retain clients.

You might already be familiar with the **stakeholder engagement framework** adopted by Sodexo UK & Ireland in 2010, and which focuses on developing relationships with stakeholders in order to shift their perceptions regarding Sodexo and the range of services we deliver.

Definition

Stakeholder engagement at Sodexo means building strong, reliable and sustainable relationships to establish trust and promote common understanding.



Our four **key priorities** in stakeholder engagement are the following:

- articulate where we create value for clients and customers
- communicate our sustainability credentials and values
- communicate our innovations better to stakeholders
- become better 'thinkers' around improving outcomes for clients

This guide provides an overview of the stakeholder engagement framework. It focuses on **campaigns to influence stakeholders** on a stated objective, for example to reverse a decision taken, to secure a third-party endorsement, or to argue for amendments to regulation under development. These "influencing campaigns" are usually most effective when they build upon a long-term relationship with the stakeholder. Effective, healthy and sustainable stakeholder engagement should begin ahead of any issue, not because of it.

Examples

Here are examples of past stakeholder engagement that have been successful for Sodexo. By taking action, Sodexo has managed to improve the conditions of doing business, reduce the costs of doing business, improve corporate reputation and/or create business opportunities.

a) Improving credibility on health, nutrition and wellbeing

As a major foodservice provider, achieving and maintaining credibility on health, nutrition and wellbeing is vital to Sodexo. Above and beyond the investment that Sodexo makes in *Healthwise* and to delivering improvements operationally on this agenda, Sodexo also works with a range of government bodies and NGOs to advance the debate, providing expertise and thought leadership to policymakers. In late 2010 we organised a bespoke stakeholder engagement event including a focus group on nutrition, health and wellbeing. Following this consultation, Sodexo has been invited as an example of best practice to present to health ministers and to sit on the Department of Health's high level food network. Being able to evidence our commitment to this agenda by pointing to our involvement at the cutting edge of debate around it does much to improve our reputation as a trusted partner.

b) Improving reputation on supply chain sustainability

Sodexo has made significant progress in making its supply chain more sustainable in recent years, yet it has remained challenging to achieve recognition for this progress across the sector and in the marketplace. Sodexo has invested in well-known accreditation schemes such as Red Tractor and the Marine Stewardship Council to build credibility in the marketplace through third-party auditing. But it has also been important to cultivate support from a range of food industry trade bodies and NGOs that enjoy 'trusted voice' status on this agenda, for example the National Farmers' Union, the Food & Drink Federation and the Food Ethics Council. Through carefully planned engagement activities (e.g. hosting lunchtime briefings, behind-the-scenes tours of foodservice sites, speaking at conferences), we have managed to develop these stakeholders into valuable 'third party endorsers'. This activity is starting to bear fruit: in recognition of our achievements in sustainable supply chain, Defra Ministers have recently invited Sodexo to sit on a high-level steering group on sustainable food production and consumption.

Stakeholder engagement governance at Sodexo

The **stakeholder management group** leads the stakeholder engagement agenda across the UK & Ireland. It is chaired by the government relations director and made up of **stakeholder champions** who are senior managers from all segments and functions and share best practices and insights quarterly. The role of the stakeholder management group includes gathering intelligence from across the business on emerging issues. The **government relations team** supports the stakeholder management group.

Resources

Check on SodexoNet the latest list of stakeholder champions and identify the one responsible for your segment / function / division.

2. Influencing stakeholders

Your role and responsibilities

A) Your initiatives and our support

In a business of Sodexo's size, it is impossible that all stakeholder engagement be managed centrally. On the contrary, it is important that each part of the business takes ownership of its own stakeholder relationships.

The stakeholder management group and the government relations team exist to ensure better coordination, reduce duplication and help build capacity and confidence across Sodexo. As generalists, we cannot be experts on every issue that affects our business, but we can help you navigate through them in your communication and engagement activities to stakeholders. Under certain circumstances, the sensitivity of an issue or the political weight of your stakeholder will require a much closer cooperation with the stakeholder management group. Whenever in doubt about an issue or a stakeholder and their potential impacts on the business, get in touch with your segment/function stakeholder champion (see later).

The stakeholder management group reserves the right to drive communications and engagement on behalf of your business unit when the issue / stakeholder involved is particularly sensitive to Sodexo at a corporate level. There will be occasions when we may want to engage on particularly sensitive issues, especially where MPs or Ministers are involved. In these cases it is essential that the stakeholder management group is involved at an early stage to help guide the engagement.

B) Your initiatives and Sodexo ethical standards

Everyone at Sodexo must embrace honest and ethical conduct, integrity and compliance with the law and stay away from wrongdoing and conflicts of interest. Influencing other individuals could, under some circumstances, be interpreted as unethical or corrupt behaviour, in particular when the stakeholder influenced has a political mandate or has a commercial relationship with Sodexo.

Any influencing activity carried out by Sodexo employees must comply with all applicable laws and Sodexo's policies and procedures including, without limitation, the Sodexo **Code of Ethics, Anti-Bribery Policy, Rules of Conduct** and **Lobbying Policy**.

Resources

Check on SodexoNet the company policies for further information.

Warning

If you have any doubt as to whether behaviour may constitute bribery, you MUST contact the legal team for advice.

Influencing stakeholders

A suggested plan for your initiatives

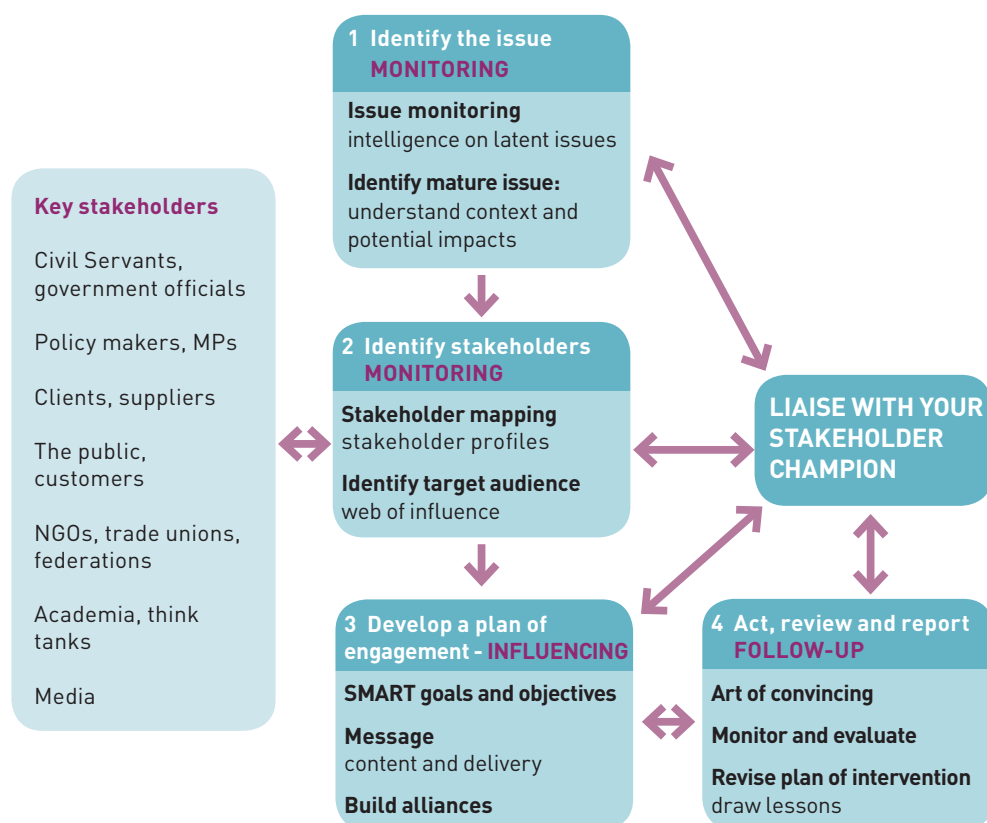
There are three key aspects involved when trying to influence stakeholders:

- monitoring (steps 1 and 2)
- influencing (step 3)
- follow-up (step 4)

This structured approach is suggested good management of stakeholder engagement. Each step is detailed to facilitate the identification of risks and opportunities for engagement with the aim of influencing stakeholders.

This process is yours. You are not required to take any particular action or to report on any of these steps, except when explicitly stated, notably with regards to particularly sensitive stakeholders and/or issues.

The tips, tools and templates provided are suggested support for your engagement activities. You should work with your segment/function stakeholder champion to populate the stakeholder profile database onto the Linkedto system with the key stakeholders prioritised during the stakeholder mapping exercise (more details below).



1 Identify the issue

■ Monitoring

Before starting proactive engagement activities, it is crucial to identify the **issue** on which you wish/have to engage and its maturity in the public debate (as defined in the table below). This happens in two stages: first, you monitor general issues material to your business; second, you identify one of those issues becoming mature and which requires your action/reaction.

The four stages of issue maturity

Latent	<ul style="list-style-type: none">■ some activist communities and NGOs are aware of the issue■ there is weak scientific or other hard evidence■ the issue is largely ignored or dismissed by the business community e. g: portion size
Emerging	<ul style="list-style-type: none">■ there is political and media awareness of the social issue■ there is an emerging body of research, but data is still weak■ leading businesses experiment approaches to dealing with the issue e. g: food waste
Consolidating	<ul style="list-style-type: none">■ there is an emerging body of business practices around the social issue■ sector-wide and issue-based voluntary initiatives are established■ there is litigation and an increasing recognition of the need for legislation■ voluntary standards are developed and collective action occurs e. g: Red Tractor as a standard in the supply chain
Institutionalised	<ul style="list-style-type: none">■ legislation or business norms are established■ the embedded practices become a normal part of a business excellence model e.g: nutritional standards in schools

A) Background work: issues monitoring

To be ready to act/react to an issue that becomes mature in your environment, it is crucial to identify in advance key issues that can affect your daily business and future plans.

Tools like PEST analysis (political, economic, social, technological) can be useful in identifying issues. In that process, do not forget the value of stakeholder insight: stakeholders can provide valuable feedback to alert us on emerging issues.

Example

Portion size reduction is a latent issue in nutrition, but not quite a priority for our business nor for our clients, in particular the government. We have identified advocates in favour of this approach and have thought about our answer if we get inquired about our approach.

Resources

Match the identified issues with specific stakeholders in the Linkedto system to facilitate long-term monitoring.

Definition

Monitoring consists of watching, checking, analysing, and matching information gathered through various sources.

B) Identify and analyse the mature issue

An issue will become active on your radar when you unilaterally decide it is a priority or when a key stakeholder considers it to be a priority. In other words, the importance of the issue will increase as it reaches new stages of maturity in the public debate, as defined in the table above.

As the issue matures, it becomes more difficult to ignore and you need to take action to influence decision-makers: promote the issue, express your opinion on the issue, influence the regulation of the issue or occasionally even block the institutionalisation of the issue.

Before taking action, you need to understand what makes this issue an important item on your and/or your stakeholders' agenda. It is important to understand the **context** and the **potential impacts** of the issue:

- **decision making process:** stage of the decision making procedure; timeframe to provoke action/reaction from the relevant stakeholders (from days to months available depending on the situation)
- **political context:** existing or upcoming government programmes linked to this issue; alternative positions of incumbent vs. opposition political leaders
- **public image:** public sensitivity to the issue; potential impact on clients/customers behaviours
- **general atmosphere:** general support or opposition to the issue and by whom; risks and opportunities to start an influencing campaign on this issue
- **business impact:** financial and market impacts of the issue for the business; position and/or reaction of competitors to the issue

Warning

If your analysis uncovers particularly sensitive issues/stakeholders, you MUST get in touch with your stakeholder champion before going any further in the process.

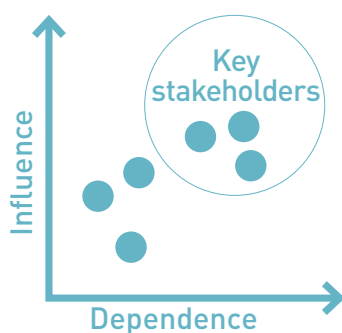
2. Identify the target audience

Monitoring

A) Background work: stakeholder mapping

The potential list of stakeholders linked to our business is almost endless. It is therefore critical to prioritise resources to focus on those key stakeholders most relevant to your segment / function.

Your business segment has conducted a stakeholder mapping exercise. A stakeholder map is like a balance sheet – it is only accurate at a point in time. Therefore, you must work with your stakeholder champion to review your stakeholder map regularly, at least once a year.



Resources

A profile for key stakeholders must be created and updated onto the Linkedto system.

Definition

The stakeholder mapping exercise consists in identifying key stakeholders according to their levels of influence and dependency on your daily business.

B) Identify and analyse the web of influence

It is important to identify the web of influence to better understand stakeholders' position, expectations and possible reaction to your approach.

The **primary target audience** includes the decision makers who have direct authority or leadership on a given issue. The **secondary target audience** includes persons who have access to and are able to influence the primary target audience. – in other words, third-party endorsers.

Identify the key stakeholders that are likely to play a role as primary or secondary target audience, and their position – in support or opposition to your interests. Anticipate their opinion and reaction. Weigh the risks and opportunities of engaging with them on a particular issue in order to attain the desired effect (i.e. gain their support or soften their opposition).

Warning

If the stakeholders you have identified are particularly sensitive politically or to the business, you must contact your stakeholder champion.

3 Define your plan of engagement

Influencing

A) Set goals and objectives

Once you have identified the issue at stake and the potential stakeholders you want or need to engage with, it is crucial that you define the goals you wish to achieve regarding the issue in general, and with each stakeholder in particular.

To help you define the desired outcome in realistic terms, you can set out **SMART** targets (specific, measurable, achievable, relevant and time-specific).

B) Develop the message and its delivery

Now that you know what issue you wish to promote/block, which stakeholders you want/have to speak to and what goals you are pursuing, you can draft an engagement plan. You should review and adjust it at each stage to stick to the reality of the process and debates.

As you draft your message, please keep in mind the four strategic priorities of Sodexo's stakeholder engagement strategy laid out in the introduction to this guide.

There are three important questions to answer when preparing advocacy/messages:

- What type of people is this message for – what do they already know?
- What do you want to achieve with this message – short vs. long term?
- What do you want the recipient of the message to do with it?

The **message** should be very clear, short, consistent and moderate. It must be based on verified facts and figures. Arguments must be technical, credible, representative, positive, factual, reliable, coherent and moderate. Adapt your message to your audience and take into account the arguments of your opponents.

Investigate all possible **channels of communication** and choose the most effective one for that particular message and that particular target audience (direct or indirect communication, events, press conference, letters, individual meeting, site visit, lunch, etc.).

Choose the right person in the business **to deliver the message** in the most impactful way according to the issue and the audience. Try to have only one person in charge of delivering the message in order to ensure consistency and trust with your target audience.

Resources

Look up in the toolbox a suggested template to help you plan your engagement with a stakeholder.

Resources

The corporate communications team can help you to identify and use different communication tools, don't hesitate to contact them.

Example

Sodexo wanted to position itself as 'part of the solution' to improving the sustainability of public sector food procurement. We therefore developed an argument in favour of the proposed Government Buying Standards for food and catering services and promoted this argument alongside NGOs, academics and trade bodies in the media and directly to policymakers. Despite the final Buying Standards falling short of what we were calling for, we have since been widely credited by many informed stakeholders for our commitment in seeking a more sustainable Government policy. A by-product of this engagement activity is that all stakeholders concerned are now much more aware of Sodexo's sustainable sourcing commitments under the Better Tomorrow Plan.

C) Build support through alliances

You will have greater chances of successfully effecting change by joining forces with other stakeholders sharing the same interests and goals. Engaging with respected external organisations is extremely valuable as we can benefit indirectly from their reputation.

Think broadly about possible partners, but also evaluate the ability and commitment of these organisations to contribute to your agenda. Get in touch with the Sodexo relationship owner for the potential partner you have identified before you contact them.

Note that creating a coalition around an issue requires convincing partners to join your cause. In this enterprise, you will need to apply the same process of identifying your potential partner, understanding its position and tailoring a message to convince it to support your advocacy campaign as outlined in this manual.

Resources

Look into the Linkedto stakeholders' database and find out which ones are linked to your issue of interest.

Example

McDonald's successfully secured support from the National Farmers Union (NFU) to restore its reputation on the quality of their food. They achieved this by gradually convincing the NFU, through a range of targeted engagement activities, of the integrity and sustainability of their UK and Irish supply chain for primary produce. In turn, the NFU voluntarily cites McDonald's as an example of good practice.

4 Act, review and report follow-up

A) Engage to convince

Stakeholder engagement in general and influencing in particular require strong **communication and persuasion skills**.

B) Monitor and evaluate

Recording achievements and setbacks will make it easier and more impactful the next time you or someone else in the company engages with that particular stakeholder or on that particular issue.

If possible, try to **gather feedback** on your engagement directly from the relevant stakeholders. You can ask your primary target audience directly, but also your secondary target audience, to get a feel of the impact you might have had. Keep track of other actors interested in this issue trying to support/counteract your action towards your primary target audience.

At a corporate and segment level, we commission a biennial independent stakeholder audit, which provides an excellent insight into improvements in stakeholder perceptions. You need to register your stakeholders on the Linkedto database to ensure that they form part of this audit process. The results of this are presented to the Executive Team and are available via your stakeholder champion to help inform your engagement planning.

B) Revise the plan of action

On the basis of the feedback gathered and by witnessing the impacts of your actions, go back to your plan of action and **reassess** the effectiveness of your message, your choice of stakeholders and target audience, the suitability of the person delivering the message, the channel of communication chosen and the next steps planned.

Take corrective actions where necessary if your engagement activity has failed to achieve the set goals and objectives. Keep your partners informed of your changes to ensure their continued support and try to learn from your experience.

Resources

Look up in the toolbox attached skills and practical tools that can help you implement your advocacy plan in the most effective and efficient manner.

Resources

Keep track of your plan of action's progress in the Linkedto system.

Resources

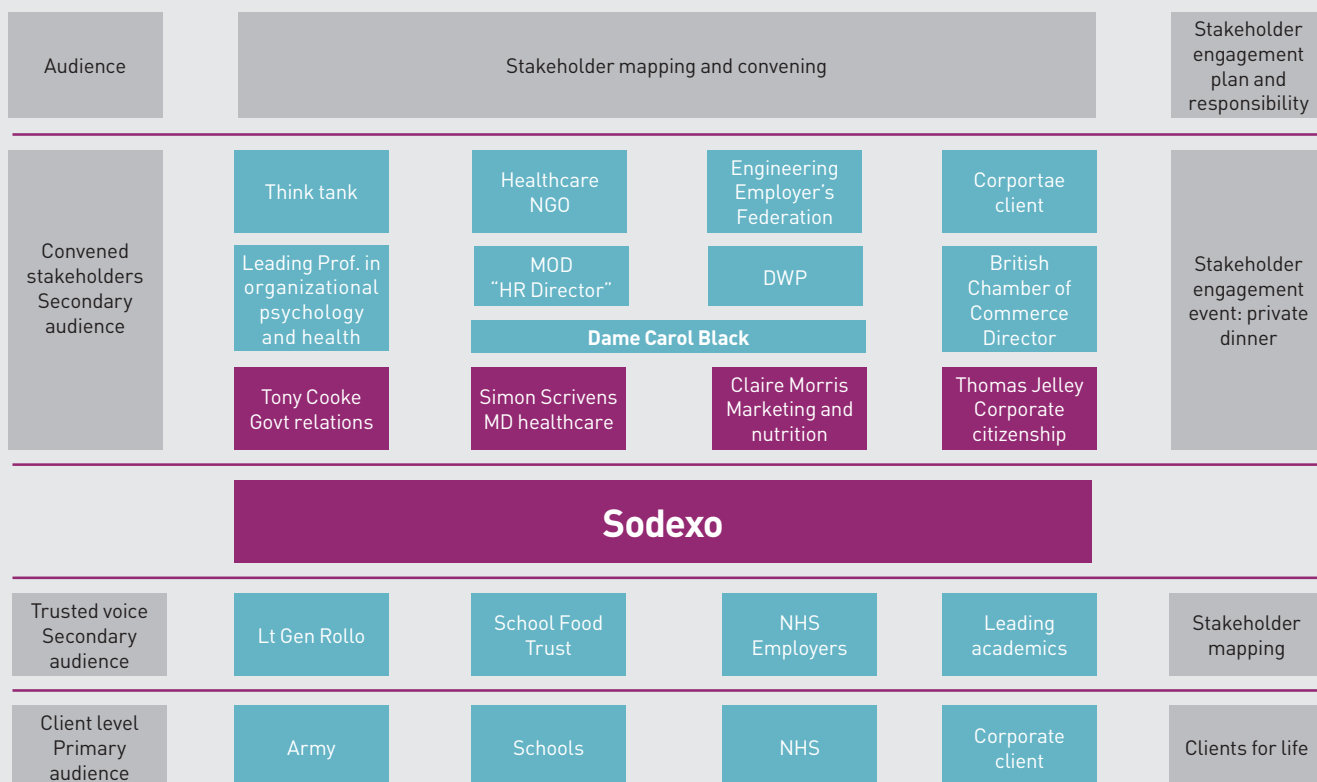
In the toolbox see the suggested template to help you assess your engagement initiative.

Example

Here is an example of an engagement plan designed to raise Sodexo's profile on the "nutrition, health and wellbeing" commitments of our Better Tomorrow Plan.

- **issue:** employee wellness
- **stakeholders:** key influencers within our client base and trusted voices in society
- **message:** as a leader in Quality of Daily Life solutions, Sodexo is committed to and can deliver employee wellness
- **strategy:** to turn experts on this issue into informed supporters of Sodexo
- **engagement event:** private dinner discussion co-hosted by Sodexo and Professor Dame Carol Black, a leading world authority on health & wellbeing at work. Guests included leading academics and government advisors, clients and NGOs
- **review:** feedback sent to all guests about the main discussion points of the night.
- **follow-up:** reconvening of all stakeholders at a reception a year later to discuss improvements and next steps on the issue.
- **outcomes:** Sodexo was invited to present on Healthwise to government ministers as an example of best employer practice. Sodexo was invited to sit on the Department of Health's Health at Work high level steering group. Sodexo secured public endorsement from Professor Dame Carol Black in its Group HR report 2011. Sodexo scores very highly on favourability by health stakeholders in 2011 reputation audit.

Web of influence



Tactical stakeholder engagement: Private dinner on employee wellness

Name	Role	Organisation
Professor Dame Carol Black DBE	National Director for Health and Work	Department for Work and Pensions
Prof Cary Cooper CBE	Professor of Organisational Psychology and Health	Lancaster University Management School
David Frost	Director General	British Chambers of Commerce
Tina Hearnden	Director, benefits	Coca-Cola Enterprise Inc.
Deborah Jamieson OBE	Head	Cross Government Health, Work & Wellbeing Strategy Unit, Department for Work and Pensions
Prof Sayeed Khan	Chief medical advisor Chair	Engineering Employer's Federation (EEF) Work and Well-being Strategy Unit, Department for Work and Pensions
Lieutenant General Sir William Rollo KCB CBE Late RHG/D	Deputy Chief of the Defence Staff (Personnel & Training)	Ministry of Defence
Dr. Padraic JJ Ryan	Accredited Consultant in Occupational Medicine Group Medical Director	Aviva Health UK
Nick Seddon	Deputy Director	Reform
Barbara Scott Young, Baroness Young of Old Scone	Chief Executive	Diabetes UK

Toolbox

Do's and don'ts

DO'S

- Do** anticipate any evolution of issues and prepare arguments
- Do** know what you want: what is the goal of your engagement?
- Do** be vigilant about information, files, power relationships
- Do** build relationships with stakeholders before needing them
- Do** bring to your stakeholder the information they need, focusing on important points
- Do** be honest if you don't know something; offer to find out the answer and send information back to the stakeholder as soon as possible
- Do** join forces with other companies or groups that have the same position as you so long as there is no risk of unlawful anti-competitive behaviour
- Do** register the main steps of your engagement activity in the Linkedto system
- Do** get in touch with your stakeholder champion in all sensitive situations and any time you have a question or a doubt

DON'TS

- Don't** be passive in intervening only by reaction to a situation of crisis
- Don't** concentrate only on your own arguments but know the position and arguments of other parties
- Don't** ever lie to or mislead a stakeholder; trust is a key asset that is easily lost
- Don't** contest the reasoning and language of public authorities
- Don't** make promises you can't deliver
- Don't** be inflexible
- Don't** forget to thank someone who has been helpful
- Don't** try to manage a cross-cutting issue in the business by yourself without notifying your stakeholder champion

Good practices

This is a sample of good practices and behaviours to develop.

Know:

- Key stakeholders
- Emerging issues
- Decision-making processes
- Stakeholders' position on issues

Be vigilant:

- Look for information (PEST analysis)
- Set up a network of sources of intelligence
- Analyse the web of influence
- Listen to key influencers
- Keep records of interactions with stakeholders
- Liaise with your stakeholder champion

Anticipate:

- Intervene upstream and be timely in your engagement activity
- Don't just be critical - offer a concrete project or proposal as an alternative
- Be ready for any situation
- Be involved as an early adopter for initiatives
- Get information and intelligence in advance from your stakeholder champion
- Review your issues analysis regularly
- Keep your stakeholder mapping and profiles up to date

Be a brand ambassador:

- Be a team player: leverage relevant expertise within the business to support your stakeholder engagement
- Create trust and credibility
- Bring decision-makers the information they need
- Choose the relevant messenger for a particular issue / stakeholder
- Adapt your message to your audience
- Be clear, concise, and explicit
- Focus on important points
- Demonstrate consideration to your stakeholders and target audience
- Pass the appropriate message to the right person at the right time
- Provide documents ready-to-use

Be determined:

- The more people you can get on your side, the better
- Be prepared to invest for the long term (months to years)
- Don't expect instant results; the messages and relationships you build over time will probably deliver more

Stakeholder profile

Stakeholder (entity, individuals, picture, title, contact details)	
Issues to engage on	
Stakeholder expectation	

Business' margins of movement

What are we seeking to achieve?	
What are we seeking to achieve?	
What are we seeking to achieve?	

Possible outcomes of engagement

Possible outcomes of engagement	Best case:	Worst case:
Actions/ abilities & resources required in response to the outcome		
Possible outcomes of not-engaging	Best case:	Worst case:
Actions/ abilities & resources re- quired in response to the outcome		

Company's ability & resource availability for the implementation of potential outcomes

Relationship owner and available Resources	
Define lacking abilities and unavailable resources	
Other comments	

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Stakeholder engagement plan

Overview

Subject of engagement – <i>scope</i>	
Strategic objectives – <i>intended outcomes</i>	
Engagement approach – <i>methods</i>	
Targeted stakeholder	
Primary Sodexo point of contact for this engagement plan	
Date	

Strategy

	Content	Responsibility	Deadlines
Process to achieve desired outcome			
Measurable targets of success (e.g. <i>turnout, networking, contacts made...</i>)			
Rules of engagement with the stakeholder			
Building alliances with third-party endorser			
Create/update stakeholder profile on Linkedto			
Internal briefing on the issue			

Practical plan

	Content	Responsibility	Deadlines
Internal resources – <i>team</i>			
Internal resources – <i>budget</i>			
Internal resources – <i>authorizations and sign-off (clients, government relations team)</i>			
Background work – <i>Briefing of our position to the stakeholder</i>			
Event logistics – <i>venue, equipment, travelling</i>			
Event logistics – <i>agenda/plan</i>			
Event logistics – <i>minute taker</i>			
Follow-up – <i>asking participants for feedback</i>			
Follow-up – <i>internal debriefing letter (including to government relations team)</i>			
Follow-up – external debriefing letter			
Follow-up – PR opportunities			

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Engagement review

Overall engagement assessment

Measurable targets of success		Did it happen? (<i>targets met</i>) <input type="checkbox"/> Yes <input type="checkbox"/>
Intended outcomes		Did it happen? (<i>objectives met</i>) <input type="checkbox"/> Yes <input type="checkbox"/>
Overall appraisal	<div><div>←</div><div><div><input type="checkbox"/></div>1</div><div><div><input type="checkbox"/></div>2</div><div><div><input type="checkbox"/></div>3</div><div><div><input type="checkbox"/></div>4</div><div><div><input type="checkbox"/></div>5</div><div><div><input type="checkbox"/></div>6</div><div><div><input type="checkbox"/></div>7</div><div><div><input type="checkbox"/></div>8</div><div><div><input type="checkbox"/></div>9</div><div><div><input type="checkbox"/></div>10</div></div> <div>→</div>	

Worst case scenarioBest case scenario

Practical review

What went according to plan and why did it?	
What didn't go according to plan and why didn't?	
What would you do differently next time?	
What would you do again next time? (best practice)	
Did the engagement make an impact on stakeholder's views/behaviours	
Did the engagement make an impact on Sodexo's views/actions?	

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