

BETTER TOMORROW PLAN PROGRESS REVIEW


April 2013

SUMMARY

About Sodexo	3
Executive Statements	4
The Better Tomorrow Plan	5
Key facts of the year	7
Implementation Process	9
Strengthen Better Tomorrow Plan Awareness	10
Better Tomorrow Plan Governance	11
Performance Tracking, Measurement and Analysis	14
Year 2012 -	
A focus on Nutrition and Health	16
Site-Win Business Initiatives	17
Stakeholder Engagement Plan	18
Partnership with WWF	20
Dialogue with External Stakeholders	20
Our next steps for Fiscal 2013 and beyond	23
Risk and Crisis Management	24
Brand Management	24
Performance	25
GRI G3 and ISO 26000	128


 <u>WE ARE.....</u>	<u>32</u>
Group Fundamentals	33
Business Integrity	34
Corporate Governance	36





	<u>WE ENGAGE.....</u>	115
Employees		118
Clients		120
Consumers.....		122
Suppliers		124
Institutions.....		126

WE DO38

	<u>AS AN EMPLOYER 39</u>
People Development	40
Diversity and Inclusion.....	44
Human Rights.....	48
Health and Safety	52

	<u>NUTRITION, HEALTH AND WELLNESS 56</u>
Health and Wellness Solutions	57
Varied and Balanced Food Options	61
Sugar, Salt and Fats	65

	<u>LOCAL COMMUNITIES ... 69</u>
Fight against Hunger and Malnutrition	70
Economic and Social Development of Communities.....	74
Fairly Traded Certified Products	78

	<u>ENVIRONMENT.....</u>	<u>82</u>
Supply Chain Code of Conduct		83
Local, Seasonal or Sustainably Grown or Raised Products		87
Sustainable Fish and Seafood.....		91
Sustainable Equipment and Supplies		95
Energy and Emissions		99
Water and Effluents		103
Organic waste.....		107
Non-Organic Waste		111

ABOUT SODEXO

PROFILE

Quality of Life in the service of performance

Quality of Life, recognized today as a factor in individual well-being and societal progress, is a pre-requisite for improving the performance of companies and organizations.

It's why we have developed our expertise in this area for more than 40 years, supported more than 420,000 people in 80 countries. Through the diversity of Sodexo's talent, we are able to offer a comprehensive array of Quality of Life services, based on more than 100 different professions.

Sodexo is the world's only company offering On-site Services, Benefits and Rewards Services and Personal and Home Services, which contribute to the performance of its clients, the fulfillment of its teams and the economic, social and environmental development of its host communities.



Leader in On-site Services in most of its markets
A worldwide leader in Benefits and Rewards Services

More information: www.sodexo.com

SODEXO IN A SNAPSHOT



[EN version](#)

[FR version](#)

KEY FIGURES (Source Sodexo)

€18 BILLION
consolidated revenue

420,000
employees

20th
largest employer
worldwide

34,300
sites

75 MILLION
consumers
served daily

80
countries



EXECUTIVE STATEMENTS



Michel Landel

*Chief Executive Officer and Member of the Board of Directors of Sodexo
President of Executive Committee
Founder of the STOP Hunger Initiative*

Since Sodexo's creation by Pierre Bellon in 1966, our mission has been twofold: to improve the Quality of Life of the people we serve every day and to contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

Sodexo is a company that is fully engaged and committed to performing on behalf of its stakeholders as a responsible company. Understanding and fulfilling client expectations is fundamental to our success as a client-centered organization. Today, our clients and markets look for commitment and visible performance improvements to help them achieve their own sustainability goals. Sodexo is a business partner to its clients, helping them to improve not only their financial but also economic, social and environmental performance.

In addition, our Better Tomorrow Plan helps us to make the difference in our value proposition and increase our organic growth by retaining our existing clients, gaining new clients, and the provision of new services.

I am pleased to convey the results of our activities in this Fiscal 2012 Better Tomorrow Plan Progress Review, and I thank everyone who has helped to make this year a successful one. I am confident that together we will make a better tomorrow for all our stakeholders and for generations to come.

Yours sincerely,



Elisabeth Carpentier

*Group Senior Vice President
and Chief Human Resources Officer*

Every day, we value the individual and collective contributions of our 420,000 employees. We know that their commitment is what sets Sodexo apart from other companies and gives us a genuine competitive advantage.

More than ever, to accomplish our growth objectives, we will continue to invest in our employees' professional development.

Our social performance is increasingly important in our business plans and decisions. Sodexo is regularly recognized for its policies and actions concerning social responsibility. During Fiscal 2012, Sodexo was ranked by the rating agency VIGEO as the leading performer among 15 companies in its industry sector.

Yours sincerely,



Damien Verdier

*Group Executive Vice President and
Chief Marketing Officer, Client
Retention, Offer Marketing, Supply
Chain and Sustainable Development*

With the launch of the Better Tomorrow Plan, our economic, social and environmental performance has become, more than ever, central to our business plans and decisions. We see our sustainability goals as intrinsic to our strategy and the ambitious commitments we have made as part of our Better Tomorrow Plan now guide the actions of all our employees. In 2012 Sodexo has achieved notable rankings in the Carbon and Forest Footprint Disclosure Projects as well as from signatories of the UN Principles for Responsible Investment.

I invite you to explore the review of our progress in the area of corporate Citizenship and encourage you to join forces with our 420,000 employees to help us build a better future.

Yours sincerely,

THE BETTER TOMORROW PLAN



Neil BARRETT

Group Vice President Sustainable Development

"Sodexo has been recognized as sector leader by RobecoSAM, and the only company of its sector that earned gold status.

Our Better Tomorrow Plan is proving to be a differentiator that continues to set us apart from our competitors, in the eyes of our clients, suppliers, communities and those who evaluate companies' social, economic and environmental commitments and performance."



Sodexo is the recognized global sustainability leader in its market sector. To take our credentials to the next level of performance, in 2009 we defined a worldwide Corporate Citizenship roadmap for the Sodexo Group: the Better Tomorrow Plan. This commitment to Corporate Citizenship is central to Sodexo's strategy roadmap.

The Better Tomorrow Plan is Sodexo's plan for a better future, with four priorities, 18 commitments and one journey forward involving 80 countries, 34,000 sites and 420,000 employees. The Better Tomorrow Plan is a journey with milestones from 2015 to 2020, built on a solid base of initiatives already undertaken in our host countries.

In order to prepare the development of this roadmap we consulted extensively with internal and external stakeholders to refine our ambitions based on their feedback and expectations. This plan therefore seeks to address the issues that we have identified as being significant to our market and stakeholders. It comprises three core pillars:

WE ARE

The fundamentals that serve as the cornerstone of a responsible company.

WE DO

Four priorities with commitments for action:

- As an Employer
- Actively promote Nutrition, Health and Wellness
- Commit to Local Communities
- Protect the Environment

WE ENGAGE

Dialogue and joint actions with our stakeholders.

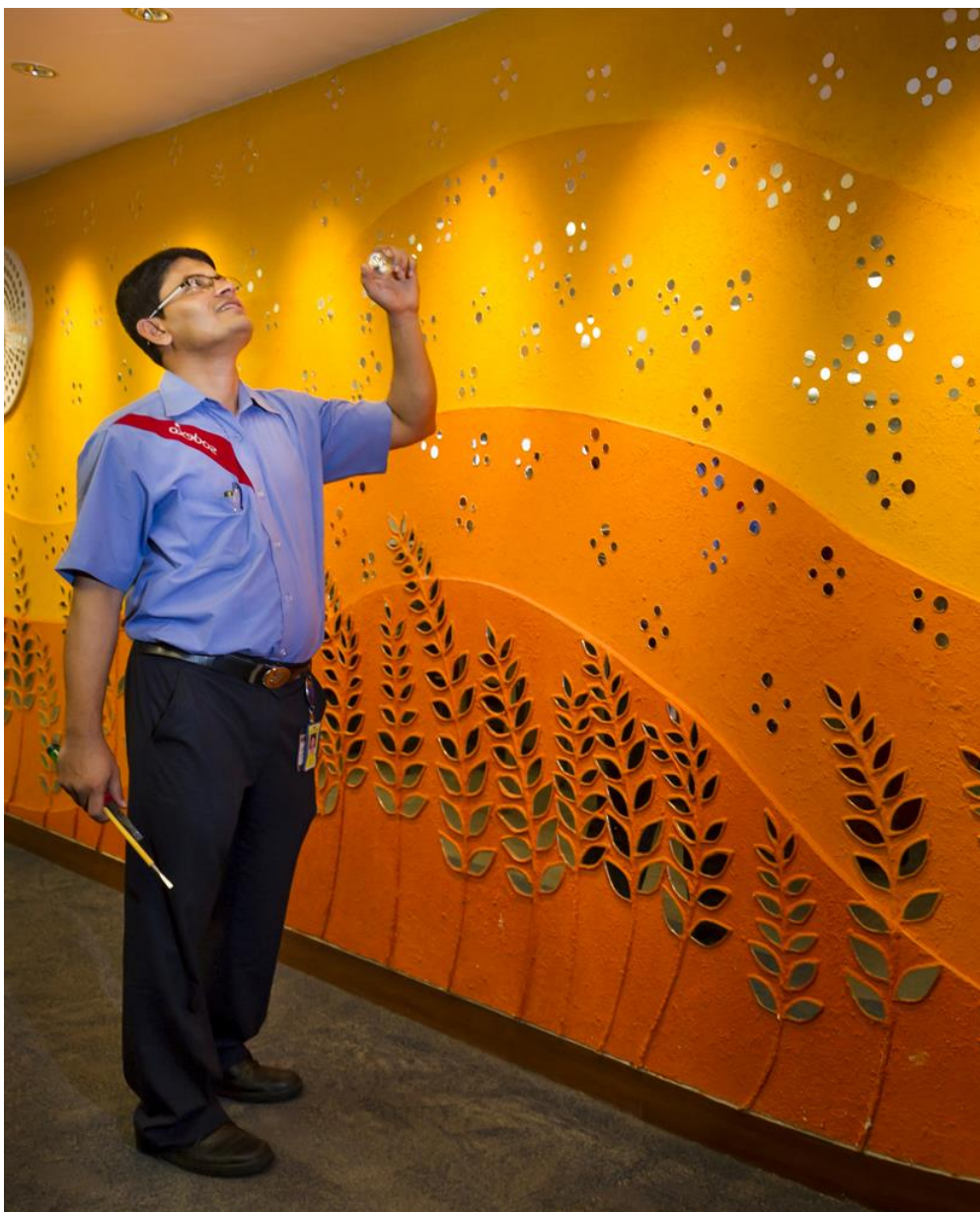
Evolution of the Better Tomorrow Plan Structure in 2012

In 2012, Sodexo added a new, fourth priority 'our commitments as an employer' reflecting the need and our desire to present our stakeholders with a more holistic understanding of Sodexo's efforts as a responsible corporate citizen. Some of the commitments previously incorporated within the 'We ARE' pillar of the Better Tomorrow Plan are now an integral part of the 'We DO' pillar in order to present a more complete picture of their implementation. This brings our total number of commitments to 18, maintaining and adding to the 14 reported in prior years. Our We Engage Pillar remains unchanged.

We have also evolved how we present Sodexo's corporate responsibility externally, in an effort to more effectively provide stakeholders with the information they seek about specific initiatives first, and then allow them to explore deeper into our other efforts, methodology and results. This is most easily visible on our newly redesigned website where we show our efforts in our four Priorities (1) a responsible employer (2) nutrition, health and wellness, (3) local communities and (4) environment.

More info:

<http://www.sodexo.com/en/corporate-responsibility/corporate-responsibility-home.aspx>



Testimonies of Better Tomorrow Champions



Betia RASETA

*Contract Manager in charge
of Sustainable Development and Communication
Sodexo Madagascar Remote Sites*

"In Madagascar, the respect to Environment is not the first priority and the Better Tomorrow Plan has helped us to raise awareness and to make evolve our behaviors to preserve the nature. From existing good practices in our country, I have become a Better Tomorrow trainer for my network."



Ninadh CHIKHLIKAR

*Vice President - Quality Health & Safety (QHSE)
Sodexo India On-site Services*

"In India, we have made an excellent progress in our Better Tomorrow Plan commitments in Fiscal 2012, which were systematically implemented at sites, through communication campaigns aimed at greater engagement with our clients. We have been recognized and rewarded for our progress such as the Asian Sustainability Leadership award, Subir Raha award for local community development & diversity, as well as, IFBN (India Food Banking Network) award for supporting their program under our STOP hunger initiative, which is a testimony of our commitments and involvement of senior leadership team in driving these initiatives."



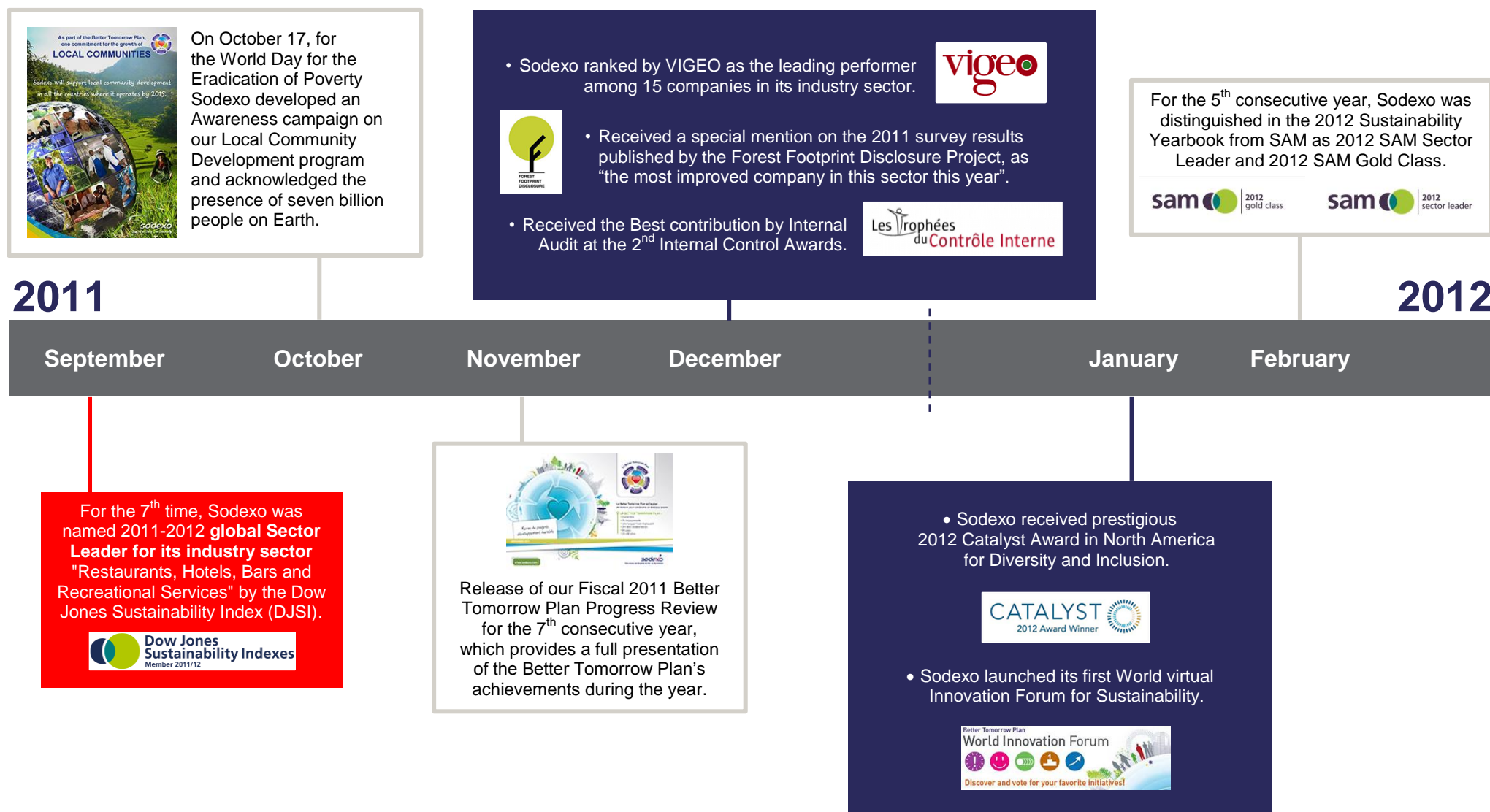
Paola LOPEZ PEÑA

*Communication & Corporate Citizenship Manager
Sodexo Mexico Benefits & Rewards Services*

"In Mexico, we are working very hard with the Better Tomorrow Plan for Nutrition, Health and Wellness initiative. As Mexico ranks the 4th place with child obesity, we want to contribute with wellness programs and communications campaigns to our clients, affiliates and beneficiaries to fight against this disease and improve the quality of daily life."



A. KEY FACTS OF THE YEAR





- 40,000 employees in 35 of our host countries across 6 continents were engaged with 425 hunger relief NGOs and associations in more than 900 reported STOP Hunger activities.

- Named No.2 by the DiversityInc Top 50 companies for diversity list.



- Sodexo wins best Start-Up Business Process Excellence Program at European Process Excellence Awards.

For the second year in a row, qualified as a UN Global Compact Advanced Level reporter.



2012

March

April

June

July

August



- Sodexo named one of world's "Most Admired Companies" by FORTUNE Magazine.

- For the second year in a row, Sodexo achieved Gold company status in Business in the Community's (BITC) Corporate Responsibility Index (UK and Ireland).



Sodexo deployed CITIZEN, a global monitoring tool that will contribute to increasing its level of performance.



- More than 30,000 managers from 68 countries were trained through our e-learning platform.
- 17 editions of HANDS ON, our digital newsletter promoting the Better Tomorrow Plan accomplishments





B. IMPLEMENTATION PROCESS

What has been accomplished in Fiscal 2012?

INITIATION

- Raise awareness.
- Develop the management system.
- Establish the baseline inventory.
- Define phasing per country.
- Implement the BETTER TOMORROW PLAN Country Road Map - Targets and Action Plans.
- Performance Reporting and Management.
- Define Guidelines for the Commitments.
- Focus on Stakeholder Engagement.
- Continuous Improvement – Raise Awareness, Develop Management.

APPROPRIATION

- Establish and communicate how the Better Tomorrow Plan Creates Value for our Clients and Consumers.
- Ensure the Better Tomorrow Plan's Priorities and Commitments address current & future business needs.
- Increase STOP Hunger's reach among employees, local communities and business partners.
- Raise awareness of Sodexo's sustainability efforts via stakeholder engagement focused on waste.
- Grow our Sustainable Development Capability.
- Ensure Better Tomorrow Plan Consistency.

MONITORING

2009

2010-2011

2012

2013

2014 to 2020

- Build the BETTER TOMORROW PLAN.
- Define the implementation process.

- Continuous Improvement - Further strengthen awareness, performance measurement and embed the management system.
- 2012 - A focus on Nutrition and Health.
- Top Sodexo initiatives – from best practice to standard practice.
- Going further with the Subject Matter Expert Working Groups and & Leaders practice.
- Stakeholder engagement.

- Further deployment to all of our countries and continuous measurement of our progress.
- Evolution of our commitments to reflect stakeholder interests.
- Introduction of additional Impact indicators.
- Continue to embed sustainable development into Group processes, functions and into our client/consumer offers
- Performance reporting at the end of each Fiscal Year.
- Increased level of internal and external auditing.



The targets set for the Better Tomorrow Plan's Fiscal 2012 implementation process have been successfully achieved:

1- STRENGTHEN BETTER TOMORROW PLAN AWARENESS

During Fiscal 2012, we continued to raise awareness by developing actions to assist with the implementation of our strategy.

■ Publications

In November 2011, we published our Fiscal 2011 [Better Tomorrow Plan progress review](#) to present our Better Tomorrow Plan strategy update, our deployment in countries and at sites and our related performance. This progress review has been also divided to create three different leaflets: Nutrition, Health and Wellness, Local Communities and Environment.

■ E-learning module

Our [Better Tomorrow Plan e-learning platform](#) seeks to address the essentials of the Plan. **As of August 2012, more than 30,500 managers from 68 countries were trained**, thus becoming ambassadors of the Better Tomorrow Plan. The education tool is now available in 10 versions. This tool has also been made available to other stakeholders including our clients and suppliers.

■ Frequent webinars

During Fiscal 2012, 40 Webinars were organized by the subject matter expert working groups and the central Project Management Office (PMO) team. This has helped align our front line employees to better understand our key areas of focus including STOP Hunger, Sustainable Seafood, Palm Oil, Site Survey, Country Survey, Water and Effluents, Vegetable Gardens. The country Better Tomorrow champions and the central PMO work together to address Sodexo's commitments to support them on the deployment, and to share understanding and practices and seize opportunities. Every three months the PMO organizes virtual webinars that bring together our entire community. This helps to ensure that all countries are aligned with the strategy and actions.

■ Better Tomorrow Plan Resource Centre

An online Resource Centre designed for our 50,000 managers proposes Business to Consumer (BtoC) materials and tools for the deployment of the Better Tomorrow Plan at countries and at sites. During Fiscal 2012, we have updated our awareness toolkit composed of e-learning modules, call for action documents, posters, client letter templates, Frequently Asked Questions (and answers), position papers, and videos on subjects such as local communities, sustainable seafood, palm oil, water, and nutrition.

■ The "HANDS ON" newsletter

In 2011 Sodexo launched a monthly digital [newsletter "HANDS ON"](#) dedicated to external stakeholders and aimed at reinforcing our "WE ENGAGE" commitments. As of August 2012, **we have released 17 editions with more than 42 case studies and distributed them by email to nearly 3,000 recipients.**

October 2012	September 2012	July 2012
May 2012	April 2012	February 2012
December 2011	November 2011	October 2011
September 2011	August 2011	July 2011
June 2011	May 2011	April 2011
March 2011	February 2011	



■ Awareness campaigns

During Fiscal 2012, we have updated our awareness kits that include tools and documents to assist with the implementation of our strategy and various initiatives. Sodexo communicated through a wide range of materials - e.g. video, operational materials - in order to animate Sites and communicate to clients and consumers. We also widely communicated in the press and targeted the web and social media (Intranet, Internet, YouTube, Daily Motion and Yammer, an internal Facebook) - to engage our stakeholders and the general public.



The second phase of our learning strategy has been initiated through campaigns targeting some special issues. **Four campaigns have been developed on Sustainable Seafood, Local Community Development, Palm Oil and Waste.**

Sodexo selected 16 October 2012, the UNITED NATIONS World Food Day, to be its Global WasteLESS Day. The goal was to Reduce Waste by collecting ideas and pledges from our employees along with our clients and our consumers. Many actions have been prepared to engage all parties to reduce organic and non-organic waste across the world.

■ Videos

All videos linked to the Better Tomorrow Plan have been published on social networks such as [YouTube](#) and [Dailymotion](#).



World innovation Forum



Exchanging good practices worldwide is an important element of the Better Tomorrow Plan journey. To progress, we have identified which of our local initiatives could be considered as best practices with the potential to be converted into standard practice. In January 2012, we selected 84 best practices from 29 countries through CITIZEN (Sodexo's Corporate Citizenship IT management tool). The Corporate Citizenship Steering Committee selected five finalists for each category (25 in total). After an internal voting process with almost 8,000 votes, 10 initiatives remain in the competition. In September 2012, through the [HANDS On newsletter](#), the VOTE was opened externally to elect a winner for each category.

Country Progress Reports

We have created a **Country Progress Report template** to ease the publication of information by our Better Tomorrow Plan Champions in the countries. As of August 2012, 18 countries have published their country progress report, most of them available on the Internet:

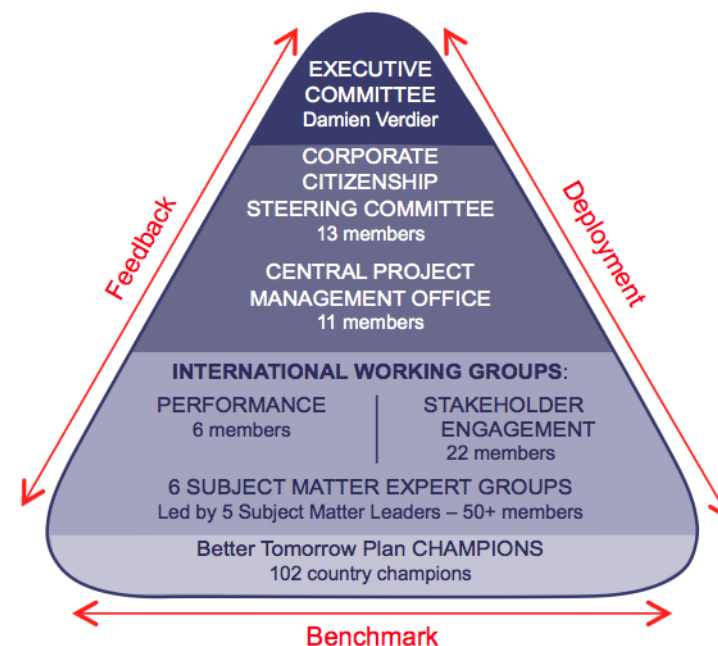
1. Belgium [FR NL](#)
2. Brazil
3. Colombia
4. Dominican Republic [EN](#)
5. France (Benefits and Rewards Services)
6. Gabon
7. Guinea Conakry [EN](#)
8. Luxembourg [FR](#)
9. Madagascar [FR EN](#)
10. Netherlands [NL](#)
11. Norway
12. Poland
13. Spain (On Site and Benefits and Rewards Services)
14. Tanzania [EN](#)
15. Turkey (Benefits and Rewards Services)
16. United Kingdom and Ireland [EN](#)
17. USA (Campus Division) [EN](#)



2- BETTER TOMORROW PLAN GOVERNANCE

Dedicated teams

Since 2009, we have developed and reinforced our governance system which is presented in the following chart.



EXECUTIVE COMMITTEE

Damien Verdier is responsible for Supply Chain, Client retention, Offer Marketing, Sustainable Development and the Facilities Management Expertise Platform. Damien Verdier is also a member of the Group Executive Committee.





CORPORATE CITIZENSHIP STEERING COMMITTEE

The Group Corporate Citizenship Steering Committee (CCSC), chaired by Damien Verdier, consists of 13 members from various continents, businesses and functions. The Steering Committee provides the overall strategy and follows up on progress made. During Fiscal 2012, the CCSC met 9 times virtually and held one physical meeting in France. During Fiscal 2013, as of today, the CCSC met 4 times virtually and held one physical meeting in Spain.

**Damien VERDIER**

Group Executive Vice President and Chief Marketing Officer
Client Retention, Offer Marketing, Supply Chain, Sustainable Development and FM Expertise Platform

**Neil BARRETT**

Group Vice President
Group Sustainable Development

**Marie-Line BEAUCHAMP**

Vice President, Corporate Social Responsibility
Remote Sites and Asia-Australia

**Laurent COUSIN**

Group Senior Vice President, Marketing Offer, Research & Development
On-Site Service Solutions

**Marcia DUARTE**

Supply Chain Management Director
Central and South America

**John FRIEDMAN**

Corporate Citizenship Communications
Brand Content department

**Deborah HECKER**

Vice President, Sustainability and Corporate Social Responsibility
Sodexo North America

**Thomas JELLEY**

Corporate Citizenship Manager, Corporate Communications
Sodexo United Kingdom & Ireland

**Dolores LARROQUE**

Community and Stakeholder Engagement Director
Group Sustainable Development

**Mathilde LOING**

Sustainable Development Director
Sodexo France

**Clodine PINCEMIN**

Group Chief STOP Hunger Officer

**Roshith RAJAN**

Project Manager
Group Sustainable Development

**Lesley SANDER**

Sustainability Performance and Metrics Director
Group Sustainable Development



GROUP PMO (PROJECT MANAGEMENT OFFICE)

A central team composed of eleven members who coordinates and follows up on activities around the world. It regularly discusses and consults with the various Group functions – including Marketing, Supply Chain, International Large Accounts, Communications, Internal Audit, Finance, Human Resources, Client Retention and Strategy – to facilitate the Better Tomorrow Plan's knowledge.

The Better Tomorrow Plan Group PMO* team

*PMO = Project Management Office



Neil BARRETT
Group VP Sustainable Development



Mélanie MASSEY
Executive Assistant

A central team composed of ten members who coordinates and follows up on activities around the world. It regularly discusses and consults with the various Group functions to facilitate the Better Tomorrow Plan's knowledge.

PERFORMANCE AND
OUTCOMES

Lesley SANDER
Director, Sustainability Metrics
and Performance Measures
Sustainable Supply Chain
Initiatives Leader



Jilda JOSEPH-ANGELIQUE
Sustainable Development
Analyst



Alain EPSTEIN
Corporate Citizenship
Reporting Systems Manager



Alina CAZACU
Sustainable Development
Analyst Junior

BETTER TOMORROW PLAN
SUPPORT AND DEVELOPMENT

Roshith RAJAN
Project Manager



Hélène CASTEL
Sustainable Development
Project Associate



*The Project Management Office
(PMO) team of the
The Better Tomorrow Plan is based at
Sodexo Headquarters,
Issy-les-Moulineaux, France

DIALOGUE AND STAKEHOLDERS
RELATIONSHIPS SUPPORT

Dolores LARROQUE
Director, Community and
Stakeholders Engagement
Subject Matter Leader for
Local Communities



Erika GALLAND
Stakeholder Engagement
Manager



Tugdual HOUeix
Stakeholder Engagement
Project Associate

PERFORMANCE WORKING GROUP

A group composed of six experts representing different geographies and Subject Matters defines the performance process and ensures that we have the necessary indicators to measure and monitor progress for each commitment. There is close integration between each of the Subject Matter working groups and the Performance working group.

STAKEHOLDER ENGAGEMENT GROUP

A group composed of 22 people provides guidance and assistance to make the Better Tomorrow Plan known, understood and create dialogue to engage our stakeholders. It met seven times since its creation in February 2011. In addition to the Working Group meetings, individual reviews have been organized with the TOP 15 countries in order to better understand their needs and make sure they are aligned with the Group strategy.

SUBJECT MATTER WORKING GROUPS

Five Group Subject Matter Leaders lead six subject matter working groups of eight to ten experts on the Better Tomorrow Plan subjects:

1. Nutrition Health and Wellness
2. Local Community Development
3. Fairly Traded certified products
4. Sustainable Supplies
5. Environment Working group (Carbon + Water)
6. Materials & Waste

These groups' mission includes developing comprehensive strategies and action plans, defining the Group guidelines, creating the worldwide programs, validating indicators and performing risk and competitor analysis. Further to the meetings, these Groups have put together a Global toolkit for site managers which gives them the materials to be able to raise awareness and train the employees on their site. Representatives from the WWF, our technical advisors, are also represented on a number of the working groups.



BETTER TOMORROW PLAN CHAMPIONS

More than 102 Better Tomorrow Champions from various businesses and functions support the plan's deployment and ongoing progress. They are the primary point of contact within the countries for all topics relating to the plan and its associated initiatives.

■ CITIZEN

The new and enhanced CITIZEN – Sodexo's Better Tomorrow Plan IT management platform, was launched in 2012 for all countries and business entities globally to capture, report and share and measure progress of the local Better Tomorrow Plan actions.



In the first phase of roll-out, the CITIZEN solution supported the following activities:

• Initiative and Best Practice Management:

CITIZEN contains more than 2,000 Sodexo initiatives and practices deployed in the countries; the number is only increasing by the day as the countries adopt more and more initiatives. CITIZEN also supported the country Better Tomorrow Champions in selecting and sharing their "Best Practices". Better Tomorrow Champions and other Citizen users can learn from other Sodexo best practices from around the world.

• Campaign Management and Reports:

CITIZEN supports the Annual Better Tomorrow Plan indicators Inventory collection process from the countries globally for all our businesses. CITIZEN provides a platform for countries not only to input their data, but also the sophisticated reports which help them and the central PMO (Project Management Office) Team to perform the necessary consolidation, analysis and benchmark.

• Information Sharing – CITIZEN also acts as a database to share documents through Library.

CITIZEN training and user guides were provided to end-users (administrators and contributors) to facilitate a successful adoption. We are in-track for a wider adoption of CITIZEN supporting more of our Better Tomorrow Plan processes primarily for sites and used by operational employees for the next year and beyond.

3- PERFORMANCE TRACKING, MEASUREMENT AND ANALYSIS

As part of the Better Tomorrow Plan, **Sodexo committed to report its progress regularly and accurately in order to ensure that the objectives set are achieved.** The tracking, measurement and analysis of our annual performance allows us to spot trends and patterns for the business, geography, segments, commitments and their inter-linkage, and allows us to identify best practices and to set up targets for the next years.

KPIs are reviewed annually to ensure that they continue to allow us to manage our Better Tomorrow Plan performance accurately and to measure the impact of the actions implemented. [See our Performance section for the full list of our KPIs.](#)

■ The three-year Strategic Planning process

In Fiscal 2012 as a natural extension of the Country Roadmaps, the Better Tomorrow Plan was further embedded into the annual three-year strategic planning process for the Countries and Zones, linking sustainability directly to the strategic decision-making process. With guidelines made available to all Zone Strategy teams, the outcome of the process was a zone or country strategy defined for the Better Tomorrow Plan.

■ Country Roadmaps

Using a baseline which was established through the Site and Country Survey, each country was asked to define its objectives for the implementation of the Better Tomorrow Plan in the coming years. The Better Tomorrow Plan commitments set the overall framework and final deadlines. Based on these, each country has set targets for each commitment up to 2015-2020 and selected its own priorities in accordance with its progress to date, its market context, and its resources.

During the annual reporting process, each country is assessed against the objectives that were set in the roadmap, and targets are reviewed and adjusted.

In Fiscal 2012, the Country Roadmap was completed for 68 countries.



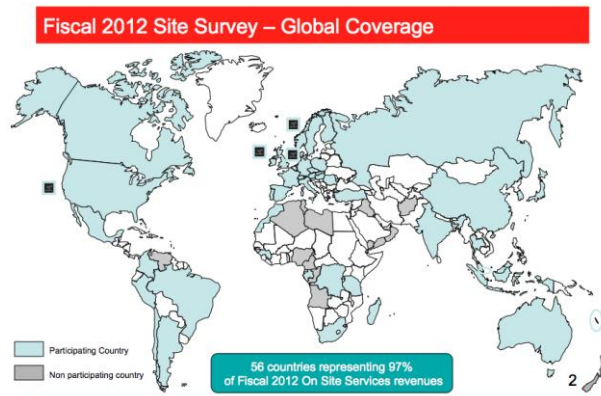
■ The Fiscal 2012 Inventory Process

In Fiscal 2010, we ran our first exhaustive inventory collection campaign for our countries and significant sites around the world to define the Better Tomorrow Plan baseline for Fiscal 2009. **The baseline, consolidated globally according to each country's results, provides a benchmark of our existing situation regarding our commitments.** Based on the baseline established, each country has defined its objectives and priorities through a country roadmap. **The inventory process for Fiscal 2012 was launched during the spring of 2012.** The site inventory ran from May to August 2012 and the Country inventory ran from September to November 2012. This new data collection process will allow us to further assess our progress and set new targets for 2013.



GLOBAL SITE SURVEY

During Fiscal 2012, we carried out our third global site survey which allows us to identify the progress that we have made on the deployment of our environmental commitments on our client sites. **68% of sites participated in 56 countries, representing 97% of On-site Services revenues.**



This survey acts as a major awareness building activity for our site managers since it asks them about their actions on their sites and lists all the steps that they could implement. Both the questionnaires and the feedback are translated into the national language of each country in order to facilitate the site managers' understanding. The questionnaire was therefore available this year in 22 languages. In addition, we enlarged the scope of the questionnaire to include a number of questions related to nutritional offers in order to establish the baseline for the Sodexo's 10 Golden Rules for Nutrition, Health and Wellness.

■ Internal audit

In line with our initial commitment to have our indicators externally verified, we have worked throughout the year to prepare for an external audit of our indicators in Fiscal Year 2013.

As a first stage, we have worked with our internal audit team to have 12 countries audited on the reliability of the data that they provide during our annual survey process and we have implemented a series of action plans to integrate the recommendations.

This audit work will continue throughout the current Fiscal Year 2013 as we lead up to verification by external auditors.

■ Compliance with Grenelle II

The Fiscal 2012 data collection and consolidation has served as a dry run for meeting the Grenelle II legal obligations in Fiscal 2013:

- New data collection and consolidation tool implemented for the country survey allowing records to be uploaded
- Indicator guides revised and improved
- Increased communication with countries to raise the level of commitment, the quality of reports received and records kept.





CARBON DISCLOSURE PROJECT

CARBON DISCLOSURE PROJECT

In addition, we have continued our work to provide robust reporting for our **Scope 1 and Scope 2 carbon emissions** through the [Carbon Disclosure Project](#). From our baseline year, where 4 countries worked to pilot tools, we were able to integrate 4 more in Fiscal 2012 thereby bringing the coverage our business in terms of revenues to 68 %. We are also working to gradually have our carbon emission reporting externally verified, starting with one country in Fiscal 2012 and increasing over the coming years.

4- YEAR 2012 - A FOCUS ON NUTRITION AND HEALTH

Ten Golden Rules for Nutrition, Health and Wellness

As a global leader in food services, it is our duty to articulate a simple, easy to communicate and very consistent vision of our commitments about Nutrition, Health and Wellness.

The Group has developed the Sodexo's Ten Golden Rules for Nutrition, Health and Wellness. The objective is to increase awareness and help consumers in their food choices and in their life habits in order to stay healthy, to prevent diseases and improve their Quality of Life.

With the Ten Golden Rules we propose some guiding principles regarding Nutrition, Health and Wellness that aim to help our stakeholders make healthy choices. Each Golden Rule has recommendations, explanations, best practices and messages approved by a large international panel of Sodexo dietitians, nutritionists and experts from 13 countries. The 10 Golden Rules have been approved by Pierre Bellon, Chairman of the Board of Directors, and presented to the Board.

For each of the Ten Golden Rules, we have a global framework and room for local customization.

- **At country or segment level**, according to nutritional specificities or local regulations
- In consumer facing messages, to adopt the most efficient and adapted wording

The global deployment of the Ten Golden Rules will start in April 2013 and address our stakeholders - Employees, Clients, Consumers, Suppliers and Institutions - thanks to different media: On-site events, TV screens, press release, posters, video, gift for consumers...

	10 golden rules for a better nutrition, for health and wellness	1• Rythm A good breakfast, and have a light dinner. Do not skip meals! Avoid snacking	2• Fruits and vegetables Fill up on fiber with fruits and vegetables	3• Milk and Dairy products 3 times a day in various forms
	4• Proteins Proteins to fill up energy	5• Carbohydrates Bread or Rice or pasta... at each meal	6• Fats Fats in small quantities and good for health	
	7• Sugar Nature puts sugar for you: no added sugar	8• Salt With the salt have the light hand	9• Water Drink water without moderation	10• Physical activity Go back up on foot - at least the top three floors! 10,000 steps each day!

Creation of the Dietitians Network

Sodexo has the biggest Dietitians Network in the world with more than 4,700 Dietitians. In 2012, we launched a platform as a pilot project which aims at creating a virtual Net Global Forum Nutritionists and Dietitians Network to support the organization and therefore clients and consumers. It is a platform where Dietitians can capitalize on experience, exchange best practices, create round tables, work on the Golden Rules, diversify their menus, and discover new ingredients.

A committee was selected: 5 experts in nutrition in charge of organizing which topics will be tackled by the blog, the frequency at which posts will be published, which member will write the posts, an animator and a manager who supervises the entire project.

The Pilot Project started with Remote Sites zone: around 20 people are today involved from 15 different countries where Sodexo is present.



5- SITE-WIN BUSINESS INITIATIVES

To support the execution of its business strategy and closely supporting the Better Tomorrow Plan roadmap, **Sodexo launched the Better Tomorrow Plan “Site-WIN” business initiatives.**

The objectives of these initiatives are twofold:

- To improve Client and/or Sodexo business performance at sites.
- To create greater practical and personal acceptance of sustainability for our stakeholders our employees, our consumers, our clients etc.

Through the “Site-WIN” initiatives, we concretely demonstrate that we are creating value for our stakeholders, where our sustainable innovations act as a source of competitive differentiation to our clients. We are thereby creating greater acceptance of sustainability and improving our client's business performance, while at the same time improving Sodexo's competitiveness and brand identity as a quality of life services provider.

These initiatives have been specially chosen from the many sustainable innovations in practice in our operations globally. The “Site-WIN” initiatives:

- provide guaranteed performance improvement when properly implemented and executed,
- require no significant capital expenditure and any operational expenditure has a very short payback period,
- are simple, easy to deploy and monitor with no significant training requirements or time impact on operational site managers,
- create an opportunity for dialogue with Clients and Consumers,
- are Better Tomorrow Plan compliant.



In the first wave, three “Site-Win” initiatives were identified for a consistent deployment globally in our sites especially from a food service stand-point:

▪ Equilunch



Equilunch falls under the “Nutrition, Health & Wellness” priority of the Better Tomorrow Plan, and is part of the Better Tomorrow Plan commitment of providing and promoting varied and balanced food options in our client's sites. The Equilunch concept provides consumers a healthier and balancing lifestyle, for those who recognize themselves amongst too heavy meat eaters. **Sodexo provides an enhanced and exciting vegetable lunch meal (Equilunch) once per week, with an underlying promotion to increase consumer acceptance of more varied plant-based food intake, which is not only good to balance their health but also for the environment.** Wherever applicable – local, seasonal or sustainably grown or raised products are used. The Equilunch meals were designed to look innovative, appealing, while meeting the consumer requirements of a balancing meal. **A successful pilot was carried out in Austria** with strong consumer, client and employee acceptance. **Equilunch helped reduce the supply chain carbon and water footprint impacts by 20% per site (6 Tons of CO₂ not sent to the atmosphere/month and 1.6 million liters of water saved per month).** Clients appreciated the value that Equilunch along with Sodexo's Better Tomorrow Plan was bringing to them, their employees and to the environment. Several other countries are in the process of rolling-out this initiative in their sites for a wider adoption.

▪ Energy Savings Initiative

The energy savings initiative falls under the “Protect the Environment” priority of the Better Tomorrow Plan, and is part of the Better Tomorrow Plan commitment of reducing energy and emissions in our client's sites. **Through the deployment of energy saving device, savings of the range of 12-45% were made on equipment in our client's sites. Up to 1.7 tons of CO₂ were reduced per equipment in a year.** Sodexo has, as part of its energy savings initiative, installed more than 600 such energy saving devices at sites around the world in 2012 and other countries are in the process of rolling-out this initiative in their sites for a wider adoption.



WasteWatch

WasteWatch falls under the “Protect the Environment” priority of the Better Tomorrow Plan, and is part of the Better Tomorrow Plan commitment of reducing organic waste in our client’s sites. WasteWatch is a step forward to take concrete actions of food waste in our sites. Knowing how much is being wasted provides guidance into taking actionable practices with an intention to reduce waste overtime through better awareness and processes. **WasteWatch has a 3 step approach (Collect-Measure-Track) of reducing pre-consumer food waste in the first phase and post-consumer food waste in the second phase.** A pre-consumer food waste reduction of 3-3.5% was noted in sites that implemented pre-consumer food waste reduction initiatives. Several countries have planned for a successful adoption of WasteWatch in their sites in the next year.

As the first wave of “Site-WIN” initiatives gets more acceptance in countries and sites, the next wave of “Site-WIN” initiatives are being carefully identified for a consistent deployment globally in the coming year.

6- STAKEHOLDER ENGAGEMENT PLAN

For each of the “We Do” Commitments/Subjects plans, the subject matter working groups defined a set of guideline documents to better develop the subjects with an intention to understand the risks and opportunities for Sodexo’s business, to create and foster “awareness and behavior” steps for employees in the sites where they operate, to describe the progress made during the year and to define the course of action for the next years.

The Better Tomorrow Plan DOCUMENT KIT

For each subject, we develop a tool kit grouping the documents here-after mentioned. The WWF - with whom Sodexo has a partnership- was also involved in the consultation to prepare one or more of these guidelines. Further details of the work done in Fiscal 2012 on the commitments can be found in the “We Do” section for each of the commitments.

	ITEM	PURPOSE
STRATEGY	Subject Guidelines	Full presentation giving an update on the achievement of the commitment (Strategy, Deployment and Performance).
	Policy	Statement on Sodexo's principles and strategy for the topic.
DEPLOYMENT	Video	Dynamic presentation to be used for rapid learning of essentials. Designed to understand the general context, Sodexo's strategy and its implementation plan.
	Quiz	Interactive tool to learn more about Sodexo's policy and commitments.
	What Can I Do? Guide	A guide for site managers and operations teams to understand how to apply the policy at sites.
	Posters	To raise awareness on Sodexo's commitments.
	Client letter	A letter template to inform clients prior to events.
	Press Release	Group press release to be used for country communication projects.
	Case study	Presentation of an initiative with info on value creation for stakeholders.
	Webinar + FAQ	Frequent Asked Questions grouped on a document.
	Initiatives	Sharing of good practices around the world in Sodexo's host countries.



Internal presentation

Through Fiscal 2012, we hold numerous presentations of the Better Tomorrow Plan progress to internal committees such as during the Sodexo World training sessions for new managers, for International Large Account teams in charge of business development, Supply Chain, Activity and Segment Executive Committees and their teams.

Events and conferences

We participated in major sustainability events and conferences to share our progress, learn from other practices and develop a network of contacts e.g. World Forum Lille, S50, Green Building Summit, HEC conference, EUROMED, Water Women and Local Community Development conference, Food News Sustainability in the Food Supply Chain conference 2011, One planet Leader program WWF, European Mentorship Program Sustainability 4 Profitability.

Proactive with our International Large Accounts

We continuously collaborate with the International Large Accounts department to assist with the implementation of the Better Tomorrow Plan at our major worldwide accounts. During Fiscal 2012, we have targeted some accounts to advance the plan implementation (Nokia, Unilever, P&G, etc.) and engage dialogue on sustainability aspects to take joint actions. On a permanent basis, we contribute to RFIs and RFPs responses to update on the progress made at our clients' sites.

Proactive interaction with our Supply Chain teams

We have continued to work closely with our Supply Chain teams around the world and to train them on key aspects of the Better Tomorrow Plan. The Supply Chain teams are incentivized on the achievement of their Better Tomorrow Plan objectives, which include the implementation of our Sustainable Supply Chain commitments. Each Plenary Supply Chain Committee includes an update on developments within the Better Tomorrow Plan commitments and we have provided User Guides, webinars and other tools to help our teams with the implementation of our commitments.





7- PARTNERSHIP WITH WWF

In March 2010, World Wildlife Fund (WWF) and Sodexo signed an agreement to work together globally on environmental and supply chain issues of mutual interest. Under the three-year agreement, cooperation began with seafood, agricultural commodities, water and energy and will also focus on promoting environmental and sustainable supply chain practices. We have closely worked with WWF to define standards and guidelines on environmental issues.

As of August 2012, many works have been conducted in collaboration with WWF:

- **Water:** Reviewed WWF/Sodexo supply footprinting work, investigating Client Water Audit requirements and supporting regional dialogue in India.
- **Carbon:** In conjunction with the WWF, Sodexo has established its Greenhouse Gas Emissions (GHG) and the Water embedded in the products we buy in 14 of the top Sodexo countries. In addition Sodexo and the WWF built a model which allows anyone of our 80 host countries or 34,000 client sites to calculate their own Green House Gas and Water footprint.
- **Agriculture = beef, dairy, tropical fruits:** Joint work on Global Roundtable on Sustainable Beef (GRSB) Supplier Survey Working Group.
- **Agriculture = soy:** First draft of a Sodexo position paper on soy.
- **Agriculture = Palm Oil:** Review and validation of Sodexo's position and awareness toolkit for Sustainable Palm Oil.
- **Seafood:** Regular meetings to update on developments in the industry, review the sourcing for some major species, review the advice given in Sodexo's Sustainable Seafood Sourcing Guide.

8- DIALOGUE WITH EXTERNAL STAKEHOLDERS

- **Transparent dialogue with Socially Responsible Investment (SRI) Rating agencies and Ethical Investors**

Maintaining an open dialogue with our stakeholders is part of our corporate culture. Sodexo is pleased to exchange information with SRI players in order to explain our main challenges and the solutions we have put in place to address them. By participating in these ratings, we make our commitments transparent.

- **Since 2005, each year we publish our Corporate Citizenship/Sustainability report on our non-financial indicators.** For the Fiscal 2012, we provide documented information on the economic, social and environmental impacts of our activities through the year. They are available on the Group website. We also group a detailed and comprehensive information in this document, our Fiscal Year Progress Review, to better respond to SRI Rating Agencies' and Investors' FAQs.
- **We maintain a transparent and permanent dialogue with SRI analysts** with whom we regularly meet or get in contact to respond to their frequent requests and questions.

- **From a management perspective, reporting helps Sodexo to track our progress in implementing responsible business practices and to identify areas for improvement on a continual basis.** Business managers use the reporting process as an opportunity to measure the effectiveness of their management practices and systems, to improve internal communication on corporate responsibility policy and objectives, and to set targets for future performance.

Memberships



GLOBAL COMPACT

In 2003, Sodexo joined the United Nations Global Compact and thereby made a commitment to respecting its ten principles. The Global Compact Office introduced the Notable Communications on Progress program in 2004 to highlight and recognize outstanding Communications on Progress (COP). Every year since 2004, Sodexo has participated in the program and was selected as a Notable COP. For the second time, in 2012, Sodexo has qualified for the UN Global Compact Advanced level, meeting all 24 criteria for this outstanding level.

Our 2012 COP is available at: <http://www.unglobalcompact.org/COPs/detail/17508>



Roundtable on Sustainable Palm Oil

Round Table on Sustainable Palm Oil

In 2012 Sodexo applied for and obtained membership of the **RSPO** (Round Table on Sustainable Palm Oil) in relation to its efforts made to source Sustainable Palm Oil and to support its industry.



GREENPALM

Sodexo is **member of GreenPalm** since February 2013 and will now purchase and redeem certificates to compensate for the non-sustainable palm oil that we buy and to reward palm producers for working in a sustainable and responsible way.

In the first instance we will do this for the two priorities categories which are margarine and frying oil.



External recognitions (SRI indices, disclosure projects, awards and distinctions)

The following review highlights selected sustainability indices and rating agencies that give Sodexo's commitment a positive rating and recommend Sodexo shares as a sustainable investment.

SUSTAINABILITY INDICES AND RATING AGENCIES



Member of [Dow Jones Sustainability Index \(DJSI\)](#) World and STOXX since 2005.

In 2012, for the eighth times, Sodexo was named "Global Sustainability Industry Leader" for its industry sector "Restaurants, Hotels, Bars and Recreational Services."



[SUSTAINABILITY ASSET MANAGEMENT \(RobecoSAM\)](#): included in the RobecoSAM 2013 Sustainability Yearbook and received three distinctions: 2013 Sector Leader, 2013 Gold Class and 2013 Sector Mover.



STOXX® Global ESG Leaders Index since September 2011



Ethibel Excellence Index since July 2010



FédérIS ISR Euro Index since June 2010



ASPIEUROZONE Index (VIGEO) since 2004. In 2011, Sodexo ranked by VIGEO as the leading performer among 15 companies in its industry sector notably in human resources, human rights, local communities development and business integrity.



Vigeo France 20 since 2012



Business in the Community (BITC) Corporate Responsibility Index since 2007 (United Kingdom). For the 3rd year in a row, in 2013, Sodexo achieved "Gold" rank in Business in the Community's (BITC) Corporate Responsibility Index.

DISCLOSURE PROJECTS



[Forest Footprint Disclosure Project](#)

Sodexo completed Disclosure Requests in 2010, 2011 and 2012, and was included in the Travel & Leisure sector grouping 7 companies. We received a special mention on the 2012 survey results: "The Group has exposure to all commodities except biofuels and in response has demonstrated a strong commitment through the development of its 'Better Tomorrow Plan', an internal program to implement sustainability globally, helped by a three year agreement with WWF".

CARBON DISCLOSURE PROJECT

[Carbon Disclosure Project](#)

Since 2009, Sodexo completed the Carbon Disclosure Project's (CDP) annual request for information. In 2012, Sodexo has scored 72, whereas the average is 48 this year. Sodexo's Performance Band has improved from D to C from last year. Our response has been benchmarked against more than 2400 other companies who responded. CDP 2012 scores were determined based on the CDP 2012 disclosure and performance methodology. Sodexo improved its score compared to last year whereas the average score decreased.



United Nations-backed Principles for Responsible Investments

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."



■ Awards and recognitions

The recognition of our commitments and initiatives in favor of Corporate Citizenship has resulted in a number of awards, such as:



Named No.2 of the [DiversityInc Top 50 companies](#) for diversity.



Sodexo received the [2012 Catalyst award](#). Catalyst is the leading global nonprofit research organization working to expand opportunities for women and business.



Sodexo received the "Best contribution" at the [2nd Internal Control Awards](#).



Sodexo is the [most admired company in its sector](#) according to Fortune Magazine's 2013 corporate reputation survey. Sodexo was classed first for Innovation, Social responsibility, Financial soundness, Long-term investment and Global competitiveness.



[World HRD Congress](#): Sodexo awarded for promoting health in the workplace.



Our next steps for Fiscal 2013 and beyond

APPROPRIATION

MONITORING

FISCAL 2013

OBJECTIVES

1. Establish and communicate how the Better Tomorrow Plan creates value for our Clients and Consumers.
2. Ensure the Better Tomorrow Plan's Priorities and Commitments address the current & future business needs.
3. Increase STOP Hunger's reach among employees, local communities and business partners.
4. Raise awareness of Sodexo's sustainability efforts via stakeholder engagement including a focus on waste.

CONTINUOUS IMPROVEMENT

- ✓ Growing our Sustainable Development Capability: Governance review, Sales Personnel Better Tomorrow Plan training, Performance reporting, Environmental foot printing, CITIZEN deployment.
- ✓ Ensuring Better Tomorrow Plan Consistency: Policies, Charters, Guidelines, Performance Measurement and reporting, Sustainability options available as part of our offers & initiatives.

2014 to 2020

- ✓ Further deployment to all of our countries and continuous measurement of our progress.
- ✓ Evolution of our commitments to reflect stakeholder interests.
- ✓ Introduction of additional Impact indicators.
- ✓ Continue to embed sustainable development into Group processes, functions and into our client/consumer offers.
- ✓ Performance reporting at the end of each Fiscal Year.
- ✓ Increased level of internal and external auditing.





C. RISK AND CRISIS MANAGEMENT

▪ Risk management

Sodexo faces a number of internal and external risks and uncertainties in the conduct of its business and in the implementation of its strategy. To confront these risks and uncertainties, it has established an organization and policies intended to identify, evaluate, prevent and manage these risks in order to limit any adverse impacts.

▪ Internal control procedures implemented

Internal control procedures are established by Sodexo and implemented under its responsibility, which is intended to ensure:

- Compliance with laws and regulations
- The application of Group policies
- The effectiveness of the Company's internal processes, notably those concerning the safeguarding of its assets
- The reliability of financial information.

Internal control procedures play a major role in the conduct of the Group's business, by contributing to the prevention and management of risks.

D. BRAND MANAGEMENT

▪ From a global company to a global Brand

The recognition that a strong brand is a guarantee of quality, stability and trust, and that the promotion and defense of the Sodexo brand is key to our business growth, **the company reaffirmed the importance and support for the brand in the 2012 edition of its strategy map.** It is our collective responsibility-and a top priority-to turn Sodexo into a major global brand. **Our mission is to build our brand and ensure that it is known, loved and chosen.**

As part of our brand image shift, we have:

- **Strengthened the focus of our brand image** by selecting four key messages:
 - Quality of Life services
 - Diversity
 - Employee development
 - Our contribution to local communities.
- **Enforced brand migrations** of other group companies to the Sodexo brand.

• Launched a new brand identity.

- In support our brand positioning as the world leader in Quality of Life Services and to help facilitate the shift to a higher value-added integrated service partner.
- The new Brand Identity and Visual Territory will be fully deployed across 80% of our activities and segments by January 2014 and full deployment including Vehicles and Client sites should be achieved by January 2015.

▪ Brand visibility on site

Make Sodexo brand the reference in Quality of Life Solutions is one of the Group's six strategic objectives to achieve our Ambition 2015.

Launched Q4, 2009, the **"Brand Visibility on Site"** initiative as well as the **creation and launch of a global uniform in 2011** reinforce the presence and visibility of the Sodexo brand on all of our sites around the world, and ensures that the services we provide are correctly attributed to the Sodexo brand.

▪ Brand awareness and image survey

SODEXO conducts every two years a corporate survey in order to measure and evaluate its Brand Awareness and Image. The 2010 survey, conducted in November 2010, covered 14 countries.

Two significant results:

- Sodexo's "Better Tomorrow Plan" has achieved a good level of awareness among clients one year only after its launch.
- Significant majority of clients and prospects recognize Sodexo as the Expert in Quality of Life Services.

The last survey has been conducted in 2012 and results are being analyzed.





PERFORMANCE





KEY FACTS FOR PERFORMANCE

FISCAL 2012 GLOBAL COUNTRY SURVEY

Number of participating
countries: 68 representing 94%
of Group revenues.

FISCAL 2012 GLOBAL SITE SURVEY

Site Survey Participation rate: 68%
Number of participating countries:
56 representing 97% of On-Site
Services revenues.

In accordance with the commitment that we made when we published the Better Tomorrow Plan, we have defined, implemented and consolidated a range of indicators in order to monitor and manage the deployment of our commitments and to report accurately and transparently on our progress annually.

These indicators are reviewed annually to ensure their relevancy and our ability to drive progress on subject areas that evolve as we refine the Better Tomorrow Plan commitments.

We put strong emphasis on the fact that our Better Tomorrow Plan applies to all of the Group's activities throughout the world and this is reflected in our efforts to have all of our countries and sites involved in our data collection processes.



EXTERNAL BENCHMARKS

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
DOW JONES SUSTAINABILITY INDEX (listed since 2005)				
World	Global Super- sector leader	Global Industry Leader	Global Industry Leader	Global Industry Leader
STOXX	Industry Leader	Industry Leader	Industry Leader	Industry Leader
RobecoSAM Group				
	Gold Class Sector Leader	Gold Class Sector Leader	Gold Class Sector Leader	Gold Class Sector Leader
				Sector Mover
Business in the Community (BITC)				
	Silver	Silver	Gold	Gold
Ethibel Excellence Index				
		Member	Member	Member
Fédérés ISR Euro Index				
		Member	Member	Member
ASPIEurozone				
	Member	Member	Member	Member
STOXX ESG Leaders				
			Member	Member
VIGEO France 20				
				Member
Fortune Global 500				
Largest employer in the world	22 ^e	21 ^e	22 ^e	20 ^e
Largest European-based employer in the world	7 ^e	6 ^e	7 ^e	6 ^e
Largest French-based employer in the world	2 ^e	2 ^e	2 ^e	2 ^e
IAOP Global Outsourcing 100				
TOP 100 World's Best Outsourcing Providers	3 ^e	3 ^e	3 ^e	11 ^e



BETTER TOMORROW PLAN MANAGEMENT

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries having one or more ISO 9001 certification (NEW)			55.8%	57.1%	Basis for consolidation Fiscal 2012: 94% of Group revenues
% of Group revenues of countries producing an annual Corporate Citizenship report (NEW)			56.5%	74.4%	Basis for consolidation Fiscal 2012: 94% of Group revenues
% of Group revenues of countries having annual objectives linked to the Better Tomorrow Plan (NEW)				95.6%	Basis for consolidation Fiscal 2012: 94% of Group revenues



WE ARE - INDICATORS

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
BUSINESS INTEGRITY					
% of employees working in countries having the Sodexo Statement of Business Integrity available in their national language (NEW)				98.8%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the Sodexo Statement of Business Integrity on their intranet (NEW)				94.6%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the Sodexo Statement of Business Integrity on their website (NEW)				63.7%	Basis for consolidation Fiscal 2012: 91% of Group workforce
CORPORATE GOVERNANCE					
Number of women on the Board	4	4	4	5	
Number of non French nationals on the Board	4	4	3	3	
Number of Independent Directors	5	6	5	6	
Average attendance rate at Board meetings	88%	95%	94%	89%	

WE DO - INDICATORS



EMPLOYER

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
RESPECT HUMAN RIGHTS					
% of employees working in countries having the Human Rights policy available in their national language (NEW)				90.9%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the policy on their intranet (NEW)				86.3%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the policy on their website (NEW)				88.6%	Basis for consolidation Fiscal 2012: 91% of Group workforce
EMPLOYEE DEVELOPMENT					
Internal Promotion					
% of site manager positions filled through internal promotions	22.8%	21.0%	22.0%	26.4%	
% of managerial positions filled through promotion of site managers or equivalent	30.7%	33.6%	29.0%	27.1%	
Training					
Number of hours of training				5 407 094	
Number of employees taking part in training programs	255 306	303 944	311 394	327 269	
% of employees trained (number of employees trained / average number of employees)	67.9%	80.6%	78.5%	77.5%	
Employee engagement (Survey every 2 years)					
Group Employee Engagement Survey Participation Rate		56% 60 countries		70% 60 countries	
Group Employee Engagement Rate		55% 60 countries		57% 60 countries	
% of employees who rate Sodexo as a better employer than its competitors		85% 60 countries		85% 60 countries	
Employee retention					
Employee retention rate	63.6%	63.5%	61.9%	60.0%	
Site manager retention rate	84.9%	82.9%	83.6%	84.7%	



EMPLOYER

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
DIVERSITY AND INCLUSION					
Employee engagement (Survey every 2 years)					
Employees surveyed who responded that "At Sodexo, employees who are diverse in dimensions such as age, race, gender, religion, ethnicity, sexual orientation or physical and mental abilities are valued for the differences they bring to the workplace."		64%		67%	
Representation of Women					
% of women's representation on the Board			31%	38%	
% of Women's representation among Group Senior Leaders	18%	20%	20%	23%	
% of Women in management positions		40%	40%	41%	
% of Women's representation in total workforce	54%	54%	54%	54%	
Integration of People with Disabilities					
% of Group revenues of countries implementing action plans to integrate people with disabilities into the workplace			84.9%	85.4%	Basis for consolidation Fiscal 2012: 94% of Group revenues
HEALTH AND SAFETY					
Food Safety - Certification					
% of Group revenues of countries having one or more ISO 22000 certification (NEW)			22.2%	66.4%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Food Safety - Food Supply					
% of Group revenues of countries having a written procedure for authorizing food suppliers that complies with Global Food Safety and Hygiene Policy	94.9%	95.6%	98.5%	98.5%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues



EMPLOYER

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
Food Safety - Training					
% of Group revenues of countries having a system to ensure that employees with food service responsibilities are trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy			99.4%	99.8%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Food Safety - Site Audits					
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations and the Global Food Safety & Hygiene policy			99.7%	99.7%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Average number of food safety audits per food service site	2.0	2.0	2.4	1.9	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Food Safety - Food Complaints and Incidents					
% of Group revenues of countries having a system to record all food safety incidents			100.0%	96.9%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Occupational Health and Safety - Certification					
% of Group revenues of countries having one or more OHSAS 18001 certification (NEW)			71.8%	78.2%	Basis for consolidation Fiscal 2012: 94% of Group revenues
Occupational Health and Safety - Training					
% of Group revenues of countries having a system to ensure that all employees with operational responsibilities are trained in compliance with local laws and regulations for Occupational Health and Safety			99.2%	99.1%	Basis for consolidation Fiscal 2012: 94% of Group revenues
Occupational Health and Safety - Site Audits					
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations for Occupational Health and Safety			99.6%	99.1%	Basis for consolidation Fiscal 2012: 94% of Group revenues
Average number of occupational health and safety audits per site			0.6	1.1	Basis for consolidation Fiscal 2012: 93% of Group revenues


**NUTRITION,
HEALTH AND
WELLNESS**

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
HEALTH AND WELLNESS					
% of Group revenues of countries developing and promoting health and wellness solutions	74.1%	79.6%	95.8%	96.0%	Basis for consolidation Fiscal 2012: 94% of Group revenues
Number of sites offering concierge services or kiosks	522	734	1 221	1 372	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
VARIED AND BALANCED FOOD OPTIONS					
% of clients' sites that PROVIDE and PROMOTE varied and balanced food options			77.4%	79.7%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
% of clients sites having offers compliant with the Sodexo 10 Golden Rules of Nutrition and Health (NEW)				78.4%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Group revenues of countries in Benefits and Rewards promoting varied and balanced food options			86.4%	85.6%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
% of Group revenues of countries where menus and recipes are reviewed by a qualified dietitian	94.0%	94.0%	95.6%	98.6%	Basis for consolidation Fiscal 2012: 89% of On Site Service Revenues
Number of registered dietitians employed by Sodexo	2 476	3 328	3 166	4 702	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
% of Group revenues of countries having nutritional hotlines or weblines to provide nutritional advice for consumers	69.1%	70.0%	71.2%	78.7%	Basis for consolidation Fiscal 2012: 94% of Group revenues
REDUCED SUGAR SALT AND FATS					
% of clients' sites that PROVIDING and PROMOTING choices with a reduced intake of sugar, salt and fats			57.7%	70.3%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
% of Group revenues of countries having established and removed identified products and practices	67.7%	65.7%	87.9%	87.2%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues

**LOCAL
COMMUNITIES**

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
FIGHT AGAINST HUNGER AND MALNUTRITION					
Number of countries having implemented the STOP Hunger initiative	32	39	42	42	
Number of major STOP Hunger programs	368	422	469	618	
Number of partnerships with NGOs and associations	240	272	385	573	
LOCAL COMMUNITY DEVELOPMENT					
% of Group revenues of countries having local community development championing initiatives covering at least 4 of the 8 objectives of the local community development program	85.4%	94.4%	96.0%	56.8%	Basis for consolidation Fiscal 2012: 94% of Group revenues
% of local recruitment (country level)	97%	97%	97%	97%	
% of Group revenues of countries having vegetable garden projects (NEW)				74.4%	Basis for consolidation Fiscal 2012: 94% of Group revenues
FAIRLY TRADED CERTIFIED PRODUCTS					
% of Group revenues of countries sourcing and promoting fairly traded certified products for consumers (NEW)				84.4%	Basis for consolidation Fiscal 2012: 96% of On Site Service Revenues
Number of countries implementing the Aspretto offer			12	16	
% of Group revenues of countries implementing the Aspretto offer			75.7%	84.2%	Basis for consolidation Fiscal 2012: 96% of On Site Service Revenues
Number of sites implementing the Aspretto offer	45	496	753	822	
% in kg of certified fairly traded coffee	8.5%	12.5%	15.5%	18.6%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues
Group contribution to STOP Hunger through coffee and tea purchased through Aspretto (NEW)			35 431	41 224	



ENVIRONMENT

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
ENVIRONMENTAL MANAGEMENT					
% of Group revenues of countries having one or more ISO 14001 certification (NEW)				52.9%	Basis for consolidation Fiscal 2012: 94% of Group revenues
% of Group revenues of countries employing environmental resources			95.1%	98.6%	Basis for consolidation Fiscal 2012: 94% of Group revenues
SUSTAINABLE SUPPLIES					
Supply Chain Code of Conduct					
% of Group revenues of countries having the Group Supplier code of conduct available in their national language	87.3%	93.0%	99.4%	99.6%	Basis for consolidation Fiscal 2012: 95% of Group revenues
% of contracted suppliers having signed a supplier code of conduct			86.6%	87.5%	Basis for consolidation Fiscal 2012: 92% of Group revenues
Local, Seasonal or Sustainably Grown or Raised Products					
% of Group revenues of countries informing their suppliers about Sodexo's sustainable palm oil commitment (NEW)				51.0%	Basis for consolidation Fiscal 2012: 95% of On Site Services Revenues
% of Group revenues of countries selecting products that support the development of a sustainable palm oil industry			32.3%	35.4%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues
Sustainable Fish and Seafood					
% of Group revenues of countries having eliminated the purchase of all at risk seafood species	8.1%	17.3%	100.0%	99.4%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues
% of Group revenues of countries holding MSC certification (sites or Supply Chain)			31.6%	27.9%	Basis for consolidation Fiscal 2012: 95% of On Site Services Revenues
Number of MSC certified foodservice sites	271	374	1 855	1 463	Basis for consolidation Fiscal 2012: 26% of On Site Services Revenues
Sustainable Equipment and Supplies					
% of spend on concentrated chemicals as a % of total chemicals			77.9%	73.0%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues
% of spend on certified sustainable paper disposables as a % of total paper disposables	79.4%	79.1%	66.7%	63.2%	Basis for consolidation Fiscal 2012: 93% of On Site Services Revenues



ENVIRONMENT

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
ENERGY AND EMISSIONS					
% of sites implementing the carbon footprint reduction program	11.8%	11.8%	4.5%	8.7%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their consumption of energy	45.4%	45.4%	70.5%	74.2%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their consumption of energy			27.2%	33.5%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites able to accurately measure their progress			17.3%	24.4%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Benefits and Rewards revenues of countries raising awareness about the importance of energy efficiency			79.0%	94.9%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
Head Office electricity consumption	2 334 494 kWh	2 130 199 kWh	2 055 073 kWh	2 117 775 kWh	
Head Office electricity consumption per m²	296 kWh	270 kWh	260 kWh	268 kWh	
WATER AND EFFLUENTS					
% of sites implementing the water conservation program	8.8%	8.8%	12.8%	11.3%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their consumption of blue water	66.9%	66.9%	69.1%	74.2%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their consumption of blue water			5.4%	58.4%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues



ENVIRONMENT

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
WATER AND EFFLUENTS					
% of sites which are able to accurately measure their progress			23.8%	23.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Benefits and Rewards revenues of countries raising awareness about the importance of water efficiency			76.4%	94.9%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
Head Office water consumption	2 322 m ³	2 366 m ³	2 699 m ³	2 280 m³	
Head Office water consumption per m ²	0.3 m ³	0.3 m ³	0.3 m ³	0.3 m³	
MATERIALS AND WASTE					
Organic Waste					
% of sites implementing the organic waste reduction program	4.5%	4.5%	10.0%	12.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their organic waste	39.8%	39.8%	54.4%	71.7%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their organic waste			23.5%	22.9%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites which are able to accurately measure their progress			28.8%	36.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initiatives to recover organic waste	52.8%	52.8%	30.6%	36.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites where Used Cooking Oil is recovered	53.8%	53.8%	84.8%	85.8%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues



ENVIRONMENT

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
Non Organic Waste					
% of sites implementing measures to reduce non organic waste	4.0%	4.0%	12.3%	15.5%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their non organic waste	33.9%	33.9%	27.3%	30.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their non organic waste			30.6%	37.8%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites which are able to accurately measure their progress			29.1%	33.5%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initiatives to recover non organic waste			67.6%	67.6%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Benefits and Rewards revenues of countries raising awareness about the importance of non organic waste reduction			90.5%	91.5%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
% of vouchers recycled			84.2%	94.5%	Basis for consolidation Fiscal 2012: 81% of Benefits and Rewards Services Revenues



WE ENGAGE - INDICATORS

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries where Sodexo's Senior Leadership regularly (at least once every year) conducts a forum that brings together two or more groups of internal and external stakeholders to talk about the Better Tomorrow Plan			62.8%	60.4%	Basis for consolidation Fiscal 2012: 94% of Group revenues



WE ARE

Group Fundamentals



“A company is the community of its clients, consumers, employees and shareholders. Our purpose is to satisfy their expectations. To reach our goals, we have chosen to focus on achieving organic growth in revenue and results. To provide meaning to the work performed by the women and men who enable Sodexo to grow, in founding Sodexo, we defined the mission, values and ethical principles that provide us with a common vision.”

Pierre Bellon, Chairman of the Board of Directors

Our roots

To understand Sodexo, it is essential to know what makes our Group what it is. We work in accordance with five fundamentals.

Founded in 1966 by Pierre Bellon, Sodexo is built on a philosophy that today unites the Group's employees throughout the world. Nearly half a century later, Sodexo continues to be guided by a common philosophy and set of values shared by the Group's 420,000 employees around the world.

Our Beliefs

Sodexo is the community of its clients, consumers, employees and shareholders.

Our purpose is to exceed their expectations by focusing on achieving organic growth of revenues and results.

Organic growth:

- Ensures that we are capable of satisfying and thus retaining our current clients
- Allows us to respond to our employees' expectations for secure jobs and opportunities for advancement
- Provides a return on investment for our shareholders.

Our Mission - Making every day a better day

Our mission is twofold:

- 1. Improve the Quality of Life of all the people we serve:** employees in their workplace, patients at a hospital, students in schools and universities, prisoners in correctional facilities, soldiers in their barracks, etc.
- 2. Contribute to the economic, social and environmental development of the communities, regions and countries where we operate.**



Our values

Service Spirit

Clients and consumers are at the center of everything we do. In order to serve them well, on a daily basis, at all levels, we have to demonstrate our availability, our ability to listen, our capacity to anticipate their expectations, our sense of conviviality, our responsiveness to their needs and our pride in satisfying them.

Team Spirit

Each person's skills combine with other team members' knowledge to help ensure Sodexo's success. Teamwork depends on the following: listening, transparency, respect for others, diversity, solidarity in implementing major decisions, respect for rules and mutual support, particularly in difficult times. It is an imperative in all of our operations, our business units and support functions, as well as in our management committees.

Spirit of Progress

It is demonstrated through:

- Our will, but also the firm belief that one can always improve on the present situation.
- Acceptance of evaluation and comparison on one's performance with colleagues and competitors.
- Self-criticism, because understanding one's successes as well as one's failures is fundamental to continuous improvement.
- A balance between ambition and humility.
- Our optimism, with the belief that for every problem there is a solution, an innovation or an improvement to be made.

Our Ethical Principles

Loyalty

A foundation of loyalty, shared by Sodexo with its clients, employees, and shareholders, based on honest and open relations. Trust is one of the cornerstones of operations in our organization.

Respect for people

Humanity is at the heart of our business.

Equal opportunities

Sodexo is committed to providing equal opportunities regardless of race, origin, age, gender, beliefs religion or lifestyle choices.

Transparency

This is one of Sodexo's major principles and a constant with all stakeholders: clients, consumers, employees, shareholders and public opinion.



Business Integrity

Our commitment

At Sodexo, we do not tolerate any practice that is not born of honesty, integrity and fairness, anywhere in the world where we do business.

We clearly communicate our position on this issue to our clients, suppliers and employees and expect them to share this rejection of corrupt and unfair practices.

CONTACT

Henri VAN ELEWYCK

*Group Vice President Ethics,
HR Research and Progress*



STRATEGY

Our mission – to improve the Quality of Life – and our objective – to make every day a better day – can only be achieved if we are also committed to the highest standards of business integrity. Respect for others, ethical conduct and integrity in all our business dealings are the foundation of our activity.

DEPLOYMENT

- In 2003, we formalized our commitment to Business Integrity and Ethics through the “[Ethical Principles and Sustainable Development Contract](#),” translated into 14 languages and circulated to all subsidiaries.
- In 2007, our Executive Committee adopted the [Statement of Business Integrity](#). A global recommendation was made to translate it in each national language.

- In 2011, Sodexo published the “[Guide to the Statement of Business Integrity](#),” a practical guide to the company’s code of conduct for all employees.
- The [Group’s Supplier Code of Conduct](#) was revised in April 2011 to include guidelines on Fundamental Rights at Work and Unfair Competition and Corruption. Sodexo aims to make this Code of Conduct available in the national language in every country, and to have it signed and adopted by suppliers.
- A “Group Ethics Officer” was appointed in May 2011, with responsibility for overseeing Business Integrity throughout the Group.
- During Fiscal 2012, we provided business integrity training through Sodexo World (a training program for senior leaders offered by the Sodexo Management Institute) for a diverse, global and multi-disciplinary population in a variety of settings, including regional executive meetings, international conferences, and new employee orientation.
- In addition, we recently launched a Global e-learning module on Business Integrity. This has been made available to all Sodexo top management, and is currently being launched on a country-by-country basis.
- At the beginning of 2013, we sent a Business Integrity self-assessment questionnaire to country managers. The responses to this questionnaire will help establish a baseline of existing country policies and procedures, and will allow us to make updates where necessary.



PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of employees working in countries having the Sodexo Statement of Business Integrity available in their national language (NEW)				98.8%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the Sodexo Statement of Business Integrity on their intranet (NEW)				94.6%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the Sodexo Statement of Business Integrity on their website (NEW)				63.7%	Basis for consolidation Fiscal 2012: 91% of Group workforce

Significant progress was made during the year with 20 new countries having the Sodexo Statement of Business integrity available in their national language and 14 new countries publishing the Sodexo Statement of Business Integrity on their website. The Group requirement is that the Sodexo Statement of Business Integrity be translated into the national language of the country and published on both their country intranet or other shared information tool and their country website when they have one.

During the year, the decision was taken to change the calculation of the indicator to % of employees working in countries where these actions have been implemented rather than % of Group revenues since our primary objective is to ensure that all of our employees have access to the Sodexo Statement of Business Integrity in their national language and this new calculation allows to better manage the achievement of that goal.



GOOD PRACTICES

WORLDWIDE - Business integrity during manager's induction orientation

During Fiscal 2012, we provided business integrity training through Sodexo World for a diverse, global and multi-disciplinary population in a variety of settings, including regional executive meetings, international conferences, and new employee orientation. Other training mechanisms include a recently introduced Business Integrity e-learning module and a Business Integrity self-assessment questionnaire which are now available.



NORTH AMERICA - Compliance Week

Sodexo launched the Compliance Week, an engaging and focused approach to raising awareness about the importance of ethics compliance and re-affirming our commitment to the highest standards in all that we do. In 2011, we used avatars (online virtual spokespeople) to create excitement about Compliance Week, introduce daily topics and guide employees to the Compliance Week home page for additional information and resources. Avatars named "Bud," (for "om'Bud'sman") and "Wanda" (who "wonders" about ethics and compliance issues), presented daily topics in a way designed to engage employees. More than 16,000 managers and other employees received daily e-mail messages for their own use and for their communications with other employees at all levels.

INDIA – Hotline policy posters

Sodexo in India has piloted a training program for its On-Site Service Solutions teams in June 2012 and a positive feedback was received. The hotline policy posters are translated in 8 languages (7 local languages (Marathi, Tamil, Telugu, Kannada, Bengali, Gujarati and Hindi) and in English). These posters are circulated by Sodexo in India since August 2011.

NORTH AMERICA - The Business Abuse Hotline

It is a 24/7 toll-free number available to all employees for the purpose of reporting business abuse concerns. This includes reporting any legal, ethical, policy and safety concerns and accounting, audit and financial internal control concerns. Information about the Business Abuse Hotline is communicated on the Intranet SodexoNet, our Company Policy Manual, our Employee Handbook, pamphlets directly to employees and through a Business Integrity /Business Abuse Hotline poster displayed at our accounts and our corporate offices. Information on the Business Abuse Hotline is reported to the Legal and Ethical Compliance Steering Committee and executive management. The Business Integrity/Business Abuse Hotline poster and brochures are periodically reviewed, updated as appropriate and distributed and/or made available to accounts and offices.



Corporate Governance

The Board of Directors defines the fundamental principles of Sodexo's growth, its strategy and Group policy. It regularly supervises the management of the business and in particular progress made on metrics it has identified.

It appoints corporate officers to manage Group policies. It assesses internal control procedures, and oversees the quality of information provided to shareholders and to the financial markets in the financial statements and in connection with major financial transactions. The Board of Directors is governed by the Board's Internal Rules, which define the Board's mission, set the number of Board members, establish the Directors' Charter, and determine the minimum number of Board meetings and the allocation of directors' fees. The Internal Rules also set assessment criteria for the performance of the Board, organize the delegation of powers to the Chief Executive Officer, and define the policy for issuing guarantees.

[The Fiscal 2012 Registration Document](#) presents Sodexo Group governance principles and control procedures.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
Number of women on the Board	4	4	4	5	
Number of non-French nationals on the Board	4	4	3	3	
Number of Independent Directors	5	6	5	6	
Average attendance rate at Board meetings	88%	95%	94%	89%	









WE DO

4 priorities
and 18 commitments



PRIORITIES		COMMITMENTS
 Employer		<ul style="list-style-type: none"> • People Development: We are committed to providing employees with all the means to grow and develop throughout their career. • Diversity and inclusion: We are committed to fostering diversity and inclusion. • Human Rights: We are committed to respecting Human Rights, informed by the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. • Health and Safety: We are committed to achieving a global health and safety culture and world class health and safety performance.
	 Nutrition, Health And Wellness	<ul style="list-style-type: none"> • We will develop and promote health and wellness solutions for our clients, consumers and employees in all the countries where we operate by 2015. • We will advocate balancing meal options at all of our clients' sites by 2016. • We will provide and promote choices with a reduced intake of sugar, salt and fats at all our clients' sites by 2015.
	 Local Communities	<ul style="list-style-type: none"> • We will fight hunger and malnutrition through our STOP Hunger Initiative in all the countries where we operate by 2020. • We will support local community development in all the countries where we operate by 2015. • We will increase the purchase of products sourced from fairly traded certified sources by 2015.
 Environment		SUSTAINABLE SUPPLIES <ul style="list-style-type: none"> • We will ensure compliance with a Global Sustainable Supply Chain Code of Conduct in all the countries where we operate by 2015. • We will source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015. • We will source sustainable fish and seafood in all the countries where we operate by 2015. • We will source and promote sustainable equipment and supplies in all the countries where we operate by 2020.
		ENERGY and EMISSIONS <ul style="list-style-type: none"> • We will reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020.
		WATER and EFFLUENTS <ul style="list-style-type: none"> • We will reduce our water footprint in all the countries where we operate and at clients' sites by 2020.
		MATERIALS and WASTE <ul style="list-style-type: none"> • We will reduce organic waste in all the countries where we operate and at clients' sites by 2015. We will support initiatives to recover organic waste. • We will reduce non-organic waste in all the countries where we operate and at clients' sites by 2015. We will support initiatives to recover non-organic waste.



AS AN EMPLOYER

Sodexo is first and foremost a people company.

With 420,000 employees, we are the 20th employer worldwide*. Our success is built on a unique economic and social model: our ability to contribute to client and consumer satisfaction is primarily due to our employees' professionalism and engagement.

As an employer, we are committed to improving the Quality of Life of our people by giving them the means to grow and develop throughout their career and to foster diversity and inclusion. Sodexo fully respects its employees' fundamental rights and is committed to ensuring their health and safety.

**Source: Fortune 500 – July 23, 2012*





PEOPLE DEVELOPMENT

Our commitment

We are committed to providing employees with all the means to grow and develop throughout their career.

CONTACT

James MINNETT

*Employer Brand Director,
Group communications*





STRATEGY

Our Employee Value Proposition, **“Your future so Sodexo”**, focused on improving the Quality of Life of our people, ensures the quality and consistency of their career experience for all Sodexo employees. It is focused on the five key moments of professional life: **Recruiting, Welcoming, Living, Growing and Rewarding**.

For Sodexo, the development of our people means:

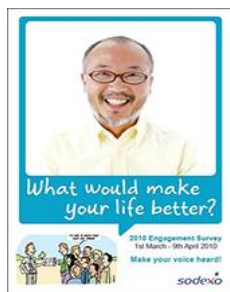
1. Offering a fulfilling work environment
2. Providing continuous training and development throughout their professional career;
3. Offering opportunities for internal promotion;
4. Ensuring constructive labor relations.



1. **A fulfilling work environment and jobs are cornerstones to ensuring the continuous engagement of our employees.** This means that Sodexo works to ensure a stable, healthy and positive work environment with employees united around strong fundamentals and our shared values (Service Spirit, Team Spirit and Spirit of Progress) and guided by the company's ethical principles. It also means providing employees with assistance in their everyday lives, both within and outside the work-place, thereby helping them to remain fully dedicated to serving our clients and consumers.
2. **As an employer, developing the skills and employability of employees is our number one priority.** In providing opportunities to all employees to learn new skills and strengthen their expertise to change careers or move internationally, Sodexo ensures that a team of talented, committed professionals is available to clients and consumers that understands and responds effectively to their needs. All employees whatever their position and function, benefit from effective training throughout their career.
3. **Providing opportunities for internal advancement is at the heart of Sodexo's employee value proposition and one of the secrets of our success.** Our constant growth, the range of our activities and diversity of professions enable us to support our employees who want to progress in the organization, wherever they are and whatever they are doing.
4. **Since its creation, Sodexo has always maintained excellent social dialogue with our employees and their representatives in the countries where we operate.** Sodexo is committed to respecting the right of employees to join the trade union of their choice (or not) as they may so choose and to bargain collectively, free from any form of retaliation that might impair their ability to exercise their trade union rights as defined by the International Labour Organization.



DEPLOYMENT



International Employee Engagement Survey

Every two years, we conduct a global employee engagement survey to identify motivational factors and define action plans for improvement. **In April 2012, we carried out our fourth international Employee Engagement Survey, involving 130,000 employees in 60 countries.** The engagement of our employees - a concept that expresses both satisfaction and involvement - is a key performance indicator and a strategic issue for Sodexo, which seeks to become one of the world's companies most admired by its employees.

The results are significant:

- For the second time in a row, the level of employee engagement increased: +2 points, to 57%;
- The participation rate increased +14%, from 56% in 2010 to 70% in 2012;
- 85% of our employees prefer working for Sodexo over the competition.

Managing performance globally

In Fiscal 2012, Sodexo continued to deploy Ingenium, which helps Sodexo's Human Resources team manage the annual performance review process, talent and succession planning and the creation of personal development plans. The program is also used to manage international postings and global succession planning, providing a global view of talent, enabling consistent talent management and ensuring a quality and calibrated global standard throughout the world. **Since 2010, 25,000 managers have participated in the program, with an objective to reach 45,000 employees in 2015.**

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
Internal Promotion					
% of site manager positions filled through internal promotions	22.8%	21.0%	22.0%	26.4%	
% of managerial positions filled through promotion of site managers or equivalent	30.7%	33.6%	29.0%	27.1%	
Training					
Number of hours of training				5 407 094	
Number of employees taking part in training programs	255 306	303 944	311 394	327 269	
% of employees trained (number of employees trained / average number of employees)	67.9%	80.6%	78.5%	77.5%	
Employee engagement (Survey every 2 years)					
Group Employee Engagement Survey Participation Rate		56% 60 countries		70% 60 countries	
Group Employee Engagement Rate		55% 60 countries		57% 60 countries	
% of employees who rate Sodexo as a better employer than its competitors		85% 60 countries		85% 60 countries	
Employee retention					
Employee retention rate	63.6%	63.5%	61.9%	60.0%	
Site manager retention rate	84.9%	82.9%	83.6%	84.7%	





GOOD PRACTICES

UNITED STATES - “LifeWorks” Support for daily life

Sodexo’s “LifeWorks” offer provides personal and professional resources to american employees and their families to help them manage life’s daily challenges. From dependent care to financial assistance to planning a special vacation, “LifeWorks” professional consultants are accessible by telephone 24/7 to every employee.

The “LifeWorks” website offers employees information resources, chat rooms and workshops covering a wide variety of subjects, highlighting a specific topic each month. Among the most commonly discussed topics are childcare, caring for family members who are elderly or have disabilities, financial or legal issues and health-related concerns. Launched in 2010, this initiative has proven highly successful with 20,000 employees seeking help from “LifeWorks” in 2011-2012, generating 1,500 consultations, more than half in person.

WORLDWIDE - “Emerging talents”

“Emerging Talents” is a mentoring program focused on developing management talent in emerging markets. The program provides participants with opportunities to enhance their management and operational skills to prepare them for key positions within the organization. The program put in place by the Human Resources department includes classes and e-learning, with sessions on Sodexo’s global organization and strategy. Six women and six men have participated in the program in the first year; they were drawn from Angola, Gabon, India, Malaysia, Oman, Singapore and Thailand.

INDIA - Accelerated Leadership Development Program

An intensive yearlong program is helping prepare high-potential women for leadership positions. The program includes self-development and management modules and Sodexo’s IMPACT mentoring program, which promotes interaction between male and female managers. Participant Karen Rawat says, “This program reinforces Sodexo’s commitment to advance representation of women in management.”

UNITED STATES - Sponsor of First Lady Michelle Obama’s Joining Forces initiative

Sodexo honors its commitments as a corporate sponsor hiring 550 veterans since last August, and continuing to maintain leadership positions as a GI Jobs Top 100 Military Friendly Employer, Corporate Gray employer, and as a “Patriot” company in the Employer Support of the Guard and Reserve program. Sodexo fosters a workplace environment that is conducive to flexible work arrangements, telecommuting and job transfers which is helpful to employees with military responsibilities. Sodexo has a dedicated, enterprise-wide effort to bring visibility of its open positions to unemployed veterans. Veterans and transitioning service members are encouraged to visit www.SodexoHiresHeroes.com for career opportunities.



DIVERSITY AND INCLUSION

Our commitment

We are committed to fostering diversity
and inclusion.

CONTACT

Jean-Michel MONNOT

*Vice President,
Group Diversity and Inclusion*





STRATEGY

For Sodexo, diversity and inclusion is a business imperative that ensures our ability to attract, develop and retain the best talent and create an inclusive workplace where employees can thrive and deliver the services that improve Quality of Life for our clients and consumers.

Sodexo has identified diversity and inclusion as a strategic priority and set five key areas of focus:

1. **Gender:** Expand the representation, engagement and development of women in leadership and operational positions.
2. **Generations:** Build awareness and identify new opportunities to increase generational representation and a culture of effective working relationships across generations.
3. **Ethnic Minorities:** Strive to have our workforce reflect the diversity of the consumers, clients and partners Sodexo serves.
4. **People with Disabilities:** Recruit, engage, develop and provide accommodations for employees with special needs.
5. **Lesbian, Gay, Bisexual and Transgender:** Foster an inclusive environment in which Lesbian, Gay, Bisexual and Transgender employees can “bring their whole selves to work”.

Four key drivers support achievement of these areas of focus:

- supporting and strengthening the commitment of leaders;
- increasing recruitment, development, engagement and retention of top talent;
- fostering a culture of diversity and inclusion developed at all levels and in all functions;
- and making diversity and inclusion a competitive advantage.





DEPLOYMENT

Diversity and inclusion is a competitive advantage and fundamental component of our long-term growth strategy. It is embedded in all aspects of our business, including in our relationships with clients and national and international institutions.

- In five years, we have gone from 16 % to 23 % of women among Sodexo's Group Senior Leaders – our goal for 2015 is 25 %.
 - Women represent 38 % of Sodexo Group's Board members.
 - 18 networks worldwide to promote diversity and inclusion.
 - Sodexo has developed 44 partnerships worldwide.
- **Sodexo's commitment to diversity and inclusion is materialized through charters or labels** earned by the company's teams is formally recognized in numerous ten European countries: Austria, Belgium, France, Germany, Ireland, Italy, Luxembourg, Poland, Spain and Sweden.
 - **Sodexo has a comprehensive global plan to integrate diversity and inclusion into our programs, policies and practices at every level of the organization.** Sodexo's leadership teams are committed to ensuring that diversity and inclusion is a part of our everyday business activities, from recruiting the best talent to providing consumers and clients with the most innovative services.
 - **The 50 member Global Diversity and Inclusion Task Force** was launched six years ago to develop and implement global initiatives to support [Sodexo's continuous progress](#) toward the achievement of its diversity and inclusion objectives. Two thematic task forces support Sodexo's initiatives toward ensuring the inclusion of people with disabilities and Lesbian, Gay, Bisexual and Transgender employees, helping to provide an international perspective and identify the best strategies in each country.
 - A number of countries have established **councils** to ensure implementation and track progress of Diversity and Inclusion policies at the local level.
 - In addition to formal **training programs**, Sodexo undertakes numerous actions to reinforce awareness and understanding of diversity issues and the need to resist stereotyping.
 - **Employee networks** offer their members an opportunity to network, raise awareness of diversity challenges and grow personally and professionally.



Sodexo is the winner of the [2012 Catalyst award](#):

- 1/** Catalyst is the leading global nonprofit research organization working to expand opportunities for women and business.
- 2/** The Catalyst Award honors innovative organizational approaches with proven, measurable results that address the recruitment, development and advancement of women and minorities in the workplace.
- 3/** Sodexo was examined by Catalyst during a year-long evaluation process against a rigorous set of criteria that included business rationale, senior leadership support, accountability, communication, employee engagement, innovation and measurable results.
- 4/** We were recognized because of 4 differentiators: Our sustained and systemic culture change as a result of leadership commitment; measurement and accountability; integration into our business strategy and success and our engagement of employees and clients in over 35,000 locations.
- 5/** Sodexo organizes every two years an Internal Employee Engagement Survey. The results for our 2012 Survey shows increase of 3 points in our questions linked to diversity and inclusion demonstrating that our commitment to diversity and inclusion has a direct impact on our employee's engagement and therefore on our performance. This is at a time when the engagement scores went down for most companies. Ours was in the best in class range at 67 % for this question.





PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
Employee engagement (Survey every 2 years)					
Employees surveyed who responded that "At Sodexo, employees who are diverse in dimensions such as age, race, gender, religion, ethnicity, sexual orientation or physical and mental abilities are valued for the differences they bring to the workplace."		64%		67%	
Representation of Women					
% of women's representation on the Board			31%	38%	
% of Women's representation among Group Senior Leaders	18%	20%	20%	23%	
% of Women in management positions		40%	40%	41%	
% of Women's representation in total workforce	54%	54%	54%	54%	
Integration of People with Disabilities					
% of Group revenues of countries implementing action plans to integrate people with disabilities into the workplace			84.9%	85.4%	Basis for consolidation Fiscal 2012: 94% of Group revenues

In Fiscal 2012, we reached 23% of women in the top 300 of Sodexo, a 3 point improvement on the previous year, and 5 points better than when the Better Tomorrow Plan was launched in 2009.

GOOD PRACTICES

WORLDWIDE - SWIFT: Promoting women's development



Launched three years ago by Michel Landel (Sodexo Chief Executive Officer), the Sodexo Women's International Forum for talent (SWIFT) works to advance Sodexo's global gender strategy, increase representation of women in management positions and reinforce the engagement of women throughout the company.

With an overall objective of expanding representation of women in leadership positions and increasing the engagement of all women, [SWIFT](#) proposes concrete actions to allow the organization to attain its target: 25% representation of women among Sodexo's Top 300 managers by 2015. Bringing together 25 senior women leaders, representing 14 nationalities and all areas of the organization, SWIFT's work are focused around three work streams identified as key levers for women's advancement: engaging the organization, developing the leadership pipeline and fostering a culture of inclusion.

WORLDWIDE - Diversity school for managers

Diversity and inclusion curriculum is integrated into Sodexo World, a training program for senior leaders offered by the Sodexo Management Institute. Each session includes an experiential session to illustrate the challenges and opportunities offered by diversity and inclusion.

UNITED STATES AND **EUROPE - Fostering inter-generational understanding**

"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 available in the United States and in Europe.

WORLDWIDE - Ensuring opportunities for individuals with disabilities

Sodexo is a member of the International Labor Organization (ILO) Global Business and Disability Network. The ILO's disabilities program promotes equal opportunity and treatment for individuals with disabilities through job adaptation, training and employment.

UNITED STATES - Employee networks continue to grow



Across the U.S., nine 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 Sodexo's overall business success.

SPAIN - Diversity and Inclusion Institute

In November 2011, Sodexo launched the Sodexo Observatory for Diversity and Inclusion, in partnership with the European Institute for Managing Diversity. Designed to bring together companies who are committed to developing inclusive workplaces, the observatory's main mission is to collect and cascade information on diversity and inclusion trends, challenges and opportunities in Spanish workplaces.



HUMAN RIGHTS

Our commitment

We are committed to respecting Human Rights, informed by the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

CONTACT

Jonah GOLDSTEIN

*Project Manager Workplace Rights,
Group Human Resources*





STRATEGY

Sodexo's commitment to respect human rights has existed since the company was founded in 1966. Our company mission, values and ethical principles form the basis for all that we do, and how we interact with all stakeholders including employees, suppliers, clients, consumers and local communities.



As a signatory of the [UN Global Compact](#) since 2003, Sodexo acknowledges its responsibility to respect human rights, and is working continuously to integrate the UN Guiding Principles of Business and Human Rights into its business practices.

DEPLOYMENT

The [Group Human Rights policy](#) issued in January 2009 brings together the commitments that Sodexo has made since its creation. While responsibility for the implementation of the policy is assigned to senior management in each country, the Group optimizes the circulation of the policy by:

- Translating it into national languages;
- Putting the topic on the agenda of country Executive Committee meetings;
- Cascading and publishing its policy on Sodexo websites.

Our goal is to update the policy as needed, and achieve full distribution throughout the Group by 2015. The Group has optimized the circulation of its policy and increased its implementation:

- 24 national language versions are available with seven new versions in Fiscal 2012.
- Significant progress was made during the year with 11 new countries having the Group Human Rights Policy available in their national language and the same number publishing it on their website.

The Group requirement is that the Human Rights Policy be translated into the national language of the country and published on both their country intranet or other shared information tool and their country website when they have one.

As a global employer, Sodexo respects our employees' Fundamental Rights at Work:

- Freedom of association and 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 with respect to employment and occupation.

Sodexo has initiated a Group-wide initiative to ensure respect for the four Fundamental Rights at Work, which includes:

- Deployment of a self-assessment questionnaire to evaluate country level policies and practices concerning employee rights, with action plans developed to respond to identified issues;
- Creation and distribution of a Guide to Fundamental Rights at Work to help in the development of action plans;
- Creation of an e-learning tool for managers on Fundamental Rights at Work;
- Introduction of a 'Fundamental Rights at Work' assessment in the internal audit function;
- Incorporation of Fundamental Rights at Work within Sodexo's Supplier Code of Conduct.





For more than 10 years, we have maintained an excellent dialogue with the **International Union of Food Workers (IUF)** which culminated in the signing of an [International Framework Agreement](#) in December 2011.

In addition, **Sodexo meets annually with its European Works Council**, which includes employee representatives from 22 countries, and quarterly with the Council's Executive committee to discuss topics of common interest.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of employees working in countries having the Human Rights policy available in their national language (NEW)				90.9%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the policy on their intranet (NEW)				86.3%	Basis for consolidation Fiscal 2012: 91% of Group workforce
% of employees working in countries having published the policy on their website (NEW)				88.6%	Basis for consolidation Fiscal 2012: 91% of Group workforce

Significant progress was made during the year with 11 new countries having the Group Human Rights Policy available in their national language and the same number publishing the Group Human Rights Policy on their website. The Group requirement is that the Group Human Rights Policy be translated into the national language of the country and published on both their country intranet or other shared information tool and their country website when they have one.

During the year, the decision was taken to change the calculation of the indicator to % of employees working in countries where these actions have been implemented rather than % of Group revenues since our primary objective is to ensure that all of our employees have access to the Group Human Rights Policy in their national language and this new calculation allows to better manage the achievement of that goal.





GOOD PRACTICES

WORLDWIDE - Human rights in Justice services

In 2011, Sodexo launched initial pilot testing of an interactive e-learning tool on human rights in prisons, designed to provide staff with the knowledge and insights they need to ensure respect of human rights in a prison environment.

Sodexo provides services to Justice Departments in seven countries. Sodexo operates under stringent ethical principles, present only in prison environments in which employees are not required to carry firearms, in countries that operate under recognized democratic principles, which do not have the death penalty and where the ultimate goal of incarceration is prisoner rehabilitation. Sodexo's commitment to prisoner rehabilitation has been recognized through numerous awards.

CHILE - [Training on Human Rights at penitentiary establishments](#)

During 2011, trainings were provided to 400 collaborators of La Serena, Iquique and Rancagua Penitentiary Establishments with 3,200 hours in Humans Rights, ethics and Integrity program, action that help our staff to act properly in prisons. The compliance level with our contract services was 98 % and non-conformity of services claims and/or treatment not exceed of 1 %.

WORLDWIDE - [International Framework Agreement](#)

In December 2011, Sodexo became the first company in our industry to sign an International Framework Agreement with the International Union of Food Workers (IUF). This innovative partnership will serve as a forum to advance social dialogue and promote the labor rights of our employees around the world.

Through ongoing due diligence and dialogue, including an annual meeting, Sodexo and the IUF will continuously improve respect for fundamental labor principles, namely freedom of association and collective bargaining.

UNITED KINGDOM - [National Framework Agreement](#)

In June 2011, Sodexo became the first company in our industry to sign a National Framework Agreement with three of the leading UK trade unions: Unite, UNISON and the GMB.

The agreement defines the nature of the strategic relationship between Sodexo and the three unions, and identifies guiding principles for managers, union representatives and other employees regarding the expectations they may have of each other.

The National Framework Agreement will raise awareness of the positive, beneficial relationship between unionized employees and Sodexo.



HEALTH AND SAFETY

Our commitment

We are committed to achieving a global health and safety culture and world class health and safety performance.

CONTACT

Alastair DAVEY

Global Health and Safety Director





STRATEGY

Health and Safety is an integral part of Sodexo's mission to improve Quality of Life. Sodexo is committed to achieving a global health and safety culture and world class health and safety performance. We believe that integrating health and safety into everything we do will minimize risk to people and property.

Every day, in 80 countries, Sodexo serves 75 million consumers, all of whom rely on our health and safety systems. Every day, our 420,000 employees trust their personal health and safety to their colleagues and to Sodexo. Every day, our clients, and the wider communities in which we operate, trust Sodexo to provide safe services. For all of these reasons, health and safety is a global strategic priority for the Group.

All of our operations have health and safety management systems in place. At global level we are coordinating the continuous improvement of our global health and safety management systems including:

- Deployment of a Global health and safety management system consistent with OHSAS18001.
- Deployment of our global health and safety software platform, SALUS, which includes Incident recording and management, Statistical reporting and sharing of health & safety information.
- Coordination of the global network of Sodexo health and safety professionals.



DEPLOYMENT

Food Safety

Our global Food Safety & Hygiene Policy defines a management framework for food safety consistent with ISO22000 that incorporates good hygiene practices and generic HACCP controls. Requirements of the system include health monitoring, personal hygiene, management of food suppliers, food safety & hygiene training, food safety audits, food service facilities and equipment, food security, inventory control and time and temperature control.

All Sodexo food service operations are required to implement the Food safety & Hygiene Policy. Our progress is tracked using Key Performance Indicators including Food Supplier authorization, Food Safety Training, Food Safety Audits and Food Safety incidents:

- 1/ Food Suppliers:** As we feed millions of people daily throughout the world, we have good understanding and some influence on the procurement chain in the food and agriculture industries. Supplier selection includes a risk-based assessment of food safety, hygiene and traceability. Food products can only be purchased from suppliers who comply with Sodexo's formal authorization process.
- 2/ Food Safety Training:** Our global Food Safety & Hygiene standard requires supervising managers and operational staff to maintain specific Food Safety & Hygiene skills and knowledge.
- 3/ Food Safety Audits:** We require that all food service operations have an independent risk-based site audit program in place.
- 4/ Food Safety Incidents:** All food safety incidents must be reported and investigated.

Our global incident reporting and information system, "Salus," provides common incident definitions and classifications for food safety to enable Sodexo to better identify, report and prevent food safety risks.



Many of our operations hold management system certifications including OHSAS18001 and ISO22000 requiring independent external audits to be conducted.

In addition, Sodexo commissions independent audits of sites to provide assurance regarding Sodexo quality standards: our food service sites received an average of 1,9 food safety audits during Fiscal 2012.

Occupational Health and Safety

Our global health and safety management system, based on OHSAS18001, has been launched in UK, Australia, the U.S. and France and is now being deployed globally. Work is ongoing to harmonize existing processes, systems and standards to enable a common management system approach globally. Implementation is the responsibility of each business unit leader, who defines and puts in place country-specific health & safety policies and supporting procedures consistent with the Group health & safety policy, Group Core Processes, Group Reference Standards and local laws and regulations.

Our progress is tracked using Key Performance Indicators including deployment status and performance. Our global incident reporting and information system, "Salus," provides common incident definitions and classifications to enable Sodexo to better identify, report and prevent occupational health & safety risks.

All business activities have processes to identify and manage work-related risks with an objective to continuously improve occupational risk prevention methods. All business operations are required to update their top-level business risk assessment annually, which are consolidated at the Group level.

Our global health and safety management system, harmonizes our approach to health and safety, ensuring a consistent approach to the management of risk, using common processes and standards.



	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
Food Safety - Certification					
% of Group revenues of countries having one or more ISO 22000 certification (NEW)			22.2%	66.4%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Food Safety - Food Supply					
% of Group revenues of countries having a written procedure for authorizing food suppliers that complies with Global Food Safety and Hygiene Policy	94.9%	95.6%	98.5%	98.5%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Food Safety - Training					
% of Group revenues of countries having a system to ensure that employees with food service responsibilities are trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy			99.4%	99.8%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Food Safety - Site Audits					
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations and the Global Food Safety & Hygiene policy			99.7%	99.7%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Average number of food safety audits per food service site	2.0	2.0	2.4	1.9	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
Food Safety - Food Complaints and Incidents					
% of Group revenues of countries having a system to record all food safety incidents			100.0%	96.9%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues

During the year, some good progress was made. Countries including the USA and Canada achieved ISO 22000 certification. Other countries implemented systems to monitor the number of employees with food service responsibilities trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy.



During the year, some of our countries took the decision to carry out less, but more in-depth audits and to focus time on the follow-up of action plans in order to ensure that each site is consistently scoring above the required country benchmark. We have also renewed our efforts to apply more strictly the rule that we include only 2nd party (inspection/audit performed by someone independent of the operating line management, for example from another Region/division/segment) and 3rd party (inspection/Audit performed by an independent external person or company on Sodexo's instructions) audits in this indicator.

Internal checks revealed that not all countries fully met the required Group standards to comply with having a system to record all food safety incidents, the impacted countries are actively working to ensure that more comprehensive systems are implemented to ensure compliance.

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolida- tion
Occupational Health and Safety - Certification					
% of Group revenues of countries having one or more OHSAS 18001 certification (NEW)			71.8%	78.2%	Basis for consolida- tion Fiscal 2012: 94% of Group revenues
Occupational Health and Safety - Training					
% of Group revenues of countries having a system to ensure that all employees with operational responsibilities are trained in compliance with local laws and regulations for Occupational Health and Safety			99.2%	99.1%	Basis for consolida- tion Fiscal 2012: 94% of Group revenues
Occupational Health and Safety - Site Audits					
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations for Occupational Health and Safety			99.6%	99.1%	Basis for consolida- tion Fiscal 2012: 94% of Group revenues
Average number of occupational health and safety audits per site			0.6	1.1	Basis for consolida- tion Fiscal 2012: 93% of Group revenues

This year, we have widened the scope of our indicators for Occupational Health and Safety to include the Benefits and Rewards activity.

During the year, we continued to expand our OHSAS 18001 coverage including new certifications in Australia and Brazil.

RECOGNITIONS

INDIA - BG Group - Chairman's Award

In recognition of ongoing excellence, Sodexo received in May 2012 the prestigious BG Group Chairman's Award in partnership with British Gas Exploration and Production India Limited (BGEPI). Sodexo is the only food and facilities provider to obtain HACCP certification for their operations with BGEPI.

UNITED KINGDOM AND IRELAND

Sodexo Justice Services - Sword of Honour Award

Sodexo Justice Services HMP Addiewell and HMP Peterborough have received a Sword of Honour Award on behalf of each prison in November 2011 and 2012. This recognition is the highest health and safety honor available to a UK business. The internationally prestigious award recognizes HMP Addiewell's and HMP Peterborough's achievements in gaining the highest standard in the British Safety Council's five star health and safety management system audit.

Sodexo Remote Sites – British Safety Council (BSC) International Safety Award

For the 13th consecutive year, Sodexo has been awarded the British Safety Council 2012 International Safety Award with merit. As a result of winning this award, we have demonstrated that we encourage our workforce to participate in ensuring a safe working environment. The BSC stated that this achievement clearly demonstrates a strong commitment by Sodexo to maintain the health, safety and well-being of its employees through good health & safety management.





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

As a world leader in Quality of Life Solutions and serving 75 million consumers per day, Sodexo is committed to educating people about healthy eating and the beneficial effects of a balanced diet. The improvement of Quality of Life and concrete application in Healthy Living solutions is more and more the fundamental cornerstone of our positioning and strategy.





HEALTH AND WELLNESS SOLUTIONS

Our commitment

We will develop and promote health and wellness solutions for our clients, consumers and employees in all the countries where we operate by 2015.

CONTACT

Marie-Line Beauchamp

*Vice President Corporate Social Responsibility
Sodexo Remote Sites and Asia-Australia (AMECAA)*

**SUBJECT MATTER LEADER FOR NUTRITION,
HEALTH AND WELLNESS**





STRATEGY

We have a global focus on Health and Wellness via the Better Tomorrow Plan with local responsibility for implementation and operation.

The relationship between diet, physical activity and health is determinant for chronic diseases. Wellness is a driver to reduce stress and absenteeism at the workplace. We already develop numerous initiatives in this field. Sodexo employs around 4,702 nutritionists and registered dieticians, which makes it the number one private employer of registered dieticians in the world.

We develop innovative solutions adapted to the market segments that improve Health and Wellness conditions in the facilities where we operate.

As a world leader in quality of life services, Sodexo plays a role in the consumption habits of the 75 million people we serve daily. In our host countries, we strive to inform our consumers about the benefits of a healthy, well-balanced life, and we want all our clients and consumers to benefit from our health and wellness solutions. Because management of people is a key performance factor for companies, Sodexo designs, manages and delivers a wide array of life-simplifying wellness solutions that help retain employees.

We develop innovative solutions adapted to the market segments that improve health and wellness conditions in the facilities where we operate, by:

- Offering services that facilitate individuals' healthy lifestyle choices (concierge services like dry cleaning, kiosks, childcare, exercise coaching and more),
- Improving air quality,
- Improving acoustics and aesthetics,
- Improving cleaning techniques and products.

We promote these solutions in the proposals we make to our clients.



DEPLOYMENT

In 2011, to actively Improve Nutrition, Health and Wellness, we have defined the following action plan:

- Ensure there is a strong technical expertise within or connected to the Nutrition, Health and Wellness Subject Matter Working group.
- Create an organization that is able to capitalize and leverage the strength of our expertise.
- Ensure that the group is able to support our consumer facing efforts around Nutrition, Health and Wellness, information provision and promotion at sites.

Since 2012, Sodexo is currently in the process of creating a Virtual Global Nutritionists and Dietitians Network to support the organization and clients and customers.

We also track health management performance through the employee engagement survey we conduct every two years.

Among the results from the 2012 engagement survey, key indicators are: 82% of our employees who responded to the survey said that the balance between their work and personal commitment is right for them, an improvement of 2 points compared to the 2010 survey.



[The Sodexo Institute for Quality of Life](#), within the Marketing Offer - Research and Development Department, has worked since 2009 to identify, eventually develop, and disseminate within the company knowledge and skills that should enable to describe and assess how improvement of the quality of daily life influences progress of individuals on the one hand and organizational performance on the other hand.

We focus our work around:

- Improving the quality of life, and everything that contributes; more than an attempt to define what is quality of life for everyone.
- The importance of the site, with the constraints and opportunities it creates for our action for the benefit of consumers and users (employees and collaborators, schoolchildren, students, patients, residents of nursing homes, etc.)

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries developing and promoting health and wellness solutions	74.1%	79.6%	95.8%	96.0%	Basis for consolidation Fiscal 2012: 94% of Group revenues
Number of sites offering concierge services or kiosks	522	734	1 221	1 372	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues





GOOD PRACTICES

FRANCE - "Boost & Moi!"

In 2011, Sodexo Corporate Services launched "Boost & Moi!" a program aimed at improving our consumer's health and wellness. The objective is to inform them about the benefits of healthy food and exercising by offering them a chance to participate in workshops such as dance, healthy breakfasts or personalized coaching. To go further, consumers can register on the website and use a dedicated Facebook application. Available at 600 sites, "Boost & Moi!" just obtained the PNNS label (National Nutritional Health Program) which confirms that the program is contributing to sharing the Health Ministry recommendations.

INDIA - Wellness Charter

As part of its ongoing endeavor to promote health & wellness, Sodexo developed a charter of activities that sit within each of its offer in every segment in which it operates. Messages include back of house elements (e.g. Ingredients) and front of house (e.g. Detox meals) and ensure that the commitment to wellness is adopted consistently at an offer level across each and every offer in the Sodexo portfolio.

WORLDWIDE – Concierge services

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

FRANCE - Mets tes baskets!

It is a welfare program for schoolchildren entitled "Mets tes baskets!" (Put your sneakers on!) in Marseille with the non-profit organization "Siel Bleu". Activities are proposed and supervised by a qualified physical education teacher like a fitness trail proposed for 30 minutes during lunch break. As of June 2012, around 1,320 kids participated actively in this program.

THE NETHERLANDS - Health Plan

Sodexo launched a web-based program that provides participants with information and advice about adopting a healthier way of life. To promote physical exercise, Sodexo also launched the operation "Sodexo bicycle" at the same time as the Health Plan. It gives staff the opportunity to buy the bicycle of their choice at a 40% discount providing they use the bicycle to commute to work.

MADAGASCAR - Good Nutrition to fight food waste

In 2012, in Madagascar, statistics of the canteen where we operate showed that food waste from the restaurant reaches one ton per month. Knowing this and given local and world hunger situations, it is our duty to fight against this food waste. We launched an awareness campaign dedicated to employees of the project. The themes are good nutrition and the fight against food waste. The campaign includes group meetings, toolbox talks and posters onsite.

NORTH AMERICA - Workplace Trends report

Sodexo released its annual [Workplace Trends Report](#) that identifies 12 leading market-place indicators focusing key people- and community-centric workplace practices that create competitive advantage for organizations and value for employees. 86% of Millennials entering the workforce now say they would consider leaving an employer, whose values fell short of their expectations, clearly indicating that the emerging workforce is motivated by positive, people- and community-centric workplace practices and initiatives.

LATIN AMERICA - Vivir Bien

Launched in 2005 in Chile, then developed in Brazil and Mexico, Vivir Bien is an integrated program designed for companies. It encourages their employees who benefit from the Meal Pass and Food Pass to lead a healthier life based on a balanced diet. This program offers training modules based on nutritionists' expertise, a dedicated website with services and advices. In Chile, results showed that 33% of employees decreased their cholesterol rate, 38% lost weight and 97% had the feeling that their employer was taking care of them (based on a sample of 300 employees). As of June 2012, 800 clients companies, universities, service providers and schools were involved with 14,600 evaluated beneficiaries and 16,650 healthy breakfast served. 119,100 participants attended the conferences and workshops.





VARIED AND BALANCED FOOD OPTIONS

Our commitment

We will advocate balancing meal options at all of our clients' sites by 2016.

CONTACT

Marie-Line Beauchamp

*Vice President Corporate Social Responsibility
Sodexo Remote Sites and Asia-Australia (AMECAA)*

**SUBJECT MATTER LEADER FOR NUTRITION,
HEALTH AND WELLNESS**





STRATEGY

We face a dramatic increase of malnutrition: obesity and its long-term implications, such as chronic diseases. Increasingly, vegetarian or vegan diets are chosen for ethical, health or environmental reasons.

Our personal lifestyle choices are the primary drivers of obesity and chronic disease and rising healthcare costs. **As consumers, we need to think less about "getting care" from the medical system and more about "taking care" into our own hands** and staying as healthy as possible. Consumer interest in sustainability issues is growing. Healthy employees, students, and residents are more present, engaged and productive.

As a world leader in quality of life services, Sodexo plays a role in the consumption habits of the 75 million people we serve daily. In our host countries, we strive to inform our consumers about the benefits of a healthy and well-balanced life and want all our clients and consumers to benefit from our varied and balanced food offers. Sodexo wants to engage consumers in proactively improving their health habits as a means of both limiting recourse to medical intervention and improving consumer health. Nutrition, Health and Wellness, as one of our Better Tomorrow Plan priorities, is considered as a key element to innovate, create added value to our clients, consumers and all our stakeholders, and distinguish ourselves from the competition.

Our main strategic objectives remain as follows:

- 1/** Continue to review our menus to ensure that our food offerings promote a balanced, varied diet and help our clients and consumers reduce the risk of obesity and malnutrition by:
 - Promoting the daily consumption of vegetables and fruit.
 - Encouraging the consumption of high-fiber products.
 - Offering a varied choice of products that are sources of protein and calcium.
 - Offering plenty of liquids.
- 2/** Work with our sites to ensure that appropriate menus and recipes are implemented.
- 3/** Develop and investigate partnerships to help find solutions that manage specific needs and common allergies.
- 4/** Implement transparent, ongoing worldwide dialogue with external stakeholders to promote healthy living.
- 5/** Train our staff to be able to advise and inform our consumers.
- 6/** Provide access to nutritional advice via the web or hotlines.





DEPLOYMENT

During Fiscal 2012, in order to foster rationalization and synergies of our marketing offer portfolio, **the Group Executive Committee has elected 15 Sodexo preferred food concepts:**

- a/** Recognized for their compliance with our strategy, values and commitments, including our Better Tomorrow Plan commitments;
- b/** Recommended for adoption in all countries.

Sodexo's 10 Golden rules for Nutrition, Health and Wellness

10 Golden rules have been established upon a survey sent to dietitians on different sites across the world. 10 key elements have been highlighted as global recommendations for a healthy and balanced living including consumption of fruits and vegetables, proteins, water, 30 minutes of activity per day, limitation of salt, fats and sugar...

[See Implementation process for more details.](#)

Virtual Global Nutritionists and Dietitians Network

A Pilot Dietitian Network was created on a cloud platform. It aims at creating a virtual Net Global Forum Nutritionists and Dietitians Network to support the organization and therefore clients and consumers. It is a platform where Dietitians capitalize experience, exchange best practices from countries, create round tables, work on the 10 Golden Rules, diversify menus, prevent diseases such as cardiovascular or diabetes. A committee was created with 5 experts in nutrition from all continents in charge of organizing topics tackled in the blog, conference calls plus an animator and a manager who supervise the activity.



Site-Win initiative

One day a week (Equilunch day), Sodexo provides an enhanced vegetable lunch meal by replacing one of the existing red meat lunch meal. By engaging in this action our onsumers can reduce their consumption of red meat and try out a new option for a healthier and more balanced lifestyle from a medium term stand-point (week/month). It is about providing and promoting plant-based choices to make lifestyle decisions which are good for their health and our environment. This new concept has been tested in Austria as from May 2012 and will be deployed in other countries during Fiscal year 2013.

Since many years, we have developed Hermes, an on-line tool to monitor our marketing offer modules. Hermes is accessible to all our countries and enables users to create and manage their country portfolio and to share innovations around the world. We develop food concepts such as:

- **VITALITY:** balanced menu and nutritional information – adopted by 14 countries.
- **SIMPLY TO GO:** Healthy take-away offers - 10 countries.
- **NOURISH:** Balanced menus and nutritional information for schools in Singapore and Hong Kong.
- **NATURAL!:** promoting fruits, juices and smoothies - in 18 countries.
- **HEALTHWISE:** a United Kingdom nutrition, health and wellbeing philosophy.





PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of clients' sites that PROVIDE and PROMOTE varied and balanced food options			77.4%	79.7%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
% of clients sites having offers compliant with the Sodexo 10 Golden Rules of Nutrition and Health (NEW)				78.4%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Group revenues of countries in Benefits and Rewards promoting varied and balanced food options			86.4%	85.6%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
% of Group revenues of countries where menus and recipes are reviewed by a qualified dietitian	94.0%	94.0%	95.6%	98.6%	Basis for consolidation Fiscal 2012: 89% of On Site Service Revenues
Number of registered dietitians employed by Sodexo	2 476	3 328	3 166	4 702	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
% of Group revenues of countries having nutritional hotlines or weblines to provide nutritional advice for consumers	69.1%	70.0%	71.2%	78.7%	Basis for consolidation Fiscal 2012: 94% of Group revenues

As of August 31st 2012, Sodexo employed more than 4,700 dietitians, making it the profession's number one private sector employer in the world.

At the launch of the Better Tomorrow Plan, we made a commitment to Provide and PROMOTE varied and balanced food options in all our client sites by 31st August 2012. We have made good progress each year on this commitment, increasing not only the robustness of our processes and the % of sites providing and promoting Varied and Balanced Food options but also the review of our menus by qualified dietitians and the number of countries having nutritional hotlines or weblines to provide nutritional advice for consumers. During Fiscal 2012, 5 additional countries implemented nutritional hotlines or weblines.

In Fiscal 2013, we have launched a Group wide program on the Sodexo 10 Golden Rules for Nutrition and Health which will allow us not only to achieve our initial commitment but to take it to a new level by committing to advocating balancing meal options at all our client sites by 2016. We established our baseline for the Sodexo 10 Golden Rules for Nutrition and Health during our Fiscal 2012 site survey and will report our progress annually.

GOOD PRACTICES

SINGAPORE - Health Promotion Program

Launched in 2012, the Health promotion Program aims at introducing healthy dishes in the menu for a period of one week. This program greatly supports the Better Tomorrow Plan by providing and promoting food choices with reduced salt and fat. Sodexo Singapore joined the "Healthier food commitment program" initiated by the Health Promotion Board. The Healthier Food Commitment aims to help prevent obesity increase by trimming 25 billion calories from the food supply by 2013. The pledge brings together members of the food industry comprising food and beverage manufacturers, retailers and restaurants and food courts to pledge their support and provide and promote healthier lower calorie food products and meals.

CZECH REPUBLIC - Vitality 24



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

CHINA – Nutrition Stands

In May 2012, in China, Sodexo launched a health promotion event for the employees in Shanghai. We prepared the stands, small quizzes, gifts, 300 of fruit juice coupons for the people who finished the small quiz. Two nutritionists were on the place to promote sports and to provide consultation to customers.



SUGAR, SALT AND FATS

Our commitment

We will provide and promote choices with a reduced intake of sugar, salt and fats at all our clients' sites by 2015.

CONTACT

Marie-Line Beauchamp

*Vice President Corporate Social Responsibility
Sodexo Remote Sites and Asia-Australia (AMECAA)*

**SUBJECT MATTER LEADER FOR NUTRITION,
HEALTH AND WELLNESS**





STRATEGY

Many countries' populations have intakes of salt, sugar and fats that are higher than both international and national recommendations. Processed products, in particular, contain high quantities of all three.

A high consumption of sugar, salt and fats can lead to cholesterol, hypertension, cardiovascular diseases and to weight gain.

Across the entire Sodexo chain, from suppliers to end consumers, we look for all ways and means of reducing salt and for decision gates (control points) for measuring salt content. Campaigns targeting Sodexo's consumers promote the reduction of sugar and fats in their life habits.

Nutritional recommendations are to:

- Limit fat intake.
- Shift fat consumption away from saturated to unsaturated fats and to the elimination of trans-fatty acids.
- Limit intake of simple sugars.
- Limit salt (sodium) consumption from all sources.
- Ensure that salt is iodized.

In our host countries, we strive to inform our customers about the benefits of a healthy and well-balanced life. We also aim at fighting obesity and malnutrition, which are often linked



DEPLOYMENT

- Since 2009, partially hydrogenated fats, which are a major source of trans-fatty acids, have been banned from all products sourced by the European Supply Chain team.
- In Fiscal 2011, the new Margarine product range selected at European level was completely free from partially hydrogenated fats.
- Since 2011, there is a commitment to improve the quality of the table salt by referencing only iodized salt. The objective is to reduce the risk of iodine deficiency of women and people of more than 10 years old.
- In 2012, major work has been made with our suppliers at European level to improve the nutritional value of our soups, sauces and bouillons.





PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of clients' sites that PROVIDING and PROMOTING choices with a reduced intake of sugar, salt and fats			57.7%	70.3%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues
% of Group revenues of countries having established and removed identified products and practices	67.7%	65.7%	87.9%	87.2%	Basis for consolidation Fiscal 2012: 95% of On Site Service Revenues





GOOD PRACTICES

SLOVENIA - "Less salt"

In 2011, Sodexo launched "Less salt", a program to reduce the consumption of salt at clients' sites. Our initiative provides and promotes food that is prepared with less salt, and educates consumers about salt destructiveness and health risks. The reduced intake is of 2.9g of salt per meal. Our main supplier of meat reduced the amount of salt in their products by 10 %. Our campaign was recognized by the two most relevant national health organizations (Institute of public health & Ministry of Health), besides, the results were acknowledged by the Ljubljana University in a joined project "Making responsible tomorrow" – "Food of the future". In 2011 Sodexo Slovenia received the ECO certificate allowing the preparation of food and dishes with organic ingredients.

UNITED STATES - School Beverage and Competitive Food Guidelines

These were created to improve the nutritional quality of school snack food and beverages. Sodexo offers age-appropriate portion sizes that limit total calories. Approved snacks will contain no more than 35 % sugar by weight, no trans-fats and no more than 230 milligrams of sodium. Since signing on to the Guidelines in 2009, Sodexo has already demonstrated an impressive rate of more than 85 % compliance in the more than 4,000 schools we serve.

FRANCE - Salt Kit

In 2010, the Culinary Direction of Sodexo launched a program aimed at reducing the salt quantity in its recipes. Today, salt quantities have already been reduced of 25 % in our restaurants and a "salt kit" has been created. This equipment gives tools and information to our employees so that they cook their recipes with acceptable salt quantities in order to make them healthier without changing their flavor. Today, there are more than 2,000 kits in the Sodexo kitchens and an average reduction of 18 % to 26.6 % of salt consumption.

PORTUGAL - Gluten free

In one cafeteria, Sodexo introduced a gluten-free diet and made awareness of the characteristics of the same.

CHINA - Less salt

In 2012, Sodexo China launched a nutritional calendar. Each month is dedicated to one topic. February introduced the notion of eating less salt to avoid diseases.

GERMANY - Quality healthy menu

In 2012, in Germany, the Quality Health menu was introduced to contribute to daily well-being and support the maintenance of a balanced diet with varied and tasty dishes. Help improve our guests' health by offering a menu with less but therefore high-quality fat. Further on offering dishes with reduced salt replacing it with aromatic herbs and spices. Showing how healthy and tasty dishes can be like that. Further on giving nutritional advices in the promotion flyer.





COMMIT TO LOCAL COMMUNITIES

Since its creation, Sodexo contributes to the economic and social development of the cities, regions and countries where it operates. Our aim is to have a positive impact through our activities on the quality of life of the communities in which our clients' sites are located.





FIGHT AGAINST HUNGER AND MALNUTRITION

Our commitment

We will fight hunger and malnutrition through our STOP Hunger initiative in all the countries where we operate by 2020.

CONTACT

Clodine PINCEMIN

Group Chief STOP Hunger Officer





STRATEGY

According to the FAO (Food Agricultural Organization), in 2012, 1 in 8 People go to bed Hungry Every Night yet nearly 1/3 of all Food Produced in World is Wasted. The Millennium Development Goal 1 hunger target - halving the proportion of hungry people in developing countries by 2015 - is still within reach.

STOP Hunger is Sodexo's global initiative to combat hunger, malnutrition and food waste.



Our objective is to mobilize all of Sodexo's teams and expertise, in concert with our host communities and local partners, and make a lasting contribution to the fight against hunger and malnutrition.

Our strategy is based on:

- **strong employee program ownership by:**
 - leveraging what in STOP Hunger continues to be its source of success: a locally focused program with flexibility in the choice of local partners and actions;
 - providing opportunities for each employee to participate in their own way, from financial donations to volunteering their skills.
- **a "solutions" oriented approach:**
 - involving, based on shared values, Sodexo's entire ecosystem, including employees, clients, suppliers, consumers, associations and social entrepreneurs;
 - addressing the different aspects of hunger and malnutrition.





DEPLOYMENT

Between 2011-2012 worldwide, 618 major STOP Hunger programs have been created in 42 countries, in partnership with 573 NGOs, charities and non-profit groups.

Focus on Servathon

Servathon is Sodexo's largest program under the global [STOP Hunger program](#). More than 40,000 Sodexo employees from 35 countries on all continents participated in [STOP Hunger Servathon 2012](#).

Sodexo employees around the world rallied to participate in this year's STOP Hunger Servathon, the 16th annual program that invited employees to join forces and fight hunger and malnutrition in their communities. Employee volunteers working in partnership with more than 425 non-governmental organizations and associations in 35 countries on six continents participated in more than 900 different hunger relief actions.

Many innovative actions were implemented this year such as: offering courses on preparing healthy, balanced meals; sharing Sodexo's experience with organizations and associations regarding food safety; and increasing awareness around food waste.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
Number of countries having implemented the STOP Hunger initiative	32	39	42	42	
Number of major STOP Hunger programs	368	422	469	618	
Number of partnerships with NGOs and associations	240	272	385	573	





GOOD PRACTICES

FRANCE - “Less Crumbs, More Plates”

In 2012, nearly 300,000 children from kindergarten to high school were educated about food waste and hunger during the “Less Crumbs, More Plates” campaign at 1,200 education sites in France. Discarded bread from consumers was collected and counted without students being informed of the operation. The following day, the amount of wasted bread was displayed to raise awareness on food waste and those who go hungry. Thanks to a noticeable improvement in the amount of wasted bread following the campaign, the difference in wasted bread from one week to the next was converted into a donation (the equivalent of 1,500 meals) to national hunger relief partner, Restos du Cœur.

TURKEY - Servathon

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

FRANCE - Voucher of Heart

Since 2005, Sodexo has been a partner of the French charity association “Les Restaurants du Cœur”. Sodexo raises funds through Meal vouchers: we collect Meal Pass given by our users (beneficiaries) to help our partner to cook meals and give food to disadvantaged people. Thanks to 1 meal voucher, “Les Restaurants du Cœur” offers about 7 meals. This operation is proposed during the winter season to all our Meal Pass clients, their employees and, of course, our colleagues. The fund collection is growing for 3 years. Since 2005, we have collected up to 2.971.586 euros.

RUSSIA - Donation of lunch boxes to orphans

Our Client Indezit supports state regional school for orphan children in Lipetsk. On June 5th 2012 a holiday relative to summer camp opening was organized. Sodexo has provided 90 lunch-boxes for the children. Sodexo meal package contained: juice, apple, orange, banana, pastry, bakery etc.

AUSTRIA - Food Drive action

Sodexo carried out different food-drives (19 participants, 3 different supermarket chains, 3 Fridays, sometimes two different supermarkets on one day for about 2 hours each). We cooperated with a NGO in Vienna (Wiener Tafel). The total amount collected corresponds to 21 shopping carts.



ECONOMIC AND SOCIAL DEVELOPMENT OF COMMUNITIES

Our commitment

We will support local community development
in all the countries where we operate by 2015.

CONTACT

Dolores LARROQUE

*Director, Community and Stakeholder Engagement
- Group Sustainable Development*

**SUBJECT MATTER LEADER FOR LOCAL
COMMUNITY DEVELOPMENT**





STRATEGY

Today, there is **INEQUALITY, VULNERABILITY and POVERTY** throughout the world and two and half billion people live on less than \$2 a day.

- 95 % of developing country populations live on less than \$10 a day.
- World population reached seven billion during 2011 and should reach 10 billion in 2100.
- One billion children in the world are in poverty.
- Millions of women spend several hours a day collecting water.

The mobilization of local communities in combating inequality, vulnerability and poverty, to help them develop and grow, is crucial in both developing and developed countries.

The services Sodexo provides within the scope of its clients' projects lead to operate in host countries where it is critical for all stakeholders to maximize a project's positive impact to the benefit of local communities.

Sodexo operates in 80 countries and today, 97 % of our 420,000 employees are hired locally and we source more than 80 % locally.

For Sodexo, a host community is a group of people living in the immediate surroundings of our service solutions locations and who might be directly impacted both positively and negatively on social and economic aspects by the activities of Sodexo in this area. These local communities could be aboriginal or indigenous populations, ethnic minority communities, poor local groups or communities and especially women, disadvantaged youths and small and/or local entrepreneurs and producers.

Considering the fact that in one country, there are many local communities categories that could be helped, Sodexo targets specific groups of people supporting Sodexo's strategic business imperatives in the area of our operations. These groups are our Targeted Local Communities.

We define different targets depending on the regions and locations (rural/urban - ethnies/gender/...). For each targeted local communities, our mission is to satisfy some identified expectations such as individual and community business development objectives, employment, training, education, culture, health, food safety, etc.

Globally, Sodexo provides employment in 80 countries for 133 nationalities.

We commit to our host and Aboriginal communities that wherever Sodexo operates in the world we will work towards improving the Quality of Life for our people.

Through mutual respect and working together we can, and will, generate new opportunities and successful outcomes for our communities.

We foster positive sustainable relations with our partnering aboriginal communities and we respect the history and cultural heritage of these communities and help them promote it.

Sodexo assists the local supply chain in understanding business requirements, practices and procedures of the markets where we operate. We stimulate the local markets and set up local supply chains by helping small individual producers to improve agricultural practices or micro enterprises by sharing knowledge and expertise to professionalize these local partners. Sodexo helps the creation of local new business enterprises and assists them to understand and meet our standards of quality, competitive pricing and vendor service. Sodexo also supports the development of small businesses by finding market opportunities for its local products in the communities (in and outside Sodexo markets).





DEPLOYMENT

In 2009, an international working group for the Local Community Development was formed with Sodexo experts on Local Communities from different geographies.

8 Sodexo Experts issued from 8 different nationalities based in 5 continents speaking 6 languages and with a background in more than 50+ countries.

The working group has met virtually or physically many times to set up the Sodexo's world-wide program.

In 2011, the international working group developed Sodexo's program with two main components: 1) improving acceptability and 2) sustaining economic and social development and 8 objectives.



In 2012, the Working Group focused on rolling out of the Local Community Development program in our host countries and development of championing initiatives. To qualify as a country which has implemented local community development initiatives, a country must develop a minimum of four of the eight objectives being part of the Global Local Community Development Program.

To implement the program, the Local Community Development Working Group has developed actions and processes such as:

- A toolkit has been created for our managers grouping Guidelines, [Video](#), [Quiz](#), [What Can I Do? Guide](#), Posters etc.
- An [awareness campaign](#) was launched on 17 October 2011 – UN World Day for the eradication of poverty with a [video](#) posted on internet for our stakeholders.
- During Fiscal 2012, we also focused on the implementation of edible garden projects already in place in Algeria, Peru, Brazil, Tanzania and United Kingdom. New projects are coming for Australia and Congo.

- The working group has worked on the definition of KPIs to estimate the impact of actions at the sites and new KPIs are added to the Fiscal 2012 country survey.
- We have also monitored the progress with our International Large Accounts on the implementation of the Local Community Development program with Oil & Gas/Mining companies.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries having local community development championing initiatives covering at least 4 of the 8 objectives of the local community development program	85.4%	94.4%	96.0%	56.8%	Basis for consolidation Fiscal 2012: 94% of Group revenues
% of local recruitment (country level)	97%	97%	97%	97%	
% of Group revenues of countries having vegetable garden projects (NEW)				74.4%	Basis for consolidation Fiscal 2012: 94% of Group revenues

During the year, as explained previously, the local community development program was refined and developed through the work of the Local Community Development working group. As a result, the indicator calculation rules were revised and countries are required to have initiatives covering 4 objectives rather than 3 previously. This has led to several countries no longer qualifying as a country having local community development initiatives.

During the year, we tracked for the first time, the countries who have or are a partner in vegetable garden projects. These programs allow us to provide local, seasonal and sustainably grown vegetables whilst providing employment for the local communities. During Fiscal 2012, new edible garden projects were implemented in Australia and Congo in addition to those already in place in Algeria, Peru, Brazil, Tanzania and the United Kingdom.





GOOD PRACTICES

CANADA - Partnerships with Indian communities

Sodexo develops common understanding and thus builds effective partnerships with our local impacted communities. In Canada, Sodexo has been working with aboriginal communities for more than 20 years and is involved in 36 active partnerships.

WORLDWIDE - Creating Super vegetable gardens

Launched in 2010, the Super Vegetable Garden Project aims at developing gardens nearby to supply our operations with fresh and seasonal vegetables that are grown by our local communities. Many projects already exist in Algeria, Tanzania, UK, Peru, Brazil. The experience provides several positive outcomes including providing an income to our local communities, promoting awareness of where food comes from and how it's grown. In 2012, we have developed a new project in Tanzania. The beneficiaries of this program are 12 women from the nearest villages, most of them being single mothers with dependency. An implementation process guide has been developed to extend the project in other countries where Sodexo is implemented.

SPAIN - Reducing unemployment through inclusion training

Sodexo Spain organizes training programs to different communities and 12 foundations and NGOs. The objective is to offer them the necessary qualifications to get a job and contribute to developing their employability and helps them acquire the differentiating skills that will allow them succeed within a difficult work environment. Since unemployment is perceived as a main difficulty in Spain (27% of unemployment rate), public opinion strongly appreciate the efforts to fight it as a great benefit for the local community.

TANZANIA - Recruiting heavily locally

Sodexo gives the chance to have access to employment to promote social cohesion in countries where we operate and thereby play a full role in society. In Tanzania, 94 % of our staff comes from our local villages. Sodexo employs 380 employees in Tanzania and 99 % come from the areas surrounding the mining site of our client.

AUSTRALIA - Indigenous employment and retention strategy

Sodexo has developed a customized Indigenous employment and retention strategy which aims at reflecting the ancient Aboriginal kinship system where individuals have responsibilities and obligations to other family and community members. In the past year, 20 % of our finest Indigenous employees have left the Sodexo family to pursue career advancement within the mining sector.



PERU - Training Center

We promote the inclusion of local young people (with a lot of women) at the Training Center of San Marcos. Since 2000, they have been trained in kitchen, restaurants, housekeeping, laundry and maintenance (carpentry, plumbing, electricity and masonry) services. Out of 543, many of them have been employees in mining diverse operations, restaurants and hotels of the area and of the country.

INDIA – a social entrepreneurship program for women

Sodexo has partnered with EcoKitchen, a social entrepreneurship program for the training and employment of women from disadvantaged backgrounds. The program called "KATHIR" offers training in meal serving and hygiene, food carts and a micro-financing plan to support women in becoming vendors of donated prepared meals. A team of 50 Sodexo Employees work with EcoKitchen every day to bring about a change and to feed those who are denied their chance to food. The amount of food produced as a part of the KATHIR program is 314,678 kgs and the amount of food donated per year under the KATHIR dhan program is 756,00,00 kgs.

ITALY - the Orro Rosso

The project aims at supporting local communities of small farmers in Piemonte region (North West of Italy), by signing a special agreement with the Coalvi consortium for the supply of local red meat all year long. This agreement ensures small cow breeders to sell meat even during the Summer months, when the market demand decreases significantly, thus preventing them from failure. In the Summer, purchased meat is processed (meatballs, burgers) and frozen. 4,500 kg of meat/year bought from local communities and served to our customers. The governing institution (Piemonte Region) appreciated the project and hosted an event to present this project to the local community and served customers recognize the social commitment of the project.

CHINA - Local farmers

Sodexo is buying agricultural produce directly from farmers to guarantee the freshness, safety and high quality of products. Since 2004, Sodexo has been buying apples from Shaanxi province, providing training to local farmers to teach them how to choose the best apples to grow, how to harvest, sort and store the fruit, and how to pack to avoid damage during transportation.

SOUTH AFRICA - In-service training

On 30 November 2012, a group of 15 learner ship students from KwaZulu-Natal (a province of South Africa) completed their in-service training as part of a government funded skills development program in conjunction with [ProServ South Africa](#). The aim of this program is to develop the young and provide them with working experience and skills whilst completing their studies. At the end of this program, the students pass their National Certificate in Professional Cookery.



FAIRLY TRADED CERTIFIED PRODUCTS

Our commitment

We will increase the purchase
of products sourced from fairly traded
certified sources by 2015.

CONTACT

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*Director, Community and Stakeholder Engagement
- Group Sustainable Development*

**SUBJECT MATTER LEADER FOR LOCAL
COMMUNITY DEVELOPMENT**





STRATEGY

Fair trade is an organized social movement and market-based approach that aims to help producers in developing countries create better trading conditions and promote sustainability. The movement advocates the payment of a higher price to producers as well as higher social and environmental standards. It focuses in particular on exports from developing countries to developed countries, most notably coffee, cocoa, sugar, tea, bananas, honey, cotton, wine, fresh fruit and chocolate.

Sodexo is actively supporting the fair trade market, thereby helping local producers and contributing to communities' economic and social development.



DEPLOYMENT

In Fiscal 2012, the international working group set up to increase the purchase of fairly traded certified sources in the countries has progressed on several subjects:

1/ A definition of “fairly traded certified products” is now agreed: Sodexo's vision is that every CITIZEN of the world, through their work, maintains a decent and dignified standard of living, providing for themselves and their families. The fair trade market helps develop the capacity for individuals to take more control over their work and lives. Enabling workers to be better organized resourced and supported in their working environment and secure access to mainstream markets under fair trading conditions. At Sodexo we believe we can make a real difference to producers, through sourcing products which meet our fairly traded standard and ensuring these choices are made available to our employees, clients and consumers. In certain countries, we will give the preference to certified products available on our markets if they fulfill our core principles.

2/ The working group defined core principles applicable in all the countries where we operate:

SOCIAL ASPECTS

- Encouraging children to participate to education programs.
- Improving farming methods.

ECONOMICAL ASPECTS

- Improving wellbeing and livelihoods of producers and their families.
- Allowing each producer to get the opportunity to grow and improve effectively his/her quality of life through the support he/she receives.

ACCOUNTABILITY

- Ensuring that the certification process is made by a recognized and independent third party institution.
- Transparency on impact outcomes relating to the funds that have been collected from Sodexo through the purchases of fairly traded certified products.
- Continuity in actions (long-term projects).

3/ Work on impact indicators

We have chosen to focus on our coffee in the first instance as this is one of our major categories of purchasing as a business. Over time, we will measure other categories of products where certified, fairly traded products are available such as tea, chocolate and sugar. Europe and North America will be the first pilot zones.



4/ Identification of Certification labels

• Coffee

Today, 18.6 % in kg of our global coffee purchased is certified. In the United States, 100 % of Aspretto (Sodexo's service offer for hot beverages) coffee is Transfair Fair Trade certified.

In the United Kingdom, 100 % of Aspretto coffee is Fairtrade, Rainforest Alliance and Organic certified.

In the Netherlands, 100 % of Aspretto coffee is Triple Certified – Fairtrade, Rainforest Alliance and Soil Association Organic.

In France, 100 % of Aspretto coffee is Fairtrade Certified by Max Havelaar.

• Tea

All of our Aspretto tea is certified Fairtrade by Transfair and Organic Certified 100 % USDA.

In 2012, we engaged discussions with some certification label organizations such as FLO/Max Havelaar, Rainforest Alliance and UTZ to work on the impact assessment through our purchases of coffee mainly. We also checked the alignment of their criteria and actions with our core principles and objectives. The availability of certified products depends on the regions where we purchase and where we consume the products.

5/ Agree the targeted categories and commodities

Through 2012, we identified fairly traded certified products which are available on the market and we now need to select which products will be part of our fairly traded certified products available on our catalogues.

6/ Make pressure on the suppliers to get clear commitments

The European Purchasing Team is reviewing the coffee contracts and has included sustainability criteria such as the fairly traded labels to assess the supplier offers. The Nordic countries are part of the first wave and decisions are made for the selection of our vendors.

7/ Deploy worldwide Aspretto, Sodexo's service offer for hot beverages

- Since 2006, Sodexo has been implementing the Aspretto offer of 100 % natural tea and coffee sourced from local markets which are 100 % ethically sourced. Visit the [Aspretto website](#).
- In addition to the quality of the coffees and teas, the Aspretto offer is conceived around four core principles: diversity, health and wellbeing, environmental protection and social responsibility.

- Aspretto delivers a service which goes beyond the cup and provides a flexible service solution that is tailored to the needs of clients and consumers.

- At end of Fiscal 2012, the Global coffee and tea volumes through Aspretto were 243,828 kilos. A total of 16 Countries have now deployed Aspretto and the total number of locations has increased by 9 % to 822. Read the [case study on Aspretto](#).
- 500,000 coffees and 70,000 cups of tea served weekly.
- €41,224 given back to STOP Hunger by end of Fiscal 2012.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries sourcing and promoting fairly traded certified products for consumers (NEW)				84.4%	Basis for consolidation Fiscal 2012: 96% of On Site Service Revenues
Number of countries implementing the Aspretto offer			12	16	
% of Group revenues of countries implementing the Aspretto offer			75.7%	84.2%	Basis for consolidation Fiscal 2012: 96% of On Site Service Revenues
Number of sites implementing the Aspretto offer	45	496	753	822	
% in kg of certified fairly traded coffee	8.5%	12.5%	15.5%	18.6%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues
Group contribution to STOP Hunger through coffee and tea purchased through Aspretto (NEW)			35 431	41 224	





GOOD PRACTICES

BELGIUM - Fair Trade Week and Fairtrade @ Work

Since 2008, Sodexo is taking part to the Fair Trade Week each October and to the Fairtrade @ Work action in May, both initiated by Max Havelaar. In 2009, 20,000 meals a day were made with Fairtrade products and Sodexo was awarded the "Fairtrade @ Work 2009". In 2010, Sodexo has decided to exclusively propose bananas from organic farming (EKO label-OKE) and Fairtrade certified (Max Havelaar). These 200 tons of bananas a year represent about 5 % of the total annual volume of Fairtrade bananas sold in Belgium in all sectors. The purchasing volumes of fairtrade products have tripled in 4 years. The number of participating sites to the 2 yearly animations is around 200 and the number of involved consumers is monitored.

LUXEMBOURG

Fair trade zones

Sodexo has joined the initiative of TransFair Minka to create "Fairtrade Zones" on the sites where we operate. Special furniture has been created to promote Fairtrade certified products (snacking and fair trade impulse purchases including coffee). This furniture is placed near the cashier to offer the best selection of fair products to our consumers. Our employees and consumers can enjoy fair trade products when they visit our 12 certified restaurants. Our suppliers are regularly consulted to find new fair trade products to make evolve the snacking offer.

Fairtrade Events

In 2009, Sodexo built a strong partnership with Transfair Letzebuerg to support and promote fair-trade products. Each year, a national day is organized around different products to promote fair trade among the largest public. In 2009, the first action was about bananas. Sodexo Luxembourg decided to offer to its 12.000 daily consumers a free fair-trade banana. In 2010, Sodexo offered 5.000 fair-trade coffee cups, thus contributing to the 50,000 fair-trade cups of coffee drunk within the country. In Luxembourg, 29 % of our sold coffee is fairtrade and organic. In 2011, Sodexo took part in the Transfair annual & national large action to promote fair-trade breakfast products in our restaurant. This year the focus is made on fruits, as pieces, juices, smoothies, salads... during one week at the end of April.

UNITED KINGDOM - Fairly Traded purchases

The company has partnered with Tate S Lyle Sugars to make the swap to sugar carrying the FAIRTRADE Mark which guarantees fairer conditions to help disadvantaged producers to tackle poverty and invest in a better, more stable future.

The move, in Fairtrade Fortnight (Feb-March), highlights Sodexo's commitment to Fairtrade and ethical sourcing and takes the company's portfolio of Fairtrade products to more than 80 including coffee, tea, fruit, confectionery, wine and snacks. The value of Fairtrade products the company purchases is in excess of £1 million a year. In the UK, we buy 393 tonnes of loose and cubed sugar each year and it is great to be able to use our purchasing power to make a positive difference to the lives of producers and their communities.





PROTECT THE ENVIRONMENT

Sodexo works to reduce environmental impacts at client sites. The Better Tomorrow Plan addresses this goal, and aims to leverage our business activities to promote sustainable practices that will improve sourcing of products.

- 98.6 % of countries (as a % of Group revenues) employing environmental resources
- 28 countries representing 52,9 % of Group Revenues have ISO 14001 certification





SUPPLY CHAIN CODE OF CONDUCT

Our commitment

We will ensure compliance with a Global Sustainable Supply Chain Code of Conduct in all the countries where we operate by 2015.

CONTACT

Lesley SANDER

*Director, Sustainability Metrics and Performance
Measures - Group Sustainable Development*
SUSTAINABLE SUPPLY CHAIN INITIATIVES LEADER





STRATEGY

In our businesses, it is essential to develop trusting, long-term relationships with each of our suppliers to guarantee the quality of our products throughout the supply chain. We will not knowingly engage with suppliers that do not respect our standards.

Sodexo responds to client and customer expectations and its own core values by seeking to increase its use of environmentally and ethically sound products. By educating our supply partners on Sodexo's Supply Chain Code of Conduct, we can help to improve working conditions for millions around the world, protect the environment and ensure that ethical standards are adhered to.

The Better Tomorrow Plan reinforces the work that the Group has already undertaken to improve the sustainability of its supply chain and sets out detailed and time-bound objectives, in particular for Food Safety; Nutritional Content; Fairly Traded Products; Supplier Code of Conduct; Local, Seasonal or Sustainably Grown or Raised Products; Sustainable Seafood; and Sustainable Equipment and Supplies. We carefully select our suppliers in each country through a multi-criteria assessment approach that includes quality, traceability, safety, hygiene, and economic, social and environmental factors.

We have based our commitment on a **Global Strategy** and our action plan will continue to have both short- and long-term impacts:

- 1/ Sodexo has a Group Supply Chain Management policy** and each country is also required to have its own to complete the Group policy.
- 2/ Review and improve existing Group Supply Chain Standards** relating to nutrition, food safety, environment, human rights, labor standards, general business ethics, transparency, contaminants and additives.
- 3/ Deploy the [Group Supplier Code of Conduct](#):** Sodexo first set out its Group Supply Chain Management policy and Vendor Code of Conduct in February 2008. The Supplier Code of Conduct was revised in April 2011. These documents set out Sodexo's desire to conduct business with its suppliers using sound and responsible ethical, social and environmental practices, and they cover labour, environmental, and local community aspects.
- 4/ Increase the share of purchasing spend with upstream suppliers.**
- 5/ Roll out a Group-wide control mechanism to ensure compliance** to the Group Supplier Code of Conduct.





DEPLOYMENT

- In April 2011, the [Group Supplier Code of Conduct](#) was revised with new references to Human Rights such as Fundamental Rights at Work and to Business Integrity such as Unfair Competition and Corruption.
- All existing and new suppliers are required to sign the Supplier Code of Conduct. Any supplier who refuses to sign cannot work with Sodexo. Our objective is to ensure that every country has the Code of Conduct available in their national language and signed by their contracted suppliers.
- In addition, all existing and new suppliers are regularly audited to our Code of Practice which includes sustainability criteria. Poor performance on sustainability criteria, will negatively impact the overall audit result for the supplier and these audit results are taken into account when reviewing a supplier's performance.
- In addition, suppliers have to meet the sustainability criteria relative to their particular product group, for example, seafood and palm oil.
- The implementation of the Better Tomorrow Plan Sustainable Supply Chain objectives is driven jointly by the Better Tomorrow Plan teams and the Supply Chain teams and the implementation of the Better Tomorrow Plan commitments is one of the 7 strategic priorities for Supply Chain. As Damien Verdier, Group Executive Vice President, Chief Marketing Officer, Client Retention, Offer Marketing, Supply Chain and Sustainable Development is responsible for both of these functions at the Group Comex level, the two are managed very closely together to generate a coherent and cohesive strategy.
- Supply Chain Directors receive objectives for sustainability as part of their incentive bonus in accordance with the annual objectives that are set for the Better Tomorrow Plan. For example in Fiscal 2011, Supply Chain Directors had part of their incentive bonus dependent on the translation of the Code of Conduct into the national language of their country and the elimination of the 15 red listed species and in Fiscal 2012, they had an objective to have the Code of Conduct signed with all of their contracted suppliers and to have started to implement the control measures for the orange listed species identified in the Sustainable Seafood Sourcing Guide.
- KPIs are calculated and reviewed annually and each country's Supply Chain team must set themselves ESG objectives as part of the annual Better Tomorrow Plan roadmap process.
- A User Guide explains the importance of the code and how it should be put into practice.
- At the end of Fiscal 2012, the code of conduct was available in 27 languages (Arabic, Chinese, Czech, Danish, Dutch, English, Finnish, French, German, Hindi, Hungarian, Italian, Korean, Norwegian, Polish, Portuguese, Romanian, Russia, Slovakian, Slovenian, Spanish (South America), Spanish (Spain), Swahili, Swedish, Tamil, Thai and Turkish) and 87.5 % of contracted suppliers had signed the Code of Conduct.
- Sodexo will redouble its efforts in Fiscal 2013 to ensure the signing of the Supplier Code of Conduct by all contracted suppliers. The indicator, with an objective to achieve 100 % compliance, has also been included within the scope of Sustainable Development internal audits to reinforce the reliability and consistency of country reporting on this subject.





GOOD PRACTICES

UNITED KINGDOM - Sedex

Sodexo uses an IT Platform Trade interchange to ensure that all of its contracted suppliers sign the Group Supplier Code of Conduct through the signature of the Group Supplier Acknowledgment Form.

Sedex, the Supplier Ethical Data Exchange, is a membership organisation for businesses committed to continuous improvement of the ethical performance of their supply chains. We joined the Supplier Ethical Data Exchange (Sedex) as a B member in 2010 and since April 2012 we became « AB Member » and we have encouraged our own suppliers to join Sedex and complete self-assessment forms, and also use reporting tools to help us better understand our supply base.

INDIA – Signature of the code with nearly all contracted suppliers

Following the revision of the Group Supplier Code of Conduct in April 2011, the Code was translated into Hindi and Tamil. A systematic effort has been made by the Supply Chain team to ensure that all existing / new suppliers sign this new code whenever an existing contract is revised or a new contract is signed. This approach has helped to cover maximum vendors and the % of spend with contracted suppliers signing the Code of Conduct has tripled.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries having the Group Supplier code of conduct available in their national language	87.3%	93.0%	99.4%	99.6%	Basis for consolidation Fiscal 2012: 95% of Group revenues
% of contracted suppliers having signed a supplier code of conduct			86.6%	87.5%	Basis for consolidation Fiscal 2012: 92% of Group revenues



LOCAL, SEASONAL OR SUSTAINABLY GROWN OR RAISED PRODUCTS

Our commitment

We will source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015.

CONTACT

Lesley SANDER

*Director, Sustainability Metrics and Performance
Measures - Group Sustainable Development*
SUSTAINABLE SUPPLY CHAIN INITIATIVES LEADER





STRATEGY

Sodexo purchases significant quantities of products for its activities worldwide and strives to ensure that these products are produced in accordance with recognized environmental and social standards.

- In some instances, demand for agricultural land can also lead to significant social impacts, including the displacement of indigenous populations and human rights abuses.
- We assist new and existing suppliers or producers in understanding general business requirements, practices and procedures of the markets where we operate.
- As a very decentralized company, Sodexo strives to adapt to the cultural context of each zone, country and site, and to respond to the specific expectations of local clients and customers through the help of a local workforce and local suppliers.

We have based our commitment on a Global Strategy and concrete objectives:

- 1/ Define the priority commodities** based on greenhouse gas emissions, water footprint and river basins, overlap with areas of high biodiversity, social concerns, purchasing volume and client and investor concerns, and in consultation with WWF within the framework of our technical agreement.
- 2/ Develop our sustainable sourcing policy and strategy** for each of the identified priority commodities.
- 3/ Train our buying teams** to include sustainable agricultural practices for the priority commodities in our product and supplier selection criteria.
- 4/ Review our menus and recipes** to align them with our sustainable sourcing policies.
- 5/ Work with suppliers to replace the palm oil content of our products** with only certified sustainable palm oil.





DEPLOYMENT

- In 2010, Sodexo entered into a technical partnership with WWF to work on the several areas including sustainable agriculture. Together Sodexo and WWF are working on increasing sustainable sourcing for 5 priority commodities: fruit and vegetables, beef, dairy products, palm oil and soy.
- In August 2011, Sodexo became a member of the [RSPO \(Round Table on Sustainable Palm Oil\)](#).
- Since February 2013, Sodexo is [member of GreenPalm](#) and will now purchase and redeem certificates to compensate for the non-sustainable palm oil that we buy and to reward palm producers for working in a sustainable and responsible way. In the first instance we will do this for the two priorities categories which are margarine and frying oil.
- In parallel, a working group for sustainable palm oil was set up. Supply Chain teams in Europe have already started to select a range of margarine and frying oil products supporting the certified sustainable production of palm oil.
- In 2012, for the third year running, Sodexo participated in the [Forest Footprint Disclosure Project \(FFDP\)](#), based on its exposure to five key commodities (soy, palm oil, timber, cattle products and biofuels) in its operations and/or its supply chain. All these commodities have the potential to be sourced from recently deforested land. FFDP engages with private sector companies to ask them to disclose their current understanding of their 'forest footprint' based on exposure to five key commodities (soy, palm oil, timber, cattle products and biofuels). Our 2012 submission received the following comment: **"The Group has exposure to all commodities except biofuels and in response has demonstrated a strong commitment through the development of its 'Better Tomorrow Plan', an internal program to implement sustainability globally, helped by a three year agreement with WWF"**.
- In April 2012, a training kit was launched to raise the level of awareness internally through the Supply Chain and the Better Tomorrow Champion network about the importance of sourcing certified sustainably produced palm oil. As part of the tools, an e-learning has been created to help the team understand Sodexo's strategy and actions: there are available on the Resource Centre for site managers.
Within just 4 months, our Supply Chain teams have used the E-learning tool to raise awareness both for our buyers and for our suppliers on this subject. They have also sent a letter to their key suppliers to inform them about Sodexo's strategy and started to include a specific RFI questionnaire in their tenders for frying oil and margarine.

All of our European and Global suppliers have received a letter informing them about Sodexo's commitment to sustainable palm oil and 5 additional countries have started to source products that contain certified sustainable palm oil.

Our Supply Chain teams in Europe have continued their work to deploy the range of margarine and frying oil products supporting the certified sustainable production of palm oil.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries informing their suppliers about Sodexo's sustainable palm oil commitment (NEW)				51.0%	Basis for consolidation Fiscal 2012: 95% of On Site Services Revenues
% of Group revenues of countries selecting products that support the development of a sustainable palm oil industry			32.3%	35.4%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues





GOOD PRACTICES

FRANCE - Simplify local purchase to Site Managers

All 3,000 Sodexo Restaurants have access to a weekly updated offer of local and seasonal fresh fruits and vegetables (salads in April, peaches in July...). Access to information for the site manager is simplified, thanks to a dedicated website and a weekly flash. The products are available from our regular suppliers of fresh fruits and vegetables. The "LOCAL" origin of the product and producer is clearly visible to the consumer through a display.

NORTH AMERICA - Grow local, buy local

Sodexo promotes local sourcing by matching local farms to distributors, using a database of more than 600 farmers. A Sodexo requirement that regional produce distributors purchase locally grown produce has resulted in an average 17% increase in local produce sales – and as much as 60% in some areas.

FINLAND – Sustainable Palm Oil

Based on the guidelines that were issued in April 2012, the Sustainable Palm Oil commitment letter has been sent to all food suppliers in order to ensure that all relevant categories are covered. The buyers have done a check on the palm oil status of all the products in the catalogue and delisted one product which contained non certified palm oil. Through the work done on the implementation of the European range, the margarine and frying oil products contain certified palm oil and therefore the current use of certified raw material is at good level.

In addition, one supplier changed from a palm oil ingredient to another certified palm oil when they heard about Sodexo's commitment.

The work is now being continued through a tender for cheese.

The Sustainable Palm oil commitment has become a standard procedure in Supply Chain management; whenever the Supply Chain team meets with potential new suppliers we draw their attention to Sodexo's Better Tomorrow Plan and palm oil commitment among other commitments. Also the palm oil commitment letter is part of the tender process at an early stage, it is sent out with the tender documents.

EUROPE - European suppliers to continue improving the sustainability of our sourcing

Our European supply chain teams have continued with their work to improve the sustainability of our fruit and vegetables sourcing.

In addition to referencing suppliers for bananas, pineapples and oranges who meet our triple criteria of:

- Signature of the Group Supplier Code of Conduct
- GlobalGAP certification
- Guaranteed country of origin sourcing

We have innovated by sourcing crownless pineapples which have the following advantages in terms of sustainable supply:

- The crowns are kept by the producer and converted into compost.
- As the crowns represent about 20 % of the total weight of a pineapple, a considerable amount of carbon emissions are saved on transport as we are only transporting the fruit.
- The organic waste on our food service restaurants is reduced.
- The Health and Safety conditions are improved for our personnel on site since they no longer have to handle the removal of the crown from the fruit.





SUSTAINABLE FISH AND SEAFOOD

Our commitment

We will source sustainable fish and seafood in all the countries where we operate by 2015.

CONTACT

Lesley SANDER

*Director, Sustainability Metrics and Performance
Measures - Group Sustainable Development*
SUSTAINABLE SUPPLY CHAIN INITIATIVES LEADER





STRATEGY

- 80% of fish production is provided by developing countries and 78% of fish importation is done by developed countries.
- World aquaculture is heavily dominated by the Asia-Pacific region (89%), and China is the world's largest aquaculture producer.
- Fish and seafood consumption has doubled during the last 40 years and nutritionists recommend that consumers eat at least two portions of fish a week, including an oily fish. Indeed, seafood is an important source of protein and a healthy choice.
- However, the human population of the Earth will reach nine billion by 2050 and two billion people will join the world's population within 40 years. Demand for seafood is rising, following this demographic trend. One billion people, largely in developing countries, depend on fish as their primary source of protein.
- Sodexo recognizes that many current fishing and seafood farming practices have harmful effects on marine habitats and seafood supplies:
 - The world's oceans are being seriously overfished and some species are in danger of extinction. 28 % of fish stocks are overexploited, 3 % are depleted and 90 % of the planet's large fish have been fished out.
 - Modern intensive fishing methods are often wasteful and, in addition, 7.3 million tons of fish are thrown back into the sea dead each year.
 - Aquaculture (farmed fish) can be a solution on the condition that it is managed sustainably: 40 % of the world's fish production currently comes from aquaculture.

Sodexo is committed to sustainable fish and seafood because...

It's about people:

- ensuring that we are able to serve fish and seafood to our consumers today and in the future.
- improving the nutrition, health and wellness of our consumers.
- sustaining livelihoods in the fish and seafood industry.
- ensuring that seafood prices are not majorly impacted.

This will help protect wild fish and seafood diversity and stocks into the future and actively contribute to reversing the decline of living marine resources.

In 2010, Sodexo's Sustainable Seafood Strategy was defined based on five inseparable Key Pillars:





DEPLOYMENT

- In May 2011, Sodexo issued the Group's sustainable seafood sourcing policy.
- The Group's Sustainable Seafood Sourcing Guide, published in July 2011 and containing detailed information about 60 fish and seafood species, including the 15 species that Sodexo has removed from its catalogues and menus. The 3rd edition of the Sustainable Seafood Sourcing Guide was distributed throughout the Group in December 2012.
- 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: [Press Release](#)
- In June 2011, we celebrated World Oceans Day for the first time through a global campaign on Sustainable Fish and Seafood. The actions reflect Sodexo's commitment to certify its sourcing at the country level for clients and its Supply Chain at the site level for consumers.
- In June 2012, several of our countries celebrated World Oceans Day for a second time through campaigns on Sustainable Fish and Seafood: [Video Quiz](#)
- Having successfully eliminated the purchase of all at risk seafood species in Fiscal Year 2011, we focused in this Fiscal 2012 on the launch of the work on the implementation of the control measures for the orange listed species. We have developed User Guides to guide the teams in our countries on Sustainable Aquaculture and run webinars to explain to our teams how to work on the orange listed species. We have also developed a Sustainable Seafood Charter that our Supply Chain teams are encouraged to sign with their suppliers.
- Throughout Fiscal 2012, we have continued the development of our work with MSC, providing User Guides for the Supply Chain and Quality teams in order to help them to obtain MSC certification. During the year, our sites in the UK and Ireland and in the Netherlands renewed their certification and Sodexo France obtained MSC certification for two client sites thereby completing the Supply Chain certification already achieved. Early in the new financial year, Sodexo Belgium obtained certification for 4 sites. Two new countries are on track to achieve certification of their sites by the end of this calendar year.
- Sodexo is also a founding partner and Board Member of the Global Sustainable Seafood Initiative (GSSI). The GSSI brings together representatives from the private and public sectors as well as from NGOs and Academia to work together over the next three years and develop universal benchmark to ensure sustainable seafood for expanding global population. The common goal is to promote sustainable seafood and ensure confidence of consumers worldwide in the sustainability promises and claims being made by the many labels and standards for seafood. Private project partners include seafood harvesters, producers, processors, manufacturers, retailers and food-services. Sodexo is the only partner from its industry sector.





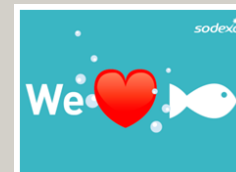
PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries having eliminated the purchase of all at risk seafood species	8.1%	17.3%	100.0%	99.4%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues
% of Group revenues of countries holding MSC certification (sites or Supply Chain)			31.6%	27.9%	Basis for consolidation Fiscal 2012: 95% of On Site Services Revenues
Number of MSC certified foodservice sites	271	374	1 855	1 463	Basis for consolidation Fiscal 2012: 26% of On Site Services Revenues



GOOD PRACTICES

BELGIUM - We Love Fish



In 2011 with its program “We Love Fish”, Sodexo launched its sustainable fish and seafood policy, with first focus on the elimination of 15 fish species considered endangered from its menus, recipes and catalogues. This action was accompanied by an out-reach plan with internal and external communication aimed at specific target groups. Involvement of our 4,000 employees before the launch (roadshows « Sodexo on Tour » and information sessions on all sites) and consistent communication campaign in all our 500 clients' sites and an information desk for the European Parliament consumers. This campaign targeted 260,000 consumers on our 1,200 sites.

Today Sodexo is the first and only player in the Belgian foodservice sector that is certified to use the MSC ecolabel. Consumers at four different Sodexo client sites are able to choose seafood dishes bearing the distinctive blue ecolabel as at the European Parliament, the University Hospital Ghent, the Centrale Keuken Anderlecht (incl. 200 schools), and Home Les Tilleuls (CPAS St-Gilles).

UNITED KINGDOM - MSC certification



In 2010, Sodexo became the first foodservice organization to become MSC certified across all sites. At the beginning of 2012, we underwent the recertification process to ensure that we maintained our status. As of June 2012, 173 tons of MSC certified seafood sourced and 648 sites recertified.





SUSTAINABLE EQUIPMENT AND SUPPLIES

Our commitment

We will source and promote sustainable equipment and supplies in all the countries where we operate by 2020.

CONTACT

Lesley SANDER

*Director, Sustainability Metrics and Performance
Measures - Group Sustainable Development*
SUSTAINABLE SUPPLY CHAIN INITIATIVES LEADER





STRATEGY

Decisions regarding the purchase of wood- and paper-based products and cotton can have far-reaching long-term impacts for the areas where they are harvested and the communities supported by the wood- and cotton-using industries. **The sustainable management of forests is a key environmental priority because trees are a real resource that captures carbon and mitigates greenhouse gas emissions by storing carbon for long periods of time.**

The chemicals used for cleaning may have a number of adverse health and environmental effects. Cleaning products which have harmful ingredients may impact on the health of cleaning staff and on users of the buildings cleaned. Environmental effects can include chemical products entering the atmosphere and local water systems during production, use and disposal.

Sodexo recognizes its ability to reduce some of the pressure on the world's overstretched natural resources by reviewing and improving some of its sourcing strategies.

Increase the proportion of sustainable products, equipment and services by:

- Selecting priority product groups, e.g. uniforms, packaging and paper, chemicals and cleaning products, equipment and supplies (IT, FM equipment and supplies, office supplies) and disposables.
- Reviewing and modifying the lists of authorized products and suppliers.
- Ensuring compliance with approved lists of products and suppliers.

DEPLOYMENT

Sodexo is increasing the proportion of sustainable products and equipment it uses, including through product selection in designated priority categories.

With regard to cleaning chemicals, this work is being done in two stages, first a **reduction of the amount of ready to use chemicals that are purchased in favor of concentrated products.** This reduction in ready to use chemicals has several positive impacts as follows:

- The improvement of health and safety conditions for our employees, as the chemicals are available through dispensing systems that avoid direct contact with chemicals.
- Reduced packaging materials.
- Reduced transportation.

In a second stage, we have started **the implementation of a range of ecologically certified chemicals.** A range of such products was made available to all our countries in Europe from June 2012 and its implementation is being regularly monitored.

We have also started to work on finding alternatives to chemicals in order to reduce their use entirely.

With regard to paper disposables and office paper, we continue to reinforce our efforts to **source paper products which are either produced from recycled materials or from certified renewable resources.**

During Fiscal 2013, we will focus on the reduction of our paper usage through a number of initiatives which will be deployed throughout the Group.





PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of spend on concentrated chemicals as a % of total chemicals			77.9%	73.0%	Basis for consolidation Fiscal 2012: 94% of On Site Services Revenues
% of spend on certified sustainable paper disposables as a % of total paper disposables	79.4%	79.1%	66.7%	63.2%	Basis for consolidation Fiscal 2012: 93% of On Site Services Revenues





GOOD PRACTICES

UNITED STATES - The Packaging Tool

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

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

Every site manager is a beneficiary of the education and options included in the tool.

EUROPE - Ecolab Partnership

Sodexo and Ecolab agreed in the new agreement to move forward sustainable cleaning solutions that are defined as high performance products and systems that minimize the environmental impact:

- Move ready-to-use products to concentrated chemicals
- Increase the use of ecological certified chemicals.

Ecolab's Clean range meets the standards of either the European Flower label or the Nordic SWAN label. Both labels are issued by independent organizations setting highest environmental standards. The certified range will enable Sodexo to maximize its use of sustainable solutions up to 75% of the total need in cleaning and sanitation.

Sodexo in the Netherlands have been the first to embrace the implementation of the CLEAN range with a transfer to the new products and has provided tools to its site managers to help them use the new products from 1st January 2013. The objective is to increase the percentage of spend on certified sustainable chemicals to achieve 90%.

EUROPE - GREENOFFICE supplier

Greenoffice has been selected as a new European supplier for waste sorting bins and recycling equipment. Greenoffice proposes a global offer of innovative recycling equipment that meets the demands of the High Environmental Quality process. AGORA products are eco-designed: 20% recycled and 100% recyclable. Greenoffice experience covers both Food Service (restaurant or cafeteria area) and Offices / Facility Management.

The implementation of such a selective sorting solution is a first step towards a successful waste recycling program. More than 140 sites in France and Belgium have already been equipped.

EUROPE - Partnership with Tennant and its Ec-H2O's technology: environmental friendly cleaning solutions

Sodexo has recently signed a new European partnership with Tennant as a Sodexo European Co-preferred Supplier to support, optimize and develop the Cleaning Machines product category. This new contract will deliver cost reductions on chemicals and water and support our Better Tomorrow Plan with Tennant's EC-H2O Technology: a chemical free cleaning system available on the scrubber-driers range.

WORLDWIDE - Moving to electronic processes to Save the Trees

Since 2012 Sodexo and its Benefits & Rewards activity launched a global initiative to move to electronic processes in our daily life, with the double target of improving the efficiency of our processes and reducing our ecological footprint. This project involves 33 entities around the world and intends to change our working habits with our business partners (suppliers, clients, affiliates). We encourage our activities to invest and implement new electronic solutions: e-contracts, web ordering, e-invoices, electronic workflows, e-pay slips, e-banking.... We created the "Challenge to Save the trees": it is a focus on the printing habits, to show that we can achieve big results by just changing our individual habits. Our ambition: reduce our printing works by 20% by September 2013. We will finance the "Envol Vert" NGO that supports local communities living into the Amazonian forest.





ENERGY AND EMISSIONS

Our commitment

We will reduce our carbon footprint
in all the countries where we operate
and at clients' sites by 2020.

CONTACT

Deborah HECKER

VP Corporate Citizenship, Sodexo North America
SUBJECT MATTER LEADER FOR ENERGY AND EMISSIONS





STRATEGY

Finding smart and effective ways to use energy more efficiently, and therefore reduce carbon emissions, can and has contributed to our competitiveness. Achieving savings in our own business is something that we must continue.

Sodexo's capability and capacity to provide such services continues to expand. **In Fiscal 2012 Facilities Management was the fastest area of services growth in our business, and today these services already account for more than 26 % of Sodexo's revenues and are growing three times faster than foodservices.** The recent acquisitions of technical services specialists Roth Bros, in the U.S. and a facilities management subsidiary of Atkins (renamed Sodexo Property Services) in the United Kingdom have reinforced Sodexo's ability to provide best-in-class technical facilities management and infrastructure services..

Sodexo's business is mainly conducted at our clients' sites. Our operations directly affect energy use and emissions from our clients' buildings and our food services operations rely on a supplier community that directly controls and affects agricultural production methods.

Unlike some other businesses, measuring our own direct consumption of energy is challenging, as our activities are not separately metered at the large majority of our 34,300 clients sites in order to determine our worldwide consumption. However, we recognize the need to further improve, not only our own but also our clients' environmental footprints.

Sodexo's commitment to reducing our carbon footprint will contribute to our position as the leading provider of comprehensive service solutions and will help us address and manage the impact of climate change.

We have based our commitment on a **Global Strategy to reduce our carbon footprint**, and our action plan will continue to have both short- and long-term impacts:

a/ Management system

- An Energy and Emissions Global Working Group of experts from various different geographies and business activities.
- Every business unit is required to include objectives to implement energy consumption reduction measures in their roadmap.
- In conjunction with the WWF, Sodexo has defined five priority agricultural commodities in its Supply Chain, where we will focus our efforts to reduce our Scope 3 emissions.

b/ Service innovation

- Establish a framework for measuring greenhouse gas emissions in our business, in partnership with the WWF.
- Identify our best opportunities for energy and emission-reduction innovations to sustain our clients' sustainability strategies. Hold a forum to exchange innovations and best practices.
- Accelerate deployment of innovative services and best practices across industry segments and geographies.
- Provide energy management services to clients.
- Help others avoid emissions through the products we purchase on their behalf.

c/ Active risk management

- The Energy and Emissions Working Group reviews the risks and opportunities associated with climate change. These reviews are carried out a minimum of once a year and in addition they are updated on a regular basis.
- We are in the process of developing a briefing on climate risk for our business segments, in partnership with the WWF.
- We are further developing supply chain adaptation strategies.





DEPLOYMENT

- In 2010, an Energy and Emissions Global Working Group made up of experts from various different geographies and business activities was set up and meets a minimum four times a year.
- During Fiscal Year 2011 we entered into a partnership with the WWF which now provides technical support to the committee and helps us to develop protocols for measuring and reporting on greenhouse gas emissions.**
- In Fiscal 2012 as part of our efforts to improve our environmental impact and particularly reduce our emissions, **we have made important progress in the area of environmental management.** To this end, we are setting up procedures, implementing measures, helping obtain certifications and labels, and in an increasing number of cases, applying for certification under the international environmental management standards: ISO 14001, HQE, LEED or equivalent.
- We have engaged in discussions with WRI (World Resources Institute) and others to determine which of our business activities fall into scope 1, 2 and 3 within the WRI's GHG Protocol.** WRI has determined with us that most of our on-site emissions and our supply chain emissions fall into our clients' scope 1 and 2, and into our scope 3.
- We have implemented a methodology for the calculation of our Scope 1 and Scope 2 emissions that is consistent with WRI's GHG Protocol.**
- Based on the measurements that we made using this methodology, we publicly disclosed emissions through the [Carbon Disclosure Project](#).**
 - In Fiscal 2011, our carbon emissions decreased by 3% in absolute terms and by 7% in intensity compared to Fiscal 2010.
 - Our Group carbon emissions calculations are based on the calculations that we have done for 8 of our major markets representing 68% of Group revenues.

CARBON DISCLOSURE PROJECT

We have increased our Disclosure score in 2012 by 6 points from 66 last year to 72, whereas the average has decreased from 51 last year to 48 this year. Our Performance Band has improved from D to C whereas the average has stayed at D.

- We have worked with leading industry groups and experts to understand where our greatest points of leverage are.
- We work with our suppliers to reduce emissions from the products we buy and sell – the largest source of scope 3 emissions.
- We created additional offers, services and solutions including audits that helped our clients reduce energy use and emissions at their sites.
- We worked with external parties in countries to evaluate the impact of awareness and behavior and equipment process actions at our client sites.
- We designed the Environment Toolkit (with Energy and Emissions as a dedicated subject) for site managers with a special section on Energy and Emissions.

PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of sites implementing the carbon footprint reduction program	11.8%	11.8%	4.5%	8.7%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their consumption of energy	45.4%	45.4%	70.5%	74.2%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their consumption of energy			27.2%	33.5%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites able to accurately measure their progress			17.3%	24.4%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Benefits and Rewards revenues of countries raising awareness about the importance of energy efficiency			79.0%	94.9%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
Head Office electricity consumption	2 334 494 kWh	2 130 199 kWh	2 055 073 kWh	2 117 775 kWh	
Head Office electricity consumption per m ²	296 kWh	270 kWh	260 kWh	268 kWh	



GOOD PRACTICES

WORLDWIDE - External verification of data

At the Group level, we are gradually having our emissions data externally verified. Sodexo in the Netherlands who use the same methodology as the Group has already had its data externally verified and another country will have its emissions data externally verified during the year.

WORLDWIDE - Energy Savings Initiative

Energy Savings Initiative is a small device containing a material wax that mimics the properties of food and beverages within a refrigerator; this allows the unit to respond to food temperatures instead of air temperatures, which fluctuate rapidly with constantly opening and closing doors, leading to excessive electricity consumption. The installation of Energy Savings Initiative promises energy reduction between 12-45 % on refrigeration equipment. Sodexo has, as part of its energy management initiatives, installed more than 600 devices at sites around the world in 2012 and other countries have planned for a successful adoption beginning fiscal 2013.

UNITED KINGDOM - Study on Energy Efficiency

Sodexo in the United Kingdom participated in a sector wide initiative looking at energy efficiency. The study has provided a wealth of information on the energy consumption of individual pieces of catering equipment resulting in data such as kWh/meal, CO₂/meal and cost/meal as well as recommendations for improvements. A key factor that came out of the study stated that changes in employee behavior in how equipment is used could have significant energy savings.





WATER AND EFFLUENTS

Our commitment

We will reduce our water footprint
in all the countries where we operate
and at all clients' sites by 2020.

CONTACT

Deborah HECKER

VP Corporate Citizenship, Sodexo North America
SUBJECT MATTER LEADER FOR ENERGY AND EMISSIONS





STRATEGY

Our life-giving freshwater systems face a host of threats from over-abstraction, fragmentation, pollution, climate change, and the ever-increasing demands of a growing population.

Additionally, climatic events around the world over the last 12 months have impacted the availability of water in many regions.

As an international company represented in 80 countries we are aware of the community and business impact associated with water scarcity. We are also equally aware of the impact on communities during major floods. Sodexo is responding to the regional challenges of too little water or too much in its own operations. Importantly we are also assisting our clients in reducing their water consumption and supporting business continuity during catastrophic flooding, such as what was experienced in Thailand last year.

Sodexo's water footprint – the water used in direct operations and indirect water use in our supply chains – is considerable; proper water management and conservation across the entire value chain is increasingly important.

- **Rising Costs:** Increased competition for scarce water and potential declines in water quality in some parts of the world are expected to push water and sanitation costs higher. Furthermore, climate change and water-related natural disasters are expected to impact food production and security, putting pressure on food prices.
- **Increased Regulation:** Regulations on water use and effluents management may impose added obligations on our business. In some water-stressed South American countries, water management plans are already required as part of a license to operate.
- **Brand Risk:** Sodexo's brand is very valuable and there are potential reputational risks to the brand as clients and consumers increase their awareness of these issues.
- **Greater Accountability:** Though standards and measures for water reporting are still evolving, financial investors are requiring ever more transparency and accountability for water use and potential risk to company operations posed by water scarcity or water quality issues.
- **Opportunities:** As water's true value is recognized, opportunities will arise to provide solutions to our clients in the sustainable management of their water and sanitation requirements. Understanding our own water footprint by geography and water source will position the company to take specific action in local areas of water scarcity.

With the launch of the Better Tomorrow Plan, the Group reinforced its commitment to reduce our water footprint in all the countries where we operate and all clients' sites by 2020. **Sodexo has developed a water and effluents strategy to maximize opportunities and minimize risks**, which includes:

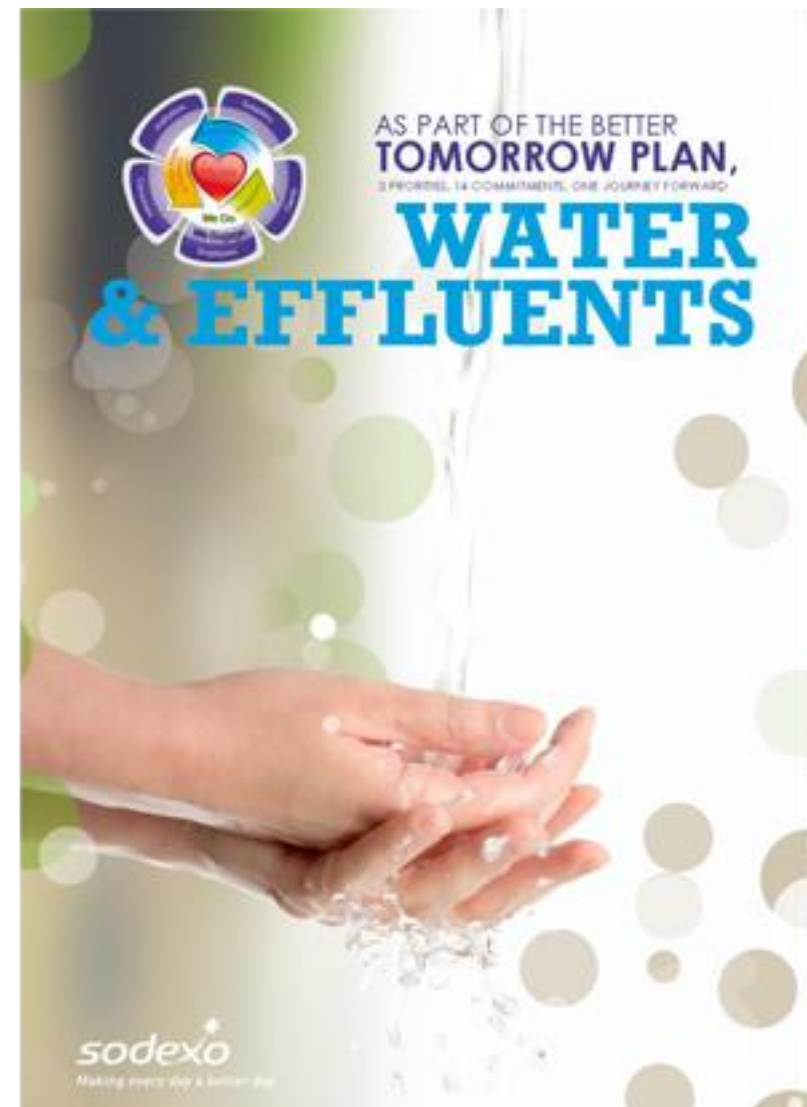
- Raising internal and external stakeholder awareness.
- Measuring Sodexo's water footprint –using the Water Footprint Network methodology – using standard data and established methodologies that deal with site operations and complex supply chains.
- Identifying supply chain “hot spots” of water scarce regions with Sodexo's high volume agricultural commodities to define places for local action.
- Defining physical, regulatory, financial and strategic risks, as well as business opportunities.
- Providing solutions to clients in the sustainable management of water and sanitation.
- Creating policies, procedures and guidelines to minimize operational risks and leverage business development opportunities.





DEPLOYMENT

- Our Subject Matter Experts Working Group for water and effluents meets on a regular basis and is being assisted by WWF as part of its technical agreement to work together globally on environmental and supply chain issues of mutual interest. **The work carried out by the Subject Matter Experts has contributed to our progress as measured by our 2011 global site based environmental inventory.** We note global progress made at our sites around awareness and behaviors. The number of sites implementing equipment and processes that conserve water also increased when compared to the previous year.
- **There was also a solid increase in the number of sites managing a water and effluents program.**
- **In 2012, an online training was organized for all site managers and Better Tomorrow Champions.** This e-learning tool was created to raise awareness amongst our employees of the issues around water. Additionally in 2012, **we prepared a Site Managers Awareness toolkit**, which includes a “Call to Action” document, a “What can I do” guide, internal team and client presentations, and a “What can I do next...?” guide. All toolkit information is in the final stages of review. All materials developed are available for all our managers through an online platform, Better Tomorrow Plan Resource Centre.
- **Measuring and understanding Sodexo’s water footprint was a major challenge accomplished in 2012.** Creating this environmental foot printing tool and using our own and standard data, we have been able to determine, for the major Sodexo countries, the water embedded in our supply chain. This significant piece of work carried out in conjunction with the WWF has allowed us to more clearly identify “hot spots” where we can focus our attention. This information, combined with the analysis of Sodexo’s global site inventory of environmental actions on water-saving efforts, has enabled us to further develop key site-based, focused actions.
- **The Subject Mater Working Group has also created policies, procedures and guidelines** to minimize operational risks and to support and leverage business development opportunities.
- **Sodexo has also continued to work to develop client-specific best practices and innovative solutions and has engaged with major suppliers and clients** to better understand their strategies and requirements.





PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of sites implementing the water conservation program	8.8%	8.8%	12.8%	11.3%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their consumption of blue water	66.9%	66.9%	69.1%	74.2%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their consumption of blue water			5.4%	58.4%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites which are able to accurately measure their progress			23.8%	23.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Benefits and Rewards revenues of countries raising awareness about the importance of water efficiency			76.4%	94.9%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
Head Office water consumption	2 322 m ³	2 366 m ³	2 699 m ³	2 280 m ³	
Head Office water consumption per m ²	0.3 m ³	0.3 m ³	0.3 m ³	0.3 m ³	



GOOD PRACTICES

BELGIUM – Less water for cleaning

At the Duracell plant in Aarschot, Sodexo is cleaning large areas on a daily basis with a dedicated team. This requires high usage of cleaning machines, cleaning products and water, with a mixture of 13-20 % of highly aggressive cleaning products and 87-90 % of water. We started to reduce the volume of cleaning products. The outcomes of this survey were that we were able to achieve the same service with only 3 % of aggressive cleaning products and less water. We have been able to save 100,000 liters of fresh water and 5,000 liters of aggressive cleaning products per year.

MADAGASCAR – Water treatment

At a mining client's site of 250 employees, we are managing a sustainable waste water treatment plant using an advanced tertiary treatment (bio filtration unit and lagooning) while respecting local discharge regulations.

LAOS – Biological sewage treatment

At SEPN, a mining client's site of 2,000 employees, we have improved two biological sewage treatment plants last year, and we are now discharging water into a fragile environment while respecting local discharge standards.

AUSTRALIA – Water system

At our mining remotes sites, Sodexo has installed a couple of air-to-water systems which promote water conservation and sustainable management, as no water is pumped from local water resources and water is captured from the air.

INDONESIA – Water purification plan

At our Weba Bay mining project where we serve 500 client employees, we have installed a water purification plant to protect human health. The water treatment plant will not use any disinfection chemical such as RO (Reverse Osmosis), UF (Ultra Filtration) and Ultra Violet systems.



ORGANIC WASTE

Our commitment

We will reduce organic waste in all the countries where we operate and at clients' sites by 2015.
We will support initiatives to recover organic waste.

CONTACT

Thomas JELLEY

*Corporate Citizenship Manager
United Kingdom and Ireland*

SUBJECT MATTER LEADER FOR MATERIALS AND WASTE





STRATEGY

We live in a world of finite material resources whose biophysical capacity to replenish and absorb waste to land, air and water 'sinks' is limited. Despite our human ingenuity, we have a long way to go before our fundamental understanding of this is reflected in more efficient and reduced consumption, and actions that recognize 'waste' as resources that can be put to productive use again but which are simply in the wrong place.

Competition for materials drives the global economy while landfill sites overflow and 30 to 40 % of global food production fails to reach the table at huge cost to people, profits and planet. More efficient and reduced material consumption and recovery are necessarily a priority for sustainable development.

Rethinking material efficiency and consumption, reducing, reusing and recycling have become well-known mantras of our preoccupation with reliable access to materials and food which are integral to maintaining and supporting Quality of Life. **Given its position in the value chain, the breadth of its offer and the myriad opportunities it has to engage, Sodexo is well placed to contribute to more efficient and reduced consumption, and increased recovery.**

The food chain is a large producer of organic waste which all too often ends up in landfills. In industrialized countries, there is increasing concern over the volume of food that is fit for human consumption but goes to waste. In emerging countries, there remain many opportunities to ensure that food is not damaged and wasted before it even reaches the market.

Sodexo's material throughput - the materials used in direct operations and indirect consumption in its supply chains - is considerable. We need to understand where are the best opportunities to be more efficient, to reduce material consumption, and realize the contribution that recovery initiatives can make.

- a/ Opportunities.** Understanding our consumption of materials and waste streams in our operations and our supply chain will position the company to take specific action at local level. As materials' true value is recognized by more frequent calls towards closed loop systems, opportunities will arise to embrace solutions to our own and our clients' benefit - such as waste management service offers.
- b/ Reducing Costs.** We can reduce costs by being more efficient, by tackling pre-consumer food waste and making sure that all materials are only ever used in the recommended or appropriate quantity. We can also reduce costs and help our clients to reduce theirs by supporting initiatives to recover waste in the face of increasing disposal costs.
- c/ Increased Regulation.** New regulation is adding to business' obligations. For example, the French listed company regulations that have an impact on the entire Sodexo Group's environmental reporting.

- d/ Brand Risk.** Sodexo's brand is valuable and there are reputational risks to it unless we take a lead on materials and waste as our stakeholders increase their awareness of the challenges.
- e/ Greater Accountability.** Though materials and waste reporting, together with their water and carbon coefficients, are still evolving, stakeholders require ever more transparency and accountability.

To achieve our commitment on organic waste, Sodexo has defined a reduction and recovery program based on 3 steps :

1. Awareness and behavioral changes (basic steps)

- Raising employee awareness: for example by communicating the importance of reducing and recovering organic waste in team meetings at least once per month, and making posters or stickers available to attract employees' attention.
- Raising consumer awareness by displaying information on the importance of reducing organic waste, e.g. at self-service stands and tray/plate return points.

2. Processes and equipment (more advanced steps)

- In reducing organic waste: portion-control measures, improved order and production forecasting, improved meal production processes, removing trays and charging for food by weight.
- Supporting organic waste recovery initiatives by:
 - Sorting waste for recovery.
 - Using centrally identified, authorized suppliers to collect and recycle used cooking oil for such environmentally beneficial purposes as conversion to biofuel and energy production.
 - Using centrally identified, authorized suppliers to collect and recycle organic waste for such environmentally beneficial purposes as composting, anaerobic digestion and energy production.
 - Implementing on-site processes such as composting, anaerobic digestion, energy production and the equivalent.
 - Using compost produced from on-site organic waste for grounds maintenance and other appropriate purposes, if legally possible.

3. Measurement

- Measuring and communicating the impact of steps to reduce organic waste:
 - weighing organic waste or receiving weight information from organic waste contractors;
 - keeping organic waste weight records and communicating trends to employees, clients and consumers, as part of an environmental management system.



DEPLOYMENT

To support the Better Tomorrow Plan implementation, a Subject Matter Experts Working Group for materials and waste was established in 2010. To date, this group – which meets on a regular basis - has:

- **Analyzed the Better Tomorrow Plan annual global inventory** started in Fiscal Year 2010 for key information points such as the relative prevalence of awareness and behavior initiatives at Sodexo sites compared to quantitative measuring and monitoring.
- **In Fiscal 2012, the Materials and Waste Working Group focused on assessing the feasibility and subsequent design of a global site-based pre-consumer food waste reduction initiative** to be managed through Sodexo's new online sustainability management platform. This initiative should be piloted in 2013 with a view to wider roll-out during the same year.
- **Prepared a Unit Managers' toolkit**, which includes a "Call to Action" document, a "What can I do" guide, internal team and client presentations. All toolkit information is in the final stages of review.
- **Designed a global awareness-raising 'WasteLESS Day'** to engage Sodexo teams, clients and consumers. The global ["WasteLESS Day"](#) took place on October 16, 2012, the United Nations World Food Day. Its main objective was to reduce waste – both organic and non-organic – by engaging Sodexo teams, their clients and consumers at all sites to make lasting changes to their behavior. 1,813 sites got involved in 26 countries with more than 1,300 consumer pledges recorded. Our experience of WasteLESS Day will be used to inform a broader waste reduction campaign during 2013.
- **Advocated food waste reduction at conferences.** Members of the Working Group have spoken at several European conferences and seminars on food waste, sat on the panel at the launch of Sodexo supplier Unilever Food Solution's "United Against Waste" campaign, supported the development of the United Kingdom hospitality and foodservice sector agreement of which Sodexo is a founding signatory to reduce food waste by 5% and increase the rate of recovery for purposes such as anaerobic digestion or composting to 70% by 2015.



PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of sites implementing the organic waste reduction program	4.5%	4.5%	10.0%	12.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their organic waste	39.8%	39.8%	54.4%	71.7%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their organic waste			23.5%	22.9%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites which are able to accurately measure their progress			28.8%	36.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initiatives to recover organic waste	52.8%	52.8%	30.6%	36.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites where Used Cooking Oil is recovered	53.8%	53.8%	84.8%	85.8%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues

During the year, the implementation of action plans to reduce organic waste throughout the business continued with significant improvements achieved in the measurement and recovery of organic waste. Our global site survey allowed us to establish that 99% of our sites have implemented at least one action to reduce organic waste.



GOOD PRACTICES

UNITED KINGDOM - Coffee grounds

Sodexo recovers coffee grounds and donates them to consumers as natural fertilizer for their plants. Consumers are asked to make a voluntary donation to STOP Hunger in exchange for coffee grounds. Our clients can reduce the cost of waste disposal by diverting potentially more than 200 tons of coffee grounds from landfill – this would usually cost £28,000.

LUXEMBOURG - Recycling into Biogas

Sodexo is recognized as the leader of organic food product recycling in Luxembourg. In 2012, 83 % of Sodexo sites recovered their organic waste: 94 % used biogas process and 6 % used composting. More than 1,000 tons of organic waste are recycled each year and 32,000 m³ of biogas are produced every year.

SWEDEN - Reduced Food Waste

86 schools participated in a campaign that started in 2011. The objective was to reduce food waste by 20% and each school had its own objectives to be achieved over a 100 day period. Schools that achieved their objectives were rewarded with, for examples, fruit and desserts. The students were encouraged not to serve themselves more food that they can eat and instead to get a second serving if the first one was not enough. Food waste was visualized through two tubes filled with plastic balls: the first symbolized the current actual level of food waste, the second the target level. This made it easy for the students to keep track of progress.

UNITED KINGDOM - Feeding 5,000 campaign

Sodexo supports “Feeding 5,000”. A team of 20 Sodexo volunteers joined forces with a number of organizations to help highlight the problem of food waste. The “Feeding 5,000” event, held in London’s Trafalgar Square in November 2011, was launched by food waste campaigner Tristram Stuart and organised by partners including FareShare, FoodCycle, Love Food Hate Waste and Friends of the Earth. Sodexo supported the day with 20 volunteers who helped to prepare and serve lunch to over 5,000 people in just two hours.

UNITED STATES - Food waste reduction technology

In 2010, Sodexo Campus Services ran a pilot program to measure food waste utilizing the LeanPath technology program. LeanPath is a waste measurement technology that measures pre-consumer food waste in the kitchens. Our initial pilot program results included more than a 30 % reduction in pre-consumer waste. After a one year review of continued performance, Sodexo Campus Services is now implementing the program to college campuses across the United States.



Coffee Grounds for Growth



The initiative helps us

- reduce **waste** to landfill
- make your **garden** stronger
- support local **communities**

Happy gardening!

Collect your free bag from our coffee shop today



sodexo





NON-ORGANIC WASTE

Our commitment

We will reduce non-organic waste in all the countries where we operate and at clients' sites by 2015. We will support initiatives to recover non-organic waste.

CONTACT

Thomas JELLEY

*Corporate Citizenship Manager
United Kingdom and Ireland*

SUBJECT MATTER LEADER FOR MATERIALS AND WASTE





STRATEGY

Every year an estimated 11.2 billion tons of solid waste are collected worldwide and currently only 25% of waste is recovered or recycled.

The purpose of our packaging materials is to protect the goods and food we use or serve to make sure that they and the people around them remain safe. We are committed to reducing and recovering non-organic waste by engaging in initiatives with our suppliers, employees, clients and customers. For example, we buy concentrated cleaning chemicals that are diluted on site, thus reducing the volume of plastic packaging by up to 90 % and eliminating the transportation of large volumes of water.

Sodexo is working on a comprehensive waste strategy to maximize opportunities and manage risks in the context of the Better Tomorrow Plan, which includes:

- **Collaborating with suppliers and NGOs** to identify physical, regulatory, financial, strategic and other risks and opportunities.
- **Developing associated policies and procedures** to reduce waste and leverage opportunities, including the raising of stakeholder awareness.
- **Defining an ambitious waste reduction and recovery program** for non-organic waste based on 3 steps:

1. Awareness and behavioral changes (basic steps):

- Raising employee awareness, for example by communicating the importance of reducing and recovering non-organic waste in team meetings at least once per month and making posters or stickers available to attract employees' attention.
- Raising consumer awareness by displaying information on the importance of reducing non-organic waste, e.g. at self-service stands and tray/plate return points.

2. Processes and equipment (more advanced steps):

- Reducing non-organic waste:
 - Agreeing on a non-organic waste reduction plan with clients
 - Using reusable/recyclable service ware
 - Using dispensers
 - Using dispensing/dosing equipment
 - Using reusable/recyclable containers
 - Agreeing on a non-organic waste recovery plan with clients
- Supporting non-organic waste recovery initiatives by:
 - Sorting waste for recovery
 - Compacting waste for recovery
 - Using centrally identified, authorized suppliers to collect and recycle non-organic waste.

3. Measurement and control:

- Measuring and communicating the impact of steps to reduce non-organic waste:
 - Weighing non-organic waste or receiving weight information from non-organic waste contractors;
 - Keeping non-organic waste weight records, and communicating trends to employees, clients and consumers as part of an environmental management system.

DEPLOYMENT

To support the Better Tomorrow Plan implementation, a Subject Matter Experts Working Group for Materials and Waste was established in 2010. To date, this group – which meets on a regular basis - has:

- **Analyzed the Better Tomorrow Plan annual global inventory** started in Fiscal Year 2010 for key information points such as the relative prevalence of awareness and behavior initiatives at Sodexo sites compared to quantitative measuring and monitoring.
- **Prepared a Unit Managers' toolkit**, which includes a "Call to Action" document, a "What can I do?" guide, internal team and client presentations, and a "What can I do next...?" guide. All toolkit information is in the final stages of review.
- **Members of the Working Group also supported the development of the United Kingdom foodservice sector agreement of which Sodexo is a founding signatory** to reduce food related packaging by 5 % and increase the recycling rate to 70 % by 2015.





PERFORMANCE

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of sites implementing measures to reduce non organic waste	4.0%	4.0%	12.3%	15.5%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initial awareness and behavior steps to reduce their non organic waste	33.9%	33.9%	27.3%	30.1%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing heightened awareness and behavior steps to reduce their non organic waste			30.6%	37.8%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites which are able to accurately measure their progress			29.1%	33.5%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of sites implementing initiatives to recover non organic waste			67.6%	67.6%	Basis for consolidation Fiscal 2012: 68% of surveyed sites in 56 countries representing 97% of On Site Service Revenues
% of Benefits and Rewards revenues of countries raising awareness about the importance of non organic waste reduction			90.5%	91.5%	Basis for consolidation Fiscal 2012: 83% of Benefits and Rewards Services Revenues
% of vouchers recycled			84.2%	94.5%	Basis for consolidation Fiscal 2012: 81% of Benefits and Rewards Services Revenues





GOOD PRACTICES

BRAZIL - Sustainable Vouchers and Cards

Vouchers are made of 100% recycled paper. During Fiscal 2012, Sodexo issued 1,722,480 recycled vouchers, totalling more than 1.3 tons of paper that saved more than 583 trees per month and 1,389,096 liters of water. The Mobility Pass Card is produced from post-consumer recycled PET.

UNITED STATES - Zero Waste goal in a stadium

In 2011, Sodexo developed a plan for all stadium food and drink to support a 'zero waste' ambition. Over 100,000 football fans were called on to participate in a competition between universities called the "Game Day Challenge". With its client, Ohio State University, Sodexo developed an awareness campaign during seven home games. This included replacing products like plastic food trays, non-recyclable soda cartons and styrofoam coffee cups with compostable or recyclable substitutes. The campaign forms part of a "Zero Waste" initiative whose goal is to divert 90 % of waste from landfill. Sodexo teams also trained more than 600 employees and high school recruits in waste sorting. In total, 58 tons of cardboard, glass and plastics were recycled and 12.3 tons of food and paper products composted by a local farm or sent to food banks. On average, 75 % of waste was recycled or composted, cutting 2010 waste to landfill levels by 61 % with two games achieving an 82 % recycling recovery rate.

SWEDEN - Reduced use of chemicals

1,530 Sodexo cleaning services employees participated in training to reduce the use of chemicals that started in 2011. "Practical Cleaning" is a web-based training program about chemical dosage, the value of reduced chemical usage and chemical-free cleaning.

Cleaners and team leaders in all regions of Sweden are trained under the supervision of tutors to ensure high standards across country. Over 1,000 employees in Sweden have benefited from the training and chemical consumption has been reduced by 80 %.

FRANCE - Sorting in action

To help protect the environment, Sodexo proposes waste segregation to clients. Sorting cans, plastic bottles, glass but also food waste in order to recover it for composting or anaerobic digestion. Waste segregation services come with a communication kit to engage consumers in our efforts. The impact of sorting can be measured on site and communicated through posters.



ITALY - Non-organic Waste

On October 4, we celebrated Ecology Day, emphasizing the importance of taking care of our planet. In order to incentivize our stakeholders, we distributed reusable water bottles to reduce plastic cup consumption.

UNITED KINGDOM AND **IRELAND - Good waste management governance**

In 2012, after a year and a half preparation, we launched a waste policy and procedures manual to provide guidance, instructions and tools to manage waste in a legally compliant and responsible way. It sets out mandatory requirements that all Sodexo sites must comply with and review on a regular basis to ensure that they fulfill their legal 'duty of care' obligations and can demonstrate compliance. An audit programme for the mandatory elements started in January 2013.

CHINA - Reduce the consumption of disposable cups

As part of the Better Tomorrow Plan, to reduce non-organic waste, Sodexo has launched an initiative to encourage employees at Nokia sites to use their own mug. A simple concept: if they use their mug, they have a discount of 20% on the price of the coffee.



WE ENGAGE

THANK YOU

We would like to sincerely thank all our stakeholders for taking the time to share their questions and thoughts with us and for their continuous engagement. Dialoguing and collaborating with our stakeholders is central to our approach to doing business in the right way. We hope that the dialogue will strengthen in the coming years as we will progress towards achieving our commitments.

Please continue to share your reactions with us at www.sodexo.com or by writing to bettertomorrow.group@sodexo.com



A Stakeholder Engagement toolkit has been created for all our stakeholders (Sodexo's employees, clients, suppliers, institutions, NGOs, Analysts, Rating agencies, etc.). It presents the progress and performance of the Better Tomorrow Plan achieved during Fiscal 2012.



The Fiscal 2012 Corporate Citizenship Progress Review:

It provides a full presentation of the Better Tomorrow Plan's achievements during the past year. For each of the commitments made through our Better Tomorrow Plan, we present a strategy update, our deployment in countries and at sites, as well as our related performance.

The Better Tomorrow Plan Executive Summary:

The Better Tomorrow Plan Executive Summary presents the progress of Sodexo's plan for a better future for Fiscal 2012.

The Better Tomorrow Plan Executive Summary in video:

A two-minute video to create curiosity and willingness to discover our Better Tomorrow Plan recent progress.



Awards and Distinctions:

An overview of our latest recognitions that confirm Sodexo's Global Sustainability Leadership position and its commitments to develop sustainably through the Better Tomorrow Plan, its strategic roadmap.



Sodexo is unique in the scope of Quality of Life services that it provides. Every day across 80 countries Sodexo's 421,400 employees serve 75 million people at every life stage in almost every facet of society - hospitals, schools, workplaces and retirement communities.

This provides Sodexo with a tremendous responsibility to engage its stakeholders.

Sodexo commits to dialogue and to foster interactions with individuals and organizations inside and outside the company, focusing on mutual learning to improve practices where Sodexo operates and beyond.

We will develop a leadership position within networks, and support opportunities to meet and engage with stakeholders so as to be recognized as the benchmark reference and sustainability leader.

Our objective is to create a global methodology to ease deployment of stakeholder engagement in the countries.

Engaging key stakeholders effectively can help us to:

- Align with business priorities and the Better Tomorrow Plan
- Leverage existing practices
- Ensure consistency around the globe
- Expand strategic engagement
- Use resources efficiently
- Monitor and evaluate to improve performance
- Better communicate and capitalize on credentials
- Mitigate threats.

Our key priorities in stakeholder engagement are the following:

- 1/ Articulate where we create value for clients and consumers.
- 2/ Communicate our sustainability credentials and values to our Business Development teams.
- 3/ Liaise with key stakeholders to support and receive ongoing validation of the value creation proposition:
- 4/ Use Waste to make a significant contribution on engagement with our stakeholders due to our Sustainability leadership position.

PERFORMANCE INDICATORS

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Basis for Consolidation
% of Group revenues of countries where Sodexo's Senior Leadership regularly (at least once every year) conducts a forum that brings together two or more groups of internal and external stakeholders to talk about the Better Tomorrow Plan			62.8%	60.4%	Basis for consolidation Fiscal 2012: 94% of Group revenues

During the Fiscal 2012 objective setting period, the Group provided instructions to each country with regard to the inclusion of objectives relating to the deployment of the Better Tomorrow Plan in the incentive packages of the Better Tomorrow Plan Champions.

Instructions had already been sent in previous years with regard to Sustainable Supply Chain objectives for Supply Chain teams.

During the Fiscal 2012 Country Survey, we asked the countries to report for the first time on whether they have objectives related to the Better Tomorrow Plan for these employees as well as for other members of their Management teams. The result is that 95.6% of countries as a % of Group revenues have implemented objectives relating to the Better Tomorrow Plan. In order to drive this level still higher, we have included the setting of Better Tomorrow Plan related objectives as part of the country roadmap process.





EMPLOYEES

Our commitment

We will train and coach our employees and engage them in programs and citizenship actions that contribute to an employee' healthier and more sustainable lifestyle.

STRATEGY

The success of the Better Tomorrow Plan lies in our ability to engage and create a dialog with our employees, who are our best ambassadors for stakeholders, among which are our clients and our consumers.

DEPLOYMENT

In 2012, we have sustained our efforts to engage more our employees in the Better Tomorrow Plan journey:

- **30,000 Sodexo Managers from 68 countries have already been trained** on the Better Tomorrow Plan. The e-learning tool is now available in 10 language versions.

- **Subject rapid learning tools:** we have developed new tools to complement the expertise of our teams in sustainable development
 - Sustainable Seafood [video](#), [quiz](#), What Can I Do guide?
 - Palm oil e-learning, What Can I Do guide?
 - Water webinar for our Better Tomorrow Plan champions
 - Local communities [video](#), [Quiz](#), What Can I Do guide?
- **A Resource Centre** has been launched to upload all the tools related to the Better Tomorrow Plan deployment in countries. This platform is designed for all our managers especially at the operations.
- Through 2012, **40 online webinars** have been held for our champions among them, 4 dedicated to Stakeholder engagement.
- On 22 April 2012 Earth Day, Sodexo launched its ["Fairy Tale for a Better Tomorrow"](#).
- A dedicated [YouTube Channel](#) with all our videos.



- A monthly digital newsletter [HANDS ON](#): 17 editions, 42 case studies to nearly 3000 recipients.

October 2012	September 2012	July 2012
May 2012	April 2012	February 2012
December 2011	November 2011	October 2011
September 2011	August 2011	July 2011
June 2011	May 2011	April 2011
March 2011	February 2011	



- We have launched a Global Innovation Forum to identify which of our local initiatives could be possibly BEST PRACTICES to ultimately be converted into standard practice.** In January 2012 we collected 84 good practices from 29 countries and the Group Corporate Citizenship Steering Committee selected 25 initiatives for the Global Forum Innovation challenge. After an internal voting process with almost 8,000 votes from 40 countries, 10 initiatives have been submitted to an external voting process to select the 5 final winners.
- We launched a [WasteLESS Day](#) campaign** on October 16, 2012 in all our 80 countries. 26 countries have participated at 1,813 sites and more than 1,300 consumer pledges were recorded.
- 17 internal newsletters:** Worldwide, Angola, Algeria, Australia & New Zealand, Canada, Cameroon, Congo, Gabon, Gulf of Mexico, Madagascar, Netherlands, New Caledonia, Tanzania, UK, **and 4 new ones are in preparation.**

GOOD PRACTICES

WORLDWIDE - [Once upon a time...](#)

To celebrate the 42nd anniversary of Earth Day in 2012, Sodexo has created a video "Once upon a time..." aimed at raising awareness of its stakeholders on Sustainable Development challenges and Climate Change issues in particular. This awareness tool is built on a fairy tale style, telling the story of a young prince who embarked on a quest to rally ambassadors to its cause and rescue his kingdom from a "very very mean witch" who cast a spell on the Earth. His long crusade is punctuated by several missions where he will have to achieve sustainability commitments to reach his goal: Save the Earth. The interest of the video is also to adapt Sodexo Better Tomorrow Plan's commitments to a medieval and magical context. This video has been much appreciated internally, by employees and their children, as well as by external audiences: broadcasted on YouTube and Daily Motion, it reached more than 3,350 views.

NORTH AMERICA - Culinary Competition

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

CZECH REPUBLIC - Tree Planting Activity

Sodexo in Czech Republic has decided to create a value that will last as long as the company itself. Together with the Czech "Association for protected landscape" we planted a symbol of this Sodexo effort. Physically, it means that participants of our annual conference have planted an entire alley of various trees plus an exceptional one – the Czech national tree – the lime tree. The company now has a "Sodexo tree" also representing the upcoming 20 years anniversary of work in Czech Republic, which we celebrated in 2012 calendar year, the physical work of all colleagues together underlining the motto of the conference of "being one team for the next 20 years".

FRANCE - Sustainable Development Week 2012

As part of the Sustainable Development Week which takes place annually the first week of April, Sodexo Corporate Services has set up a catalog to communicate our sustainable development initiatives. A catalog featuring various initiatives was provided to site managers who were able to choose what they wanted to put in place during this week. Among these actions, there was a day without meat, the establishment of a market with local products, a partnership with "Innocent" smoothies to finance the construction of hives, environmental labeling,... The objective is to make consumers aware of all the initiatives implemented by Sodexo in France and around the world through the Better Tomorrow Plan. 300 sites took part in the Sustainable Development Week with 2500 initiatives implemented.



STRATEGY

Sodexo is, by nature, a company that is fully engaged and committed to performing on behalf of its stakeholders as a responsible company and a business partner to its clients, helping them to improve their performance not only in economic terms, but in environmental and social terms.

At Sodexo we believe that Quality of Life contributes to the progress of individuals and the performance of organizations.

We want to be the strategic partner of business and organizations by creating and delivering Quality of Daily Life Solutions that help improve our clients' performance and development. Our ambition is to become the premier expert in Quality of Daily Life service solutions, with the Sodexo brand as the global reference. Sodexo designs, manages and delivers comprehensive service solutions through On-site Services, Benefits and Rewards Services and Personal and Home Services to create an outstanding experience for the people we serve. Sodexo's goal is to drive greater satisfaction. Meeting our global responsibilities and the needs of our communities and our world is a part of who we are. Diversity and inclusion, sustainability, wellness, and fighting hunger are fundamental to Sodexo's commitment to making every day a better day for us all.

CLIENTS

Our commitment

We will support our clients' sustainability strategy and contribute to strengthening clients' reputation.

We believe that Sustainability is a significant business opportunity, because:

- Our clients and the markets we serve are placing additional emphasis and resources on sustainability initiatives. As our services have sustainability aspects, whether in schools, hospitals or companies, our markets look to Sodexo for commitment and visible performance improvements to help them achieve their own sustainability objectives.
- Our clients, consumers and employees are increasingly aware of the connections between our services and sustainability. For example, they are concerned about where their food comes from, how and by whom it was made, and the links between sustainability and health.
- It is increasingly clear that our clients expect our commitment to sustainability. We anticipate that our commitments will support client retention and help us to win new business.

Implementing awareness and behavior changes through concrete actions and promoting them to clients will lead to better Client Engagement demonstrating Sodexo value creation for the client. As we measure our actions globally and locally through the Annual Better Tomorrow Plan site survey, such steps shall ensure the progress of our sites as measure by our Progress Indicators.



DEPLOYMENT

In 2012, we have sustained our efforts to co-create with our clients in the Better Tomorrow Plan journey:

- **A monthly digital newsletter [HANDS ON](#):** 17 editions, 42 case studies and 66 news articles to more than 3,000 recipients and among them our International Large Accounts. More on the EMPLOYEES Section.
- **We have started to co-create with our international large accounts** (NOKIA, Unilever, P&G, GSK, etc.) and implement joint actions that would benefit our clients and consumers at the sites.
- In addition, **we have created an interactive animation, “The Sustainable City by Sodexo”** in order to raise awareness on our potential environmental impacts at the sites where we operate.
- **The Better Tomorrow Plan is a key differentiator in our responses to RFPs**, it helps us to retain existing Large Account clients and it has set us apart from our competitors with the investor community. Through Fiscal 2012, synergies have been developed with ILA Teams.
- **Some Tools were developed and adapted to ILA’s needs:**
 - Better Tomorrow Plan Presentation
 - CLIENT report
 - [Catalogue of Good Practices](#) FR



GOOD PRACTICES

NORTH AMERICA - [Toyota – Meatless Mondays](#)

Sodexo, is supporting local farmers while helping Toyota associates at their sales headquarters campus eat better and learn about health and wellness through "Meatless Mondays." Posters highlight the day's vegetarian options and educate customers about the benefits of eating healthier. Sodexo seeks to educate customers about the benefits of eating healthier, including weight management, lowering cholesterol and getting more antioxidants from fruits and vegetables. The number of Toyota associates going meatless on Mondays has increased vegetarian purchases by over 15 %. Twice per month, Sodexo hosts "Meet the Farmer" events as a way of supporting local farms. In North America, a "local" farm is located within 200 miles.

NORTH AMERICA - [Solutions Magazine](#)



The Solutions Magazine is a multi-stakeholder magazine published in North America focusing on Facilities and how it's helping our clients reach their strategic vision. It also highlights the amazing stories that illustrate why employees are the pride of our organization!

CANADA – “A Bit of Green News”

"A Bit of Green News" is a quarterly newsletter that highlights the Better Tomorrow Plan, National and unit initiatives in Canada. It is sent to District Managers to share with staff and clients.

UNITED STATES – [SpotLight on Sustainability Newsletter](#)



We highlight how sustainability is shaping the way we do business in our Corporate Services Market, communicating interesting stories from the field that highlight our Better Tomorrow Plan priorities.



CONSUMERS

Our commitment

We will help consumers to adopt more healthy and sustainable practices.

STRATEGY

Our personal lifestyle choices are the primary drivers of chronic disease and rising healthcare costs. **As consumers, we need to think less about "getting care" from the medical system and more about "taking care" into our own hands and staying as healthy as possible.** Consumer interest in sustainability issues is growing. Healthy employees, students, and residents are more present, engaged and productive. **Sodexo wants to engage consumers in proactively improving their health habits as a means of both limiting recourse to medical intervention and improving consumer health.**

DEPLOYMENT

95% of our workforce (420,000 employees in 80 countries) interacts on a daily basis with our clients and consumers.

Sodexo is the 1st largest French-based employer in the world, 6th largest European-based employer in the world and 22nd largest employer in the world.

Through a progressive three-step journey, we will help consumers by influencing their behavior, by:

- EDUCATING
- CONNECTING
- INVOLVING

The question applies both to what we sell and do for our clients and consumers and what we do for our employees.

We are aware of the interactions between what we do for our employees and how they behave with our clients and consumers.



PERFORMANCE

Sodexo Consumers Satisfaction Survey

The overall Satisfaction of our consumers is 79%.

Satisfaction is calculated on 13 countries, geographically speaking, and representative of the Sodexo business in the 80 countries where we operate. **The Sodexo Consumers Satisfaction Survey is one of the key performance indicators aimed at improving both the relevance of the provided services and the excellence in their daily on-site delivery.** The different countries where Sodexo have been operating are conducting consumer satisfaction surveys on a regular basis for more than 10 years. Since 2009, the global approach has been intensified in order to monitor the consumer satisfaction in an integrated manner in all the countries.

The opportunity provided to the consumers to voice their opinion is a key element of their satisfaction. The survey, conducted at least once a year, is combined in different countries with an active listening of the Site Manager: the consumers can provide a feedback thanks to a reduced number of questions or a visual-scale (e.g. smileys). Only national initiatives exist today, there is no integration at global level hence no international analysis and follow up for this kind of process.

WORLDWIDE - WasteLESS Day

In 2012, Sodexo designed a global 'WasteLESS Day' to take place on 16 October each year, the United Nations World Food Day.

Its main objective is to reduce waste - both organic and non-organic - by engaging Sodexo teams, their clients and consumers at all sites to make lasting changes to their behavior. 1,813 sites got involved in 26 countries with more than 1,300 consumer pledges recorded. Our 2012 experience of WasteLESS Day will be used to have a broader waste reduction campaign during 2013. See our engagement toolkit: video, poster, What can I go? Guide



GOOD PRACTICES

UNITED KINGDOM - Better Tomorrow Plan (BTP) Application



The "[BTP App](#)" is an interactive application available to download for free from the Application store, to be used on iPhones. The Application provides tips to any individual about how to lead a more sustainable lifestyle covering the Better Tomorrow Plan areas in two ways: "What can I do" and "What is Sodexo doing".

The App has extra features, like seasonal recipes (three recipes per month using seasonal produce), fish recipes (two per four types of fish), and a pedometer. A few short videos feature Matt Dawson, ex-England rugby player and Sodexo United Kingdom and Ireland ambassador for health and wellbeing. Stakeholder engagement:

- Friendly memo on Sodexo's commitments for employees.
- Basis for discussion between Sodexo sales teams and clients /prospects.
- "Gamification" to engage consumers on sustainability; a good practice to engage Corporate Social Responsibility practitioners.

WORLDWIDE - Personix™

Personix™ is a Sodexo proprietary research tool that segments the attitudes of on-site consumers and delivers a clear-cut vision of their needs and wants for an extensive range of services.

As each site has a unique population profile, each Personix™ result is specific, adapting itself to the constituency of its final users. Personix™ contributes

to the improvement of the Quality of Life of employees, patients, students, senior citizens, remote site dwellers and military personnel in over 35 countries around the world

by envisaging service solutions which create rewarding and engaging working, learning, healing and living environments.



STRATEGY

Our fundamentals, values and ethical principles serve as a foundation for our Better Tomorrow Plan's guidelines for supplier relations. We operate within the spirit and letter of the law, maintaining high ethical standards wherever we conduct business. **We actively seek business relationships with suppliers who share our values and promote the application of these high standards among those with whom they do business, and collaborate closely with suppliers across the entire supply chain.** This engagement helps us bring the best ideas to the table for the benefit of both our businesses and our brands.

Sodexo's work with its suppliers to manage sustainability risks is carried out without the framework of the Better Tomorrow Plan. **The plan reinforces the work that the Group had already undertaken to improve the sustainability of its supply chain and sets out detailed and time-bound objectives** in particular for Food Safety, Nutritional Content, Fairly Traded Products, [Supplier Code of Conduct](#), Local, Seasonal or Sustainably Grown or Raised Products, Sustainable Seafood and Sustainable Equipment and Supplies.

SUPPLIERS

Our commitment

We will engage our suppliers to improve sustainability in our supply chain and involve them in delivering our commitments.

We carefully select our suppliers in each country through a multi-criteria assessment approach that includes quality, traceability, safety, hygiene, economic, social and environmental factors.

Sodexo also has a Group Supply Chain Management policy and each country is also required to have its own to complete the Group one. Each of the Supply Chain Management teams has also received the Statement of Business Integrity which sets out the way in which our teams are expected to conduct business relationships. All of the documents and others related to Supply Chain practices are available to our teams via the Group Intranet.

In addition, **Sodexo requires its suppliers to sign a Code of Practice which details our requirements in areas** such as hygiene, occupational and safety, quality systems, traceability and environment and to provide internationally recognized certifications such as BRC or IFS.



DEPLOYMENT

In 2010, Sodexo entered into a technical partnership with WWF to work on the several areas including sustainable agriculture and sustainable seafood. In 2011, Sodexo became the first foodservice company to sign a worldwide agreement with MSC to develop and promote the use of certified sustainable seafood throughout the Sodexo Group.

In 2011, Sodexo became a member of the RSPO and we attended RSPO's General Assembly in Malaysia in Nov. 2011 and in March 2012. Since February 2013, Sodexo is member of **GreenPalm** and will now purchase and redeem certificates to compensate for the non-sustainable palm oil that we buy and to reward palm producers for working in a sustainable and responsible way. In the first in-stance we will do this for the two priorities categories which are margarine and frying oil.

In 2012, we have sustained our efforts to co-create and implement joint actions with our suppliers in the Better Tomorrow Plan journey:

- With each of its sustainable supply chain commitments, **Sodexo provides training tools for use by our Supply Chain teams and our Better Tomorrow Plan network.**
- **We organize Awards to recognize our suppliers and clients** for engaging in actions that support our Plan and benefit the entire community. In the United States, Kraft Foods and Ecolab suppliers; in Canada, Acadia University.
- **Sodexo discloses information annually through the Corporate Citizenship Progress Review** which gives a thorough report on progress made during the year on each of the Sustainable Sourcing commitments as well as disclosing the Supply Chain indicators.
- **We also disclose information on our engagement with Suppliers to several investment initiatives** such as the [Forest Footprint Disclosure Project](#), the PRI Seafood, the [Carbon Disclosure Project](#), the WWF Palm Oil Scorecard.



CARBON DISCLOSURE PROJECT



GOOD PRACTICES

WORLDWIDE – Control mechanism

We are currently working to define a Group wide control mechanism aimed at ensuring that our suppliers respect our Code. This mechanism will be based on a risk matrix determining the type of control e.g. a self-assessment, an internal or third party audit, a 3rd party certification such as SA 8000.

WORLDWIDE - Integration of ESG Factors into Supplier Selection

All existing and new suppliers are required to sign the Supplier Code of Conduct. Any supplier who refuses to sign cannot work with Sodexo. In addition, all existing and new suppliers are regularly audited to our Code of Practice which includes sustainability criteria. Poor performance on sustainability criteria, will negatively impact the overall audit result for the supplier and these audit results are taken into account when reviewing a supplier's performance.

WORLDWIDE - Incentives for Supply Chain

Supply Chain Directors receive objectives for ESG as part of their incentive bonus in accordance with the annual objectives that are set for the Better Tomorrow Plan. For example in Fiscal 2011, Supply Chain Directors had part of their incentive bonus dependent on the translation of the Code of Conduct into the national language of their country and the elimination of the 15 red listed species. This year, the Supply Chain Directors have an objective to have the Code of Conduct signed with all of their contracted suppliers and to have started with the respect of the control measures for the orange listed species.

NORTH AMERICA – A commitment to eliminate pork gestation stalls

Sodexo has initiated a review process in its North American operations whereby it is asking all of its primary pork suppliers for their plans to not only eliminate gestation stalls from the farms that they own and operate, but their contracted pork operations as well. Suppliers are to provide Sodexo with actionable plans by 2017, detailing how they plan to achieve this. Starting today, all future RFPs for pork and products containing pork will include requirements to demonstrate that gestation stalls will be phased out of the supply chain by 2022. "Gestation crates confine pigs to such an extreme state that the animals are virtually immobilized for nearly their entire lives," said Wayne Pacelle, president and CEO of the Humane Society of the United States. The impact of Sodexo's announcement significantly advances the industry's progress toward a more humane and sustainable food system.



STRATEGY

Stakeholder engagement implies a willingness to listen and to discuss issues of interest to Sodexo's stakeholders. It is of critical importance that we are prepared to consider changing our aims and how we operate as a result of stakeholder engagement. Since we seek to minimize negative and maximize positive environmental and social impacts, stakeholder engagement is one of the core skills and key activities that enables us to successfully and effectively make this happen.

INSTITUTIONS

Our commitment

We will regularly consult external stakeholders on strategy and innovation.

DEPLOYMENT

Sodexo implements transparent, ongoing worldwide dialogue with external stakeholders to promote healthy living:

- At global level, **Sodexo is involved in the WHO's global strategy** on diet, physical activity and health, as well as in ILO working groups.
- At EU level, **Sodexo is involved in the FERCO Platform's** programs with regard to actions dealing with diet, physical activity and health.
- **Sodexo partners with the BKK network and the European Network for Workplace Health Promotion (ENWHP).**
- **In France, Sodexo represents our professional organization** (the SNRC) as well as being on the technical committee of the PNNS (Programme National Nutrition Santé) and a member of the CNA (Conseil National de l'Alimentation). In 2010, Sodexo participated in the creation of the DANNE report on obesity and nutrition.



▪ **Sodexo has established two global partnerships with WWF and MSC.**

In March, 2010, World Wildlife Fund (WWF) and Sodexo signed an agreement to work together globally on environmental and supply chain issues of mutual interest. This has begun with seafood, agricultural commodities, water and energy and will 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. The Subject Matter working groups work closely with the WWF (technical expertise) to define standards and guidelines on environmental issues.

▪ **Sodexo is an active player and member of key organizations:** ORSE, BSR, CERES, IMS etc. At the European level, we are regularly consulted by many governments to assist them on national actions to be deployed on a nationwide basis.

▪ In August 2011, **Sodexo became a member of the [RSPO \(Round Table on Sustainable Palm Oil\)](#)**. Since February 2013, **Sodexo is [member of GreenPalm](#)** and will now purchase and redeem certificates to compensate for the non-sustainable palm oil that we buy and to reward palm producers for working in a sustainable and responsible way. In the first instance we will do this for the two priorities categories which are margarine and frying oil.

▪ **Sodexo is also a founding partner and Board Member of the Global Sustainable Seafood Initiative (GSSI)**, launched in February 2013. The GSSI brings together representatives from the private and public sectors as well as from NGOs and Academia to work together over the next three years and develop universal benchmark to ensure sustainable seafood for expanding global population. The common goal is to promote sustainable seafood and ensure confidence of consumers worldwide in the sustainability promises and claims being made by the many labels and standards for seafood. Private project partners include seafood harvesters, producers, processors, manufacturers, retailers and foodservices. Sodexo is the only partner from its industry sector.

▪ **Sodexo has achieved notable rankings:**

- [Dow Jones Sustainability Index](#) - Global Sector Leader for the 8th year in a row.
- **VIGEO** – Best company of its sector.
- [Carbon Disclosure Project](#): “Sodexo has scored above average overall”.
- [Forest Footprint Disclosure Project](#): “A special mention for Sodexo, who are the most improved company in this sector this year”.
- **Group of signatories to the United Nations-backed Principles for Responsible Investments:** Sodexo has been “rated as the BEST RESPONSE”.

For the future, we have the objectives to involve more public authorities in some targeted actions such as “**coalition to reduce food waste**”.

GOOD PRACTICES



UNITED KINGDOM – Private dinners

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

The whole program aimed at presenting Sodexo's Better Tomorrow Plan, seeking challenge and feedback and evolved into a co-creation exercise where we focused on the role of the private sector in delivering public value, thus aiming at sharing best practice, identifying barriers and defining possible solutions together. Around 100 stakeholders consulted the program in one year.

The program has been recognized by the food service industry through the Stakeholder Communications Awards from Foodservice Footprint Magazine in May 2012.

In addition 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 Human Resources report 2011. Sodexo scores very highly on favorability by health stakeholders in 2011 reputation audit.



WORLDWIDE - Benefits and Rewards Services Partnership with the NGO [Envol Vert](#)

In order to make concrete our reward for the planet, Sodexo has signed a partnership to support a NGO named Envol Vert. This NGO works in favour of the forest and biodiversity protection and helps local populations to live into a healthier environment producing resources. It supports small projects, mainly in Latin America, from local initiatives: natural forest preservation, scientific monitoring, alternatives to deforestation, reforestation in degraded lands. The project that Sodexo has chosen to support takes place in Tarapoto, Amazonia (Peru) in an area highly affected by deforestation. The local population has decided, on 2,500 hectares of tropical forest, to protect the place from deforestation, to conserve water sources and waterfalls, to recover biodiversity with a proper management of natural resources, and to promote a more sustainable use of forest through ecotourism.





GLOBAL REPORTING INITIATIVE (GRI)

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GRI G3 GUIDELINES and ISO 26000 CLAUSES

Linkage table with our publications

This table of contents gives priority to the Better Tomorrow Plan Progress Review; where other documents refer to the same activities, they are therefore not cross-referenced. Where indicators are not included in the Better Tomorrow Plan Progress Review but can be found in other Sodexo Group publications, we have cross-referenced these documents for users' convenience.

SODEXO PUBLICATIONS:

GR: [Group CSR Report](#) (including Better Tomorrow Plan, Human Resources and Diversity & Inclusion reports)

PR: [Better Tomorrow Plan Progress Review](#)

AR: [Annual Report](#)

RD: [Registration Document](#)



Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
Stakeholder Inclusiveness Principle		Community involvement	6.8.3	PR - p. 18-21, 115-127
Boundary Protocol		Promoting social responsibility in the value chain	6.6.6	PR - p. 83-98
1,1	Strategy and Analysis	Organizational governance	6,2	PR - p.4, 5, 24, AR; RD
1,2				PR - p.3, 4, 11-12; AR; RD
2.1-2.10	Organizational profile			PR - p.5, 11-14, 36, 38, 115-127; AR; RD
4.1-4.17	Governance, commitments and engagement			PR - p. 15-16, 26-31, 135
3.2 - 3.13	Report parameters and assurance	Verification	7.5.3	PR - p. 26-31, 135
General Reporting Notes - Assurance				
ECONOMIC CATEGORY				
Economic DMA		Organizational governance Community involvement and development	6.2 6.8	PR - p.11-14, 36, 69-81
EC1	Direct economic value generated and distributed	Community involvement and development Community involvement Wealth and income creation Social investment	6.8 6.8.3 6.8.7 6.8.9	PR - p. 69-81
EC2	Financial implications and other risks due to climate change.	Climate change mitigation and action	6.5.5	PR - p.24, 99-102; RD
EC5	Range of ratios of standard entry level wage compared to local minimum wage.	Conditions of work and social protection Community involvement and development	6.4.4 6.8	GR
EC6	Policy, practices, and proportion of spending on locally-based suppliers.	Promoting social responsibility in the value chain Community involvement and development Employment creation and skills development Wealth and income creation	6.6.6 6.8 6.8.5 6.8.7	PR - p.29, 74-77, 87-90



Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
ECONOMIC CATEGORY				
Economic DMA		Organizational governance Community involvement and development	6.2 6.8	PR - p.11-14, 36, 69-81
EC7	Local hiring and senior management hired from the local community.	Community involvement and development	6.8	PR - p.29, 74-77, 87-90, GR
		Employment creation and skills development	6.8.5	
		Wealth and income creation	6.8.7	
EC8	Development and impact of infrastructure investments and services.	Economic, social and cultural rights	6.3.9	PR - p.29, 74-77, 87-90
		Community involvement and development	6.8	
		Community involvement	6.8.3	
		Education and culture*	6.8.4	
		Employment creation and skills development	6.8.5	
		Technology development and access*	6.8.6	
		Wealth and income creation	6.8.7	
		Social investment	6.8.9	
EC9	Understanding and describing significant indirect economic impacts.	Economic, social and cultural rights	6.3.9	PR - p.29, 74-77, 87-90
		Promoting social responsibility in the value chain	6.6.6	
		Respect for property rights	6.6.7	
		Access to essential services*	6.7.8	
		Community involvement and development	6.8	
		Employment creation and skills development	6.8.5	
		Technology development and access*	6.8.6	
		Wealth and income creation	6.8.7	
		Social investment	6.8.9	

Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
SOCIAL CATEGORY (INCLUDES HUMAN RIGHTS, LABOR, PRODUCT RESPONSIBILITY AND SOCIETY)				
Human Rights DMA		Organizational governance - Human Rights	6.2 6.3	PR - p.32-55
HR1	Investment agreements that include HR clauses or HR screening.	Human Rights	6.3	PR - p. 48-51, 82-98, GR
		Due diligence	6.3.3	
		Avoidance of complicity	6.3.5	
		Promoting social responsibility in the value chain	6.6.6	
HR2	Suppliers and contractors that have undergone screening on HR and actions taken.	Human Rights	6.3	PR - p. 48-51, 82-98, GR
		Due diligence	6.3.3	
		Avoidance of complicity	6.3.5	
		Employment and employment relationships	6.4.3	
HR3	Total hours of employee training on policies and procedures.	Promoting social responsibility in the value chain	6.6.6	
		Human Rights	6.3	PR - p.27-28, 39-55; GR
		Avoidance of complicity	6.3.5	
HR4	Total number of incidents of discrimination and actions taken.	Human Rights	6.3	PR - p.27-28, 34-51; GR
		Resolving grievances	6.3.6	
		Discrimination and vulnerable groups	6.3.7	
		Fundamental principles and rights at work	6.3.10	
		Employment and employment relationships	6.4.3	
HR5	Freedom of association and collective bargaining.	Human Rights	6.3	PR - p.48-51; GR
		Due diligence	6.3.3	
		Human rights risk situations	6.3.4	
		Avoidance of complicity	6.3.5	
		Civil and political rights	6.3.8	
		Fundamental principles and rights at work	6.3.10	
		Employment and employment relationships	6.4.3	
		Social dialogue	6.4.5	



Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
SOCIAL CATEGORY (INCLUDES HUMAN RIGHTS, LABOR, PRODUCT RESPONSIBILITY AND SOCIETY)				
Human Rights DMA		Organizational governance - Human Rights	6.2 6.3	PR - p.32-55
HR6	Operations at risk for incidents of child labor, and measures taken.	Human Rights Due diligence Human rights risk situations	6.3 6.3.3 6.3.4	PR - p.48-51; GR
HR7	Operations at risk for incidents of forced or compulsory labor, and measures taken.	Avoidance of complicity Discrimination and vulnerable groups Fundamental principles and rights at work	6.3.5 6.3.7 6.3.10	
HR8	Security personnel trained in the organization's policies or procedures concerning HR.	Human Rights Avoidance of complicity Employment and employment relationships Promoting social responsibility in the value chain	6.3 6.3.5 6.4.3 6.6.6	PR - p.27-28, 34-55, p.83-98; GR
HR9	Incidents of violations involving rights of indigenous people and actions taken.	Human Rights Resolving grievances Discrimination and vulnerable groups Civil and political rights Respect for property rights	6.3 6.3.6 6.3.7 6.3.8 6.6.7	PR - p.34-35, 44-47, 48-51, 74-77; GR

Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
Society DMA		Organizational governance Fair Operating Practices Community involvement and development	6.2 6.6 6.8	PR - p. 74-81
S01	Programs and practices that manage the impacts of operations on communities.	Economic, social and cultural rights Community involvement and development Employment creation and skills development Wealth and income creation Respect for property rights	6.3.9 6.8 6.8.5 6.8.7* 6.6.7	PR - p.74-77
S02	Business units analyzed for risks related to corruption.	Fair Operating Practices Anti-corruption	6.6 6.6.3	PR - p.34-35
S03	Employees trained in organization's anti-corruption policies and procedures.			PR - p.34-35
S04	Actions taken in response to incidents of corruption.			PR - p.34-35
S05	Public policy positions and participation in public policy development and lobbying.	Fair Operating Practices Responsible political involvement Community involvement	6.6 6.6.4 6.8.3	PR - p.18-21, 74-77, 126-127
S06	Contributions to political parties, politicians, and related institutions by country.			Not applicable
S07	Legal actions for anticompetitive behavior.	Fair Operating Practices Fair competition Respect for property rights	6.6 6.6.5 6.6.7	PR - p. 34-35, 48-51
S08	Sanctions for non-compliance with laws and regulations.	Fair Operating Practices Respect for property rights Wealth and income creation	6.6 6.6.7 6.8.7*	PR - p. 34-35, 48-51



Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
SOCIAL CATEGORY (INCLUDES HUMAN RIGHTS, LABOR, PRODUCT RESPONSIBILITY AND SOCIETY)				
Labor DMA		Organizational governance Labor Practices Fundamental principles and rights at work	6.2 6.4 6.3.10	PR - p. 39-51; GR
LA1	Total workforce by employment type, employment contract, and region.	Labor Practices Employment and employment relationships	6.4 6.4.3	GR
LA2	Total number and rate of employee turnover by age group, gender, and region.			PR - p.27-28, p. 42; GR
LA3	Benefits provided to full-time employees.	Labor Practices Employment and employment relationships Conditions of work and social protection	6.4 6.4.3 6.4.4	PR - p.27-28, p. 42; GR
LA4	Percentage of employees covered by collective bargaining agreements.	Labor Practices Employment and employment relationships Conditions of work and social protection Social dialogue Fundamental principles and rights at work	6.4 6.4.3 6.4.4 6.4.5 6.3.10	PR - p.48-51; GR
LA5	Minimum notice period(s) regarding operational changes.	Labor Practices Employment and employment relationships Conditions of work and social protection Social dialogue	6.4 6.4.3 6.4.4 6.4.5	GR
LA6	Workforce represented in health and safety committees.	Labor Practices Health and safety at work	6.4 6.4.6	PR - p.28, 52-55; GR
LA7	Injury, occupational diseases, lost days, and absenteeism, and work related fatalities.			PR - p.28,52-55; GR

Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
LA8	Education programs regarding serious diseases.	Labor Practices Health and safety at work Community involvement and development Community involvement Education and culture Health	6.4 6.4.6 6.8 6.8.3 6.8.4 6.8.8	PR - p.52-55; GR
LA9	Health and safety topics covered in formal agreements with trade unions.	Labor Practices Health and safety at work	6.4 6.4.6	PR - p. 52-55; GR
LA10	Average hours of training per year per employee.	Labor Practices Human development and training in the workplace	6.4 6.4.7	PR - p.27, 40-43; GR
LA11	Programs for skills management and lifelong learning.	Labor Practices Human development and training in the workplace Employment creation and skills development	6.4 6.4.7 6.8.5	PR - p.40-43; GR
LA12	Employees receiving regular performance and career development reviews.	Labor Practices Human development and training in the workplace	6.4 6.4.7	PR - p.40-43; GR
LA13	Composition of governance bodies and breakdown of employees per category.	Discrimination and vulnerable groups Fundamental principles and rights at work Labor Practices Employment and employment relationships	6.3.7 6.3.10 6.4 6.4.3	GR, AR, RD
LA14	Ratio of basic salary of men to women.	Discrimination and vulnerable groups Fundamental principles and rights at work Labor Practices Employment and employment relationships Conditions of work and social protection	6.3.7 6.3.10 6.4 6.4.3 6.4.4	GR



Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
SOCIAL CATEGORY (INCLUDES HUMAN RIGHTS, LABOR, PRODUCT RESPONSIBILITY AND SOCIETY)				
Product Responsibility DMA		Organizational governance Fair Operating Practices Consumer issues	6.2 6.6 6.7	PR - p.78-81, 122-123
PR1	Life cycle stages for health and safety impacts of products and service.	Economic, social and cultural rights Promoting social responsibility in the value chain	6.3.9 6.6.6	PR - p.52-55, 56-67; GR
PR2	Incidents of non-compliance with regulations and voluntary codes.	Consumer Issues Protecting consumers' health & safety Sustainable consumption	6.7 6.7.4 6.7.5	Not applicable
PR3	Type of product and service information required by procedures.	Consumer Issues Fair marketing, factual and unbiased information and fair contractual practices	6.7 6.7.3	Not applicable
PR4	Incidents of non-compliance concerning such labeling.	Protecting consumers' health & safety Sustainable consumption Consumer service, support and complaint and dispute resolution Education and awareness	6.7.4 6.7.5 6.7.6 6.7.9	Not applicable
PR5	Customer satisfaction.	Consumer Issues Protecting consumers' health & safety Sustainable consumption Consumer service, support and complaint and dispute resolution Access to essential services* Education and awareness	6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9	PR - p.122-123
PR6	Programs for adherence to rules related to marketing communications.	Consumer Issues Fair marketing, factual and unbiased information and fair contractual practices	6.7 6.7.3	AR; PR
PR7	Incidents of non-compliance concerning marketing communications.	Consumer service, support and complaint and dispute resolution Education and awareness	6.7.6 6.7.9	Not applicable
PR8	Complaints regarding breaches of customer privacy.	Consumer Issues Consumer data protection and privacy	6.7 6.7.7	Not applicable
PR9	Fines for non-compliance.	Consumer Issues Consumer service, support and complaint and dispute resolution*	6.7 6.7.6	Not applicable

Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
ENVIRONMENTAL CATEGORY				
Environment DMA		Organizational governance The Environment	6.2 6.5	PR - p.82-114
EN1	Materials used.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.95-98, 107-114
EN2	Percentage of materials used that are recycled input materials.			PR - p.30-31, 95-98, 107-114; GR
EN3	Direct energy consumption by primary energy source.			PR - p.30-31, 99-102; GR
EN4	Indirect energy consumption by primary source.			PR - p.30-31, 99-102; GR
EN5	Energy saved due to conservation and efficiency improvements.			PR - p.30-31, 99-102; GR
EN6	Energy-efficient or renewable energy based products and services and reductions.			PR - p.30-31, 99-102; GR
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.			PR - p.30-31, 99-102; GR
EN8	Total water withdrawal by source.			PR - p.30-31, 103-106; GR
EN9	Water sources significantly affected by withdrawal of water.			PR - p.30-31, 103-106; GR
EN10	Percentage and total volume of water recycled and reused.			PR - p.30-31, 103-106; GR



Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
ENVIRONMENTAL CATEGORY				
Environment DMA		Organizational governance The Environment	6.2 6.5	PR - p.82-114
EN11	Biodiversity: location and size of land owned, leased, or managed.	The Environment Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.6	Not applicable
EN12	Biodiversity: Impacts of activities, products, and services.			PR - p. 87-94
EN13	Habitats protected or restored.			PR - p. 87-94
EN14	Strategies for managing impacts on biodiversity.			PR - p. 87-94
EN15	Number of IUCN Red List species and national conservation list species.			PR - p. 87-94
EN16	Total direct and indirect greenhouse gas emissions by weight.	The Environment Climate change mitigation and action	6.5 6.5.5	PR - p.30-31, 99-102; GR
EN17	Other relevant indirect greenhouse gas emissions by weight.			PR - p.30-31, 99-102; GR
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.			PR - p.30-31, 99-102; GR

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ENVIRONMENTAL CATEGORY				
Environment DMA		Organizational governance The Environment	6.2 6.5	PR - p.82-114
EN19	Emissions of ozone-depleting substances by weight.	The Environment Prevention of pollution		PR - p.30-31, 99-102; GR
EN20	NOx, SOx, and other significant air emissions by type and weight.			PR - p.30-31, 99-102; GR
EN21	Total water discharge by quality and destination.			PR - p.30-31, 103-106; GR
EN22	Total weight of waste by type and disposal method.			PR - p.30-31, p. 107-114; GR
EN23	Total number and volume of significant spills.			PR - p.30-31, p. 107-114; GR
EN24	Weight of hazardous waste.			PR - p.30-31, p. 107-114; GR
EN25	Discharges of water and runoff.	The Environment Sustainable resource use Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.4 6.5.6	PR - p.30-31, 103-106; GR
EN26	Initiatives to mitigate environmental impacts of products and services.	The Environment Sustainable resource use Promoting social responsibility in the value chain Sustainable consumption	6.5 6.5.4 6.6.6 6.7.5	PR - p.82-114
EN27	Percentage of products sold and their packaging materials.	The Environment Sustainable resource use Sustainable consumption	6.5 6.5.4 6.7.5	PR - p.30-31, 111-114
EN28	Sanctions for non-compliance with environmental laws and regulations.	The Environment	6,5	Not applicable
EN29	Environmental impacts of transportation.	The Environment Sustainable resource use Promoting social responsibility in the value chain	6.5 6.5.4 6.6.6	PR - p.30-31, 99-102
EN30	Total environmental protection expenditures.	The Environment	6,5	PR - p.82-114



ABOUT THIS REPORT

Our Corporate Citizenship Progress Review is in its eighth consecutive year of publication (since 2005). In this report, we seek to provide stakeholders with an insight into how we are addressing our corporate responsibility challenges. This report relates to Sodexo's operations all over the world and covers the period from September 1, 2011 to August 31, 2012 (Fiscal 2012). All references to "Sodexo" and "we" relate to the Sodexo Group.

A GESTURE IN FAVOR OF THE ENVIRONMENT



Sodexo is committed to managing its communication in a responsible manner. For our Fiscal 2012 Better Tomorrow Plan Progress Review, we have promoted the use of electronic version and reduced our printing needs. Using less paper and switching to sustainable paper conserves wood, water and energy and helps reduce pollution and waste.

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