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## COMMUNICATION ON PROGRESS 2009

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- ***Statement of continuing support by Robert Zolade, Chairman of the Elior Group***

“Our support for the Global Compact’s ten principles is ongoing and has been further strengthened this year through new initiatives and measures taken within our various divisions both in France and the other countries in which we have operations. I would like to take this opportunity to reiterate Elior’s commitment to promoting and applying these principles.”

- ***Title of best practice example***

Elior’s Sustainable Development Guidelines self-assessment.

- ***Global Compact principle(s)/issue(s) addressed (improvement of living conditions, water management, HIV/AIDS, conflict prevention, etc.)***

Elior’s Sustainable Development Guidelines are based on each of the ten principles set out in the Global Compact relating to human rights, labour standards, the environment and anti-corruption measures. These principles are as follows:

1. *Businesses should support and respect the protection of internationally proclaimed human rights; and*
2. *make sure that they are not complicit in human rights abuses.*
3. *Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;*
4. *the elimination of all forms of forced and compulsory labour;*
5. *the effective abolition of child labour; and*
6. *the elimination of discrimination in respect of employment and occupation.*
7. *Businesses should support a precautionary approach to environmental challenges;*
8. *undertake initiatives to promote greater environmental responsibility; and*
9. *encourage the development and diffusion of environmentally friendly technologies.*
10. *Businesses should work against corruption in all its forms, including extortion and bribery.*

- ***What actions has your company taken to implement the Global Compact inside its business?***

Sustainable Development (SD) practices are a key strategic goal for Elior, and the Group has created an ambitious framework for implementing them by drawing up a set of Sustainable Development Guidelines approved by the Executive Committee.

Using a practical approach, these Guidelines set out performance standards based on the Group’s organisation and areas of business. They are structured around four key topics – Purchases, Human Resources, the Environment, and Marketing & Development – and contain action points for each area of responsibility identified by numerous in-house task forces comprising specialists and operations staff from all of Elior’s divisions. For each action point, levels of best practices have been defined and broken down into a scale of 1 to 4.

When drafting the Guidelines, Elior also drew on external sources of information on incorporating sustainable development principles into corporate strategy, such as the SD

21000 guide created by France's standard-setting agency AFNOR, and the future ISO 26000.

A roadshow was managed by the Group Sustainable Development team for all Board of directors of the French divisions and the countries between November 2008 and May 2009 with the presence of the SD correspondents. During these meetings, the agenda turned around the SD challenges in Elior's activities, the SD Guidelines and the self-assessment process. The members of the nine Group's Boards of directors were beforehand raised aware on sustainable development topics and challenges in order to integrate them better into their management practices.

It's following this roadshow that the divisions/countries assessed themselves in 2009 on Elior's SD Guidelines to give the Group a better overview of its position in France and countries on SD topics.

- ***What was the outcome/result of the actions described above?***

Designed for Management, the Sustainable Development Guidelines enable each division or country to enter into a virtuous circle of sustainable development by:

- positioning its sustainable development performance in relation to the Group's standards and the selected action points
- defining priority actions and progress objectives
- drawing up and implementing specific action plans
- creating a sustainable development communication policy

The self-assessments were independently managed by each SD correspondent who followed common methods. Work groups were formed in each entity around the four key topics – Purchases, Human Resources, the Environment, and Marketing & Development.

A dialogue on common subjects between the different staff teams of a same Division permits a better information sharing and developed synergies. Most of these work groups sent questionnaires to the sites, interviewed restaurants managers and managers from other Group's activities and completed this work with visits of sites.

Each group presented its results to the members of its Division Board of directors. During these meetings, the Boards' members could as well appreciate an inventory of best practices, as consolidated figures and define an action plan for the division. Arbitrations had sometimes been done on the position of the division for some levers.

This assessment required a real investment of many employees of the Group. Indeed, about 500 managers in France and in the countries participated to this inventory and were thus involved in the assessment of their own activities regarding the Sustainable Development challenges of Elior's business sectors.

The management of the self-assessment was federative around SD challenges. A common management approach of the subject is born inside the Group both in France and countries. In a common frame, each Division is on its own individual track to progress.

Besides, it permits and will permit in the future, to mutualize initiatives which were quickly developed towards some results.

The Group is expecting positives improvements in management practices for each of the four key topics of the Guidelines (Purchases, Human Resources, the Environment, and Marketing & Development). For example, regarding purchasing process, the Group wants that a bigger part of non food and food products specifications integrates more socially and environmentally criteria.

The Group makes a commitment to communicate in 2010 on one of the operational actions

following the assessment.

A second self-assessment is already planned in two years to measure the Group's SD practices improvement.

- ***Country(ies) where the internal change took place (global is also an option)***

The Guidelines have been rolled out in all of the European countries where the Group has operations (France, the Netherlands, Italy, Spain, Portugal, Belgium, Luxemburg and the United Kingdom).

- ***Five keywords describing the example***

Assessment – method – performance – pooling – cross-function

- ***Contact information of company representative***

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- ***Direct URL links to social impact, environmental, and/or annual reports/documents related to the example provided.***

Elior's Annual Report at [www.elior.com/information-financiere.aspx](http://www.elior.com/information-financiere.aspx)