

March 9th, 2010

Corporate Citizenship Progress Review

A better
tomorrow
starts today.



sodexo
Making every day a better day

A Better Tomorrow starts Today

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A. Background

1. About This Report

We are publishing our Corporate Citizenship report for the 5th year running 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, 2008 to August 31, 2009. All references to "Sodexo" or "we" relate to the Sodexo Group.

2. United Nations Global Compact Principles



Human Rights		
Principle 1	Support and respect protection of internationally proclaimed human rights	CC report: Pages 19 to 29
Principle 2	Make sure business is not complicit in human rights abuses	CC report: Pages 19 to 29
Labor Standards		
Principle 3	Uphold freedom of association and right to collective bargaining	CC report: Pages 19 to 29
Principle 4	Support elimination of all forms of forced and compulsory labor	CC report: Pages 19 to 29
Principle 5	Support effective abolition of child labor	CC report: Pages 19 to 29
Principle 6	Eliminate discrimination in employment and occupation	CC report: Pages 19 to 29
Environment		
Principle 7	Support a precautionary approach to environmental challenges	CC report: Pages 42 to 57
Principle 8	Undertake initiatives to promote greater environmental responsibility	CC report: Pages 42 to 57
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	CC report: Pages 42 to 57
Anti-corruption		
Principle 10	Work against all forms of corruption, including extortion and bribery	CC report: Pages 19 to 29

This contents table gives priority to the Corporate Citizenship Report, therefore where other documents refer to the same activities, they are not cross-referenced.

3. Executive statement by Michel Landel, CEO

A Better Tomorrow starts Today

Since its creation in 1966, Sodexo's mission is twofold:

- **Improve the Quality of Life of the 50 million people we serve every day throughout the world.**
- **Contribute to the economic, social and environmental development of the cities, regions and countries in which we operate.**

Sodexo is, by nature, a company that is fully engaged and committed to performing on behalf of its stakeholders as a responsible company: a **services company** of women and men providing services to others; an **international company** present on 33,900 sites in 80 countries; a company with strong **social dimensions**, employing 380,000 people around the world; a **business partner** to its clients, helping them to improve their performance, not only economically, but also environmentally and socially.

Conscious of the magnitude of the environmental and social challenges that lie ahead, we have focused our citizenship actions on three priorities:

1. Nutrition, Health and Wellness

As one of the leading Food Services' management companies serving 50 million consumers every day, Sodexo is committed to helping our consumers, their families and communities live a healthy lifestyle. We look to provide the offers and services that are best suited for each stage of life and appropriate for the many different cultures that we serve. We continue to combat obesity and to reduce the intakes of salt, sugar and fats. Sodexo is also committed to providing education about healthy eating and the long-lasting, beneficial effects of sound nutrition, a balanced diet, and physical activity. In addition, we strive to develop and promote Health & Wellness solutions for our employees, our clients and our consumers.

2. Local Communities

Sodexo operates at 33,900 sites in 80 countries and we have an important role to play by supporting the economic and social development of local communities. Persistent high levels of malnutrition and hunger in the world are a particular target of our efforts to improve Quality of Life around the world. Our STOP Hunger program which is currently implemented in 29 countries has been deployed in partnership with 236 non-governmental organizations and community-based groups.

3. Environment

By protecting the environment, we strive to enhance the Quality of Life of the communities in which we all live, while responding to our stakeholders' expectations for a more sustainable planet. We acknowledge that our activities have a scale impact due to our 33,900 managed sites and we recognize our responsibility to the environment. We strive to minimize our environmental footprint and to leverage our business activities to promote sustainable practices.

Sodexo has been named **2009 global "Supersector leader"** for its industry sector ("Travel & Leisure") by the Dow Jones Sustainability Index (DJSI), the fourth time the company has been so recognized. We have also maintained our position in the DJSI World and STOXX index for the 5th year running as sector leader in the Hotel, Restaurants, Bars & Recreational Services category. Sodexo has been selected for inclusion in the FTSE4Good Index since it was created in 2001. In addition to the number of awards that Sodexo receives, this external distinction recognizes the constancy of our Corporate Citizenship efforts. We are very proud of these achievements.

As part of its mission to **"Make every day a better day"**, during FY09 Sodexo defined a proactive new sustainability strategic roadmap named **"The Better Tomorrow Plan by Sodexo"**, covering its 80 countries and 33,900 sites and engaging its 380,000 employees. The plan outlines the way in which Sodexo commits to reinforce its leadership position by helping clients and consumers enjoy a more sustainable and healthy way of life, maximizing its social impact, reducing to a minimum the environmental impact of its operations, and developing new offers and services to tackle the new global challenges of climate change, fossil fuel depletion, water, waste

I invite you to discover how **our employees, through applying their expertise**, will contribute on a daily basis to a BETTER TOMORROW.

Sincerely,

Michel Landel

Sodexo Group CEO

Chairman of the Executive Committee

Founder of the STOP Hunger Association

4. Business Overview

As of August 31, 2009:

- 14.7 billion euro in revenues
- 379,749 employees
- 33,900 sites operating in
- 80 countries

Fortune Global 500, 2009:

- #22 Largest employer in the world
- #7 Largest European-based employer in the world
- #2 Largest French-based employer in the world

Revenues

By activity

95.3% On-site Service Solutions

- 34.5% Corporate
- 3.3% Defense
- 1.6% Justice
- 7.2% Remote Sites
- 20% Health Care
- 6.2% Seniors
- 22.5% Education

4.7% Motivation Solutions

By region

- 39.1% North America
- 36.5% Continental Europe
- 8.8% United Kingdom and Ireland
- 15.6% rest of the World

5. Profile

Sodexo designs, manages and delivers **comprehensive service solutions** through:

On-Site Service Solutions (previously Food and Facilities Management Services)

- **to our 8 client segments:** Corporate, Health Care, Seniors, Education, Defense, Remote Sites, Justice and Sports & Leisure,
- **completed by Personal & Home Solutions** within the Corporate and Seniors segments.

95.3% of Group revenues
Euro 14.7 billion in consolidated revenues

Motivation Solutions (previously Service Vouchers and Cards)

- **offered across three service categories:**
 - Employee Benefits
 - Incentives and Recognition
 - Public Benefits

4.7% of Group revenues
Euro 12.1 billion euro in issue volume
Euro 711 million in consolidated revenues

Read more on:

- http://www.sodexo.com/group_en
- FY09 Group annual publications
- FY09 Reference document (containing all financial and legal information)

6. Determined To Move Forward

CORPORATE CITIZENSHIP at Sodexo is:

“Ensuring a better quality of life for everyone now and for generations to come”

Since its creation, Sodexo acts as a responsible company to fulfill its Corporate Citizenship commitments:

1966

When Pierre Bellon founded Sodexo, he made the decision to build a growth culture founded on a strong philosophy based on strong values and clear ethical principles. We aim to contribute to the economic, social and environmental development of the cities, regions and countries in which we operate.

1971

International expansion: Development of the Remote Site Management business, first in Africa, then in the Middle East. Start of Sodexo's Motivation Solutions business.

1985-1993

New activities established in the Americas, Japan, South Africa and Russia, and reinforcement of Sodexo's presence in the rest of Central Europe.

1995

Sodexo became the world market leader in food service.

1998

Founding of Sodexo Marriott Services. The new company became the North American market leader for food and management services. Sodexo became the leader in remote site management.

2003

- Sodexo joined the Global Compact, a commitment to respecting the ten principles and recognizing responsibility for human rights, compliance with labor and environmental standards and non-tolerance of corruption.
- The Group issued a formal sustainable development strategy called the "Ethical Principles and Sustainable Development contract", backed by a commitment to achieve specific objectives and commitments set for each of our stakeholder groups.

2005

- First Corporate Citizenship Report with an overview of the Group's engagements, policies, programs, initiatives and performance.
- Deployment of CITIZEN, our Corporate Citizenship monitoring tool, which aims to facilitate the reporting and the internal benchmark of best practices and KPIs.
- Creation of a global taskforce of coordinators responsible for leading the different country and activity networks.
- Incorporation of Citizenship goals in Ambition 2015, our Group strategic roadmap.

2007

Identification and prioritization of relevant sustainability issues for Sodexo through a materiality assessment.

2008

The Group Executive Committee defined 3 strategic priorities:

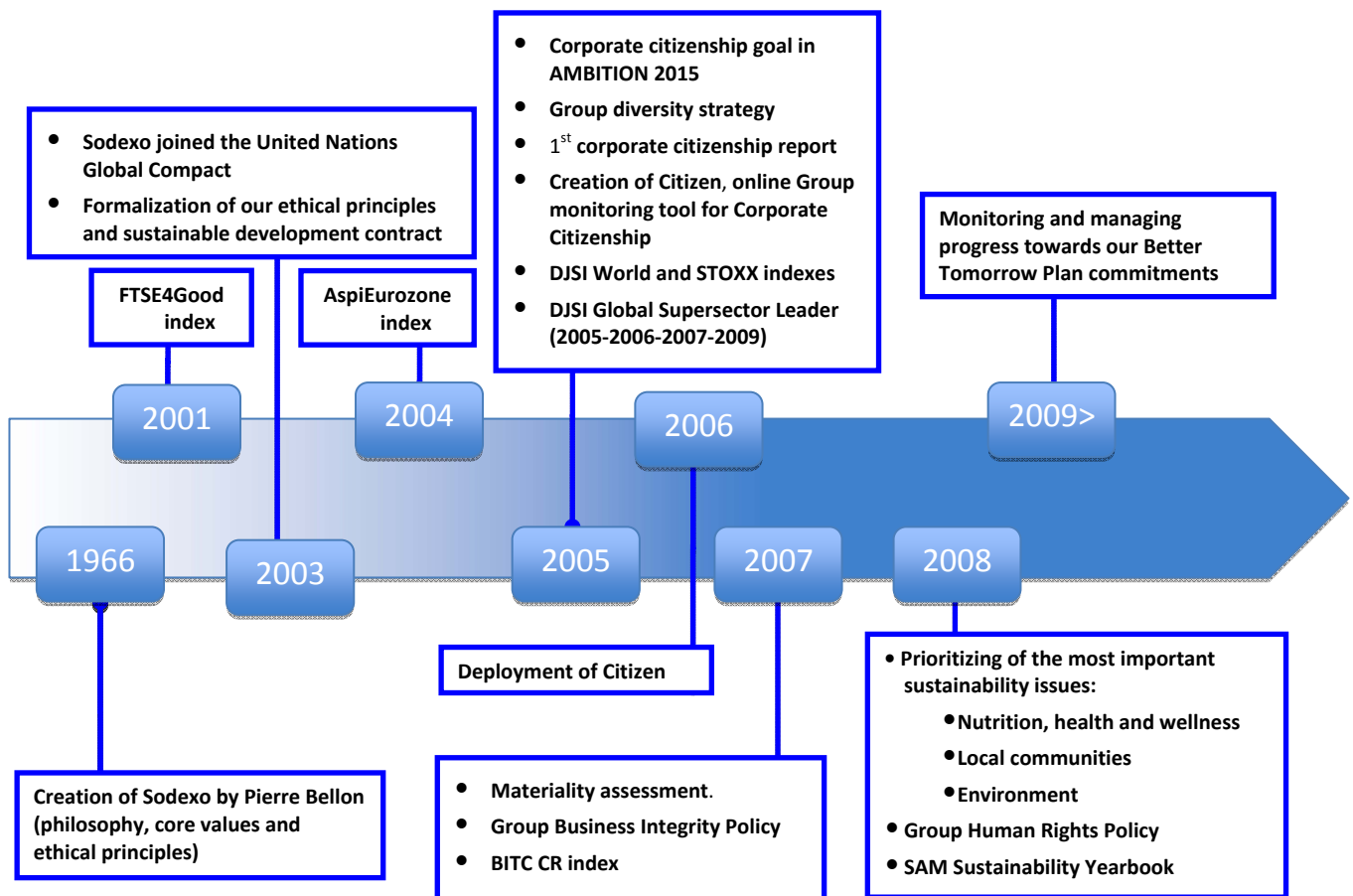
- Nutrition, Health and Wellness
- Local Communities
- Environment

2009

Launch of our new roadmap "The Better Tomorrow Plan" aimed at refining our sustainability strategy, action plans, KPIs and targets to align them with our Ambition 2015.

2010

Deployment process to implement the Better Tomorrow Plan throughout our operations.



B. The Better Tomorrow Plan by Sodexo

1. Presentation of The Better Tomorrow Plan

a. *Today's Imperative for a Better Tomorrow*

Sodexo mission to improve the Quality of Daily Life of the people we serve and the communities in which we operate is very consistent with our solutions to respond to Corporate Citizenship challenges. We believe that it is a significant business opportunity for Sodexo, 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 clients and 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.
- Efforts in many countries are focusing on energy management, building efficiencies, logistics and agriculture. These create opportunities for us to deliver additional value to our clients and throughout our supply chain.
- 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.
- Emerging regulatory schemes, such as 'cap and trade' to reduce greenhouse gas emissions, may increase the value of Sodexo services to clients and create opportunities to drive additional value.

b. At The Service Of Our Group 2015 Ambition Strategy

*"A commitment to Corporate Citizenship is central to Sodexo's "Ambition 2015" strategy. Today, Sodexo is the recognized **global sustainability leader** in its market sector and, to take our credentials to the next level of performance, we have devised a new worldwide sustainability roadmap for the Sodexo Group - The Better Tomorrow Plan - covering 80 countries, 33,900 sites and engaging our 380,000 employees."*

Damien Verdier

*Group Executive Vice President and Chief Marketing officer in charge of Offer Marketing, Client retention, Supply Chain & Sustainable Development
Member of the Group Executive Committee*

c. Structure Of The Better Tomorrow Plan

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.

While finalizing our Better Tomorrow Plan, we have shared opinions and recommendations from recognised actors and experts in the field of sustainability including:

- Aron Cramer – BSR (Business for Social Responsibility)
- Ezzeddine Boutrif - FAO (Food and Agriculture Organization of the United Nations)
- Guy Reinaud – Pronatura International (NGO)
- Elisabeth Laville – Utopies, France
- François Fatoux – ORSE (Observatoire de la Responsabilité Sociale des Entreprises), France
- Mark Barthel – WRAP, United Kingdom
- Bill Bartlett - McCain Foods, United Kingdom
- Sir Don Curry - Council of Food Policy Advisors, United Kingdom
- Tara Garnett - Food Climate Research Network, University of Surrey, United Kingdom
- Dr. Tom McMillan - Food Ethics Council, United Kingdom
- Laura Varpasuo - Nokia Workplace Resources, United Kingdom
- Andrea Moffat - Ceres, United States
- Will Sarni - Domani Consulting, United States
- Josh Balk - The Humane Society, United States
- Andrea Putman - Second Nature on behalf of the American College & University Presidents' Climate Commitment, United States
- Hal Hamilton, Co – Sustainable Food Lab, United States
- Jonathan Kaplan - NRDC, United States

Consequently, the Better Tomorrow Plan seeks to address the sustainability issues that we have identified as being material to our business and stakeholders.

- **WE ARE: the fundamentals that are the cornerstone of a responsible company**
- **WE DO: 3 priorities, 14 commitments for action**
- **WE ENGAGE: Dialogue and joint actions with our stakeholders**

The Better Tomorrow Plan



2. Implementation of the Better Tomorrow Plan

Executive Summary: A Better Tomorrow starts Today

The Better Tomorrow Plan is a progressive journey based on continuous improvement that relies on engagement with all our stakeholders. It applies to **80** countries and **33,900** sites.

How We Get There

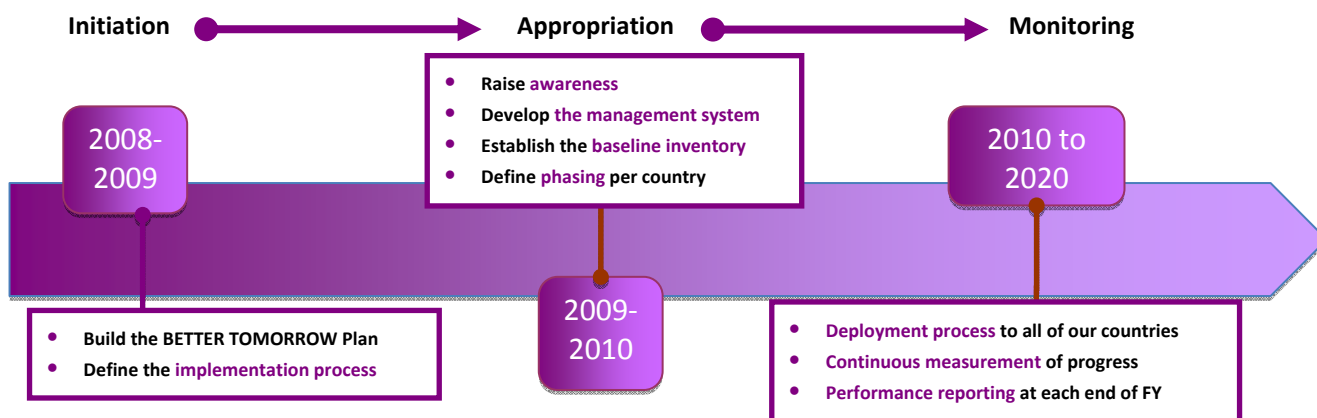
- Quantification of the strong base existing in many countries
- An ongoing stakeholder engagement process
- Progress milestones for 2012, 2015 and 2020
- Better Tomorrow champions in our countries
- Subject matter leaders and a network of subject matter experts
- A steering committee of representatives from the sustainability teams in our major countries
- A central project management office to support implementation and monitor performance.

Performance

We aim to demonstrate our commitment to action and the difference that we make. Given the geographic spread and complexity of business, we will report on performance in two parts.

- **PROGRESS KPIs:** firstly, we will measure and report progress KPIs at Sodexo Group level on the activities that form The Better Tomorrow Plan.
- **IMPACT KPIs:** Secondly, we will measure the impact of these activities on representative sites. These impact KPIs will be defined by the end of 2009. Over time, we aim to consolidate impact KPIs at country or regional level and then at worldwide Sodexo Group level.

Phasing



Implementation Process

The recommendations in The Better Tomorrow Plan implementation process aim to:

- Support our senior managers in implementing and promoting the plan
- Help our countries define a monitoring system to manage the plan
- Provide our teams with the tools and support necessary to deploy the plan
- Engage our employees so that they become the plan's best ambassadors
- Monitor and report the progress permanently.

Deployment of the Better Tomorrow Plan to our 80 countries and 33,900 sites will be achieved through 5 steps:

Awareness

To facilitate appropriation by our 380,000 employees, we will launch an internal and external communication plan.

- International Virtual Meeting for the 300 Top Managers
- Press conferences
- Raise awareness of the senior managers during executive committee meetings
- Group webinars for targeted audiences
- Cascading of the plan to all management teams
- Develop e-learning tools.

Management

To facilitate appropriation by our 380,000 employees, we help define a monitoring system to encourage innovation and benchmarking.

- Subject to be put on the agenda of executive committees and Function Working Groups (Supply Chain, Communication, ...)
- Create Corporate Citizenship committees across functions in the zones or countries
- Nominate a Better Tomorrow Plan implementation champion per zone or country
- Appoint Spokespeople in the countries
- Share Group tools to monitor the Better Tomorrow Plan
- Plan quarterly virtual meeting for Top 15 countries and virtual meetings every 6 months to cover all zones and activities
- Regular implementation review, qualitative and quantitative reporting (annual objectives, KPI report), coordination activities.

Inventory

We will make an exhaustive inventory of the existing situation on each site.

- Reference the 33,900+ sites
- Define the list of KPIs
- Plan a data conference campaign to present the process to countries
- Participate in an online auto-diagnostic and inventory
- Edit and analyze the local consolidation of data to establish the baseline for each KPI.

Baseline and Phasing

We will establish a baseline of the existing situation.

We will phase the progression per country to achieve the WE DO objectives between FY10 and FY12-15-20.

- In-depth analysis per country/region/activity
- Define actions, priorities, quick wins and targets by country and activity
- Set up objectives for each WE DO commitment from FY10 to FY12-15-20
- Consolidate globally the country objectives for each WE DO commitment at Group level
- Launch the collection campaign of FY10 KPI to collect yearly indicators.

Continuous Improvement

We will regularly review our performance and challenge our countries.

- Yearly review and update of targets
- Publication of our progress and impact KPIs
- Sharing our success stories permanently and disseminating our major key facts.

3. Our Performance

"During fiscal year 2009, we developed indicators to monitor the performance of our Corporate Citizenship actions. During fiscal year 2010, we will implement them in all countries and align them with our commitments. To monitor its progress on the Better Tomorrow Plan, Sodexo will strive to report progress regularly and accurately in order to ensure that the objectives set are achieved."

Roberto CIRILLO

Group Chief Operating Officer

CEO France, On-Site Service Solutions

Chief Strategy officer in charge of Strategy, Innovation, Brand and Communications

Member of the Group Executive Committee

■ SRI rankings

Sodexo's long-term Corporate Citizenship efforts have been recognized through the following external distinctions:

- **Sodexo was named 2009 global "Supersector leader" for its industry sector ("Travel & Leisure") by the Dow Jones Sustainability Index (DJSI), the fourth time the company has been so recognized.** Sodexo received an overall score of 86% by the ratings agency SAM (Sustainable Asset Management).
- Sodexo was included in the "Sustainability Yearbook 2010" and received two distinctions from SAM:



- **For the first time in 2010, Sodexo was selected for inclusion in the Covalence index** and ranked among the best ethical companies.
- The Group was also selected for inclusion in several rating indexes:
 - ASPIEUROZONE Index (VIGEO) since 2004
 - Dow Jones Sustainability World Index and Dow Jones STOXX Sustainability Index (Europe) since 2005
 - Business in the Community (BITC) Corporate Responsibility Index since 2007
 - ECPI Ethical Index Euro since 2008.

■ Awards

The external recognition of our commitments and initiatives in favor of sustainability has resulted in a number of awards in various fields throughout the world:

- | | |
|----------------------------|--------------------------|
| • Corporate responsibility | • Employer of choice |
| • STOP Hunger program | • Health and safety |
| • Local communities | • Service quality |
| • Diversity | • Leadership |
| • Environment | • Financial transparency |

Read more on:

→ http://www.sodexo.com/group_en/corporate-citizenship

→ 2009 DJSI REX Benchmark

→ Summary of awards presented to Sodexo

■ Key Performance Indicators

	Basis for consolidation	2006/2007	2007/2008	2008/2009
EXTERNAL BENCHMARKS				
DOW JONES SUSTAINABILITY INDEX (listed since 2005)				
World		Worldwide supersector leader	Sector Leader	Global supersector leader
STOXX				
ASPI Eurozone (VIGEO)				
		Member	Member	Member
SAM Group				
			Gold Class Sector Leader Sector Mover	Gold Class Sector Leader
Business in the Community (BITC)				
			Silver	Silver
ECPI Ethical Index Euro				
				Member
Fortune Global 500				
Largest employer in the world		22 ^e	22 ^e	22^e
Largest European-based employer in the world		6 ^e	6 ^e	7^e
Largest French-based employer in the world		2 ^e	2 ^e	2^e
IAOP Global Outsourcing 100				
TOP 100 World's Best Outsourcing Providers		5 ^e	4 ^e	3^e
WE ARE INDICATORS				
Respect Human Rights				
% of countries who have the Human Rights policy available in their national language NEW (1)	World			89.4%
% of countries who have published the policy on their intranet NEW (1)	World			82.1%
Professional and Personal Development				
Internal Promotion				
% of site manager positions filled through internal promotions	World	19.8%	21.9 %	22.8%
% of managerial positions filled through promotion of site managers or equivalent	World	22.8%	26.6 %	30.7%
Training				
Number of employees taking part in training programs	World	215 074	243 062	255 306

% of employees trained (number of employees trained / average number of employees)	World	63.4%	69.5%	67.9%
Employee engagement				
Group Employee Engagement Survey (every 2 years)	World		48% 50 countries	
Employee retention				
Employee retention rate	World	64.2%	61.5%	63.6%
Site manager retention rate	World	87.2%	84.3%	84.9%
Diversity and Inclusion				
Employee engagement				
Employees surveyed who responded that at Sodexo, employee diversity (age, gender, national origin, etc.) is valued for the differences these dimensions bring to the workplace	50 countries (97% of employees) every 2 years			
• On Site Service Solutions			79%	
• Motivation Solutions			81%	
Representation of women				
% of Women's representation in 300 Group Senior Leaders		16%	18%	18%
% of Women's representation in senior management		22%	23%	24%
% of Women in management positions NEW	World			43%
% of Women's representation in total workforce NEW				54%
Corporate Governance				
Number of women on the Board NEW			4	4
Number of non French nationals on the Board NEW			4	4
Number of Independent Directors NEW			6	5
Average attendance rate at Board meetings NEW			90%	88%
Health and Safety				
Food Safety				
Number of Independent Audits (Food and Occupational Health and Safety) (2)		5 921	6 085	12 316
Purchasing Compliance				
% of purchases from approved suppliers On the basis of vendor compliance (purchases from approved suppliers/ purchases from approved suppliers + purchases from competitor suppliers)	United States	95.5%	97.0%	97.0%
WE DO INDICATORS				
NUTRITION, HEALTH and WELLNESS				
Health and Wellness				
Number of countries who have ISO 14001, LEED or HQE certified sites	World	12	16	20

LOCAL COMMUNITIES

Fight against hunger and malnutrition

Number of countries who have implemented the STOP Hunger program	22	24	29
Number of STOP Hunger initiatives	229	298	362
Number of partnerships with NGOs and associations	153	223	237
Amount of financial donations	€ 2 686 362	€ 2 708 000	€ 2 151 000
Number of meals donated	721 044	725 000	711 000

Local community development

% of local recruitment	World	97%	97%	97%
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Sourcing of certified, fairly traded products

% in kg of certified fairly traded coffee NEW (3)			6.4%
		5	45
Number of sites implementing the Aspretto offer NEW			

ENVIRONMENT

Sustainable Supplies

Supply Chain Code of Conduct

% of countries who have a supplier code of conduct (4)	66%	90%	93.9%
% of total purchasing spend of suppliers who have signed a supplier code of conduct NEW (5)			68.5%

Sustainable Fish and Seafood

Number of certified products (MSC or other) listed in Sodexo catalogues NEW (3)			166
Number of MSC certified foodservice sites NEW (3)			263

Sustainable Equipment and Supplies

% of spend on sustainable chemicals as a % of total chemicals NEW (3)	2008 calendar year		35.7%
% of spend on sustainable paper disposables as a % of total paper disposables NEW (6)	2008 calendar year		98.2%

Energy and emissions

Head Office electricity consumption NEW	1 766 632 kWh	2 315 301 kWh	2 334 494 kWh
Head Office electricity consumption per m² NEW	393 kWh	382 kWh	296 kWh

Water

Number of sites which have implemented a water conservation program NEW (7)			3 651
Head Office water consumption NEW	1777 m3	2 804 m3	2 322 m3

Head Office water consumption per employee NEW	7.4 m3	9.5 m3	6.0 m3
Materials and Waste			
Organic Waste			
Number of sites where Used Cooking Oil is recovered (7)			10 918
Tonnes of UCO recovered NEW (8)			1 162
WE ENGAGE INDICATORS			
EMPLOYEES			
Nutritional awareness			
% of countries who have an information and training program on healthy eating habits for employees NEW			74.9%
CONSUMERS			
Nutritional awareness			
% of countries who have an information program on healthy eating habits for consumers	99%	98%	99.3%
Listening to Consumers' expectations			
Number of countries using the Personix methodology	25 countries	31 countries	32 countries
Personix penetration rate (number of sites audited with Personix // number of Corporate Services sites per country)	16.1%	13.9%	14.3%
(1) Basis for consolidation = 80% of Group revenues (2) Basis for consolidation = 2006/07, 2007/08 = North America; 2008/09 = 48% of Group revenues (3) Basis for consolidation = 76% of Group revenues (4) Basis for consolidation = 2006/07, 74%; 2007/08, 80%; 2008/09, 76% of Group revenues (5) Basis for consolidation = 68% of Group revenues (6) Basis for consolidation = 88% of Group revenues (7) Basis for consolidation = 77% of Group revenues (8) Basis for consolidation = 38% of Group revenues (9) Basis for consolidation = 78% of Group revenues (10) Basis for consolidation = 2007/08, 85%; 2008/09, 78% of Group revenues			

4. Our Better Tomorrow Organization

To manage the implementation of the Better Tomorrow Plan, Sodexo has developed a dedicated organization, management tools and a network of contacts in each country.

The Better Tomorrow Plan is a progressive journey based on continuous improvement initiated by the Group's Executive Committee and led by a Group Steering Committee.

A central project management team is responsible for co-ordinating the Plan and measuring performance. The Plan is supported by an internal network of 80 Better Tomorrow Champions nominated by each country.

Sodexo Board Of Directors – 13 Members

<p>Pierre Bellon Chairman and Founder of Sodexo Robert Baconnier Rémi Baudin Patricia Bellinger</p>	<p>Astrid Bellon Bernard Bellon François-Xavier Bellon Sophie Clamens Paul Jeanbart</p>	<p>Michel Landel Nathalie Szabo Peter Thompson H. J. Mark Tompkins</p>
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Sodexo Group's Executive Committee – 9 Members

<p><u>Michel Landel</u> CEO, Sodexo President, Executive Committee President, Sodexo STOP Hunger Association <u>Elisabeth Carpentier</u> Group Executive Vice President Chief Human Resources Officer <i>Human Resources and Internal Communications</i> <u>George Chavel</u> Group Chief Operating Officer CEO North America, On-Site Service Solutions (previously Food and Facilities management Services)</p>	<p><u>Roberto Cirillo</u> Group Chief Operating Officer CEO France, On-Site Service Solutions Chief Strategy Officer <i>Strategy, Innovation, Brand and Communications</i> <u>Pierre Henry</u> Group Chief Operating Officer CEO Motivation Solutions (previously Service Vouchers and cards) CEO South America, On-Site Service Solutions (previously Food and Facilities management Services) <u>Siân Herbert-Jones</u> Group Executive Vice President Chief Financial Officer</p>	<p><u>Philip Jansen</u> Group Chief Operating Officer CEO Europe, On-Site Service Solutions (previously Food and Facilities management Services) <u>Nicolas Japy</u> Group Chief Operating Officer CEO Remote Sites and Asia/Australia, On-site Service Solutions (previously Food and Facilities management Services) <u>Damien Verdier</u> Group Executive Vice President Chief Marketing Officer <i>Offer Marketing, Client Retention, Supply Chain and Sustainable Development</i></p>
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Better Tomorrow Steering Committee – 9 Members

Chaired by Damien Verdier

<p><u>Damien Verdier</u> Group Executive Vice President Chief Marketing Officer <i>Offer Marketing, Client Retention, Supply Chain and Sustainable Development</i> <u>Nicolas Bailleux</u> Sustainable Development and Quality Director <i>Sodexo France</i> <u>Neil Barrett</u> Global Vice President, Corporate Social Responsibility <i>Remote sites and Asia-Australia</i></p>	<p><u>Laurent Cousin</u> Group Senior Vice President Marketing Offer, Research and Development <u>Thomas Jelley</u> Corporate Citizenship Manager, Corporate Communications <i>Sodexo UK</i> <u>Dolores Larroque</u> Group Worldwide Co-ordinator for Sustainable Development</p>	<p><u>Lesley Sander</u> Group Sustainability Performance and Metrics Director <u>Arlin Wassermann</u> Vice President Corporate Citizenship <i>Sodexo North America</i></p>
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Global Network Of 80 Local Coordinators

C. Panorama of Our Progress During Fiscal Year 2009



WE ARE

The cornerstone of a responsible company

Sodexo's evolution has been rooted in a strong philosophy and respect for ethical values, which form the basis of our commitment to Corporate Citizenship.

- **Our roots**
 - Family's ship suppliers business
 - Creation in Marseilles in 1966
 - Pierre Bellon: a Corporate philosophy
- **Our beliefs**
 - Our company is the community of our clients, employees and shareholders
 - Organic growth in revenues and earnings: the only way to exceed their expectations
- **Our purpose**
 - Improve the quality of daily life
 - Contribute to economic, social and environmental development
- **Our core values**
 - Service spirit
 - Team spirit
 - Spirit of progress
- **Our ethical principles**
 - Loyalty
 - Respect for people
 - Transparency
 - Business integrity

WE ARE	
<p>"Our objectives, our core values, our ethical principles and our mission are the commitment that we all share and that unite all our teams."</p> <p>Pierre Bellon, Chairman and Founder of Sodexo</p>	
BUSINESS INTEGRITY	2007 - Sodexo adopted the Sodexo Statement of Business Integrity.
RESPECT FOR PEOPLE	<p>HUMAN RIGHTS 2008 - Group policy for the respect of human rights, which refers to Group codes of practice, charters and policies already in place.</p> <p>PROFESSIONAL AND PERSONAL DEVELOPMENT Group HR strategy and policies 2008 - Group initiative 'Employee Value Proposition' with a promise to its employees: 'Your future, so Sodexo'.</p>
	<p>DIVERSITY & INCLUSION 2005 - Creation of the Sodexo Global Diversity Working Group. 2007 - Clarification of Sodexo Global Diversity and Inclusion strategy vision. 2008 - Creation of the Diversity and Inclusion Global team. 2009 - Creation of the Sodexo Women's International Forum for Talent (SWIFT).</p>
SAFETY	2009 - Group Global Food Safety Policy
CORPORATE GOVERNANCE	<p>Each year, publication of:</p> <ul style="list-style-type: none"> Financial and Legal Information: financial performance and corporate governance Annual Report
<p>Sodexo will strive to report the progress regularly and accurately in order to ensure that the objectives set are achieved.</p>	

Values have been key to our culture and our commitment to making the world a better place for our stakeholders has smoothly matured since Sodexo's creation by Pierre Bellon in 1966.

Ensuring Business Integrity

"We have a responsibility to maintain the very highest standards in our business practices with our stakeholders."

*Pierre Henry
 Group Chief Operating Officer
 Chief Executive Officer, Motivation Solutions
 Chief Executive Officer South America, On-site Service Solutions
 Member of the Group Executive Committee
 Group Business Integrity Champion*

→ General Context

Sodexo employs 380,000 people on 33,900 sites in 80 countries. It is therefore essential to provide our teams with guidance and training to help them cope with a wide variety of different situations and to conduct business with irreproachable integrity.

→ How We Get There

Resources are being put into place to ensure compliance throughout the Group:

- Appointment of a Group Business Integrity Champion
- Creation of a Group-wide Integrity Council
- Internal communication related to business integrity
- Implementation of the policy through specific management training sessions
- Reporting to the Audit Committee twice a year
- A complaints process.

→ Phasing

2007 Sodexo adopted the Sodexo Statement of Business Integrity.

2008-2009 Training sessions were conducted with the top executive committees and all senior managers around the world.

→ Award Worldwide

In 2009, Sodexo was classified as one of the "World's most ethical companies" by the "Ethisphere" magazine among the 99 companies that were selected.

→ Best Practices

- **Group.** *Sodexo asks each Country General Manager to confirm that the members of their Executive Committee have signed the Group ethical principles. They are also required to provide a plan for cascading the information.*
- **North America.** *The company policy manual includes 4 main elements: an Ethical Conduct Policy written in 2002; a comprehensive program for the implementation of this Ethical Conduct Policy and in particular the use of an annual online Management survey; a Whistleblower Complaint Reporting Policy which allows all employees to alert their line managers if they have a doubt concerning practices relating to Accounting, Audit, Internal Control, Ethics, Security and Legal Matters; a Promise of Respect and Fair Treatment Policy. All the elements of the company policy are communicated to our employees on all our sites in North America.*

Read more on:

- http://www.sodexo.com/group_en/corporate-citizenship
- Sodexo Statement of Business Integrity
- Code of conduct for senior management

Respecting Human Rights

"It is essential for Sodexo, working in different regions throughout the world, to have solid ethical foundations to ensure that human rights are respected."

Damien Verdier
Group Executive Vice President and Chief Marketing officer in charge of Supply Chain & Sustainable Development
Member of the Group Executive Committee

→ General Context

As a global corporation and worldwide employer, Sodexo is committed to respecting the principles of the United Nations Universal Declaration of Human Rights. Throughout its activities and spheres of influence, the Group is committed to promoting the application of Human Rights in the workplace.

→ How We Get There

While Sodexo assigns responsibility for its Human Rights Policy to Senior Management, the Group optimizes the circulation of the policy and increases its implementation by:

- Translating it into national languages
- Raising awareness by putting the topic on the agenda of country Executive Committee meetings
- Cascading and publishing its policy on Sodexo websites.

→ Phasing

2008 Publication of a Group policy for the respect of Human Rights, which refers to Group codes of practice, charters and policies already in place.

2009 Focus placed on implementing the policy in all Group entities across our 80 countries.

2010 Regular monitoring of our progress and review of the policy as we gain experience in its implementation.

→ Performance

	Basis for consolidation	2008/2009
% of countries who have the Human Rights policy available in their national language NEW (1)	World	89.4%
% of countries who have published the policy on their intranet NEW (1)	World	82.1%

(1) Basis for consolidation = 80% of Group revenues

→ Best Practices

• **Chile.** *The correctional facilities of Rancagua have designed a program for female prisoners with children born in prison to sensitize the mothers, the parents and family members who will assume care of the children when they reach age 2 about their social and instructive role. The aim is to create the conditions required for the children to get the optimal life conditions.*

• **United States.** *The Office of Employment Rights (OER) has been in operation since 2003. Its central mission is to reinforce Sodexo's policies against discrimination, harassment, and retaliation in the workplace. In addition, the OER offers employees the option of internal mediation to resolve concerns.*

Read more on:

- http://www.sodexo.com/group_en/corporate-citizenship
- Code of conduct for senior management
- Group Human Rights policy

Professional and personal development

"Since Sodexo's creation, people have been at the heart of our philosophy. The wealth of our employees' talents – and differences – is our main strength."

Elisabeth Carpentier

Group Executive Vice President and Chief Human Resources in charge of Internal Communication

Member of the Group Executive Committee

→ General Context

With 380,000 employees, Sodexo is the 2nd largest French-based employer in the world, the 7th largest European-based employer in the world and the 22nd largest employer worldwide.

To meet our Ambition 2015 objectives, we want to be among the global companies most appreciated by their employees.

→ How We Get There

Employee Value Proposition

Deploy our Group initiative "Employee Value Proposition" with its promise to employees: "Your future, so sodexo", resulting from employee engagement surveys and in-depth studies carried out in France, the United Kingdom and the United States. The promise outlines Sodexo's commitments to our staff at key stages in their working life: recruitment, induction, day-to-day life, development and recognition of individual achievement.

→ Phasing

FY 2006 First international employee engagement survey.

FY 2008 Second engagement survey across the Group. 110,000 employees surveyed in 50 countries.

From 2009 Roll out the Employee Value Proposition.

→ Performance

	Basis for consolidation	2006/2007	2007/2008	2008/2009
Internal Promotion				
% of site manager positions filled through internal promotions	World	19.8%	21.9 %	22.8%
% of managerial positions filled through promotion of site managers or equivalent	World	22.8%	26.6 %	30.7%
Training				
Number of employees taking part in training programs	World	215 074	243 062	255 306
% of employees trained (number of employees trained / average number of employees)	World	63.4%	69.5%	67.9%
Employee engagement				
Group Employee Engagement Survey (every 2 years)	World		48% 50 countries	
Employee retention				

Employee retention rate	World	64.2%	61.5%	63.6%
Site manager retention rate	World	87.2%	84.3%	84.9%

→ Award Worldwide

A "Best Training Strategy" distinction received by the leading French National Association of HR Directors and the Federation of Training Professionals. A second distinction recognizes the success of the Vocational Rehabilitation Program in correctional facilities and for the rehabilitation of the incarcerated.

→ Best Practices

- **Group.** Sodexo has several initiatives to promote the development of its senior leaders, particularly through the Sodexo Management Institute that was created in 1992, such as "Fundamentally Sodexo", and CLIMB (Change Leadership Implementation Behaviour) since 2009.

Read more on:

- http://www.sodexo.com/group_en/corporate-citizenship
- 2009 Group Human Resources report
- Ethical Principles and Sustainable Development Contract, page 15

Committed to Diversity & Inclusion

"Globally, we are committed to building a comprehensive diversity strategy that creates an inclusive environment for all talents at every level of our organization."

*Rohini Anand,
Senior Vice President and Group Chief Diversity Officer
Member of the Group International Committee*

→ General Context

Respect for others is at the heart of our business, and diversity and inclusion are built into our mission, core values and ethical principles. Our people are our greatest asset and globally Sodexo is committed to employing the best-qualified people while valuing and promoting diversity within our workforce as a competitive advantage to drive our Group's growth.

→ How We Get There

To promote diversity and inclusion, Sodexo focuses on four areas of action to improve the representation of women, different generations, ethnic minorities and people with disabilities. The Group is striving to achieve three main objectives at the same time:

- recruit, develop and retain the best talent
- embed its commitment to diversity and inclusion in its entities, policies and practices and all levels in the organization
- be a global leader of Diversity & Inclusion and make it a competitive advantage.

→ Phasing

- 2005 Creation of the Sodexo Global Diversity Working Group.
- 2006 Clarification and formalization of Sodexo Global Diversity and Inclusion strategic vision.
- 2007 Creation of the Diversity and Inclusion Global team.
- 2008 Creation and cascading of the "Spirit of Inclusion" training in Europe.
- 2009 Publication of the first Annual Diversity & Inclusion Report
 Organization of training sessions on Diversity and Inclusion
 Third Global Inclusion Summit
 "Charta der Vielfalt in Germany" and "Charter de la Diversidad" in Spain
 Creation of the Sodexo Women's International Forum for Talent (SWIFT).
- 2010 Roll-out existing training sessions and create new ones
 Extend our mentoring program to other countries
 Continue our engagement through local Diversity charters and labels
 Extend our networks and continue to share best practices.

→ Performance

	Basis for consolidation	2006/2007	2007/2008	2008/2009
Employee engagement				
Employees surveyed who responded that at Sodexo, employee diversity (age, gender, national origin, etc.) is valued for the differences these dimensions bring to the workplace	50 countries (97% of employees) every 2 years			
· On Site Service Solutions			79%	
· Motivation Solutions			81%	
Representation of women				
% of Women's representation in 300 Group Senior Leaders		16%	18%	18%
% of Women's representation in senior management		22%	23%	24%
% of Women in management positions	World			43%
NEW				
% of Women's representation in total workforce	NEW			54%

→ Award

United States

Named #6 on the 2009 DiversityInc Top 50 Companies for Diversity® list and received the Trailblazer Award from the Women's Foodservice Forum (WFF).

Netherlands

Named #4 on the Top 50 employers in Diversity.

→ Best Practices

- **Australia.** Sodexo is constantly looking for new ways to encompass the indigenous population. Since 2008, we have pursued an Indigenous Employment Strategy, particularly by offering flexible work arrangements to people in this community. 10% of our remote site workforce benefits from this project. Partnerships are also created with local authorities to provide training for students with a view to recruitment.
- **Canada.** Sodexo has been working with the aboriginal community for over 20 years through partnerships, training and development programs. Aboriginals account for an average of 62% of the workforce at remote sites and as much as 95% on certain sites.
- **France.** For 10 years, Sodexo has supported "Employment for Disabled People Week" by participating in forums, job fairs and awareness actions throughout the country. The Group currently employs 600 people with disabilities, including 50 with severe handicaps, and trains more than 200 young handicapped persons in its kitchens within specialized institutions.
- **Netherlands.** In 2008, Sodexo offered more than a hundred people with disabilities a place to learn and work. As an example, in Rotterdam Sodexo operates a special four-star hotel, the Grand Hotel Philadelphia. Under the supervision of 4 Sodexo professionals, 20 people with disabilities work in housekeeping, food service, and bakery sales with a goal to find them a permanent job. www.grandhotelphiladelphia.nl
- **Sweden.** For nearly a year Sodexo has operated one of the largest restaurants in Stockholm. Restaurant Garnisonen's uniqueness is that its 35 employees are all people with disabilities. The success of the initiative has led to Sodexo employing people with disabilities in other areas.
- **United States.** Sodexo has launched 7 Employee Network Groups focused on ensuring a fully inclusive environment that provides opportunities for all employees to contribute to business success.
 - WiNG, Women's Network Group
 - SOL, Sodexo Organization for Latinos
 - AALF, African American Leadership Forum
 - PANG, Pacific Asian Network Group
 - SOAR, Sodexo Organization for disabilities Resources
 - PRIDE, People Respecting Individuality, Diversity, and Equality
 - The I-Gen Intergenerational Network Group to leverage multi-generational differences and commonalities for personal and professional growth.

Read more on:

- http://www.sodexo.com/group_en/corporate-citizenship
- 2008 Group Diversity report

Reducing Safety Risks

"Every day, millions of people rely on Sodexo to provide on site service solutions safely. As a global leader, we offer safe solutions that meet the needs of our consumers, even in extreme conditions"

Laurent Cousin

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

Member of the Group International Committee

→ General Context

As our clients increasingly expect integrated and global solutions, our international network of Quality, Health and Safety professionals are collaborating to ensure the safety of our consumers by seeing to it that our suppliers' products are of the highest quality with the best available level of traceability and by applying quality standards at our sites.

→ How We Get There

To ensure high safety standards at all our sites, we:

- implement our global food safety, security and hygiene policy throughout the Group
- harmonize our Facility Management HSE policies and define global standards
- develop and implement safety programs with our clients and suppliers
- define key indicators to monitor policy implementation and safety initiatives
- implement self-inspection, audit programs, incident responses, analysis and learning.

→ Phasing

2009 Launch of a Global Food Safety Policy.

2010 Deployment of a Global Incident reporting and Response system to improve our capability to manage food and occupational safety on an international basis.

Development of Global Facilities Management Safety Policies and standards.

→ Performance

	Basis for consolidation	2006/2007	2007/2008	2008/2009
Food Safety				
Number of Independent Audits (Food and Occupational Health and Safety) (2)		5 921	6 085	12 316
Purchasing Compliance				
% of purchases from approved suppliers				
On the basis of vendor compliance	United States	95.5%	97.0%	97.0%
(purchases from approved suppliers/ purchases from approved suppliers + purchases from competitor suppliers)				

(2) Basis for consolidation = 2006/07, 2007/08 = North America; 2008/09 = 48% of Group revenues

→ Award North America

The HSE Team received an "Excellence in Safety" Award from Summit Training Source for promoting health and safety in the workplace through innovative training methods and technologies.

→ Best Practices

- **Group.** *Sodexo maintains an effective working relationship with regulatory agencies, public health associations and industry to impact important decisions and maintain current knowledge of HSE laws and regulations.*
- **North America.** *The Risk Management team has developed a resource tool that is focused on Occupational Health & Safety. Formatted as a fiscal year 2010 calendar, this tool will be used by unit managers as a safety activities guide and safety culture assessment tool. Each monthly calendar page showcases important safety messages through drawings from Sodexo children, a safety talk that addresses key safety issues and behaviors, a Safety Behavior Check used as a behavior-based observation and feedback process and a safety tip. Days of the month display color coded icons that emphasize safety activities and reminders e.g. completing baseline safety audit, training, safety committee meetings, etc.*
- **Remote Sites and Asia-Australia (AMECAA).** *While the world in which we live has not become any more dangerous of late, corporate risk exposure continues to rise. Working as we do in at-risk countries, we must, with regard to our clients and the authorities in these countries, make an increased and enhanced contribution to the overall improvement of the security situation but also and above all, our corporate culture and values require us to ensure the best possible safety level for our staff. In this spirit, the Security and Crisis Management department has put in place a process whose stated mission is:*
 - *To plan for crisis situations and to manage them when they occur*
 - *To develop an information and prevention policy destined to travelers and expatriates*
 - *To reduce co-workers' exposure to risk.*

Corporate Governance

«The Board of Directors is a collegial body that represents all shareholders collectively. Each of its members are required to act in the interest of all shareholders and in the company's social interest under all circumstances. »

 **Pierre Bellon**
Chairman of the Board of Directors

→ How We Get There

Sodexo favors diversity and transparency within its Board of Directors. The Board of Directors has thirteen members appointed for three-year terms, including nine French citizens, two American citizens, one Canadian citizen and one British citizen. Four of them are women and five are deemed independent according to the established criteria.

To support its decision-making process, the Board has created three Committees, each with its own Charter. Their role is to examine specific issues ahead of Board meetings and to submit opinions, proposals and recommendations to the Board.

- Audit Committee
- Nominations Committee

▪ Compensation Committee

Sodexo has put in place a procedure for the systematic identification of major risks, designed to ensure that risks are evaluated and managed at the appropriate level within the organization. Measures to manage risks are implemented either at the local or the Group level, depending on their nature.

The internal control system is rooted in the Group's values and policies, as defined by its senior managers, and is implemented in each entity according to local conditions.

The risk identification process is carried out in parallel at the central level for the Group, and locally:

- the Group Executive Committee regularly updates its mapping of Group risks and submits it to the Audit Committee and the Board of Directors
- and, as part of the CLEAR program, the Chief Executives of the main Group entities identify the ten to fifteen main risks and rank them by order of importance, describe the controls in place in order to manage them, and evaluate their effectiveness.

These local evaluations are aggregated at Group level and submitted annually to the Audit Committee.

→ Performance

	2007/2008	2008/2009
Number of women on the Board <small>NEW</small>	4	4
Number of non French nationals on the Board <small>NEW</small>	4	4
Number of Independent Directors <small>NEW</small>	6	5
Average attendance rate at Board meetings <small>NEW</small>	90%	88%

Read more on:

→ http://www.sodexo.com/group_en/corporate-citizenship

FY09 Financial and Legal Information

WE DO

Through a process of stakeholder consultation, we have defined 3 key sustainability priorities and 14 commitments:

We will increase our level of performance in our sustainable development journey by engaging with our clients and our 380,000 employees to embed our commitments into our 80 countries or 33,900 sites		
3 Priorities		14 We Do Commitments
NUTRITION HEALTH & WELLNESS		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 provide and promote varied and balanced food options at all our clients' sites by 2012.
		We will provide and promote choices with a reduced intake of sugar, salt and fats at all our clients' sites by 2015.
LOCAL COMMUNITIES		We will fight hunger and malnutrition through our STOP Hunger program 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	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 & EMISSIONS	We will reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020.
	WATER & EFFLUENTS	We will reduce our water footprint in all the countries where we operate and at clients' sites by 2020.
	MATERIALS & WASTE	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.
Sodexo will strive to report the progress of its commitments regularly and accurately in order to ensure that the objectives set are achieved.		

Nutrition, Health and Wellness

Health and Wellness Solutions

"In our host countries, we strive to inform our customers about the benefits of a healthy and well-balanced life. We want all our clients and consumers to benefit from our health and wellness solutions."

*George Chavel
Group Chief Operating Officer
Chief Executive Officer, North America, On-site
Service Solutions
Member of the Group Executive Committee*

→ Sodexo 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.

→ General Context

The relationship between diet, physical activity and health is determinant for chronic diseases. Wellness is a driver to reduce absenteeism at the workplace and increase productivity.

→ How We Get There

- Develop innovative offers adapted to the market segments that improve health and wellness conditions in the facilities where we operate by:
 - offering services that facilitate healthy lifestyle choices of individuals (concierge services such as dry cleaning, kiosk, childcare, exercise coaching, ...)
 - improving air quality
 - improving acoustics and aesthetics
 - improving cleaning techniques and products.
- Promote these offers in the proposals we make to our clients

→ Phasing

2010	Inventory of existing programs, offers and references
2011	Creation of Group health and wellness solutions guidelines
2012-2015	Creation of new health and wellness offers
	All countries deploy health and wellness solutions offers

→ Performance

	Basis for consolidation	2006/2007	2007/2008	2008/2009
Number of countries who have ISO 14001, LEED or HQE certified sites	World	12	16	20

→ Best practices

- **China.** Sodexo has developed an innovative, easily accessible well-being offering called "Live & Work Well at Nokia" to improve the quality of personal and professional life for employees of Nokia China. The Hub, staffed by

health, fitness and hospitality professionals, proposes personalized counseling, treatments and exercise equipment for fitness and health.

- **Sweden.** *Matsmart by Sodexo is a new concept that aims to improve the surroundings on our food service sites. Providing a relaxing atmosphere for consumers by reducing noise, providing relaxing lounge chairs and decoration, etc. MatSmart helps improve well-being while also emphasizing the choice of food products and promoting the use of seasonal products.*
- **United States.** *ToLive solution offers a set of solutions to manage the needs of employees while allowing the employer to focus on their core business.*
 - *Health and wellness tools and resources leading to higher employee productivity and lower health insurance costs*
 - *Worklife effectiveness resources like a virtual concierge to improve productivity*
 - *Best practice sharing and expert consultation.*
- **Finland.** *Started in 2006, the Feeling Good campaign provide information and advice to consumers on 3 different themes:*
 1. *Nutrition: inviting consumers to compose nutritionally balanced meals*
 2. *Physical wellbeing, promoting physical exercise and good sleep*
 3. *The environment, reminding consumers about the advantages of a pleasant interior, fresh air and taking care of the environment.**The campaign has been launched in 400 Sodexo restaurants throughout the country.*

Varied and Balanced Food Options

→ Sodexo Commitment

We will provide and promote varied and balanced food options at all our clients' sites by 2012.

→ General Context

Nutrition is a foundation for health and development. Better nutrition means stronger immune systems, less illness and better health. 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.

→ How We Get There

- Review and modify our menus to ensure that our food offer promotes a varied and balanced diet and helps our clients and consumers to reduce the risk of obesity by:
 - Promoting the daily consumption of vegetables and fruits
 - Encouraging the consumption of high fibre products
 - Offering a varied choice of protein and calcium source products
 - Offering plenty of liquids.
- Make vegetarian or vegan solutions available for our client offers
- Work with our sites to ensure that the appropriate menus and recipes are implemented
- Develop and investigate partnerships to help find solutions that manage specific needs and main allergies
- Train our staff to be able to advise and inform our consumers
- Provide access to nutritional advice via web or hotlines.

→ **Phasing**

- 2010 Inventory of existing internal programs, offers and references
- 2010 Group Guidelines for Varied and Balanced Food Options are finalised and communicated
- 2012 Access to nutritional advice is available for all consumers
- 2012 All sites have implemented at least one action from the defined list

→ **Award**

The Netherlands

Since 2007, Sodexo is the first caterer in the Netherlands to become 'Healthy Food Choices Programme' certified.

→ **Best Practices**

- **Europe.** *Developed for company restaurants in 2006, Sodexo's Vitality offer is now available at more than 500 sites in Europe. The concept, adapted to the varying tastes of each country, is simple: raising consumer awareness about the importance of a healthy and balanced diet and thereby contributing to their general wellbeing.*
- **United States.** *In 2009, Sodexo became the first food service provider to sign the "Alliance for a Healthier Generation's School Beverage and Competitive Food Guidelines" to reduce childhood obesity significantly by 2015. Sodexo is committed to offering healthy snacks and drinks such as 100-Calorie snack packs, low-fat yogurt and 100% fruit juice at cafeterias and in vending machines in 470 school districts and the 2.8 million daily school meals we serve.*
- **Asia-Pacific.** *Developed in Australia and now adopted in Singapore, China (Hong-Kong), Malaysia and India, Nourish is a food offer composed of balanced menus for schools, with a consistent program of nutritional information for pupils and their families.*
- **Worldwide.** *NATURAL! is a food and beverages concept created in Spain and transferred to France, Italy, Finland, Singapore, China, United States, Russia and the Netherlands. This concept is aimed at transmitting the benefits of fruit and how they help the metabolism. Natural! has 6 classifications for all the recipes: Protector, Energizer, Rejuvenator, Slimmer, Antistress and Desintoxicator, all of them based on 100% natural products, with no concentrates or added sugar. Also concerned with the environment, Natural! uses biodegradable packaging.*
- **Continental Europe.** *13 major action areas contributing to the fight against obesity have been identified and divided into 3 categories: improving eating habits, improving consumer knowledge about food and encouraging physical exercise. Sodexo is committed to ensuring that every consumer at each site benefits from at least 3 of the 13 actions every day. 2,350,000 consumers benefit from our commitment to offer vegetables every day through 36 different programs.*
- **Poland.** *In February 2009, Sodexo has created a specific vegetarian program aimed at diversifying vegetarian meals, increasing consumers' awareness and their food choices. The program has been implemented in 80% of Sodexo's restaurants in Poland (50 sites).*
- **Hungary.** *Launched in January 2009, Sodexo Vitál Klub is an online club dedicated to Sodexo meal vouchers beneficiaries. This web platform gives them the opportunity to get practical information (advice, healthy recipes, news...), discounts and a restaurant search engine.*

- **Luxembourg.** Sodexo and Grosbusch et Fils, the leading fruit and vegetables supplier in Luxembourg, have developed a concept called Fruit@Office which is a fresh fruit delivery service for companies. The Fruit@Office box, made from recycled cardboard, contains 35 fresh, in season fruits. Currently, 2,000 clients benefit from this service.
- **Romania.** Sodexo has implemented "Nutrika for All", a nutritional program aimed at stimulating a healthy diet throughout the Romanian population. Under the 'Nutrika for All' umbrella, Sodexo is currently developing 4 programs which are intended to support a healthy diet for different categories of the population.
- **Spain.** Launched in 2008, EducEating is a school canteen decoration project. It uses school canteens as a platform to develop healthy eating habits among pupils aged 3 to 12 years old. A mascot has been created (a blue star) to transmit messages in a friendly manner and raise awareness on the importance of a balanced diet and physical activity.
- **United Kingdom and Ireland.** Healthwise is a philosophy that is supported by a guide that helps our chefs, catering managers and staff to achieve healthier practices in choosing and preparing food. Healthwise frames Sodexo's approach to achieving and maintaining a healthier balanced lifestyle in all the business sectors that we operate in.
- **North America.** The Your Health Your Way, On The Go vending program offers a wider variety of healthy snacks and beverages in vending machines that adhere to strict nutritional guidelines. This makes it easier for millions of working Americans to snack healthier while on the job.

Salt, Sugar and Fats

→ Sodexo Commitment

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

→ General Context

The populations of many countries 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. High intakes of sugar, salt and fats are linked to obesity and chronic diseases.

Nutritional recommendations are to:

1. Limit energy intake from total fats
2. Shift fat consumption away from saturated fats to unsaturated fats and to the elimination of trans-fatty acids
3. Limit the intake of free sugars
4. Limit salt (sodium) consumption from all sources
5. Ensure that salt is iodized.

→ How We Get There

- Work with our suppliers to:
 - eliminate products containing added trans fats (partially hydrogenated vegetable oils)
 - reduce the use of saturated fats
 - review the sugar and salt content of the products we buy.
- Work on our recipes to:
 - reduce the use of saturated fats
 - review the sugar and salt content of the meals we make.

- Work with our sites to:
 - ensure that these menus and recipes are implemented
 - encourage our consumers to adjust their consumption of fats, salt and sugar.

→ **Phasing**

- 2010 Inventory of existing internal programs, offers and references
- 2010 Group Guidelines for Salt, Sugar and Fats are finalised and communicated
- 2011 All Group Offers respect the Group Guidelines
- 2012 All products available through Global suppliers comply with Group guidelines
- 2015 All menus, recipes comply with Group Guidelines
- 2015 Zero added trans fats in all products

→ **Award**

United Kingdom / Scotland

The Healthliving program, joint collaboration between NHS Health Scotland and the Scottish Government, helps Scots towards a healthier diet by accrediting catering outlets that meet strict criteria such as low levels of saturated fat/salt for children. Our 40 Sodexo sites, including the Glasgow Sheriff Court, Gilbert Bain Hospital and the Scottish Parliament itself, received accreditation in 2007-2008.

→ **Best Practices**

- **Europe.** *As part of our continued effort to improve the nutritional value of the products we use, we have worked with the European subsidiaries of one of our major global suppliers to improve the nutritional value of our soups, sauces and bouillons. This has resulted in a reduction in the salt and fat content of the sauce bases that we use.*
- **Italy.** *During the "National Week to Reduce Salt Intake and Promote Iodized Salt", Sodexo displayed posters at 340 sites to raise the awareness of consumers on this topic. Between 2005 and 2008, Sodexo recorded a 7% increase in the use of iodized salt at its restaurants.*
- **Australia.** *The Smartfuel program focuses primarily on identifying healthy eating options such as low fat, low saturated fat and low salt meals. Smartfuel is currently implemented in Sodexo's Defense, Remote Sites and Corporate Services segments at more than 44 locations serving over 3,000 meals daily.*
- **Finland.** *Launched in 2005 in 20 schools, the Healthy Snack Pass campaign aims at teaching children to eat correctly and at fighting against bad eating habits. A Healthy Snack Pass is sold to students to buy snacks from Sodexo's daily selection. Each snack they buy gives them a stamp in their pass and 10 stamps give them a snack for free. Selected products pay special attention, besides taste, to the amount of fat and its quality and to the amounts of sugar, salt and fibers. To date, Sodexo has sold between 3,000 and 4,000 passes per year and the goal is to increase the amount to 5,000 passes per year in 30 schools.*
- **Netherlands.** *In 2007, Sodexo was the first caterer in the Netherlands to become 'Healthy Food Choices Programme' certified, a program launched in 2006 by several manufacturers and supermarkets to help consumers make healthier choices. With a "Choices" logo affixed on some 3,000 food products, consumers are provided with information and encouraged to eat healthier food. To this end, Sodexo products are modified or developed to contain less salt,*

saturated fat or added sugar. To get the right message across, 583 Sodexo employees have been trained within the 360 certified restaurant locations.

LOCAL COMMUNITIES

Fight hunger and malnutrition (STOP Hunger)

"Thanks to our presence in 80 countries and to the mobilization of our 380,000 employees, we have been able to engage our partners and local communities in our action to fight against hunger and malnutrition."

Steve Brady

Senior Vice President Corporate Communications, North America, in charge of the Global STOP Hunger program

→ Sodexo Commitment

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

→ General Context

1 billion people in the world don't get enough food and more than 2 billion suffer from malnutrition (source: The State of Food Insecurity in the World, FAO 2009 report). Every day, 25 000 children die from malnutrition. However, the planet produces enough resources to feed the entire population. In 2050, our planet will be inhabited by 9 billion people and food needs will be continuously increase. It is therefore necessary to continue to develop specific programs to fight against hunger.

→ How We Get There

- Increase awareness of hunger and its impact in countries where we operate by:
 - Informing our stakeholders (including our employees) and all of our community members of the current situation
 - Participating in external forums and sharing ideas and solutions.
- Implement the STOP Hunger program in all the countries where we operate by engaging our employees, customers, clients, suppliers, and communities through the following:
 - Encouraging volunteerism
 - Sharing Sodexo knowledge and expertise with hunger relief organizations
 - Collecting and donating food and equipment
 - Collecting funds and making financial donations.

→ Phasing

2015 Half of our countries have deployed the STOP Hunger program

2020 All our countries have deployed the STOP Hunger program

→ Performance

	2006/2007	2007/2008	2008/2009
Number of countries who have implemented the STOP Hunger program	22	24	29

Number of STOP Hunger initiatives	229	298	362
Number of partnerships with NGOs and associations	153	223	237
Amount of financial donations	€ 2 686 362	€ 2 708 000	€ 2 151 000
Number of meals donated	721 044	725 000	711 000

Countries Participating in the STOP Hunger Program

1	Argentina	10	France	19	Morocco	28	United Kingdom
2	Australia	11	Germany	20	Netherlands	29	United States
3	Belgium	12	Hungary	21	Norway		
4	Brazil	13	India	22	Peru		
5	Canada	14	Ireland	23	Poland		
6	Chile	15	Luxembourg	24	Romania		
7	Colombia	16	Madagascar	25	Russia		
8	Czech Republic	17	Malaysia	26	Spain		
9	Finland	18	Mexico	27	Turkey		

→ Awards

Czech Republic

Sodexo was recognized as "Company of the Year 2008" by the French-Czech Chamber of Commerce which elected STOP Hunger as the most original program from the area of Corporate Social Responsibility (CSR). The Chamber of Commerce recognized their employee volunteer days for elderly people in hospitals.

Germany

In October 2008, Sodexo was presented with an award by the German Minister for Family, Ms. Ursula von der Leyen, for its dedication to the Deutsche Tafel, their national hunger relief partner. Sodexo has provided food safety training and financial donations to the organization.

United States

Sodexo was honored by Los Angeles Regional Food Bank with the Partners Making a Difference Award in December 2008 for their impact in fighting hunger in Los Angeles. The award highlighted both financial donations from the Sodexo Foundation and for their role in partnering with the food bank to provide free nutritious summer lunches as part of Sodexo's Feeding Our Future program.

→ Best Practices

The Sodexo Servathon is a global event that takes place every year in April within the scope of the STOP Hunger program. Initiated in the United States in 1997, the month-long event engages Sodexo employees to join forces and fight hunger in their local communities through volunteer and fundraising activities. In 2009, 20 countries participated in Servathon, with 35,000 Sodexo employees participating worldwide, working to collect 100 tons of food.

A sample of Sodexo Servathon Activities:

- in Colombia, dozens of volunteers provided support to a food bank in Bogotá to help manage the distribution of over 900,000 products and teams held a food safety class for food bank workers
- in the United States, employees collected large stocks of food for hunger relief organizations as well as the equivalent of €59,000 in donations for the Sodexo Foundation United States

- at Sodexo headquarters in Issy-les-Moulineaux, France, the 400 employees gathered more than 4,000 food and hygiene products for donation to a local food bank to help community families in need
- Moscow employees held a fundraiser selling special STOP Hunger bags and raising €1,500, while also donating food and equipment
- in Malaysia, teams cooked, packed, and delivered 400 meals for volunteers of organizations that support the hungry and underprivileged.

Read more on:

- http://www.sodexo.com/group_en/corporate-citizenship
- STOP Hunger brochure
- STOP Hunger Video

Local Community Development

"The services we provide within the scope of our clients' projects, in the mining and energy sectors for example, lead us to operate in host countries where it is key for all stakeholders to maximize a project's positive impacts to benefit local communities."

Nicolas Japy

Group Chief Operating Officer

Chief Executive Officer, Remote Sites, and Asia/Australia, On-site Service Solutions

Member of the Group Executive Committee

→ Sodexo Commitment

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

→ General Context

1/4 of the world's population is living on less than \$1 a day and at least 80% of humanity lives on less than \$10 a day. (source: www.globalissues.org). The mobilization of local communities in combating unemployment and poverty is crucial. Companies must ensure that local communities benefit from the economic and social development opportunities that their presence implies.

→ How We Get There

- Support the development of small businesses in the communities where we operate by:
 - Sharing knowledge and expertise to professionalize local partners
 - Providing business opportunities.
- Promote local employment in the cities, the regions and countries where we operate
- Support social initiatives within communities such as:
 - Promoting actions to support education and health in local communities
 - Developing a local reintegration policy for people in economic and social difficulty
 - Responding to food crises.

→ Phasing

2010 Targets and phasing to be defined locally. Emerging countries and developed countries will have different priorities

2010 Group Local Community Development Guidelines

2012 Creation of an accreditation for local business partners

2015 All countries have developed local community development championing initiatives

→ Performance

	Basis for consolidation	2006/2007	2007/2008	2008/2009
% of local recruitment	World	97%	97%	97%

→ Award

Canada

Every year since 2003, Sodexo has been awarded the Gold PAR certification with the Progressive Aboriginal Relations (PAR) program, created by the Canadian Council for Aboriginal Business (CCAB) to recognize partnerships that support fair, harmonious relations with local indigenous communities.

→ Best Practices

- **Remote sites.** *Sodexo Remote Sites offers a Sustainable Community Content program called "Xchange". In partnership with local institutions and NGOs, Sodexo hires and trains local workers and establishes local supply chains.*
- **Peru.** *Sodexo strives to procure products and services in the localities where it operates. The Sodexo Association for Sustainable Development identifies local companies and producers and helps them progress through training and technical assistance in hygiene, health and management. Once their products meet Sodexo standards, they are certified to sell their products to all Sodexo sites and in other markets.*
- **Madagascar.** *At Fort-Dauphin, 92% of our employees, including the managing team, are from the local region, with 43% of them being female workers. Sodexo also partnered with a number of regional associations to create programs for assisting local producers in meeting our procurement needs in the mining sector. Since September 2008, 56% of our fruit and vegetable purchases are produced by the farmers we support in the region, representing more than 140 tons of goods.*
- **Peru.** *We operate an education centre that provides about 200 young people hands-on training and marketable job skills in hotel and catering management. Since 2000, 800 young men and women from local communities have been trained in catering, restaurant services, housekeeping, laundry and maintenance (carpentry, plumbing, electricity and masonry). Among them, 500 have been employed by Sodexo at mining sites and 300 have been hired by diverse mining operations, restaurants and hotels of the region and managers having benefited from our international management training programs even go on to establish their own micro-enterprises.*
- **Angola.** *Sodexo supports the growth of local fruit and vegetable production by being one of the top purchasers from Wako Kungo, a local farming joint venture. During the war, the agriculture sector was devastated. Bridges, roads and railways were blown up, so locally grown food could not be transported to where it was needed. "Aldeia Nova project" helps more than 600 families from the local population to be educated in modern agricultural methods. Sodexo supports this initiative by purchasing an average of 150 tons per year, representing an annual purchasing value of US\$ 660,000.*
- **United States.** *Sodexo is committed to providing small businesses and minority- and women-owned companies with growth and development opportunities. Every year, Sodexo continues to increase the number of small and minority- and women-owned business enterprises that provide us with products and services that meet our high standards of quality, competitive pricing, and service. We currently partner with 1,859 diverse suppliers in the United States. In 2008, Sodexo's diversity spend increased by more than 10% and we established 14 new contracts with diverse*

vendors. We also hosted a WMBE Industry Day to connect minority vendors with decision-makers.

Products Purchased From Fairly Traded Certified Sources

"Sodexo is proud to actively support fair trade, thereby helping local producers and contributing to the economic and social development of communities."

Damien VERDIER

Group Executive Vice President and Chief Marketing officer in charge of Offer Marketing, Client retention, Supply Chain & Sustainable Development
Member of the Group Executive Committee

→ Sodexo Commitment

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

→ General Context

In emerging countries, farmers' livelihoods are at the mercy of fluctuating crop prices. The international Fairtrade® system guarantees farmers a long-term fixed price for their crop. More than 7.5 million people across 59 emerging countries have benefited from it. Over the last 26 years since its creation, Fairtrade® products have gone from marginal to mainstream. 3,000 certified products are now available and sales continue to increase. There are also other ethical labels, such as the Rainforest Alliance.

→ How We Get There

- Work with recognised international and local organizations to identify the list of potential fair trade products
- Develop permanent offers and promotional activities including fair trade products
- Source certified fair trade products
- Help suppliers whose development we support in countries where we operate to achieve accreditation.

→ Phasing

2010 Inventory of existing internal programs, offers and references

2010 Group Fair Trade Practice Guidelines are defined and communicated

2015 All countries have promotions and offers that include fair trade products

→ Performance

	2007/2008	2008/2009
% in kg of certified fairly traded coffee NEW (3)		6.4%
Number of sites implementing the Aspretto offer NEW	5	45

(3) Basis for consolidation = 76% of Group revenues

→ Award Belgium

In May 2009, Sodexo took part in the 3rd edition of the Fairtrade@Work event, a Max Havelaar initiative, and received the Fairtrade@Work award.

→ Best Practices

- **Worldwide.** Sodexo is implementing the “Aspretto” offer of 100% natural tea and coffee sourced from local markets accredited by international recognized fair trade organizations. 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. Sodexo donates part of the price of each cup of Aspretto coffee or tea – 8,000 tons of coffee per year purchased, more than one billion cups served – to STOP Hunger.
- **Belgium.** Sodexo has referenced 150 fair trade-certified products including coffee, tea, fruit juices, chocolate and rice. An assortment of fair trade products is used in hot and cold dishes at nearly 40 restaurants, stands and vending machines. In 2009, Sodexo participated in the 3rd edition of Fairtrade@Work Week, serving 20,000 meals per day that featured fair trade menus and products.
- **Vivabox.** A Sodexo subsidiary, Vivabox distributes gift boxes in 4 countries. In Belgium, Vivabox partnered with Oxfam-Fairtrade, the Belgian reference in fair trade food produced in keeping with human rights and environmental protection principles and guaranteeing producers a decent living. In France, Vivabox proposes a “Protect Our Planet” gift box, which includes a donation to an environmental protection association selected by the recipient from a prepared list.
- **Sweden.** Sodexo has made an agreement with its supplier Kraft Foods to offer consumers certified coffee by Rainforest Alliance and the Swedish organization Krav. One part of the agreement is that five cents is donated to promote fair trade for each kilo of certified coffee purchased. Our purchase of certified coffee is increasing rapidly, from 6.6% in 2007 to 20.5% in 2009.
- **Finland.** Sodexo offers consumers Lipton Rainforest certified tea in its sites. The sustainable value of the tea has been promoted at sites by using table speakers and posters.
- **Netherlands.** In cooperation with our wholesaler (Deli XL) Sodexo has taken many products (bananas, coffee, tea etc.) in their assortment with the Max Havelaar Foundation label; Chiquita bananas (Rainforest alliance) and good origin coffee DE. 100% of the bananas we purchase are organic and fairly traded, with 98% certified by Rainforest Alliance (purchased from Chiquita) and the other 2 % provided by Max Havelaar. Our fair trade assortment is growing with new products such as ice, tea, cookies, wine and sugar.
- **France.** During the 2009 edition of the « Two weeks of Fair Trade », Sodexo organized the operation « 2 products bought = 1 planted tree » in collaboration with Alter Eco, in 70 restaurants across the country. 5000 native trees are going to be planted in the Alto Huayabamba region in Peruvian Amazonia, as part of an Amazonian sustainable reforestation program. Teaks, mahogany trees, cedars and eucalyptus will soon complete the Selva, thus preserving the region's environment and biodiversity.

Sustainable Supplies

Supply Chain Code of Conduct

"We aim to improve supply chain transparency at category level by working more closely with manufacturers and producers."

Damien Verdier

Group Executive Vice President and Chief Marketing officer in charge of Offer Marketing, Client retention, Supply Chain & Sustainable Development

Member of the Group Executive Committee

→ **Sodexo Commitment**

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

→ **General Context**

Engaging the supply chain is seen as a major step towards a sustainable production system. Supplier Standards signed by suppliers help companies ensure that satisfactory labor and environmental conditions are applied for the provision of services. Verification by the company itself or by independent third parties ensures the enforcement of the Standards by the supplier.

→ **How We Get There**

- Review and improve existing Group Supply Chain Standards related to nutrition, food safety, environment, human rights, labour standards, general business ethics, transparency, contaminants and additives
- Revise the Group Supply Chain Code of Conduct
- Increase the share of purchasing spend with upstream suppliers
- Roll out an audit program with tracking of results and implementation of action plans.

→ **Phasing**

- 2010 Inventory of existing internal programs, offers and references
- 2010 Group Sustainable Supply Chain revised Code of Conduct is agreed and communicated
- 2011 Develop Group Guidelines for Supplier Audits to ensure supplier compliance with these standards
- 2012 All international suppliers have accepted the Code of Conduct
- 2014 All international suppliers are audited to the revised Standard
- 2014 A tool is available to share audit results between countries
- 2015 All 1st tier or priority 1 suppliers are audited to the revised Standard

→ **Performance**

	2006/2007	2007/2008	2008/2009
% of countries who have a supplier code of conduct (4)	66%	90%	93.9%
% of total purchasing spend of suppliers who have signed a supplier code of conduct NEW (5)			68.5%

(4) Basis for consolidation = 2006/07, 74%; 2007/08, 80%; 2008/09, 76% of Group revenues

(5) Basis for consolidation = 68% of Group revenues

→ Award Worldwide

Sodexo ranked number three of the Global Outsourcing 100 as one of the best companies in the “Facility Services” category as well as in the “Health Care” industry.

→ Best Practices

- **France.** Many major suppliers are ISO 14001-certified, while others have signed environmental charters. Our purchasing department in France has obtained ISO 9002 certification since 1995 and achieved ISO 9001:2000 certification in 2001. In 2008, Sodexo conducted a survey of 150 suppliers with a 82% response rate to identify which suppliers are the leaders in sustainable development. The suppliers received a report of their performance and a benchmark compared to other suppliers.
- **United Kingdom.** Sodexo expect all suppliers to comply with our Supplier Code of Conduct, which they must sign. We send questionnaires to potential suppliers and core suppliers receive an annual survey containing questions about diversity and inclusion and environmental issues. If a supplier fails to make the required improvements, we terminate their contract.

Local, Seasonal or Sustainably Grown or Raised Products

→ Sodexo Commitment

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

→ General Context

Agriculture is responsible for significant greenhouse gas emissions, water consumption, pollution and deforestation. Agriculture potentially harms health through the use of pesticides, fertilizers and antibiotics. Sustainable agriculture includes conservation and preservation, biodiversity, social justice and economic viability.

→ How We Get There

- Work to increase the use of products meeting the Group Sustainable Agriculture Standard throughout our business by
 - Revising our sourcing policy to include local products for appropriate categories
 - Training our buying teams and including sustainable agricultural practices in our selection criteria
 - Reviewing our menus and recipes to align them with the products available each season
 - Eliminating the use of palm oil used for cooking from our kitchens
 - Working with suppliers to reduce the palm oil content of our products and use only RSPO certified palm oil.

→ Phasing

- 2010 Inventory of existing internal programs, offers and references
- 2010 The Group Sustainable Agriculture Standard is agreed and communicated
- 2011 Our Supply Chain and Marketing & Operations teams are trained to implement the standard
- 2012 All Group Offers comply with the Standard
- 2012 All countries have offers which are aligned with seasonal sourcing
- 2015 All countries have menus, recipes and products which respect the Group Standard

→ Awards

Belgium

In April 2008, Sodexo received the « Good Egg Awards » from GAIA and its English counterpart CIWF (Compassion In World Farming). Sodexo is the first caterer in Belgium to stop using eggs from battery-farmed hens in its offer.

→ Best Practices

- **United Kingdom.** Sodexo is the first food services company to promote "Red Tractor" certification for produce grown or raised in the UK, providing assurance of governance and traceability from farm to fork. This assurance scheme symbolizes high levels of food safety and ensures that only EU-approved agrochemicals and fertilizers are used. Red Tractor-approved milk and meat are included in Sodexo catalogues.
- **North America.** Sodexo develops its local sourcing by matching local farms to distributors using a database that features more than 600 farmers. In addition, Sodexo requires that our regional produce distributors purchase locally grown produce.
- **Belgium.** Since 2008, Sodexo has used only farm fresh eggs in its 1,200 restaurants and all eggs from battery-farmed hens have been eliminated from our offer, which concerns about 1 million eggs per year.
- **Netherlands.** In 2007, Sodexo introduced the sustainable catering concept 'Fair2Food' for the 30,000 students at the Higher Education School of Management Utrecht. The concept's focus is on healthy, organic and fair food with the emphasis on fresh products, trendy signing, clothing, narrowcasting and interior. Since 2005, we offer only organic milk under all our school contracts. The percentage of organic products in our purchase spend is growing slowly, from about 1% beginning of 2007 to 10% in 2009. Sodexo offers some clients a food offer which is up to 40% organic.
- **United Kingdom.** All our Fresh produce is either GlobalGAP or EurepGAP certified. This ensures that the product is produced using "Good Agricultural Practice". The EurepGAP standard is primarily designed to maintain consumer confidence in food quality and food safety. Other important goals are to minimize detrimental environmental impacts of farming operations, optimize the use of inputs and to ensure a responsible approach to worker health and safety.
- **United Kingdom.** Sodexo's sustainable procurement policy was developed in line with Department for the Environment, Food and Rural Affairs–Defra's guidelines, sourcing UK-grown produce whenever possible. All our Bramley apples sourced through Pauleys are British, as are 93% of our potatoes and at least 80% of our carrots, leeks, parsnips, cabbages and cauliflowers. However, not every product can be grown locally; there is a limited range and, even then, certain produce will not be available all year round.
- **Ireland.** Sodexo is among early adopters of the new Bord Bia 'Quality Assurance Scheme' for meat, eggs, fruit and vegetables. The marque identifies fresh food as having been produced to the highest standards and its origins can be traced all the way back to the farm. Thus, beef, pork and lamb are all sourced through two major suppliers who buy meat directly from local farmers. We work in partnership with suppliers to ensure consumers get the freshest and best-in-season produce, which is locally sourced wherever possible.
- **Italy.** Sodexo has worked on the improvement of organic food consumption in 120 Education sites. According to Sodexo's Observatory on Food Consumption, organic food consumption went from 21% of total food eaten in 2007 to 26 % in 2008. Fruit and vegetables represent the largest volumes (respectively 29% and 21% of the total of this food group in 2007 – 36% and 26% in 2008) although the highest percentage concerns eggs (33% in 2007, 47% in 2008).
- **France:** Sodexo launched an innovative initiative to enable school cafeterias in the city of Brest to source organic produce from local farmers. Today, 20% of the products that

Sodexo serves to 5,500 Brest schoolchildren are sourced from organic farming. However, local organic production remains insufficient to meet future needs and supply the 900,000 meals prepared each year. To encourage local producers to convert to organic production, Sodexo partnered with the city, local associations and specialist distributors so that farmers are not adversely affected by declining yields as a result of their conversion to organic farming. Specifically, Sodexo and the city have committed to maintain farmers' revenue by buying their produce at a price equivalent to that of organic products until the products can be labeled AB.

Sustainable Fish and Seafood

→ Sodexo Commitment

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

→ General Context

Fish and seafood consumption has tripled over the last 30 years and nutritionists recommend that consumers should eat at least two portions of fish a week. The world's oceans are being seriously over fished, some species are in danger of extinction and more than 75% of fish stocks are fully exploited, depleted or overexploited. Modern intensive fishing methods are often wasteful and in addition 7.3 million tonnes of fish are thrown back into the sea dead each year. Aquaculture (farmed fish) can be a solution on condition that it is managed sustainably: 40% of the world's fish production currently comes from aquaculture.

→ How We Get There

- Develop a Sodexo Group sustainable seafood sourcing policy including a list of seafood species identified as at risk with a third party endorsement
- Eliminate seafood species identified as at risk from our approved lists of products by:
 - Working with suppliers
 - Reviewing and modifying our menus and recipes.
- Increase the amount of fish and seafood sourced from sustainable sources (wild or aquaculture) by:
 - Working with suppliers
 - Reviewing and modifying our menus and recipes.

→ Phasing

- 2010 Inventory of existing internal programs, offers and references
- 2010 Sodexo Group Sustainable Seafood Sourcing Policy is agreed and communicated
- 2011 Sodexo no longer serves any seafood species which are identified as being at risk
- 2012 The majority of fish covered by international contracts is sustainably sourced
- 2015 The majority of all the seafood we serve is sourced sustainably

→ Performance

	2008/2009
Number of certified products (MSC or other) listed in Sodexo catalogues NEW (3)	166
Number of MSC certified foodservice sites NEW (3)	263

→ Best Practices

- **Sweden.** Sodexo has implemented a countrywide seafood policy and eliminated all species on the WWF "red" list from our menus, recipes and purchasing catalogue. This initiative has been applied to 100% of our sites.
- **United Kingdom.** Sodexo has partnered with the Marine Stewardship Council (MSC) for the certification of fish menus proposed at schools. The MSC label guarantees that all fish and seafood products served in these restaurants come from sustainable sources.
- **Netherlands.** In April 2009, Sodexo was the first foodservice company in the Netherlands to obtain the Marine Stewardship Council (MSC) ecolabel and certification. By the end of 2009, 125 Sodexo restaurants will offer fish from sustainable sources.
- **Belgium.** Since 2009, 25% of the fish purchased are produced according to the MSC standard. Sodexo has also eliminated certain fish species from its offer such as Tilapia, Pangasius and the Victoria bar, to comply with sustainable development and food security concerns. Sodexo also ensures suppliers respect the fishery quotas and that their fishery methods respect animal well-being.
- **North America.** Sodexo has begun a transition program to require sustainable certification for all of its contracted purchases of aquaculture seafood products sold in North America by 2015. Sustainable sourcing will be based on certifications that are comprehensive, rigorous, metrics-based programs for aquaculture - including farms, hatcheries and processing plants. The sustainability standards cover the environment, social responsibility, animal welfare, food safety and traceability.

Sustainable Equipment and Supplies

→ Sodexo Commitment

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

→ General Context

Choosing sustainable equipment and supplies helps to reduce pollution. For example, the sustainable management of forests is one of the key environmental stages in the life cycle of paper. Paper from sustainably managed forests avoids deforestation and the forest keeps both its capacity to regenerate and its productivity. Eco-labels and certifications such as FSC and PEFC exist.

The same process applies to cleaning products, disposables, office equipment and supplies as well as technical maintenance products.

→ How We Get There

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

- Selecting priority product groups e.g. Packaging and Paper, Chemicals and Cleaning Products, Equipment and Supplies (IT, FM equipment and supplies, office supplies), Disposables
- Reviewing and modifying the lists of authorised products and suppliers
- Ensuring compliance to the approved lists of products and suppliers

→ Phasing

- 2009 Inventory of existing internal programs, offers and references
- 2010 Groups of products to be reviewed are identified and prioritised
- 2010 First recommended sustainable product lists are available and communicated to countries
- 2012 All recommended sustainable product lists are available and communicated to countries
- 2015 All countries have implemented sustainable detergents, paper and disposables

→ Performance

	Basis for consolidation	2008/2009
% of spend on sustainable chemicals as a % of total chemicals NEW (3)	2008 calendar year	35.7%
% of spend on sustainable paper disposables as a % of total paper disposables NEW (6)	2008 calendar year	98.2%

(3) Basis for consolidation = 76% of Group revenues

(6) Basis for consolidation = 88% of Group revenues

→ Award

United States

By reducing the number of cleaning products by half at Colorado College, Sodexo helped its Education client to be named one of only two colleges honored by American School & University magazine, the Green Cleaning Network, and the Healthy Schools Campaign for the 2008 Green Cleaning Award for Schools and Universities.

→ Best Practices

- **United Kingdom.** Sodexo has adopted a strategy to buy supplies from more sustainable or renewable sources. The strategy includes using biodegradable cups, bowls and containers, sourcing "controlled dispensing" solutions to reduce paper product consumption and wastage, partnering with a mill to recycle disposable paper cups, reducing the volume of liquid cleaning products and saving plastic packaging. Sodexo has also introduced daylight cleaning to reduce lighting bills.
- **Peru.** Since 2008, Sodexo has replaced all plastic bags with biodegradable bags, particularly those used in laundry services. A total of 340,000 plastic bags are replaced each month in this way. This initiative is currently being rolled out at 5 sites across the country.
- **Poland.** Sodexo introduced a napkin-dispenser system at all our Polish restaurants in 2008. As a result, consumers use fewer napkins than in the past, thus reducing paper waste. After one year, napkin consumption has decreased by 30%.
- **Sweden.** Sodexo's own certified "sustainable" labeled products have been put in place. In 1995 a few Sodexo labeled products became more concentrated - from 25 to 70% in 2009. Sodexo produces the cleaning products locally in Sweden at one site. The concentrated cleaning liquid results in 80% fewer packaging materials and transports. Concerning tools for cleaning, 70% of all cleaning tools

are being produced in Sweden to decrease transport. Another area has been to decrease the use of plastic materials in waste sacks which led to a decrease of 50% which of course had a great impact on waste. In the Sodexo portfolio of products there are currently about 27 products which are used at about 200 cleaning sites.

- **Italy.** The 25,000 meals per day served for the school of Rome are served with a complete range of single-use packaging like cold drink cups, plates, containers and cutlery, all based on renewable raw materials. Their natural origin makes these products totally compostable, and they can be returned to the earth at the end of their life.
- **Australia.** The replacement of tubes and bulbs at Concord West Service centre came about as a result of the high costs being experienced in the constant replacement of failing bulbs and lamps. A cost benefit analysis was carried out and presented to Westpac in Business Case form. There are currently over 1000 light fittings that have been modified and over 3000 tubes and bulbs replaced. Emissions savings from all the lighting works are estimated at 250 Tonnes of CO2 annually with a simple pay back on the energy savings of less than 4 years.
- **North America.** Sodexo purchased Apex dish-washing system from Ecolab to replace the current system in all of its North American accounts. The system saves water and energy, decreases the impact of the product on the environment, measures quantities used, requires much less packaging and is smaller to transport. During FY08, 6,000 people have benefited from the program.

Energy and Emissions

Carbon Footprint

"We are taking steps to tackle aspects of our business activities that contribute to climate change and see our commitment as an opportunity to develop new service solutions for our clients."

Damien VERDIER

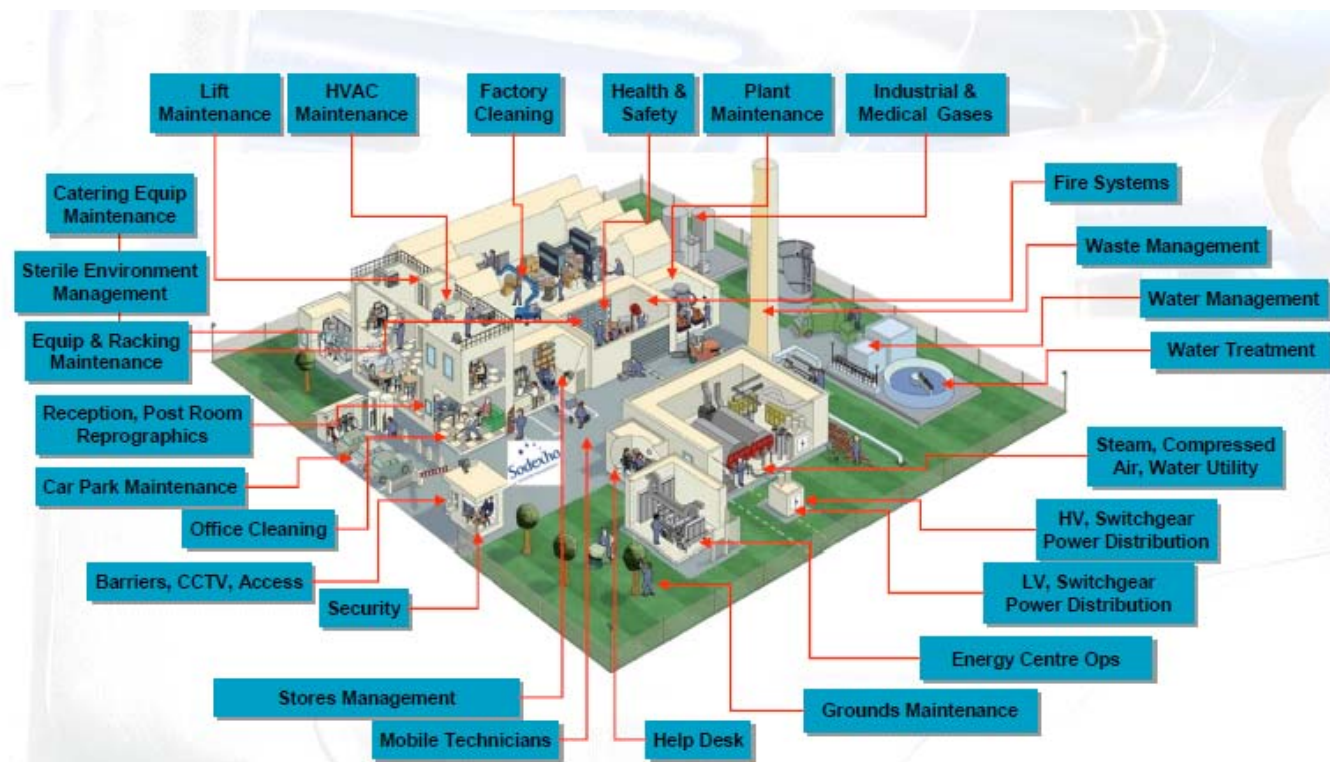
*Group Executive Vice President and Chief Marketing officer in charge of Offer Marketing, Client retention, Supply Chain & Sustainable Development
Member of the Group Executive Committee*

→ Sodexo Commitment

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

→ General Context

Recent climate change is thought to result from human behavior rather than from natural causes. The extra greenhouse gases which humans continue to release are thought to pose the strongest threat. In its fourth Assessment Report, the United Nations Inter-Governmental Panel on Climate Change (IPCC) predicts global temperature rises of between 1.4°C and 5.8°C by the end of the century. One of the ways to mitigate climate change is to decrease the volume of carbon dioxide and other greenhouse gases emitted into the atmosphere.



→ How We Get There

- Define common measurement and modelling tools at Group level to be deployed to countries
- Measure the carbon footprint of selected offices and sites
- Define and implement energy conservation programs and services including:
 - Encouraging responsible environmental behaviour
 - Generalise audits to identify corrective actions
 - Increasing the sourcing of our energy from low carbon emitting energy sources
 - Reducing the carbon footprint of our distribution and commercial vehicle fleet
 - Reducing the carbon footprint of our food menus
 - Reducing fluorinated refrigerant gases and replacing them with non-GHG non-ozone depleting alternatives
 - Increasing the efficiency and sustainability of our logistics
 - Replacing equipment with energy efficient devices
 - Installing presence sensors, timers, etc.

→ Phasing

- 2010 Inventory of existing internal programs, offers and references
- 2010 Agreement of Group Methodology, Guidelines, Policies and Programs
- 2010 Pilot sites test the tools, develop reference values and allow us to validate our energy conservation program
- 2011 Assess the carbon footprint and implement the energy conservation program at all our Head Offices and at pilot sites in our main countries
- 2011 Increase the sourcing of our office energy from low carbon emitting energy sources
- 2011 Accelerate sales of our carbon footprint measurement and reduction services to our clients
- 2011 Deployment of the supply chain carbon footprint reduction plan has started
- 2012 All sites have implemented at least one action from the energy conservation program
- 2014 All countries commit to targets to reduce carbon footprint
- 2020 All countries achieve targets to reduce carbon footprint

→ Performance

	2006/2007	2007/2008	2008/2009
Head Office electricity consumption NEW	1 766 632 kWh	2 315 301 kWh	2 334 494 kWh
Head Office electricity consumption per m ² NEW	393 kWh	382 kWh	296 kWh

ISO 14001, LEED or similar certification have been obtained at sites in 20 countries:

Country	Date of Initial certification
Australia	2003
Belgium	2002
Brazil	2007
Chile	2007
Denmark	-
Finland	2006
France	2005
Germany	2008
Hong Kong	2004
Hungary	2009

India	2009
Italy	2008
Netherlands	2007
Peru	2005
Romania	2007
Spain	2007
Turkey	2004
Sweden	2000
United Kingdom & Ireland	2004
United States	2008

→ Award Worldwide

Included in the list of the Worldwide Top 50 Green Outsourcing Suppliers, published in "The Black Book of Outsourcing", issued by the Brown-Wilson Group. Sodexo is ranked among the Top 3 Vendors in the Facilities Management Outsourcing category.

→ Best Practices

- **Thailand.** Sodexo helps combat global warming by controlling energy and improving the energy efficiency of our equipment and facilities. At the Bangkok Medical Centre, for example, Sodexo identified potential savings for the hospital that amounted to a 22 % decrease in annual electricity charges followed an audit and changes in maintenance activities, procedures and monitoring techniques.
- **United Kingdom.** Sodexo continues to promote the "eCube", an energy-saving device that can economize as much as 30% of the energy consumption of food refrigeration units. In 2008, we installed 172 "eCubes" at Sodexo sites, which are expected to result in annual reductions of approximately 360,000 kWh of electricity consumption and some 140 tons of CO².
- **Finland.** Sodexo's Environmental Management System has received ISO 14001 certification since 2006 and is currently implemented at our 390 sites. The management system, which includes internal and external audits, included the measurement of a variety of indicators in 2009 such as the environmental impact of purchases and energy and water consumption. 2,500 employees benefit from the program.
- **Australia.** Implementation of various energy saving initiatives on 16 Westpac corporate offices and data centers including light timers, light zoning, daylight

lighting sensors and Building Management System and energy reduction units. The initiatives have been divided into two areas: technical and behavioral. CO2 savings in excess of 14,000 tonnes annually have been made. On completion of all projects in progress, together with those already implemented, savings of over \$AUD 340,000 in energy costs will have been achieved for the Client.

- **United Kingdom.**

- During FY07-08, we reduced fuel consumption across our 850 commercial vehicles by 2.5%, thereby reducing CO2 emissions by 100 tonnes. Actions that have contributed to this improvement include fitting a telematic system to the vans at our Land Technology and Facilities Management sites, continuing to replace unleaded fuel vehicles with diesel vehicles, the introduction of a vehicle drivers' pack in our Land Technology and Facilities Management businesses, and a transport manual in Sodexo Defense.
- We are working closely with the Brakes Group, our major logistics partner, to simplify and strengthen the supply chain. Company-wide initiatives include introducing minimum orders and rationalizing the number of deliveries and product lines going to each client site to discourage 'little and often' delivery patterns, consolidating deliveries in multi-temperature vehicles, allowing ambient and chilled goods to be delivered together and installing in-cab route planning software. In 2008, the number of deliveries was reduced by over 16,119, resulting in the prevention of over 57,494 road miles and 63 tonnes of CO2 emissions compared with 2007.

- **Netherlands**

- At Amsterdam's Schiphol Airport, Sodexo is responsible for energy management in all KLM buildings. The gas, water and electricity consumption of almost 80 buildings is continuously monitored and analyzed. With support from Sodexo, KLM was able to improve its energy efficiency index in 2008 by 2.0% compared to 2007.
- In 2004, we started a 'One wholesaler for everything' project. By increasing the load volume of trucks to at least 85% capacity and by planning more efficient delivery routes, we were able to reduce the number of deliveries necessary for supplying our restaurants to fewer than three a week for each location.
- Sodexo has implemented a sustainability oriented program for its company cars based mainly on energy labels. 80% of the cars are certified with a green label A/B and C and 3% are hybrid cars. We expect to have 95% green labels at the end of 2012 and in 2010 10% of the cars are expected to be hybrid.

- **Italy**

- 40 square meters of solar panels have been installed in a central kitchen producing 1,300 meals per day for public primary and secondary schools in Giussano (near Milan). All the hot water used for the kitchen is produced by solar energy. Thanks to this initiative, 47,500 KWh have been saved in FY09.
- At a central kitchen producing meals for public primary and secondary schools, Sodexo installed electronic sensors that adjust artificial lighting intensity according to natural lighting. This allows us to keep the level of lighting uniform and to save energy. In addition, in the areas where there is not a continuous presence of people (warehouse, toilet, etc) we installed infrared sensors that automatically switch on /off the light according to the presence or not of anybody in the room.
- Children attending the primary school at Saint Vincent municipality have to walk to the refectory to have their lunch. A "Piedibus" has been created and it is a "human bus", made up of a group of 25 children walking in line, with a driver on top of the line and a controller at the end. Like any real bus, Piedibus leaves from the terminus and follows the prearranged route. Piedibus is the healthiest, safest and most amusing and ecological way to go to lunch and then come back from the refectory, despite the short distance.

- **China.**

- *The International School of Beijing (ISB) has in total 1,850 students from 54 countries. Since its entry into ISB, the Sodexo team has been very much concerned with environmental protection and energy conservation. Gas consumption: at the ISB, 3 chillers and 2 boilers are the main users of gas. In order to help ISB use gas more efficiently, Sodexo dispatches technical staff to enhance the technical trainings for the front-line staff. In addition, we always keep a close watch on changes in the weather, so that we can optimise use of gas. Over one year, we have saved 210,000 cubic meters of gas, 20% of total consumption. Electricity use: ISB is over 5,000 square meters in size, and has various big electricity users. We limit ISB's electricity consumption to a low level: over one year, Sodexo has saved nearly 420,000 kilo-watt of electricity, 7% of total consumption.*
- *A Sodexo project at Elicited represents one of the best in the field of Technical Facilities Management services of Sodexo North China Region. The Sodexo Engineering Team practise in-time checks and adjustments on the operation of the equipment, strictly control the operation schedule of the equipment during Elicited employees' off-work time and perform relevant start-stop operations according to the load profiles of the working air-conditioning equipment.*

Water & Effluents

Water footprint

→ Sodexo Commitment

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

→ General Context

Water resources face a host of serious threats, all caused primarily by human activity: pollution, climate change, urban growth, and landscape changes such as deforestation. Food production and consumption have an impact on increasingly scarce water resources. Poor water quality and unsustainable use of water resources can limit the economic and social development of a country, harm health and affect livelihoods.

→ How We Get There

- Define common measurement and modelling tools at Group level to be deployed to countries
- Measure the water footprint of selected offices and sites
- Define and implement water conservation programs and services including:
 - Promoting awareness and encouraging responsible environmental behaviour
 - Generalise audits to identify corrective actions
 - Equipping or refitting sites with water efficient equipment and devices
 - Implementing of water recycling systems and devices to treat rainwater or effluents
 - Encouraging clients to equip their sites with sub metering and water treatment systems.

→ Phasing

- 2010 Inventory of existing internal programs, offers and references
- 2010 Agreement of Group Methodology, Guidelines, Policies and Programs
- 2011 Pilot sites test the tools, develop reference values and allow us to validate our water conservation program

- 2011 Implement the water conservation program at all our Head Offices
- 2012 Implement the water conservation program at the pilot sites in our main countries
- 2012 Accelerate the sales of our water footprint measurement and reduction services to our clients
- 2013 All sites have implemented at least one action from the water conservation program
- 2014 All countries commit to targets to reduce water footprint
- 2020 All countries achieve targets to reduce water footprint

→ Performance

	2006/2007	2007/2008	2008/2009
Number of sites which have implemented a water conservation program <small>NEW (7)</small>			3 651
Head Office water consumption <small>NEW</small>	1 777 m3	2 804 m3	2 322 m3
Head Office water consumption per employee <small>NEW</small>	7.4 m3	9.5 m3	6.0 m3

(7) Basis for consolidation = 77% of Group revenues

→ Best Practices

- **North America.** In 2008, fifteen Sodexo-owned laundry facilities made significant investments to reduce water consumption by installing the "Aqua Recycle" system that cleans wastewater for reuse by the plant. The water recycling system reduced water consumption by 200 million gallons company-wide in 2008. Our Laundry & Linen Services have also adopted a purchasing policy to replace traditional machines with more efficient washing systems.
- **France.** Sodexo is rolling out a new program called "So.Eco", involving the implementation of three environmental practices at all 3,000 of its restaurants: processing waste, reducing effluent and other discharges, and saving water and energy. The program includes the distribution of best practice guides, information posted on the intranet, distribution of So.Eco kits to each site to educate local teams and the installation of water-saving equipment at the restaurants.
- **United Kingdom.** At Tillery Valley, all hand-wash and hygiene stations are equipped with knee-operated, time-controlled thermostatic valves to ensure that water flows at the optimum temperature and cannot be left running. This investment reduced water consumption by 20%.

Materials & Waste

Organic Waste

→ Sodexo 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.

→ General Context

The food chain is a large producer of organic waste that ends up in landfills or incinerators. In the US for example, 40 to 50% of edible food is discarded untouched or unopened. Each part of the food chain, from the farm to the consumer, has a role

to play in reducing waste. Waste recycling and recovery techniques are also being developed (sorting waste, composting, anaerobic digestion, etc.)

→ How We Get There

Define and implement a program to reduce and recover organic waste including:

- Improving order and production forecasting
- Improving meal production processes
- Reducing consumer waste through more information, better portion control, removing trays, paying by weight, etc.
- Sorting waste for recovery
- Treating waste via processes such as composting, anaerobic digestion, energy production
- Identifying and referencing suppliers who collect and recycle used cooking oil for environmentally beneficial purposes such as conversion to bio fuel and generation of energy
- Ensuring compliance of sites to the referenced suppliers
- Implementing programs on selected client sites to convert UCO to biofuel or energy generation

→ Phasing

- 2010 Inventory of existing internal programs, offers and references
- 2010 Develop a program to reduce and recover organic waste
- 2011 All countries have set an organic waste reduction action plan
- 2012 All sites have implemented at least one action to reduce food waste from the program
- 2015 All countries apply the Group program to recover organic waste

→ Performance

	2008/2009
Number of sites where Used Cooking Oil is recovered (7)	10,918
Tonnes of UCO recovered NEW (8)	1,162

(7) Basis for consolidation = 77% of Group revenues
 (8) Basis for consolidation = 38% of Group revenues

→ Award Europe

Sodexo won the "Europeanness" Award in the Large Company category at the "European Business event" in Paris, in recognition of performance in Europe, but also for its innovative, global focus and for the company's commitment to sustainable operations through reduced energy consumption and a commitment to waste reduction

→ Best Practices

- **China.** Since August 2008, the Seagate restaurant which is managed by Sodexo, has adopted a series of measures to avoid food wastage through a poster campaign encouraging consumers to "save a grain". A poster shows the curve of food wastage on the previous day. Fixed-quantity spoons are used to control portions. Gifts are delivered to people who do not waste to encourage food saving. The average amount of waste per person in the restaurant has been reduced to 100 grams from 150 grams.
- **Worldwide.** As a major user of cooking oil and in many countries around the world, in Chile, Netherlands, Australia or France for example, Sodexo is implementing programs

to optimize the collection and recovery of UCO at all our restaurant kitchens. We select specialized companies that now reconvert the used cooking oils into biodiesel. Over its lifecycle, biodiesel from UCO emits 78% less CO₂ than petroleum diesel.

- **United Kingdom.**

- *The Sodexo team at the Honda Swindon manufacturing facility installed a plant to convert UCO into biodiesel for use in Sodexo vehicles. The plant was expected to eliminate the need for an equivalent amount of diesel, thereby reducing CO₂ emissions and costs. In 2008, we produced about 3,000 liters of biodiesel.*
- *All vegetable peelings, unused cooked food, plate scraps and out-of-date food is now separated and collected. The waste is turned into biomass and the electricity generated from it is used to power the processing plant. In 2008, 16 tons of food waste have been collected from Sodexo units, resulting in the generation of 7.6 MW of electricity.*
- *Land Technology provides grounds maintenance and helps clients benefit from reduced landfill fees by recycling green waste on-site through composting and using it as fertilizer in shrub beds, hedge bases and other planted areas.*

- **Finland.** *Sodexo has implemented a waste reduction process aimed at measuring and minimizing the amount of organic waste through accurate production planning. The objective is to minimize the food wastage and improve awareness of both consumers and employees. Starting June 2009, the monitoring system has been broadened to cover approximately 20 sites.*

- **United States.** *In our effort to reduce waste, we have helped numerous campuses move to trayless dining systems, a proven waste, water, chemical and energy-reducing practice. 40% of our campuses have now implemented trayless dining and experienced an average 30 % drop in food waste as a result. We have also developed a reusable take out container program, "Green with Envy," that could reduce disposable waste on a campus by as much as 80%. But our aggressive waste reduction programs also reach beyond the college campus. For example, at Cox Communications we recycle or compost all paper, cardboard, plastics and food products that pass through the cafeteria, which serves between 550 and 625 meals per day. Since March 2008, when Sodexo began operating at Cox, we have reduced their waste by 80%.*

Non Organic Waste

→ Sodexo 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.

→ General Context

Reducing waste at its source is the best way to reduce the use of raw materials.

The recovery of non organic waste prolongs the life and maximizes the value extracted from raw materials, generates energy savings and permits the use of the calorific value which can be generated by the waste through combustion.

→ How We Get There

Define and implement a program to reduce and recover non organic waste including:

- Encouraging responsible environmental behaviour from consumers
- Implementing dispensers, reusable trays and containers...
- Working with suppliers to reduce packaging
- Sorting, compacting and recycling waste.

→ Phasing

2010 Inventory of existing internal programs, offers and references

- 2010 Develop a program to reduce and recover non organic waste
- 2012 All countries have set a non organic waste reduction action plan
- 2012 All sites have implemented at least one action to reduce non organic waste from the program
- 2015 All countries apply the Group program to recover non organic waste.

→ Awards

Australia

In September 2009, Sodexo's waste management initiative, "Resource Recovery program" received the Golden Gecko Award for Environmental Excellence, which is presented by the Department of Mines and Petroleum in Western Australia. The award recognizes leadership and innovation in the mining, oil and gas industries for those businesses that have balanced environmental responsibility with the successful development of Western Australia's resources.

United Kingdom

In November 2008, the National Recycling Committee awarded the Ministry of Defense London District in association with Sodexo Defense Services and Bright Management Associates the "Best Partnership Project" Award. The partnership had achieved a recycling rate of 79% in all Ministry of Defense sites across London.

→ Best Practices

- **Motivation Solutions.** *At our Motivation Solutions division (formerly Service Vouchers and Cards), we have identified that 17 countries have implemented a recycling process for vouchers. 95% of a total of approximately two billion vouchers issued every year are now recycled. Sodexo countries have set up partnerships with suppliers to handle recycling. They also choose green paper suppliers, where possible, so as to further reduce the environmental impact of this activity.*
- **France.** *A program for recycling food containers, set up jointly by Sodexo and Nutripack, aims to recycle polypropylene containers. In 2009, 2.5 tons of containers were recycled.*
- **Sweden.** *"GreenBacks" is a complete solution for processing waste and providing cleaning services, enabling clients to meet environmental and recycling goals. Sodexo developed "GreenBacks" in partnership with Ragn-Sells, a Swedish waste recycling specialist, and currently has 10 "GreenBacks" contracts with clients.*
- **Mexico.** *Sodexo implemented a new waste management policy in 2009 aimed at reducing, separating, valorizing and recycling used cooking oil, organic and non-organic waste. In 2009, the 38 units at Mexico City and Guadalajara received new trash containers. We will implement the policy at all 80 units by the end 2009.*
- **United Kingdom.** *In the Wales and West Midlands contract, Sodexo Defense has worked closely with Army clients to improve the recycling rate to 70%. A campaign to reduce the use of black bags fits perfectly with our clients' aims to reduce landfill waste and brings the added benefits of less packaging, fewer deliveries and lower fuel usage. An education programme for service personnel and Sodexo employees, and a comprehensive monitoring system are being put in place to support this initiative.*
- **Italy.** *RicicliAmo (Ricicli = we recycle; Amo = we love --> we love recycling) is the first project for ecological education at school in Italy. It has been created to develop and raise awareness of recyclable-waste collection. This program has been implemented in four municipalities in the Piedmont, impacting 2,375 pupils.*
- **Australia.** *The Resource Recovery Program is the flagship process for waste management, as it aims to segregate and recycle as many waste streams as possible. The program has now been deployed across 22 of our remote sites around Australia. Since the program started in 2007, over 750 tonnes of material has been recycled, which has reduced waste to landfill by 1,783 cubic meters. The Resource Recovery*

program also aims to support local communities, with all money generated being donated to state based children's hospitals and the Royal Flying Doctor Service. So far, over \$70,000 has been donated to various state based charities around Australia.

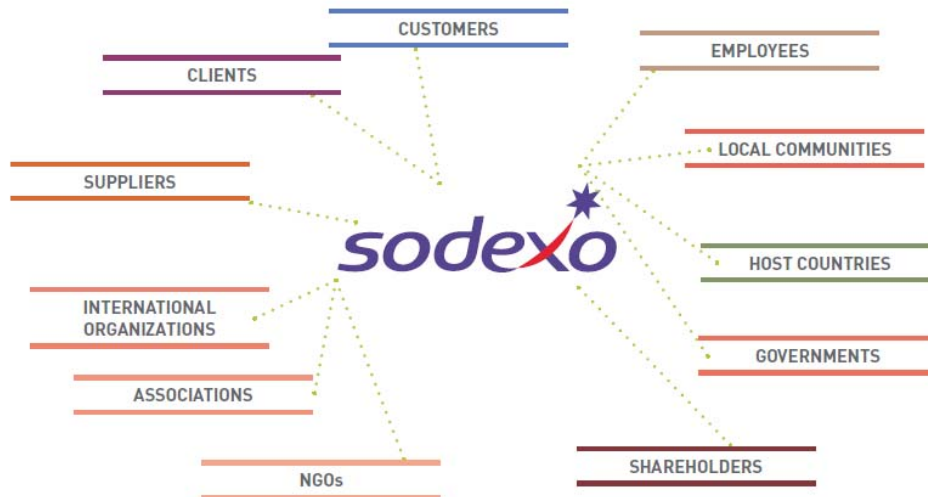
- ***China.*** *In the pharmaceutical industry, we successfully worked with our client GlaxoSmithKline to replace disposable shoe covers with reusable, washable craft shoes to decrease the generation of daily waste by the Tianjin unit.*
- ***United Kingdom.*** *In January 2009 Tillery Valley appointed a waste contractor to provide it with a complete waste management solution. Between January and June 2009 the average volume of waste disposed of to landfill each week decreased by 11 tonnes, equaling to a financial saving of £850 per week. The food waste is used for composting with 2.5 tonnes of food waste making approximately 1 tonne of compost.*
- ***Madagascar.*** *Sodexo has been working with its client Rio Tinto on the temporary landfill site to manage the waste generated by the project. Sodexo collects and manages the waste from the Project's several camps. We collect the residents' and our production sites waste which totals nearly 20 collection sites in Fort-Dauphin. Each site is provided with five different types of bins in accordance with the waste generated. Our system of categorizing and monitoring waste helps us constantly follow the development of the waste generated on our sites, thus being able to rapidly respond together with our clients if necessary. This allows us to organize targeted "raise awareness" sessions for our clients living on the camps. Some specific waste (batteries, printer cartridges ...) is being stockpiled temporarily and will be recycled once the system is operational. Some non toxic waste is given to the local communities, like wood and certain plastic bottles. Over one year, we have collected: 3% Wood, 69% Food waste, 1% Glass, 3% Metals, 13% Paper, 10% Plastics and the remaining 1% being "other waste".*

WE ENGAGE

Connected to many stakeholders

Engaging with our stakeholders is key to making sure that we fulfill our commitments to improve the Quality of Life.

A global company such as Sodexo is in a strong position to provide a pragmatic response to Corporate Citizenship challenges and to make a significant contribution as a Corporate Citizen.



We commit to engage with our stakeholders

- We listen to our stakeholders and we dialogue with them
- We influence practices at the sites where we operate and beyond.

Through its worldwide presence, Sodexo employs 380,000 employees and serves 50 million consumers daily. In addition, we have long term professional relationships with many organisations including our clients and suppliers.

By implementing the Better Tomorrow Plan across the 80 countries and the 33,900 sites where we operate, and influencing the practices of our stakeholders beyond that perimeter, the impacts of the commitments that Sodexo has made will be second to none.

We will develop a central position in the networks and favor meeting opportunities to engage more and more stakeholders to be recognized as the benchmark reference and the sustainability leader in:

- Nutrition, health and wellness
- Local communities
- Environment.

WE ENGAGE

We commit to dialogue with our stakeholders to influence their practices at the sites where we operate and beyond.

EMPLOYEES	We will train and coach our employees and engage them in programs and citizenship actions that contribute to a healthier and more sustainable lifestyle.
CLIENTS	We will support our clients' sustainability strategies and contribute to strengthen clients' reputation.
CONSUMERS	We will help consumers to adopt more healthy and sustainable practices.
SUPPLIERS	We will engage our suppliers to improve sustainability in our supply chain and involve them in delivering our commitments.
INSTITUTIONS	We will regularly consult external stakeholders on strategy and innovation.

Sodexo will strive to report the progress of its commitments regularly and accurately in order to ensure that the objectives set are achieved.

We Engage COMMITMENT

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

HOW WE GET THERE

1. Provide employee sustainability training.
2. Coach our employees on the Better Tomorrow Plan.
3. Actively encourage our employees to participate in voluntary programs that contribute to citizenship actions.

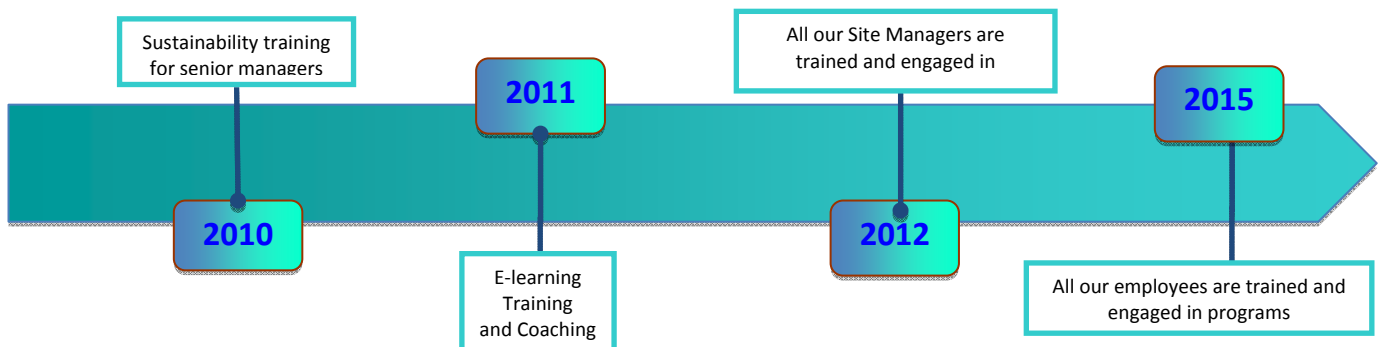
KPI

Measure the sustainability engagement through the ENGAGEMENT survey.

Best Practices

- SEED (North America)
- So.Eco training program (France)
- Eco reflex (Belgium)
- LifeWorks® (USA)

PHASING



→ Performance

	2008/2009
% of countries who have an information and training program on healthy eating habits for employees NEW (9)	74.9%
(9) Basis for consolidation = 78% of Group revenues	

→ Best Practices

- **Belgium.** "ECO REFLEX" is a communication program symbolized by a little green man to inform and advise employees about good workplace practices and to generate awareness about fitness and environmental protection. Posters displayed in our kitchens focus on six main topics: waste, water, energy cleaning products, mobility and a list of reflexes to develop such as using stairs instead of the elevator, saving paper and water and switching off the lights and computers, etc. at the end of the working day.
- **Sweden.** All employees within Sodexo will be educated on environmental topics through a web based educational program that will run from fall 2009 until 2012. The content of the program will focus and provide guidelines on "How, as an employee, I can reduce the environmental impact in my daily work and inform about environmental risks and policy, goals, practices and follow up".

- **North America.** In 2008 we launched the Sustainability Education & Expert Development (SEED) community of practice to build knowledge and implementation capacity across our organization. A pilot group of 60 site managers identifies and shares best practices. This program will be expanded to several hundred in the next few years.
- **United States.** To support employees in their professional and personal life, Sodexo launched LifeWorks®, an assistance and information program accessible to all Sodexo employees 24/7 by phone and on the web providing a wide variety of free advice and resources. This advice includes flexible work arrangements, retirement planning, health and wellness.

CLIENTS

→ Sodexo Commitment

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

→ How We Get There

- Regularly share best practices with our clients
- Promote Better Tomorrow client offers
- Support our clients' sustainability strategies by:
 - Clearly promoting our engagement at sites with visible and tangible signs
 - Making our clients and our clients' employees proud of being served by Sodexo
 - Reporting on our measurable environmental improvements at the client site
 - Communicating the value added through cost savings or cost avoidance.

→ Phasing

2010

- Launch the digital sustainability newsletter
- Create communication depot for information: FAQ's

2011

- Deploy a Better Tomorrow systematic program to Corporate International Large Accounts and to the Education segment
- Create a forum for clients to exchange on best practices

2012

- Create regular feedback loops
- All countries commercialize the Better Tomorrow Plan to clients

→ Best Practices

- **Worldwide.** Sodexo has been requested by Nokia to be the driver in developing a more Ethical and Sustainable service offer at Nokia's operations in Finland, United States and Canada and to be extended to Germany, United Kingdom, Denmark, India and China. The offer promotes sustainable food choices in the workplace, the reduction of waste and environmentally damaging cleaning chemicals, the increased use of sustainable packaging materials, and water and energy efficient practices in our kitchens.
- **Sweden.** The municipality of Åtvidaberg, a Sodexo client for schools and seniors, has implemented a major waste reduction project, which has reduced waste by 50 %.

Sodexo site managers gave talks to all 60 classes to raise student awareness about Sustainable Development and waste reduction. At Alléskolan, the 600 students and teachers have reduced food wastage from 175 kg to 50 kg per week, thus reducing waste by 75% from 2008 to 2009.

CONSUMERS

→ Sodexo Commitment

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

→ How We Get There

- Provide nutrition & health education and coaching for consumers to better address consumers' nutritional concerns
- Provide environmental education and coaching for consumers
- Invite all consumers to propose ideas and improvements
- Develop a pride membership attitude to have lunch or to be served at Sodexo's sites and provide opportunities for consumers to participate individually or collectively in sustainability actions.
- Create a virtual Better Tomorrow community

→ Phasing

2010

- On-line resources or telephone hotlines
- Pilot diet coaching and cookery lessons

2011

- Pilot educational programs for children
- Pilot edible Schoolyard gardens

2012

- Pilot a project for nutritional information on cash receipts
- Pilot a project for the "footprint facts" cash receipts and web accounts
- Deploy low carbon food offers (meatless day)

2013

- Generalise idea contests
- Invite consumers to participate in worldwide actions

→ Performance

	2006/2007	2007/2008	2008/2009
Nutritional awareness			
% of countries who have an information program on healthy eating habits for consumers (10)	99%	98%	99.3%
Listening to Consumers' expectations			
Number of countries using the Personix methodology	25 countries	31 countries	32 countries
Personix penetration rate (number of sites audited with Personix // number of Corporate Services sites per country)	16.1%	13.9%	14.3%

(10) Basis for consolidation = 2007/08, 85%; 2008/09, 78% of Group revenues

→ Best Practices

- **Mexico.** The “Vivir Bien” program to combat excessive weight, already successfully rolled out in a number of Latin American countries, was launched in Mexico in March 2009. The services include an Internet portal offering Sodexo clients, affiliates and meal voucher users information on nutrition, health and wellness, including online training, diagnostic tools, tests, forums and a list of restaurants serving high-quality, nutritious food. It is expected to reach some ten million people.
- **Belgium.** In July 2009, Sodexo launched Eco Pass® for client employees to promote the purchase of products and services to save energy (light bulbs, solar panels, insulation, ...) and water (low-flow shower heads, rainwater cisterns, ...), sustainable mobility (filters for diesel engines, bicycles, public transport tickets, ...) and waste management (compost bins, rechargeable batteries, recycled paper, ...). To date, more than 5,000 people have benefitted from the Eco Pass.
- **Worldwide.** PERSONIX™ aims at analyzing consumers’ attitudes and behaviors relating to on-site services. Today 32 countries are using this method to manage incoming client briefs, fine-tune offers design processes and help clients understand needs and wants in the workplace and beyond. Sustainability is one of the factors which is now systematically considered within the model, typically by estimating consumers’ levels of involvement (from active to reflexive) and their commitment (personal or collective) to environmental causes.

SUPPLIERS

→ Sodexo Commitment

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

→ How We Get There

- Assist our suppliers to achieve the Supply Chain Code of Conduct
- Provide supplier training sessions for small and medium sized companies on subjects such as environmental standards, diversity, ...
- Involve our suppliers in our STOP Hunger program
- Involve our suppliers in our pilot programs for specific projects such as waste reduction and recovery
- Create regular feedback loops and forums for our suppliers.

→ Phasing

2010	Develop and issue a regular supplier newsletter
2012	Establish a supplier advisory board
2012	Help small and medium sized suppliers through specialized training programs
2012	Create suppliers forums.

→ Best Practices

- **United Kingdom.** To encourage dialogue, share best practice and identify a more collaborative approach to this issue, Sodexo convened a Suppliers' Packaging Forum in December 2008. The 60 delegates included representatives from Defra, WRAP (Waste & Resources Action Programme) and key suppliers. We have received 20 initiatives from suppliers so far. Future plans involve meetings with suppliers to talk specifically about packaging reduction and the initiatives they submitted to obtain an update.

INSTITUTIONS

We Engage COMMITMENT

We will regularly consult external stakeholders on strategy and innovation.

HOW WE GET THERE

- Invite external stakeholders to participate in stakeholder dialogue meetings to share our Better Tomorrow vision.
- Dialogue permanently with NGOs and international experts worldwide.
- Convene a Global Advisory Board of thought leaders to provide ongoing advice on strategy and innovation.
- Create a monitoring body for emerging issues about sustainability
- Meet with local authorities taking the position of an expert and influence them to change their practices.
- Create a virtual community to become the reference benchmark on the 3 priorities.

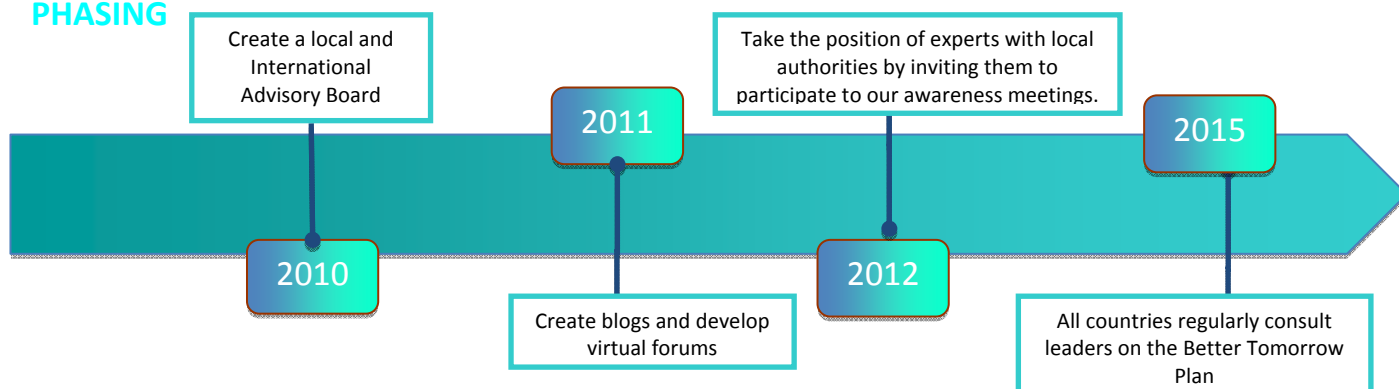
KPIs

- Number of local and international advisory board meetings

Best Practices

- Partnership with Second Nature (USA)
- Allied Against Hunger (France and USA)
- NetImpact (USA)

PHASING



→ Best Practices

- **United States.** Sodexo has partnered with the non profit organization Second Nature, which aims to embed Sustainable Development in society. Second Nature has launched programs with colleges and universities to raise awareness about this important issue among the student population. The association will provide training to Sodexo managers and help the Group develop best-in-class offers for the higher education market.
- **North America.** Sodexo has partnered with the NGO "Net Impact" to implement a new "Sustainability Fellows" program to recruit and train graduate student interns who assist in measuring and optimizing the effectiveness of sustainability actions at client sites.
- **France.** Sodexo is a member of the ALLIÉS Association (ALLIED), a French agency of the International Alliance against hunger, an initiative supported by the FAO. ALLIÉS is a multisector network of actors: ministries, local authorities, the media, companies, agricultural organizations, research centers and NGOs.

D. Annexe

Global Reporting Initiative (GRI): Table of correspondence with our publications

This contents table gives priority to the Corporate Citizenship Progress Review; therefore where other documents refer to the same activities they are not cross-referenced. Where indicators are not included in the Corporate Citizenship Progress Review but in other Sodexo Group publications, we have cross-referenced these documents for the ease of the user.

CCPR	Corporate Citizenship Progress Review
HR	Human Resources Report
RD	Reference Document

Global Reporting Initiative (G3) Index			
GRI Reference			Cross-Reference
Strategy and Analysis	1.1	Statement from the most senior decision-maker of the organization	CCPR: 4
	1.2	Description of key impacts, risks, and opportunities.	CCPR: 7
Organizational Profile	2.1	Name of the organization.	CCPR: 5
	2.2	Primary brands, products, and/or services.	CCPR: 5
	2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	RD: 256
	2.4	Location of organization's headquarters.	RD: 248
	2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	CCPR: 5
	2.6	Nature of ownership and legal form.	RD: 248
	2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	CCPR: 5
	2.8	Scale of the reporting organization.	CCPR: 5
	2.9	Significant changes during the reporting period regarding size, structure, or ownership.	RD: 98
	2.10	Awards received in the reporting period.	CCPR: 12
Report Parameters	3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	CCPR: 3
	3.2	Date of most recent previous report (if any).	CCPR: 3
	3.3	Reporting cycle (annual, biennial, etc.)	CCPR: 3
	3.4	Contact point for questions regarding the report or its contents.	CCPR: 3
	3.5	Process for defining report content.	Back cover
	3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	CCPR: 8
	3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	CCPR: 13-16
Governance, Commitments, and Engagement	4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	CCPR: 16
	4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	RD: 60
	4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	RD: 49-54
	4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Throughout the CCPR report

		Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	RD: 61-68
	4.9	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	CCPR: 3
	4.12	List of stakeholder groups engaged by the organization.	CCPR: 8
	4.14	Basis for identification and selection of stakeholders with whom to engage.	CCPR: 8
	4.15	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	CCPR: 59-64
	4.16	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	CCPR: 7-8
Economic Performance Indicators	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	CCPR: 5
	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	CCPR: 38-39
	EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	CCPR: 38-39
	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	CCPR: 38-39
Environmental Performance Indicators	EN5	Energy saved due to conservation and efficiency improvements.	CCPR: 48-52
	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	CCPR: 48-52
	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	CCPR: 48-52
	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	CCPR: 43-45
	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	CCPR: 48-52
	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	CCPR: 42-57
	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	CCPR: 48-52
Labor Practices and Decent Work Performance Indicators	LA1	Total workforce by employment type, employment contract, and region.	RD: 203
	LA2	Total number and rate of employee turnover	RD: 206
	LA7	Rates of injury	RD: 206
	LA10	Average hours of training per year per employee	RD: 205
	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	HR
Social Performance Indicators	SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	CCPR: 48-52

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Making every day a better day