

Fiscal 2009  
Human Resources  
Report



*Making every day a better day*

# Human Resources Report

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Group Chief Human Resources Officer

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# Human Resources Report

## Our Group

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### → Profile

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#### Quality of Life in the service of performance

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Quality of Life services play an important role in organizational performance. Based on this conviction, Sodexo serves as the strategic partner for companies, institutions and local authorities who place a premium on performance, as it has since Pierre Bellon founded the company in 1966.

Sharing the same passion for service, Sodexo's 380,000 employees, in 80 countries around the world, design, manage and deliver an unrivaled array of comprehensive On-site Service Solutions and Motivation Solutions. In this, Sodexo has invented a new form of service business that promotes the fulfilment of our employees and contributes to the economic, social and environmental development of the local communities with which we work.

#### Key Figures

- **14.7** billion euro in consolidated revenues
- **19.8** billion U.S. dollars in consolidated revenues  
(at the average exchange rate for Fiscal 2009: 1 euro = 1.3519 U.S.dollars)
- **380,000** employees
- **33,900** sites
- **50 million** consumers
- **80** countries

Source: Sodexo

# Human Resources Report

## Our Group

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### → Profile

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#### On-site Service Solutions

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Sodexo designs, manages and delivers comprehensive On-site Service Solutions for our clients with services that range from foodservices to construction management, reception to the maintenance of scanners and laboratory equipment, management of data centers to leisure cruises and from housekeeping to rehabilitation services at correctional facilities. Our solutions are available in eight client segments: Corporate, Defense, Justice, Remote Sites, Health Care, Seniors, Education and Sports & Leisure.

These solutions offered on client sites are complemented by our Personal & Home Service Solutions within the Corporate and Seniors segments.

#### Key Figures

- **95.3 %** of Group revenues
- **13,989 million** euro in consolidated revenues
- **18,910 million** U.S. dollars in consolidated revenues

(at the average exchange rate for Fiscal 2009: 1 euro = 1.3519 U.S. dollars)

**A leader in On-site Service Solutions in most of its markets**

Source: Sodexo

# Human Resources Report

## Our Group

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### → Profile

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#### Motivation Solutions

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Employee Benefits, Incentives and Recognition, Public Benefits... Sodexo is the preferred partner of public and private organizations to design, manage and deliver Motivation Solutions to attract and retain employees, boost performance and deliver social benefits transparently and securely. The Pass, designed by Sodexo to serve a variety of purposes, from meal vouchers to gift and mobility cards, is accepted by a network of more than 1 million retailers and service providers.

#### Key Figures

- **4.7 %** of Group revenues
- **12.1 billion** euro in issue volume
- **711 million** euro in consolidated revenues
- **961 million** U.S. dollars in consolidated revenues  
(at the average exchange rate for Fiscal 2009: 1 euro = 1.3519 U.S. dollars)
- **375,000** clients (excluding individuals)
- **26.3 million** beneficiaries
- **1 million** affiliated partners

**One of the worldwide leaders in Motivation Solutions**

Source: Sodexo

# Human Resources Report

## Our Group

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### → Profile

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#### Award

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##### Sodexo number three in the world among outsourcing services companies

Sodexo has been ranked third among the world's leading outsourcing services companies by the International Association of Outsourcing Professionals™ (IAOP), an industry trade group. It is the fourth consecutive year that Sodexo has been ranked in the top five of the Global Outsourcing 100™.

For the second year in a row, Sodexo was the highest-ranked company in its industry category, "Facility Services".

# Human Resources Report

## Our Group

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### → Fundamentals

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Sodexo, **founded in 1966 in Marseilles by Pierre Bellon**, Chairman of the Board of Directors, is built on a philosophy that today unites the Group's 380,000 employees throughout the world around the same mission: **to satisfy the expectations of all stakeholders** (clients, employees, shareholders) **in choosing organic growth in revenues**.

In 1966, we defined our values, **our ethical principles and our mission** that provide the direction for the women and men who contribute to Sodexo's growth.

# Human Resources Report

## Our Group

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### → Fundamentals

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#### Our roots

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“After my studies and service in the navy, I went back to Marseilles to work in my family’s small, ship suppliers business, run by my father and founded by my grandfather in 1895. I was, and still am very much attached to my family, and love them still, but I wanted to do something on my own and to be independent.

That’s how in 1966, with my father’s blessings, I founded Sodexo and got my start in Foodservices. Back in the 1960s, however in France, many questioned the value of private enterprise. That’s why before founding Sodexo, I asked myself, what is the purpose of creating your own company?

My answers at that time formed, still form, and will continue to form the fundamental basis of our corporate philosophy.”

#### **Pierre Bellon**

Chairman of the Board of Directors



# Human Resources Report

## Our Group

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### → Fundamentals

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#### Our beliefs

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Our company is the community of our clients, consumers, employees and shareholders.

Our purpose is to satisfy their expectations.

To reach our goals, we have chosen to focus on achieving organic growth of our revenues and results.

Organic growth:

- guarantees that we are capable of satisfying, and thus retaining, our current clients,
- allows us to respond to our employees' expectations: for secure jobs and opportunities for advancement,
- ensures return on investment for our shareholders.

# Human Resources Report

## Our Group

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### → Fundamentals

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#### Our mission

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- Improve the Quality of Daily Life

of all who we serve - employees in the workplace, patients in hospitals, students at schools and universities, prisoners in correctional facilities, soldiers in their barracks or in the field, etc.

- Contribute to the economic, social and environmental development

of the communities, regions and countries where we operate.

- "Making every day a better day"

# Human Resources Report

## Our Group

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### → Fundamentals

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#### Our core values

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Over 97% of our employees are in direct day-to-day contact, on our sites, with our clients and consumers. This demands exceptional human qualities and specific behavior that we call: Service Spirit, Team Spirit, Spirit of Progress:

- Service Spirit

- Clients and consumers are at the center of everything we do.
- In order to serve them well, on a daily basis, at all levels, we have to demonstrate our **availability**, **our ability to listen**, our capacity to **anticipate their expectations**, our sense of **conviviality**, our **responsiveness** to their remarks and our pride in satisfying them.
- Sodexo has become a large, worldwide company, but we remain a local company where each manager in the field is a true entrepreneur, close to their clients and empowered in their decision-making.

- Team Spirit

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

- Spirit of Progress

It is manifested through:

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

# Human Resources Report

## Our Group

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### → Fundamentals

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#### Our ethical principles

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- Trust

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

- Respect for people

- Humanity is at the heart of our business.
- Sodexo is committed to providing **equal opportunities** regardless of race, origin, age, gender, beliefs, religion or lifestyle choices.
- Improving Quality of life means according each person **respect, dignity and consideration**.

- Transparency

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

- Business integrity

- We do not tolerate any practice that is not born of **honesty, integrity and fairness**, anywhere in the world where we do business.
- We clearly communicate our position on this issue to our clients, suppliers and employees and expect them to share this rejection of corrupt and unfair practices.

# Human Resources Report

## Our Group

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### → Corporate Governance

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- Board of Directors

**Sodexo is governed by a Board of Directors, presided over by Pierre Bellon.**

The Board of Directors comprises 13 members, one-third of whom are foreign nationals.

Since September 1, 2005, the roles of the Chairman of the Board of Directors and the Chief Executive Officer of Sodexo were separated, and Michel Landel became the Chief Executive Officer of Sodexo, succeeding Pierre Bellon.

- Executive Committee

**In his role as Chief Executive Officer, Michel Landel is supported by an Executive Committee** which is the linchpin of the management structure. It is responsible not only for discussing and developing strategies to be recommended to the Board of Directors, but also for monitoring implementation of these strategies once they have been approved by the Board. The Executive Committee tracks implementation of action plans, monitors business unit performance, and assesses the potential benefits and risks of growth opportunities.

# Human Resources Report

## Our Group

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### → Corporate Governance

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#### Board of Directors

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**Pierre Bellon:** French - Chairman

**Robert Baconnier:** French - President, ANSA

**Rémi Baudin:** French - Vice Chairman

**Patricia Bellinger:** American - Company Director

**Astrid Bellon:** French - Member of the Management Board, Bellon SA

**Bernard Bellon:** French - Chairman of the Board of Directors, Finadvance

**François-Xavier Bellon:** French - Chief Executive Officer, Bright Yellow Group Plc

**Sophie Clamens:** French - Chairman of the Management Board, Bellon SA

**Paul Jeanbart:** Canadian - Chief Executive Officer, Rolaco

**Michel Landel:** French - Chief Executive Officer, Sodexo

**Nathalie Szabo:** French - Member of the Management Board, Bellon SA

**Peter Thompson:** American - Company Director

**H. J. Mark Tompkins:** British - Company Director

As of August 31, 2009

# Human Resources Report

## Our Group

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### → Corporate Governance

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#### Executive Committee

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- Michel Landel

Chief Executive Officer, Sodexo  
President, Executive Committee  
President, Sodexo STOP Hunger Association

- Élisabeth Carpentier

Group Executive Vice President and Chief Human Resources Officer  
*Human Resources and Internal Communications*

- George Chavel

Group Chief Operating Officer  
Chief Executive Officer, North America, On-site Service Solutions

- Roberto Cirillo

Group Chief Operating Officer  
Chief Executive Officer, France, On-site Service Solutions and Chief Strategy Officer  
*Strategy, Innovation, Brand and Communications*

- Pierre Henry

Group Chief Operating Officer  
Chief Executive Officer Motivation Solutions, in charge of On-site Service Solutions in South America and\* in Continental Europe, excluding France and UK.

\* from February 1, 2010

- Siân Herbert-Jones

Group Executive Vice President and Chief Financial Officer

- Philip Jansen

Group Chief Operating Officer  
Chief Executive Officer, Europe, On-site Service Solutions

- Nicolas Japy

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

- Damien Verdier

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



# Human Resources Report

## Our Group

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### → Financial performance

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In the difficult current economic environment, Sodexo has managed to remain a growth company and has achieved the financial targets set at the beginning of the year:

- Revenues up **7.9%**, including **2.5%** organic growth
- Operating profit of **746** million euro, up **8.1%**
- Growth in net income of **4.5%**, accounting for financing costs of recent acquisitions
- Dividend per share: **1.27 euro**

# Human Resources Report

## Our Group

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### → Human Resources

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#### **As the Group's ambassadors and experts in Quality of Life Services,**

Sodexo's 380,000 employees share a common passion to satisfy our clients and consumers. Driven by the conviction that our employees and their diversity are a source of true competitive advantage for Sodexo, we are determined to:

- maintain a high quality, diverse and appropriately sized workforce, to meet the expectations of all our clients,
- be among the global companies most appreciated by their employees.

#### **Among our 2009 awards and certifications**

##### FRANCE

Sodexo won the **"Best Training Strategy Prize"** and the **"Special Prize for Successful Job Insertion or Reinsertion"** awarded by the National Association of Human Resources Directors and the Professional Training Federation.

##### UNITED KINGDOM

Since 1996, Sodexo has been accredited by **"Investors in People"**, an accreditation which is sought after by top companies as a demonstration of their commitment to drive excellence through their people. Renewed in May 2009, the certification recognizes the significant strides made by Sodexo teams.

##### UNITED STATES

Sodexo was named one of the **20 Best Places to work for Recent Graduates** by the career services organization Experience, Inc. The prize was given in recognition of the Group's recruitment, skills development and management policy.

# Human Resources Report

## Our Group

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### → Diversity and Inclusion

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#### A competitive advantage

The diversity of our people gives Sodexo a competitive edge and is a source of growth, progress and pride. We foster diversity by maintaining a gender-balanced, multigenerational workforce, that provides a welcoming environment for all nationalities and cultures, and values individuals with disabilities while pursuing three strategic objectives:

- recruit, develop, retain and engage the best talent,
- create a culture of inclusion by embedding diversity into our policies and practices,
- be a global leader in diversity, making it a source of competitive advantage.

#### **Recognition**

##### AUSTRALIA

Sodexo was recognized by the Australian government's **Equal Opportunity for Women in the Workplace Agency**.

##### BELGIUM

Sodexo has been awarded the "**Equality-Diversity**" label for two additional years.

##### NETHERLANDS

Sodexo ranked 4th in the "**Top 50 Dutch Companies for Diversity**" most committed to diversity.

##### UNITED STATES

DiversityInc. has ranked Sodexo among the **Top 10 employers** most welcoming of female executives, Latinos and African-Americans, as well as of people with disabilities.

# Human Resources Report

## Our Group

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### → Sustainable Development

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Sodexo strives to achieve its growth in revenues and results while also contributing to the economic, social and environmental development of the communities, regions and countries where we operate. To become the benchmark and leader in sustainable development, Sodexo focuses its corporate citizenship commitment around three priorities:

- nutrition, health and wellness,  
by helping consumers to adopt healthy eating habits,
- local communities,  
by fostering their economic and social development,
- the environment,  
by initiating programs to reduce pollution, save energy and water and manage waste.

#### **Fiscal 2009 Awards**

Observers have recognized Sodexo's ongoing sustainable development efforts:

- Sodexo is one of three French companies listed among the "World's Most Ethical Companies" by the magazine Ethisphere.
- Sodexo received "Gold Class" and "Sector Leader" distinctions in the 2009 SAM Sustainability Yearbook.

#### **The Group is also included in the following ratings indices:**

- ASPIEUROZONE Index (VIGEO) since 2004
- Dow Jones Sustainability indices for the World (DJSI World) and Europe (DJSI STOXX) since 2005
- Business in the Community (BITC) Corporate Responsibility Index since 2007,
- ECPI Ethical Index Euro since 2008

# Human Resources Report

Message of Élisabeth Carpentier,  
Group Chief Human Resources Officer      November 2009

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## Our Human Resources: a competitive advantage

Our 380,000 employees are the Group's most valuable asset: we are profoundly convinced that we can turn our human resources into a genuine competitive advantage for Sodexo.

To realize this aim, we have set ourselves two major objectives:

- First, to have a high quality workforce, offering a sufficiently wide variety and number of skills to achieve growth and provide a comprehensive services offer to our clients.
- Secondly, to be one of the world's most highly appreciated employers by encouraging the engagement of our people.

All our human resources actions focus on attaining these two objectives. To illustrate our choices, I will mention two particularly important initiatives.

Our employee value proposition: with the "Your Future, So Sodexo" promise, we have delineated action plans and shared them with our subsidiaries throughout the world to ensure that our practices are consistent with the promise at every stage in the professional lives of our employees.

Another initiative: our sustained investment in skills acquisition and improvement. Every year, in addition to in-house training offered directly by our managers, more than 250,000 staff members in all categories benefit from training sessions. For example, in 2009, we launched "CLIMB," an ambitious, innovative, six-month program to develop our 1,000 top executives.

Long-term demographic and sociological trends such as the changing attitude towards work and the current economic context can be opportunities for companies that know how to engage their employees.

That is why we at Sodexo pay close attention to the degree of our employees' engagement and measure their satisfaction every two years.

More than ever, to accomplish our growth objectives, we will continue to invest in the development of our human resources.

# Human Resources Report

## Our Human Resources Policy

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### → Our objectives

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**As the Group's ambassadors and experts in Quality of Life services**, Sodexo's 380,000 employees share a common passion to satisfy our clients and consumers.

Driven by the conviction that our employees and their diversity are the source of a true competitive advantage for Sodexo, we are determined to:

- maintain a high quality, diverse and appropriately sized workforce to meet the expectations of all our clients,
- be among the global companies most appreciated by their employees.

Group Human Resources key figures:

- **380,000** employees
- **2<sup>nd</sup>** largest employer in France
- **7<sup>th</sup>** largest employer in Europe
- **22<sup>nd</sup>** largest employer worldwide

*Source: Sodexo*

# Human Resources Report

## Preparing for the future

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### → Reinforce expertise

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“At Sodexo, we have segmented our clientele in order to become experts in services that improve the Quality of Life of client employees in the workplace, patients in hospitals, students in schools and universities... but our knowledge of the markets would be useless without the talent and skill of our employees united by a common culture and shared values in the service of our clients' performance and the satisfaction of our consumers.”

**Aaron Condray,**  
Human Resources Manager, Remote Sites and Asia-Australia,  
On-site Service Solutions

# Human Resources Report

## Preparing for the future

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### → Reinforce expertise

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#### Close-up

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##### Quality on the agenda

The Group has developed “FM Talents 2015,” a one-week training program designed for site managers and certified by Bureau Veritas in July 2009. The objective is to ensure that facilities management services solutions fully meet client expectations and deliver consistent service quality worldwide in all business segments. Four sessions have already taken place: two single-client sessions and two multi-client, cross-segment sessions focused on operations in Europe and in the Asia-Pacific region. More than 90 facilities managers have acquired an in-depth understanding of business strategy, team management and client relationship skills as well as technical and financial knowledge.



# Human Resources Report

## Preparing for the future

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### → Reinforce expertise

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#### Around the world

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- United Kingdom - Professionalism: Cleaning Matters

Sodexo has a range of “Cleaning Matters” training courses designed for different levels of experience. The objective: ensure our clients a consistent and compliant service. This training provides them an introduction to technical knowledge on cleaning matters as well as skills to budget and control cleaning services...

“It was very beneficial for me. I recommend this course to anyone taking on a cleaning contract.”

**Linda Lambert,**  
Business manager, Corporate

- Brazil - The art of management

Site managers receive 230 hours of practical and theoretical instruction in five modules aimed at strengthening their professionalism in contract management, in attracting, developing and motivating talented staff and in fostering a results-oriented culture.

“The Site Managers Training Program is a very intelligent and effective idea. Therefore, I feel responsible for always deriving the best from it!”

**Ava M. Lacerda,**  
Site Manager, On-Site Service Solutions, Bahia, Brazil

- Worldwide - Cutting edge education

**CLIMB** (Change Leadership, IMplementation, Behaviors) is a Sodexo Management Institute development program for 1,000 executives who report to the Group Senior Leadership. This 9-month innovative program blends distance learning with classroom sessions, online assessments and customized business simulations. It enables participants to improve their business management skills and leadership behaviors, compete in teams on strategy deployment, and benefit from coaching by a Senior Leadership executive.

# Human Resources Report

## Preparing for the future

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### → Reinforce expertise

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#### Achievements

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- China

Sodexo ranked 1<sup>st</sup> in the Food and Facilities Management category in the China Outsourcing survey and 12<sup>th</sup>-best overall among the **“top 50 service companies in the country,”** in recognition of the teams' competence.

- France

Sodexo won the prize for the **“Best Training Strategy”** and putting skills development at the core of company success.

# Human Resources Report

## Preparing for the future

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### → Sustain performance

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“Encouraging our employees to develop a career plan and helping them to assess their performance is the key to effective career management. Recognizing employee achievements is also an important factor in employee engagement, allowing us to better serve our clients and consumers and thereby contributing directly to the Group's success.”

**Peri Bridger**

Senior Vice President and Chief Human Resources Officer, North America,  
On-site Service Solutions

# Human Resources Report

## Preparing for the future

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### → Sustain performance

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#### Close-up

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##### Evaluating in order to progress

In the UK and Ireland, employees can access an online tool to track their performance and development goals, which includes a "My future" section where they can specify their career history and aspirations for use in succession planning. Over 30,000 non-managerial employees can now take part in an annual Performance Development Review (PDR) discussion with their line manager to review and plan performance and identify training needs and opportunities. Managers are given a standard review form and guidelines on maximizing the benefits of PDR.

# Human Resources Report

## Preparing for the future

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### → Sustain performance

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#### Around the world

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- Worldwide - 360° appraisals

To strengthen our leadership capability, Sodexo managers obtain a **360° vision of performance** through executive reviews, self-evaluations and assessments by peers and team members. The appraisal process is also used to build individual development plans and improve team and organizational efficiency. Initiated in 2005 within the Executive Committee, it is now cascading through the organization. To date, 500 people have benefited from this process.

- Canada - Online assessment

The Human Resources team has updated its **performance review** and aligned performance and compensation more closely to Sodexo values. More than 300 people have been trained to use a new assessment tool. In 2009, 85% of managers completed their performance reviews online and an enhanced development wizard is now available for their development plans.

# Human Resources Report

## Preparing for the future

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### → Sustain performance

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#### Achievements

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- United States

Sodexo received the “Spirit Award” from the National Restaurant Association Educational Foundation (NRAEF) for its commitment to building diverse, multi-generational teams, which are a source of service quality and performance for our clients and consumers.

- Worldwide

In May 2009 Sodexo was ranked 3<sup>rd</sup> among the world's top service companies by the International Association of Outsourcing Professionals™ (IAOP). Sodexo also ranked 1<sup>st</sup> in the “Facility Services” category and 1<sup>st</sup> among French companies.

# Human Resources Report

## Preparing for the future

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### → Promote sharing

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“The Group’s international dimension is a powerful asset. Enriched by the diverse cultures, experience and talents of our 380,000 employees around the world, we encourage our teams to share their expertise, create synergies and meet the expectations of our clients and consumers.”

**Henri Fauquenois**

Director of Human Resources, Motivation Solutions

# Human Resources Report

## Preparing for the future

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### → Promote sharing

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#### Close-up

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##### International mobility is on the rise

The Group encourages international mobility to give our managers experience abroad and accelerate knowledge sharing, particularly in high-potential emerging countries. Sodexo has created tools and support mechanisms to help employees adjust to their host country and later return home. Lilian Valentin, for example, opted in March 2008 to leave his position as a District Manager in Paris, France and become a Regional Director in northern China. Based in Tianjin, a “small” city of 10 million people, he is the only Sodexo expatriate in the entire region, covering 3 mega-cities 1,000 km apart. Lilian calls the experience “fascinating” and says it has required “a major cultural leap to meet the ongoing challenges of working in a country that is changing at a very rapid pace.”



# Human Resources Report

## Preparing for the future

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### → Promote sharing

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#### Around the world

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- United States - Growing through diversity

With Sodexo's support, Employee Network Groups, organized by employees sharing a common dimension of diversity, provide a forum for personal and professional development. The groups also help to raise awareness and further create a culture of inclusion. "**I-Gen**," for example, is a network that leverages multi-generational differences and commonalities for personal and professional development through dialogue and mutual respect.

- International - Sharing knowledge

Sodexo Motivation Solutions has created a **common training module** in finance for managers in the 31 countries where it operates. The session focuses on mastering the key concepts required to discuss finance-related issues with their financial and business partners.

# Human Resources Report

## Preparing for the future

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### → Promote sharing

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#### Achievements

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- Asia-Australia

The Remote Sites entity has launched “**Connexions**,” a quarterly newsletter for managers, in Asia and Australia supplemented by information posters for front-line employees. Published in French, English and seven Asian languages, these communication tools targeting the “Remote Site community” are especially appreciated by staff at our many, often extremely isolated sites.

- Worldwide

The year 2009 was marked by the launch of new online **collaborative tools** to develop synergies and reinforce team spirit among Sodexo employees around the world working to achieve common objectives. Staff members use the “Life Services” tool to share best practices in the service of Quality of Life for clients and consumers. “Your Future” SharePoint is intended for Human Resources employees and “Citizen” for sustainable development specialists.

# Human Resources Report

## Preparing for the future

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### → Anticipate future needs

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“Today, the global environment and markets in which Sodexo operates are increasingly complex and demanding. To support our changing businesses and enrich our offer, the Group must attract new talent and prepare the women and men we are going to need in the future.”

**Andrew Patrick**

Human Resources Director, Europe, On-site Service Solutions

# Human Resources Report

## Preparing for the future

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### → Anticipate future needs

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#### Close-up

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##### Talent for the future

In 2005, Sodexo instituted multiple initiatives in France to attract fresh talent, combining on-the-job training throughout the company with communication campaigns in vocational schools and universities. Today these efforts have borne fruit:

- 400 apprentices have been recruited, 2.5 times more than in 2005, one-third being-hired upon completion of their studies;
- 4,000 applications for internships and on-the-job training are received annually in response to 80 communications initiatives at 24 institutions;
- 63 interns and trainees have been recruited during fiscal year 2009, 23 of them were hired upon completion of their studies.

The next step is to intensify and diversify sourcing to attract future operational managers across the company.

# Human Resources Report

## Preparing for the future

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### → Anticipate future needs

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#### Around the world

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- United States - Facebook, Twitter or YouTube?

To attract talent from varied horizons and reach out to all generations, Sodexo has launched an integrated **Social Media Strategy**. In creating microsites through a careers blog, Facebook, Twitter and a Sodexo YouTube Channel, recruiters have expanded their reach far into the labor market. With the Sodexo Careers e-Newsletter, recruiters keep in contact with more than 135,000 potential applicants each month.

- Poland - Resources for tomorrow

Sodexo has forged **partnerships with universities and vocational schools** to give initial experience to over 100 students and present practical workshops in the schools. In addition, its **“Program for Young Talents”** offers one-year internships for graduates. Most interns were hired by the company and some had already been promoted to management positions by the end of their training.

- United Kingdom - A pool of talent

“Aspire” is the name of the **talent development program** designed to scout out new people with the potential to rise to management-level positions, offer development opportunities and build a pool of talent to ensure continuing leadership. In 2008, 63% of new managers and 50% of experienced managers were promoted through this program.

# Human Resources Report

## Preparing for the future

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### → Anticipate future needs

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#### Achievements

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- France

On November 27, 2008, Sodexo signed “**Plan Espoir Banlieue**” with the French Ministry for the Economy, a job insertion plan for young people from disadvantaged city neighborhoods. Sodexo partners with the government to support the young volunteers by offering them opportunities for development and lasting employment while expanding its pool of potential recruits.

- United States

Sodexo won the **2008 Workforce Management Optimas Award** in recognition of the talent and ingenuity it displays in driving a successful human resources policy for the 21<sup>st</sup> century.

# Human Resources Report

You'll love Sodexo

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## → Recruiting

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Employee Value Proposition: your future so sodexo

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# Human Resources Report

## You'll love Sodexo

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### → Recruiting

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#### Our commitments

#### **We will inspire you to join Sodexo**

1. We take the highest care in recruiting to ensure the right match between you and us for long-term shared success.
2. We provide you with the information you need about our company and the job, so that you can make the best decision.
3. We treat all applicants with dignity, respect, and equality.
4. We value the diversity you bring to our team and we use a range of sources to ensure a diverse application pool.
5. We strive to answer all applications in an appropriate way.

Over **130,000** people hired in FY 2009.



# Human Resources Report

You'll love Sodexo

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## → Recruiting

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### Close-up

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#### Helping "Gen Y" join the workforce

Several Sodexo executives in the **United Kingdom and Ireland** have committed time to mentoring "Gen Y" students from diverse and disadvantaged backgrounds, to raise their aspirations and confidence. They are working with Career Academies, an organization that links over 600 employers, schools and higher education institutions. Over a period of 18 months, the executives meet individually with their advisees on a regular basis, giving them advice and support in their studies. Through the academy sessions, participants have a chance to discover companies first-hand and build their own personal networks. To date 850 students have participated in 87 Career Academies and 90% of them have gone on to university or vocational training.

# Human Resources Report

## You'll love Sodexo

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### → Recruiting

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#### Around the world

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- United States - Finding the right match

To ensure that the best candidates are hired for top-level positions, Sodexo has introduced a rigorous, innovative process called "The Executive Individual Assessment." In addition to in-depth interviews about applicants' career paths, the process includes a set of proven tests of cognitive abilities and personality assessment interviews.

- Group - A world of opportunities

Via a new interactive map on the Careers page at [www.sodexo.com](http://www.sodexo.com), job applicants can now link directly to country websites. The fluid and intuitive navigation highlights openings in each country and encourages international applications from talented candidates around the world.

- Finland - Employees become headhunters

Since Sodexo employees know the Group and its values better than anyone else, a recruitment campaign was launched in late 2008 to reward staff members with a bonus for recommending successful job applicants.

# Human Resources Report

## You'll love Sodexo

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### → Recruiting

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#### Achievements

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- Australia

For the second year in a row Sodexo was recognized by Australia's agency for **Equal Opportunity for Women** in the Workplace for its actions addressing equal-opportunity issues.

- Belgium

The national "**Equality-Diversity**" label has been awarded to Sodexo for another two years, in recognition of the company's action against discrimination. Only 12 corporations and institutions have received this distinction in Belgium.

- France

France Sodexo signed the charter "**A place for all abilities**" in 2006, underlining the company's commitment to providing employment opportunities to people with disabilities.

# Human Resources Report

You'll love Sodexo

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## → Recruiting

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### Testimonial

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#### A wealth of information

"When I applied for a position as Branch Sales Manager with Sodexo, I was pleasantly surprised to receive an e-mail with a detailed job description and the Human Resources report. The e-mail listed key responsibilities and skills, and made clear the role and importance of a BSM at Sodexo. After reading the job description, I was able to figure out what kind of person Sodexo was looking for and whether I fit the bill or not. After reading the Report, I felt assured about the culture and the learning, growth and development opportunities available at Sodexo. The experiences of Sodexo employees from around the world inspired me to be a part of this diverse organization. I'm also pleased about the interview process in which I was given the full opportunity to present myself."

A candidate for a position in the Sales department, Motivation Solutions, New Delhi, India.

# Human Resources Report

You'll love Sodexo

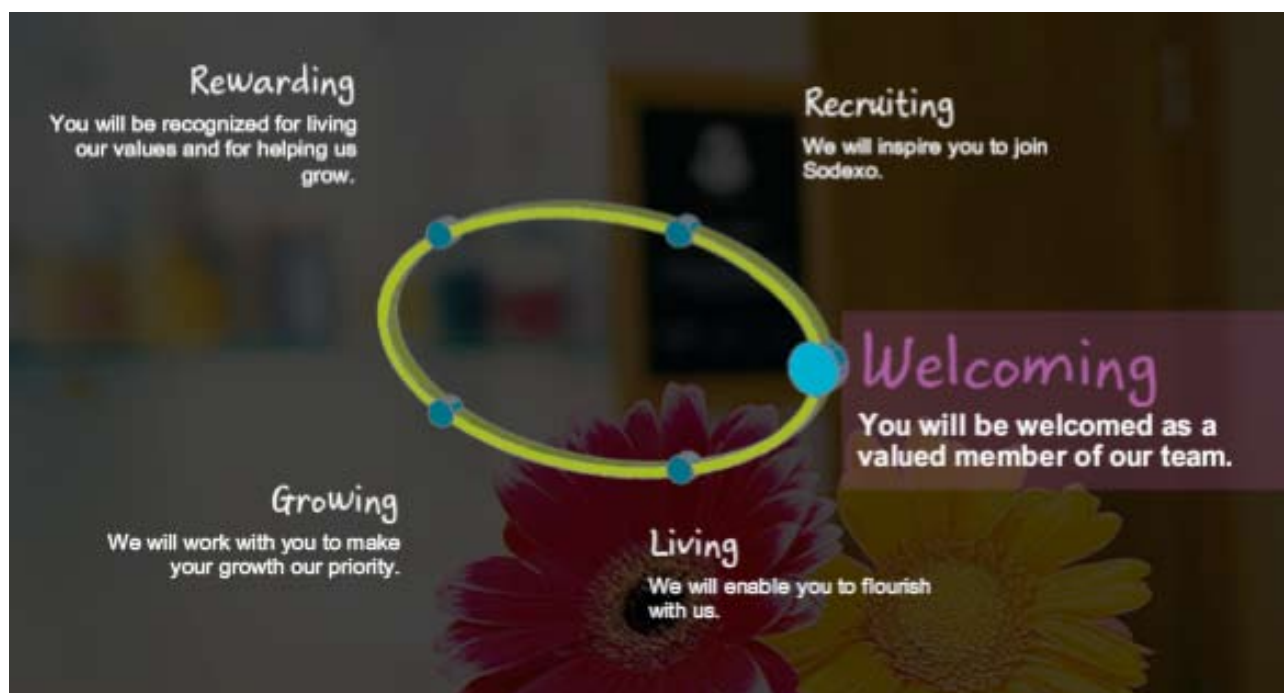
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## → Welcoming

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Employee Value Proposition: your future so sodexo

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# Human Resources Report

## You'll love Sodexo

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### → Welcoming

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#### Our commitments

**You will be welcomed as a valued member of our team.**

1. We provide you with a comprehensive induction program and share information about our company, our culture, our values and our business:
  - you receive a packet of useful information about the company,
  - you receive training from your line manager.
2. We give you the opportunity to give us feedback about your “welcoming” experience.

#### 2008 Sodexo Engagement survey:

**86%** of employees feel that they are members of a team.

# Human Resources Report

You'll love Sodexo

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## → Welcoming

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### Close-up

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#### Integration path

In September 2007, Sodexo in **Colombia** inaugurated a structured induction process for all new employees. Depending on the position, the process lasts from one to six weeks and comprises three major phases: familiarization with the company's organization; explanation of the position and its responsibilities; introduction to the company's operations, strategy and business environment. In the words of Carlos Manuel Cuentas who joined the company in March 2009, "Each one of the activities developed were fundamental and provided me with knowledge about the company that facilitated the performance of my role. I also observed some opportunities for improvement".

To date 700 employees have benefited from this well-rounded orientation and more than 95% have expressed their satisfaction with the process.

# Human Resources Report

## You'll love Sodexo

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### → Welcoming

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#### Around the world

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- United Kingdom and Ireland - Follow the guide!

In June 2009 Sodexo issued a new and improved **Employee Handbook**. Distributed to all employees during their induction, the guide is a useful tool for helping new recruits get their bearings in the world of Sodexo. Feedback on the guide and the induction program will be used to address employee expectations.

- United States - Your opinion matters!

New employees are encouraged to express their opinion of the welcome they receive and their integration period. For **91%** of them, Sodexo is a place where they will be able to learn and develop.

- Indonesia - Welcome to the club!

To boost the feeling of identity and belonging, employees are provided with company ID cards. In addition to confirming to employees that they are valued by the company, the cards give access to discounts at affiliated local stores.



# Human Resources Report

## You'll love Sodexo

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### → Welcoming

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#### Achievements

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- United States

Sodexo has been ranked among the “**Top Entry-Level Employers for 2009**” which ranked 381 companies that develop training for the advancement of college graduates and who actively look for new talent.

- Group

“**Sodexo World**,” a 4-day orientation program offered by the Sodexo Management Institute, has been revamped in its tenth year. Since the program’s inception, 2,000 new managers have had the opportunity to learn more about the Group, experience its international dimension and develop personal networks through 62 sessions in groups of 30 with an average of 18 nationalities.

# Human Resources Report

You'll love Sodexo

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## → Welcoming

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### Testimonial

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#### Journey of initiation

"I am Benoit Colsy, a recent graduate of Paris Business School and Macquarie University, Australia. I joined Sodexo in May as the new Purchasing Manager with the TAG Company in Kuwait. I have a contract as an 'International Business Volunteer' which gives me the opportunity to work abroad under the auspices of the French government. After a two-month induction program during which I visited Oman, Saudi Arabia and Qatar, I felt very happy to start my professional career in a company such as Sodexo. I have discovered that Sodexo is more than a company in the Mideast countries; it is a big family with a strong international culture that I am happy to join. I know that I face big challenges and TAG's purchasing team is ready to put all the energy necessary to meet them."

#### **Benoît Colsy**

Purchasing Manager,  
On-site Service Solutions, Remote Sites, Kuwait.

Reference point: 2008 Sodexo Engagement Survey, 90% of employees know what is expected of them.

# Human Resources Report

You'll love Sodexo

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## → Living

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Employee Value Proposition: your future so sodexo

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# Human Resources Report

## You'll love Sodexo

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### → Living

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#### Our commitments

##### **We will enable you to flourish with us.**

1. We provide you with safe working conditions.
2. We provide you with an environment of strong and open two-way communication.
3. We strive to tailor your career to fit your personal life.
4. We create an environment that is inclusive and that respects your diversity.
5. We support your socially responsible involvement within the community.

#### 2008 Sodexo Engagement survey:

- **84%** find satisfaction in their work.
- **87%** appreciate their day-to-day work.

# Human Resources Report

## You'll love Sodexo

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### → Living

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#### Close-up

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##### Achieving work-life balance

Throughout the world, Sodexo does its best to help employees balance their professional and private lives. In the Netherlands, for example, Sodexo's initiative for employees aged 55 and older allows them to discuss and exchange on subjects as varied as working conditions and retirement. Sodexo makes every effort to propose solutions responsive to their concerns. In Sweden the company offers employees the opportunity to remain in contact with the company (meetings, Internet) during their parental leave of absence helping facilitate their return to their professional responsibilities.

# Human Resources Report

## You'll love Sodexo

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### → Living

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#### Around the world

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- Brazil - Safety first!

A safety handbook was provided to all employees in 2009 and posters on all sites provided counsel on the steps they can take to protect themselves as well as on food safety and health and environmental protection.

- Worldwide - Employee morale

Every 2 years Sodexo conducts an in-house survey to assess employee satisfaction and engagement toward the company. In 2006 and 2008 the survey was carried out in 50 countries, representing 97% of Sodexo's employees.

- Madagascar - Safeguarding your health!

Sodexo regularly conducts awareness campaigns for employees and local residents on topics such as health, hygiene, nutrition and HIV transmission prevention.

# Human Resources Report

## You'll love Sodexo

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### → Living

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#### Achievements

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- Spain

In partnership with a local association, Sodexo created a program to foster **understanding of the Romani (Gitano)** population and encourage its integration. This program includes initiatives such as mentoring and internships at Sodexo sites and an in-house culinary training course.

- United States

The District of Columbia Bar Association awarded the **Constance L. Belfiore Quality of Life Award** to the Sodexo Legal Department for its action to provide a professional environment that emphasizes the quality of life.

- Mexico

Sodexo's pro-active stance in health and safety was recognized by both **Shell and Global Industries Offshore LLC**.

# Human Resources Report

## You'll love Sodexo

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### → Living

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#### Testimonial

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##### An electronic suggestion box

"I have always been in favor of the suggestion box and have used it several times. I am convinced it affects service quality and the satisfaction of our clients and consumers. When employees have a chance to express their ideas, they are more involved and develop a sense of belonging that ultimately benefits the company. Being able to communicate directly with our management and knowing we are being heard makes us feel appreciated and motivated. For all these reasons, this sort of initiative helps make every day a better day."

##### **Daniela Todeschi**

Site Employee, On-site Service Solutions, Health Care segment, Italy.

"**My ideas for Sodexo**" is a box to collect ideas on ways to improve efficiency and service quality that employees can access online or at all Sodexo sites on the Italian peninsula.



# Human Resources Report

You'll love Sodexo

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## → Growing

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Employee Value Proposition: your future so sodexo

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# Human Resources Report

## You'll love Sodexo

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### → Growing

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#### Our commitments

**We will work with you to make your growth our priority.**

1. We agree on objectives with you and provide you with constructive feedback on your performance.
2. We take the time to train you to be effective in your job.
3. We provide opportunities for mobility and promotion to support your development.
4. We support you to make the most out of your career by listening to you and considering your aspirations and needs.
5. If your life leads you to leave Sodexo (on good terms), you become part of our network for future opportunities, whether professional or personal.

#### Fiscal 2009:

**255,306** employees received on-the-job training.

# Human Resources Report

You'll love Sodexo

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## → Growing

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### Close-up

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#### "The future is in your hands"

In **Romania**, Sodexo has devised a card game to inform employees of job openings and stimulate mobility. A board is displayed showing existing positions at the company and a set of 88 cards describes each position, its requirements, responsibilities and the manager in charge. When a position becomes available, it is marked by a green sticker on the board. To "play" the game, employees study the job cards (classified and coded by team within the company) and contact their supervisor for a Career Development Interview if interested in a position. Each employee receives the game in the form of a CD-ROM. This game symbolizes the company's commitment to its employees and helps them anticipate and plan their professional growth.

Reference point: Fiscal 2009: 30.7% of management positions in the Group filled by internal promotion.

# Human Resources Report

## You'll love Sodexo

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### → Growing

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#### Around the world

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- United States - Reconnecting with Sodexo

To encourage former employees to return to Sodexo, the “Reconnections Alumni Program” was launched in October 2008. The program enables Sodexo alumni to get back in contact with the Group, obtain information and consult the list of available positions via a dedicated website [www.sodexoalumni.com](http://www.sodexoalumni.com). To date 243 people have signed up and 63 have been rehired.

- India - Online assessment

An online performance appraisal system has been set up to give employees constructive feedback on their work. Managers can prepare their evaluations online and access information on career planning and training needs of their employees. Managers also have been trained to deliver effective feedback.

- Germany - Developing expertise

In Germany, Sodexo has designed three training courses in Facilities Management, targeting different participants. FM Basics provides an introduction and key operational tips; FM Sales training is aimed at the sales force and a 10-day course is offered to senior managers on complex areas of their work.

# Human Resources Report

## You'll love Sodexo

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### → Growing

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#### Achievements

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- France

Sodexo received training agency Demos' "**Trophée d'Or**" award in the Large Corporations category, for its work ensuring individual training and professional development for its teams.

- United Kingdom

Every year since 1996, Sodexo has obtained UK **Investors in People** (IIP) certification, a nationally recognized standard prized by major companies seeking to achieve excellence through employee skills development. Re-accredited in May 2009, the recognition rewards the considerable work accomplished by Sodexo teams.

# Human Resources Report

## You'll love Sodexo

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### → Growing

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#### Testimonial

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##### A springboard for growth

"In my six months on the Aspire program\*, I got to shadow colleagues in their managerial roles, experience different management styles and learn more about the business. It has really boosted my confidence and self-belief, and since completing the program, I have been promoted to my current position."

##### **Paula Bache**

General Manager, On-site Service Solutions, Education, United Kingdom.

*\* "Aspire" is the name of the talent development program designed to prepare successors for management-level positions.*

Reference point: 2008 Sodexo Engagement Survey, 75% of Group employees believe that Sodexo gives them a chance to learn and progress.

# Human Resources Report

You'll love Sodexo

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## → Rewarding

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Employee Value Proposition: your future so sodexo

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# Human Resources Report

## You'll love Sodexo

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### → Rewarding

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#### Our commitments

**You will be recognized for living our values and for helping us grow.**

1. We recognize you for personifying our company values and exceptional service behaviors.
2. We celebrate your special achievements at work.
3. We are fair and transparent about our criteria for making compensation and promotion decisions.
4. We strive to provide incentives that will allow you to benefit from the growth of the company.

As of August 31, 2009:

**35,410** employees were Sodexo shareholders.



# Human Resources Report

## You'll love Sodexo

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### → Rewarding

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#### Close-up

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##### Honoring employee engagement

Every year, Sodexo's Recognition programs acknowledge the talent, commitment and loyalty of employees whose individual and collective achievements contribute to the satisfaction of our consumers, the success of our clients and the development of the Group. In Mexico, for example, "Sodexo Spirit" awards were made to 26 staff members who embody Sodexo values.

"November 14, 2008 was a very special evening. We celebrated those who have enthusiastically demonstrated Sodexo's Service Spirit, Team Spirit and the Spirit of Progress in their work. The award winners have filled us with pride and set an example for us!"

##### **Nora Fernández Núñez**

Human Resources Manager, On-site Service Solutions, Mexico.

# Human Resources Report

## You'll love Sodexo

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### → Rewarding

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#### Around the world

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- Oman - Celebrating careers

On the occasion of the awards ceremony to honor employees who have devoted 10, 20 and 25 years of service to the Group, Sodexo created a special video of those who were celebrating 25 years of seniority. In the video, the employees offer a wealth of insights on their careers, testimonials of memorable moments and messages to other employees.

- France - Communicating on compensation management

Sessions are organized to update Group function heads on the principles of compensation management and the steps involved in salary revision as well as to help them in decision-making. These information sessions on compensation policy will be extended to all managers next year.

- Czech Republic and Slovakia - Recognizing merit

"**Allstars**" is the name of a program set up by Sodexo to recognize employees for outstanding actions or special contributions. Blue, silver or gold badges indicate the level of achievement.

# Human Resources Report

## You'll love Sodexo

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### → Rewarding

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#### Achievements

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##### France

**Sodexo** honored 341 of its employees in presenting them with their Certificate of Professional Qualification and their Gold Star awards.

Every two years, Group subsidiary Sogeres draws up and delivers an **Individual Account Statement** to each employee. The document gives a clear and comprehensive picture of all compensation components. It also provides information on the company's contingency fund and retirement plan.

# Human Resources Report

## You'll love Sodexo

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### → Rewarding

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#### Testimonial

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##### Recognition, and more

"I am very satisfied with the incentives plan, because it leads us to look for tools and ensure results. It provides an objective measure of the employee's fulfillment of objectives, and bolsters commitment to the business. For me personally, this recognition has improved my income and quality of life. Now I have savings and investments to realize my projects and dreams."

##### **Carlos Mario Escobar Valderrama**

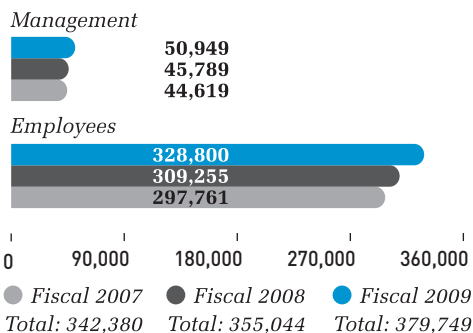
Logistics National Manager, On-site Service Solutions, Bogota, Colombia

Reference point: 2008 Sodexo Engagement Survey, 77% of employees believe that their direct supervisor recognizes employees good performance.

# 1. EMPLOYMENT INFORMATION

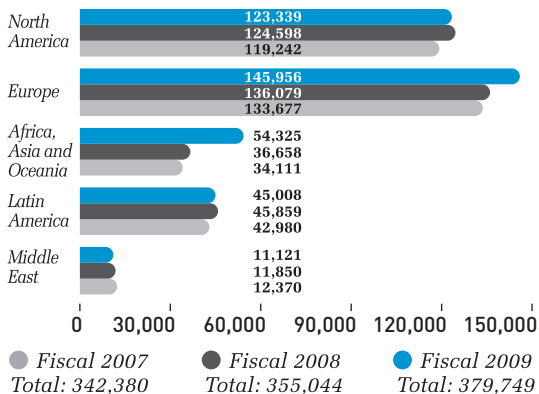
## 1.1 Worldwide

### 1.1.1 Group workforce as of the end of the Fiscal year



The number of Group employees increased by 24,705 during Fiscal 2009, as a result in particular of the integration during the year of RKHS in India, Zehnacker in Germany, Austria, Poland and Switzerland, and Score Group in France.

### WORKFORCE BY GEOGRAPHIC REGION



The proportion of the workforce in Africa, Asia and Oceania continued to grow as a result of development in the Asia region.

## WORKFORCE BY GENDER

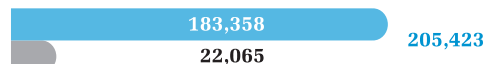
	Fiscal 2007			Fiscal 2008		
	Management	Employees	Total	Management	Employees	Total
Women	19,646	173,340	192,986	19,888	181,438	201,326
Men	24,973	124,421	149,394	25,901	127,817	153,718
<b>TOTAL</b>	<b>44,619</b>	<b>297,761</b>	<b>342,380</b>	<b>45,789</b>	<b>309,255</b>	<b>355,044</b>

## Fiscal 2009

## Men



## Women



0 55,000 110,000 165,000 220,000

● Employees ● Management

Total: 379,749

The proportion of men and women in the Employees category moved close to parity, with 56% women and 44% men in Fiscal 2009, compared with 59% and 41% respectively in the previous Fiscal year.

1.1.2 Recruitment <sup>(1)</sup>

## RECRUITMENTS ON PERMANENT CONTRACTS (EXCLUDING STAFF ASSUMED FROM OTHER SERVICE-PROVIDERS) BY GRADE

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Management	10,960	8,971	7,640
Employees	149,925	147,948	130,786
<b>TOTAL</b>	<b>160,885</b>	<b>156,919</b>	<b>138,426</b>

During Fiscal 2009, the number of permanent contracts entered into by Sodexo declined by 18,493 as compared to Fiscal 2008 because of the

lower growth during the period as well as enhanced retention of existing staff.

## PERCENTAGE OF RECRUITS ON PERMANENT CONTRACTS (EXCLUDING STAFF ASSUMED FROM OTHER SERVICE-PROVIDERS) AS A PERCENTAGE OF AVERAGE WORKFORCE

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Management	24.6%	19.9%	15.0%
Employees	50.9%	48.8%	40.2%
<b>TOTAL</b>	<b>47.4%</b>	<b>45.1%</b>	<b>36.8%</b>

## LOCAL HIRE RATES

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Local hire rates	96.70%	96.95%	96.98%

(1) Scope = 100% of Group employees as of the end of Fiscal 2009.

### 1.1.3 Training <sup>(1)</sup>

#### NUMBER OF EMPLOYEES WHO HAVE UNDERGONE IMPROVEMENT TRAINING

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Management	37,531	40,755	40,393
Employees	177,543	202,307	214,913
<b>TOTAL</b>	<b>215,074</b>	<b>243,062</b>	<b>255,306</b>

12,244 additional employees were trained as compared to Fiscal 2008.

#### PERCENTAGE OF AVERAGE WORKFORCE WHO HAVE UNDERGONE TRAINING

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Management	84.2%	90.5%	79.3%
Employees	60.2%	66.8%	66.1%
Total	63.4%	69.8%	67.9%

#### NUMBER OF IMPROVEMENT TRAINING HOURS

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Management	618,333	650,269	722,980
Employees	1,924,976	2,055,158	2,462,914
Total	2,543,309	2,705,427	3,185,894

Total number of training hours for all Group employees was 3,185,894 hours, 480,467 hours more than in Fiscal 2008.

### 1.1.4 Internal promotion <sup>(2)</sup>

#### PERCENTAGE OF INTERNAL PROMOTION FROM ONE GRADE TO ANOTHER

= number of internal promotions/(number of internal promotions plus recruitments)

	Fiscal 2007	Fiscal 2008	Fiscal 2009
% site managers promoted to manager grade	28.2%	26.6%	30.7%
% employees promoted to site manager	19.8%	21.9%	22.8%

During Fiscal 2009, 1,957 employees were promoted to site manager and 441 to manager grade, for a total of 2,398 internal promotions to a supervisory grade

by promotion from one grade to another. These figures do not include internal promotions within the same grade.

(1) Scope = 100% of Group employees as of the end of Fiscal 2008.

(2) Scope = 100% of Group employees as of the end of Fiscal 2009.

### 1.1.5 Work-related accidents by grade <sup>(1)</sup>

#### PERCENTAGE OF WORK-RELATED ACCIDENTS RELATIVE TO AVERAGE WORKFORCE

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Employees	2.97%	2.92%	2.25%
Management	1.06%	0.77%	0.79%
All employees	2.72%	2.64%	2.05%

The number of accidents was 7,712 for all employees, a decline of 0.59 points from the prior year.

### 1.1.6 Engagement Survey for Employees

Engagement surveys for employees are an essential tool to help Sodexo understand the needs of employees, and to attract, develop, motivate and retain the best talents for the company.

For several years, Sodexo has conducted engagement surveys with its employee teams. The second Sodexo Engagement Survey was conducted worldwide in Fiscal 2008, in 50 countries covering 97% of the Group's employees. The next survey will be conducted in Fiscal 2010.

The 2008 survey demonstrated that:

- 90% of employees understand what is expected of them in their work;
- 87% appreciate their day-to-day work;
- 75% consider that Sodexo gives them opportunities to learn and evolve;
- 84% are fulfilled by their work;
- 77% consider that they have an appropriate balance between work and personal life;
- 86% consider they belong to a team;
- 77% consider that their direct superior knows how to recognize employees who do a good job.

(percentages represent the proportion of employees having indicated mostly true or always true in their answers)

### 1.1.7 Employee Retention Rate

#### EMPLOYEE RETENTION RATE

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Site managers	87.2%	84.3%	84.9%
All employees	64.2%	61.5%	63.6%

The employee retention rate is a key performance indicator for Sodexo. The retention rate for all employees for the current year increased by 2.1 points

compared to the previous year. The retention rate for Site Managers reflected a 0.6 points improvement.

(1) Scope: 91% of employees.



### 1.1.8 Employee Share Ownership

#### NUMBER OF EMPLOYEE SHAREHOLDERS

	Fiscal 2007	Fiscal 2008	Fiscal 2009
Employee shareholders	27,284	22,257	35,410

Following the International Savings Plan in 2008, the number of employee shareholders was 35,410 as of the end of Fiscal 2009.