

Fiscal 2009
Diversity and
Inclusion Report



Making every day a better day

Diversity and Inclusion Report

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Diversity and Inclusion Report

Our Group

→ Profile

Quality of Life in the service of performance

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

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Our Group

→ Profile

On-site Service Solutions

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

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Our Group

→ Profile

Motivation Solutions

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

Diversity and Inclusion Report

Our Group

→ Profile

Award

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".

Diversity and Inclusion Report

Our Group

→ Fundamentals

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.

Diversity and Inclusion Report

Our Group

→ Fundamentals

Our roots

“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

Diversity and Inclusion Report

Our Group

→ Fundamentals

Our beliefs

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.

Diversity and Inclusion Report

Our Group

→ Fundamentals

Our mission

- 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"

Diversity and Inclusion Report

Our Group

→ Fundamentals

Our core values

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.

Diversity and Inclusion Report

Our Group

→ Fundamentals

Our ethical principles

- 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.

Diversity and Inclusion Report

Our Group

→ Corporate Governance

- 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.

Diversity and Inclusion Report

Our Group

→ Corporate Governance

Board of Directors

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

Diversity and Inclusion Report

Our Group

→ Corporate Governance

Executive Committee

- 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

Diversity and Inclusion Report

Our Group

→ Financial performance

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**

Diversity and Inclusion Report

Our Group

→ Human Resources

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.

Diversity and Inclusion Report

Our Group

→ Diversity and Inclusion

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.

Diversity and Inclusion Report

Our Group

→ Sustainable Development

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

Diversity and Inclusion Report

Interview with Rohini Anand,
Group Chief Diversity Officer

November 2009

Diversity: not an option, not a choice, it is an absolute necessity

1. Why is diversity and inclusion an important issue for Sodexo?

Diversity and inclusion is a very important issue to Sodexo. It's not an option, it's not a choice, it is absolutely a necessity. Because we are a global company in over 80 countries and we really need to understand the diverse needs of our customers and clients, which are changing all the time. We need to come up with innovative solutions for our customers and clients. Also we are people business and we have to hire the best talents and in order to do that we have to be diversity and inclusion leaders. And lastly, our clients want to do business with others who are also leaders in the space so it is very important for us to lead in diversity and inclusion in order to grow our business and retain our business.

2. What actions has Sodexo taken?

Sodexo has taken several key actions, which are both practical as well as ambitious, and they are measurable and we have put in place tools to measure our outcomes.

The actions fall in four key areas:

1. Gender representation,
2. Multiple generations in the workplace,
3. People with disabilities,
4. Ethnic minorities.

In all of these areas we have implemented several actions.

For example we have implemented the "Spirit of Inclusion" training in several countries: in 2009 alone we trained over 30 000 employees in the United States, in the UK, in the Netherlands, in Belgium, in Australia as well as in Germany. In addition to that we have implemented mentoring initiatives in Australia, in Europe and in the United States. In order to measure our progress in gender representation we have convened a body of the 20 most senior women in the company to help us to make progress in this area.

3. How are these actions affecting Sodexo's performance?

The actions in diversity and inclusion are clearly impacting Sodexo's performance in a very positive way. We are convinced that diversity teams create innovative solutions, which is very important to our clients and customers. Also, our clients want to do business with us because we mirror their values. They see us as business partners also committed to diversity and inclusion. And thirdly, I believe that diversity and inclusion represents a differentiator. It is a competitive advantage that helps us to win bids and to retain clients. In this economic environment, those companies that are truly committed to diversity and inclusion will surface and this will be a differentiator for us in growing our business and being perceived as true partners to our clients.

4. Conclusion

And finally, what I would like to say is that the current situation clearly demands that we set the bar high, that we recalibrate our progress, that we look at the lessons learned and continue to raise the bar if we are to achieve our outcomes, and this starts with the senior teams, role-modeling their commitments to diversity and inclusion and I know that we're up to the challenge.

Diversity and Inclusion Report

Diversity and inclusion, a competitive advantage

→ Diversity Strategy



Sodexo's commitment in the area of diversity and inclusion is a source of pride for our employees and partners and provides us with a competitive advantage; it is a driver of growth and excellence.

Our goal is to become the global benchmark in diversity and inclusion and it is one of the pillars of our strategy.

This means ensuring representation at all levels of our company in terms of gender, generation, culture, ethnicity or disability.

Diversity and Inclusion Report

Diversity and inclusion, a competitive advantage

→ Our Commitments and our Awards

Our Commitments

To embed diversity throughout the Group, Sodexo has formally committed itself through the signature of national Diversity Charters, including:

- **France**, Charte de la Diversité, 2004, to which Sodexo was one of the first corporate signatories;
- **Germany**, Charta der Vielfalt, 2008;
- **Spain**, Charter de la Diversidad, 2009, launched with the help of Sodexo, one of the initial signatories.

Our Awards

- Belgium

A two-year renewal of the national “Equality-Diversity” label, awarded to only 12 companies and institutions especially active in combating discrimination.

- France

Special recognition for “Successful entry/re-integration” of former prisoners.

- Netherlands

Sodexo was ranked fourth among the “Dutch Diversity Top 50” companies most committed to diversity.

- United states

In 2009, Diversity Inc. ranked Sodexo sixth among the “Top 50 Companies for Diversity®” out of more than 400 participating companies (compared with 12th position in 2008).

Diversity and Inclusion Report

Our objectives

→ Attract, Develop, Engage and Retain the best talent

“For Sodexo, diversity is much more than a moral and societal obligation: it is a business imperative that determines our ability to attract, recruit, develop and retain talented staff, encourage the commitment of our employees and offer solutions to improve the Quality of Life of our clients and consumers.”

Michel Landel

Chief Executive Officer, Sodexo

Diversity and Inclusion Report

Our objectives

→ Attract, Develop, Engage and Retain the best talent

Leadership

- The **Sodexo Women's International Forum for talent** (SWIFt), which reports directly to the CEO, is comprised of 20 female executives and provides the strategic direction for gender strategy for the organization.
- The **Global Diversity and Inclusion Task Force** was created in 2006 to develop and implement diversity and inclusion initiatives for Sodexo's worldwide operations. The 40-member task force, led by the Vice President for Diversity and Inclusion for Europe, is responsible for diversity and inclusion strategies, actions and outcomes.

Diversity and Inclusion Report

Our objectives

→ Attract, Develop, Engage and Retain the best talent

Competency

The “**Cultural Navigator**” is a comprehensive, web-based tool designed to enhance understanding and bridge cultural differences among Sodexo employees to help them to navigate a multicultural, multilingual and global work environment. In 2009, nearly 600 active users created profiles.

Spirit of Inclusion is a training program intended to heighten awareness among managers and provide tools for managing in a multicultural work environment. More than 6,000 managers have already taken part in the training in Belgium, Finland, France, Germany, the Netherlands, the United Kingdom and the United States.

Diversity and Inclusion Report

Our objectives

→ Attract, Develop, Engage and Retain the best talent

Human Capital

Fostering a strong **mentoring culture** represents a strategic investment in our people, demonstrating Sodexo's commitment to promoting the professional achievement of its employees and its international work groups.

In Australia and New Zealand, the **"Women in Leadership Mentoring Program"** offers future women leaders a personal development plan. Currently, 80 high-performing or high-potential employees are participating in a new program providing a one-year structured mentoring experience.

In the United States, the **Spirit of Mentoring** initiative offers three tracks:

- "IMPACT", a formal, year-long structured mentoring program,
- "Peer2Peer", an informal program offered by the "Employee Network Groups",
- "BRIDGE", an informal mentoring relationship developed for all market segments.

Workplace flexibility, which boosts employee Quality of Life and motivation as well as company efficiency and productivity, is encouraged through numerous initiatives, notably in Australia, Canada, France, the Netherlands, Spain and the United States.

Diversity and Inclusion Report

Our objectives

→ Attract, Develop, Engage and Retain the best talent

Communication

- Publication of Sodexo's first **Global Diversity and Inclusion Annual Report** at the beginning of the year marked a milestone in our diversity and inclusion journey. The report compiles our efforts throughout the world, demonstrating the progress we have made and the work we still have to do.
- **Sodexo's Employee Value Proposition** formalizes our commitment to help our employees to build their future and to grow with the company through all stages of an employee's professional life -- recruitment, welcome orientation, daily work life, development and recognition. It underlines the importance Sodexo places on employee personal and professional development, improving our ability to attract, recruit, develop and retain the diverse pool of talent necessary to achieve our growth objectives.

Diversity and Inclusion Report

Our Objectives

→ Create a culture of inclusion

“By its very nature, Sodexo works with and for people, regardless of who they are or where they come from. That is why we strive every day to create a culture that respects differences and enhances individual ideas and experiences in all our operations. Making diversity and inclusion a natural reflex means changing behaviors by strengthening leadership and commitment and by integrating diversity and inclusion in our policies and practices.”

Rohini Anand
Chief Diversity Officer, Sodexo

Diversity and Inclusion Report

Our Objectives

→ Create a culture of inclusion

Leadership

Sodexo's senior leaders and high-potential women in Europe participate in a special program called "**Reciprocal Mentoring**". The women gain professional insight and guidance while senior leaders build their understanding of the challenges facing women in the workplace.

Diversity and Inclusion Report

Our Objectives

→ Create a culture of inclusion

Competency

Attended by senior leaders, each “**Sodexo World**” class hosts an average of 15 nationalities. Diversity and inclusion are integrated into this curriculum through an experiential session illustrating the challenges of diversity.

In May 2009, Sodexo and Microsoft hosted the first “**Virtual Global Inclusion Summit**” designed to build awareness about leveraging diversity and inclusion for business growth. The summit, launched by Michel Landel, encouraged participants to discover best practices and become sensitized to micro-inequities.

Diversity and Inclusion Report

Our Objectives

→ Create a culture of inclusion

Human Capital

Sodexo is a member of the “**European Professional Women’s Network**”, which promotes the professional progress of women by providing the tools, network and support they need to assume leadership positions. In 2009, 69 high-potential women from five European countries had the opportunity to participate in the network’s activities.

In the United States, “**Employee Network Groups**” enable staff members to receive unique networking opportunities and acquire project management skills. To date, there are seven ENGs:

- I-Gen, Intergenerational Network Group,
- SOAR, Sodexo Organization of disAbilities Resources,
- WiNG, Women’s Network Group,
- AALF, African American Leadership Forum,
- PANG, Pan Asian Network Group,
- SOL, Sodexo Organization of Latinos,
- PRIDE, GLBTA Sodexo Network Group.

The **Sodexo European Works Council** is working to identify strategies to recruit, develop and retain senior employees and has created an international work group. The Group Chief Operating Officer and Chief Executive Officer, Europe, On-site Service Solutions, chairs the Council, which represents 22 member states of the European Union.

Diversity and Inclusion Report

Our Objectives

→ Create a culture of inclusion

Communication

- “**Global Inclusion News**”, a web-based quarterly newsletter, provides updates on Sodexo diversity initiatives, best practices, objectives and outcomes.
- To inform and educate our people, Sodexo introduced a quarterly “**Global Webinar Series**” focusing on topics that apply across borders and business lines.

Diversity and Inclusion Report

Our Objectives

→ Be a global leader in diversity and inclusion

“Diversity is a competitive advantage and a fundamental component of our long-term growth strategy. We are therefore embedding diversity and inclusion in all aspects of our business, from our workplace environment to our markets and the communities we serve.”

Michel Landel
Chief Executive Officer, Sodexo

Diversity and Inclusion Report

Our Objectives

→ Be a global leader in diversity and inclusion

Leadership

Sodexo is an active member of several organizations dedicated to promoting diversity and inclusion:

- The **“Mainstreaming Diversity”** laboratory run by CSR Europe, a business network for corporate social responsibility;
- **Catalyst** an organization working to build inclusive workplaces and expand opportunities for women in business. In 2009, Sodexo hosted a Catalyst symposium in Paris. Sodexo’s Chief Diversity Officer, Rohini Anand, serves on the Advisory Board of Catalyst;
- **ORC Worldwide Global Diversity Forum**, which provides global companies with information, insight and best practices on effective global diversity strategies. Rohini Anand sits on their Advisory Board.
- The **Women’s Forum for the Economy and Society** promotes women’s vision on economic and social issues. A partner of the Forums in Deauville, France since 2007 and Shanghai, China (2008), Sodexo also sponsored the Chinese delegation in 2007 and the Indian delegation in 2008.

Diversity and Inclusion Report

Our Objectives

→ Be a global leader in diversity and inclusion

Competency

“**GenderSpeak**” is an interactive training session providing an opportunity for facilitated dialogue on women and leadership. It was presented in six countries and at the “Global Inclusion Summit” in Paris attended by 200 senior executives and 25 clients in 2008.

Diversity and Inclusion Report

Our Objectives

→ Be a global leader in diversity and inclusion

Human Capital

In France, Sodexo is a partner of “**Nos quartiers ont des talents (talent in our neighborhoods)**”, a non-profit French organization that promotes mentoring relationships to help young graduates from disadvantaged communities find employment after completing their studies. Since February 2009, 12 employees from Sodexo's Paris headquarters have been mentoring young people, six of whom have already been hired.

Diversity and Inclusion Report

Our Objectives

→ Be a global leader in diversity and inclusion

Communication

Sodexo has worked hard to integrate diversity and inclusion into all aspects of our approach to business, prompting invitations to our top leaders to discuss their experience and offer insight on the Group's strategy:

- **Michel Landel**, CEO of Sodexo, offered his remarks to the House of Commons in London on a "Harvard Business Review" study of generations in the workplace;
- **Rohini Anand**, the Group's Chief Diversity Officer, presented at Working Mother Media's "Global Advancement of Women Conference" in Bangalore, India.

Diversity and Inclusion Report

Our Diversity Initiatives throughout the World

Argentina

“Youth Together” is a training program to promote employment among underprivileged youth. The program is targeted to employees who are the initial contacts for newly-recruited team members, with diversity awareness sessions open to all.

Australia

Leadership teams participating in aboriginal cross-cultural and inclusion training have developed a new initiative in several remote sites to support indigenous populations. The program enables Sodexo to offer flexible employment through job sharing, thereby retaining a highly productive and motivated workforce.

Belgium

A taskforce including employees, trade union representatives and a representative of the Human Resources department are developing a long-term approach for seniors in the workplace. A plan of action and communication, including informational meetings dedicated to the subject, has been implemented to support individuals over 50 in the next phase of their career.

Brazil, Chile and Colombia

Sodexo's Diversity and Inclusion Strategy for South America has been formalized and its launch approved by the regional Executive Committee. Work is underway to engage communities in Brazil, Chile and Colombia.

Canada

Sodexo began working with aboriginal communities 20 years ago. Today, it has 22 active partnerships with investments in training and development programs. Aboriginal community members comprise an average of 63% of the Group's remote site workforce and up to 95% at certain locations. The Canadian Council for Aboriginal Business has awarded Sodexo “Gold” status since 2003 for our commitment to employment of members of aboriginal communities and for contributing to local economic and social development.

China

Sodexo has developed a module on culture and diversity for its training program for recent university graduates who join the Group.

France

Since 2003, Sodexo has operated “Café Signes” in partnership with Entraide Universitaire. In keeping with the concept of reciprocal inclusion, 10 hearing-impaired employees work under the supervision of colleagues without a hearing impairment, learning together as well as educating others. Customers enjoy excellent cuisine and learn their first words in sign language.

Germany

More than 500 managers have already taken part in the “Spirit of inclusion” training program.

Italy

For over a decade, Sodexo has partnered with institutions and non-profit organizations to help employ people with disabilities. In 2009, 120 employees with disabilities were welcomed in internships and 30 were hired, bringing the total number of staff members with disabilities to 200.

Netherlands

At the Grand Hotel Philadelphia in Rotterdam, Sodexo runs a 20-room hotel, bakery and restaurant providing professional training for people with disabilities. Under the supervision of 15 Sodexo professionals, 20 employees with disabilities work in housekeeping, foodservices and the bakery to acquire the skills needed to find a permanent job.

Peru

Since 2000, Sodexo Peru has partnered with its client Compania Minera Antamina through the “Asociación Sodexo por el Desarrollo Sostenible” (Foundation for Sustainable Development) to develop a training center in the district of San Marcos. Training programs foster the development of skills in hospitality and foodservices among young people living in the province of Huari.

Spain

A women's focus group has been created to examine and address gender equality issues in the workplace and propose solutions.

Sweden

Sodexo runs the Garnisonen Restaurant, one of the largest in Stockholm, with a staff made up exclusively of people with disabilities. Four supervisors help the 35 employees acquire the skills needed to work permanently in the hospitality industry. The restaurant's success has led Sodexo to employ people with disabilities in other areas such as switchboard operation, reception and janitorial services.

Thailand

One person out of every 200 hired by Sodexo has a disability. Sodexo recruiters work with the Labor Support Department and the Foundation for People with Disabilities to proactively identify people with disabilities to fill positions.

United Kingdom

Sodexo launched the national Diversity Council comprising leaders from all market segments and functions and published a “Diversity Policy and Inclusion Charter” in 2008.

United States

SOAR (Sodexo Organization for Disabilities Resources) is an employee network group committed to advancing the full acceptance and inclusion of people with disabilities through education, awareness, and outreach.