



A better
tomorrow
starts today.

The Better Tomorrow Plan

A new worldwide
sustainability roadmap
for the Sodexo Group

- November 2009 -

The Better Tomorrow Plan

is Sodexo's plan for a better future

It's a place where nutrition, health and wellness, local communities and the environment matter. It's what our clients want. It's how we've always worked. Building a better tomorrow is a big challenge which is only surpassed by our determination to succeed.

The Better Tomorrow Plan:

Three priorities, 14 commitments, one journey forward.

Contents



Sodexo profile

Founded in Marseille in 1966 by Pierre Belin, the current Chairman of the Board of Directors, today Sodexo represents:

- 13.6 billion euros in consolidated revenues⁽¹⁾
- 379,749 employees⁽²⁾
- 30,900 sites⁽³⁾
- 80 countries⁽⁴⁾
- 2 activities:
 - On-site Services Solutions
 - Motivation Solutions
- Number 1 worldwide in most markets

⁽¹⁾ as of 31 August 08
⁽²⁾ as of 31 August 08

22nd largest employer worldwide
7th largest European employer worldwide
2nd largest French employer worldwide

Read more on: www.sodexo.com

SRI Rankings

DJSI Global
Supersector Leader
2009-2010

Div. Area
Sustainability Indices

Logos: sam, E.C.P.I., FTSE4Good, vigeo

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Sodexo profile




The Better Tomorrow Plan

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

Darwin Vander
Group Executive Vice President and Chief Marketing Officer
Other Marketing, Supply Chain & Sustainability Development



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The Better Tomorrow Plan



EXECUTIVE SUMMARY: A Better Tomorrow starts Today

The Better Tomorrow Plan is a progressive journey based on continuous improvement that relies on engagement with all our stakeholders. It applies to 81 countries and 33,900 sites.

How we get there

- Quantification of the strong base which already exists in many countries
- An ongoing stakeholder engagement process
- Programme milestones for 2012, 2015 and 2020
- Better Tomorrow challenges to our members
- Support member leaders and a global member experts network
- A strong commitment of the Sustainability teams in our major markets
- A central project management office to support implementation and monitor performance

Performance

We aim to demonstrate our commitment to action and the difference that we make. Given the progressive nature and complexity of our plan, we will report on performance in two parts:

- PROGRESS TO DATE:** Today, we will measure and report progress 40% of Sodexo Group sites on the schedule that form The Better Tomorrow Plan.
- 2012/15/20:** Eventually, we will measure the impact of these activities on sustainability data. Once this aim is established, we will be working to ensure an equal level of reporting to our stakeholders. Sodexo Group level.

Phasing

Initiation → Appropriation → Monitoring

2008/2009: Define objectives, Develop the implementation process, Rollout the Better Tomorrow initiative globally per country

2009/2010: Operational progress in all of the countries, Continuous improvement of programs, Full-scale implementation of all of it

2010 to 2020

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Executive Summary



The cornerstone of a responsible company

We Are

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

Page 9
We Are



3 key priorities and 14 commitments for action

We Do

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

Page 14
We Do



We Engage

Dialogue and joint actions with our stakeholders

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

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We Engage



5 steps

Implementation Process

Deployment of the Better Tomorrow Plan to our 80 countries and 30,900 sites

Page 56
Implementation process



What will you start today to make a better tomorrow?

Contact

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Forward-looking information
This presentation contains statements that may be considered as forward-looking statements and as such may not necessarily be historical or current facts. These statements represent management's views as of the date they are made and we assume no obligation to update them. You are cautioned not to place undue reliance on our forward-looking statements.

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Contact

Sodexo profile

Founded in Marseilles in 1966 by Pierre Bellon,
the current Chairman of the Board of Directors, today Sodexo represents:

14.7 billion euro in consolidated revenues (*)

379,749 employees (*)

33,900 sites (*)

80 countries (*)

(*) as of 31 August 09

2 activities

On-site Service Solutions

Motivation Solutions

Number 1 worldwide in most markets

22nd largest employer worldwide

7th largest European employer worldwide

2nd largest French employer worldwide

Read more on:
www.sodexo.com

SRI Rankings

DJSI Global
Supersector Leader
2009-2010



The Better Tomorrow Plan

A commitment to Corporate Citizenship is central to Sodexo's "Ambition 2015" strategy. Today, Sodexo is the recognized global sustainability leader in its market sector and, to take our credentials to the next level of performance, we have devised a new worldwide sustainability roadmap for the Sodexo Group:

- The Better Tomorrow Plan - covering 80 countries, 33,900 sites and engaging our 380,000 employees.



Damien Verdier

Group Executive Vice President and Chief Marketing Officer
Offer Marketing, Supply Chain & Sustainable Development





Why the Better Tomorrow Plan?

Sodexo's mission is to improve the Quality of Daily Life of the people we serve and the communities in which we operate. Our solutions to respond to Corporate Citizenship challenges are fully aligned with this mission. We believe that it is a significant business opportunity for Sodexo, because:

- Our clients and the markets we serve are placing additional emphasis and resources on sustainability initiatives. As our services have sustainability aspects, whether in schools, hospitals or companies, our clients and markets look to Sodexo for **commitment and visible performance improvements** to help them achieve their own sustainability objectives.
- Our clients, consumers and employees are increasingly aware of the **connections between our services and sustainability**. For example, they are concerned about where their food comes from, how and by whom it was made, and the links between sustainability and health.
- It is increasingly clear that our clients expect our commitment to sustainability. We anticipate that our commitments will support **client retention** and help us to win new business.
- Efforts in many countries are focusing on energy management, building efficiencies, logistics and agriculture. These create opportunities for us to deliver **additional value** to our clients and throughout our supply chain.
- Emerging regulatory schemes, such as 'cap and trade' to reduce greenhouse gas emissions, may increase the value of Sodexo services to clients and **create opportunities** to drive additional value.

EXECUTIVE SUMMARY: A Better Tomorrow starts Today

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

How we get there

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

Performance

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

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

Phasing

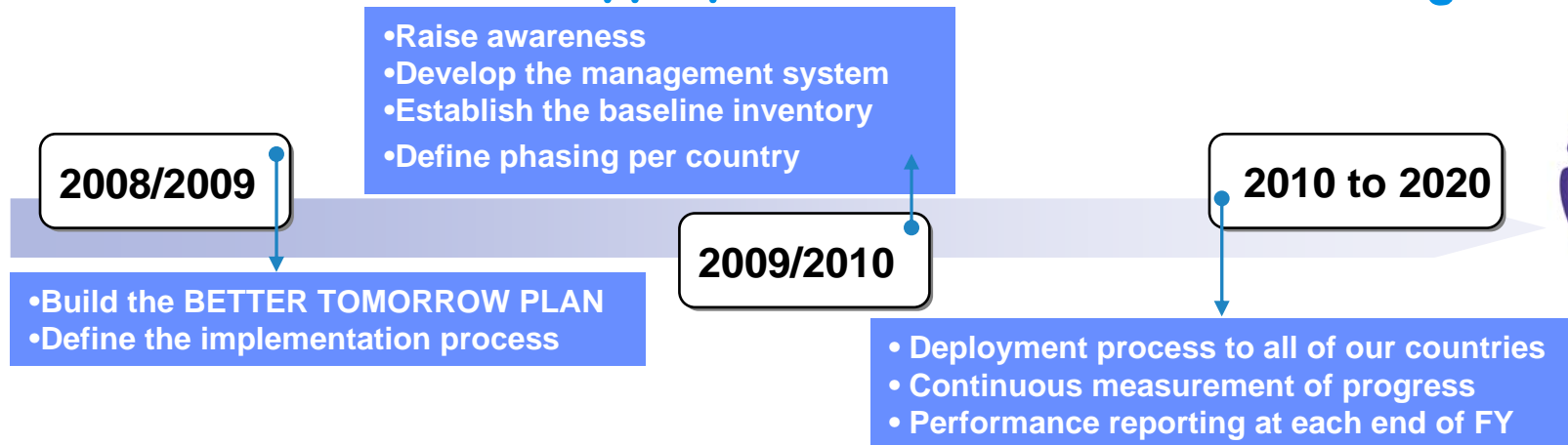
Initiation



Appropriation



Monitoring



Three pillars

The Better Tomorrow Plan seeks to address the sustainability issues that we have identified as being material to our business and stakeholders. Prior to the development of this roadmap and during the next phase of development, we are striving to consult extensively with internal and external stakeholders to refine our ambitions based on their feedback and expectations.



The Better Tomorrow Plan is made up of three core pillars:

We Are

The fundamentals that are the cornerstone of a responsible company

We Do

3 priorities, 14 commitments for action

We Engage

Dialogue and joint actions with our stakeholders

The cornerstone
of a responsible
company

We Are

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



We Are

Our roots

- Family's ship suppliers business
- Creation in Marseilles in 1966
- Pierre Bellon: a Corporate philosophy

Our beliefs

- Our company is the community of our clients, employees and shareholders
- Organic growth in revenues and earnings: the only way to exceed their expectations

→ Making every day
a better day

Our purpose

Since the creation of Sodexo in 1966, our purpose is twofold:

- **Improve the quality of daily life** of people we serve in their workplace, patients at a hospital, students in schools and universities, prisoners in correctional facilities, soldiers in their barracks, etc. and for the communities in which we operate.
- **Contribute to economic, social and environmental development** of the cities, regions and countries in which we operate.

Our values

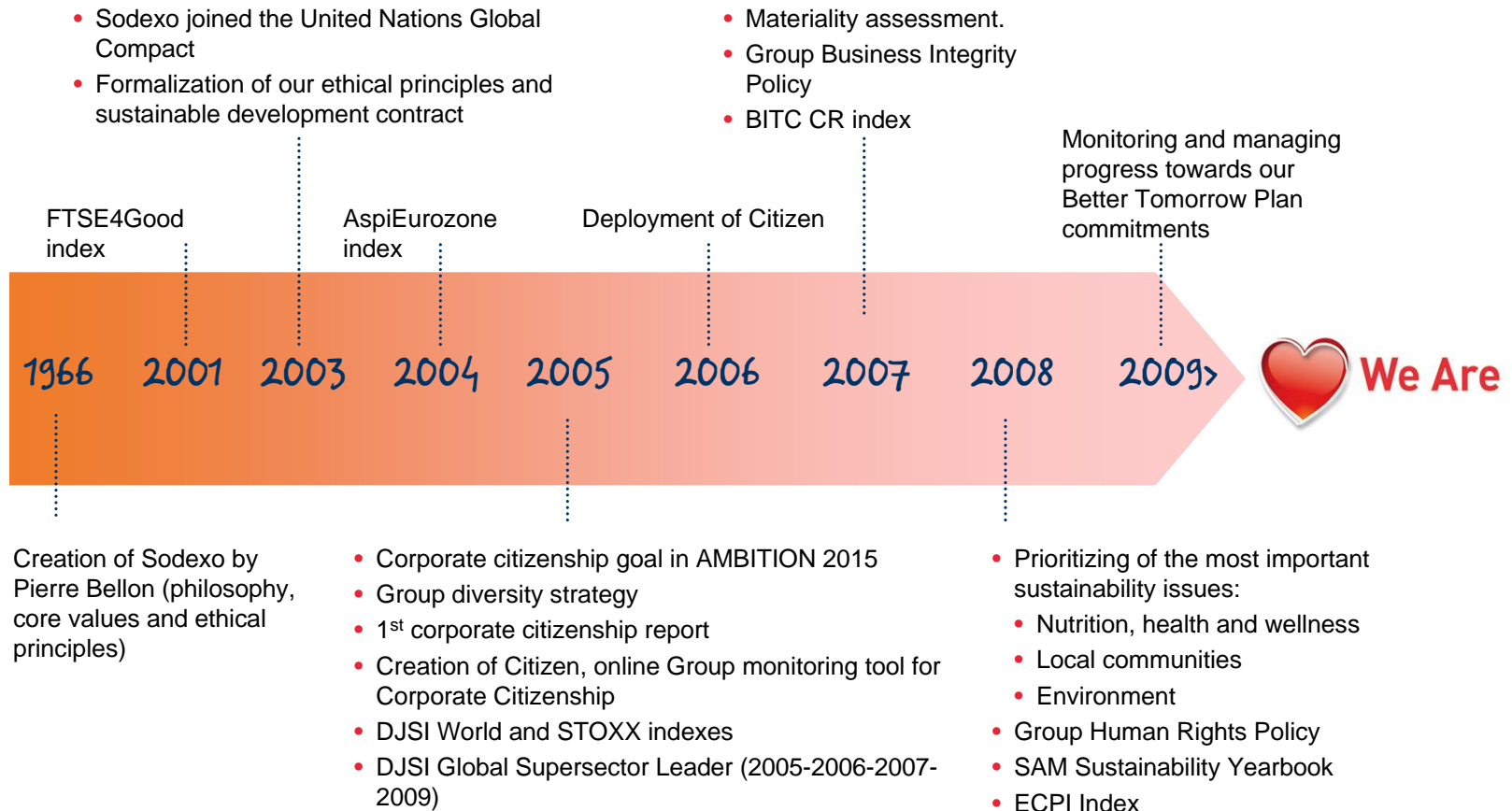
- Service spirit
- Team spirit
- Spirit of progress

Our ethical principles

- Loyalty
- Respect for people
- Transparency
- Business integrity

The cornerstone of a responsible company

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





We Are

"Our objectives, our core values, our ethical principles and our mission are the commitment that we all share and that unite all our teams."



Pierre Bellon

Chairman and Founder of Sodexo



We Are

Recent progress actions

Business Integrity		2007 - Sodexo adopted the Sodexo Statement of Business Integrity
Respect For People	Human Rights	2008 - Group policy for the respect of human rights, which refers to Group codes of practice, charters and policies already in place.
	Professional & Personal Development	Group HR strategy and policies 2008 - Group initiative 'Employee Value Proposition' with a promise to its employees: 'Your future, so Sodexo'.
Diversity & Inclusion		2005 - Creation of the Sodexo Global Diversity Working Group 2007 - Clarification of Sodexo Global Diversity and Inclusion strategy vision 2008 - Creation of the Diversity and Inclusion Global team 2009 - Creation of the Sodexo Women's International Forum for Talent (SWIFT)
Safety		2009 - Group Global Food Safety Policy
Corporate Governance		Each year, publication of: <ul style="list-style-type: none"> • Financial and Legal Information: financial performance and corporate governance • Annual Report

3 key priorities
and
14 commitments
for action

We Do

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

We will increase our level of performance in our sustainable development journey by engaging with our clients and our 380,000 employees to embed our commitments into our 80 countries and 33,900 sites.

Nutrition, Health & Wellness

- We will develop and promote **health and wellness solutions** for our clients, consumers and employees in all the countries where we operate by 2015.
- We will provide and promote **varied and balanced food options** at all our clients' sites by 2012.
- We will provide and promote choices with a **reduced intake of sugar, salt and fats** at all our clients' sites by 2015.

Local Communities

- We will **fight hunger and malnutrition through our STOP Hunger program** in all the countries where we operate by 2020.
- We will support **local community development** in all the countries where we operate by 2015.
- We will increase the purchase of **products sourced from fairly traded certified sources** by 2015.

Environment

SUSTAINABLE SUPPLIES

- We will ensure compliance with a **Global Sustainable Supply Chain Code of Conduct** in all the countries where we operate by 2015.
- We will source **local, seasonal or sustainably grown or raised products** in all the countries where we operate by 2015.
- We will source **sustainable fish and seafood** in all the countries where we operate by 2015.
- We will source and promote **sustainable equipment and supplies** in all the countries where we operate by 2020.

ENERGY & EMISSIONS

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

WATER & EFFLUENTS

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

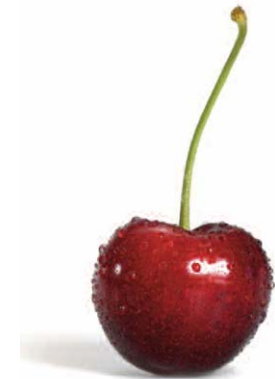
MATERIALS & WASTE

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

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



Today...
I will help improve our
consumers' health by
offering a menu with less
salt, sugar and fats.



We Do
Nutrition, Health & Wellness

Nutrition,
Health &
Wellness
Local Communities
Environment

Nutrition, Health & Wellness

Health & Wellness Solutions

Our commitment...

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



Health & Wellness Solutions

General context

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

How we get there

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

Progress KPI

% of Group revenues of countries developing and promoting health and wellness solutions.

Impact KPI

In progress.

We Do Commitment

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

Best Practices

- **Live & Work Well (China)**
- **MatSmart (Sweden)**
- **ToLive (United States)**
- **Feeling Good (Finland)**
- **Smarte fristelser (Norway)**

Phasing

Creation of Group health and wellness solutions guidelines

2012-2015

2010

2011

Inventory of existing programs, offers and references

- Creation of new health and wellness offers
- All countries deploy health and wellness solutions offer

Nutrition,
Health &
Wellness
Local Communities
Environment

Nutrition, Health & Wellness

Varied and balanced food options

Our commitment...

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



Varied and balanced food options

General context

- Nutrition is a foundation for health and development. Better nutrition means stronger immune systems, less illness and better health.
- Dramatic increase of malnutrition: obesity and long-term implications such as chronic diseases.
- Increasingly, vegetarian or vegan diets are chosen for ethical, health or environmental reasons.

How we get there

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

Progress KPI

Number and % of clients' sites that provide and promote varied and balanced food options.

Impact KPI

In progress.

Access to nutritional advice is available for all consumers

Phasing

2010

- Inventory of existing internal programs, offers and references
- Group Guidelines for Varied and Balanced Food Options are finalised and communicated

2012

All sites have implemented at least one action from the defined list

We Do Commitment

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

Best Practices

- Vitality (Europe)
- Natural! (Worldwide)
- Symmetry, Nourish (Asia-Pacific)
- Be (Northern Europe)
- Equilibre, Douceur, Maternéa (France)
- Create Your Weight, Health Ability (NorAm)
- Healthwise (UK&Ireland)
- Vegetarian Meat So What? (Poland)
- Sodexo Vitál Klub (Hungary)
- Nutrika for all (Romania)
- EducEating (Spain)

Nutrition,
Health &
Wellness
Local Communities
Environment

Nutrition, Health & Wellness

Salt, Sugar and Fats

Our commitment...

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



Salt, Sugar and Fats

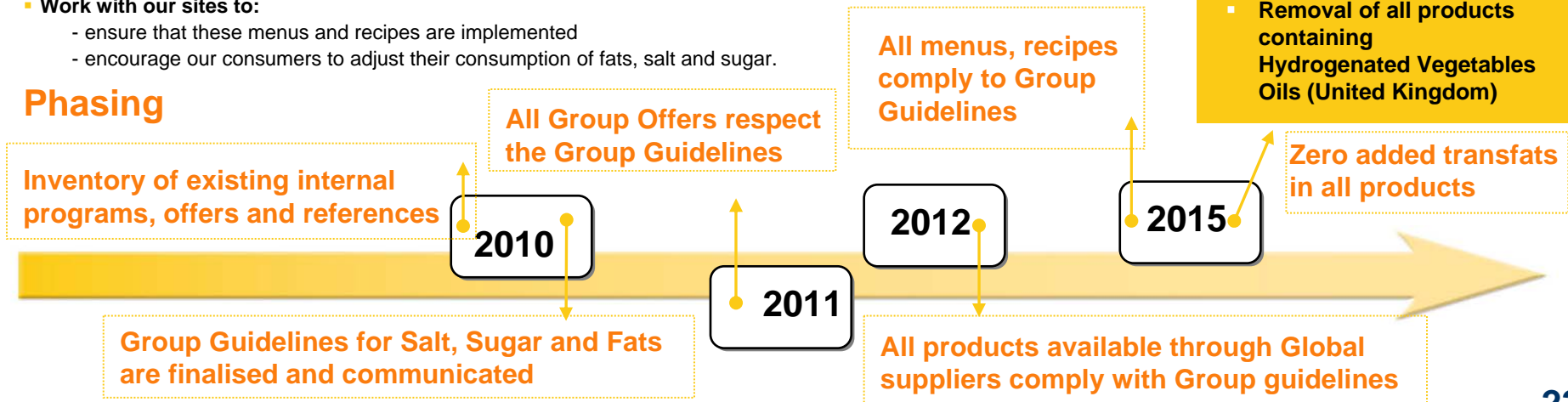
General context

- The populations of many countries have intakes of salt, sugar and fats that are higher than both international and national recommendations.
- Processed products, in particular, contain high quantities of all three. High intakes of sugar, salt and fats are linked to obesity and chronic diseases.
- Nutritional recommendations are to:
 - Limit energy intake from total fats
 - Shift fat consumption away from saturated fats to unsaturated fats and to the elimination of trans-fatty acids
 - Limit the intake of free sugars
 - Limit salt (sodium) consumption from all sources
 - Ensure that salt is iodized.

How we get there

- **Work with our suppliers to:**
 - eliminate products containing added trans fats (partially hydrogenated vegetable oils)
 - reduce the use of saturated fats
 - review the sugar and salt content of the products we buy.
- **Work on our recipes to:**
 - reduce the use of saturated fats
 - review the sugar and salt content of the meals we make.
- **Work with our sites to:**
 - ensure that these menus and recipes are implemented
 - encourage our consumers to adjust their consumption of fats, salt and sugar.

Phasing



We Do Commitment

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

Best Practices

- Reduction of salt and fat content of sauce bases (Europe)
- Smartfuel (Australia)
- Campaign on salt consumption (Italy)
- Removal of all products containing Hydrogenated Vegetables Oils (United Kingdom)

Progress KPI

Number and % of clients' sites that provide and promote choices with a reduced intake of sugar, salt and fats.

Impact KPI

In progress.



Today...
I will help support
local communities by
serving fairly traded
certified coffee.



We Do
Local communities

Nutrition,
Health & Wellness
Local
Communities
Environment

Local Communities

STOP Hunger

Our commitment...

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



STOP Hunger

General context

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

How we get there

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

Progress KPI

Number and % Group revenues of countries implementing the STOP Hunger program.

Impact KPI

In progress.

We Do Commitment

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

Best Practices

29 countries conduct around 362 major initiatives and develop partnerships with more than 237 NGOs, associations, and charities.

Argentina / Australia / Belgium
 Brazil / Canada / Chile / Colombia
 Czech Republic / Finland / France
 Germany / Hungary / India
 Ireland / Luxembourg
 Madagascar / Malaysia / Mexico
 Morocco / Netherlands / Norway
 Peru / Poland / Romania / Russia
 Spain / Turkey / United Kingdom
 United States.

Phasing



Nutrition,
Health & Wellness
Local
Communities
Environment

Local Communities

Local Community Development

Our commitment...

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



Local Community Development

General context

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

How we get there

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

Progress KPI

Number and % of Group revenues of countries with local community development championing initiatives.

Impact KPI

In progress.

Creation of an accreditation for local business partners

We Do Commitment

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

Best Practices

- Xchange (Remote Sites)
- Local assistance to micro enterprises (Peru)
- Fruit and vegetable farmers (Madagascar, Congo and Angola)
- WMBE partner programme (NORAM)
- Progressive Aboriginal Relations - PAR (Canada)
- Minera Antamina and community relations (Peru)

Phasing



Local Communities

Fairly traded certified products

Our commitment...

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





Fairly traded certified products

General context

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

How we get there

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

Progress KPI

Value, % increase in spend and % share of certified, fairly traded coffee.

Impact KPI

In progress.

Phasing



We Do Commitment

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

Best Practices

- Aspetto (Worldwide)
- Fairtrade@work and Vivabox (Belgium)
- Ethical Coffee offer (Sweden)
- Lipton Rainforest certified tea (Finland)
- Purchasing Catalogue (Netherlands)
- Fairly traded products 2-week campaign (France)
- Jazzman Coffee (USA)

Today...
I will help my client
reduce waste by
switching to reusable
trays and containers.



We Do
Environment

Sustainable Supplies

Supply Chain Code of Conduct

Our commitment...

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

Nutrition,
Health & Wellness
Local Communities
Environment



Supply Chain Code of Conduct

General context

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

How we get there

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

Progress KPI

% of purchasing spend of suppliers who have signed Supplier Code of Conduct.

Impact KPI

In progress.

We Do Commitment

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

Best Practices

- Supplier Specifications and Self evaluation Process (France)
- Supplier Code of Conduct (United Kingdom)
- Supplier Code of Conduct and Environmental Policy (Sweden)
- Supply Chain Code of Conduct (North America)

Phasing



Sustainable Supplies

Local, Seasonal
or Sustainably raised or
grown products

Our commitment...

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

Nutrition,
Health & Wellness
Local Communities
Environment



Local, Seasonal or Sustainably Grown or raised Products

General context

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

How we get there

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

Phasing



We Do Commitment

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

Best Practices

- Red tractor and GAP certified products (United Kingdom)
- Local produce farmer listing and Freshpoint (NorAm)
- Free-cage eggs (Belgium)
- Fair2Food (Netherlands)
- Quality Assurance Scheme (Ireland)
- Organic food (Italy)

Progress KPI
% of spend on local, seasonal or sustainably grown or raised products.
Impact KPI
In progress.

Sustainable Supplies

Sustainable Fish and Seafood

Nutrition,
Health & Wellness
Local Communities
Environment

Our commitment...

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



Sustainable Fish and Seafood

General context

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

How we get there

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

We Do Commitment

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

Best Practices

- Elimination of all WWF red listed fish species (Sweden)
- Fish and Kid (United Kingdom)
- MSC certification for Education sites (United Kingdom)
- MSC certification (Netherlands)
- MSC purchasing and Seafood policy (Belgium)
- Best Aquaculture Practices (NorAm)
- Internal audit on sustainability of fish sourced upstream (France)

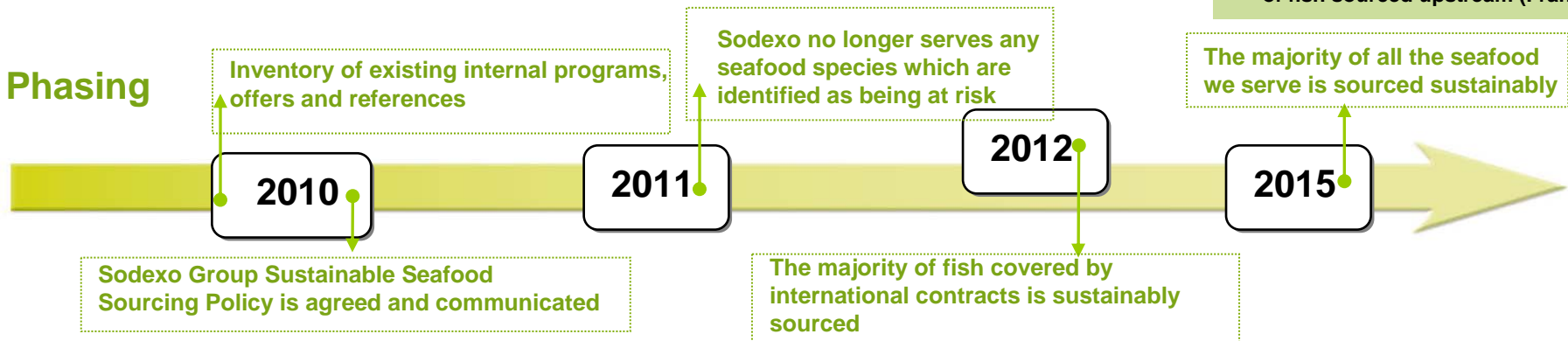
Progress KPI

% of Group revenues of countries which have eliminated the purchase of all at risk seafood species.

Impact KPI

In progress.

Phasing



Sustainable Supplies

Sustainable Equipment and Supplies

Our commitment...

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

Nutrition,
Health & Wellness
Local Communities
Environment



Sustainable Equipment and Supplies

General context

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

How we get there

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

Progress KPI

% Spend on sustainable equipment and supplies as a % of total purchasing spend on targeted categories (chemicals, office paper, paper disposables).

Impact KPI

In progress.

We Do Commitment

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

Best Practices

- Sustainable sourcing policy (United Kingdom)
- Sustainable tubes and bulbs (Australia)
- Apex dish-washing system (NorAm)
- Sustainable packaging (Italy)
- Napkin dispensing system (Poland)
- Plastic bags (Peru)
- Sustainable labelled products (Sweden)

Phasing



Energy & Emissions

Carbon Footprint

Nutrition,
Health & Wellness
Local Communities
Environment

Our commitment...

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



Carbon Footprint

General context

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

How we get there

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

Progress KPI

Number and % of sites implementing the carbon footprint reduction program.

Impact KPI

In progress.

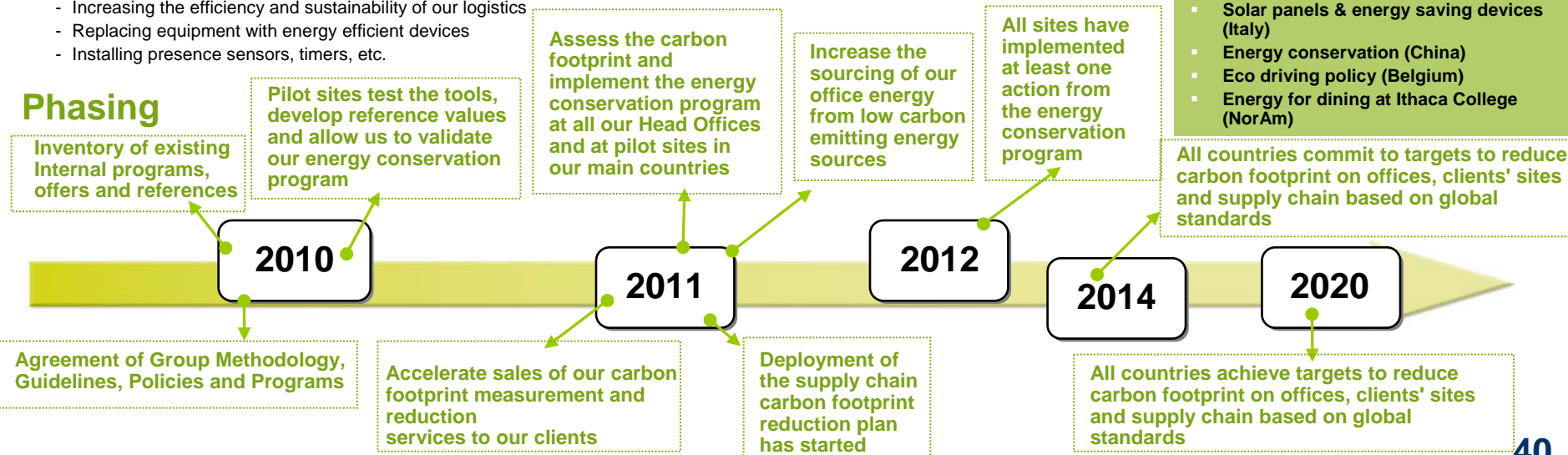
We Do Commitment

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

Best Practices

- Energy audit expertise (Thailand & Singapore)
- E-cube and pilot project for the carbon calculation (United Kingdom)
- ISO 14001 (Finland)
- Energy management (Netherlands)
- Carbon ADEME's tool (France)
- Solar panels & energy saving devices (Italy)
- Energy conservation (China)
- Eco driving policy (Belgium)
- Energy for dining at Ithaca College (NorAm)

Phasing



Water & Effluents

Water Footprint

Nutrition,
Health & Wellness
Local Communities
Environment

Our commitment...

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



Water Footprint

General context

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

How we get there

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

Progress KPI

Number and % of sites implementing the water conservation program.

Impact KPI

In progress.

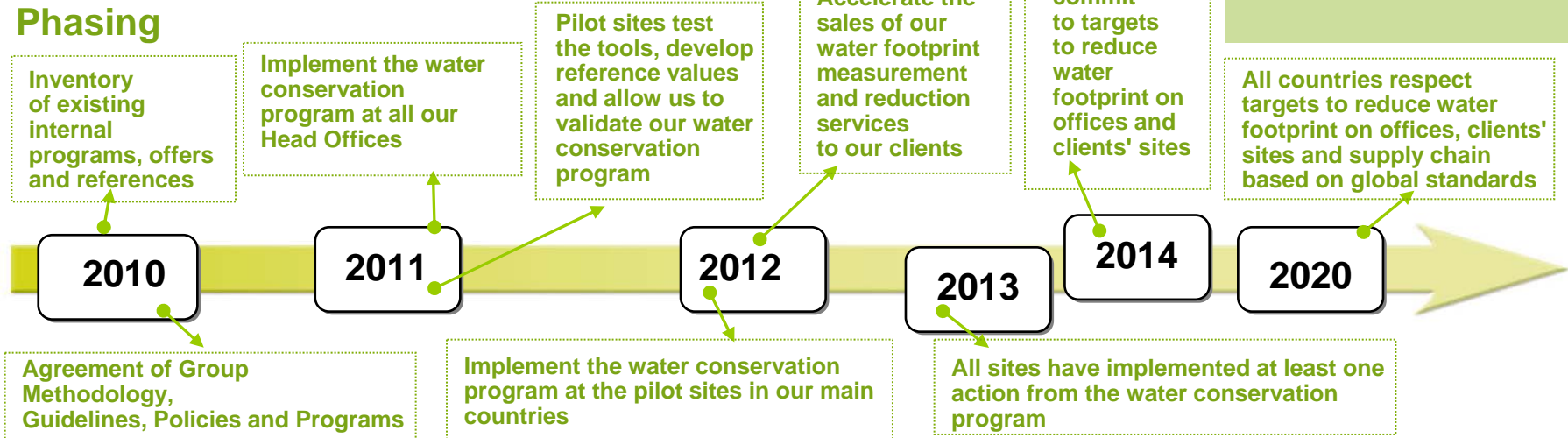
We Do Commitment

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

Best Practices

- Laundry & linen services (NorAm)
- So.Eco (France)
- Water consumption data (UK)
- Tillery Valley Foods (United Kingdom)

Phasing



Materials & Waste

Organic Waste

Nutrition,
Health & Wellness
Local Communities
Environment

Our commitment..

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

We will support initiatives to recover organic waste.



Organic Waste

General context

- The food chain is a large producer of organic waste that ends up in landfills or incinerators.
- In the US for example, 40 to 50% of edible food is discarded untouched or unopened.
- Each part of the food chain, from the farm to the consumer, has a role to play in reducing waste. Waste recycling and recovery techniques are also being developed (sorting waste, composting, anaerobic digestion, etc.).

How we get there

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

Progress KPIs

- Number and % of sites implementing measures to reduce organic waste.
- Number and % of sites implementing initiatives to recover organic waste.

Impact KPI

In progress.

All sites have implemented at least one action to reduce food waste from the program

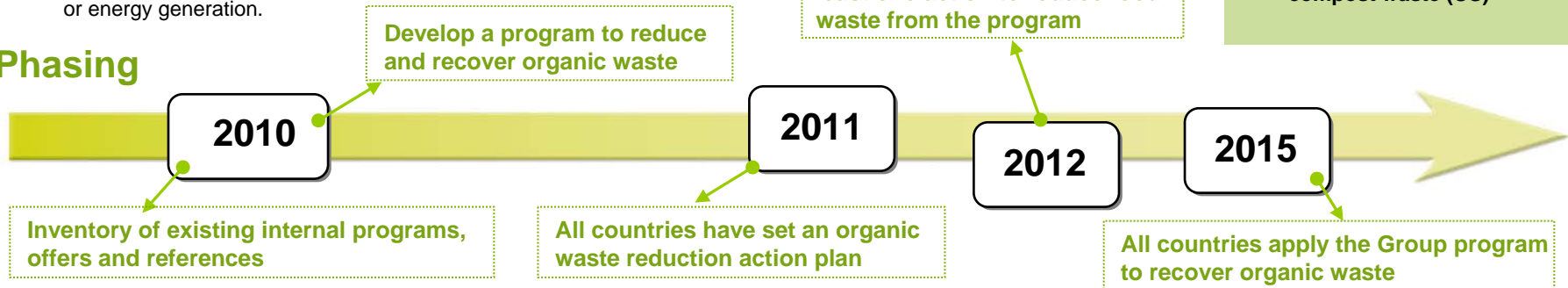
We Do Commitment

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

Best Practices

- Recycling of UCO (Worldwide)
- Land Technology (United Kingdom)
- Waste reduction process (Finland)
- Composting solution (Madagascar)
- Removal of trays in Universities, use of SOMAT machine to compost waste (US)

Phasing



Materials & Waste

Non Organic Waste

Nutrition,
Health & Wellness
Local Communities
Environment

Our commitment...

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

We will support initiatives to recover non organic waste.



Non Organic Waste

General context

- Reducing waste at its source is the best way to reduce the use of raw materials.
- The recovery of non organic waste prolongs the life and maximizes the value extracted from raw materials, generates energy savings and permits the use of the calorific value which can be generated by the waste through combustion.

How we get there

- **Define and implement a program to reduce and recover non organic waste including:**
 - Encouraging responsible environmental behaviour from consumers
 - Implementing dispensers, reusable trays and containers...
 - Working with suppliers to reduce packaging
 - Sorting, compacting and recycling waste

Progress KPIs

- Number and % of sites implementing measures to reduce non organic waste.
- Number and % of sites implementing initiatives to recover non organic waste.

Impact KPI

In progress.

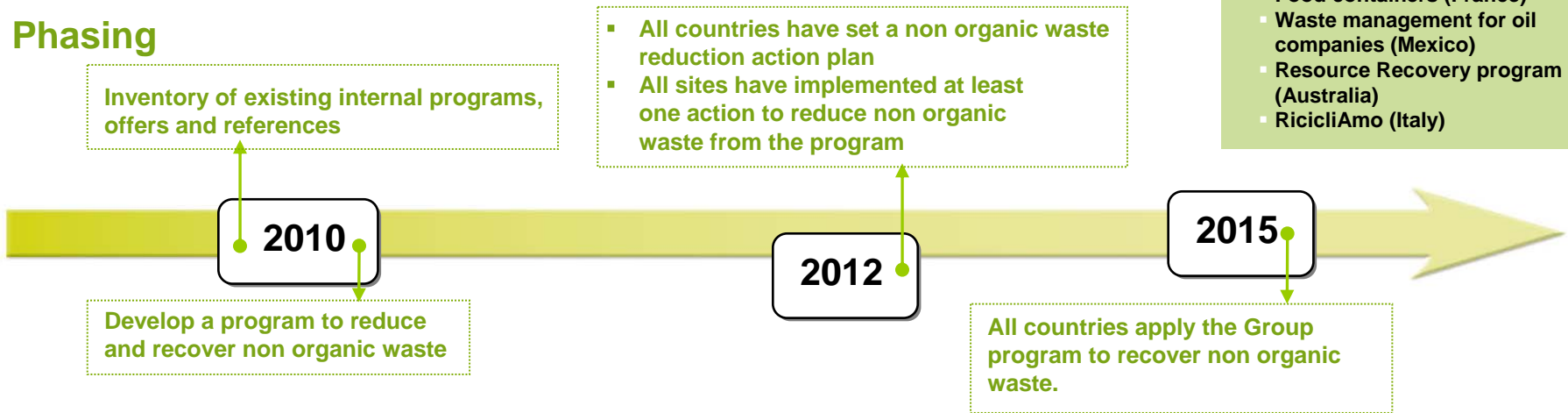
We Do Commitment

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

Best Practices

- Recycling of vouchers (Motivation solutions)
- Greenbacks (Sweden)
- Food containers (France)
- Waste management for oil companies (Mexico)
- Resource Recovery program (Australia)
- RicicliAmo (Italy)

Phasing



We Engage

Dialogue and
joint actions
with our
stakeholders

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

 **We Engage**

Connected to many stakeholders

- Engaging with our stakeholders is key to making sure that we fulfill our commitments to improve the Quality of Life.
- A global company such as Sodexo is in a strong position to provide a pragmatic response to Corporate Citizenship challenges and to make a significant contribution as a Corporate Citizen.





We Engage

We commit to engage with our stakeholders

- Through its worldwide presence, Sodexo employs 380,000 employees and serves 50 million consumers daily. In addition, we have long term professional relationships with many organizations including our clients and suppliers.
- By implementing the Better Tomorrow Plan across the 80 countries and the 33,900 sites where we operate, and influencing the practices of our stakeholders beyond that perimeter, the impacts of the commitments that Sodexo has made will be second to none.
- We will develop a central position in the networks and favor meeting opportunities to engage more and more stakeholders to be recognized as the benchmark reference and the sustainability leader in:
 - Nutrition, health and wellness
 - Local communities
 - Environment.



We Engage

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

Employees

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

Clients

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

Consumers

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

Suppliers

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

Institutions

We will regularly consult external stakeholders on strategy and innovation.

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



Employees

How we get there

- Provide employee sustainability training.
- Coach our employees on the Better Tomorrow Plan.
- Actively encourage our employees to participate in voluntary programmes that contribute to citizenship actions.

KPI

Measure the sustainability engagement through the ENGAGEMENT survey.

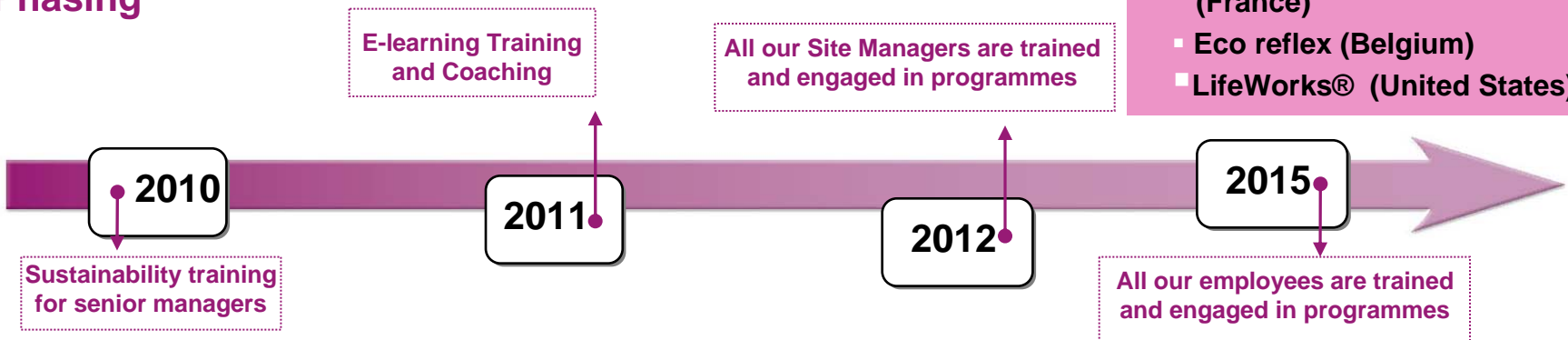
We Engage commitment

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

Best Practices

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

Phasing





Clients

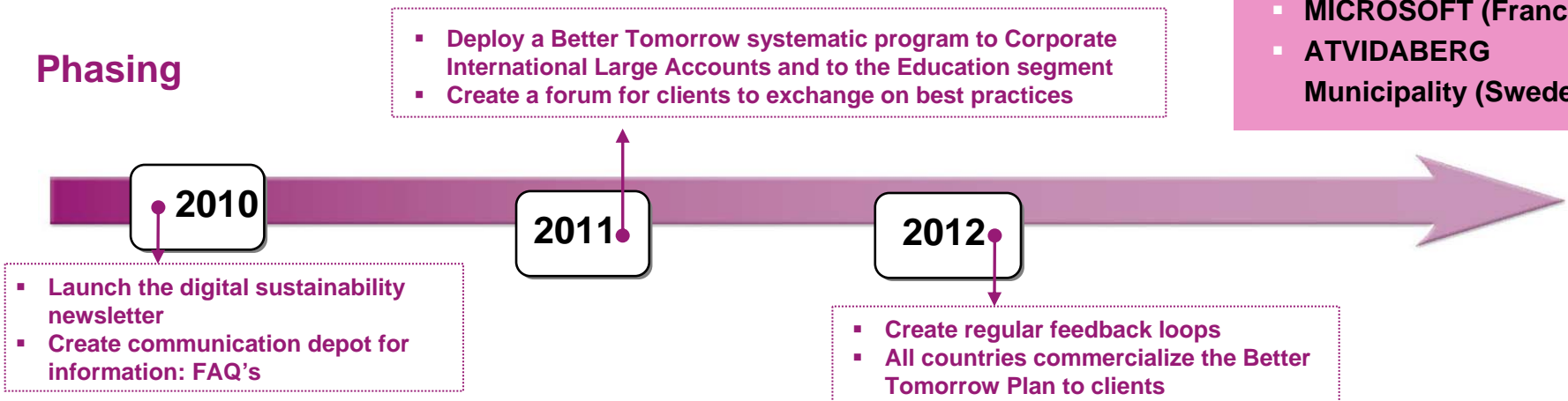
How we get there

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

KPI

Number of clients receiving the Better Tomorrow Plan client newsletter

Phasing



**We Engage
commitment**

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

Best Practices

- NOKIA (Worldwide)
- MICROSOFT (France)
- ATVIDABERG Municipality (Sweden)



Consumers

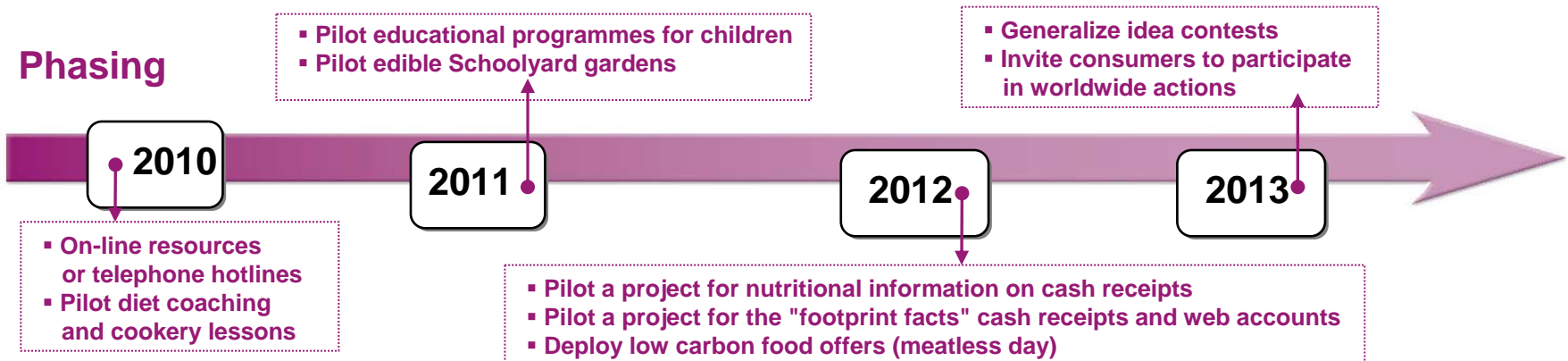
How we get there

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

KPI

Number of countries having implemented programs with information on healthy eating habits and on responsible behaviour

Phasing



We Engage commitment

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

Best Practices

- Edible schoolyard gardens
- Vivir bien program (Mexico)
- Eco Pass service (Belgium)
- PERSONIX™ (Worldwide)



Suppliers

How we get there

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

KPI

Number of sustainable initiatives developed with suppliers

Phasing



We Engage Commitment

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

Best Practices

- Suppliers' Packaging forum (United Kingdom)
- Sustainable Food Laboratory (United States)



Institutions

How we get there

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

We Engage Commitment

We will regularly consult external stakeholders on strategy and innovation.

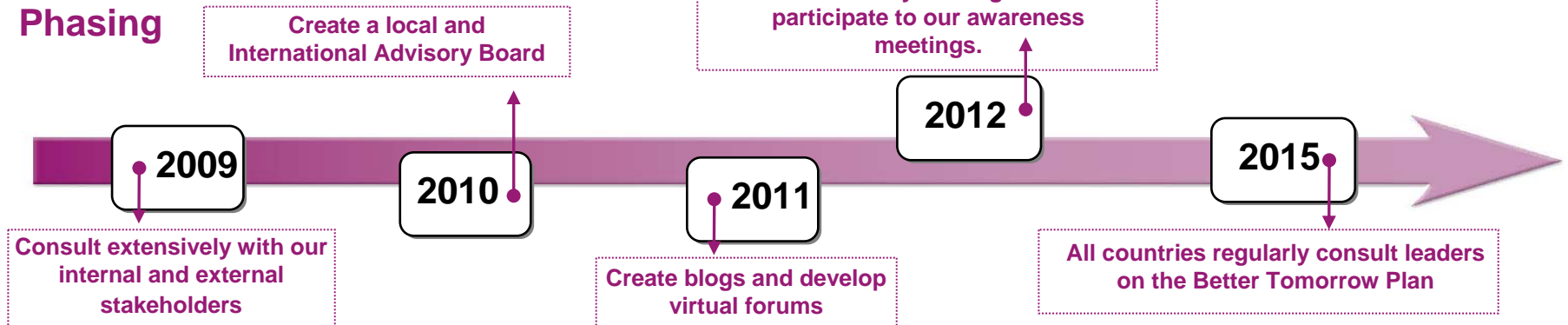
Best Practices

- Partnership with Second Nature (USA)
- ALLIED AGAINST HUNGER (France & USA)
- Net Impact (NorAm)

KPI

Number of local and international advisory board meetings

Phasing



5
steps

Implementation Process



Deployment of the Better Tomorrow Plan to all the countries where we operate and at all our clients' sites.

Implementation process

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

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

Implementation process

Organization

- Quantification of the **strong base** which already exists in many countries
- An ongoing **stakeholder engagement** process.
- **Progress milestones** for 2012, 2015 and 2020.
- **Better Tomorrow champions** in our countries.
- **Subject Matter Leaders** and a network of **Subject Matter Experts**.
- A **steering committee** of representatives from the sustainability teams in our major countries.
- A **central project management office** to support implementation and monitor performance.

Implementation process

Methodology

Deployment of the Better Tomorrow Plan will be achieved through 5 steps:

1. Awareness
2. Management
3. Inventory
4. Baseline and phasing
5. Continuous improvement

Implementation process

1. Awareness

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

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

Implementation process

2. Management

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

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

Implementation process

3. Inventory

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

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

Implementation process

4. Baseline and phasing

We will establish a baseline of the existing situation.

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

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

Implementation process

5. Continuous Improvement

We will regularly review our performance and challenge our countries.

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

The Better Tomorrow Plan

3 key priorities
14 commitments
1 journey forward.

What will you start today to make a better tomorrow?

Contact

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Forward-looking information

This presentation contains statements that may be considered as forward-looking statements and as such may not relate strictly to historical or current facts.

These statements represent management's views as of the date they are made and we assume no obligation to update them.

You are cautioned not to place undue reliance on our forward-looking statements.