

UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS FISCAL 2016

June 2017

"Sodexo has been a signatory of the UN Global Compact since 2003. We commit to the ten principles, and these are reflected in Sodexo's Better Tomorrow 2025, our worldwide Corporate Responsibility roadmap covering 80 countries, 32,000 sites and 425,000 employees. Better Tomorrow 2025 is an evolved version of the Better Tomorrow Plan which was launched in 2009. In Fiscal 2016, we have reinforced our commitments by finalizing Better Tomorrow 2025, which we have thoroughly mapped to the United Nations Sustainable Development Goals.

Whilst we have made progress against our commitments to operate responsibly, as outlined in our Fiscal 2016 Registration Document, we recognize the need to constantly challenge ourselves, both to meet the changing expectations of our stakeholders and to drive long term growth."

Michel LANDEL, Chief Executive Officer and Chairman of the Executive Committee
SODEXO, June 2017

In 2003, Sodexo joined the United Nations Global Compact and thereby made a commitment to respecting its ten principles. The Global Compact challenges businesses to operate according to ten principles covering bribery and corruption, human rights, labor and the environment. Every year since 2004, Sodexo has participated in the program and submitted a Communication on Progress (COP). The following Index is structured according to the 21 criteria for an Advanced Level Communication on Progress (COP) and is compiled from Sodexo's [Fiscal 2016 Registration Document](#) as well as the web site www.sodexo.com.

United Nations Global Compact
Index for the 21 criteria for an Advanced Level Communication on Progress (COP)

Criterion 1: Mainstreaming into corporate functions and business units	
Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) ensuring no function conflicts with company's sustainability commitments and objectives.	<ul style="list-style-type: none"> Corporate Responsibility Governance – p.72
Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy.	<ul style="list-style-type: none"> Introduction to the Better Tomorrow Plan – p.72 Sodexo web site – Corporate Responsibility section
Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary	<ul style="list-style-type: none"> Corporate Responsibility Governance – p.72
Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs	<ul style="list-style-type: none"> Corporate Responsibility Governance – p.72
Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts	<ul style="list-style-type: none"> Corporate Responsibility Governance – p.72
Other established or emerging best practices: Materiality process	<ul style="list-style-type: none"> Corporate Responsibility Governance – p.72
Criterion 2: Describes value implementation	
Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts	<ul style="list-style-type: none"> Corporate Responsibility Governance – p.72 Responsible Sourcing Practices – p.68; 91-92 Environmental practices – p.68-69; 93-95 Risk factors – p.183-186 Risk management and internal control process – p.235-242
Communicate policies and expectations to suppliers and other relevant business partners	<ul style="list-style-type: none"> Responsible Sourcing Practices – p.91-92 Partner Inclusion Program – p.67; 88 We Engage – p.74-75 Sodexo web site – Responsible Sourcing section Sodexo web site - We Engage section
Implement monitoring and assurance mechanisms (e.g., audits/screenings) for compliance within the company's sphere of influence	<ul style="list-style-type: none"> We Are – p.74 We Do – Responsible Sourcing Practices / Sodexo Supplier Code of Conduct –

	<p>p.91-92</p> <ul style="list-style-type: none"> • Risk management and internal control process – p.235-242 • Sodexo web site – Responsible Sourcing section • Sodexo web site – How does Sodexo buy
Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners	<ul style="list-style-type: none"> • Partner Inclusion Program – p.67: 88 • Responsible Sourcing Practices – p.91-92 • We Engage – p.74-75 • Sodexo web site – Responsible Sourcing section • Sodexo web site - We Engage section
Other established or emerging best practices: Participation in collaborative initiatives to accelerate transformation in the value chain: Clinton Global Initiative Global Sustainable Seafood Initiative Seafood Working Group (previously the Sustainable Shrimp Task Force) Technical agreement with WWF	<ul style="list-style-type: none"> • We Engage – p.74-75
Criterion 3: Robust commitments, strategies or policies in the area of human rights	
Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates	<ul style="list-style-type: none"> • We Do – Our commitments as an employer – p.76-84 • We Do – Respect for Human Rights – p.84 • Sodexo web site – How we do business section
Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company	<ul style="list-style-type: none"> • We Do – Respect for Human Rights – p.84 • Human Rights policy • Ethical principles – Sustainable Development contract
Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services (BRE 1)	<ul style="list-style-type: none"> • We Do – Respect for Human Rights – p.84 • Responsible Sourcing Practices – p.91-92 • Sodexo web site – Responsible Sourcing section • Human Rights policy • Ethical principles – Sustainable Development contract • Sodexo web site – Sodexo Supplier Code of Conduct
Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties (BRE 1 + BRE 5 + ARE 1 + ARE 5)	<ul style="list-style-type: none"> • We Do – Respect for Human Rights – p.84 • Responsible Sourcing Practices – p.91-92 • Human Rights policy • Ethical principles – Sustainable Development contract

	<ul style="list-style-type: none"> • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide
Other established or emerging best practices: Active participation in ILO working groups	<ul style="list-style-type: none"> • We Engage – p.74-75
Criterion 4: Describes effective management systems to integrate the human rights principles	
Process to ensure that internationally recognized human rights are respected	<ul style="list-style-type: none"> • Human Rights policy • We Do – Respect for Human Rights – p.84 • Sodexo web site – How we do business section
On-going due diligence process that includes an assessment of actual and potential human rights impacts	<ul style="list-style-type: none"> • Human Rights policy • We Do – Respect for Human Rights – p.84 • Sodexo web site – How we do business section
Internal awareness-raising and training on human rights for management and employees	<ul style="list-style-type: none"> • We Do – Respect for Human Rights – p.84
Operational-level grievance mechanisms for those potentially impacted by the company's activities (BRE 4 + ARE 4)	<ul style="list-style-type: none"> • Statement of Business Integrity • We Do – Respect for Human Rights – p.84 • Constructive Social Dialogue – p.81-82 • Human Rights policy
Allocation of responsibilities and accountability for addressing human rights impacts	<ul style="list-style-type: none"> • Human Rights policy • We Do – Respect for Human Rights – p.84 • Sodexo web site – How we do business section • Ethical principles – Sustainable Development contract • Code of conduct for Senior Managers
Internal decision-making, budget and oversight for effective responses to human rights impacts	<ul style="list-style-type: none"> • Human Rights policy • We Do – Respect for Human Rights – p.84 • Sodexo web site – How we do business section • Code of conduct for Senior Managers
Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action (BRE 6 + ARE 6)	<ul style="list-style-type: none"> • Human Rights policy • We Do – Respect for Human Rights – p.84 • Sodexo web site – How we do business section • We Engage – p.74-75

Criterion 5: Describes effective monitoring and evaluation mechanisms of human rights integration	
Monitoring draws from internal and external feedback, including affected stakeholders	<ul style="list-style-type: none"> • We Do – Respect for Human Rights – p.84
Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue (BRE4 + ARE4)	<ul style="list-style-type: none"> • Statement of Business Integrity • We Do – Respect for Human Rights – p.84 • Constructive Social Dialogue – p.81-82 • Human Rights policy
Criterion 6: Describes robust commitments, strategies or policies in the area of labor	
Reference to principles of relevant international labor standards (ILO Conventions) and other normative international instruments in company policies	<ul style="list-style-type: none"> • We Do – Our commitments as an employer – p.76-84 • Constructive Social Dialogue – p.81-82 • Human Rights policy
Reflection on the relevance of the labor principles for the company	<ul style="list-style-type: none"> • Constructive Social Dialogue – p.81-82
Written company policy to obey national labor law, respect principles of relevant international labor standards in worldwide company operations and engage in dialogue with representative organization of the workers (international, sectoral, national).	<ul style="list-style-type: none"> • Human Rights policy
Inclusion of reference to the principles contained in the relevant international labor standards in contracts with suppliers and other relevant business partners	<ul style="list-style-type: none"> • Responsible Sourcing Practices – p.91-92 • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide • Human Rights policy
Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation	<ul style="list-style-type: none"> • Diversity and Inclusion - p.82-84
Participation and leadership by employers' organizations (international and national) to jointly address challenges related to labor standards in the countries of operation, possibly in a tripartite approach (business – trade union – government)	<ul style="list-style-type: none"> • We Engage – p.74-75
Structural engagement with a global union, possibly via a Global Framework Agreement	<ul style="list-style-type: none"> • Constructive Social Dialogue – p.81-82 • Sodexo and IUF International Framework Agreement
Other established or emerging best practices: Sodexo UK - Public Service Pledge - a set of commitments which are designed to help Sodexo UK & Ireland contribute to achieving a fairer and better society	<ul style="list-style-type: none"> • http://uk.sodexo.com/pledge

Criterion 7: Describes effective management systems to integrate the labor practices	
Risk and impact assessments in the area of labor	<ul style="list-style-type: none"> • We Do – Our commitments as an employer – p.76-84 • Constructive Social Dialogue – p.81-82
Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labor standards	<ul style="list-style-type: none"> • We Do – Our commitments as an employer – p.76-84 • Constructive Social Dialogue – p.81-82
Allocation of responsibilities and accountability within the organization	<ul style="list-style-type: none"> • We Do – Our commitments as an employer – p.76-84 • Constructive Social Dialogue – p.81-82
Internal awareness-raising and training on the labor principles for management and employees	<ul style="list-style-type: none"> • We Do – Our commitments as an employer – p.76-84 • Constructive Social Dialogue – p.81-82
Active engagement with suppliers to address labor-related challenges	<ul style="list-style-type: none"> • Responsible Sourcing Practices – p.91-92 • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide
Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organization of workers	<ul style="list-style-type: none"> • Statement of Business Integrity • We Do – Respect for Human Rights – p.84 • Constructive Social Dialogue – p.81-82 • Human Rights policy
Criterion 8: Describes effective monitoring and evaluation mechanisms of labor principles integration	
System to track and measure performance based on standardized performance metrics	<ul style="list-style-type: none"> • Indicators, reporting methodology and Statutory Auditor's Report - p.102-106
Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future	<ul style="list-style-type: none"> • Constructive Social Dialogue – p.81-82
Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labor standards.	<ul style="list-style-type: none"> • Responsible Sourcing Practices – p.91-92 • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide • We Do – Respect for Human Rights – p.84
Process to positively engage with the suppliers to address the challenges through schemes to improve workplace practices	<ul style="list-style-type: none"> • Responsible Sourcing Practices – p.91-92 • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide
Outcomes of integration of the Labor principles	<ul style="list-style-type: none"> • We Do – Our commitments as an employer – p.76-84

Criterion 9: Describes robust commitments, strategies or policies in the area of environmental stewardship	
Reflection on the relevance of environmental stewardship for the company	<ul style="list-style-type: none"> • We Do – Our commitments to the environment – p.90-95 • Sodexo web site – Environnement section • Sodexo to reduce carbon emissions one third by 2020
Written company policy on environmental stewardship	<ul style="list-style-type: none"> • We Do – Our commitments to the environment – p.90-95 • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide • Palm Oil position paper • Animal welfare position paper • Sustainable Seafood policy p.92
Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners	<ul style="list-style-type: none"> • Sodexo web site – Sodexo Supplier Code of Conduct • We Engage Suppliers – p.74-75 • Sodexo web site – Responsible Sourcing section
Specific commitments and goals for specified years	<ul style="list-style-type: none"> • We Do – Our commitments to the environment – p.90-95 • Sodexo web site – Environment section • Sodexo to reduce carbon emissions one third by 2020
Other established or emerging best practices: Leadership in the establishment of collaborative initiatives for example on waste through the International Food Waste Coalition and on sustainable seafood through the Global Sustainable Seafood Initiative	<ul style="list-style-type: none"> • We Engage – p.74-75
Criterion 10: Describes effective management systems to integrate the environmental principles	
Environmental risk and impact assessments	<ul style="list-style-type: none"> • Environmental risks – p.185
Assessments of lifecycle impact of products, ensuring environmentally sound management policies	<ul style="list-style-type: none"> • We Do – Our commitments to the environment – p.90-95 • Responsible Sourcing Practices – p.91-92 • Energy & Emissions – p.93 • Water & Effluents – p.94 • Materials & Waste – p.94-95
Allocation of responsibilities and accountability within the organization	<ul style="list-style-type: none"> • Corporate Responsibility Governance – p.72 • We Do – Our commitments to the environment – p.90-95
Internal awareness-raising and training on environmental stewardship for management and employees	<ul style="list-style-type: none"> • We Do – Our commitments to the environment – p.90-95 • We Engage – p.74-75
Other established or emerging best practices: Multi-stakeholder awareness raising processes, for ex-	<ul style="list-style-type: none"> • We Engage – pp.74-75

ample, WasteLESS Week	
Criterion 11: Describes effective monitoring and evaluation mechanisms for environmental stewardship	
System to track and measure performance based on standardised performance metrics	<ul style="list-style-type: none"> Indicators, reporting methodology and Statutory Auditor's Report - pp.99-106
Leadership review of monitoring and improvement results	<ul style="list-style-type: none"> Corporate Responsibility Governance – p.72 Indicators, reporting methodology and Statutory Auditor's Report - pp.99-106
Process to deal with incidents	<ul style="list-style-type: none"> We Do – Health, Safety and Environment – p.81
Audits or other steps to monitor and improve the environmental performance of companies in the supply chain	<ul style="list-style-type: none"> Responsible Sourcing Practices – p.91-92
Outcomes of integration of the environmental principles	<ul style="list-style-type: none"> We Do – Our commitments to the environment – p.90-95 Sodexo web site – Environment section Sodexo to reduce carbon emissions one third by 2020
Criterion 12: Describes robust commitments, strategies or policies in the area of anti-corruption	
Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes (B2)	<ul style="list-style-type: none"> Statement of Business Integrity Ethical principles – Sustainable Development contract We Are – Our mission, values and ethical principles – p.74 Sodexo web site – How we do business section
Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption (D2)	<ul style="list-style-type: none"> Sodexo web site – How we do business section
Detailed policies for high-risk areas of corruption (D4)	<ul style="list-style-type: none"> Statement of Business Integrity Ethical principles – Sustainable Development contract We Are – Our mission, values and ethical principles – p.74 Sodexo web site – How we do business section
Policy on anti-corruption regarding business partners	<ul style="list-style-type: none"> Statement of Business Integrity Ethical principles – Sustainable Development contract Sodexo web site – Sodexo Supplier Code of Conduct Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide We Are – Our mission, values and ethical principles – p.74 Sodexo web site – How we do business section

Criterion 13: Describes effective management systems to integrate the anti-corruption principle	
Support by the organization's leadership for anti-corruption	<ul style="list-style-type: none"> • Statement of Business Integrity • Ethical principles – Sustainable Development contract • Corporate Responsibility Governance – p.72 • We Are – Our mission, values and ethical principles – p.74
Carrying out risk assessment of potential areas of corruption (D3)	<ul style="list-style-type: none"> • We Are – Our mission, values and ethical principles – p.74
Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees (B5 + D8)	<ul style="list-style-type: none"> • We Are – Our mission, values and ethical principles – p.74
Internal checks and balances to ensure consistency with the anti-corruption commitment	<ul style="list-style-type: none"> • Statement of Business Integrity • Ethical principles – Sustainable Development contract • Corporate Responsibility Governance – p.72
Actions taken to encourage business partners to implement anti-corruption commitments (D6)	<ul style="list-style-type: none"> • Responsible Sourcing Practices – p.91-92 • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide
Management responsibility and accountability for implementation of the anti-corruption commitment or policy	<ul style="list-style-type: none"> • Statement of Business Integrity • Ethical principles – Sustainable Development contract • Corporate Responsibility Governance – p.72
Communications (whistle blowing) channels and follow-up mechanisms for reporting concerns or seeking advice	<ul style="list-style-type: none"> • We Do – Respect for Human Rights – p.84 • Constructive Social Dialogue – p.81-82 • Human Rights policy
Internal accounting and auditing procedures related to anticorruption (D10)	<ul style="list-style-type: none"> • We Are – Our mission, values and ethical principles – p.74
Criterion 14: Describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	
Leadership review of monitoring and improvement results	<ul style="list-style-type: none"> • Corporate Responsibility Governance – p.72 • We Are – Our mission, values and ethical principles – p.74 • Indicators, reporting methodology and Statutory Auditor's Report – pp.99-106

Criterion 15: Describes core business contributions	
Align core business strategy with one or more relevant UN goals/issues	<ul style="list-style-type: none"> • Corporate Responsibility section – pp.71-106 • Human rights – p.84 • Diversity & Inclusion – p.82-84 • Endorsement of the UN Caring for Climate initiative • Endorsement of the Women Empowerment's Principles
Develop relevant products and services or design business models that contribute to UN goals/issues	<ul style="list-style-type: none"> • Helping our clients to ensure a better tomorrow – p.34-61 • Sodexo web site - Quality of Life Services • Nutrition, Health & Wellness – p.85-86
Criterion 16: Describes strategic social investments and philanthropy	
Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy	<ul style="list-style-type: none"> • We Do – Our commitments to Local Communities – p.87-89 • Sodexo web site – Local Communities section • Fight against hunger and malnutrition • www.stop-hunger.org
Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors	<ul style="list-style-type: none"> • We Do – Our commitments to Local Communities – p.87-89 • Sodexo web site – Local Communities section • Fight against hunger and malnutrition • www.stop-hunger.org
Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups	<ul style="list-style-type: none"> • We Do – Our commitments to Local Communities – p.87-89 • Sodexo web site – Local Communities section • Fight against hunger and malnutrition • www.stop-hunger.org
Criterion 17: Describes advocacy and public policy engagement	
Publicly advocate the importance of action in relation to one or more UN goals/issues	<ul style="list-style-type: none"> • Local Growth and Development: An Era of New Priorities – Michel Landel, Sodexo's CEO • Sodexo to reduce carbon emissions one third by 2020 • CDP Road to Paris commitments • Endorsement of the UN Caring for Climate initiative • Endorsement of the Women Empowerment's Principles
Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues	<ul style="list-style-type: none"> • Quality of Life Conference 2015 • Quality of Life Conference – Press releases

	<ul style="list-style-type: none"> • Better Tomorrow Plan Summits
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Criterion 18: Describes partnerships and collective action	
Develop and implement partnership projects with public or private organizations on core business, social investments and/or advocacy	<ul style="list-style-type: none"> • Sodexo web site - We Engage Institutions • We Engage – Institutions – p.74-75 • Stop Hunger and the World Food Programme • The International Food Waste Coalition • Agreement with the Marine Stewardship Council – p.92 • Sodexo partners of the Women's Forum
Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain	<ul style="list-style-type: none"> • The International Food Waste Coalition • Partnership with the WWF • Partnership for a Healthier America • The Global Sustainable Seafood Initiative • Agreement with the Marine Stewardship Council – p.92 • Roundtable on Sustainable Palm Oil • Partnership with the WWF • Partnership with the OECD • The Global Sustainable Seafood Initiative
Criterion 19: Describes CEO commitment and leadership	
CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation	<ul style="list-style-type: none"> • Corporate Responsibility Governance – p.72
CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and com-	<ul style="list-style-type: none"> • UNGC COP CEO Statement (front page of this document)

mitment to the UN Global Compact	<ul style="list-style-type: none"> • Towards a more human economy – Michel Landel, Sodexo's CEO • Quality of Life Conference 2015 • Committed to Gender Balance • Endorsement of the UN Caring for Climate initiative • Endorsement of the Women Empowerment's Principles
CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards	<ul style="list-style-type: none"> • Towards a more human economy – Michel Landel, Sodexo's CEO • Quality of Life Conference 2015 • Committed to Gender Balance • Endorsement of the UN Caring for Climate initiative • Endorsement of the Women Empowerment's Principles
Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team	<ul style="list-style-type: none"> • Corporate Responsibility Governance – p.72
Criterion 20: Describes Board adoption and oversight	
Board of Directors (or equivalent) assumes responsibility and oversight of long-term corporate sustainability strategy and performance	<ul style="list-style-type: none"> • Messages from the Chairman of the Board and the Chief Executive Officer – p.2-5 and p.8-11 • Corporate Responsibility Governance – p.72
Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability	<ul style="list-style-type: none"> • Corporate Responsibility Governance – p.72
Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)	<ul style="list-style-type: none"> • Indicators, reporting methodology and Statutory Auditor's Report – pp.99-106
Criterion 21: Describes stakeholder engagement	
Publicly recognizes responsibility for the company's impacts on internal and external stakeholders	<ul style="list-style-type: none"> • We Engage – p.74-75 • Sodexo web site - We Engage section • Corporate Responsibility section – pp.71-106
Define sustainability strategies, goals and policies in consultation with key stakeholders	<ul style="list-style-type: none"> • Materiality Analysis – p.72 • We Engage – p.74-75 • Sodexo web site - We Engage section
Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance	<ul style="list-style-type: none"> • Materiality Analysis – p.72 • We Engage – p.74-75 • Sodexo web site - We Engage section
Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle blowers'	<ul style="list-style-type: none"> • We Engage – p.74-75 • Sodexo web site - We Engage section • We Do – Our commitments as an employer – p.76-84

Women's Empowerment The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace	
Achieving and maintaining gender equality in senior management and board positions	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84 • Sodexo web site – Diversity and Inclusion section
Achieving and maintaining gender equality in middle management positions	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84 Sodexo web site – Diversity and Inclusion section • Gender Balance Networking
Equal pay for work of equal value	<ul style="list-style-type: none"> • Pay gap reporting
Flexible work options	<ul style="list-style-type: none"> • As An Employer – p.78
Recruitment and retention, including training and development, of female employees	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84 • Sodexo web site – Diversity and Inclusion section
Gender-based violence and harassment	<ul style="list-style-type: none"> • The Corporate Alliance – 16 days of action against domestic violence • Sodexo Commitment to Action that Addresses Ending Violence Against Women
Education and training opportunities for women workers	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84 • Sodexo web site – Diversity and Inclusion section
Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84 • Sodexo web site – Diversity and Inclusion section
Mentoring and sponsorship opportunities for women workers	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84 • Sodexo web site – Diversity and Inclusion section
Women's Empowerment The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace	
Supplier diversity programme	<ul style="list-style-type: none"> • Supply Chain Inclusion Program - p.88 • Sodexo website: Supply Chain Inclusion Programme
Support for women business owners and women entrepreneurs	<ul style="list-style-type: none"> • Supply Chain Inclusion Program - p.88 • Sodexo website: Supply Chain Inclusion Programme
Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers	<ul style="list-style-type: none"> • Supply Chain Inclusion Program - p.88 • Responsible Sourcing Practices – p.91-92 • Sodexo web site – Sodexo Supplier Code of Conduct • Sodexo web site – Sodexo Supplier Code of Conduct – Supplier Guide
8Women's Empowerment The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community	
Ensuring female beneficiaries of community programmes	<ul style="list-style-type: none"> • We Do – Our commitments to Local Communities – p.87-89

	<ul style="list-style-type: none"> • Sodexo web site – Local Communities section • Fight against hunger and malnutrition • www.stop-hunger.org
Community initiatives specifically targeted at the empowerment of women and girls	<ul style="list-style-type: none"> • 2015, October: Sodexo USA Career Blog Sodexo Chefs Bridge Culture and Food During Hispanic Heritage Month Celebrations • 2015, October: HeraldNet Families learn about healthful cooking • 2015, Spring issue; no month noted: Latino Magazine List as a company providing the most opportunities for Latinos • Ecokitchen • 2009, June: Maldef News Release MALDEF and Sodexo Partner to Bring Health and Wellness Initiative to Chicago Neighborhoods
Strategies to ensure that community investment projects and programmes (including economic, social and environmental) positively impact women and girls	<ul style="list-style-type: none"> • We Do – Our commitments to Local Communities – p.87-89 • Sodexo web site – Local Communities section • Fight against hunger and malnutrition • www.stop-hunger.org
Strategies to ensure that community investment projects and programmes (including economic, social and environmental) include the full participation of women and girls	<ul style="list-style-type: none"> • We Do – Our commitments to Local Communities – p.87-89 • Sodexo web site – Local Communities section • Fight against hunger and malnutrition • www.stop-hunger.org
Women's Empowerment The COP contains or refers to sex-disaggregated data	
Achieving and maintaining gender equality in senior management and board positions	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84
Achieving and maintaining gender equality in middle management positions	<ul style="list-style-type: none"> • Diversity and Inclusion – p.82-84