



AS OF MARCH 1, 2011

Corporate Citizenship Progress Review



The Better Tomorrow Plan is Sodexo's plan for a better future.

The Better Tomorrow Plan: three priorities, 14 commitments, one journey forward covering 80 countries, 34,000 sites and engaging our 380,000 employees.

External recognition

MEMBERSHIP



United Nations Global Compact Signatory



READ MORE AT
WWW.SODEXO.COM

- Our SRI rankings and awards

AWARDS AND RECOGNITIONS

■ SOCIALLY RESPONSIBLE INVESTMENT (SRI) RANKINGS

- For the sixth time, named 2010 global Sector Leader for its industry sector «Restaurants, Hotels, Bars and Recreational Services» by the Dow Jones Sustainability Index (DJSI).
- From 2005 to 2007 and again in 2009, named a Global Supersector Leader for its industry sector («Travel and Leisure») by the Dow Jones Sustainability Index (DJSI).
- Included in the *2011 Sustainability Yearbook* and received two distinctions from SAM: 2011 Sector Leader and 2011 Gold Class.
- On the Covalence Index since February 2010; ranked among the best ethical companies.
- On the Ethibel Excellence Index since July 2010.



ALSO SELECTED FOR INCLUSION IN SEVERAL RATINGS INDICES:

- ASPIEUROZONE Index (VIGEO) since 2004.
- DJSI World and DJSI STOXX since 2005.
- ECPI Ethical Index Euro since 2008.
- Business in the Community (BITC) Corporate Responsibility Index since 2007.




■ GROUP AWARDS

- Named one of the world's most ethical companies by the Ethisphere Institute for the second consecutive year.
- Ranked 2nd on the 2011 *DiversityInc* magazine's list of the Top 50 Companies for Diversity.
- For the fifth straight year, maintained its No. 3 ranking in the Global Outsourcing 100, published by the International Association of Outsourcing Professionals (IAOP).
- Won the 2010 Euro FM award in the «Partners without Borders» category for its partnership with Procter & Gamble.



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ABOUT THIS REPORT

Our Corporate Citizenship Progress Review is in its sixth consecutive year of publication (since 2005). In this report, we seek to provide stakeholders with an insight into how we are addressing our corporate responsibility challenges. This report relates to Sodexo's operations all over the world and covers the period from September 1, 2009 to August 31, 2010 (FY10). All references to "Sodexo" and "we" relate to the Sodexo Group.

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About Sodexo

About Sodexo

PROFILE

Quality of Daily Life in the service of performance

Quality of Daily Life services play an important role in the progress of individuals and the performance of organizations. Based on this conviction, Sodexo serves as the strategic partner for companies, institutions and local authorities who place a premium on performance and employee well-being, 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 Quality of Daily Life service solutions through three activities:**

- On-Site Service Solutions,
- Motivation Solutions and
- Personal and Home Solutions.

ON-SITE SERVICE SOLUTIONS

Services for our clients range from:

- reception to the maintenance of scanners and laboratory equipment,
- foodservices to construction management,
- 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.

KEY FIGURES

- 95% of Group revenues
- 14,585 million euro in consolidated revenues

Source: Sodexo

A leader in On-Site Service Solutions in most of our markets

MOTIVATION SOLUTIONS

Sodexo partners with public and private organizations to design, manage and deliver Motivation Solutions that fall into three service categories:

- **Employee Benefits** to attract and create loyal, committed employees.
- **Incentives & Recognition** to help organizations reach their qualitative and quantitative objectives.
- **Public Benefits** to manage and control the distribution of aid and public subsidies.

The Pass, designed by Sodexo to serve a variety of purposes from transport and meals to gifts and training, is accepted by a network of more than 1 million retailers and service providers throughout the world.

KEY FIGURES

- 5% of Group revenues
- 12.5 billion euro in issue volume
- 689 million euro in consolidated revenues
- 380,000 clients (excluding individuals)
- 27 million beneficiaries
- 1.1 million affiliated partners

Source: Sodexo

A worldwide leader in Motivation Solutions



READ MORE AT WWW.SODEXO.COM

- The Group section
- Our Service Solutions section

PERSONAL AND HOME SOLUTIONS

The Group designs and rolls out Personal and Home Solutions to improve the Quality of Daily Life for everyone. They are divided into four main service categories:

- **childcare**
- **concierge services**
- **tutoring, lifelong training**
- **senior care**

Through these solutions, Sodexo contributes to the development of children, teenagers, adults and seniors.

SODEXO IN BRIEF

- 15.3 billion euro in consolidated revenues
 - 380,000 employees
 - 34,000 sites in
 - 80 countries
 - 50 million consumers served daily
 - 6th largest European-based employer in the world
 - 21st largest employer in the world
- As of August 31, 2010
Source: Sodexo

No. 1 globally in most markets

REVENUES BY SEGMENT

On-Site Service Solutions		95%
Corporate	<div style="width: 34%;"></div>	34%
Education	<div style="width: 22%;"></div>	22%
Health Care	<div style="width: 20%;"></div>	20%
Remote Sites	<div style="width: 8%;"></div>	8%
Seniors	<div style="width: 6%;"></div>	6%
Defense	<div style="width: 3%;"></div>	3%
Justice	<div style="width: 2%;"></div>	2%
Motivation Solutions		5%

issue volume of 12.5 billion euro

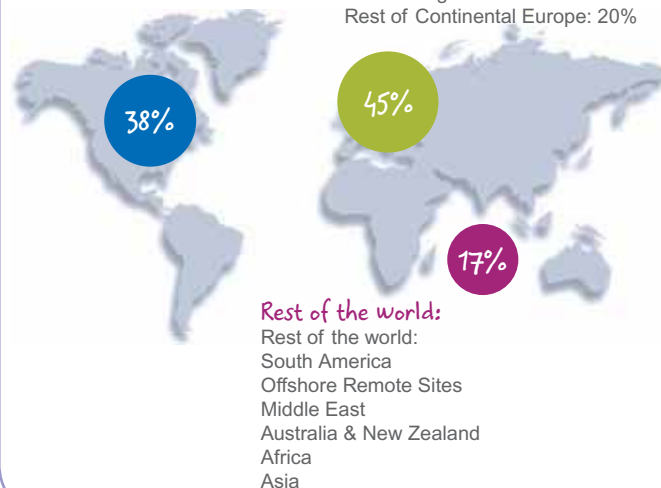
REVENUES BY GEOGRAPHIC ZONE

North America:

United States
Canada

Europe:

France: 17%
United Kingdom and Ireland: 8%
Rest of Continental Europe: 20%



Executive statements from



Michel LANDEL

Chief Executive Officer and Member of the Board of Directors of Sodexo
President of the Executive Committee
Founder of the STOP Hunger Initiative



Damien VERDIER

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

Since Sodexo's creation by Pierre Bellon in 1966, our mission is twofold: improve the Quality of Daily Life of the 50 million people we serve every day and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate. **Values have always been key to our culture.** Our evolution has been rooted in a strong philosophy and respect for human and ethical values, which unite all our teams to corporate citizenship.

Our long-term commitment and the constancy of our sustainability efforts have resulted in our recognition as the **sustainability leader in our market sector**. We are proud to be recognized for the sixth year in 2010 as the global leader in our industry by the Dow Jones Sustainability Index (DJSI). This ranking encourages us to continue our efforts to improve our overall financial, economic, social and environmental performance.

As a global company, Sodexo is in a strong position to provide a pragmatic response to sustainability challenges and to make a significant contribution as a responsible company. In 2009, to take our credentials to the next level of performance, we defined **The Better Tomorrow Plan**, our new worldwide corporate citizenship and sustainability roadmap for the Sodexo Group. Applicable in **80 countries**, at our **34,000 clients' sites** and engaging our **380,000 employees**, the Better Tomorrow Plan is a journey with milestones in 2012, 2015 and 2020, built on a solid base of initiatives already undertaken in our host countries.

I am pleased to convey the results of our activities in this FY10 Corporate Citizenship progress review, and I thank everyone who has helped to make this year a successful one. I am confident that together we will make a better tomorrow for all our stakeholders and for generations to come.

Yours sincerely,

With the launch of **The Better Tomorrow Plan**, our economic, social and environmental performance has become, more than ever, central to our business plans and decisions. We see our sustainability goals as intrinsic to our strategy and the ambitious commitments we have made as part of our Better Tomorrow Plan now guide the actions of all our employees.

After a year of implementing the above plan, **the targets we set for FY10 have been successfully achieved.**

1. We developed a **solid management system** built on the expertise and solid knowledge of our senior management.
2. To facilitate appropriation of our Plan, we launched an **internal and external awareness plan** that has contributed to the engagement of our stakeholders.
3. We ran the first-ever **inventory process** on a worldwide scale to establish our baseline. The responses to the site survey have allowed us to inventory **more than 50% of relevant sites in more than 50 countries** representing 95% of Group revenues for our On-site Service Solutions activities.
4. Based on the baseline established, each country defines its objectives and priorities for reaching the milestones committed to in the plan through a **country roadmap**.

In March, 2010, **World Wildlife Fund (WWF) and Sodexo** signed an agreement to work together globally on environmental and supply chain issues of mutual interest. This will begin with seafood, agricultural commodities, water and energy and will focus on promoting environmental and sustainable supply chain practices. We have a three-year agreement to address these and other key areas of the value chain across the globe.

I invite you to explore the review of our progress in the area of corporate citizenship and encourage you to join forces with our 380,000 employees to help us build a better future.

Yours faithfully,

The Better Tomorrow Plan

The Better Tomorrow Plan is Sodexo's plan for a better future, with three priorities, 14 commitments and one journey forward involving 80 countries, 34,000 sites and 380,000 employees.

Sodexo is the recognized global sustainability leader in its market sector.

To take our credentials to the next level of performance, in 2009 we defined a worldwide corporate citizenship roadmap for the Sodexo Group: **the Better Tomorrow Plan**. This commitment to corporate citizenship is central to Sodexo's **Ambition 2015** strategy roadmap.

Applicable in our **80 countries**, at our **34,000 clients' sites** and engaging our **380,000 employees**, the Better Tomorrow Plan is a journey with milestones in 2012, 2015 and 2020, built on a solid base of initiatives already undertaken in our host countries.

In order to prepare the development of this roadmap we consulted extensively with internal and external stakeholders to refine our ambitions based on their feedback and expectations.



The Better Tomorrow Plan seeks to address the issues that we have identified as being significant to our market and stakeholders. It comprises **three core pillars**:



WE ARE: the fundamentals that serve as the cornerstone of a responsible company.



WE DO: three priorities with 14 commitments to action:

- Actively promote Nutrition, Health and Wellness
- Support the development of Local Communities
- Protect the Environment



WE ENGAGE: dialogue and joint actions with our stakeholders.



key facts

2009

SEPTEMBER 2009

Sodexo recognized for the fourth time as a **Global Supersector Leader** by the Dow Jones Sustainability Index (DJSI).



NOVEMBER 2009

Launch of the Better Tomorrow Plan, a new strategic roadmap for Corporate Citizenship.



DECEMBER 2009

Publication of the Corporate Citizenship Report for the fifth consecutive year (since 2005)



JANUARY 2010

- To help deploy the Better Tomorrow Plan, Sodexo sets up **a dedicated organization** comprising a Steering Committee, a central project management office, Group Subject Matter Leaders (appointed to lead working groups) and Better Tomorrow Champions (appointed in each country).
- Sodexo launches **an inventory of its sustainable development practices** at its 34,000 sites worldwide.

MARCH 2010

- Sodexo signs a **global agreement with the World Wildlife Fund (WWF)** to work together on environmental issues and related supply chains.
- Sodexo enters *FORTUNE Magazine's* **Most Admired Companies** rankings.



WWF

MAY 2010

Sodexo is named **one of the world's most ethical companies** by the Ethisphere Institute for the second consecutive year.



2010

FEBRUARY 2010

- For the third consecutive year, Sodexo was distinguished in the 2010 Sustainability Yearbook from Sustainable Asset Management (SAM) with **2010 SAM Sector Leader** and **2010 SAM Gold Class** recognition.
- For the first time, Sodexo became part of the **Covalence Index** in the «Travel and Leisure» category.



APRIL 2010

- 39,000 Sodexo employees are mobilized in 28 countries for the latest **STOP Hunger Servathon**, collecting over 175 metric tons of food.
- To facilitate appropriation of the Better Tomorrow Plan by its employees, Sodexo creates an **e-learning** module in 7 languages, an on-site **poster campaign** and a **toolbox of communications materials**.



JUNE 2010

Sodexo reinforces its hot beverage **"aspretto"** sustainable and fairly traded offer, which is being deployed worldwide through new partnerships with suppliers.



AUGUST 2010

- Moving from strategy to action with the definition of **country roadmaps** with targets and phasing for the next years.
- Sodexo and the Coalition of Immokalee Workers, a farm worker organization, signed **Fair Food Agreement** to improve wages and working conditions in Florida Tomato Fields.

JULY 2010

- Sodexo ranks **first** in the 2010 DiversityInc **Top 50 Companies for Diversity** in the United-States.
- Sodexo becomes part of the **Ethibel Excellence Index** following an assessment by the VIGEO ratings agency.

Implementation process

INITIATION → APPROPRIATION → MONITORING

2009

- Build the Better Tomorrow Plan
- Define **the implementation process**

2010

- Raise **awareness**
- Develop **the management system**
- Establish **the baseline inventory**
- Define **phasing** per country

2011

- Implement the **BTP Country Road Map - Targets and Action Plans**
- **Performance** Reporting and Management
- Define **Guidelines for the Commitments**
- Focus on **Stakeholder** Engagement
- **Continuous Improvement** – Raise Awareness, Develop Management System

2012
to 2020

- **Further Deployment** to all of our countries
- **Continuous measurement** of progress
- **Performance reporting** at end of each FY

WHAT HAS BEEN ACCOMPLISHED IN FY10?

The targets set for the Better Tomorrow Plan's FY10 implementation process have been successfully achieved.

■ RAISE AWARENESS

To facilitate appropriation by our 380,000 employees, we launched an internal and external learning and awareness campaign.

- **E-learning** – an innovative platform to present the Better Tomorrow Plan with a 16-minute training course including polls and quizzes. It is available in seven languages (French, English, Spanish, Chinese, German, Brazilian/Portuguese and Italian) and seeks to address the essentials of the Better Tomorrow Plan for all our managers around the globe. At end of FY10, more than 5,000 Sodexo employees among 42 countries were trained.
- **Posters** – 50 different banners and posters promoting some simple gestures to implement at sites have been made available for our operational teams.

→ Presentation of the plan and **business cases to senior management** during **Executive Committee** meetings, **Sodexo World** sessions, **SEED** (Sustainability Education and Expert Development) meetings and so on. Senior management's awareness facilitated cascading of the plan to management teams worldwide.

→ **Letters, press conferences and releases for external audiences.**

■ DEVELOP THE MANAGEMENT SYSTEM

→ **Steering Committee:** A Group Better Tomorrow Plan Steering Committee, chaired by Damien Verdier (Group Executive Vice President – Chief Marketing Officer, Supply Chain, Client Retention, Sustainable Development), consists of 11 members from various continents, businesses and functions. The Steering Committee provides the overall strategy and follows up on progress made. It meets virtually once per month via videoconference and once every six months in a physical meeting.

Damien VERDIER

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

Neil BARRETT

Group Vice President,
Group Sustainable Development
(as of Dec. 1, 2010)

Marie-Line BEAUCHAMP

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Vice President, Sustainability and Corporate Social Responsibility
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- A **Better Tomorrow Plan central PMO** (project management office) of six members coordinates and follows up on activities relating to the Better Tomorrow Plan around the world. The central PMO regularly discusses and consults with the various Group functions – including Marketing, Supply Chain, International Large Accounts, Communications, HR, Client Retention and Strategy – to facilitate the plan's appropriation.
- **Better Tomorrow Plan Champions**: 80 country champions from various businesses and functions support the Better Tomorrow Plan's rollout in each country where Sodexo has a presence. They are the primary point of contact within the countries for all topics relating to the plan. Champions are members of a country's senior management who have the potential to implement, influence and follow-up. The Champions and the central PMO work together to address BTP commitments.
- **Subject Matter working groups**: Six Group Subject Matter Leaders lead **nine subject matter working groups** of 7-10 experts in each group on the Better Tomorrow Plan subjects.
- A **Performance working group** of eight experts provides the necessary KPI definitions to measure and monitor progress and impact indicators for each commitment. There is close integration between each of the nine Subject Matter working groups and the Performance working group. The Performance working group launches the inventory collection campaigns, analyzes the inventories collected, defines the baseline for the country/group and launches the country roadmap planning process.
- The existing Sodexo **online monitoring tool, CITIZEN**, underwent an upgrade to reflect the Better Tomorrow Plan. The upgrade has helped Sodexo to better organize, manage and monitor sustainable development initiatives carried out around the globe. CITIZEN is the central repository for sustainable development initiative management, knowledge management and communication for all entities and is employed by **771 users**, with more than **1,100 initiatives** from **60 countries** recorded, representing **99%** of our Group revenues.

■ ESTABLISH BASELINE INVENTORY

- We ran an exhaustive **inventory collection campaign** for our host countries and significant sites around the world to define the Better Tomorrow Plan baseline for FY09. The campaign involved two collection levels: from countries and from sites. Overall, the responses to the site survey have allowed us to inventory **more than 50% of relevant sites in more than 50 countries representing 95% of Group revenues** for our On-site Service Solutions activities. The baseline, consolidated globally according to each country's results, provides a benchmark of our existing situation regarding commitments for both the Sodexo Group and each Sodexo country.

■ DEFINE PHASING PER COUNTRY

- Based on the baseline established, each country defines its objectives and priorities for reaching the milestones committed to in the plan through a **country roadmap**. Each country sets targets for each commitment from now until 2012-2015-2020, with a concrete set of action plans to be accomplished during the next financial year (FY11).

OUR NEXT STEPS FOR FY11

■ IMPLEMENT COUNTRY ROADMAPS – TARGETS AND ACTION PLANS

- Each country moves **from strategy to action** by implementing the concrete set of action plans defined in the country roadmaps.

■ PERFORMANCE MEASUREMENT, REPORTING AND MANAGEMENT

- The progress of the implementation of the plan is measured for each country annually.
- Analysis of the consolidated data from the inventory collection of the previous year to spot trends and patterns for the business, geography, segments, commitments and their inter-linkage.
- Identify the definition of impact KPIs to measure the impact of the actions implemented.

■ DEFINE GUIDELINES FOR BETTER TOMORROW PLAN SUBJECTS

- Subject Matter working groups define standards and guidelines for the respective subjects. They work closely with the WWF (as part of a Sodexo-WWF partnership, wherein the WWF provides technical expertise) to define standards and guidelines on the topics of energy, water, fish and seafood and sustainable agriculture.
- Subject Matter working groups on the environment conduct a study on measurement of the footprint.

■ STAKEHOLDER ENGAGEMENT PROCESS

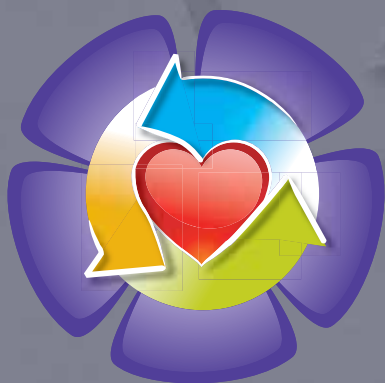
- Engage our various stakeholders in the Better Tomorrow Plan.

■ CONTINUOUS IMPROVEMENT – RAISING AWARENESS AND DEVELOPING MANAGEMENT SYSTEMS

- Yearly review and update of country roadmaps.
- Publication of our progress and impact KPIs measured.
- Deploy IT application(s) globally to manage the plan.
- Share our success stories on an ongoing basis and disseminate the foremost key facts.



A better tomorrow
starts today.



Performance

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Overview

In accordance with the commitment that we made when we published the Better Tomorrow Plan, we have defined, implemented and consolidated a range of indicators in order to monitor and manage the achievement of our Plan.

The majority of the indicators that we have implemented to date are progress indicators which allow us to measure our progress on the actions that we committed to take.

This year will be dedicated to the definition, implementation and consolidation of a number of impact indicators that will allow us to measure the impact of these actions.

We have carried out an extensive inventory of these indicators for the baseline year FY09 as well as for FY10.

Through the launch of the Better Tomorrow Plan, we have been able to widen the scope of our indicators to capture a larger part of the company.

This explains why there are some slight modifications to the FY09 figures that we published for the same indicators in our previous Progress Review.

As with last year, we confirm the basis for consolidation of each indicator at the end of the table.

	FY08	FY09	FY10
EXTERNAL BENCHMARKS			
DOW JONES SUSTAINABILITY INDEX (listed since 2005)			
World STOXX	Sector Leader	Supersector Leader	Sector Leader
ASPI Eurozone (VIGEO)			
	Member	Member	Member
SAM Group			
	Gold Class Sector Leader	Gold Class Sector Leader	Gold Class Sector Leader
Business in the Community (BITC)			
	Silver	Silver	Silver
ECPI Ethical Index €uro			
		Member	
Fortune Global 500			
Largest employer in the world	22 nd	22 nd	21 st
Largest European-based employer in the world	6 th	7 th	6 th
Largest French-based employer in the world	2 nd	2 nd	2 nd
IAOP Global Outsourcing 100			
TOP 100 World's Best Outsourcing Providers	4 th	3 rd	3 rd

 **WE ARE INDICATORS**

FY08

FY09

FY10

HUMAN RIGHTS

% of countries who have the Human Rights policy available in their national language ⁽¹⁾	-	85.4%	87.2%
% of countries who have published the policy on their intranet ⁽¹⁾	-	80.9%	83.9%
% of countries who have published the policy on their website ⁽¹⁾	-	73.0%	78.4%

EMPLOYEE SPRINGBOARD**Internal Promotion**

% of site manager positions filled through internal promotions	21.9%	22.8%	21.0%
% of managerial positions filled through promotion of site managers or equivalent	26.6 %	30.7%	33.6%

Training

Number of employees taking part in training programs	243 062	255 306	303 944
% of employees trained (number of employees trained / average number of employees)	69.5%	67.9%	80.6%

Employee engagement

Group Employee Engagement Survey (every 2 years)	48% 50 countries	-	55% 60 countries
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Employee retention

Employee retention rate	61.5%	63.6%	63.5%
Site manager retention rate	84.3%	84.9%	82.9%

DIVERSITY AND INCLUSION**Employee engagement**

Employees surveyed who responded that at Sodexo, employee diversity (age, gender, national origin, etc.) is valued for the differences these dimensions bring to the workplace	79%	-	83%
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Representation of women

% of Women's representation among Group Senior Leaders	18%	18%	20%
% of Women's representation in senior management	23%	24%	24%
% of Women in management positions ⁽²⁾	-	-	40%
% of Women's representation in total workforce	-	54%	54%

HEALTH AND SAFETY**Food Safety - Food Supply**

% of countries who have a written procedure for authorizing new food suppliers that includes the food safety management process ⁽³⁾	-	94.9%	95.6%
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Food Safety - Site Audits

Average number of food safety audits per food service site ⁽⁴⁾	-	2.0	2.0
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CORPORATE GOVERNANCE

Number of women on the Board	4	4	4
Number of non French nationals on the Board	4	4	4
Number of Independent Directors	6	5	6
Average attendance rate at Board meetings	90%	88%	95%

(1) Basis for consolidation Group

- 95% 95%

(2) For a more accurate representation of the segmentation between employees and management, the functions embraced by these two categories have been redefined for FY 2010. As a result, the values of the different indicators for each grade are comparable to those for prior years, and historical comparisons can be made only for values pertaining to all employees.

(3) Basis for consolidation On-Site Service Solutions

- 95% 96%

(4) Basis for consolidation On-Site Service Solutions

95% 95%



WE DO INDICATORS



NUTRITION, HEALTH AND WELLNESS

FY08

FY09

FY10

Health and Wellness

% of countries developing and promoting health and wellness solutions ⁽⁵⁾	-	74.1%	79.6%
Number of countries who have LEED, HQE, ISO 14001, or equivalent certified sites ⁽⁶⁾	16	29	31
Number of sites offering concierge services or kiosks ⁽⁷⁾	-	522	734

Varied and Balanced Food Options

% of countries where menus and recipes are reviewed by a qualified dietitian ⁽⁸⁾	-	94.0%	94.0%
Number of registered dietitians employed by Sodexo ⁽⁹⁾	-	2 476	3 328
% of countries who have nutritional hotlines or weblines to provide nutritional advice for consumers ⁽¹⁰⁾	-	69.1%	70.0%

Reduced Sugar Salt and Fats

% of countries having established and removed identified products and practices ⁽¹¹⁾	-	67.7%	65.7%
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In FY10, 2 additional countries established and removed identified products and practices.

At the same time, the relative weight of the existing countries decreased making our indicator decrease overall.

(5) Basis for consolidation Group	-	95%	95%
(6) Basis for consolidation Group	-	92%	92%
(7) Basis for consolidation On-Site Service Solutions	-	44%	54%
(8) Basis for consolidation On-Site Service Solutions	-	91%	92%
(9) Basis for consolidation On-Site Service Solutions	-	93%	95%
(10) Basis for consolidation On-Site Service Solutions	-	93%	95%
(11) Basis for consolidation On-Site Service Solutions	-	95%	95%



LOCAL COMMUNITIES

Fight against hunger and malnutrition

Number of countries who have implemented the STOP Hunger initiative	24	32	39
Number of major STOP Hunger programs	298	368	422
Number of partnerships with NGOs and associations	223	240	272

Local community development

% of countries who have local community development championing initiatives ⁽¹²⁾	-	85.4%	94.4%
% of local recruitment (country level)	97%	97%	97%

Fairly traded certified products

% in kg of certified fairly traded coffee ⁽¹³⁾	-	8.5%	12.5%
Number of sites implementing the aspretto offer	5	45	496

(12) Basis for consolidation Group

-

94%

95%

(13) Basis for consolidation On-Site Service Solutions

-

93%

94%



ENVIRONMENT

FY08

FY09

FY10

Sustainable Supplies

Supply Chain Code of Conduct

% of countries who have a supplier code of conduct⁽¹⁴⁾

-

87.3%

93.0%

Sustainable Fish and Seafood

% of countries which have eliminated the purchase of all at risk seafood species⁽¹⁵⁾

-

8.1%

17.3%

Number of MSC certified foodservice sites⁽¹⁶⁾

-

271

374

Sustainable Equipment and Supplies

% of spend on sustainable paper disposables as a % of total paper disposables⁽¹⁷⁾

-

79.4%

79.1%

Energy and emissions

% of sites implementing the carbon footprint reduction program⁽¹⁸⁾

-

11.8%

11.8%

% of sites which have taken basic steps to reduce their consumption of energy⁽¹⁸⁾

-

45.4%

45.4%

Head Office electricity consumption

2 315 301 kWh

2 334 494 kWh

2 130 199 kWh

Head Office electricity consumption per m²

382 kWh

296 kWh

270 kWh

Water

% of sites implementing the water conservation program⁽¹⁸⁾

-

8.8%

8.8%

% of sites which have taken basic steps to reduce their water consumption⁽¹⁸⁾

-

66.9%

66.9%

Head Office water consumption

2 804 m³2 322 m³2 366 m³Head Office water consumption per m²0.5 m³0.3 m³0.3 m³

Materials and Waste

Organic Waste

% of sites implementing the organic waste reduction program⁽¹⁸⁾

-

4.5%

4.5%

% of sites which have taken basic steps to reduce their organic waste⁽¹⁸⁾

-

39.8%

39.8%

% of sites implementing initiatives to recover organic waste⁽¹⁸⁾

-

52.8%

52.8%

% of sites where Used Cooking Oil is recovered⁽¹⁸⁾

-

53.8%

53.8%

Non Organic Waste

% of sites implementing measures to reduce non organic waste⁽¹⁸⁾

-

4.0%

4.0%

% of sites which have taken basic steps to reduce their non organic waste⁽¹⁸⁾

-

33.9%

33.9%

% of sites implementing initiatives to recover non organic waste⁽¹⁸⁾

-

52.6%

52.6%

(14) Basis for consolidation Group

-

94%

95%

(15) Basis for consolidation On-Site Service Solutions

-

95%

95%

(16) Basis for consolidation On-Site Service Solutions

-

93%

94%

(17) Basis for consolidation On-Site Service Solutions

-

92%

93%

(18) Basis for consolidation On-Site Service Solutions

-

49% of inventoried sites in 50 countries
representing 95% of Group revenuesREAD MORE AT WWW.SODEXO.COM

• Our sustainability performance



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

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

→ **PR:** Corporate Citizenship Progress Review
→ **HR:** Human Resources Report
→ **RD:** Reference Document

→ **DI:** Diversity & Inclusion Report
→ **AR:** Annual Report

DESCRIPTION		GLOBAL COMPACT	CROSS-REFERENCE
REPORTING GUIDELINES			
Strategy and Analysis			
1.1	Statement from the most senior decisionmaker of the organization.	7; 8	PR - p.3
1.2	Key impacts, risks, and opportunities.		PR - p.3, 4
Organization Profile			
2.1	Name of the organization.		PR - Cover
2.2	Primary brands, products, and/or services.		PR - p.2; AR
2.3	Operational structure of the organization.		AR; RD
2.4	Location of HQ.		PR - p.1, back cover
2.5	Number of countries where the organization operates.		PR - p.2; AR; RD
2.6	Nature of ownership and legal form.		RD
2.7	Markets served.		PR - p.2; AR; RD
2.8	Organization scale.		PR - p.2; AR; RD
2.9	Significant changes during the reporting period.		PR - p.5-7
2.10	Awards.		PR - p.0
Report Parameters			
3.2	Date of most recent previous report.		PR - p.1
3.3	Reporting cycle.		PR - p.1
3.4	Contact point.		PR - p.1, Back cover
3.5	Process for defining report content.		PR - p.3
3.6	Boundary of the report.		PR - p.3
3.7	Limitations on the scope or boundary of the report.		PR - p.3
3.8	Basis for reporting.		RD
3.9	Data measurement techniques and the bases of calculations.		PR - p.10
3.10	Effect of any re-statements of information provided in earlier reports, and reasons.		Not applicable
3.11	Significant changes in the reporting parameters.		PR - p.6-7
3.12	Table identifying the location of the Standard Disclosures in the report.		This statement
3.13	Policy with regard to seeking external assurance for the report.	7; 8	PR - p.64-69; RD
Governance, Commitments and Engagement			
4.1	Governance structure of the organization.		PR - p.6, 25; RD
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.		PR - p.6, 25; RD
4.3	Board structure: independent and/or non-executive members.		PR - p.25; RD
4.4	Board: Mechanisms for recommendations.		PR - p.25; RD
4.5	Board: compensation and performance.		RD
4.6	Processes to avoid conflicts of interest.		RD
4.7	Board: qualifications and expertise of the members.		RD
4.8	Mission or values, codes of conduct, and principles relevant to CC performance.		PR - p.18-25
4.9	Board: overseeing the management of CC performance.		PR - p.6
4.10	Processes for evaluating the highest governance body's own CC performance.		RD
4.11	How the precautionary approach or principle is addressed by the organization.		RD
4.12	External CC charters, principles, or other initiatives.		PR - p.0, 69
4.13	Memberships in associations and/or national/international advocacy organizations.		PR - p.0, 69
4.14	List of stakeholder groups engaged by the organization.		PR - p.64-69
4.15	Basis for identification and selection of stakeholders with whom to engage.		PR - p.64-69
4.16	Approaches to stakeholder engagement.		PR - p.4, 64-69
4.17	Stakeholder engagement process.		PR - p.64-69
ECONOMIC			
Economic Performance			
EC1	Direct economic value generated and distributed.		PR, AR, RD
EC2	Financial implications and other risks due to climate change.		PR - p.54; RD
EC3	Coverage of the organization's defined benefit plan obligations.		RD
EC4	Financial assistance received from government.		RD
Market Presence			
EC5	Range of ratios of standard entry level wage compared to local minimum wage.		HR
EC6	Policy, practices, and proportion of spending on locally-based suppliers.		PR - p.40-41, 48-49
EC7	Local hiring and senior management hired from the local community.		PR - p.40-41; HR; DI
Indirect Economic Impacts			
EC8	Development and impact of infrastructure investments and services.		RD
EC9	Understanding and describing significant indirect economic impacts.		NA
ENVIRONMENTAL			
Materials			
EN1	Materials used.	7; 8	PR - p.52-53
EN2	Percentage of materials used that are recycled input materials.	7; 8	PR - p.13, 53
Energy			
EN3	Direct energy consumption by primary energy source.	7; 8	PR - p.54-55
EN4	Indirect energy consumption by primary source.	7; 8	PR - p.54-55
EN5	Energy saved due to conservation and efficiency improvements.	7; 8	PR - p.13; 54-55
EN6	Energy-efficient or renewable energy based products and services and reductions.	7; 8	PR - p.13; 54-55
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	7; 8	PR - p.13; 54-55

Water			
EN8	Total water withdrawal by source.	7; 8	PR - p.13, 56-57
EN9	Water sources significantly affected by withdrawal of water.	7; 8	PR - p.13, 56-57
EN10	Percentage and total volume of water recycled and reused.	7; 8	PR - p.13, 56-57
Biodiversity			
EN11	Biodiversity: Location and size of land owned, leased, managed.	7; 8	Not applicable
EN12	Biodiversity: Impacts of activities, products, and services.	7; 8	PR - p. 48-51
EN13	Habitats protected or restored.	7; 8	PR - p. 48-51
EN14	Strategies for managing impacts on biodiversity.	7; 8	PR - p. 48-51
EN15	Number of IUCN Red List species and national conservation list species.	7; 8	PR - p.50-51
Emissions, Effluents, and Waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	7; 8	PR - p.54-55
EN17	Other relevant indirect greenhouse gas emissions by weight.	9	PR - p.54-55
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		PR - p.13, 54-55
EN19	Emissions of ozone-depleting substances by weight.		PR - p.13, 54-55
EN20	NO, SO, and other significant air emissions by type and weight.		PR - p.13, 54-55
EN21	Total water discharge by quality and destination.		PR - p.13, 56-57
EN22	Total weight of waste by type and disposal method.		PR - p.13, 58-61
EN23	Total number and volume of significant spills.		PR - p.13, 58-61
EN24	Weight of hazardous waste.		PR - p.13, 58-61
EN25	Discharges of water and runoff.		PR - p.13, 58-61
Products and Services			
EN26	Initiatives to mitigate environmental impacts of products and services.		PR - p.46-61
EN27	Percentage of products sold and their packaging materials.		PR - p.13, 52-53
Compliance			
EN28	Sanctions for non-compliance with environmental laws and regulations.		Not applicable
Transport			
EN29	Environmental impacts of transportation.		PR - p.13, 54-55
Overall			
EN30	Total environmental protection expenditures.		PR - p.46-61
Employment			
LA1	Total workforce by employment type, employment contract, and region.		HR
LA2	Total number and rate of employee turnover by age group, gender, and region.		HR; DI
LA3	Benefits provided to full-time employees.	3	PR - p.20; HR
Labor/Management Relations			
LA4	Percentage of employees covered by collective bargaining agreements.	3	HR
LA5	Minimum notice period(s) regarding operational changes.		HR
Occupational Health and Safety			
LA6	Workforce represented in health and safety committees.		HR
LA7	Injury, occupational diseases, lost days, and absenteeism, and workrelated fatalities.		HR
LA8	Education programs regarding serious diseases.		PR - p.24; HR
LA9	Health and safety topics covered in formal agreements with trade unions.		HR
Training and Education			
LA10	Average hours of training per year per employee.	6	PR - p.22; HR
LA11	Programs for skills management and lifelong learning.	6	PR - p.22, 65; HR
LA12	Employees receiving regular performance and career development reviews.		PR - p.22; HR
Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees per category.		HR
LA14	Ratio of basic salary of men to women.		HR; DI
HUMAN RIGHTS			
Investment and Procurement Practices			
HR1	Investment agreements that include HR clauses or HR screening.	1	HR
HR2	Suppliers and contractors that have undergone screening on HR and actions taken.	1; 2	PR - p.46-47; HR
HR3	Total hours of employee training on policies and procedures.	1; 2	PR - p.46-47; HR
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken.	1; 6	HR; DI
Freedom of Association and Collective Bargaining			
HR5	Freedom of association and collective bargaining.	3	PR - p.21; HR
Child Labor			
HR6	Operations at risk for incidents of child labor, and measures taken.		PR - p.21; HR
Forced and Compulsory Labor			
HR7	Operations at risk for incidents of forced or compulsory labor, and measures taken.	4	PR - p.21; HR
Security Practices			
HR8	Security personnel trained in the organization's policies or procedures concerning HR.	5	HR
Indigenous Rights			
HR9	Incidents of violations involving rights of indigenous people and actions taken.		PR - p.21; HR; DI
SOCIETY			
Community			
SO1	Programs and practices that manage the impacts of operations on communities.		PR - p.40-41
Corruption			
SO2	Business units analyzed for risks related to corruption.	10	PR - p.20
SO3	Employees trained in organization's anti-corruption policies and procedures.		PR - p.20
SO4	Actions taken in response to incidents of corruption.		PR - p.20
Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying.		PR - p.67
SO6	Contributions to political parties, politicians, and related institutions by country.		Not applicable
Anti-Competitive Behavior			
SO7	Legal actions for anticompetitive behavior.		Not applicable
Compliance			
SO8	Sanctions for non-compliance with laws and regulations.		Not applicable
PRODUCT RESPONSIBILITY			
Customer Health and Safety			
PR1	Life cycle stages for health and safety impacts of products and service.		PR - p.24, 28-33
PR2	Incidents of non-compliance with regulations and voluntary codes.		Not applicable
Product and Service Labeling			
PR3	Type of product and service information required by procedures.		Not applicable
PR4	Incidents of non-compliance concerning such labeling.		Not applicable
PR5	Customer satisfaction.		PR - p.64-65
Marketing Communications			
PR6	Programs for adherence to rules related to marketing communications.		AR; PR
PR7	Incidents of non-compliance concerning marketing communications.		Not applicable
Customer Privacy			
PR8	Complaints regarding breaches of customer privacy.		Not applicable
PR9	Fines for non-compliance.		Not applicable



A better tomorrow
starts today.



WE ARE

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Our Group Fundamentals

THE CORNERSTONE OF A RESPONSIBLE COMPANY

Sodexo, founded in 1966 in Marseilles, France, by Pierre Bellon, Chairman of the Board of Directors, Sodexo is built on a philosophy that today unites the Group's 380,000 employees throughout the world.

Our strong philosophy and respect for ethical values form the basis of our commitment to corporate citizenship.

■ OUR PHILOSOPHY

A company is the community of its clients, consumers, employees and shareholders.

> *Our purpose is to satisfy their expectations.*

To reach our goals, we have chosen to focus on growing our results and revenues organically.

> *Organic growth:*

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

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

■ OUR MISSION IS TWOFOLD:

- **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, and more, etc.
- **Contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate.

"Making every day a better day"



■ OUR CORE VALUES

Over 97% of our employees are in direct daily contact with our clients and consumers. This demands exceptional human qualities and specific behavior that we call:

Service Spirit, Team Spirit, Spirit of Progress.

The nobility of our profession resides in our service to others.

> Service Spirit

- Clients and consumers are at the center of all that 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 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.

■ OUR ETHICAL PRINCIPLES

*Loyalty, Respect for people, Transparency,
Business integrity.*

> Loyalty

A foundation of **shared loyalty**, between Sodexo and 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.

■ OUR INDEPENDENCE

Since Sodexo's creation in 1966, independence has been one of its fundamental principles. Independence enables the Group to maintain its values, focus on a long-term strategy, maintain management continuity, ensure its durability.

Today, Sodexo's independence is reflected in its relations with all of its stakeholders:

- **Our clients** (our largest client worldwide represents less than 2% of our overall revenue)
- **Our suppliers** (our largest industrial supplier represents less than 3% of our overall purchasing)
- **Our banking partners**
- **Government bodies**

Sodexo's financial independence is guaranteed through family shareholding.

Our financial independence rests on two simple principles:

- **choosing activities with low capital intensity** and average investments (excluding acquisitions) that represent around 2% of revenues
- **permanently possess sufficient cash resources** to finance development, reimburse medium term borrowings and return a dividend to shareholders.



READ MORE AT WWW.SODEXO.COM

- The Group section
- Corporate Citizenship section





Business Integrity



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Sodexo employs 380,000 people on 34,000 sites in 80 countries. It is therefore essential to provide our teams with guidance and training to help them manage with a wide variety of different situations and to conduct business with irreproachable integrity.

■ HOW WE GET THERE

In 2007, the Executive Committee adopted a Code of Conduct: the Statement of Business Integrity. This code enshrines Sodexo's core beliefs and practices in terms of business ethics so that every employee understands and shares the Group's commitment to business integrity. Actions have been taken to ensure compliance throughout the Group:

- Publication of a Code of Conduct for Senior Management.
- Appointment of a Group Business Integrity Champion.
- Creation of a Group Business Integrity Council.
- Internal communications related to business integrity.
- Policy implementation through specific management training sessions.
- Reporting to the Audit Committee twice per year.
- A complaints process.



READ MORE AT WWW.SODEXO.COM

- Sodexo Statement of Business Integrity
- Code of Conduct for Senior Management

■ RECOGNITION

For the second year, Sodexo has been named one of the world's most ethical companies by the Ethisphere Institute in a field of 99 companies.



GOOD PRACTICES



UNITED STATES

Compliance Week

In January 2010, the Office of Ethics and Compliance launched the first annual Compliance Week. Some 4,700 units from the United States and 300 units from Canada received a set of communication tools. 16,000 managers and over 500 HR professionals received more information via e-mail and HR updates. Daily activities and discussion topics were posted online, including Interaction with Government Officials, What is Unethical Conduct and How to Report It, Confidentiality and Information Protection, and Avoiding Conflicts of Interest with Outside Businesses. Compliance Week 2011 will coincide with the North American annual ethical conduct survey and with Global Data Privacy Day.



MEXICO

Business Integrity Program

Mexico has a Business Integrity Program, comprising a Business Integrity Policy, a "Whistleblower" Policy and a Promise of Respect and Fair Treatment Policy. This program was rolled out in FY07 through training conducted by the Market President, the general counsel for Sodexo, Inc. and the Vice President, Office of Ethics and Compliance. Annual business integrity surveys for Mexico's executive committee were conducted in 2008 and 2009 with a 100% response rate, and in 2010 we expanded survey distribution to 66 employees.

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

Sodexo uses a variety of mechanisms to assure effective implementation. In 2010, measures include:

- Annual self-evaluation by subsidiary line management: as part of the Better Tomorrow Plan's ongoing inventory process, we track implementation of our ethical principles.
- In March 2009, the Business Integrity Council gathered to establish an action plan, rolled out during 2010.
- By the end of FY10, we will be able to establish our baseline and set targets for the future so as to improve effective implementation of our policy.
- A Global 2010 Employee Engagement Survey to measure employees' engagement with the company was carried out in 2010, with new questions on ethics.
- North America has a Legal and Ethical Compliance Program, which covers the United States and Canada. A Steering Committee responsible for implementing and managing the program meets tri-annually and an annual Legal and Ethical Compliance Program Report is provided to the CEO and Executive Committee.
- Included in this implementation plan is the creation of a practical guide to the Statement of Business Integrity, with everyday examples.

■ WHAT'S NEXT

2011: We will facilitate the distribution of our practical guide throughout the Group to help communicate with and educate our teams on Group ethics policies.

PERFORMANCE

Every two years, we conduct a Global Employee Engagement Survey wherein employees are invited to express their opinions. The latest results, from the 2010 survey, come from 113,000 employees working in 60 countries that represent 98% of our workforce. Participation rates have grown over the years, with 46% in 2006, 51% in 2008 and 54% in 2010. This demonstrates our employees' willingness to express their opinions transparently and honestly and their confidence that action will be taken.

The 2010 Employee Engagement Survey:

Percentage of employees who agree somewhat, agree or strongly agree, on a six-level scale:

- **72%** of employees say that Sodexo recognizes people for the behaviors and results that will help the organization succeed.
- **77%** say that their manager regularly helps them understand our values.

Source: Hewitt

Human Rights

STRATEGY

■ WHY SODEXO IS ENGAGED

As a signatory of the UN global compact, Sodexo is committed to respect the UN Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Sodexo further acknowledges and respects the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, as well as the employment and industrial chapter of the OECD Guidelines for Multinational Enterprises. Throughout its activities and impact, the Group is committed to promoting the application of human rights in the workplace. Working as it does in various regions throughout the world, it is essential for Sodexo to have solid ethical foundations so as to ensure that human rights are respected.

■ HOW WE GET THERE

While responsibility for the implementation of **the Human Rights Policy** is assigned to senior management in each country, the Group optimizes the circulation of the policy by:

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

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

During FY10, the Group has optimized the circulation of its Human Rights Policy and increased its implementation by:

- Continuing to translate it into national languages (versions are already available in English, French, Spanish, German, Brazilian Portuguese, Dutch, Hungarian, Laotian and Thai).
- Publishing the policy on Sodexo websites and increasing its visibility.
- Defining a new KPI to monitor progress.



READ MORE AT WWW.SODEXO.COM

- Group Human Rights Policy
- Code of Conduct for Senior Management



CONTACT

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In 2010, Sodexo launched three initiatives that help in evaluating compliance with our human rights commitments:

1. The establishment of a baseline for the circulation and implementation of our **Human Rights Policy**, and the setting of targets for the future.
2. As part of its ongoing drive to remain an industry leader in international labor practices, Sodexo Group management commissioned in FY10 an independent review to examine application of certain principles and conventions established by the International Labor Organisation (ILO) in the nine most significant countries within the group. The results of this external review did not reveal any case of significant weakness, but recommended improvements to better formalize Sodexo's practices in the different countries.
3. The Executive Committee has now inserted a chapter on "Human rights in the workplace" into the Group's ongoing internal audit procedures, whose findings will be regularly presented to the Board of Directors.

Furthermore, to make progress on deploying the Group Human Rights Policy and verifying its application at correctional facilities in our Justice Services business, working groups met in 2009 and 2010 to address human rights issues. An e-learning module for employees is being created for the end of 2010 and will be deployed in France, the UK and Chile.

■ WHAT'S NEXT

2011

- Regular monitoring of our progress and reviewing of the policy as we gain experience in its implementation.
- Expanding internal audit with "human rights at work" component to countries beyond the scope of the original diagnosis.
- Evaluating additional recommendations made through the independent review, and developing an action plan to address these needs.

PERFORMANCE

■ KPIs

	FY09	FY10
% of countries who have the Human Rights policy available in their national language ⁽¹⁾	85.4%	87.2%
% of countries who have published the policy on their intranet ⁽¹⁾	80.9%	83.9%
% of countries who have published the policy on their website ⁽¹⁾	73.0%	78.4%
(1) Basis for consolidation Group	95%	95%

GOOD PRACTICES

FRANCE

"Listening and Awareness" Association

To help prevent social problems, Sodexo supports an innovative initiative: the "Listening and Awareness" (Ecoute et Vigilance) Association, a network that offers employees the opportunity to discuss personal and professional difficulties in total confidentiality. It aims to detect and anticipate psychological vulnerability and offers support to help people overcome stressful situations. To favor dialogue, unions are closely associated with the initiative and are part of the «Ecoute et Vigilance» Board.



UNITED STATES

Office of Employment Rights

Since 2003, the Office of Employment Rights (OER) has had the mission to reinforce Sodexo's policies against workplace discrimination, harassment and retaliation. It provides neutral human-resources professionals to investigate concerns raised by all employees in management and professional positions, as well as employees in administrative positions outside the unit, with regard to Equal Employment Opportunity (EEO)-related issues. Internal mediation is also offered to resolve concerns.



Employee Springboard



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

With **380,000** employees, Sodexo is the **2nd** largest French-based employer in the world, the **6th** largest European-based employer in the world and the **21st** largest employer worldwide. 97% of its employees are in daily contact with clients and customers. Sodexo's success is directly linked to its ability to create a competitive advantage through its people and to offer effective development and springboard within its organization. More than ever, Sodexo is strongly committed to giving its employees all the resources necessary to help them shape their future.

■ HOW WE GET THERE

Sodexo designed in 2008 its first global employer brand, "Your future... so Sodexo", to promote its commitment and achievements. It has defined the 5 mandatory steps, "touchpoints", of all employees' professional life:

- Recruiting
- Welcoming
- Living
- Growing
- Rewarding

PERFORMANCE

Key results

- Over 300 000 employees received improvement training
- 4.5 hours of development and training per employee per year
- 85% of our employees feel that Sodexo is a better employer than its competitors.

See page 11 for all indicators related to Employee Springboard.



GOOD PRACTICES



UNITED KINGDOM

GREAT! – On-site training program

In March 2010, the UK team launched Great! to reinforce the expertise of our staff in technical skills such as health and safety, food safety as well as specific fields such as catering, cleaning, Facilities Management, hospitality and retail. Great! has also a specific section dedicated to management skills to allow a member of the team to develop these new skills at their own pace and prepare them for the future.



WORLDWIDE

Boarding Pass induction program

Launched in 2007, Boarding Pass is a global induction program dedicated to Executive Committee members and newly promoted or recruited headquarters managers. It aims to support newcomers' integration by helping them explore the business, letting them experience Sodexo values and leading them to take full ownership of their new role. Since the program's creation, managers from 30 countries have participated in five sessions.

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

Since 2008, Sodexo has focused its energies and resources on numerous areas such as:

1. Developing skills, capabilities and knowledge:

We have continued to invest significantly in the development and training of our people. The last two years we have provided over 7.5 millions hours of training and development to our staff. In FY10 alone, over 300.000 of our employees were able to develop their skills, behaviours and employability. For instance, our Facilities Management Academy in Italy and Canada which we have developed in partnership with IFMA.

2. Yearly appraisal:

We provide to our employees a yearly appraisal with his/her manager or supervisor. To support this annual mandatory process, we have launched in 2010 our new Human Resources Talent Management system, called Ingenium, System. It is gradually being rolled out throughout the organization.

Sodexo's commitment to employee progress has a strong impact on their engagement. Engaging employees is a key strategic imperative for the company as it wants to become a leader among global companies most appreciated by their employees.

The 2010 Employee Engagement Survey:

- In FY10, Sodexo has conducted its third global engagement survey in 60 countries (which cover more than 98% of its staff) with a response rate of 56%, up 5% from the 2008 survey.
- The 2010 survey was true success with a global engagement rate of 55%* with an increase of 7% from the 2008 survey. Hewitt, Sodexo's global partner for the survey, has indicated a global decrease of 1% for the same period.
- The most striking figure is that 85% of our employees feel that Sodexo is a better employer than its competitors. The next survey will take place in FY12.

Source: Hewitt

*Percentage of employees having given an average evaluation equal or greater to 4.5 on a scale from 1 to 6 for the 6 questions relating to engagement.



READ MORE AT WWW.SODEXO.COM

- 2010 Group Human Resources Report
- Our careers section

Diversity and Inclusion

Sodexo's commitment: We are committed to leveraging the strength of our diverse employees, suppliers, and partners to positively impact our clients, consumers, and the communities we serve.

STRATEGY

■ WHY SODEXO IS ENGAGED

Every day, Sodexo strives to create a culture that embraces differences and celebrates unique ideas, perspectives, and experiences. Our diverse employees provide one of our greatest sources of innovation and progress. Therefore, fostering an inclusive culture is a business imperative that drives our ability to attract and develop the best talent, create an engaged workforce, and deliver quality of life solutions to our diverse clients and customers.

Diversity and inclusion is a competitive advantage and a fundamental component of our long-term growth strategy. Sodexo is integrating diversity and inclusion into all aspects of our business – our workplaces, our marketplaces, and our communities because we know that it is a differentiator that leads to business growth.

■ HOW WE GET THERE

Sodexo is focused on four primary areas of diversity:

- **Gender Representation:** Increasing the representation, engagement, development and retention of women in management
- **Generational Opportunities in the Workplace:** Educating and identifying new opportunities to increase generational representation and facilitate relationships across generations
- **Ethnic Minorities:** Striving to have our workforce reflect the diversity of the customers and clients Sodexo serves
- **People with Disabilities:** recruiting, engaging and developing employees with special needs and being attentive to their need for accommodations



READ MORE AT WWW.SODEXO.COM

• FY10 Diversity & Inclusion report

GOOD PRACTICES

WORLDWIDE

SWIFt

In June 2009, Sodexo launched the Sodexo Women's International Forum for talent (SWIFt) to advance our global gender strategy, expand representation of women at the top levels of the organization and increase the engagement of all women. SWIFt, which comprises 20 senior women executives representing 12 nationalities, focuses on identifying specific actions and outcomes necessary for Sodexo to achieve a level of 23-25% female representation in its top 300 by 2015.



CONTACT

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DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

- Sustain and enhance leadership commitment
- Increase hiring, development, engagement and retention of talents
- Embed diversity and inclusion into all levels and functions to foster a culture of inclusion
- Make diversity and inclusion a competitive advantage

■ WHAT'S NEXT

- Launch Diversity Councils in UK, Belgium, Columbia, Brazil and Chile
- Ensure all country Executive Committees have full understanding of business case for diversity and inclusion
- Expand mentoring in Canada, Brazil, Columbia and Chile
- Expand flexible work arrangements in countries as appropriate and develop on line resource platform globally
- Develop Women's networks in Europe and expand them in Canada and the UK
- Deploy Spirit of Inclusion training
- Deliver Generations web-based training in US, Canada, Germany, UK and Belgium
- Pilot Microinequities training
- Expand diversity and inclusion client events in Latin America, Europe and the US
- Expand supplier diversity in the UK and Europe

PERFORMANCE

■ KPIs

- **10% increase** in Gender Representation in Group Senior Leaders (GSL)
- On the most recent engagement survey, diversity satisfaction increased by 4% globally, with **83%** considering that at Sodexo, employees who are diverse are valued for the differences they bring to the workplace (taken from D&I Scorecard Engagement survey results FY10)
- This year, **30,000 employees** have been trained in diversity and inclusion through Sodexo's Spirit of Inclusion training
- **26 countries** are engaged with Diversity and Inclusion Action Plans

■ RECOGNITION

DiversityInc No. 1

Sodexo ranked first among the 2010 DiversityInc Top 50 Companies for Diversity in the United-States.



UNITED KINGDOM

Diversity and Inclusion Champions

In 2009, Sodexo trained more than 35 employees as Diversity and Inclusion Champions through a "train the trainer" program before launching a one-day compulsory program, "Spirit of Inclusion," for all managers. Since September 2009, over 2,000 Sodexo managers have participated in the "Spirit of Inclusion" program and, as a result, Sodexo was recognized as a leading company for its UK efforts by DiversityInc, an organization committed to diversity best practices and benchmarking. To support the "Spirit of Inclusion" program, Sodexo has produced a series of Inclusion Fact Sheets, which include guides to cultural and religious festivals throughout the year that are published via the weekly e-mail brief to all managers.



Health and Safety



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

We strongly believe that Quality of Life contributes to individuals' progress and to organizations' performance. Safety is a strategic issue for Sodexo, because it is a fundamental quality-of-life issue. All of the Group's operations have safety management systems in place that are continually being improved.

■ HOW WE GET THERE

All of our operations have safety management systems in place that are being continuously improved. At global level, we are working to coordinate several initiatives, including:

- Implementation of our Global Food Safety and Hygiene Policy.
- Development of a Global Incident Reporting and Response system.
- Development of a Global Infrastructure and Equipment Services Policy through harmonization of our existing policies and procedures.

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

Our global policies include a specific requirement that local policies and procedures be aligned with the former. A key part of our implementation process is to embed global policies and procedures within our existing management processes. For example, key elements of the **Global Food Safety and Hygiene Policy** are now included within our Group Control Framework (CLEAR program - see page 25) as key controls, which are audited and monitored. Global policies also include specific requirements - regarding the induction and training of staff, for example - that reinforce local implementation. The overall implementation of our Global Safety Policies is monitored by Sodexo's Board of Directors, and an update on the implementation of the Global Food Safety and Hygiene Policy was presented to the Board this year.

The 2010 Employee Engagement Survey:

- 86% of the respondents said that the physical work environment is appropriate for the type of work they do.
- 89% of the respondents said that they feel that workplace safety and security are considered important here.

Source: Hewitt

PERFORMANCE

■ KPIs

	FY09	FY10
Food Safety - Food Supply		
% of countries who have a written procedure for authorizing new food suppliers that includes the food safety management process ⁽³⁾	94.9%	95.6%
Food Safety - Site Audits		
Average number of food safety audits per food service site ⁽⁴⁾	2.0	2.0
(3) Basis for consolidation On-Site Service Solutions	95%	96%
(4) Basis for consolidation On-Site Service Solutions	95%	95%

■ RECOGNITION

Chile - 2010

Sodexo received an award for its high safety standards for a second year in a row. The Group has been working on safety standards with the Chilean Safety association ACHS, a move that has reduced accident rates by 70% and has helped the company to achieve two million working hours without accidents at Los Bronces and El Tesoro, two local mines.



GOOD PRACTICES



WORLDWIDE

Tracking major work-related risks

In our Remote Sites business unit, which comprises over 40 countries, we record HSE incident data and prepare a consolidated report each year to assess and track major work-related risks and provide recommendations to minimize them. In addition to developing special prevention programs in response to incidents (such as defensive driving courses), the HSE data collected is also adapted: information on distances driven in company vehicles is now collected, for example, so that risks can be better understood.



NORTH AMERICA

Safety awareness calendar

The Risk Management team has developed a FY10 calendar focusing on health and safety, a tool that will be used by unit managers as a safety-activity guide and safety culture assessment tool. Each monthly calendar page showcases important safety messages through drawings made by children of Sodexo employees, a safety talk that addresses key safety issues and behaviors, a safety behavior checklist to be used as a behavior-based observation and feedback process, and a safety tip. Days of the month display color-coded icons that emphasize safety activities and reminders on completing baseline safety audits, training initiatives, safety committee meetings and more.

Corporate Governance

STRATEGY

The Board of Directors establishes corporate strategy and defines Group policy, appoints corporate officers to run the business, supervises the management of the business, assesses internal control procedures, and oversees the quality of information provided to shareholders and to the financial markets in the financial statements and in connection with major financial transactions. The Board of Directors is governed by the Board's Internal Rules, which define the Board's mission, set the number of Board members, establish the Directors' Charter, and determine the minimum number of Board meetings and the allocation of directors' fees. The Internal Rules also set assessment criteria for the performance of the Board, organize the delegation of powers to the Chief Executive Officer, and define the policy for issuing guarantees.

DEPLOYMENT

■ CHAIRMAN OF THE BOARD OF DIRECTORS

The Chairman of the Board of Directors represents the Board and organizes and directs its work, on which he reports to the Shareholders at the Annual Meeting.

■ THE DIRECTORS' CHARTER

Each Director must personally own at least 400 Sodexo shares. Directors are required to disclose to the Board all actual or potential conflicts of interest and must abstain from voting on those matters.

■ DIVERSITY

The Board of Directors has thirteen members, four of whom are women, representing nearly a third of all directors. Nine Board members are French nationals, two are American, one is Canadian and one is British.

■ DIRECTORS' INDEPENDENCE

The Nominating Committee periodically provides the Board of Directors with a list of Directors qualifying as independent, to comply with the criteria of director independence in force as stated in the AFEP-MEDEF Code. During Fiscal 2010, six Board members were deemed independent directors as defined above.

■ MEETINGS

The Board of Directors met seven times during Fiscal 2010. The average attendance rate during Fiscal 2010 was 95%.

- **Audit Committee** met three times during the fiscal year, with an 57% average attendance rate.
- **Nominating Committee** met formally once in Fiscal 2010, with an attendance rate was 100%.
- **Compensation Committee** met twice during the fiscal year and the average attendance rate was 100%.

■ CHIEF EXECUTIVE OFFICER

Since September 1, 2005, the roles of the Chairman of the Board of Directors and the Chief Executive Officer were separated and Michel Landel became the Chief Executive Officer of Sodexo, succeeding Pierre Bellon. In his role as Chief Executive Officer, Michel Landel is supported by an Executive Committee, which consisted of eight members at August 31, 2010 (there were nine members at September 1, 2010).

■ EXECUTIVE COMMITTEE

The Executive Committee meets once a month, and 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 the Board has approved them. The Executive Committee tracks implementation of action plans, monitors business unit performance, and assesses the potential benefits of growth opportunities and the risks inherent in its business operations.

■ GROUP INTERNAL AUDIT DEPARTMENT

The Senior Vice President and Director of Internal Audit reports directly to the Chairman of the Board, in order to guarantee Group Internal Audit's independence within the organization. The Internal Audit Director works closely with the chairman of the Audit Committee, holding informal meetings.

■ RISK MANAGEMENT AND INTERNAL CONTROL

Sodexo has put in place a procedure for the systematic identification of major risks, designed to ensure that risks are evaluated and managed at the appropriate level within the organization. Measures to manage risks are implemented either at the local or the Group level, depending on their nature. The internal control system is rooted in the Group's values and policies, as defined by its senior managers, and is implemented in each entity in consideration of local conditions.

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

- the Group Executive Committee regularly updates its Group risk matrix and submits it to the Audit Committee and the Board of Directors;
- as part of the CLEAR program, the Chief Executive Officers of the main Group Business Units identify the ten to fifteen main risks and rank them by order of importance, describe the controls in place in order to manage them, and evaluate their effectiveness; and
- these local evaluations are aggregated at Group level and submitted annually to the Audit Committee.

■ GROUP POLICIES

Group policies are available on the Sodexo intranet. These policies are currently being reviewed to allow for the Group's changing environment and its expanding portfolio of services and solutions.

They cover Sodexo's strategic imperatives, as well as guidelines applicable in areas such as its customer focus, offer marketing, human resources development, purchasing, global food safety and hygiene policy, internal audit, finance, delegations, strategic planning, and sustainable development. These policies encompass five main themes: goals, policies, procedures, performance indicators, and research and innovation.

■ ATTENDANCE OF SHAREHOLDERS AT THE ANNUAL MEETING

The Annual Shareholders' Meeting is announced in official notices published in the press, in the BALO (Bulletin des Annonces Légales Obligatoires) in France and at www.sodexo.com.

The agenda for the meeting is available in French and English at least 15 days before the meeting. It is sent to all registered shareholders, and to other shareholders upon request and is available at www.sodexo.com. A live webcast of the Sodexo Annual Shareholders' Meeting is broadcasted on our website, enabling shareholders who cannot attend in person to ask questions and to follow the meeting and the vote of resolutions.



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READ MORE AT WWW.SODEXO.COM




- FY10 Reference document
- Finance section



WE DO:
Three priorities & 14 commitments

Find the full series of our posters
on www.sodexo.com

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

We will increase the level of performance in our sustainable development journey by engaging with our clients and our 380,000 employees to embed our commitments into 34,000 sites in 80 countries	
3 PRIORITIES	14 WE DO COMMITMENTS
 NUTRITION HEALTH & WELLNESS	<ul style="list-style-type: none"> > 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	<ul style="list-style-type: none"> > We will fight hunger and malnutrition through our STOP Hunger initiative 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	<p>■ SUSTAINABLE SUPPLIES</p> <ul style="list-style-type: none"> > 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. <p>■ ENERGY & EMISSIONS</p> <ul style="list-style-type: none"> > We will reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020. <p>■ WATER & EFFLUENTS</p> <ul style="list-style-type: none"> > We will reduce our water footprint in all the countries where we operate and at clients' sites by 2020. <p>■ MATERIALS & WASTE</p> <ul style="list-style-type: none"> > 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.	



A better tomorrow
starts today.



We Do



WE DO:

Actively promote Nutrition,
Health & Wellness

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Health and wellness solutions

Sodexo's 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.



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

The relationship between diet, physical activity and health is a determining factor for chronic diseases. Wellness is a driver to reduce workplace absenteeism and increase satisfaction of our consumers (students, patients, seniors,...).

As a world leader in quality of daily life solutions, Sodexo plays a role in the consumption habits of the 50 million people we serve daily. In our host countries, we strive to inform our customers about the benefits of a healthy, well-balanced life, and we want all our clients and consumers to benefit from our health and wellness solutions.

■ HOW WE GET THERE

- Develop innovative solutions adapted to the market segments that improve health and wellness conditions in the facilities where we operate, by:
 - Offering services that facilitate individuals' healthy lifestyle choices (concierge services like dry cleaning, kiosks, childcare, exercise coaching and more).
 - Improving air quality.
 - Improving acoustics and aesthetics.
 - Improving cleaning techniques and products.
- Promote these solutions in the proposals we make to our clients.

GOOD PRACTICES

CHINA

Wellness Program

Sodexo has developed the "Wellness program" at Nokia HQ to improve the quality of life inside and outside of the workplace. Staffed by professionals, "The Gym" is a full-service fitness center featuring exercise equipment, an active group exercise program, personal training and healthy meal offerings, while the Hub combines salon, massage and relaxation services. Lifestyle coaches have provided over 1500 complimentary physical assessments. Each day, 407 employees visit wellness facilities, a 60% increase over 2008, and 74% of Nokia's 2,400 employees have registered for the Gym, group exercise classes and other wellness programs.

SPAIN

Work Life Balance

In addition to the services it offers its employees (meal vouchers, training courses, etc.), Sodexo conducts an annual survey to identify their needs. The company is also developing the "Switch Off Lights" policy project, which stipulates that no employee may remain in the building after 7 p.m. without a valid reason. It encourages telecommuting as well, and has set up special days with reduced working hours. The company prefers to emphasize the actual results achieved by its employees, rather than the number of hours spent reaching those results. Sodexo has been recognized by the Spanish +Familia foundation, which awarded it the EFR (Empresa Familiarmente Responsable) certification after a rigorous audit conducted by an independent control body.





DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to pilot the nutrition, health and wellness working group and to lead a group of nine experts from various Sodexo geographies in order to implement processes and programs that will allow us to achieve our objective by 2015. **The Nutrition, Health and Wellness working group** meets regularly to promote progress on the process, fine-tune strategy and help the plan evolve.

■ WHAT'S NEXT

2011

→ Creation of guidelines for our Group health and wellness solutions.

2012-2015

→ All countries to deploy health and wellness solutions.

The 2010 Employee Engagement Survey:

→ **80%** of the respondents said that the balance between their work and personal commitments is right for them.

Source: Hewitt



PERFORMANCE

■ KPIs

	FY09	FY10
% of countries developing and promoting health and wellness solutions ⁽⁵⁾	74.1%	79.6%
Number of countries who have LEED, HQE, ISO 14001, or equivalent certified sites ⁽⁶⁾	29	31
Number of sites offering concierge services or kiosks ⁽⁷⁾	522	734
(5) Basis for consolidation Group	95%	95%
(6) Basis for consolidation Group	92%	92%
(7) Basis for consolidation On-Site Service Solutions	44%	54%

■ RECOGNITION

United States – 2010

Sodexo Healthcare's Fresh Inspirations program has been awarded the 2010 Best Management Company Corporate Concept by *Food Management Magazine*. Fresh Inspirations takes a holistic approach by matching a retail food-service strategy to the care-giving environment and by recognizing that staff members, family and visitors all have roles to play in the healing process and that "working in or visiting a hospital is a stressful situation... and dining is an integral part of the caregiver's well-being."



READ MORE AT WWW.SODEXO.COM

- Health and Wellness Solutions section
- The Better Tomorrow Plan presentation
- 2010 Catalogue of Good Practices



GOOD PRACTICES

WORLDWIDE

Concierge service solutions

Sodexo provides clients' employees with the resources to better manage the competing priorities of work and life. Today, businesses face multiple challenges as companies must increase productivity. Employees are working harder than ever, commuting long distances and trying to manage their personal lives all at the same time. Sodexo offers a team of highly trained concierge service professionals to help our clients' employees manage their personal to-do lists: Hotel, airline travel, car rentals, sightseeing and itinerary planning, dining reservations, tickets to concerts, theatre, sporting events and entertainment, gifts, home repairs, errand providers, and cleaning services and consumer research and hard-to-find products and information.

ITALY

Stop smoking campaign

Many employees who were tobacco-dependent wanted to stop smoking, so Sodexo decided to help them overcome their addiction via an awareness campaign that began with an "It's Easy If You Know How!" conference: for six hours, groups of seven to 15 employees, all volunteers, explored training techniques and follow-up methods.



Varied and balanced food options

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



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Nutrition is a foundation for health and development. Better nutrition means stronger immune systems, less illness and better health. WHO projects sets that by 2015, approximately 2.3 billion adults will be overweight and more than 700 million will be obese. We face a dramatic increase of malnutrition: obesity and its long-term implications such as chronic diseases. Increasingly, vegetarian or vegan diets are chosen for ethical, health or environmental reasons. As a world leader in quality of daily life solutions, Sodexo plays a role in the consumption habits of the 50 million people we serve daily. In our host countries, we strive to inform our customers about the benefits of a healthy and well-balanced life and want all our clients and consumers to benefit from our varied and balanced food offers.

■ HOW WE GET THERE

- Continue to review our menus to ensure that our food offerings promote a balanced, varied diet and help our clients and consumers reduce the risk of obesity and malnutrition by:
 - Promoting the daily consumption of vegetables and fruit.
 - Encouraging the consumption of high-fiber products.
 - Offering a varied choice of products that are sources of protein and calcium.
 - Offering plenty of liquids.
- Make vegetarian or vegan solutions available for client offers.
- Work with our sites to ensure that appropriate menus and recipes are implemented.
- Develop and investigate partnerships to help find solutions that manage specific needs and common allergies.
- Train our staff to be able to advise and inform our consumers.
- Provide access to nutritional advice via the web or hotlines.

Q GOOD PRACTICES

● NORTH AMERICA

Your Health Your Way

The Your Health Your Way, On The Go vending program offers a wider variety of healthy snacks and beverages in vending machines that adhere to strict nutritional guidelines. The program combines current, sensible nutrition guidelines with a selection of satisfying menu items. All Your Health Your Way dishes are made with the best ingredients and prepared using low fat cooking techniques. We also "health certify" our stations when they offer specific healthful selections. Your Health Your Way meals meet these nutrition guidelines:

- 600 calories or less
- Trans fat free
- 100 mg cholesterol or less
- 800 mg sodium or less
- At least 3 grams of fiber

More info on www.yourhealthyourwayonline.com



● EUROPE

Vitality

Developed for company restaurants in 2006, Sodexo's Vitality offer is now available around 500 sites in Europe. The concept, adapted to the varying tastes of each country, is simple: raising consumer awareness about the importance of a healthy and balanced diet and thereby contributing to their general wellbeing.





DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to pilot the nutrition, health and wellness working group and to lead a group of nine experts from various Sodexo geographies in order to implement processes and programs that will allow us to achieve our objective by 2015. **The Nutrition, Health and Wellness working group** meets regularly to promote progress on the process, fine-tune strategy and help the plan evolve.

In 2010, Sodexo started to review and modify its menus to ensure that our food offering promotes a balanced, varied diet and helps our clients and consumers reduce the risk of obesity and malnutrition.

■ WHAT'S NEXT

2011

Group guidelines for balanced, varied food options are finalized and communicated.

2012

- Access to nutritional advice is made available to all consumers.
- All sites have implemented at least one action from the defined list.



PERFORMANCE

■ KPIS

	FY09	FY10
% of countries where menus and recipes are reviewed by a qualified dietitian ⁽⁸⁾	94.0%	94.0%
Number of registered dietitians employed by Sodexo ⁽⁹⁾	2 476	3 328
% of countries who have nutritional hotlines or weblines to provide nutritional advice for consumers ⁽¹⁰⁾	69.1%	70.0%

(8) Basis for consolidation On-Site Service Solutions

91%

92%

(9) Basis for consolidation On-Site Service Solutions

93%

95%

(10) Basis for consolidation On-Site Service Solutions

93%

95%

■ RECOGNITION

United Kingdom - 2010

Sodexo won the Secondary School Healthy Schools Caterer competition organized by California Raisins for its 'For You' offering, which demonstrates the company's commitment to encouraging pupils to adopt a healthier lifestyle. Its menus were nutritionally designed by Sodexo's own team of dietitians, and were found to meet the food- and nutrient-based standards set by the School Food Trust well ahead of the given deadlines.



READ MORE AT WWW.SODEXO.COM

- Varied and balanced food options section
- The Better Tomorrow Plan presentation
- Awards and recognitions
- 2010 Catalogue of Good Practices



GOOD PRACTICES

● LATIN AMERICA

"Eat Healthy, Live Well" Program

"Comer Sano Vivir Bien" is a nutritional program for weight control that educates our customers in good nutritional habits that will improve their health and well being. This program gives the guidelines required to choose nutritious meals based on a recommended caloric consumption. A Nutritionist values those who are interested in weight control and healthy habits, and gives them their personalized guidelines. The program is implemented at 105 sites, including 77 client sites benefiting to more than 10,000 people. This offer has also been implemented in 16 schools in Chile, where 22% of children are overweight.



● WORLDWIDE

NATURAL!

NATURAL! is a food and beverage concept that was created in Spain and then transferred to France, Italy, Finland, Singapore, China, the United States, Russia and the Netherlands. The concept aims to convey the benefits of eating fruit and how it aids the metabolism. Natural! has six classifications for the various recipes involved – Protector, Energizer, Rejuvenator, Slimmer, Antistress and Detoxifier – all based on 100%-natural products, with no concentrates or added sugar. Natural! is also concerned about the environment, and thus uses biodegradable packaging.





Sugar, salt and fats

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



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Many countries' populations 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. In our host countries, we strive to inform our customers about the benefits of a healthy and well-balanced life. We also aim at fighting obesity and malnutrition often linked to high intakes of sugar, salt and fats.

Nutritional recommendations:

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

■ HOW WE GET THERE

- Improvement and enforcement of Supply Chain Code of Conduct.
 - Review of Sodium content in current products
 - Encourage development of Sodium-Free & Sodium-Reduced products

- Review and improve existing Sodexo Supplier Code of Conduct standards related to nutrition and additives
- Engage in supplier audits to ensure supplier compliance with these new standards
- All suppliers to sign supplier code of conduct by 2015.

- At sites - Sodium reduction targets for recipes
 - Recipe and menu development to include sodium free and sodium-reduced initiatives and options
 - Reduce the average amount of sodium in the top 100 recipes by 25% over the next 2 years and by 50% over the next 5 years
 - Added salt is reduced and taste enhancers such as herbs are used as alternatives
 - Implementation of nutritional software
 - Offer Development with a focus on Health & Wellness and sodium reduction
 - Inclusion of Marketing material in Marketing kits.
- Education and awareness to facilitate behavioral change
 - Offer nutritional guidance/education to customers and employees
 - Communicate and highlight sodium-reduced menu items
 - Increase amount of local, fresh foods to decrease the amount of processed foods
 - Health awareness days
 - Provide nutritional information at point of selection
 - Identify and share best practices for marketing, development, educating, purchasing, cooking and preparation.

GOOD PRACTICES



ITALY

Salt awareness campaign

During the "National Week to Reduce Salt Intake and Promote Iodized Salt", Sodexo displayed posters at 340 sites to raise the awareness of consumers on this topic. Between 2005 and 2009, Sodexo recorded an 8.5% increase in the use of iodized salt at its restaurants.



AUSTRALIA

Smartfuel program

The Smartfuel program focuses primarily on identifying healthy eating options such as low fat, low saturated fat and low salt meals. Smartfuel is currently implemented in Sodexo's Defense, Remote Sites and Corporate Services segments at more than 44 locations. Sodexo has developed a specific Smartfuel program for Seniors sites. Launched in May 2010, the program is now implemented at 30 sites. 65,100 meals are served per week, with a further 43,000 mid-meals. The program includes:

- 300 recipes that are all nutritionally analyzed.
 - Information on senior care to assist staff for day to day use and for accreditation visits by the Aged Care Standards and Accreditation Agency.
- In addition, Sodexo is introducing standardized portion scoops that will bring benefits in terms of reduced food costs and less wastage.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to pilot the nutrition, health and wellness working group and to lead a group of nine experts from various Sodexo geographies in order to implement processes and programs that will allow us to achieve our objective by 2015. **The Nutrition, Health and Wellness working group** meets regularly to promote progress on the process, fine-tune strategy and help the plan evolve.

Across the entire Sodexo chain, from suppliers to end consumers, we look for all ways and means of reducing salt and for decision gates (control points) for measuring salt content. In 2010, **our first focus was on salt**: we investigated what needs to be done regarding additives (taste enhancers) with embedded salt sourced from our major suppliers. Guidelines and methodologies for implementing reduced salt intake are underway. In 2011, we will launch training, learning and development and awareness programs on reducing salt intake.

■ WHAT'S NEXT

2011

- Training, learning and development and awareness programs on reducing salt intake, plus possible Impact KPIs on measuring salt intake.
- Group guidelines on sugar and fats are finalized and communicated.
- All Group offers respect Group guidelines.

2012

- All products available through global suppliers comply with Group guidelines.

2015

- All menus and recipes comply with Group guidelines.
- Zero added trans fats in all products.

PERFORMANCE

■ KPIs

	FY09	FY10
% of countries having established and removed identified products and practices ⁽¹¹⁾	67.7%	65.7%
(11) Basis for consolidation On-Site Service Solutions	95%	95%

In FY10, 2 additional countries established and removed identified products and practices. At the same time, the relative weight of the existing countries decreased making our indicator decrease overall.



READ MORE AT WWW.SODEXO.COM

- Sugar, salt and fats section
- The Better Tomorrow Plan presentation
- 2010 Catalogue of Good Practices



GOOD PRACTICES



NETHERLANDS

Healthy Food Choices certification

In 2007, Sodexo was the first caterer in the Netherlands to become certified under the Healthy Food Choices Program, which was launched in 2006 by several manufacturers and supermarkets to help consumers make healthier choices. With a "Choices" logo affixed to some 3,000 food products, consumers are provided with information and encouraged to eat healthier food. To this end, Sodexo products are modified or developed to contain less salt, saturated fat and added sugar. To help get the right message across, 1,875 Sodexo employees have been trained within 625 certified restaurant locations since 2007.



FINLAND

Healthy Snack Pass campaign

Launched in 2005, the Healthy Snack Pass campaign aims to teach children to eat correctly and to fight poor eating habits. A Healthy Snack Pass is sold to students to buy snacks from Sodexo's daily selection. Each snack they buy gives them a stamp in their pass, with 10 stamps allowing them to get one snack for free. In addition to being tasty, selected products pay special attention to the amount of fat, sugar, salt and fiber they contain. In 2009, Sodexo sold 3,740 passes in 24 schools, and it aims to boost this number to 5,000 passes per year in 30 schools.





A better tomorrow
starts today.



We Do



WE DO: Support the development of Local Communities

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STOP Hunger initiative

Sodexo's commitment: We will fight hunger and malnutrition through our STOP Hunger initiative in all the countries where we operate by 2020.



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

More than a billion people worldwide are undernourished, which translates into an astonishing one in six people who do not get enough food to be healthy and lead an active life.

With more than 380,000 employees working in 80 countries around the world, our global reach puts us in a position to have a huge impact on hunger relief. Combined with our expertise in nutrition and food safety and our mission and values, fighting hunger is a natural fit for Sodexo. We have drawn awareness to hunger issues and have engaged all Sodexo communities in the important work of ending hunger, and plan to continue doing so.

"The Feeding Our Future® lunch program allows our family to get to our next paycheck. Since my husband gets paid every other week, sometimes it's hard to budget because groceries have become so expensive. This program is a great blessing."

Recipient of Sodexo's US Feeding Our Future® free meal Beneficiary program in Oklahoma City, Oklahoma.



■ HOW WE GET THERE

Through the STOP Hunger initiative, employees join forces to fight hunger and malnutrition in their communities and work to engage their clients, customers, vendors, and community members in efforts. The three major objectives of the initiative are to raise awareness of the problem of hunger, increase the number of countries with STOP Hunger programs, and to increase the number of employees engaged in the initiative.

Sodexo's STOP Hunger initiative has four main components:

- 1. Volunteering:** participating in activities that support hunger relief organizations and those in need through efforts such as sorting food, preparing and serving meals and performing maintenance.
- 2. Sharing Sodexo's knowledge:** sharing Sodexo's technical expertise in information and services with hunger-relief workers and those in need. Initiatives include providing healthy dietary information and recipes, training hunger-relief workers on food safety and providing pro bono legal, accounting and marketing-assistance services.
- 3. Food donations:** donating perishable and non-perishable food to hunger relief organizations through efforts such as food drive collections and surplus-food donations.
- 4. Financial assistance:** sponsoring and supporting programs that fight hunger and malnutrition. Wide-ranging initiatives include sponsoring meal programs for needy children and providing support to help organizations purchase much-needed nutritious food for their beneficiaries.

These main components provide a framework within which our host countries can create individual programs that are owned and tailored by each country to suit its culture, laws and business.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

The global director of STOP Hunger is responsible for providing strategic leadership to all 80 host countries as they launch, sustain and grow programs in accordance with the initiative's mission and goals. Progress reports and regular communication between the countries and the director, as well as country-to-country interaction, help to optimize all assets, including resources, best practices and partnerships. Senior leadership's support for STOP Hunger efforts coupled with individual employees' interest in helping their communities works to sustain programs.

Special global programs, like the **Sodexo Servathon** held each April, help to engage more and more employees in efforts each year. During the Servathon, employees join forces to fight hunger in their local communities. In 2010, 28 Sodexo host countries participated in the Servathon, which involved more than 39,000 employees and the donation of 175 metric tons of food. Activities included donating and serving meals, sharing Sodexo expertise by providing nutrition, hygiene and food-safety education, collecting and donating non-perishable food and fundraising through such efforts as product promotion, coin collection and golf tournaments.

■ WHAT'S NEXT

2015

→ Hunger relief initiatives established in 40 of Sodexo's host countries.

2020

→ Hunger relief initiatives established in all 80 of Sodexo's host countries.

PERFORMANCE

■ KPIs

	FY09	FY10
Number of countries who have implemented the STOP Hunger initiative	32	39
Number of major STOP Hunger programs	368	422
Number of partnerships with NGOs and associations	240	272

■ RECOGNITION

Russia - 2009

Russia's STOP Hunger program won the "Best program contributing to the development of charity culture in society" award, organized by Vedomosti, a well-respected daily newspaper whose mission is to inform Russia's readership of the most important economic, political, financial and corporate events, and the Public Chamber Commission of the Russian Federation, which is charged with developing philanthropy and improving legislation dealing with NGOs.



READ MORE AT WWW.SODEXO.COM

- STOP Hunger brochure and 2009 Year in Review
- Servathon video
- STOP Hunger news
- STOP Hunger section
- STOP Hunger awards and recognitions
- 2010 Catalogue of Good Practices
- The Better Tomorrow Plan presentation

AND ALSO:

- [www.STOPHUNGERToday.org](http://WWW.STOPHUNGERToday.org)
- Hunger facts on The World Food Program website at [www.wfp.org](http://WWW.wfp.org)

GOOD PRACTICES

WORLDWIDE

Sodexo Servathon

As part of Sodexo's STOP Hunger initiative, employees around the world join forces each April to fight hunger in their local communities during the Sodexo Servathon.

A sample of 2010 Sodexo Servathon activities:

- In **Mexico**, donations from 7,200 employees enabled the contribution of five tons of much needed and requested seeds and grains to seven food banks in nine states.
- In **Austria**, coin collections took place in all restaurants and staff offices, while teams volunteered with local hunger-relief organizations.
- In **China**, employees volunteered at a local food bank and teams collected nearly 2,000 products for the disadvantaged.
- In the **United States**, thousands of employees participated in Servathon activities, including the repackaging of more than 4,000 kilos of food for distribution as nearly 8,000 meals at one site.
- In **Thailand**, 200 Sodexo and client volunteers organized a special dinner for 1,800 orphaned children. Employees also repainted the orphanage and refurbished it with cooking utensils, ceiling fans and air compressors.
- In **France**, employees at Sodexo Group HQ collected 800 kilos of food from employees and vendors for distribution to social groceries and local NGOs.

PERU

Sharing our expertise on nutrition and food safety

Over the last year, Sodexo teams in Peru along with clients including Chinalco and Barrick, helped more than 2,000 people in need through training sessions and food donations and by providing free meals. In multiple communities throughout the country, teams held education workshops and food fairs that covered topics such as nutrition, handwashing, safe food handling, and cooking with items that are cost effective and easily accessible. Women and children were the chief targets of these actions, thereby impacting entire families and ensuring that children learn good habits from a young age. Attendees were able to taste the meal preparations, practice the hygiene learnings, and in many cases, were presented with a food basket to help supplement their family's needs. These efforts mirror Sodexo Peru's actions in past years, allowing thousands of community members to benefit from Sodexo expertise in areas such as nutrition and food safety.



Local community development

Sodexo's commitment: We will support local community development in all the countries where we operate by 2015.



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Sodexo operates in 80 countries, and among our 380,000 employees worldwide, 97% are hired locally. The services we provide within the scope of our clients' projects lead us to operate in host countries where it is key for all stakeholders to maximize a project's positive impact to the benefit of local communities. Because one-quarter of the world's population is living on less than \$1 per day and at least 80% of humanity lives on less than \$10 per day, the mobilization of local communities to combat unemployment and poverty is crucial in developing and developed countries. We aim to help reduce poor income, unemployment, inequalities and exclusion, local unskilled labour force, lack of infrastructures and insufficient quality for some products locally sourced. Through our actions, local communities will be able to further develop and grow while Sodexo will benefit from higher skilled employees and higher quality suppliers and products.

■ HOW WE GET THERE

Sodexo's goal of supporting local communities is aimed at improving its **SOCIAL FOOTPRINT** within host countries. This will boost conditions for higher quality of daily life in local communities near our operating sites. We have based our commitment and action plan on various initiatives already underway within the company.



We have targeted certain championing initiatives that are components in the **worldwide program** now in progress:

A. Improving Employability to promote social cohesion in countries where we operate

Social cohesion means the fight against poverty, inequality and social exclusion.

1. Establish strategic partnerships to promote social inclusion programs in the countries where we operate,
2. Recruit heavily locally at Clients' sites among our impacted communities,
3. Provide job-training programs at Clients' sites and stimulate the Employee Springboard,
4. Promote actions in support of education, employment and health within local communities in the countries where we operate.

B. Sustaining Economic Development in countries where we operate

To improve the standard of living and increase our partners' competitiveness

1. Help set up local supply chains and create or improve infrastructures in the regions where we operate,
2. Help and support local communities create local businesses and find sustainable local market opportunities outside of Sodexo,
3. Train local suppliers to meet international quality standards and assist them in achieving Sodexo's business accreditation in the regions where we operate,
4. Participate in initiatives to reduce the impact of humanitarian emergency crises among our impacted communities.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

→ As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to pilot the local community development commitment and to lead a group of six experts from various Sodexo geographies. **The Local Community Development working group** meets every month to promote progress on the process, fine-tune strategy and help the plan evolve.

→ The objective is to define a worldwide program and implement processes to achieve our final commitment by 2015 at the latest in all our countries. We rely on the more advanced experience of certain countries on this subject, particularly Canada, Australia, Peru, Madagascar and Tanzania, and share all best practices and create case studies to facilitate benchmarking.

1. A Group inventory was drawn up in March-May 2010 to establish country and Group baselines.
2. Targets and phasing are now defined locally for each country.
3. Inventory information is used to define a Group action plan and numerical targets.
4. At the end of August, KPI collection was defined during the inventory process.
5. The working group has made progress on the identification of key drivers and processes through analysis of the key success factors involved in our current initiatives.

■ WHAT'S NEXT

2011

- Reach internal agreement on Group Local Community Development guidelines.
- Define the Key Performance Indicators of the new program (measuring impacts).
- Conduct stakeholder consultations.
- Release Group Local Community Development guidelines.
- Develop and test the program by implementing two country pilots in an emerging country and a developed country.

2012

- Create an accreditation system for local business partners.

2015

- All countries to have developed Local Community Development championing initiatives.

PERFORMANCE

■ KPIs

	FY09	FY10
% of countries who have local community development championing initiatives ⁽¹²⁾	85.4%	94.4%
% of local recruitment (country level)	97%	97%
(12) Basis for consolidation Group	94%	95%

■ RECOGNITION

Canada - 2010

Sodexo is working with aboriginal communities to develop fair and harmonious relationships. Over twenty years ago Sodexo began working with aboriginal community members. That relationship developed into 30 active partnerships with investments in training and development programs. In remote site projects, Sodexo's workforce is comprised of, on average, 63% aboriginal community members with some sites employing as many as 95%. For the fourth time, in July 2010, Sodexo received a **gold medal for Progressive Aboriginal Relations (PAR)** from the Canadian Council for Aboriginal Business. Members of the Jury were impressed by the number of good things happening at Sodexo, particularly with regard to our improvement in the business development pillar despite the economic downturn.



Sodexo has partnered with us in many ways to ensure a positive socio-economic balance that benefits the Mistissini community. We have received positive regional recognition from our Cree Nation communities for the results that Eskan has achieved with Sodexo.

James Lazore, General Manager, Eskan Company, Québec - Canada



READ MORE AT WWW.SODEXO.COM

- Local Community Development section
- The Better Tomorrow Plan presentation
- Awards and recognitions
- 2010 Catalogue of Best Good Practices

GOOD PRACTICES



PERU

Setting up professional supply chain

Sodexo strives to procure local products and services at the sites where it operates. The Sodexo Association for Sustainable Development identifies local companies and producers and helps them move forward through training and technical assistance in hygiene, health and management. Once their products meet Sodexo standards, they are certified to sell their products to all Sodexo sites as well as in other markets. In 2009, \$1.4 million in supplies was sourced from local communities.



FRANCE

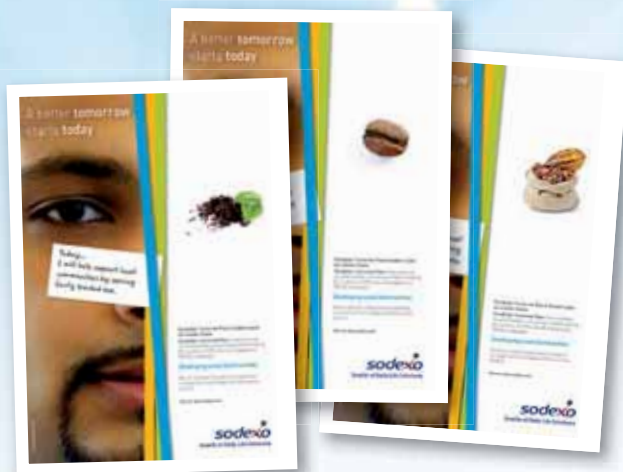
Partnering with small and mid-sized local suppliers

Alongside 20 other major French companies, Sodexo has adopted a charter comprising 10 commitments aimed at establishing true partnerships with small and mid-sized suppliers. The charter will help raise the awareness of both technical and operational issues for such suppliers, whose knowledge of the economic context is usually less developed than that of purchasers. Sodexo has committed to improving its provisioning order management and to mitigating dependency risks in relationships between purchasers and suppliers. Another commitment made involves respect for payment deadlines.



Fairly traded certified products

Sodexo's commitment: We will increase the purchase of products sourced from fairly traded certified sources by 2015.



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

In emerging countries, farmers' livelihoods are at the mercy of fluctuating crop prices. The fair trade movement is about better prices, decent working conditions, local sustainability, and fair terms of trade for farmers and workers in the developing world. By requiring companies to pay sustainable prices which must never fall lower than the market price, it addresses the injustices of conventional trade, which traditionally discriminates against the poorest, weakest producers. It enables them to improve their position and have more control over their lives. Fairtrade Labelling Organisation International (FLO) is a group of 24 organizations working to secure a better deal for producers. They own the FAIRTRADE Mark - the product label that certifies international Fairtrade standards have been met. FLO estimates that six million people directly benefit from Fairtrade®. The Fairtrade® system guarantees farmers a long-term fixed price for their crop. More than 1.2 million producers and workers in 58 developing countries now benefit from global Fairtrade® sales. In addition to other benefits, approximately 43 million was distributed to communities in 2008 for use in community development, including

families and dependents. There are also other ethical labels, such as the Rainforest Alliance or UTZ. Sodexo is actively supporting the fair trade market, thereby helping local producers and contributing to communities' economic and social development.

■ HOW WE GET THERE

- Participate and sustain fair-trade events.
- Work with recognized international and local organizations to identify potential fair trade product listings.
- Establish strategic partnerships with associations and certification organisms.
- Develop permanent offers and promotional activities that include fair trade products.
- Source fairly traded certified products.
- Promote actions to inform and raise consumers awareness.
- Help suppliers whose development we support in countries where we operate to achieve accreditation.

GOOD PRACTICES



FRANCE

ON-SITE SERVICE SOLUTIONS

2 fair trade products for 1 planted tree

In 2009, Sodexo implemented the "2 products bought = 1 planted tree" program, in collaboration with Alter Eco, at 70 restaurants across the country. Some 5,000 native trees have been planted in the Peruvian Amazon's Alto Huayabamba region as part of a sustainable reforestation program there. Teak, mahogany, cedar and eucalyptus trees will soon complete the rainforest, helping to preserve the region's environment and biodiversity. In 2010, Sodexo also organized the "Fair Trade Products Takeaway" operation and collected 15,000 Euros for Alter Eco.



CZECH REPUBLIC

Fair Trade Support program

Sodexo started the Fair Trade Support program to extend its deli-item listings and launch new products with fair-trade certification. The company offers such items as chocolate-covered coffee beans, chocolate made with orange essence, chocolate bars with almonds or quinoa, orange-flavored cookies and mint-flavored chocolate. Since its start in March 2010, the program has been deployed at six pilot sites, with six items available at each site.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader was appointed in 2010 to pilot the fairly traded certified sources commitment and to lead a group of experts from various Sodexo geographies. The **fair trade working group** meets every month to promote progress on the process, fine-tune strategy and help the plan evolve. The objective is to define a worldwide program and implement processes to achieve our ultimate commitment in all our host countries by 2015 at the latest. In 2010, the Group has worked to define a list of products that must be bought locally and seasonally as well as those out-of-season products that can be obtained via fair trade sources. Some initiatives are being developed around the world:

- In the Netherlands, 100% of the bananas we purchase are organic and fairly traded, with 98% certified by Rainforest Alliance and the other 2 % provided by Max Havelaar. Our fair trade assortment is growing with new products such as ice, tea, cookies, wine and sugar. This initiative started in 2008, and fairly traded products represent 2.16% of our total purchase in 2010 (including Utz and Rainforest alliance).
- In Finland, since 2008, Sodexo offers consumers Lipton Rainforest certified tea in all its sites. Lipton rainforest certified tea represents today 5% of total tea purchase. The aim is that at the beginning of January 2011, all tea purchase will be sustainably produced. This goal will be promoted strongly on site and communicated on internal communication channels during year 2011.

■ WHAT'S NEXT

2011

- Group fair trade Practice Guidelines are agreed upon internally.

2015

- All countries have promotions and offers that include fair trade products.



PERFORMANCE

■ KPIS

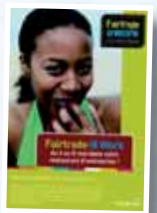
	FY09	FY10
% in kg of certified fairly traded coffee ⁽¹³⁾	8.5%	12.5%
Number of sites implementing the <i>aspretto</i> offer	45	496
(13) Basis for consolidation On-Site Service Solutions	93%	94%

■ RECOGNITION

Belgium - 2010

Sodexo has referenced 150 fairly traded certified products from Oxfam, Java and Maas International, including coffee, tea, fruit juice, chocolate, wine and rice. In 2009, Sodexo participated in the Fairtrade@Work weeklong national event, serving 20,000 meals per day that featured fair trade menus and products.

In 2010, Sodexo organized a 100% organic and fair trade Banana Day at 600 locations. Since March 2010, Sodexo has only used organic and fair-trade bananas from Max Havelaar at its locations for an annual volume of 200 tons, representing 5% of the Belgium banana fair-trade market. Thanks to these initiatives, Sodexo received the Fairtrade@Work award in 2009 and 2010.



Numi Organic Tea is very proud to be the supplier of Organic & Fair Trade tea for Sodexo's global aspretto program. Seven of the eight Numi Organic Tea offerings are Fair Trade certified. Numi's long-term & robust commitment guarantees that workers receive a fair wage and safe working conditions leading to an improved quality of life.



Hammad Atassi, Vice President-Foodservice
NUMI ORGANIC TEA



READ MORE AT WWW.SODEXO.COM

- Fairly Traded Certified Products section
- The Better Tomorrow Plan presentation
- Awards and recognitions
- 2010 Catalogue of Best Practices

AND ALSO:

www.aspretto.sodexo.com

GOOD PRACTICES

WORLDWIDE

Aspretto offer

The *aspretto* offer of high-quality coffees and teas is based on four fundamental principles: diversity, health and well-being, environmental protection and social responsibility, expressed through four tangible commitments:

- Ensure full traceability of all products sold as part of *aspretto*
- Products which are ethically sourced from local markets, the majority of our coffee and tea for example is certified by the internationally recognized Fair Trade authorities, the Rainforest Alliance, and organic;
- Reduce the amount of materials used;
- Use 100% biodegradable or recyclable packaging materials and serving utensils (cups, stirrers, napkins, etc.). All of our printed Point of Sale materials are also printed on recycled paper.

Additionally, for each kilo of coffee purchased from these accredited producers, we have decided to donate 17 cents to STOP Hunger, Sodexo's initiative to fight against hunger and malnutrition worldwide. Implemented at 45 sites in 2009, *aspretto* is now offered at 491 client sites worldwide.

In 2010, to reinforce its *aspretto* offer, Sodexo has established partnerships with United Coffee and NUMI, leading sources of sustainable and fair-trade products.

SWEDEN

Certified Rainforest Alliance & organic coffee

Since 2007, Sodexo has made an agreement with its supplier Kraft Foods to offer consumers certified coffee by Rainforest Alliance and the Swedish organization Krav. One part of the agreement is that five euro cents is dedicated to the promotion of certified coffee. Our purchase of certified coffee is increasing rapidly: in FY09, certified coffee represented 13% of our total volume of coffee and in FY10, it represented 27%.





A better tomorrow
starts today.



We Do



WE DO: Protect the Environment

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Supply Chain Code of Conduct

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



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Sodexo employs over 380,000 people throughout the world, and millions more work for the companies in our supply chain. Our challenge is to ensure that all the products and services we source are produced according to widely accepted social, environmental and ethical standards. By educating our supply partners on **Sodexo's Supply Chain Code of Conduct**, we can help to improve working conditions for millions around the world, protect the environment and ensure that ethical standards are adhered to.

■ HOW WE GET THERE

- Review and improve existing group supply chain standards relating to nutrition, food safety, the environment, human rights, labor 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 results tracking and action plan implementation.

GOOD PRACTICES



AUSTRALIA

Sharing core values through the Code of Conduct

In Australia, the Supply Chain reviewed and adapted the Sodexo Supplier Code of Conduct that is based on Sodexo's core values. This document was provided to suppliers as part of contract negotiations. A statement within the contract asked suppliers to make themselves familiar with the Code of Conduct and to ensure that they understand its content. As a result, Australian suppliers have a good understanding of Sodexo's core values and how they influence our supply chain. Sodexo Australia's Supply Chain is currently part of the global review of the Supply Chain Code of Conduct to align it with the Better Tomorrow Plan.



UNITED KINGDOM

Supplier corporate citizenship questionnaire

In both the UK and Ireland, all core suppliers are issued with an annual corporate citizenship questionnaire, which was developed in 2010 in collaboration with Business in the Community (BITC). The questionnaire is based on the commitments outlined in the Better Tomorrow Plan and addresses such areas as diversity and inclusion, the environment and health and nutrition. In addition, core food suppliers are issued with a questionnaire on additives and ingredients that enables us to identify products that need to be delisted or reformulated due to the inclusion of undesirable ingredients such as hydrogenated vegetable oil.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to pilot the Supply Chain Code of Conduct commitment. The Subject Matter Leader heads a working group of experts from relevant support functions and geographies. **The Sustainable Supply Chain working group** has carried out an initial assessment of Sodexo's current standards and codes of conduct and will work to develop them further. The objective is for all countries to have their suppliers sign and adhere to the **Group Supply Chain Code of Conduct**.

■ WHAT'S NEXT

2011

- Revised Sustainable Supply Chain Code of Conduct agreed upon and communicated.
- Group guidelines for supplier audits developed and communicated.

2012

- All international suppliers accept the Code of Conduct.

2014

- All international suppliers audited to ensure compliance with revised Code of Conduct.
- A tool is made available to share audit results among countries.

2015

- All tier 1 suppliers audited to ensure compliance with revised Code of Conduct.



PERFORMANCE

■ KPIs

	FY09	FY10
% of countries who have a supplier code of conduct ⁽¹⁴⁾	87.3%	93.0%
(14) Basis for consolidation Group	94%	95%

In 2010 Business in the Community (BITC) worked with Sodexo to develop its annual supplier corporate citizenship questionnaire addressing issues in areas such as diversity and inclusion, environment, and health and nutrition. This builds on the commitments that Sodexo has set out in their own Better Tomorrow Plan and will help the company identify and reformulate healthier products, removing ingredients such as hydrogenated fats and vegetable oils.

Jo DANIELS, Marketplace Director, Business in the Community.

Business in the

Community



READ MORE AT WWW.SODEXO.COM

- Sustainable Supply Chain section
- The Better Tomorrow Plan presentation
- 2010 Catalogue of Good Practices
- Supply Chain Code of Conduct

GOOD PRACTICES

SLOVENIA

Internal assessment of main suppliers

Since February 2010, Sodexo has appointed internal auditors to assess the quality systems of its main suppliers. Following such audits, an assessment report is provided to suppliers with suggestions for improvement. The objective is to make four assessments per fiscal year.

FINLAND

Product quality efforts

Before signing a contract, every food supplier is asked to clarify its quality and environmental programs in writing. In addition, suppliers are asked to formalize the implementation of in-house controls. Criteria for selecting products include quality, product availability, freshness, transportation, price and details like package size. Suppliers must guarantee that their products are safe, approved and traceable. Every fiscal year, at least four suppliers are audited in cooperation with the Purchasing and Logistics and Quality and Environment departments.



Local, seasonal and sustainably grown or raised products

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



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Sodexo recognizes that agriculture is responsible for significant greenhouse gas emissions, water consumption, pollution and deforestation, and that it potentially harms health through the use of pesticides, fertilizers and antibiotics. Sodexo purchases significant quantities of products for its activities worldwide and strives to ensure that these products are produced in accordance with recognized environmental and social standards.

■ HOW WE GET THERE

- Revise our sourcing policy to include local products in appropriate categories.
- Train our buying teams to include sustainable agricultural practices in our selection criteria.
- Review our menus and recipes to align them with the products available each season.
- Eliminate the use of palm oil for cooking in our kitchens.
- Work with suppliers to reduce the palm oil content of our products and use only RSPO-certified palm oil.

GOOD PRACTICES

NORTH AMERICA

Developing local sourcing from small farmers

Sodexo develops its local sourcing by matching local farms to distributors using a database that features more than 600 farmers. In addition, Sodexo requires that our regional produce distributors purchase locally grown produce which has resulted in up to 60% of total sales attributable to local produce spend in some areas (average is 17%). We continue to source from a number of small local farms and foresee this growing as we advance our commitment to source local, seasonal, and sustainably grown products. In order to further educate our clients and customers about this commitment, we are implementing a best practice at our sites to communicate who our local growers are via a state and regional map poster.

NETHERLANDS

Local and organically sourced products

In the Netherlands, 44% of the fruit and vegetables that are purchased by Sodexo are produced within the country and 12% are organically grown. In addition, all of the milk that Sodexo provides on its education sites is sourced from organic dairy farms.





DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to pilot the local, seasonal and sustainably grown or raised products commitment.

A **working group** of relevant experts has been created in order to define a clear strategy for this commitment. In addition, within the context of our global partnership, **Sodexo and the WWF** are working together to identify priorities for joint work on sustainable agriculture.

■ WHAT'S NEXT

2011

- The Group agrees upon standards and priorities for sustainable agriculture.
- Our Supply Chain and Marketing and Operations teams are trained to implement these standards.

2012

- All Group offers comply with Group sustainable agriculture standards.

2015

- All countries have menus, recipes and products that respect Group sustainable agriculture standards.



PERFORMANCE

■ KPIs

We are working to implement the indicators that we have defined for this commitment on a worldwide basis and we will phase the implementation over the coming years in accordance with the priorities that are defined for this commitment moving forwards.

■ RECOGNITION

United Kingdom - 2009

Sodexo UK was the first company in its sector to secure Red Tractor accreditation across multiple sites, the first company in all sectors to achieve corporate membership of the scheme and the first company in its sector to procure all of its meat from Red Tractor accredited sources. In 2010, Sodexo also became the first company in its sector to acquire the first frozen vegetables from Red Tractor accredited growers.



READ MORE AT WWW.SODEXO.COM

- Sustainable Supply Chain section
- The Better Tomorrow Plan presentation
- Awards and recognitions
- 2010 Catalogue of Good Practices
- Supply Chain Code of Conduct



GOOD PRACTICES



UNITED STATES

Sourcing local and sustainable food at Emory University's campus dining services

Since 2006, Sodexo has built a sustainability program at Emory University with the goal of serving 75% of its food from local and sustainable sources by 2015. During the FY08 school year, Sodexo sourced 29% of its purchases from local farmers and sustainable producers. Sodexo also provides tours of local farms, organizes the Copper Chef cooking challenge featuring local food, and sponsors cooking classes in its exhibition kitchen. To increase access to better food choices on campus, Sodexo offers boxes of locally grown organic produce through one of its produce suppliers, and helps students run their own Green Bean Coffee Cart featuring fairly traded certified coffee. Emory is one of only 11 schools to receive a perfect score in the Princeton Review's 2008 Green Rating.

EMORY | *Dining*



FRANCE

Seasonal and local sourcing

Since June 2010, Sodexo offers seasonal products that have been grown within a 200-km radius of Paris to all client sites in Paris area. Starting with locally grown lettuce and radishes, the offer evolves according to the season and has been extended to include strawberries, cherries, cucumbers, zucchinis, onions, apples and pears.



Sustainable seafood

Sodexo's commitment: We will source sustainable fish and seafood in all the countries where we operate by 2015.

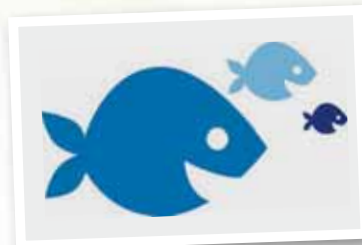


CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

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 including an oily fish.

At the same time, Sodexo recognises that many current fishing and seafood farming practices have harmful effects on marine habitats and seafood supplies:

- 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.

By committing to source sustainable seafood, Sodexo will actively contribute to reversing the decline of living marine resources.

■ 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





DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan implementation process, a Subject Matter Leader has been appointed to pilot the "Sustainable Fish and Seafood" commitment. **A Sustainable Supply Chain working group** of relevant experts has been created in order to define a clear strategy on this commitment. In addition, within the framework of our global partnership, **Sodexo and WWF** are working together on Sodexo's sustainable seafood sourcing policy and on priority species for joint action.

■ WHAT'S NEXT

2010

→ The Group will agree and communicate its Sustainable Seafood Sourcing Policy

2011

→ The Group will no longer serve any seafood species which are identified as being at risk

2012

→ The majority of fish sourced via international contracts will be sustainably sourced

2015

→ The majority of fish sourced throughout the Group will be sustainably sourced

The MSC recognises Sodexo's effort to work collaboratively on introducing mechanisms that aim to increase uptake of MSC certified seafood in its own portfolio and across the whole of the foodservice sector.

**Nicolas GUICHOUX, Regional Director
Europe, Marine Stewardship Council (MSC)**

PERFORMANCE

■ KPIs

	FY09	FY10
% of countries which have eliminated the purchase of all at risk seafood species ⁽¹⁵⁾	8.1%	17.3%
Number of MSC certified foodservice sites ⁽¹⁶⁾	271	374
(15) Basis for consolidation On-Site Service Solutions	95%	95%
(16) Basis for consolidation On-Site Service Solutions	93%	94%

■ RECOGNITION

In January 2010, in recognition of its work on sustainable seafood in the UK, the US and the Netherlands, Sodexo was asked by the **Marine Stewardship Council (MSC)** to participate in a roundtable at the Seafood Choice Alliance Summit in Paris on the theme of Foodservice Case Study: Making the switch to sustainable seafood.



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◎ GOOD PRACTICES

● WORLDWIDE

Marine Stewardship Council (MSC) certification and use of Certified Sustainable Seafood

In several of our countries, we work with the Marine Stewardship Council (MSC) on our sourcing and in some cases for the certification of our sites:

- In **Netherlands**, Sodexo was the first foodservice company to obtain the MSC ecolabel and certification in April 2009.
- In the **UK**, Sodexo is the leading contract caterer for MSC-certified sites, with 1,000 sites certified as of end of 2010 and plans to roll this program out further across the business. Sodexo serves 123 tonnes of wild-caught MSC fish per year and was the first foodservice company to achieve MSC certification across all of its Education sites in 2009.

Moreover, in accordance with the Better Tomorrow Plan commitment, many countries have already started to purchase fish and seafood from certified sustainable sources. For example:

- In **Belgium**, 15% of the fish and seafood purchased comes from certified sustainable sources.
- In **Canada**, 34% of the fish and seafood purchased comes from certified sustainable sources.
- In **Sweden**, 24% of the fish and seafood purchased comes from certified sustainable sources
- In the **United States**, 11% of the fish and seafood purchased comes from certified sustainable sources.

● EUROPE

Use and promotion of Certified Sustainable Seafood

Sodexo Remote Sites in Europe Zone has been working closely with its vendors for several years to ensure that fish and seafood products are purchased from sustainable sources. The first step was to identify the fish / seafood products most at risk and to immediately ask the vendors to refrain from placing any further orders of these products for Sodexo-operated units, diminish any existing stocks with a view to agreeing a mutually convenient date for removal of these products from the shopping baskets available to catering staff. At the same time the vendors were asked to send out alternative products and the chefs worked to trial different species from certified sustainable sources. Our key vendors are fully aware of our commitment to only supply seafood from sustainable sources and we regularly audit to ensure we are compliant. The result is that in FY10 a high proportion of the fish and seafood purchased in the Sodexo Remote Sites Europe Zone is sustainably certified.



Sustainable equipment and supplies

Sodexo's commitment: We will source and promote sustainable equipment and supplies in all the countries where we operate by 2020.



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Choosing sustainable equipment and supplies helps to reduce pollution. For example, the sustainable management of forests is a key environmental stage in paper's life cycle. Paper from sustainably managed forests helps prevent deforestation and allows forests to retain their capacity for both regeneration and productivity. By reviewing its sourcing and focusing on more sustainably produced products, Sodexo recognizes its ability to reduce some of the pressure on the world's overstretched natural resources.

■ 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) and disposables.
- Reviewing and modifying the lists of authorized products and suppliers.
- Ensuring compliance with approved lists of products and suppliers.

GOOD PRACTICES

NORTH AMERICA

Ecolab sustainable supplies

Sodexo has purchased Apex dish-washing system and Walk'n Walk kitchen floor cleaners from Ecolab. Apex provides superior results while minimizing packaging and phosphorus as well as providing operational data that enables the further reduction of water and energy use. Wash 'n Walk achieves effective floor cleaning without using hot water or a rinse step, saving the the typical kitchen 5,500 gallons per year. Sodexo and Ecolab's joint "Sodexo Shine" program utilizes Ecolab's Phazer system which reduces chemical waste during floor cleaning, minimizes packaging waste and increases operational efficiency.

UNITED KINGDOM

Strategy to increase sustainable supplies

We set out our approach to Sustainable Procurement through a Supplies and Services brochure which was published in 2009, with the view to consider the total impact products and practices have on the environment. This includes product formulations of our cleaning chemicals, how the use of the product will affect natural resources (water and energy), how the packaging will impact the environment, and the safety of the end user. Innovations like no-rinse formulas, solid and super concentrates, waterless applications and formulations that require fewer wash cycles directly reduce water consumption on a regular basis. Products that are effective at low temperatures and concentrates require less energy in transportation and their use phase.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to pilot the sustainable equipment and supplies commitment. The Group has selected the paper disposables, cleaning chemicals and office paper categories as a priority for its work. We will seek to raise the awareness of our Supply Chain teams with regard to these product groups and to review our authorized product lists for these priority categories.

■ WHAT'S NEXT

2010

→ The Group will communicate recommended sustainable product lists to the country teams

2012

→ All recommended sustainable product lists are available and communicated to the countries

2015

→ All countries have implemented sustainable detergents, paper and disposables



PERFORMANCE

■ KPIs

	FY09	FY10
% of spend on sustainable paper disposables as a % of total paper disposables ⁽¹⁷⁾	79.4%	79.1%
(17) Basis for consolidation On-Site Service Solutions	92%	93%

Since we use the new dosing system, the sites need less space for the storage of the chemicals and we have decreased waste for the client. Safety for our employees was the most important improvement we have achieved.

Peter VAN ROSSEM

Category Buyer Benelux - Sodexo Supply Chain Management



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- Sustainable Supply Chain section
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GOOD PRACTICES



NETHERLANDS

Environmentally friendly cleaning products

Sodexo works with environmentally friendly cleaning products that are free of chlorine and phosphates. In cooperation with preferred suppliers, Sodexo introduced a controlled dosage system at all catering sites that resulted in a nationwide 10% drop in the use of cleaning products. Alongside this decrease, we also achieved combined 50% reductions (involving clients, Sodexo, producers and distributors) in packaging material, storage space and transport miles thanks to the elimination of water and concentration of the chemicals used.



PERU

Biodegradable cups

Since 2009, Sodexo has replaced all plastic cups at Remote Sites with biodegradable cups. This initiative is currently being rolled out at 25 remote sites around the country. 2,800,000 plastic cups have been replaced with biodegradable ones over the past year.





Energy and Emissions

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



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STRATEGY

■ WHY SODEXO IS ENGAGED

Climate change is now known to be the result of human activity, with energy use and food production being two of the most significant contributors. Sodexo's business operations directly affect energy use and emissions from our clients' buildings, and our food services operations rely on a supplier community that directly controls and affects agricultural production methods.

Sodexo has identified a strategic opportunity to achieve business goals and also contribute to a better tomorrow by changing existing business practices and innovating on new ones. This will enable Sodexo to reduce energy use and greenhouse gas emissions from the delivery of our services at client sites, as well as providing additional value to the clients we serve by reducing their energy use and emissions and addressing new regulatory schemes.

Reducing the severity of climate change in future years by driving down greenhouse gas emissions from energy use, food production and other sources is also critical to managing risk in our business. Climate change is forecast to severely impact agricultural productivity in the next decade. Greater productivity variability, quality issues and possible crop failures all are business risks for our supplier community and food services operations.

Developing new value-added services that help our clients better manage energy and emissions and address climate change as well as developing a more resilient supply chain will all contribute to business success and a better tomorrow.

■ HOW WE GET THERE

Sodexo's commitment to reducing our carbon footprint will contribute to our position as the leading provider of comprehensive service solutions and will help us address and manage the impact of climate change. We have based our commitment and action plan on two key initiatives: service innovation and active risk management.

Service innovation

- Convene a Subject Matter Expert working group.
- Establish a framework for measuring greenhouse gas emissions in our business (including services performed at client sites), in partnership with the WWF and consistent with greenhouse gas protocols.
- Conduct an inventory of emissions and submit it to the Carbon Disclosure Project.
- Identify our best opportunities for energy and emission-reduction innovations to sustain our Clients' sustainability strategies.
- Hold a forum to exchange innovations and best practices in key areas across countries and industry segments.
- Accelerate deployment of innovative services and best practices across industry segments and geographies.

Active risk management

- Assess our risk in the context of the Carbon Disclosure Project.
- Develop a briefing on climate risk for our business segments, in partnership with the WWF.
- Further develop supply chain adaptation strategies.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

We have established an **Energy and Emissions Subject Matter Expert working group** composed of Sodexo managers, technical specialists and experts from the WWF. This committee is charged with the ambitious goal of:

- Identifying existing best practices for reducing energy use and greenhouse gas emissions within our company, our supply chain, and at client sites.
- Innovating and developing new and better services to help our clients reduce their energy use and emissions.
- Increasing our managers' understanding of energy, carbon emission and climate change issues and the related business opportunities.
- Deepening our company's understanding of the business risks involved in climate change as well as opportunities deriving from mitigation and adaptation efforts.
- Developing the key performance indicators we will use to measure our efforts to reduce energy use and emissions in our global operations.
- Developing critical information that we can share with our people, clients and stakeholders, such as through the Carbon Disclosure Project.

We have also entered into a **partnership with the WWF** which will provide technical support to the committee and help us to develop protocols for measuring and reporting on greenhouse gas emissions in our service business, to identify risk in our supply chain and to achieve our commitments.

■ WHAT'S NEXT

2011

- Develop a briefing for our Executive Committee on climate risk.
- Disclose risk and emissions through the Carbon Disclosure Project.
- Establish reduction targets.

2012

- Energy and Emissions Reduction Implementation Plan.

2020

- Reduce our carbon footprint in all the countries where we operate and at clients' sites.

PERFORMANCE

■ KPIs

	FY09	FY10
% of sites implementing the carbon footprint reduction program ⁽¹⁸⁾	11.8%	11.8%
% of sites which have taken basic steps to reduce their consumption of energy ⁽¹⁸⁾	45.4%	45.4%
Head Office electricity consumption	2 334 494 kWh	2 130 199 kWh
Head Office electricity consumption per m ²	296 kWh	270 kWh

(18) Basis for consolidation On-Site Service Solutions 49% of inventoried sites in 50 countries representing 95% of Group revenues

**The carbon footprint reduction program consists of:*

- = Basic steps (awareness and behavioural changes)
- + Advanced steps (equipment and investments on the client's site)
- + Measurement (submetering)

■ RECOGNITION

Worldwide - 2009

Sodexo has been included in the "Worldwide Top 50 Green Outsourcing Suppliers" list published in The Black Book of Outsourcing, issued by the Brown-Wilson Group. Sodexo is classified as a **Top 3 vendor** in the Facilities Management Outsourcing category.



READ MORE AT WWW.SODEXO.COM

- Energy & Emissions section
- Awards and recognitions
- The Better Tomorrow Plan presentation
- 2010 Catalogue of Good Practices

GOOD PRACTICES



UNITED KINGDOM

Carbon Trust Standard

In 2010, our Tillery Valley business, which produces prepared meals, achieved the Carbon Trust Standard for measuring, managing and reducing carbon emissions over three years and for committing to further reductions. The business reduced its carbon emissions by 19% per metric ton of product manufactured. Tillery Valley's efforts included increasing the sustainability of its distribution and commercial vehicle fleet, replacing old equipment with more energy-efficient devices, introducing HFC- and HCFC-free refrigerants with zero ozone-depleting or global-warming potential and sourcing more energy from low-carbon sources.



THAILAND

Energy Savings at IMPACT Convention Center

After an audit of IMPACT Exhibition Center energy usage, Sodexo was awarded a 5-year contract for Facilities Management starting January 2008. The contract gives Sodexo the ability to apply new methods of energy savings. From day one, the Sodexo team was able to "tune" the facility's vast air-conditioning plants, involving:

- A Preventative Maintenance program for filter cleaning, valve conditioning, plant lubrication;
- Installation of actuator valves on Air Handling Units to optimize chilled water flow;
- Sequencing chiller units to match the event space in use thereby reducing Kilowatt draw;
- Installation of peak demand metering at the three main centers in order to take advantage of best pricing at the supplier end.

Sodexo's implementation at IMPACT delivered annual combined savings of 5.8%. This power saving could run 595 UK households for one year.



Water and Effluents

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



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Water resources face a host of serious threats, all caused primarily by human activity, including pollution, climate change, urban growth and such landscape changes as deforestation.

Increased water scarcity

Food security and international trade and climate change will impact water resources into the future, and 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. Comprising water used directly in its operations and the water footprint of its supply chain, Sodexo's corporate water footprint is significant, and its proper management and conservation across the entire value chain will become increasingly important.

■ HOW WE GET THERE

Sodexo has developed a comprehensive water strategy that enables it to maximize opportunities and minimize risks within the context of the Better Tomorrow Plan, which includes:

- Developing a virtual Sodexo water footprint using standard data and the established calculation methodologies employed by other multinational companies with complex supply chains.
- Working with the WWF to validate Sodexo's virtual global footprint.
- Identifying physical, regulatory, financial, strategic and other risks and opportunities.
- Developing associated policies and procedures to reduce water risk and to leverage opportunities, including the raising of stakeholder awareness.

GOOD PRACTICES



UNITED STATES

Water conservation program at Bethany Health Care Center

The water conservation project involves installing new toilets, aerators and showerheads, resulting in saving 2.6 million gallons of water and \$47,000 annually. The project also includes melt down of sharps and conversion into hockey pucks that can be disposed of in the regular trash, saving 90% on hazardous waste removal.



UNITED KINGDOM

Reducing water consumption with adapted thermostatic valves

At Tillery Valley, all hand-wash and hygiene stations are equipped with photocell controlled thermostatic valves to ensure that water flows at the optimum temperature and cannot be left running. While total water usage has increased at Tillery Valley as a function of business growth, the quantity of water used per unit of output has steadily decreased over the last three years, showing improvements in water efficiency. This is due to simple but effective local measures such as fitting hand-held triggers to all hoses so that they cannot be left running; installing sieves into boilers to minimize water usage while refreshing pasta.





DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

In 2010, we conducted our first actions:

- Creation of a Subject Matter expert working group with representatives from around the globe who meet on a regular basis to plan and implement water initiatives.
- Technical support for this group is being provided by the WWF.
- The Water and Effluents working group's first significant task is to analyze the results of the Better Tomorrow Plan's global site inventory of environmental activities, launched in March 2010. This analysis will take place during fall 2010.
- Specific actions involving both our operations and supply chain activities will commence in earnest in FY11.

■ WHAT'S NEXT

Steps to achieve our objectives concerning direct water usage are detailed below:

- Validate our existing data.
- Consolidate data from the global site-based inventory.
- Establish a sampling methodology.
- Identify the number of sites with sub-metering to be sampled per segment (using a data-collection form).
- Specify indicators by segment.
- Identify sites for pilot testing of water-saving initiatives.
- Develop guidelines for a direct water-consumption program.
- Develop best practices and innovative solutions, including the finalization of a site-based toolkit.
- Work with international suppliers and the WWF.
- Prepare an internal and external communications package.
- Pilot the water-consumption program at selected sites.
- Confirm results and establish targets.
- Implement program across the business.
- Measure the program's performance and progress across the business.

2011

- Implement the water conservation program at all head offices.

2012

- Implement the water conservation program at pilot sites in our main countries.
- Accelerate sales of our water footprint measurement and reduction services to our clients.

2013

- All sites implement at least one action from the water conservation program.

2014

- All countries commit to water-footprint reduction targets.

2020

- All countries achieve water-footprint reduction targets.

PERFORMANCE

■ KPIs

	FY09	FY10
% of sites implementing the water conservation program ⁽¹⁸⁾	8.8%	8.8%
% of sites which have taken basic steps to reduce their water consumption ⁽¹⁸⁾	66.9%	66.9%
Head Office water consumption	2 322 m ³	2 366 m ³
Head Office water consumption per m ²	0.3 m ³	0.3 m ³

(18) Basis for consolidation On-Site Service Solutions

49% of inventoried sites in 50 countries representing 95% of Group revenues

**The water conservation program consists of:*

- = Basic steps (awareness and behavioural changes)
- + Advanced steps (equipment and investments on the client's site)
- + Measurement (submetering)



READ MORE AT WWW.SODEXO.COM

- Water & Effluents section
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GOOD PRACTICES



Sodexo is rolling out a program called So.Eco, which involves the implementation of three environmental practices at all 3,000 of its restaurants: waste processing, effluent reduction (including other discharges) and water and energy savings. The program includes the distribution of guides to best practices, information posted on the intranet, distribution of So.Eco kits to each site to educate local teams and the installation of water-saving equipment at our restaurants.



Raising awareness on World Water Day

On 22 March 2010, Sodexo organized a World Water Day program to raise awareness among staff members (using posters in Hindi) and develop strategies to reduce consumption by 10%. A "Clean Water, Healthy Living" campaign was carried out with Unilever (with no electricity required), featuring cost-effective solutions for providing safe water, and employees were offered equipment demos. Those who provided the best suggestions for the month were given awards for their proposals, and clear implementation plans were discussed with Sodexo management. A nationwide campaign was planned for June 5's World Environment Day, using the World Water Day program as a model.



Organic waste

Sodexo's 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.



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

The food chain is a large producer of organic waste, which all too often ends up in landfill or incinerators. In industrialized countries, there is increasing concern over the volume of food that is fit for human consumption but goes to waste. In emerging countries, there are still many opportunities to ensure that food is not damaged and then wasted before it even reaches the market. Around the world, every part of the food chain, from farm to consumer, has a role to play in reducing food waste. In our grounds maintenance operations, there are also measures to ensure that organic waste is put to good use, such as composting.

The Tillery Valley team has performed very well, making genuinely significant improvements to reduce and recover organic waste while saving money. We were thrilled to see our efforts recognized when we won the Corporate Citizenship prize at the Sodexo UK & Ireland Star Awards in November 2009

Phil HALL, Site Director, Tillery Valley



■ HOW WE GET THERE

Our priorities

→ Basic steps:

- **Raising employee awareness**, for example by communicating the importance of reducing and recovering organic waste in team meetings at least once per month and making posters or stickers available to attract employees' attention.
- **Raising consumer awareness** by displaying information on the importance of reducing organic waste, e.g. at self-service stands and tray/plate return points.

→ More advanced steps in reducing organic waste:

Portion control measures, improved order and production forecasting, improved meal production processes, removing trays and charging for food by weight.

→ Measuring and communicating the impact of steps to reduce organic waste:

Weighing organic waste or receiving weight information from organic waste contractors, keeping organic waste weight records and communicating trends to employees, clients and customers as part of an environmental management system.

→ Supporting organic waste recovery initiatives by:

- Sorting waste for recovery.
- Using centrally identified, authorized suppliers to collect and recycle used cooking oil for such environmentally beneficial purposes as conversion to biofuel and energy production.
- Using centrally identified, authorized suppliers to collect and recycle organic waste for such environmentally beneficial purposes as composting, anaerobic digestion and energy production.
- Implementing on-site processes such as composting, anaerobic digestion, energy production and the equivalent.
- Using compost produced from on-site organic waste for grounds maintenance and other appropriate purposes, if legally possible.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

- As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to lead the dedicated working group which meets regularly by phone and once per year in person.
- May 2010 saw the launch of our **Materials and Waste working group**, whose mission is to support the materials and waste commitments by working out how we should rise to the challenge, keeping up-to-date on the science and innovations that can help us on our journey and acting as ambassadors for our materials- and waste-related initiatives.
- Members of the working group represent significant markets around the world and are tasked with supporting their local Better Tomorrow Plan champion who is responsible for liaising with the country manager to set its annual action plan.
- The working group's first significant task is to analyze the results of the worldwide site inventory of environmental activities, which was launched in March 2010. This analysis, set to take place during the fall of 2010, includes:
 - Identifying the countries with the strongest and weakest responses in dealing with organic waste.
 - Identifying best practice.
 - Further developing and communicating best practice.
 - Reviewing KPI definitions, targets and measurement processes prior to validation by the Performance working group, which is dedicated to KPIs and metrics.

■ WHAT'S NEXT

2010

- Analyze the results of the worldwide Better Tomorrow Plan's environmental-performance site inventory.
- Collaborate with the Performance working group.

2011

- Focus on basic steps to reduce organic waste, such as employee and consumer communication.
- Continue to build relationships with NGOs around the world dedicated to food waste reduction.
- Hold the first physical meeting of the Materials and Waste working group.
- All countries set an organic waste reduction action plan.

2012

- All sites implement at least one action to reduce food waste.

2015

- All countries engage in an organic waste recovery program.

PERFORMANCE

■ KPIs

	FY09	FY10
% of sites implementing the organic waste reduction program ^{*(18)}	4.5%	4.5%
% of sites which have taken basic steps to reduce their organic waste ⁽¹⁸⁾	39.8%	39.8%
% of sites implementing initiatives to recover organic waste ⁽¹⁸⁾	52.8%	52.8%
% of sites where Used Cooking Oil is recovered ⁽¹⁸⁾	53.8%	53.8%
(18) Basis for consolidation On-Site Service Solutions 49% of inventoried sites in 50 countries representing 95% of Group revenues		

**The organic waste reduction program consists of:*

- = Basic steps (awareness and behavioural changes)
- + Advanced steps (equipment and investments on the client's site)
- + Measurement (keeping records)

■ RECOGNITION

United Kingdom - 2010

Sodexo was the only foodservice organization with a speaking platform at the Expert Forum on Reduction of Food Waste convened by the UK Science and Innovation Network in collaboration with Foresight, the British government's program to boost UK science and engineering's relative performance and use in government and society.



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- Materials & Waste section
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GOOD PRACTICES



UNITED KINGDOM

Tillery Valley's road to organic waste reduction and recovery success

Sodexo's Tillery Valley business in South Wales provides prepared meals for the healthcare sector and education, local authority and food services clients. The food waste generated was originally sent to a landfill, but in January 2009 Tillery Valley started sending it to a company that operates a composting system and wormery. For every metric ton of food waste processed, approximately 400 kg of compost is generated and used for land regeneration on Welsh farms. Disposal costs have been reduced by 35% and 150 metric tons of waste per year has been diverted from landfills.



WORLDWIDE

Converting used cooking oil (UCO) into biodiesel

Sodexo is implementing programs to optimize the collection and recovery of UCO from all restaurant kitchens. Biodiesel from UCO emits 78% less CO2 than petroleum diesel.

- In FY10, 200 metric tons of UCO were recycled in **Belgium**.
- In **France**, UCO is collected and recycled by a referenced service provider. Every year, more than 100 metric tons of UCO are collected. In 2009, 859 sites were involved.
- In the **UK**, a plant to convert UCO into biodiesel was installed at a client site and the UK business produces some 350,000 liters of biodiesel from UCO annually.
- In **Turkey**, UCO collected from all sites produced 11.5 metric tons of recycled cooking oil in FY10.



Non-organic waste

Sodexo's 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.



CONTACT

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STRATEGY

■ WHY SODEXO IS ENGAGED

Rethinking the materials we use and how we use them, reducing consumption, reusing and recycling materials, all have a part to play in changing our approach to waste: waste is often simply a resource in the wrong place. That's why Sodexo is committed to supporting initiatives to recover non-organic waste.

Large volumes of packaging material including paper, cardboard, wood, plastic, metal and glass, pass through our business. Its purpose is to protect the goods and food we use or serve and make sure that they remain safe. We're committed to reducing and recovering non-organic waste by engaging in initiatives with our suppliers, employees, clients and customers. For example, we buy concentrated cleaning chemicals that are diluted on site, thus reducing the volume of plastic packaging by up to 90% while eliminating the transport of large volumes of water.



■ HOW WE GET THERE

Our priorities

→ Basic steps:

- **Raising employee awareness**, for example by communicating the importance of reducing and recovering non-organic waste in team meetings at least once per month and making posters or stickers available to attract employees' attention.
- **Raising consumer awareness** by displaying information on the importance of reducing non-organic waste, e.g. at self-service stands and tray/plate return points.

→ More advanced steps to reduce non-organic waste:

Using dispensers and dosage equipment and reusable trays and reusable and/or recyclable food service implements and containers.

→ Measuring and communicating the impact of steps to reduce non-organic waste

Weighing non-organic waste or receiving weight information from non-organic waste contractors, keeping non-organic waste weight records, and communicating trends to employees, clients and customers as part of an environmental management system.

→ Supporting non-organic waste recovery initiatives:

- Sorting waste for recovery
- Compacting waste for recovery
- Using centrally identified, authorized suppliers to collect and recycle non-organic waste.



DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

- As part of the Better Tomorrow Plan's implementation process, a Subject Matter Leader has been appointed to lead the dedicated working group which meets regularly by phone and once per year in person.
- May 2010 saw the launch of our **Materials and Waste working group**. Its mission is to support the materials and waste commitments by working out how we can rise to the challenge, keeping up-to-date on the science and innovations that will help us on our journey, and acting as ambassadors for our materials- and waste-related initiatives.
- Members of the working group represent significant markets around the world and are tasked with supporting their local Better Tomorrow Plan champion who is responsible for liaising with the country manager to set its annual action plan.
- The working group's first significant task is to analyze the results of the worldwide site inventory of environmental activities which was launched in March 2010. This analysis, set to take place during fall 2010, involves:
 - Identifying the countries with the strongest/weakest non-organic waste responses.
 - Identifying best practice.
 - Further developing and communicating best practice.
 - Reviewing KPI definitions, targets and measurement processes prior to validation by the Performance working group, which is dedicated to KPIs and metrics.

■ WHAT'S NEXT

2010

- Analyze the results of the worldwide Better Tomorrow Plan's environmental performance site inventory.
- Collaborate with the Performance working group.

2011

- Focus on basic steps to reduce non-organic waste, such as employee and consumer communications.
- Continue to build relationships with NGOs around the world dedicated to non-organic waste reduction.
- Continue to build relationships with key suppliers so that materials and waste are designed out of products at the upstream stage.
- Hold the first physical meeting of the Materials and Waste working group.

2012

- All sites implement at least one action to reduce non-organic waste.
- All countries set a non-organic waste-reduction action plan.

2015

- All countries engage in a non-organic waste recovery program.

PERFORMANCE

■ KPIs

	FY09	FY10
% of sites implementing measures to reduce non organic waste ⁽¹⁸⁾	4.0%	4.0%
% of sites which have taken basic steps to reduce their non organic waste ⁽¹⁸⁾	33.9%	33.9%
% of sites which have taken basic steps to reduce their non organic waste ⁽¹⁸⁾	52.6%	52.6%

(18) Basis for consolidation On-Site Service Solutions

49% of inventoried sites in 50 countries representing 95% of Group revenues

■ RECOGNITION

Australia – 2009

Sodexo's Resource Recovery Program won the Golden Gecko Award for Environmental Excellence presented by the Western Australia Department of Mines and Petroleum for innovation in the mining and oil industries and for balancing environmental responsibility with the successful development of Western Australia's resources.



READ MORE AT WWW.SODEXO.COM

- Materials & Waste section
- Awards and recognitions
- The Better Tomorrow Plan presentation
- 2010 Catalogue of Good Practices

GOOD PRACTICES

AUSTRALIA

Resource Recovery Program

Since 2007, the Resource Recovery Program aims to segregate and recycle as many waste streams as possible. It has now been deployed across 22 of our remote sites around Australia. Over 750 metric tons of material have been recycled, reducing waste sent to landfills by 1,783 m³. In 2010, a new facility for processing glass and cardboard was installed at the village. The program has raised more than AU\$95,000, with all profits going to local charities.



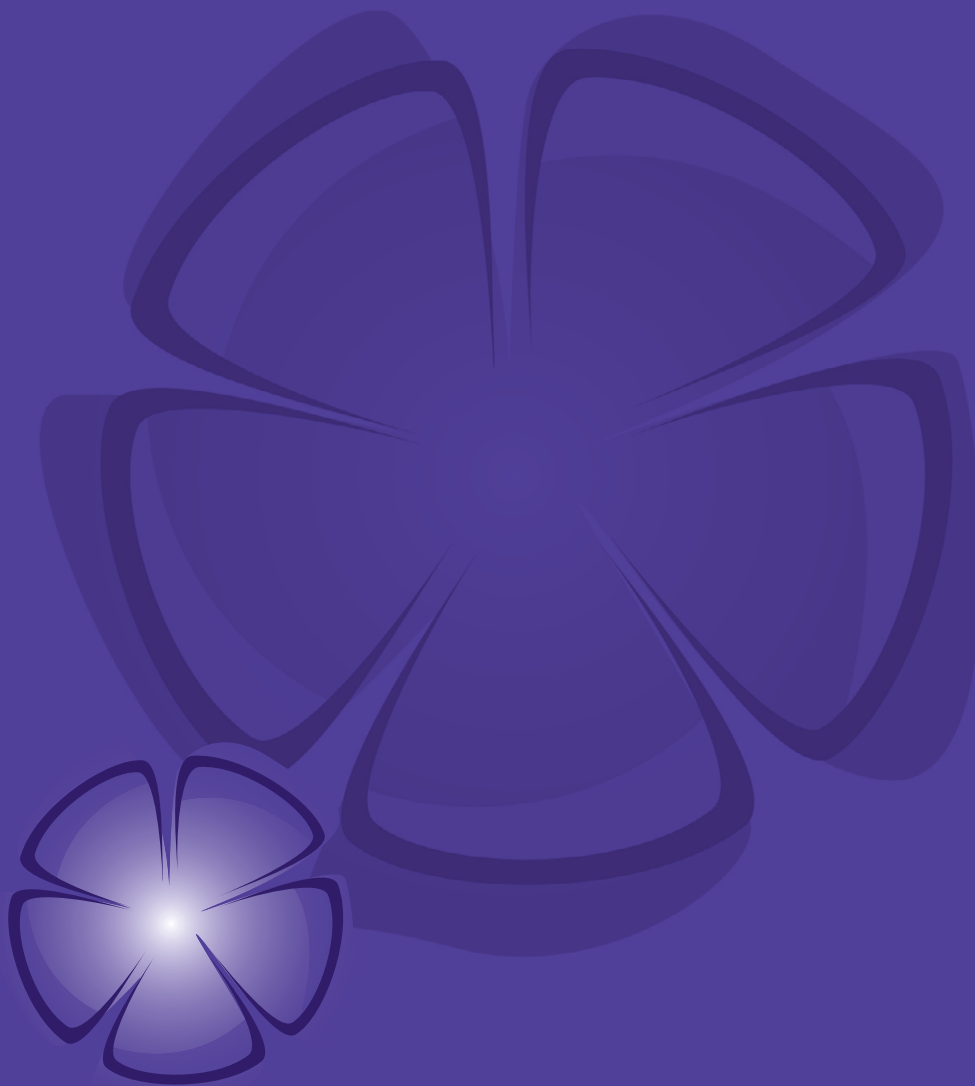
UNITED KINGDOM

Packaging and waste reduction – collaboration with Unilever

Following a suppliers' packaging forum in 2008, Sodexo has tracked packaging minimization initiatives put forward by a number of core suppliers. Collaboration between Sodexo and Unilever led to the redesign of very popular cooking stock packaging with significant reductions in card, plastic and wood, but with increased functionality including resealable lids and a special panel for food labeling so that the packaging can be used for refrigeration once the stock has been used. It is estimated that the new packaging has a carbon footprint 4% smaller at the manufacturing stage.



A better tomorrow
starts today.



WE ENGAGE with

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Stakeholders

Connected to many stakeholders

Engaging with our stakeholders is key to ensuring that we fulfill our commitments to improve the quality of life.

A global company like Sodexo is in a strong position to provide pragmatic responses to corporate citizenship challenges and make significant contributions as a corporate citizen.



We commit to engage our stakeholders through common impactful actions:

→ **We listen to our stakeholders and maintain a dialogue with them.**

→ **We influence practices at the sites where we operate and beyond.**

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

By implementing the Better Tomorrow Plan across the 80 countries and 34,000 sites where we operate and influencing the practices of our stakeholders beyond that perimeter, the impact of Sodexo's commitments will be second to none.

We will develop a **leadership position** within networks, and support opportunities to meet and engage with stakeholders so as to be recognized as the benchmark reference and sustainability leader in:

- Nutrition, health and wellness.
- Local communities.
- The environment.

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

EMPLOYEES	We will train and coach our employees and engage them in programs and citizenship actions that contribute to a healthier and more sustainable lifestyle.
CLIENTS	We will support our clients' sustainability strategies and contribute to strengthening clients' reputations.
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 regularly and accurately report on the progress of its commitments in order to ensure that the objectives set are achieved.

Employees

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



STRATEGY

■ WHY SODEXO IS ENGAGED

The success of the Better Tomorrow Plan lies in our ability to engage and create a dialogue with our employees, who are our best ambassadors for stakeholders, among which are our clients and our consumers.

■ HOW WE GET THERE

We supply our employees and managers with the essentials of the Better Tomorrow Plan by:

1. Providing employee sustainability training.
2. Providing coaching on the Better Tomorrow Plan.
3. Actively encouraging employees to participate in voluntary programs that contribute to citizenship actions.

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

To facilitate Sodexo management teams' understanding of the Better Tomorrow Plan and its appropriation by employees, we have developed several useful tools.

E-learning

In 2010, Sodexo launched an e-learning module targeting all functional and operational managers, including up to 34,000 site managers. This 16-minute online course is available in seven languages: English, French, Italian, Chinese, German, Spanish and Brazilian Portuguese. The tool will be boosted during the next

fiscal year to include a module for each commitment of the Better Tomorrow Plan. The goal is to achieve an enrolment rate (number of connections to e-learning/number of sites) of over 70% by the end of 2010. The tool will be enhanced during the next fiscal year to include in-depth knowledge of the Better Tomorrow Plan's commitments.

"Today I will..." posters

Every day, there are simple ideas we can implement on-site to make practices more sustainable. With this goal in mind and to help achieve Better Tomorrow Plan commitments, Sodexo has launched a poster campaign featuring a central message: "Today, I will..." With up to three key messages per We Do commitment, the poster campaign aims to engage our employees, open up a dialogue and give them the keys to change their practices. A series of 45 posters has been created in French, Spanish and English: one generic poster for the Better Tomorrow Plan, three posters for our priorities and 41 posters covering our 14 commitments.

■ WHAT'S NEXT

2011

We have now planned to initiate the second phase of the e-learning platform system to support our teams in improving their knowledge of the Better Tomorrow Plan so as to facilitate its deployment in all countries and at the various sites.



READ MORE AT WWW.SODEXO.COM

- We Engage section
- The Better Tomorrow Plan presentation
- 2010 Catalogue of Good Practices

GOOD PRACTICES

NORTH AMERICA

The Sustainability Education and Expert Development (SEED) community

In 2008, Sodexo launched the Sustainability Education and Expert Development (SEED) community of practices to build knowledge and implementation capacity across our organization. The initial pilot group of 60 site managers grew to 175 subject matter experts in FY10. This community identifies and shares best practices across divisions and supports requests for sustainability assessments and expertise involving client accounts. In FY10, the SEED community participated in three regional seminars and more than 20 webinars, responded to more than 30 client sustainability requests and logged more than 1,900 hours of training.



INDIA

Celebrating World Ozone Day

World Ozone Day is held every year in September. In 2009, we decided to mark the occasion by making all employees aware of ozone's environmental effects on their own lives and those of future generations. The NGO Greenpeace was invited to our campus to spread the word about nurturing our environment.



Clients

Sodexo's commitment: We will support our clients' sustainability strategy and contribute to strengthen clients' reputation.

STRATEGY

■ WHY SODEXO IS ENGAGED

Sodexo is, by nature, a company that is fully engaged and committed to performing on behalf of its stakeholders as a responsible company: a services company comprising women and men who provide services to others; an international company with a presence at 34,000 sites in 80 countries; a company with strong social dimensions, employing 380,000 people around the world; and a business partner to its clients, helping them to improve their performance not only in economic terms, but in environmental and social terms as well.

Today, sustainability is a significant business opportunity, because:

- Clients and markets look for commitment and visible performance improvements to help them achieve their own sustainability goals.
- Clients, consumers and employees are increasingly aware of the connection between services and sustainability.
- Emerging regulatory schemes may increase the value of services to clients and create new commercial opportunities.
- New commitments will help to win new business.
- There are opportunities to create direct value for clients.

■ HOW WE GET THERE

To help support our clients' sustainability strategies and engage them on-site, our priorities involve:

- Regularly sharing best practices with our clients.
- Promoting Better Tomorrow client offers.
- Supporting our clients' sustainability strategies by:
 - Clearly promoting our engagement on-site via visible, tangible indicators.
 - Making our clients and their employees proud to be served by Sodexo.

- Reporting on our measurable environmental improvements at client sites.
- Communicating our value-added via cost savings and expense prevention.

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

During FY10, we have circulated a letter from our CEO Michel Landel to the CEOs of our Corporate International Large Accounts to inform them of our Better Tomorrow Plan, and have begun to develop joint actions on a global basis to deploy Better Tomorrow Plan initiatives at their sites.

■ WHAT'S NEXT

2011

- Launch digital sustainability newsletter.
- Create communication depot for information (FAQs).
- Systematically deploy the Better Tomorrow Plan for Corporate International Large Accounts and the Education segment.
- Create a forum for clients to exchange best practices.

2012

- Create regular feedback loops.
- All countries: commercialize the Better Tomorrow Plan for clients.



READ MORE AT WWW.SODEXO.COM

- We Engage section
- The Better Tomorrow Plan: presentation
- 2010 Catalogue of Good Practices



GOOD PRACTICES



FRANCE

Organic sourcing

Since 2009, Sodexo has enabled school cafeterias in the city of Brest to source organic produce from local farmers. As local organic production remains insufficient to supply the 900,000 meals prepared each year, we have encouraged local producers to convert to organic methods. Sodexo has partnered with the city, local associations and specialist distributors to commit to maintaining farmers' revenue by buying their produce at a price equivalent to that of organic products until the products can be labeled AB. In three years, 22-25% of products served in Brest's schools will be organic.



SWEDEN

Waste reduction project

The municipality of Åtvidaberg, a Sodexo Education and Seniors client, has implemented a major waste reduction project that has reduced waste by 50%. Sodexo site managers gave talks to all 60 school classes to raise students' awareness of sustainable development and waste reduction. At Alléskolan, some 600 students and teachers have reduced food wastage from 175 kg to 50 kg per week, thus reducing waste by 75% from 2008 to 2010.

Consumers

Sodexo's commitment: We will help consumers to adopt more healthy and sustainable practices.

STRATEGY

■ WHY SODEXO IS ENGAGED

Our personal lifestyle choices are the primary drivers of chronic disease and rising healthcare costs. As consumers, we need to think less about «getting care» from the medical system and more about «taking care» into our own hands and staying as healthy as possible. Consumer interest in sustainability issues is growing. Healthy employees, students, and residents are more present, engaged and productive. Sodexo wants to engage consumers in proactively improving their health habits as a means of both limiting recourse to medical intervention and improving consumer health.

■ HOW WE GET THERE

Through a progressive three-step journey, we will help consumers by influencing their behavior, by:

1. Educating

- Improving our consumers' access to qualitative and quantitative information regarding health, wellness and well-being issues.
- Providing nutrition and health education and coaching for consumers to better address their nutritional concerns.
- Providing environmental education and coaching for consumers.
- Providing healthy, environmentally sound alternative choices.
- Creating a dedicated portfolio of offers that address all of our clients' concerns and priorities with regard to healthy eating habits and sustainability.

→ Inviting all consumers to propose ideas and improvements. With our strategic partner Coca-Cola we launched a Hydration Campaign, which started up in the UK and is to be extended to other countries (Chile, US Health Care and the Netherlands). The objective is to raise awareness of the liquid consumption required, not only involving the liquids we drink, but also liquids derived from the various foods we eat.

2. Connecting

- Facilitating networking among consumers:
 - Creating collaborative platforms.
 - Planning events, including presentations, classes, "lunch and learn" sessions, webinars, radio programs, social media outlets and podcasts.
- Developing a "proud member" attitude with regard to having lunch or being served at Sodexo sites, and providing opportunities for consumers to participate individually or collectively in sustainability actions.
- Creating a virtual Better Tomorrow community.

3. Involving

- Putting in place ongoing educational initiatives, such as weight management programs, nutritional counseling, health coaching, online training courses and smoking cessation programs, and tracking KPIs.

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

Our solutions are tailored to suit each client site according to priorities defined by our clients. Through the Better Tomorrow Plan, we will encourage them to take part in national educational programs or to develop their own by:

- Making information available.
- Organizing and managing activities/courses.
- Incorporating educational components into existing offers or new offers being created.

■ WHAT'S NEXT

2011

- Providing online resources and telephone hotlines.
- Piloting diet coaching and cooking lessons.
- Piloting educational programs for children.
- Piloting schoolyard gardens with edible produce.



When Shirley Wolfe, 81, moved into Springhill Senior Living Community she was quite inactive, but things changed when she started taking advantage of Springhill's HealthAbility exercise programs, offered to residents by Sodexo. «This is the best I've felt in a long time,» she says. «I now try to talk more residents into going!»

GOOD PRACTICES

MEXICO

“Vivir Bien” program

Already successfully rolled out in a number of Latin American countries, the “Vivir Bien” program to combat obesity was launched in Mexico in March 2009. Services include an Internet portal offering information on nutrition, health and wellness to Sodexo clients, affiliates and meal-voucher users, plus online training, diagnostic tools, tests, forums and a list of restaurants that serve high quality, nutritious food. It is expected to reach some 10 million people and has been the subject of news items in the Mexican media.

BRAZIL

“Conscious consumption, attitude that transforms”

The « Consumo Consciente, Atitude que Transforma » campaign reinforces Sodexo's concern for the environment. It involves a lot of interaction with our consumers and includes various types of communication material to educate and inform people of the importance of small steps they can take to guarantee the future of our planet, like reduce, reuse and recycle. The main theme is intelligent consumption of «Foodstuffs», and on a secondary basis we also touch on other important issues like: Water, Paper, Plastic and Recycling. In FY10, 250 client sites have been involved in this initiative.



Suppliers

Sodexo's commitment: We will engage our suppliers in improving supply-chain sustainability and involve them in delivering on our commitments.

STRATEGY

■ WHY SODEXO IS ENGAGED

Our fundamentals, values and ethical principles serve as a foundation for our Better Tomorrow Plan's guidelines for supplier relations. We operate within the spirit and letter of the law, maintaining high ethical standards wherever we conduct business. We actively seek business relationships with suppliers who share our values and promote the application of these high standards among those with whom they do business, and collaborate closely with suppliers across the entire supply chain. This engagement helps us bring the best ideas to the table for the benefit of both our businesses and our brands.

■ HOW WE GET THERE

Across the Sodexo Group, our priorities involve:

- Assisting our suppliers in meeting Supply Chain Code of Conduct criteria.
- Providing supplier training sessions for small and medium-sized companies on such subjects as environmental standards and diversity.
- Involving our suppliers in our STOP Hunger initiative.
- Involving our suppliers in pilot programs for such special projects as waste reduction and recovery.
- Creating regular feedback loops and forums for suppliers.

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

During FY10, we circulated a letter from our CEO Michel Landel to the CEOs of our International Suppliers to inform them of our Better Tomorrow Plan, and have begun to develop joint actions on a global basis to deploy Better Tomorrow Plan initiatives at their sites.

■ WHAT'S NEXT

2011

- Develop and issue a regular supplier newsletter.

2012

- Establish a supplier advisory board.
- Help small and medium-sized suppliers through specialized training programs.
- Create supplier forums.



READ MORE AT WWW.SODEXO.COM

- We Engage section
- The Better Tomorrow Plan: presentation
- 2010 Catalogue of Good Practices

GOOD PRACTICES



UNITED STATES

Kraft Foods and Ecolab receive Better Tomorrow Supplier Awards from Supply Management

Sodexo has awarded Better Tomorrow Supplier Awards to suppliers Kraft Foods and Ecolab. Kraft Foods was recognized for improving the nutritional value of its products by reformulating 25% of its portfolio over the past five years, and is also the largest global buyer of Rainforest Alliance certified coffee and cocoa beans. Ecolab was recognized for its water and energy reduction efforts, including its goal of reducing water consumption by 18% per metric ton for products shipped from 2009 to 2015, and has also played a vital role in partnering with Sodexo on developing standard procedures for LEED certification in Healthcare Environmental Services.



UNITED KINGDOM

Suppliers Packaging Forum

To encourage dialogue and share best practices, Sodexo convened a Suppliers' Packaging Forum in December 2008. The 60 delegates who took part included representatives from Defra, the Waste and Resources Action Program and key suppliers. We are now able to track the weight of packaging associated with thousands of products and combine these figures with purchasing records to calculate the weight of packaging that passes through our business. Nineteen packaging-reduction initiatives have been submitted by suppliers, including Unilever's packaging redesign for an existing product that reduced plastic use by 9% and paper use by 11% per item.



Institutions

Sodexo's commitment: We will regularly consult external stakeholders on strategy and innovation.

STRATEGY

■ WHY SODEXO IS ENGAGED

Stakeholder engagement implies a willingness to listen and to discuss issues of interest to Sodexo's stakeholders. It is of critical importance that we be prepared to consider changing our aims and how we operate as a result of stakeholder engagement. Since we seek to minimize negative and maximize positive environmental and social impacts, stakeholder engagement is one of the core skills and key activities that enables us to successfully and effectively make this happen.

■ HOW WE GET THERE

Across the Group, our priorities involve:

- Consulting with the various communities.
- Developing and putting in place a mechanism or procedure for holding the organization accountable for its activities.
- Setting up a means of keeping communities informed of Sodexo's future prospects and plans.



READ MORE AT WWW.SODEXO.COM

- We Engage section
- The Better Tomorrow Plan: presentation
- 2010 Catalogue of Good Practices

DEPLOYMENT

■ HOW WE IMPLEMENT OUR STRATEGY

Sodexo implements transparent, ongoing worldwide dialogue with external stakeholders to promote healthy living:

- At global level, Sodexo is involved in the WHO's global strategy on diet, physical activity and health, as well as in ILO working groups.
- At EU level, Sodexo is involved in the FERCO Platform's programs with regard to actions dealing with diet, physical activity and health.
- Sodexo partners with the BKK network and the European Network for Workplace Health Promotion (ENWHP).
- In France, Sodexo represents our professional organization (the SNRC) as well as being on the technical committee of the PNNS (Programme National Nutrition Santé) and a member of the CNA (Conseil National de l'Alimentation). In 2010, Sodexo participated in the creation of the DANNE report on obesity and nutrition.

In March 2010, the WWF (World Wildlife Fund) and Sodexo signed an agreement to work together globally on environmental and supply-chain issues of mutual interest. This will begin with seafood, agricultural commodities, water and energy, and will focus on promoting environmentally sound and sustainable supply-chain practices.

■ WHAT'S NEXT

2010-2012

- We have a three-year agreement to address these targets with WWF and other key value chain issues worldwide.

GOOD PRACTICES

WORLDWIDE

Partnership with the Alliés association to fight malnutrition and poverty

Sodexo is a member of the Alliés (Allied) association, the International Alliance Against Hunger's French agency, an initiative supported by the Food Agricultural Organization (FAO). Alliés is a multi-sector network that includes ministries, local authorities, the media, companies, agricultural organizations, research centers and NGOs. In 2009, for October's World Food Day, Sodexo organized a forum with Alliés that brought together various companies, NGOs, local authorities and agricultural organizations with the aim of facilitating synergies and partnerships to fight malnutrition and poverty.

NORTH AMERICA

Second Nature helps Sodexo embed sustainable development issues within society

Sodexo has partnered with the non-profit organization Second Nature, which aims to embed sustainable development issues within society. Second Nature has launched programs with colleges and universities to raise awareness of this important issue among student populations, and will provide training for Sodexo managers and help the company develop best-in-class offers for the higher-education market.



Our publications

AVAILABLE AT SODEXO.COM

■ FY10 GROUP ANNUAL PUBLICATIONS (INTERACTIVE)

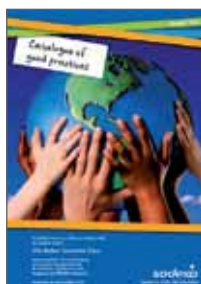


- Annual report
- Reference Document
- Corporate Citizenship report
- Human Resources report
- Diversity and Inclusion report

■ CORPORATE CITIZENSHIP COMMUNICATIONS MATERIALS



**FY10 Corporate
Citizenship
Progress Review**
*Available in English,
French and Spanish*



**FY10 Catalogue
of Good Practices**
*Available in
English only*



**Worldwide awards
and recognitions**
*Available in
English only*



**The Better Tomorrow
Plan presentation**
*Available in English,
French and Spanish
in 2 formats: short and
long versions*



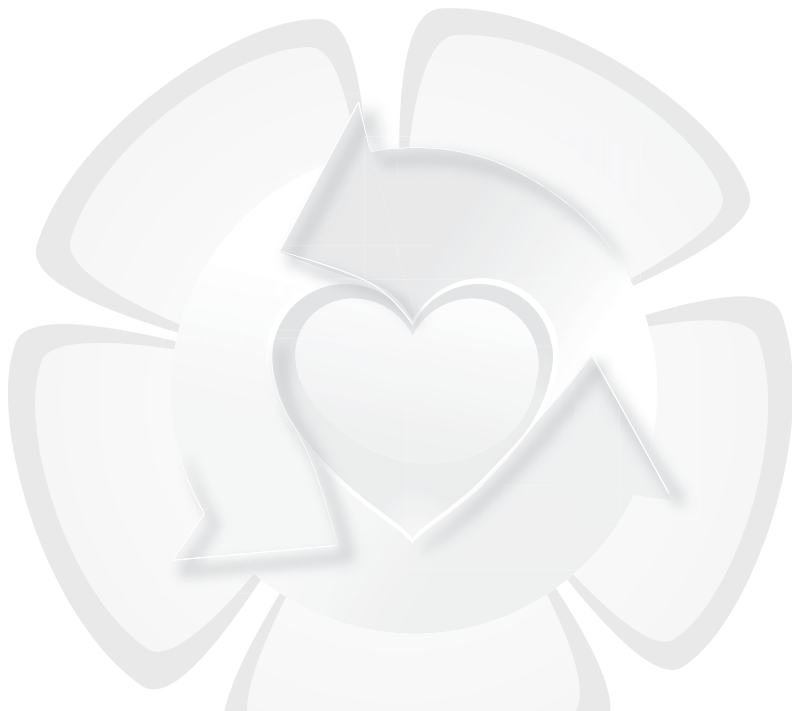
**STOP Hunger
brochure**
*Available in
English and French*



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A gesture in favor of the environment

Sodexo is committed to managing its communication in a responsible manner. For our FY10 Corporate Citizenship Progress Review, we have promoted the use of electronic version and reduced our printing needs. Using less paper and switching to sustainable paper conserves wood, water and energy and helps reduce pollution and waste.

