



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

THE BETTER TOMORROW PLAN:

- 3 priorities
- 14 commitments
- 1 journey forward covering
- 80 countries
- 33,400 sites
- Engaging our 391,000 employees

Corporate Citizenship
Progress Review

NOVEMBER 2011

www.sodexo.com



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ABOUT SODEXO



PROFILE

QUALITY OF LIFE IN THE SERVICE OF PERFORMANCE

Quality of Life services play an important role in the progress of individuals and the performance of organizations. Based on this conviction, Sodexo serves as the 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 **391,000 employees in 80 countries** around the world deliver an array of services that improve the Quality of Life.

Sodexo is the world's only company offering **on-site, motivation and personal and home services**, which contribute to the performance of its clients, the fulfillment of its employees and the economic, social and environmental development of its host communities.

On-site Service Solutions

Sodexo provides clients with a wide array of on-site services, everything from reception services to the maintenance of scanners and laboratory equipment, foodservices to construction management, management of data centers to leisure cruises, and housekeeping to rehabilitation services at correctional facilities.

These solutions contribute to progress in eight client segments:

- Corporate
- Defense
- Justice Services
- Remote Sites
- Health Care
- Seniors
- Education
- Sports and Leisure



**Leader in On-site Service Solutions
in most of its markets**

Motivation Solutions

Sodexo partners with private and public organizations to design, manage and deliver customized Motivation Solutions in three service categories:

- **Employee Benefits** to attract, engage and retain employees.
- **Incentives and 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 one million retailers and service providers** throughout the world.

A worldwide leader in Motivation Solutions

KEY FIGURES

- **13.7** billion euro in issue volume
- **4.5%** of Group revenues
- **717** million euro in consolidated revenues
- **385,000** clients (excluding individuals)
- **27.4** million beneficiaries
- **1.1** million affiliated partners

GROUP KEY FIGURES

- **16** billion euro in consolidated revenues
- **391,000** employees
- **33,400** sites
- **50** million consumers served daily
- **80** countries

KEY FIGURES

- **95.5%** of Group revenues
- **15.3** billion euro in consolidated revenues



Personal and Home Services

Sodexo designs and deploys Personal and Home Services that improve the Quality of Life in four main areas:

- **childcare**
- **tutoring and adult education**
- **concierge services**
- **senior care**

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



EXECUTIVE STATEMENTS

Michel Landel

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

Since Sodexo's creation by Pierre Bellon in 1966, our mission has been twofold: to improve the Quality of Life of the people we serve every day and to contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

In 2009, to take our credentials to the next level of performance, we defined the Better Tomorrow Plan, our worldwide corporate Sustainable Development roadmap for the Sodexo Group. Applicable in 80 countries, at our 33,400 clients' sites and engaging our 391,000 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 **the plan has three Priorities; promoting Nutrition Health and Wellness, committing to Local Communities and protecting the Environment.**

Sodexo is a company that is fully engaged and committed to performing on behalf of its stakeholders as a responsible company. Understanding and fulfilling client expectations is fundamental to our success as a client-centered organization. Today, our clients and markets look for commitment and visible performance improvements to help them achieve their own sustainability goals. **Sodexo is a business partner to its clients**, helping them to improve not only their financial but also economic, social and environmental performance.

Through the Better Tomorrow Plan, we help engage our clients by implementing joint actions that benefit our consumers at the sites where we operate. **Through our actions, we create direct value and contribute to cost savings and expense prevention** that creates the Better Tomorrow Plan business case.

In addition, **our Better Tomorrow Plan helps us to make the difference** in our value proposition and increase our organic growth by retaining our existing clients, gaining new clients, and the provision of new services.

In 2011, our long-term commitment and the constancy of our sustainability efforts have resulted in our position as the **Global Sustainability Leader by the Dow Jones Sustainability Index (DJSI)** in our industry sector **for the seventh year.**

I am pleased to convey the results of our activities in this Fiscal 2011 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,



Elisabeth Carpentier

Group Senior Vice President and Chief Human Resources Officer

Every day, we value the individual and collective contributions of our 391,000 employees. We know that their commitment is what sets Sodexo apart from other companies and gives us a genuine competitive advantage. To continue our progress, we have set two major objectives for ourselves:

- First, to have a **high-quality workforce** whose extensive skills and experience will spur growth and provide a comprehensive services offer to our clients.
- Secondly, to **be one of the world's most highly appreciated employers**, through the implementation of policies that create a healthy work environment that encourages employee participation and commitment.

Our human resources actions focus on attaining these two objectives.

More than ever, to accomplish our growth objectives, we will continue to **invest in our employees' professional development.**

Our social performance is increasingly important in our business plans and decisions. We see our Corporate Citizenship goals as intrinsic to our strategy, and the ambitious commitments we have made as part of our Better Tomorrow Plan guide the actions of all our employees.

Sodexo is regularly recognized for its policies and actions concerning social responsibility. Some of the most recent accolades garnered in Fiscal 2011 include awards from institutions, the press, extra-financial agencies and NGOs - all highlighting the constant efforts of our teams over the past several years.

Yours sincerely,



IN DIALOGUE WITH...

In March 2010, the World Wildlife Fund (WWF) and Sodexo signed a three-year agreement to work together on environmental and supply chain issues.

Sodexo's Group Executive Vice President, Chief Marketing Officer Client Retention, Offer Marketing, Supply Chain and Sustainable Development, **Damien Verdier** and **Suzanne Apple**, Vice President and Managing Director, Business and Industry at WWF give their points of view.

What would you like to underline regarding the partnership between Sodexo and WWF?

► Suzanne Apple

Partnerships with the corporate sector and companies like Sodexo are very important to us at WWF as corporations play a unique role in helping to protect the planet. Corporate purchasing practices can have a profound impact on environmental efforts and particularly on the world's most ecologically important regions. When we first began talking to Sodexo, it was very much around key areas that they could control in their operations, such as energy and water use. Through this collaboration, we have expanded this focus outside Sodexo to the supply chain on improving the sustainability of key agricultural commodities like beef, dairy, palm oil, soy, and tropical fruits. It's quite an extensive partnership looking at the source and impacts of food products for Sodexo, its clients and consumers.

► Damien Verdier

During 2010-2011, the Sodexo's Subject Matter working groups worked closely with the WWF experts to define standards and guidelines on environmental issues with an intention to understand the risks and opportunities for Sodexo's business. This has been important to create and foster awareness and behavior steps for Sodexo's employees in the sites where they operate. We are proud of the progress made during the year and already engaged for the course of action for the next years.

Do you have a personal view of sustainability?

► Suzanne Apple

Throughout my career, I have always felt that sustainability can't be a choice, but rather it is an imperative in which we each have an important contribution to make in creating a more sustainable future. Whether as individuals or organizations, our collective actions can have a huge impact. We only have one Earth. We must work together to sustain it.

► Damien Verdier

During the 32 years I have been working at Sodexo, beyond delivering on our financial commitments, we have always worked to create jobs, develop our people, contribute

to local communities and protect the environment. This sustainable approach has benefits for people now as well as for future generations.

What do you see as the private sector's greatest sustainability challenge?

► Suzanne Apple

The first challenge for any company is integrating sustainability into the business so that it is not viewed as a "nice to have" but as a "must do". The second challenge is taking a long-term view. As a private company with headquarters in France, Sodexo can take a long-term view on sustainability and the bottom line. In the United States, where many companies are publicly-held, business has pressure each quarter to increase profit margins and shareholder value, which often conflicts with a longer-term view. However, many global companies recognize that sustainability brings a great value to their business.

► Damien Verdier

Companies such as Sodexo are uniquely positioned to identify priorities and establish action plans for improving sourcing and industrial practices. The Corporate sector has a major role to play to lead a current discussion on future challenges. The companies will help to evolve behaviours through their powerful stakeholder network. For example, Sodexo has targeted some key agricultural commodities—beef, dairy, palm oil, soy, and tropical fruits—and we continue to work to better source these commodities. Sodexo joined the Roundtable for Sustainable Palm Oil (RSPO) which will help to ensure that Sodexo's palm oil supply meets RSPO standards supporting both communities in sourcing regions and healthy ecosystems.

And what do you think is the private sector's greatest opportunity?

► Suzanne Apple

The challenge is getting business leaders to understand that sustainability is an integral part of the business model. Sustainability is often perceived as a complex issue and requires a lot of internal education and awareness building. It is crucial to help business unit managers and purchasing staff understand how they can support these

efforts and how it makes business sense—that there is a business rationale. If companies reduce water and energy use, they are saving costs and generating a better efficiency on natural resources. We work with Sodexo to evolve its purchasing policies to extend the impacts on the supply chain.

► Damien Verdier

For me, the greatest opportunity resides with Sodexo's employees around the world. Nearly 400,000 ambassadors of the Better Tomorrow Plan and 95% of them are at the frontline with a direct influence on thousands of our clients and 50 million consumers in 80 countries. The success of the Better Tomorrow Plan lies in our ability to continue to engage and create dialogue with our employees, and in turn to engage and influence all of our stakeholders.

What does the private sector have to do to engage more employees to create value in sustainability?

► Suzanne Apple

Helping employees understand what the impacts are for them and equipping them to take action goes a long way to create value for the business as a whole. Companies can engage their employees in developing personal sustainability plans so that they begin to think about what they could do in their own lives to promote sustainability and what they can bring to their job to improve the sustainability of their company.

► Damien Verdier

We train and coach our employees and engage them in programs and citizenship actions that contribute to a healthier and more sustainable lifestyle. We supply our employees and managers with the essential tools of the Better Tomorrow Plan helping to raise awareness. But the most important way of engaging our employees is to create experiences of personal value creation. We promote actions to fight hunger and malnutrition through our STOP Hunger program. The participation of our employees makes them proud of the company and of themselves. Sodexo also is proud to support our engaged employees for this very important cause.





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, 33,400 sites and 391,000 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 33,400 clients' sites and engaging our 391,000 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.

Each of our commitments figures in a detailed planning schedule where all phases of the roll-out will be subject to regular evaluation, with the baseline situation benchmarked to specific targets. Thus, progress milestones have been set for 2012, 2015 and 2020. **We are now taking our credentials to the next level of performance by rolling out this plan internationally.**



This plan therefore 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
- Commit to Local Communities
- Protect the Environment



WE ENGAGE

In dialogue and joint actions with our stakeholders.



KEY FACTS

SEPTEMBER

For the sixth time, Sodexo was named 2010 **global Sector Leader for its industry sector** "Restaurants, Hotels, Bars and Recreational Services" by the Dow Jones Sustainability Index (DJSI).



NOVEMBER

Release of our **Fiscal 2010 Progress Review** for the sixth consecutive year, which provides a full presentation of the Sodexo Better Tomorrow Plan's achievements during Fiscal 2010.



DECEMBER

The Alliance to End Hunger and Bread for the World presented Sodexo with its first annual "President's Award" in the United States. Sodexo was honored for its achievements in alleviating hunger around the world.



JANUARY

To accelerate the deployment of the Better Tomorrow Plan, Sodexo gathered all the **50 Subject Matter Experts** from 12 countries at its global HQ.

FEBRUARY

- For the fourth consecutive year, Sodexo was distinguished in the 2011 Sustainability Yearbook from SAM (see page 11), with **2011 SAM Sector Leader** and **2011 SAM Gold Class recognitions**.
- Sodexo launched a monthly digital newsletter "**HANDS ON**" to share its progress.

MARCH

- Sodexo launched a project to implement a **new global monitoring tool** that will contribute to increasing its level of performance.
- Sodexo celebrated **International Women's Day** on March 8 and encouraged its 391,000 employees to reflect on its Diversity and Inclusion strategy and "gender representation" priority.



2010

2011

APRIL

- 39,000 Sodexo employees mobilized in 30 countries for the latest **STOP Hunger Servathon**, allowing to donate 200,000 meals.
- Sodexo ranked second on the **2011 DiversityInc** magazine list of the Top 50 Companies for Diversity.
- The **Group Supplier Code of Conduct** was revised with new references to Human Rights, such as Fundamental Rights at Work, and to Business Integrity, such as Unfair Competition and Corruption.



MAY

- For the third consecutive year, Sodexo was ranked third among the world's leading outsourcing services companies by **IAOP** (see page 11).
- Sodexo appointed a **Group Ethics Officer** and created a new practical "Guide" to the Statement of Business Integrity.
- Sodexo released its **Sustainable Seafood sourcing policy**, communicated to its Supply Chain teams and suppliers in 80 countries.



JUNE

- Sodexo launched a global awareness campaign on **Sustainable Fish and Seafood** and announced a worldwide agreement with **MSC** (see page 8).
- Sodexo was named the best performing company in its sector to be included in the **BITC Corporate Responsibility Index** in the United Kingdom (see page 11) and achieved the 2011 Gold status.



JULY

Sodexo acknowledged World Population Day on July 11 and raised awareness on population issues through a campaign to support **Local Community Development**.



AUGUST

- Sodexo became a member of the **RSPO** (see page 70), to promote the use of sustainable palm oil.
- More than 20,000 managers from 60 countries have been trained through our **e-learning platform**.



2011

FOCUS ON SODEXO'S TWO GLOBAL PARTNERS WWF AND MSC

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WORLDWIDE TECHNICAL PARTNERSHIP BETWEEN WORLD WILDLIFE FUND (WWF) AND SODEXO

In March 2010, **WWF and Sodexo** signed an agreement to work together globally on environmental and supply chain issues of mutual interest. This has started with seafood, agricultural commodities, water and energy and 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.

● What has been accomplished in Fiscal 2011?

During Fiscal 2011, the Subject Matter working groups worked closely with the WWF to define standards and guidelines on environmental issues. The Corporate Citizenship Steering Committee along with the WWF and BSR interacted through various seminars, committees and meetings, including a two-day meeting dedicated to the "We Engage" pillar.

Within our agreement with the WWF, our mutual work includes:

- **Sustainable Supplies:** Sodexo and the WWF worked together on Sodexo's sustainable seafood sourcing policy and on priority species for joint action.
- **Energy and Emissions:** the WWF helps Sodexo to develop protocols and establish a framework for measuring and reporting on greenhouse gas emissions in our business (including services performed at client sites). In addition, we worked to identify priority commodities in our Supply Chain, where we will focus our efforts to reduce our Scope 3 emissions. We are also in the process of developing a briefing on climate risk for our business segments.

- **Local, seasonal or sustainably grown or raised products:** Sodexo and the WWF worked to define the five priority agricultural commodities based on several issues that include greenhouse gas emissions, water footprint, biodiversity, social concerns, purchasing volume and client and investor concerns.
- **Water and Effluents:** Sodexo worked with the WWF to validate Sodexo's virtual global footprint.

In Fiscal 2011, the WWF was also involved in the creation of the set of guidelines for each relevant "We Do" commitment – see Implementation process part for details.

TESTIMONIAL

"We are pleased to see Sodexo take this important step to improve the sustainability of seafood choices available in the marketplace. We hope their commitments serve as a model for other major brands to follow as a way to reduce impact on the environment and provide customers with responsibly sourced seafood. By supporting fishery improvement projects and engaging with global sustainable seafood organizations like the Marine Stewardship Council and Aquaculture Stewardship Council, Sodexo is demonstrating the true value of collaboration."

Meredith Lopuch,
Director of Major Buyers Initiative for Fisheries at WWF

WORLDWIDE AGREEMENT WITH MARINE STEWARDSHIP COUNCIL (MSC)

MSC is the leading eco-label and fishery certification program whose mission is to use its ecolabel and fishery certification programme to contribute to the health of the world's oceans by recognising and rewarding sustainable fishing practices, influencing the choices people make when buying seafood, and working with its partners to transform the seafood market into a sustainable basis.

In June 2011, we signed a worldwide agreement with the Marine Stewardship Council (MSC) for wild-caught fish with the view to:

- promoting MSC-certified seafood across the 80 countries where Sodexo operates and
- maximizing awareness and collaboration with both our Clients and Consumers.

TESTIMONIAL

"We are delighted to see one of world's largest foodservice companies make such a commitment to certified sustainable seafood. Their leadership will contribute to transform the global seafood market to a sustainable basis, which is also MSC's top priority."

Nicolas Guichoux,
Regional Director for Europe at MSC



IMPLEMENTATION PROCESS

Neil Barrett

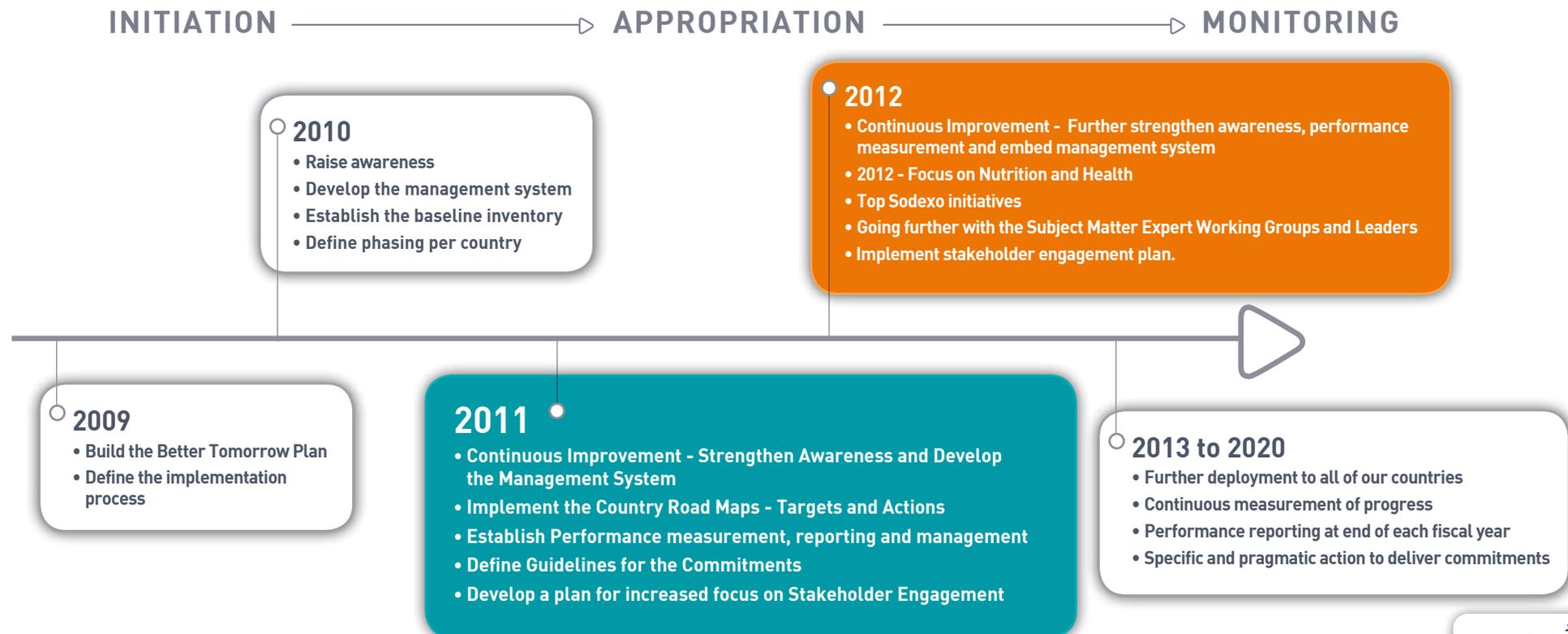
Vice President,
Group Sustainable Development



“The targets set for the Better Tomorrow Plan’s Fiscal 2011 deployment process have been successfully accomplished and the Better Tomorrow Plan has achieved a good level of awareness* among stakeholders, particularly our clients, only one year after its launch.”

*(Source: 2010 Sodexo Brand Awareness and Image Survey).

WHAT HAS BEEN ACCOMPLISHED IN FISCAL 2011?





IMPLEMENTATION PROCESS

WHAT HAS BEEN ACCOMPLISHED IN FISCAL 2011?

► Continuous Improvement - Strengthen Better Tomorrow Plan Awareness and Develop the Management System

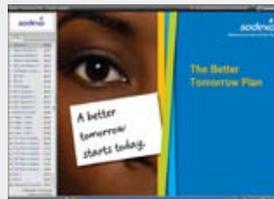
We have defined a **communication plan for the Better Tomorrow Plan**.

During Fiscal 2011, we finalized our **awareness kit** that includes tools and documents to assist with the implementation of our strategy.

○ E-learning module

In Fiscal 2010 we created an **e-learning platform in seven languages** that sought to address the essentials of the Better Tomorrow Plan. A year after the creation of the Better Tomorrow Plan e-learning platform, **more than 20,000 managers from 60 countries have been trained**, thus becoming ambassadors of the Better Tomorrow Plan.

The second phase of our learning strategy has been initiated with campaigns targeting employees and external stakeholders. The first was launched on **June 8 to celebrate World Oceans Day** and raise awareness on our **Sustainable Fish and Seafood** commitment. Sodexo communicated through a wide range of materials - e.g. video, online quiz, operational materials - in order to animate Sites and communicate to clients and consumers. We also widely communicated in the press and targeted the web and social media (Intranet, Internet, YouTube, Daily Motion and Yammer, an internal facebook) - to engage our stakeholders and the general public.



○ "Hands on" newsletter

In January 2011 Sodexo launched a **monthly digital newsletter "HANDS ON"**, dedicated to external stakeholders and aimed at reinforcing our "WE ENGAGE" commitments. Through Fiscal 2011, we have released seven editions, published 25 case studies and distributed it by email to 2,000 recipients each month. The interest in this publication continues to grow.



○ Communication toolbox

We have created a **set of materials** accessible to all our stakeholders, including:

- a **Catalogue of Good Practices**, to make our worldwide initiatives better known and largely reproduced when possible;
- a **2011 event planner** that links the International Days with our commitments and provides the opportunity to take part in the general discussion;
- a **summary leaflet** that presents the essentials of the Better Tomorrow Plan;
- and a **DVD** containing all the tools and materials, which has been sent to the 80 Country Champions.

○ A strong internal communication action plan

We have made numerous internal presentations of the Better Tomorrow Plan at Sodexo World training sessions, International large account teams, Supply Chain, Activity and Segment Executive Committee and teams.

○ Events and conferences

Participation in major events and specific conferences (e.g. BSR conference, World Forum in Lille, HEC conference, EUROMED, CSR Europe, Produrable, etc.) to learn from other practices and develop a network of contacts.

○ Proactive with our International Large Accounts

We have targeted some **International Large Client Accounts** and advanced the plan implementation (Nokia, Unilever, etc.).

○ Proactive interaction with our Supply Chain teams

We have continued to work closely with our **Supply Chain teams** around the world and to train them on key aspects of the Better Tomorrow Plan. The Supply Chain teams are incentivized on the achievement of their Better Tomorrow Plan objectives, which include the implementation of our Sustainable Supply Chain commitments. Each Plenary Supply Chain Committee includes an update on developments within the Better Tomorrow Plan commitments and we have provided User Guides, webinars and other tools to help our teams with the implementation of our commitments.

○ Site Managers Resource Centre

Materials developed in Fiscal 2011 are available for our 33,400 Site managers through a **SITE MANAGERS Resource Centre**. This easy-to-use web site has been created to help Site Managers deploy the Better Tomorrow Plan throughout our operations at clients' sites.



○ Transparent dialogue with Socially Responsible Investment (SRI) Rating agencies and Ethical Investors

Maintaining an open dialogue with our stakeholders is part of our corporate culture. Sodexo is pleased to exchange information with **SRI players** in order to explain our main challenges and the solutions we have put in place to address them. By participating in these ratings, we make our commitments transparent.



IMPLEMENTATION PROCESS

WHAT HAS BEEN ACCOMPLISHED IN FISCAL 2011?

- In 2005, we published our first **Corporate Citizenship report** on our non-financial indicators. Now we regularly provide documented information on the economic, social and environmental impacts of our activities and publish a yearly report available on the Group website. We also group the key information in our Fiscal Year Progress Review to better respond to the SRI Rating Agencies' and Investors' FAQs.
- We maintain a **transparent and permanent dialogue with SRI analysts** with whom we regularly meet or get in contact to respond to their frequent requests and questions.
- From a management perspective, reporting helps Sodexo to track our progress in implementing **responsible business practices** and to identify areas for improvement on a continual basis. Business managers use the reporting process as an opportunity to measure the effectiveness of their management practices and systems, to **improve internal communication on corporate responsibility policy and objectives**, and to set **targets for future performance**.



GLOBAL COMPACT

In 2003, Sodexo joined the United Nations Global Compact and thereby made a commitment to respecting its ten principles. The Global Compact Office introduced the **Notable Communications on Progress** program in 2004 to highlight and recognize outstanding Communications on Progress (COP). Every year since 2004, Sodexo has participated in the program and was selected as a Notable COP.

For the first time, in 2011, Sodexo has qualified for the Global Compact Advanced level, meeting all 24 criteria for this outstanding level.

Our 2011 COP is available at: <http://www.unglobalcompact.org/COPs/advanced/12656>

The following review highlights selected sustainability indices and rating agencies that give Sodexo's commitment a positive rating and recommend Sodexo shares as a sustainable investment.

- **Dow Jones Sustainability Index (DJSI)**
 - Member of **DJSI World and DJSI STOXX** since 2005.
 - **In 2011, for the seventh time**, Sodexo was named "**Global Sustainability Industry Leader**" for its industry sector "Restaurants, Hotels, Bars and Recreational Services".
 - From 2005 to 2007 and again in 2009, named **Global Supersector Leader** for the sector "Travel and Leisure".
- **SUSTAINABILITY ASSET MANAGEMENT (SAM)**: included in the SAM's 2011 Sustainability Yearbook and received two distinctions: **2011 Sector Leader and 2011 Gold Class**.
- **STOXX® Global ESG Leaders Index** since September 2011.
- **Ethibel Excellence Index** since July 2010.
- **Fédéris ISR Euro Index** since June 2010.
- **Covalence Index** since February 2010.

Also selected for inclusion in several ratings indices:

- **ASPIEUROZONE Index** (VIGEO) from 2004 to 2001.
- **ECPI Ethical Index** €uro since 2008.
- **Business in the Community (BITC)** Corporate Responsibility Index since 2007 (United Kingdom and Ireland).



In September 2011, VIGEO issued a positive alert on Human Rights and increased Sodexo's ratings.

Recognitions

The recognition of our commitments and initiatives in favour of Corporate Citizenship has resulted in a number of awards such as:

- **2010 Euro FM**: award in the "Partner without Borders" category for its partnership with Procter & Gamble.
- **DIVERSITYINC**: ranked second on the 2011 DiversityInc magazine list of the Top 50 Companies for Diversity.
- **Global Outsourcing 100**: For the third consecutive year, Sodexo ranked third among the world's leading outsourcing services companies. Sodexo is the only company to have been ranked in the top five every year since 2006, the year that the International Association of Outsourcing Professionals (IAOP) began publishing the ranking.
- **Alliance to End Hunger and Bread for the World**: In November 2010, Sodexo received the first annual "President's Award" in the United States from the Alliance in recognition of its achievements to alleviate hunger around the world.
- **Business in the Community (BITC) – United Kingdom and Ireland**: Sodexo was named the best performing company in its sector to be included in the BITC Corporate Responsibility Index - United Kingdom's leading voluntary benchmark for responsible business practice - and achieved the 2011 Gold status after being Silver for four years running.





IMPLEMENTATION PROCESS

WHAT HAS BEEN ACCOMPLISHED IN FISCAL 2011?

DEDICATED TEAMS



Central PMO Team

Steering Committee

A Group Better Tomorrow Plan Steering Committee, chaired by Damien Verdier, consists of 13 members from various continents, businesses and functions. The Steering Committee provides the overall strategy and follows up on progress made. In Fiscal 2011, the Committee welcomed three new members. It met seven times virtually and held two physical meetings: in France, in January 2011 and in the United States in June 2011, with the presence of WWF and BSR.

- A Better Tomorrow Plan **central PMO** (Project Management Office) of ten members coordinates and follows up on activities around the world. It 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.
- 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, measures the progress against the baseline for each country and the Group and manages the country roadmap planning process.
- The **Better Tomorrow Communications Working Group** works on a common three-year plan communication strategy, shares best practices and mutualizes efforts on communication projects. Made up of 22 people, it met four times since its creation in February 2011. In addition to the Working Group meetings, individual reviews have been organized with the TOP 15 countries in order to better understand their needs and make sure they are aligned with the Group strategy.
- **Subject Matter Working Groups**: Six Group Subject Matter Leaders lead nine subject matter working groups of seven to ten experts in each working group on the Better Tomorrow Plan subjects. These groups' mission includes developing comprehensive strategies and action plans, defining the Group guidelines, creating the worldwide programs, validating indicators and performing risk and competitor analysis.



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



Marcia DUARTE
Supply Chain Management
Director
Central and South America



Roshith RAJAN
Project Manager
Group Sustainable Development



Neil BARRETT
Vice President,
Group Sustainable Development



Thomas JELLEY
Corporate Citizenship Manager,
Corporate Communications
United Kingdom
and Ireland



Lesley SANDER
Sustainability Performance
and Metrics Director
Group Sustainable Development



Marie-Line BEAUCHAMP
Vice President, Corporate Social
Responsibility
Remote Sites and Asia-Australia



Adrienne AXLER
Marketing Director
Europe



Mathilde LOING
Sustainable Development Director
France



Laurent COUSIN
Group Senior Vice President,
Marketing Offer, Research
and Development
On-Site Service Solutions



Dolores LARROQUE
Communications and
Stakeholder Relationships
Director
Group Sustainable Development



Arlin WASSERMAN
Vice President, Sustainability and
Corporate Social Responsibility
North America



Blake EMMETT
Global STOP Hunger Director
Group Sustainable Development





IMPLEMENTATION PROCESS

WHAT HAS BEEN ACCOMPLISHED IN FISCAL 2011?

Further to the meetings, these Groups are in the final stages of putting together a Global toolkit for site managers which will give them the materials to be able to raise awareness and train the employees on their site.

- **Better Tomorrow Plan Champions:** 80 country champions from various businesses and functions support the plan's rollout. They are the primary point of contact within the countries for all topics relating to the plan.
- **Better Tomorrow Plan Champions webinars:** The Champions and the central PMO work together to address Sodexo's commitments. To support them on the deployment, share understanding and practices and seize opportunities, every one or two months the PMO organizes virtual webinars that bring together our entire community and are aimed at ensuring that all countries are aligned with the strategy and actions.

Monitoring tools



- The existing Sodexo **online monitoring tool, CITIZEN**, is the central repository for sustainable development initiative management, knowledge management and communication for all entities. As of August 2011, CITIZEN is used by 819 people, with 1,350 initiatives from 60 countries recorded, representing 99% of our Group revenues.

- Sodexo launched in 2011 a project to implement **a new monitoring tool** that will allow the Group as well as the countries to monitor, analyze and follow their progress. This tool is being configured and will be deployed in Fiscal 2012, starting with two pilot countries.
- **Initiatives Collection Campaign:** We regularly launch such campaigns through CITIZEN tool in order to collect information that allows us to create our materials and share practices.

Implement the Country Road Maps - Targets and Actions

Country Roadmaps

Using a baseline which was established through the inventory, each country was asked to define its objectives for the implementation of the Better Tomorrow Plan in the coming years. The Better Tomorrow Plan commitments set the overall framework and final deadlines. Based on these, each country has set targets for each commitment up to 2012-2015-2020 and selected its own priorities in accordance with its progress to date, its market context, and its resources. During the annual reporting process, each country is assessed against the objectives that were set in the roadmap, and targets are reviewed and adjusted. In Fiscal 2011, the Country Roadmap was completed for 68 countries.

The three-year Strategic Planning process

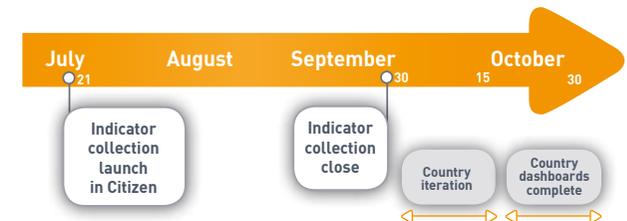
In Fiscal 2011, as a natural extension of the Country Roadmaps, the Better Tomorrow Plan was further embedded into the annual three-year strategic planning process for the Countries and Zones, linking sustainability directly to the strategic decision-making process. With guidelines made available to all Zone Strategy teams, the outcome of the process was a zone or country strategy defined for the Better Tomorrow Plan.

Establish Performance Measurement, Reporting and Management

As part of the Better Tomorrow Plan, Sodexo committed to report its progress regularly and accurately in order to ensure that the objectives set are achieved. The tracking, measurement and analysis of our annual performance allows us to spot trends and patterns for the business, geography, segments, commitments and their inter-linkage, and allows us to identify best practices and to set up targets for the next years. KPIs are reviewed annually to ensure that they continue to allow us to manage our Better Tomorrow Plan performance accurately and to measure the impact of the actions implemented.

The Fiscal 2011 Inventory Process

In Fiscal 2010, we ran our first exhaustive inventory collection campaign for our countries and significant sites around the world to define the Better Tomorrow Plan baseline for Fiscal 2009. The baseline, consolidated globally according to each country's results, provides a benchmark of our existing situation regarding our commitments. Based on the baseline established, each country has defined its objectives and priorities through a country roadmap. The inventory process for Fiscal 2011 was launched during the spring of 2011. The site inventory ran from May to August 2011 and the Country inventory ran from September to November 2011. This new data collection process will allow us to further assess our progress and set new targets for 2012.





IMPLEMENTATION PROCESS

WHAT HAS BEEN ACCOMPLISHED IN FISCAL 2011?

In Fiscal 2011, 56 % of relevant sites in 48 countries representing 98 % of Group revenues were inventoried. Following in depth work with our Subject Matter Working Groups for energy, water and waste, this second global site survey was done using an enhanced version of the questionnaire. In order to keep a comparative measure with the previous year, we have kept an indicator for initial awareness and behavior and we have added a new indicator for heightened awareness and behavior which is more stringent than the previous one. Given the considerable modifications made in particular to the equipment and processes part of our questionnaire, we have also made the calculation rules for this indicator more rigorous than the previous one, making it harder for sites to qualify. In addition, we have developed a new indicator which allows us to measure our progress in engaging our clients in environmentally beneficial practices on their sites.

This survey acts as a major awareness building activity for our site managers since it asks them about their actions on their sites and lists all the steps that they could implement.

Each participating site has received a **certificate of completion** to recognize their contribution as well as a detailed report identifying their individual performance against the average performance in their segment or country and recommending next steps for progress.



Define Guidelines for the Commitments

For each of the plan's "We Do" Commitments/Subjects, the subject matter working groups defined a **set of guideline documents** to better develop the subjects with an intention to understand the risks and opportunities for Sodexo's business, to create and foster "awareness and behavior" steps for Sodexo's employees in the sites where they operate, to describe the progress made during the year and to define the course of action for the next year(s).

The WWF, with whom Sodexo has a partnership, was also involved in the consultation to prepare one or more of these guidelines.

Further details of the work done in Fiscal 2011 on the commitments can be found in the "We Do" section for each of the commitments.

Develop a plan for increased focus on the Stakeholder Engagement

Engaging our various stakeholders

- The Corporate Citizenship Steering Committee along with the WWF and BSR interacted through various seminars, committees and meetings, including a **two-day meeting dedicated to the "We Engage" pillar** - to better define the future course of actions on stakeholder engagement.
- Based on an interactive discussions, suggestions and feedbacks, along with a background analysis post-meeting, our stakeholder engagement plan has evolved.
- The plan better articulates the We Engage pillar and goes on to define the first set of actions to be taken - Creation of issue-specific **"Multi-Stakeholder Panel"** in select countries and a **Waste Program**.

THE BETTER TOMORROW PLAN DOCUMENT KIT

	ITEM	PURPOSE	FORMAT	TARGETS	
STRATEGY	Subject Guidelines	Full presentation giving an update on the achievement of the commitment (Strategy, Deployment and Performance). Extracted from the Fiscal 2011 Progress Review.	3 pages per commitment contained in the Fiscal 2011 progress review.	All	
	Policy	Statement on Sodexo's principles and strategy for the topic.	2 pages	All	
	Video	Dynamic presentation to be used for rapid learning of essentials. Designed to understand the general context, Sodexo's strategy and its implementation plan.	wmp file of 4 to 5 minutes	All	
	Quiz	Interactive tool to learn more about Sodexo's policy and commitments.	Online + PDF	All	
DEPLOYMENT	What Can I Do? Guide	A guide for site managers and operations teams to understand how to apply the policy at sites.	ppt + PDF	Operations teams	
	Posters	To raise awareness on Sodexo's commitments.	ppt + PDF	All internal	
	Client letter	A letter template to inform clients prior to events.	Word + PDF	Site Managers	
	Press Release	Group press release to be used for country communication projects.	Word + PDF	All	
	Case study	Presentation of an initiative with info on value creation for stakeholders.	2 to 3 pages Word + PDF	All	
	Webinar + FAQ	Tutorial tool based on a FAQ.	Online WEBEX	All internal	
	Initiatives	Sharing of good practices around the world in Sodexo's host countries.	Word + PDF	All internal	
	EXAMPLES OF TOOLS SPECIFIC TO THE SUSTAINABLE FISH AND SEAFOOD COMMITMENT				
	Fish Recipe	To raise consumers' awareness on the commitment.	ppt + PDF	Site Managers	
	Guide for buyers	A Sustainable Seafood Sourcing Guide presenting over 60 species including the 15 at risk species that Sodexo has removed from its catalogue and menus.	PDF	Purchasing teams	



IMPLEMENTATION PROCESS

PROGRESS FOR OUR EMPLOYEES

“Improving Quality of Life isn’t just for Sodexo’s clients and consumers; it’s a mission that begins first at home, with the company’s own employees.”

Elisabeth Carpentier,
Group Senior Vice President and Chief Human Resources Officer

What has been accomplished during Fiscal 2011?

Business Integrity

- Publication of the Guide to the **Sodexo Statement of Business Integrity**.
- In **May 2011**, a **Group Ethics Officer** was appointed and is responsible for leading Business Integrity throughout the Group.
- **Communication/adherence to the initiative** by all Sodexo senior management teams.
- **Training sessions** conducted within the Executive Committees of each business unit and cascaded through each management zone/function.

Human Rights

The Group has developed a program to ensure respect for the four **“Fundamental Rights at Work”**:

- Freedom of association and the effective recognition of the right to collective bargaining,

- Elimination of all forms of forced or compulsory labor,
- Effective abolition of child labor,
- Elimination of discrimination in respect of employment and occupation.

The program includes the following initiatives:

- An **executive level pilot committee** has met several times.
- A **Global Workplace Rights project manager** has been appointed to pilot the initiative.
- A **Group Charter on Fundamental Rights at Work** has been adopted.
- A **self-assessment process** for our country managers has been designed and is being implemented.

In addition, the board decided to insert a **chapter on “human rights in the workplace”** into the Group’s ongoing internal audit procedures.

Employee Springboard

- In May 2010, Sodexo launched its **third global employee engagement survey in 60 countries** (covering more than 98% of employees worldwide). Overall engagement was 55%, an increase of 7% from the 2008 survey while a benchmark comparison showed a global decrease of 1% for the same period among other companies that conducted the survey. The next survey will take place in Fiscal 2012.

Diversity and Inclusion

- **Leadership commitment** – Sodexo launched Diversity Councils in Colombia, Brazil, France and North America (Remote Sites), on the model of existing councils in the United Kingdom, Ireland and Belgium

- **Training** – Sodexo continued deployment of Spirit of Inclusion training; Generations e-learning was delivered in the United States and piloted in Canada and Europe; Gender Workshop was piloted in Ireland.
- **Gender** – Targets were set for women’s representation, three new women’s network groups were launched in the United Kingdom and Ireland, India and Canada (already existing in France, Belgium and the United States); mentoring programs and flexible work arrangements were expanded in the countries as appropriate.
- **Sexual orientation and gender identity (Lesbian, Gay, Bisexual and Transgender)** – A global taskforce was launched; the business case and priority actions were developed and presented; partnerships with external organizations were expanded.
- **Disability** – Sodexo launched a global Disability taskforce and worked on developing a common language, definitions and strategy around this topic.

Health and Safety

- Monitoring compliance with key elements of our **Global Food Safety and Hygiene Policy**.
- Deployment of our global **health and safety software platform, Salus**, which includes Incident Reporting and Response, Regulatory compliance, Statistical reporting and Sharing of health and safety information,
- Development of a **Global Infrastructure and Equipment Services health and safety policy and procedures**, through harmonization of our existing policies and procedures.
- Coordination of the **global network of Sodexo health and safety professionals**.



IMPLEMENTATION PROCESS

OUR NEXT STEPS FOR FISCAL 2012

► Continuous Improvement Further strengthen awareness, performance measurement and embed management system

Through Fiscal 2012, we will continue to implement our methodology

- Yearly review and update of **country roadmaps**.
- Publication of our **progress and impact KPIs** measured.
- Continue to develop our **Impact indicators** both at site, at country and at Group level which allow us to measure the benefit that the deployment of the Better Tomorrow Plan is bringing.
- Deploy **IT application(s) globally** to manage the plan, facilitate the reporting and consolidation process, allowing us to dedicate more time to the analysis of our progress and to the identification of synergies and best practices.
- Share our **success stories** on an ongoing basis and disseminate the foremost key facts.
- Set up the **Better Tomorrow Plan KIT** for each commitment and monitor action plan for deployment.



2012 - NUTRITION AND HEALTH YEAR

► A focus on Nutrition and Health

- Achieve the Sodexo commitments.
- Create a Group dietician network.
- Define the 10 universal GOLDEN RULES for Nutrition, Health and Wellness.
- Encourage our employees to adopt a healthier lifestyle to improve their wellbeing.

► Top Sodexo initiatives

○ From best practice to standard practice

- Define standard initiatives that are compliant to the Better Tomorrow Plan and are cost savers.
- Create a set of standard practices and deploy it systematically worldwide.

► Going further with the Subject Matter Expert Working Groups and Leaders

- Raise awareness worldwide on the guidelines defined during Fiscal 2011.
- Define numerical targets to accelerate the achievement of our commitments.
- Create interactions between commitments to improve the performance of the Better Tomorrow Plan.

► Implement stakeholder engagement plan

- Establish the **Global baseline** through a Fiscal 2012 inventory.
- Based on the baseline, define/redefine a **concrete strategy** with clear objectives for each stakeholder of the WE ENGAGE pillar.
- Define an action plan to roll-out a **Sodexo led “Multi-stakeholder Panel”**.
- Create a methodology to ease deployment of Multi-stakeholder Engagement Councils in the countries.
- Strengthen the initiatives put in place in North America and the United Kingdom and expand to France and some targeted countries.



IMPACT AND RISK MANAGEMENT



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Sodexo has put in place a procedure for the systematic identification of major risks. The **risk identification process** is carried out in parallel at the central level for the Group, and locally.

Regarding the **potential environmental impact of Sodexo's activities** (even though it operates on its clients' sites), the following environmental risks can be highlighted:

○ Our food supply chain for the products we buy and deliver to the clients' sites.

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. Sodexo's supply chain strategy is based on long term, transparent relationships with producers and manufacturers. This strategy gives us a strong base from which to manage shortages and price fluctuations going forwards.



○ Our consumption of water and energy in foodservices facilities, food preparation and cleaning.

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. We will continue to partner with our clients to develop new products, new services, and new ways of operating to reduce the emissions of our business and to mitigate the impacts of climate change. We are also able to take steps to mitigate risk through our extensive geographic presence and the diversity of the services we provide. 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.

○ Our production of waste from food preparation and cleaning (packaging, organic matter, waste fats and oils, and waste water from cleaning).

The food chain is a large producer of organic waste, which all too often ends up in landfill or incinerators. 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. We are committed to reducing and recovering non-organic waste by engaging in initiatives with all our stakeholders.

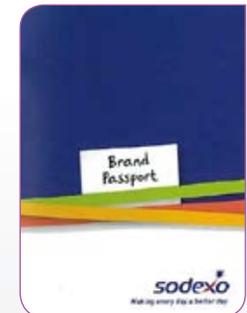
To know more about our impacts and risk management at the sites where we operate: "[Sustainable City by Sodexo](#)"



BRAND MANAGEMENT

Sodexo's strategy map for "Ambition 2015" identifies the brand as one of the six strategic imperatives. The goal: **To make Sodexo a major global brand and a strong business asset.**

A key KPI for the brand which is used to monitor our progress is the **Brand image and awareness survey**, conducted every two years. Today the survey covers 14 countries and was last conducted in 2010. For the first time in 2010, a question was included to **measure the awareness on our Better Tomorrow Plan among our external stakeholders, including clients.** The results show that just one year after its launch, the "Better Tomorrow Plan" has achieved a significant level of awareness.





PERFORMANCE

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.

Progress indicators to monitor our progress on the activities defined for the implementation of the Better Tomorrow Plan starting with baseline for Fiscal 2009.

Impact indicators to measure the impact of implementing the Better Tomorrow Plan activities

These Indicators have been designed to ensure that Sodexo will have the necessary data to be able to accurately monitor its progress for internal reporting and management needs as well as to promptly respond to an ever increasing level of mandatory and voluntary sustainability reporting that is emerging in countries throughout the world.

► In Fiscal 2010

We carried out a **comprehensive inventory of our business in order to establish the Fiscal 2009 baseline** for all of our Better Tomorrow Plan commitments. The country inventory was repeated at the end of the fiscal year in order to establish our indicators for Fiscal 2010.

► During Fiscal 2011

Each country defined its priorities and objectives from now until 2020. This process has given every country a roadmap with priorities which will be reviewed annually following the inventory process. We have also carried out our **annual inventory** to assess our progress on the Better Tomorrow Plan commitments two years into its deployment. We have updated our country inventory in order to reflect the evolution in our commitments and new internal and external requirements.

► What's next in Fiscal 2012?

We will continue to refine and develop our performance indicators, in particular with a view to being able to accurately report the impact of our activities at site level. In accordance with the plan that we had defined at the launch of the Better Tomorrow Plan and in accordance with Article 225 of the Grenelle Law II, **we are also preparing for the external verification of our indicators.**

EXTERNAL BENCHMARKS

	Fiscal 2009	Fiscal 2010	Fiscal 2011
DOW JONES SUSTAINABILITY INDEX			
Group	Global Supersector Leader	Global Industry Leader	Global Industry Leader
STOXX	Industry Leader	Industry Leader	Industry Leader
SAM Group			
	Gold Class Sector Leader	Gold Class Sector Leader	Gold Class Sector Leader
Business in the Community (BITC)			
	Silver	Silver	Gold
ECPI Ethical Index €uro			
	Member	Member	Member
Ethibel Excellence Index			
		Member	Member
Fédérés ISR Euro Index			
		Member	Member
ASPIEurozone			
	Member	Member	Member
STOXX ESG Leaders			
			Member
Fortune Global 500			
Largest employer in the world in number of employees	22 nd	21 st	22 nd
Largest European-based employer in the world in number of employees	7 th	6 th	7 th
Largest French-based employer in the world in number of employees	2 nd	2 nd	2 nd
IAOP Global Outsourcing 100			
TOP 100 Group's Best Outsourcing Providers	3 rd	3 rd	3 rd

PERFORMANCE

WE ARE INDICATORS

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
BUSINESS INTEGRITY				
% of Group revenues of countries having the Sodexo Statement of Business Integrity available in their national language	NEW		94.4%	94% of Group revenues
% of Group revenues of countries having published the Sodexo Statement of Business Integrity on their intranet	NEW		84.4%	94% of Group revenues
% of Group revenues of countries having published the Sodexo Statement of Business Integrity on their website	NEW		86.3%	92% of Group revenues
RESPECT HUMAN RIGHTS				
% of countries having the Human Rights policy available in their national language	85.4%	87.2%	96.8%	95% of Group revenues
% of countries having published the policy on their intranet	80.9%	83.9%	93.0%	95% of Group revenues
% of countries having published the policy on their website	73.0%	78.4%	92.3%	95% of Group revenues
EMPLOYEE SPRINGBOARD				
INTERNAL PROMOTION				
% of site manager positions filled through internal promotions	22.8%	21.0%	22.0%	Group
% of managerial positions filled through promotion of site managers or equivalent	30.7%	33.6%	29.0%	Group
TRAINING				
Number of employees taking part in training programs	255,306	303,944	311,394	Group
% of employees trained (number of employees trained / average number of employees)	67.9%	80.6%	78.5%	Group
EMPLOYEE ENGAGEMENT (SURVEY EVERY 2 YEARS)				
Group Employee Engagement Survey	Every two years	55% 60 countries	Every two years	
% of employees who rate Sodexo as a better employer than its competitors		85% 60 countries		
EMPLOYEE RETENTION				
Employee retention rate	63.6%	63.5%	61.9%	Group
Site manager retention rate	84.9%	82.9%	83.6%	Group
DIVERSITY AND INCLUSION				
EMPLOYEE ENGAGEMENT (SURVEY EVERY 2 YEARS)				
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	Every two years	83%	Every two years	
REPRESENTATION OF WOMEN				
% of Women's representation among Group Senior Leaders	18%	20%	20%	Group
% of Women in management positions	NEW	40%	40%	Group
% of Women's representation in total workforce	54%	54%	54%	Group
INTEGRATION OF PEOPLE WITH DISABILITIES				
% of countries implementing action plans to integrate people with disabilities into the workplace	NEW		84.9%	94% of Group revenues

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	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
HEALTH AND SAFETY				
FOOD SAFETY - FOOD SUPPLY				
% of countries having a written procedure for authorizing food suppliers that complies with Global Food Safety and Hygiene Policy	94.9%	95.6%	98.5%	95% of On Site Services Revenues
FOOD SAFETY - TRAINING				
% of Group revenues of countries having a system to ensure that employees with food service responsibilities are trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy	NEW		99.4%	92% of On Site Services Revenues
FOOD SAFETY - SITE AUDITS				
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations and the Global Food Safety & Hygiene policy	NEW		99.7%	95% of On Site Services Revenues
Average number of food safety audits per food service site	2.0	2.0	2.4	95% of On Site Services Revenues
FOOD SAFETY - FOOD COMPLAINTS AND INCIDENTS				
% of Group revenues of countries having a system to record all food safety incidents	NEW		100.0%	95% of On Site Services Revenues
OCCUPATIONAL HEALTH AND SAFETY - TRAINING				
% of Group revenues of countries having a system to ensure that all employees with operational responsibilities are trained in compliance with local laws and regulations for Occupational Health and Safety	NEW		100.0%	95% of On Site Services Revenues
OCCUPATIONAL HEALTH AND SAFETY - SITE AUDITS				
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations for Occupational Health and Safety	NEW		100.0%	95% of On Site Services Revenues
Average number of occupational health and safety audits per site	NEW		0.6	95% of On Site Services Revenues
CORPORATE GOVERNANCE				
Number of women on the Board	4	4	4	
Number of non French nationals on the Board	4	4	3	
Number of Independent Directors	5	6	5	
Average attendance rate at Board meetings	88%	95%	94%	

PERFORMANCE

WE DO INDICATORS

NUTRITION, HEALTH and WELLNESS

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
HEALTH AND WELLNESS				
% of countries developing and promoting health and wellness solutions	74.1%	79.6%	95.8%	94% of Group Revenues
Number of countries having LEED, HQE, ISO 14001, or equivalent certified sites	29	31	34	95% of Group revenues
Number of sites offering concierge services or kiosks	522	734	1,221	93% of On Site Services Revenues
VARIED AND BALANCED FOOD OPTIONS				
% of clients' sites that PROVIDE and PROMOTE varied and balanced food options	NEW		77.4%	95% of On Site Services Revenues
% of countries in Motivation Solutions promoting varied and balanced food options	NEW		86.4%	72% of Motivation Solutions Revenues
% of countries where menus and recipes are reviewed by a qualified dietitian	94.0%	94.0%	95.6%	91% of On Site Services Revenues
Number of registered dietitians employed by Sodexo	2,476	3,328	3,166	96% of On Site Services Revenues
% of countries having nutritional hotlines or weblines to provide nutritional advice for consumers	69.1%	70.0%	71.2%	95% of Group Revenues
REDUCED SUGAR SALT AND FATS				
% of clients' sites that PROVIDE and PROMOTE choices with a reduced intake of sugar, salt and fats	NEW		57.7%	92% of On Site Services Revenues
% of countries having established and removed identified products and practices	67.7%	65.7%	91.5%	92% of On Site Services Revenues

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LOCAL COMMUNITIES

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
FIGHT AGAINST HUNGER AND MALNUTRITION				
Number of countries having implemented the STOP Hunger initiative	32	39	42	Group
Number of major STOP Hunger programs	368	422	469	Group
Number of partnerships with NGOs and associations	240	272	385	Group
LOCAL COMMUNITY DEVELOPMENT				
% of countries having local community development championing initiatives	85.4%	94.4%	96.0%	95% of Group revenues
% of local recruitment (country level)	97%	97%	97%	Group
FAIRLY TRADED CERTIFIED PRODUCTS				
% in kg of certified fairly traded coffee	8.5%	12.5%	15.5%	93% of On Site Services Revenues
Number of countries implementing the Aspretto offer	5	6	12	73% of On Site Services Revenues
Number of sites implementing the Aspretto offer	45	496	753	



PERFORMANCE

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ENVIRONMENT

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
ENVIRONMENTAL RESOURCES				
% of countries employing environmental resources	NEW		95.1%	94% of Group revenues
SUSTAINABLE SUPPLIES				
Supply Chain Code of Conduct				
% of countries having the Group Supplier code of conduct available in their national language	87.3%	93.0%	99.4%	95% of Group revenues
% of contracted suppliers having signed a supplier code of conduct	NEW		87.1%	93% of On Site Services Revenues
Local, Seasonal or Sustainably Grown or Raised Products				
% of countries selecting products that support the development of a sustainable palm oil industry	NEW		32.3%	90% of On Site Services Revenues
Sustainable Fish and Seafood				
% of countries having eliminated the purchase of all at risk seafood species	8.1%	17.3%	100.0%	95% of On Site Services Revenues At 31 st December 2011
% of countries holding MSC certification (sites or Supply Chain)	NEW		31.6%	89% of On Site Services Revenues
Number of MSC certified foodservice sites	271	374	1,855	77% of On Site Services Revenues
Sustainable Equipment and Supplies				
% of spend on concentrated chemicals as a % of total chemicals	NEW		77.9%	93% of On Site Services Revenues
% of spend on certified sustainable paper disposables as a % of total paper disposables	79.4%	79.1%	66.7%	88% of On Site Services Revenues

ENERGY AND EMISSIONS

	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
% of sites implementing the carbon footprint reduction program	11.8%	11.8%	4.5%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their consumption of energy	45.4%	45.4%	70.5%	
% of sites implementing heightened awareness and behaviour steps to reduce their consumption of energy	NEW		27.2%	
% of sites which are able to accurately measure their progress	NEW		17.3%	
% of Motivation Solutions countries raising awareness about the importance of energy efficiency	NEW		79.0%	72% of Motivation Solutions Revenues
Head Office electricity consumption	2,334,494 kWh	2,130,199 kWh	2,055,073 kWh	
Head Office electricity consumption per m ²	296 kWh	270 kWh	260 kWh	
WATER AND EFFLUENTS				
% of sites implementing the water conservation program	8.8%	8.8%	12.8%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their consumption of blue water	66.9%	66.9%	69.1%	
% of sites implementing heightened awareness and behaviour steps to reduce their consumption of blue water	NEW		55.4%	
% of sites which are able to accurately measure their progress	NEW		23.8%	
% of Motivation Solutions countries raising awareness about the importance of water efficiency	NEW		76.4%	72% of Motivation Solutions Revenues
Head Office water consumption	2,322 m ³	2,366 m ³	2,699 m³	
Head Office water consumption per m ²	0.3 m ³	0.3 m ³	0.3 m³	

PERFORMANCE

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	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
MATERIALS AND WASTE				
Organic Waste				
% of sites implementing the organic waste reduction program	4.5%	4.5%	10.0%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their organic waste	39.8%	39.8%	54.4%	
% of sites implementing heightened awareness and behaviour steps to reduce their organic waste	NEW	NEW	23.5%	
% of sites which are able to accurately measure their progress	NEW	NEW	28.8%	
% of sites implementing initiatives to recover organic waste	52.8%	52.8%	30.6%	
% of sites where Used Cooking Oil is recovered	53.8%	53.8%	84.8%	
Non Organic Waste				
% of sites implementing measures to reduce non organic waste	4.0%	4.0%	12.3%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their non organic waste	33.9%	33.9%	27.3%	
% of sites implementing heightened awareness and behaviour steps to reduce their non organic waste	NEW	NEW	30.6%	
% of sites which are able to accurately measure their progress	NEW	NEW	29.1%	
% of sites implementing initiatives to recover non organic waste	NEW	NEW	67.6%	
% of Motivation Solutions countries raising awareness about the importance of non organic waste reduction	NEW	NEW	90.5%	72% of Motivation Solutions Revenues

WE ENGAGE INDICATORS	Fiscal 2009	Fiscal 2010	Fiscal 2011	Basis for consolidation Fiscal 2011
% of countries where Sodexo's Senior Leadership regularly (at least once every year) conducts a forum that brings together two or more groups of internal and external stakeholders to talk about the Better Tomorrow Plan	NEW	NEW	62.7%	88% of Group revenues



AWARDS AND RECOGNITIONS





WE ARE

MAKING EVERYDAY A BETTER DAY

Sodexo, **founded in 1966 in Marseilles, France,** by **Pierre Bellon**, Chairman of the Board of Directors, is built on a philosophy that today unites the Group's **391,000** employees throughout the world.

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





OUR GROUP FUNDAMENTALS

THE CORNERSTONE OF A RESPONSIBLE COMPANY

CONTENTS



► 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 organic growth of results and revenues.

○ Organic growth:

- guarantees that we are capable of satisfying and retaining our current clients and consumers and attracting new clients and consumers;
- enables us to respond to our employees' expectations;
- ensures return on investment for our shareholders.

This growth needs to have meaning to the women and men who contribute to it.

In 1966, we defined **our mission, our values and our ethical principles** that provide us with a common vision and direction for our initiatives and efforts.

Today, 45 years after Sodexo's creation, they are the foundation of our commitment, uniting us and serving as a common bond for our teams throughout the world.

This is our greatest source of competitive advantage.

► Our mission

Our mission is twofold:

- **Improve the Quality of Life** of our employees and all who we serve - employees in the workplace, patients in hospitals, students at schools and universities, prisoners in correctional facilities, soldiers in their barracks or in the field, etc.
- **Contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate.

► Our core values

Over 95% 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.



WE ARE OUR GROUP FUNDAMENTALS



Our ethical principles

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 AND PROTECTION OF EQUAL OPPORTUNITY

- 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 equal opportunity**.

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 strategy

To define a strategy is to make a choice. It is to decide what we will do and, especially, what we will not do.

When Sodexo was created in 1966, we made two major choices that remain pillars of our strategy.

Sodexo is and will remain a services company

Why services?

The conclusion was simple: the service sector would grow much faster than primary and secondary sectors. Today, this sector provides 75% of the jobs in France, compared with 22% in industry and construction and 3% in agriculture.

The same holds true for all major economies: in the United States, the United Kingdom and China, services account for 75% of the jobs created.

Which services?

Those that are consistent with our mission: Sodexo has become the world leader in Quality of Life services.

Sodexo is and will remain an independent company

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 and,
- ensure its durability.



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Today, Sodexo's independence pervades its relationships with all stakeholders, including:

- **Our clients** (our largest client worldwide represents less than 2% of our total revenues)
- **Our suppliers** (our largest supplier represents less than 3% of our overall purchasing)
- **Our financing partners;**
- **Any external organization** that would limit the company's proper functioning;
- **Public authorities;**
- Sodexo's **financial independence** is guaranteed through a controlling 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;
- **permanent access to sufficient cash resources** to finance development, reimburse medium term borrowings and pay a dividend to shareholders.

BUSINESS INTEGRITY



CONTACT



Henri VAN ELEWYCK

Group Ethics Officer

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Our global commitment:

Sodexo's ambition is to be recognized as the benchmark for the services it provides. Our mission – to improve the Quality of Life – and our objective – to make every day a better day – can only be achieved if we are also committed to the highest standards of business integrity.

STRATEGY

Why Sodexo is engaged

Sodexo employs 391,000 people on 33,400 sites in 80 countries. It is therefore essential to provide our teams with guidance and training to help them manage a wide variety of different situations and to conduct business with irreproachable integrity.

How we get there

Our business dealings bring us into contact with **different political, financial and economic systems, different legislations, and different cultures, traditions and languages.** Internally, our 391,000 employees are themselves of many different nationalities. It is therefore essential for a company such as Sodexo, working in many different regions of the world, to have **solid ethical foundations** and to be able to conduct business with integrity.

- **In 2003**, we formalized our commitment to Business Integrity and Ethics in the **"Ethical Principles and Sustainable Development Contract"**.
- **In 2004**, Sodexo launched a **program** to strengthen and reinforce internal control throughout the Group.
- Publication of a **Code of Conduct for Senior Management**.
- **In 2006**, the Group Executive Committee recommended to the Board of Directors the adoption of a **Business Integrity Code**.

- **In 2007**, our Executive Committee adopted the **Sodexo Statement of Business Integrity**. A **Group-wide Business Integrity Council** was created.
- **Since 2008**, **training sessions** have been conducted with the top executive committees around the world.
- **In 2008**, the Group adopted a **Supply Chain Management Code of Conduct**.
- **In 2009**, Sodexo issued its **Human Rights Policy** and launched its worldwide sustainability roadmap, the Better Tomorrow Plan.

"Solving problems is good, preventing them is much better. Ongoing awareness will help us all to do the right thing."

Henri VAN ELEWYCK, Group Ethics Officer

THE 2010 EMPLOYEE ENGAGEMENT SURVEY

- **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 to understand our values.

Source: Hewitt



DEPLOYMENT

► How we implement our strategy

Sodexo uses a variety of mechanisms to ensure effective implementation of the code of conduct.

Measures include:

- **Annual self-evaluation** by subsidiary line management: as part of the Better Tomorrow Plan on-going inventory process.
- **Formal policy** and values acknowledgement in individual annual evaluations.
- **Hotline.**
- **Global employee engagement survey.**
- Implementing **action plans** following surveys made in 2010 concerning Sodexo's compliance with employees' fundamental rights at work.
- As part of our **program for internal control**, we audit our Business Integrity/Ethics and compliance program.

► Fiscal 2011

- Publication of the Guide to the **Sodexo Statement of Business Integrity**
- **Communication/adherence to the initiative** by all Sodexo senior management teams.
- **Training sessions** conducted within the Executive Committees of each business unit and cascaded through each management zone/function.
- **In April 2011**, the **Group Supplier Code of Conduct was revised**, with new references to Human Rights.
- **In May 2011**, a **Group Ethics Officer** was appointed and is responsible for leading Business Integrity throughout the Group.

► What's next

2012

- Permanent education of our teams on Group ethics policies is a major objective for Sodexo.
- We will raise awareness on our **"Statement of Business Integrity"** among a targeted population of 50,000 managers.
- An **e-learning platform** will be created to ease this process throughout the Group.
- We are currently rolling out the new **practical "Guide"** to the Statement of Business Integrity.



PERFORMANCE

► KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of Group revenues of countries having the Sodexo Statement of Business Integrity available in their national language		NEW	94.4%	94% of Group revenues
% of Group revenues of countries having published the Sodexo Statement of Business Integrity on their intranet		NEW	84.4%	94% of Group revenues
% of Group revenues of countries having published the Sodexo Statement of Business Integrity on their website		NEW	86.3%	92% of Group revenues

GOOD PRACTICES



 **UNITED KINGDOM**
The Bribery Act came into force in the UNITED KINGDOM on 1 July 2011 and Sodexo has produced and communicated to staff an "Anti-Bribery Toolkit" which includes all relevant policies, procedures and guidance to ensure compliance with the legislation.

 **NORTH AMERICA**
The Office of Ethics and Compliance launched the second annual Compliance Week in January 2011. Awareness and communication efforts included daily email to our out-of-unit and in-unit managers containing links to online avatars, who introduced the Compliance Week topics and links to resources on our intranet and daily activities.



 Read more at www.sodexo.com

- "How we do business" section
- Ethical Principles
- Statement of Business Integrity

HUMAN RIGHTS



CONTACT



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Project Manager,
Global Workplace Rights

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Our global commitment:

We believe we have a responsibility to promote Human Rights in practical ways that relate directly to our business activities and worldwide presence.

STRATEGY

Why Sodexo is engaged

As a signatory of the **United Nations Global Compact** since 2003, Sodexo is committed to respect the **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**. Sodexo is committed to respecting, to preventing violations of and 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.

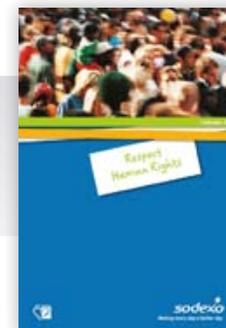
How we get there

The **Group Human Rights policy** issued in January 2009 brings together the commitments that Sodexo has made since its creation. While responsibility for the implementation of the policy is assigned to senior management in each country, the Group optimizes the circulation of the policy by:

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

A solid policy is the first step of the due diligence process outlined in the United Nations Guiding Principles on Business and Human Rights. In 2011, Sodexo initiated an impact assessment project concerning the **four Fundamental Rights at Work**:

1. **Freedom of association** and the effective recognition of the right to collective bargaining,
2. Elimination of all forms of **forced or compulsory labor**,
3. Effective **abolition of child labor**,
4. Elimination of **discrimination** in respect of employment and occupation.



 **WE ARE HUMAN RIGHTS**

CONTENTS



DEPLOYMENT

► **How we implement our strategy**

Sodexo established a baseline for the circulation and implementation of its policy, and set targets for the future. Our goal is to update the policy as needed, and achieve **full distribution throughout the Group by 2015**.

As part of its ongoing drive to remain an industry leader in international labor practices, **Sodexo conducted a diagnostic in Fiscal 2010** in nine countries. Based on the recommendations, we have put in place an **action plan**.

► **During Fiscal 2011**

The Group has optimized the circulation of its policy and increased its implementation:

- **16 national language versions** are available with seven new versions in Fiscal 2011.
- The policy is published on Sodexo websites to increase its visibility.



The Group has developed a **program to ensure respect for the four "Fundamental Rights at Work"**:

- Freedom of association and the effective recognition of the right to collective bargaining,
- Elimination of all forms of forced or compulsory labor,
- Effective abolition of child labor,
- Elimination of discrimination in respect of employment and occupation.

The program includes the following initiatives:

- An **executive level pilot committee** has met several times.
- A **Global Workplace Rights project manager** has been appointed to pilot the initiative.
- A Group **Charter on Fundamental Rights at Work** has been adopted.
- A **self-assessment process** for our country managers has been designed and is being implemented.

In addition, the board decided to insert a **chapter on "human rights in the workplace"** into the Group's ongoing internal audit procedures.

► **What's next**

2011 and 2012

- **Distribution of the Human Rights Policy and Group Charter on Fundamental Rights at Work.**
- **Deployment of a self-assessment tool** for country managers to continuously improve upon Fundamental Rights at Work engagements.
- **Drafting a Group guide concerning Fundamental Rights at Work, and development of individual country action plans** to clarify and improve policies and practices concerning these rights.
- Creation of an **e-learning tool** for top managers to sensitize them to specific operational issues surrounding Fundamental Rights at Work.
- Establishment of a **Group-wide grievance mechanism** to report violations of Group policies.

PERFORMANCE

► **KPIs**

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of countries having the Human Rights policy available in their national language	85.4%	87.2%	96.8%	95% of Group revenues
% of countries having published the policy on their intranet	80.9%	83.9%	93.0%	95% of Group revenues
% of countries having published the policy on their website	73.0%	78.4%	92.3%	95% of Group revenues

GOOD PRACTICES



 **FRANCE, UNITED KINGDOM AND CHILE**

Sodexo provides services to Justice departments in eight countries and under stringent ethical principles, operating only in countries that operate under recognized democratic principles that do not have the death penalty, in which our staff is not required to carry firearms, and where the ultimate goal of incarceration is prisoner rehabilitation. In 2011, Sodexo launched the initial pilot testing of an interactive e-learning tool on human rights in prisons.

 **MOROCCO**

Sodexo invited a delegation of labor representatives from the European Work Council to tour our operations in Morocco in order to observe first-hand that Sodexo respects the rights of our workers in Morocco. This multi-stakeholder approach resulted in some suggestions for further improving operations in Morocco.

 **Read more at www.sodexo.com**

- **Human Rights Policy**





EMPLOYEE SPRINGBOARD

CONTENTS



CONTACT



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Employer Brand Director

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STRATEGY

Why Sodexo is engaged

In providing opportunities to all employees to improve their skills, change professions or accept an international assignment, Sodexo ensures the availability of a **team of talented, committed professionals** who understand the needs of our clients and consumers.

How we get there

Created in 2008, our **Employee Value Proposition**, "**Your future, so Sodexo**," focuses on five key moments in our employees' professional life: Recruiting, Welcoming, Living, Growing and Rewarding. Since then, each country and entity of the organization has mapped out and put in place specific action plans for these five moments.

TESTIMONIAL



I began with Sodexo in a part time job in the cafeteria where my children attend school. In four years, I went from part time front line foodservices worker, to cashier to supervisor to Administration for Facilities. Today, I am Facilities General Manager for the School District. It is so exciting to work for a company that offers so much opportunity for self-improvement and advancement. Even though the company is so large, it has a family-oriented feel to it. There is a lot still to learn, but I know I'm not on my own. Sodexo encourages you to gain the knowledge you need to succeed and there is always someone available to help you

Patricia Soto,
Facilities Manager, Altar Valley School District, United States

Our global commitment:

Yesterday a dishwasher; today a supervisor. Today a sales representative; tomorrow, Human Resources director for a division. Providing our employees with **opportunities to develop and advance** in their career is at the heart of Sodexo's employee value proposition... and one of the secrets of our success.

EMPLOYEE ENGAGEMENT

In May 2010, Sodexo launched its third global engagement survey in 60 countries (covering more than 98% of employees worldwide). Overall engagement was 55%, an increase of 7% from the 2008 survey while a benchmark comparison showed a global decrease of 1% for the same period among other companies that conducted the survey.

The next survey will take place in Fiscal 2012.

GOOD PRACTICES

WORLDWIDE

"**Grow Beyond Borders**" seeks to feed Sodexo's pipeline of international talent and help future leaders develop and diversify their skills. Based on the mentoring model, this program matches two employees from different backgrounds to create a "Mentoring Couple," with the Mentor supervising the mentee development. Both partners benefit from the other's experience and insight, developing new skills and understanding. Grow Beyond Borders began two years ago with 15 participants. Last year's program was a resounding success with 18 managers. This year, the program has increased its participation roster to 20 participants.

 **WE ARE
EMPLOYEE SPRINGBOARD**

What's next

In 2012

- The group is launching its **Learning Management System (LMS)**, which is currently being configured. The first deployment will occur in September 2011 for Germany, Sweden and the top 1,000 managers.
- **Talent Management:** Sodexo is now looking for an easy-to-use integrated solution.



CONTENTS



DEPLOYMENT

How we implement our strategy

Providing a springboard for success

- At the cornerstone of our talent management process is the Annual Performance and Development Review cycle. Commencing at the beginning of each fiscal year in September, this cycle ensures:
 - Annual Objectives, past and future, are set and agreed upon
 - Feedback about performance and expectations is shared between the employee and the manager
 - Personal development plans are supported
 - Career aspirations are taken into account in our broader talent planning processes
- Ingenium is Sodexo's global talent management system which enables employees and managers to build and manage the Annual Performance and Development Review cycle
- There is for any position at Sodexo (from front line staff to senior executives) a job description with all competencies required to hold a position. And employees have easily

access to them to be able by themselves also to identify future jumps and developments required.

- The development process takes a variety of shapes:
 - On the job learning. For new employees and for internal promotions with stretched assignments;
 - Formal mentoring initiatives in several countries (can be targeted to help women's development or diverse minorities' promotion or for younger employees);
- Formal training, through e-learning or classroom events. Those trainings can be provided with internal or external facilitators. A key principle to support our employees' development is to publish all job vacancies through the intranets, internal publications or the extranet. Application process is encouraged to everyone.

 **Read more at
www.sodexo.com**

- "Career Springboard" section
- Case study "Your Future, So Sodexo"
- HANDS ON Newsletter – April 2011



PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
INTERNAL PROMOTION				
% of site manager positions filled through internal promotions	22.8%	21.0%	22.0%	Group
% of managerial positions filled through promotion of site managers or equivalent	30.7%	33.6%	29.0%	Group
TRAINING				
Number of employees taking part in training programs	255,306	303,944	311,394	Group
% of employees trained (number of employees trained / average number of employees)	67.9%	80.6%	78.5%	Group
EMPLOYEE ENGAGEMENT (SURVEY EVERY 2 YEARS)				
Group Employee Engagement Survey	Every two years	55% 60 countries	Every two years	
% of employees who rate Sodexo as a better employer than its competitors		85% 60 countries		
EMPLOYEE RETENTION				
Employee retention rate	63.6%	63.5%	61.9%	Group
Site manager retention rate	84.9%	82.9%	83.6%	Group

GOOD PRACTICES



CANADA

The Rising Star program was launched in Canada to hire, develop, reward and retain Co-Op/ Internship students and Entry-Level Managers. Developed in partnership with institutes and universities, the program identifies promising new entrants, (the "Rising Stars"), who receive special training to develop management skills and are assigned to a variety of positions and units to gain a broad exposure to Sodexo

UNITED KINGDOM

The Women Work Network is one of several new organizations reflecting Sodexo's commitment to increasing development opportunities for women. The new United Kingdom network focuses on personal and professional development, increasing retention of female employees and facilitating awareness of career opportunities. Four priority activities have been identified: networking, professional development events, personal growth events and community links. So far, seven women's network exist worldwide in Sodexo.



DIVERSITY AND INCLUSION



CONTACT



Jean-Michel Monnot

Vice President,
Group Diversity and Inclusion

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Our global 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

Diversity and inclusion is a competitive advantage and a fundamental component of our long-term growth strategy. To provide the best service possible, Sodexo teams must be a reflection of the local communities we operate in. 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. At Sodexo the term “diversity” refers to the many identities that define each employee as a unique individual, including **age, education, socioeconomic class, ethnicity, gender, gender identity, nationality, language, religion, sexual orientation, and physical and mental abilities.**

How we get there

To become the global benchmark in diversity and inclusion, the Group has made it one of the pillars of its strategy, along with a commitment to promoting equal opportunity in five priority areas to ensure representation of:

- **gender**, by increasing the presence of women in leadership and operational positions;
- **generations**, by training and identifying opportunities to increase generational representation and harmony in the workplace;
- **ethnic minorities**, by striving to have our workforce reflect the diversity of the consumers and partners Sodexo serves;
- **people with disabilities**, by accommodating employees with special needs;
- **people with diverse sexual orientations and gender identities (Lesbian, Gay, Bisexual and Transgender)**, by promoting a culture that is inclusive of all diversities, visible and invisible.

Our strategy aims at ensuring that we leverage fully the talent pool available, and offer an inclusive environment to all employees and prospects. Based on our “think global, act local” policy, this strategy is cascaded to all regions where we are present, through action plans which are tailored to local priorities and contexts.



“The wealth of our employee talents – and differences – is our main strength.”

Rohini ANAND
Senior Vice President and Global Chief Diversity Officer



GOOD PRACTICES

COLOMBIA

Sodexo launched the Colombia Mentoring Program to more effectively train future leaders through mentoring relationships that promote commitment, development and retention. The program also seeks to advance diversity in areas such as gender, regional origin and generational differences.



WE ARE DIVERSITY AND INCLUSION

Read more at www.sodexo.com

- "Diversity and Inclusion: our priorities" section
- Global Inclusion News
- Facebook page "Diversity and Inclusion"

CONTENTS



DEPLOYMENT

How we implement our strategy

Led by dedicated teams, Sodexo's Diversity and Inclusion initiatives benefit from the commitment of the "SWIFT", a council of 20 women leaders which was created by our CEO Michel Landel, and a global Taskforce whose 40 members represent all regions.

Our priorities

- 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 to grow our business

Fiscal 2011 Progress

Sustain and enhance leadership commitment:

- Diversity Councils launched in the United Kingdom, Ireland, Belgium, Colombia, Brazil, Chile, France and Remote Sites in North America.
- Targets have been set for women's representation and progress is being measured.

Increase hiring, development, engagement and retention of talents

- Expanded mentoring in Canada, Brazil, Columbia and Chile
- Expanded flexible work arrangements in countries as appropriate
- Developed and expanded Women's networks in Europe, Canada, China and India

Embed diversity and inclusion into all levels and functions to foster a culture of inclusion

- Training - Continued deployment of Spirit of Inclusion training; delivered Generations e-learning in the United States and piloted it in Canada and Europe; piloted Gender Workshop in Ireland.
- Sexual orientation and gender identity - working with a global taskforce on developing the business case, raising awareness and expanding partnerships with external organizations.
- Disability - working with a global taskforce on developing a common language, definitions and strategy around this topic.

Make diversity and inclusion a competitive advantage to grow our business

- Expanded diversity and inclusion client events in Europe and the United States.

Recognitions

- Ranked second in the United States among the 2011 DiversityInc Top 50 Companies for Diversity.
- Trophées AFPA: an award for Spirit of Inclusion training course
- Global Diversity Policy Grand Prize
- Twin awards from Working Mother Magazine
- The Hispanic Association on Corporate Responsibility (HACR)

PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
EMPLOYEE ENGAGEMENT (SURVEY EVERY 2 YEARS)				
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	Every two years	83%	Every two years	
REPRESENTATION OF WOMEN				
% of Women's representation among Group Senior Leaders	18%	20%	20%	Group
% of Women in management positions	NEW	40%	40%	Group
% of Women's representation in total workforce	54%	54%	54%	Group
INTEGRATION OF PEOPLE WITH DISABILITIES				
% of countries implementing action plans to integrate people with disabilities into the workplace	NEW		84.9%	94% of Group revenues

TESTIMONIAL

"At Sodexo Jennifer is in charge of the salad bar for an operation whose population is equivalent to a small town, and she contributes in more ways than she realizes. For example all new staff is required to rotate through the operations and work with a variety of people. When they are training with Jennifer, we are able to see if they are willing to work with someone who can't hear them: are they willing to find other means to communicate, are they able to be patient and be understanding? I am glad to say most have shown that they are, and those are the people we want working with us!"

Sean Callagan, Business Manager, Sodexo Canada



What's next

2012

- Other diversity and inclusion indicators are in the process of being developed.
- Equal remuneration: we are exploring the possibility of basing future calculations upon either overall average salary, or median salary.

2015

- Gender representation: our goal is 25% of women among Top Leaders.

WORLDWIDE

Sodexo develops Gender networks to offer male and female employees an opportunity to network, build awareness of gender diversity issues, share best practices, grow professionally and personally. Already in place in the United States, France and Belgium, in the past year these networks have extended to Canada, the United Kingdom, Ireland, India and China.

GOOD PRACTICES



HEALTH AND SAFETY



CONTACT



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STRATEGY

► Why Sodexo is engaged

Every day, in 80 countries, Sodexo serves 50 million consumers, all of whom rely on our health and safety systems. Every day, our 391,000 employees trust their personal health and safety to their colleagues and to Sodexo. Every day, our clients, and the wider communities in which we operate, trust Sodexo to provide safe services. For all of these reasons, health and safety is a global strategic priority for the Group.

► How we get there

All of our operations have health and safety management systems in place. At global level we are coordinating the continuous improvement of our global Health and safety management systems including:

- Monitoring compliance with key elements of our **Global Food Safety and Hygiene Policy**.
- Deployment of our **global health and safety software platform, Salus**, which includes Incident Reporting and Response, Regulatory compliance, Statistical reporting and Sharing of health and safety information,
- Development of a **Global Infrastructure and Equipment Services health and safety policy** and procedures, through harmonization of our existing policies and procedures.
- Coordination of the **global network of Sodexo health and safety professionals**.

Our global commitment:

Providing safe and healthy services is fundamental to Sodexo's mission to improve Quality of Life. This fundamental is reflected in Sodexo's core value of Service Spirit. Sodexo's core values support and reinforce our social responsibilities for health and safety:

- Team Spirit is at the heart of Sodexo's safety culture, recognising the mutual dependence and trust required for good health and safety performance.
- Spirit of Progress is clearly identified in the continuous improvement of Sodexo's health and safety management systems.



TESTIMONIAL

"The terrible disaster in Japan was a big focus of attention during 2011 for safety professionals around the world. Fukushima challenged all companies to think about how they identify and manage low probability, high impact risks. Sodexo is committed to learning the lessons from major incidents and applying these to our business operations around the world."

Alastair Davey, Global Health and Safety Director

 **WE ARE HEALTH AND SAFETY**

Read more at www.sodexo.com
 • "Health and Safety" section



DEPLOYMENT

► How we implement our strategy

○ Developing the Management System

- A key part of our implementation process is to embed the requirements of global policies and procedures within our existing management processes. Our global policies include a specific requirement that **local policies and procedures be aligned with the Global guidelines**. Each country CEO is accountable for health and safety in their own country.
- Every client site has a Sodexo Manager who is required to follow the local business systems and procedures ensuring that Sodexo's services are provided safely. Where applicable, management systems are accredited to external standards such as ISO9001, ISO14001 and OSHAS18001.

GOOD PRACTICES



INDIA

In 2011, Sodexo launched "Sureksha Sapatha" (Sodexo safety week in Hindi) carried out every month in all the cities (Mumbai, Pune, Delhi etc) and covering more than 25 sites in those cities. Suraksha Saptha, has already inducted more than 5,000 employees in basic safety practices. The main objective is to create awareness about safe work practices in the staff through games and active participation and also involve client representatives to give awards to winning teams. This action helped create a sense of responsibility in every individual that safety is for his own rather than the set rules which may look more technical. This program is targeted at the entire site staff and Sodexo also performed specific training programs for site managers, safety champions, supervisors and technicians in conjunction with this event.

○ Food safety control system

- 1. Food Suppliers:** We have significant influence on the procurement chain in the food and agriculture industries. We authorise our suppliers using a risk-based approach, appropriate for the type of supplier and food product, including food safety, hygiene and traceability criteria.
- 2. Food Safety Training:** Our global Food Safety and Hygiene standard requires supervising managers and operational staff to maintain specific Food Safety and Hygiene skills and knowledge.
- 3. Food Safety Audits:** We require that all food service operations implement a self-inspection process and be subjected to risk-based food safety audits.
- 4. Food Safety Incidents:** We are deploying a global system to improve our capability to manage food safety incidents on an international basis.

► What's next

2012

- **Global food safety statistics** will be simplified and improved based on the learning from the previous two fiscal years. Targets will be defined for each country.
- Baseline **global statistics** for key occupational health and safety policy elements will be established.
- **Deployment of our global health and safety software platform (Salus)** will continue, reinforcing common processes and reporting definitions.
- We will expand our **assessment of quality certifications** to provide a more comprehensive inventory.
- We will assess the number of **occupational health and safety audits** carried out on our sites.

► Recognition

Chile

Sodexo received an award for its high safety standards for a second year in a row for reducing accident rates by 70% and helping the company to achieve two million working hours without accidents at Codelco Los Bronces and El Tesoro, two local mines.

PERFORMANCE

► KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
FOOD SAFETY - FOOD SUPPLY				
% of countries having a written procedure for authorizing food suppliers that complies with Global Food Safety and Hygiene Policy	94.9%	95.6%	98.5%	95% of On Site Services Revenues
FOOD SAFETY - TRAINING				
% of Group revenues of countries having a system to ensure that employees with food service responsibilities are trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy	NEW		99.4%	92% of On Site Services Revenues
FOOD SAFETY - SITE AUDITS				
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations and the Global Food Safety & Hygiene policy	NEW		99.7%	95% of On Site Services Revenues
Average number of food safety audits per food service site	2.0	2.0	2.4	95% of On Site Services Revenues
FOOD SAFETY - FOOD COMPLAINTS AND INCIDENTS				
% of Group revenues of countries having a system to record all food safety incidents	NEW		100.0%	95% of On Site Services Revenues
OCCUPATIONAL HEALTH AND SAFETY - TRAINING				
% of Group revenues of countries having a system to ensure that all employees with operational responsibilities are trained in compliance with local laws and regulations for Occupational Health and Safety	NEW		100.0%	95% of On Site Services Revenues
OCCUPATIONAL HEALTH AND SAFETY - SITE AUDITS				
% of Group revenues of countries having a formal risk-based site audit program to ensure compliance with local laws and regulations for Occupational Health and Safety	NEW		100.0%	95% of On Site Services Revenues
Average number of occupational health and safety audits per site	NEW		0.6	95% of On Site Services Revenues

CORPORATE GOVERNANCE



PRINCIPLES

The Board of Directors defines the fundamental principles of Sodexo's growth, its strategy and Group policy.

It regularly supervises the management of the business and in particular progress made on metrics it has identified.

It appoints corporate officers to manage Group policies. It 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.

○ 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

As of August 31, 2011, **the Board of Directors had twelve members**, of which one-third are women, evidence that women are well represented on the Board. If the upcoming Annual Meeting elects Françoise Brouger to the Board, this will bring the number of women directors to five (more than 38% of all Board members). Nine Board members are French nationals, two are American, and one is Canadian.

○ Directors' independence

To comply with the criteria of director independence in force as stated in the AFEP-MEDEF Code, the Nominating Committee periodically provides the Board of Directors with a list of Directors qualifying as independent. During Fiscal 2011, five Board members were deemed independent directors as defined above.

○ Meeting

The Board of Directors met eight times during Fiscal 2011-The average attendance rate during Fiscal 2011 was 94%.

Our global commitment:

We want loyal shareholders who want to be part of our community and show interest in our customers and our staff.



WE ARE CORPORATE GOVERNANCE

CONTENTS



- **The Audit Committee** met four times during the fiscal year, with a 100% average attendance rate.
- **The Nominating Committee:** Although the Committee did not meet physically in Fiscal 2011, the Chairman and other Committee members exchanged views on several occasions. They discussed succession planning for members of the Group Executive Committee and organizational changes.
- **The Compensation Committee** met twice during the fiscal year and the average attendance rate was 83%.

○ 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, 2011.

○ 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, thus ensuring Group Internal Audit's independence within the organization. The Internal Audit Director and the Chairman of the Board meet on a monthly basis. The Internal Audit Director works closely with the chairman of the Audit Committee, holding informal meetings.

○ Risk management and internal control

The internal control system is rooted in the Group's values and policies, as defined by the Board of Directors, and its policies are implemented in each entity in consideration of local conditions.

The French "Financial Security Act" (Loi sur la Sécurité Financière) and the Sarbanes-Oxley Act in the United States have allowed Sodexo to make considerable progress in the area of internal control. Sodexo decided to seek a listing in the United States primarily in order to facilitate the participation of United States employees in employee share ownership plans. However, the increasingly international nature of the financial markets has removed the need for this United States listing. In addition, the high cost of this listing and low trading volumes justified Sodexo's voluntary delisting of its shares from the New York Stock Exchange and related deregistration from United States stock market regulations in 2007. However, Sodexo is committed to upholding and improving these same internal control procedures insofar as possible.

The risk management and internal control approach applied within the Group consists in:

- the identification and assessment of risks;
- the description of the control environment, both at Group and subsidiary levels;
- documentation and self-assessment of these control points both in subsidiaries and at Group level; and
- independent testing of the effectiveness of these control points, by independent persons.

○ Group Policies

Group policies are available on the Sodexo intranet. These policies are regularly updated 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 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 on the Group's website, 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 also available at www.sodexo.com.

A live webcast of the Sodexo Annual Shareholders' Meeting is broadcast on our website, enabling shareholders who cannot attend in person to ask questions and to follow voting on resolutions.

PERFORMANCE

▶ KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011
Number of women on the Board	4	4	4
Number of non French nationals on the Board	4	4	3
Number of Independent Directors	5	6	5
Average attendance rate at Board meetings	88%	95%	94%

 **Read more at**
www.sodexo.com

- Fiscal 2011 Reference document
- Finance Section
- "Corporate Governance" section



WE DO

THREE PRIORITIES AND 14 COMMITMENTS





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 391,000 employees to embed our commitments into 33,400 sites in 80 countries.

3 PRIORITIES	14 WE DO COMMITMENTS
<p>NUTRITION HEALTH AND WELLNESS</p>	<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.
<p>LOCAL COMMUNITIES</p>	<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.
<p>ENVIRONMENT</p>	<ul style="list-style-type: none"> ▶ SUSTAINABLE SUPPLIES <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. ▶ ENERGY AND EMISSIONS <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. ▶ WATER AND EFFLUENTS <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. ▶ MATERIALS AND WASTE <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.

HEALTH AND WELLNESS SOLUTIONS



CONTACT



Marie-Line BEAUCHAMP

Subject Matter Leader for Nutrition,
Health and Wellness

marie-line.beauchamp@sodexo.com

Our global 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.

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 employees and consumers (students, patients, seniors, etc.).



KEY FACT

 **80%** of our employees who have responded to the 2010 employee engagement survey said that **the balance between their work and personal commitment is right for them.**



ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

HEALTH AND WELLNESS SOLUTIONS



STRATEGY

► Why Sodexo is engaged

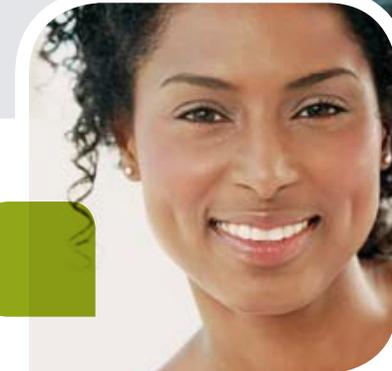
As a world leader in quality of life solutions, Sodexo plays a role in the consumption habits of the 50 million people we serve daily. In our host countries, we strive to inform our consumers about the benefits of a healthy, well-balanced life, and we want all our clients and consumers to benefit from our health and wellness solutions. Because management of people is a key performance factor for companies, Sodexo designs, manages and delivers a wide array of life-simplifying wellness solutions that help retain employees.

► How we get there

We 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.

We promote these solutions in the proposals we make to our clients.





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

HEALTH AND WELLNESS SOLUTIONS

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DEPLOYMENT

► How we implement our strategy

We have a global focus on health and wellness via the Better Tomorrow Plan, with local responsibility for implementation and operation. In 2010, Sodexo collected existing programs, offers and references through a worldwide inventory of practices.

In 2011, to actively improve Nutrition, Health and Wellness, we have defined the following action plan:

- Ensure there is a strong technical expertise within or connected to the Nutrition, Health and Wellness Subject Matter Working group.
- Create an organization that is able to capitalize and leverage the strength of our expertise.

- Ensure that the group is able to support our consumers' efforts regarding Nutrition, Health and Wellness, information provision and promotion at sites.
- Sodexo has commenced implementation of a global Health and Safety performance information tool called Salus. Using Salus, Sodexo Occupational Health professionals can record, investigate and follow-up employee ill-health incidents and will provide global reporting capability on health.



► What's next

2012

- Make evolve the organization for Nutrition, Health and Wellness that will rely on a Subject Matter Expert - Steering Committee with Consumer Interface focus and liaison with Marketing and Offer Development.
- Create a Virtual Global Forum Nutritionists and Dieticians Network to support the organization and our clients and consumers.
- Deployment of Salus information tool to manage incidents.

2015

- All countries to deploy health and wellness solutions.

GOOD PRACTICES



● CHINA

Our employees benefit from the Wellness program designed for Nokia at its site in Beijing. Sodexo has developed the "Wellness program" at Nokia HQ to improve the quality of life inside and outside the workplace. 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.



● MEXICO

The "Vivir Bien" program is a health program to combat excessive weight, launched by Sodexo in several Latin American countries. 119,100 participants have attended the workshops. 38% of employees stated they had reduced their weight.





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

HEALTH AND WELLNESS SOLUTIONS

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PERFORMANCE

► KPIS

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of countries developing and promoting health and wellness solutions	74.1%	79.6%	95.8%	94% of Group Revenues
Number of countries having LEED, HQE, ISO 14001, or equivalent certified sites	29	31	34	95% of Group revenues
Number of sites offering concierge services or kiosks	522	734	1,221	93% of On Site Services Revenues

► Recognition

Singapore

- In 2010, Sodexo won the Singapore **HEALTH Silver award** (Helping Employees Achieve Life Time Health).
- Sodexo was also a proud winner of the Singapore **2010 NUTRITION award**.



GOOD PRACTICES



🇪🇸 SPAIN

More than 200 people are in place for your heart! Under the motto "Running for your heart", rehabilitation services and cardiology teams participated in the National Open Day.

🇬🇧 UNITED KINGDOM

More than 100 Sodexo employees were offered a free health check to raise awareness about their health and levels of fitness. The initiative will be repeated annually.

Read more at www.sodexo.com

- "Nutrition, Health and Wellness" Section
- Case studies
 - Sustainable Concierge services - Worldwide
 - Wellness program - China
 - Vivir Bien - Chile
 - Workplace Health Promotion Programme - Singapore
- "Hands On" Newsletter – 2011 editions
 - February
 - June
 - July
 - August

VARIED AND BALANCED FOOD OPTIONS

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CONTACT

Marie-Line BEAUCHAMP

Subject Matter Leader for Nutrition,
Health and Wellness

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Sodexo's commitment:

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

Nutrition is a foundation for health and development. Better nutrition means stronger immune systems, less illness and better health. WHO projects estimates that by 2015, approximately 2.3 billion adults will be overweight and more than 700 million will be obese.

KEY FACT



2012 will be the "Year of Actions" for Nutrition and Health at Sodexo.





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS VARIED AND BALANCED FOOD OPTIONS



STRATEGY

► Why Sodexo is engaged

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.

Our personal lifestyle choices are the primary drivers of obesity and 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.

► How we get there

As a world leader in quality of 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 consumers 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. 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. **Nutrition, Health and Wellness**, as one of our Better Tomorrow Plan priorities, is considered as a key element to innovate, create added value to our clients, consumers and all our stakeholders, and distinguish ourselves from the competition. Our main strategic objectives remain as follows:

- **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.
- **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.**
- **Implement transparent, ongoing worldwide dialogue with external stakeholders to promote healthy living.**
- **Train our staff to be able to advise and inform our consumers.**
- **Provide access to nutritional advice via the web or hotlines.**





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS VARIED AND BALANCED FOOD OPTIONS

CONTENTS



DEPLOYMENT

► How we implement our strategy

In 2010, Sodexo continued 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.

Dialogue with external stakeholders:

- 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 is a **representative of our professional organization (SNRC)** as well as on the technical committee for **Programme National Nutrition Santé** and in the **Conseil National de l'Alimentation**. In 2010, Sodexo participated in the creation of the DANNE report on obesity and nutrition. In 2011, we were part of the scientific national symposium organized by the National Obesity Plan.

We work up-stream with our major suppliers on these issues and as an example we have increased the proportion of "top nutritional products" from our catalogues. We develop umbrella food concepts:

- **VITALITY:** balanced menu and nutritional information - adopted by 10 countries.
- **SIMPLY TO GO:** Healthy take-away offers - nine countries.
- **NOURISH:** - Balanced menus and nutritional information for schools - in Singapore and Hong Kong.
- **NATURAL!:** promoting fruits, juices and smoothies - in 18 countries
- **HEALTHWISE:** a United Kingdom nutrition, health and wellbeing philosophy

We have developed **Hermes**, an on-line tool to monitor our umbrella marketing offers, especially concerning healthy eating. Hermes is accessible to all our countries and enables users to create and manage their country portfolio and to share innovations around the world. In 2010, we added criteria in the qualification process of our offer modules, and nutritional consistency is systematically checked and rated.

In 2011

Our **global consumer satisfaction survey** process was implemented in 1,500 sites from 30 countries. Consolidated results allow us to better understand the drivers for consumer satisfaction and to optimize the combination of the most appreciated and nutritional solutions.

► What's next

2012

will be the "Year of Actions" for Nutrition and Health at Sodexo.

We are committed to supporting this achievement:

- All sites have implemented at least one action from the defined list.
- Launch an information campaign at sites where we operate.

2012 and beyond

Continue to implement varied and balanced food options at our sites in 80 countries and innovate to create food concepts.

GOOD PRACTICES



FRANCE

Sodexo Justice Services is committed to the topic of food allergies in prisons. During an evaluation carried out in 2010, 567 potential allergies were identified among 17,500 prisoners. Sodexo has established a Food Allergy Information sheet for use in a medical setting, with the possibility of working with a prison official and providing the nutritional advice of a medical team.

CANADA

In celebration of Nutrition Month, Sodexo organized workshops throughout the month of March 2011 to promote nutrition, health and well-being by engaging customers, consumers and employees.





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS VARIED AND BALANCED FOOD OPTIONS



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PERFORMANCE

► KPIS

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of clients' sites that PROVIDE and PROMOTE varied and balanced food options (1)	NEW		77.4%	95% of On Site Services Revenues
% of countries in Motivation Solutions promoting varied and balanced food options	NEW		86.4%	72% of Motivation Solutions Revenues
% of countries where menus and recipes are reviewed by a qualified dietitian	94.0%	94.0%	95.6%	91% of On Site Services Revenues
Number of registered dietitians employed by Sodexo	2,476	3,328	3,166	96% of On Site Services Revenues
% of countries having nutritional hotlines or weblines to provide nutritional advice for consumers	69.1%	70.0%	71.2%	95% of Group Revenues

(1) This indicator is calculated on the basis that countries must first comply with a methodology to ensure that their menus and recipes are varied and balanced either through their central menu development teams or by providing detailed guidelines to sites. In order to be counted in this indicator, sites must not only provide but also PROMOTE the varied and balanced food options in order for the consumer to be able to make an informed choice.

► Recognitions

United Kingdom

- Sodexo won the **Secondary School Healthy Schools Caterer competition** organized by California Raisins for its 'For You' offering.
- Origo, a sustainable food concept, led Sodexo to win the **Menu Innovation and Development Award 2010 (MIDAS)** for its outstanding creativity.

The Netherlands

- Sodexo won the **Food Hospitality Innovation Award 2010**.

Canada

- Sodexo Dieticians Group has been honored by the Order of Dieticians of Québec (OPDQ), and won the **General Mills "Blé de bronze" award** for its achievement in March 2010.



GOOD PRACTICES

CHILE

Every month an interactive email with a different theme is sent to every kindergarten and nursery school. It also allows preschools to send us their queries on nutrition by email.

BELGIUM

In June 2010 and June 2011, Sodexo launched FOOD4U and GoFresh respectively, two concepts designed to support awareness-raising at schools for children and students from three months to 18+ years old by offering a healthy diet every day. In 2011, 350 nurseries and schools adopted the FOOD4U or GoFresh concepts.



Read more at www.sodexo.com

- "Nutrition, Health and Wellness" Section
- Press release - Vitality
- Case studies
 - A dose of good health - United States
 - Meatless Monday by Sodexo - North America
 - Natural! fruit for you - Worldwide
 - Healthwise - Health and Wellbeing - United Kingdom and Ireland
 - Vitality - Europe
- "Hands On" Newsletter - 2011 editions
 - March
 - April
 - May
 - September



SUGAR, SALT AND FATS



CONTACT



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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.

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.

KEY FACT



Sodexo employs almost

3,200 dietitians,
which makes it the number one
employer of nutritionists
in the world.



ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS SUGAR, SALT AND FATS

CONTENTS



STRATEGY

► Why Sodexo is engaged

Nutritional recommendations are to:

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

► How we get there

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, which are often linked to high intakes of sugar, salt and fats.



GOOD PRACTICES

🌐 AUSTRALIA

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. In May 2010, Sodexo has developed a specific Smartfuel program for Seniors sites, which 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 has introduced standardized portion scoops that bring benefits in terms of reduced food costs and less wastage.



🇫🇮 FINLAND

Launched in 2005, the Healthy Snack Pass campaign aims to teach children to eat correctly and to fight poor eating habits. 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.





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

SUGAR, SALT AND FATS

CONTENTS



DEPLOYMENT

► How we implement our strategy

In Fiscal 2011

Major work has been made with our suppliers at EU level to **improve the nutritional value of our soups, sauces and bouillons.**

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.

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 being finalized.

These include:

○ Improvement and enforcement of Supplier Code of Conduct.

- Review of Sodium content in current products
- Encourage development of Sodium-Free and 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 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
- 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 and 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.

► What's next

2012

All products available through global suppliers comply with Group guidelines.

- We will launch training, learning and development programs on reducing salt intake.
- We will work up-stream with our major suppliers on these issues. For example, we have worked with our supply chain in France to reduce salt in ham. We have also increased the proportion of "top nutritional products" from our catalogues.
- We have defined Impact KPIs on measuring salt intake.

2015

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

GOOD PRACTICES

FRANCE

The Education Division supports this commitment through two actions: "Less salt! Our house dressing!" and "Less sugar! Less fat! Our fresh baked goods made in the central kitchen!". The house dressing recipes, offered routinely in menus for children, contain on average 40% less salt than their store-bought version. Also, all fresh pastries contain less fat and sugar than their store-bought alternatives: The fresh lemon tart has 68% less fat and 28% less sugar than its frozen counterpart.

SINGAPOUR

HEALTHY WEEK is a promotion program that aims at introducing healthy dishes in the menus by providing and promoting food choices with reduced salt and fat. Sodexo in Singapore joined the 'Healthier food commitment program' initiated by the National Health Promotion Board.





ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

SUGAR, SALT AND FATS



PERFORMANCE

KPIS

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of clients' sites that PROVIDE and PROMOTE choices with a reduced intake of sugar, salt and fats (1)	NEW		57.7%	92% of On Site Services Revenues
% of countries having established and removed identified products and practices	67.7%	65.7%	91.5%	92% of On Site Services Revenues

(1) This indicator is calculated on the basis that countries must first comply with a methodology to ensure that their menus and recipes contain less sugar, salt and fats either through their central menu development teams or by providing detailed guidelines to sites. In order to be counted in this indicator, sites must not only provide but also PROMOTE the options with less sugar, salt and fats in order for the consumer to be able to make an informed choice.



GOOD PRACTICES



ITALY

Posters in our restaurants encourage consumers to reduce salt consumption, and posters in our kitchens explain to our staff how to reduce salt. In 2011, Sodexo partook in the annual "Week for Reducing Salt Intake" and promoting salt with iodine. We enlisted the participation of 60 restaurants in central Italy and approximately 20,000 consumers.

NETHERLANDS

In 2007, Sodexo was the first caterer in the Netherlands to become certified under the Healthy Food Choices Program and to help get the right message across; 1,875 Sodexo employees have been trained within 625 certified restaurant locations since 2007.

SLOVENIA

Our national research found out that our citizens ingest 14g of salt per day – max is six. Sodexo promotes food which is prepared with less salt. We educate our guests about harmfulness of salt. We have succeeded in persuading our biggest meat supplier to reduce the amount of salt in their products by 10%.

Read more at www.sodexo.com

- "Nutrition, Health and Wellness" Section
- Case study – Healthwise, United Kingdom and Ireland
- "Hands On" Newsletter - May 2011



COMMIT TO LOCAL COMMUNITIES

STOP HUNGER INITIATIVE

CONTENTS



CONTACT

Blakey Emmett

Global Director, STOP Hunger
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Sodexo's commitment:

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

KEY FACT



In just more than a decade the STOP Hunger initiative has been recognized

58 times by external organizations and governments.

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



COMMIT TO LOCAL COMMUNITIES STOP HUNGER INITIATIVE

STRATEGY

► Why Sodexo is engaged

There are more hungry people in the world than the combined populations of USA, Canada, and the European Union.

Of those in need, **90% live in developing countries**; over half of them are in Asia and the Pacific and a quarter are in Sub-Saharan Africa.

25% of all hungry people are children; one out of four children in developing countries is underweight.

Hunger is the world's number one health risk; it kills more people every year than AIDS, malaria, and tuberculosis combined.

Hunger and malnutrition can lead to disease and reduced physical and mental development during childhood. They also cause women to give birth to low birth-weight babies, and have been shown to affect income potential in the adult years. Three main groups are most at risk of hunger: the rural poor, the urban poor, and victims of catastrophes.

The **Millennium Development Goal to "Eradicate extreme poverty and hunger"** has three targets, two of which will not be achieved by 2015.

In October 2011 the world population has reached seven billion people and will continue to grow to nine billion by 2050, placing considerable pressure on food supplies.

"With more than 391,000 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 logical choice for Sodexo. Our company is permanently engaged in many actions at sites with local partners: our clients and consumers, our suppliers, NGOs, local authorities, and community members."

Statement from Michel LANDEL, Sodexo Chief Executive Officer
President of the STOP Hunger Association (France)
President of the STOP Hunger Foundation (United States)

► 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. Currently, 42 Sodexo host countries are involved in STOP Hunger. Our goal is to have all 80 host countries engaged in STOP Hunger efforts by 2020.

● Sodexo's STOP Hunger Initiative

As part of our commitment to the communities where we do business, Sodexo launched the STOP Hunger initiative in 1996 to fight hunger and malnutrition.

The three major objectives of the STOP Hunger initiative are to:

- **Raise awareness on the problem of hunger,**
- **Increase the number of countries with STOP Hunger programs,**
- **Increase the number of employees engaged in the initiative.**



CONTENTS



● STOP Hunger key facts and figures

- Launched in 1996 in the United States
- STOP Hunger Global Initiative launched in 2003
- "STOP" stands for Sodexo Teams Our People — it truly is a company-wide team effort
- 42 countries currently participating, with all client segments involved

● Sodexo's STOP Hunger initiative has four main components:

- **Volunteering**
- **Sharing Sodexo Expertise**
- **Food Donations**
- **Financial Donations**



COMMIT TO LOCAL COMMUNITIES STOP HUNGER INITIATIVE

DEPLOYMENT

► How we implement our strategy

● Developing the Management System

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 support for STOP Hunger efforts, coupled with individual employee interest in helping their communities, works to sustain programs.

● Developing global programs: example with the Sodexo Servathon

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. Created by Sodexo in 1997, the Sodexo Servathon is the **largest global STOP Hunger program** held each year.



The Servathon idea is simple: spend a few hours volunteering or participating in a hunger relief activity.

CONTENTS



► What's next

2020

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



TESTIMONIAL



"Sodexo has done a remarkable job of making the fight against hunger part of their corporate culture. Thousands of Sodexo employees around the world are giving their time, talent, and resources to help hungry people. Sodexo understands that we all have a role to play in ending hunger. If we are to truly make a difference in the lives of hungry people, we need more companies to follow Sodexo's example."

Ambassador Tony Hall,
Executive Director of the Alliance to End Hunger.

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. Among the 2011 activities were:

HUNGARY

Teams participated in a baking contest that raised 1,500 euro for their local NGO, sold 800 meals over a three day period to raise funds, and donated more than 800 kilos of food for a cooking competition for children in need.



CANADA

More than 60 accounts across the country took part in Servathon, including one site that collected and donated 600 kilos of food, and one account that raised the equivalent of almost 3,000 euro for their hunger relief partner.

BRAZIL

40 NGOs were the recipients of 4,700 kilos of food and more than 600 fruit trees, a result of food drives and fundraising efforts among employees and suppliers.



COMMIT TO LOCAL COMMUNITIES STOP HUNGER INITIATIVE

PERFORMANCE

The actions of our 391,000 employees on 33,400 sites go well beyond financial donations. Our contribution cannot be uniquely calculated in a monetary figure; the time and resources, "in-kind donations", given by our teams must be considered as part of our overall contribution.

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
Number of countries having implemented the STOP Hunger initiative	32	39	42	Group
Number of major STOP Hunger programs	368	422	469	Group
Number of partnerships with NGOs and associations	240	272	385	Group



CONTENTS



Recognitions

United States

The Alliance to End Hunger and Bread for the World presented Sodexo with its first annual "President's Award."

Mexico

For the sixth consecutive year, Sodexo was awarded with the **Empresa Socialmente Responsable (ESR) Distinctive certification** from Centro Mexicano para la Filantropía (CEMEFI).

Russia

Sodexo won "The Heart to the Children" award organized by the Government of Yuzhno-Sakhalinsk.



GOOD PRACTICES

WORLDWIDE: SODEXO SERVATHON

Among the 2011 activities:

SINGAPORE

Employees, including staff from the Sodexo Asia-Pacific head office, put on a carnival for children in need, helping to organize games, design and set up carnival booths, and serve food to the children. Food, clothes, and toys were also donated to the NGO.

GROUP HEADQUARTERS FRANCE

A fundraiser was held and 723 kg of food and hygiene products were collected from employees, and eight pallets of food from suppliers. These generous donations were distributed to three partner organizations.



Read more at www.sodexo.com

- "Local Communities" Section
- STOP Hunger website
- STOP Hunger awards
- STOP Hunger brochure
- Servathon video
- Servathon 2011 poster
- Case Study Servathon
- "Hands On" newsletter - 2011 editions:
 - March
 - October
- Press releases
 - Stop Hunger
 - Servathon





ECONOMIC AND SOCIAL DEVELOPMENT OF COMMUNITIES



CONTACT

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Sodexo's commitment:

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



KEY FACT



Sodexo operates in

80 countries and **97%** of our **391,000 employees** worldwide are hired locally.

Over **80%** of our products are sourced locally.

LOCAL COMMUNITY DEVELOPMENT

It's about people.

- Making progress equitable.
- Enabling people to be active participants in change.
- Ensuring the Quality of Life of future generations.
- Sustaining the livelihoods.





COMMIT TO LOCAL COMMUNITIES ECONOMIC AND SOCIAL DEVELOPMENT OF COMMUNITIES

STRATEGY

Why Sodexo is engaged

Today, there is **INEQUALITY, VULNERABILITY and POVERTY** throughout the world.

● **INEQUALITY: the inequitable distribution of income or consumption.**

- World GDP amounted to 61,399 billion. Based on a global population of seven billion, the average GDP per capita is about \$9,000 with many inequalities among countries.

● **VULNERABILITY: the risk of falling into poverty.**

- 1.3 billion people live on \$1.25 a day or less
- 95% of developing country populations live on less than \$10 a day.
- World population has reached seven billion during 2011 and should reach 10 billion in 2100.
- World population is ageing, but by 2100 the population of high-fertility countries will be multiplied by three.

● **POVERTY: the deprivation of wellbeing. The inability to obtain Nutrition, Consumption, Health and Education.**

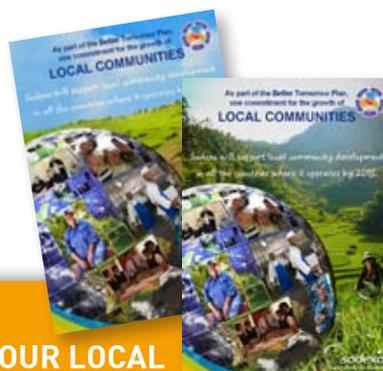
- 925 million people do not have enough to eat and 90% of them live in developing countries, mainly in Asia and the Pacific and in Sub-Saharan Africa.
- One billion children in the world are in poverty.
- People lack access to: clean water one billion, electricity 1.7 billion, Internet 5.5 billion, Bank services 2.5 billion.
- Millions of women spend several hours a day collecting water.

The mobilization of local communities in combating inequality, vulnerability and poverty, to help them develop and grow, is crucial in both developing and developed countries.

The services we provide within the scope of our clients' projects lead us to operate in host countries where it is critical for all stakeholders to maximize a project's positive impact to the benefit of local communities.

How we get there

Sodexo's goal of supporting local communities is aimed at improving its **Social and Economic Footprint** within host countries.



WHO ARE OUR LOCAL COMMUNITIES?

They are the Socially and Economically Impacted populations who live in the vicinity of our clients' sites and who are impacted daily by our activities. These include aboriginal or indigenous populations, ethnic minority communities, poor local groups or communities, and especially women, disadvantaged youths and small and/or local entrepreneurs and producers.



CONTENTS



We have based our commitment and action plan on various initiatives already underway within the company.

Our target is to implement globally Sodexo's program for **LOCAL COMMUNITY DEVELOPMENT:**

IMPROVE EMPLOYABILITY



SUSTAIN ECONOMIC DEVELOPMENT





COMMIT TO LOCAL COMMUNITIES ECONOMIC AND SOCIAL DEVELOPMENT OF COMMUNITIES

CONTENTS



DEPLOYMENT

► How we implement our strategy

A **Subject Matter Leader** has been appointed to pilot the local community development commitment and to lead a group of eight experts from various Sodexo geographies. A Group inventory was drawn up in March-May 2010 to establish country and Group baselines. Inventory information is used to define a Group action plan and numerical targets. 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.

2011

Sodexo established a **baseline for the definition and formalization of a worldwide program for the Local Community Development**, and set targets for the future.

- In addition to the monthly virtual meetings held during Fiscal 2011, our experts from the Global Local Community Development working group held their first physical meeting in January 2011.

- We reached an internal agreement on **Group Local Community Development guidelines** and have built a worldwide program.
- We created a **toolkit** to accompany the deployment of our program.
- We piloted an initiative for a **Super Vegetable Garden** in Algeria.
- We published a practical **"What Can I Do? Guide"** to facilitate the implementation of Super Vegetable Gardens at the sites where we operate.
- We defined the **Key Performance Indicators** of the program.
- We conducted a **stakeholder consultation** on the program with a selection of clients and NGOs.
- We defined a **commercial framework** for clients and presented it to them.
- On July 11, 2011: Communication campaign to **acknowledge World Population Day**.
- On October 17, 2011 (World Day for the Eradication of Poverty): launch of an awareness campaign to communicate on our program and **acknowledge the mark of seven billion people on Earth**.

► What's next

2012

- Rolling out of the Local Community Development program in our host countries.
- Monitor the progress with our International Large Accounts on the implementation of the Local Community Development program.
- Replicate the Super Vegetable Gardens initiative in Tanzania and pilot the project in other countries.
- Help edit Country Reports presenting Local Community Development initiatives.
- Create a standard offer for Remote Sites.
- Define an accreditation system for our local business partners.
- Define impact indicators to measure the progress achieved through the program.

2013

- Deploy an accreditation system for local business partners.
- Deploy impact indicators to measure the progress achieved through the program.

2015

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

GOOD PRACTICES



🇧🇪 BELGIUM

Sodexo is one of the founders of Be.Face, the Belgian branch of the Foundation Against Exclusion Act, a network of clubs and businesses participating in the economic and social development of the northern district of Brussels. Be.Face aims to bring out, implement, develop, and to spin off innovative and practical action based on an active business.

🇵🇪 PERU

Allin Kusay strategy, or Living Well, is part of the training program for entrepreneurs of Fuerabamba. This program was founded in 2009 by Las Bambas Xstrata Copper and is located in Apurimac. The objective of the project is the development of occupational skills for local people, but this is not possible when the participants' health and living conditions are precarious.

🇹🇿 TANZANIA

Sodexo is working very closely with its clients who have the obligation to recruit from the villages that surround the mine. One of our objectives is to hire from the local communities and cities where we operate. 94% of our staff comes from our local villages.





COMMIT TO LOCAL COMMUNITIES ECONOMIC AND SOCIAL DEVELOPMENT OF COMMUNITIES

CONTENTS



PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of countries having local community development championing initiatives	85.4%	94.4%	96%	95% of Group revenues
% of local recruitment (country level)	97%	97%	97%	Group



Recognitions

Canada

For the fourth time, in July 2010, Sodexo received a **gold medal for Progressive Aboriginal Relations (PAR)** from the Canadian Council for Aboriginal Business.

Peru

Minera Antamina gave Sodexo **special recognition for its outstanding leadership, commitment and involvement** in sustainable development activities carried out in 2010.

Hong Kong

The **Caring Company Scheme** was launched by the Hong Kong Council of Social Service to recognize private companies that demonstrate good corporate citizenship.

TESTIMONIAL

Manuel is an ex-offender from the Pas-de-Calais detention centre in France. Upon his release from prison at the end of 2010, Emilie Duquesne from Sodexo introduced him to a temporary work agency. 15 days later he was employed as a warehouseman. At the beginning he worked at several short-term jobs, but now his assignments are much longer and frequent as his employers are satisfied with his work. "I took part in a training session during my imprisonment and I earned my CAP (Professional Aptitude Certificate) as a painter," explains Manuel. "There are few jobs in building work at the moment, but I hope to work again in this field. Thanks to Sodexo, I already have work and housing. I have a real life again."

Read more at www.sodexo.com

- "Local Communities" Section
- Case studies
 - Working with aboriginal communities - Canada
 - Super Vegetable Gardens - Algeria
 - Celebrating the Aborigines and Islanders culture - Australia
 - INSERXO - France
 - Setting up local businesses in North Mara - Tanzania
 - Fostering local employability - Tanzania
- What Can I Do Guide - Create a Super Vegetable Garden
- "Hands On" newsletter - 2011 editions:
 - April
 - June
 - July
 - August
 - September
 - October
- Video - Local Community Development
- Quiz - Local Community Development

GOOD PRACTICES

INDONESIA

In accordance with our Quality Health and Safety requirements, fishermen from Saengga village have been supplying Sodexo for the last three years for all our locations within Tangguh project. Six tons of fish and prawns per month that participate to the local economy by developing permanent activities for five boats with a crew of six people. Saengga represents 91% of our fresh fish supplies.

ALGERIA

Launched in 2010, the Super Vegetable Garden Project aims to develop local businesses in desert zones for the local populations. In two arid areas near Hassi Messaoud, agrarian techniques have been implemented in partnership with Sodexo and partners.

CHILI

On August 5, 2010, in Chile, an accident blocked 33 miners 700 feet underground. Sodexo devoted its time and provided over 50,000 meals to the rescue teams. Employees served breakfasts, lunches, dinners and midnight snacks daily to 300 people, including the rescue team, authorities, armed forces, police, and all those who worked 24 hours a day during the rescue mission. The team succeeded in bringing the 33 trapped miners to the surface.





FAIRLY TRADED CERTIFIED PRODUCTS



CONTACT

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Sodexo's commitment:

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

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.

KEY FACT



Our offer for hot beverages **Aspretto** has been deployed on

**3 continents and
in 12 countries**



COMMIT TO LOCAL COMMUNITIES FAIRLY TRADED CERTIFIED PRODUCTS

CONTENTS



STRATEGY

► Why Sodexo is engaged

Fair trade is an organized social movement and market-based approach that aims to help producers in developing countries create better trading conditions and promote sustainability. The movement advocates the **payment of a higher price to producers as well as higher social and environmental standards**. It focuses in particular on exports from developing countries to developed countries, most notably coffee, cocoa, sugar, tea, bananas, honey, cotton, wine, fresh fruit and chocolate.

By requiring companies to pay sustainable prices that 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.

Most fair trade import organizations are members of, or certified by one of several national or international federations. These federations coordinate, promote, and facilitate the work of fair trade organizations.

Sodexo is actively supporting the fair trade market, thereby helping local producers and contributing to communities' economic and social development.



► How we get there

We have based our commitment on a **Global Strategy** and our action plan will continue to have both short- and long-term impacts:

- 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 **consumer awareness**.
- Help suppliers whose development we support in countries where we operate to achieve **accreditation**.

GOOD PRACTICES

LUXEMBOURG

Sodexo partnered with Max Havelaar on the initiative of TransFair Minka to promote fair-trade bananas in Luxembourg in 2009. In 2010, Sodexo offered 5,000 fair-trade coffee cups, thus contributing to the 50,000 fair-trade cups of coffee drunk. In 2011, Sodexo participated in the TransFair-Minka national action to promote fair-trade of breakfast products.



UNITED KINGDOM

Sodexo supported the 2011 Fairtrade fortnight by incorporating it into their bi-monthly promotional packs for the sites. The theme was «Show off your label» to promote the use of the Fairtrade logo. Sodexo sites contributed by highlighting on their menus which products that they were buying were from certified sources.

FRANCE

In partnership with Triballat, Sodexo has established an organic yogurt chain named VRAI (true): yogurt of semi-skimmed milk 100g, sweetened with fairly traded certified sugar. During Fiscal 2011, 2,580,000 yogurts were served at 360 sites managed by Sodexo.

NETHERLANDS

In over one thousand restaurants, Sodexo's consumers can benefit from a Fairtrade menu every day. The usual packet of coffee has been changed to Fairtrade coffee. The restaurant Culinary Workshop, named the best vegetarian restaurant in the Benelux, organized a Fairtrade lunch especially for the trainees.



COMMIT TO LOCAL COMMUNITIES FAIRLY TRADED CERTIFIED PRODUCTS

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 objective is to define worldwide principles and implement processes to achieve our ultimate commitment in all our host countries by 2015 at the latest. 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.

In Fiscal 2011:

Some initiatives are being developed around the world:

- **LUXEMBOURG** - Sodexo has partnered with Max Havelaar on the initiative of TransFair Minka to create «Fairtrade Zones» at the sites where we operate. Special displays have been created to promote fair-trade certified products.
- **SWEDEN** - 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. Our purchase of certified coffee is increasing rapidly: certified coffee represented 60% in value and 58% in volume in 2011.
- **DOMINICAN REPUBLIC** - Sodexo now buys 100% of the goods from local wholesalers and 80% of the food comes from the Dominican Republic. Sodexo is committed to supporting small local farmers and fair-trade organizations.
- **FINLAND** - At all our sites we have made Rainforest Alliance certified Lipton tea available for consumers. As of January 2011, all tea purchases are sustainably produced.
- **NORWAY** - At Sodexo, at our hot beverages machines at sites, we only offer hot chocolate certified by Rainforest Alliance.
- **CZECH REPUBLIC** - In March 2010, Sodexo started the "Fair Trade Support" program to extend its deli items

list and launch products with fair-trade certification. The program has been deployed at six pilot sites, with six items available at each site.

- **SLOVENIA** - In November 2010, Sodexo started offering ten different certified Fairtrade products (chocolates, tea, etc.) at three locations in Ljubljana. We have established a partnership with the HUMANITAS and EZA NGOs, which supports producers in Burkina Faso, Nepal.
- **FRANCE** - We are committed to providing sugar cane labelled Eco Fair at our restaurants, which represents a total of three tons of sugar. This sugar cane is produced by Alter-Trade, a cooperative comprising 856 Philippine smallholders. This program includes an investment capacity to acquire trucks, water tanks, aquaculture farms, and, most importantly, a grinding mill for sugar. 27% of the selling price is given back to the cooperative to finance the purchase of the mill within four years.
- **BELGIUM** - As of March 2010, in its restaurants in Belgium, 95% of the bananas served come from organic farming and are certified by Rainforest Alliance. Fair-trade banana consumption represents 200 tons a year, equivalent to about 5% of the total annual volume of fair-trade bananas sold in Belgium in all sectors.
- **NETHERLANDS** - 98% of the bananas we served at our restaurants come from Rainforest Alliance and the remaining 2% of the bananas are both fair trade and bio. By Fiscal 2012, the objective is to reach 100% fair trade and organic.
- **UNITED KINGDOM** - All coffee at Sodexo Prestige is either Rainforest Alliance or Fairtrade certified, as we have a strong belief in the ethical credentials of both organizations.



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In 2011: ASPRETTO

Sodexo's ethical and sustainable drinks solution

Since 2006, Sodexo has been implementing the "Aspretto" offer of 100% natural tea and coffee, both sourced from local markets which are 100% ethically sourced. In addition to the quality of the coffees and teas, the Aspretto offer rests on four core principles: diversity, health and wellbeing, environmental protection, and social responsibility. Aspretto delivers a service which goes beyond the cup and provides a flexible service solution that is tailored to the needs of clients and consumers.

Aspretto Ethical Commitments:

- Ensuring full traceability of all products sold as part of Aspretto.
- Using products which are ethically sourced from local markets; the majority of our coffee and tea is certified by the internationally recognized Fairtrade authorities, the Rainforest Alliance, and Organic.
- Reducing the amount of materials used.
- Ensuring that all of our Point of Sale materials are printed on recycled paper.
- Using recyclable packaging materials and serving utensils (cups, stirrers, napkins, etc.)
- Ensuring that all tea and coffee sold include a contribution back to STOP Hunger.

Today there are:

- More than **750 units** providing Aspretto to their consumers.
- Aspretto has been deployed in **three continents and twelve countries**, the United States, the United Kingdom, Ireland, France, Austria, China, Belgium, The Netherlands, Spain, the Czech Republic, Finland and Germany...
- Approximately **35,000 Aspretto drinks** are sold daily.
- In total, Sodexo serves 8,000 tons of coffee and one billion cups of coffee per annum, including Aspretto offer.
- In 2011 we refreshed the Aspretto offer to bring it in line with what we stand for and what consumers want from us.
- A give back of €31,000 to STOP Hunger by the end of Fiscal 2011.



COMMIT TO LOCAL COMMUNITIES FAIRLY TRADED CERTIFIED PRODUCTS

CONTENTS



What's next

2012

Next steps for Aspretto:

- Aspretto to be in 1,200 locations by the end of 2012.
- The number of countries in which the Aspretto offer is deployed will increase to 15, with Canada, Sweden and Brazil working towards implementation.
- Give back over €50,000 to STOP Hunger in this current fiscal year.
- Implement the kiosk and cart solutions in 20 locations.
- Introduce Iced Frappés and Iced Teas into Europe.
- Launch of packaging for Numi Teas on Quarter two and introduction of a new tea.

2015

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

PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% in kg of certified fairly traded coffee	8.5%	12.5%	15.5%	93% of On Site Services Revenues
Number of countries implementing the Aspretto offer	5	6	12	73% of On Site Services Revenues
Number of sites implementing the Aspretto offer	45	496	753	

Recognitions

Belgium

Sodexo received the **Fairtrade@Work award** for the second consecutive year. This recognition salutes the organic and fair trade "Banana Day" initiative, which was organized in 2010 at 600 sites around the country. Since March 2010, Sodexo has only used organic and fair-trade bananas from Max Havelaar at its locations.

Netherlands

In October 2010 the Max Havelaar Foundation awarded Sodexo with the **Fairtrade@work award**. The goal of this award is to stimulate fair-trade products in the workplace.



FAIRLY TRADED COFFEE STORY @ SODEXO IN NORTH AMERICA

The United States consumes one-fifth of all the world's coffee, making it the largest consumer in the world. But few Americans think about the people who work to grow their coffee. Fair trade awareness is rising, and fair trade certified coffee is now the fastest-growing segment of the United States specialty coffee market.

7% of the coffee Sodexo purchases (in weight) is fairly and responsibly traded.

The 2011 World Fair Trade Day theme was "Wake up the World." Again using our morning beverages as the point of reference, Sodexo first introduced its Fair-Trade certified Aspretto teas and coffees in 2009. In June 2010 it further expanded its purchases of Fair Trade products through partnerships with United Coffee and Numi Tea.

Today, we estimate that 75% of the coffees and teas offered at the college are fair trade.



Read more at www.sodexo.com

- "Local communities" Section
- Case study on Aspretto
- "Hands On" newsletter - 2011 editions:
 - February
 - May
- Press Release - Aspretto
- Aspretto website





PROTECT THE ENVIRONMENT

SUPPLY CHAIN CODE OF CONDUCT

CONTENTS



CONTACT



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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.

KEY FACT



Our 2011 inventory allowed us to identify that

99% of our countries have implemented a Supplier Code of Conduct.

Sodexo employs over 391,000 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.





PROTECT THE ENVIRONMENT SUPPLY CHAIN CODE OF CONDUCT

STRATEGY

► Why Sodexo is engaged

- In our businesses, it is essential to **develop trusting, long-term relationships with each of our suppliers** to guarantee the quality of our products throughout the supply chain. In our host countries, we will not knowingly engage with suppliers that do not respect our standards.
- Sodexo responds to client and customer expectations and its own core values by seeking to **increase its use of environmentally and ethically sound products**. 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

The Better Tomorrow Plan reinforces the work that the Group has already undertaken to improve the sustainability of its supply chain and sets out **detailed and time-bound objectives**, in particular for Food Safety; Nutritional Content; Fairly Traded Products; Supplier Code of Conduct; Local, Seasonal or Sustainably Grown or Raised Products; Sustainable Seafood and Sustainable Equipment and Supplies. **We carefully select our suppliers** in each country

through a multi-criteria assessment approach that includes quality, traceability, safety, hygiene, and economic, social and environmental factors.

We have based our commitment on a **Global Strategy** and our action plan will continue to have both short- and long-term impacts:

- Sodexo has a **Group Supply Chain Management policy** and each country is also required to have its own to complete the Group policy.
- 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 Supplier Code of Conduct**: Sodexo first set out its Group Supply Chain Management policy and Vendor Code of Conduct in February 2008. These documents set out Sodexo's desire to conduct business with its suppliers using sound and responsible ethical, social and environmental practices, and they cover labor, environmental, and local community aspects.
- Increase the share of **purchasing spend with upstream suppliers**.
- Roll out a **Group-wide control mechanism** to ensure compliance to the Group Supplier Code of Conduct.



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PROTECT THE ENVIRONMENT SUPPLY CHAIN CODE OF CONDUCT

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DEPLOYMENT

► How we implement our strategy

During Fiscal 2011

● Revising our Group Supplier Code of Conduct

- As part of the Better Tomorrow Plan and Sodexo's drive to reinforce its sustainable development strategy and develop proactive sustainable offers for its clients, the Group appointed a **working group dedicated to Sustainable Procurement**, which has worked during 2010 to review its Global Supplier Code of Conduct. This extensive review was finalized in April 2011, following a validation by the Worldwide Supply Chain Steering Committee and the Fundamental Rights at Work Steering Committee.
- The main changes compared to the previous version are linked to the request to suppliers to keep Sodexo informed about their progress in respect to the actions and improvement plans that they may have regarding the Code of Conduct. In this revised version, references have been added to **Fundamental Rights at Work, and to Business Integrity, such as Unfair Competition and Corruption**.

- The Code of Conduct is accompanied by a **User Guide** explaining why it is important and how it should be implemented, as well as a standard Supplier Acknowledgement Form.
- Our objective is to ensure that every country has the Code of Conduct available in their national language and that it is signed by their contracted suppliers. The translation process is now underway and **the code is already available in 20 languages**: Chinese, Czech, Danish, Dutch, English, Finnish, French, German, Hungarian, Italian, Norwegian, Portuguese, Romanian, Russian, Slovak, Slovenian, Spanish (Central and South America), Spanish (Spain), Swedish, and Turkish.

● Disseminating the Statement of Business Integrity to the Supply Chain Management teams

Each of the Supply Chain Management teams has also received the **Statement of Business Integrity**, which sets out the way in which our teams are expected to conduct business relationships. All of the documents related to Supply Chain practices are available to our teams via the Group Intranet.

● Conducting Supplier audits

Sodexo's suppliers are regularly audited against rigorous standards covering:

- Control of Bioterrorism risks;
- Maintenance of Equipment and Buildings;
- Storage Conditions;
- Foreign Material Hazards;
- Delivery vehicles, Temperature Control and Lead times;
- Hygiene, including equipment, protective clothing, cleaning processes and pest control;
- Employee Safety and Working Conditions, including training, ILO standards, diversity and integration, and respect for Sodexo's ethical principles;
- Control of the Supply Chain;
- Compliance with Sodexo's specifications and implementation of measures to guarantee Sodexo's volumes;
- Control of shelf lives;
- Product labelling;
- Product testing;
- Quality systems and certification;
- Traceability and recall procedures;
- Crisis Management;
- Environmental Policies, Management, Training, Sustainable Sourcing, Logistics Optimization, Product Conception, Waste Management.

We have a **comprehensive auditing tool** which allows both our internal and external auditors to evaluate our suppliers using the same reference points. In addition to the audits that are carried out on our suppliers either by our own teams or by third party auditors, we conduct **specific self-assessment surveys** which require our suppliers to assess themselves against a set of references set by Sodexo, and to define their action plans to improve their performance against this set of references.

GOOD PRACTICES



🇺🇸 UNITED STATES

In 2009, the Coalition of Immokalee Workers (CIW) identified that forced labor practices were being used on tomato farms in Florida.

As a result, Sodexo has :

- Put into place measures to expand the ability of its distributors to report the growers from whom it buys tomatoes;
- Implemented a strict Florida tomato supplier code of conduct that supplements the existing code of conduct;
- Contributed to building a system of real accountability, with tangible consequences for growers who fail to respect farm workers' basic rights.



PROTECT THE ENVIRONMENT SUPPLY CHAIN CODE OF CONDUCT

CONTENTS



What's next

2012

- Follow up on the **progress on implementation of the Group Supplier Code of Conduct** based on information gathered during Fiscal 2011 country inventory process.
- Ensure that **the Code is signed** at least by all contracted suppliers in every country.
- Issue a **Detailed Guide for Suppliers** explaining each aspect of the Code of Conduct.
- Develop a **Group-wide control mechanism** aimed at ensuring that our suppliers respect the Code of Conduct that they have signed, and ensure its implementation.
- Consider participating at Group level in a **joint industry-supplier evaluation program**.

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 one suppliers audited to ensure compliance with revised Code of Conduct.



PERFORMANCE

KPIs

This year, we have worked to have every country in the Group implement the same Group Supplier Code of Conduct in order to guarantee consistency in the standards that we expect from our suppliers.



KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of countries having the Group Supplier code of conduct available in their national language	87.3%	93.0%	99.4%	95% of Group revenues
% of contracted suppliers having signed a supplier code of conduct	NEW		87.1%	93% of On Site Services Revenues

Read more at www.sodexo.com

- Environment Section
- Supplier Code of Conduct

GOOD PRACTICES

UNITED KINGDOM AND IRELAND

Sodexo uses an IT platform, Trade Interchange, to ensure that all of its contracted suppliers sign the Group Supplier Code of Conduct through the signature of the Group Supplier Acknowledgement Form.

MOROCCO

Sodexo has sent the new Group Supplier Code of Conduct to all of its contracted suppliers. A large number of them have already signed the Code and the process is underway with the remaining ones.





PROTECT THE ENVIRONMENT

LOCAL, SEASONAL OR SUSTAINABLY GROWN OR RAISED PRODUCTS

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CONTACT

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Sodexo's commitment:

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

Agriculture can have a significant impact over greenhouse gas emissions, water consumption, pollution and deforestation. It also potentially harms health through the use of pesticides, fertilizers and antibiotics.

KEY FACT



In 3 European countries, Sodexo is

using a range of margarine products supporting the sustainable production of palm oil through GreenPalm certificates and will extend this practice to other countries.





PROTECT THE ENVIRONMENT

LOCAL, SEASONAL OR SUSTAINABLY GROWN OR RAISED PRODUCTS

CONTENTS



STRATEGY

Why Sodexo is engaged

- 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.
- In some instances, **demand for agricultural land can also lead to significant social impacts**, including the displacement of indigenous populations and human rights abuses.
- **We assist new and existing suppliers or producers** in understanding general business requirements, practices and procedures of the markets where we operate.
- **Sodexo works closely with local populations and civil society organizations** to adapt to local values and customs, and to include both the majority culture and the minority cultures.
- As a very decentralized company, **we strive to adapt to the cultural context of each zone, country and site**, and to respond to the specific expectations of local clients and customers through the help of a local workforce and local suppliers.

How we get there

- Define the **priority commodities** based on greenhouse gas emissions, water footprint and river basins, overlap with areas of high biodiversity, social concerns, purchasing volume and client and investor concerns, and in consultation with WWF within the framework of our technical agreement.
- Develop our **sustainable sourcing policy** and strategy for each of the identified priority commodities.
- Train our **buying teams** to include sustainable agricultural practices for the priority commodities in our product and supplier selection criteria.
- Review our **menus and recipes** to align them with our sustainable sourcing policies.
- Work with suppliers to **replace the palm oil content** of our products with only certified sustainable palm oil.



GOOD PRACTICES



UNITED KINGDOM

Sodexo has carried out a comprehensive review of all its service offers to ensure that sustainable agriculture is a constant feature in all of them. Supported by the celebrity chef, Matt Dawson, Sodexo launched an awareness campaign for its employees and clients.

ITALY

In collaboration with the Piedmont Region and Coalvi, Sodexo has developed two frozen products: hamburgers and meatballs obtained from Razza Piemontese Coalvi meats and used in different menus in many sites, not only in this region. This initiative guarantees the farmers a constant price and ensures that they can continue to raise cattle in this area of Italy. projects in other regions such as Sardinia.





PROTECT THE ENVIRONMENT

LOCAL, SEASONAL OR SUSTAINABLY GROWN OR RAISED PRODUCTS

CONTENTS



DEPLOYMENT



► How we implement our strategy

During Fiscal 2011

- In conjunction with the WWF, and validated by the World Wide Supply Chain Steering Committee as well as the Corporate Citizenship Steering Committee, Sodexo has defined **five priority agricultural commodities**: fruit and vegetables, beef, dairy products, palm oil and soy.
- Sodexo will define a **sustainable sourcing policy and strategy** for each of these agricultural commodities as a priority.
- Concerning sustainable palm oil, a **working group for palm oil** was set up to work with some of the major palm oil consuming countries (in Europe, North America, South America and Asia) in order to set a time frame for future application of the strategy. Sodexo was assisted in this work by WWF as part of its technical agreement on Sustainable Agriculture.

• Sodexo applied for and obtained membership of the RSPO (Round Table on Sustainable Palm Oil).

- Our European sourcing team has already included the ability to provide certified sustainable palm oil as part of its specifications for the **supply of margarines and frying oil**.
- Sodexo in Europe has selected a **range of margarine products supporting the sustainable production of palm oil** through GreenPalm certificates. We started rolling out these products in January 2011.
- Sodexo in Europe is selecting a **range of frying oils supporting the certified sustainable production of palm oil**. These products are available since September 2011.
- In 2011, for the second year running, Sodexo participated in the request of the **Forest Footprint Disclosure Project**, based on its exposure to five key commodities - soy, palm oil, timber, cattle products and biofuels - in its operations and/or its supply chain. All these commodities have the potential to be sourced from recently deforested land.

► What's next

2012

- **Raising the level of awareness** internally through the Supply Chain and the Better Tomorrow Champion network about the **importance of sourcing certified sustainably produced palm oil**.
- **Raising awareness among the supplier community about the importance of sustainable palm oil production**. Our work with suppliers on frying oil and margarines has allowed us to inform those who were not already informed about the environmental and social issues surrounding palm oil and how they could take measures to improve their sustainability. We will work to extend this approach to every tender on categories of product which contain palm oil.
- **Raising awareness amongst our clients and consumers** about the importance of sustainable palm oil production.
- Our European sourcing team will systematically **include the ability to provide certified sustainable palm oil** as part of its specifications for the supply of all relevant categories such as frozen bakery, soups and bouillons, and French fries.
- We have launched a **worldwide inventory to precisely identify the quantity of palm oil** that we consume through our purchases of margarine and frying oil, as these are the two categories of products that represent the largest palm oil consumption for Sodexo.
- Once we have concluded our inventory, we will **purchase the equivalent amount of GreenPalm certificates to reward palm producers** for working in a sustainable and responsible way.
- We will closely **monitor the amount of certified sustainable palm oil** that Sodexo consumes.
- Finalize our **sustainable sourcing policy and strategy** for the remaining priority commodities

2015

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

GOOD PRACTICES

● EUROPE

Sodexo has defined its own rigorous criteria for the selection of tropical fruits on both quality and sustainability criteria. In return for their engagement to respect our criteria, the supplier receives a guaranteed annual price for their product providing them stability in their income and production. On this basis, Sodexo has so far awarded a European contract for the supply of pineapple and for the supply of bananas to its subsidiaries in Europe that are now in the process of being deployed.

Both suppliers guarantee:

- Signature of the Sodexo Group Supplier Code of Conduct
- Global GAP certification
- Guaranteed country of origin sourcing





PROTECT THE ENVIRONMENT

LOCAL, SEASONAL OR SUSTAINABLY GROWN OR RAISED PRODUCTS

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PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of countries selecting products that support the development of a sustainable palm oil industry		NEW	32.3%	90% of On Site Services Revenues

Recognitions

United Kingdom

- MIDAS (Menu Innovation and Development Award 2010) Workplace Catering Award
- Springboard Award for Excellence in Corporate Responsibility
- Compassion in World Farming's Good Egg Award – Prestige
- Cost Sector Catering Corporate Responsibility Award
- Footprint Award for Corporate Social and Environmental Responsibility

The Netherlands

Sodexo works with its clients towards sustainability. Our client (city of Amsterdam) stated in the contract that a minimum of 40% from the catering assortment should be organic and also contain regional products. The Board of the City rewarded Sodexo in October 2010 with the 'Sustainable Award for Caterers'.



Read more at www.sodexo.com

- Environment Section
- Case studies
 - Fresh local and seasonal fruits and vegetables – France
 - Meatless Monday by Sodexo – North America
- "Hands On" newsletter - 2011 editions:
 - March
 - May
- RSPO website

GOOD PRACTICES

NORTH AMERICA

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%).

FRANCE

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

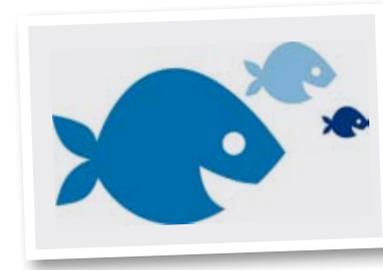




PROTECT THE ENVIRONMENT

SUSTAINABLE FISH AND SEAFOOD

CONTENTS



CONTACT



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Sodexo's commitment:

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

KEY FACT



15 "at risk" species have been removed from Sodexo's catalogues and menus since August 2011.

Seafood provides jobs for people around the world. Today, 180 million people work in the fishing and fishery industries and 45 million people in capture fisheries or in aquaculture. Thus, seafood impacts the livelihoods of 540 million people, i.e. 8% of the world population.





PROTECT THE ENVIRONMENT SUSTAINABLE FISH AND SEAFOOD

STRATEGY

Why Sodexo is engaged

- **80% of fish production** is provided by developing countries and **78% of fish importation** is done by developed countries.
- **World aquaculture is heavily dominated by the Asia-Pacific region** (89%), and China is the world's largest aquaculture producer.
- **Fish and seafood consumption has doubled over the last 40 years** and **nutritionists recommend that consumers eat at least two portions of fish a week**, including an oily fish. Indeed, seafood is an important source of protein and a healthy choice.
- However, **the human population of the Earth will reach nine billion by 2050** and two billion people will join the world's population within 40 years. **Demand for seafood is rising**, following this demographic trend. One billion people, largely in developing countries, depend on fish as their primary source of protein.
- Sodexo recognizes that **many current fishing and seafood farming practices have harmful effects** on marine habitats and seafood supplies:
 - The world's oceans are being seriously overfished and **some species are in danger of extinction**. 28% of fish stocks are overexploited, 3% are depleted and 90% of the planet's large fish have been fished out.

- **Modern intensive fishing methods are often wasteful** and, in addition, 7.3 million tons of fish are thrown back into the sea dead each year.
- **Aquaculture (farmed fish) can be a solution** on the condition that it is managed sustainably: 40% of the world's fish production currently comes from aquaculture.

How we get there

Sodexo is committed to sustainable fish and seafood because...

It's about people:

- ensuring that we are able to serve fish and seafood to our consumers today and in the future;
 - improving the nutrition, health and wellness of our consumers;
 - sustaining livelihoods in the fish and seafood industry;
 - ensuring that seafood prices are not majorly impacted.
- This will **help protect wild fish and seafood diversity and stocks into the future** and actively contribute to reversing the decline of living marine resources.

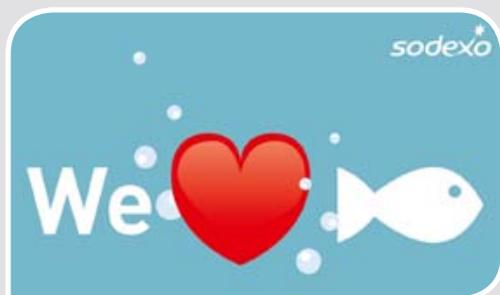
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In 2010, Sodexo's Sustainable Seafood Strategy was defined based on five Inseparable Key Pillars:



GOOD PRACTICES



BELGIUM

On April 1, 2011, with its program **We Love Fish** Sodexo eliminated 15 species that are considered endangered from its menus, recipes and catalogues. This action was accompanied by an outreach plan: internal and external communication relating specifically to target groups. In addition, in Belgium, 20% of our seafood purchases are from certified sustainable fisheries labelled MSC or GlobalGap.





PROTECT THE ENVIRONMENT SUSTAINABLE FISH AND SEAFOOD



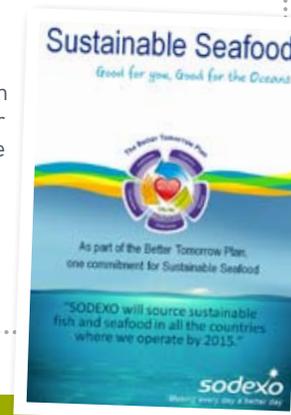
DEPLOYMENT

► How we implement our strategy

As part of its commitment to protect marine biodiversity, **Sodexo no longer serves any seafood species which were identified as being at risk by the end of August 2011.**

● **To achieve this objective, Sodexo pursued a set of actions during Fiscal 2011:**

- Based on a large number of external references, Sodexo established a **Sustainable Seafood Sourcing Guide for the supply of Fish and Seafood**, respecting various sustainability criteria and designed as a tool to make the best choices for our future assortment, Fresh, Frozen or Canned. This Sustainable Seafood Sourcing Guide was distributed to its Supply Chain and Better Tomorrow Champion networks throughout its 80 countries. It is aimed at helping the teams to implement concrete actions at country level. The second version of the guide was issued in July 2011 and included detailed information on 60 species, including each of the 15 “at risk” species that have been removed from our catalogue and menus.
 - In May 2011, Sodexo formalized a **Group Sustainable Seafood Sourcing policy**. The policy has been communicated internally to the Supply Chain teams in 80 countries and externally to our suppliers and stakeholders.
 - In June 2011, Sodexo signed a worldwide **agreement with the Marine Stewardship Council (MSC)** for wild-caught fish, with the view to:
 - promote MSC-certified seafood across the 80 countries where Sodexo operates and
 - maximize awareness and collaboration with both our clients and consumers.
- This agreement will allow Sodexo to certify either our sourcing at country level for communication to clients, or our Supply Chain at site level for communication to consumers.
 - We are working with our suppliers to ensure that they understand the importance of sustainable sourcing for seafood, that they no longer supply the 15 at risk species, we have identified, and that they respect the control measures for the orange-listed species, i.e. species for which we have to be careful and that we can buy under agreed conditions [respect of specific origins, fishing methods, specifications...]. In parallel, we are working with our seafood suppliers in many countries to ensure that they can **guarantee chain of custody for the delivery of certified sustainable seafood** such as MSC certified products for wild caught fish.
 - Sodexo has committed to promote the **use of sustainably certified farmed fish, including BAP, GlobalGAP and ASC.**
 - To celebrate World Oceans Day on June 8, 2011, Sodexo launched a **global campaign to communicate on its Sustainable Fish and Seafood commitment** and to announce its worldwide agreement with the MSC to help transform the seafood market so it becomes more sustainable. The awareness campaign included a wide range of materials for Site Managers, such as a video, online quiz, operational materials (poster, fish recipe, operational guide), with the objective of animating Sites and communicating to clients and consumers.



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► What's next

2012

- New or lesser-known fish and seafood **species will be added to the Sustainable Seafood Sourcing guide** in order to encourage the use of a wider variety of species.
- Sodexo will continue to **work with suppliers** to ensure that they comply with the conditions that are specified for our orange-listed species.
- **WWF and Sodexo** work together to improve the sustainability of seafood choices available to Sodexo.
- Sodexo will widely **encourage fisheries' management, suppliers and clients to take part in the MSC program** in order to help transform the seafood market so it becomes more sustainable.
- Sodexo will **increase the pourcentage of farmed fish** that comes from certified sustainable farms.
- **MSC and Sodexo** work together to trigger wider demand for sustainable seafood in the foodservice sector. **Collaboration with MSC** will enable us to work with its partners on an “end-to-end” basis, including fisheries, suppliers to foodservice providers, and restaurant operators and their customers. Moreover, Sodexo will provide MSC with the opportunity to educate a broad consumer audience about sustainable seafood. Focusing on this sector and developing tailored, foodservice-specific plans will enable Sodexo to motivate consumers to make sustainable choices.
- **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



PROTECT THE ENVIRONMENT SUSTAINABLE FISH AND SEAFOOD



PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of countries having eliminated the purchase of all at risk seafood species	8.1%	17.3%	100%	95% of On Site Services Revenues At 31st December 2011
% of countries holding MSC certification (sites or Supply Chain)	NEW		31.6%	89% of On Site Services Revenues
Number of MSC certified foodservice sites	271	374	1855	77% of On Site Services Revenues

Recognitions

Worldwide

- Sodexo is the **first foodservice company to have a worldwide agreement with the MSC** to promote certified sustainable seafood in all the countries where Sodexo operates.

The Netherlands

- Sodexo was the **first foodservice company to obtain the MSC eco-label and certification** in April 2009.

United Kingdom and Ireland

- Sodexo was the **first foodservice company to achieve MSC certification across all of its Education sites** in 2009.

Read more at www.sodexo.com

- Environment Section
- Case study on Sustainable Seafood - Worldwide
- Press Release on partnership with MSC
- Video - Sustainable Fish and Seafood
- Quiz - Sustainable Fish and Seafood
- Sustainable Fish and Seafood policy
- "Hands On" newsletter - 2011 editions:
 - March
 - June

GOOD PRACTICES



FRANCE

In December 2010, our supply chain was assessed by Bureau Veritas Certification and was found to comply with the requirements of Marine Stewardship Council (MSC) for Chain of Custody. Sodexo in France sources MSC-certified products such as cod (Pacific), pollock (Alaska), hoki (New Zealand) at the clients' sites where it operates.

CHINA

Effective from this academic semester, Sodexo launched the "Green Seafood Day" program in all its international school sites which includes offering a menu choice of sustainable seafood on a monthly basis.





PROTECT THE ENVIRONMENT

SUSTAINABLE EQUIPMENT AND SUPPLIES

CONTENTS



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Sodexo's commitment:

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

KEY FACT



In 2011, Sodexo started to roll out a new **Global Uniform Collection** and added its sustainable sourcing to its list of priorities.

According to the 2010 WWF Living Planet report, people used the equivalent of 1.5 planets in 2007 to support their activities, and under the Business As Usual scenario, by 2030 humanity will need the capacity of two Earths.





PROTECT THE ENVIRONMENT SUSTAINABLE EQUIPMENT AND SUPPLIES



STRATEGY

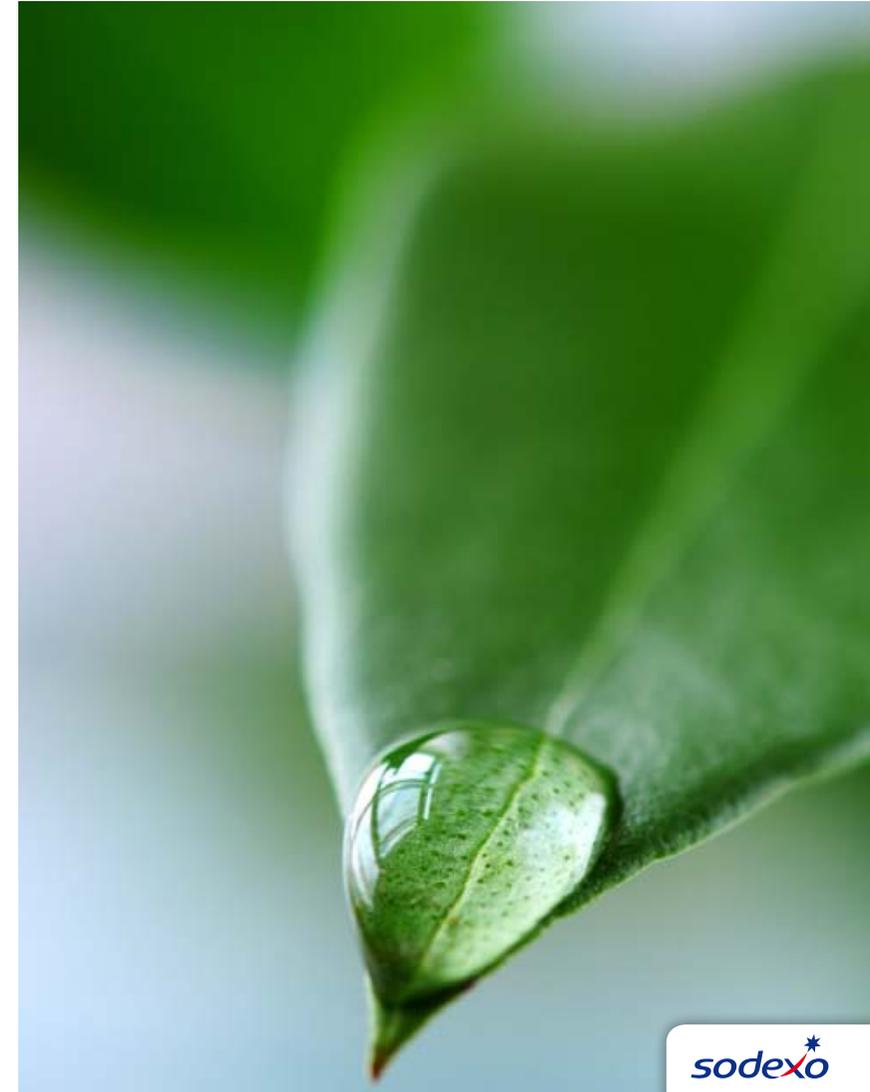
► Why Sodexo is engaged

Decisions regarding the purchase of wood- and paper-based products and cotton can have **far-reaching long-term impacts** for the areas where they are harvested and the communities supported by the wood-and cotton-using industries. **The sustainable management of forests is a key environmental priority** because trees are a real resource that captures carbon and mitigates greenhouse gas emissions by storing carbon for long periods of time. **The chemicals used for cleaning may have a number of adverse health and environmental effects.** Cleaning products which have harmful ingredients may impact on the health of cleaning staff and on users of the buildings cleaned. Environmental effects can include chemical products entering the atmosphere and local water systems during production, use and disposal.

► How we get there

Sodexo recognizes its ability to reduce some of the pressure on the world's overstretched natural resources by **reviewing and improving some of its sourcing strategies.**

- **Increase the proportion of sustainable products, equipment and services** by:
 - Selecting priority product groups, e.g. uniforms, 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.





PROTECT THE ENVIRONMENT SUSTAINABLE EQUIPMENT AND SUPPLIES



CONTENTS



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.
- Based on purchasing volume, **the Group selected the paper disposables, cleaning chemicals and office paper categories as a priority** for its work, and in 2010 we implemented a series of indicators in order to assess the current sustainability of our sourcing.
- We have also worked to **raise awareness on the use of both paper disposables and office paper** using pulp from certified sustainable forests or using recycled materials. This initiative has been extended to our Motivation Solutions business for printing our vouchers.
- Sodexo added the **sustainable sourcing of its Global Uniform Collection to that list of priorities**. All the products in the collection are fully compliant with the international Restricted Substances List ("RSL", in particular arylamines, banned mordant dye, carcinogenic dye stuffs and C.I. disperse colors); all suppliers have signed Sodexo's Supplier Code of Conduct, all suppliers have or will soon be audited to ensure compliance with this Code of Conduct; and we encourage our teams in the countries to find ways to make sure that their previous uniforms will be reused or recycled.

In 2011

- We worked with our sourcing teams to **increase the sustainability of our chemical sourcing** through a two-step approach. As a first step, we encouraged our teams to use concentrated cleaning chemicals, with the benefit of using fewer packaging materials, and less transport, and improved health and safety for our employees through the use of dispensers. As a second step, we encouraged our teams to use ecologically certified cleaning chemicals.
- The collection roll-out started in January 2011 in North America.

► What's next

2012

- Further develop our **Sustainable procurement strategy for paper and packaging**.
- Further develop our **Sustainable procurement strategy for cleaning chemicals** and continue to investigate the potential for alternative technologies.
- Continue to **raise the awareness of our Supply Chain teams** with regard to the selected product groups and review our authorized product lists for these priority categories.
- Continue the **deployment of our Global Uniform Collection** with the objective for all 360,000 Sodexo front-line employees to have the uniform by June 2013.

2015

- All countries have implemented sustainable detergents, paper and disposables

GOOD PRACTICES



BRAZIL

Sodexo and its Motivation Solution activity has issued 3.1 million vouchers per month with recycled paper. With this initiative, we have saved 35 trees and reduced the consumption of 100,000 liters of water per month. Now all our Mobility Pass Car Cards will be issued using recycled plastic. The production of 1,000 cards is made with 83 PET bottles.

TESTIMONIAL

"The uniform has gone down very well with the staff. The client was shown the new uniform and felt it was a vast improvement on the tabards we used to wear. Everyone now knows we work for Sodexo."

Su Embrey, Operations Manager, Sodexo United-Kingdom and Ireland





PROTECT THE ENVIRONMENT SUSTAINABLE EQUIPMENT AND SUPPLIES



PERFORMANCE



KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of spend on concentrated chemicals as a % of total chemicals	NEW		77.9%	93% of On Site Services Revenues
% of spend on certified sustainable paper disposables as a % of total paper disposables (1)	79.4%	79.1%	66.7%	88% of On Site Services Revenues

(1) The scope of purchasing spend taken into account for this indicator has significantly increased giving us a lower proportion of certified sustainable product. We will work during the coming year to achieve at least the share of sustainable product previously achieved.

Read more at www.sodexo.com

- Environment Section
- Case study on Environmental Management at ACADIA University - Canada
- "Hands On" Newsletter - June 2011



GOOD PRACTICES



EUROPE

Sodexo's European sourcing team have worked with its supply partner to define a range of certified sustainable cleaning chemicals based on SWAN and EU Flower certifications that are available and in use in all countries in the zone. Over the course of the coming year, Sodexo will work to track the implementation of the range and to quantify the environmental benefits.

Work in now in progress to work in conjunction with the Marketing Offer and Operations teams to integrate these new products into the services that we offer to our clients.

UNITED STATES

Circles, Sodexo's Personal and Home Services subsidiary, purchases energy efficient and environmentally friendly products for its spaces. Circles proudly use energy star rated appliances and equipment such as printers, photocopiers, refrigerators and postage machines. And for the high-use paper products, especially in break rooms and mail rooms, Circles buy products with post-consumer recycled content.





PROTECT THE ENVIRONMENT

ENERGY AND EMISSIONS

CONTENTS



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Sodexo's commitment:

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

Climate change is known to result at least from human activity, with energy use and food production being two of the most significant contributors.

KEY FACT



In 2011, Sodexo has implemented a methodology for the **calculation of its Scope 1 and Scope 2** emissions and publicly disclosed them through the **Carbon Disclosure Project.**





PROTECT THE ENVIRONMENT ENERGY AND EMISSIONS



CONTENTS



STRATEGY

Why Sodexo is engaged

- **Sodexo's business is mainly conducted at our clients' sites.** Our 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.
- Unlike some other businesses, **measuring our own direct consumption of energy is challenging** as our activities are not separately metered at the large majority of our 33,400 clients sites worldwide consumption. However, we recognize the need to further improve, not only our own but also our clients' environmental footprints.
- 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 ones.**
- **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.
- **Developing 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 business strategy has been influenced by the **risk of climate change and opportunities to reduce energy and emissions** in all aspects of our business. 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 on a Global Strategy to reduce our carbon footprint and our action plan will continue to have both short and long term impacts:

Management System

- An **Energy and Emissions Global Working Group** made up of experts from various different geographies and business activities has been set up and meets as a minimum four times a year.
- Every Business Unit is required to **include objectives to implement energy consumption reduction measures** in their Sustainable Development roadmap.
- In conjunction with the WWF, Sodexo has defined five priority agricultural commodities in its **Supply Chain where we will focus our efforts to reduce our Scope 3 emissions.**

Service innovation

- **Offers for helping our clients to mitigate the effect of climate change** and in particular to manage their energy consumption.
- **Establish a framework for measuring greenhouse gas emissions in our business**, in partnership with the WWF and consistent with greenhouse gas protocols.
- 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.
- Provide **energy management services to clients** which directly allow the client to reduce their energy consumption and therefore to reduce their carbon emissions.
- **Help others avoid emissions** through the products we purchase on their behalf – encourage diets that are made up primarily on plant-based foods and use less on animal products and work with our suppliers to reduce the embedded emissions in all our products.

Active risk management

Our business strategy for climate change is based on the risk and opportunities identified through the assessment of our different stakeholder requirements and our business impacts and the need to respond to those findings.

- The Energy and Emissions Working Group **reviews the risks and opportunities** associated with climate change. These reviews are carried out a minimum of once a year and in addition they are updated on a regular basis.
- We are in the process of developing a **briefing on climate risk** for our business segments, in partnership with the WWF.
- We are further developing **supply chain adaptation strategies.**

All of the strategic business decisions that Sodexo has made to incorporate climate change risks and opportunities mean that the company is ahead of its competitors in its ability to respond to our stakeholder requirements.



PROTECT THE ENVIRONMENT ENERGY AND EMISSIONS

CONTENTS



DEPLOYMENT

► How we implement our strategy

During Fiscal 2011

- We have entered into a **partnership with the WWF** which now provides technical support to the committee and helps us to develop protocols for measuring and reporting on greenhouse gas emissions.
- During the fiscal year, the Group has made the decision to **invest in IT tools** in order to facilitate the site survey process.
- As part of our efforts to improve our environmental impact and particularly reduce our emissions, we have made important progress in the area of **environmental management**. To this end, we are setting up procedures, implementing measures, helping obtain certifications and labels, and in an increasing number of cases, applying for certification under the international environmental management standards: ISO 14001, HQE, LEED or equivalent.

- We have engaged in **discussions with WRI** (World Resources Institute) and others to determine which of our business activities fall into scope 1, 2 and 3 within the WRI's GHG Protocol. WRI has determined with us that much of our on-site emissions and our supply chain emissions fall into our clients' scope 1 and 2, and into our scope 3.
- We have implemented a **methodology for the calculation of our Scope 1 and Scope 2 emissions** that is consistent with WRI's GHG Protocol.
- Based on the measurements that we made using this methodology, we publicly disclosed emissions through the **Carbon Disclosure Project**.
- We have invested in **E-learning and communication toolkits** to explain the importance of climate change to our employees.
- We have worked with **leading industry groups and experts** to understand where our greatest points of leverage are.
- We **work with our suppliers** to reduce emissions from the products we buy and sell – the largest source of scope 3 emissions.

GOOD PRACTICES



🇨🇦 CANADA

Sodexo has provided Facilities Management at ACADIA University since 1996. With 14 services on-site, Sodexo innovates constantly and look for ways of implementing "green solutions" in the fields of energy and water savings and waste management. At ACADIA, Sodexo provides services in a LEED certified building that includes geothermal cooling system, occupancy sensors, ventilation heat exchangers and sustainable cleaning practices.

► What's next

We expect that the intensity of our emissions will decrease over the next five years as a result of all the emissions reduction initiatives that were active within the reporting year and that we will continue to deploy over the coming years.

- 2012** • **Energy and Emissions Reduction Implementation Plan:** we will work on a standard Group methodology for the evaluation of our energy and emissions reductions.
- Rolling out of an **awareness and behaviour program** to all of our clients' sites and employees.
 - Finalising a **Group wide site manager tool kit** that will help our sites to raise awareness and implement the appropriate behaviour.
 - As we have now assessed our baseline for our

four pilot countries, we will **benchmark our baseline against industry standards** and to set targets for the future.

- Our methodology for the **calculation of Scope 1 and Scope 2 emissions methodology will be rolled out to a larger number of countries in the Group**.
- We will use the deployment of our new IT tools to support this process.
- We are working towards having the calculation

of our Scope 1 and Scope 2 emissions **independently verified**.

- We will work on a **model to evaluate the impact of our awareness and behaviour and equipment and processes actions** on our client sites in order to evaluate the reduction of this part of our Scope 3 emissions.
- 2020** • Reduce our carbon footprint in all the countries where we operate and at clients' sites.



PROTECT THE ENVIRONMENT ENERGY AND EMISSIONS



PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of sites implementing the carbon footprint reduction program (1)	11.8%	11.8%	4.5%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their consumption of energy	45.4%	45.4%	70.5%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing heightened awareness and behaviour steps to reduce their consumption of energy	NEW		27.2%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites which are able to accurately measure their progress	NEW		17.3%	56% of inventoried sites in 48 countries representing 98% of revenues
% of Motivation Solutions countries raising awareness about the importance of energy efficiency	NEW		79%	72% of Motivation Solutions Revenues
Head Office electricity consumption	2,334,494 kWh	2,130,199 kWh	2,055,073 kWh	
Head Office electricity consumption per m ²	296 kWh	270 kWh	260 kWh	

(1) Based on learning from the Fiscal 2010 site inventory questionnaire and with the expert input of the Subject Matter Working Groups, the Fiscal 2011 site inventory questionnaire was considerably revised. The questionnaire is now more complete and more precise in its formulation. We also reviewed our calculation rules to make the indicators more precise. With the exception of Initial Awareness and Behaviour where we kept the same indicator calculation rules, the indicators are not therefore comparable to the ones that we published last year.

GOOD PRACTICES

POLAND

Sodexo offers its clients a comprehensive Energy Management Offer. It consists of: Energy audit, Technical refurbishment of systems, Energy purchase consulting, Staff education/poster campaign, Ordered power optimization, Resetting timers on lighting and ventilation systems, and Basic advisory activities.

THAILAND

After an audit of IMPACT Exhibition Center energy usage, Sodexo was awarded a 5-year contract for Facilities Management in 2008. The contract gave Sodexo the ability to apply methods of energy savings. Sodexo's implementation at IMPACT delivered annual combined savings of 5.8%. In January 2011, LED bulbs were installed in a corner of one of the main areas and a careful study was conducted of the various benefits. The Sodexo team was able to report 80% savings in electricity and no bulbs requiring replacement against the standard installation, which required 10% replacement due to failure.

UNITED KINGDOM

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 globalwarming potential, and sourcing more energy from low-carbon sources.

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Recognitions

Canada

Sodexo recognized as one of **Canada's Top 50 Greenest Companies**.

Singapore

Certificate of environmental accomplishment.

France

The central kitchen of Marseille obtained the **triple certification: ISO 9001, 14001 and 22000.**

Austria

"Öko Bonus" environmental certificate.

United States

The University of Vermont's built by Sodexo obtained the **LEED certification.**

Read more at www.sodexo.com

- Environment Section
- Case studies
 - Environmental Management at ACADIA University - Canada
 - Meatless Monday by Sodexo - North America
 - Endocube - United Kingdom
- "Hands On" newsletter - 2011 editions:
 - May
 - June
 - August



WATER AND EFFLUENTS

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CONTACT



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Sodexo's commitment:

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

We live on a watery planet, but only 1% of all that water — in rivers, lakes and aquifers — is fresh and available for human use.

KEY FACT



69%, of sites have taken basic steps to reduce their water consumption.





PROTECT THE ENVIRONMENT WATER AND EFFLUENTS



CONTENTS



STRATEGY

Why Sodexo is engaged

- **The life-giving freshwater systems face a host of threats** from over-abstraction, fragmentation, pollution, climate change, and the ever-increasing demands of a growing global population.
- **Healthy freshwater systems not only provide drinking water, they support a vast flow of services and economic goods.** Water underpins virtually all food, fiber and energy production. In fact, while we need only drink 3-5 liters per day to remain healthy, the food we eat, clothes we wear, the energy we consume and products we use daily take tens of thousands of liters to produce. For example, it takes 180 liters of water to produce one kilogram of tomatoes or 1,500 liters for one kilogram of sugar.
- **Clean, reliable access to water is integral to maintaining and supporting the Quality of Life.** Recently, the United Nations General Assembly declared access to clean water and sanitation a human right, but over three billion people lack access to one or both. This is a major hurdle to economic development in much of the world.
- **Women play an important and central role in providing, managing and safeguarding water** in many communities. Their successful involvement in water projects can have a significant positive impact on water management and local economic development.

Potential Business Impacts

- Sodexo's water footprint – the water used in direct operations and indirect water use in our supply chains – is considerable; **proper water management and conservation** across the entire value chain is increasingly important.
- **Rising Costs:** increased competition for scarce water and potential declines in water quality in some parts of the world are expected to push water and sanitation costs higher. Furthermore, climate change and water-related natural disasters are expected to impact food production and security, putting pressure on food prices.

- **Increased Regulation:** regulations on water use and effluents management may impose added obligations on our business. In some water-stressed South American countries, water management plans are already required as part of a license to operate.
- **Brand Risk:** Sodexo's brand is very valuable and there are potential reputational risks to the brand as clients and consumers increase their awareness of these issues.
- **Greater Accountability:** though standards and measures for water reporting are still evolving, financial investors are requiring ever more transparency and accountability for water use and potential risk to company operations posed by water scarcity or water quality issues.
- **Opportunities:** as water's true value is recognized, opportunities will arise to provide solutions to our clients in the sustainable management of their water and sanitation requirements. Understanding our own water footprint by geography and water source will position the company to take further specific action in local areas of water scarcity.

How we get there

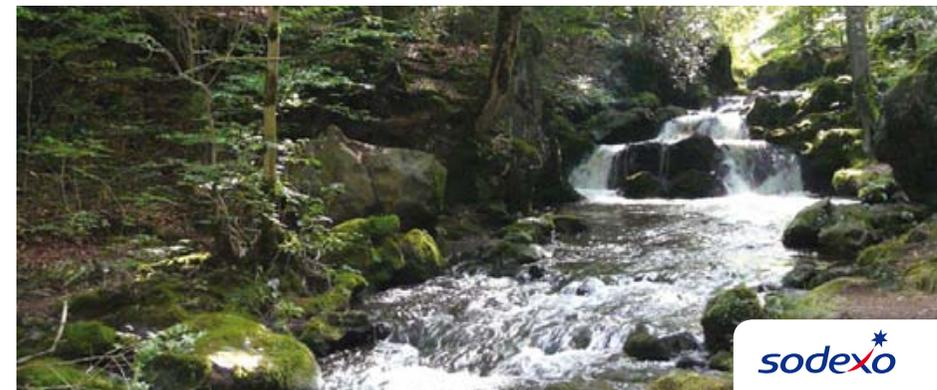
Sodexo has developed a **comprehensive water strategy** that enables it to maximize opportunities and minimize risks within the context of the Better Tomorrow Plan, which includes:

- **Measuring Sodexo's water footprint** – in partnership with the WWF – using standard data and established methodologies that deal with site operations and complex supply chains. In developing methodology, the inextricable link between energy and water has been considered.
- Identifying physical, regulatory, financial, strategic and other **risks and opportunities.**
- **Working with international suppliers** and identifying supply chain "hot spots" by overlaying Global Information System (GIS) data of water-scarce regions with Sodexo's high volume agricultural commodities to define places for local action.
- **Creating policies, procedures and guidelines** to minimize operational risks and leverage business development opportunities.
- **Providing solutions to clients** in the sustainable management of water and sanitation.
- Raising internal and external **stakeholder awareness.**

GOOD PRACTICES

UNITED STATES

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





PROTECT THE ENVIRONMENT WATER AND EFFLUENTS

DEPLOYMENT

How we implement our strategy

Specific actions involving both our operations and supply chain activities commenced in Fiscal 2011.

In 2011, we conducted the following actions:

- To support the implementation, **the Water and Effluents Working Group was established in 2010**. To date, this group – which meets on a regular basis and includes representatives from the WWF – has:
 - Consolidated data from the global site-based inventory.
 - Validated our existing data.
 - Analyzed the results of the Better Tomorrow Plan’s global site inventory of environmental activities, pursued in 2010, and established three key information points:
 - 67% of sites** have taken basic steps to reduce their water consumption;
 - 9% of sites** have implemented water conservation programs;
 - Only 23% of sites** have sub-metering, making water footprint calculations more challenging.
- To date, **our efforts and reporting have largely been associated with qualitative actions, that is awareness and behaviour actions**, taken by Sodexo employees at Sodexo’s facilities and client facilities. These efforts, concentrated on increasing awareness and changing behaviour around water issues, continue.
- We have a considerable number of actions and initiatives in place** to reduce our water consumption throughout the Group including a Site Managers’ toolkit, which includes a “Call to Action” document, internal team and client presentations, a “What Can I Do?” guide, and a “What Can I Do Next?” guide.
- We also worked to develop **client-specific best practices and innovative solutions**.
- We engaged major suppliers and clients** to better understand their strategies and requirements.

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What’s next

2012

- Use the launch of the site manager’s environmental toolkit **to raise internal awareness** about the importance of water, and identify strategies to raise the awareness of our clients and consumers.
- The measurement of our water consumption** will be done on the same timeline as for our carbon calculations so that we will be able to measure our applicable water consumption for the majority of our business by the end of the next fiscal year.
- Collaborate with suppliers** to increase awareness within the broader supplier community of how to conserve water resources.
- Complete our **Corporate Water footprint** and the identification of specific “hot spots” areas where we should focus our actions.
- Continue to implement the **water conservation program** at all head offices and at pilot sites in our main countries, and measure the program’s performance and progress across the business in order to confirm results and establish targets.
- Use existing **water initiatives** at our sites to develop a resource guide that will help managers create and launch site-based water initiatives. The implementation of water initiatives at all of our sites will contribute to reducing our water footprint globally.

- Accelerate sales** of our water footprint measurement and reduction services to our clients.
- Prepare an **internal and external communications** package.

2013

- All sites implement **at least one action** from the water conservation program.
- Water conservation plans** are established with major global suppliers and these plans are reviewed on a regular basis.
- Accelerate sales of our water footprint measurement** and reduction services to our clients.
- Establish links to communities** where water and water conservation actions will make a difference in the Quality of Life for the people concerned.

2014

All countries have in place a water management plan that commits the entity to water-footprint reduction targets.

2020

All countries achieve water-footprint reduction targets.

GOOD PRACTICES



FRANCE

Sodexo is rolling out a program called So.Eco, which involves the implementation of three environmental practices at all 3,000 of its restaurants. 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.



PROTECT THE ENVIRONMENT WATER AND EFFLUENTS

CONTENTS



PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of sites implementing the water conservation program (1)	8.8%	8.8%	12.8%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their consumption of blue water (1)	66.9%	66.9%	69.1%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing heightened awareness and behaviour steps to reduce their consumption of blue water (1)	NEW		55.4%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites which are able to accurately measure their progress (1)	NEW		23.8%	56% of inventoried sites in 48 countries representing 98% of revenues
% of Motivation Solutions countries raising awareness about the importance of water efficiency	NEW		76.4%	72% of Motivation Solutions Revenues
Head Office water consumption	2,322 m3	2,366 m3	2,699 m3	
Head Office water consumption per m ²	0.3 m3	0.3 m3	0.3 m3	

(1) Based on learning from the Fiscal 2010 site inventory questionnaire and with the expert input of the Subject Matter Working Groups, the Fiscal 2011 site inventory questionnaire was considerably revised. The questionnaire is now more complete and more precise in its formulation. We also reviewed our calculation rules to make the indicators more precise. With the exception of Initial Awareness and Behaviour where we kept the same indicator calculation rules, the indicators are not therefore comparable to the ones that we published last year.

GOOD PRACTICES



INDIA

Bio blocks are introduced in men's urinals. These blocks are placed in the urinals and the solenoid-based automatic water flushing system is disabled as the system does not need water to flush the urine away. It works with the released probiotic bacteria from these bio blocks to clean up the urinals. The amount of water saved after using Bio blocks is 792,000 liters per year.

UNITED KINGDOM

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.



Read more at www.sodexo.com

- Environment Section
- Environmental Management at ACADIA University - Canada
- "Hands On" newsletter - June 2011



ORGANIC WASTE



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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.

Around the world, every part of the food chain - from farm to consumer - has a role to play in reducing food waste. Our efforts are focused on stopping waste.

KEY FACT



Many countries set organic waste reduction as a **priority for 2011.**





PROTECT THE ENVIRONMENT

ORGANIC WASTE

STRATEGY

Why Sodexo is engaged

The food chain is a large producer of organic waste which all too often ends up in landfills. 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 remain many opportunities to ensure that food is not damaged and wasted before it even reaches the market.

Sodexo generates both organic and non-organic waste as a result of the services that it provides to its clients. The majority of this waste is collected and treated by third party providers, but Sodexo takes steps to reduce the volume of waste in the first place and explores ways of recovering organic waste for beneficial purposes, whether in foodservice or grounds maintenance operations.

How we get there

Sodexo looks to maximize opportunities and manage risks within the context of the Better Tomorrow Plan, which includes:

- Identifying physical, regulatory, financial, strategic and other risks and opportunities.
- Developing associated policies and procedures to reduce waste, leverage opportunities and manage risk in collaboration with stakeholders.

Tracking waste reduction and recovery progress based on three sets of measures:

a. awareness and behavioral changes (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.

b. Processes and equipment (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.
- 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.

C. Measurement

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.



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PROTECT THE ENVIRONMENT ORGANIC WASTE

DEPLOYMENT

► How we implement our strategy

● **In Fiscal 2011**, the global Materials and Waste Working Group's first significant task was to analyze the results of the **worldwide site inventory** of environmental activities undertaken in 2010. This analysis took place during late 2010 and included:

- Identifying the countries with the strongest and weakest responses in dealing with organic waste and seeking to understand the reasons why.
- Identifying best practices.
- Further developing and communicating best practices.
- Reviewing progress KPI definitions prior to validation by the Performance Working Group, which is dedicated to KPIs and metrics.

This survey contributed to promoting awareness and behavior, equipment and processes to reduce the volume of waste generated and increase recovery.

A significant number of **actions and initiatives are in place** to reduce waste generation and support the recovery of waste throughout the Group. These are complemented by progress tracking and the creation of a global toolkit. Our focus to date has been on awareness and behavior change.

One of our global Materials and Waste Working Group's objectives is to share experience of organic waste reduction technology. Since the working group's first in-person meeting in January 2011, we have been looking to **trial pre-consumer food waste reduction technology** used successfully in some of our United States operations in the United Kingdom.

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► What's next

2012

- Finalize an organic waste reduction and recovery toolkit as part of a global environmental toolkit aimed at site managers.
- All sites implement at least one action to reduce food waste.

2015

- All countries engage in an organic waste recovery program.



GOOD PRACTICES



🇬🇧 UNITED KINGDOM

Working with one of our main suppliers, we increased the volume of food waste diverted from landfill to energy generation by 34% or 32 tons, producing over 16,000 kWh.

Also in support of our commitment to recover organic waste, our approved suppliers collected more than 330,000 liters of used cooking oil from Sodexo sites in Fiscal 2010. This is converted into biodiesel, thus effectively preventing the release of 577 tons of CO₂ – the equivalent of removing 240 cars from the road for a year.

🇲🇦 MOROCCO

Sodexo has partnered with a specialist (Kilimanjaro Environment) to collect waste oil at all its sites. After recovery, these oils are processed and shipped for use as a lubricant for the automotive sector. Kilimanjaro has scheduled to build the first biodiesel production plant in Morocco, which would be operational from 2012.

🇺🇸 USA

On September 8, 2010 Sodexo launched a public relations campaign called Stop Wasting Food (www.stopwastingfood.org) that asked college students to consider the environmental impact of food waste. This campaign expanded Sodexo's commitment to building a better tomorrow for the planet and its people with one simple goal: winning student support for cutting food waste to curb climate change.



PROTECT THE ENVIRONMENT

ORGANIC WASTE

PERFORMANCE

KPIs

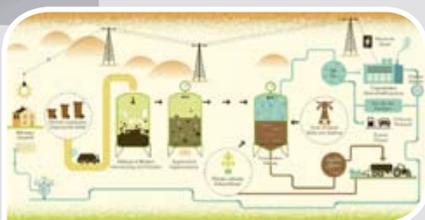
KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of sites implementing the organic waste reduction program (1)	4.5%	4.5%	10%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their organic waste (1)	39.8%	39.8%	54.4%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing heightened awareness and behaviour steps to reduce their organic waste (1)	NEW		23.5%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites which are able to accurately measure their progress (1)	NEW		28.8%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initiatives to recover organic waste (1)	52.8%	52.8%	30.6%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites where Used Cooking Oil is recovered (2)	53.8%	53.8%	84.8%	56% of inventoried sites in 48 countries representing 98% of revenues

(1) Based on learning from the Fiscal 2010 site inventory questionnaire and with the expert input of the Subject Matter Working Groups, the Fiscal 2011 site inventory questionnaire was considerably revised. The questionnaire is now more complete and more precise in its formulation.

We also reviewed our calculation rules to make the indicators more precise. With the exception of Initial Awareness and Behaviour where we kept the same indicator calculation rules, the indicators are not therefore comparable to the ones that we published last year.

(2) There is a significant increase in the % of sites recovering Used Cooking Oil. This is due to our efforts to ensure that more and more of our Used Cooking Oil is recovered and also due to a change in the denominator which now takes into account only those sites that use Cooking Oil as opposed to all Food Service Sites.

GOOD PRACTICES



LUXEMBOURG

Sodexo plans to recover organic waste by composting or by anaerobic digestion. Biogas is a natural process of transforming organic matter (animal or plant) into methane, then possibly into electricity or heat. The residuals are then used as fertilizer in agriculture. Today, 70% of the sites transform their organic waste (66% biogas and 4% composting).

AUSTRALIA

As part of the Resource Recovery program, Sodexo collects used cooking oil from our kitchen and send it away to be processed and sold as biodiesel. In our Remote Sites segment, site vehicles are currently running on 100% biodiesel, reducing carbon emissions by 95%. At sites where we have operated biodiesel vehicles, clients have commented on the improved condition of the engine and the pleasant smell of the fumes.



CONTENTS



Recognition

Europe

Sodexo's cooking oil recovery and conversion to biodiesel around the world was **showcased at the annual CSR Europe convention in Brussels, Belgium**, in October 2010.



Read more at www.sodexo.com

- Environment Section
- Case studies
 - Environmental Management at ACADIA University - Canada
 - Total Waste Management - United Kingdom
 - Stop Wasting Food - United States
- "Hands On" newsletter - 2011 editions:
 - February
 - June
 - July



NON-ORGANIC WASTE



CONTACT



Thomas JELLEY
Subject Matter Leader for
Materials and Waste
thomas.jelley@sodexo.com



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.

KEY FACT

 **Large volumes of packaging materials**, including paper, cardboard, wood, plastic, metal and glass, pass through our business.

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, which is often simply a resource in the wrong place.





PROTECT THE ENVIRONMENT

NON-ORGANIC WASTE

STRATEGY

► Why Sodexo is engaged

The purpose of our packaging materials is to protect the goods and food we use or serve and make sure that they and the people around them remain safe. We are 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 transportation of large volumes of water.

► How we get there

Sodexo is working on a **comprehensive waste strategy** to maximize opportunities and manage risks in the context of the Better Tomorrow Plan, which includes:

- **Collaborating with suppliers and NGOs** to identify physical, regulatory, financial, strategic and other risks and opportunities.
- **Developing associated policies and procedures** to reduce waste and leverage opportunities, including the raising of stakeholder awareness.
- Defining an **ambitious waste** program based on three sets of measures:

a. Awareness and behavioral changes (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.

b. Processes and equipment (more advanced steps)

In reducing non-organic waste:

- Agreeing on a non-organic waste reduction plan with clients.
- Using reusable/recyclable service ware.
- Using dispensers.
- Using dispensing/dosing equipment.
- Using reusable/recyclable containers.
- Agreeing on a non-organic waste recovery plan with clients.

Supporting non-organic waste recovery initiatives by:

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

c. Measurement and control

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.

CONTENTS





PROTECT THE ENVIRONMENT

NON-ORGANIC WASTE

CONTENTS



DEPLOYMENT

► How we implement our strategy

● In 2011, the **global Materials and Waste Working Group's** first significant task was to analyze the results of the **worldwide site inventory** of environmental activities undertaken in 2010. This analysis took place during the fall of 2010 and included:

- Identifying the countries with the strongest and weakest responses in dealing with non-organic waste.
- Identifying best practices.
- Further developing and communicating best practices.
- Reviewing progress KPI definitions, targets and measurement processes prior to validation by the Performance working group, which is dedicated to KPIs and metrics.

This survey contributed to promoting awareness and behavior, equipment and processes to reduce the volume of waste generated and increase material recovery.

● We have a considerable number of **actions and initiatives in place** to reduce the volume of waste associated with our operations and our recovery of waste throughout, in addition to the measurement of our progress indicators and the creation of a global toolkit. Our focus to date has been on basic steps to reduce non-organic waste, such as employee and consumer communication.

● We continued to build **relationships with key suppliers** on packaging redesign and waste reduction so that materials and waste are designed out of products before they even enter Sodexo operations.

● We continue to engage with **NGO stakeholders** dedicated to non-organic waste reduction and recovery.

● Many countries set **non-organic waste reduction as a priority** in their Better Tomorrow Plan country roadmap for 2011.

► What's next

2012

- Develop a comprehensive program to both reduce and recover our waste.
- All sites implement at least one action to reduce non-organic waste.
- All countries set a non-organic waste-reduction action plan
- We are working on a methodology for the measurement of non-organic waste starting with some key suppliers that have the ability to measure.

2015

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

GOOD PRACTICES



AUSTRALIA

Since 2007, the Resource Recovery Program has aimed 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 materials have been recycled, reducing waste sent to landfills by 1,783 m³. In 2010, a facility for processing glass and cardboard in a remote site village helped collect more than AU\$95,000, with all profits going to local charities.

FRANCE

The Corporate Services division is currently carrying out a project to come up with the best dishwashing area. Consumers will be encouraged to end their meals by sorting and discarding their waste in a relatively entertaining spirit.

ITALY

RicicliAmo is the first project for ecological education in schools in Italy. It has been created to develop and raise awareness of recyclable-waste collection. We are implementing the RicicliAmo program in four municipalities in the Piedmont. (Ricicli=we recycle; Amo=we love --> we love recycling). In 2011 we involved 16 clients and 9,000 students.





PROTECT THE ENVIRONMENT NON-ORGANIC WASTE

CONTENTS



PERFORMANCE

KPIs

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of sites implementing measures to reduce non organic waste (1)	4.0%	4.0%	12.3%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initial awareness and behaviour steps to reduce their non organic waste	33.9%	33.9%	27.3%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing heightened awareness and behaviour steps to reduce their non organic waste (1)	NEW		30.6%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites which are able to accurately measure their progress (1)	NEW		29.1%	56% of inventoried sites in 48 countries representing 98% of revenues
% of sites implementing initiatives to recover non organic waste (1)	NEW		67.6%	56% of inventoried sites in 48 countries representing 98% of revenues
% of Motivation Solutions countries raising awareness about the importance of non organic waste reduction	NEW		90.5%	72% of Motivation Solutions Revenues

(1) Based on learning from the Fiscal 2010 site inventory questionnaire and with the expert input of the Subject Matter Working Groups, the Fiscal 2011 site inventory questionnaire was considerably revised. The questionnaire is now more complete and more precise in its formulation. We also reviewed our calculation rules to make the indicators more precise. With the exception of Initial Awareness and Behaviour where we kept the same indicator calculation rules, the indicators are not therefore comparable to the ones that we published last year.

GOOD PRACTICES

FRANCE

The city of Marseille was a pioneer in the development of a process to recover food containers: this year, some 11 tons of containers were rinsed in the various offices of the central kitchen, collected by our supplier with a sustainable system, crushed, recycled and transformed in particular transport crates. A process now allows the manufacture of containers from recycled materials.

CHINA

Sodexo cooperates with our client to launch the program of "Waste Sorting and Recycling". Plastic bottle recycling bins were set up with eco-signs to raise customers' environmental awareness.

Read more at www.sodexo.com

- Environment Section
- Case studies
 - Environmental Management at ACADIA - Canada
 - Total Waste Management - United Kingdom
 - Resource Recovery Program - Australia
- "Hands On" newsletter - 2011 editions:
 - February
 - June
 - September

Recognitions

Australia

- In the North West of Australia, Sodexo was recognized as **Environmental Champion** among all contractors on the project of our client, Woodside.
- 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.

Singapore

Certificate of environmental accomplishment.





WE ENGAGE

A BETTER TOMORROW STARTS TODAY

Sodexo seeks to address the issues identified as being material to its business and its stakeholders. Among the roadmap's three core pillars, WE ENGAGE concentrates on dialogue and joint actions with our stakeholders.

Prior to the development and during the deployment, we have extensively consulted with internal and external stakeholders.

We have conducted and still conduct interviews with stakeholders to help us define and accurately refine our strategy and areas of action based on their feedback and expectations.



WITH 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 strive 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 391,000 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 33,400 sites where we operate and by 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.



 We Engage

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 strategy and contribute to strengthening clients' reputation.
CONSUMERS	We will help consumers to adopt more healthy and sustainable practices.
SUPPLIERS	We will engage our suppliers to improve sustainability in our supply chain and involve them in delivering our commitments.
INSTITUTIONS	We will regularly consult external stakeholders on strategy and innovation.

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

KEY PERFORMANCE INDICATORS	FISCAL 2009	FISCAL 2010	FISCAL 2011	Basis for consolidation Fiscal 2011
% of countries where Sodexo's Senior Leadership regularly (at least once every year) conducts a forum that brings together two or more groups of internal and external stakeholders to talk about the Better Tomorrow Plan		NEW	62.7%	88% of Group revenues

EMPLOYEES

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, which include our clients and our consumers.

How we get there

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

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

GOOD PRACTICES



HUNGARY

Sodexo introduced an internal program which focuses on the environment and comprehensively integrates its commitments, such as non-organic waste and carbon footprint. The aim of the program is to draw employee's attention to sustainable behavior and educate them on our environmental commitments, such as the importance of recycling and reducing energy consumption. Employees have been involved in the creation of the program, which made them even more engaged, and willing to make full use of all the communication tools.

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.

CONTENTS



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 tools.

“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.

E-learning module

In 2010, we created an e-learning module **to raise awareness among our managers** of the Better Tomorrow Plan. As of August 2011, **20,000 managers have been trained in 60 countries.** The second phase of our learning strategy is being launched with campaigns targeting employees and external stakeholders. We will communicate via interactive tools such as a rapid-learning videos, quizzes, tools for deployment on-site, etc. The first campaign was launched in early June 2011 to celebrate World Oceans Day on June 8.

See more information on our IMPLEMENTATION PROCESS section.

What's next

2012

We will **pursue the second phase of our training and awareness process** 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.

NORTH AMERICA

Sodexo conducted its first annual Better Tomorrow Plan Recipe Contest in April and May of 2011 to support internal culinary expertise development, leverage key external partnerships, and to raise awareness of Sodexo's commitments to the environment, nutrition, health and wellness, and local communities.



CLIENTS

Sodexo's commitment:

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

CONTENTS



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 33,400 sites in 80 countries; a company with strong social dimensions, employing 391,000 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 commercial opportunities.
- 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

In Fiscal 2011, **we launched HANDS ON, a digital sustainability newsletter** published each month and sent to our major International Large Accounts.

We strongly believe that **the success of our Plan lies in our ability to engage and create a dialogue with our clients.** We have started to build a sustainability strategy for some of our international large accounts with the objectives of implementing joint actions that would benefit our clients and consumers at the sites where we operate.

Understanding and fulfilling client expectations is fundamental to our success as a client-centered organization. Sodexo utilizes a specific methodology, called **the Clients for Life® retention process**, to systematically ensure that both past and current client expectations are well known to us, ultimately measured through revenue retention. This methodology considers Sodexo's performance against clients' expectations, identifies the health of relationships, service delivery and the required actions, and monitors the results to build long-term relationships based on trust and common goals.

This approach is being adopted throughout all Sodexo entities in the world, with **retention objectives for each entity.** Before the contract starts and after we have been awarded the contract, we will request a formal meeting involving members of the client's team and ours. The outcome of the meeting is a clear set of joint objectives and timeline for achievement. At the end of the first year, we will schedule a meeting during which the client is asked to articulate his expectations for the year to come.

Sodexo also consistently uses client surveys and reviews to monitor our clients' opinion of our service delivery and the health of our relationships. **Client retention on revenue is one of the Group's foremost indicators to demonstrate the health of our company.**

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.

What's next

2012

- Create regular feedback loops.
- Create a forum for clients to exchange best practices.
- All countries promote the Better Tomorrow Plan for clients.



GOOD PRACTICES

WORLDWIDE

We have determined that food waste represents an opportunity for Sodexo to clearly demonstrate our capacity to engage extensively and to be a reference.

"Let's do together what we cannot do alone": a Sodexo worldwide initiative, enacted locally through initiatives that involve the participation of Sodexo along with at least two or more stakeholders. Combining our efforts, can deliver real and concrete benefits to all the stakeholders involved and, of course, ultimately the community.



CONSUMERS

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 United Kingdom and is to be extended to other countries (Chile, United States Healthcare segment 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 food we eat.

Sodexo's commitment:

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

CONTENTS



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.

The sustained effort to measure satisfaction at site level in an integrated manner did intensify in 2010 at Sodexo, **with over 1,500 sites participating in a globally aligned survey** format, representing a total of 277,000 interviewed end-users. Within Sodexo, 30 countries are regular contributors to this satisfaction program. In total, **over 536,000 consumers** did participate in some form of satisfaction survey during 2010. A total of 30 professionals are responsible for managing this network of surveys.

Personix™ is a Sodexo proprietary tool used for analyzing and clustering consumers' expectations, needs and wants at site level; as of January 2011, a total of 4,050 sites were audited in 35 countries. This tool is now being made available progressively to all business segments, starting with Remote Sites, Healthcare (hospitals), Defense and Education (campus).

TESTIMONIAL

"I'd definitely buy food with the Marine Stewardship Council (MSC) ecolabel now I know it's worth it. It would be good to know that you were supporting sustainable fishing."

Rob, police community support officer and Sodexo consumer, attending the MSC fortnight organized by Sodexo in the United Kingdom in November 2010.



DEPLOYMENT

How we implement our strategy

Our solutions are tailored to suit each client site according to the 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 offers being created.

What's next

2012

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

GOOD PRACTICES

UNITED KINGDOM AND IRELAND

The BTP App is an interactive platform for smartphones to raise awareness and provide hints and tips to employees, consumers and any other person using a smartphone. Users can flip through tips on how to reduce their energy consumption, interactive information on sustainable fish labelling or top 10 tips for a healthy diet and lifestyle. The BTP App also offers handy features such as a pedometer, 45 recipes using seasonal produce, and a selection of MSC certified fish. It is even possible to donate money directly to STOP Hunger! The App is downloadable for free from Apple's App store.



SUPPLIERS

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 we 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 **Supplier 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 special projects**, such as waste reduction and recovery.
- Creating **regular feedback** loops and forums for suppliers.

GOOD PRACTICES



CHINA

2,750 Greeting Cards have been ordered and sent to our clients, potential clients, suppliers and other interested parties in China. For each card sent, Sodexo donates 0.3 euro to our STOP Hunger initiative, which will be used to improve the Quality of Life of those most in need.

GERMANY

Sodexo hosted the event and participated in the working group Food Service of the National Association of the German Nutritional Industry on May 20th, 2011. Theme: Sustainability in off-site market. Participants included supplier, institutions, Sodexo and the WWF Germany. Sodexo presented the Better Tomorrow Plan.

Sodexo's commitment:

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

CONTENTS



DEPLOYMENT

How we implement our strategy

During Fiscal 2010, we circulated a letter from our Chief Executive Officer Michel Landel to the Chief Executive Officers 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.

In our 80 countries, our sustainability teams also work with **external consultancy bodies** to progress on environmental issues and aid compliance with environmental regulations.

United Kingdom

- May 2011: Sodexo has joined **Linking Environment And Farming (LEAF)** as a corporate member, the first of its kind from the food and facilities management sector. LEAF will be engaging with Sodexo's suppliers to help them become LEAF certified as well as supporting the company's communication activities with clients and customers.
- Sodexo is a **member of SEDEX (Supplier Ethical Data Exchange)**, a membership organization for businesses committed to continuous improvement of the ethical performance of their supply chains. Sodexo is also the first food services company to promote "Red Tractor" certification for produce grown or raised in the United Kingdom.

What's next

2012

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

TESTIMONIALS

"We have already achieved much through fair trade and this initiative will allow us to do even more. Better export prices offer us higher security. On local markets, we were selling at low prices and now our children have a real choice to study longer. We also want to improve sanitation and provide opportunities for all members to better equip and restore their homes with sustainable materials."

Justo Ulises Niño Urbina, President of APOBOVCHIRA, an association with 285 producers.

"Over the past year, we have seen that producers put their hopes in fair trade and want to export their products at a fair price. We expect in 2010 that about 12% of farmers' organizations will be able to take charge of their future through fair trade. Sodexo offers opportunities for small banana producers. Sodexo's multiple client sites will help raise awareness on fairly trade products, which will increase the impact on farmers in developing countries,"

Lily Deforce, director of Max Havelaar in Belgium.



INSTITUTIONS

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.

DEPLOYMENT

► How we implement our strategy

- Sodexo is an **active player and member of key organizations** such as the ORSE, BSR, IMS etc.
- In 2010 and 2011, we have established two global partnerships with Marine Stewardship Council (MSC) and World Wildlife Fund (WWF) – see page 8.
- We continue to organize **stakeholder consultations**, held in the United Kingdom in 2010 and Germany in 2011.

TESTIMONIAL

"Sodexo decided in early 2011 to join ten other Belgian companies to create Be.Face, an association in Brussels that seeks to take concrete action against all forms of exclusion, at the company level and in their environment. In this association, Sodexo has chosen to invest particularly in two areas where its expertise is indisputable and recognized by all: diversity awareness and support for sustainable employment. Through concrete actions such as training and mentoring, Sodexo shows that sustainable development is not reduced to mere words!"

Marc Bronne, Director of Be.Face



Sodexo's commitment:

We will regularly consult external stakeholders on strategy and innovation.

CONTENTS



► What's next

Marine Stewardship Council (MSC)

In order to further develop our partnership with the MSC and help transform the seafood market to a more sustainable basis, we have defined an action plan:

- Release of a Sodexo partner page on the MSC website.
- Create a webinar for our managers on Sustainable Seafood and invite MSC to present the certification and respond to questions.
- Give Better Tomorrow Plan Champions the opportunity to plan two-hour meetings with the local representatives of MSC in the countries
- Circulate the MSC newsletter to our teams.

World Wildlife Fund (WWF)

The team will focus on:

- Implementation and the establishment of measurable indicators and targets. The seafood team's short term focus is finalizing the work plan and defining the scope of work for the coming year and finalizing the work plan on aquaculture.
- Ensuring better communication and synergies between work teams.

GOOD PRACTICES

🇬🇧 UNITED KINGDOM

- Series of private dinners on key themes of the Better Tomorrow Plan, gathering key stakeholders (government, NGOs, academics, certification bodies, armed forces, etc.) and a guest of honour (MP, leading expert in the area, etc.).
- Senior stakeholder consultation on the Better Tomorrow Plan hosted by Sodexo United Kingdom and Ireland's Chief Executive, Aidan Connolly, at Windsor Castle. The consultation gathered 30 key senior stakeholders around 6 tables matching the themes of the Better Tomorrow Plan.

🇺🇸 UNITED STATES

Sodexo has taken part in a report from sustainable innovation company SustainAbility that aims to outline the problems of the global food system and how we might begin to rethink a future one. SustainAbility's report focuses on four areas. The first is to use a reasonable amount of food resources. At the same time, companies need to work on eliminating waste. Information technology will also become an increasingly important piece of a better food system. Finally, it outlines the fact that companies have to start meeting societal needs, focusing on increasing accessibility to nutritious food, paying attention to resource constraints, and considering climatic impacts on agriculture.

GRI G3 GUIDELINES AND ISO 26000 CLAUSES

Linkage table 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.

Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators	ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
Stakeholder Inclusiveness Principle	Community involvement	6.8.3	PR - p. 5, 8, 96-102
Boundary Protocol	Promoting social responsibility in the value chain	6.6.6	PR - p. 64-79
1,1	Strategy and Analysis	6.2	PR - p.4, 6, 17, AR; RD
1,2			
2.1-2.10	Organizational governance	6.2	PR - p.3, 4, 12; AR; RD
4.1-4.17	Governance, Commitments and Engagement		
3.2 - 3.13	Report Parameters and Assurance	7.5.3	PR - p. 18-22, 109
General Reporting Notes - Assurance	Verification		
ECONOMIC CATEGORY			
Economic DMA	Organizational governance Community involvement and development	6.2 6.8	PR - p.12-13, 36-37, 52-63
EC1	Direct economic value generated and distributed	6.8 6.8.3 6.8.7 6.8.9	PR - p. 52-63
EC2	Financial implications and other risks due to climate change.	6.5.5	PR - p.17, 80-83; RD
EC5	Range of ratios of standard entry level wage compared to local minimum wage.	6.4.4 6.8	HR
EC6	Policy, practices, and proportion of spending on locally-based suppliers.	6.6.6 6.8 6.8.5 6.8.7	PR - p.20, 56-59, 68-71
EC7	Local hiring and senior management hired from the local community.	6.8 6.8.5 6.8.7	PR - p.20, 56-59, 68-71, HR; DI
EC8	Development and impact of infrastructure investments and services.	6.3.9 6.8 6.8.3 6.8.4 6.8.5 6.8.6 6.8.7 6.8.9	PR - p.20, 56-59, 68-71
EC9	Understanding and describing significant indirect economic impacts.	6.3.9 6.6.6 6.6.7 6.7.8 6.8 6.8.5 6.8.6 6.8.7 6.8.9	PR - p.20, 56-59, 64-79

CONTENTS



SODEXO PUBLICATIONS

PR	Corporate Citizenship Progress Review
AR	Annual Report
RD	Reference Document
HR	Human Resources Report
DI	Diversity and Inclusion Report



SOCIAL CATEGORY (INCLUDES HUMAN RIGHTS, LABOUR, PRODUCT RESPONSIBILITY AND SOCIETY)

Human Rights DMA	Organizational governance - Human Rights	6.2 6.3	PR - p.23-37
HR1	Investment agreements that include HR clauses or HR screening.	6.3 6.3.3 6.3.5 6.6.6	PR - p. 28-29, 64-79, HR
HR2	Suppliers and contractors that have undergone screening on HR and actions taken.	6.3 6.3.3 6.3.5 6.4.3 6.6.6	PR - p. 28-29, 64-79, HR
HR3	Total hours of employee training on policies and procedures.	6.3 6.3.5	PR - p.19, 23-35; HR
HR4	Total number of incidents of discrimination and actions taken.	6.3 6.3.6 6.3.7 6.3.10 6.4.3	PR - p.19, 26-33; HR; DI
HR5	Freedom of association and collective bargaining.	6.3 6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.3 6.4.5	PR - p.28-29; HR
HR6	Operations at risk for incidents of child labor, and measures taken.	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10	PR - p.28-29; HR
HR7	Operations at risk for incidents of forced or compulsory labor, and measures taken.	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10	PR - p.28-29; HR

* Indirectly relevant



GRI G3 GUIDELINES AND ISO 26000 CLAUSES

Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators		ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
HR8	Security personnel trained in the organization's policies or procedures concerning HR.	Human Rights Avoidance of complicity Employment and employment relationships Promoting social responsibility in the value chain	6.3 6.3.5 6.4.3 6.6.6	PR - p.19, 26-35; HR
HR9	Incidents of violations involving rights of indigenous people and actions taken.	Human Rights Resolving grievances Discrimination and vulnerable groups Civil and political rights Respect for property rights	6.3 6.3.6 6.3.7 6.3.8 6.6.7	PR - p.28-33, 56-59; HR; DI
Society DMA		Organizational governance Fair Operating Practices Community involvement and development	6.2 6.6 6.8	PR - p. 56-63
S01	Programs and practices that manage the impacts of operations on communities.	Economic, social and cultural rights Community involvement and development Employment creation and skills development Wealth and income creation Respect for property rights	6.3.9 6.8 6.8.5 6.8.7* 6.6.7	PR - p.56-59
S02	Business units analyzed for risks related to corruption.	Fair Operating Practices Anti-corruption	6.6 6.6.3	PR - p.26-27, 60-63
S03	Employees trained in organization's anti-corruption policies and procedures.	Fair Operating Practices Anti-corruption	6.6 6.6.3	PR - p.26-27, 60-63
S04	Actions taken in response to incidents of corruption.	Fair Operating Practices Anti-corruption	6.6 6.6.3	PR - p.26-27, 60-63
S05	Public policy positions and participation in public policy development and lobbying.	Fair Operating Practices Responsible political involvement Community involvement	6.6 6.6.4 6.8.3	PR - p.56-59, 102
S06	Contributions to political parties, politicians, and related institutions by country.	Fair Operating Practices Responsible political involvement Community involvement	6.6 6.6.4 6.8.3	Not applicable
S07	Legal actions for anticompetitive behavior.	Fair Operating Practices Fair competition Respect for property rights	6.6 6.6.5 6.6.7	PR - p. 26-29
S08	Sanctions for non-compliance with laws and regulations	Fair Operating Practices Respect for property rights Wealth and income creation	6.6 6.6.7 6.8.7*	PR - p. 26-29
Labor DMA		Organizational governance Labour Practices Fundamental principles and rights at work	6.2 6.4 6.3.10	PR - p. 28-33; HR
LA1	Total workforce by employment type, employment contract, and region.	Labour Practices Employment and employment relationships	6.4 6.4.3	HR
LA2	Total number and rate of employee turnover by age group, gender, and region.	Labour Practices Employment and employment relationships	6.4 6.4.3	PR - p.19; HR; DI
LA3	Benefits provided to full-time employees.	Labour Practices Employment and employment relationships Conditions of work and social protection	6.4 6.4.3 6.4.4	PR - p.30-31; HR

* Indirectly relevant

LA4	Percentage of employees covered by collective bargaining agreements.	Labour Practices Employment and employment relationships Conditions of work and social protection Social dialogue Fundamental principles and rights at work	6.4 6.4.3 6.4.4 6.4.5 6.3.10	PR - p.28-29; HR
LA5	Minimum notice period(s) regarding operational changes	Labour Practices Employment and employment relationships Conditions of work and social protection Social dialogue	6.4 6.4.3 6.4.4 6.4.5	HR
LA6	Workforce represented in health and safety committees.	Labour Practices Health and safety at work	6.4 6.4.6	PR - p.19, 34-35; HR
LA7	Injury, occupational diseases, lost days, and absenteeism, and workrelated fatalities.	Labour Practices Health and safety at work	6.4 6.4.6	PR - p.19, 34-35; HR
LA8	Education programs regarding serious diseases	Labour Practices Health and safety at work Community involvement and development Community involvement Education and culture Health	6.4 6.4.6 6.8 6.8.3 6.8.4 6.8.8	PR - p.34-35; HR
LA9	Health and safety topics covered in formal agreements with trade unions.	Labour Practices Health and safety at work	6.4 6.4.6	PR - p.34-35; HR
LA10	Average hours of training per year per employee.	Labour Practices Human development and training in the workplace	6.4 6.4.7	PR - p.19, 30-31; HR
LA11	Programs for skills management and lifelong learning.	Labour Practices Human development and training in the workplace Employment creation and skills development	6.4 6.4.7 6.8.5	PR - p.30-31; HR
LA12	Employees receiving regular performance and career development reviews.	Labour Practices Human development and training in the workplace	6.4 6.4.7	PR - p.30-31; HR
LA13	Composition of governance bodies and breakdown of employees per category.	Discrimination and vulnerable groups Fundamental principles and rights at work Labour Practices Employment and employment relationships	6.3.7 6.3.10 6.4 6.4.3	HR
LA14	Ratio of basic salary of men to women.	Discrimination and vulnerable groups Fundamental principles and rights at work Labour Practices Employment and employment relationships Conditions of work and social protection	6.3.7 6.3.10 6.4 6.4.3 6.4.4	HR; DI
Product Responsibility DMA		Organizational governance Fair Operating Practices Consumer issues	6.2 6.6 6.7	PR - p.60-63, 100
PR1	Life cycle stages for health and safety impacts of products and service.	Economic, social and cultural rights Promoting social responsibility in the value chain Consumer Issues Protecting consumers' health & safety Sustainable consumption	6.3.9 6.6.6 6.7 6.7.4 6.7.5	PR - p.34-35, 40-51; HR
PR2	Incidents of non-compliance with regulations and voluntary codes.	Economic, social and cultural rights Promoting social responsibility in the value chain Consumer Issues Protecting consumers' health & safety Sustainable consumption	6.3.9 6.6.6 6.7 6.7.4 6.7.5	Not applicable
PR3	Type of product and service information required by procedures.	Consumer Issues Fair marketing, factual and unbiased information and fair contractual practices Protecting consumers' health & safety Sustainable consumption Consumer service, support and complaint and dispute resolution Education and awareness	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9	Not applicable
PR4	Incidents of non-compliance concerning such labeling,	Consumer Issues Fair marketing, factual and unbiased information and fair contractual practices Protecting consumers' health & safety Sustainable consumption Consumer service, support and complaint and dispute resolution Education and awareness	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9	Not applicable

GRI G3 GUIDELINES AND ISO 26000 CLAUSES

Relevant GRI G3 Guidelines Disclosures - Disclosure on Management Approach (DMA) or Performance Indicators	ISO 26000 Core Social Responsibility Subjects and Themes	ISO 26000 clauses	Cross-reference
PR5 Customer satisfaction.	Consumer Issues Protecting consumers' health & safety Sustainable consumption Consumer service, support and complaint and dispute resolution Access to essential services* Education and awareness	6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9	PR - p.100
PR6 Programs for adherence to rules related to marketing communications.	Consumer Issues Fair marketing, factual and unbiased information and fair contractual practices Consumer service, support and complaint and dispute resolution Education and awareness	6.7 6.7.3 6.7.6 6.7.9	AR; PR
PR7 Incidents of non-compliance concerning marketing communications.	Consumer Issues Fair marketing, factual and unbiased information and fair contractual practices Consumer service, support and complaint and dispute resolution Education and awareness	6.7 6.7.3 6.7.6 6.7.9	Not applicable
PR8 Complaints regarding breaches of customer privacy.	Consumer Issues Consumer data protection and privacy	6.7 6.7.7	Not applicable
PR9 Fines for non-compliance.	Consumer Issues Consumer service, support and complaint and dispute resolution*	6.7 6.7.6	Not applicable
ENVIRONMENTAL CATEGORY			
Environment DMA	Organizational governance The Environment	6.2 6.5	PR - p.64-95
EN1 Materials used.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.76-79, 88-95
EN2 Percentage of materials used that are recycled input materials.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 88-95
EN3 Direct energy consumption by primary energy source.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 80-83
EN4 Indirect energy consumption by primary source.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 80-83
EN5 Energy saved due to conservation and efficiency improvements.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 80-83
EN6 Energy-efficient or renewable energy based products and services and reductions.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 80-83
EN7 Initiatives to reduce indirect energy consumption and reductions achieved.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 80-83
EN8 Total water withdrawal by source.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 84-87
EN9 Water sources significantly affected by withdrawal of water.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 84-87

EN10 Percentage and total volume of water recycled and reused.	The Environment Sustainable resource use	6.5 6.5.4	PR - p.21, 84-87
EN11 Biodiversity: location and size of land owned, leased, managed.	The Environment Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.6	Not applicable
EN12 Biodiversity: Impacts of activities, products, and services.	The Environment Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.6	PR - p. 68-75
EN13 Habitats protected or restored.	The Environment Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.6	PR - p. 68-75
EN14 Strategies for managing impacts on biodiversity.	The Environment Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.6	PR - p. 68-75
EN15 Number of IUCN Red List species and national conservation list species.	The Environment Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.6	PR - p. 68-75
EN16 Total direct and indirect greenhouse gas emissions by weight.	The Environment Climate change mitigation and action	6.5 6.5.5	PR - p.21, 80-83
EN17 Other relevant indirect greenhouse gas emissions by weight.	The Environment Climate change mitigation and action	6.5 6.5.5	PR - p.21, 80-83
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	The Environment Climate change mitigation and action	6.5 6.5.5	PR - p.21, 80-83
EN19 Emissions of ozone-depleting substances by weight.	The Environment Prevention of pollution	6.5 6.5.3	PR - p.21, 80-83
EN20 NOx, SOx, and other significant air emissions by type and weight.	The Environment Prevention of pollution	6.5 6.5.3	PR - p.21, 80-83
EN21 Total water discharge by quality and destination.	The Environment Prevention of pollution	6.5 6.5.3	PR - p.21, 84-87
EN22 Total weight of waste by type and disposal method.	The Environment Prevention of pollution	6.5 6.5.3	PR - p.21, 88-95
EN23 Total number and volume of significant spills.	The Environment Prevention of pollution	6.5 6.5.3	PR - p.21, 88-95
EN24 Weight of hazardous waste.	The Environment Prevention of pollution	6.5 6.5.3	PR - p.21, 88-95
EN25 Discharges of water and runoff.	The Environment Sustainable resource use Protection of the environment & biodiversity, and restoration of natural habitat	6.5 6.5.4 6.5.6	PR - p.21, 84-87
EN26 Initiatives to mitigate environmental impacts of products and services.	The Environment Sustainable resource use Promoting social responsibility in the value chain Sustainable consumption	6.5 6.5.4 6.6.6 6.7.5	PR - p.64-95
EN27 Percentage of products sold and their packaging materials.	The Environment Sustainable resource use Sustainable consumption	6.5 6.5.4 6.7.5	PR - p.21, 92-95
EN28 Sanctions for non-compliance with environmental laws and regulations.	The Environment	6.5	Not applicable
EN29 Environmental impacts of transportation.	The Environment Sustainable resource use Promoting social responsibility in the value chain	6.5 6.5.4 6.6.6	PR - p.21, 80-83
EN30 Total environmental protection expenditures.	The Environment	6.5	PR - p.64-95

* Indirectly relevant

OUR PUBLICATIONS

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CORPORATE CITIZENSHIP

Group reports

- Better Tomorrow Plan – Progress Review
 - 2011 (English and French)
 - 2010 (English, French and Spanish)
 - 2009 (English and French)
- Corporate Citizenship Report
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)
- Sustainability report (interactive)
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)



Country reports

- Belgium - Sustainable Development Report (Interactive)
- United Kingdom - Sustainable Development Report (Interactive)
- United States - Sustainable Development Report
- Dominican Republic - Sustainable Development Report
- France - Catalogue of good practices

Awareness

- The “Better Tomorrow Plan” presentation (long and short; English, French and Spanish)
- E-learning (English, French, Spanish, German, Italian, Portuguese/Brazilian and Chinese)
- Catalogue of good practices (English)
- Leaflet (English, French and Spanish)
- Event planner (English and French)
- Posters (English, French and Spanish)
- Sustainable City by Sodexo (English and French)

Awards

- Sustainable Development – External Recognition

Newsletters

- HANDS ON - Newsletter (English and French)
2011 editions:
 - February
 - March
 - April
 - May
 - June
 - July
 - August
 - September
 - October
- North America e-letter



Case Studies

- Wellness program (English and French)
- Sustainable Concierge services (English and French)

HUMAN RESOURCES

Promotion of labour relations; Responsible management of restructurings; Career management and promotion of employability; Quality of remuneration systems; Improvement of health and safety conditions and Respect and management of working hours.

Report

- Human Resources Report
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)
- Human Resources Report (interactive)
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)



Case Study

- Your Future, So Sodexo (English and French)

HUMAN RIGHTS

Respect for freedom of association and the right to collective bargaining and non-discrimination.

Reports and newsletters

- Diversity and Inclusion Report
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)
- Diversity and Inclusion report (interactive)
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)
- Global Inclusion News (English, French and Spanish)
 - October 2010
 - January 2011
 - May 2011
 - October 2011
- Diversity and Inclusion – Facebook page



Policy

- Human Rights policy (16 languages)
- Charter – Fundamental Rights at Work

Press Releases

- DiversityInc (English and French)
- SWIFt (English and French)

OUR PUBLICATIONS

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ENVIRONMENT

Environmental strategy; Management of environmental impacts from energy use; and Management of local pollution, protection of water resources, waste management, management of environmental impacts from transportation.

Sustainable Fish and Seafood

- Sustainable Fish & Seafood Policy
- Sustainable Seafood Guide Species
- Press Release – Fish and Seafood – 06/08/2011 (English and French)
- Video - Sustainable Fish and Seafood (English and French)
- Quiz - Sustainable Fish and Seafood (English)
- Case Study - Sustainable Fish and Seafood (English and French)



Case Studies

- Stop Wasting Food (English and French)
- Total Waste Management (English and French)
- Environmental Management at ACADIA (English and French)
- Fresh Local and seasonal fruits and vegetables (English and French)
- Meatless Monday by Sodexo (English and French)
- Endocube (English and French)
- Resource Recovery Program (English and French)

BUSINESS BEHAVIOUR

Product Safety (process and use); Integration of environmental factors in the supply chain; Integration of social factors in the supply chain and prevention of corruption.

Policies

- Supplier Code of Conduct (20 languages)
- Statement of Business Integrity

Press Releases

- E.Coli 26/05/2011 (English and French)
- Aspretto (English and French)
- Vitality (English and French)

Case Studies

- Vivir Bien (English and French)
- Natural! (English and French)
- Workplace Health Promotion Programme (English and French)
- Healthwise (English and French)
- Vitality (English and French)
- Aspretto (English and French)
- A dose of good health (English and French)

CORPORATE GOVERNANCE

Board of Directors; Audit & Internal Controls; Shareholders and Executive Remuneration.

Reports

- Reference Document
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)
- Annual report
 - 2011 (English and French)
 - 2010 (English and French)
 - 2009 (English and French)
- Key figures (English and French)

Press Release

- Sustainability Yearbook (English and French)

COMMUNITY INVOLVEMENT

Promotion of the social and economic development; Societal impacts of the company's products / services.

Brochure

- Stop Hunger (English, French and Spanish)

Awareness

- Poster Results Servathon STOP Hunger 2011
- Servathon video
- What Can I Do Guide - Create a Super Vegetable Garden
- Video - Local Community Development
- Quiz - Local Community Development

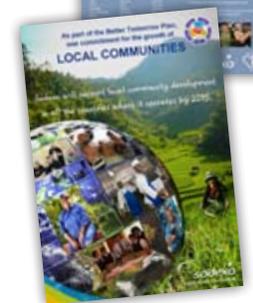


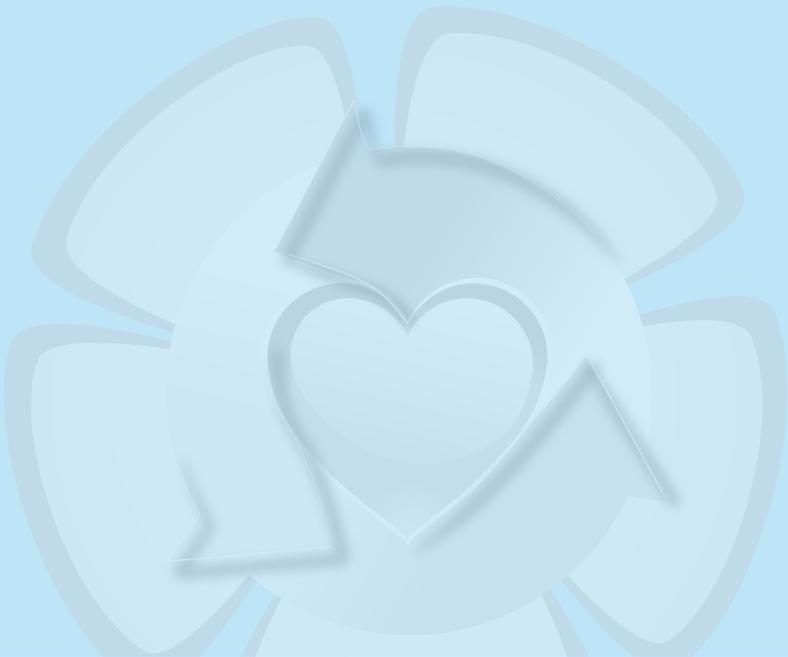
Press Releases

- Stop Hunger (English and French)
- Servathon (English and French)

Case Studies

- Servathon (English and French)
- Celebrating the Aborigines and Islanders culture (English and French)
- Fostering local employability (English and French)
- Super Vegetable Gardens (English and French)
- Working with aboriginal communities (English and French)
- INSERXO (English and French)
- Setting up local businesses in North Mara (English and French)





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▶ A GESTURE IN FAVOR OF THE ENVIRONNEMENT

Sodexo is committed to managing its communication in a responsible manner. For our 2011 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 help reduce pollution and waste.

▶ ABOUT THIS REPORT

Our Corporate Citizenship Progress Review is in its seventh 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, 2010 to August 31, 2011 (fiscal 2011). All references to "Sodexo" and "we" relate to the Sodexo Group.

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