

Reconciliation  
Action Plan  
2011 - 2012



Relationships



Respect



Opportunities

**Johnpaul Dimech**  
Chief Executive Officer  
Sodexo Australia and New Zealand

## Message from the CEO

I am honoured to present Sodexo's Reconciliation Action Plan as part of our ongoing commitment to the principles of Reconciliation.

For Sodexo, reconciliation means that we have acknowledged the lessons of the past and are gearing our future towards delivering initiatives aimed at promoting economic inclusion and sustainability in our local communities.

Sodexo's commitment to corporate citizenship through our Better Tomorrow Plan aligns with the principles of our Reconciliation Action Plan by:

- Generating and supporting sustainable direct employment opportunities
- Developing indirect employment opportunities through business ventures
- Promoting education through the provision of scholarships, cadetships and apprenticeships or by transferring the knowledge spread within our business
- Assisting young Aboriginal and Torres Strait Islander people in building social skills through sporting, and art cultural activities
- Applying our knowledge and technical expertise to improving and maintaining the quality of relevant Aboriginal and Torres Strait Islander targeted infrastructure; such as housing and schools.

Globally, Sodexo provides employment in 80 countries for 133 nationalities. In Australia, it is imperative that we have embedded within our structure a diversity strategy that creates an inclusive environment. The more inclusive we are, the more opportunities for employment and growth we can create in the communities with which we partner.

We believe that closing the gap on Aboriginal and Torres Strait Islander disadvantage is the collective responsibility of all Australian people. The key to success is to engage and encourage our partners – our stakeholders, employees, clients, suppliers, and families – to embrace the cultural shift we have put in motion.

We hereby commit to our host communities and Aboriginal and Torres Strait Islander Australians that wherever Sodexo operates in Australia we will work towards improving the Quality of Daily Life for our fellow Aboriginal and Torres Strait Islander people. Through mutual respect and working together we can, and will, generate new opportunities and successful outcomes for our communities.

### **Acknowledgment:**

*We are grateful to the Yothu Yindi Foundation who has given us permission to use the photograph on the cover. Photograph © Yothu Yindi Foundation/Garma Festival. Photographer Mark Rogers.*



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**Leah Armstrong**  
Chief Executive Officer  
Reconciliation Australia

## Message from Reconciliation Australia

Leah Armstrong - CEO



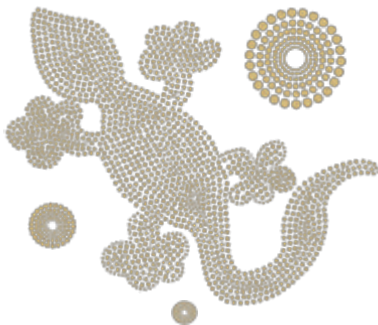
Reconciliation Australia is pleased to acknowledge Sodexo's leadership in developing its first Reconciliation Action Plan.

Sodexo have demonstrated through their Reconciliation Action Plan the many ways in which an organisation from outside the health field can positively impact on the lives of Aboriginal and Torres Strait Islander people, while also achieving great successes for their company. As a large private sector employer, with an enviable national reach, Sodexo is building relationships with the local Aboriginal and Torres Strait Islander communities in which they operate, creating respectful actions that value local protocols and cultures, and providing opportunities for employment within the niche of each of their respective divisions.

In the past year, Sodexo have maintained a considered and sustained approach to their Reconciliation Action Plan development, recognising that reconciliation is not an overnight occurrence, but something that takes time, commitment and a willingness to reflect on past learnings.

This new Reconciliation Action Plan does just that and builds on Sodexo's already significant contributions to Reconciliation.

We congratulate Sodexo on this outstanding commitment, one that shows a truly genuine and collaborative effort to achieve great outcomes for Aboriginal and Torres Strait Islander Australians and Sodexo alike.



## Our Mission

Sodexo's mission is to improve the Quality of Daily Life for the people we serve and the communities in which we operate.

Thanks to our broad operational footprint and the categories of services we deliver, we are empowered to contribute to the economic, social and environmental development of the regions in which we serve.

## Our Vision for Reconciliation

Sodexo promotes diversity and inclusion as a business imperative more than a moral obligation or societal goal.

We are committed to the principles and objectives of reconciliation in working towards a future of national recognition of Aboriginal and Torres Strait Islander contribution to Australian society.

Our vision is of a culture that embraces differences, and celebrates unique ideas, perspectives and experience to establish relationships built on mutual respect, values and empowerment.

Sodexo's endless commitment to economic growth and encouragement of corporate citizenship for Aboriginal and Torres Strait Islander communities supports our overall vision of long-term sustainability in areas such as employment, business, health, community and environment.



Jonell Councillor



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## Our Reconciliation Action Plan – “Idea to Action”

Sodexo’s Reconciliation Action Plan builds on our existing commitment to developing sustainability in Aboriginal and Torres Strait Islander communities. Our Reconciliation Action Plan framework evolved from the guiding principles of our Aboriginal and Torres Strait Islander Strategy and the aim to drive cultural change to successfully embed the Aboriginal and Torres Strait Islander Strategy in the way Sodexo does business.

Our Reconciliation Action Plan was developed through a consultative process involving our employees, Traditional Owners and Elders, community people, cultural workgroups, Stream Owners and Aboriginal and Torres Strait Islander Strategy Steering Committee members. It has evolved from a four stage approach:

Stage 1 – Executive and Senior Level Commitment

Stage 2 – Strategic Level Project Management

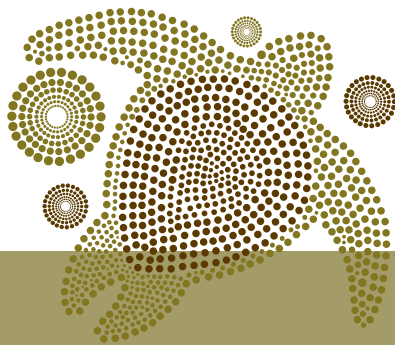
Stage 3 – Developing Key Initiatives

Stage 4 – Tracking, Reporting and Measuring Progress

Sodexo’s Statement of Commitment was formalised in February 2010 identifying four strategic streams of our core action plans:

- Direct Employment
- Business Enterprise and Community Sustainability
- Sporting, Arts and Culture
- Education and Training

Our four strategic streams are aligned with the three core pillars of Reconciliation: Relationships, Respect and Opportunities, are strengthened by a sound governance structure and with the support of a dedicated Aboriginal and Torres Strait Islander Strategy Steering Committee, Chairperson and Delivery Coordinator. We will continually measure outcomes to enhance our own opportunities to assist in “Closing the Gap” between Aboriginal and Torres Strait Islander and non-Indigenous Australians.





Lena Cedar



Relationships



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Vaughn Hampton



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## Sodexo, World Leader in Quality of Daily Life Solutions

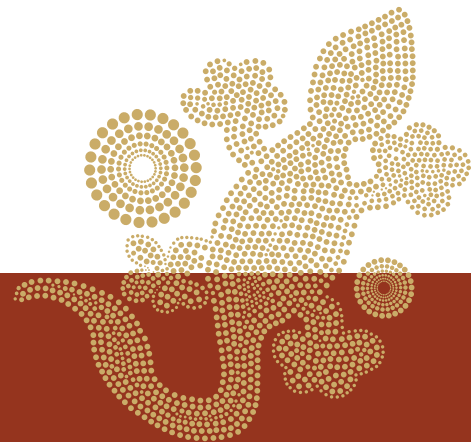
Quality of Daily Life plays an important role in the progress of individuals and the performance of organisations. Based on this passion, Sodexo acts as the strategic partner for companies and institutions that place a premium on performance and employee well-being, as it has since Pierre Bellon founded the company in 1966.

Sharing the same passion for service, Sodexo's 380,000 employees in 80 countries design, manage and deliver an unrivalled array of On-site Service and Motivation Solutions. Sodexo has created a new form of service business that contributes to the fulfilment of its employees and the economic, social and environmental development of the communities, regions and countries in which it operates.

Every day, Sodexo delivers improved quality of life to thousands of Australians across a remarkable range of environments. Our integrated facilities management and food services add intrinsic value, going beyond expectations to make every day a better day.



**Mathew Dawson**



## Our Strategy

### Charter of Reconciliation Commitments

We will develop a Charter of Commitment to the principles of reconciliation outlining Sodexo's purpose and responsibilities in fulfilling the objectives and goals of our Reconciliation Action Plan.

### Living Document

Our Reconciliation Action Plan will operate as a living document that will constantly evolve under continuous improvement actions whilst maintaining its original and overall purpose. Sodexo's Aboriginal and Torres Strait Islander Strategy Steering Committee will support the governance of the Reconciliation Action Plan through a transparent, accountable and auditable approach.

### Strengthen Community Employment

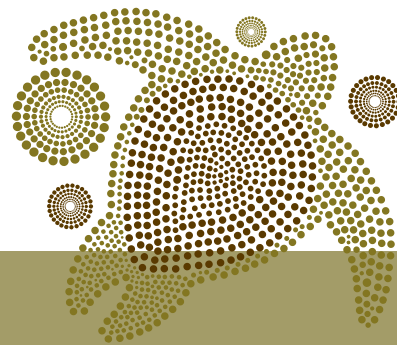
We will continue our support of the communities in which we operate through the generation of direct employment opportunities, promotion of education and training, and business ventures. We will identify and engage new and alternate methods of attracting and retaining the Aboriginal and Torres Strait Islander workforce.

### Respect Culture and Customs

We will recognise and acknowledge Aboriginal and Torres Strait Islander cultures and customs through listening, learning and understanding. We will endeavour to align our business practices to observe traditional customs and beliefs in the regions in which we operate. We will consult continuously with the Aboriginal and Torres Strait Islander communities to improve our understanding and respect.

### Long-term Sustainability

We will continue to contribute to the economic, social and environmental development of the regions in which we operate with an ongoing focus of long-term sustainability for these regions. We will incorporate the priorities of our Better Tomorrow Plan to promote community and environmental wellness and sustainability.



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## The Better Tomorrow Plan

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

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

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

**WE DO:** Three priorities with 14 commitments to action:

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

**WE ENGAGE:** Dialogue and joint actions with our stakeholders



## Measuring Our Performance

Our corporate responsibility is a long-term commitment. The journey will be challenging and rewarding and we will remain focused through the delivery of realistic, targeted and measurable outcomes. Our approach to measuring performance will be transparent, and we will regularly review to constantly enhance our actions and outcomes. We will continue to consult and engage with Aboriginal and Torres Strait Islander people and communities in locations where we operate.

Mikaela Mowarin



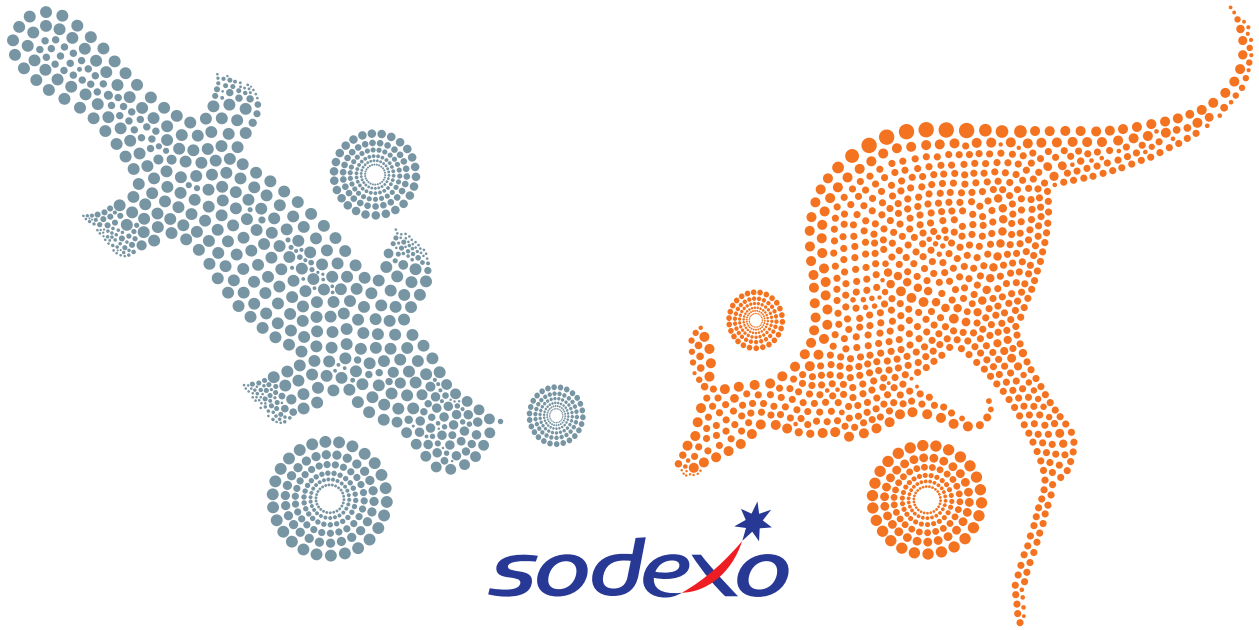
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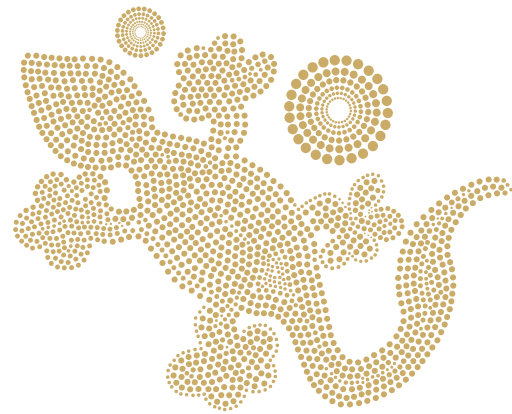
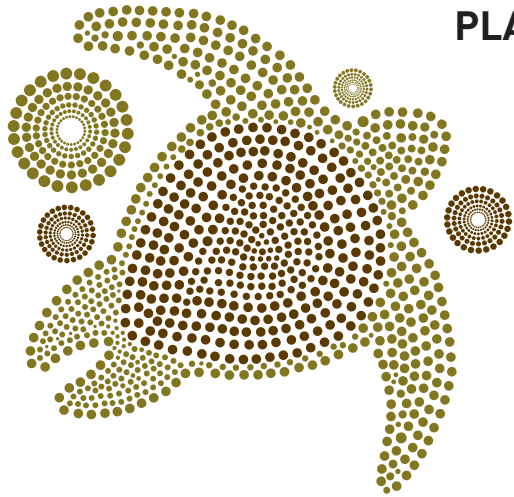
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**RECONCILIATION ACTION  
PLAN 2011 - 2012**





## Relationships

We believe in the benefits of cultural diversity in the workplace and recognise that there is much to be learnt and gained by working with Aboriginal and Torres Strait Islander communities to achieve our business imperatives. A high priority is placed on developing long-term mutually beneficial relationships with local communities in locations in which the company operates.

We will remain enthusiastic and see our commitment through to the end because keeping our word is important to Aboriginal and Torres Strait Islander people. We will always aim to hear the views of the whole community as it is likely there will be different aspirations and needs.

Action	Timeline	Regions	Measures	Impact
Establish relationships with local job networks to increase employment opportunities for Aboriginal and Torres Strait Islander job seekers	Ongoing	Targeted sites	Increased Aboriginal and Torres Strait Islander employment at all targeted sites	Direct Employment
Investigate, develop and implement community engagement frameworks including Partnerships, Joint Ventures, Memorandums of Understanding and Community Partnership Agreements that support local and regional enterprise	Apr 2011 - Mar 2012	VIC, NSW, WA, NT	Research undertaken and contact made with potential joint venture stakeholders. Community engagement frameworks established. One new local business per State supported annually	Business Enterprise and Community Sustainability
Build upon existing membership with the Australian Indigenous Minority Supplier Council (AIMSC) providing a direct link between corporate Australia and Indigenous-owned businesses to increase Indigenous product sourcing throughout our business. Encourage Sodexo supplier to service from Indigenous businesses and Suppliers.	May 2011 - Ongoing	Targeted sites	Consistent quality. Increased annual volume	Business Enterprise and Community Sustainability
Establish partnerships and provide support in Education and Seniors sectors within our targeted locations focusing on development tools, health, wellness and volunteer programs	Commence May 2011	VIC, NSW, WA, NT	Partnership established. Program agreed.	Business Enterprise and Community Sustainability
Actively engage in sponsorship of Aboriginal and Torres Strait Islander sporting teams and artists	Ongoing	WA, QLD, NT, SA, VIC, NSW	One major Aboriginal and Torres Strait Islander cultural event sponsored each year in collaboration with Client, in each capital city. One sporting team sponsored in each region per year	Sports, Art and Culture
Develop a Buddy and Mentoring Program for Aboriginal and Torres Strait Islander employees which builds individual capacity where this is sought by the employee	May 2011	Australia wide	One program framework developed for customisation across targeted locations	Education and Training





## Respect

We recognise that the support of the local Aboriginal and Torres Strait Islander community is the cornerstone for the development of a harmonious partnership. We remain committed to applying a respectful engagement process which acknowledges and recognises Aboriginal and Torres Strait Islander protocols, cultural norms and ways of working.

Our relationships with Aboriginal and Torres Strait Islander people and communities are built over time and based on mutual respect and trust.

Action	Timeline	Regions	Measures	Impact
Facilitate sponsorship of NAIDOC Week activities at targeted sites and ensure a minimum of one site visit per year by the Diversity Team to maximise attraction and retention of the Aboriginal and Torres Strait Islander workforce	By end 2011	Targeted sites	Increased involvement of Traditional Owners and Elders at all targeted sites	Direct Employment
Provide opportunities to work at the GARMA Festival and experience the cultures of the NE Arnhem land Aboriginal peoples	Annually	WA, QLD, NT NSW, VIC, SA	One existing Aboriginal and Torres Strait Islander employee from each region to attend GARMA annually	Direct Employment
Increase the presence of expressions of artwork in Sodexo offices to enhance awareness and appreciation of local cultural groups	Ongoing	WA, QLD, NT NSW, VIC, SA	Local artwork displayed in all targeted sites. Local artists invited to sites to share the stories of their art with residents	Sports, Art and Culture
Establish Aboriginal Art and Artefacts Retail Outlets on site supporting and commissioning local Aboriginal and Torres Strait Islander Artists, with all monies from sale going directly to local communities	Jul 2011	WA, QLD, NT NSW, VIC, SA	One outlet established in each State/Territory. Financial accounting system in place. Regular 'Artist in Residence' visits arranged	Sports, Art and Culture
Endorse local communities to develop and deliver Cultural Tours conducted by local Aboriginal and Torres Strait Islander Tour Guides	Ongoing	Targeted sites	Traditional Owner groups sponsored in partnership with Client, to travel to site to undertake cultural mapping. Practical assistance provided to construct necessary infrastructure	Sports, Art and Culture
Facilitate Cross Cultural training in all States/Territories for Senior Management and Executive team	Ongoing	Australia wide	Complete one program per year, per State/Territory	Education and Training
Assist Aboriginal and Torres Strait Islander employees trained in key trades areas to return to homeland communities to	Oct 2011 - Nov 2011	WA, SA	Apprenticeships and training opportunities provided	Education and Training



## Opportunities

We are committed to supporting Aboriginal and Torres Strait Islander people and communities, particularly in the locations where we operate, to improve the quality of daily life and overall wellbeing. The development of training and employment opportunities for local communities is an important first step.

Aboriginal and Torres Strait Islander communities want opportunities, action and positive change and we are committed to working with each group to identify which opportunities they are most interested in pursuing.

Action	Timeline	Regions	Measures	Impact
Utilise opportunities to advertise and promote job vacancies for Aboriginal and Torres Strait Islander people within Sodexo via local radio, community newspapers and magazines, local Aboriginal and Torres Strait Islander networks and Indigenous career-websites	Ongoing	Targeted sites	Monitor and increase in Aboriginal and Torres Strait Islander jobseeker applications at all targeted sites	Direct Employment
Provide opportunities for office based traineeships in all Sodexo offices	By end 2011	Targeted sites	Individual training and career pathway established for Aboriginal and Torres Strait Islander trainees	Direct Employment
Identify, source and establish products and services required to support the growth of local businesses and community sustainability	Apr 2011 - Ongoing	Targeted sites	Products on site sourced locally and nationally. Resources and practical help to community groups	Business Enterprise and Community Sustainability
Promote local Aboriginal art via a Sodexo hyperlink to community-websites and our internal-publications	Apr 2011 - Ongoing	Targeted sites	Hyperlink established Training provided	Sports, Art and Culture
Increase the number of Aboriginal and Torres Strait Islander 1st year Apprentice Chefs	By Mar 2012	WA, QLD, NT	Increase by one in each State/Territory at least one targeted site	Education and Training
Engage with local and national training providers and clients to develop an Aboriginal and Torres Strait Islander Apprenticeship, Traineeship and Work-Ready Program structure	By end 2011	QLD, NT, WA	A framework developed for customisation across targeted locations	Education and Training
Work in partnership with One Laptop per Child Australia. Donate in incremental amounts to provide Aboriginal and Torres Strait Islander children enrolled in community schools with a laptop for enhanced learning	Ongoing	WA	Feedback from participating schools that learning was improved	Education and Training
Increase our Aboriginal and Torres Strait Islander employment workforce across all occupations to represent 10% of our total Sodexo workforce	Mar 2012	Australia Wide	Increase to 10% of total Sodexo workforce	Direct Employment
Work in collaboration with local communities to commence native seedling propagation and replanting program where the community have expressed an interest in this program	Jun 2011 - Ongoing	WA, QLD, NT	Provision of planter tubs, horticultural expertise and practical help to community groups	Business Enterprise and Community Sustainability
Transfer our knowledge and technical expertise to improving and maintaining Indigenous targeted infrastructure with the possibility of providing maintenance services via Indigenous	Jan 2012	WA, QLD, NT	One maintenance service contracts established in each site	Business Enterprise and Community Sustainability



**Wendy Dawson –**  
Sodexo Diversity Manager  
Presenting at the 2011  
Sodexo Star Awards night

## Tracking Progress and Reporting

Action	Timeline	Regions	Measures
Distribute a Reconciliation Action Plan to Sodexo employees and make Reconciliation Action Plan available to all stakeholders on the Sodexo internet	Mar 2011 - Apr 2011	Australia wide	Reconciliation Action Plan available on Sodexo and Reconciliation Australia website
Prepare and publish quarterly progress reports for our stakeholders which will be available on the Sodexo and Reconciliation Australia website	Ongoing	Australia wide	Reports available on Sodexo and Reconciliation Australia website
Ensure ongoing scheduled communication to employees about Reconciliation Action Plan milestones and achievements of Reconciliation Action Plan key performance indicators	Ongoing	Australia wide	Communication sent via multiple methods to all Sodexo employees
Measure targets achieved against key performance indicators in the areas of education and training, organisational cultural competencies and community engagement	Ongoing	Australia wide	Published progress reports
Develop and incorporate comprehensive risk management and governance processes into company strategy	Ongoing	Australia wide	Risk management and governance processes formulated

**The focus of our first 12 months will be the following priority locations nationwide:**

**Queensland** - Gulf Savannah Region, Brisbane Western Suburbs and Ipswich. **Northern Territory** – Gove, Nhulunbuy and Yirrkala Community  
**New South Wales** - Taree, Sydney West Suburbs and Albury. **Victoria** - Wodonga, Ballarat and Sale. **South Australia** - Adelaide, Port Augusta and Port Pirie.  
**Western Australia** – Narrogin, Boddington, Wiluna, Roebourne, Karratha and Tom Price.

# Our Reconciliation Action Plan Journey 2011



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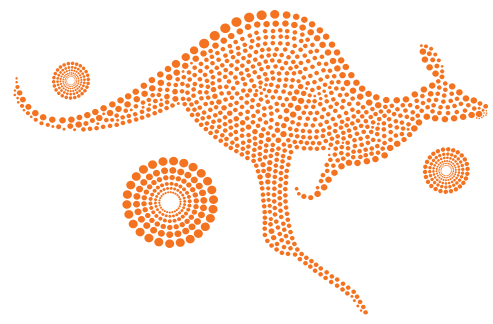
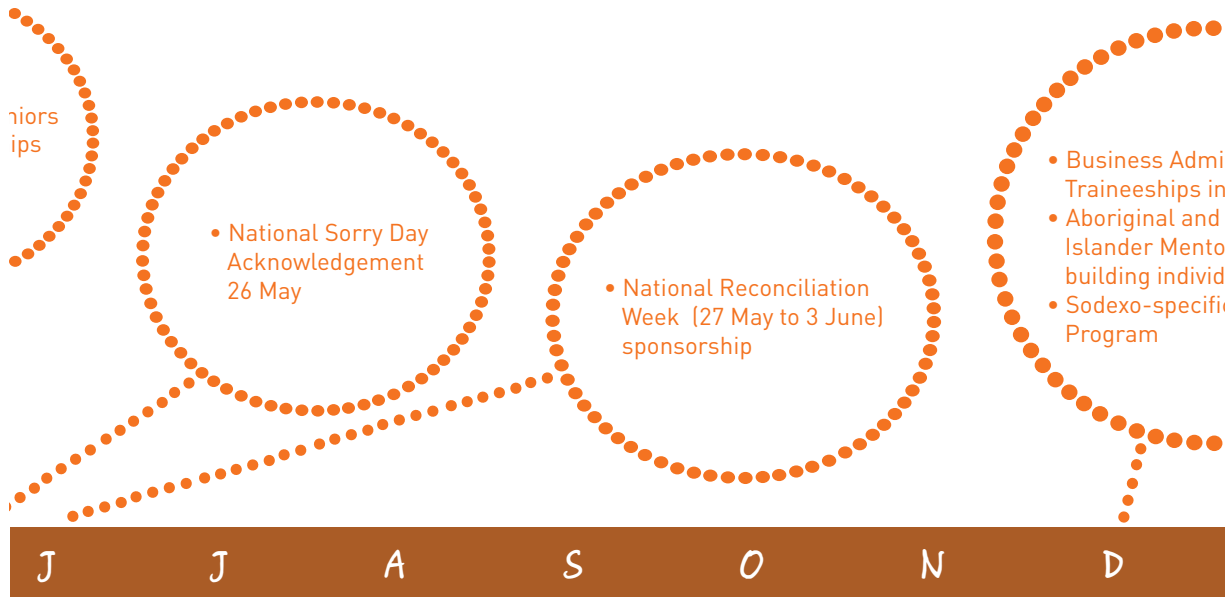
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## Our Committee Members

### Reconciliation Action Plan – Four Stream Owners



*Direct Employment*

**Adela Culda**  
Corporate HR and  
Resourcing Manager



*Business Enterprise and  
Community Sustainability*

**Gary Mickler**  
Chief Operating Officer



*Education and Training*

**Kelly Mitchell**  
National Learning and  
Development Manager



*Sports, Arts and Culture*

**Heath Chapple**  
Chief Operating Officer

### Reconciliation Action Plan – Co-Authors

Raj Verma and Amanda Lawton

### Aboriginal and Torres Strait Islander Strategy Steering Committee

Johnpaul Dimech (Chair), Gary Mickler,  
Heath Chapple, Adela Culda, Kelly Mitchell,  
Raj Verma, Amanda Lawton and Wendy Dawson

### Delivery Coordinator

Wendy Dawson

### Acknowledgements

We wish to acknowledge the stream members who have worked diligently and selflessly in the preparation of our Reconciliation Action Plan. We thank the stream members for their efforts and generous contribution.



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## Final word from the CEO

At Sodexo, our mission is to improve the Quality of Daily Life for the people and communities we serve. We promote the positive inclusion of employees from a wide variety of cultures and backgrounds throughout the world and I feel privileged to be a member of this innovative team paving the way for Reconciliation within the fully integrated services industry in Australia.

We believe closing the gap on Aboriginal and Torres Strait Islander disadvantage is a shared responsibility and we have endeavoured to create a Reconciliation Action Plan that reaffirms our commitment to increasing cross cultural awareness, encouraging economic growth and promoting sustainability within the communities in which we operate.

For Sodexo, the key to success is to engaging our partners. We are proud to be in partnership with Reconciliation Australia and we have worked closely with Aboriginal and Torres Strait Islander organisations and cultural ambassadors to assist in identifying community needs and aspirations. We look forward to further developing these relationships and will continue to engage stakeholders from local regions moving forward.

Looking to the future, our intention is to embed our reconciliation actions throughout our workplace and day-to-day practices, shifting the way we do business across all functions and levels. Sodexo is confident that as we embrace our core values of Team Spirit, Service Spirit and Spirit of Progress - we will make a difference.

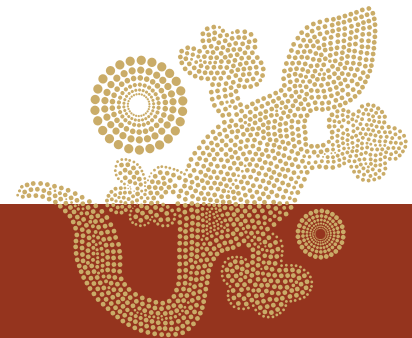
For Sodexo, our commitment to Reconciliation is long term. We feel motivated to work on the streams in our Reconciliation Action Plan and will remain focused on delivering realistic, targeted and measurable outcomes. The journey ahead is bound to be both challenging and rewarding. We offer our encouragement and support to our fellow organisations who share in the belief of making every day a better day for all Australians.

As a final thought, I'd like to leave you with a few individuals who we see as an essential part of the future of our Company.

### **Johnpaul Dimech**

Chief Executive Officer

Sodexo Australia and New Zealand



## Our Success Gallery



Site Manager - Jonell Councillor

- Jonell started with Sodexo as a Domestic Cleaner in 2008 and has worked across four different sites. In 2009, Jonell was identified by our COO as a potential leader and commenced work with her Operations Manager and the Diversity team to develop a Personal Training Plan to assist in her journey to become a Site Manager.
- Our Manager training includes structured training such as Certificate IV Frontline Management and on-the-job work activities and coaching and mentoring, which are all considered to be key components. Structured training is important but secondary to the training and experiences that Jonell has acquired in the workplace.
- Sodexo is extremely proud of Jonell and all that she has achieved and we are celebrating with her recent appointment as Sodexo's first Aboriginal Site Manager at Yarrie Village in the Pilbara region.



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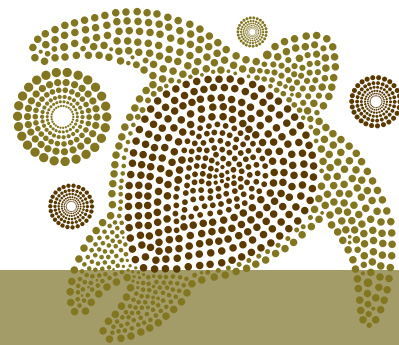
Opportunities





Accommodation Manager - Kendall Roe

- Kendall started with Sodexo in 2008 and has worked at five different sites in the roles of Gardener, Utility, Domestic and Industrial Cleaner and Bar Attendant. In May 2010, Kendall went to the West Angelas site in the Pilbara and undertook two months of training for Front Office and Accommodation duties.
- Kendall has consistently demonstrated all of the qualities that make a good 'people person': friendly, approachable, helpful and most importantly for our industry – very customer focused. Kendall is eager to learn new skills and has quickly become an integral part of our West Angelas team.
- Kendall was recently promoted to Accommodation Manager at West Angelas. This role involves managing the Village Front Office/Reception Area and 1,041 accommodation rooms – overseeing the village maintenance – supervising a team of eight Domestic Cleaners and responding to function requests from the client - Kendall is well on the way to becoming a Site Manager with Sodexo.





Health and Lifestyle Co-ordinator  
Team Leader – Mathew Dawson

- Mathew began working with Sodexo in 2004, as a means to pay for his university fees. Mathew joined Sodexo as a casual remote employee working as a domestic cleaner, a gardener and a utility across 15 different sites in Western Australia. He loved the Sodexo lifestyle and culture so much, that at university Mathew decided that he was going to work towards becoming a Health and Lifestyle Coordinator once he had graduated with a Degree in Exercise and Sports Science.
- Health and Lifestyle Coordinators are hand-picked to suit the specific needs of the client. Their role is to impart positive mental and physical energy to employees in the remote site villages enabling them to improve wellbeing and the quality of their daily lives. They provide opportunity and information to help employees to make better health and lifestyle choices, to enjoy a moderate lifestyle and healthy eating habits, to engage in regular physical activity and fun, social and recreational pastimes.
- “Dreams do come true if you work hard enough” says Mathew because today he is doing exactly what he set out to do and is enjoying every minute of it. Mathew is employed as the Health and Lifestyle Team Leader at Gap Ridge Village near Karratha, coordinating the Sodexo Symmetry Program.



Relationships



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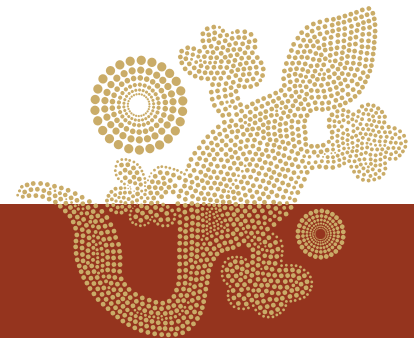


Opportunities



*Catering Supervisor and Aboriginal and Torres Strait Islander Site Mentor - Naomi Knapp*

- Naomi commenced employment with Sodexo at Boddington 18 months ago as a Service Attendant and has worked in the dining room, as a Domestic Cleaner, Bar Attendant and Kitchenhand. Naomi has a quietly confident manner and people quickly came to rely on her for direction and assistance.
- In 2011, Naomi has a dual role of Catering Supervisor and Aboriginal and Torres Strait Islander Site Mentor, and she successfully and efficiently manages her 10 hour shift across both. She is a natural leader and we can't imagine Sodexo Village life without her.



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