



Fiscal 2021 Corporate Responsibility Report



...apresenta o compromisso de
...responsabilidade social.

...uma inovação tecnológica,
...milhões de atividades sociais e
...o mundo. Durante a década de
...e produtos mais inovadores na
...e sustentáveis e na indústria
...e os melhores frutos da inovação. Nesse
...e os melhores frutos da inovação. Nesse
...e os melhores frutos da inovação. Nesse

...e os melhores frutos da inovação. Nesse
...e os melhores frutos da inovação. Nesse
...e os melhores frutos da inovação. Nesse

Contents

1	INTEGRATED REPORT	1	2	CORPORATE RESPONSIBILITY AT SODEXO	44
	Interview with Sophie Bellon		2		
	PROFILE		4	2.1 Corporate Responsibility at Sodexo	44
	The global leader in Quality of Life services		5	2.1.1 Our contribution to the United Nations Sustainable Development Goals	45
	A unique range of services		6	2.1.2 CSR Governance	46
	Mission & values		8	2.1.3 Stakeholder Relationships	47
	Long-term vision ensured through founding family shareholding		10	2.1.4 Materiality Matrix	48
	An independent Board of Directors		11	2.1.5 Running business with integrity and respect for human rights wherever Sodexo operates	51
	Ethics at the heart of the Group's governance and commitments		12	2.2 Improving everyone's quality of life in a sustainable way	53
	A management team mobilized to face post-Covid issues		13	2.2.1 People-centricity has been core in a challenging year	54
	Milestones in the Group's growth		14	2.2.2 Act for a hunger-free world	56
	STRATEGY		16	2.2.3 Impact on individuals – key performance indicators	58
	Essential services for the short- and long-term		17	2.3 Promoting the inclusive development of communities	65
	Competitiveness and transformation for profitable and responsible growth over the long term		18	2.3.1 Diversity, Equity and Inclusion: a catalyst for societal change	66
	Acting responsibly on a daily basis		20	2.3.2 An inclusive and supportive supply chain	68
	Identifying and managing risks		22	2.3.3 Impact on communities – key performance indicators	70
	Highlights of the year		23	2.4 Significantly Reducing our Environmental Footprint	73
	IMPACT		24	2.4.1 An ambitious, Global Project to Fight Climate Change	74
	Caring about quality of life for all		25	2.4.2 The Circular Economy, an Environmental Solution Across the Value Chain	76
	A sustainable and shared value-creation model		26	2.4.3 Impact on the environment – key performance indicators	78
	#Love of food		28	2.5 Controversies	80
	#New food experiences		30	2.6 Our reporting methodology	81
	#Workplace transformation		32	2.7 Reconciliation tables	
	#Social impact		34	2.8 Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement	95
	#Act for climate		36		
	Financial indicators		38		
	Non-financial indicators		40		
	A responsible compensation policy		42		



Sodexo is committed to the practice of Integrated reporting, based on the recommendations of the International Integrated Reporting Council (IIRC) and the Group's roadmap for corporate responsibility Better Tomorrow 2025.

Managers from various departments within the Group took part in a series of workshops to co-create the report, ensuring there is a common perspective on Sodexo's overall economic, social and environmental performance.

This Fiscal 2021 Corporate Responsibility Report draws on information from the Universal Registration Document in which it is published.



As the global leader in Quality of Life services, Sodexo is the daily partner of over 100 million consumers in 56 countries. Since 1966, each day our teams strive to satisfy our customers and consumers, and to create value for all of our stakeholders.

These unprecedented times, in which we have all rallied together to beat the Covid-19 pandemic, have highlighted the value of our essential jobs. With a solid business model and the total dedication of its teams, Sodexo has shown great resilience in this unprecedented and especially challenging context.

By closely observing new consumer behaviors and trends, and to serve the needs and desires of each individual, Sodexo is accelerating its transformation and strengthening its competitiveness to rapidly adapt to the expectations of its clients and consumers and return to solid, profitable, and responsible growth over the long term.

Each of our actions is guided by our mission and values, and our awareness of our impact and responsibilities, which inspire us at every moment to give the best of ourselves to make every day a better day.

“... more and more, companies are seen as a critical player on societal issues. That’s why our CSR approach is embedded in our strategy, our value propositions, our offers and services, and frankly everything we do.”



Interview with **Sophie Bellon**, Chairwoman of the Board of Directors and Interim Chief Executive Officer

Corporate responsibility was central to Sodexo’s mission when the company was created. What about today?

Sodexo was created in 1966 in Marseille, with the forward-thinking dual mission of both improving the quality of life of our employees and those we serve while contributing to the economic and social development, and environmental balance of the communities, regions, and countries in which we operate. Our family, as a controlling shareholder, steadfastly defends this ongoing mission, as well as our founding values of service spirit, team spirit and the spirit of progress. The success of Sodexo was built on these cornerstones.

Our corporate responsibility is central to this guiding mission, and it is embodied in our CSR roadmap: **Better Tomorrow 2025**.

This roadmap summarizes our commitments as an employer, as a service provider, and as a corporate citizen, to individuals, communities, and the environment. Embodying nine commitments, the roadmap guides our actions and directs our progress with respect to our most important social, societal, and environmental issues.

What are Sodexo’s proudest highlights of 2021?

First and foremost, **individuals** are at the heart of our business, whether they are our employees, consumers, clients, or members of the communities we serve.

This is why I want to start by talking about the health and safety of our employees, to whom we are committed to a zero accident approach. This year, we signed an agreement with the International Union of Food workers (IUF) to guarantee



communities we serve—is also a top priority for us. That’s why we continuously strive to anchor a strong culture of inclusion throughout the Group, reflecting our spirit of progress. We firmly believe that, beyond being a moral imperative, the diversity of our teams is a source of creativity, innovation, and high performance.

I am especially proud of our progress on gender equality. We have already reached the targets we set for 2025, and we are continuing still to make progress. Women now account for 43% of the Group Senior Executives and 44% of Managers. What’s more, women make up 60% of our Board of Directors and 39% of our Executive Committee.

I would also like to reiterate the importance of our relationships with our suppliers, which are key to our commitment to responsible sourcing. Our Supplier Inclusion Program is a wonderful example of this. The program aims to increase the share of SMEs in our ecosystem, selected based on the specific criteria of diversity, equity, and inclusion. There is also “La Passerelle,” a new economic model with a positive social impact that we launched in 2021, designed to strengthen employability, nutrition, and social cohesion in targeted neighborhoods.

Finally, I would like to highlight our efforts in terms of our **environmental impact**.

We are continuing to make progress in reducing our overall carbon footprint. Many company-wide initiatives are currently being implemented. Today, nearly 24% of the electricity we use is renewable, and we are committed to achieving 100% renewable electricity at our sites by 2025. We’ve joined the international RE100 initiative to help us with this transition.

Finally, we are continuing to reduce food waste, one of our key environmental commitments. Our food waste is down almost 50% at the nearly 900 sites where we have launched our WasteWatch program. And I really have to commend our teams, who have continued to carry out exceptional work—and relentlessly—during this particularly difficult time we’re experiencing. The commitment of our stakeholders to fight the scourge of food waste is absolutely key to our progress.

What are your commitments for the future?

Choosing responsible growth means continuing to conduct our business in an ever safer, healthier, and more environmentally friendly way, all while measuring our progress. This means constantly improving the way we care for our employees, the quality of the meals we serve, and the services we offer, as well as our actions as a corporate citizen. Our commitment to CSR is also a strong advantage for our clients and suppliers, who rely on our expertise to achieve their own sustainability goals.

Today, as consumers, we are all increasingly aware that the choices we make now will have an impact on the world of tomorrow. And more and more, companies are seen as a critical player on societal issues. That’s why our CSR approach is embedded in our strategy, our value propositions, our offers and services, and frankly everything we do. I am convinced that this—and only this—will yield strong, profitable, and responsible growth for Sodexo over the long term.

Faithful to the spirit of progress within our founding values, we have decided to go even further by providing Sodexo with an added purpose... “to create a better everyday for everyone to build a better life for all.”

This purpose faithfully and uniquely reflects who we have always been, what has guided our growth since day one, how we envision this growth for years to come, and what impact we strive to have on the world.

It is an extension of our original dual mission. You can call it an “augmented mission.”

The everyday is central to our work. We know that it is precisely by focusing on the most concrete, tangible, everyday things that we have a real impact—on 100 million consumers worldwide, on local communities, and on the planet itself.

For us, “it all starts with the everyday.”

It all starts with our teams, our everyday heroes. And I want to applaud them today, because it is their actions, day in and day out, that really make a difference.

the safety of our employees, which was updated to meet the added challenges of the pandemic. This is nothing new, but it is vital. We must never let down our guard.

We’ve also made a commitment to eradicate hunger among the most vulnerable local communities. For this, we are working with Stop Hunger, a global non-profit network, and the philanthropic cause that Sodexo has chosen to support exclusively. Since the start of the Covid-19 pandemic, 41,000 volunteers have participated in Stop Hunger activities to support those most affected. Another figure worth highlighting is the 30,000 women who have benefited from Stop Hunger programs, because supporting the empowerment of women is one of the most effective ways to eradicate hunger over the long term.

Fostering equity—and thus contributing to the quality of life of our teams and the



PROFILE



The global leader in Quality of Life services

1



A unique service portfolio

Founded in 1966 by Pierre Bellon, Sodexo is the only company in the world with a unique client offering of **On-site Services, Benefits & Rewards Services and Personal & Home Services**, the result of over 50 years of experience and an essential factor in the performance of individuals and organizations.



Solid fundamentals

Operating in 56 countries, with notably recognized leadership in developing economies, Sodexo adapts its integrated offering to local needs while providing consistent, high-quality service around the world.

Its services create value for clients and improve the daily lives of consumers while meeting its economic, social and environmental commitments.

Sodexo's success and performance is made possible by its independence, its sustainable and responsible business model and its ability to ensure the professional development and commitment of its 412,000 employees around the world.



An unchanged mission

From the very start, our mission has been to improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

KEY FIGURES

As of August 31, 2021



Source: Sodexo

1 2021 Forbes Global 2000 ranking.

2 2021 employee engagement survey sent to 336,183 Group employees, of whom 63% responded.

A unique range of services

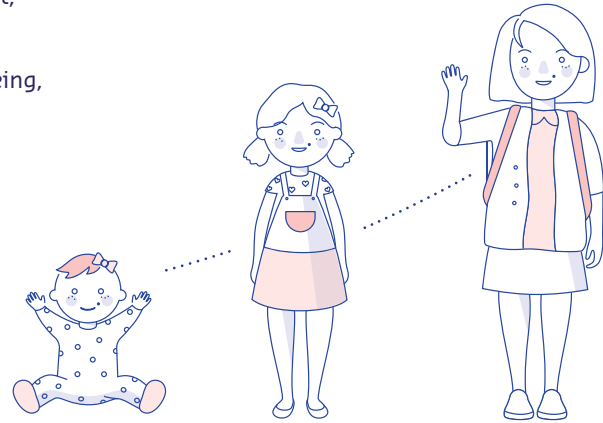
With its three business activities, Sodexo offers a wide range of services meeting the needs of its clients, assisting consumers at every stage in their life.

Whether eating a healthy lunch at work, in a restaurant or at home, working efficiently and safely in a well-designed space, organizing daily life for a better work-life balance, or enjoying a unique experience at a cultural

or sporting event, Sodexo has been helping to improve these moments of daily life. From childhood to professional life to retirement, Sodexo is focused on delivering a positive impact not only on individual health and well-being, but also on ecosystems, cities and the planet.

Sodexo leverages the synergies that exist among its activities, in particular in business

development and global brand awareness, and offers diverse opportunities to its employees.





ON-SITE SERVICES

Increasing efficiency and well-being at the workplace, caring for patients at hospitals, fostering an optimal learning environment at schools, providing safety and comfort on a remote site: our Foodservices, whether on site or in a specific environment, and our Facilities Management services improve quality of life for millions of consumers and enable clients to improve their performance.


EDUCATION (Schools/Universities)

Sodexo helps learning institutions foster a fulfilling educational environment in schools and on campuses while enabling universities to boost their attractiveness. Offering educational solutions and tools, the Group also supports clients in their infrastructure design and renovation projects.



BENEFITS & REWARDS SERVICES

With its range of nearly 250 products and services, Sodexo brings personalized employee experiences to life, which improve the quality of life at work and beyond, and contribute to business performance. Clients can count on innovative solutions, such as multi-advantage card solutions, to attract, retain, engage, and support work-life balance or also improve the health and well-being of their teams.



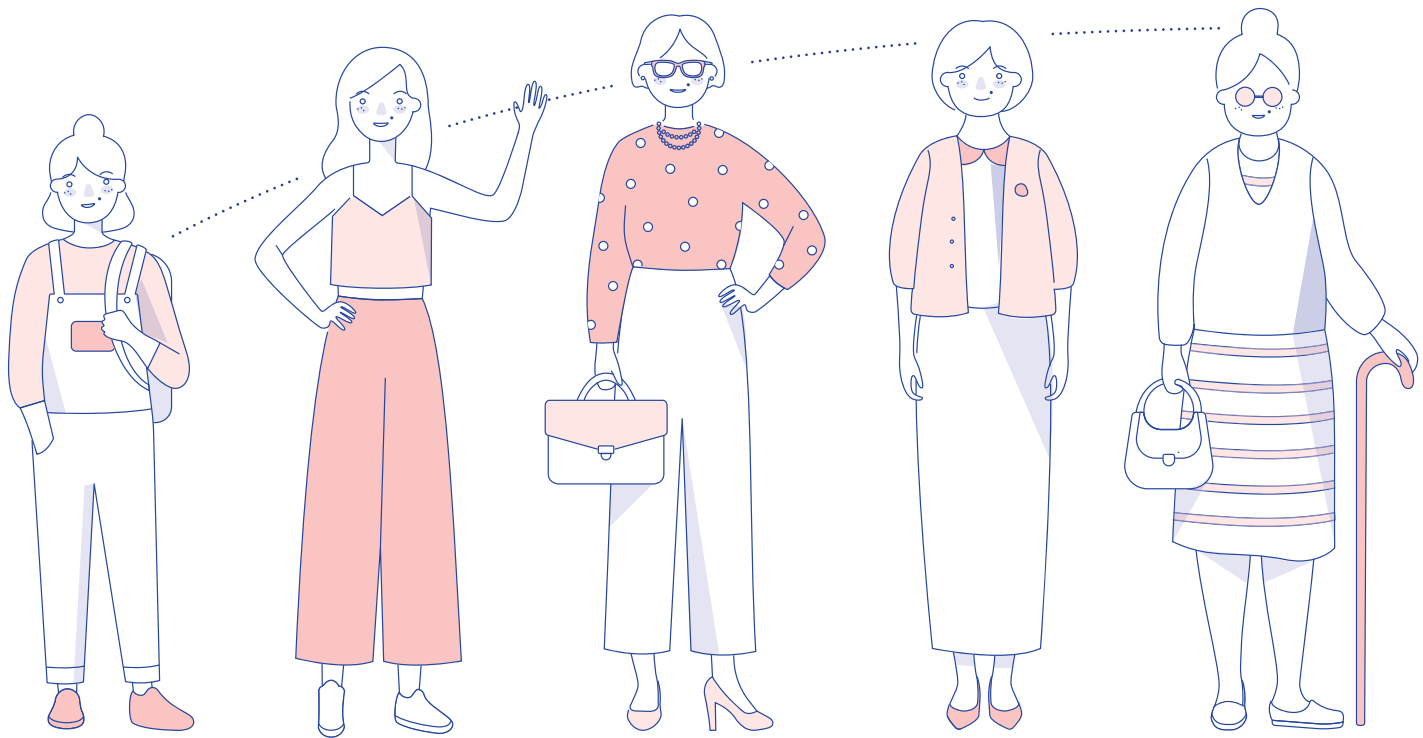
PERSONAL & HOME SERVICES

The Group operates in three areas: Childcare services, designed to take care of the youngest children while making life easier for parents; Concierge services, to enhance the development and well-being of clients' employees; and Homecare services, to make life easier for seniors and adults who want to maintain their independence while enjoying the comfort of their home.

CHILDCARE*

Sodexo is able to offer children a variety of activities that reveal and stimulate their potential while providing parents with the conditions for a fulfilling parenthood ideally balanced between personal and professional life.

* On July 27, 2021, Sodexo announced it had entered into exclusive negotiations to combine its Childcare activities with those of the Grandir Group, a move aimed at creating a global early education leader in which Sodexo will maintain a minority stake.



HEALTHCARE & SENIORS

BUSINESS & ADMINISTRATIONS (Corporate Services, Energy & Resources, Government & Agencies, Sports & Leisure, Others)

Alongside healthcare professionals and throughout the entire care experience, Sodexo offers equipment engineering, clinical infrastructure solutions and a range of value-added integrated services designed to improve the quality of life of patients and seniors in residences or healthcare facilities.

Sodexo promotes quality of life at work through customized solutions that help businesses, public institutions, managers of prestigious venues and organizers of major

events to create welcoming, creative, effective and innovative solutions, for all audiences, employees or visitors, even under challenging conditions.

EMPLOYEE BENEFITS

From Meal Pass to Gift Pass, Sodexo offers its clients innovative and personalized solutions to improve the quality of life of their employees, as well as services aimed at recognizing their efforts: incentive and recognition programs, professional development tools, etc.

SERVICES DIVERSIFICATION

Sodexo offers simple and easy-to-access solutions designed to meet various mobility, health and wellness challenges, such as fuel cards and Mobility Passes.

HOMECARE

CONCIERGE SERVICES

Sodexo offers care and customized support services along the entire continuum of care, whether for an aging senior, a patient requiring skilled hospital care or a person with a disability or chronic illness.

With its Circles physical and digital concierge services, Sodexo makes life easier for consumers while improving client organizations' productivity, performance and attractiveness.

Mission & values

Our mission

Improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

Our values



This mission and these values are embodied daily through the commitment of our 412,000 employees, operating in our 3 business activities in 56 countries.



“Most patients come to hospitals feeling nervous or worried. It’s our duty to make their stay as comfortable and pleasant as possible. They can count on us for creating tasty and nutritious meals and being by their side as they heal.”

David Moorhouse
Head Chef Healthcare
Nuffield Health Hospital,
Sodexo UK & Ireland,
On-site Services

— At Nuffield Health Hospital in Leeds, David Moorhouse leads a team of 20 employees that make it their purpose to ensure the comfort and well-being of the scores of patients they serve every day. Each and every meal is made fresh and in-house, and the menu changes regularly to feature seasonal and regional specialities. David takes inspiration from different UK regions and abroad to elaborate the perfect meal. Using his 25 years of experience, he brings flavors and ingredients that delight patients and provide comfort during their stay. He is also proud of the daily commitment and focus of his team, being the first UK site to implement WasteWatch to limit food waste in the kitchen, reduced by 27% in just 10 months.

— David knows that communication and teamwork are key to achieving success and ensuring safety. To deliver exceptional service, David and his team have regular visits with patients and work closely with the Nuffield Health team and doctors to truly improve

the patient journey through the culinary experience. To encourage vocations and the sharing of expertise, the team welcomes young apprentices to come and explore a culinary career, providing a pathway and real-world experience for the next generation of chefs.



“We devote a lot of time and energy to finding appropriate solutions and cultivating close relationships. Our clients know they can entrust us with their day-to-day tasks, and more, so they can focus their energy on their assignments, without unnecessary stress.”

Jennifer Tsé
District Manager
Cedar Valley Lodge,
Energy & Resources,
Sodexo Canada,
On-site Services

— Cedar Valley Lodge, a world-class liquefied natural gas project center is a nearly 1.2 million square foot facility that accommodates up to 4,500 workers. This best in class accommodation is located at the heart of LNG Canada in Kitimat (British Columbia). Jennifer and her team of more than 30 managers and 200 employees strive to improve the daily lives of users, most of whom are far from the comfort of their homes, by offering multiple services essential to the proper management of such a project and to the quality of life of everyone: from catering services to accommodation, to the facilities maintenance and management of social areas such as a theatre, a gymnasium and an entertainment center. Every day, her team pays attention to each and every detail, whether it be in taking care of the environment, consumers, or collaborating with the Indigenous communities with which the project has been developed.

— Despite the impressive size of the site, the Sodexo team deploys its talents to deliver personalized experiences, and it’s this great attention to detail that makes all the difference in this extraordinary environment. To further improve the on-site experience and easily meet the needs of everyone, Sodexo has deployed *MyWay*, a unique, multifunctional app that allows users to view events, activities, daily menus, reserve spaces, etc. Faced with the Covid-19 pandemic, this solution has been a great help in allowing users to feel safe and supported, and provide a sense of normality in everyday life.



— In daily contact with business Leaders faced with changes in how people work together, Oumar knows what assisting a client involves. His main task is to help businesses introduce comprehensive solutions that improve quality of life for their employees, whether they’re working at the office or from home.

— For this accomplished athlete, working in a group that cultivates a culture of teamwork and innovation is of utmost importance. The most satisfying thing is the quality and relevance of the business offering, made possible by Sodexo’s many types of expertise and the fact that it’s the only player in its market to have an integrated offering comprising Foodservices, delivery and restaurant voucher solutions. This 360° collaboration within the Group, accelerated by the pandemic, offers each client a different custom-designed solution in line with employee expectations and the corporate culture. With his wide-ranging responsibilities, which go from rolling out solutions for staff and employee representative committees to monitoring action plans designed on the basis of data analysis, it is with great pride and unwavering enthusiasm for the next challenges that Oumar makes a daily contribution to the employer brand as well as the well-being and performance of their staff.

“At a time when traditional ways of working together are having to be reinvented, we’re more dedicated than ever to supporting our clients. With Sodexo’s unique model, we’re able to provide them, and consumers, with solutions tailored to these new uses.”

Oumar Sow
Strategic Accounts
Manager in Île-de-France,
Sodexo Pass France,
Benefits & Rewards
Services



Long-term vision ensured through founding family shareholding

Sodexo's independence is ensured through the shareholding of Mr. and Mrs. Pierre Bellon and their children, who control 72.6% of the family holding company, Bellon SA. This family-held control guarantees a long-term vision and is key to Sodexo's success. As of August 31, 2021, Bellon SA held 42.8% of Sodexo's capital and 57.2% of the exercisable voting rights.



PIERRE BELLON
Chairman Emeritus
Founder of Sodexo
and Chairman
of the Supervisory
Board of Bellon SA

In June 2015, Mr. and Mrs. Pierre Bellon and their children entered into a 50-year agreement, which prevents the direct descendants of Sodexo's founder from freely disposing of their shares in Bellon SA.

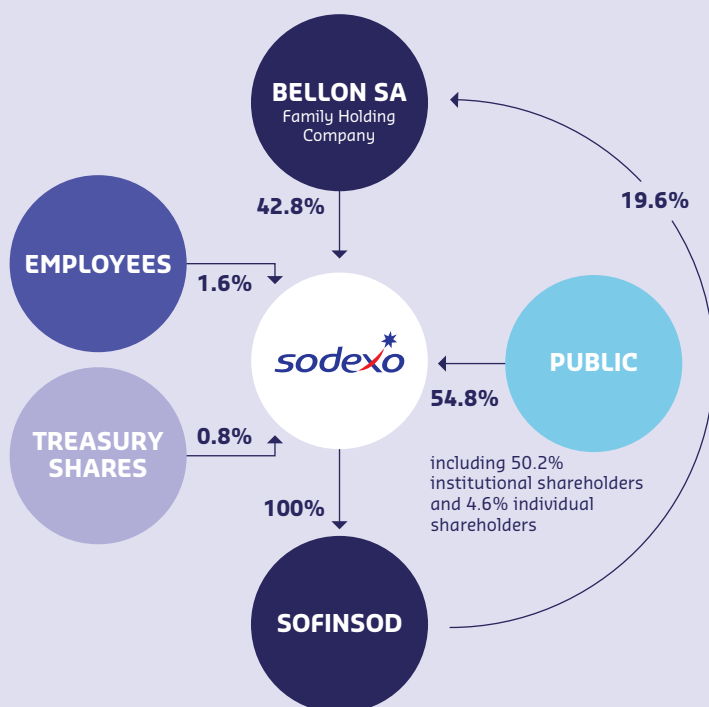
The sole asset of Bellon SA is its holding in Sodexo shares and Bellon SA does not intend to sell this shareholding to third parties.

This independence enables the Company to sustain its values, focus on a long-term strategy and ensure long-term sustainability. Since the creation of Bellon SA, the sustained commitment to building a truly international organization, nurturing lasting client relationships and developing a successful integrated offering has reflected this vision.

To ensure this independence, a service agreement was concluded in 1991 between Sodexo and Bellon SA, to consolidate the position of Bellon SA as the Group's managing holding company. Under the terms of this agreement, which will be submitted for renewal at the upcoming Shareholders Meeting, Bellon SA put at Sodexo's disposal, without any additional cost, three of its managers holding the positions of Chief Financial Officer, Chief People Officer and Chief Growth Officer. This enables Sodexo to benefit from the strong expertise of these managers, who ensure the dissemination within the Group of the long-term responsible vision and values defined by Pierre Bellon at the creation of the Group. Providing Sodexo with a truly strategic advantage, this agreement guarantees the family business model, creating sustainable value for all stakeholders.

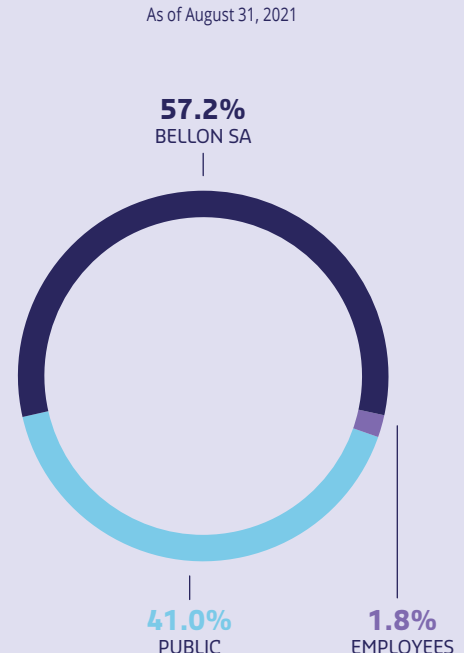
CAPITAL STRUCTURE

As of August 31, 2021



DISTRIBUTION OF EXERCISABLE VOTING RIGHTS

As of August 31, 2021



For more information, see Chapter 6 of the Universal Registration Document.

An independent Board of Directors



Under the leadership of Chairwoman Sophie Bellon, the Board of Directors determines the strategic orientation of the Company.

The Board pays special attention to the selection of its members. In addition to their ability to represent the interests of all shareholders, Board members must also have the necessary skills, experience and mastery of

strategic issues faced by the markets in which the Group operates. The Board strives to have as much diversity as possible among its members and to reflect the various geographic regions in which the Group is present. It also ensures that a range of technical skills are represented and that its members include individuals who know the Group's operations well.

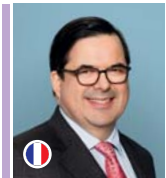
BOARD OF DIRECTORS

As of August 31, 2021

FAMILY DIRECTORS



Sophie Bellon
Chairwoman of the Board



François-Xavier Bellon
Chairman of the Management Board of Bellon SA



Nathalie Bellon-Szabo
Chief Executive Officer, Sodexo Sports & Leisure, On-site Services

INDEPENDENT DIRECTORS



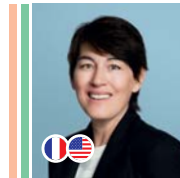
Emmanuel Babeau
Chief Financial Officer, Philip Morris International



Luc Messier
President of Reus Technologies LLC



Philippe Besson
Head of Projects and Sponsorship, Sodexo France



Françoise Brougher
Independent Director



Sophie Stabile
Chief Financial Officer, Lagardère; Chairwoman of the Audit Committee



Cathy Martin
Regional Manager, Sodexo Canada



Federico J. González Tejera
Chief Executive Officer, Radisson Hotel Group



Cécile Tandeau De Marsac
Chairwoman of the Compensation and Nominating Committees



Véronique Laury
Independent Director

EMPLOYEE REPRESENTATIVES

- Audit Committee member
- Compensation Committee member
- Nominating Committee member

During the Fiscal 2021 Shareholders Meeting of December 14, 2021, the renewal of François-Xavier Bellon is proposed to the shareholders vote, as well as the appointment of Jean-Baptiste Chasseloup de Chatillon as independent director. Emmanuel Babeau has decided not to seek reelection.

Key figures as of August 31, 2021



Jean-Baptiste Chasseloup de Chatillon
Executive Vice President, Chief Financial Officer, Sanofi

* Excluding directors representing employees.

For more information on the governance and the activities of the Board and its Committees, see Chapter 6 of the Universal Registration Document.

Ethics at the heart of the Group's governance and commitments

Ethics are essential to Sodexo's success and a fundamental pillar of its commitments to responsible business conduct. Sodexo's management has zero tolerance for abusive practices, such as corruption or human rights violations. Sodexo is, and will continue to be, a company that employees, clients, consumers, partners and other stakeholders can trust.

TO MAINTAIN THIS TRUST, SODEXO'S EMPLOYEES AND PARTNERS AGREE TO COMPLY WITH THE ETHICAL PRINCIPLES THAT GUIDE ITS ACTIVITIES:

LOYALTY



Working to improve quality of life means making trust central to our relationships. Sodexo is built on a solid foundation of loyalty to its clients, employees and shareholders, and on honest and open relationships with them. Loyalty is one of the cornerstones of how our business operates.

RESPECT FOR PEOPLE



Humanity is central to our business. Sodexo is committed to acting in favor of equal opportunity, regardless of ethnicity, age, gender, beliefs, religion or sexual orientation. Improving quality of life means treating each individual with respect, dignity and consideration.

TRANSPARENCY



This is a key principle for Sodexo that applies consistently with all stakeholders: clients, consumers, employees, shareholders and the general public. We ensure that all are informed in a clear and precise manner about our products, services, commitments and performance.

INTEGRITY



We condemn and refuse to tolerate any practices that are not based on honesty, integrity and fairness, regardless of where our business operates in the world. We make our position clear to our clients, suppliers and employees, and expect them to reject corrupt and unfair practices.

CENTRAL TO ITS VALUES AND ETHICAL PRINCIPLES, RESPECT FOR HUMAN RIGHTS IS A PILLAR OF SODEXO'S COMMITMENT TO BUSINESS INTEGRITY AND ESSENTIAL TO ITS MISSION.

Sodexo conducts its business in a manner that does not infringe upon the human rights of others and works to identify, prevent and mitigate any adverse impacts that may result from its business activities. All employees and partners are expected to observe this commitment, which is based

on the international human rights principles set forth in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and on the United Nation's Guiding Principles on Business and Human Rights. No one can truly be exemplary unless they are exemplary in their own organization. This is why Sodexo guarantees all its employees common working standards as outlined in its Fundamental Human Rights at Work charter.

SODEXO SPEAK UP ETHICS LINE

Since it is our duty to always be attentive and improve the way we uphold our principles, Sodexo provides its employees and partners with a confidential system, available 24/7, that they can use to alert us to any activities or behavior that goes against our Code of conduct:

speakup.sodexo.com



A management team mobilized to face post-Covid issues

The Executive Committee implements the strategic orientations established by the Board of Directors and oversees Sodexo's operations worldwide. This diverse team combines cross-functional expertise and skills representative of all the Group's activities, segments and geographic regions. During the transition period until the arrival of a new CEO, a Transition Committee with a team composed of 12 people and chaired by Sophie Bellon has been put in place. Its objective is to accelerate the return to profitable growth, in particular by steering the implementation of the Group's short-term priorities and the performance of the Company.



THE EXECUTIVE COMMITTEE

As of November 1, 2021



Sophie Bellon
Interim
Chief Executive
Officer

TRANSITION COMMITTEE



Anne Bardot
Group Chief
Communications and
Public Affairs Officer



**Nathalie
Bellon-Szabo**
Chief Executive Officer,
Sports & Leisure,
On-site Services



Johnpaul Dimech
Chief Executive Officer
Geographic Regions,
Region Chair,
Asia Pacific,
On-site Services



Sean Haley
Region Chair UK &
Ireland, On-site Services ;
Group Chief Executive
Officer of Service
Operations



Sylvia Metayer
Group Chief
Growth Officer



Sarosh Mistry
Region Chair,
North America,
On-site Services



Sunil Nayak
Chief Executive Officer,
Corporate Services,
On-site Services



Anna Notarianni
Region Chair,
France,
On-site Services



Marc Plumart
Chief Executive Officer,
Healthcare & Seniors,
On-site Services



Marc Rolland
Group Chief
Financial Officer



Aurélien Sonet
Chief Executive Officer,
Benefits & Rewards
Services



Annick de Vanssay
Group Chief
People Officer*



Tony Leech
Chief Executive Officer,
Government & Agencies,
On-site Services



**Belen Moscoso
Del Prado**
Group Chief Digital &
Innovation Officer



Didier Sandoz
Chief Executive Officer,
Corporate Responsibility
and Personal &
Home Services



Simon Seaton
Chief Executive Officer,
Energy & Resources,
On-site Services



Bruno Vanhaelst
Group Chief Sales
and Marketing Officer

Key figures as of October 1, 2021

39%

WOMEN

44%

NON-FRENCH

8

NATIONALITIES

3 years

AVERAGE SENIORITY
IN THE EXECUTIVE COMMITTEE

54

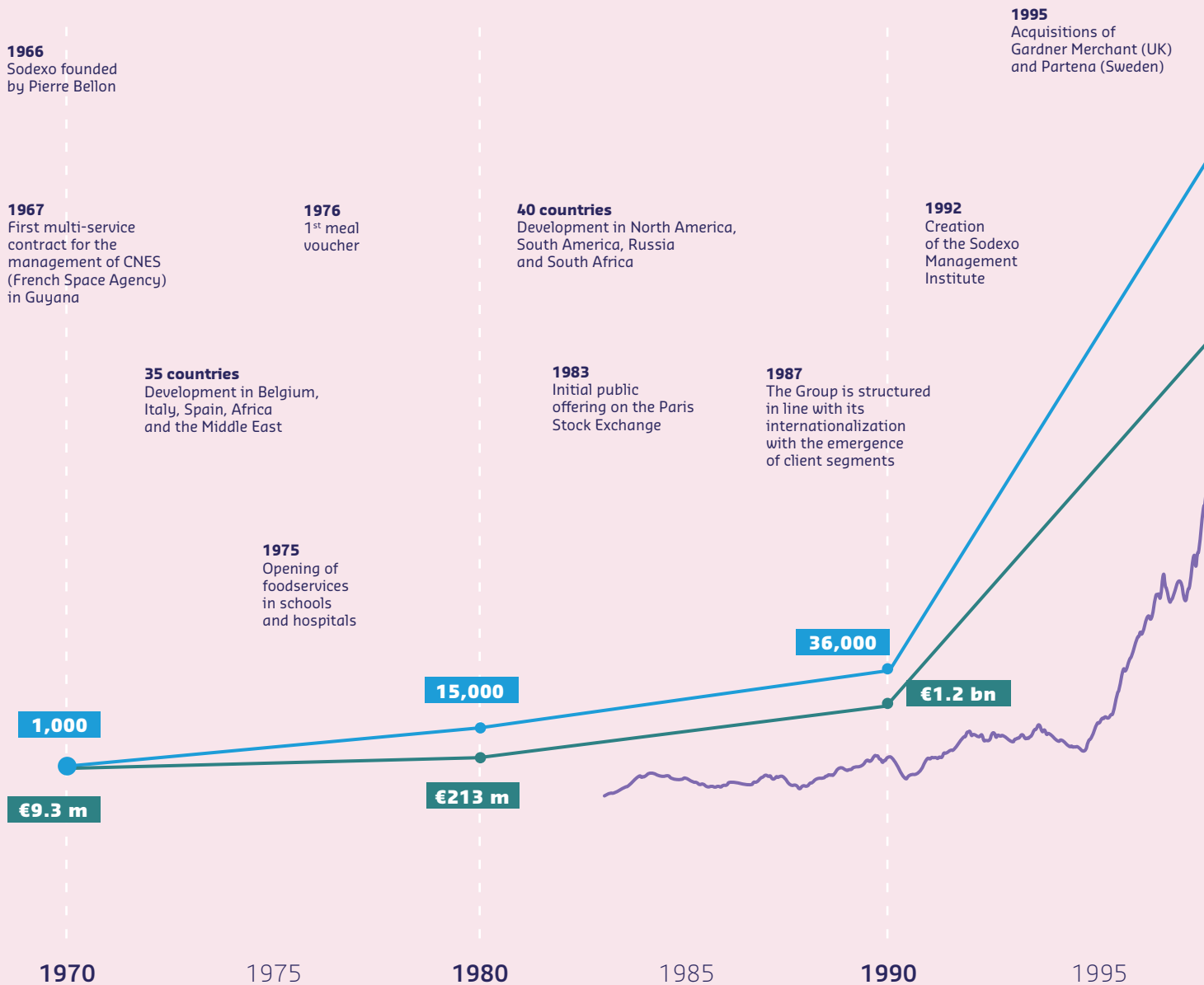
AVERAGE AGE

* During the transition period.

For more information on Sodexo's governance, see Chapter 6 of the Universal Registration Document.

Milestones in the Group's growth

Since 1966, Sodexo has been dedicated to the goal of improving quality of life, convinced of its contribution to both higher organizational performance and societal progress. This consistent focus is the bedrock for sustainable and profitable growth which provides continuous development opportunities to its employees.







STRATEGY

Essential services for the short- and long-term

Beyond the current crisis, preparing for the long-term future means integrating the world's great transformations. Sodexo constantly fine-tunes its strategy by defining and analyzing major megatrends with demographic, social, environmental, economic and technological implications.



THE MAJOR CHANGES IN OUR MARKETS ARE AS FOLLOWS:



DEMOGRAPHIC CHANGES

Developed countries are faced with rapidly aging populations due in part to slow population growth and an increase in life expectancy. Meanwhile, developing countries are expected to achieve 18.5% average population growth between 2015 and 2030⁽¹⁾.



URBANIZATION

Rapid urbanization is contributing to the increase in GDP per capita, but the emergence of mega-cities (>10 million inhabitants) is creating enormous economic and social challenges. Urbanization projects are expected to be impacted in the short term but will continue to expand in the long term.



EMERGING MIDDLE CLASSES

Education and technology are transforming consumer modes and habits. The middle classes, whose purchasing power is on the rise and which will represent most consumers by 2022, are dedicating an increasing share of their budget to health and wellness, leisure and culture.



GLOBALIZED ECONOMY

Capital, information and talent are now interconnected, providing companies with new sources of growth. However consumers are also increasingly favoring local products and convenience services.



DEVELOPING ECONOMIES

Developing markets are creating wealth for millions of people. Their weight in the world economy is increasing due to rapid population growth – seven times faster than that of developed countries – and the rise of the middle class.



PUBLIC DEFICITS

Between now and 2030, heavy Covid-related public deficits will continue to strongly impact public policies and taxation. The weight of public debt should lead governments to consider more efficient ways to provide public services and to outsource certain services.



ENVIRONMENTAL ISSUES AND RESOURCE SCARCITY

8.6 billion inhabitants by 2030: the demographic boom is putting pressure on natural resources, heightening global warming and disrupting traditional consumer models. The Covid-19 pandemic has raised awareness of this issue.



EMPOWERED CONSUMERS

Consumers and clients now have unlimited access to information and expect personalized services and experiences. The current crisis has definitely accelerated this trend, empowering consumer communities.



DIGITAL TRANSFORMATION

The development of technology is disrupting the relationship between companies and users and generating new expectations. As the value of data grows, offering new insights and usages, companies are able to increasingly personalize their offering.



OWNERSHIP VS. USE

Why buy if you can subscribe or rent? Collaborative platforms are revolutionizing business models and buying behaviors. The lower capital intensity of these business models can accelerate growth.



THE FUTURE OF WORK

Disruptive technologies such as artificial intelligence, robotics and the Internet of Things are all profoundly transforming the working world. To succeed, businesses must support employability and attract talent.

1 Roland Berger Trend Compendium, UN DESA.

Competitiveness and transformation for profitable and responsible growth over the long term

In a context marked by the unprecedented Covid-19 crisis and customers' and consumers' changing expectations, Sodexo is strengthening its competitiveness and accelerating its transformation to return to solid, profitable and responsible growth over the long term.

Sodexo's strategy incorporates some external factors: major long-term global trends such as aging populations, increasing urbanization, the development of the middle classes or even trends more specific to its sector of activity, such as the increasing outsourcing of services, new patterns of consumption, and the rise of hybrid working habits. It also relies on the analysis of the dynamics in place in its competitive environment.

The strategic exercise that integrates these various elements allows Sodexo to optimize its value proposition and the positioning of each of its activities in their market as well as its value chain. It also helps align the allocation of resources and required skills with strategic priorities. Thus, three main axes have been defined.

STREAMLINING THE ORGANIZATION AND THE SERVICE PORTFOLIO TO INCREASE EFFICIENCY

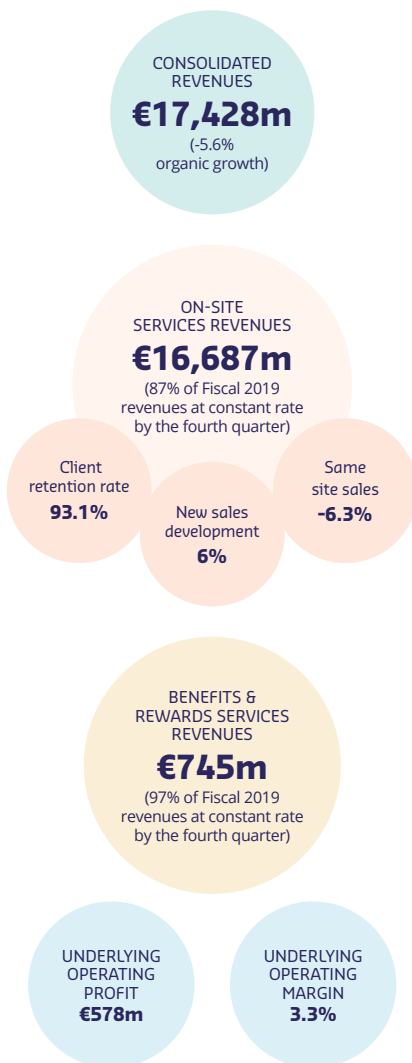
To strengthen its competitiveness and increase its agility, Sodexo is continuing and accelerating the momentum started in 2018. The Group, which has already reduced its international presence from 80 countries in 2018 to 56 countries at the end of Fiscal 2021, is continuing to optimize its geographical locations by focusing on regions for which the growth potential is the greatest. Because they represent essential drivers of innovation for the future, the Group intends to strengthen its efforts in the United States to gain leading, sustainable and profitable market shares.

Sodexo is also embarking on a program to optimize and simplify its central structures, including transitioning from 12 to 7 regions and pooling support functions. Coming out of the crisis linked to the Covid-19 pandemic, in its portfolio review the Group takes care to ensure that each of its activities benefits from an optimal positioning in its market. Thus, in July 2021, Sodexo announced that it had entered into exclusive negotiations to combine its childcare activities, including *Liveli* in France, with those of the Grandir group, to become a global early education leader with broad geographic coverage. The Group also ceded control of *Rydo*, its mobility and professional expense management solution, to an international investment company to enable the development of its business model.

The GET efficiency program, announced in November 2020, aims to enable Sodexo to be more agile and efficient, closer to the needs of the field. Designed to protect the gross margin by adapting the on-site cost structure to new post-pandemic activity volumes, at the same time this program also aims to structurally reduce SG&A over the long term by simplifying the Group's structures to free up capacity for investment in growth and to improve margins. At the end of Fiscal 2021, the exceptional costs of this program amount to 312 million euro with a cumulative target of 330 million euro for Fiscal 2022. The savings totaled 218 million euro and should reach 394 million euro cumulatively by the end of Fiscal 2022, beyond the initial target of 350 million euro.

		FY20	FY21	FY22 (estimated)
(in million €)	Initial target		Cumulated	
TOTAL EXCEPTIONAL COSTS	€350m	158	312	330
Cash impact	90%	-75	-217	-310
SG&A savings	€175m	-	91	166
GP cost avoidance	€175m	-	127	228
TOTAL SAVINGS	€350m		218	394

Fiscal 2021 key figures



INVESTMENTS AIMED AT RE-ENERGIZING GROWTH

Building on the initial gains in operational efficiency and commercial relevance, the Group is continuing its efforts to anticipate and respond ever better to the needs of its customers and to strengthen their loyalty, around a unique portfolio of services.

The Group's approach is to place the consumer at the heart of its model and to respond to the diversity of needs with relevant services. To do this, the Group is continuing its targeted investments around catalysts such as the deployment of a global customer relationship management tool for On-Site Services and a new Regional Marketing & Sales Distribution Center in Europe.

Sodexo is also changing its operating model by developing new off-site production sites and strengthening the digitization of its services. Building on its investments, Sodexo is strengthening its go-to-market strategies and building unique relationships with its clients.

A real strategic asset for Sodexo, its purchasing and supply management is also undergoing a transformation with three major objectives: improving the cost structure, increasing efficiency and contributing to improving the Group's competitiveness; ensuring safety and quality to mitigate risk; and focusing on new consumer expectations to drive revenue growth. Since 2018, the Group has invested 40 million euro to carry out this transformation with the goal of positioning the purchasing function as an essential business partner in the service of the Company's growth, driven in particular by investment in talents, consolidation of the approach for responsible sourcing and the digitization of systems and processes as well as data collection and analysis.

ACCELERATING THE GROUP'S TRANSFORMATION

During Fiscal 2021, the Group continued to develop new food models with the acquisition of *Fooditude* in the United Kingdom and of *Nourish Inc.* and *Foodee* in North America, a region where the Group also has developed *The Good Eating Company* to complete its service offering.

With approximately 1 billion digital transactions per year, the transformation of Benefits & Rewards Services continues in all geographical areas to deliver a personalized and simplified employee experience in a hybrid work environment. The deployment of the platform implemented in partnership with *Zeta* in India for a new consumer-centric approach and innovative digital payment technology continues in other countries, including Brazil, to offer a unique and holistic multi-benefit experience.

The Group has also entered into global partnerships with several main delivery platforms - Deliveroo, UberEats, Just Eat, etc. - thus enabling consumers to benefit from an extensive network of merchant partners.

In order to strengthen its position in the Employee Benefits market and pursue its digital transformation, Sodexo has also acquired a majority stake in *Wedoogift*, a native digital player, and thus become the leader in gift vouchers in France, with the most extensive and innovative line on the market for nearly 50,000 clients and 5 million employees.

In view of the acceleration of new consumer behaviors and disruptions, particularly digital ones, Sodexo is entering a new period of its development. This new stage in the history of the Group marked by the acceleration of its transformation must particularly be embodied in new leadership. The Board of Directors thus ended the mandate of Denis Machuel on September 30, 2021 and announced the search for a new Chief Executive Officer.

During this transition period, Sophie Bellon, Chairwoman of the Board of Directors, is acting as Interim Chief Executive Officer. Organizational changes were also announced, such as the local management of the Schools and Government Services segments and the creation of a Transition Committee at Group level whose main strategic priorities are as follows:

- boost US growth;
- accelerate the food model transformation;
- manage more actively the portfolio;
- enhance the effectiveness of the organization.

As part of the Group's portfolio management program, the Board of Directors has confirmed that it is necessary to accelerate the growth and diversification plans of Benefits & Rewards Services and has therefore decided to explore a number of strategic options to enhance support, focus and resources of Benefits & Rewards Services, while retaining control.

With market potential valued at 900 billion euro⁽¹⁾ and backed by a solid financial situation, family shareholding which is a guarantee of stability and long-term vision, and committed teams, Sodexo is entering this new phase with confidence.



¹ On-site Services market potential, including Personal & Home Services. Sodexo estimate (market estimates are likely to evolve over time, given the growing reliability of information sources in various countries).

Acting responsibly on a daily basis

Anchored in the Group’s DNA since its creation in 1966, corporate responsibility is a cornerstone of Sodexo’s mission and operations. Particularly innovative at the time, this vision and the associated commitments progressed as the Company developed and the issues and collective challenges grew.

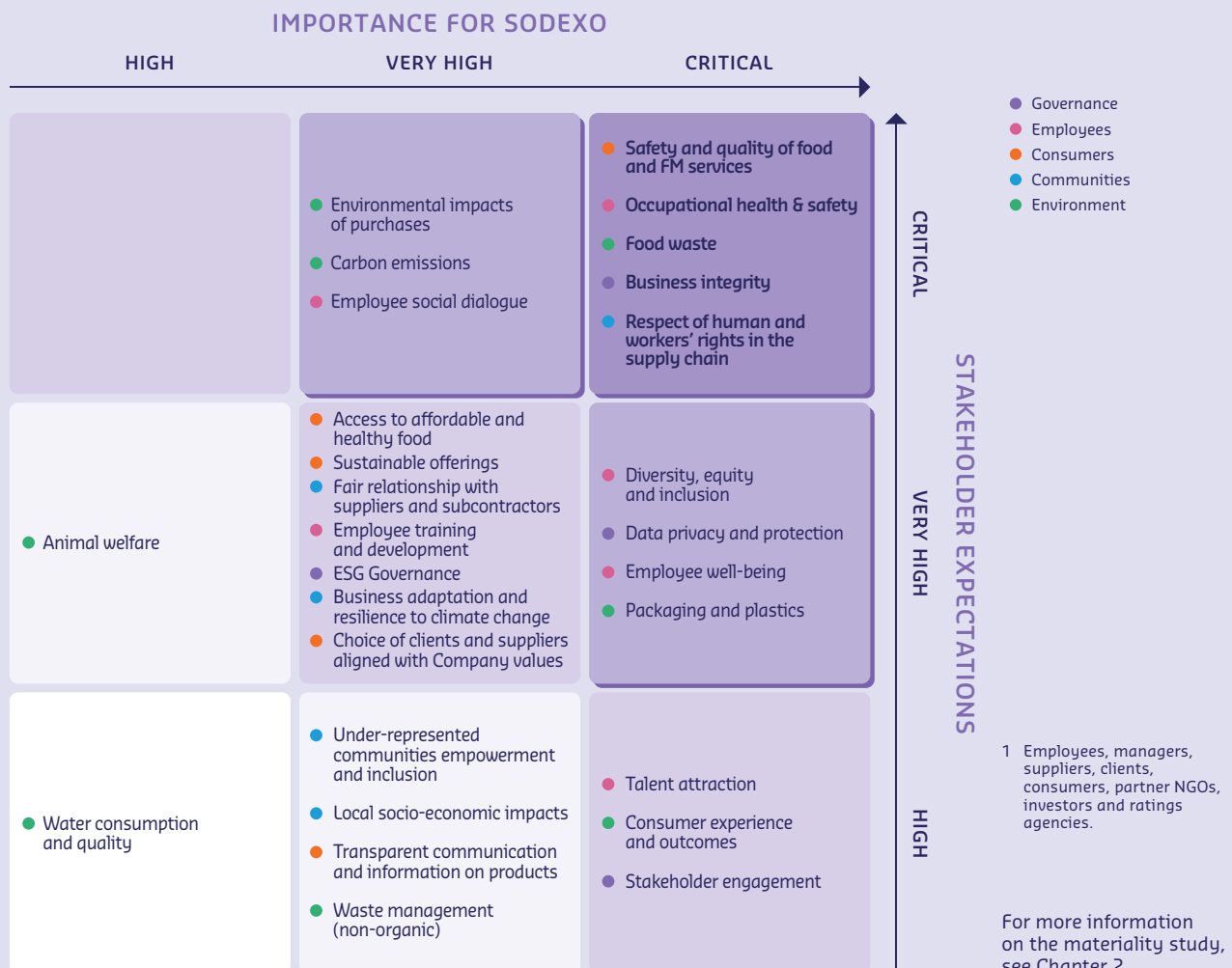
Challenges and impacts

Today, more than ever, our responsibility is to act in close collaboration with all of our stakeholders - clients, employees, suppliers, consumers and shareholders - for a global positive impact.

During Fiscal 2021, in collaboration with EY, a third materiality assessment identified and prioritized key corporate responsibility issues and their impacts.

Consultations and analyses with numerous internal and external stakeholders⁽¹⁾, integrating the impact of major ongoing developments - social, societal and environmental

- as well as the evolution of market expectations, resulted in the quantitative and qualitative assessment of 28 challenges, defined and classified according to their importance. Identifying the most relevant issues helps Sodexo to manage its risks and seize the associated opportunities.



Source: EY June 2021.

Our Corporate Responsibility roadmap

The key issues identified in the materiality assessment confirm the consistency with Sodexo's commitments as an employer, service provider and responsible company.

The Better Tomorrow 2025 corporate responsibility roadmap, which formalizes these commitments and their objectives, was also developed in accordance with the United Nations Sustainable Development Goals (SDGs).

Sodexo evaluates its progress using relevant, tangible and measurable objectives that the Group identifies in a transparent way, in accordance with the principles that form the basis of its governance.



BETTER TOMORROW 2025 Our 9 commitments and objectives for 2025



OUR IMPACT ON INDIVIDUALS



OUR IMPACT ON COMMUNITIES



OUR IMPACT ON THE ENVIRONMENT



OUR ROLE AS AN EMPLOYER

Commitment: Improve the quality of life of our employees, safely

Objective: 80% employee engagement rate

Commitment: Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve

Objective: 100% of our employees work in countries that have gender balance in their management populations

Commitment: Foster a culture of environmental responsibility within our workforce and workspaces

Objective: 100% of our employees are trained on sustainable practices



OUR ROLE AS A SERVICE PROVIDER

Commitment: Provide and encourage our consumers to access healthy lifestyle choices

Objective: 100% of our consumers are offered healthy lifestyle options every day

Commitment: Promote local development and fair, inclusive and sustainable business practices

Objective: 10 billion euro of our business value will benefit SMEs⁽¹⁾

Commitment: Source responsibly and provide management services that reduce carbon emissions

Objective: 34% reduction of carbon emissions⁽²⁾



OUR ROLE AS A CORPORATE CITIZEN

Commitment: Act sustainably for a hunger-free world

Objective: 100 million *Stop Hunger* beneficiaries⁽³⁾

Commitment: Drive diversity and inclusion as a catalyst for societal change

Objective: 500,000 empowered women in communities⁽³⁾

Commitment: Champion sustainable resource usage

Objective: 50% reduction in our food waste



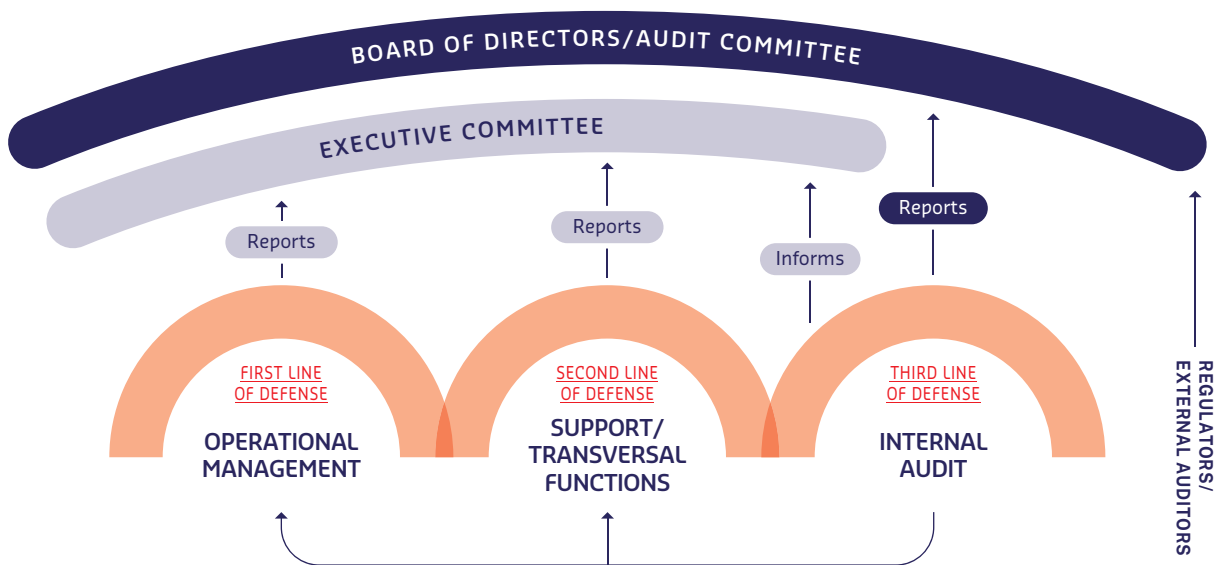
1 Small and Medium Enterprises.
2 Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 baseline.
3 Cumulated data since 2015.

For more information on the Fiscal 2021 non-financial indicators, see pages 40-41 and Chapter 2.

Identifying and managing risks

In its operations and while implementing its strategy, Sodexo faces a certain number of internal and external risks and uncertainties. To address them and safeguard its values, the Group has created an organization and policies aimed at identifying, evaluating, preventing and managing these risks to limit their negative impact.

Operational managers are the first line of defense in identifying and managing risks in their area of activity. Support and transversal functions define the procedures and standards and provide tools and processes for operational staff to manage these risks. Internal audit carries out an independent assessment of risk management and makes recommendations for improvements.



Main risks

Each year, a risk profile is established based on the risk assessments senior management performs with regard to the main entities and also in interviews with senior executives. The risks considered to be the most significant for Sodexo as of August 31, 2021 are presented in the table below. The risk profile has changed this year, the risk associated with talent management and development being identified as “high” and the pandemic risk established as “medium”.

		MEDIUM	HIGH
CLIENTS/ CONSUMERS	Client retention		
	Consumer expectations		
	Bidding risks		
	Competition		
OPERATIONAL EFFICIENCY	Client contract execution		
	Technology and information security		
TALENT	Talent management and development		
	Resource planning		
CORPORATE RESPONSIBILITY	Food, services and workplace safety		
	Environmental impact		
EXTERNAL ENVIRONMENT	Pandemic risks		
	Compliance with laws and regulations		

For more information, see section 6.4.3 of the Universal Registration Document.

Highlights of the year

During Fiscal 2021, Sodexo continued to follow its roadmap to achieve sustainable and responsible growth.

HERE IS A SELECTION OF HIGHLIGHTS:



GROWTH-ORIENTED INVESTMENTS

Developing new solutions in Food-services in North America, with the launch of *Good Eating Company* as well as the acquisition of *Nourish Inc.* and *Foodee*, a leader in corporate meal-planning services.

Creation of the gift card leader in France with the acquisition of a majority stake in *Wedoogift*.

Increased digitization and acceptance of Benefits & Rewards Services, in particular with global partnership agreements with Uber Eats and Just Eat Takeaway.com to allow holders of the Sodexo Meal Pass to easily pay for their orders and have them delivered.

Expansion of services designed for students at U.S. universities by forming partnerships for the delivery of Hello Fresh boxed ingredients, robot deliveries of meals on campuses and the development of plant-based burgers with SavorEat.



CORPORATE RESPONSIBILITY

Commitment with the IUF⁽¹⁾ on health and safety priorities.

Membership in the RE100 initiative and commitment to using 100% renewable electricity in its operations.

Progress in the fight against single-use plastic with the replacement of five items⁽²⁾ in Europe with new, more sustainable options.

Commitment to the European Code of conduct for responsible business and marketing practices.



GOVERNANCE

Changes in Group governance with the announcement by the Board of Directors of the launch of a search for a new Chief Executive Officer to lead the Group to strengthen its competitiveness and accelerate its transformation. Denis Machuel's mandate as CEO ended on September 30, 2021.



INDICES/ RECOGNITION

Continued efforts on corporate responsibility issues with Sodexo's inclusion in the new ESG index of Euronext CAC 40 ESG.

Recognition of sector leadership in terms of corporate responsibility by the Dow Jones Sustainability World Index (DJSI).

Significant progress in the area of carbon strategy and fighting climate change joining A list from the CDP (formerly Carbon Disclosure Project).

An active, widely recognized diversity strategy with inclusion in the Bloomberg 2021 gender-equality index.

Recognition of leadership in inclusivity for LGBTI individuals according to the 2020 Workplace Pride Global Benchmark.



BUSINESS SUCCESS

Increased development, retention and extension of client contracts, including:

- in France: APHP (Healthcare), Oddo BHF (integrated contract) and the Jules Carteret campus (Corporate);
- in the United Kingdom & Ireland: Solent University, Oundle School and Eton End (Education);
- in APAC: Pfizer (Corporate), Shanghai Public Health Clinical Center (Healthcare), Dulwich College International (Education), Amazon (Benefits & Rewards);
- in Continental Europe: Sanofi (Corporate), Siemens (Benefits & Rewards);
- in Latin America and Brazil: Kimberly Clark (Corporate), Mina Escondida and Collahuasi Mine (Energy & Resources);
- in North America: PennState Health System and Methodist Hospital (Healthcare), Miami Jewish Health (Seniors), George Mason University and Guam Department of Education (Education), BNP Paribas (Corporate), U.S. Army Medical Command (Government & Agencies), Ole Miss Athletics (Sports & Leisure).

1 International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tourism, Tobacco and Allied Workers' Associations.

2 Plastic take-out bags, straws, plates, cutlery and coffee stirrers.

Get the latest news of the Group on www.sodexo.com

A close-up photograph of two hands cupping a mound of dark brown soil. Two small, vibrant green seedlings with two leaves each are growing from the soil. The background is a soft, out-of-focus green. The word "IMPACT" is overlaid in the center in a white, outlined, sans-serif font.

IMPACT

Caring about quality of life for all

Sodexo develops and maintains strong relationships with its clients, consumers, employees, shareholders and local communities in the countries where the Group operates benefitting its entire ecosystem.



EMPLOYEES

Sodexo offers a wide range of job opportunities in the communities in which the Group operates. The Group works to safeguard the health and safety of its teams and supports them every day, in particular *via* training programs that promote career development and internal promotions.

SUPPLIERS/ AFFILIATED MERCHANTS

Sodexo strives to build relationships with its merchant partners that are beneficial to all and encourages them to adhere to its demanding standards in terms of quality, working conditions, business integrity and environmental protection.



INSTITUTIONS/NGOs

Sodexo continues to expand its ecosystem to meet global challenges such as respect for human rights, working conditions, diversity, equity and inclusion, carbon emission reduction, nutrition, food waste and efforts to end hunger.

GOVERNMENTS/ REGULATORS

Sodexo's operations are governed by a large number of regulations in terms of food safety, workplace health and safety, public procurement, payment services and other topics. Public or governmental bodies represent a significant share of Group revenues.



INVESTORS

The presence of the Bellon family is a guarantee of financial independence and stability for Sodexo. All shareholders provide the support necessary for the Group's growth.



CONSUMERS/ COMMUNITIES

Sodexo improves the quality of life of millions of people by making their daily lives easier and helping them adopt a healthier and more sustainable lifestyle.

CLIENTS

Sodexo offers its clients a wide range of services with a positive direct impact on the performance of their operations, the motivation of their staff and the competitiveness and attractiveness of their organizations.

For more information, see Chapter 2.1.3.

A sustainable and shared value-creation model

OUR MISSION

Improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

OUR AMBITION

Improve the quality of life of a billion individuals around the world.

RESOURCES

OPERATIONS

412,088
ENGAGED
EMPLOYEES

HUMAN

€17.4
BILLION IN
CONSOLIDATED
REVENUES

ECONOMIC

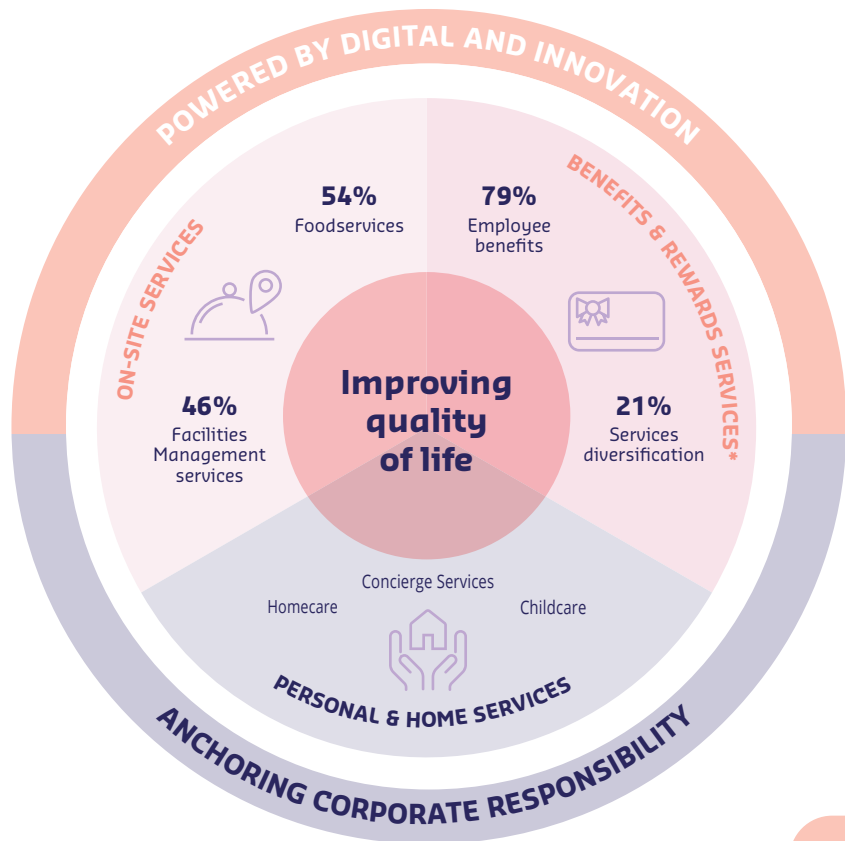
INNOVATION
INSIGHT GAINED
FROM
100 M
CONSUMERS

RELATIONSHIPS

**SUSTAINABLE
PROCESSES**
RESPONSIBLY-
SOURCED
RAW MATERIALS

NATURAL RESOURCES

Megatrends
see page 17



* Excluding Rydoo revenues.

Sodexo's success as a service provider, employer and corporate citizen depends on its ability to build enduring relationships with all of its stakeholders.

OUR VALUES

- Service spirit
- Team spirit
- Spirit of progress

OUR ETHICAL PRINCIPLES

- Loyalty
- Respect for people
- Transparency
- Integrity

STAKEHOLDERS

IMPACTS

EMPLOYEES

SUPPLIERS/ AFFILIATED MERCHANTS



82%

RETENTION RATE
OF TOTAL
WORKFORCE

HUMAN

INSTITUTIONS/NGOs



2€

DIVIDEND PER SHARE
PROPOSAL FOR
THE FISCAL YEAR⁽¹⁾

ECONOMIC

GOVERNMENTS/ REGULATORS

INVESTORS

€6.9bn

SPENT WITH
SMEs⁽²⁾

RELATIONSHIPS



CONSUMERS/ COMMUNITIES

CLIENTS

23.2%

OF SCOPE 3 CO₂ EMISSIONS
REDUCTION⁽³⁾

NATURAL RESOURCES

For more information, see Chapter 2 and www.sodexo.com

1 Submitted for approval at the Shareholders Meeting of December 14, 2021.

2 Small and Medium Enterprises.

3 Scope 3 (supply chain) compared to the 2017 base-line.

#LOVE OF FOOD

Listening to consumers to best meet their changing expectations, Sodexo continues to transform its food offering. In keeping with its historical approach focused on quality, nutrition and health, Sodexo strengthens the use of local, seasonal, healthy and sustainable food to make every meal a tasty experience that also supports consumer health and well-being, wherever they are and whatever their environment and habits.

Convinced that quality of life requires a varied and balanced diet, Sodexo's teams offer every day a wide range of products and recipes specifically designed for consumer needs to ensure that its meals are tasty, enjoyable and healthy.

Quality, health and nutrition at the heart of Sodexo's offering

As a quality label illustrating the approach, the *Mindful* program is now available at over 2,500 sites in 13 countries to guide consumers' daily meal choices with the support of dietitians and nutritionists. Thanks to its expertise in clinical nutrition, Sodexo has for example been selected by the Penn State Health hospital complex in Pennsylvania to provide a varied, nutritional and healthy food offering to be implemented in conjunction with an innovative technology for ordering meals and monitoring the diet of each patient as well as *Experiencia*, its exclusive real-time data-analysis platform. In Madrid, the *Awaken the Senses* program, which focuses on sensory stimulation for seniors needing long-term care at the *Los Robles* retirement home, has helped reduce malnutrition risks by 70%⁽¹⁾.

All around the world, Sodexo's food offerings are designed to satisfy consumer needs and preferences. *FoodiE Café*, a new culinary experience designed around enjoyment, engagement and exploration, offers a wide range of sustainable and healthful alternatives at North American middle schools. *The Circuit*, an offering for U.S. university campuses, supports the physical and mental performances of student athletes and their supporters.

Since information and education are essential, Sodexo is rolling out more and more initiatives aimed at encouraging consumers to follow 10 golden rules for

better nutrition, health and well-being at its restaurants and on its apps and websites.

The passion and culinary expertise of Sodexo's teams

Whether they've graduated from culinary school, trained in-house, at the new *Lenôtre* Culinary Arts School or come from prestigious kitchens, recognised as *Meilleur Ouvrier de France* or by Michelin stars, Sodexo's chefs all have one thing in common: they put their talent and passion for food at the service of consumers to ensure a tasty and enjoyable food experience. At companies for example, the contemporary and varied cuisine of the *Modern Recipe* offering, rolled out in 9 countries and associated with new space layouts, offers a variety of food options throughout the day, facilitating contacts and collaboration while boosting employee well-being and performance.

To cultivate their creativity and encourage the sharing of culinary cultures, Sodexo offers dedicated training programs such as the *Chef Academy* and international exchange programs like *Global Chef*. The spirit of sharing is also central to the online cooking classes given by Sodexo chefs during and after the Covid-19 pandemic to help consumers during these unprecedented times.

Sodexo teams also draw inspiration from discussions with suppliers, researchers, food experts and partners to invent the food of tomorrow with consideration for issues including sustainable supply. Sodexo demonstrates it again with the *Future Food Collective* initiative and the Group's membership in the European Code of conduct on responsible business practices and marketing aimed at obtaining a collective commitment to transitioning to a sustainable food system.

Innovation on the menu

Culinary expertise and commitment to initiatives such as "Future 50 Foods" ensure that Sodexo is part of the necessary food transition. As a change-maker and in accordance with its ambitious goals, especially in terms of fighting climate change and promoting animal welfare⁽²⁾, Sodexo strives to ensure that its meals offer both quality and enjoyment. With its ability to support changes in the food choice behaviors of millions of people, Sodexo encourages the consumption of varied, healthful and responsible foods in all its activities. Businesses, schools and healthcare facilities are enjoying more and more local, organic and seasonal offerings as well as options for special diets. Sports fans and visitors to convention centers can now find new plant-based options, such as the *Impossible™ Burger*, prepared with care by the *Sodexo Live!* teams in the U.S.

To better satisfy consumers and improve its practices, Sodexo is introducing new sustainable supply solutions, such as its partnership with Vertical Harvest in the state of Maine, an urban hydroponic farm and the first vertical greenhouse in the United States, which will supply 80% of the lettuce needed at Sodexo's university campuses and partner sites.

This strong commitment to responsible culinary innovation can also be found in the new delivery offerings, such as *FoodChéri* in France, whose nutritionally balanced dishes are made from mainly organic and local ingredients, *The Good Eating Company*, a flexible model for local meal preparation and delivery, and *Nourish Inc.*, which offers seasonal, organic and GMO-free plant-forward dishes in 25 different culinary styles to ensure optimal consumer satisfaction.

1 A study conducted by Sodexo and the University of Ottawa's LIFE Research Institute.

2 Sodexo is a founding member of the Global Coalition for Animal Welfare (GCAW).



Culinary innovation serving the most vulnerable

In France, with the launch of *Mixons moins, mangez mieux* (Mixing less and eating better), Sodexo is offering a comprehensive approach to improving the meal experience for people with disabilities. Developed together with a committee of para-medical experts, this innovative initiative is designed for live-in medical facilities and specialized care homes. With a new food texture suited to their particular motor skills and sensory capacities, residents fully enjoy their meals, rediscover certain flavors and develop autonomy safely. This comprehensive approach includes a training and monitoring program for teams of cooks and assistants as well as the on-site organization of a multi-disciplinary monitoring committee.

Hyperlocal production for the benefit of all

To support the transformation of the global food system, hyperlocal production – in other words producing food right where it will be consumed – has been developed as one sustainable solution. In Finland, the teams of the Sodexo restaurant on the Keilalahti campus in Espoo have designed an on-site production space which reinvents the supply of vegetables for the preparation of a high-quality offering of vegetarian and vegan dishes. Similar initiatives are being rolled out by other Sodexo chefs around the world, like at the Blue Bear Farm in Denver, created by *Sodexo Live!* and its local partners to serve visitors to the Colorado Convention Center.



GOAL

33%

OF PLANT-BASED DISHES IN MENUS BY 2025

5,402

DIETITIANS EMPLOYED BY SODEXO WORLDWIDE

Promoting changes in eating habits

To support its commitment to propose 33% plant-based dishes in our menus by 2025, Sodexo has launched the *Future Food Collective*; a collaborative research initiative bringing its chefs together with industry experts and key suppliers to reshape consumption habits. By partnering with NGOs such as the Food for Climate League, the *Future Food Collective* is gathering insights to develop new plant-based innovative solutions that encourage consumers to prefer healthy, sustainable foods that are more respectful of the environment.



“Health and well-being are priorities that have been gaining popularity for consumers. At Sodexo, those subjects have always been top of mind, particularly with our 5,400+ dietitians worldwide who work to create a healthy and meaningful offer to suit a range of consumer profiles. The newly launched

Better Choices campaign provides meals that are scientifically researched and evidence-based; they’re created to support consumers achieve a healthy lifestyle and combat rising global obesity. We’ve conducted numerous studies and worked closely with several medical professionals to deliver what the consumer wants and what their health demands in a clear and informative way. We want to help facilitate their healthy lifestyle journey and that starts with the right nutrition and education.”

Wan Mak, Head of Nutrition and Dietetics, Sodexo UK & Ireland

#NEW FOOD EXPERIENCES

At a time marked by changing behaviors and expectations related to food services and dining habits, some of which have been influenced by the increase in remote work and meal delivery during the pandemic, Sodexo accelerates its transformation to offer multimodal and multichannel meal experiences and make life easier for everyone.

During Fiscal 2021, Sodexo's teams continued mobilizing to meet their clients' pandemic-time business continuity needs, adapting service offerings to reinforce the necessary focus on safety and hygiene and creating the conditions needed for recovery. This unprecedented period gave rise to new, temporary or permanent, solutions and services centered around the needs of organizations and individuals.

A unique multi-channel meal offering

Knowing that in certain markets, there has been a need for change in the way consumers access Foodservice offerings, Sodexo accelerates its transformation to prepare and deliver quality meals to consumers, on site or remotely, and provide them with flexible solutions that match their expectations. Its unique Meal offering is based on complementarity with its On-site Services, delivery offerings and Benefits & Rewards Services. It is now especially relevant for clients who are looking for solutions to accommodate staff working under more hybrid conditions. This 360° offering is now being implemented by over 30 corporate contracts in France, including Odco, Novartis and Microsoft, which have been able to count on the adaptability and modularity of Sodexo's service offerings.

Reinventing on-site Foodservices

The Group's ability to provide innovative on-site Foodservices tailored to consumer and client needs continues to expand beyond the traditional offering. Depending on the needs of each organization, Sodexo is able to expand its customizable

solutions in terms of retail sales, vending machines as well as welcoming coffee break areas. For SMEs or in establishments without on-site production capabilities, Sodexo is developing specific offerings such as *Brio!* in Italy, with lunches freshly prepared in Sodexo's cloud kitchens and delivered to client sites. Sodexo is also forming innovative partnerships with suppliers and startups. In the United States, for example, the Group has developed an unprecedented collaboration with *HelloFresh*, a global leader in boxed meals, for over 300 universities *via* its app *BiteU*.

The development of high-performance technology platforms also allows the Group to continually offer contactless solutions and other practical services. In the United Kingdom, the app *Twelve* offers automatic check-out functions to make it easier for people to place orders from their workplace. In the Netherlands, the ordering, payment and delivery platform *Your Order* opens up access to meal options at any time of the day. And with data analysis and artificial intelligence, Sodexo is fine-tuning its offering while increasing operational efficiency, for example using delivery robots on U.S. campuses, developing smart vending machines and *Scan & Go* options for self-checkout with a smartphone.

Introducing complementary delivery offerings

The Group is also continuing its targeted investments to develop localized offerings, in particular in foodtech startup, capitalizing on their agility and differentiating positionings. In France, Sodexo is already reaching consumers in their homes and offices with *FoodChéri*,

which is now also available in Belgium, and with the *Seazon* home-delivery offering. In the United Kingdom, the Group acquired *Fooditude* for deliveries of a premium food offering to London businesses. *The Good Eating Company* has also launched a new workplace food-delivery solution for urban markets, an offering that Sodexo is now exporting to North America. In the United States, Sodexo has also acquired *Nourish Inc.*, which distributes on-site and delivers fresh, plant-based meals, and *Foodee*, aggregators of over 800 local restaurants in 14 cities of the United States and Canada.

A wide range of Foodservice options thanks to Meal Pass

With its robust business model and the development of its Benefits & Rewards Services, Sodexo is able to improve the employee experience and adapt it to changing needs and new consumer trends. Over 370 partnerships have been signed around the world with restaurants and online grocery stores as well as meal delivery platforms such as *JustEat Takeaway.com* and *UberEats*. These partnerships allow consumers, whether working on site or at home, to enjoy a diverse and flexible meal experience with easy, fast and secure payment solutions. For partner merchants and restaurants, they're also a major business opportunity. In addition to having access to a very wide range of meal choices, French and Belgian holders of the Sodexo Pass can also support small businesses and fight food waste by purchasing surplus food at lower prices *via* the app of our partner *Phenix*.

A quality offering even without a kitchen on site

Thanks to its off-site kitchen model, *Nourish Inc.*, acquired by Sodexo in early 2021, brings American consumers access to nearly 25 different styles of balanced menus on a large scale. Every day, whether a business has a kitchen on site or not, *Nourish Inc.* delivers its staff high quality, healthful food made with a large share of organic and GMO-free ingredients.



New offerings from food tech

The very first ultra-fresh meal delivery subscription service adapted to new hybrid work modes, *Season* delivers tasty meals in line with consumers' nutritional needs, tastes and food preferences

to individuals working at offices, from home or at other sites in France and Belgium. *FoodChéri* is also reinventing the on-site Foodservice experience by designing digital corporate cafeterias with *Corner*, a customized click & collect solution coordinated by a *FoodChéri* Corner Manager, and *Shop*, an on-site or click & collect gourmet meal experience available any time of day.

Smart technologies for better service

Whether for innovations in meal preparation or delivery, Sodexo is continuing its investments and forming new partnerships to offer consumers greater flexibility and more options.



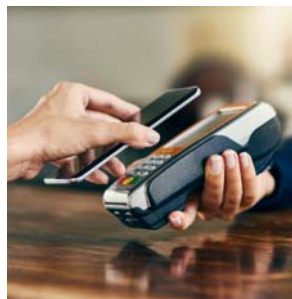
In the United States, *Sally* the robot prepares salads, on an on-demand basis, from a choice of over 22 fresh ingredients, and the *SavorEat* robots use 3D printing to make plant-based burgers for U.S. universities. At campuses, thanks to the development of artificial intelligence and sensor technology, students can also take advantage of contactless and carbon-neutral robot delivery services *via* the Sodexo *Bite+* app with the new partnership with *Kiwibot*.

Expanding delivery offerings in the United Kingdom

By acquiring a controlling stake in *Fooditude*, a supplier of premium Foodservices in London, Sodexo further increases the diversity of its offering in the United Kingdom while benefitting from a high-performance central production unit for a faster roll-out of delivery solutions such as *Good Eating Company Delivered*, launched in the summer of 2020.



Rethinking the employee meal experience



In January 2021, Amazon's Indian subsidiary entrusted Sodexo's Benefits & Rewards Services team with the task of making 100% digital Sodexo Passes available to its 100,000 employees. Every employee can now enjoy a flexible experience at the nearest restaurant or shop, as well as at the company restaurant and *via* the main delivery platforms, and pay right in the Sodexo-Zeta app.

Adapting the service offering to serve in the long-term

Everywhere that Sodexo operates, its teams innovate by offering tailor-made solutions for every situation, to feed, serve and care for staff while boosting its business dynamics. Because of its size and strict safety protocols, workers at the Phillips 66 refinery in Ponca City (Oklahoma) were not easily able to access the on-site food options Sodexo offered. The solution provided by the team was to bring a comprehensive, high-quality food offering directly to the worksite with the *Sodexo Grill Foodtruck*, allowing each employee to get a meal without unnecessary hassle.

#WORKPLACE TRANSFORMATION

Accelerating change in all business sectors, the pandemic has significantly impacted the ways of working of millions of people. With this new reality, business and government leaders have been faced with new challenges and must search for effective and efficient solutions. A new “collaborative pact” combining well-being at work and performance now seems necessary to attract employees in search of flexibility and hybrid collaborative working modes, secure their loyalty and increase their engagement.

As a world leader in Quality of Life services, Sodexo is the expert its clients trust to redesign their work spaces to make them flexible, dynamic and modular, and to reinvent employee experience to enhance their well-being and boost performance and innovation.

Establishing trust and confidence for a safe return to the workplace

Regardless of their environment, for example at a corporate site or a hospital, clients and consumers feel safe counting on Sodexo’s expertise in terms of risk evaluation and protection of staff and premises, ensured by a wide range of services ranging from disinfection to contactless services. To bring them the guarantees they need for a confident return to the workplace, Sodexo has set up a *Medical Advisory Council* tasked with offering a technical orientation and validating health and safety protocols for its services, and calls upon the expertise of *Bureau Veritas* to certify the quality level of its procedures and services.

Reinventing the consumer experience at a time when habits are changing

Listening to the communities it serves, Sodexo is constantly adapting its offering and processes to propose solutions and services adapted to their needs. For example, it is helping U.S. campuses redefine their spaces and optimize their attractiveness, such as at Binghamton University in Vestal, New York, where Sodexo’s range of expertise has improved the environment and student engagement while generating substantial savings.

In Energy & Resources, buoyed by the development of innovative technology, Sodexo has put all its expertise to adapt to extreme working conditions and improve the daily life of residents at remote sites. For example, smart glasses now make remote maintenance possible, while the *MyWay* app, used from mining sites in Australia to offshore platforms in the North Sea, is devoted entirely to users’ daily needs. At hospitals, Sodexo is also adapting its service offering to stay in closer step with changes in working modes, for example using artificial intelligence in its predictive analysis program *Experiencia* to assist care teams with time and stress management.

For Business & Administrations clients, Sodexo is developing *Vital Spaces*, a unique approach to optimizing experiences and designing hybrid and flexible workplaces. To meet the specific needs of each organization, this approach includes strategy consulting, workplace design, technical facility management and services for employees as well as digital solutions and data analysis. Sodexo thus implements a full range of services to meet the challenges of this transformation, with multimodal, on-site or remote Foodservices (see previous page), Facilities Management services, digital Concierge services and Homecare services.

Optimizing workplaces for enhanced efficiency and employee well-being

According to the 2021 Microsoft Work Trend Index, 66% of company CEOs plan to change the layout of their workplaces and improve their employee experience. With its global experience, a large network of partners and a unique understanding of

the needs and expectations of organizations, Sodexo helps them build relevant strategies with its comprehensive offerings combining the Group’s know-how and technological innovations. Sodexo’s corp-up, *Wx.Company*, is helping organizations adapt their work experience using ethnography, the IoT and data analysis. It offers consulting services – *Wx.Studio* – and digital solutions developed by *Wx.Solutions*. In providing services to an international audit firm for example, *Wx.Solutions* has made it possible to optimize the use of spaces and to accommodate 500 additional employees in its existing offices by introducing 3,000 sensors. Sodexo and *Wx* have also developed a SaaS platform, designed to help decision-makers understand the real use of spaces and make it easier for them to adjust their work environment to the usages and strategy of the client. These technological solutions offer clients the advantage of optimized and personalized management by Sodexo and complement the existing offerings – reception, safety, technical maintenance, waste management and concierge services – to create a continuum of high added-value services for organizations. By ensuring flexible use centered around humans in work environments to stimulate collective performance, integrating remote work practices, which are now part of the culture of each organization, and bringing staff continuous advantages, whether they’re on site or working remotely, Sodexo helps its clients improve collaboration, productivity and well-being of their employees.

**Personalized
and holistic
services
with Vital
Spaces**



By supporting organizations in their implementation of global solutions to serve the performance and quality of life of employees, Sodexo is affirming its leadership in the management of workspaces. With the objective of improving the post-Covid experience of employees, Sodexo has been awarded the extension of a major contract by a leading pharmaceutical group for the management of sites in seven countries. With *Vital Spaces* and the expertise of *Wx*, Sodexo is working with the client to design and offer a holistic hospitality solution, based on the analysis of the customer journey. The Group is offering a wide range of services adapted to each site, including catering, *Circles* digital concierge services, as well as cleaning services, energy management, etc. To support the client's operational efficiency, Sodexo will also provide a full suite of business intelligence and reporting technologies, and the *Twelve* application will allow certain sites to further enhance the employee experience.

**Strengthening digital
service offerings**

Circles, Sodexo's concierge services, has strengthened its digital offerings designed to support employee engagement wherever they are, their quality of life, team cohesion and social ties. *Circles* offers a wide range of well-being services, remote and on site, a real personal assistant with a positive impact for all the needs of daily life, both professional and personal. *Circles* promotes professional exchanges and times of sharing and conviviality between employees and thus contributes to the performance of organizations.



**Sodexo recognized for
its Facility Management
expertise**

On December 11, 2020, Sodexo was awarded the 2020 Innovation Prize by the International Facility Management Association (IFMA) for its exceptional contribution to facility management business lines and its development of the digital app

"Covid-19 Business Management & Operations". This decision-making and real-time management tool was developed in January 2020 by the Corporate Services segment with the goal of ensuring the operational continuity and safety of working environments at several thousand client sites around the world.

78%

OF ALL ORGANIZATIONS EXPECT THEIR WORKPLACE TO BE ADAPTED SO IT CAN PERFORM ADDITIONAL LABOR-RELATED FUNCTIONS.

Source: *Fit for Future: The impact of Covid-19 on workplace and portfolio strategies* - Avison Young UK, HLM Architects and real estate works.

"While traditional Facilities Management and workplace Foodservices have always been a key part of our operations, Vital Spaces takes us even further. We are able to support our clients with a 360° people-focused approach to improve their employees' day-to-day experience and by redesigning their work spaces."



Julie Ennis, CEO Corporate Services, Sodexo UK & Ireland

A redesigned head office in Canada

In a context marked by new hybrid working methods, and with the expertise of *Circles* and *Wx*, the head office of Sodexo Canada in Montreal, was transformed in September 2020. It was designed according to employee expectations gathered during the project design phase and organized around seven essential factors: air, water, movement, light, sound, ambiance and food. Flexible, inclusive and inspiring, this environment designed for optimal energy efficiency and sustainability was created to stimulate engagement and teamwork, both on and off site, under strict conditions in terms of health and safety and talent recruitment, while keeping property costs down.

#SOCIAL IMPACT

The Group's economic development is inseparable from its positive social impact. With solid footing in each of its regions, Sodexo simultaneously plays a role in social integration, in particular by hiring individuals who may have experienced difficulties to find employment, in social cohesion, due to the human dimension of its business, and in social mobility and community development.

Since Sodexo's performance is first and foremost the result of the daily investment of its teams, the Group strives to offer its staff safe, motivating and open work environments, in which differences and team spirit drive innovation and growth. An absolute priority in the context of the pandemic, measures to safeguard employee health, safety and well-being are anchored in their day-to-day experiences and, despite particularly challenging conditions, the frequency of lost time injury declined over the course of the year. In a process focused on continuous improvement, the Group further increased its commitments in March 2021 by signing an unprecedented declaration of intent with the IUF⁽¹⁾ on promoting employee rights to a safe and healthy working environment.

Everywhere, Sodexo applies a responsible approach to ensure compliance with the United Nations' guiding principles and the International Labor Organization's Fundamental Rights at Work. The Group's strong commitments to integrity, job creation and entry into the job market are essential to the economic growth and social development of local communities. In France, 25% of its teams come from priority neighborhoods and the first apprentices to enroll in the first multi-company culinary training center *CFA des Chefs* were hired by Sodexo upon graduation.

Sodexo also assists its teams by providing ongoing training and filling positions *via* internal promotion. In the United Kingdom, for example, with nearly 20% of the engineering staff (electricians, plumbers and so on) reaching retirement age by 2026, Sodexo has taken steps to fill the upcoming position vacancies by launching a technical apprenticeship

academy. In the United States, Sodexo has created a 10 million dollar scholarship program, that will be available to more than 85,000 on-site employees and their families to access the funding they need to get a college degree.

Diversity, equity and inclusion: performance drivers

Respect for and acceptance of all differences and efforts to fight all forms of discrimination – culture, ethnicity, age, sexual orientation and identity, etc. – are central to the Group's commitments. This culture of diversity, equity and inclusion is not only a moral imperative but also an essential condition for innovation and performance. The Group adheres to the UN's principles on the empowerment of women, which aim to increase their power at the workplace and in their communities, and making progress year after year to achieve its ambitious goals. More and more initiatives have been launched around the world to benefit women, for example increasing their presence in technological careers and operational management positions, as can be seen in the partnership with the Brazilian Institute of Engineering that aims to encourage such vocations. Recognized for this commitment, Sodexo has joined the Gender and Diversity Alliance initiative and has been included for the fourth year running in the Bloomberg Gender-Equality Index.

Day in and day out, Sodexo's teams take action to ensure a more open, fair and inclusive society, rallying around causes devoted to eliminating all forms of racism (Black Lives Matter, Stop Asian Hate, etc.). Sodexo is also proud to have reached a new milestone in the area of inclusivity for people with disabilities by obtaining a score of 100% in the U.S. Disability

Equality Index and is also recognized as one of the world's best organizations in terms of inclusivity for LGBTQ+ individuals (Workplace Pride Advocate).

An essential role in the development of communities

Sodexo is a key player in improving the communities in which the Group operates. Whether by supporting purchasing power or optimal balance in people's lives or by helping grow the revenues of affiliate merchants, Sodexo's teams make individual and group needs the central focus of their daily commitment. With this same awareness of its responsibilities and social impact, Sodexo is having positive influence on the local economies *via* a responsible procurement policy that is more fair, inclusive and sustainable. The Supply Chain Inclusion Program launched in North America in 2001, which is now operational in most of our regions, aims to promote the development of SMEs and other businesses that actively promote diversity and inclusion.

Sodexo's social impact can also be measured in terms of the support that its services and initiatives provide to populations in need. In Panama, Sodexo participated in the *Panama Solidario* program set up by the government and was able to support 275,000 families facing poverty or that are vulnerable to the effects of the pandemic by distributing vouchers that can be used to buy food, healthcare and hygiene products. Many solidarity initiatives are also underway, such as *Stop Hunger*, which works ceaselessly to fight food insecurity, and the involvement of 24 Sodexo kitchens in France in partnership with *Phenix and Too Good To Go* in helping students who are experiencing poverty.

1 IUF: International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations.

OBJECTIVE OF

10

BILLION EURO OF
OUR BUSINESS VALUE
BENEFITTING SMES
BY 2025

8.5

MILLION MEALS
DISTRIBUTED
BY STOP HUNGER DURING
THE COVID-19 CRISIS

Driving social innovation

In France, Sodexo is spearheading a new business model that aims to make a positive social impact in priority neighborhoods. One of its projects, La Passerelle, won the *Quartiers Fertiles* call for projects launched by the *Agence Nationale pour la Rénovation Urbaine* (French national agency for urban renewal). This building slated to open in Clichy-sous-Bois in early 2022 is designed to increase employability for local residents, improve health, forge closer social cohesion and connections and make the community more attractive. The activities at this center – vegetable processing plant, daycare facility, training room and community space – designed with and for local residents, should create around 20 direct jobs and benefit more than 500 families.



Collective mobilization to face the pandemic

With teams on the front-line since the start of the pandemic, Sodexo demonstrates its expertise and agility in making optimal use of its resources in support of the public interest and to serve populations. In the United Kingdom, thanks to the Department of Health and Social Care's renewed trust, Sodexo is one of the main operators of Covid-19 testing centers in the country. In France, the *SoVacc* solution, designed to support the introduction and complete management of vaccination centers, was selected by Resah⁽¹⁾ and is being rolled out gradually to assist with the vaccination campaign. To support its employees, Sodexo has implemented a number of measures for facing the consequences of the pandemic: redeployment of teams, remote medical consultations, improvement of healthcare and contingency coverage, psychological support with the *Sodexo Supports Me* counseling system, remote training, financial aid, global support system of 30 million euros, vaccination facilitation measures, etc.

Acting to promote supplier inclusion in France

Launched in France in March 2021, the Impact+ program, which aims to accelerate the expansion of virtuous ecosystems addressing the labor-related, societal and environmental issues that matter to Sodexo, is planning to support suppliers that are involved in an inclusive approach: businesses that promote entry into the workforce, the protected/adapted work sector, firms active in the social and socially responsible economy or located in a priority neighborhood or a rural revitalization zone.



Le programme Achats Inclusifs de Sodexo



Supporting social programs

For the second year in a row, Sodexo Benefits & Rewards Services has signed an agreement with the municipality of *Cuauthémoc*, one of the 16 districts of Mexico City, to facilitate the implementation of their social programs. Thanks to the *Tienda Pass* card, 5,200 beneficiaries and their families in extreme poverty can access essential food products. In addition, Sodexo's teams are continuing to work closely with the municipal government to remediate the effects of the pandemic and improve residents' quality of life.

¹ Réseau des Acheteurs Hospitaliers (hospital purchasers' network): a public interest group whose mission is to support the pooling and professionalization of purchasing in the healthcare sector, both public and non-profit private.

#ACT FOR CLIMATE

Protecting natural resources is a major priority and challenge for all organizations. Since 2010, Sodexo has been working with its clients, suppliers and partners as well as the World Wildlife Fund (WWF) to measure and reduce its carbon emissions, both direct and indirect, throughout its value chain.

With the goal of reducing its carbon emissions by 34% by 2025 (compared to 2017), which was approved by the Science-Based Target initiative (SBTi) in 2019, Sodexo has become the first company in the Foodservices sector to have a carbon target in line with the Paris Agreement objective of limiting climate warming to 1.5°C. Tangible progress having been made in terms of direct emissions (Scopes 1 and 2), Sodexo is now focusing its efforts on reducing indirect emissions (Scope 3). The Group's progress is a significant advantage for its clients and partners, who rely on its experience to achieve their own sustainability goals.

Preventing and reducing food waste

To reduce carbon emissions, fighting against food waste is a priority for Sodexo, the first Foodservices firm to have linked part of its financing to this goal. An active member of the UN's Champions 12.3 initiative, the Group is launching initiatives associated with its global program *WasteWatch*, which is designed to cut its food waste in half by 2025 (vs. 2019 level). To this end, the Group is training its chefs, site managers, kitchen staff and other employees to constantly strive to reduce food waste.

Promoting sustainable food choices

In addition to the health benefits for consumers, a varied, sustainable and

plant-forward diet is also a way to significantly reduce carbon emissions. Sodexo is helping raise its consumers' awareness of the environmental impact of their food choices, and encouraging them to eat differently by offering sustainable dishes and tasty plant-based offerings. For instance, an Ecoscore rating is now provided with each dish prepared by *FoodChéri*, the first player in Foodservices in France to make such a commitment in response to environmental issues.

Increasing local and responsible procurement

Because almost half of its carbon emissions are linked to its supply chain, Sodexo is committed to promoting sustainable and local agriculture, co-developing products and services based on circular economy principles and improving the efficiency of its resources. Convinced that only a joint strategy implemented together with all the players in the sector can guarantee effectiveness protection of the natural ecosystem, Sodexo is developing a global sustainable approach based on cooperation with its clients, suppliers, public authorities and partner or competitor businesses. Together with nine other world leaders in the food industry, the Group has founded the 10x20x30 initiative, in which partners and their 20 priority suppliers commit to introducing common processes for measuring waste throughout the value chain.

Promoting innovative energy solutions

Sodexo has committed to ensuring that by 2025, 100% of the electricity it uses at its self-operated sites will be renewable, and aims to encourage its clients to also adopt this goal by using its complete energy management services (see following page). These services, which, by definition, include an energy strategy, upgrading for compliance, and the supply, monitoring and implementation of technologies designed to improve energy efficiency, have already allowed client companies to achieve annual savings and obtain significant returns on their investments.

The results of this active strategy in terms of climate impact are very clear. Since 2017, Sodexo has already reduced its Scope 1 and Scope 2 carbon emissions by 37.2% and those of its Scope 3 supply chain by 23.2% (in absolute terms). The Group is also known for its initiatives at a global level. In December 2020, Sodexo became the first (and only) Foodservice and Facility Management sector firm to join the "A list" of leaders in the fight against climate change of the CDP (formerly Carbon Disclosure Project), a standard-setter in corporate environmental transparency. Sodexo is also proud to have been ranked for the 16th year in a row among the leading firms in the Dow Jones Sustainability Index (DJSI) and to obtain the highest scores in the environmental and social categories. These recognitions from institutions and indices devoted to corporate responsibility reflect the importance Sodexo places on this issue as well as the progress the Group has made.



“By engaging the Group in 2019 to align its climate ambition with the 1.5°C target of the Paris Agreement, Sodexo has shown leadership at the global level as one of the first companies to propose such a level of mitigation. This commitment by one of the biggest catering, hospitality and food retail services groups demonstrates its sense of responsibility to tackle its carbon footprint. Sodexo must keep engaging all teams on the implementation of this target, through a robust carbon reduction plan, as well as adapted decisions and means.”

Arnaud Gauffier, Conservation Director, WWF France

Sodexo leads change for better efficiency from resources

Sodexo has set strict rules in terms of monitoring the origin of each product it uses and continually evaluating the commitment of its suppliers. To reach its goals, the Group is focusing on local supply chains, promoting plant-based foods, fighting food waste and ensuring that products, especially paper, are recycled. Going beyond the European legislation on single-use plastic, Sodexo has opted to eliminate plastic take-out bags, straws, plates, cutlery and coffee stirrers, replacing them with new and more sustainable versions made of paper, cardboard, wood or fiber, and is studying sustainable alternatives to other plastic items used at its Foodservice sites in Europe.

Fighting deforestation

Since it is the major cause of climate change and biodiversity loss, Sodexo has committed to eliminating deforestation from its supply chain by 2030. In partnership with the WWF, the Group is improving its procurement by increasing the percentage of products certified deforestation-free and focusing its efforts on those with the greatest impact, namely beef, soy, palm oil and paper. Sodexo has signed the WWF’s public statement to the European Commission for “new regulations on all raw materials” aimed at halting deforestation and supporting transparency throughout all supply chains. The statement’s signatories also recommend changes to the existing regulations, which should also cover products that present a risk of converting and damaging natural ecosystems.

CARBON EMISSION REDUCTION
COMPARED TO 2017 LEVELS

37.2%

SCOPE 1 AND 2

23.2%

SCOPE 3 - SUPPLY CHAIN



Climate strategy and energy solutions

By committing to using 100% renewable electricity in its operations at its self-operated sites by 2025, Sodexo joins RE100, a global initiative bringing together some of the world’s most influential businesses that have committed to leading the transition to 100% renewable electricity. This move is part of the Group’s climate strategy aimed at reducing its carbon emissions by 34% by 2025.

Working together to fight food waste

To effectively fight food waste and have a decisively positive impact, a concerted effort is needed from all players in the food chain. Sodexo is proud to combine its strengths and expertise with those of other member companies of the International Food Waste Coalition (IFWC) as part of a collaborative “from field to fork” approach aimed at fighting food waste. Sodexo is also continuing the roll-out of its *WasteWatch* program. As of August 31, 2021, nearly 900 of its sites were involved, reducing food waste by an average of 45.8%. The Group is launching more and more initiatives, both international, such as *WasteLESS Week*, and local, like *Wasteful to Taste* at 200 sites in the United Kingdom.



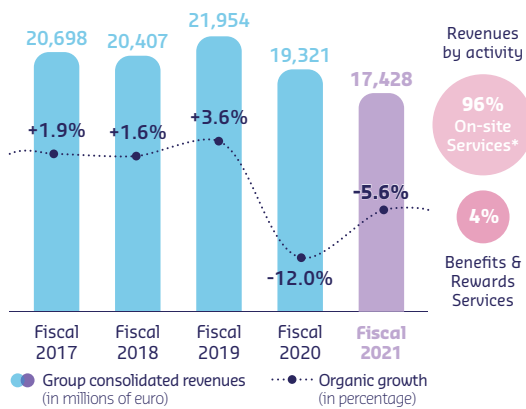
Financial indicators



MARC ROLLAND
Group Chief
Financial Officer

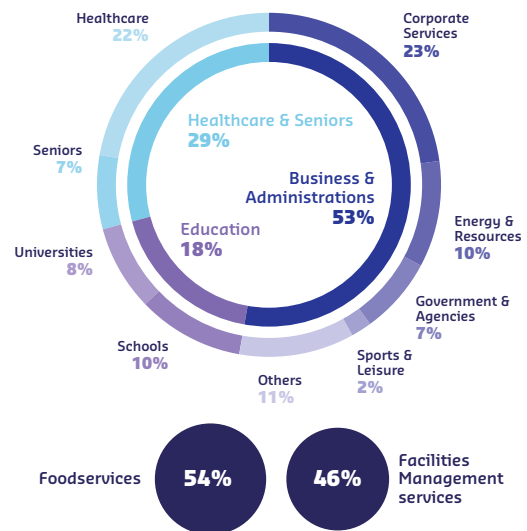
“After a year significantly impacted by the pandemic during which Sodexo demonstrated its resilience and the relevance of its business model, our Fiscal 2021 results show a solid pick-up in activity and better than expected performance. Our actions to renegotiate our client contracts, strictly control costs and implement the GET efficiency program are clearly visible in our better-than-expected Underlying operating profit margin. At 483 million euro for the year, our free cash flow has been very positive. Our net debt ratio improved to 1.7, and liquidity is stronger than ever at 6.4 billion euro. We are also actively managing our portfolio of services and activities to enhance the Group’s performance. The recovery is continuing into Fiscal 2022, with ongoing growth and margin improvement.”

EVOLUTION OF CONSOLIDATED REVENUES AND ORGANIC GROWTH

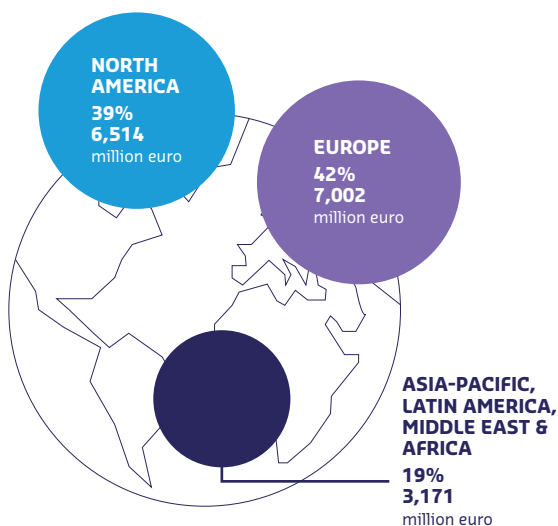


* Including Personal & Home Services.

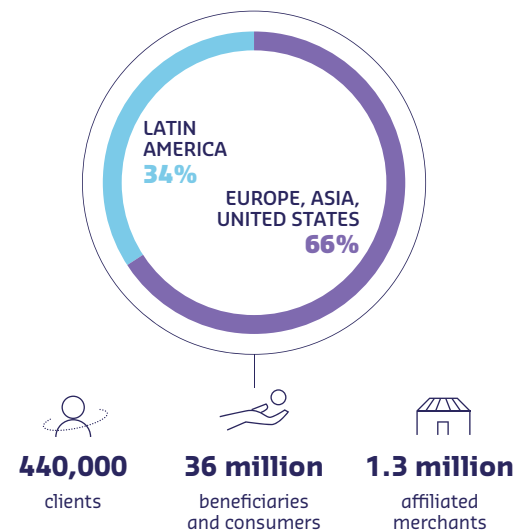
ON-SITE SERVICES REVENUES BY ACTIVITY AND CLIENT SEGMENT



ON-SITE SERVICES REVENUES BY REGION

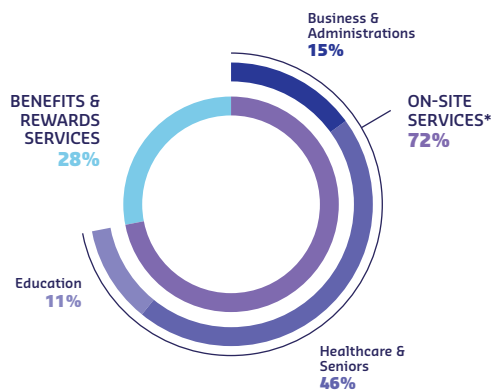


BENEFITS & REWARDS SERVICES REVENUES BY REGION*



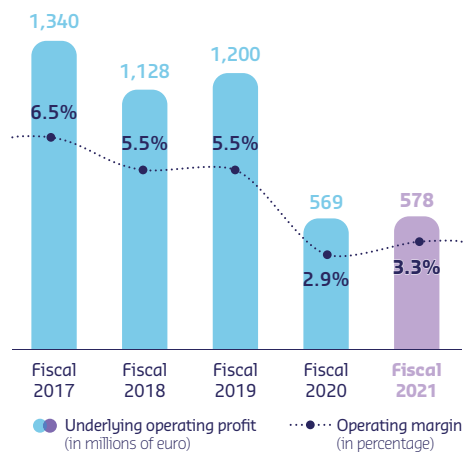
* Excluding Rydoo revenues.

UNDERLYING OPERATING PROFIT BEFORE CORPORATE EXPENSES & INTRAGROUP ELIMINATION BY ACTIVITY AND CLIENT SEGMENT

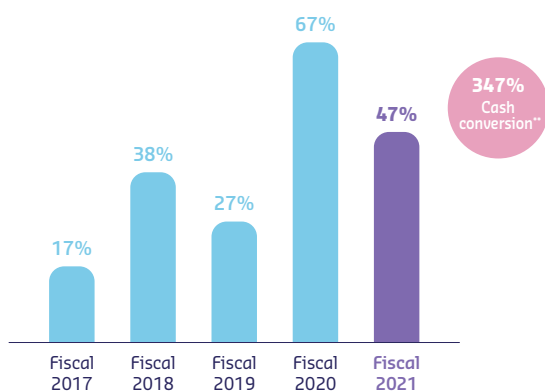


* Including Personal & Home Services.

UNDERLYING OPERATING PROFIT AND OPERATING MARGIN



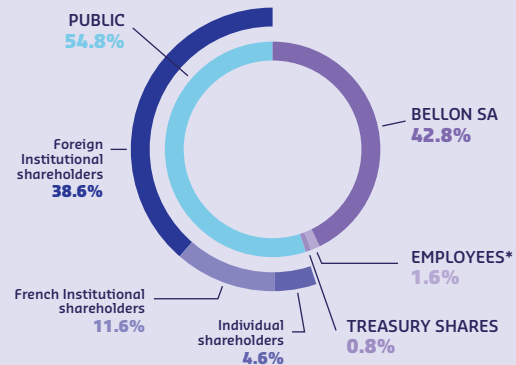
NET DEBT AS A PERCENTAGE OF SHAREHOLDERS' EQUITY*



* Debt net of cash and cash equivalents, restricted cash and financial assets related to Benefits & Rewards Services activity, less bank overdrafts.

** Free cashflow/Net profit.

SHAREHOLDERS AS OF AUGUST 31, 2021



Source: Nasdaq

* Including shares resulting from restricted share plans held in registered form by employees and still subject to a lock-up period.

SODEXO SHARE DATA SHEET

- Main listing place: Euronext Paris - A Compartment
- ISIN code: FR0000121220
- Mnemonic cod: SW
- Main index: CAC Next 20, SBF 120, CAC 40 ESG, Euronext 100, CAC All Share, FTSE4GOOD
- Euronext listing date: March 2, 1983

KEY INDICATORS OF FISCAL 2021 as of August 31, 2021

- Total number of shares: 147,454,887 shares
- Closing price: 70.02 euro
- Market capitalization: 10.3 billion euro
- Sodexo share price trend during Fiscal 2021: +16.8%
- CAC 40 trend during Fiscal 2021: +35.0%
- Underlying earnings per share: 2.37 euro
- Dividend per share: 2 euro*, which includes a recurring 1.20 euro
- Number of interactions/shareholders meetings: 247 meetings, 314 companies, 544 contacts.

* Submitted for approval at the Shareholders Meeting of December 14, 2021.

For more information, see chapter 3 of the Universal Registration Document and www.sodexo.com

Non-financial indicators

Everywhere, Sodexo teams are fully mobilized to ensure the health and safety of all and pursue the Better Tomorrow 2025 corporate responsibility roadmap to contribute to a better future. Due to the Covid-19 pandemic, Sodexo faced an unprecedented decline in business, significantly impacting its non-financial performance and the Company's workforce. The Group has nevertheless continued its efforts, particularly in terms of food waste, employee training and inclusive and sustainable practices.

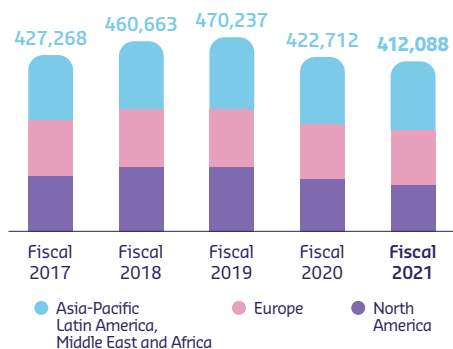
Disclosure and transparency

Sodexo is convinced that clear, comparable and accessible information on its financial and non-financial performance, enables all of its stakeholders to make informed decisions. Since Sodexo's creation, its financial, social and environmental performance has been publicly disclosed in the Universal Registration Document. To ensure transparency, the information and indicators have been audited by an independent third party for each of the past ten years.

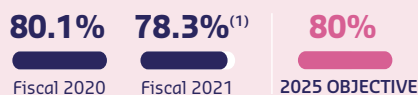
01

IMPROVE THE QUALITY OF LIFE OF OUR EMPLOYEES, SAFELY

EVOLUTION OF WORKFORCE BY GEOGRAPHIC AREA



EMPLOYEE ENGAGEMENT RATE



82%
employee retention rate

8%
internal promotion rate for On-site managers

0.71
lost time injury rate
(-0.06 pt yoy)

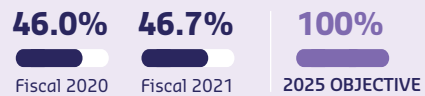
10H
of training on average provided annually per employee
(+1h yoy)

02

ENSURE A DIVERSE WORKFORCE AND INCLUSIVE CULTURE THAT REFLECTS AND ENRICHES THE COMMUNITIES WE SERVE



PERCENTAGE OF OUR EMPLOYEES WHO WORK IN COUNTRIES WHICH HAVE GENDER BALANCE IN THEIR MANAGEMENT



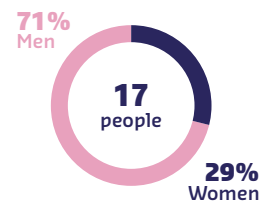
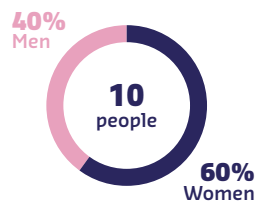
83.7%

of the workforce work in countries with a non-discrimination policy that includes sexual orientation and gender identity

WORKFORCE BY GENDER AND BY CATEGORY (as of August 2021)

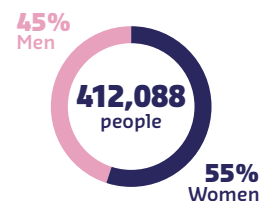
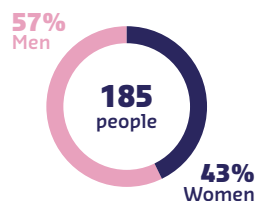
Board of Directors
(excl. employee representatives)

Executive Committee



Group Senior Executives

Employees



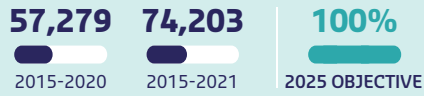
1 2021 employee engagement survey sent to 336,183 Sodexo employees of whom 63% responded (vs 59% the previous year).

03

FOSTER A CULTURE OF ENVIRONMENTAL RESPONSIBILITY WITHIN OUR WORKFORCE AND WORKSPACES



NUMBER OF OUR EMPLOYEES TRAINED ON SUSTAINABLE PRACTICES SINCE 2015



04

PROVIDE AND ENCOURAGE OUR CONSUMERS TO ACCESS HEALTHY LIFESTYLE CHOICES



PERCENTAGE OF CONSUMERS WHO ARE OFFERED HEALTHY LIFESTYLE OPTIONS EVERY DAY



05

PROMOTE LOCAL DEVELOPMENT AND FAIR, INCLUSIVE AND SUSTAINABLE BUSINESS PRACTICES



BUSINESS VALUE BENEFITTING SMEs⁽¹⁾ in billion euro

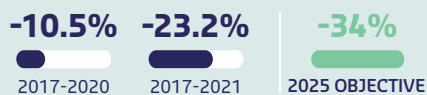


06

SOURCE RESPONSIBLY AND PROVIDE MANAGEMENT SERVICES THAT REDUCE CARBON EMISSIONS



REDUCTION IN SCOPE 3 SUPPLY CHAIN CARBON EMISSIONS VS 2017



07

ACT SUSTAINABLY FOR A HUNGER-FREE WORLD



STOP HUNGER BENEFICIARIES SINCE 2015 in million of beneficiaries



08

DRIVE DIVERSITY AND INCLUSION AS A CATALYST FOR SOCIETAL CHANGE



EMPOWERED WOMEN IN COMMUNITIES SINCE 2015

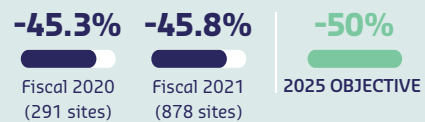


09

CHAMPION SUSTAINABLE RESOURCE USAGE



REDUCTION IN OUR FOOD WASTE ON THE SITES HAVING DEPLOYED THE WASTEWATCH PROGRAM



Acting responsibly is at the heart of our mission and everything we do on a daily basis. Sodexo is recognized for these commitments and encourages its teams to make progress to reduce our impact on ecosystems.

Sodexo is a member of the ESG 80, FTSE4Good, Euronext CAC 40 ESG and Dow Jones Sustainability Index and ranks amongst leaders in its sector for the 16th consecutive year. The Group is also ranked among the top companies in its sector in the SAM Sustainability Yearbook and, for the 14th consecutive year, among the best companies in the DiversityInc ranking for LGBTQ+ employees, recruitment of women of color and executive women leaders. Sodexo also holds Ecovadis Platinum certification. In November 2020, Sodexo joined CDP's list of world leaders in climate change with an A rating for progressing on its carbon strategy.



Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



1 Small and Medium Enterprises.

For more information, see chapter 2.

A responsible compensation policy

In the interest of Sodexo and its stakeholders, and in accordance with our values, the Board of Directors ensures that the Company offers a responsible compensation policy to deliver performance and achieve Sodexo’s long-term strategy.

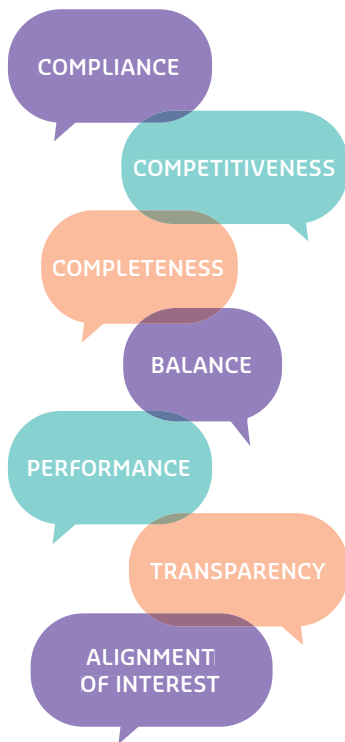


CÉCILE TANDEAU DE MARSAC,
Chairwoman of the Compensation Committee



Our compensation policy, balancing individual and collective recognition and long- and short-term priorities, seeks to strengthen our culture of performance. In a context of rebound in activity, our objective is to attract, motivate, retain and engage Sodexo’s talents and strengthen our culture of performance.”

PRINCIPLES FOR COMPENSATION



HIGHLIGHTS OF FISCAL 2021

Annual variable compensation adapted to the exceptional situation

- Financial performance objectives were assessed every six months. The possibility of compensation for exceptional performance was excluded for this fiscal year. The return to an annual performance assessment cycle is expected for Fiscal 2022.
- For the Chief Executive Officer, non-financial performance objectives assessed over the full fiscal year, to ensure an annual perspective.

November 2020 performance shares grant

- For the first time, a performance condition designed to measure Sodexo’s progress in reducing the carbon impact applies to all Group share plan beneficiaries. In line with past years, the plan also includes a performance condition set to encourage the promotion of women to the highest levels of the Group’s management.
- The vesting period for performance shares has been reduced from 48 to 38 months.

In order to maintain the annual rhythm of shares delivery, and an equal cost to the Company, no performance shares were granted in Fiscal 2020.

- The next performance shares award is scheduled for early 2022, with a vesting period of 36 months. The carbon impact performance condition will also apply.

Announcement of a transition governance

- Denis Machuel’s term of office as Chief Executive Officer was terminated on September 30, 2021. Pursuant to the remuneration policy, the Board of Directors decided to enforce the non-compete covenant with enhanced provisions, in order to protect Sodexo’s interests.
- Transition governance was announced, with the appointment of Sophie Bellon, Chairwoman of the Board of Directors, as interim CEO of the Group. Supplementary compensation has been proposed for this transition period.

Note: The executive supplementary pension plan approved by the shareholders at the Fiscal 2019 Annual Shareholders Meeting will be implemented during Fiscal 2022, the regulatory conditions having been detailed at the end of 2020.

COMPENSATION OF THE EXECUTIVE CORPORATE OFFICERS

Compensation of the Chairwoman of the Board of Directors

The compensation structure applicable to the Chairwoman of the Board of Directors comprises a fixed compensation payment and collective health and benefit plans. As the Chairwoman is a non-executive director, in line with market practices in France, she does not receive any variable compensation, either annual or multi-

year. She does not benefit from a long-term incentive plan. For Fiscal 2021, the compensation paid to Sophie Bellon, Chairwoman of the Board of Directors, was 675,000 euro, equivalent to her theoretical annual fixed compensation.

As of October 1, 2021, the Chairwoman also acts as interim Chief Executive Officer. As

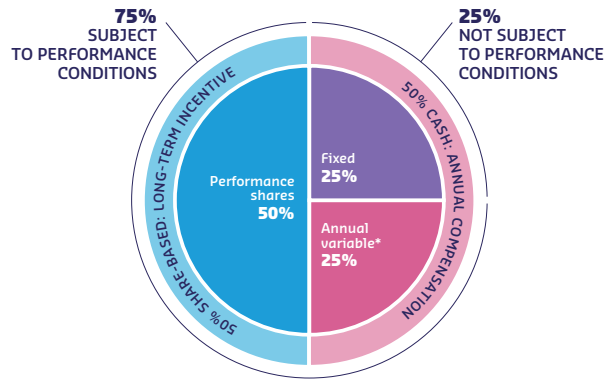
such, Sophie Bellon will receive additional fixed compensation for the duration of the interim period, bringing her theoretical total annual fixed compensation to 900,000 euro. The structure of the Chairwoman’s compensation will remain unchanged during the interim period, with no variable remuneration or performance share award.

Compensation of Chief Executive Officer

The Chief Executive Officer's compensation policy is structured to achieve a balance between long- and short-term performance in order to promote the Group's development for the benefit of all of its stakeholders.

It aims at strengthening the executive officer's motivation and retention, while aligning his interests with those of the shareholders and the social interest of the Company.

It consists of fixed compensation, remunerating the responsibilities attached to such mandate, annual variable compensation, designed to encourage the Chief Executive Officer to achieve the annual performance objectives set by the Board of Directors, and long-term compensation, granted in performance shares.



Details of compensation

For Fiscal 2021

- The fixed compensation actually paid amounts to 900,000 euro.
- The performance for Fiscal 2021 was assessed in two stages due to the exceptional health situation. Taking into account the achievement rate, the variable compensation for the year is 810,000 euro, submitted for approval at the Shareholders Meeting of December 14, 2021.
- On November 25, 2020, the Board of Directors decided to grant performance shares to the Chief Executive Officer as part of his long-term incentive policy. He thus was awarded 28,000 shares subject to performance conditions, with an IFRS value of 1,681,288.

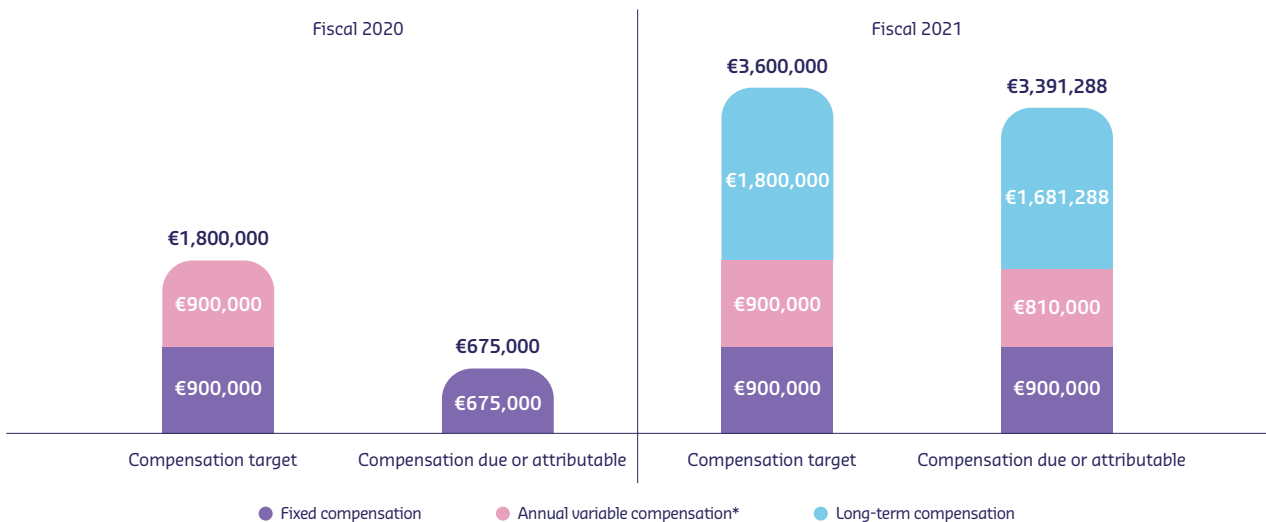
For Fiscal 2022

- The amount of fixed compensation remains unchanged for Fiscal 2022. It will be paid on a *pro rata* basis from September 1 to 30, 2021, date of the end of his term of office as Chief Executive Officer.
- The Board of Directors has decided to set the amount of his variable compensation for Fiscal 2022 at his target level, *i.e.* 100% of his fixed compensation, *pro rata temporis*, from September 1 to 30, 2021.
- No performance shares will be awarded to Denis Machuel for Fiscal 2022.

Pursuant to the compensation policy, the proposed financial terms of the departure of Denis Machuel include the following elements

- A reinforced non-compete agreement in order to protect the Group: new competitors have been added, in particular digital players, the duration has been extended from 2 to 3 years, and more restrictive non-solicitation conditions of the Group's employees and clients have been imposed. In return, the amount of the non-compete indemnity was revised upwards to two years of fixed and variable compensation due for fiscal 2021.
- In recognition of his contribution to the development of the Group, which he joined in 2007 and of which he was the Chief Executive Officer since January 2018, and of his action during the Covid-19 crisis, the Board of Directors has decided to waive the presence condition applicable to his unvested share plans and to maintain the performance shares *pro rata* to Denis Machuel's actual presence within the Group.
- Denis Machuel will benefit from health insurance and life insurance for twelve months from the end of his mandate.

Summary of the compensation of the Chief Executive Officer



* If all of the applicable targets are achieved, the annual variable compensation amounts to 100% of the annual fixed compensation and may reach up to 150% if the targets are exceeded.

For more information, see Chapter 6 on Compensation.

2.1

Corporate Responsibility at Sodexo

Since the founding of Sodexo in 1966, corporate responsibility has been at the heart of everything we do and has been part of our mission ever since. We have worked on our corporate responsibility roadmap and developed as our Company has grown. We are convinced that our employees, consumers, clients, suppliers, and shareholders expect our growth to have a positive global impact.

Today, choosing responsible growth means pursuing and continuing to make the best possible choices, and focusing on health, safety and respect for the environment. It means improving the way we take care of our employees, the quality of the meals we serve and the services we provide as well as our actions as a corporate citizen.

Better Tomorrow 2025 guides our actions and directs our progress on our most important social and environmental issues.

BETTER TOMORROW 2025 Our 9 commitments and objectives for 2025


**OUR ROLE AS
AN EMPLOYER**


**OUR IMPACT ON
INDIVIDUALS**

Improve the quality of life of our employees, safely
80% employee engagement rate


**OUR IMPACT ON
COMMUNITIES**

Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve
100% of our employees work in countries that have gender balance in their management populations


**OUR IMPACT ON
THE ENVIRONMENT**

Foster a culture of environmental responsibility within our workforce and workspaces
100% of our employees are trained on sustainable practices workspaces


**OUR ROLE AS
A SERVICE
PROVIDER**

Provide and encourage our consumers to access healthy lifestyle choices
100% of our consumers are offered healthy lifestyle options every day

Promote local development and fair, inclusive and sustainable business practices
10 billion euro of our business value will benefit SMEs⁽¹⁾

Source responsibly and provide management services that reduce carbon emissions
34% reduction of carbon emissions⁽²⁾


**OUR ROLE AS
A CORPORATE
CITIZEN**

Act sustainably for a hunger-free world
100 million Stop Hunger beneficiaries

Drive diversity and inclusion as a catalyst for societal change
500,000 women in communities empowered⁽³⁾

Champion sustainable resource usage
50% reduction in our food waste

1 Small and Medium Enterprises.
2 Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 baseline.
3 Cumulative number since 2015.

2.1.1 Our contribution to the United Nations Sustainable Development Goals

All of our Better Tomorrow 2025 commitments are aligned with the recommendations from the United Nations Sustainable Development Goals (SDGs). The SDGs were launched in 2015. They set worldwide goals in 17 key areas that governments, corporations and society must take into account in order to make the world a more equitable, fair and sustainable place by 2030.

OUR MAIN CORPORATE RESPONSIBILITY AWARDS AND RECOGNITIONS



2.1.2 CSR Governance

Financial independence ensured through founding family shareholding

Sodexo's independence allows us to maintain a long-term vision and strategy and to guarantee the Company's sustainability. The consistency of our commitment to build an international organization with strong management, to maintain sustainable relationships with all our stakeholders and to develop an integrated quality offering is a reflection of this vision.

CSR at the heart of our Company's mission

Under the leadership of Chairwoman Sophie Bellon, the Board of Directors, composed of 7 women and 5 men, determines the Company's strategic direction in keeping with the long-term vision that characterizes our governance. Among the 12 members of the Board of Directors, 6 have experiences in sustainable development, social commitment and human resources. Corporate Social Responsibility is a frequent topic of discussion.

During Fiscal 2021, progress and areas of development in corporate responsibility were presented to the Board of Directors twice as separate topics and incorporated into all of the strategy presentations and the training session held in June for the Board members.

Additionally, the Compensation Committee has reviewed the executive incentive plan in order to add a criterion on the achievement of the carbon footprint targets.

Supported by the Transition Committee and the Executive Committee

Sophie Bellon, Chairwoman of the Board and Interim Chief Executive Officer, has always been committed to issues related to corporate responsibility. She is a member of the Champions 12.3 coalition, dedicated to achieving the food waste reduction goals set by the United Nations.

Corporate responsibility issues are regularly discussed by the Executive Committee in order to define future guidelines and make progress on various related matters. Sophie Bellon represents Corporate Responsibility on the Transition Committee and brings her experience and her convictions to accelerate the return to both profitable and responsible growth. Several members of the Group's Executive Committee are responsible for driving continuous improvement in terms of corporate responsibility:

- **Didier Sandoz**, as CEO Corporate Responsibility, leads the development and deployment of the Better Tomorrow 2025 roadmap;
- **Johnpaul Dimech**, as CEO Geographic Regions, is responsible for promoting actions to reduce food waste, including the deployment of the WasteWatch program;
- **Sean Haley**, in his role as CEO Service Operations Worldwide, along with responsibility for supply management and Entegra, oversees topics related to responsible sourcing and sustainable eating, as well as issues related to Health and Safety;
- the Diversity, Equity and Inclusion Department reports directly to the CEO in order to ensure the Company's progress on these important issues;
- the Group's Ethics and Compliance Department, which is responsible for ethical principles and responsible business conduct, also reports directly to the CEO.

Corporate Responsibility Steering Committee

This Committee, led by Didier Sandoz, is composed of 9 members from various continents, professions and Departments. The Committee drives our global corporate responsibility roadmap and tracks the progress made. They meet every 3 months to monitor the progress of our corporate responsibility roadmap and to decide on priorities for the upcoming months. This year, the Committee has supervised the creation of the new materiality matrix to ensure that corporate responsibility is anchored in the regions and segments' strategic plans.

Diversity, Equity and Inclusion Steering Committee

This Committee delivers the global vision and sets targets for progress. In pairs, the Executive Committee members sponsor each of the five areas of focus (Gender, Culture and Origin, People with Disabilities, Sexual Orientation and Generations) and move them forward, supported by global, regional and local Diversity, Equity and Inclusion working groups that are close to our operations and adapted locally to each community.

Group Ethics and Compliance Committee

Integrity in terms of business conduct is essential to Sodexo's success and constitutes a fundamental pillar of its commitment to responsible business conduct. This Committee is co-chaired by the Group General Counsel and the Group Chief Ethics Officer, reports regularly to the Group Executive Committee and comprises representatives from the Group's various support functions: Ethics, Legal, Internal Control, Internal Audit, Human Resources, Supply Management, Corporate Responsibility, and Communications. The independent Ethics and Compliance Committee ensures that the Human Rights and Business Integrity Charter is applied across all Company activities and with all its stakeholders. During Fiscal 2021, the Committee met on seven occasions.

The Better Tomorrow community (in charge of corporate responsibility)

A corporate responsibility leader is appointed in each segment and/or country to drive the deployment and progress of the Better Tomorrow 2025. They are the main point of contact for any questions regarding the program and its initiatives. This community composed of more than 80 persons meets regularly to exchange best practices, information and progress on the matter.

2.1.3 Stakeholder Relationships

Employee development

Sodexo is committed to being an employer of choice and to share the Group's values with its employees (Service Spirit, Team Spirit and Spirit of Progress). We offer employment opportunities in the communities in which we operate, along with training that promotes professional development and internal advancement.

78.3% of our employees are engaged

Developing long-term customer relationships

Sodexo has the capability of providing a wide range of services for a single client at all its sites around the world. Our services have a direct impact on the strategic elements of our clients' business, such as employee engagement, competitiveness and the attractiveness of the Company.

100 million consumers per day

Improving consumers' quality of life

Sodexo serves daily meals to millions of people and, as such, can greatly influence them to adopt a more balanced and sustainable diet by sharing educational information that's accurate and accessible. This awareness is essential for improving the quality of life of its customers.

73.8% of our consumers are offered healthy lifestyle options

Partnerships with our suppliers and merchants

Our suppliers and merchants are an essential element in our value chain. They are valuable business partners with whom the Company seeks to build mutually beneficial relationships. They must meet strict standards of quality, working conditions, business integrity and environmental friendliness.

95.6% of spend with contracted suppliers having signed the Sodexo Supplier Code

Collaboration with institutions and NGOs

Sodexo continues to enlarge its ecosystem of non-government organizations and commitments to its different stakeholders. It's a necessary approach for meeting global challenges such as respecting human rights, continuously improving working conditions, diversity, equity and inclusion, reducing carbon emissions and food waste, improving nutrition and fighting hunger.

Sodexo is collaborating with recognized expert international organizations. We have long-standing and successful relationships with the Organization for Economic Cooperation and Development (OECD), the World Wildlife Fund (WWF), the International Labor Organization (ILO), the United Nations, the Global Sustainable Seafood Initiative (GSSI), the Seafood Task Force and academic institutions. Our Company is also connected, through an international agreement, with the International Union of Food Workers (IUF). Sodexo is a founding member of the International Food Waste Coalition (IFWC) and the Global Coalition for Animal Welfare (GCAW).

Investor confidence

While the Bellon family's stake in the Company is a guarantee of Sodexo's financial independence and stability, the confidence of institutional and individual shareholders provides the stock market support needed to increase its value.

This confidence is reflected in Sodexo's inclusion in the newly created Euronext CAC 40 ESG index, which includes 40 companies in the CAC Large 60 index with the best environmental, social and governance (ESG) practices.

Sodexo is also included in Dow Jones Sustainability, Vigeo Eiris and FTSE4Good indices.

Dialogue with governments and regulators

Sodexo's business activities are regulated by numerous rules and regulations pertaining to food safety, workplace health and safety, procurement contracts, payment services, etc. Many of our activities are contracted with public or governmental organizations.

Registered in the Transparency Register of the European Commission and the European Parliament, Sodexo participates in governmental consultations and practices an ethical lobbying policy with political and economic decision makers.

In July 2021, Sodexo committed to the new European Code of conduct for responsible business and marketing practices. This Code reinforces Sodexo's Corporate Responsibility commitments and our ambition to develop responsible agriculture based on the preservation of natural resources and respect for biodiversity, social justice and economic viability.

2.1.4 Materiality Matrix

Sodexo’s wide range of activities and services enables us to develop strong relationships with multiple stakeholders. In 2021, we conducted our third materiality assessment to confirm the validity of our corporate responsibility roadmap. We renewed the process of identification and ranking of key issues and impacts in consultation with internal and external stakeholders and the support of an external partner EY.

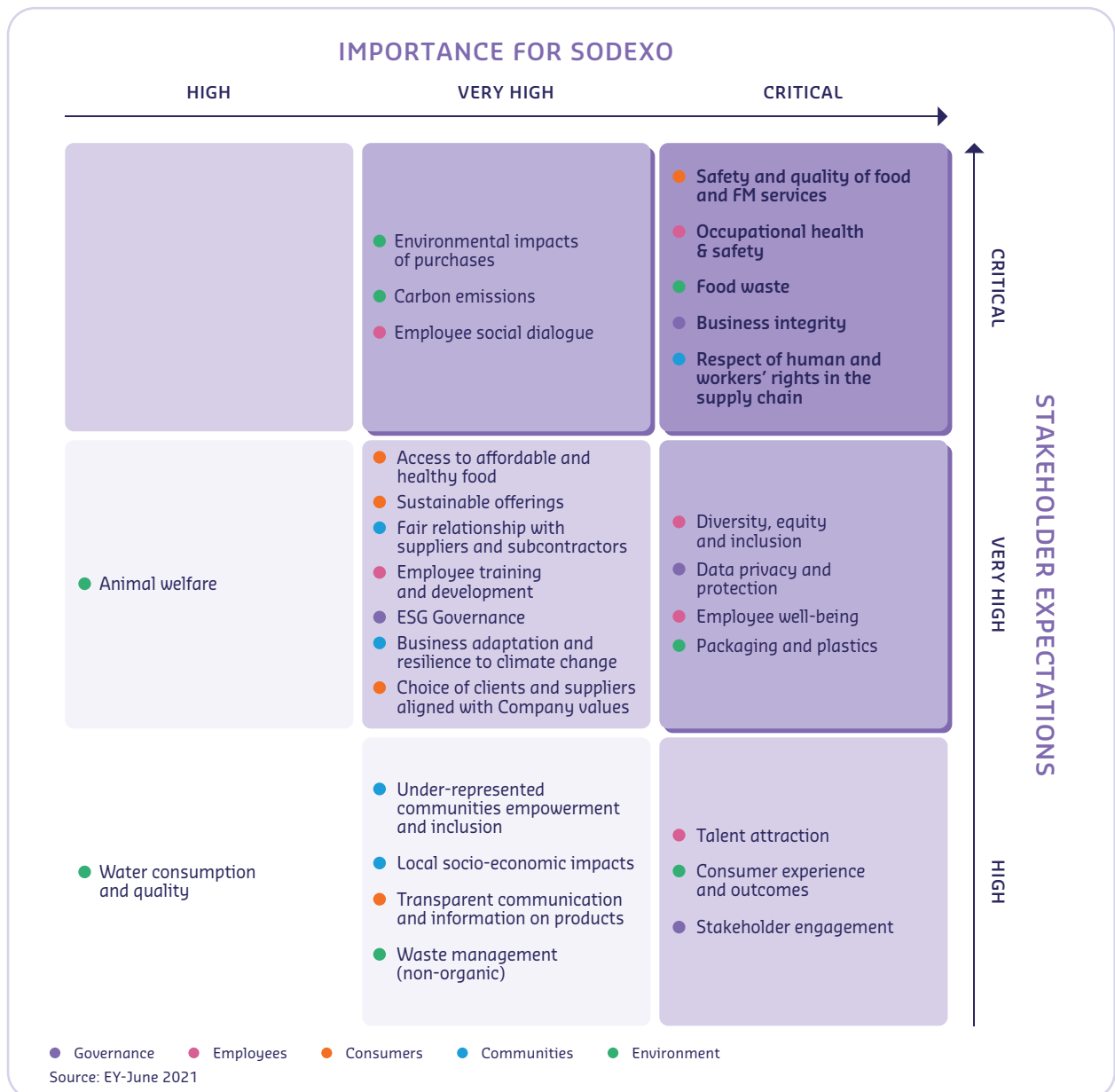
We recognize that our activities — and the way we carry them out — have impacts that reach well beyond our financial performance. In order to remain successful in the long term, we need to continue engaging our stakeholders and society at large. Understanding their views on the economic, social, environmental and governance topics affecting Sodexo enables us to better address their concerns, exchange constructively on different focus areas and, in the end, better manage our business.

This requires that we also understand the correlations between different topics and define scenarios for which we want Sodexo to be prepared.

The materiality assessment enhances the dialogue with key stakeholders and helps to systematically identify and drive understanding on corporate responsibility topics that affect Sodexo and our stakeholders today and in the future.

During Fiscal 2021, we reviewed our materiality assessment to also consider the impact of major ongoing developments (most notably the Covid-19 pandemic) on our sustainability priorities.

Our materiality assessment is conducted in accordance with the Global Reporting Initiative’s (GRI) Sustainability Reporting Standards.



We have developed the materiality matrix following a 3-step process:

1

UPDATE AND IDENTIFICATION OF THE ISSUES

In 2020, the context shifted significantly with greater awareness globally on climate change, biodiversity, social justice, sustainable finance and of course the unprecedented conditions and challenges linked to the pandemic. Therefore, the list of challenges assessed for the previous materiality, performed in 2019, was updated to include emerging topics. We collaborated with EY to undertake this review, which included a desk-based assessment of recent publications, reports, and statements from a mix of external stakeholders, such as investors, analysts, civil society organizations, governments, trade associations, and peers.

2

PRIORITIZATION OF ISSUES

The prioritization of the issues and their impacts have been established in consultation with internal and external stakeholders. Challenges were presented for quantitative assessment through surveys and interviews. Over 150 internal and external stakeholders representing the various partners, activities and regions in which Sodexo operates were consulted in June 2021.

The workshops and interviews conducted by EY brought together representatives from the Strategy, Communication, Risk Management, Corporate Responsibility, Marketing, Digital and Innovation, Human Resources, Purchasing and Investor Relations teams. Company employees have also provided feedback through surveys.

Interviews were also conducted with suppliers, investors, clients and NGO partners.

Lastly, the analysis of external data from investors, consumer research, rating agencies and competitors greatly contributed to the assessment of the importance of the new issues;

3

LEVERAGING THE MATERIALITY ASSESSMENT OUTCOMES

All of the consultations contributed to the quantitative and qualitative assessment of the issues, identified by the Sodexo teams upstream. Twenty-eight issues have been clearly defined and prioritized according to the Sodexo impacts identified in the Corporate Responsibility Roadmap: Better Tomorrow 2025.

The outcomes of the 2021 Stakeholder consultation reinforced Sodexo's commitment to continue the deployment of its Corporate Responsibility roadmap: Better Tomorrow 2025.

Focus on top 5 critical issues

DEFINITION	WHY IS IT A CHALLENGE FOR SODEXO?	HOW DID WE ADDRESS THE MATTER IN FISCAL 2021?
SAFETY & QUALITY OF FOOD & FM SERVICES		
<p>Food hygiene and quality means sufficient access to safe and nutritious food that is properly washed, stored, cooked and preserved.</p> <p>Quality and safety of Facility Management services include the selection of cleaning and amenities that are not harmful to people.</p>	<p>Access to sufficient amounts of safe and nutritious food is key to promoting good health. Unsafe food containing harmful bacteria, viruses, parasites or chemical substances can cause more than 200 different diseases.</p> <p>Sodexo serves 100 million consumers each day and has committed to offers 100% of consumers with healthy lifestyle options every day.</p>	<p>96.5% of On-site Services revenues of countries had 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 (p. 63).</p>
OCCUPATIONAL HEALTH & SAFETY		
<p>Providing a safe working environment ensuring the health and safety of workers through adequate protection is among companies' duties to their employees, in particular in physical activities such as catering and facility management. Health & safety policies include the identification of risks through <i>ad hoc</i> analysis as well as monitoring and analysis of working accident and medical records and the definition of corrective measures.</p>	<p>Sodexo employs around 412,000 people worldwide and also uses subcontractors. Its employees work in a wide variety of environments and are therefore exposed to a wide variety of health and safety risks.</p>	<p>Sodexo's employees were absent for an average of 11.5 days, due to occupational accidents or sickness and/or personal accidents or sickness (p. 62).</p>
FOOD WASTE		
<p>Food waste may occur at any stage of the food supply chain – production, transportation, processing, retail and consumption and is a major part of the impact of agriculture on climate change and other environmental issues.</p> <p>Prevention and reduction of food waste through programs, initiatives, innovative systems & technologies, awareness & behavior measures, etc. and applying principles of circular economy is now more important than ever.</p>	<p>Commercial and collective catering is a major source of food waste. Food waste has been identified as a major area of action for Sodexo. Food waste prevention and reduction can also have a great environmental and financial impact.</p>	<p>We are the first global food services company to connect our financing to action to prevent food waste.</p> <p>45.8% of food waste reduction on 878 sites having already deployed WasteWatch program.</p>
BUSINESS INTEGRITY		
<p>Key stakeholders (investors, regulators, customers, partners, etc.) expect companies to adopt transparent and responsible business practices including in their supply chain, that comply with all applicable laws and regulations and respect ethical principles. This issue covers several main topics: corruption, fair and open competition, ethical decision-making, the use and protection of Sodexo's assets and tax evasion.</p>	<p>The Group works with suppliers located in countries at risk in terms of ethical breaches, mainly corruption. Sodexo is also involved in sectors where competition is high which increases the risk of ethical transgressions.</p>	<p>95.1% of workforce worked in countries having the Sodexo Statement of Business Integrity available in at least one official language (p. 51).</p>
RESPECT OF HUMAN AND WORKERS' RIGHTS IN THE SUPPLY CHAIN		
<p>Human rights and fundamental freedoms are stated by the Universal Declaration of Human Rights. Building responsible traceable supply chains enables protection and promotion of human rights and fundamental freedoms, including, but not limited to: eradication of forced labor, child labor, discrimination, non-respect of freedom of association and collective bargaining.</p>	<p>Sodexo works with suppliers located on every continent around the world, while the Purchasing Department has employees based across the Group's different geographies. Some of these countries where Sodexo operates and purchases have potential high human rights risks.</p>	<p>95.6% of spend came from contracted suppliers having signed the Sodexo Supplier Code of conduct (p. 71).</p>

2.1.5 Running business with integrity and respect for human rights wherever Sodexo operates



Loyalty, respect for people, transparency and integrity: Sodexo's core values must be known and understood by all employees, who are expected to act in accordance with them. At the center of our ethical principles is our commitment to business integrity. To ensure integrity in all business dealings, Sodexo has adopted strict principles, which are formulated in its Statement of Business Integrity and accompanied by a guide for employees on how to put them into practice. Sodexo's commitments to Human Rights and Fundamental Rights at Work are laid out in the Human Rights Policy and the Fundamental Rights at Work charter. The Group's Human Rights policy is based on the United Nations

Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. Our occupational Health and Safety policy is captured in the Group Health and Safety Policy and Environmental Policy is covered by the Better Tomorrow 2025 roadmap.

The Sodexo Supplier Code of conduct sets forth the rules to which suppliers and sub-contractors are required to commit as a condition of doing business with Sodexo. This Supplier Code of conduct is supported by a Guide to help our suppliers to understand and act on their obligations.

In June 2017, Sodexo and the International Union of Food Workers (IUF) signed an agreement to prevent and combat sexual harassment in the workplace. Sodexo and the IUF want to ensure that all employees are aware of what constitutes sexual harassment, that they fully understand what is expected of them and that they are able to report any concern or suspected abuse confidentially. As a result of this agreement, training of all employees in this policy and their responsibilities became mandatory.

	FISCAL 2021	FISCAL 2020
% of workforce working in countries having the Sodexo Statement of Business Integrity available in at least one official language*	95.1%	95.2%
% of workforce working in countries having the Group Human Rights policy available in at least one official language*	94.2%	93.8%
% of employees working in countries with a non-discrimination policy that includes sexual orientation and gender identity (on-site activity only)	83.7%	93.5%

* Fiscal 2020 figures were restated following a detailed data analysis.



2.2

Improving everyone's quality of life in a sustainable way








Sodexo employees are helping to improve the daily lives of millions of consumers around the world by making a sustainable difference in the quality of life for all.

As a responsible employer, Sodexo is committed to the well-being, health and safety of its employees. Training, support and development are essential to the commitment and recognition of its employees. Sodexo ensures that all employees have all the skills and tools necessary for advancing within the Group.

As a service provider, Sodexo offers personalized menus based on the specific needs of its customers, such as seniors or patients in hospitals. Sodexo is also committed to offering all its customers a variety of foods from responsible sources.

As a corporate citizen, Sodexo reaffirms its engagement and determination to act against hunger, through Stop Hunger, its main philanthropic cause. Sodexo's global reach allows it to have a tremendous power of positive influence to drive progress in key areas such as food distribution or women empowerment as levers to fight against hunger.

2

	 OUR IMPACT ON INDIVIDUALS	 WHERE DO WE STAND? (OBJECTIVES BY 2025)	 OUR IMPACT ON COMMUNITIES	 OUR IMPACT ON THE ENVIRONMENT
 OUR ROLE AS AN EMPLOYER	Improve the quality of life of our employees, safely	78.3% employee engagement rate (80%)	Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve	Foster a culture of environmental responsibility within our workforce and workspaces
 OUR ROLE AS A SERVICE PROVIDER	Provide and encourage our consumers to access healthy lifestyle choices	73.8% of consumers are offered healthy lifestyle options (100%)	Promote local development and fair, inclusive and sustainable business practices	Source responsibly and provide management services that reduce carbon emissions
 OUR ROLE AS A CORPORATE CITIZEN	Act sustainably for a hunger-free world	51.9 million ⁽¹⁾ Stop Hunger beneficiaries (100 million)	Drive diversity and inclusion as a catalyst for societal change	Champion sustainable resource usage

1 Cumulated number for the 2015-2021 period.

2.2.1

PEOPLE-CENTRICITY HAS BEEN CORE IN A CHALLENGING YEAR

While the situation has been very difficult, Sodexo has been wholly committed to supporting its employees around the world and doing everything possible to minimize the impact of the pandemic. In many countries, Sodexo provided counselling and emotional support, practical advice, guidance, training and financial support to employees.

Nevertheless, like many global companies, Sodexo has been impacted by the Covid-19 and the business had to react quickly to ensure operations were right-sized to meet the changing needs of clients. Inevitably, this had an impact on employees.

For those impacted, Sodexo put in place its Employee Relief Program, a fund of 30 million euro to help mitigate the impact of the pandemic on employees. The Employee Relief Program was enabled by a contribution from the Company and by a reduction to the compensation of Group Senior Executives.

Meanwhile, Sodexo continued to focus on motivating and supporting employees who will be critical to the organization's continued success.

Sodexo has taken a people-centric approach to the impact on health. Efforts have focused on adapting working practices and training to

support the safe delivery of service on client sites as they re-open. Sodexo has ensured teams have been suitably equipped with personal protective equipment and informed on the topic of vaccines.

Sodexo took the position of endorsing vaccination programs as the way out of the crisis. Again, it adopted a people-centric approach providing employees with information to enable them to make informed decisions about their own personal health. Some Sodexo clients chose to mandate vaccinations and, in those situations, Sodexo worked with clients and employees to maintain the health and safety of all stakeholders and ensuring freedom of choice.

Throughout the pandemic, Sodexo has made it a duty to record cases of employees testing positive for Covid-19. As of August 31, there have been 31,000 Covid-19 cases reported by Sodexo employees, which reflects a substantially lower rate of infection than in the general population and demonstrates the impact of Sodexo's protocols, focus on training and access to personal protective equipment.



Sodexo is confident that its commitment to caring for employees, protecting their health and safety, safeguarding their wellbeing, treating them with respect, making them feel included and valued, will help to both retain talents and attract new talents as the business prepares to recover from the crisis.

Position on vaccines

Vaccination programs were met with huge media coverage and led to debate around effectiveness, safety and human rights. Sodexo took a stance to educate its employees to enable them to make informed decisions based on facts.

A global campaign, featuring videos, posters and Q&A was launched to provide employees with fact-based information on vaccines. In the United States, Sodexo employed celebrity figures to endorse its *Get the Facts* campaign, which encouraged employees to make an informed choice about getting vaccinated.



Caring for healthcare teams

While many client sites are now returning to normal after long periods of closure or reduced operation, our healthcare clients and our teams working at those sites have been at the sharp end of the pandemic, exposed to stress, anxiety and heightened demand.

To support teams working in these environments, for example, Sodexo in the United Kingdom & Ireland established a counselling service, providing emotional and psychological support and helping them to recognize and address mental health issues within the team. The impact of this initiative has been critical for many employees and their families, as well as being recognized by our clients.

Support of our Senior Leaders

In the context of restructuring programs and changes to site operations, Sodexo recognized the importance of equipping managers with the skills to demonstrate inclusive leadership to ensure the business remained true to its values and showcased genuine care for people.

Our Learning and Development team designed training programs and packaged them into the Recharge Hub, which gave managers guidance to support their team in this context. The recharge hub is an online digital toolkit that aims at supporting our senior leaders in the change management.

Digitalizing personal development

In the context of the pandemic, face-to-face training has been a challenge and, therefore, there has been a shift to a more digitalized approach to learning and development.

This has allowed Sodexo to continue investing in its people, drive performance through commercial capabilities and anchor a sense of belonging, while staying true to its commitments around supporting the career growth of its employees. It has also enabled the Group to equip its teams with the skills and expertise to support clients as they adjust to different challenges in this new normal.

In support of our culture and the engagement of our employees Sodexo has continued deployment of the virtual induction program for all new employees, Sodexo DNA, as well as launching a new virtual *Sodexo World* induction program for new senior leaders.



ACT FOR A HUNGER-FREE WORLD

Acting locally and sustainably for a hunger-free world means working for a better quality of life. This is the mission of Stop Hunger, a global non-profit network created 25 years ago by Sodexo employees in the United States. To sustainably eradicate hunger in the communities most in need, Stop Hunger's activities go beyond food assistance with one priority: women empowerment.

Those who suffer from hunger are most inclined to be affected by conflict and climate change. Since 2020, the global health crisis and its social and economic repercussions have worsened food insecurity, and no country is spared. Because of the pandemic, hunger is on the rise again. Today, up to 800 million people around the world suffer from hunger, which is 161 million more than last year, and 41 million people are threatened by famine.

Hunger is increasing, even though our planet is capable of feeding 12 billion people.

Responding to this food emergency affecting the most vulnerable, regardless of country

Since the start of the global health crisis, Stop Hunger has distributed 8.5 million meals through the support of Sodexo and its ecosystem. 41,000 volunteers have got involved locally across 54 countries. An exceptional donation of over 4 million U.S. dollars was mobilized to provide immediate and meaningful support to 200 food banks, NGOs and charities in the most affected countries.

Food aid remains vital in addressing hunger immediately and on daily basis to save lives. However, Stop Hunger continues to act, enabling those most in need to escape hunger sustainably.

We must act to avoid present and future crises and build greater resilience. The solution is to transform existing food systems and develop food self-sufficiency, education, cooperation and to empowerment women.

THE EMPOWERMENT OF WOMEN

IS AN EFFECTIVE WAY TO ELIMINATE HUNGER

Stop Hunger's priority is women empowerment.

According to various studies, women are key to fighting hunger effectively. Through Stop Hunger experience in supporting women most in need, we know and can measure the positive impact they are having in their homes and communities.

Stop Hunger has invested 6.5 million U.S. dollars over the past five years in 54 programs in 31 countries to provide women with access to training and employment. Among these programs, 29 outstanding women have received the "Women Stop Hunger Awards," benefiting from financially assistance and support for their actions. These awards were launched in 2017 with support from the Sodexo's Diversity, Equity and Inclusion team and its SoTogether gender networks. Overall, at least 30,000 women benefit from the women empowerment programs Stop Hunger supports.



Sodexo is a proud supporter of Stop Hunger

25 YEARS

Stop Hunger is part of Sodexo's DNA. It was our teams in the United States that first committed to the cause by creating Stop Hunger in 1996. Strongly tied to Sodexo's mission, Stop Hunger is the Group's unique philanthropic cause supported today by over 40,000 volunteers in 54 countries.

100%

1 euro given = 1 euro invested against hunger. 100% of donations go to actions on the ground. Stop Hunger's operating costs are covered by Sodexo.



Hands-On volunteering

Each year, the Stop Hunger Servathon mobilizes local volunteers to help the most in need through food drives and fundraising, including virtual collections. Despite the constraints of the health crisis, 249,000 U.S. dollars was raised in 2021 across 32 countries, an increase of 21% against 2019. Throughout the world, the Servathon has allowed us to support more than 218,000 people locally. To facilitate volunteering by connecting volunteers and NGO partners with just one click, Stop Hunger has deployed an online solution, the Stop Hunger Goodness Platform. Our employees can quickly find volunteer assignments close to home and make use of their annual volunteering day offered by Sodexo.

Skills-based Volunteering

Technical expertise and private sector skills are critical for partners of Stop Hunger. Through YEAH missions (Your Engagement Against Hunger), 71 Sodexo experts have completed 490 days of solidarity missions throughout the world. The missions are organized to support the World Food Programme, the world's largest humanitarian organization focused on hunger and food security, recipient of the 2020 Nobel Peace Prize, as well as CARE Haiti and the GoodPlanet Foundation in Ladakh, in North of India.



Fundraising

Stop Hunger's fundraising dinners, such as in the United States, Canada, France, United Kingdom or Spain, appeal to the generosity of Sodexo's local ecosystem and raise 30% of the organization's funds. The Stop Hunger Food Pass card in Brazil and the *Chèques du Cœur* in France also spark donations. In 2021, thanks to the generosity of meal voucher users, Stop Hunger collected 430,000 U.S. dollars for the benefit of our partner *Les Restos du Cœur*, a major French Charity.

2.2.3 Impact on individuals – key performance indicators

Workforce by segment and activity

	NUMBER OF PEOPLE			BREAKDOWN	
	FISCAL 2021	CHANGE	CHANGE %	FISCAL 2021	FISCAL 2020
Business & Administrations <input checked="" type="checkbox"/>	237,417	-9,368	-3.8%	57.6%	58.4%
Healthcare & Seniors <input checked="" type="checkbox"/>	90,102	+8,733	+10.7%	21.9%	19.2%
Education <input checked="" type="checkbox"/>	71,182	-9,190	-11.4%	17.3%	19.0%
TOTAL ON-SITE SERVICES <input checked="" type="checkbox"/>	398,701	-9,825	-2.4%	96.8%	96.6%
BENEFITS & REWARDS SERVICES <input checked="" type="checkbox"/>	4,381	-327	-6.9%	2.2%	1.1%
GROUP HEADQUARTERS AND SHARED STRUCTURES <input checked="" type="checkbox"/>	9,006	-472	-5.0%	1.1%	2.2%
TOTAL <input checked="" type="checkbox"/>	412,088	-10,624	-2.5%	100%	100%

In Fiscal 2021, the total number of employees has fell by -2.5% between the beginning and the end of the year. This compares to an organic revenue decline of -5.6%, but which was down -21.7% in the first half and up 18.1% in the second half. The Group Effectiveness and Transformation (GET)⁽¹⁾ plan had a significant effect on the number of employees.

Variances in the workforce by segment are as follows:

- Business & Administrations: The workforce is down by -3.8%, primarily due to:
 - the resizing of on-site teams to prepare for increased and long-term reliance on work from home in Business Services,
 - new waves of the pandemic, mainly in North America and India, which have severely disrupted operations,
 - the disposal of some services and some countries.

The decrease in employees has been kept to a minimum in relation to the -9.7% decrease in revenue this fiscal year. This is explained to some extent by the partial recovery of our Sports and Leisure activity in North America in the final quarter of the fiscal year, resulting in the hiring of 2,900 employees and the strong performance in the Energy and Resources segment;

- Healthcare & Seniors: The workforce increased by +10.7% due to a gradual recovery of business activity, with revenue increasing by +3.1% in Fiscal 2021. The United Kingdom Covid-19 rapid testing center contract alone represented nearly two thirds of this increase;
- Education: The number of employees declined by -11.4% and reflecting the worldwide revenue decrease of -7.6% in this segment, primarily due to the closure of schools and campuses throughout most of the year in the United States. In the last quarter, there was an increase of about 3,000 employees in preparation of the reopening of schools and colleges in North America for the new academic year. This was offset by the exit of our education operations in Germany, representing nearly 1,000 employees;
- Benefits & Rewards Services: The number of employees decreased by -6.9% due to the transfer of Rydoo at the end of the year and workforce reductions in Turkey and France, while the workforce in Brazil continues to grow;
- lastly, the workforce at Group Headquarters declined by -5%, in line with the implementation of the GET⁽¹⁾ plan and control of structural costs.

¹ The "GET" plan, implemented in the second semester of Fiscal 2020 aims at adapting the SG&A costs to the consequences of the sanitary crisis on the business. Most of its implementation took place in Fiscal 2021.

: Indicators verified to the level of "reasonable" assurance by KPMG.

Workforce by region

	NUMBER OF PEOPLE			BREAKDOWN	
	FISCAL 2021	CHANGE	CHANGE %	FISCAL 2021	FISCAL 2020
North America	113,345	-14,798	-11.5%	27.5%	30.3%
Europe	132,375	+374	+0.3%	32.1%	31.2%
Asia-Pacific, Latin America, Middle East and Africa	166,368	+3,800	+2.3%	40.4%	38.5%
TOTAL	412,088	-10,624	-2.5%	100.0%	100.0%

The percentage of our workforce in North America declined due to our Education and Sports and Leisure activities, as well as the lack of furlough schemes. In this region, the overall workforce declined by -11.5%, in line with an internal decrease in revenue of -13.3% for the fiscal year.

In Europe, the workforce growth spurred by the United Kingdom's Covid-19 testing centers was entirely neutralized by slight decreases in Germany, Spain and the Netherlands, since the pandemic led these countries to implement social programs.

Social programs were launched in partnership with local employee representatives. In France, the workforce remains stable thanks to the growth of our Personal & Home Services operations, which offsets the drop in On-site Services. The employment protection plan, started in France in Fiscal 2021, will only start to have a significant impact starting in September 2022.

Lastly, the workforce is increasing in the Asia-Pacific region and Latin America thanks to sustained growth in Brazil, China, and Energy and Resources segment generally.

Workforce by age and average seniority

	FISCAL 2021		FISCAL 2020	
	EMPLOYEES	MANAGERS	EMPLOYEES	MANAGERS
Under 30 years	24.4%	9.3%	24.6%	10.1%
30-40 years	23.6%	29.9%	24.0%	30.0%
40-50 years	22.8%	30.6%	22.8%	29.9%
50-60 years	20.5%	22.9%	20.3%	22.8%
Over 60 years	8.6%	7.3%	8.3%	7.2%
TOTAL	100.0%	100.0%	100.0%	100.0%

(in number of years)	FY 2021	FY 2020
Managers	9.0	9.2
Employees	5.0	5.1
AVERAGE SENIORITY	5.5	5.6



New hires excluding acquired companies and contract transfers

	FISCAL 2021	FISCAL 2020	CHANGE
Employees	129,631	126,904	+2,727
Managers	7,420	7,020	+400
TOTAL	137,051	133,924	+3,127

Hiring is up this fiscal year due to Personal & Home Services operations, which account for most of the increase in Fiscal 2021, and On-site Services in regions with high demand for them like Brazil, China, Peru and Australia.

Elsewhere, hiring remains affected by the weakness of the recovery from the pandemic, particularly in North America, France and India.

Departures by reason on continuous contracts (excluding site losses)

	FISCAL 2021	FISCAL 2020	CHANGE
Resignations (less than 3 months)	25,125	26,347	-1,222
Resignations (after 3 months) <input checked="" type="checkbox"/>	74,149	76,712	-2,563
TOTAL RESIGNATIONS	99,274	103,059	-3,785
Dismissals or redundancy	41,232	48,673	-7,441
Retirement and other reasons	7,949	5,870	+2,079
TOTAL NUMBER OF DEPARTURES	148,455	157,602	-9,147

The number of departures is down compared to the previous fiscal year due to a decline in:

- resignations, down -4% due to the effects of the pandemic in the most heavily affected regions, such as North America and India;
- layoffs were down -15% compared to the high level in the previous year as the Covid-19 crisis started mainly in North

America and Brazil. However, higher numbers were registered in the United Kingdom, Belgium, the Netherlands and Spain, countries that implemented the GET efficiency plan during the year.

The higher level of departure for retirement was principally due to an early retirement program in North America.

Talent retention

	FISCAL 2021	FISCAL 2020
Retention rate for total workforce <input checked="" type="checkbox"/>	81.9%	83.1%
Retention rate for site managers <input checked="" type="checkbox"/>	87.9%	89.2%

The retention rate is based on the number of employees who remain with the Company for at least three months.

We note a slight decrease in the retention rate compared to the previous fiscal year, due to a tight labor market:

- in Australia, the unemployment rate is back to pre-Covid levels, strongly impacting employee retention in remote sites;

- in Brazil and the United States, attracting and retaining talent has become a major challenge in an environment of increased competition in our sectors.

Inversely, the retention rate has improved in France, the United Kingdom and the rest of Europe, due to the adoption of more targeted recruitment strategies and the announcement of social programs, which has reduced voluntary employee departures.

Engaged employees

	SEPTEMBER 2021	JUNE 2019	CHANGE
Number of respondents	211,484	193,704	+9.2%
Response rate ⁽¹⁾	62.9%	59.0%	+3.9 pts
Employee engagement rate <input checked="" type="checkbox"/>	78.3%	80.1%	-1.8 pt
Employee Net Promoter Score ⁽²⁾	30.9	39.3	-8.40
% of employees believing that Sodexo values diversity, such as age, gender, culture and origin, religion, sexual orientation and providing opportunities for individuals with disabilities, in the workplace ⁽³⁾	83.4%	82.4%	+1.0 pt
% of employees considering Sodexo to be a socially and environmentally responsible company ⁽³⁾	80.2%	80.3%	-0.1 pt

(1) Adjusted from employees not present due to furlough.

(2) Employee Net Promoter Score measures whether employees would recommend Sodexo as a place to work. Calculated by subtracting the share of Detractors from share of Promoters. Results go from -100 to 100.

(3) Result adjusted in September 2020 in order to respect the same calculation methodology between both surveys.

In May and August 2021, Sodexo conducted its ninth global engagement survey for all employees. The number of employees participating in the survey is 211,484 employees in 58 countries. The survey, conducted online, attracted a high participation rate of 63% (versus 59% in 2020).

Engagement rate is a key performance indicator for Sodexo, which seeks to become one of the most admired companies by its employees in the world. Engagement rate has decreased by -1.8 points vs. prior year's survey. It is in decline in the regions where social plans have been announced, such as France where the engagement rate decreased by -4 points since prior year's survey.

Employee development

	FISCAL 2021	FISCAL 2020	CHANGE
Total number of training hours*	4,085,047	4,073,760	+0.3%
Average number of hours of training per employee	10.0	9.0	+1.0

* The number of training hours excludes Germany due to constraints imposed by trade unions.

The number of training hours has increased this fiscal year thanks to the creation of many new digital new training modules, which has allowed us to reach more employees, at more sites.

Internal promotion at the heart of Sodexo's model

	FISCAL 2021	FISCAL 2020
% of off-site managers promoted internally	6.3%	5.8%
% of on-site managers promoted internally	7.5%	7.3%
% of employees promoted internally	2.1%	2.9%

Despite the current situation, our on-site and off-site employees have continued to benefit from internal promotions.

The decline in our internal promotion rate for employees this fiscal year can be explained by a particularly significant wave

of promotions in Fiscal 2020 for nearly 3,300 employees. In regions such as Brazil, China, Chile and Australia, where activities are growing, promotions have continued to increase for on-site employees.



Flexible organization, respectful of employees, offering good working conditions

	FISCAL 2021	FISCAL 2020
% Workforce working part-time	26.9%	27.0%

In addition to offering flexible work conditions, Sodexo guarantees a regular and timely payment of wages to all of its employees around the world.

Ensuring employee safety

	FISCAL 2021	FISCAL 2020
% of Group revenues of countries having one or more OHSAS 18001 or ISO 4500 <input checked="" type="checkbox"/>	87.0%	86.6%
Number of work related accidents requiring leave <input checked="" type="checkbox"/>	2,393	2,502
Average number of work day absences per employee due to work-related accident or illness and non-work-related accident or illness	11.5	11.0
LTIR	0.71	0.77
Best performance: LTIR for the Energy & Resources segment	0.07	0.16
% LTIR reduction	7.8%	11.1%
% of Group revenues of countries employing environmental experts	98.5%	98.3%

In Fiscal 2020, this figure included only On-site Services work related accidents.

Sodexo's lost time incident rate (LTIR) corresponds to the number of accidents per 200,000 hours worked. 200,000 hours worked is equal to 100 full-time employees working for one full year.

The LTIR includes safety incidents (injuries) and work-related health issues (illnesses) that lead to an employee being unable to work.

The LTIR has been adjusted to exclude all paid hours for furlough connected to Covid-19.

For Fiscal 2021, the LTIR was down -7.8% despite including for the first time all Personal & Home Services and Benefits & Rewards Services activities. On a comparable basis, the LTIR would have decreased by -16.9% compared to last year.

Collective agreement for health and safety

	FISCAL 2021	FISCAL 2020
% of workforce covered by collective agreements	42.8%	43.0%
% of workforce working in countries that have collective agreements and are covered by those agreements	87.3%	88.2%

In 2021, Sodexo and the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tourism, Tobacco and Allied Workers' Associations (IUF), the global trade union federation for workers throughout the food chain, have signed a declaration of intent on health and safety, reinforcing their commitments and priorities to promote the rights of employees to a safe and healthy working environment.

Sodexo and the IUF have long been committed to health and safety, and the context of the Covid-19 pandemic had provided the catalyst to formalize that commitment.

This is the first declaration of intent on health and safety in the industry and builds further on the relationship between Sodexo and the IUF, which includes the 2011 international framework agreement on fundamental rights for human beings and the 2017 joint commitment to preventing sexual harassment.

Provide and encourage our consumers to access healthy lifestyle choices

	FISCAL 2021	FISCAL 2020	CHANGE
% of On-site Services 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	96.5%	96.0%	+0.5 pt
% of our consumers offered healthy lifestyle choices	73.8%		
% of Group revenues of countries having one or more ISO 9001 certification	94.9%	94.5%	+0.4 pt
% of On-site Services revenues of countries providing Health and Wellness Services including physical wellness services	84.0%	87.7%	-3.7 pts
Number of registered dietitians employed by Sodexo	5,402	5,787	-6.7%

The number of dietitians employed by Sodexo decreased by -6.7% during Fiscal 2021 but remained higher than in Fiscal 2019. The most significant reduction were in Brazil and the United States, which are the Group's two largest employers of dietitians.

For the first time this year, we are publishing the percentage of our consumers with access to healthy lifestyle options. This indicator was collected at clients' sites level through SEA (Site Engagement Assessment). SEA is an innovative on-site environmental and societal performance management tool, developed by Sodexo.

During Fiscal 2021, 2,235 sites participated in SEA which will continue to be rolled out to cover all relevant sites by 2025.

The indicators related to food safety remain stable at high levels. The pandemic has confirmed that health and safety remains one of the priority topics for clients and consumers. At Sodexo, we are convinced that food safety is everyone's duty, which is why, through our Food Safety and Hygiene policy, we have defined fundamentals that we apply throughout our value chain (supplier evaluations, certifications of our sites, training of our teams, etc.).

Act sustainably for a hunger-free world

	2015-2021 PERIOD
Number of Stop Hunger beneficiaries (in millions)	51.9
Funds invested in programs to empower women working to end hunger in their communities (in thousands of euro)	5,866

As part of the Better Tomorrow 2025 roadmap, Sodexo has set itself the ambitious objective of reaching 100 million Stop Hunger beneficiaries, through its various initiatives, over the period 2015-2025. At the end of the Fiscal 2021, the cumulative result represents 51.9 million beneficiaries, which puts the Group on track to achieve the objective.

For more information, see the Stop Hunger Activity Report: <https://stop-hunger-2021-activity-report.com/>





2.3

Promoting the inclusive development of communities


Sodexo is committed to supporting and promoting diversity, equal opportunity and developing an inclusive workplace culture in every country where we operate. Our teams serve communities worldwide. Our employees must be as diverse and inclusive as the world itself since we are ultimately an integral part of the communities we serve.

As a responsible employer, Sodexo is working to strengthen its culture of inclusion by looking for new ways to promote diversity and improve working conditions for our employees. Sodexo is convinced that gender equality in the teams benefits all of our stakeholders.

As a service provider, the products and services we purchase have a strong impact on our communities. That's why we are committed to prioritizing purchases from small- and medium-sized businesses in order to inject business value back into the communities where we operate.

As a corporate citizen, Sodexo focuses on working with partners who encourage diversity, equity, and inclusion. We partner with local organizations and advocacy groups, and our charitable initiatives focus on empowering minority populations.

2

	 OUR IMPACT ON INDIVIDUALS	 OUR IMPACT ON COMMUNITIES	 WHERE DO WE STAND? (OBJECTIVES BY 2025)	 OUR IMPACT ON THE ENVIRONMENT
 OUR ROLE AS AN EMPLOYER	Improve the quality of life of our employees, safely	Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve	46.7% of our employees work in countries that have gender balance in their management populations (100%)	Foster a culture of environmental responsibility within our workforce and workspaces
 OUR ROLE AS A SERVICE PROVIDER	Provide and encourage our consumers to access healthy lifestyle choices	Promote local development and fair, inclusive and sustainable business practices	6.9 billion euro of our business value benefitting SMEs ⁽¹⁾ (10 billion euro)	Source responsibly and provide management services that reduce carbon emissions
 OUR ROLE AS A CORPORATE CITIZEN	Act sustainably for a hunger-free world	Drive diversity and inclusion as a catalyst for societal change	54,768 empowered women in communities (500,000 women)	Champion sustainable resource usage

1 Small and Medium size Enterprises.

2.3.1

DIVERSITY, EQUITY AND INCLUSION: A CATALYST FOR SOCIETAL CHANGE

Sodexo has historically emphasized diversity, equity and inclusion as key point of differentiation, performance and innovation. This commitment is grounded in its corporate responsibility roadmap, contributing to societal and economic development by enriching lives in the communities where it operates.

Over the years, Sodexo has established strong foundations, which instill pride in its employees and make it a reference point in the market.

According to Sodexo's 2021 annual employee engagement survey, 83.4% of Sodexo employees said they feel Sodexo values diversity and inclusion. While it was the highest scoring question of the survey, Sodexo continues to strive for improvements.

In today's context, the authenticity of an organization's approach to diversity, equity and inclusion is becoming an increasingly important measure for employees, consumers, clients, suppliers and investors. Equally, it is becoming a critical lever in attracting and retaining talent, and, therefore, Sodexo is deepening its commitments around driving an inclusive culture and integrating diversity, equity and inclusion into its broader approach to corporate responsibility.

Sodexo's diversity, equity and inclusion strategy is focused around five dimensions: gender, cultures and origins, disabilities, sexual orientation

and generations. While the Company has some ambitious targets to achieve in each of these dimensions, Sodexo's commitments as part of Better Tomorrow 2025 focus primarily on gender.

More specifically, by 2025, Sodexo aims to have empowered 500,000 women in local communities in which it operates, and to have 100% of its employees working in countries that have gender balance in their management populations.

Gender balance is a strategic imperative at Sodexo, which is why it established SoTogether, a global Advisory Board focused on improving gender equality. SoTogether includes 40 members (women and men), representing every part of our business, 20 nationalities and 72% from operational roles. The Advisory Board provides guidance and strategic direction to support the progress and actions of 24 local gender networks, focused on ensuring that both women and men – within its business and in the communities in which it operates – have equal access to growth and opportunities, and that Sodexo

continues to promote initiatives to accelerate the advancement of women and other under-represented groups globally.

Through the leadership of SoTogether, Sodexo is adapting business and people processes – such as recruitment, development and employee retention – to drive gender balance in its talent pipeline; encouraging gender networks to take action to improve gender balance locally; empowering women in local communities by collaborating with strategic partners; and striving for thought leadership by communicating its commitments, actions and impact.

Sodexo has an objective to achieve 40% women representation in its senior leadership community by 2025, but ultimately, it is focused on driving gender balance and equity across all aspects of its business – including its broader employee base, supply chain and local communities – and therefore advancing an inclusive environment in which everyone can thrive and enjoy fair treatment and access to opportunities.

Creating opportunities for vulnerable women

To empower women in local communities and address the issue of unemployment, Sodexo has invested in a job shadowing program called SheWorks. The program was launched in 2019, focused on helping marginalized women or those living in low-income neighborhoods to gain work experience.

In 2021, SheWorks was deployed by Sodexo in 15 countries. In Colombia, for example, the program offered women a 9-month training program, as well as a 6-month internship, earning the GEEIS-SDG trophy from Arborus.



Inspiring the female leaders of tomorrow

One of the challenges Sodexo faces is gender balance in operational leadership, Facilities Management, IT, digital and data roles. Recognizing the gender gap begins in education, Sodexo supports Inspiring Girls, an international organization focused on raising aspirations of young girls by connecting them with female role models.

Sodexo also partners with industry bodies promoting gender diversity in Facilities Management, with the objective of enriching a healthy pipeline of gender-balanced future employees.



Invest in the digital inclusion of women

Sodexo Ventures has invested into isahit to support the digital inclusion of women communities (1,200 women so far), mainly in emerging countries (38 countries) through digital work and training. Sodexo Ventures will continue to develop this partnership to impact tens of thousands of people around the world.

Stop gender-based violence

Gender-based violence has increased during the pandemic. In response, Sodexo launched a campaign across 30 countries called "Time to Act". It focused on raising awareness of gender-based violence and providing guidance for teams to engage with local stakeholders.

In Peru, Sodexo is a founding member of a think tank, comprised of corporate CEOs, focused on actions against gender-based violence. In Brazil, Sodexo has partnered with City Hall of Sao Paulo for the last 3 years, recruiting and training more than 60 victims of gender-based violence.

Driving racial equity

Alongside gender balance, there has been increasing focus on driving racial equity at Sodexo, and this was further enhanced in light of the Black Lives Matter movement. Earlier in the year, Sodexo conducted listening sessions with employees from different ethnic backgrounds to better understand their workplace experience. As a result, it developed racial sensitivity training and guidance for managers to support conversations about race with their teams.

In support of communities in the United States, Sodexo has pledged 10 million U.S. dollars to Historically Black Colleges & Universities (HBCU). Through its SodexoMAGIC partnership with Magic Johnson Enterprises, Sodexo has increased the number of supplier from under-represented groups to 50% of the Supply Chain.



2.3.2

AN INCLUSIVE AND SUPPORTIVE SUPPLY CHAIN

Today, Sodexo is a major client with more than 150,000 vendors worldwide. This is why, supply is an essential component of the Group's strategy. Recognizing the importance of an inclusive value chain, both as a business advantage and as an opportunity to reaffirm our role in the development of local communities and the promotion of diversity, the Group continues to promote its inclusion program among Sodexo partners.

This program is designed to increase the representation of SMEs, prioritizing those owned and/or managed by women, minorities, or indigenous people and vendors who are actively committed to diversity, equity, and inclusion in its ecosystem of vendors and affiliates.

To facilitate their integration into Sodexo's value chain and help them improve their quality standards and competitiveness in line with Sodexo's requirements, these companies are supported by well-qualified local teams who are excited to work with them.

This program has lots of benefits. Sodexo is strengthening its ability to deliver services to its customers through local businesses and to meet requests from governments and local authorities. These services, which are

often more flexible and innovative, while also being more affordable due to the lack of intermediaries, offer a better distribution of risks among more parties, promising a real commercial advantage. Finally, their client base expands through the stimulation of growth and the creation of jobs in local communities served by Sodexo.



Innovative ideas to support local communities

Sodexo Benefits & Rewards Services is committed to supporting its merchant partners, local businesses and people in precarious situations, who have been hardly hit by the Covid-19 crisis.

In Belgium, with the *(Dé)prenez local* program, Sodexo encourages users of Sodexo Meal Vouchers to spend money in restaurants and local shops, while offering them the opportunity to donate 2 euro cents to a local food bank for each transaction made.

In Colombia, the #ApoyoLocal communication campaign has helped highlight our merchants and support their reopening. Not only did they gain visibility among consumers, but they also increased traffic in their establishments.

In India, in a context where 50% of SMEs have difficulties in obtaining bank loans, a sponsorship program has been set up with our merchant partners to facilitate their access to loans.



Personalized support for local players in the inclusive economy

In March 2020, Sodexo has launched Impact+ in France, its innovative program for vendors in the inclusive economy. This program is strengthening its responsible procurement policy and increasing its prioritization of inclusive purchases. The Impact+ program is open to social integration organizations, cooperatives, ESAT (employment assistance services), Social and Fair Trade companies, and SMEs in all business sectors, accelerating targeted growth through a variety of management matters. For this first round, Impact+ is bringing together 14 companies committed to the inclusive economy.

The Group has many long-standing partnerships, including a 17-year partnership with *Pain et Partage*, a network of fair trade bakeries in Marseille, and a 7-year partnership with the ESAT *La Ferme de Béthanie*.

"The Impact+ Program is a great development opportunity for Les Alchimistes. This is a considerable lever for bringing together more and more citizens around the themes of composting and soil quality! As a player in the Social and Solidarity Economy established in 8 French regions, we are happy to be supported by Sodexo in promoting the values of inclusion, diversity and local anchoring which are dear to us."

Alexandre Guilluy,
President and Cofounder of Alchimistes

Les Alchimistes is a Solidarity Company of Social Utility (ESUS) whose activity consists in the local collection and composting of urban biowaste.

Supporting and developing our vendors and affiliates

Sodexo is committed to supporting and developing fair business practices around the world. Sodexo is a responsible buyer and partner, fully committed to working with its ecosystem of vendors. For six years, for example, the Group supported the development of Australian Indigenous Coffee (AIC), a family-owned business that has become the leading supplier of indigenous coffee in Western Australia. Sodexo has also supported the economy of Northeastern Thailand by purchasing rice directly from local rice growers at the fair price of 23 Bahts per kg, instead of the usual 5-10 Bahts.



La Passerelle (The Bridge), a new inclusive and social business model for cities

In line with its role as a local player and its commitment to regional development, Sodexo is using its knowledge of local and inclusive procurement, and its consumer understanding to help create a new business model that is both supportive and inclusive. *La Passerelle*, which groups activities around a vegetables processing plant and team-building, is designed to strengthen employability and health through nutrition and social cohesion in priority neighborhoods. Winner of the *Quartiers Fertiles* call for proposals led by the French National Urban Renovation Program (ANRU), the first location will open in Clichy-sous-Bois in early 2022, followed by a dozen more locations planned to open by 2025.



2.3.3 Impact on communities - key performance indicators

Workforce by category

	FISCAL 2021		FISCAL 2020	
	TOTAL	% FEMALE	TOTAL	% FEMALE
Board of Directors <input checked="" type="checkbox"/> ⁽¹⁾	10	60%	10	60%
Executive Committee <input checked="" type="checkbox"/>	17	29%	20	30%
Group Senior Executives <input checked="" type="checkbox"/> ⁽²⁾	185	43%	204	40%
Managers <input checked="" type="checkbox"/>	47,473	44%	49,296	44%
Employees <input checked="" type="checkbox"/>	364,615	57%	373,416	56%
Total Workforce <input checked="" type="checkbox"/>	412,088	55%	422,712	55%

(1) Excluding the 2 members of the Board who are employee representatives.

(2) Group Senior Executives include the key functions reporting directly to Group Executive Committee members, higher-level sales and operations and high potentials.

On August 31, 2021, the Executive Committee was composed of 5 women and 12 men. As of October 1, 2021, following Sophie Bellon's nomination as Interim Chief Executive Officer, and Annick de Vanssay's nomination as Chief People Officer during the transition period, the Executive Committee is composed of 7 women and 11 men, making it 39% female.

The percentage of women in senior management positions has also increased this fiscal year, creating a talent pool of potential future Executive Committee members.

Diversity and inclusion as a catalyst for societal change

	FISCAL 2021	FISCAL 2020	CHANGE
Empowered women in communities	54,768	45,495	+16.9%
% of Group revenues of countries with initiatives to improve the quality of life of women	95.4%	94.8%	+0.6 pt

	FISCAL 2021	FISCAL 2020
% of employees working in countries that respect gender balance in their management	46.7%	46.0%

Lastly, the percentage of employees working in countries that respect gender balance in their management has increased in Fiscal 2021, in line with the Better Tomorrow 2025 objective.

Gender Professional and Pay Gap

Sodexo is committed to decreasing the gender pay gap across our United Kingdom and Ireland entities to 10% by 2025. Since 2016, Sodexo United Kingdom and Ireland publishes the difference between gross hourly earnings for all men in an organization *versus* gross hourly earnings for all women. The latest report published in 2020 revealed a mean 14.4% overall gender pay gap.

In France, the Women-Men Professional Equality Index ranks companies' progress on closing the gender professional gap based on criteria including promotions, pay increases, maternity leave and the top ten salaries for women. In 2020, Sodexo obtained a score of 99 out of 100 across its 11 French entities.

Paying special attention to our disabled employees

	FISCAL 2021	FISCAL 2020
Number of disabled employees*	7,739	7,456

* These figures are not exhaustive, and do not include countries in which this information cannot be collected.

Sodexo is a member of The Valuable 500, and in December 2020 celebrated the United Nations' International Day of Persons with Disabilities. Numerous initiatives to support the recruitment and employment of disabled people have been implemented throughout

the world. In Brazil for example, Sodexo provides sign language training for its managers to make onboarding easier for deaf and hard of hearing employees.

Promote local development, fair, inclusive and sustainable business practices

	FISCAL 2021	FISCAL 2020	CHANGE
% of Group revenues of countries having specific initiatives to integrate SMEs (Small and Medium Enterprises) into Sodexo's Value Chain	89.5%	92.9%	-3.4 pts
Our business value benefiting SMEs (in billions of euro)	6.9	4.4	+56.8%
% in kg of certified sustainable coffee	57.4%	57.6%	-0.2 pt
% of spend with contracted suppliers having signed the Sodexo Supplier Code of conduct	95.6%	95.7%	-0.1 pt

Our business value benefiting SMEs increased significantly in Fiscal 2021. This is mainly due to the implementation of specific monitoring of merchants and affiliates for the Benefits & Rewards Services activity. Thus, 21 new entities have started to monitor this

indicator concerning merchants. This increase is also explained by a sharp increase in the Benefits & Rewards Services activity with SMEs in Brazil, representing more than 40% of the value of the indicator.





2.4

Significantly reducing our environmental footprint






Sodexo works closely with all of its stakeholders to create, improve and deliver services that have a low environmental impact.

As a responsible employer, Sodexo provides its employees with training to help reduce the environmental impact of its business activities, and simple, everyday tips for protecting the environment at home. The size of our Company means that small steps taken by our employees can add up to make a big difference.

As a service provider, Sodexo designs and offers energy management services that use renewable energy whenever possible, resulting in significant savings and return on investment for our clients. Sodexo also ensures responsible sourcing by encouraging sustainable agriculture, co-developing products and services, following the principles of a circular economy and improving resource efficiency management.

As a corporate citizen, Sodexo's services can act as a catalyst for progress on important issues. For years now, Sodexo has focused on the fight against food waste as one of the most vital means of averting the worst impact of climate change.

2

	 OUR IMPACT ON INDIVIDUALS	 OUR IMPACT ON COMMUNITIES	 OUR IMPACT ON THE ENVIRONMENT	 WHERE DO WE STAND? (OBJECTIVES BY 2025)
 OUR ROLE AS AN EMPLOYER	Improve the quality of life of our employees, safely	Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve	Foster a culture of environmental responsibility within our workforce and workspaces	74,203 of our employees are trained on sustainable practices ⁽¹⁾ (100%)
 OUR ROLE AS A SERVICE PROVIDER	Provide and encourage our consumers to access healthy lifestyle choices	Promote local development and fair, inclusive and sustainable business practices	Source responsibly and provide management services that reduce carbon emissions	23.2% reduction of supply chain carbon emissions ⁽²⁾ (34%)
 OUR ROLE AS A CORPORATE CITIZEN	Act sustainably for a hunger-free world	Drive diversity and inclusion as a catalyst for societal change	Champion sustainable resource usage	45.8% reduction in our food waste (50%)

1 Cumulated number for the 2015-2021 period.

2 Absolute reduction compared to a 2017 baseline.

Our impact on the environment

2.4.1

AN AMBITIOUS, GLOBAL PROJECT TO FIGHT CLIMATE CHANGE

Sodexo was the first company in its sector to publicly announce its environmental goals, making a commitment to fight climate change at every level of its value chain. The Group has been working with the World Wildlife Fund (WWF) since 2010 to better understand, measure and reduce its overall carbon footprint with the help of its clients and suppliers. Since 2019, Sodexo was also one of the first multinationals to adopt a reduction target for its direct and indirect greenhouse gas emissions (Scopes 1, 2 and 3): 34% by 2025 as compared to 2017. This target has been approved by the Science Based Targets initiative (SBTi), and is in accordance with the Paris Agreement 1.5°C scenario.

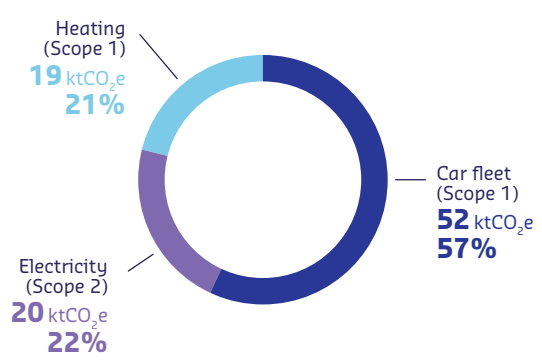
Our unique business model means that Sodexo works directly at client sites, which gives the Group added responsibility. 99% of Sodexo’s carbon emissions come from its clients’ and suppliers’ businesses. As a responsible partner, Sodexo strives to motivate its stakeholders to choose sustainable practices and collaborative policies that contribute effectively to the transition to a low-carbon economy. Sodexo’s head start in terms of corporate responsibility gives the Company’s stakeholders a real advantage as they work towards reaching their own goals. Since 2017, Sodexo has reduced its direct greenhouse gas emissions (Scopes 1 and 2) by 37.2% in absolute value, and its supply chain emissions



(Scope 3) by 23.2% in absolute value. In 2020, Sodexo’s approach won the Company a place on the prestigious climate “A list” of the CDP (previously Carbon Disclosure Project).

OUR DIRECT GREENHOUSE GAS EMISSIONS

SCOPE 1 & 2



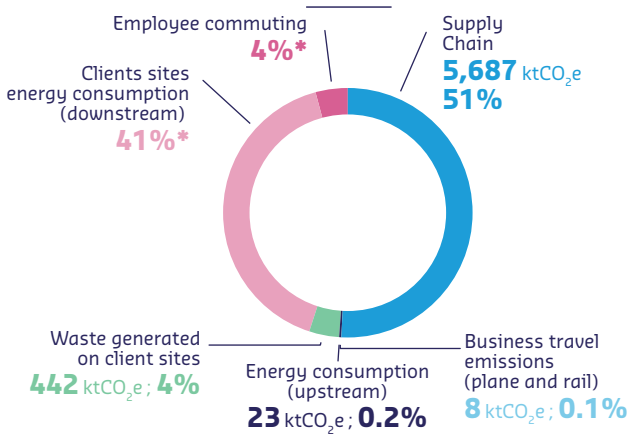
Change since 2017

Car fleet (Scope 1)	▼ -37%
Heating (Scope 1)	▼ -39%
Electricity (Scope 2)	▼ -37%

2025 OBJECTIVE **-34%** reduction of carbon emissions (vs 2017)

OUR INDIRECT GREENHOUSE GAS EMISSIONS

SCOPE 3



Change since 2017

Supply Chain	▼ -23%
Business travel emissions (plane and rail)	▼ -73%
Energy consumption (upstream)	▼ -30%
Waste generated on client sites	▼ -46%
Clients sites energy consumption (downstream)*	
Employee commuting*	

* Not available in Fiscal 2021. Based on estimations.

Reducing food waste to help build a better future

When food is thrown out, it means that the greenhouse gases resulting from production of that food were generated needlessly. The water and energy used to produce, package and deliver that food was also wasted. In addition, the waste management also generate significant greenhouse gas emissions. Despite this, food waste is often ignored as a major cause of greenhouse gas emissions. Sodexo is convinced that eliminating this waste is a major lever of sustainability and, conscious of the food emergency worldwide, the Company has created an effective solution to minimize food waste. Its program, WasteWatch, has been implemented on around 900 client sites in 26 countries. Based on data collection and analysis, WasteWatch helps preventing around 50% of waste by facilitating the operational and behavioral changes required to eliminate avoidable product waste, both in the kitchen and by consumers themselves.

Creating sustainable food systems based on vegetable protein

Plant-based meals are another essential driver in reducing carbon emissions. Sodexo offers plant-based options worldwide to raise consumer awareness of the nutritional and environmental benefits of meals featuring sustainable, delicious vegetable protein. To do this, Sodexo relies on the expertise of partners like Eaternity, an organization that measures environmental footprint in the food service industry and helps us find sustainable alternatives. Eaternity's tools are used by Sodexo Belgium in its food product management system, and by Sodexo Germany as part of a joint program implemented for clients like the European Central Bank (ECB) and Deutsche Bank. In France, the balanced meal delivery service *FoodCheri* has been assigning an ECO Score to all its meals since January 2021. This indicator provides information on the environmental impact of foods throughout their life cycle.



"We are pleased to collaborate with Sodexo on the creation of menus for a sustainable food future. Sodexo's commitment to engage and encourage their guests to develop good eating habits and healthy lifestyles is essential to create a positive difference in the way our society organizes, lives and eats together. Through our collaboration, their guests can make an informed and responsible choice for their day-to-day meals."

Manuel Klarmann, Co-founder and CEO Eaternity

Building a supply chain that protects natural ecosystems

Sodexo's supply chain represents 47% of all the emissions it produces, making it one of the main contributors to the Company's carbon footprint.

In accordance with its Better Tomorrow 2025 roadmap, Sodexo adheres to strict rules regarding the sourcing, impact and recyclability of each product.

Sodexo has defined key actions to lower its carbon footprint and protect biodiversity. The Group strives to create shorter food supply chains, promote sustainable agriculture, increase the proportion of plant-based foods, and choose suppliers that share its environmental values. Sodexo specifically targeted four products: beef, palm oil, soy and paper, because of their impact on deforestation.

In 2020, Sodexo joined the Consumer Goods Forum (CGF), a group of retailers, producers and various stakeholders whose mission is to address the industry's primary challenges in terms of social and environmental sustainability. In 2021, Sodexo joined the Forest Positive Coalition (FPC), one of the eight CGF coalitions, as part of its commitment to protect forests and peatlands by 2030.



Turning our commitments into innovative solutions for our clients

Sodexo has been a member of the RE100 initiative, a group of the world's most influential companies working together to drive the energy transition, since February 2021. As part of that commitment, Sodexo's goal is to use 100% renewable electricity at its directly operated sites by 2025. Currently, nearly 24% of its total electricity consumption comes from renewable sources. But the Company is going even further, widening its goal of using renewable energy to include client sites. Its energy management service can assist clients with their renewable energy choice, and help them reach their environmental goals and make significant savings. Sodexo has committed to phase-out from coal related contracts by 2025. The Company has also decided to transform its vehicle fleet by making electric or hybrid vehicles available to employees. In the United Kingdom, over 50% of the fleet is now hybrid. In Sweden, Sodexo has accepted the government's "Company car" challenge as part of the "Fossil Free" initiative, committing to purchasing only hybrid or electric vehicles.

2.4.2

THE CIRCULAR ECONOMY, AN ENVIRONMENTAL SOLUTION ACROSS THE VALUE CHAIN

Controlling production and the processing of resources to avoid any loss in value is one of Sodexo's major challenges. To us, it's not just a question of cost-effectiveness. It's a moral obligation. Sodexo is in a unique position to drive the behavioral change we need towards more sustainable consumption. The Company shares its experience and understanding of the principles of the circular economy and waste stream management with its stakeholders, giving clients a real advantage in achieving their environmental goals.

As part of its operational excellence imperatives, Sodexo takes advantage of the expertise of its employees, having completed sustainability practices training. Employees are encouraged to be creative and suggest innovative approaches to repurposing waste and implementing technological solutions and alternative methods at Sodexo and client sites, such as using eco-friendly packaging, redistributing food products

and helping local communities become more independent. On-site waste management includes measuring and analyzing data, which is monitored by internal and external audits and published transparently, taking care to avoid any possible risk to clients' reputations.

Sodexo is strengthening this teamwork, a key aspect of our truly effective

global sustainability efforts, within and across the supply chain. In doing so, the Company stimulates the circular economy and contributes to United Nations SDG Target 12.3: to halve food loss and waste throughout production and supply chains, including after harvest, by 2030.

WasteWatch, Sodexo's Worldwide Data-Based Program to Reduce Waste

Sodexo is convinced that the fight against food waste needs to accelerate. The Company launched its flagship program, WasteWatch, with the goal of



preventing an average of 50% of all waste on around 900 client sites in 26 countries. WasteWatch is the first initiative of its size in the food services sector. It's easy to use, and it motivates employees by giving them a clear view of how much food is wasted and why. It also makes it easier to implement the necessary operational and behavioral changes to put a stop to avoidable waste in the kitchen or generated by consumers. Sodexo is the first international food services company to connect its financing to its work fighting food waste.

"Worldwide, food waste is one of the biggest problems of our time. Now we have the technology in our kitchens to help us monitor production on a daily basis to find out why food has been wasted and what we can do to stop it from happening again. It will bring about digital and behavioral changes in our front-line personnel and our managers, using a fact-based approach."

Erwan Harb, IFM Director at Sodexo



Sodexo's Requirements in Terms of Replacing Single-Use Plastics

In March 2021, Sodexo removed the main single-use plastic items from all of its European food service sites, going beyond the constraints imposed by European legislation to eliminate plastic bags as well as straws, plates, cutlery and stirrers. Innovative replacements were suggested, such as using sustainable materials for single-use items, strict cleaning protocols and eco-friendly packaging solutions.

At Sodexo headquarters, single-use cups are no longer provided on-site. This has allowed us to save over 320,000 cups per year. We use reusable glasses and low-flow dishwashers, and have established solid sanitation practices, involving both consumers and the on-site team.



Taking Action to Improve Resource Use, Starting with Production

For Sodexo, fighting food waste is a concrete way to take action at every level of the value chain, including food production. In the United Kingdom and Ireland, Sodexo partnered with the organization Waste Knot and the agricultural cooperative FerryFast to launch Wasteful to Tasteful, a recycling campaign for the 30% of harvested fruit and vegetables that are deemed unusable in the industry due to their appearance or size. The program supplies 112 client sites with salvaged fruit and vegetables that still retain their full nutritional value and flavor. In Australia, Sodexo has formed a partnership with the anti-waste platform Yume, significantly reducing water use and CO₂ emissions through its commitment to purchasing surplus foods.

WasteLESS Week Fights All Types of Waste

Every October for the past 12 years, Sodexo has organized WasteLESS Week at all of its sites around the world. The goal of this dedicated week is to raise awareness among employees, clients and consumers of the importance of fighting all types of waste: food, water, energy, paper and raw materials. The event offers activities like personalized messages for clients and recipes that use leftovers, and supports Sodexo's ongoing waste-reduction efforts.

This week allows our consumers and employees to realize that they can change things by giving them a few simple ways to make a difference.



Fighting Food Waste, Sodexo's Worldwide Collaboration Policy

Sodexo is determined to use its expertise to support joint efforts by global decision-makers to make a collective impact. The Company is joining forces with stakeholders and public authorities involved in the fight against waste, and is using its close, ongoing partnership with the WWF to get its employees and its stakeholders involved. Sodexo is a member of several international projects: the International Food Waste Coalition (IFWC), which promotes a collaborative "farm to table" approach; the Champions 12.3 initiative, inspired by the United Nations SDG Target 12.3 of halving food waste; and the 10X20X30 coalition, of which Sodexo is a founding member, which is working to implement a common waste measurement process for companies and their main suppliers.



2.4.3 Impact on the environment – key performance indicators

	FISCAL 2021	FISCAL 2020	CHANGE
Responsible Sourcing			
% of certified sustainable palm oil (including RSPO credits, Mass Balance, Segregation and Identity Preserved)	100 %	100 %	—
% of physical certified sustainable palm oil (Mass Balance, Segregation and Identity Preserved)	32.4%	32.5%	-0.1 pt
% of cage free shell eggs (of the total of shell eggs purchased by Sodexo)	41.1%	45.0%	-3.9 pts
% of cage free liquid eggs (of the total liquid eggs purchased by Sodexo)	61.9%	67.6%	-5.7 pts
% of On-site Services revenues of countries having the 2018 Sodexo Animal Welfare Supplier charter available in at least one official language	93.1%	88.0%	+5.1 pts
% of certified sustainable fish and seafood as a% of total fish and seafood	44.6%	36.6%	+8.0 pts
% of sustainable fish and seafood which is sustainable as a% of total seafood (in kg)*	86.0%	77.7%	+8.3 pts
% of spend on certified sustainable paper disposables as a% of total paper disposables ☑	78.8%	71.3%	+7.6 pts

* As per Sodexo Sustainable Seafood Sourcing Guide.

The cage free shell eggs indicator fell significantly compared to the previous period, due to increased purchasing volumes from China and Chile, respectively, the second and third largest shell eggs purchasing volumes in Fiscal 2021, but who do not buy cage free eggs.

Seafood and certified paper Indicators increased significantly during the year.

We are noticing significant increases in the volumes of certified sustainable and responsible seafood products in most countries. This consistent progress reflects the effective implementation of the measures that will help reach the goal of 100% responsible seafood by 2025.

The increase in the share of certified paper is mainly due to the increase in the United States from 70% for the previous year to 96% this year.

	FISCAL 20201	FISCAL 2020	CHANGE
Reduction in carbon emissions – Scope 1 & 2			
Energy consumption on our direct operations (MWh)	495,909	583,410	-15.0%
Total Scope 1 and Scope 2 emissions (tCO ₂ e)	90,789	121,479	-25.3%
Ratio of CO ₂ emissions to turnover, expressed in tons of CO ₂ over one million euros (tCO ₂ e/million euros)	5,4	5,8	
% reduction in absolute Scope 1 and Scope 2 carbon emissions (compared to 2017 baseline)	-37.2%	-15.9%	
% reduction in intensity Scope 1 and Scope 2 carbon emissions (compared to 2017 baseline)	-22.6%	-16.5%	
% Scope 1 and Scope 2 renewable electricity	23.7%	20.3%	+3.4 pts
Reduction in carbon emissions – Scope 3			
Scope 3 Supply Chain carbon emissions (tCO ₂ e)	5,687,084	6,630,901	-14.2%
% reduction in absolute Scope 3 Supply Chain carbon emissions (compared to 2017 baseline)	-23.2%	-10.5%	
% reduction in intensity Scope 3 Supply Chain carbon emissions (compared to 2017 baseline)	-5.5%	-12.0%	
Scope 3 Business travel emissions (plane and rail) (tCO ₂ e)	8,000	24,817	-67.8%
Scope 3 energy consumption emissions (tCO ₂ e)	23,037	21,231	+8.5%
Scope 3 waste related emissions (waste generated on client sites) (tCO ₂ e)	442,112	507,753	-12.9%

	FISCAL 20201	FISCAL 2020	CHANGE
Scope 3 clients sites energy consumption related emissions* (tCO ₂ e)	Not available	Not available	
Scope 3 commuting emissions*	Not available	Not available	
Total Scope 3 carbon emissions (tCO ₂ e)	6,160,233	7,184,702	-14.3%
% Scope 3 carbon emissions reduction (compared to baseline year 2017)	-25.7%	-13.4%	

* Sodexo does not publish these two KPIs as the calculation methodologies are in the process of being made more reliable. These indicators will be published from 2022 to cover the entire Sodexo footprint.

Since Fiscal 2020, we have published the reductions in greenhouse gas emissions compared to the 2017 reference year helping assessing our performance against the -34% target set by the Group and validated in July 2019 by the Science Based Target initiative (SBTi).

We are recording significant reductions for all of our greenhouse gas emissions, in line with our reduction projections and helped by Covid-related decline in our activity.

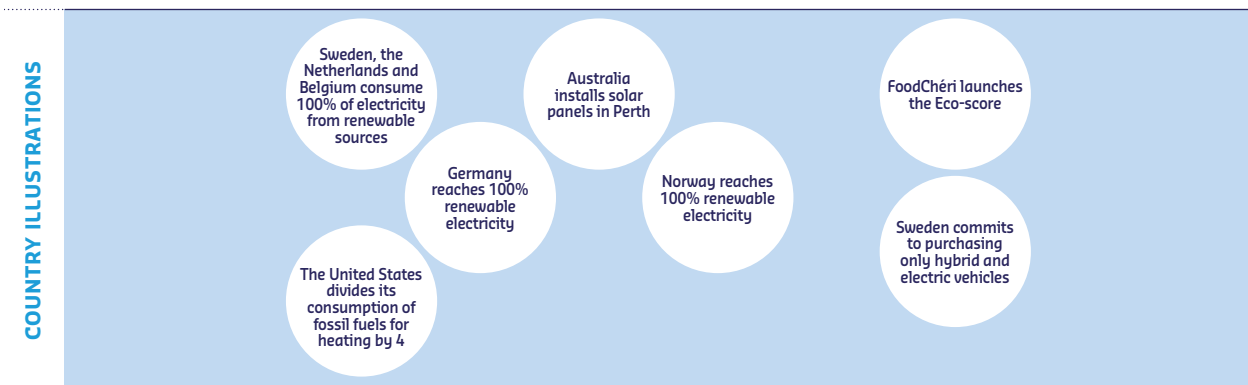
The Scopes 1 and 2 emissions reduction is greater compared to last year. This is mainly due to the increase in the share of electricity from renewable sources and less impacting fuel oil such as biodiesel in the energy mix. In addition, the share of extrapolation was

reduced in 2021 with the inclusion in the reporting of the majority of the Benefits & Rewards activity, previously partly extrapolated.

The reduction in greenhouse gas emissions from the Scope 3 supply chain compared to the 2017 reference year is in line with our forecasts and the trajectory that the Group must follow in order to meet the overall objective of -34% reduction by 2025. This result is due on the one hand to the drop in activity linked to the pandemic but also to the implementation of the responsible purchasing strategy aimed at reducing the volumes of animal proteins in favor of plant-based proteins. However, due to an improvement and homogenization of the methods of the emission factors used, the intensity is greater than the previous year.

PARTNERSHIPS AND COMMITMENTS	MEASUREMENT AND RESULTS
<p>Beginning of the partnership with the WWF</p> <p>1st commitment on deforestation (palm oil)</p> <p>New carbon baseline including Scope 3</p> <p>Sodexo joins the French Business Climate Pledge</p> <p>Validation of the reduction target by the SBTi</p> <p>Sodexo joins the RE100 initiative</p> <p>Sodexo participates in the FLAG and Net Zero Road Test working group with the SBTi</p> <p>Objective: -34% reduction in greenhouse gases compared to 2017</p> <p>Objective: 100% renewable electricity</p>	<p>1st measurement and audit of Scope 1 & 2</p> <p>1st reporting to CDP Climate</p> <p>-40% reduction in Scope 1 & 2 emissions compared to 2011</p> <p>1st Scope 3 measurement of the On-Site Services activity</p> <p>1st Scope 3 reporting related to supply chain</p> <p>Sodexo joins CDP Climate A list</p> <p>1st Scope 3 measurement of the Benefits and Rewards activity in Belgium</p>

2010 → 2011 → ... → 2017 → 2018 → 2019 → 2020 → 2021 → ... → 2025



	FISCAL 2021	FISCAL 2020	CHANGE
% of food waste reduction on 878 sites having already deployed WasteWatch program	45.8%	45.3	+0.5 pt
% of Group revenues of countries working to deliver on the United Nations' food waste objective	88.7%	90.7%	-2.0 pts
% of Group revenues of countries having one or more ISO 14001 certification	87.8%	88.7%	-0.9 pt
Direct water consumption (m ³)	3,814,282		
Number of employees trained on sustainable practices	74,203	57,279	+29.5%

Sodexo is continuing its actions to achieve its objective of halving food waste in its food service operations by 2025, thanks to its digital technology and behaviour change program: WasteWatch, with measurement and monitoring of food waste daily. At the end of May 2021, 878 Sodexo sites were measuring and reducing their food waste, enabling Sodexo to successfully avoid food waste equivalent to 1,189.29 tCO₂e. The -45.8% in food waste reduction was achieved due to a robust governance with dedicated project

managers to support the country program deployment coupled with training programs that engaged site teams on food waste reduction actions. We also had a third of our reporting sites who had the WasteWatch program since pre-Covid, their important share in the total number of reporting sites explains the high reductions we have registered in 2021. Variations on food waste reduction are expected in the coming years, as we will be gradually including new sites in the program.

2.5 CONTROVERSIES

Sodexo employs and serves individuals working and living in complex environments and operates in sectors that may be considered controversial, such as the Energy and Resources industry and Justice Services.

In all our operations, we enforce strict Human Rights policies and health and safety protocols, while seeking to mitigate our impact on the environment and contributing to communities' development and inclusion.

Energy and Resources

As part of our Energy and Resources activities, we provide project management, cleaning, grounds maintenance as well as catering services to support operations in remote areas, away from regional centres or near communities with little infrastructure. Our first priority remains the health and safety of our employees and all individuals working on those remote locations.

We are proud to say, that, to date, this segment has the lowest lost time injury rate (LTIR) compared to our other activities.

Sodexo also acknowledges that project in remote areas can also happen on ancestral land and have an impact on indigenous communities. We are fully committed to deepening our understanding and expanding the ways in which we can contribute to building respect, relationships and provide opportunities to improve the Quality of Life of indigenous communities around the world.

Justice Services

In the face of rising pressure to reduce both reoffending and costs of operations, even as prison populations expand, authorities increasingly look to the private sector to provide an expanding range of services and innovative solutions. Fostering rehabilitation is one of our main priorities. By offering opportunities for detainees to acquire life skills, work experience, qualifications and resources, we support their successful re-entry into society.

Sodexo operates prisons under 4 strict criteria:

- only in democratic countries;
- only in Countries that do not administer the death penalty;
- only in countries where rehabilitation is the ultimate goal; and
- only where our team members are not required to carry firearms.

Thus, in line with those criteria, Sodexo Justice services provides a range of services to in public prisons in France, Chile, Belgium, Italy and the Netherlands and in the United Kingdom.

Sodexo decided 20 years ago to exit the largest prison private services market in the world, the USA.

Coal Industry

Sodexo is also committed to progressively transition away from coal sector projects as part of its strategy to selectively grow its presence in specific mining markets since 2015; aiming to exit the sector by 2025. Sodexo is increasingly supporting diversified energy clients that are willing to shift to new business streams and renewable energies.

2.6 OUR REPORTING METHODOLOGY

Choice of indicators

In Fiscal 2021, we continue to disclose our Corporate Responsibility related information and data in our Integrated Report (chapter 1) and chapter 2 of the present report.

- As part of the Integrated Report we have presented our Value Creation Model, our Materiality Matrix and our Corporate Responsibility Roadmap Better Tomorrow 2025. These three elements are linked and interdependent.
- Chapter 2 presents our 9 Better Tomorrow 2025 commitments, the highlights of Fiscal 2021 and our key performance indicators as well as their progress compared to the previous year.

Sodexo's Corporate Responsibility strategy requires that workforce and environmental performance be measured with clear indicators. These indicators take into consideration the decentralized and primarily client site-based nature of Sodexo's operations and were selected to meet the following reporting objectives:

- to comply with legal requirements such as the European non-financial Directive;
- to address the expectations of other external stakeholders, including shareholders and rating agencies;
- to provide reporting that is consistent with the requirements of the Global Reporting Initiative (GRI) and the United Nations Global Compact.

In addition, Sodexo's indicators:

- are key in allowing us to monitor progress in the areas identified as key topics following our materiality assessment;
- include measures of the tangible benefits Sodexo brings to its clients;
- enhance employee knowledge about Sodexo, increasing awareness and engagement;
- provide visibility on progress for Group and country management.

As part of its progressive journey, Sodexo has added some additional indicators this year and will continue to do so (see List of indicators).

Scope of consolidation

Indicators generally include all entities which are fully consolidated for financial reporting purposes, with the following exceptions:

- a new country added during the fiscal year is included in the reporting scope in the following fiscal year; and
- acquired entities are included as from the date of acquisition.

Additional restrictions may be applicable and are specified in the "Limits" section below.

Fiscal 2021 workforce indicators

Workforce indicators are consolidated for all Sodexo entities, except for the number of training hours which excludes the Germany data (see limitations section below).

Fiscal 2021 societal and environmental indicators

Societal and environmental indicators are calculated and consolidated for entities representing over 99.3% of Group revenues.

In order to streamline the collection and reporting process for the societal and environmental indicators, during the last Fiscal year, we have changed the reporting period. The new reporting period starts on June 1 and ends on May 31.

Certain environmental indicators are applicable only to On-site Services or to Benefits & Rewards Services due to the nature of the indicator itself; for example, an indicator relating to the percentage of sustainable seafood purchased relates only to On-site Services entities which provide Food services.

Reporting framework and tools

Sodexo's commitments to social and environmental responsibility have always been central to the Group's fundamentals. The Group reinforced its workforce and environmental reporting in 2005 with the publication of its first Corporate Responsibility Report and further developed its sustainability performance processes in 2009 when its Corporate Responsibility roadmap, the Better Tomorrow Plan was launched. At the time, the Group committed to report its progress regularly and transparently.

In 2016, Sodexo reconfirmed its commitment to continued progress as an employer, a service provider and a corporate citizen through an updated version of our roadmap, Better Tomorrow 2025.

Each year, Sodexo endeavors to improve its processes and to this end, has implemented a reporting tool with two modules for gathering and consolidating information.

Consistency checks are embedded within the tools and additional control testing is performed.

The consolidation of workforce data is performed by Group Human Resources with the exception of the Health and Safety data which is consolidated by Group Health and Safety and the consolidation of environmental data is performed by Group Corporate Responsibility.

Certain strategic workforce indicators are consolidated monthly or quarterly for a detailed follow up as part of STEP dashboard.

All information published in this report was also examined by the Group's external auditors.

In addition to the "limited assurance" delivered by the external auditors in relation to indicators published for the requirements of European directive, Sodexo obtained a higher level of assurance called "reasonable assurance" for the following key indicators:

- total Workforce, per activity and client segment;
- retention rate for total workforce;
- retention rate for site management;
- departures related to Resignation of Continuous Contract > 3 months (Excluding Site Loss);
- Group Engagement Rate;
- % of workforce covered by collective agreements;
- % of women's representation on the Board of Directors;



- % of women's representation on the Executive Committee;
- % of women's representation among Group Senior Leaders;
- % of women in management positions;
- % of women in employee positions;
- % of women's representation in total workforce;
- number of work related accidents requiring a leave (LTSC);
- % of Group revenues of countries having one or more OHSAS 18001 or ISO 45001 certification;
- % of spend with contracted suppliers having signed the Sodexo Supplier Code of conduct;
- % of spend on certified sustainable paper disposables as a % of total paper disposables;
- % of On-site Services revenues of countries having either ISO 9001 or ISO 22000 certification for food safety

Limitations

Sodexo employs 412,088 people, in 56 countries, with differing regulations and operates on a significant number of client sites of different sizes and types of activity.

Certain indicators therefore require some specific explanation as follows:

- number of work-related accidents requiring a leave:
 - excludes commuting accidents,
 - includes Sodexo workforce only,
 - excludes temporary labor, sub-contracted labor and other personnel that are not Sodexo employees,
 - may have insignificant differences created by the way that work-related illness is accounted for locally;
- average number of days absence:
 - includes absences for work-related accidents and illness as well as personal accidents and illness,
 - may have insignificant differences created by the way the number of days of absence is accounted for locally; as some include weekend and others only working days, the minimum number of days of absence from which the absence is recorded;
- number of training hours:
 - the number of training hours in the U.S. is based on an estimation. The estimation is an extrapolation of actual data covering 28% of the population.

Certain information is extremely difficult to gather given the nature of the Group's activities:

- total business value benefitting SMEs: Data for Sodexo On site Services USA includes non-contracted suppliers;
- to ensure that the entire volume of Sodexo palm oil is certified as sustainable, the purchasing teams have implemented a process for analyzing and purchasing RSPO credits between the months of May and April following the end of the fiscal year;
- Scope 1 and Scope 2 energy consumption and related carbon emissions are extrapolated for the Group based on the energy consumption and carbon emissions calculation for a set of major countries representing 95.3% of Group revenues;

- Scope 1 includes energy consumption and carbon emissions related to the fuel consumed by vehicles used by Sodexo as well as from its consumption of natural gas for the offices and sites where Sodexo has operational control;
- Scope 2 includes the electricity consumption for the offices and sites where Sodexo has operational control and is market-based;
- emissions linked to energy consumption (Scope 1 & 2) are calculated from recognized databases such as: the International Energy Agency (IEA), UK Government GHG Conversion Factors for Company Reporting, ADEME Base carbone, US EPA, AIB. The supply chain emissions of Scope 3, corresponding to the categories "1. Purchased goods and services" and "4. Upstream transportation and distribution" of the GHG Protocol, are extrapolated from real data covering 93.2% of On-site Services revenues. Therefore, the emissions have been extrapolated to 100% of On Site activity.

The calculation of carbon emissions related to the supply chain takes into account the following elements:

- the emissions of the 30 most important commodities for Sodexo (in terms of volume of purchase and carbon impact, as per a study conducted in 2014). These compulsory products represent 90% of our purchases, the remaining 10% are extrapolated to cover our total emissions;
- transportation from the last point of processing to the delivered site;
- emission factors by product, including all upstream emissions until the distribution point (production & breeding, transformation, packaging, transportation). When the emissions factors are not available, they are calculated based on the main ingredients used.

Methodology has been improved in Fiscal 2021 by the set up of:

- the same definition has been applied to all countries for the calculation of transportation-related emissions;
- emission factors have been updated and homogenized in order to limit the number of databases used. Factors used for meat have been increased, as they were previously underestimated, taking into account only the agriculture part. Databases used this year are:
 - EcolInventV3, Allocation cut-off,
 - ADEME/Agribalyse 3.01 included;
- additional consistency checks have been brought to this perimeter such as the analysis of the ratio plant based proteins/ animal proteins by country, significant variances of volumes, inconsistency of the data given the country activity, etc.

One of Sodexo's missions is to improve quality of life for its employees and all who it serves. Sodexo's services are, in the majority of cases, provided by its own employees on a significant number of client sites where the Company operates throughout the world. The following information is therefore not applicable or not material for Sodexo:

- preventive or corrective actions with regard to discharges into the atmosphere, water and soil with a significant negative impact on the surrounding environment;
- consideration of noise and any other activity-specific pollution;
- land usage;
- importance of sub-contracting.

2.7 RECONCILIATION TABLES

Reconciliation tables have been extracted from our Fiscal 2021 Universal Registration Document, the references are not related to the Fiscal 2021 Corporate Responsibility Report. If you want to know more, we invite you to consult our Fiscal 2021 Universal Registration Document available on our website.

The Sustainability Accounting Standards Board (SASB) reconciliation table

The Sustainability Accounting Standards Board (SASB) is an independent organisation of normalization that promotes the sharing of important information on sustainability, in order to satisfy the investors' needs. The table below refers to the norm as defined by the SASB, and highlights the Group's references.

ACCOUNTING METRICS	CODE	SODEXO ACTIONS & PERFORMANCE
Energy Management		
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-RN-130a.1	(1) 1,785,271 GJ Energy consumption on our direct operations. (2) 34.63% energy consumption from grid electricity. (3) 8.9% renewable energy in our direct operations.
Water Management		
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-RN-140a.1	(1) 3,814,282 direct water consumption in m ³ . We published in our CDP reporting disclosure. (2) Sodexo does not currently track this indicator.
Food & Packaging Waste Management		
(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	FB-RN-150a.1	(2) Sodexo targets to halving our food waste on all relevant sites using our WasteWatch program, page 88
(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	FB-RN-150a.2	(1) Our main focus is on the food service disposables. In Fiscal 2021 we started collecting the baseline data on this specific category. (3) Sodexo does not currently track this indicator.
Food Safety		
(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations	FB-RN-250a.1	(1) In Fiscal 2021, 9,123 food service sites were part of a risk-based site audit program for Food Safety and Hygiene.
(1) Number of recalls issued and (2) total amount of food product recalled	FB-RN-250a.2	Sodexo does not currently track this indicator.
Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	FB-RN-250a.3	Sodexo does not currently track this indicator, but we plan to do so through our HSE platform starting Fiscal 2022.
Nutritional Content		
(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	FB-RN-260a.1	(1) Sodexo is reporting the % of sites offering healthy lifestyle options, page: 71.
(1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options	FB-RN-260a.2	Sodexo does not currently track this indicator.
Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	FB-RN-260a.3	Sodexo does not currently track this indicator.



ACCOUNTING METRICS	CODE	SODEXO ACTIONS & PERFORMANCE
Labor Practices		
(1) Voluntary and (2) involuntary turnover rate for restaurant employees	FB-RN-310a.1	The voluntary turnover rate is disclosed for employees and onsite manager employees who remain with the Company for at least three months, page 68.
(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	FB-RN-310a.2	Sodexo does not currently consolidate this information at Group level.
Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	FB-RN-310a.3	Information regarding litigation can be found page 161.
Supply Chain Management & Food Sourcing		
Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards	FB-RN-430a.1	(1) 95.6% of spend came from contracted suppliers having signed the Sodexo Supplier Code of conduct page 79 . (2) please refer to the results page 86.
Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	FB-RN-430a.2	(1) please refer to the results page 86; (2) Sodexo does not currently track this indicator.
Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-RN-430a.3	93,1% of On-site Services revenues of countries have the 2018 Sodexo Animal Welfare Supplier charter available in at least one official language
Activity Metric		
Number of (1) Company-owned and (2) franchise restaurants	FB-RN-000.A	(1) Sodexo does not currently track this indicator.
Number of employees at (1) Company-owned and (2) franchise locations	FB-RN-000.B	(1) 412,000 total number of employees worldwide.

Task force on Climate-related Financial Disclosures (TCFD) reconciliation table

The Task force on Climate-related Financial Disclosures (TCFD) has been created upon the request of the G20 leaders. It aims at encouraging companies and organizations to communicate in a transparent manner on the financial risks linked to climate, in order to help the investors to integrate them in their decisions.

In 2017, the TCFD published a set of recommendations to encourage a consistent and reliable financial reporting based on 4 pillars: governance, strategy, measure and objectives, as well as risk management.

TOPIC	RECOMMENDED DISCLOSURE	PAGES
Governance	a) Describe the Board's oversight of climate-related risks and opportunities.	54
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	54
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	280
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	280
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	81-88
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	280
	b) Describe the organization's processes for managing climate-related risks.	280
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	280
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	86, 87
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	86, 87, 280
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	86, 87, 280

Reconciliation tables are presented in the section "Other informations" of the present document.



Extra-Financial Performance Declaration (DPEF)

RECONCILIATION TABLE FOR THE EXTRA-FINANCIAL PERFORMANCE DECLARATION PURSUANT TO ARTICLES L.225-102-1 AND R.225-105 OF THE FRENCH
COMMERCIAL CODE

PAGES

I. Value creation Business Model			32, 33	
II. Risk management			28, 269-284	
1. A description of the main risks related to the Company's activity			269-284	
2. A description of the policies put in place to mitigate and prevent the occurrence of these risks			269-272	
3. The results of these policies, including key performance indicators			66-72, 78-80, 86-88	
III. Declaration of relevant information related to the main risks/measures mentioned in II				
1. Workforce-related data:				
a	Employment:	i	total workforce and distribution of employees by gender, age group and geographical area	66, 67, 78
		ii	new employee hires and dismissals	68
		iii	remuneration and any related changes	285-308
b	Work organisation:	i	working-time organisation	62-71
		ii	absenteeism	70
c	Labour/Management relations:	i	organisation of social dialogue including information procedures, consultation and negotiation with employees	70
		ii	summary of collective bargaining agreements	70
d	Health and safety:	i	occupational health and safety conditions	38, 40, 58, 62, 70, 279
		ii	summary of collective bargaining agreements signed with trade unions or workers' representatives on occupational health and safety	70
		iii	occupational accidents, including accident frequency and severity rates, and occupational diseases	70
e	Training and education:	i	policies implemented regarding training and education	40, 62, 63, 69
		ii	total number of hours of training	69
f	Training and education:	i	measures implemented to promote gender equality	74, 75, 78, 252
		ii	measures implemented to promote the employment and integration of disabled people	40, 74, 79
		iii	policy against discrimination	40, 58, 59, 69, 75
g	Promotion of and compliance with the core Conventions of the ILO relative to:	i	freedom of association and the right to collective bargaining	70
		ii	non-discrimination in respect of employment and occupation	40, 59
		iii	the elimination of all forms of forced or compulsory labour	59
		iv	the effective abolition of child labour	58, 59

RECONCILIATION TABLE FOR THE EXTRA-FINANCIAL PERFORMANCE DECLARATION PURSUANT TO ARTICLES L.225-102-1 AND R.225-105 OF THE FRENCH COMMERCIAL CODE

PAGES

2. Environmental data:

a	General environmental policy:	i	the Company's organisational strategy to factor in environmental issues and, if appropriate, the approaches to auditing/obtaining certification for environment-related performance	54, 81-88
		ii	information and training measures for employees regarding environmental protection	88
		iii	resources allocated to the prevention of environmental risks and pollution	270-271, 280
		iv	amount of provisions and guarantees for environmental risks, unless such information is likely to cause serious harm to the Company in the event of ongoing litigation	N/A
b	Pollution:	i	measures of prevention, reduction or repair of discharges into the air, water and ground, impacting severely the environment	N/A
		ii	consideration of noise and any other activity-specific pollution	N/A
c	Circular economy: i) Waste prevention and management	i	measures of prevention, recycling, reuse, other forms of recovery and disposal of waste	42, 58, 84, 85, 87
		ii	actions against food waste	81, 84, 85, 86, 88
	ii) Sustainable use of resources:	i	water consumption and water supply adapted to local constraints	88
		ii	consumption of raw materials and measures implemented to improve efficiency in their use	81-88
		iii	energy consumption and measures implemented to improve energy efficiency and renewable energy use	86, 87
		iv	land usage	N/A
	d	Climate change:	i	significant greenhouse gas emissions items generated as a result of the Group's activity, particularly by the use of goods and services they provide
ii			adaptation to consequences of climate change	81-88, 280
e	Protection of biodiversity:	i	measures implemented to protect or develop biodiversity	83, 86
3. Social data:				
a	Territorial, economic and social impact of the Company's activity:	i	regarding regional employment and development	40, 41, 64, 65, 75, 77
		ii	on local residents/communities	40, 41, 64, 65, 75, 77
b	Relations with stakeholders, including associations for the promotion of social integration, educational institutes, environmental protection associations, consumer associations and local residents:	i	conditions surrounding dialogue with stakeholders	40, 41, 64, 65, 75, 77
		ii	partnership or sponsorship actions	40, 41, 64, 65, 75, 77
c	Subcontractors and suppliers:	i	inclusion of social and environmental issues in the Company's procurement policy	76-77, 85-86, 270
		ii	extent of subcontracting and the importance placed on social and environmental responsibility in relations with subcontractors and suppliers	76-77, 85-86, 270

RECONCILIATION TABLE FOR THE EXTRA-FINANCIAL PERFORMANCE DECLARATION PURSUANT TO ARTICLES L.225-102-1 AND R.225-105 OF THE FRENCH COMMERCIAL CODE

			PAGES	
d	Fair business practices:	i	anti-corruption policies and procedures	18, 58, 257, 258
		ii	information on the fight against tax evasion: the actions to prevent tax evasion	259
		iii	measures taken for the health and safety of consumers (food safety)	71, 270, 279
e	Other actions	i	actions implemented to promote human rights	18, 54, 58, 261
		ii	fight for the respect of animal welfare	86

Global Reporting Initiative (GRI) guideline

GRI SUSTAINABILITY REPORTING STANDARDS		SUSTAINABLE DEVELOPMENT GOALS AND PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT		PAGE
GRI 101: Foundation 2016				
1. Reporting Principles	1.1	The reporting organization shall identify its stakeholders, and explain how it has responded to their reasonable expectations and interests.		
	1.2	The report shall present the reporting organization's performance in the wider context of sustainability.		
	1.3	The report shall cover topics that:		
	1.3.1	reflect the reporting organization's significant economic, environmental, and social impacts; or		
	1.3.2	substantively influence the assessments and decisions of stakeholders.		
	1.4	The report shall include coverage of material topics and their Boundaries, sufficient to reflect significant economic, environmental, and social impacts, and to enable stakeholders to assess the reporting organization's performance in the reporting period.		
	1.5	The reported information shall be sufficiently accurate and detailed for stakeholders to assess the reporting organization's performance.		
	1.6	The reported information shall reflect positive and negative aspects of the reporting organization's performance to enable a reasoned assessment of overall performance.		
	1.7	The reporting organization shall make information available in a manner that is understandable and accessible to stakeholders using that information.		
	1.8	The reporting organization shall select, compile, and report information consistently. The reported information shall be presented in a manner that enables stakeholders to analyze changes in the organization's performance over time, and that could support analysis relative to other organizations.		
	1.9	The reporting organization shall gather, record, compile, analyze, and report information and processes used in the preparation of the report in a way that they can be subject to examination, and that establishes the quality and materiality of the information.		
	1.10	The reporting organization shall report on a regular schedule so that information is available in time for stakeholders to make informed decisions.		

GRI SUSTAINABILITY REPORTING STANDARDS		ISO 26000	SUSTAINABLE DEVELOPMENT GOALS AND PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	PAGE
2. Using the GRI Standards for sustainability reporting	2.1	The reporting organization shall apply all Reporting Principles from Section 1 to define report content and quality.		
	2.2	The reporting organization shall report the required disclosures from GRI 102: General Disclosures.		
	2.3	The reporting organization shall identify its material topics using the Reporting Principles for defining report content.		
	2.3.1	The reporting organization should consult the GRI Sector Disclosures that relate to its sector, if available, to assist with identifying its material topics.		
	2.4	The reporting organization shall identify the Boundary for each material topic.		
	2.5	For each material topic, the reporting organization:		
	2.5.1	shall report the management approach disclosures for that topic, using GRI 103: Management Approach; and either:		
	2.5.2	shall report the topic-specific disclosures in the corresponding GRI Standard, if the material topic is covered by an existing GRI Standard (series 200, 300, and 400); or		
	2.5.3	should report other appropriate disclosures, if the material topic is not covered by an existing GRI Standard.		
	2.6	If the reporting organization reports a required disclosure using a reference to another source where the information is located, the organization shall ensure:		
	2.6.1	the reference includes the specific location of the required disclosure;		
	2.6.2	the referenced information is publicly available and readily accessible.		
	2.7	When preparing a sustainability report, the reporting organization should:		
	2.7.1	present information for the current reporting period and at least two previous periods, as well as future short and medium-term targets if they have been established;		
	2.7.2	compile and report information using generally accepted international metrics (such as kilograms or liters) and standard conversion factors, and explain the basis of measurement/calculation where not otherwise apparent;		
	2.7.3	provide absolute data and explanatory notes when using ratios or normalized data;		
	2.7.4	define a consistent reporting period for issuing a report.		
3. Making claims related to the use of the GRI Standards	There are two basic approaches for using the GRI Standards:			
	3.1	Using the GRI Standards as a set to prepare a sustainability report in accordance with the Standards.		
	3.2	Using selected Standards, or parts of their content, to report specific information.		

GRI 102: GENERAL DISCLOSURES 2016

1. Organizational profile	102-1	Name of the organization	6.2	SDG 8	Cover Page
	102-2	Activities, brands, products, and services			12, 13
	102-3	Location of headquarters			126
	102-4	Location of operations			44
	102-5	Ownership and legal form			126
	102-6	Markets served			44, 45
	102-7	Scale of the organization			44, 45
	102-8	Information on employees and other workers			66-72
	102-9	Supply chain			76, 77
	102-10	Significant changes to the organization and its supply chain			76, 77 269-284
	102-11	Precautionary Principle or approach			53, 55
	102-12	External initiatives			53, 55
	102-13	Membership of associations			
2. Strategy	102-14	Statement from senior decision-maker	4.6; 6.2		8, 9
	102-15	Key impacts, risks, and opportunities	3.4.2		269-284

GRI SUSTAINABILITY REPORTING STANDARDS			ISO 26000	SUSTAINABLE DEVELOPMENT GOALS AND PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	PAGE
3. Ethics and integrity	102-16	Values, principles, standards, and norms of behaviour	4.4	SDG 16	14, 15, 18
	102-17	Mechanisms for advice and concerns about ethics	6.6.3		
4. Governance	102-18	Governance structure	6.2	SDG 5	221-308
	102-19	Delegating authority	7.4.3	SDG 16	
	102-20	Executive-level responsibility for economic, environmental, and social topics	7.7.5		
	102-21	Consulting stakeholders on economic, environmental, and social topics			
	102-22	Composition of the highest governance body and its Committees			
	102-23	Chair of the highest governance body			
	102-24	Nominating and selecting the highest governance body			
	102-25	Conflicts of interest			
	102-26	Role of highest governance body in setting purpose, values, and strategy			
	102-27	Collective knowledge of highest governance body			
	102-28	Evaluating the highest governance body's performance			
	102-29	Identifying and managing economic, environmental, and social Impacts			
	102-30	Effectiveness of risk management processes			
	102-31	Review of economic, environmental, and social topics			
	102-32	Highest governance body's role in sustainability reporting			
	102-33	Communicating critical concerns			
	102-34	Nature and total number of critical concerns			
	102-35	Remuneration policies			
	102-36	Process for determining remuneration			
102-37	Stakeholders' involvement in remuneration				
102-38	Annual total compensation ratio				
102-39	Percentage increase in annual total compensation ratio				
5. Stakeholder engagement	102-40	List of stakeholder groups	5.3		31, 55
	102-41	Collective bargaining agreements			
	102-42	Identifying and selecting stakeholders			
	102-43	Approach to stakeholder engagement			
	102-44	Key topics and concerns raised			
6. Reporting practice	102-45	Entities included in the consolidated financial statements	7.5.3		51-98
	102-46	Defining report content and topic Boundaries	7.6.2		
	102-47	List of material topics			
	102-48	Restatements of information			
	102-49	Changes in reporting			
	102-50	Reporting period			
	102-51	Date of most recent report			
	102-52	Reporting cycle			
	102-53	Contact point for questions regarding the report			
	102-54	Claims of reporting in accordance with the GRI Standards			
	102-55	GRI content index			
102-56	External assurance				
GRI 103: MANAGEMENT APPROACH 2016					
General requirements	103-1	Explanation of the material topic and its Boundary			56, 57
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			

GRI SUSTAINABILITY REPORTING STANDARDS			ISO 26000	SUSTAINABLE DEVELOPMENT GOALS AND PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	PAGE
GRI 201: ECONOMIC PERFORMANCE 2016					
2. Topic-specific disclosures	201-1	Direct economic value generated and distributed	6.5.5	SDG 2	270-271, 280
	201-2	Financial implications and other risks and opportunities due to climate change	6.8.1	SDG 5	
	201-3	Defined benefit plan obligations and other retirement plans	6.8.2	SDG 7	
	201-4	Financial assistance received from government	6.8.3	SDG 8	
			6.8.7	SDG 9	
		6.8.9	SDG 13		
GRI 202: MARKET PRESENCE 2016					
2. Topic-specific disclosures	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	6.3.7	SDG 1	66-71
	202-2	Proportion of senior management hired from the local community	6.3.10	SDG 5	
			6.4.3	SDG 8	
			6.4.4		
			6.8.1		
		6.8.2			
GRI 203: INDIRECT ECONOMIC IMPACTS 2016					
2. Topic-specific disclosures	203-1	Infrastructure investments and services supported	6.3.9	SDG 1-3	112, 113
	203-2	Significant indirect economic impacts	6.6.6	SDG 5	
			6.7.8	SDG 7-11	
			6.8	SDG 17	
GRI 204: PROCUREMENT PRACTICES 2016					
2. Topic-specific disclosures	204-1	Proportion of spending on local suppliers.	6.4.3; 6.6.6 6.8.1; 6.8.2 6.8.7		76-80
GRI 205: ANTI-CORRUPTION 2016					
2. Topic-specific disclosures	205-1	Operations assessed for risks related to corruption	6.6.1	SDG 16	269-284
	205-2	Communication and training about anti-corruption policies and procedures	6.6.2		
			6.6.3		
205-3	Confirmed incidents of corruption and actions taken	6.6.6			
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016					
2. Topic-specific disclosures	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			161, 162
GRI 301: MATERIALS 2016					
2. Topic-specific disclosures	301-1	Materials used by weight or volume	6.5.4	SDG 8	81-88
	301-2	Recycled input materials used		SDG 12	
	301-3	Reclaimed products and their packaging materials			
GRI 302: ENERGY 2016					
2. Topic-specific disclosures	302-1	Energy consumption within the organization	6.5.4	SDG 7	81-88
	302-2	Energy consumption outside of the organization	6.5.5	SDG 8	
	302-3	Energy intensity		SDG 12	
	302-4	Reduction of energy consumption		SDG 13	
	302-5	Reductions in energy requirements of products and services			
GRI 303: WATER 2016					
2. Topic-specific disclosures	303-1	Water withdrawal by source	6.5.4	SDG 6	81-88
	303-2	Water sources significantly affected by withdrawal of water		SDG 8	
	303-3	Water recycled and reused.		SDG 12	

GRI SUSTAINABILITY REPORTING STANDARDS			ISO 26000	SUSTAINABLE DEVELOPMENT GOALS AND PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	PAGE
GRI 304: BIODIVERSITY 2016					
2. Topic-specific disclosures	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	6.5.6	SDG 6 SDG 14 SDG 15	81-88
	304-2	Significant impacts of activities, products, and services on biodiversity			
	304-3	Habitats protected or restored			
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations			
GRI 305: EMISSIONS 2016					
2. Topic-specific disclosures	305-1	Direct (Scope 1) GHG emissions	6.5.5	SDG 3	86, 87
	305-2	Energy indirect (Scope 2) GHG emissions		SDG 12	
	305-3	Other indirect (Scope 3) GHG emissions		SDG 13	
	305-4	GHG emissions intensity		SDG 14	
	305-5	Reduction of GHG emissions		SDG 15	
	305-6	Emissions of ozone-depleting substances (ODS)			
	305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions			
GRI 306: EFFLUENTS AND WASTE 2016					
2. Topic-specific disclosures	306-1	Water discharge by quality and destination	6.5.3	SDG 3	86-88
	306-2	Waste by type and disposal method	6.5.4	SDG 6	
	306-3	Significant spills		SDG 12	
	306-4	Transport of hazardous waste		SDG 14	
	306-5	Water bodies affected by water discharges and/or runoff			
GRI 307: ENVIRONMENTAL COMPLIANCE 2016					
2. Topic-specific disclosures	307-1	Non-compliance with environmental laws and regulations.			81-88
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016					
2. Topic-specific disclosures	308-1	New suppliers that were screened using environmental criteria	6.3.5	Principles	81-88, 260-263
	308-2	Negative environmental impacts in the supply chain and actions taken	6.6.6 7.3.1	7; 8; 9	
GRI 401: EMPLOYMENT 2016					
2. Topic-specific disclosures	401-1	New employee hires and employee turnover	6.4.3	SDG 5	66-71
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		SDG 8	
	401-3	Parental leave			
GRI 402: LABOR/MANAGEMENT RELATIONS 2016					
2. Topic-specific disclosures	402-1	Minimum notice periods regarding operational changes			66-71
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016					
2. Topic-specific disclosures	403-1	Workers representation in formal joint management-worker Health and Safety Committees	6.4.6 6.8.8	SDG 3 SDG 8	66-71
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities			
	403-3	Workers with high incidence or high risk of diseases related to their occupation			
	403-4	Health and safety topics covered in formal agreements with trade unions			

GRI SUSTAINABILITY REPORTING STANDARDS			ISO 26000	SUSTAINABLE DEVELOPMENT GOALS AND PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	PAGE
GRI 404: TRAINING AND EDUCATION 2016					
2. Topic-specific disclosures	404-1	Average hours of training per year per employee	6.4.7	SDG 4	66-71
	404-2	Programs for upgrading employee skills and transition assistance programs	6.8.5	SDG 5	
	404-3	Percentage of employees receiving regular performance and career development reviews		SDG 8	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016					
2. Topic-specific disclosures	405-1	Diversity of governance bodies and employees	6.2.3	SDG 5	78-79
	405-2	Ratio of basic salary and remuneration of women to men	6.3.7	SDG 8	
			6.3.10 6.4.3		
GRI 406: NON-DISCRIMINATION 2016					
2. Topic-specific disclosures	406-1	Incidents of discrimination and corrective actions taken			260-263
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016					
2. Topic-specific disclosures	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			66-71, 258-263
GRI 408: CHILD LABOR 2016					
2. Topic-specific disclosures	408-1	Operations and suppliers at significant risk for incidents of child labor			66-71, 258-263
GRI 409: FORCED OR COMPULSORY LABOR 2016					
2. Topic-specific disclosures	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor			66-71, 258-263
GRI 410: SECURITY PRACTICES 2016					
2. Topic-specific disclosures	410-1	Security personnel trained in human rights policies or procedures			66-71, 258-263
GRI 411: RIGHTS OF INDIGENOUS PEOPLES 2016					
2. Topic-specific disclosures	411-1	Incidents of violations involving rights of indigenous peoples			66-71, 258-263
GRI 412: HUMAN RIGHTS ASSESSMENT					
2. Topic-specific disclosures	412-1	Operations that have been subject to human rights reviews or impact assessments	6.3.3 6.3.4	Principles 1, 2	66-71, 258-263
	412-2	Employee training on human rights policies or procedures	6.3.5		
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	6.6.6		
GRI 413: LOCAL COMMUNITIES 2016					
2. Topic-specific disclosures	413-1	Operations with local community engagement, impact assessments, and development programs	6.3.9 6.5.1	Principle 1	73, 80
	413-2	Operations with significant actual and potential negative impacts on local communities	6.5.2 6.5.3 6.8		

GRI SUSTAINABILITY REPORTING STANDARDS			ISO 26000	SUSTAINABLE DEVELOPMENT GOALS AND PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT	PAGE
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016					
2. Topic-specific disclosures	414-1	New suppliers that were screened using social criteria	6.3.5		73-80
	414-2	Negative social impacts in the supply chain and actions taken	6.6.1		
			6.6.2		
			6.6.6		
			6.8.1		
			6.8.2		
		7.3.1			
GRI 415: PUBLIC POLICY 2016					
2. Topic-specific disclosures	415-1	Political contributions.			55, 258
GRI 416: CUSTOMER HEALTH AND SAFETY 2016					
2. Topic-specific disclosures	416-1	Assessment of the health and safety impacts of product and service categories			70
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services			
GRI 417: MARKETING AND LABELING 2016					
2. Topic-specific disclosures	417-1	Requirements for product and service information and labeling			83
	417-2	Incidents of non-compliance concerning product and service information and labeling			
	417-3	Incidents of non-compliance concerning marketing communications			
GRI 418: CUSTOMER PRIVACY 2016					
2. Topic-specific disclosures	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data			264
GRI 419: SOCIOECONOMIC COMPLIANCE 2016					
2. Topic-specific disclosures	419-1	Non-compliance with laws and regulations in the social and economic area			161, 162

2.8 REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT

This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

Sodexo S.A.

Head Office: 255, quai de la Bataille de Stalingrad
92130 Issy-les-Moulineaux

For the year ended August 31, 2021

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (*Comité Français d'Accréditation* or COFRAC) under number 3-1049⁽¹⁾, we hereby report to you on the consolidated non-financial statement for the year ended August 31, 2021 (hereinafter the "Statement"), included in the entity's Management Report pursuant to the requirements of articles L.225-102-1, R.225-105 and R.225-105-1 of the French Commercial Code (*Code de commerce*).

Responsibility of the entity

The Management Board's is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and available upon request at the entity's head office.

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the Statutory Auditor appointed as independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R.225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R.225-105 I, 3° and II of the French Commercial Code, *i.e.*, the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

At the request of the entity and outside of the scope of accreditation, our responsibility is also to provide a report expressing a reasonable assurance conclusion that information selected by the entity, presented in Appendix and identified with the symbol ✓ in chapter 2 has been prepared, in all material respects, in accordance with the Guidelines.

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French Vigilance Plan law and anti-corruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

¹ Accreditation Cofrac Inspection, number 3-1049, scope available at www.cofrac.fr



Nature and scope of our work

The work described below was performed in accordance with the provisions of Article A.225-1 *et seq.* of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes* or CNCC) applicable to such engagements and with ISAE 3000⁽¹⁾ :

- we obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L.225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation set out in article L. 22-10-36, paragraph 2;
- we verified that the Statement provides the information required under article R.225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L.225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented,
 - corroborate the qualitative information (measures and outcomes) that we considered the most important and presented in Appendix. Concerning certain risks⁽²⁾, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities⁽³⁾;
- we verified that the Statement covers the scope of consolidation, *i.e.* all the consolidated entities in accordance with article L.233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities⁽³⁾ and covers between 33% and 46% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of nine people between July and October 2021 and took a total of twelve weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted some fifteen interviews with the people responsible for preparing the Statement.

1 ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information.

2 Healthy and sustainable eating & Food quality and safety; Pandemic risk.

3 Entities that were selected for limited assurance:

- Sodexo On Site services: United States of America, United Kingdom & Ireland;
- Sodexo Benefits & Rewards Services: Belgium.

Entities that were selected for reasonable assurance:

- Sodexo On-Site Services: Brazil, Netherlands, France;
- Sodexo Benefits & Rewards Services: Brazil.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Reasonable assurance report on a selection of non-financial information

Nature and scope of our work

With regard to the information selected by the entity presented in Appendix and identified with the symbol V in chapter 2, we conducted the same procedures as those described in the paragraph "Nature and scope of our work" (for the most important non-financial information). However, these procedures were more in-depth, particularly regarding the number of tests.

Consequently, the selected sample represents between 52% and 63% of the information identified with the symbol V.

We believe that these procedures enable us to express reasonable assurance regarding the information selected by the entity and identified with the symbol V.

Conclusion

In our opinion, the information selected by the entity and identified with the symbol ✓ in chapter 2 has been prepared, in all material respects, in accordance with the Guidelines.

Paris-La Défense, on October 26th 2021

KPMG S.A.

Fanny Houlliot
Partner

Sustainability Services

Caroline Bruno-Diaz
Partner

Appendix

Qualitative information (actions and results) considered most important

Policy on the continuous development of employee skills

Measures taken to promote internal mobility of employees and related results

Actions in favor of diversity, equity and inclusion

Creation of SoTogether on strengthening gender equality

Deployment of WasteWatch and other initiatives to combat food waste

Actions to control the environmental footprint

Monitoring of the carbon footprint perimeter 3 linked to business travel, energy consumption and waste generated

Measures taken in relation to human rights and business integrity

Partnership and sponsorship initiatives

Measures put in place to meet consumer expectations

Supporting local communities following the COVID-19 pandemic

Key performance indicators and other quantitative results considered most important

SOCIAL KEY PERFORMANCE INDICATORS AND OUTCOMES	LEVEL OF ASSURANCE
Total workforce	Reasonable
Total workforce by segment and activity	Reasonable
Retention rate for total workforce	Reasonable
Retention rate for site managers	Reasonable
Number of Departures related to Resignation of continuous employment > 3 months excl. site loss	Reasonable
Total New Hires Excluding Acquisitions & Transfers	Limited
Average number of workday absences per employee due to work-related accident or illness and non-work-related accident or illness	Limited
Total number of training hours	Limited
Average number of hours of training per employee	Limited
Number of Respondents (Employee engagement survey)	Limited
Group Engagement Rate	Reasonable
Employee Net Promoter Score	Limited
% of Employees Believing that Sodexo Values Diversity (such as Age, Gender, Culture and Origin, Religion, Sexual Orientation and Providing Opportunities for Individuals with Disabilities) in the Workplace	Limited
% of Employees Considering Sodexo to be a Socially and Environmentally Responsible Company	Limited
% of workforce covered by collective agreements	Reasonable
% of women on the Board of Directors	Limited
% of women on the Executive Committee	Reasonable
% of women among Group Senior Leaders	Reasonable
% of women in management positions	Reasonable
% of women in the employee category	Reasonable
% of women in total workforce	Reasonable

SAFETY KEY PERFORMANCE INDICATORS AND OUTCOMES	LEVEL OF ASSURANCE
Number of work-related accidents requiring leave	Reasonable
LTIR	Limited
% LTIR reduction	Limited
% of Group revenues of countries having one or more OHSAS 18001 or ISO 45001 certification	Reasonable
ENVIRONMENTAL KEY PERFORMANCE INDICATORS AND OUTCOMES	
Scope 1 and Scope 2 emissions energy consumption (Mwh)	Limited
Scope 1 and Scope 2 (market based) emissions	Limited
Scope 3 Supply Chain carbon emissions	Limited
% reduction in absolute Scope 1 and Scope 2 carbon emissions (compared to 2017 baseline)	Limited
% reduction in intensity Scope 1 and Scope 2 carbon emissions (compared to 2017 baseline)	Limited
% reduction in absolute Scope 3 Supply Chain carbon emissions (compared to 2017 baseline)	Limited
% reduction in intensity Scope 3 Supply Chain carbon emissions (compared to 2017 baseline)	Limited
SOCIETAL KEY PERFORMANCE INDICATORS AND OUTCOMES	
% of Group revenues of countries employing environmental experts	Limited
Our business value benefiting SMEs	Limited
% of spend with contracted suppliers having signed the Sodexo Supplier Code of conduct	Reasonable
% of physical certified sustainable palm oil	Limited
% of cage free shell eggs (of the total of shell eggs purchased by Sodexo)	Limited
% of cage free liquid eggs (of the total liquid eggs purchased by Sodexo)	Limited
% of sustainable fish and seafood which is sustainable as a% of total fish and seafood	Limited
% of spend on certified sustainable paper disposables as a% of total paper disposables	Reasonable
Number of Stop Hunger beneficiaries	Limited
% of On-site Services revenues of countries having either ISO 9001 or ISO 22000 certification for food safety	Reasonable



**Get the latest news
on Sodexo**
sodexo.com



@SodexoGroup



Sodexo



@SodexoGroup



SodexoGroup

Published by Sodexo. Design and production: Angie & Labrador. **Writing:** Sodexo & Sylvie Bréant. **Photo credits:** Aurelien Bergot/Getty Images, Léa Crespi, Magali Delporte, William Beaucardet, Jhonatan Rodriguez/Kiwibot, Hugo Hebbe/WWF, LightMonkey Ltd, WFP, Sodexo and Getty Images libraries, all rights reserved.

Sodexo
255 quai de la Bataille de Stalingrad
92866 Issy-les-Moulineaux Cedex 9
France
Tel.: +33 (0)1 30 85 75 00

