

March
2019 - 2021

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RECONCILIATION
ACTION PLAN

ELEVATE

sodexo
QUALITY OF LIFE SERVICES

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ACKNOWLEDGEMENT OF COUNTRY AND TRADITIONAL OWNERS

Sodexo acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present. We understand this heritage, derived from the past 70,000 years, has been passed on to the current generation, teaching the community about kinship, spirit, identity, connection, environment and Country. By listening to and sharing the knowledge of our first nations, there is so much we can learn and understand to help in moving forward.

The reconciliation process encourages all sectors of the Australian community to play their part in building trust and strengthening relationships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples.



COVER ARTWORK

Renowned Aboriginal artist, Raymond Walters Japanangka/Penang, created the beautiful artwork featured on the cover and throughout this RAP. Raymond is from the Anmatyerre language group, from the Central Desert region of Australia, northwest of Alice Springs. He hails from a long line of prominent artists and is passionate about bridging the cultural divide by sharing stories through art and conversation.

The artwork titled 'Sodexo' is the artist's interpretation of Sodexo's ongoing journey of reconciliation as we strive to improve the Quality of Life of Aboriginal and Torres Strait Islander individuals and communities.

"The painting represents Sodexo's global footprint and interconnected countries and community. The use of both dots and lines is a mark of respect for all first nations' peoples across Australia. The surrounding textured Emu tracks symbolise strong leadership and an ability to continue moving forward, signifying people working together to nurture, nourish and support Aboriginal and Torres Strait Islander communities with sustainable quality programs and services. It features colours of red earth, white, and blue which is reflected in the colours of the land and sea as well as in Sodexo's brand colours.

It was a privilege working with Sodexo on this project. I found the creative process interesting and enjoyable because it required me to depict a synergy of Sodexo's company values and the invested empathy with the Aboriginal and Torres Strait Islander communities. Thank you Sodexo, not only for the opportunity, but for also recognising the importance of having a company RAP." **Raymond Walters Japanangka/Penang**

FEEDBACK: Sodexo welcomes feedback on our Elevate Reconciliation Action Plan (RAP). Please direct any comments or feedback by email to Indigenous.Community.APAC.AU@sodexo.com.

TERMS USED: Throughout our Elevate RAP, we have intended to respectfully use the inclusive terms, **Aboriginal and Torres Strait Islander peoples** and/or **Aboriginal and Torres Strait Islander**.

Any similar term used due to quotes or extracts should be considered interchangeable. For the purpose of this RAP, these terms refer to the Aboriginal and Torres Strait Islander peoples of Australia. These terms do not, however, reflect the diversity of Aboriginal and Torres Strait Islander peoples and Sodexo acknowledges that many individuals and families prefer to be known by their language group or other cultural names.



Sodexo Leadership

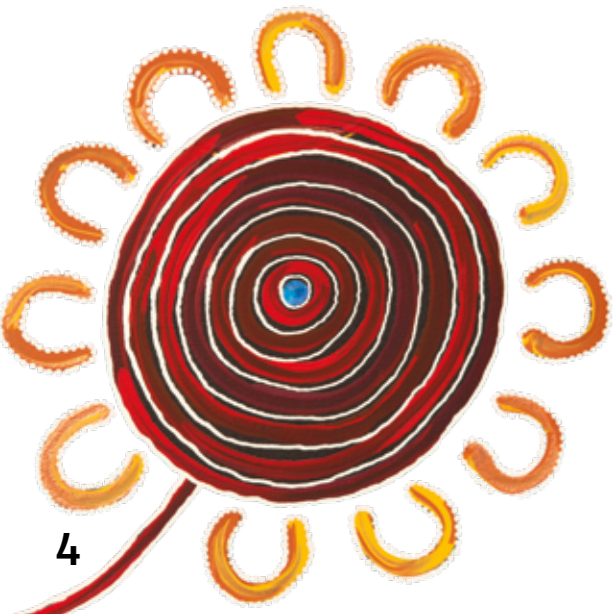
Better Tomorrow 2025

Our mission is to improve the Quality of Life of our employees and those we serve and to contribute to the economic, social and environmental development of the communities, regions and countries in which we operate around the world.

At Sodexo, our 460,000 employees make life better, safer, healthier and easier for over 100 million consumers daily. As our corporate mission, we're passionate about improving Quality of Life for everyone – and it's a part of what we do every day. We know we can only meaningfully improve lives if we make good decisions, and that means thinking about the needs of tomorrow as well as today. That is why we monitor our progress through our corporate responsibility roadmap; Better Tomorrow 2025. It gives us, and all those we work with, a shared focus on our long-term future.

Our Better Tomorrow 2025 commitments help us continue the journey to make life better for individuals, communities and the environment. As a global business, we have three different, yet connected roles in the world: as an employer, a service provider and a corporate citizen.

Better Tomorrow 2025 was developed in accordance with the Sustainable Development Goals (SDGs) created by the United Nations. The SDGs, launched in 2015, set global goals on 17 key areas that governments, businesses and societies at large need to act upon to achieve a more sustainable, fair and equal world by 2030. We have aligned our commitments to all of these goals.



Our role as Employer	Improve the Quality of Life of our employees.	Ensure a diverse workforce and inclusive culture that reflects and enriches communities we serve.	Foster a culture of environmental responsibility within our workforce and workspaces.
Our role as Service Provider	Provide and encourage our consumers to access healthy choices.	Promote local development, fair, inclusive and sustainable business practices.	Source responsibly and provide management services that reduce carbon emissions.
Our role as Corporate Citizen	Fight hunger and malnutrition.	Drive diversity and inclusion as a catalyst for societal change.	Champion sustainable resource usage.

Our Elevate Reconciliation Action Plan (RAP) has taught us the importance of working alongside Aboriginal and Torres Strait Islander peoples in Australia, as we continue to strengthen our relationships and involve key stakeholders in creating sustainable change and meaningful outcomes.

We are fully committed to deepening our understanding and expanding the ways in which we can contribute to building respect, relationships and opportunities to improve the Quality of Life of Aboriginal and Torres Strait Islander peoples and their communities.

Country Leadership Committee:

Mark Chalmers
Chief Financial Officer and Country President

Keith Weston
Director On-Site Services

Paul Cooper
CEO Mining Asia-Pacific

Laurent Lavalaye
Director, Oil and Gas

Tammie Evans
Brand & Communications Director

Kevin Longland
Director FM Platform

Sarah Bendy
Director of Human Resources

Adrian Murray
General Counsel

Messages



Mark Chalmers

Chief Financial Officer and Country President

We are pleased to release Sodexo's fifth RAP 2019 - 2021, and our second Elevate RAP.

This RAP builds upon our reconciliation journey and achievements, providing a roadmap to inspire and realise greater potential in making a real and measurable difference to those within Aboriginal and Torres Strait Islander communities.

Our values of Service Spirit, Team Spirit and Spirit of Progress continue to be strengthened by our commitment to reconciliation. Through these values, we continue to work closely together with Aboriginal and Torres Strait Islander peoples, organisations and partners in finding our way forward.

As a company, we have committed to achievements across three core pillars; Respect, Relationships and Opportunities during our RAP journey.

This RAP will help progress forward, to create more jobs, increase retention, provide career pathways and continue to develop, support and establish key relationships with local Aboriginal and Torres Strait Islander owned businesses and organisations. In our RAP initiatives, we seek to not simply participate, but to work alongside, act strategically and leverage our experience and knowledge for the benefit of our community partners, clients and employees.

We are proud to continue our partnership with Reconciliation Australia through the stages of our next Elevate RAP journey. We commit Sodexo to this RAP and continue to build towards reconciliation in Australia.

Karen Mundine

Chief Executive Officer Reconciliation Australia

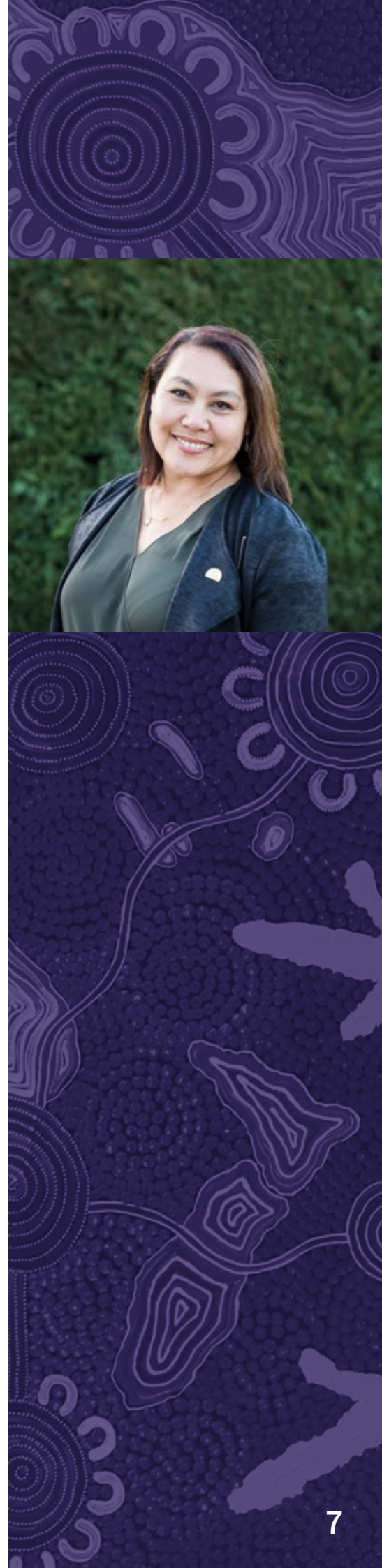
Reconciliation Australia congratulates Sodexo on its past successes and ongoing commitment to advancing reconciliation as it adopts its fifth Reconciliation Action Plan (RAP) and its second Elevate RAP.

The RAP program inspires social change in workplaces across Australia, generating economic and behavioural transformation with far-reaching, positive impacts. By raising the bar of its RAP ambitions, Sodexo continues to lead national reconciliation action in the service industry.

Since beginning its RAP journey, Sodexo has consistently delivered on its commitments to reconciliation. Its previous RAPs have seen the organisation take great strides in fostering positive two-way relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities; promote and engage in respectful workplace practices; and create opportunities for First Nations peoples.

Amongst its commitments in this RAP, Sodexo's Justice to Work program stands out as a key initiative. Sodexo's dedication to provide lessons in cookery and other training to incarcerated women is facilitating reconciliation and helping to bridge the justice gap for Aboriginal and Torres Strait Islander peoples in Australia.

On behalf of Reconciliation Australia, I congratulate Sodexo on adopting its second Elevate RAP, and look forward to following its future achievements.



Our Vision for Reconciliation

Improving the Quality of Life of Aboriginal and Torres Strait Islander peoples and our communities, continuously and sustainably.

Every organisation has a role and responsibility in contributing to reconciliation in Australia, most effectively by developing and implementing a strategy under the reconciliation pillars of Opportunity, Respect and Relationships. As an Elevate RAP organisation, Sodexo continues its focus on achieving more for the community across these pillars, with outcomes in line with our Quality of Life philosophy and Better Tomorrow 2025 commitments.

By empowering Aboriginal and Torres Strait Islander peoples, Sodexo has created and continues to create direct and indirect economic opportunities. Across more than 250 client sites nationally, Sodexo has provided employment to Aboriginal and Torres Strait Islanders, equating to \$33.5 million in wages earned from 2015 – 2017. This employment directly benefits their families and communities.

Creating Opportunities

Sodexo has also reformed Supply Chain processes to implement cultural and community due diligence as the first step when working with Aboriginal and Torres Strait Islander owned businesses. Sodexo's Senior Aboriginal and Torres Strait Islander Leadership Team directly works with these businesses to contribute to positive outcomes. Wherever possible, Sodexo seeks to incorporate Indigenous owned businesses into its Supply Chain and these enterprises are included in tender processes.

Sodexo is proud to support the Aboriginal and Torres Strait Islander small business movement across Australia, working with enterprises in cities, through to regional and remote locations in areas such as the Pilbara, Western Australia and Weipa in Far North Queensland. We will continue to explore opportunities and build our capabilities, enabling longer term economic security and different business models such as joint ventures.

Building Relationships

Sodexo will continue to support Aboriginal and Torres Strait Islander cultures, through participating and supporting of significant cultural events and developing and nurturing respectful relationships with Aboriginal and Torres Strait Islander individuals and communities.

It's all about Respect

Respect, as the third reconciliation pillar, is a critical component of equality. We will continue to work harder to build our organisation's appreciation of, sensitivity and connection to, the diversity of Aboriginal and Torres Strait Islander cultures.

Our global and local business is best suited to delivering tangible results through what we do best - improving the Quality of Life of our employees, clients, and consumers of our services and the communities in which we work.

Sodexo will deliver significant and practical outcomes for Aboriginal and Torres Strait Islander individuals and communities through a continued focus on the three reconciliation pillars. Continuing this focus will provide maximum impact, while introducing stronger governance and leadership to ensure we deliver on our commitments.



Our Lessons Learnt

Throughout our reconciliation journey we have learnt important lessons from Aboriginal and Torres Strait Islander peoples and their cultures.

The most significant of which is the challenge for non-Indigenous Australians to truly understand the deep connection to land and sea held by Australia's first nations who possess some of the world's oldest continuing cultures. It is also a challenge to understand the damages caused to these cultures over the past 230+ years.

Some of our lessons learnt:

- Reconciliation is extremely challenging for individuals, let alone organisations with thousands of people
- Cultural awareness and learning is never complete. It is an ongoing important process that must continue as a company grows and changes
- It is simply not enough to have a RAP. Each individual within the organisation must understand the importance and be proud advocates of the RAP. This can be achieved through education, reporting and celebration of RAP milestones
- It takes a true team approach to achieve reconciliation. It cannot rely on just a small portion of employees
- To help achieve a greater impact on reconciliation, RAP organisations must continue to partner with other RAP organisations across all sectors
- We can only measure our RAP's success by having correct data and reporting
- Growing Aboriginal and Torres Strait Islander partnerships requires on-going support and investment in long term relationships
- A RAP is not a project, it must be a part of the organisation's DNA and decision making
- Being an Elevate RAP organisation requires constant effort, focus, honesty and a willingness to adjust when required in order to achieve objectives
- Many segments across the Australian business landscape are willing to commit to reconciliation and look to Elevate RAP organisations to share experiences on what may or may not be effective

Future Commitments

This Elevate RAP involves advancing **two key initiatives** that will provide commitment to the five dimensions of reconciliation.

Five Dimensions of Reconciliation

- 1 Race Relations
- 2 Equality and Equity
- 3 Institutional Integrity
- 4 Historical Acceptance
- 5 Unity

Leadership

Through the Elevate RAP, Sodexo has a leadership role in the Reconciliation Movement with the responsibility of encouraging and assisting other organisations to begin their RAP journey.

Sodexo believes that in order to have a greater impact on reconciliation, we need to think on a broader scale when it comes to truly 'working together'. Through Sodexo's experience and expertise, we will assist other organisations with the development and implementation of their RAPs from the Reflect to Stretch status.

Sodexo will engage our Aboriginal and Torres Strait Islander Leadership Team where required to assist in building the capacity and capability in our partners to build their RAPs with equality and equity throughout their organisation. Sodexo's leaders promote the requirement of institutional integrity as a necessity to embed the philosophy of reconciliation.

This initiative provides Sodexo and our partner organisations a connected and inclusive approach to working and promoting reconciliation outside of Sodexo, benefitting the Aboriginal and Torres Strait Islander communities.

Sodexo's Justice to Work Initiative

One in two people entering the justice system will be re-incarcerated within two years of release. For Aboriginal and Torres Strait Islander women, that number rises to nearly eight out of every ten.¹

Sodexo believes this statistic is an unacceptable barrier in *Bridging the Gap*. The impact of high incarceration and recidivism rates is magnified by Aboriginal and Torres Strait Islander peoples in its young, growing demographic.

Sodexo witnesses these issues first-hand, operating within the justice system as a provider of integrated facilities management, including food services. Our employees work side by side with staff and inmates, in the preparation and serving of meals.

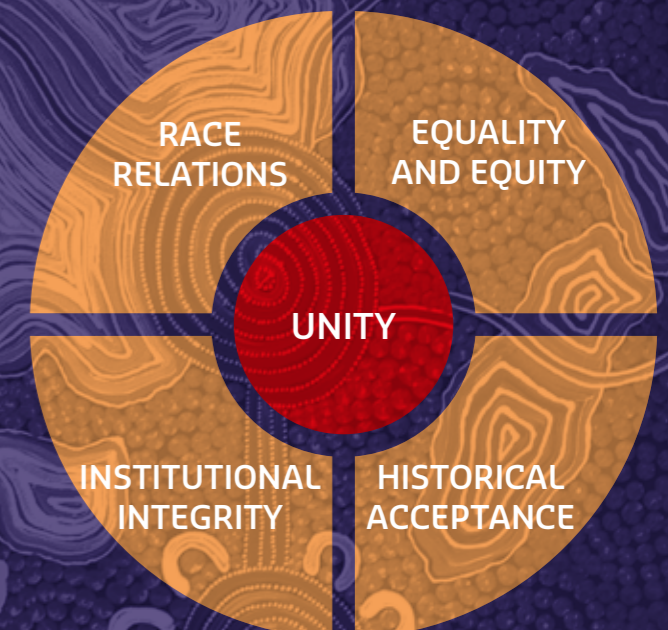
Seeing potential to make an intergenerational difference, Sodexo will initiate a Justice to Work Program to help incarcerated women train in cookery and gain qualifications.

In addition, the program provides an opportunity for the women to develop interview skills and an understanding of the general business practices of a commercial kitchen.

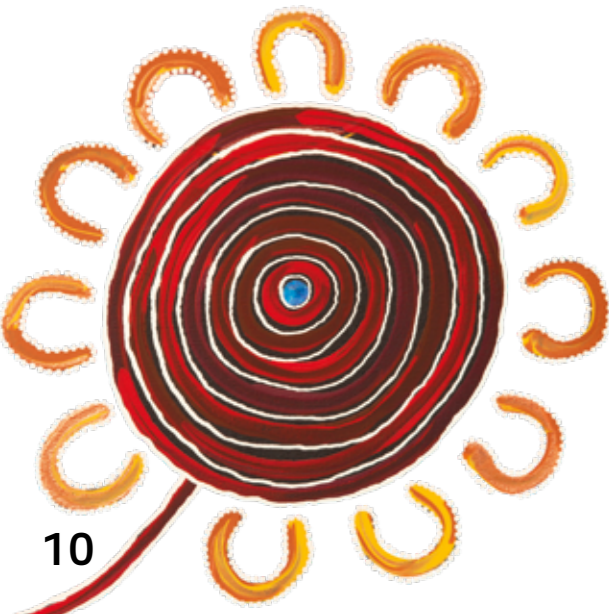
Training is the first step, as participants work under the guidance of Sodexo employees. The participants prove their capability and commitment over an extended period of time giving trainers and Sodexo long term visibility over the participant's behaviour, demeanour and commitment. Prior to release, Sodexo will interview and provide recommendations to Sodexo sites for the employment of the participants.

To build upon this program, Sodexo will seek to partner with organisations including government, to provide further support to these women in essential areas such as accommodation, mental health and welfare. These three elements are key to lowering the probability of returning to incarceration, and in turn, gives Aboriginal and Torres Strait Islander women a better chance for a higher Quality of Life.

Through this program, we intend to build upon the five dimensions of reconciliation: Race Relations, Equality and Equity, Institutional Integrity, Historical Acceptance and Unity.



¹ <https://www.sentencingcouncil.vic.gov.au/statistics/sentencing-statistics/released-prisoners-returning-to-prison>





Strong Governance, Measurement and Reporting



Key focus areas:

STRENGTHEN OUR GOVERNANCE STRUCTURE

- Conduct training and set expectations
- Appoint/reappoint the members of each component of the RAP Steering Committee (RAPSC)
- Improve the inter-connectivity between the components of the governance model

INTRODUCE BUSINESS DISCIPLINES

- Introduce RAPSC reviews

INCREASED MEASUREMENT AND REPORTING

- Set KPIs which are measured regularly
- Understand the progress and impact of KPIs
- Take corrective action if and when required
- Report more frequently to stakeholders

RAP Steering Committee (RAP SC) Members:

- Country President and Chief Financial Officer
- Director On-Site Services
- CEO Mining Asia-Pacific
- Director of Human Resources, Australia
- Director, Supply Chain
- Director, Oil and Gas
- General Manager, Indigenous and Community Engagement
- Brand & Communications Director
- RAP Program Manager



Relationships

Sodexo values our existing relationships with Aboriginal and Torres Strait Islander Elders, Traditional Owners, Organisations, Communities and Individuals.

We acknowledge their rightful and equal place in Australia and deeply appreciate their inclusiveness, which has been extended to Sodexo and our employees. We look to strengthen our existing relationships and develop new relationships as we have the opportunity to do so. We will strive to build lasting relationships based on mutual benefits, deep respect and an understanding of Aboriginal and Torres Strait Islander cultures.

Action	Target	Timeline	Responsibility
Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander peoples and other employees, while building relationships with local communities.	We commit to holding a NRW event in Brisbane, Perth, Melbourne and Sydney each year. This will include inviting Aboriginal and/or Torres Strait Islander community member/s into the office to connect and share experiences.	27 May – 3 June, annually	RAP Program Manager
	Each Segment Director will hold a NRW event at each site (where appropriate) and/or encourage and support their staff to participate in at least one external event to recognise and celebrate NRW.		Segment Directors
	Register our NRW events via Reconciliation Australia's NRW website.		RAP Program Manager
	Commit to supporting an external NRW event in Melbourne, Perth, Sydney, Brisbane and regional centres close to Sodexo's services.		Brand & Communications Director and RAP Program Manager
	Coordinate and deliver an Elders Breakfast in each state to acknowledge commitments and sacrifices of Aboriginal and Torres Strait Islander peoples throughout history.		General Manager - Indigenous and Community Engagement
Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Implement and review an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	June 2019	General Manager - Indigenous and Community Engagement
	Commit to continued support and engagement with Mission Australia's Charcoal Lane (which will include the development of formal protocols regarding employment placements/and or catering opportunities over the next three years).	August 2019	General Manager - Indigenous and Community Engagement, Director On-Site Services

Action	Target	Timeline	Responsibility
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Implement and review a strategy to communicate our RAP to all internal and external stakeholders, ensuring that each client receives a copy of our RAP.	March 2019	RAP Program Manager
	Provide regular feedback and updates to all employees, highlighting achievements and involvement.	Bi-monthly from September 2018	RAP Program Manager
	Promote the RAP through quarterly 'roadshows' to 20 major Sodexo sites, covering each state over the course of a calendar year.	2019: January, April, July, October 2020: January, April, July, October 2021: January, April, July, October	
	Create and deliver clear internal communications and identify and commit to RAP leads on sites.	June 2019	Brand & Communications Director
Ensure copies of the RAP are easily accessible and readily available to team members across all sites and ensure a digital copy of the RAP is featured on the Sodexo Australia internal and external websites.		March 2019	
Commit to developing relationships with clients and councils at sites where Sodexo operates, and encourage them to develop RAPs.	Strengthen partnerships with councils and clients through development sessions on RAPs.	September 2019	General Manager, Indigenous and Community Engagement
	Commit to a success rate of 10 organisations/councils developing a RAP by December 2021.	2019: March, June, September, December 2020: March, June, September, December	
Promote the value of engaging Sodexo's assistance in supporting implementation of RAPs at school sites Sodexo operates within.	Each Sodexo school site is to be presented with our Elevate RAP and a presentation by our RAP Manager including the Narragunnawali RAP platform.	November 2019	RAP Program Manager
Sodexo Australia to sign up to the Australian Human Rights Commission anti-racism campaign: <i>Racism. It stops with me.</i>	Sign up to campaign and design organisational specific communications/messaging supporting the campaign.	June 2019	General Manager, Indigenous and Community Engagement
	Engage senior leaders within Sodexo to be champions of the campaign.	April 2019	
	Deliver communications to all Sodexo sites.	September 2019	
	Lead an industry round table discussion with Elevate RAP partners to build a strategic approach to strengthen a national anti-racism sentiment.	June 2020	



Celebrating Culture & Community

Quality of Life at Sodexo



Reconciliation Action Plan



Respect

Genuine respect for Aboriginal and Torres Strait Islander peoples and their cultures is central to Sodexo's objectives under this Elevate RAP.

At the broader community level we will continue to increase our involvement in important cultural events, not only by our sponsorship but also through our visible leadership within Sodexo and the business community. Within Sodexo, we will strive to improve the working environment so it is understanding and appreciative of and sensitive to Aboriginal and Torres Strait Islander cultures. We will significantly improve the governance of our RAP to ensure we deliver on our more ambitious goals. We will integrate our commitments into Sodexo's Quality of Life purpose, our business strategy and the fibre of Sodexo in Australia.

Action	Target	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Program Manager
	Participate in the biennial RAP Barometer (Medium Tier) with a target of up to 500 respondents.	May 2020	
	Conduct a limited assurance audit and submit report to Reconciliation Australia.	December 2021	
	Continue to improve systems and capability needs to track, measure and report on RAP activities.	Assessed annually	
Report RAP achievements, challenges and learnings internally and externally.	Publically report our RAP achievements, challenges and learnings.	Annual October Reporting 2019, 2020, 2021	RAP Program Manager & Director, Brand & Communications
	Provide quarterly updates to staff members including but not limited to: Executive Team, Country Leadership Committee and office staff through 'lean board' updates	Monthly and quarterly updates; 2019, 2020, 2021	
Review, refresh and update RAP.	Review, refresh and update RAP based on learnings, challenges and achievements via RAPSC, creating a 'living document'.	Bi monthly	RAP Program Manager
	Liaise with Reconciliation Australia to develop a new RAP.	July 2020	
RAP Steering Committee (RAPSC) actively monitors RAP development and implementation.	Maintain Terms of Reference for the RAPSC.	Ongoing, quarterly	RAP Program Manager, Chair - RAP Steering Committee
	Oversee the development, endorsement and launch of the RAP.		
	RAPSC mandate Aboriginal and Torres Strait Islander representation at all times.		
	Meet bi-monthly to monitor and report on RAP implementation.		
	Include our RAP update as a standing agenda item at high-level meetings.		
	RAP actions to be embedded in the performance agreements of senior management staff in the form of Key Performance Indicators (KPIs.)	September 2020	RAP Program Manager, Chair - RAP Steering Committee

Action	Target	Timeline	Responsibility
Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Develop and review a cultural awareness training strategy for staff which defines continuous cultural learning needs of employees in all areas of our business. Consider various ways cultural learning can be provided (online, face to face workshops or cultural immersion) to include the following targets:	June 2019	General Manager - Indigenous and Community Engagement
	- All RAPSC and CLC members will undertake cultural workshop learning activities.	June 2019	
	- All site staff to complete cultural awareness training and engaging in the workplace.	November 2019	
	- 100% or 50 team leaders to undertake cultural workshop learning activities.	November 2019	
	- 100% of staff undertake online cultural learning activities.	June 2020	
	- 100% of key senior executive to undertake cultural workshop learning activities totalling 36 executives across Australia.	June 2020	
	Cultural awareness KPI is embedded into all relevant senior staff performance plans.	April 2021	Director of Human Resources
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols within our organisation's functional processes.	Implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	May 2019	General Manager - Indigenous and Community Engagement
	Invite a local Traditional Owner to provide a Welcome to Country, at every significant Sodexo event.	Quarterly reviews quarterly 2019 - 2021	
	Staff and Senior Leadership to provide an Acknowledgement of Country at all public events.	Ongoing reviewed annually	
	Include Acknowledgement of Country at the commencement of important internal meetings.	Ongoing reviewed annually	
	Create and display an Acknowledgment of Country and Traditional Custodians/Owners plaque in our Melbourne, Brisbane, Sydney and Perth corporate office sites. Ensure each office appropriately respects the local culture through displaying artwork and signage noting key areas. Where required, an official event should accompany the introduction of these activities.	March 2019	
Celebrate National Aboriginal and Islander Day Observance Committee (NAIDOC) and NRW and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with the culture and community including the provision of native food catering options for our sites.	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	March 2019	Director of Human Resources
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.	July 2019, 2020, 2021	
	Support all staff to participate in NAIDOC Week events in the local community.		
	In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or public NAIDOC Week event.		
	NAIDOC Week to be acknowledged throughout all levels of the Sodexo organisation.		
Sodexo will incorporate Aboriginal culture and art throughout our corporate office sites, with respect to the Traditional Owner Groups and Elders of the land.	Sodexo's corporate offices to support both locally and nationally commissioned artwork.	June 2019	Brand & Communications Director
	Incorporate designs throughout the offices with statements and acknowledgement of the Aboriginal and Torres Strait Islander custodianship and connection to lands on which Sodexo operates.	September 2019	



Opportunities

Creating meaningful and sustainable opportunities that benefit Aboriginal and Torres Strait Islander individuals and communities has been a focus of Sodexo's previous RAPs and will continue in this Elevate RAP.

By the nature of Sodexo's service industry business, we recognise there are natural synergies between who we are, what we do and our ability to create opportunities in direct employment, supply chain solutions, and new and innovative business models. We optimise Sodexo's internal synergy in agreement with Aboriginal and Torres Strait Islander communities, thereby delivering opportunities sensitive to and within appropriate cultural frameworks.

Action	Target	Timeline	Responsibility
Embed Aboriginal and Torres Strait Islander employment strategy in HR policies and procedures across the Sodexo organisation.	Increase Sodexo's employment of Aboriginal and Torres Strait Islander peoples to a minimum of 10% .	December 2021	Director of Human Resources & General Manager - Indigenous and Community Engagement
	Develop, implement and review Aboriginal and Torres Strait Islander employment and retention strategy.	July 2019	Director of Human Resources
	Sodexo's Review Panel to convene a minimum of six times per year to support candidates potentially restricted by the disadvantages of health and physical concerns or association with the justice system.	Bi monthly 2019 to 2021	
	Create and fill two positions based on the East and West coasts of Australia dedicated to Aboriginal and Torres Strait Islander employment.	April 2019	Director of Human Resources & General Manager- Indigenous and Community Engagement
Embed supplier diversity principles in organisation-wide procurement policies and procedures.	Annually review and update our Aboriginal and Torres Strait Islander processes which must set targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses.	March 2019, ongoing	Supply Chain Director & General Manager- Indigenous and Community Engagement
	Sodexo to commit to a \$10 million annual spend with Aboriginal and Torres Strait Islander businesses throughout Australia.	Annual Reporting in June 2019, 2020, 2021	
	Support Aboriginal and Torres Strait Islander businesses, in building capacity and capabilities to win and deliver contracts throughout the region.	Annual Reporting in June	Supply Chain Director, CEO Mining Asia Pacific
	All Supply Chain employees trained and supported in contracting Aboriginal and Torres Strait Islander businesses.	March 2019	Indigenous Business Manager

Action	Target	Timeline	Responsibility
Focus on employment, retention and development of our Aboriginal and Torres Strait Islander employees.	Deliver an Aboriginal and Torres Strait Islander cultural mentoring network which includes an annual Aboriginal and Torres Strait Islander Employee Network workshop.	November 2019, 2020, 2021	General Manager- Indigenous and Community Engagement
Expand and improve our relationships and use of Aboriginal and Torres Strait Islander employment service providers to gain greater access to candidates, particularly from local communities.	Actively participate in the Victorian Aboriginal and Torres Strait Islander Program's Network Meetings (VIPN) and engage local chambers of commerce in each state.	Bi monthly	RAP Program Manager
	Work with Vocational Training and Employment Centre (VTEC) providers to train and employ Aboriginal and Torres Strait Islander peoples engaged with the Australian Government initiative, <i>jobactive</i> .	March, August, October 2019 to 2021	General Manager Indigenous and Community Engagement
Justice to Work Program to reduce recidivism rates and provide a supported transition from incarceration to social and economic independence within the community.	Advocate for employment partnerships for program graduates with clients and external stakeholders such as government.	June 2019	GM Indigenous and Community Engagement, Director of Recruitment, Director On-Site Services
	Create cookery and kitchen business programs to be delivered to participants of the Justice to Work program.	September 2019	Director On-Site Services
	Work with government, not for profit, private sector and community organisations in the provision of additional services to support released program graduates in the areas of accommodation, health and welfare.	September 2019	Director On-Site Services, GM Indigenous and Community Engagement
	Provide a Sodexo mentor and advisor for released graduates employed or not employed through Sodexo's sites.	September 2019	GM Indigenous and Community Engagement
	Annual review of program and participants' performance, seeking input from all stakeholders on required innovations to the program. Review to be provided to all stakeholders.	September 2019	RAP Program Manager
	Create a strategy to roll out the Justice to Work program across Sodexo's justice sites.	October 2019	GM Indigenous and Community Engagement, Director of Recruitment

Celebrating Culture and Community

Sodexo Aboriginal Business Forums

Bringing together Aboriginal and Torres Strait Islander businesses and corporate Australia is an important function of Sodexo's commitment to the community.

Launched in early 2018, Sodexo holds quarterly forums designed to showcase Aboriginal and Torres Strait Islander owned businesses. Each business owner is invited to make a presentation providing insight into their services, products and stories.

These forums are an important means for Sodexo's clients, suppliers and other Elevate RAP companies to gain valuable introductions to possible avenues to increase spend within the Indigenous community.



L-R: Rachel Stewart, Crown; Michael Little, Sodexo; Tammy O'Connor, Kingkira; Ebony Elliott, Woodside



Celebrating Culture and Community

Sustainable Employment Pathways

Our commitment to improving the lives of others through genuine job opportunities is delivered by working closely with our partners from Generation One, AtWork Australia and South Metropolitan TAFE.

The VTEC work-ready program is delivered sensitively to support Aboriginal cultures and ways of working. Beyond educating students in the catering and hospitality field, the program also prepares them for remote life and FIFO (Fly-In, Fly-Out) working as well as life skills that support sustainable employment. Upon completion of the hospitality training program, graduates receive a nationally accredited Certificate II in Hospitality from South Metropolitan TAFE (SMTAFE) and employment with Sodexo. The program aims to provide sustainable employment for Aboriginal and Torres Strait Islander jobseekers and equip trainees with the skills to kick-start their careers within the energy and resources hospitality sector.

The outcomes are a testament to the effectiveness of the VTEC model, which is designed to provide holistic support to the jobseeker while meeting the specific needs of the employer.

VTEC Hospitality Program Graduation

Sodexo has a proud history in the vocational training area, incorporating traineeship pathways into all job roles. Sodexo was the first organisation in its sector nationally to commit, deliver and employ VTEC Certificate II Hospitality trainees in 2014.

Since then, Sodexo has completed five VTEC programs, while expanding training opportunities for VTEC Hospitality graduates to include Certificate III training in Hospitality; Cleaning Operations and Business Administration. To date, Sodexo, have employed 312 Indigenous jobseekers through the VTEC program at an 80% success rate.

"Sodexo knows that the VTEC program is changing peoples' lives and this is evidenced by the focus and determination shown every day by the VTEC trainees, says Wendy Dawson, Indigenous Manager of Energy & Resources. Each VTEC graduation is a proud moment allowing many people to see a brighter future for themselves, their families and their communities."

Once in the workforce, employees continue to receive mentoring and support from the Indigenous Development team, dedicated to helping the graduates succeed and thrive in their careers.



L-R: Jerome Corley, Michelle Ford, Lesha Yarran, Darren Hedley, Thalara Yarran, Claudia Brown, Anthony Lawrence, Connie Stack



Sodexo – A Proud Employment Parity Initiative Organisation



Sodexo's commitment and success in working with Aboriginal and Torres Strait Islander communities and organisations would not be achieved without the support of the Department of Prime Minister and Cabinet and the Department of Indigenous Affairs.

Central to this support is Sodexo's membership as an Employment Parity Initiative (EPI) organisation. This membership has provided the support to employ more than 357 Aboriginal and Torres Strait Islanders currently across the company.

The EPI initiative is aimed at increasing national long-term Aboriginal and Torres Strait Islander employment and bridging the gap between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander Australians.

Under the support of EPI, Jermarley Howard (Bardi, Yawuru, Wajari Yamatji country) became an apprentice chef for Sodexo's Integrated Facilities Management Services (IFMS) team in January 2017. His journey began while he was engaged with the Tom Price Youth Centre in Western Australia, where he was seeking support to help change his lifestyle. He had expressed a strong desire to start a new career within the hospitality industry.

Gaining fulltime employment and a clear career pathway was important for Jermarley's personal goals and for his community as he is seen as a role model to other youth.

At the beginning of his employment, Jermarley was strongly supported by Head Chef Lana Martin. After a period of 10 months his dedication and performance led to an offer to become an apprentice chef at Windawarrri Lodge.

The team at Windawarrri presented Jermarley with his first set of professional kitchen knives and upon commencing a Certificate III in Commercial Cookery, Jermarley was given a knife sharpener from friend and supporter Maz Hearne, a Youth Worker at Tom Price Youth Centre.

"It has been such an honour to have supported Jermarley in his journey towards this apprenticeship. It is such a privilege to work alongside and mentor him in this time. He has worked so hard to be where he is today and deserves every ounce of praise. I am so proud of you and cannot wait to see what the future will bring."

Lana Martin, Sodexo Head Chef

Sodexo Supports the Community with Camp Kurlungka



"The planning and execution that went into delivering the camp was immense. Leaders, from IBN staff, volunteers and supporting partners did an amazing job in helping deliver this camp and supporting these wonderful kids 24 hours a day. They went above and beyond their jobs. We would like to say thank you Sodexo for your generous support."

Kim McCall, IBN Team Leader

Sodexo continues to work within communities as part of our commitment to our Better Tomorrow 2025 program, underpinned by the belief that relationships are built through constant value proposition to grow with society.

In partnership with IBN and the Nintirri Centre, Sodexo is proud to sponsor Camp Kurlungka held in conjunction with the annual Karijini Experience.

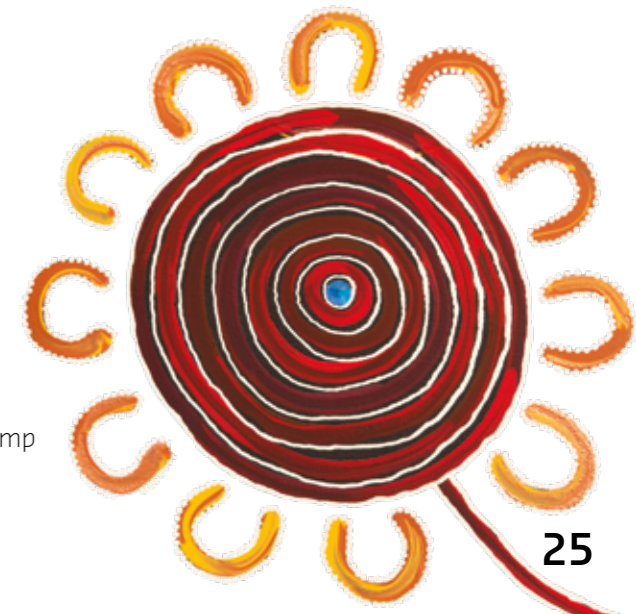
As an On Country camp for IBN youth, the week-long excursion gives young people an opportunity to connect with Country and engage in cultural activities, while interacting with their Elders.

The program included engaging and learning music, sport, and cooking to build upon traditional and cultural understanding.

Bush-tucker cooking classes with Aboriginal and Torres Strait Islander celebrity chef Mark Olive were a highlight, along with a performance and meeting with the West Australian Symphony Orchestra.

Participants also enjoyed learning about bush management and the Aboriginal and Torres Strait Islander Ranger program, made traditional craft in a weaving workshop, learnt how to make traditional tools and weapons and trialled spear and boomerang throwing. They also learnt about the stars in the Pilbara night sky from an Aboriginal perspective and connected to Country through bush walks and yarning with Elders.

Sodexo provided transport management, catering and supplies for all camp participants and guests for the second year running of Camp Kurlungka.



Kuditj Supply Nation finalist for two years running



Kuditj, the only Aboriginal owned and operated catering organisation in Perth, has been recognised as a finalist for Registered Supplier of the Year at the Supply Nation Connect Conference in 2017 and 2018.

Kuditj Manager Celia Maiho said she was honoured to be acknowledged.

"We are honoured to receive these nominations as recognition of the commitment and outcomes the Kuditj team delivers on a daily basis," Celia said.

Sodexo is proud to support Kuditj in its commercial operations with the organisation delivering premium, community and corporate catering services, including bush tucker infused menus. The organisation also produces an innovative line of gourmet beef jerky which is sold throughout Sodexo's retail stores.

Kuditj, which means 'think and reflect', located in the once Aboriginal Advancement Council Building, provides valuable employment and training opportunities for communities.

Introducing The Jummi Factory, a Pilbara Aboriginal Business



Josie Alec, founder of the Jummi Factory

We continue to work on partnership models and agreements for the provision of services with a number of external Aboriginal and Torres Strait Islander providers.

In partnership with the Karratha District Chamber of Commerce and Industry, Sodexo is proud to have sponsored the launch of The Jummi Factory as a new Pilbara Aboriginal Business (PAB) entity during International Women's Day (IWD) celebrations in Karratha on 8 March 2018.

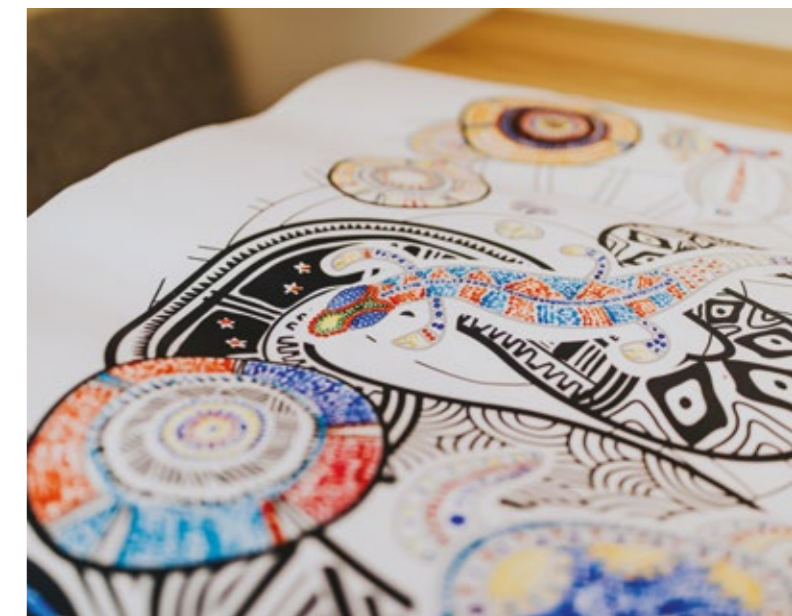
Sodexo's Aboriginal and Torres Strait Islander Business Development Manager, Helen Slater, first began working with Kuruma Marthudunera, Traditional Owner Josie Alec, Founder and CEO of The Jummi Factory in 2017.

Sodexo saw The Jummi Factory's potential in its production of native botanical skin care products. We began supporting the business during its incubation period, with the intention to sell products across Sodexo's supermarkets and village stores throughout the Pilbara region and beyond.

Sodexo is now mentoring The Jummi Factory through this phased distribution of products, which includes activating customer research, particularly across Josie's traditional Country of Pannawonica, before expansion to other sites.

Sodexo's support is helping the business to navigate the supply chain and transform its processes to conform to and manage corporate interactions.

National Reconciliation Week 2018



Sodexo staff across Australia celebrated NAIDOC Week 2018, with the theme – *Because Of Her We Can.*

NAIDOC Week is a busy and exciting time for Sodexo each year, providing employees with the opportunity to engage in local community events. Celebrating NAIDOC Week is a part of Sodexo's broader commitment to growing a culture of respect throughout our business by developing an understanding of Aboriginal and Torres Strait Islander peoples' cultures and contributions. We believe to truly appreciate the land we work and live on, we must understand the people and community of that land.

During NAIDOC celebrations in Perth, local Elders shared their first-hand perspective on the women who had made a difference in their lives and the community. This involved the Elders explaining the traditional role of women in history and culture, and

relating this to contemporary Australia. A large mural was set up for people to be involved and experience the ancient artistic process of dot painting. Sodexo's partnership with Kuditj provided participants with a bush tucker lunch of kangaroo stew and damper, along with an assortment of food infused with native herbs and seasoning.

Other events included Hope Downs NAIDOC celebration with a BBQ of traditional bush meats along with live music and speeches to convey the significance of the week.

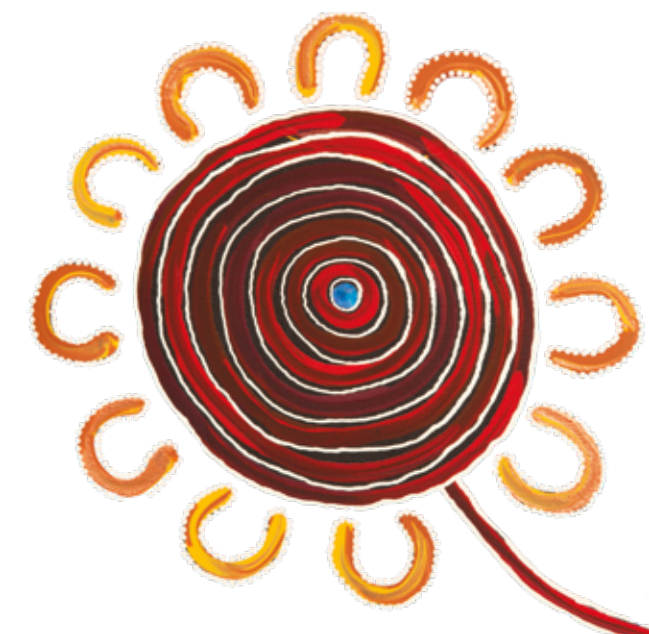
The Indigenous Employment Team was in attendance at the NAIDOC celebration at Ashfield with a special line up of events, including the Deadly Jobs Expo. The day included Noongar Culture demonstrations by Bindi

Bindi Dreaming, didgeridoo and dance performances, and a bush tucker BBQ provided by Sodexo and Kuditj.

The Prominent Hill mine site is one of the largest employers of Aboriginal people in South Australia with over 160 Indigenous employees. The site's Managing Director said NAIDOC Week was an important opportunity to commemorate the history, culture and achievements of Aboriginal people. The week's festivities were focused around culture and performance. A NAIDOC Week Soccer match between Prominent Hill and Coober Pedy encouraged locals to gather, with the invitation to meet Elders and the community in a family friendly environment.

Indigenous Community Liaison Project Manager Peter Burgoyne gave a NAIDOC Week presentation to fellow employees and schools, which expressed Sodexo's commitment to Indigenous communities and to "Strengthening Relationships and Supporting Cultures".

In Roxby Downs, celebrations kicked off a week early with the opening of the NAIDOC Art Exhibition. The event was organised by the Roxby Downs Organising Committee, of which Sodexo is a member.



Inland Cross Cultural Awareness



As part of our Elevate RAP commitment, Sodexo is currently delivering cross-cultural awareness training to all staff.

Instead of delivering a generic cross-cultural training program, the Aboriginal and Torres Strait Islander Engagement Team works closely with the local Traditional Owners in each area who provide a first-hand account of their personal experiences, knowledge of the land and stories that represent their local cultural activities and beliefs.

We have completed delivery of training to employees across our largest service area in Pilbara, which includes sites across the Greater Brockman region, Windawarri, Jundamunnah and Punurunha, in consultation with Traditional Owner groups Yinghawanka, Ngarluma, Kuruma Marthurdura, Eastern Guruma.



Aboriginal and Torres Strait Islander Leaders at Sodexo

"We are a proud people, focussed on family, community and environment. We respect traditions and culture, and for our fellow employees, we know the challenge of walking with a foot in each world.

We celebrate our second Elevate RAP and the demonstrated actions of our organisation in respecting cultures, building relationships and providing opportunities On Country where Sodexo operates.

This RAP is a living document valued and adhered to at every level of Sodexo. Our organisation values the Quality of Life of our people and communities. We know we all have a responsibility in the journey of reconciliation.

Fifty-two years have passed since the historic 1967 Referendum and we as a people have made significant advancements and provided enormous contributions to all areas of Australian society. This Sodexo Elevate RAP continues our responsibility in supporting our people through the reconciliation movement."



Sean Armistead
General Manager
Indigenous and Community Engagement



Helen Slater
Manager Indigenous Business



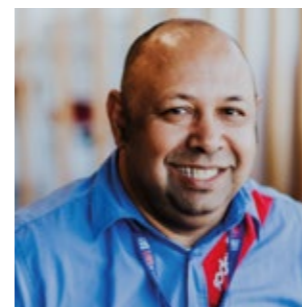
Wade Krueger
National RAP Manager



Kusi Binrashid
Indigenous Business Development Manager



Steph Williams
Indigenous Recruitment Specialist West



Michael Little
Indigenous and Community Advisor



Peter Burgoyne
Indigenous Community Liaison Manager



Sandra Kemp
Indigenous Community Relations Manager

Sodexo's Impact



\$33.5 million

IN EARNINGS for Aboriginal and Torres Strait Islander employees between 2015-2017



\$23 million

BUSINESS SPEND with 50% located in regional and remote locations between 2015-2017



4,548

EMPLOYEES

in Australia



250+

SITES AND LOCATIONS

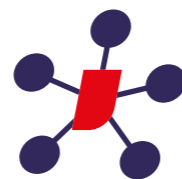
Across Australia



357

EMPLOYEES

Aboriginal and Torres Strait Islander employees, 8% of total workforce



\$1.4M+

IN SPONSORSHIPS

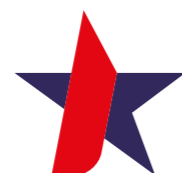
of Aboriginal and Torres Strait Islander organisations and foundations (2004 -2017)



30%

INDIGENOUS EMPLOYMENT

in the regional site, Weipa

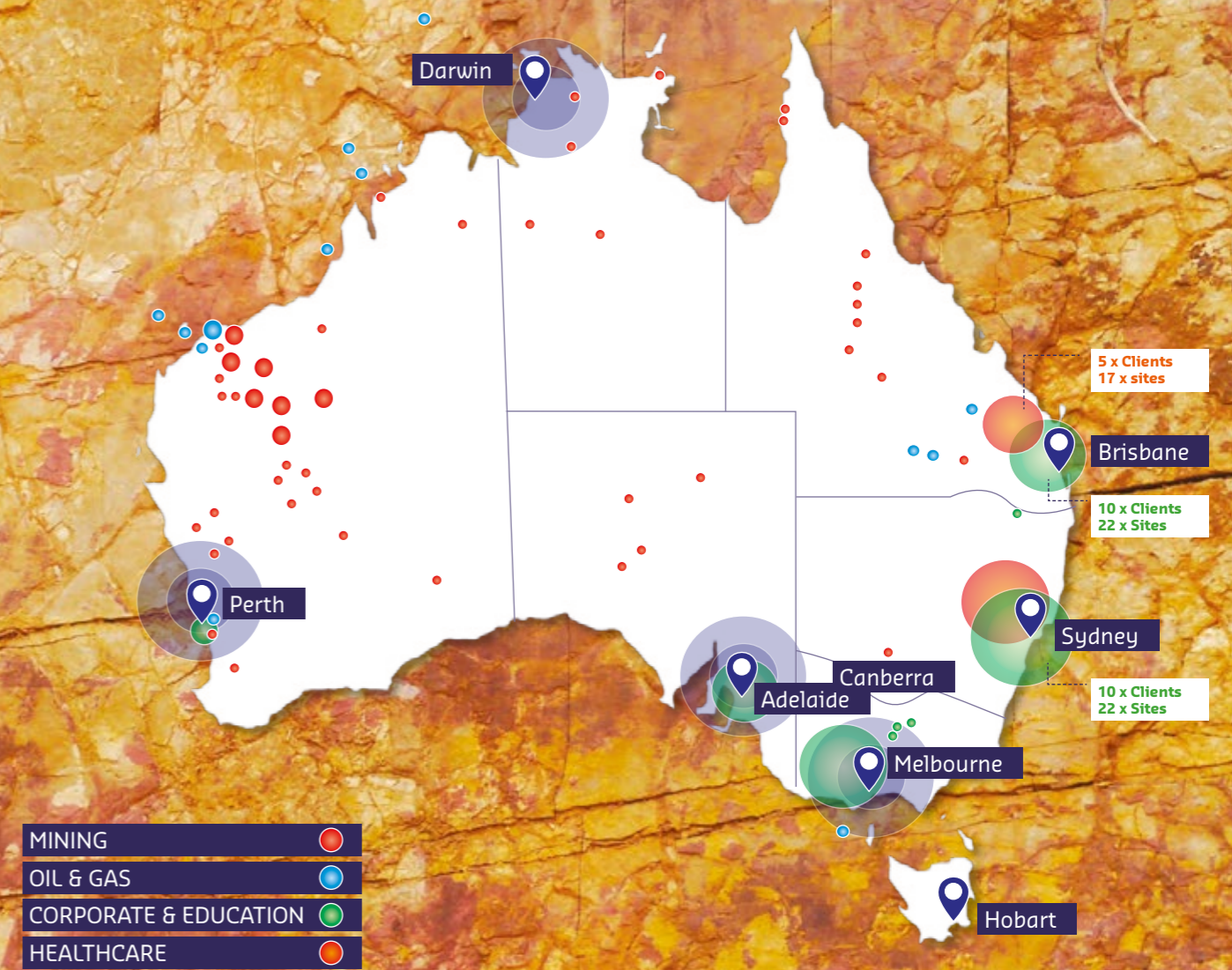


14 Years

AS MAJOR SPONSOR

of Garma Festival of traditional Cultures

Sodexo in Australia





We are proud to partner with Supply Nation certified business Print Junction to print this document.

For more information about our Reconciliation Action Plan please contact: indigenous.community.APAC.AU@sodexo.com

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