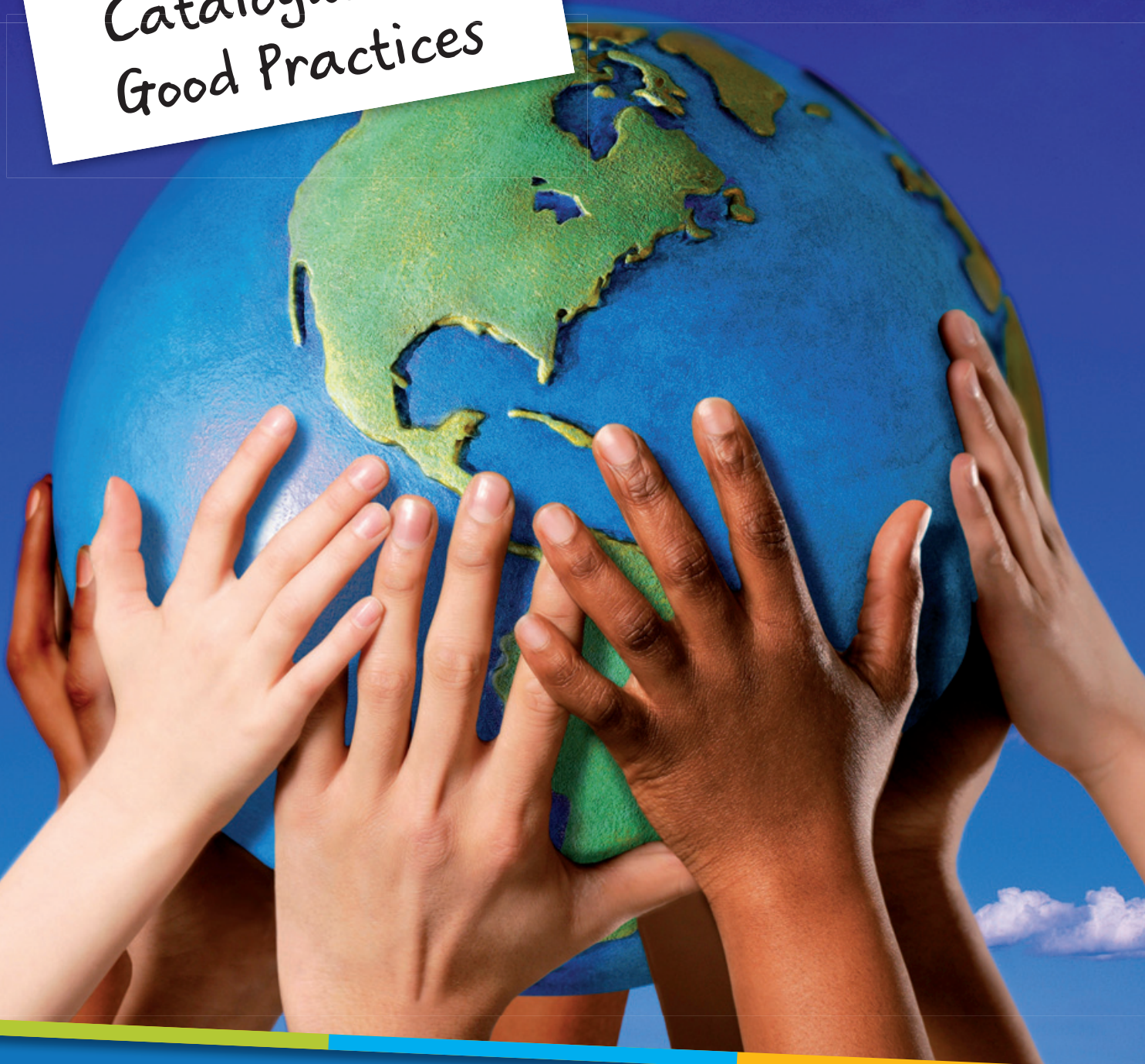


January 2011

Catalogue of Good Practices



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

The Better Tomorrow Plan:

Three priorities, 14 commitments,
one journey forward covering
80 countries, 34,000 sites and
engaging our 380,000 employees.

www.sodexo.com

sodexo
Quality of Daily Life Solutions

Contents

This catalogue is based on the initiatives developed both locally and at Group level to achieve our Better Tomorrow Plan commitments. By sharing our good practices, we aim at making them better known, and largely reproduced wherever possible.

From now on, we will strive to evaluate them as best practices.

What constitutes a Best Practice at Sodexo?

4 criteria must be satisfied at the same time:

- BTP COMPLIANT:** our best practice embraces the three pillars of the Better Tomorrow Plan:
 - **We ARE:** The practice is totally aligned with the fundamentals of our business, our core values and our ethical principles.
 - **We DO:** The practice is relevant to one or more of our sustainability priorities (Nutrition, Health & Wellness, Local Communities and Environment) and contributes to the progress of one or more of our We DO commitments.
 - **We ENGAGE:** The practice helps us to engage with our stakeholders through impactful actions: listen to our stakeholders and maintain a dialogue with them - influence practices at the sites where we operate and beyond.
- TRANSFERRABLE & REPLICABLE:** The practice, knowledge and expertise could be adopted and implemented at other sites outside the country or region in which it was first developed and established.
- MEASURABLE:** The practice is assessable in terms of its impact on our clients business and/or our business. Initial achievement objectives have been set and a performance monitoring process is established.
- RECOGNIZED:** The practice is also acknowledged and recognised by our clients, consumers, institutions or NGOs as having a demonstrable benefit to one or more stakeholders.



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◆ **NORTH AMERICA** ◆ On-site Service Solutions ◆
Legal and Ethical Compliance Program



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North America has a Legal and Ethical Compliance Program which covers the United States and Canada. A Steering Committee is responsible for implementing and managing the program. The Steering Committee is chaired by the General Counsel and the Vice President, Office of Ethics and Compliance serves as Secretary. It meets tri-annually, which includes a year-end review of all investigations conducted. An annual report of the Legal and Ethical Compliance Program is provided to the CEO and Executive Committee.

◆ **MEXICO** ◆ On-site Service Solutions ◆
Business Integrity Program



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Mexico has a Business Integrity Program comprised of a Business Integrity Policy, a "Whistleblower Policy" and a Promise of Respect and Fair Treatment Policy. This program was rolled out in FY07 through a training conducted by the Market President, the General Counsel of Sodexo, Inc. and the Vice President, Office of Ethics and Compliance. An annual business integrity survey for the Mexico executive committee has been conducted in 2008 and 2009, with a 100% response rate. In 2010, the survey distribution was extended to 66 employees.

◆ **UNITED STATES** ◆ On-site Service Solutions ◆
Compliance Week



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

◆ **NORTH AMERICA** ◆ On-site Service Solutions ◆
Communicating on the Company Policy

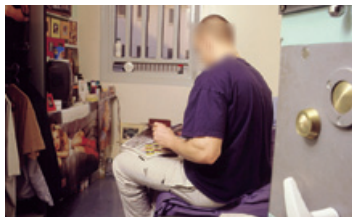


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The Legal and Ethical Compliance Program is in the company policy manual and contains several components including the Ethical Conduct Policy; the Legal and Ethical Compliance Program Policy, which provides for an annual management survey and the Business Abuse Hotline, plus the "Whistleblower" Reporting Policy relating to Accounting, Audit, and Internal Control Matters and the Promise of Respect and Fair Treatment Policy. The company policy manual is on line and communicated to our employees.



◆ **WORLDWIDE** ◆ Justice Services ◆
E-learning module for employees



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In 2009, Sodexo issued its Group Human Rights Policy. To make progress on deploying the policy and verifying its application at correctional facilities in our Justice Services business, working groups met in 2009 and 2010 to address human rights issues. An e-learning module for employees will be launched at the beginning of 2011 and then deployed in France, the UK and Chile, with 1,000 employees being trained as a first priority.

◆ **UNITED STATES** ◆ On-site Service Solutions ◆
The Office of Employment Rights



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Since 2003, the Office of Employment Rights (OER) has reinforced Sodexo's policies against discrimination, harassment, and retaliation in the workplace. It provides neutral human resources professionals to investigate concerns raised in Equal Employment Opportunity (EEO)-related areas by all employees in management and professional positions, as well as employees in administrative positions outside the unit. Internal mediation is also offered to resolve concerns. A very low percentage of the cases that go to the OER for investigation become a complaint with the EEO Commission or other fair employment agency.

◆ **FRANCE** ◆ On-site Service Solutions ◆
Listening and Awareness Association



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In terms of preventing social risks, Sodexo supports an innovative initiative: the "Listening and Awareness" (Ecoute et Vigilance) Association, a network that offers employees the opportunity to discuss personal and/or professional difficulties in total confidentiality. It aims to detect and anticipate psychological vulnerability and gives people support in overcoming stressful situations. To favor dialogue, unions are closely associated with the initiative and are part of the "Listening and Awareness" Board.

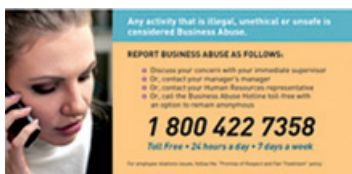
◆ **CHILE** ◆ On-site Service Solutions ◆ Justice Services ◆
A program for female prisoners with children



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The Rancagua and La Serena correctional facilities have designed a program for female prisoners with children born in prison. This initiative aims to sensitize the detained mothers, as well as the parents and family members assuming care of the children when they reach age 2, regarding their social and instructive role. This helps create the necessary conditions to provide optimal living conditions for the children when they leave the prison.

◆ **UNITED STATES** ◆ On-site Service Solutions ◆
Business Abuse Hotline



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The Business Abuse Hotline is a 24/7 toll-free number available to all employees for the purpose of reporting legal, ethical, safety, accounting, audit and internal-control concerns. Information about the Business Abuse Hotline is communicated via SodexoNet, the Company Policy Manual, the Employee Handbook, pamphlets given directly to employees and a Legal and Ethical Conduct/Business Abuse Hotline poster displayed at our accounts and corporate offices. Information collected via the Business Abuse Hotline is reported to the Legal and Ethical Compliance Steering Committee and executive management.



◆ WORLDWIDE ◆ SWIFT



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

◆ NORTH AMERICA ◆ On-site Service Solutions ◆ Employee Network Groups



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Sodexo has launched seven Employee Network Groups which focus on providing a fully inclusive environment to ensure that all employees have the opportunity to contribute to business success:

- WiNG, the Women's Network Group.
- SOL, the Sodexo Organization for Latinos.
- AALF, the African American Leadership Forum.
- PANG, the Pacific Asian Network Group.
- SOAR, the Sodexo Organization for Disability Resources.
- PRIDE, the People Respecting Individuality, Diversity and Equality group.
- The I-Gen Intergenerational Network, which leverages multi-generational differences and commonalities for personal and professional growth.

◆ FRANCE ◆ On-site Service Solutions ◆ Supporting employment for the disabled



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For 14 years, Sodexo has supported Employment for the Disabled Week by participating in forums, job fairs and awareness actions throughout the country. The Group currently employs 710 people with disabilities and trains more than 200 young handicapped persons in its kitchens within specialized institutions. In 2009, Sodexo signed a second hiring-handicapped-agreement, "From Employment to Innovation", which has been certified by work and employment authorities. Some 200 more handicapped personnel, 70 disabled apprentices and 150 trainees will be hired by 2011.

◆ FRANCE ◆ Motivation Solutions ◆ Vouchers for older workers



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Sodexo Motivation Solutions is introducing the PASS CESU 55+ to help older workers deal with the complexity and cost of retirement pension procedures. Allocated by Sodexo's clients to their own personnel, this motivational solution follows the example set by the previously launched PASS CESU HANDICAP. According to an IPSOS survey, 53% of French people don't trust employers to inform their employees adequately regarding the importance of preparing and saving for retirement. By allocating service vouchers, employers send a solid signal that proves their commitment to their workforce.

◆ UNITED KINGDOM ◆ On-site Service Solutions ◆ Diversity and Inclusion Champions



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

◆ **WORLDWIDE** ◆ On-site Service Solutions ◆ Remote Sites ◆
Tracking major work-related risks



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In our Remote Sites business unit, which comprises more than 40 countries, we record HSE incident data and prepare a consolidated report each year to assess and track major work-related risks and provide recommendations to minimize them. In addition to developing specific prevention programs in response to incidents (defensive driving courses, for example), the HSE data gathered is also adapted so as to allow for the collection of other information – for example, on distances driven in company vehicles – that will help the company better understand the risks involved.

◆ **NORTH AMERICA** ◆ On-site Service Solutions ◆
Safety awareness calendar



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

◆ **FRANCE** ◆ On-site Service Solutions ◆
Safe driving sessions



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Sodexo has launched a program targeting those who drive company vehicles: when their car is being replaced, employees must participate in a mandatory safe driving training session. Some 445 drivers are involved each year, with the view to improve their ability to drive safely and avoid as much as possible car accidents involving Sodexo employees.

◆ **FINLAND** ◆ On-site Service Solutions ◆
Decreasing sick-leave percentages



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Seeking to lower its current sick-leave rate of 5.7%, Sodexo conducted a company-wide health survey in 2009-2010. Based on this survey, proactive occupational health actions have been planned and budgeted for, aimed at lowering this rate by at least 0.2% per year. Proactive health actions may also affect Sodexo Finland's pension costs over the long term.



Sodexo's commitment: "We will develop and promote health and wellness solutions for our clients, consumers and employees in all the countries where we operate by 2015."



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◆ CHINA ◆ On-site Service Solutions ◆ Corporate Services ◆ Wellness Program

Sodexo has developed the "Wellness program" at Nokia HQ to improve the quality of life inside and outside the workplace. Staffed by professionals, The GYM is a full-service fitness center featuring exercise equipment, an active group exercise program, personal training and healthy meal offerings, while the HUB combines salon, massage and relaxation services. Lifestyle coaches have provided over 1,500 complimentary physical assessments. Each day, 407 employees visit wellness facilities, a 60% increase over 2008, and 74% of Nokia's 2,400 employees have registered for the GYM, group exercise classes and other wellness programs.



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◆ SPAIN ◆ Motivation Solutions ◆ Work Life Balance

The company has implemented a "Switch Off Lights" policy, which stipulates that no employee may remain in the building after 7 p.m. without a valid reason. It has also encouraged telecommuting and set up special days with reduced working hours. Sodexo has been recognized by Spain's Fundación Másfamilia, which awarded the EFR (Empresa Familiarmente Responsable) certification after a rigorous audit conducted by an independent control organization.



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◆ UNITED STATES ◆ On-site service solutions ◆ Corporate Services ◆ ToLive solution

According to the Centers for Disease Control and Prevention, 75% of chronic diseases are lifestyle-related and avoidable, and, if ignored, they can also have an impact on a company's bottom line. ToLive is a holistic solution that integrates a dynamic technology platform with on-site, online, print and telephonic support to deliver information, services and products that can improve all employees' quality of life while promoting increased productivity and effectiveness and overall well-being.



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◆ SWEDEN ◆ On-site Service Solutions ◆ Matsmart concept

Implemented at about 300 sites, Matsmart helps improve well-being while emphasizing smart food-product choices and promoting the use of seasonal, organic and eco-labeled products. Sodexo Sweden is working in-house to improve knowledge regarding environmentally friendly choices within the kitchen, and all restaurants let their guests know what they are currently serving. There is also a web page on the Sodexo in Sweden portal where customers, guests and employees can ask a dietician health- and food-related questions.



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◆ **UNITED STATES** ◆ On-site Service Solutions ◆
LifeWorks®



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Sodexo offers the LifeWorks® program free of charge to all employees and their families in order to help them manage their professional and personal lives. Accessible 24/7 via phone and the Internet, this program provides a wide variety of free resources, including access to clinical, legal and financial professionals, personalized referrals, health coaching, management consultations, an employee discount program and an award-winning website that offers short videos, articles and other materials. The use of LifeWorks® continues to increase, rising from 28% in 2009 to 38% in 2010.

◆ **WORLDWIDE** ◆ Personal and Home Solutions ◆
Concierge Service Solutions



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

◆ **FINLAND** ◆ On-site Service Solutions ◆ Corporate Services ◆
Feeling Good campaign



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The Feeling Good campaign has provided information and advice to consumers on three different themes:

1. Nutrition, by encouraging consumers to compose nutritionally balanced meals.
2. Physical well-being, by promoting exercise and healthy sleeping habits.
3. The environment, by reminding consumers of the advantages of healthy indoor surroundings, fresh air and caring for the ecosystem.

The campaign has been launched in 400 Sodexo restaurants throughout the country.

◆ **ITALY** ◆ On-site Service Solutions ◆ Healthcare Services ◆
Crescendo service



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Sodexo has developed the Crescendo service, which provides full management of 20 in-house daycare centers for 14 municipalities in 2010. Crescendo offers activities for mothers and their newborn babies, such as a training course in neonatal massage techniques. Crescendo is ISO 9001 certified for the design and management of early-childhood educational and auxiliary services.

Today, what can I do?

- ◆ Promote physical activity.
- ◆ Offer concierge services.
- ◆ Improve air and odour quality.
- ◆ Use green plants to purify the air.

Varied and balanced food options



We Do

Nutrition, Health & Wellness

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

We Engage



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◆ EUROPE ◆ On-site Service Solutions ◆ Corporate Services ◆ Vitality

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

We Do Environment



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◆ WORLDWIDE ◆ On-site Service Solutions ◆ NATURAL!

NATURAL! is a food and beverage concept that was created in Spain and then transferred to France, Italy, Finland, Singapore, China, the US, Russia and the Netherlands. Aimed at conveying the benefits of fruit and how it can help the metabolism, Natural! recipes fall into six classifications: Protector, Energizer, Rejuvenator, Slimmer, Antistress and Detoxifier, all based on 100% natural products with no concentrates or added sugar. Also concerned about the environment, Natural! uses biodegradable packaging.

We Do Local communities



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◆ UNITED STATES ◆ On-site Service Solutions ◆ Education Services ◆ School Beverage and Competitive Food Guidelines

The science-based School Beverage and Competitive Food Guidelines were created to improve the nutritional quality of school snack food and beverages. Sodexo offers age-appropriate portion sizes that limit total calories, and approved snacks will contain no more than 35% sugar by weight, no trans fats and no more than 230 milligrams of sodium. Since signing on to the Guidelines in 2009, Sodexo has already demonstrated an impressive rate of over 85% compliance in the more than 4,000 schools we serve.

We Do Nutrition, Health & Wellness



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◆ BELGIUM ◆ On-site Service Solutions ◆ Education Services ◆ Food4U

In 2010, Sodexo launched Food4U, a program dedicated to teaching children to opt for healthier eating habits, based on two main principles:
- Balance and variety, including proper amounts of fruit and vegetables, little use of fat, and high-fiber options.
- Sustainability, with the reduced use of meat in favor of healthy vegetable proteins, the offering of at least three organic meals per week, the sourcing of fairly traded oils and spices and locally grown vegetables and fruits, and the use of fish varieties that comply with the World Wildlife Fund's (WWF) restricted list.
In 2010, 200 Belgian schools had already adopted the Food4U program.

We Are



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◆ POLAND ◆ On-site Service Solutions ◆ Vegetarian program

In 2009, Sodexo created a special vegetarian program aimed at diversifying meals and increasing consumers' awareness and food choices. The program has been implemented at 80% of Sodexo's restaurants in Poland, where it serves as a "brand" to promote vegetarian meals. The main principles involve giving customers nutritional information, presenting the advantages of a reduced-meat diet and introducing a diverse vegetarian offering. In 2010, 23 sites were involved in the program and a 7% rise was seen in the number of such meals sold compared to the previous year.

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◆ **NORTH AMERICA** ◆ On-site Service Solutions ◆
Your Health Your Way



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The Your Health Your Way on-the-go vending program offers a wide variety of healthy vending-machine snacks and beverages that adhere to strict nutritional guidelines. The program combines up-to-date, sensible nutritional principles with a selection of satisfying menu items. All Your Health Your Way dishes are made with the finest ingredients and prepared using low-fat cooking techniques. Our stations also earn a health certification when they offer specifically healthful selections.

◆ **LUXEMBOURG** ◆ On-site Service Solutions ◆ Corporate Services ◆
Fruit@Office



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Sodexo and Grosbusch et Fils, Luxembourg's leading fruit and vegetable supplier, have developed the Fruit@Office concept, which is a fresh-fruit delivery service for companies. Fruit@Office boxes, made from recycled cardboard, contain fresh in-season fruit. Currently, 140 clients benefit from this service, representing 80 metric tons of fruit per year enjoyed by 2,500 consumers.

◆ **PORTUGAL** ◆ On-site Service Solutions ◆
Health and Well-being Program



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Sodexo has launched the Health and Well-being Program, which has been implemented at all 39 sites in Portugal and reaches 10,000 consumers daily. The program has four commitments: making vegetables available each day, reducing fat use, encouraging consumers to check their BMI and motivating them to get physically active. Since 2007, 100% of our consumers have been offered cooked vegetables daily, and consumption of raw vegetables has increased by 30% and that of olive oil by 20%, while use of animal fats has decreased by 55%. Communication actions have also been implemented to raise awareness among consumers.

◆ **LATIN AMERICA** ◆ On-site Service Solutions ◆
"Eat healthy, Live well" program



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"Comer Sano Vivir Bien" program is a weight-control nutritional program that educates customers in proper nutritional habits to improve health and well-being. It gives them the necessary guidelines for choosing nutritious meals based on recommended caloric consumption. A nutritionist evaluates those interested in controlling their weight and acquiring healthy habits and gives them personalized guidelines. The program has been implemented at 77 client sites, to the benefit of more than 10,000 people, and has also been employed at 16 schools in Chile, where 22% of children are overweight.

Today, what can I do?

- ◆ Make more fruit and vegetables available.
- ◆ Offer nutritional advices.
- ◆ Propose varied and balanced menus.
- ◆ Offer vegetarian and vegan options.

Sugar, salt and fats

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



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♦ EUROPE ♦ On-site Service Solutions ♦ Reducing salt and fat content

As part of Sodexo's continuing efforts to improve the nutritional value of the products it uses, the company has worked with the European subsidiaries of one of its major global suppliers to improve the nutritional value of its soups, sauces and bouillons.



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♦ THE NETHERLANDS ♦ On-site Service Solutions ♦ Healthy Food Choices certification

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



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♦ FINLAND ♦ On-site Service Solutions ♦ Education Services ♦ Healthy Snack Pass campaign

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



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♦ AUSTRALIA ♦ On-site Service Solutions ♦ Smartfuel program

The Smartfuel program focuses on identifying healthy food options that are low in fat, saturated fat and salt. In 2010, Sodexo developed a special Smartfuel program for seniors, which has been implemented at 30 sites. Some 65,100 meals and 43,000 between-meal snacks are served per week. The program includes:

- ♦ 300 recipes that are all nutritionally analyzed.
- ♦ Information on senior care, to assist staff in day-to-day operations and during Aged Care Standards and Accreditation Agency visits.
- ♦ Standardized portion scoops to reduce wastage; portions have been developed to meet seniors' nutritional requirements.



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♦ ITALY ♦ On-site Service Solutions ♦ Salt awareness campaign

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

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◆ FINLAND ◆ On-site Service Solutions ◆ Reducing salt



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Since 2009, salt reduction has become a factor in raw material/component selection when developing recipes. Salt content can be reduced by increasing the use of herbs and spices instead. In semi-finished products, all salt is taken into account during recipe development, and product selections are made with low salt content in mind. Collaboration with the food industry helps in the development of low-salt products. In Finland's nutritional recommendations, salt concentration is included for various product groups.



Today, what can I do?

- ◆ Offer menus with lower salt, sugar and fat content.
- ◆ Replace salt with seasonings like sage, cumin and turmeric.
- ◆ Choose recipes and menus with no added trans fats.
- ◆ Encourage consumers to reduce their sugar, salt and fat intake.

STOP Hunger initiative

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



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◆ WORLDWIDE ◆ 2010 Servathon

In April 2010, more than 39,000 Sodexo employees in 28 countries took part in the company's annual Servathon to fight hunger and malnutrition. This year, employees from 10 additional Sodexo countries (Austria, China, Germany, India, the Netherlands, Portugal, Singapore, Spain, Sweden and Thailand) joined thousands of their colleagues to provide help to those in need. Globally, the 2010 Servathon saw Sodexo employees collect over 175 metric tons, 50% more than last year, and engage their clients, customers, vendors, and community members in the fight against hunger.



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◆ FRANCE ◆ On-site Service Solutions and Motivation Solutions ◆ Partnership with the Restos du Cœur association

Since 2004, Sodexo has developed its partnership with the NGO "Les Restaurants du Cœur" through three types of action:

- ◆ Food aid and the fight against malnutrition: Sodexo has donated 90,000 meals per year since 2007 and a total of €2.24 million.
- ◆ Sharing knowledge: Sodexo has trained more than 2,000 volunteers.
- ◆ Employment: Sodexo has offered jobs to more than 74 people.

In addition, every winter since 2005 the "Heart Voucher" campaign has promoted the donation of meal vouchers to the charity. In 2009-2010, €160,000 was collected to help those in need.



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◆ NORTH AMERICA ◆ On-site Service Solutions ◆ Feeding our Future®

17 million children are at risk of hunger in the U.S. Established in 1997, the Feeding Our Future® program provides school children with free nutritious lunches during the summer break. Leveraging a \$20,000 grant from the Sodexo Foundation, St. Anthony Central Hospital, along with volunteers from Sodexo and the Food Bank of the Rockies, served 12,400 lunches to Denver's children. Feeding Our Future® provided more than 325,000 summer lunches in 20 other U.S. cities bringing the total distributed to nearly 2.5 million lunches to date. In Canada, nearly 700,000 lunches have been delivered to children in need over the past decade.



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◆ PERU ◆ On-site Service Solutions ◆ Improving family nutrition

More than 6,200 people in 40 different communities have benefited from STOP Hunger activities over the past year. Four different gastronomy fairs were held throughout the year to help improve family nutrition using local products. In conjunction with Antamina, employees in Ancash spent several days in December 2009 holding nutrition and food-safety workshops and providing children with snacks and prizes. Employees also traveled to Cuzco to conduct a nutritional evaluation of 48 adults and children, who then received information on nutrition and eating a balanced diet.



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◆ BRAZIL ◆ On-site Service Solutions and Motivation Solutions ◆ Partnering with Universidade Estadual Paulista

Since 2003, Sodexo has partnered with Universidade Estadual Paulista (UNESP) on a vegetable-growing program. Sodexo's support has enabled university students to maintain a garden that has produced more than 68,000 kilos of vegetables. Twelve students are attending the school to learn about food production and work in the vegetable garden. The vegetables are donated to five different organizations that provide assistance to underprivileged families. In addition to financial support for the program, Sodexo employees volunteer as teachers, conducting orientations and improving awareness of healthy eating, nutrition and food wastage.

SUBJECT MATTER LEADER
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◆ **UNITED STATES** ◆ On-site Service Solutions ◆
Sodexo Foundation



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Among the thousands of hunger-relief activities undertaken each year in the US, six major ongoing Sodexo initiatives have been developed since 1996, including the Sodexo Servathon, Feeding Our Future, Heroes of Everyday Life, STOP Hunger scholarships, the Sodexo Foundation and food donation programs. Established in 1999, the US Sodexo Foundation has distributed more than €8.8 million to hundreds of organizations throughout America and supports initiatives that help break the cycle of poverty involving food donation and delivery, job training, housing, education and scholarships, and public policy efforts.

◆ **CZECH REPUBLIC** ◆ On-site Service Solutions and Motivation Solutions ◆
Volunteering to help the elderly



Contact: Darina ROSSL
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Since early 2009, Sodexo has held one volunteer day per month in facilities for the elderly, with more than 60% of Sodexo employees in total taking part. Some 23 facilities for the elderly have benefited from STOP Hunger program activities involving financial and food donations, the sharing of know-how and volunteer efforts. Every month, Sodexo prepares about 150 fruit salads for seniors and delivers them to seniors' homes and hospitals. More than 1,300 seniors benefited from STOP Hunger efforts in 2009.

◆ **BELGIUM** ◆ Motivation Solutions ◆
Red Cross voucher program



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The Red Cross voucher program aims to collect money to help the organization offer balanced meals to disadvantaged children in Belgium. Everyone who receives meal vouchers can contribute to these efforts by donating one or more vouchers to the STOP Hunger program. Since 2008, €155,000 has been collected and donated to the Red Cross, which will then be able to offer balanced meals to children from disadvantaged backgrounds. Some 3,500 meals have already been served through this program.

◆ **HUNGARY** ◆ On-site Service Solutions and Motivation Solutions ◆
STOP Hunger menus



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Every year during the Christmas season, Sodexo Hungary offers a STOP Hunger menu at selected restaurants, with part of the menu price going to the Foundation for Children's Catering. In 2009, 7,700 promotional meals were served. In May 2010 in Budapest, Sodexo offered catering services for the European Food Bank Association's fifth-anniversary celebrations, which were organized in conjunction with the association's annual meeting and welcomed 150 guests from 22 countries.

Today, what can I do?

- ◆ Volunteer at a hunger-relief organization. Participate in the annual Sodexo Servathon and hunger relief activities all year long.
- ◆ Share your expertise with hunger relief organizations. Provide healthy eating information & healthy recipes, nutrition or food safety education, or pro bono services such as legal, accounting or marketing assistance.
- ◆ Launch a food drive.
- ◆ Organize fundraising efforts at client sites.

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



◆ **CANADA** ◆ On-site Service Solutions ◆ Remote Sites ◆
Partnerships with aboriginal communities



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Sodexo is working with aboriginal communities to develop fair and harmonious relationships. As of today, aboriginal employment has accounted for 200,000 working hours. More than 30 partnerships have been created with local communities, and 35 suppliers are from aboriginal communities. 63% of Sodexo employees are aboriginal, reaching 95% at certain sites. In 2010, for the fourth time, Sodexo received the Gold medal in Progressive Aboriginal Relations (PAR) from the Canadian Council for Aboriginal Business.

◆ **PERU** ◆ On-site Service Solutions ◆
Setting up professional supply chain



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

◆ **ALGERIA** ◆ On-site Service Solutions ◆
Super Vegetable Gardens



Contact: Dolores LARROQUE
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Launched in 2010 to celebrate the Water Day, the Super Vegetable Garden project aims to help local desert communities achieve food self-sufficiency. Near Hassi Messaoud, new farming techniques have been implemented in partnership with Sodexo, Pro-Natura International, JTS Semences and various public services. The agricultural area needed is adapted to accommodate small family farms: a 60-sq.m field can produce 750-1,500 kilos of food annually, enough to feed a family of 10. The effort required is reduced to two hours per day per family group, and only a week's training is needed to familiarize participants with the process.

◆ **SPAIN** ◆ On-site Service Solutions ◆
ACCEDER Program



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ACCEDER, which means "to access" in Spanish, was launched in 2000 to help facilitate integration of the Roma (Gypsy) population through the creation of training programs and access to employment resources. Since its creation, ACCEDER has achieved great success, with more than 47,000 attending training workshops that resulted in the employment of nearly 34,000 people of Roma heritage. This program, which involves 80 hours of training, covers various topics, including sauce preparation, food presentation, cooking safety and hygiene, and cooking appliances' and devices' functions and usage methods.

◆ **FRANCE** ◆ On-site Service Solutions ◆
Partnering with small and mid-sized local suppliers



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

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◆ **MADAGASCAR** ◆ On-site Service Solutions ◆ Remote Sites ◆
Supporting local workers and farmers



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At Fort Dauphin, 92% of our employees, including management team members, are from the local region, and 43% of them are female workers. Sodexo has partnered with a number of regional associations to create programs for assisting local producers in meeting our mining-sector procurement needs. Sodexo purchases eggs from local farmers at the rate of 12,300 per month. As a result, 100% of our purchases are sourced from Madagascar and 200 families are directly supported.

◆ **TANZANIA** ◆ On-site Service Solutions ◆ Remote Sites ◆
Fostering local employability



Contact: Joseph AHIMIDIWE
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In 2010, Sodexo was granted approved-center status by The City & Guilds of London Institute to offer qualifications to local staff at both North Mara and Tulawaka gold mines. Sodexo delivers and follows through on coursework assessments for three highly valuable qualification levels, covering food preparation and the culinary arts, food and beverage service and accommodation operations and services. After obtaining a City & Guilds qualification, the trained staff members will then be considered for the various vacancies that arise, helping them to make the most of their new skills in a higher-level position.

◆ **CHILE** ◆ On-site Service Solutions ◆ Remote sites ◆
Feeding Hope



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In August 5th 2010 33 miners have been trapped under 700 meters in San Jose site. Sodexo, with its clients Antofagasta Minerals and Lumina Cooper, mobilized all its capabilities and experience to deliver required food services for all those participate to the rescue. This service included daily breakfast, lunch, dinner and midnight snack for almost 300 people. For two months a dozen of Sodexo's volunteers worked daily in this operation in coordination with the authorities, distributing more than 50,000 thousand meals, equivalent to 40 tons of food to rescuers, authorities, police and army forces.

◆ **UNITED STATES** ◆ On-site Service Solutions ◆
Boosting small and minority- and woman-owned businesses



Contact: Arlin WASSERMAN
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Every year, Sodexo continues to increase the number of small and minority- and woman-owned businesses providing us with products and services that meet our high standards for quality, competitive pricing and service. We currently partner with 1,859 diverse suppliers in the United States. In 2008, Sodexo's diversity spends increased by more than 10% and we established 14 new contracts with various vendors. We also hosted a Women and Minority Business Enterprise (WMBE) Industry Day to bring minority vendors and decision-makers together.

Today, what can I do?

- ◆ Recruit locally.
- ◆ Provide job-training programs to boost target populations' inclusion.
- ◆ Help small producers improve agricultural practices.
- ◆ Teach local suppliers and producers how to meet international quality standards.

Fairly traded certified products

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



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◆ WORLDWIDE ◆ On-site Service Solutions ◆

The Sodexo *aspretto* offer is based on four core principles: diversity, health and well-being, environmental protection and social responsibility. All products are ethically and locally sourced with full accreditation from the Rainforest Alliance, Fairtrade Foundation and Soil Association. Sodexo also helps local communities by donating part of the price of each cup of *aspretto* hot beverage to its STOP Hunger program. Implemented at 45 sites in 2009, *aspretto* is now offered at 491 client sites worldwide.



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◆ BELGIUM ◆ On-site Service Solutions ◆ 100% organic and fair trade bananas

Sodexo has referenced 150 fairly traded certified products from Oxfam, Java and Maas International, including coffee, tea, fruit juice, chocolate, wine and rice. In 2009, Sodexo participated in the Fairtrade@Work weeklong national event, serving 20,000 meals per day that featured fair trade menus and products. In 2010, Sodexo organized a 100% organic and fair trade Banana Day at 600 locations. Since March 2010, Sodexo has only used organic and fair-trade bananas from Max Havelaar (annual volume: 200 tons) at its locations. Thanks to these initiatives, Sodexo received the Fairtrade@Work award in 2009 and 2010.



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◆ SWEDEN ◆ On-site Service Solutions ◆ Rainforest Alliance and organic coffee

Since 2007, Sodexo has made an agreement with its supplier Kraft Foods to offer consumers certified coffee by Rainforest Alliance and the Swedish organization Krav. One part of the agreement is that five euro cents is dedicated to the promotion of certified coffee. Our purchase of certified coffee is increasing rapidly: in 2009, certified coffee represented 13% in total volume. It represented 27% in 2010.



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◆ THE NETHERLANDS ◆ On-site Service Solutions ◆ Fairly traded wholesaling

In cooperation with our wholesaler Deli XL, Sodexo has sourced many products (bananas, coffee, tea etc.) that feature the Max Havelaar Foundation, the Rainforest Alliance (Chiquita bananas) and DE (certified-origin coffee) labels. 100% of our bananas are organic and fairly traded, with 98% certified by the Rainforest Alliance and 2% provided by Max Havelaar. Our fairly-traded assortment is growing, with such new products as ice, tea, cookies, wine and sugar. This initiative began in 2008, and fairly-traded products (including the Utz and Rainforest Alliance labels) represented 2.16% of total purchasing in 2010.



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◆ FINLAND ◆ On-site Service Solutions ◆ Rainforest certified tea

Since 2008, Sodexo has been offering consumers Lipton Rainforest certified tea at all sites, with the tea's sustainability promoted via table speakers and posters. Lipton Rainforest certified tea currently represents 5% of total tea purchasing. The aim is to ensure that all tea purchased is sustainably produced by the beginning of January 2011, a goal that will be solidly promoted on-site and communicated via internal channels.

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◆ CZECH REPUBLIC ◆ On-site Service Solutions ◆ Fair Trade Support program

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



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◆ FRANCE ◆ On-site Service Solutions ◆ 2 fair trade products for 1 planted tree

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



Today, what can I do?

- ◆ Promote the *aspretto* hot beverage and sustainable offer.
- ◆ Serve fairly traded coffee and tea.
- ◆ Offer fairly traded out-of-season products.
- ◆ Help promote fair-trade events.

Supply Chain code of conduct



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

We Engage

We Do Environment

We Do Local communities

We Do Nutrition, Health & Wellness

We Are



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◆ FRANCE ◆ On-site Service Solutions ◆ Supplier certification

Many major suppliers are ISO 14001-certified, while others have signed environmental charters. Our Purchasing department in France has had ISO 9002 certification since 1995 and achieved ISO 9001:2000 certification in 2001. In 2008, Sodexo conducted a survey of 150 suppliers, with an 82% response rate, to identify which are leaders in sustainable development. The suppliers received a report on their performance and were benchmarked in comparison with other suppliers.



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◆ UNITED STATES ◆ On-site Service Solutions ◆ Fair Food agreement

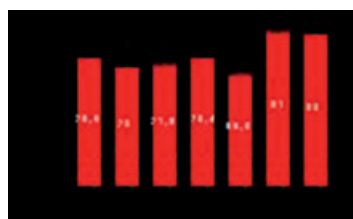
In August 2010, Sodexo and the Coalition of Immokalee Workers (CIW), a leading human-rights voice in the US agricultural industry, have signed a partnership agreement to improve farm workers' wages and working conditions in Florida's tomato fields. This agreement puts in place a strict code of conduct, developed and implemented with input from farm workers, for Florida's tomato suppliers. Sodexo will also pay a 1.5-cent premium for every pound of Florida tomatoes purchased, with the premium going directly to improved wages for tomato harvesters who are part of Sodexo's supply chain.



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◆ UNITED KINGDOM ◆ On-site Service Solutions ◆ Supplier corporate citizenship questionnaire

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



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◆ FINLAND ◆ On-site Service Solutions ◆ Measurement of Article Compliance

Assortment compliance indicates the percentage value of articles from a supplier included in Sodexo's offering compared to total site purchases. This process aims to ensure that sites purchase the right products from the right suppliers and that both products and suppliers meet the terms stipulated by Sodexo in order to track food safety. Today, follow-up covers the majority of Sodexo Finland's product volume from our largest distribution channels. The goal is to achieve 95% assortment compliance by 2013.



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◆ SLOVENIA ◆ On-site Service Solutions ◆ Internal assessment of main suppliers

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

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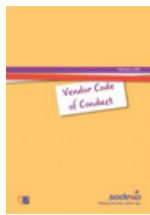
◆ **FINLAND** ◆ On-site Service Solutions ◆
Product quality efforts



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

◆ **AUSTRALIA** ◆ On-site Service Solutions ◆ Remote Sites ◆
Sharing core values through the Code of Conduct



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



Today, what can I do?

- ◆ Help suppliers better understand supply chain standards.
- ◆ Use only approved suppliers.
- ◆ Raise suppliers' awareness on the Better Tomorrow Plan.

Local, seasonal or sustainably grown or raised products



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

◆ NORTH AMERICA ◆ On-site Service Solutions ◆ Boosting sourcing from small local farmers



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Sodexo develops its local sourcing by matching local farms with distributors using a database that features more than 600 farmers. In addition, Sodexo requires that our regional product distributors purchase locally grown produce, which has resulted in up to 60% of total sales being attributed to local produce spending in some areas (average is 17%). In order to further educate our clients and customers regarding this commitment, we are implementing best practices at our sites via state and regional map posters that convey information on who our local growers are.

◆ FRANCE ◆ On-site Service Solutions ◆ Seasonal and local sourcing



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

◆ UNITED KINGDOM ◆ On-site Service Solutions ◆ Red Tractor certification



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All of Sodexo's fresh UK meat, fruit, vegetables, milk and cream are Red Tractor certified, ensuring that the product was grown or raised in the UK, is fully traceable and meets high standards regarding agricultural practices, animal husbandry and food safety. Some of our frozen vegetables are now also Red Tractor certified. Our garden peas, for example, are 100% sourced from UK farms and have traveled a maximum of 45 miles from farm to factory, reducing food delivery miles in the process. This program will be expanded to include other frozen vegetables such as carrots.

◆ BELGIUM ◆ On-site Service Solutions ◆ Farm-fresh eggs



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Since 2008, Sodexo has used only fresh eggs from cage-free operations in its 1,200 restaurants. In addition, all eggs and eggs products from battery-farmed hens have been eliminated from our offering since 2010, involving more than four million eggs per year.

◆ ITALY ◆ On-site Service Solutions ◆ Education Services ◆ Increasing organic food consumption



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Sodexo has worked on boosting organic food consumption at 120 Education sites. According to Sodexo's Food Consumption Observatory, organic food consumption went from 21% of total food devoured in 2007 to 26% in 2008. Fruit and vegetables represented the largest volumes (36% and 26% respectively in 2008), although eggs achieved the highest percentage (47% in 2008). In FY10, organic food consumption reached 28%.

Local, seasonal or sustainably grown or raised products

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◆ IRELAND ◆ On-site Service Solutions ◆ New Quality Assurance Scheme

Sodexo was among the early adopters of the Bord Bia Quality Assurance Scheme for meat, eggs, fruit and vegetables. The label identifies fresh food that has been produced to the highest standards and whose origins can be traced all the way back to the farm. Beef, pork and lamb are thus all sourced through two major suppliers that buy meat directly from local farmers. We work in partnership with suppliers to ensure that consumers get the freshest and best in-season produce, which is locally sourced wherever possible.



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◆ THE NETHERLANDS ◆ On-site Service Solutions ◆ Education Services Fair2Food

In 2007, Sodexo introduced Fair2Food, a sustainable catering concept that focuses on healthy, organic, fair-trade food with an emphasis on fresh products, trendy signage, clothing, interior decor and effective interaction with our consumers. The standard Fair2Food assortment comprises 40% organic and/or fair-trade products, and Sodexo offers some clients a food offering that is up to 60% organic.



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◆ FRANCE ◆ On-site Service Solutions ◆ Genetically-modified products forbidden

In 1999, Sodexo has set terms that ban the delivery of products identified as being genetically modified and has required its suppliers to respect the rules. No products using GMOs are thus listed in our catalogue. Specifications have been drawn up and sent to 150 Sodexo suppliers, obliging them to adhere to the company's standards.



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◆ UNITED STATES ◆ On-site Service Solutions ◆ Education Services ◆ Sourcing local at Emory University

Since 2006, Sodexo has built a sustainability program at Emory University with the goal of serving 75% of its food from local and sustainable sources by 2015. During the 2007-2008 school year, Sodexo sourced 29% of its purchases from local farmers and sustainable producers. Sodexo also offers boxes of locally grown organic produce through one of its produce suppliers, and helps students run their own Green Bean Coffee Cart, which features fairly traded certified coffee. Emory is one of only 11 schools to receive a perfect score in the Princeton Review's 2008 Green Rating.

Today, what can I do?

- ◆ Favor locally-grown or raised products.
- ◆ Serve seasonal fruit and vegetables.
- ◆ Work with suppliers to ensure that they source sustainable palm oil.

Sustainable fish and seafood

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



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◆ **WORLDWIDE** ◆ On-site Service Solutions ◆ *Marine Stewardship Council certification and use of Certified Sustainable Seafood*

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

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

Moreover, in accordance with the Better Tomorrow Plan commitment, many countries have already started to purchase fish and seafood from certified sustainable sources e.g. Belgium (15% of the fish and seafood purchased), Canada (34%), Sweden (24%) or the United States (11%).



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◆ **ASIA-AUSTRALIA** ◆ Remote Sites ◆ *Comprehensive seafood policy*

To combat the negative effects of common fishing practices, Sodexo for its Remote Sites activity in Asia and Australia set up a comprehensive policy that involves:

- ◆ Helping the supply chain make sustainable choices.
- ◆ Complying with Sodexo's seafood guide, which preserves threatened stocks by ensuring that only certified, sustainably-sourced varieties are served.
- ◆ Selecting sustainable-aquaculture suppliers and supporting farmers' efforts in developing countries.
- ◆ Working with stakeholders and NGOs to advise on and validate our initiatives and engage them in our actions.
- ◆ Publicly communicating on our progress in achieving our seafood objectives.



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◆ **NORTH AMERICA** ◆ On-site Service Solutions ◆ *Sustainable certification transition program*

Sodexo has begun a transition program that will require sustainable certification for all contracted purchases of aquacultured seafood products sold in North America by 2015. Sustainable sourcing will be based on certifications that involve comprehensive, rigorous, metrics-based aquaculture programs for farms, hatcheries and processing plants. The sustainability standards cover the environment, social responsibility, animal welfare, food safety and traceability.

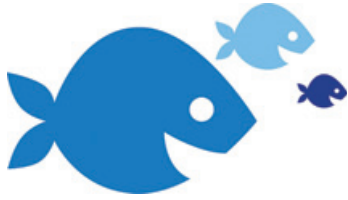


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◆ **EUROPE** ◆ On-site Service Solutions ◆ Remote Sites ◆ *Use and promotion of Certified Sustainable Seafood*

Sodexo has been working closely with vendors to ensure that fish and seafood products are purchased from sustainable sources. The first step was to identify the seafood products most at risk and to ask vendors to refrain from placing any further orders for such products for Sodexo-operated units and to slash any existing stocks. At the same time, vendors were asked to send out alternative products, and Sodexo's chefs conducted trials involving various species from certified sustainable sources. The result is that in FY10 a high proportion of the fish and seafood purchased in the Sodexo Remote Sites Europe Zone is sustainably certified.

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◆ **SWEDEN** ◆ On-site Service Solutions ◆
Seafood policy and the Swedish WWF's "red" list

Sodexo has implemented a countrywide seafood policy and eliminated all species on the World Wildlife Fund's (WWF) red list from its menus, recipes and purchasing catalogue. This initiative has been applied at 100% of our sites. Following the implementation of Sodexo Group seafood policy on a global scale in 2010, Sodexo in Sweden is now working to apply Sodexo's list of at risk species.



Today, what can I do?

- ◆ Offer sustainable seafood choices.
- ◆ Avoid red-listed products.
- ◆ Inform my guests on sustainable seafood choices.

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



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◆ **THE NETHERLANDS** ◆ On-site Service Solutions ◆
Environmentally friendly cleaning products

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



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◆ **PERU** ◆ On-site Service Solutions ◆
Biodegradable cups and bags

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

Since 2008, Sodexo has also replaced all plastic bags with biodegradable ones, particularly those used for laundry services. By 2010, the initiative had been implemented at 45 sites, and 4,480,000 plastic bags were replaced with biodegradable ones over the past year.



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◆ **NORTH AMERICA** ◆ On-site Service Solutions ◆
Ecolab sustainable supplies

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



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◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Strategy to increase sustainable supplies

A Supplies and Services brochure was published in 2009 with the aim of examining the overall impact that products and practices have on the environment, including our cleaning chemicals' product formulations, how a product's use and packaging will impact the environment and end-user safety. Innovations like no-rinse formulas, super-concentrates and solids, waterless applications and formulations that require fewer wash cycles directly reduce water consumption on a regular basis. Products that are effective at low temperature and concentrate also require less energy in transportation and use.



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◆ **SWEDEN** ◆ On-site Service Solutions ◆
Sustainable cleaning products

Sodexo's own certified sustainable-labeled products have been available since November 1993. Some Sodexo brand products saw their concentration increase from 25% to 70% in 1997. Sodexo produces cleaning products locally at one site in Sweden, and concentrated cleaning liquids use 80% less packaging and result in lower transportation costs. Some 70% of all cleaning tools are also being produced locally to reduce transport needs, while the use of plastic materials in trash bags has dropped by 73%.

SUBJECT MATTER LEADER
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◆ **ITALY** ◆ On-site Service Solutions ◆ Education Services ◆
Renewable materials

The 25,000 meals per day supplied in Rome's schools are served using a complete range of single-use items, including cold-drink cups, plates, containers and cutlery, all made from renewable raw materials. Their natural origin makes these products totally compostable, so they can be returned to the earth at the end of their life.



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◆ **POLAND** ◆ On-site Service Solutions ◆
Napkin dispensing system

A napkin dispensing system has been introduced at all Polish restaurants since 2008. This system helps consumers use fewer napkins than in the past, thus reducing paper waste, since it automatically dispenses only one napkin at a time instead of several. The new dispenser also has a special sticker with a Sodexo logo and the message, "Fewer napkins mean more trees – together, let's take care of the environment." After one year, the project saw napkin consumption decrease by 30%.



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◆ **SLOVENIA** ◆ On-site Service Solutions ◆
Reduced packaging for detergents

Since September 2008, Sodexo's supplier Ecolab has installed the Oasis Pro System at all major sites. This device mixes a water and detergent-concentrate solution that is dispensed in a single bottle, which can be refilled in order to reduce waste. The Oasis Pro System also guarantees fresh solution and the correct concentration level.

Today, what can I do?

- ◆ Use eco-friendly cleaning products.
- ◆ Promote eco-labels.
- ◆ Use low-energy light bulbs.
- ◆ Reduce packaging volumes.

Energy and emissions

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



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◆ UNITED KINGDOM ◆ On-site Service Solutions ◆ *eCube*

Sodexo continues to promote the eCube, an energy-saving device that can reduce food refrigeration units' energy consumption by up to 30%. With over 300 eCubes now installed at client sites, we expect refrigeration units to use approximately 400,000 kWh less electricity and to save more than 150 metric tons of CO₂ per year.



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◆ UNITED KINGDOM ◆ On-site Service Solutions ◆ *Carbon Trust Standard*

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



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◆ THE NETHERLANDS ◆ On-site Service Solutions ◆ *"One wholesaler for everything" project*

In 2004, Sodexo began the "one wholesaler for everything" project. By increasing the load volume of trucks to at least 85% of capacity and planning more efficient delivery routes, we were able to reduce the number of deliveries necessary for supplying our restaurants to fewer than three per week for each location. In addition, we have reduced our range of Deli XL supplier products from 18,000 items in 2004 to approximately 5,000 in 2010, resulting in a decrease in the number of Deli XL supplier deliveries as well. We estimate a yearly CO₂ reduction of 14.6 metric tons.



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◆ UNITED STATES ◆ On-site Service Solutions ◆ *Energy management at NorthPointe Conference Center*

Ohio's Conference Center at NorthPointe was recognized for expanding its existing recycling program, switching to energy-efficient light bulbs, starting a hotel-room linen-reuse program, reducing water-bottle consumption and changing all disposable products to biodegradable options. The center has made a firm commitment to the International Association of Conference Centers' Code of Sustainability, which includes 55 tenets covering such key areas as waste management, recycling, reuse, water conservation, purchasing, energy management, air quality and food and beverages.



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◆ CHINA ◆ On-site Service Solutions ◆ Education Services ◆ *Providing technical training to reduce energy consumption*

The International School of Beijing (ISB) has a total of 1,850 students from 54 countries. In order to help our client use gas more efficiently, Sodexo dispatched technical staff to enhance the technical training program for front-line staff. In addition, the company always keeps a close eye on weather changes in order to optimize gas use. Over one year, the school saved 20% in total gas consumption and nearly 420,000 kw of electricity, representing 7% of total consumption.

SUBJECT MATTER LEADER
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◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Electric vehicle joint venture with key logistics supplier



Contact: **Edward SALTER**
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Bunzl Catering Supplies and Sodexo have launched a new electric vehicle that delivers food and non-food supplies to a number of key sites in London. CO²-emission-free and noiseless, this 7.5-metric-ton light-duty vehicle, which made its first official delivery on March 2010, has a range of up to 130 miles and a top speed of about 50 mph. Drivers can recharge the vehicle via any standard three-phase socket, and a day's usage will add up to only 10% of the fuel cost for a conventional vehicle covering the same distance.

◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Vend Sense



Contact: **Paul BRACEGIRDLE**
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In September 2009, we began trial runs of Vend Sense, a device that reduces vending machines' energy consumption by up to 40%. In a trial at Sodexo's Manchester data center, the sensors achieved energy reductions of 12% on a snack machine, 26% on a hot-beverage machine and 39% on a retail fridge. Due to Vend Sense's successful testing, the device is now available to our clients; so far, we have fitted 57 devices, which are expected to save over 66,000 kw of electricity and 35 metric tons of CO₂ annually.

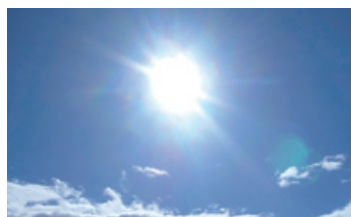
◆ **FRANCE** ◆ Motivation Solutions ◆
Energy voucher



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Sodexo has launched the first energy voucher, intended for citizens of the "Basse Normandie" region. Granted by local authorities in order to help citizens wishing to make home alterations, this voucher aims to improve energy savings, for example via the installation of wood-burning stoves, solar panels or home insulation. The program was launched at the beginning of 2009, and 2,500 people benefited from it during the last year.

◆ **ITALY** ◆ On-site Service Solutions ◆
Solar panels



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In Giussano and Sesto San Giovanni, two towns near Milan, Sodexo installed 40 and 35 square meters of solar panels respectively in the central kitchens. All the hot water used for the kitchens is produced via solar energy. In Sesto San Giovanni's central kitchen, 47,500 kw was saved in 2009, and the company expects to reduce CO₂ emissions by 7,000 kg per year as of 2010.

Today, what can I do?

- ◆ Switch off equipment not in use.
- ◆ Reduce refrigeration energy by installing an energy-saving device.
- ◆ Decrease the number of deliveries.
- ◆ Find new ways to use less energy at client facilities.

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



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♦ UNITED STATES ♦ On-site Service Solutions ♦ *Laundries Dashboard*

Sodexo received CIO Magazine's 2010 CIO 100 Award for its Laundries Dashboard, a technology that increases operational efficiency by providing key metrics for its commercial laundry operations. The dashboard, which reportedly has saved Sodexo more than \$100,000 since its implementation, presents corporate leaders and field managers with key metrics in a customized, easy-to-use presentation. It enables the effective management of critical areas of a laundry, such as tracking the location of thousands of laundry carts. It also allows for exploiting efficiencies that reduce the use of natural resources. Sodexo reports reductions in water use at one facility from 1.7 gallons per pound to 1.3 gallons per pound.



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♦ INDIA ♦ On-site Service Solutions ♦ *Raising awareness for the World Water Day*

On 22 March 2010, Sodexo organized a World Water Day program to raise awareness among staff (using posters in Hindi) and develop strategies to reduce consumption by 10%. A "Clean Water, Healthy Living" campaign was carried out with Unilever featuring cost-effective solutions for providing safe water, and employees were offered equipment demos. Those who provided the best suggestions for the month were given awards for their proposals, and clear implementation plans were discussed with Sodexo management. A nationwide campaign was planned for World Environment Day on 5 June, using the World Water Day program as a model.



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♦ FRANCE ♦ On-site Service Solutions ♦ *So.Eco*

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



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♦ UNITED KINGDOM ♦ On-site Service Solutions ♦ *Reducing water consumption with adapted thermostatic valves*

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



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♦ NORTH AMERICA ♦ On-site Service Solutions ♦ *Aqua Recycle system*

In 2008, 15 Sodexo-owned laundry facilities made significant investments to reduce water consumption by installing the Aqua Recycle system, which cleans wastewater for reuse in the plant. The water-recycling system has reduced water consumption by 200 million gallons company-wide per year. Our laundry and linen services have also adopted a purchasing policy that will see traditional machines replaced with more efficient washing systems.

SUBJECT MATTER LEADER
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◆ **UNITED STATES** ◆ On-site Service Solutions ◆
Water conservation program at Bethany Health Care Center



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



Today, what can I do?

- ◆ Ensure that there are no water leaks.
- ◆ Install water-saving devices.
- ◆ Use free rainwater for laundry, gardening and flushing.
- ◆ Make water potable with filtering systems.

Organic waste

Sodexo's commitment: "We will reduce organic waste in all the countries where we operate and at clients' sites by 2015. We will support initiatives to recover organic waste."



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◆ **WORLDWIDE** ◆ On-site Service Solutions ◆
Converting used cooking oil (UCO) into biodiesel

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

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



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◆ **CHINA** ◆ On-site Service Solutions ◆
Save a Grain campaign

Since August 2008, the Seagate restaurant (city of Wuxi, Jiangsu) managed by Sodexo has adopted a series of measures to avoid food wastage through a poster campaign encouraging consumers to "save a grain": the poster shows the food-wastage curve for the previous day. Fixed-quantity spoons are used to control portions, and gifts are delivered to those who do not waste food to encourage saving behavior. The average amount of waste per person in the restaurant has dropped from 150 grams to 100.



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◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Tillery Valley's road to organic waste reduction

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



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◆ **AUSTRALIA** ◆ On-site Service Solutions ◆ Remote Sites ◆
Biodegradable containers

Since 2010, biodegradable containers have been installed at camps operated by Sodexo, which had found that some consumables were simply not recyclable, the plastic takeout container being a key example. At a 400-person camp, over 500,000 disposable plastic containers are handed out in a year, so Sodexo researched alternative packaging products and chose a biodegradable unit made of a fibrous material that is molded into a container. Trials with this biodegradable unit have shown that it will commence breaking down within 60 days and leaves only a small amount of biomass when fully decayed.



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◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Reducing food waste at the Feeding the 5,000 event

The Feeding 5,000 event, held in Trafalgar Square in December 2009, was organized by the author and food-waste campaigner Tristram Stuart and highlighted the work of such partner organizations as Save the Children, ActionAid, This is Rubbish and FareShare. All the food served was made from fresh, nutritious ingredients that would have otherwise gone to waste. Via its strategic partnership with FareShare, the national food redistribution charity, Sodexo supported the event by contributing a team of 15 volunteers and cooking equipment. Sodexo employees helped serve lunch to over 5,000 people in the square that day.

SUBJECT MATTER LEADER
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◆ **UNITED STATES** ◆ On-site Service Solutions ◆ Education Services ◆ ..
Trayless dining systems



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Sodexo has helped numerous campuses move to trayless dining systems, which reduce waste and water, chemical and energy use. Some 40% of our campuses have now implemented trayless dining and have experienced an average 30% drop in food waste. We have also developed a reusable takeout-container program, Green with Envy, which has the potential to reduce disposable waste on campus by 80%. Beyond the college campus, at Cox Communications we recycle or compost all paper, cardboard, plastics and food products that pass through the cafeteria, which serves 550 to 625 meals per day; as a result, Cox has reduced its waste by 80%.

◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆ ..
Turning waste into biomass



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Some Sodexo sites separate out vegetable peelings, unused cooked food, plate scraps and out-of-date food for collection. This waste is turned into biomass, and the electricity generated from it is used to power the processing plant. In 2008, 16 metric tons of food waste was collected from Sodexo units, resulting in the generation of 7.6 mw of electricity. In 2009, 19 metric tons of food waste was collected and generated 9.5 MW of electricity.

◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆ Healthcare Services ◆ ..
Food waste management at Queen's Hospital, Romford



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The food chain within the healthcare sector is a large producer of organic waste that tends to end up in landfill or incinerators. At Queen's Hospital, Romford, food waste recovery has been introduced in key areas with a projected 40 tonnes recovered annually. Over 90% of food waste is diverted from landfill or incineration and instead composted or sent to anaerobic digestion for energy production. Sodexo has developed a comprehensive waste management policy and procedures, "Total Waste Management" by Sodexo which is implemented at the hospital and the waste offer is accredited to ISO 9001 (2008) and ISO 14001 (2004).

◆ **COLOMBIA** ◆ On-site Service Solutions ◆ ..
MIRSO program



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The objective of the MIRSO program, developed in February 2010, is to reclaim and make the best use of organic waste generated on-site. The waste is transformed via multiple biological processes, including composting. The program provides top-quality, low-cost organic materials for soil replenishment. Organic waste, which represents 70% of total waste, has produced nine metric tons of fertilizer.

Today, what can I do?

- ◆ Tackle food wastage.
- ◆ Use a digester to reduce waste volume.
- ◆ Recover and compost organic waste.
- ◆ Turn wasted oil into biodiesel.

Non-organic waste

Sodexo's commitment: "We will reduce non-organic waste in all the countries where we operate and at clients' sites by 2015. We will support initiatives to recover non-organic waste."



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♦ AUSTRALIA ♦ On-site Service Solutions ♦ Remote Sites ♦ Resource Recovery Program

Since 2007, the Resource Recovery Program has aimed to segregate and recycle as many waste streams as possible. It has now been deployed across 22 of our remote sites around Australia. Over 750 metric tons of material have been recycled, reducing waste sent to landfills by 1,783 cubic meters. In 2010, a new facility for processing glass and cardboard was installed at the village. The program has raised more than AU\$95,000, with all profits going to local charities. In September 2009, Sodexo received the Golden Gecko Award for Environmental Excellence from Western Australia's Department of Mines and Petroleum.



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♦ UNITED KINGDOM ♦ On-site Service Solutions ♦ Packaging and waste reduction - collaboration with Unilever

Following a suppliers' packaging forum in 2008, Sodexo has tracked packaging minimization initiatives put forward by a number of core suppliers, among them Unilever. Collaboration between Sodexo and Unilever led to the redesign of packaging with significant reductions in card, plastic and wood, resulting in 4% fewer CO₂ emissions during the manufacturing process.



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♦ WORLDWIDE ♦ Motivation Solutions ♦ Recycling vouchers

Through Sodexo's Motivation Solutions, 19 countries have implemented a recycling process for voucher production. Out of roughly two billion vouchers issued every year, 95% are now recycled, and Sodexo countries have set up partnerships with suppliers to handle recycling. They also choose green paper suppliers wherever possible so as to further reduce the environmental impact of voucher activities.



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♦ UNITED STATES ♦ On-site Service Solutions ♦ Education Services Elimination of disposable baskets

In FY10, over 10 million polystyrene trays have been diverted from the landfill in Northern California alone thanks to implementing a reusable basket program. A total of 22 school districts and 233 schools are participating in the reusable basket initiative. More schools will be implementing this program throughout the year and this number should double by the end of the year.



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♦ SWEDEN ♦ On-site Service Solutions ♦ GreenBacks solution

GreenBacks is a complete solution for processing waste and providing cleaning services that enables clients to meet their environmental and recycling goals. Sodexo developed GreenBacks in partnership with Ragn-Sells, a Swedish waste recycling specialist, and currently has 28 GreenBacks contracts with clients.

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◆ **CZECH REPUBLIC** ◆ On-site Service Solutions ◆
PET bottle caps for charity



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This activity connects local community support with care for the environment. Sodexo created a contest for its sites (a pilot at City Tower and HQ is underway, and other sites according to various client agreements), which are collecting PET bottle caps that will be sent to charities. Disabled people from the HrabynĎ association will earn money by sorting the caps and recycling them. This activity involves Sodexo employees, clients and consumers.

◆ **BELGIUM** ◆ On-site Service Solutions ◆
Reducing plastic bags and helping Stop Hunger



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A plastic-bag program begun in May 2010 and set to continue indefinitely will help both the environment and the STOP Hunger program. Plastic bags are no longer available free-of-charge at Sodexo restaurants, so the money for each reusable Sodexo bag that a customer purchases will go to help our STOP Hunger initiative.

◆ **MEXICO** ◆ On-site Service Solutions ◆
New waste management policy



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Sodexo implemented a new waste management policy in 2009 aimed at reducing, separating, making use of and recycling used cooking oil and organic and non-organic waste. In 2009, the 38 Mexico City and Guadalajara units received new trash containers, and the policy has been implemented at all 80 Sodexo units across the country.

◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Reducing landfilled waste



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In 2009, our Tillery Valley subsidiary appointed a waste contractor to provide a complete waste management solution. Between January and June 2009, the average volume of waste sent to landfills each week decreased by 11 metric tons, equal to financial savings of over £850 per week. The food waste is used in composting, with 2.5 metric tons of food waste producing approximately one metric ton of compost. Between January 2009 and June 2010, Tillery Valley's recycling rate increased from 16% to 70%, resulting in over 550 metric tons of waste being diverted from landfills.

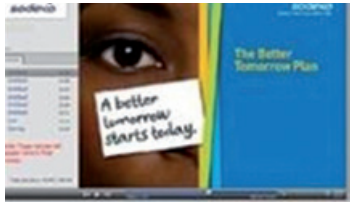
Today, what can I do?

- ◆ Compact aluminum, cardboard and paper.
- ◆ Use compostable plastic disposables.
- ◆ Avoid throwaway plates, cups, flatware and trays.
- ◆ Implement dispensers and use the correct dosage.

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

◆ **WORLDWIDE** ◆

The Better Tomorrow Plan e-learning module



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To facilitate appropriation of the Better Tomorrow Plan by its employees, Sodexo launched an e-learning module in 2010 targeting all functional and operational managers, including 34,000 site managers. This 16-minute online course is available in seven languages: English, French, Italian, Chinese, German, Spanish and Brazilian/Portuguese. The goal is to achieve an enrolment rate (number of connections to e-learning/number of sites) of over 70% by the end of 2010. The tool will be enhanced during the next fiscal year to include in-depth knowledge of the Better Tomorrow Plan's commitments.

◆ **WORLDWIDE** ◆

"Today, I will..." posters



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

◆ **NORTH AMERICA** ◆ On-site Service Solutions ◆

Sustainability Education & Expert Development (SEED) community



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

◆ **WORLDWIDE** ◆

Group Employee Engagement Survey



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Every two years, Sodexo conducts a Global Employee Engagement Survey regarding employees' experiences at Sodexo. Such surveys are a key performance indicator (KPI), essential to better understanding employee expectations and helping Sodexo attract, develop and retain the talents it needs. In 2010, the response rate was 55% (compared to 50% in 2008), with:

- ◆ Online: 65% participation in 2010 compared to 61% in 2008.
- ◆ On paper: 49% participation in 2010 compared to 45% in 2008.

It is very encouraging to note that Sodexo employees see the survey as a real opportunity to express their views and are confident that their opinions count.

◆ **INDIA** ◆ On-site Service Solutions ◆

Celebrating World Ozone Day



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

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



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◆ **SWEDEN** ◆ On-site Service Solutions ◆ Education and Seniors Services
Waste reduction project

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



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◆ **FRANCE** ◆ On-site Service Solutions ◆
Organic sourcing

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



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◆ **WORLDWIDE** ◆
Ethical and sustainable service offering

In 2010, Nokia asked Sodexo to drive the development of a more ethical and sustainable service offering at Nokia's Finnish, US and Canadian operations (to be extended to cover Germany, the UK, Denmark, India and China as well). The offering promotes sustainable food choices in the workplace, waste reduction, elimination of environmentally harmful cleaning chemicals, increased use of sustainable packaging materials, and water- and energy-efficient practices in our kitchens.



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◆ **MOROCCO** ◆ On-site Service Solutions ◆
Raising children's awareness on Earth Day

In April 2010, Sodexo offered snacks to 250 children during events organized by our "Maroc Bureau" client to celebrate Earth Day. Our client invited its employees' children on-site for a day of learning aimed at raising kids' awareness on environmental issues.



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◆ **SLOVENIA** ◆ On-site Service Solutions ◆
Clean Slovenia in One Day

In 2010, Sodexo participated in "Clean Slovenia in One Day", a volunteer event wherein employees and clients took part in a nationwide cleaning effort. Some 70,000 cubic meters of waste was gathered, beginning with the cleanup of illegal local dumping sites. In total, 13% of all Slovenians participated in this event, including 200 Sodexo employees.

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

◆ **BRAZIL** ◆ On-site Service Solutions ◆

"Conscious consumption, Attitude that transforms" campaign



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The "Consumo Consciente, Atitude que Transforma" campaign reinforces Sodexo's concern for the environment. Involving plenty of interaction with consumers, it includes various types of communications materials aimed at educating and informing people of the importance of the small steps they can take to guarantee the future of our planet, like reducing, reusing and recycling. The main theme is intelligent consumption of foodstuffs, but it also touches upon other important issues like water, paper, plastics and recycling. In 2009-2010, 250 client sites were involved in this initiative.

◆ **MEXICO** ◆ Motivation Solutions ◆

Vivir Bien program



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

◆ **WORLDWIDE** ◆ On-site Service Solutions ◆

Online consumer surveys



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Sodexo has implemented a consumer satisfaction survey carried out at least once per year at all sites to track satisfaction levels and improve overall understanding of on-site satisfaction and quality-of-life improvements. Some 1.5 million surveys are performed each year. When conducting online consumer research surveys with our clients' end users, the Sodexo survey platform or registered suppliers with whom Sodexo has signed confidentiality agreements are systematically used. Information is protected at all times (during collection, processing and storage) and no personal data is collected or held at Sodexo during research projects.

◆ **BELGIUM** ◆ Motivation Solutions ◆



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In 2009, Sodexo launched Eco Pass®, an eco-voucher dedicated to client employees to support the purchase of sustainable products and services in the fields of water and energy saving, sustainable mobility and waste management. To date, 715,000 people have already benefited from the service.

◆ **FRANCE** ◆ On-site Service Solutions ◆

Sodexo Club



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Sodexo provides access to a call center (at 3223 Sodexo) where consumers can make direct contact with one of our dieticians to get further information on balanced nutrition. This service is complemented by the "Sodexo Conseil" website, a communication tool that provides information and advice on nutrition, health and well-being. The site is updated monthly, and offers a newsletter every month.

Sodexo's commitment: "We will engage our suppliers to improve sustainability in our supply chain and involve them in delivering our commitments."



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◆ **UNITED STATES** ◆ On-site Service Solutions ◆
Kraft Foods and Ecolab receive Better Tomorrow Awards from Supply Management

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



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◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Suppliers Packaging Forum

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



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◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Supplier Ethical Data Exchange (SEDEX)

Sodexo is a member of the SEDEX (Supplier Ethical Data Exchange), a membership organization for businesses committed to continuous improvement of their supply chains' ethical performance. The SEDEX allows us to share information on our business practices with clients in an effective manner.



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◆ **UNITED STATES** ◆ On-site Service Solutions ◆
Partnering with safety-shoe companies for STOP Hunger

Sodexo has set up vendor partnerships based on shoe-safety promotional periods: for each pair of safety shoes purchased between 1 August and 30 September, \$1.00 is donated to the STOP Hunger program. Last year's promotion raised the equivalent of €22,000 for STOP Hunger and helped reduce slips and falls in the workplace as well. Five safety-shoe companies participated in the promotion.

◆ **UNITED KINGDOM** ◆ On-site Service Solutions ◆
Dialoguing with suppliers at Ascot



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At our annual suppliers' conference held at Ascot Racecourse in 2009, over 70 of Sodexo's key suppliers were briefed by senior members of the company's commercial team and Board of Directors on such areas as supply chains, promotional activities, health and well-being, and sustainability. This forum gave Sodexo the opportunity to communicate with regard to its activities involving sustainable procurement and healthy eating and its expectations of suppliers to ensure that specific targets involving its supplier code of conduct and annual supplier corporate citizenship questionnaire are met.

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

◆ WORLDWIDE ◆

Partnership with the WWF



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◆ WORLDWIDE ◆

Dialoguing with institutions to promote healthy living



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◆ WORLDWIDE ◆

Sodexo Institute for Quality of Daily Life



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In 2009, Sodexo created the Sodexo Institute for Quality of Daily Life to support, through qualified data and research, our goal of becoming the expert of reference for solutions involving the quality of daily life. With a network of experts, this institute will gather, conduct and analyze national and international studies and provide forward-thinking ideas to boost understanding of related issues. Sodexo has also sponsored a Chair in partnership with the international business school ESSEC that will facilitate in-depth exploration of issues related to improving the quality of daily life.

◆ NORTH AMERICA ◆ On-site Service Solutions ◆

Second Nature helps Sodexo embed sustainable-development issues within society



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

◆ FRANCE ◆

Partnership with the Alliés association to fight malnutrition and poverty



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

Our publications

Available at sodexo.com

FY10 Group Annual Publications (interactive) ♦.....



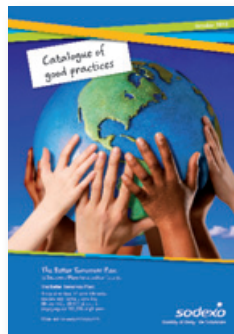
- Annual report
- Reference Document
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Corporate Citizenship Communications Materials ♦.....



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Worldwide awards and recognitions

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The Better Tomorrow Plan presentation

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STOP Hunger brochure

Available in English and French

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