



# BETTER TOMORROW PLAN

## Executive Summary

April 2013



# AGENDA



1. Sodexo Profile
2. The Better Tomorrow Plan
3. What has been accomplished in Fiscal 2012?
  - IMPLEMENTATION PROCESS
  - WE ARE
  - WE DO
  - WE ENGAGE

# OUR ACTIVITIES

SODEXO  
IS THE WORLD'S LEADING  
**QUALITY OF LIFE SERVICES**  
COMPANY



On-site  
Services  
Benefits  
and Rewards  
Services  
Personal  
and Home Services



# On-site Services



## Improving Quality of Life for better performing organizations

- to our 8 client segments:  
Corporate, Health Care, Seniors, Education, Defense, Remote Sites, Justice and Sports & Leisure.

# Benefits and Rewards Services



## Improving Quality of Life to attract and retain talent

- Across three service categories:  
Employee Benefits; Incentives and Recognition; Public Benefits

# Personal and Home services



## Improving individual Quality of Life

- into four main service categories:  
Childcare; Tutoring, lifelong training; Concierge services; Senior care

# ABOUT SODEXO WORLDWIDE

**€ 18 bn**  
revenues

**80**  
countries

**420,000**  
employees

**34,300**  
sites

**75 million**  
consumers  
served daily

**20<sup>th</sup>**  
largest employer  
worldwide

# Sustainable Development at Sodexo



Creation of the STOP Hunger Initiative in the United States



1996

Defined a worldwide corporate citizenship roadmap for the Sodexo Group: **The Better Tomorrow Plan**

2009



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

*"A Better Tomorrow Starts Today"*

2013 - 2020

To continue our efforts for a better future:

- Further deployment to all of our countries
- Continuous measurement of progress
- Performance
- Reporting at end of each fiscal year
- Specific and pragmatic action to deliver commitments

1966

**Sodexo's creation by Pierre Bellon:**

**Two-fold mission:**

- Improve the **Quality of Life** of the people we serve every day.
- Contribute to the **economic social and environmental development** of the communities, regions and countries in which we operate.



# THE BETTER TOMORROW PLAN

## Sodexo's roadmap for a better future

### 3 CORE PILLARS

We Are  
We Do  
We Engage



### Evolutions in 2012

- A new, fourth priority '*our commitments as an employer*'
- We have also evolved how we present Sodexo's corporate responsibility externally. More info: [sodexo.com](http://sodexo.com)

### 4 PRIORITIES

with 18 commitments for action

As an Employer

Actively promote  
**Nutrition,  
Health and  
Wellness**

Commit to **Local  
Communities**

Protect the  
**Environment**

# SUSTAINABILITY DISTINCTIONS

A large panel of recognitions and awards around the world:

**Global Sector Leader**  
for the 8<sup>th</sup> time



**2013 Sustainability Yearbook**



**CARBON DISCLOSURE PROJECT**

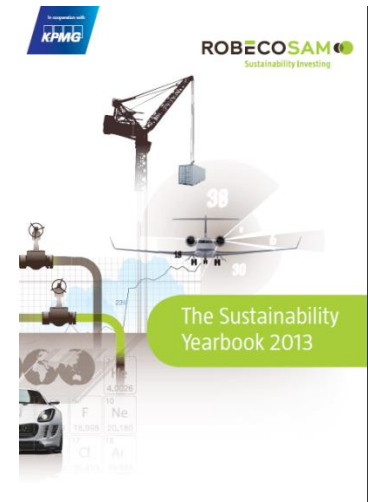
# SECTOR LEADER: SODEXO

## Sustainability leaders 2013

|                               |                |
|-------------------------------|----------------|
| <b>RobecoSAM Gold Class</b>   |                |
| Sodexo*/**                    | France         |
| <b>RobecoSAM Silver Class</b> |                |
| Compass Group PLC             | United Kingdom |
| <b>RobecoSAM Bronze Class</b> |                |
| Accor SA                      | France         |
| <b>Runners up</b>             |                |
| McDonald's Corp               | United States  |
| Starbucks Corp                | United States  |

\* RobecoSAM Sector Leader

\*\* RobecoSAM Sector Mover



Source: Sustainability Yearbook 2013  
published by RobecoSAM and KPMG International, January 2013

# WHAT HAS BEEN ACCOMPLISHED IN FISCAL 2012?



The targets set for the Better Tomorrow Plan's Fiscal 2012 **IMPLEMENTATION PROCESS** have been successfully achieved.

- Awareness
- Governance
- Performance



# RAISING AWARENESS

## STRENGTHEN AWARENESS

Creation of tools and processes.

Developing actions to assist with the implementation of our strategy.

17 editions  
of HANDS ON newsletter



30,500 managers  
trained through  
an e-learning platform

40 Webinars  
held during one year



4  
Awareness  
campaigns

# GOVERNANCE

## REINFORCE OUR GOVERNANCE SYSTEM

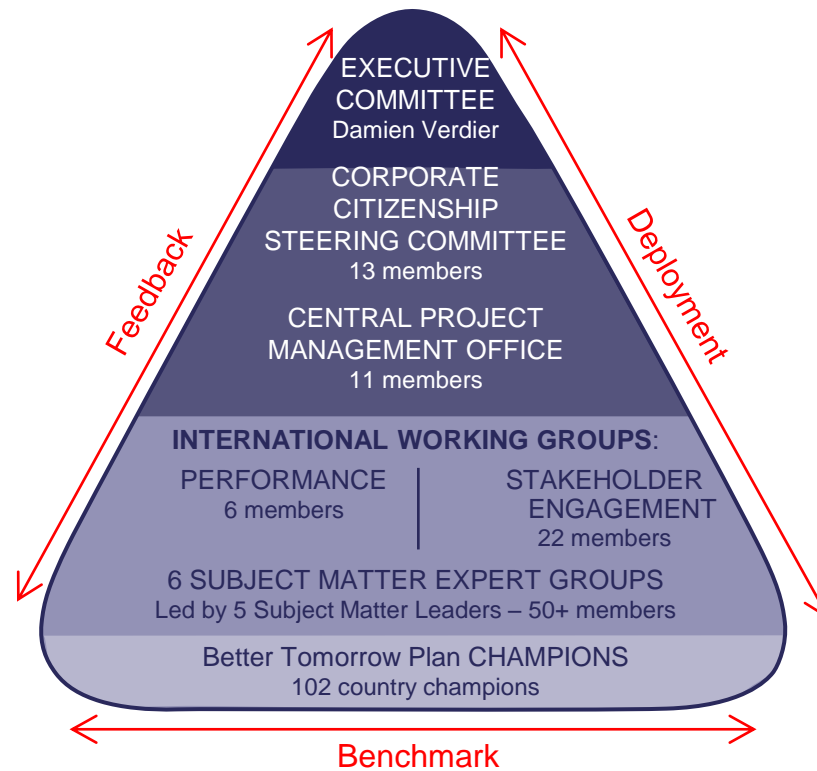
A solid governance system developed and reinforced throughout the years.



**Damien Verdier**

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

**13 members**  
of the Group Corporate  
Citizenship  
Steering Committee



**11 members**  
of the Central Project  
Management Office

**102**  
**Better**  
**Tomorrow**  
**Champions**

**6**  
**Working**  
**Groups**

# PERFORMANCE

## TRACKING, MEASUREMENT AND ANALYSIS

Sodexo committed to report its progress regularly and accurately in order to ensure that the objectives set are achieved. KPIs are reviewed annually to measure the impact of the actions implemented.



**COUNTRY ROADMAP**  
for  
**68 countries**

**CITIZEN**  
Our monitoring  
IT platform

**INTERNAL AUDIT**  
of KPIs in  
**12 countries**

**COUNTRY AND SITE  
SURVEY PROCESS**

**68% of sites**  
surveyed in  
**56 countries**

# WE ARE



**Group Fundamentals**

**Business Integrity**

**Corporate Governance**



# WE ARE

## GROUP FUNDAMENTALS

“A company is the community of its clients, consumers, employees and shareholders”

Pierre Bellon,  
Chairman of the Board of Directors



### OUR VALUES

- Service Spirit
- Team Spirit
- Spirit of Progress

### OUR ETHICAL PRINCIPLES

- Loyalty
- Respect for people and equal opportunity
- Transparency
- Business integrity

### OUR MISSION IS TWOFOLD:

- **Improve the Quality of Daily Life** of our employees and all whom we serve
- **Contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate

# WE ARE

## BUSINESS INTEGRITY

Overseeing Business Integrity throughout the Group and training our managers:

- Sodexo World training
- E-learning module
- Self-assessment questionnaire



**98.8%**  
of our employees  
have the Statement  
of Business Integrity  
available in their  
national language

# WE ARE




## CORPORATE GOVERNANCE

The Board of Directors defines the fundamental principles of Sodexo's growth, its strategy and Group policy. The Fiscal 2012 Registration document presents Sodexo Group governance principles and control procedures.

**Compliance with  
the AFEP-MEDEF  
code of Corporate  
Governance  
for listed  
Companies**



# WE DO: Our 4 Priorities and 18 commitments for action

| PRIORITIES   | COMMITMENTS  |
|--|--|
|  <p><b>Employer</b></p>                       | <ul style="list-style-type: none"> <li>• <b>People Development:</b> We are committed to providing employees with all the means to grow and develop throughout their career.</li> <li>• <b>Diversity and inclusion:</b> We are committed to fostering diversity and inclusion.</li> <li>• <b>Human Rights:</b> We are committed to respecting Human Rights, informed by the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.</li> <li>• <b>Health and Safety:</b> We are committed to achieving a global health and safety culture and world class health and safety performance.</li> </ul>   |
|  <p><b>Nutrition, Health And Wellness</b></p> | <ul style="list-style-type: none"> <li>• We will develop and promote health and wellness solutions for our clients, consumers and employees in all the countries where we operate by 2015.</li> <li>• We will advocate balancing meal options at all of our clients' sites by 2016.</li> <li>• We will provide and promote choices with a reduced intake of sugar, salt and fats at all our clients' sites by 2015.</li> </ul>   |
|  <p><b>Local Communities</b></p>              | <ul style="list-style-type: none"> <li>• We will fight hunger and malnutrition through our STOP Hunger Initiative in all the countries where we operate by 2020.</li> <li>• We will support local community development in all the countries where we operate by 2015.</li> <li>• We will increase the purchase of products sourced from fairly traded certified sources by 2015.</li> </ul>   |
|  <p><b>Environment</b></p>                   | <p><b>SUSTAINABLE SUPPLIES</b></p> <ul style="list-style-type: none"> <li>• We will ensure compliance with a Global Sustainable Supply Chain Code of Conduct in all the countries where we operate by 2015.</li> <li>• We will source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015.</li> <li>• We will source sustainable fish and seafood in all the countries where we operate by 2015.</li> <li>• We will source and promote sustainable equipment and supplies in all the countries where we operate by 2020.</li> </ul> <hr/> <p><b>ENERGY and EMISSIONS</b></p> <ul style="list-style-type: none"> <li>• We will reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020.</li> </ul> <hr/> <p><b>WATER and EFFLUENTS</b></p> <ul style="list-style-type: none"> <li>• We will reduce our water footprint in all the countries where we operate and at clients' sites by 2020.</li> </ul> <hr/> <p><b>MATERIALS and WASTE</b></p> <ul style="list-style-type: none"> <li>• We will reduce organic waste in all the countries where we operate and at clients' sites by 2015.<br/>We will support initiatives to recover organic waste.</li> <li>• We will reduce non-organic waste in all the countries where we operate and at clients' sites by 2015.<br/>We will support initiatives to recover non-organic waste.</li> </ul> |

# WE DO



**As an Employer**

Actively promote  
**Nutrition,  
Health and Wellness**

Commit to  
**Local Communities**

Protect  
the **Environment**

# WE DO



## As an Employer

We are committed to improving the Quality of Life of our people by giving them the means to grow and develop throughout their career and to foster diversity and inclusion. Sodexo fully respects its employees' fundamental rights and is committed to ensuring their occupational health and safety.

# AS AN EMPLOYER

## PEOPLE DEVELOPMENT

“Your future so Sodexo”

**85%**  
of our employees  
prefer working  
for Sodexo  
over the competition

### Deployment of **INGENIUM**

Sodexo's talent  
management and  
performance review  
platform

**57%**  
Employee engagement  
rate

**4<sup>TH</sup> EMPLOYEE  
ENGAGEMENT  
SURVEY,**  
involving  
**130,000 employees  
in 60 countries**

**70%**  
participation rate



# AS AN EMPLOYER

## DIVERSITY AND INCLUSION

Leveraging the strength of our diverse employees to positively impact our stakeholders.

Gender balance



Ethnic origin representation

**23%**  
of women  
among Group  
Senior Leaders

**CATALYST**  
2012 Award Winner  
Catalyst recognized  
Sodexo with its  
**2012 award**



Respect  
for sexual  
orientation  
and gender  
identity choices



**85.4%** of Group  
revenues of  
**countries**  
implement action plans  
to integrate people  
with disabilities into the  
workplace.

**5**  
key areas of focus



Opportunities for  
individuals with  
disabilities

Employing  
all generations



# AS AN EMPLOYER

## HUMAN RIGHTS

A commitment since the company foundation in 1966.

International  
Framework  
Agreement  
with the IUF

Human Rights  
Policy in  
**24**  
languages

Self-assessment  
questionnaire

Distribution of a Guide

e-learning tool  
for managers

Assessment  
in internal audit

Supplier Code  
of Conduct



Member  
since 2003

**90.9 %**  
of our employees  
have the Human Rights  
policy available in their  
national language.

Launching a Group-  
wide initiative to ensure  
respect of the  
**Fundamental  
Rights at Work**



# AS AN EMPLOYER

## HEALTH AND SAFETY

Committed to achieving a global health and safety culture and world class health and safety performance.

Our global health and safety management system, launched in **4 countries**, is being deployed globally

**98.5%** of Group revenues of **countries** have a written procedure for authorizing food suppliers that complies with Global Food Safety and Hygiene Policy

**66.4 %** of Group revenues of **countries** hold one or more ISO 22000 certification.



**SALUS**  
Our global incident reporting and information system

All food service operations are required to implement the **Global Food Safety and Hygiene Policy**



# WE DO



Actively promote  
**Nutrition,**  
**Health and Wellness**

As a world leader in Quality of Life Solutions and serving 75 million consumers per day, Sodexo is committed to educating people about healthy eating and the beneficial effects of a balanced diet.

# ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

## HEALTH AND WELLNESS SOLUTIONS

A driver to reduce stress and absenteeism at the workplace



**96%**  
of Group revenues of **countries** develop and promote health and wellness solutions.



Sodexo is creating a virtual **Global Nutritionists and Dieticians Network**

**The Sodexo Institute for Quality of Life**

# ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

## VARIED AND BALANCED FOOD OPTIONS

We strive to inform our consumers about the benefits of a healthy and well-balanced life.

Sodexo employs  
**4,702** nutritionists  
and dietitians



**10**

**Golden Rules**

for Nutrition,

**Health & Wellness**

have been established as global recommendations for a healthy and balanced living

The Group has elected  
**15 Sodexo preferred food concepts**

in order to foster rationalization and synergies

**Launch of EQUILUNCH**

A enhanced vegetable lunch meal

# ACTIVELY PROMOTE NUTRITION, HEALTH AND WELLNESS

## REDUCING SUGAR, SALT AND FATS

From suppliers to end consumers, **we look for all ways to promote the reduction of sugar, salts and fats** in our consumers' life habits.



**87.2 %**

of Group revenues of **countries** have established and removed identified products and practices

**Partially hydrogenated fats are banned**  
from all products sourced by  
the European  
Supply Chain team



We continue to work with European suppliers to **improve the nutritional value of soups, sauces and bouillons**

# WE DO



## Commit to Local Communities

Since its creation, Sodexo contributes to the economic and social development of the cities, regions and countries where it operates.

Our aim is to have a positive impact through our activities on the quality of life of the communities in which our clients' sites are located.

# COMMIT TO LOCAL COMMUNITIES

## FIGHT AGAINST HUNGER AND MALNUTRITION

Mobilizing Sodexo's teams and expertise, in concert with our host communities and local partners.

More than  
**40,000 Sodexo employees**  
from **35 countries**  
participated in  
STOP Hunger  
Servathon 2012



**573**  
partnerships  
with NGOs and  
associations



**SERVATHON**  
is Sodexo's largest  
program under the  
global STOP Hunger  
program

**42 countries**  
having implemented  
the STOP Hunger  
initiative

**618**  
major STOP Hunger  
programs



# COMMIT TO LOCAL COMMUNITIES

## ECONOMIC AND SOCIAL DEVELOPMENT OF COMMUNITIES

Rolling out of the program to maximize Sodexo's positive impacts to the benefit of the communities.

### SODEXO'S LOCAL COMMUNITY DEVELOPMENT PROGRAM

#### IMPROVE ACCEPTABILITY

1

Build Strategic Relationships and Partnerships

2

Recruit Heavily Locally

3

Design Job-Training Programs

4

Support Education, Health, Culture and Employment

#### SUSTAIN ECONOMIC DEVELOPMENT

5

Build Strategic analysis of local supply chain and market needs

6

Help create new local enterprises

7

Train local existing and new suppliers and get business accreditation

8

Reduce the Impact of humanitarian crisis



**56.8%**

of Group revenues of **countries** have championing initiatives covering at least 4 of the 8 objectives of the program

**97%**

of local recruitment

**10**

countries have vegetable garden projects.

# COMMIT TO LOCAL COMMUNITIES

## INCREASING THE PURCHASE OF FAIRLY TRADED CERTIFIED PRODUCTS

- Definition and agreement on core principles applicable
- Discussions engaged with certification label organizations



**16 countries**  
implement  
the Aspretto offer,  
Sodexo's service offer  
for hot beverages



**84.4%**  
of Group revenues of  
**countries**  
source and promote  
fairly traded certified  
products for consumers



**18.6%**  
of the coffee we serve  
is certified fairly traded  
coffee

# WE DO



## Protect the **Environment**

Sodexo works to reduce environmental impacts at client sites. The Better Tomorrow Plan addresses this goal, and aims to leverage our business activities to promote sustainable practices that will improve sourcing of products.

# PROTECT THE ENVIRONMENT

## SUPPLY CHAIN CODE OF CONDUCT

We carefully select our suppliers in each country through a multi-criteria assessment approach.



Deploying the  
**Group Supplier  
Code of conduct**,  
already available  
in **27**  
**languages**

Rolling out a  
**Group-wide  
control  
mechanism**  
to ensure compliance

**87.5%**  
of contracted suppliers  
have signed the Code  
of Conduct

All existing and new  
suppliers are required  
to sign the **Code of  
Conduct**

# PROTECT THE ENVIRONMENT

## LOCAL, SEASONAL OR SUSTAINABLE PRODUCTS

Together with WWF we work on increasing sourcing for 5 priority commodities: fruit & vegetables, beef, dairy products, palm oil and soy.

Sodexo is a member of



3<sup>rd</sup> participation to the



Training of Supply Chain teams on Palm Oil through an **e-learning module**



**51%** of Group revenues of **countries** inform their suppliers about Sodexo's sustainable palm oil commitment

# PROTECT THE ENVIRONMENT

## SUSTAINABLE FISH AND SEAFOOD

Sodexo is committed to help protect wild fish and seafood diversity through the deployment of a **Sustainable Seafood Strategy**.



Annual update of the **Sustainable Seafood Sourcing guide** with detailed information on 60 species

Sodexo is a founding partner and Board Member of the **Global Sustainable Seafood Initiative (GSSI)**

**27.9%** of Group revenues of **countries** have obtained MSC certification.



**99.4%** of Group revenues of **countries** have eliminated the purchase of all at risk seafood species.

Sodexo now focuses on implementing control measures for the orange listed species



# PROTECT THE ENVIRONMENT

## SUSTAINABLE EQUIPMENT AND SUPPLIES

Sodexo is increasing the proportion of **sustainable products and equipment** it uses.



**73%**

of total spend on cleaning chemicals is on concentrated chemicals

We aim to source paper products which are either produced **from recycled materials or from certified renewable resources**



**With regard to cleaning chemicals:**

- Reducing the amount of ready to use chemicals
- Favoring concentrated chemicals
- Implementing ecologically certified sustainable chemicals
- Working to find alternatives to chemicals through specialized cleaning machines

# PROTECT THE ENVIRONMENT

## ENERGY AND EMISSIONS

Rolling-out a Global Strategy to reduce our carbon footprint.



**74.2%**  
of sites implement  
initial awareness and  
behavior steps to  
reduce their  
consumption of energy

Implementation of a  
methodology for the  
calculation of  
**Scope 1 & 2  
emissions**

Together with WWF,  
we are developing  
**protocols to  
measure and  
report GHG  
emissions**

**Public  
disclosure**  
through the Carbon  
Disclosure Project





# PROTECT THE ENVIRONMENT

## WATER AND EFFLUENTS

Developing a water and effluents strategy, and increase the number of sites managing a **water & effluents program**.



Through an environmental foot printing tool and using our own and standard data, we have determined, for our major countries, the **water embedded in our Supply Chain.**

Work carried out in conjunction with the WWF.

**74.2%** of sites implement initial awareness and behavior steps to reduce consumption of blue water

**An e-learning tool** to train our Site Managers and Champions

# PROTECT THE ENVIRONMENT

## ORGANIC WASTE

Defining a reduction and recovery program.

Sodexo has assessed the feasibility and subsequent design of a global site-based **pre-consumer food waste reduction initiative**

**WasteLESS Day**



On 16 October, we engaged teams, clients and consumers at sites in **26 countries** on our **WasteLESS Day**

**71.7%** of sites implement initial awareness and behavior steps to reduce their organic waste



# PROTECT THE ENVIRONMENT

## NON-ORGANIC WASTE

Global **comprehensive waste strategy** to maximize opportunities and manage risks:

- Collaborating with suppliers and NGOs
- Developing policies and procedures
- Defining a waste reduction and recovery program

Creation of a  
**Unit Managers’  
toolkit**

**67.6%**  
**of sites**  
implement initiatives  
to recover non-organic  
waste



# WE ENGAGE



Stakeholder engagement is central to our approach to doing business in the right way. Sodexo commits to dialogue and to foster interactions with individuals and organizations inside and outside the company, focusing on mutual learning to improve practices where Sodexo operates and beyond.

# WE ENGAGE

## EMPLOYEES

Our employees are our best ambassadors.



Creation of a  
dedicated

**You Tube**  
CHANNEL

Deployment of an  
**e-learning  
tool**  
in 10 language  
versions

Launch of a  
**Resource  
Centre**  
for Managers

Running a  
**Global  
Innovation  
Forum**

collected  
**84 good practices**  
from 29 countries

**8,000**  
**internal votes**  
from 40 countries



# WE ENGAGE

## CLIENTS

Sodexo co-creates and implements joint actions with our International Large Accounts (NOKIA, Unilever, P&G, GSK...).



**Developing synergies**  
with  
**INTERNATIONAL LARGE ACCOUNTS**



Creation of an interactive animation  
**The Sustainable City by Sodexo**  
to raise awareness on our environmental impacts at sites

# WE ENGAGE

## CONSUMERS

Sodexo aims to influence its consumers' behaviors.

WasteLESS Day



Engaging consumers in our Better Tomorrow Plan journey through campaigns such as **WasteLESS Day**

**95%**

of our employees interact on a daily basis with our clients and consumers

**Consumer Satisfaction Survey**  
in **13 countries**

The overall Satisfaction of our consumers is **79%**



# WE ENGAGE

## SUPPLIERS

Sustaining our efforts to co-create actions with suppliers:

- Providing **training tools** to Supply Chain teams
- Organizing **awards** to recognize our Suppliers
- Disclosing **information** on our engagement with Suppliers to several investment initiatives

Sodexo is working with some of its key supply chain partners to integrate them into the **Global Sustainable Seafood Initiative (GSSI)**





# WE ENGAGE

## INSTITUTIONS

A willingness to listen and to discuss issues of interest to Sodexo's stakeholders

In global partnership with MSC and WWF.



**Achievement of notable rankings:**

DJSI,  
VIGEO,  
RobecoSAM,  
Carbon Disclosure Project,  
Forest Footprint Disclosure Project,  
UN-backed Principles for Responsible Investments

**Member of key organizations:**  
BSR, CERES, IMS,  
RSPO,  
GREENPALM...

Sodexo will involve public authorities in targeted actions such as  
**“coalition to reduce food waste”**

# For further information



**sodexo**  
QUALITY OF LIFE SERVICES



**FISCAL 2012 PROGRESS REVIEW**  
Available at [www.sodexo.com](http://www.sodexo.com)

