



Fiscal 2016 Corporate Responsibility Report

sodexo
QUALITY OF LIFE SERVICES

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Fiscal 2016 Corporate Responsibility Report

**Founded in 1966 by Pierre Bellon,
Sodexo is the global leader in Quality
of Life Services.**

— Sodexo is the world's only company offering On-site Services, Benefits and Rewards Services and Personal and Home Services, which contribute to the performance of its clients, the fulfillment of its teams and the economic, social and environmental development of its host communities.

As of August 31, 2016



Source: Sodexo.

(1) 2016 Fortune 500 ranking.

(2) 2016 employee engagement survey sent to 371,761 Sodexo employees to which 211,501 responded.

(3) Dow Jones Sustainability Indices (DJSI): Launched in 1999, the Dow Jones Sustainability Indices provide a global ranking of the companies most advanced in the areas of economic, social and environmental responsibility. The indices are jointly determined by S&P Dow Jones Indices and RobecoSAM.

(4) The RobecoSAM Sustainability Yearbook is regarded as the world's most comprehensive publication on corporate sustainability performance. More than 3,000 companies in 59 industries are considered for inclusion, with up to 120 financial, environmental, social and economic indicators used to evaluate companies.



MESSAGE FROM THE CHAIRWOMAN OF THE BOARD OF DIRECTORS OF SODEXO

SOPHIE BELLON

"Just under a year ago I became chairwoman of Sodexo.

Serving as chairwoman is not a job you inherit. It is a job you choose.

It is a choice I made because of what I believe."

I believe we have some genuine advantages.

We are a company that reaches millions of people on a daily basis.

We assist 75 million end-users of our services around the world, at every stage of their life, at every moment of their day. From their first day at school to their university studies. At their jobs, during their leisure time, at the stadium, for example. Or when they find themselves in difficult circumstances, in the hospital or, after they retire, in a senior-care facility. We take care of them. We know their first names and what they like, and we know how to provide what they need. The consumers themselves, by the way they live their lives and express their particular needs, help us to achieve an ever more precise understanding of how to improve their Quality of Life.

We are a company of women and men fully dedicated to serving others.

Every day Sodexo's site managers and others in the field work closely with our clients, always serving our consumers attentively, creatively and in a spirit of innovation. These are the people, all 425,000 of them, who are Sodexo. A smile, a caring look, a comforting gesture, an encouraging word: **all these little acts of kindness, day after day, are the essence of our service offering** and of our mission to improve Quality of Life. Our colleagues are the face of Sodexo. Our competitive advantage is rooted in the wealth of talent, cultures and experience of our teams. We owe our success first and foremost to our high level of employee engagement, which reached 68 percent in 2016, an increase of 20 percent compared to eight years ago.

We are a company that believes people's well-being is a key driver of performance.

From corporate offices and to the seat of government to oil platforms in the North Sea; from mining operations in the desert to hospitals in Southeast Asia;

from university campuses in the United States to grammar schools in London, **we partner with our clients to meet strategic challenges:** we help them open new markets, boost competitiveness and recruit new employees. **They rely on us because they know that the well-being of women and men is more important than technology when it comes to individual and organizational performance.**

We are a company committed to economic, social and environmental progress.

Entering into partnerships with our suppliers and local communities, we play a pivotal role in the economic development of the areas where we operate.

Employing women and men of all nationalities, cultures and ages, we play a pivotal role in social inclusion and advancement.

Lastly, thanks largely to advocating healthy eating and the implementation of supply chains that respect the environment, we are playing an important societal role, as well as working to contribute to a hunger-free world.

Since the company began 50 years ago, we have been driven by the belief that **our success must constantly be measured against our contribution to economic, social and environmental progress.** For the 12th year in a row, we are ranked first on the Dow Jones Sustainability Index.

We are a company with a solid foundation and a valuable legacy.

At Sodexo our history and culture are grounded in a living legacy: sound corporate values, and an ambitious mission undertaken by intrapreneurs constantly on the lookout for new sources of growth. This legacy is sustained by our financial independence, and by the commitment made with my family, to allow the company to thrive over the next 50 years.

Our goals are ambitious, and more relevant than ever.

Sodexo has become what it is today for the reasons I have mentioned, but also and particularly because we have always been driven by an extremely ambitious, twofold mission: **to become the world leader in Quality of Life services, and to contribute to the economic, social**

“We want to be the reference for innovation to improve quality of life for our consumers”

and environmental development of the cities, regions and countries in which we operate. This mission is especially timely today.

In a world that is undergoing such a **profound transformation**, attempting to predict exactly what Sodexo will be like in 30 or 50 years would be a mistake. While many would say we should proceed with caution in this climate of uncertainty, let us state our unwavering ambitions just the same:

- **To be the reference for innovating on behalf of improving quality of life for our consumers.**

We have developed unrivalled expertise across all sectors and services. We are capable of delivering effective solutions to meet the needs of our clients. At the same time, we are seeing major changes in consumer demand. It is these consumers who determine which services we offer and how much they are worth. We have become services experts, but we must also become **consumer experts**.

We must be positioned to satisfy their new demands, even when they themselves are not yet fully aware of them. **In our business, innovation is happening everywhere:** on our sites, among our

employees and consumers, our suppliers, clients and partners. Our challenge is to harness this innovation and deploy it with skill, speed, and responsiveness across all of our sites in 80 countries.

- **To be the employer of choice for top talent now and in the future.**

As a company with 425,000 employees around the world, we need to become the **reference in our corporate culture and managerial model**. Because our teams are at the heart of our value proposition, innovation for us is also relational, managerial and human. It is a state of mind we must cultivate and encourage every day. **Let us renew our entrepreneurial culture**, to encourage ourselves to take the initiative, to give each one of us the possibility to dare and take risks. To make this happen, our leaders must question their certainties. They must set aside the demand for perfection, start encouraging curiosity and progress, and promote collective effort and production as well as individual performance.

This ambition translates into some clear medium- and long-term objectives:

- To become one of the most admired employers by our own employees, while continuing to register constantly higher employee engagement scores.
- To reach the highest levels of client and consumer satisfaction and loyalty across all our sectors of activity.
- To be a widely known and highly regarded global brand.
- To be the world leader in annual revenues, operating profit (EBIT) and cash flow in our three core businesses and in each of their respective segments, sub-segments, and client and consumer niches.
- To have average annual revenue growth of between 4% and 7%.
- To achieve annual growth, on a constant exchange rate basis, in operating profit of between 8% and 10%.

Our priorities for success

Our ambition and our objectives are clear, but many challenges lie in our path. To overcome them, we must focus on some key priorities.

Developing our human resources

At Sodexo, women make up 54% of our workforce, and we employ more than 110,000 people under the age of 30. A profound shift is under way, as we will soon see three or maybe four generations working together in the company. The youngest, seeking autonomy and meaningful employment, often look disdainfully upon big companies.

In a context where progress is commonly disrupting our working methods and our operational models, one of our greatest responsibilities is to get these different generations and cultures working together, **to foster their personal development so they may go on contributing to the future success of Sodexo.**

Creating a more open and collaborative company

As it is sometimes it is difficult to anticipate or understand the developments affecting our markets, it is more than ever indispensable for us to look outward to understand the changes taking place, to discern who will be our competition or our partners in years ahead. We will have to **look for expertise wherever it exists.**

We will have to forge alliances with new partners. We will have to be creative enough to invent with them a new type of ecosystem, one that is more open and more collaborative.

Staying the course over the long-term

As paradoxical as this may seem, it is precisely because it is difficult to know what tomorrow may hold that it is essential **to put a considerable amount of energy into forecasting and preparing for our future.** We must not let uncertainty paralyze us, prevent us from taking risks, or lead us to become obsessed with short-term concerns. Our mission to improve Quality of Life is ambitious and there remains much to do before it can become tangible in the eyes of our consumers, our teams and our clients. We will get there only if we stay focused on this vision, without diverting our attention, and if we make all the investments required of us.

The only certainty that we have for the future is that change is taking place faster than ever before.

So, yes, we are in a changing world. And that's not bad news for us.

At Sodexo, constant change has always been part of our daily reality. In 2016 we have all turned a new page in the history of the Group. And that's good news.

So, yes, for the next 50 years we are going to continue to serve our clients and our consumers, inventing ways for as many of them as possible to make each day better than the next.

BOARD OF DIRECTORS OF SODEXO (AS OF AUGUST 31, 2016)

Following the Sodexo General Shareholders Meeting of January 26, 2016, the Board of Directors named Sophie Bellon Chairwoman of the Board of Directors. She succeeds Pierre Bellon, Chairman and Founder of Sodexo, who was appointed Chairman Emeritus.



01



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06

COMPOSITION

01 SOPHIE BELLON

Chairwoman of the Board of Directors of Sodexo
Member of the Management Board of Bellon SA

02 EMMANUEL BABEAU

Deputy Chief Executive Officer of Schneider Electric, in charge of Finance and Legal Affairs

03 ROBERT BACONNIER

Company Director

04 PATRICIA BELLINGER

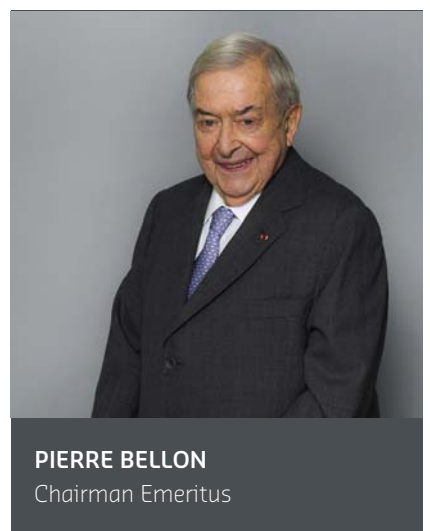
Executive Director, Executive Education, Harvard Kennedy School's Center for Public Leadership

05 ASTRID BELLON

Member of the Management Board of Bellon SA

06 BERNARD BELLON

Member of the Supervisory Board of Bellon SA



PIERRE BELLON
Chairman Emeritus

07 FRANÇOIS-XAVIER BELLON
Chief Executive Officer, Bright Yellow Group Plc
Chairman of the Management Board of Bellon SA

08 NATHALIE BELLON-SZABO
Chief Operating Officer, Sodexo Sports and Leisure worldwide
Member of the Management Board of Bellon SA

09 PHILIPPE BESSON
Employee representative on the Board of Directors

10 FRANÇOISE BROUGHER
Business Lead, Square

11 SOUMITRA DUTTA
Dean and Professor of Management at the Samuel Curtis Johnson Graduate School of Management, Cornell University

12 PAUL JEANBART
Chief Executive Officer, Rolaco

13 MICHEL LANDEL
Chief Executive Officer of Sodexo
Chairman of the Executive Committee

14 CATHY MARTIN
Employee representative on the Board of Directors



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF SODEXO

MICHEL LANDEL

“I’m absolutely convinced that placing women and men at the heart of business strategy is the only way to create true lasting value.”

In 50 years, Sodexo has gone from a food-services startup in Marseille to a global company capable of providing more than 100 quality of life services. Can you share some of the highlights of this 50th anniversary year?

For the past 50 years, our mission has been to improve the quality of life of our consumers in order to impact the performance of our clients. We have gone from a food-service provider to a strategic partner for our clients, providing integrated services that improve quality of life. We offer a wide range of solutions through our three activities: On-site Services, Benefits and Rewards Services and Personal and Home Services. Today, we are the only company in the world to offer quality of life services to 75 million consumers at every stage of their lives where ever they are in the world.

In a volatile and uncertain economic environment, revenues rose to 20.2 billion euro with an organic growth

of 2.5 percent. Operating profit was up +8.2%, with a margin of 5.9% (+30 bps) compared to the previous fiscal year.⁽¹⁾

Since March 2016, Sodexo is part of the CAC 40 index, confirming our Group's solid and consistent performance. During the last fiscal year, Sodexo's share price increased by 32.4% compared with a decrease of 4.6% for the CAC 40 index.

In order to adapt to today's globalized markets, since September 2015 we are gradually changing from a country-based organization to an organization structured around global client segments. This client-segment approach allows us to leverage more effectively the deep understanding we have of our clients' and consumers' needs. It enables us to better pool and optimize our expertise and investments (notably in research, innovation and human resources), as well as create greater value for both our clients and our consumers by providing them with the best that Sodexo has to offer. In the end, it will strengthen our competitiveness.

We have already started to see the fruit of this organizational change, with the March announcement of our 10-year, AUD 2.5 billion (1.8 billion euro) global agreement with Rio Tinto – the largest

“Sodexo, at its heart, is a “people company,” with 425,000 women and men serving 75 million consumers in 80 countries.”

contract Sodexo has ever signed. Rio Tinto wanted a partner that was committed to enhancing the quality of life of the 10,000 people working across its entire operations in the Pilbara region of Australia. We mobilized an international team of around 100 experts to design the winning technically sophisticated, Integrated Facilities Management solution. This unprecedented contract illustrates how our transformation is fostering more collaboration across the Group and helping us provide a highly specialized offer that is better adapted to our clients' increasingly complex needs.

Global client segmentation has started enhancing business opportunities in other areas. For example, our Justice Services segment has just signed its first contract in Australia, for a women's prison in Perth. And our global expertise in health care has allowed us to leverage knowledge and develop business opportunities in Southeast Asia, China and South America.

These achievements have been possible thanks to the hard work of all our teams. I want to thank every one of the women and men of Sodexo for their dedication and engagement.

How do you see the role of corporations evolving in today's world?

Public trust in businesses today is at a tipping point. More and more people are choosing to work with and buy from socially responsible organizations. Maintaining the trust of both our clients and our consumers means taking a bolder stance in the call for more sustainable, humane growth. I'm absolutely convinced that placing women and men at the heart of business strategy is the only way to create true lasting value.

Since the creation of our company, Sodexo's mission has also been to contribute to the economic, social and environmental development of the communities in which we operate.

(1) Excluding currency effects and before exceptional expenses related to the adaptation and simplification program.

I would like to share a few highlights from this year regarding our leadership in sustainability. There is our work with the International Food Waste Coalition to reduce company and supply chain food waste. We were recognized by the WWF for our responsible use of palm oil. We also continued to work toward our 2020 target to reduce carbon emissions by 34% throughout our operations and our supply chain. We are very proud that, for these reasons and more, we lead our industry in the Dow Jones Sustainability Index for the 12th year in a row.

At the same time, we continued to support local communities through our commitment to work with small and diverse suppliers. Through our membership with the Clinton Global Initiative we have committed to purchasing 1 billion dollars in products and services per year from micro, small and medium-sized enterprises, especially those owned and operated by women. By 2017, this is expected to benefit as many as 5,000 small businesses in 40 countries, including 1,500 women-owned and -operated businesses.

How is this vision of a responsible company reflected in what you do as an employer?

Sodexo, at its heart, is a “people company,” with 425,000 women and men serving 75 million consumers in 80 countries.

With 95% of employees in daily contact with clients and consumers, the best way for us to ensure a team of talented and committed professionals is through our strong commitment to personal development. Every year, we invest around 10% of our operating profit in the training and development of our people. Moreover, our focus on diversity and inclusion is another demonstration of our commitment to our people. In 2016, for the eighth consecutive year Sodexo was recognized in the Top 10 by Diversity Inc. Also this year, Sodexo was recognized for championing gender equality at the U.N. Women Empowerment Principles (WEPs) annual event.

Furthermore, we are continuing our efforts to improve employee engagement – we consider this to be the most important driver of progress and client and consumer satisfaction. Our 2016 survey yielded a

record-high number of participants (more than 211,000 employees), with a 68% overall engagement rate, an increase of 9 percentage points since 2014, 20 percentage points since 2008. Our medium-term objective is to become one of the most admired companies by its employees.

How is the service sector responding to global trends, and how is Sodexo preparing for this evolution?

The world has now entered its Fourth Industrial Revolution – artificial intelligence, robotics and digitalization are radically changing our world across all business sectors. In the services industry it is driving us to revamp our business model and reconsider the way we deal with our clients and consumers.

Digitization is transforming how people experience quality of life. Consumers are already accustomed to using on-demand, personalized services, with a constant stream of information and service comparisons in real time. Consumers are setting new standards of service for us to follow.

Sodexo is tapping into digital technology to get even closer to our consumers, as we continue to refine our services to best meet their needs. For example, we're designing digital platforms to help families maintain close ties in our daycare centers and with our senior populations. Digital technology is also allowing us to incorporate more and more flexibility and personalization in our integrated Quality of Life services offers.

This evolution is also pushing us to rethink the traditional models of employee engagement, employee motivation, and performance evaluation. It's pushing us to rethink everything we know about work-life balance – in other words, to rethink the way we work.

What is your outlook for the future?

We have significant market potential, notably our On-site Services activity, which is today estimated at 700 billion euro. We are confident about the future and we maintain our medium-term objectives of average annual growth in revenue between 4 percent and 7 percent (excluding currency effects) and average annual growth in operating profit between 8 percent and 10 percent (excluding currency effects).

In the short-term, the global economic environment remains volatile, and particularly for the oil and mining sectors, and at the same time Europe is seeing only modest growth. In this context, the Executive Committee and all Sodexo teams around the world remain fully

mobilized in accelerating our revenue and operating profit growth. Thus, for Fiscal 2017 we have an objective of organic revenue growth of around 3 percent and an increase in operating profit between 8 percent and 9 percent (excluding currency effects and exceptional expenses related to the Adaptation and Simplification program).

For the past 50 years, Sodexo has advocated and will continue to advocate a business model that puts human beings and quality of life at the center of progress. Moving forward, I am confident in our ability to constantly innovate while staying true to our mission and values to contribute to building a better world.

EXECUTIVE COMMITTEE OF SODEXO (AS OF SEPTEMBER 1, 2016)

This Executive Committee comprises five women and eight men from five different countries, reflecting all of Sodexo's activities and client segments, as well as its truly international dimension.



COMPOSITION

01 MICHEL LANDEL

Group Chief Executive Officer
Chairman of the Executive Committee

02 PIERRE HENRY

Group Executive Committee Vice
President
Chairman Benefits and Rewards Services
Chief Executive Officer Sports
and Leisure, On-site Services

03 ANA BUSTO

Group Chief Brand and Communication
Officer

04 ÉLISABETH CARPENTIER

Group Chief Human Resources Officer

05 PATRICK CONNOLLY

Chief Executive Officer Schools
and Universities, On-site Services

06 LORNA DONATONE

Chief Executive Officer of Geographic
Regions and Region Chair for North
America, On-site Services

07 NICOLAS JAPY

Chief Executive Officer Energy
and Resources, On-site Services

**08 DENIS MACHUEL**

Chief Executive Officer Benefits and Rewards Services and Personal and Home Services
Group Chief Digital Officer

09 SATYA-CHRISTOPHE MENARD

Chief Executive Officer of Service Operations

10 SYLVIA MÉTAYER

Chief Executive Officer Corporate Services, On-site Services

11 MARC ROLLAND

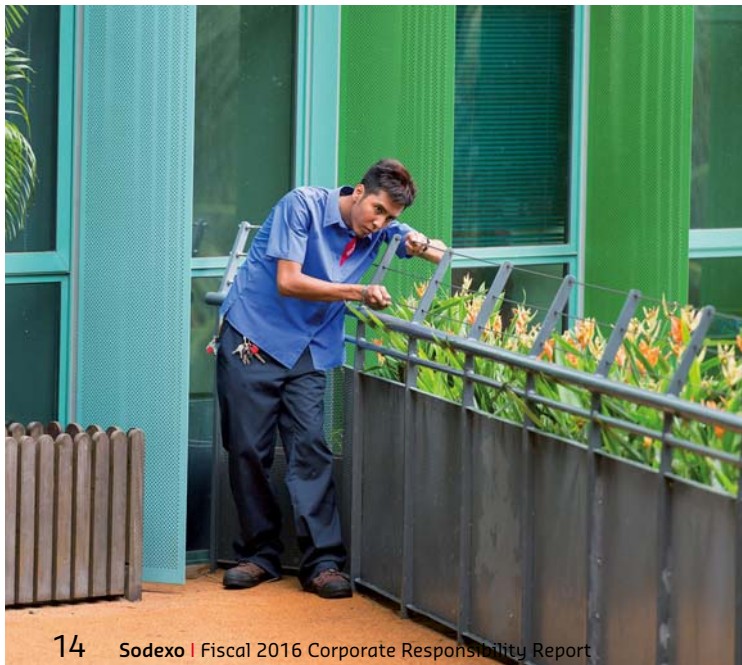
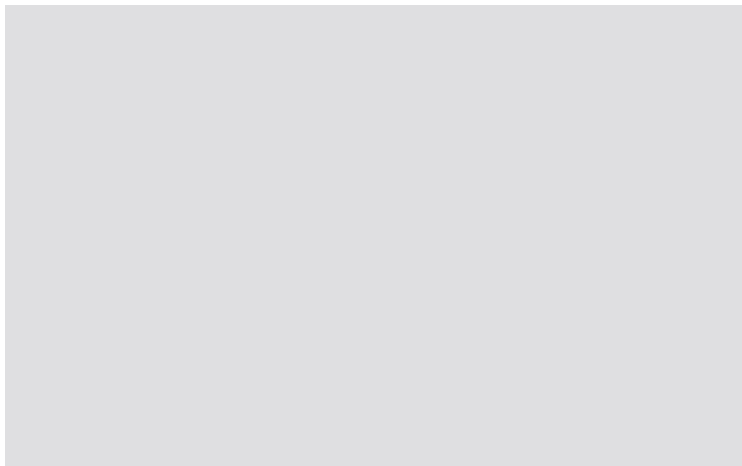
Group Chief Financial Officer

12 DAMIEN VERDIER

Group Chief Strategic Planning, Organization, Research & Development and Innovation Officer

13 DEBBIE WHITE

Chief Executive Officer Health Care, On-site Services
Chief Executive Officer Government, On-site Services



THE GROUP AND ITS ENVIRONMENT

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THE FUNDAMENTAL PRINCIPLES OF OUR DEVELOPMENT

OUR MISSION

Sodexo's mission reflects the conception of service that inspired Pierre Bellon in founding the company: **improve the Quality of Life** of Sodexo employees and all whom we serve, and **contribute to the economic, social and environmental development** of the communities, regions and countries in which we operate.

OUR CONCEPT OF A COMPANY

Sodexo is the community of its consumers, clients, employees and shareholders. To meet their expectations, we have placed a priority on organic growth in revenues and results.

A CULTURE FOCUSED ON THE CONSUMER AND CLIENT

Our strategy is simple:

- **retain existing clients;**
- **find new clients** through:
 - client segmentation and sub-segmentation,
 - geographic development;
- **expand our range of Quality of Life Services.**

DEVELOPING OUR HUMAN RESOURCES

Our people have been key to our development in the past but will be even more so in the future. Sodexo's continued growth is the result of their engagement, professionalism and work.

As one of the world's largest employers and a company of "people at the service of other people", we are committed to being an employer of choice by providing jobs for our people, training and opportunities for internal promotion to help them move up the career ladder.

FOCUS

Since Sodexo's inception, **our mission, our values and our ethical principles** have guided the work of all employees.

Our values

- Service spirit
- Team spirit
- Spirit of progress

Our ethical principles

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





CHOOSING TO BECOME GLOBAL

Today, Sodexo generates 87% of its revenues outside France.

INDEPENDENCE

Independence enables us to maintain our values, focus on a long-term strategy, maintain management continuity and ensure our durability.

Sodexo's financial independence is ensured through the founding family shareholding: Pierre Bellon's children control 68.5% of the Bellon SA holding company.

As of August 31, 2016, our controlling holding company, Bellon SA, held 39.6% of Sodexo's capital and 54.8% of the exercisable voting rights.

In 2008, Pierre Bellon and his children implemented an ownership structure for a duration of 50 years which prevents his direct descendants from freely disposing of their shares in Bellon SA. The sole asset of Bellon SA is its holding in Sodexo shares and Bellon SA does not intend to sell this shareholding to third parties.

KEY FIGURE

Employee engagement rate

68%

+9 points in 2 years⁽¹⁾

OUR STRATEGIC POSITIONING

We chose the **Quality of Life Services** that contribute to our mission and differentiate us from our competitors through three activities: On-site Services, Benefits and Rewards Services, and Personal and Home Services

(1) 2016 Employee engagement survey sent to 371,761 Sodexo employees to which 211,501 responded.

50 YEARS SERVING QUALITY OF LIFE

Born in 1966 from the visionary concept of founder Pierre Bellon, Sodexo, over five decades, has become the world leader in Quality of Life Services. Convinced that better quality of life contributes to organizational performance and societal progress, Sodexo works to improve the well-being of people across the globe through its unique range of expert services and the talent of its teams.

1966

FOUNDING OF SODEXO
 AIMED AT A NOVEL SPECIALIZATION:
 FOODSERVICES AND QUALITY
 OF LIFE SERVICES



- Creation of “Sodexho⁽¹⁾”, a name combining the French words for company, operations and hospitality.
- First major contracts including the first multi-services contract for the management of the CNES⁽²⁾ remote site in Guyana.
- From the beginning, corporate responsibility is inscribed in the company’s fundamental values.

70s



A GLOBAL VISION:
 SEEKING
 NEW MARKETS

- Diversification with the launch in 1976 of another lunch solution: the restaurant voucher.
- International development, first in Europe, then breaking through in the Middle East and Africa.
- Thinking globally while building a foodservices offer tailored to local eating habits.

80s

CONTINUED
 DEVELOPMENT AND
 INTERNATIONALIZATION

- Rapid growth driven through innovation by teams in the 40 countries where the Company operates.
- Winning contracts in new regions, including in North America, South America, Russia and South Africa.



(1) Sodexho (Société d’exploitation hôtelière) became Sodexo in 2008.

(2) CNES: The Centre National d’Études Spatiales is the French space agency.



90s

GLOBAL LEADER
IN QUALITY
OF LIFE SERVICES



- With three major acquisitions – Gardner Merchant in the UK, Partena in Sweden and Marriott Management Services in the U.S. – Sodexo becomes the world leader in Quality of Life Services.
- The Company continues its corporate responsibility actions, implements an active policy to prevent discrimination and commits to an extensive program to combat hunger and malnutrition around the world.
- The Company creates a place of multicultural learning and exchange with the Sodexo Management Institute.

2000s



DEPLOYMENT
OF A **SUSTAINABLE**
DEVELOPMENT
ROADMAP

- Sodexo reinforces its leadership in integrated services by developing a wide range of specialized expertise and through acquisitions, including Universal in the U.S. and RKHS⁽¹⁾ in India.
- In adding the Personal and Home Services activity alongside its On-site Services and Benefits and Rewards Services, Sodexo becomes the world's only company to propose a complete offer of Quality of Life Services.
- Launch of the Better Tomorrow Plan, a continuous improvement approach with specific Corporate Responsibility commitments that are evaluated annually. Sodexo is ranked among the world's most responsible companies.

2010s

A WORLD LEADER
ATTUNED TO MAJOR
SOCIETAL CHANGES

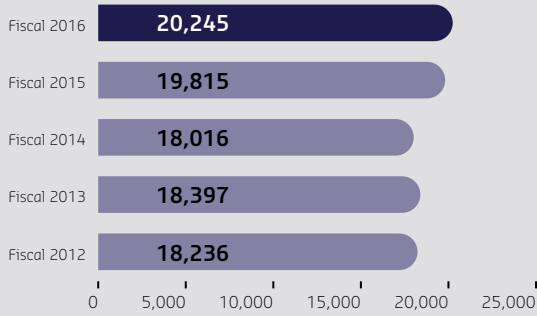


- Anticipating needs, investing in research and digital technologies, Sodexo offers its clients an integrated services offering, personalized to their specific needs.
- Generational change at the head of the Company with financial independence and shareholder stability reaffirmed.
- With quality of life at the heart of its business, Sodexo remains the sector leader for sustainable development.

(1) RKHS: Radhakrishna Hospitality Services Group.

KEY FIGURES

EVOLUTION OF CONSOLIDATED REVENUES (IN MILLIONS OF EURO)



€20.2 billion

Consolidated revenues

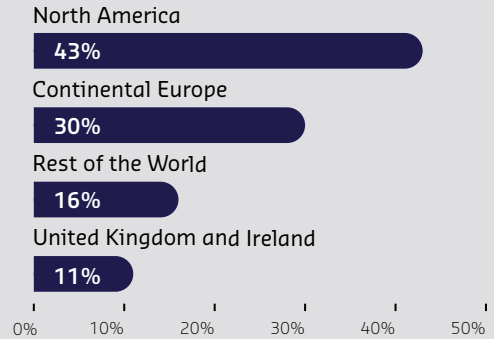
5.9%

Margin before exceptional expenses

REVENUES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2016)



CONSOLIDATED REVENUES BY REGION (FISCAL 2016)



FACILITIES MANAGEMENT SERVICES' SHARE OF REVENUES

18%

Fiscal 2005

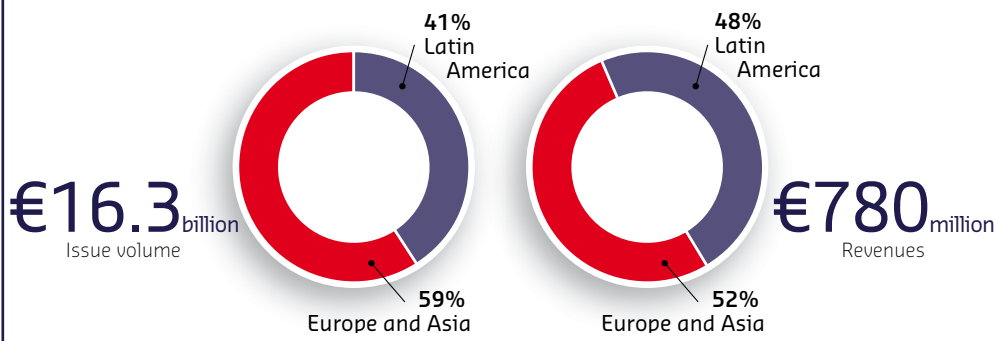


29%

Fiscal 2016



REVENUES AND ISSUE VOLUME, BENEFITS AND REWARDS SERVICES (FISCAL 2016)



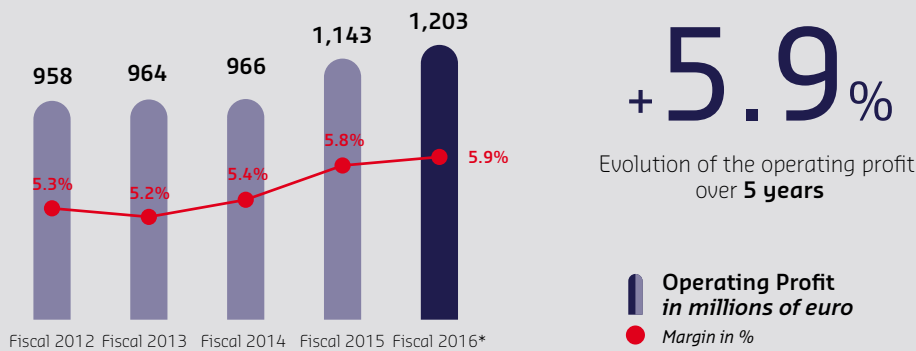
RATING

1

Standard & Poor's
A-
(long-term)

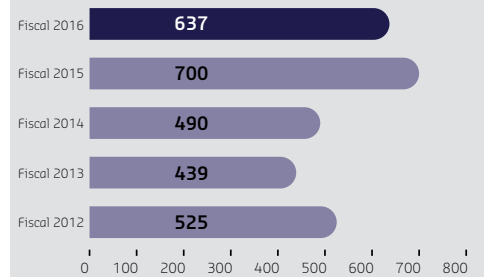
RESULTS AND RATIOS

OPERATING PROFIT BEFORE EXCEPTIONAL EXPENSES*

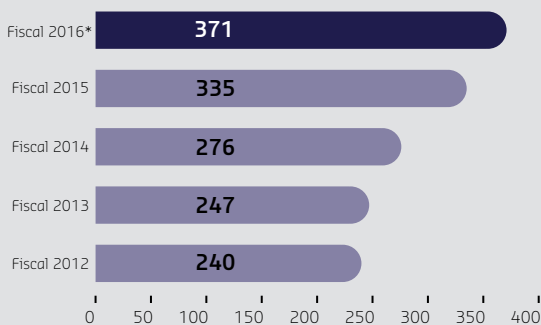


* Excluding exceptional items resulting from the Adaptation and Simplification program in Fiscal 2016, and from the program to improve operational efficiency in Fiscal 2014 and Fiscal 2013, and the favorable accounting adjustment related to the pension plan in the United Kingdom in Fiscal 2012.

GROUP NET INCOME
(IN MILLIONS OF EURO)

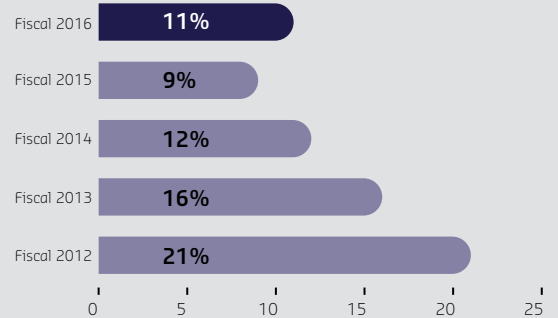


DISTRIBUTED EARNINGS
(IN MILLIONS OF EURO)



* Subject to approval at the Annual Shareholders' Meeting of January 24, 2017.

NET DEBT AS A PERCENTAGE OF SHAREHOLDERS' EQUITY*
(INCLUDING NON-CONTROLLING INTERESTS)



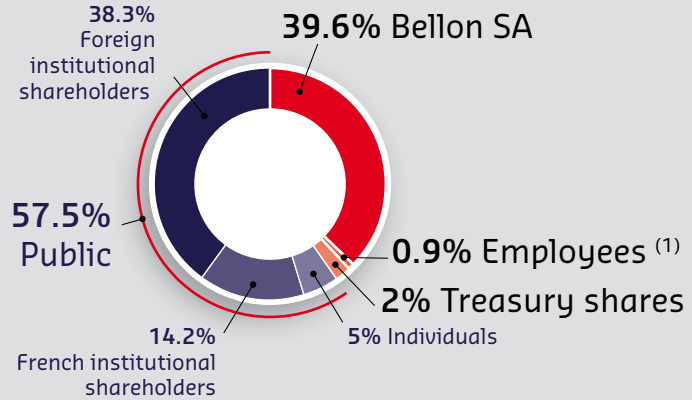
* Debt net of cash and cash equivalents, restricted cash and financial assets related to Benefits and Rewards Services activity, less bank overdrafts.

SODEXO SHARE

SHAREHOLDERS AS OF AUGUST 31, 2016

A controlling family shareholding:

Bellon SA held 39.6% of the Sodexo's shares and 54.8% of the exercisable voting rights, as of August 31, 2016.

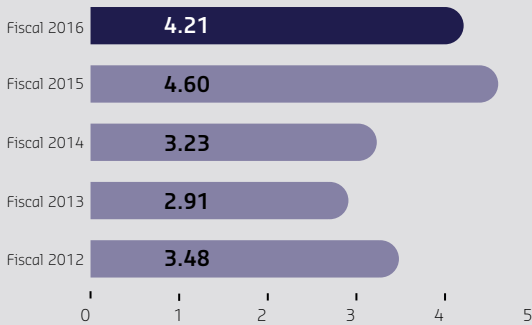


(1) Including the shares held in registered form by employees and still subject to a lock-up period.

Source: Orient Capital.

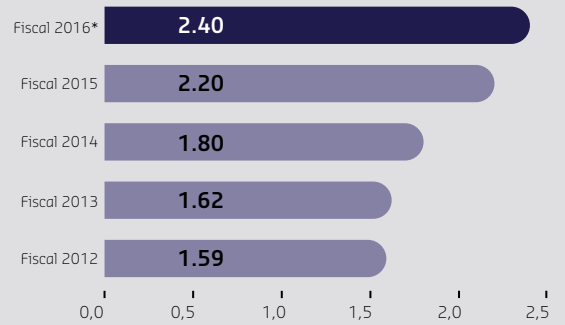
EARNINGS PER SHARE

(IN EURO)



DIVIDEND PER SHARE

(IN EURO)



* Dividend subject to approval at the January 24, 2017 Shareholders' Meeting.

ADJUSTED SODEXO SODEXO SHARE PRICE TRENDS FROM SEPTEMBER 1, 2015 THROUGH AUGUST 31, 2016

Sodexo +32.4%
Cac 40 -4.6%

TSR (TOTAL SHAREHOLDER RETURN)

Fiscal 2016: 36.5%
Over the past five fiscal years: 23.2% per year

Market price at the end of the period
 - market price at the beginning of the period
 + dividends paid over the period

 market price at the beginning of the period

■ FISCAL 2016

425,000

employees

88%

of employees rate Sodexo
as the best employer
in its sector⁽¹⁾

93.1%

client retention rate

68%

Employee
engagement rate⁽¹⁾

12.5

hours of training
per employee trained
on average

42%

of women on the Board
of Directors

92.4%

of purchasing spend with
suppliers that have signed
Sodexo's Supplier
Code of Conduct.

34%

target for reducing CO₂
emissions by 2020⁽²⁾

38%

of women
on the Executive
Committee

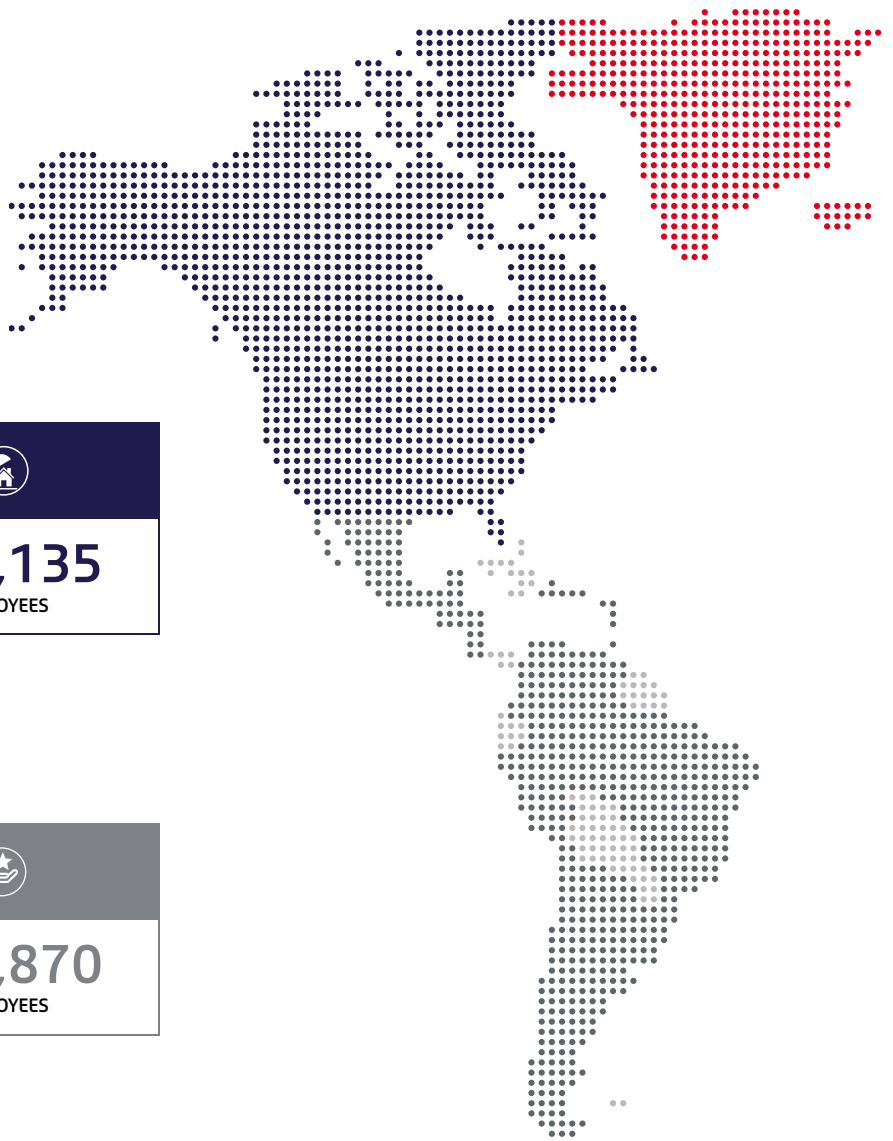
Source: Sodexo.

(1) 2016 employee engagement survey sent to 371,761 Sodexo employees to which 211,501 responded.



(2) An objective set in 2015 compared to a benchmark defined in 2011.

SODEXO TODAY

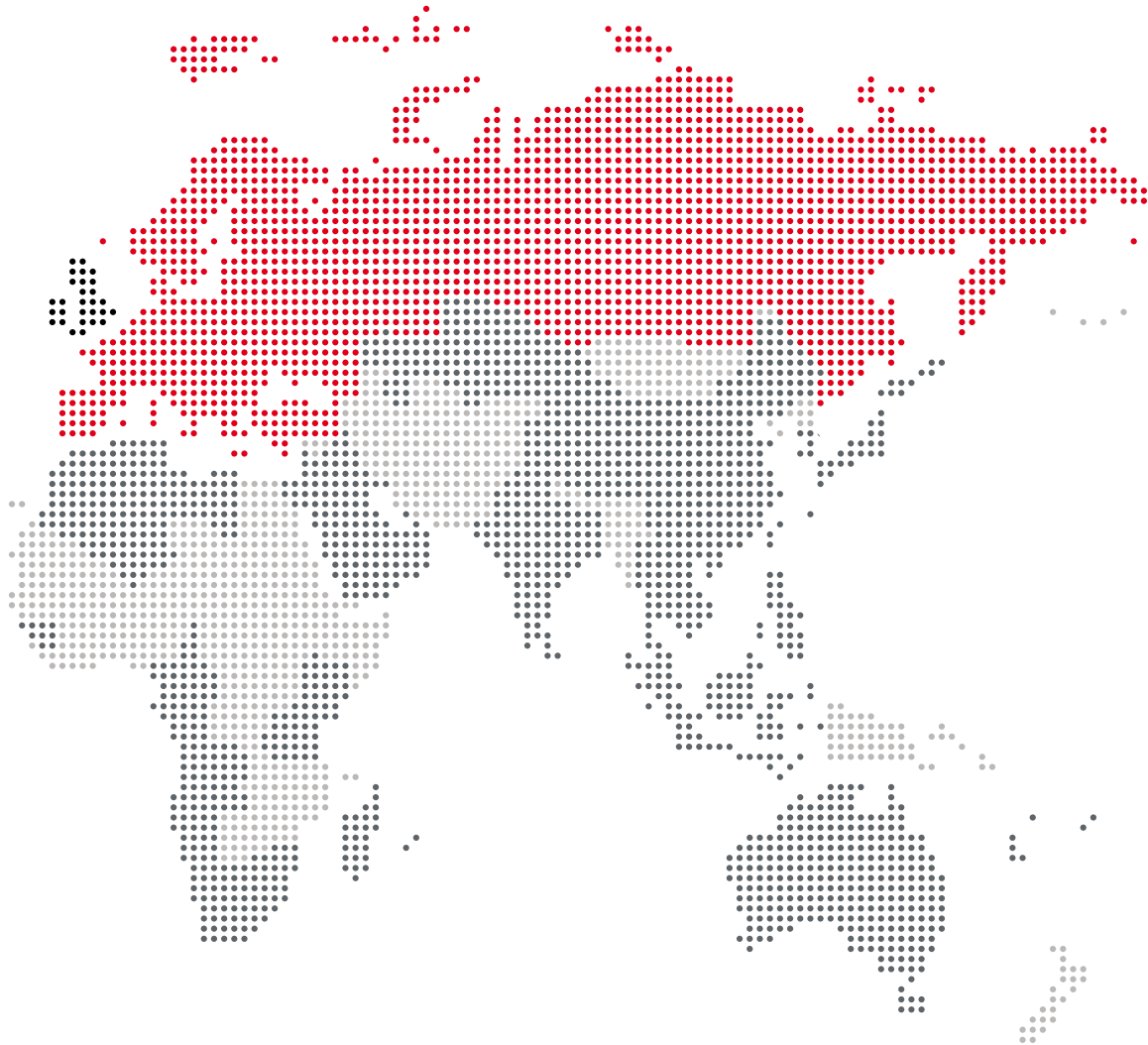
A GLOBAL PRESENCE






| NORTH AMERICA    | |
|---|-----------------------------|
| €8,739 million IN CONSOLIDATED REVENUES | 133,135 EMPLOYEES |

| REST OF THE WORLD   | |
|---|-----------------------------|
| €3,305 million IN CONSOLIDATED REVENUES | 153,870 EMPLOYEES |

Source: Sodexo as of August 31, 2016.



Legend:

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

STRATEGIC POSITIONING

ECOSYSTEM AND CHALLENGES

TEN MEGATRENDS SHAPING OUR BUSINESS TOMORROW

— As the pace of change in our world accelerates, Sodexo tracks ten global megatrends that are shaping the future. Understanding these megatrends helps Sodexo invest human and financial resources into new activities, geographies and capabilities to create offers that respond to the constantly evolving needs of clients and consumers.—

GLOBAL MEGA TRENDS

| TRENDS | CONTEXT | SODEXO'S RESPONSES |
|-------------------------------|---|--|
| DEMOGRAPHIC SHIFTS | The growing global population and longer life expectancy will result in a planet of eight billion people by 2025, with 1 in 10 aged over 65 ⁽¹⁾ . This is already having major effects on healthcare costs, dependent care and the global workforce. | <ul style="list-style-type: none"> ➤ Services that enable seniors to maintain their autonomy and live longer at home. ➤ Healthcare services that help hospitals and senior residences to control costs. ➤ Childcare services that respond to the increasing presence of women in the workforce. |
| ECONOMIC GLOBALIZATION | The growing interconnection between capital, information, talent and trade is enabling innovation-led companies to sustainably benefit from new sources of growth and, more generally, increasing competition for talent, markets, innovation and information. | <ul style="list-style-type: none"> ➤ Integrated Quality of Life Services of consistent global quality that enhance the satisfaction, motivation and effectiveness of individuals and thus the attractiveness of organizations. ➤ An organization that facilitates the transfer of best practices worldwide |
| RAMPANT URBANIZATION | Rising urban populations and the development of megacities are creating urgent needs for new solutions in transportation, infrastructure, social interaction and services. | <ul style="list-style-type: none"> ➤ Public benefits services that enable communities to enhance quality of life and societal interaction among citizens. ➤ Foodservices solutions that respond to the increased mobility of employees. |
| DEVELOPING MARKETS | Economic muscle is being transferred to new countries, with 70% of growth projected in the years ahead to come from high potential economies ⁽²⁾ . | <ul style="list-style-type: none"> ➤ Programs that contribute to the economic and social development of local host communities. ➤ Sodexo is a leading services provider in Latin America and Asia, especially in countries like China, India, Brazil and Mexico. |

(1) UN Population Division.
 (2) McKinsey Global Institute.

| TRENDS | CONTEXT | SODEXO'S RESPONSES |
|--|--|--|
| EXPANDING MIDDLE CLASS | Economic power is also being exercised by a rising middle class in developing countries, which will number 4.9 billion people by 2030, with 85% of this growth coming from Asia ⁽³⁾ . | <ul style="list-style-type: none"> > Services that enhance the appeal of international sporting and cultural events and increase development of sports and leisure activities in developing economies. > Solutions facilitating access to cultural and leisure activities. > Childcare services. |
| INCREASED PUBLIC DEFICITS | A trend that encourages governments to consider more efficient means of delivering public services and favor outsourcing solutions. | <ul style="list-style-type: none"> > A wide array of Integrated Facilities Management services. > Solutions that enable public authorities to efficiently allocate public assistance. |
| ENVIRONMENTAL ISSUES | Environmental concerns are growing, including the depletion of natural resources, driving efforts to develop more efficient and sustainable substitutes. In the next 20 years, energy consumption will increase 50%, water 40% and food 35% ⁽⁴⁾ . | <ul style="list-style-type: none"> > Providing facilities management solutions that reduce client energy consumption. > Programs to reduce food waste. > Sustainable menus. |
| EMPOWERED CONSUMERS | Consumers increasingly expect more personalized services, improved quality of life and socially responsible behavior from the companies with which they do business. | <ul style="list-style-type: none"> > Services promoting better work-life balance. > Nutrition education programs. > A comfortable, safe and healthy work environment. > Gift cards and personalized gift boxes for consumers. |
| DIGITAL TRANSFORMATION (AND BEYOND) | By 2020, more than 24 billion devices will be connected to the Internet ⁽⁵⁾ . Automation and digital transformation mean new opportunities to expand and personalize services that impact consumers' quality of life. | <ul style="list-style-type: none"> > Apps providing information about menus, restaurant capacity, user account balances, or identifying restaurants and stores that accept Sodexo vouchers and passes > Apps to simplify collecting the cash from parents of school children > A platform for reserving spaces at childcare centers in real time > An intuitive tablet to support autonomy of seniors. |
| OWNERSHIP VERSUS USE | The success of the collaborative economy is increasingly leading to a distinction between the ownership and use of property. | <ul style="list-style-type: none"> > Providing takeaway evening meals > Food delivery services in town centers |

(3) The United Nations Development Programme.
 (4) Global Trends 2030: Alternative Worlds. December 2012, National Intelligence Council.
 (5) Remaking Customer Markets. Accenture, 2014.

STRATEGIC POSITIONING

QUALITY OF LIFE: A MAJOR SOCIETAL ISSUE

— Sodexo helps to drive better performance for clients by improving quality of life across six clearly identified dimensions. For Sodexo, it is also a means of actively contributing to the overall advancement of society.—

KEY DIMENSIONS OF QUALITY OF LIFE

Since its founding, Sodexo has made its commitment to improve quality of life of those it serves a key differentiator from its competitors and a source of pride and inspiration for all employees. Sodexo has identified six quality of life dimensions on which its services have a real and measurable impact:

- the promotion of health and well-being;
- the implementation of conditions for collaborative efficiency;
- the creation of a secure and safe physical environment;
- the development of social interactions;
- personal growth;
- individual recognition.



KEY FIGURES

96% of leaders⁽¹⁾ believe quality of life in their organization is important

66% of global consumers will pay more for services provided by companies committed to making a positive social and environmental impact⁽²⁾

BRINGING QUALITY OF LIFE INTO FOCUS

To anticipate the evolving needs of clients and consumers and respond to their future expectations, Sodexo seeks to better understand the factors that influence quality of life. To do this, the company draws upon numerous scientific studies, its own experience and research conducted by the Sodexo Institute for Quality of Life.

An international study⁽¹⁾ conducted by Sodexo and Harris Interactive⁽³⁾ among 780 top decision-makers revealed the importance they place on quality of life as a factor of performance. In major

companies, hospitals and universities, these leaders identified specific areas affected by quality of life, including image and reputation, business and financial performance and the efficiency of their organization.

To further explore this subject, Sodexo organized the first International Quality of Life Conference in New York in 2015. At the heart of the debate was one shared preoccupation: identifying solutions to foster economic growth alongside social progress. The results of the conference

(1) "How Leaders Value Quality of Life," a study conducted by Sodexo and Harris Interactive between November 2014 and January 2015.

(2) Nielsen Global Survey of Corporate Social Responsibility and Sustainability 2015.

(3) Harris Interactive is a long-established market research firm, which develops innovative qualitative and quantitative approaches, both in France and abroad.

RECOGNITIONS

Non-financial ratings agencies have recognized Sodexo's commitments to improving quality of life for future generations, confirming its position as one of the world's most sustainable companies.

- Listed on *the Dow Jones Sustainability Indices (DJSI)*⁽¹⁾ World and DJSI Europe (formerly STOXX) since 2005, Sodexo was named **global leader for its sector** by the DJSI for the 12th consecutive year in September 2016. The ranking is based on a thorough analysis of the performance of more than 2,500 listed companies in the areas of corporate responsibility, efforts to protect the environment and solidarity actions. For the third consecutive year, Sodexo also received the top ranking for consumer service companies.

- For the ninth consecutive year, Sodexo was named the leading company in its industry for economic, social and environmental performance by RobecoSAM, a leading asset management company focusing on sustainability investing. In the *Sustainability Yearbook 2016*, Sodexo again earned **Industry Leader** and **Gold Class** recognition while also being named **Industry Mover** for demonstrating the largest relative improvement in its sustainability performance compared to the previous year⁽²⁾.

For more information on Sodexo's sustainable development actions, please see pages 63 to 69 and chapter 2.

reaffirmed that quality of life is a universal preoccupation for organizations throughout the world.

Improving quality of life, central to Sodexo's mission and activities, is based on a conviction: that organizations and companies need to place people at the center of their thinking to create sustainable value.

When an organization promotes health and well-being at work by giving its employees the means to work in teams, innovate and learn in a nurturing environment, it obtains a force of action capable of transforming everyday challenges into opportunities for progress.

Today, more than ever, a company's global competitiveness depends on its ability to foster, develop and engage the talents of its employees. Quality of life becomes not only an outcome but a fundamental component of their success. Ultimately, global corporations can play a central role in demonstrating this across all regions of the world.

FOCUSING ON TOMORROW: INNOVATION AND COMMITMENT

Sodexo constantly innovates to adapt its services to meet the changing expectations of clients and consumers. Digital transformation offers unlimited opportunities to personalize services, increase efficiency and access information. From online reservations in childcare centers, to preventative maintenance of critical infrastructure, to foodservices and nutritional education, to vouchers for cultural and leisure activities, Sodexo is working to anticipate and respond to the needs of tomorrow through a broad array of Quality of Life Services.

Through its offer, unique in the world, of On-site Services, Benefits and Rewards Services and Personal and Home Services,

"I strongly believe that the economic and human progress, which converge when improving quality of life is a priority for business and society. This vision of a more people-centric economy has always been at the heart of Sodexo's model."

Michel Landel,
Chief Executive Officer of Sodexo

Sodexo contributes to its client's needs while fulfilling its commitment to economic, social and environmental responsibility. This includes developing its employees, fostering diversity throughout its teams and promoting balanced diets, health and well-being for its millions of consumers. In keeping with its mission, Sodexo also contributes to the economic, social and environmental development of the local communities in which it operates, while working to protect the environment for tomorrow's generations.

(1) *Dow Jones Sustainability Indices (DJSI)*: Launched in 1999, the Dow Jones Sustainability Indices provide a global ranking of the companies most advanced in the areas of economic, social and environmental responsibility. The indices are jointly determined by S&P Dow Jones Indices and RobecoSAM.

(2) *The RobecoSAM Sustainability Yearbook* is regarded as the world's most comprehensive publication on corporate sustainability performance. More than 3,000 companies in 59 industries are considered for inclusion, with up to 120 financial, environmental, social and economic indicators used to evaluate companies.

STRATEGIC POSITIONING

A LEADER IN INTEGRATED SERVICES, COMMITTED AND RESPONSIBLE

— Sodexo's unique offering of integrated Quality of Life Services draws on expertise developed over 50 years worldwide. These services create value for clients and improve the daily life of consumers while respecting Sodexo's economic, social and environmental commitments.—

SODEXO, GLOBAL LEADER IN QUALITY OF LIFE SERVICES

Since its creation in 1966, Sodexo has had one mission: improve quality of life of its employees, client staff, students, patients and seniors while contributing to the economic, social and environmental development of local communities.

To accomplish this mission, Sodexo has developed an integrated Quality of Life Services offer, unique in the world, to support people at each stage of their life. Based on a detailed and extensive knowledge of its 75 million consumers, Sodexo's offer is organized across three activities: On-site Services, Benefits and Rewards Services and Personal and Home Services.

In delivering its services, Sodexo relies on 425,000 employees worldwide, 95% of whom are in direct daily contact with consumers. This proximity provides a significant opportunity to facilitate innovation and offer customized services. Sodexo's growth and development depends on the diversity, professionalism and commitment of its teams.



Recognizing their individual contribution to the company’s success, enabling them to develop and fulfilling their potential are therefore key priorities.

Sodexo applies its social and environmental commitments toward all stakeholders: employees, clients, consumers, suppliers and affiliates, institutions, shareholders, governments and regulators. These commitments underlie its development and are part of its sustainability roadmap, the Better Tomorrow Plan. These commitments, fully consistent with Sodexo’s goals and practices, are reflected in the services it provides its clients and in the way it manages its operations.



KEY STRENGTHS

In support of the performance of its business activities, Sodexo is able to draw upon several strengths, including:

- a unique range of Quality of Life Services particularly well aligned with evolving client demands and consumer expectations;
- a global network covering 80 countries;
- undisputed leadership in developing economies;
- a robust financial model that allows Sodexo to self-finance its development;
- a strong culture and engaged teams;
- independence, which enables Group to maintain its values, focus on a long-term strategy, maintain management continuity and ensure its durability.

BUSINESS ACTIVITIES FOCUSED ON CLIENT AND CONSUMER EXPECTATIONS

Each of Sodexo’s three activity areas are focused on meeting the specific needs of each client and each consumer group.

ON-SITE SERVICES



Through its more than 100 professions, Sodexo provides an integrated services offer to clients including foodservices,

reception, cleaning, security and technical maintenance of facilities and equipment.

These services are delivered across eight client segments to a broad array of consumers, including:

- employees in companies and government bodies;
- military service personnel on their bases or on deployment and their families;
- prisoners, who Sodexo helps prepare for re-entry to society;
- people who live and work in remote site environments;
- patients, their families and medical staff in hospitals;
- seniors, in specialized residences;
- students in schools and on university campuses;
- attendees at events and visitors and customers at prestigious locations.

STRATEGIC POSITIONING

BENEFITS AND REWARDS SERVICES

KEY FIGURE

35

million beneficiaries and consumers

Sodexo offers nearly 250 services across five categories of Benefits and Rewards Services to private and public organizations of all sizes to:

- enhance their attractiveness as an employer and improve organizational efficiency through employee benefits;
- mobilize their teams around quantitative or qualitative objectives through incentive and recognition programs;
- optimize employee mobility and expense management through customized solutions;
- support and enhance the distribution and delivery of public benefits;
- provide consumers with gift boxes and cards for any occasion.



PERSONAL AND HOME SERVICES

KEY FIGURE

With Comfort Keepers internationally and Amelis in France Sodexo serves

35,000

seniors in their home

Sodexo deploys offers that improve quality of personal life in three areas:

- child care, with services designed to care for children and facilitate life for parents;
- concierge services that simplify life for Sodexo client employees;
- in-home support that allows seniors and other adults to maintain their independence.

SYNERGIES BETWEEN ACTIVITIES

Demonstrating the relevance of Sodexo's strategic positioning, important synergies exist between Sodexo's three activities, including:

- **Business synergies:** commercial relationships created by one of the three activities generate business development opportunities for the other two;
- **Brand visibility synergies:** the large number of Benefits and Rewards Services affiliates displaying the Sodexo brand at their points of sale contributes to building global brand awareness in countries where Sodexo operates;
- **Organizational and cost synergies:** the company's different activities are able to share the same infrastructure (support functions, facilities, etc.), saving on overheads;
- **Human resource development synergies:** Multiple career gateways exist between Sodexo's three activities, offering significant opportunities for employees.

FOCUS

An integrated services company engaged in improving quality of life

During the year, Sodexo continued to achieve significant success through its offer of integrated services. These major contracts reflect the increasing value that clients place on partnering with an expert that strengthens their performance and competitiveness by improving their teams' quality of life and fostering sustainable growth.

Leading global mining group Rio Tinto expanded its existing relationship with Sodexo through the award of a major 10-year contract for a full array of Integrated Facilities Management services for its vast mining operations in the Pilbara region of **Western Australia**. Sodexo's 840-member team is responsible for improving quality of life of Rio Tinto's employees who work and live in difficult conditions across an isolated 500,000-sq.km region. With an estimated value of estimated 1.8 billion euro over

ten years, contract services range from operating aerodromes, managing and maintaining property to foodservices and running accommodations sites. Key factors in Rio Tinto's choice of Sodexo include its technical expertise, global experience and demonstrated ability to improve the comfort, well-being and safety of isolated teams operating hundreds of kilometers from the nearest city, while contributing to the development of the region's aboriginal communities.

The contract is the largest of its kind ever won by Sodexo and confirms its capacity to successfully compete for major energy and resources contracts.

To learn more about Sodexo's Quality of Life Services for Rio Tinto, please see page 39.

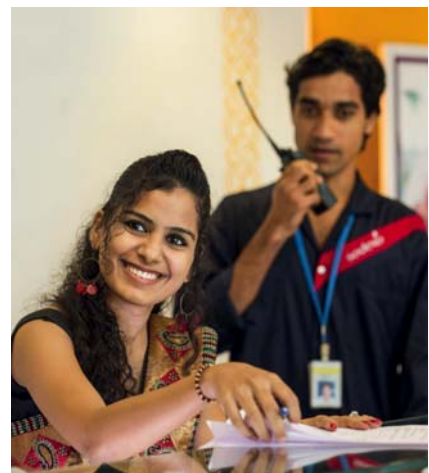
Sodexo delivers a full range of facilities

management services at the 350-bed **Vichaiyut Hospital & Medical Center** in Bangkok, **Thailand**. Sodexo's teams, who manage operational maintenance of sophisticated medical equipment, support the hospital's 200 specialists in 30 departments and nearly 1,200 staff. As it has done for many healthcare clients, Sodexo is helping the hospital to improve quality of care and services, improve patient comfort and staff satisfaction and meet requirements for national and international healthcare accreditation. Sodexo also successfully integrated within its teams the hospital's in-house employees, providing them with new opportunities to reinforce their technical expertise and develop professionally.

For more information about national and international healthcare accreditations, please see page 47.

“As time passed we found that our clients increasingly required new integrated solutions for all the services they outsourced. To respond to this evolution over the last ten years we have invented a new business: providing integrated services to improve quality of life. Demand for this kind of service is on the rise, especially when you consider the recognized impact of improved quality of life on the performance of organizations”.

Michel Landel,
Chief Executive Officer of Sodexo



HELPING CLIENTS TO ENSURE A BETTER TOMORROW

COMMITMENTS TO CLIENTS

— Sodexo’s corporate responsibility roadmap, the Better Tomorrow Plan, expresses its commitments to improved quality of life today and for future generations. As such, it is intrinsically intertwined with Sodexo’s business activities and reflected in its commercial offers. —



Sodexo considers corporate responsibility not only an obligatory element of its services offer but also as a true growth opportunity. Over the years, the company has become a recognized leader for its commitment in this area.

Whether improving work-life balance, responding to changing consumer needs, promoting nutritious eating habits or providing an efficient, safe and comfortable workplace environment, Sodexo is an expert in contributing to the health and well-being of people – factors that have been demonstrated to improve individual and collective performance.

Sodexo creates value for clients by improving quality of life for their employees, patients, students or other consumers and through the benefits of its experience and initiatives in social and environmental responsibility. Whatever the market, clients are increasingly seeking sustainability.

KEY FIGURE



93.1%

client retention rate in Fiscal 2016

PROVIDING CLIENTS WITH A COMPETITIVE EDGE

Companies and organizations look to Sodexo to help them reinforce their performance and achieve their sustainability objectives. Working with Sodexo enables them to meet the most demanding international standards, whether involving health, nutrition or the environment, and to better support their communities.

Sodexo’s capacity to help clients meet these expectations is a source of competitive advantage, increasing its ability to retain clients and win new business.

QUALITY OF LIFE SERVICES

ON-SITE SERVICES

— From construction management to reception, from medical equipment sterilization to housekeeping, from technical maintenance to the organisation of prestigious events, from foodservices to prisoner rehabilitation, **Sodexo integrates a wide array of integrated services to improve quality of life and enhance organizational performance across eight client segments:**

Corporate Services, Remote Sites, Defense, Justice Services, Sports and Leisure, Health Care, Seniors, Education.

Whether enhancing workplace efficiency, reassuring patients in a hospital, contributing to student fulfillment, furthering prisoner rehabilitation or ensuring safety and comfort on a remote site, Sodexo contributes through its mission to **improve quality of life.**—

Considerable growth potential

Sodexo On-site Services market potential is estimated at **700 billion euro**⁽¹⁾

KEY FIGURES⁽²⁾

96%

of Group revenues



19.5

billion euro
in consolidated revenues



420,698

employees

Source: Sodexo.

(1) Sodexo estimate.

Note: Market estimates are likely to evolve over time, given the growing reliability of information sources in various countries.

(2) Including Personal and Home Services.

CORPORATE SERVICES

QUALITY OF LIFE AT WORK, A PERFORMANCE DRIVER

Market – Opportunities – Outlook

Organizations that implement Sodexo solutions to **improve workplace quality of life** and promote a better work-life balance also reinforce their efficiency, performance and attractiveness to employees.

In essential areas such as employee **motivation**, process **efficiency** and equipment **reliability**, Sodexo offers clients responses customized to the specific challenges of their sector. Sodexo delivers its solutions locally or globally in office environments, research centers, production plants and other workplaces.

Competition for talent is fueling demand for services that increase employee **engagement** and **well-being**. Organizations also look to increase competitiveness by **outsourcing or combining certain functions** such as the management of property and facilities in a single integrated contract.

AWARDS

India – Awards for high quality transition support

The quality of integrated services delivered by Sodexo teams and their contribution to client success was recognized through a pair of awards.

Sodexo received the “**IFM Excellence award**” for the immaculate transition of Nokia employees from Nokia offices to **Microsoft** offices. The operation involved the on-time mobilization of critical new Microsoft offices supporting global HR and Finance and office refurbishments to Microsoft standards. Sodexo’s services ensure business continuity and kept Microsoft’s global HR office operating despite the Chennai floods in southern India in December 2015.

Sodexo also won the “**Best Facility Management Partner**” award for ensuring **Wipro**’s seamless transition to an Integrated Facilities Management services model with no impact on business operations. The new model includes numerous new programs designed to increase Wipro’s process efficiency.

KEY FIGURES

6,190

million euro in revenues

30.5%

of Group revenues

170,809

employees

Source: Sodexo.



To succeed in this integration, clients look for partners capable of implementing best practice efficiencies and innovative, **value creating** integrated services. Clients also seek responsible partners that will **reinforce their image and brand**.

International companies look for **global partners** able to respond to their needs worldwide with an approach adapted to local cultures and conditions.

1

FOCUS

International

Helping Colgate-Palmolive improve efficiency and employee motivation

Colgate-Palmolive extended its longstanding partnership with Sodexo to continue improving the workplace environment, quality of life and employee commitment at its sites throughout the world.

The contract renewal includes a vast array of Integrated Facilities Management (IFM) services provided on behalf of 4,000 Colgate-Palmolive employees at 41 manufacturing, R&D and office sites. Sites in **Brazil, Poland** and the **UK** were added to the partnership, bringing to 23 the total number of countries, across North America, Latin America and Europe.

Sodexo has been a Colgate-Palmolive partner for 20 years. In 2013, the American-based consumer goods leader initiated a process to outsource IFM services across its global portfolio to reduce costs, simplify its supply chain and ensure consistent quality service delivery across sites.

Colgate-Palmolive chose Sodexo as its trusted partner to lead the transformation into a globalized IFM mode and improve the quality of life of its employees. Among the key factors in Sodexo's appointment are its unique geographic footprint and infrastructure, combined with extensive experience in manufacturing environments, the local expertise it brings at each site and demonstrated ability to self-perform the majority of services.

Colgate-Palmolive now has one Sodexo manager responsible for all facilities management services and an efficient supply chain at the best cost. Sodexo has established working methods and performance indicators on its client's sites worldwide to ensure harmonization of services as part of a continuous improvement approach. To facilitate communication and enhance the efficiency of benefits, a manager was appointed at each site to provide a single point of contact for any service request and oversee all facilities management services.

Scope of Sodexo IFM services on Colgate-Palmolive sites

- **Hard FM Services:** construction management, capital planning, HVAC, energy management, predictive & preventative maintenance, electrical systems, life protection systems, fire alarms, project management.
- **Soft FM Services:** janitorial, cleaning, waste management and recycling, move management, maintenance, portable water supplies, product packaging, shipping/receiving, truck transport, materials mailroom, records & archives, reproduction, chemical store, company store, purchasing.
- **Hospitality and Foodservices:** staff restaurants, catering/special events, vending, office coffee service.

Supporting workplace innovation and quality of life for Huawei

Huawei, the world's largest manufacturer of telecommunications equipment, expanded its relationship with Sodexo to sites in Colombia and Malaysia and its headquarters in China. Through existing contracts in India and Romania, Sodexo had demonstrated its expertise in Quality of Life Services and ability to deploy best practices.

In **Shenzhen, China**, Sodexo is providing integrated Quality of Life Services to 14,500 employees at Huawei's global headquarters. The five-year contract covers security, landscaping, pest control, cleaning, maintenance, administration and customer support. The services are delivered by a local team of 300 people on a latest generation site covering 287,000 m². Their mission: offer an innovative, comfortable and motivating working environment to help Huawei attract and retain talent, enhance the effectiveness of the organization and improve its performance.

In **Colombia**, the new contract includes four sites in Bogota, Cali, Medellin and Barranquilla. Sodexo is improving quality of life in the workplace for 900 Huawei employees through a range of integrated services, including a Help Desk to respond to needs for information services, reception and messaging, landscaping, office lighting, HVAC, cleaning and foodservices.

In **Malaysia**, Sodexo was awarded a contract in August 2016 to provide Integrated Facilities Management services on behalf of 2,200 Huawei employees at 13 sites. Services include reception, administrative assistance, cleaning and technical and maintenance services. Among the key success factors in winning the new contract was the involvement and responsiveness of Sodexo's local team, and the ability to communicate in Mandarin with the client management team.



REMOTE SITES

COMFORT, SAFETY AND PERFORMANCE AT THE ENDS OF THE EARTH

Market – Opportunities – Outlook

Remote settings, harsh environments, on land and at sea: for nearly 50 years, Sodexo has been improving quality of life around the world for all who work in isolated, often extreme conditions.

Mines in Australia, Latin America and the Arctic, **oil and gas** platforms in the North Sea, West Africa and the Gulf of Mexico, **complex engineering and construction projects** in the Middle East, Alaska, Peru, and India... across the globe, Sodexo's **integrated offer** of innovative services extends from a remote site's design to its dismantlement.

From housekeeping, administrative and technical maintenance services to management of recreational activities and waste transport, Sodexo solutions ensure the safety and comfort of all residents. As important as complying with the most stringent **Health, Safety and Environment (HSE)⁽¹⁾ standards** is supporting economic, social and environmental development of local communities. The result: creation of significant **added value** that contributes to the technical and economic **performance** of each site.

The role of **service providers** has taken on even greater importance in markets affected by lower raw material prices and a slowdown in major construction projects. As a result, operators increasingly look for operational efficiency improvements from **global partners** able to provide a broad array of consistent, reliable services.

KEY FIGURES

1,509 million euro in revenues

7.4% of Group revenues

39,868 employees

Source: Sodexo.

(1) Health, Safety and Environment (HSE): the scope of Sodexo HSE function includes Occupational Health and Safety, Food Safety and Environment.

FOCUS

Australia

Full range of integrated Quality of Life Services for Rio Tinto

In March 2016, Rio Tinto awarded Sodexo a contract with an estimated value of 1.8 billion euro to provide Integrated Facilities Management services over a 10-year period for the mining leader's extensive operations in the Pilbara region of Western Australia.

The new contract, the largest ever in this sector, expands the services Sodexo had been providing Rio Tinto which now include aerodrome services and transport, building maintenance and grounds maintenance, accommodations and foodservices, cleaning, and property management. The objective of Sodexo's 840-members team: bring comfort, well-being and safety to those who live and work far from home.

Rio Tinto's assets across the 500,000-sq.km region – an area almost the size of France – include 15 mines, six towns, four ports, three aerodromes, a rail network, operational sites, commercial buildings, residential properties and accommodation sites with over 15,500 rooms. The scale of the operation required implementation in phases by geographic zone from June to September with Sodexo teams mobilizing to ensure a safe and smooth transition.

Key factors behind Sodexo's win include its technical expertise and ability to safely deliver a full array of value added services in a difficult environment. Sodexo offers exercise classes, cinemas, nutrition, health and wellness programs... as well as providing an advanced IT solution to meet Rio Tinto's need to improve the lives and the daily work of its isolated teams operating hundreds of kilometers from city life.

Sodexo and its international team of 100 experts designed an integrated and customized solution for Rio Tinto that reflects both companies' commitments to an uncompromising safety culture, improved performance and responsible growth as well as to supporting development opportunities in local indigenous communities.

Peru

Delivering comfort and well-being, from above the clouds to the desert floor

Major new contracts underlined Sodexo's expertise in delivering Quality of Life Services that contribute to greater comfort and well-being for mine workers, thereby enhancing the performance of mining companies.

Minera Chinalco Perú S.A, a subsidiary of China-based Chinalco Mining Corporation (CMC), chose Sodexo's integrated services to improve daily life for 1,300 people working on the Toromocho project, one of Peru's largest copper mines. The project's three sites

are located in the middle of the Peruvian highlands at an elevation of 4,600 meters above sea level. Sodexo's offer includes foodservices, housekeeping, laundry services and accommodation management as well as soft and hard maintenance.


Sodexo also began providing quality services for Vale's Bayovar mine in Peru's Sechura Desert, considered one of the most arid deserts on Earth, wedged between the Pacific and the Andean foothills. The open-pit mine sits atop one of South America's largest deposits of phosphate rock. Vale's operations include a concentration plant, a 32-km heavy goods road, product drying and storage areas and a port. Sodexo's team, many locally hired, delivers foodservices, housekeeping, laundry and soft maintenance services to 450 mine workers at the site.

Qatar

Keeping Doha's metro project on time

Under a contract with the construction consortium ALYSJ, Sodexo is helping to facilitate the rapid construction of the city's major new transport link, the Metro Gold Line (start of service scheduled for 2019).



 Sodexo contributes to workers' well-being on the prestigious Doha metro Gold Line.

Sodexo's 230-member team provides a broad range of integrated services designed to offer the highest level of comfort and well-being to the workers, technicians and engineers working on the 32-km underground rail project. Services include transport, accommodation, foodservices and leisure services as well as complete management of the two camp facilities housing 2,800 people. Sodexo also serves hot meals to 3,200 subcontractors on a third site and on each of the Gold Line's 12 stations.

With more than 15 different nationalities represented among the various workforces, Sodexo's specialist chefs prepare familiar dishes for each nationality while onsite teams provide both indoor and outdoor recreational activities tailored to the different national cultures.

By improving quality of life for those working on the construction of the prestigious Gold Line, Sodexo is helping to keep the important transport project on schedule for the people of Doha.

DEFENSE

ARMED FORCES' EXPERT GLOBAL PARTNER

Market – Opportunities – Outlook

Sodexo today is a long-term **strategic partner** for military communities around the world.

While geopolitical conditions contribute to **rising military spending** in some countries, **budgetary pressures** are compelling government and military leaders to do more with fewer resources. Professionalized armies, focused on their primary mission and retention of troops, increasingly look to outsourcing providers that can deliver **innovative, effective and integrated** services.

Technical maintenance, recreation and leisure activities, foodservices for military personnel and their families, complex logistics in support of UN or NATO international peacekeeping

operations: the broad range of services requires **flexibility, accuracy and reliability**. With its expertise and ability to rapidly deploy its integrated services around the world, Sodexo is a valued partner that helps improve **quality of life** for personnel and their families, a key driver of the military's overall performance.

Sodexo's experience and capabilities enable it to respond to the needs of Defense clients across the globe: from U.S. Marine Corps bases to military garrisons in the UK. Outsourcing is also on the rise in France. In Paris, Sodexo today manages the new French "Pentagon," a prestigious site that showcases the Company's skills and is opening new opportunities nearly 50 years after Sodexo first began providing services to the French Navy in Marseilles.



KEY FIGURES

726

million euro in revenues

3.6%

of Group revenues

10,370

employees

Source: Sodexo.

FOCUS

France

Team engagement recognized on French Pentagon project


The France Regional Council recognized Sodexo with a Synergies Award for its teamwork approach on the construction and operation of the French Pentagon in Paris. The award reflects the capacity of the teams from seven company entities to operate as a single unit in opening the site and providing Quality of Life Services each day for close to 10,000 people.

Under a 27-year contract with the French Ministry of Defense, Sodexo is responsible for providing a comprehensive list of services on the 320,000 sq-meter site, ranging from visitor screening and security, reception, concierge services, a call center, cleaning and laundry, foodservices, a pool, building and grounds maintenance, logistics and waste management services to ensuring the proper care and display of more than 3,000 national flags to welcome visiting country delegations. The common objective for all of the Sodexo teams: provide a positive work environment for the 10,000 people working on the site and a professional reception for hundreds of daily visitors.

Each Sodexo team brings its expertise to these interrelated and complementary activities. The coordination of 500 team members is overseen by a Steering Committee and a common HR governance system.

In addition to the successful opening, five major certifications were earned for the site during the first year: ISO 9001, ISO 14001, OHSAS 18001⁽¹⁾, ISO 27001⁽²⁾ and HQE⁽³⁾.



 The Sodexo team receives the Synergies Award.

(1) OHSAS 18001 (Occupational Health and Safety Assessment Series) is a British standard for managing health and safety at work. An ISO Committee is working to transform OHSAS 18001 into an ISO standard, in line with international standards of management systems (e.g., ISO 9001 for Quality, ISO 14001 for Environment).

(2) ISO 27001 outlines the requirements for information security management systems (ISMS).

(3) HQE (Haute Qualité Environnementale or High Quality Environmental standard)/A French green building standard, based on the principles of sustainable development to limit short and long term environmental impacts from building construction and rehabilitation, while ensuring comfortable and healthy conditions for occupants.

United Kingdom

New regional multi-activity contract awarded

Sodexo won a services contract to improve the comfort of military personnel and their families and contribute to the readiness of the British armed forces.

Sodexo was chosen to provide Quality of Life Services to 31 military units across southern England. A team of 2,000 employees will be contributing to the units' overall performance by helping to ensure support for members of the armed forces and their families in their daily lives at multiple sites. Among the broad range of services that will be provided: foodservices, retail and leisure services, cleaning, hotel (mess) services and waste management services.

The contract brings together a large number Army and Royal Air Force units and is the first of seven new regional soft services contracts to be awarded by the UK Ministry of Defence.

United States

Major success for second consecutive year

Sodexo was awarded a facilities services contract by the Naval Medical Center to provide corrective maintenance services for 33 buildings at five sites in San Diego, California.

Sodexo's teams support the medical facility in providing the highest possible level of safe, quality patient-centered healthcare to the more than 1.2 million patients it treats annually and in its role as an active teaching and research center. Among the services being delivered: electrical systems, emergency power systems, carpentry and masonry services, plumbing systems, painting and maintenance of buildings and courtyards.

The new contract follows Sodexo's selection by the U.S. Army Corps of Engineers in 2015 to provide operations and maintenance services for Department of Defense (DoD) medical facilities worldwide.

JUSTICE SERVICES

A COMMITMENT TO REHABILITATION TO BETTER SERVE AND PROTECT SOCIETY

Market - Opportunities - Outlook

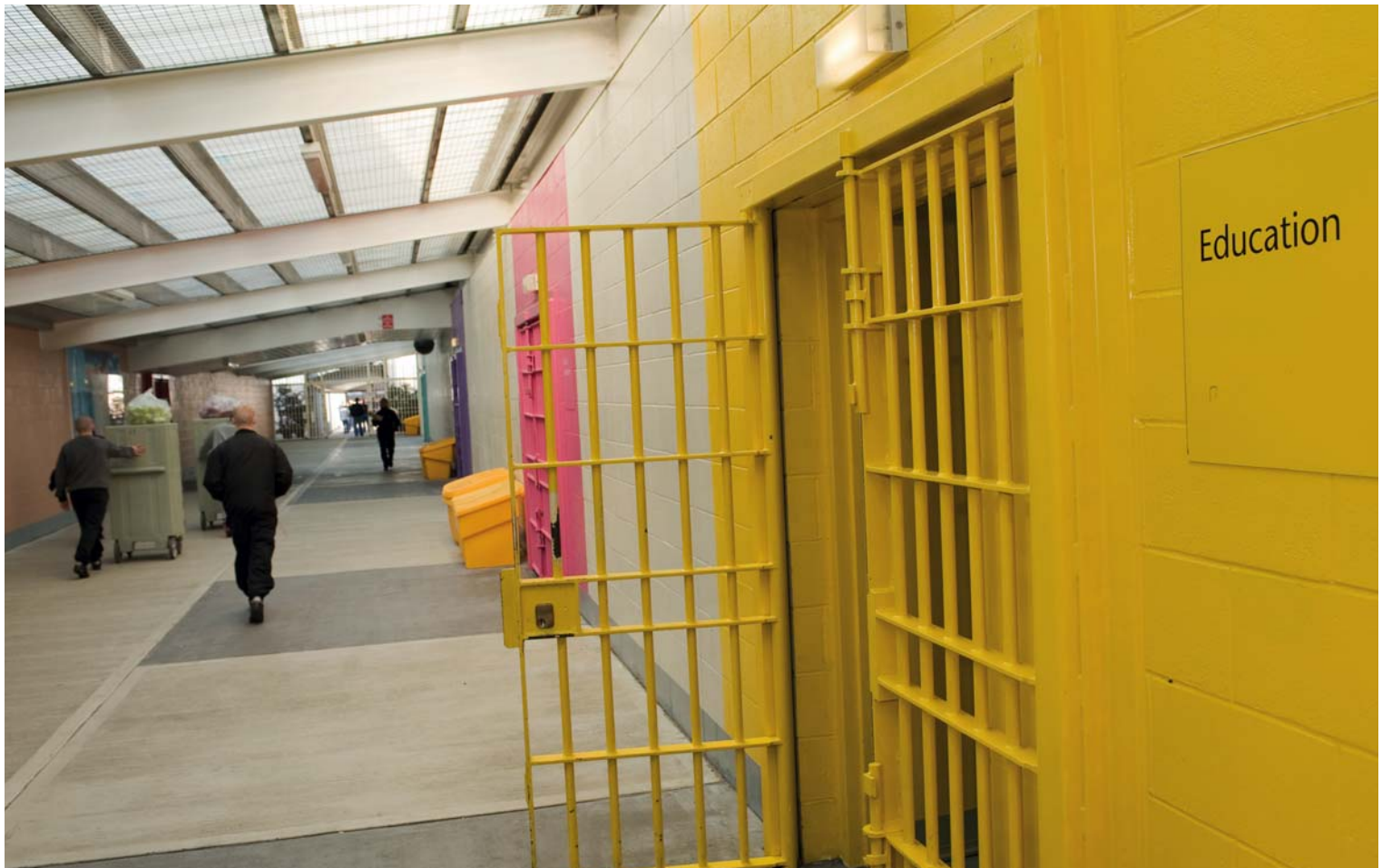
A partner to national and local prison authorities since 1990, Sodexo today is among the world's leading providers of services for prisons.

The Company delivers its broad array of integrated services according to strictly defined **ethical principles**. Sodexo operates only in democratic countries that do not administer the death penalty, in which rehabilitation is the ultimate goal of detention policies and team members are not required to carry weapons.

These principles reflect one of Sodexo's priorities of fostering **rehabilitation**. In addition to **improving the living environment**,

Sodexo's teams work to offer opportunities for detainees to acquire life skills, work experience, qualifications and resources to aid their successful re-entry into society.

Prison authorities also face rising pressure to **reduce both reoffending and costs**, even as prison populations expand. Increasingly, they look to the private sector to provide an expanding range of services and develop alternatives such as societally beneficial work. Another priority is **optimizing operations** through innovative solutions, such as leveraging new information and communications technologies. A full partner like Sodexo is able to manage existing facilities as well as support extensions and the creation of new establishments.



KEY FIGURES

667 million euro in revenues

3.3% of Group revenues

6,264 employees

Source: Sodexo.



Repair of Vélib bikes: gaining expertise through training that facilitates prisoner reintegration.

1

FOCUS

Australia

Emphasis on community outreach and rehabilitation at new women's prison

Leveraging its experience in Justice Services across the globe and having identified a new market in this segment, Sodexo won the tender to manage and operate a new women's prison in Perth.

The Western Australian Government awarded Sodexo the contract to manage and operate the new 254-bed women's Melaleuca Remand and Reintegration Facility, beginning in December 2016.

As part of the contract, Sodexo is developing partnerships with Western Australian non-government organizations to provide culturally appropriate rehabilitation and reintegration services and programs. The objective: help the women successfully reintegrate back into the community and reduce their risks of reoffending. The innovative programs reflect Sodexo's strong commitment to continuously and sustainably improving the quality of life for Aboriginal and Torres Strait Islander people and their communities.

France

Acquiring new skills while returning bikes to the road

JC Decaux subsidiary Cyclocity and Sodexo's organization for rehabilitation through economic activity, Inserxo 60, partnered to create a Velib bicycles repair shop at the Liancourt detention center in the Oise region.

The initiative is based on training that is recognized with a professional bike repair mechanic license. The goal: help prisoners find employment after their release. Through the two-month training, the prisoners acquire an expertise that enables them to repair 60 Velib bicycles per week. This experience in a skilled position, for which they are paid an hourly wage, paves the way for their successful reentry to society.

Launched in June 2016 with a dozen prisoners, by the end of August, the program had already delivered 420 bicycles ready to return to the streets of Paris.

United Kingdom

Second life for uniforms

A unique project to recycle used corporate uniforms is enabling prisoners at HMP Northumberland to acquire new skills and gain experience designed to help them succeed in reintegrating society upon release.

Sodexo, which manages the northern UK prison, partnered with online retailer Ocado, which provides the disused uniforms of its employees for repurposing into aprons and tote bags. The tote bags and aprons were designed by a sustainable fashion brand and are sold for charity.

The program also provides an important environmental benefit. About 90% of disused corporate uniforms are disposed of by landfill or incineration each year in the UK, representing a significant waste of resources. Social enterprise charity Hubbub, another partner of the initiative, is pushing for offices, warehouses, shops and factories to recognize the scale of the environmental impact and to treat their old uniforms as a useful resource.

The initiative is one of several by Sodexo that has transformed HMP Northumberland into a working prison that provides meaningful learning opportunities for prisoners. In addition to the textiles workshop where the uniforms are repurposed, the prison has an engineering workshop where prisoners produce components for the manufacturing industry. It is also the country's only prison to have earned Red Tractor accreditation for its market garden, where prisoners grow fresh fruit and vegetables for external clients, including Durham University.

For more about Group initiatives promoting recycling: please see section 2.5.4.



SPORTS AND LEISURE

EXCEPTIONAL MOMENTS AND VENUES

Market – Opportunities – Outlook

For more than 20 years, Sodexo has been a valued partner for organizers of **international sporting and cultural events** and the manager of **unique destinations** throughout the world. Sodexo also has become one of the market leaders for **airline clubs and lounges** throughout the world.

From ticketing, travel, foodservices, safety, logistics, sales and marketing to technical and artistic organization: Sodexo's creative and expert teams know how to make prestigious events succeed and exceptional places sparkle.

Global trends in this market are positive despite slowdowns due to the effect of security concerns on tourism in countries such as France. The market therefore continues to offer **development opportunities** in the years to come for market leaders such as Sodexo.

Consumer well-being, sustainability and diversity are becoming key selection criteria. Clients also seek partners able to help them **increase attendance and venue use**. To reach **a wider audience**, event organizers are also turning to digital technology and seeking to enrich the spectator experience with entertainment around the event. Finally, **developing countries**, driven by the underlying force of a youthful and rising middle class, are increasingly promoting their national sports and hosting international sports events.

KEY FIGURES

903 million euro in revenues

4.5% of Group revenues

11,698 employees

Source: Sodexo.

AWARD

France – Le Pré Catelan wins new recognition

Sodexo's prestigious Le Pré Catelan was named one of the world's best restaurants. With its chef Frédéric Anton already the recipient of three Michelin stars⁽¹⁾ and five toques from Gault & Millau⁽²⁾, Le Pré Catelan has been ranked 20th among the 1,000 best restaurants. The recognition was made by La Liste, a leading international gastronomic ranking, with over 90 countries represented.

(1) *The Guide Michelin* or *Guide Rouge* is one of the world's oldest and most famous restaurant guides. Each year, it bestows "Michelin stars" (macaroons), recognizing the best restaurants in France, major cities in other European countries, New York and Tokyo.

(2) *Gault & Millau* is the second of the gourmet guides in France. The 20-point scores, begun with the first edition in 1972, were replaced in 2010 by chef evaluations of a restaurant's food and ambience.

FOCUS

International

Flying high with United

United Airlines selected Sodexo as its single source global services partner for all United Clubs and Lounges worldwide.

The contract includes facilities in North America, London, Hong Kong, Guam, Japan and Mexico City. Sodexo will be responsible for delivering exceptional service to consumers across 52 United Clubs, Arrivals and Global First Lounges, including all food and beverage services, bartending and cleaning.

The long-term contract represents a significant expansion of Sodexo's partnership with United, adding multiple new sites and services while reinforcing Group's position as a leader in airline lounge operations.

France

28 years of trust at Roland Garros

The French Tennis Federation (FFT) awarded a contract to Sodexo to provide foodservices during the French Open tennis tournament at Roland Garros. The contract extends a 28-year partnership of trust to include foodservices for the public.

For the Grand Slam tournament, a 500-member Sodexo team works behind the scenes to prepare 9,900 meals per day and 28 different daily menus. Among the specialists: purchasing and quality managers, logistics specialists, nutritionists, cooks, hostesses, tourism and seminar managers. Their common objective: delight consumers with diverse offers of high-quality seasonal and local products, offering something for all tastes.

During the three-week tournament, 800 players, their coaches and their families, officials, ball boys and girls and 1,300 journalists from 198 countries enjoyed the gourmet cuisine crafted by Sodexo dietitians and chefs. Key challenges include meeting the specific nutritional needs of athletes. Sodexo chefs work with the FFT's medical team to provide nutritionally balanced gourmet menus full of flavor for the three restaurants open to the competing team members and their families.

Sodexo also continued an effort to fight food waste at this year's Open. Through a program sponsored by French tennis star Gael Monfils, surplus food was distributed through a food assistance organization to those most in need in the Paris region.

United Kingdom

Serving upstairs at two prestigious sites

The National Trust for Scotland, responsible for protecting and promoting the natural and cultural heritage of Scotland, awarded a new contract to Sodexo to deliver event catering and hospitality at Pollok House, one of the country's grandest Edwardian country homes near Glasgow, and Ayrshire's majestic Culzean Castle.

The commercial partnership is an important income generator for the National Trust, enabling it to finance conservation works by introducing its unique venues to new audiences.

Under the contract, Sodexo designs and manages customized banqueting packages for the venues to appeal to target markets, including UK-based destination management companies. Sodexo's team also provides extensive sales and marketing support, as well as event management for corporate bookings, weddings and other private gatherings.

Other heritage venues managed by Sodexo across Scotland include Dundas Castle, the Royal Botanic Garden in Edinburgh and Hampden Park.

United States

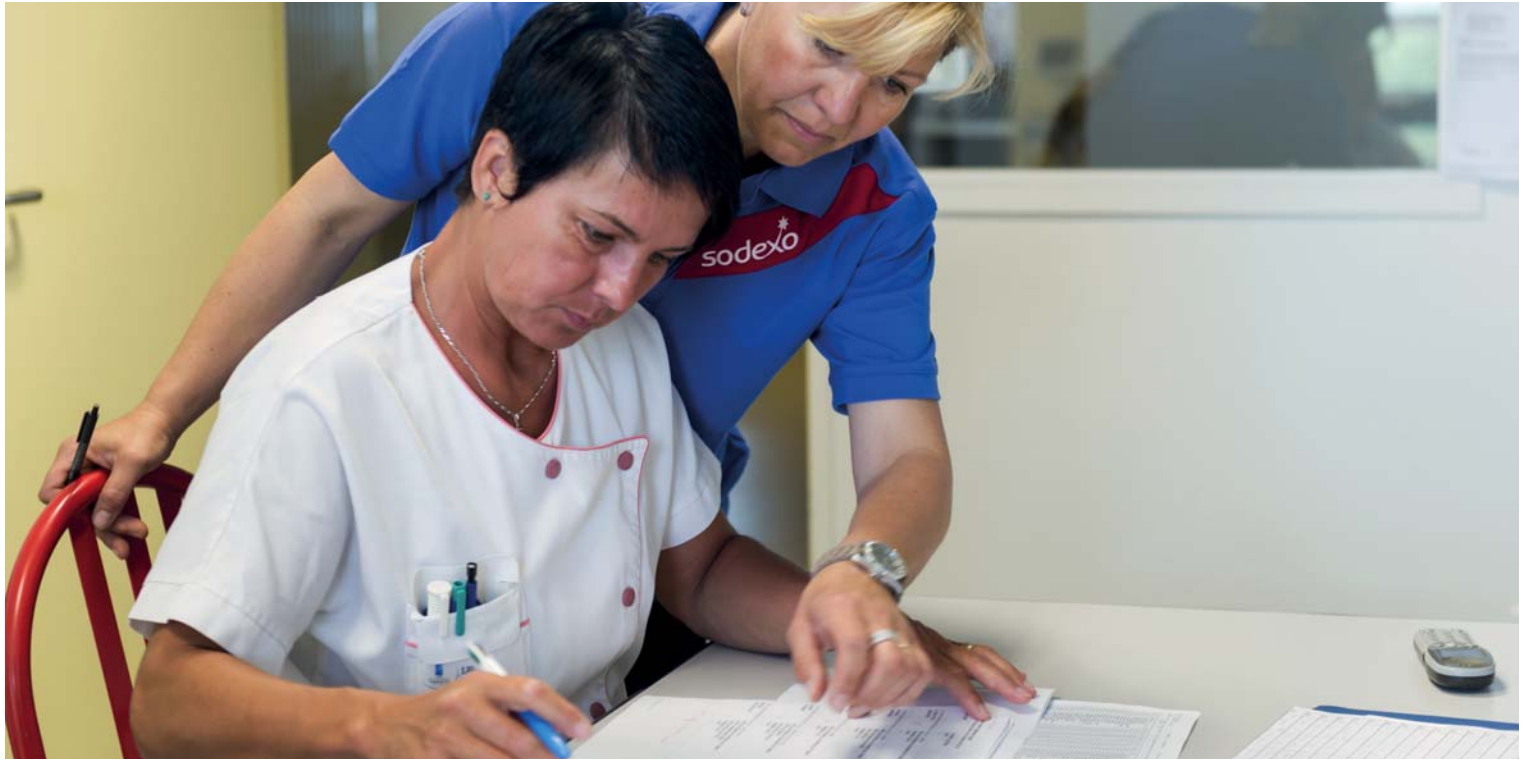
Fine dining at the Hollywood Bowl

In partnership with the culinary company Lucques, Sodexo is providing exclusive food and restaurant services throughout the Hollywood Bowl under a 10-year contract awarded by the Los Angeles Philharmonic Association.

One of the country's largest natural amphitheaters, the Hollywood Bowl has been the summer home of the Los Angeles Philharmonic since its official opening in 1922 and plays host to the finest artists from all genres of music.

The first-time collaboration between Lucques and Sodexo combines the two partners' comprehensive operational, branding, marketing and strategic planning expertise. Together, they are carrying on a time-honored tradition of dining at the Bowl while providing concert-goers with enhanced choices that are completely unique to the venue.

The creativity behind the success of the restaurants of award-winning chef Suzanne Goin and chief sommelier Carolynne Styne – AOC, Lucques, Tavern and The Larder – are reflected throughout the Hollywood Bowl culinary experience, from the wine bar and restaurants to the gourmet food stores and concessions.



HEALTH CARE

QUALITY OF LIFE SERVING QUALITY OF CARE

Market - Opportunities - Outlook

The health care market leader for more than 20 years, Sodexo contributes actively to the well-being of **patients** and **visitors** and the quality of life of **hospital staff**.

From maintenance of clinical equipment, sterilization of medical instruments and disinfection of patient rooms and operating areas to reception, patient admission, logistics and foodservices... an array of Sodexo services improves the quality and safety of care, strengthening the **performance and competitiveness of health care facilities**.

Several years of strong pressure on **public budgets** have forced health care institutions to rethink their organizational, operational and financial models.

In developing countries, increasing demand from patients is driven by the strong expansion of the middle class, increased purchasing power and the emergence of private health insurance. Meanwhile, competition to attract and retain physicians and skilled caregivers are pushing hospitals to obtain and maintain **major international accreditations**.

In some countries, the search for management synergies is leading to market concentration and the emergence of a trend toward **hospital consolidation**. At the same time, technological advances favor the reduction of the number of beds, shortening the length of stays and increasing **outpatient and home care**.

To meet the expectations of increasingly demanding patients, to attract and retain the best talent and to strengthen their competitiveness, healthcare institutions are therefore looking, increasingly for an expert partner in the global healthcare market, able to support them over time.

KEY FIGURES

3,901

million euro in revenues

19.2%

of Group revenues

61,747

employees

Source: Sodexo.

FOCUS

India

Supporting teaching hospital through services expertise and training

Sharda Hospital in Greater Noida (Uttar Pradesh) entrusted Sodexo with providing a range of Quality of Life Services that are helping the private teaching hospital perform its missions of delivering high quality care to patients, providing training for medical students and supporting research activities.

The 650-bed, multidisciplinary and advanced technology university hospital has 250 doctors, 450 nurses and paramedics and welcomes 1,500 students. Its challenge: improve quality of life for all and attract a greater number of non-subsidized and foreign patients.

Sodexo's customized solution includes cleaning, patient transport and assistance, electrical, plumbing and building maintenance. Implementation of initiatives such as cleaning automation and the use of sustainable green chemicals are helping to improve hygiene standards, environmental cleanliness and patient satisfaction.

Sodexo also implemented structured learning and development programs. Employees are fully trained in the use of equipment, professional cleaning methods and best practices in health and safety. This has resulted in improved efficiency and enhanced motivation, contributing to higher employee retention.

Providing a single contact to the client, our Sodexo Facilities Executive is responsible for continuous improvement and management reporting. This effective system ensures rigorous governance and enables ease of management for the hospital's administration team.

The partnership, established in March 2016, is already bearing fruit with the help of Sodexo's specialized teams. Among the achievements: compliance with standards for operational procedures of the National Accreditation Board for Hospitals & Healthcare Providers (NABH)⁽¹⁾ and accreditation by the NAC and NABL⁽²⁾.



 Sodexo experts in action in U.S. hospitals.

United States

Expanded Quality of Life Services for 13 University Hospitals

A customized proposal, proven technology, extensive experience and a long-standing positive relationship with the client were key factors in Sodexo's win of a new contract to provide facilities management services for 13 facilities of University Hospitals in Ohio.

Sodexo already provides foodservices and environmental services to the hospitals, contributing to the well-being of patients, staff and daily visitors. Based on this solid experience and knowledge of the hospitals' operations, Sodexo was able to build a customized offer to respond to the client's needs.

Sodexo's bid included an essential human resources element, providing for an energy manager and the creation of a VP position to oversee all of the services being delivered.

With its technological experience in facilities management services, Sodexo also proposed a tool for optimizing technical maintenance, investments and upgrades based on asset age and criticality level.

The contract is one of the first for FM services in the U.S. for Sodexo's Health Care team, reinforcing the Company's position in the highly competitive national market.

ACCREDITATIONS

International – Supporting client continuous improvement

Clients in developing countries continue to rely on Sodexo's global health care expertise to achieve and maintain accreditation from international agencies. In addition to gaining accreditation, Sodexo's Quality of Life Services improve patient comfort, staff satisfaction and operational performance, thus contributing to client competitiveness.

Among the clients that Sodexo supported in obtaining JCI⁽³⁾ accreditation during the year were **Aster Medcity** in India and **Samitivej Sukhumvit** and **Samitivej Srinakarin hospitals** in Thailand.

(1) *The National Accreditation Board for Hospitals & Healthcare Providers (NABH) is a constituent Board of the Quality Council of India, which establishes and operates accreditation programs for health care organizations, according to international standards.*

(2) *National Accreditation Board for Testing and Calibration Laboratories (NABL) is a society which provides accreditation recognition of the technical competence of a testing, calibration or medical laboratory for a specific task, according to ISO standards.*

(3) *Joint Commission International (JCI) certifies health care organizations that meet a set of standard, internationally recognized requirements designed to improve quality of care and ensure a safe environment for patients and staff.*

SENIORS

AGING WELL, A SOCIETAL ISSUE

Market – Opportunities – Outlook

Increasing life expectancy has made **senior care** an issue for all of society. Through a range of high value added integrated services, Sodexo helps seniors age well by improving quality of life in senior residences and nursing homes.

The trends are there to show the need. A growing senior population is driving **increased spending** on health. A greater prevalence of chronic diseases is contributing to a **heavier workload** in care homes. Governments are seeking cost effective solutions to respond to the growing demand for care while more and more families are seeking help to meet the unique requirements of the elderly.

Customized to all ages and degrees of dependency, Sodexo's services contribute to the physical, mental and social **well-being of residents** while reassuring **families** concerned about care for their loved ones. The quality of these services is also critical to the **economic performance** and **reputation** of retirement communities and senior living facilities. Sodexo's ability to deliver these expert services is differentiated because of its ability to attract, train and engage **purpose-driven employees**. Sodexo offers employees a caring culture that allows them to bring their compassionate spirit to others. At the same time, Sodexo's training and systems ensure a rigorous focus on delivering consistently excellent services. These strengths are more important than ever as the industry faces a growing shortage of caregivers.

KEY FIGURES

1,173

million euro in revenues

5.8%

of Group revenues

15,939

employees

Source: Sodexo.



Seniors also increasingly prefer to live **independently** at home as long as possible, creating additional demand for home-delivered services.

To learn more about Sodexo services that enable seniors living at home to benefit from quality services and thus maintain their independence, see the Personal and Home Services section pages 60-61.

1

FOCUS

France

Supporting Korian to improve senior well-being

Korian, the European leader in aging well, chose Sodexo to provide raw materials and technical support for chefs at its 364 nursing homes in France. On the menu for 30,000 residents and patients: enjoyable, "homemade" meals to combat the effects of old age.

The three-year contract is based on three key points: the consolidation of Korian's culinary identity, which promotes family-style, tasty, meals prepared on site, supported through an advisory mission provided by the École Lenôtre; the accompaniment of culinary advisors and a chefs' council specializing in health and nutrition for the elderly; and, an annual cooking competition organized in partnership with the École Lenôtre.

The innovative partnership is a natural combination between two international leaders committed to senior well-being. Nutrition for seniors and employee commitment will be part of both partners' joint research projects.

Italy

On the menu: Quality of Life

At the Fondazione Molina Onlus senior residence and care facility in Varese, Italy, Sodexo's Quality of Life Services are making a difference in the lives of more than 100 patients with dysphagia.

The disease is characterized by a sensation of discomfort or blockage in the passage of food into the pharynx or esophagus and is especially prevalent among children and the elderly. Loss of appetite and the desire to eat can be consequences of the disease.

Sodexo provides healthy and well balanced meals to the 440 guests at the facility and has designed a customized menu for the dysphagic patients. The chefs use excellent quality ingredients and pay particular attention to texture to produce an ideal level of consistency, and cohesion. This makes the food easier to swallow, easing patient discomfort. It also ensures that the food's authentic taste and color are maintained, stimulating the appetite and returning the pleasure of eating.

PEOPLE WITH DISABILITIES

FOCUS

France

Sodexo reinforces leading position in Quality of Life Services for people with disabilities

Sodexo was awarded a five-year contract to support ADAPEI ARIA Vendée⁽¹⁾ in its development.

The expansion of this partnership is based on common values and the quality of services already provided by Sodexo teams for 13 association facilities. Sodexo's expertise in delivering services

tailored to people with disabilities and its ability to support its clients with their projects were key factors in the win.

Sodexo now provides foodservices for 35 ADAPEI ARIA Vendée facilities, serving more than 3,500 people. The Company also is aiding Adapei in providing training for workers with disabilities, building and managing a central kitchen and helping the client to develop organic vegetable production.

(1) ADAPEI ARIA Vendée is a nonprofit departmental association that promotes, implements and adapts the reception and support of people with disabilities by providing them with solutions for special education, care, training, workforce integration, adapted jobs and accommodations.



EDUCATION

SERVING A LEARNING ENVIRONMENT

Market – Opportunities – Outlook

From kindergarten to university, Sodexo supports institutions in creating and maintaining a **healthy, welcoming and safe educational environment**. Its integrated offering of innovative services is designed to foster academic success, enhance clients' operational efficiency and attractiveness, ensure a healthy and balanced diet and improve quality of life for the entire educational community.

Competition, aging infrastructure, budget constraints and nutritional issues are among the numerous challenges facing both schools and universities today. Sodexo's **comprehensive solution** allows administrators to focus on their **academic mission** while ensuring a **quality of life** for students and teachers that contributes to their learning environment.

Food from sustainable and local farming is becoming as much a priority as the safety and well-being of the students and staff. The **quality of the daily environment** is now as critical to the reputation of an institution as its educational performance.

KEY FIGURES

4,401

million euro in revenues

21.7%

of Group revenues

89,127

employees

Source: Sodexo.

FOCUS

Finland

Helping Metropolia grow through service excellence

At Metropolia, Finland's largest university for applied sciences, Sodexo is helping improve quality of life for more than 16,000 students and staff through cleaning services and foodservices across the school's ten campuses.

The 75-member Sodexo team contributes to health and well-being

with nutritional menus, trendy retail options and a wide array of choices that meet client and consumer expectations such as local, organic produce and vegan menus. The cleanliness of the work environment helps promote learning while the efficiency of services provides significant cost savings and simplifies contract administration for the client.

With its proactive approach to improving services and implementing best practices, Sodexo is a full partner in Metropolia's strategy 2020 to further modernize and reinforce the quality of its educational offer.

France

New Paris campus of EMLYON

As part of a five-year contract, Sodexo is providing an array of services to improve quality of life for students, teachers, staff and visitors on the new Paris campus of EMLYON.

Located opposite the Gare de Lyon train station, the new campus of the management and commerce school extends over 5,500 m². It opened its doors in September 2016 and can accommodate up to 1,000 students.

Sodexo offers a range of integrated services for students from Europe, Asia and North America, including reception, concierge services, cleaning, foodservices and maintenance – including energy optimization – reprographics and mail, maintenance of green spaces, waste management and security.

Sodexo's customized solution features a single point of contact for all stakeholders, provides a homogeneous offer and a committed team that manages internal and external skills and leverages synergies. Sodexo also provides support for projects and makes proposals to increase the site's attractiveness in an increasingly competitive environment among leading business schools.

Hong Kong (China)

First University contract

Sodexo was awarded a six-year contract to provide foodservices on the brand new campus of Chu Hai College of Higher Education (CHCHE) in Hong Kong.



 First step for Sodexo in a Chinese university.

Sodexo's tailored offer based on its understanding of CHCHE's values and expectations for its new dining spaces was the key factor behind the contract win in a highly competitive market.

Starting with 1,500 students, the purpose-built campus' completion comes as CHCHE is in a final stage of obtaining its long-sought official designation as a university. Designed to accommodate expected growth, the campus will eventually welcome 3,000 students.

United States

Putting a bit of Magic in D.C. schools

In Washington, D.C., SodexoMAGIC, the joint venture between Sodexo and Magic Johnson Enterprises was awarded a major contract to serve as the student nutrition provider for the city's schools (DCPS).

Along with partner Revolution Foods, SodexoMAGIC is enhancing quality of life for 48,000 students and staff through an innovative program that features cutting-edge food concepts. Other elements include a university research-based approach to student nutrition and well-being, state-of-the-art menu creation and adherence to the highest nutrition standards.

Sodexo's team works to improve quality of life in three specific areas: a commitment to operational excellence; a commitment to community; and a commitment to employee training. Nutrition education programs are being implemented to further engage and inspire students, encouraging student feedback and guiding students throughout the day, helping to teach them about the benefits of healthy meal decisions.

The school system also benefits from the partnership's considerable purchasing power and transparent management systems. Stakeholder satisfaction and engagement is being driven through a significant investment of resources to train, develop and engage foodservices staff, students and the greater community.

Close-up on SodexoMAGIC: a force for educational progress

A partner in Michelle Obama's Let's Move campaign, SodexoMAGIC uses healthy menu planning and a focus on nutrition education to fight childhood obesity.

SodexoMAGIC is also the first and only student nutrition provider to adopt the school snack and beverage guidelines of the Alliance for a Healthier Generation (a joint initiative of the American Heart Association and the Clinton Foundation).

In addition, SodexoMAGIC works with top universities, such as Cornell University and Harvard University, to increase student awareness regarding healthy eating and developing appetizing, nutritional menus.

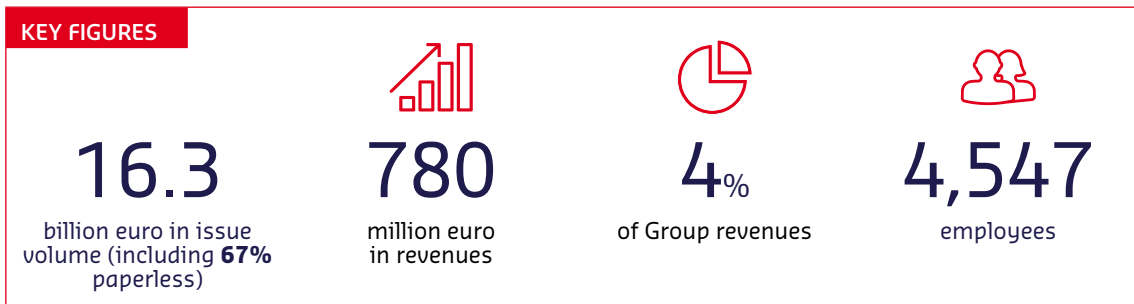
For more information on Sodexo's actions to improve health and well-being, please see section 2.3.

QUALITY OF LIFE SERVICES

BENEFITS AND REWARDS SERVICES

Innovating to improve consumer quality of life and client performance

— The array of nearly 250 services created and managed by Sodexo goes well beyond its widely recognized meal and food vouchers and cards. Driven by technological innovation, the Company's **stand-alone and customized quality of life solutions** respond to the main human resources challenges facing companies and organizations. Sodexo's solutions simplify and recognize the work of employees, encourage healthier lifestyles, promote better work-life balance and facilitate personal development and social interaction. —



Source: Sodexo.

This offer, addressing both economic performance and sustained improvement in quality of life, responds to major long-term trends⁽¹⁾ that are drivers of Sodexo's activities. It is focused around five service category objectives:

- **recruit, retain and motivate talented people.** Employee Benefits responds to the issues of company compensation policies, helping clients enhance their attractiveness as an employer and improve organizational efficiency;
- **mobilize teams around quantitative or qualitative objectives.** Through Sodexo's Incentive and Recognition Programs, companies have customized turnkey tools for increasing sales and motivating a partner network, retaining employees, promoting good safety practices within a plant and ensuring business continuity;
- **optimize employee mobility and expense management with Sodexo's customized solutions,** including fuel payment cards for employees. Through these online platforms, these solutions improve the management of daily travel, trips and employees' professional expenses and ensure control and monitoring;
- **support and enhance the distribution and delivery of Public Benefits.** Sodexo-designed solutions are simple, transparent and effective in facilitating the work of governments and local authorities, helping to optimize budgets and achieve social policy, cultural and educational goals;
- **help everyone enjoy gift giving and receiving.** Leveraging its expertise in gift giving programs designed for client employees, Sodexo provides consumers with Gift Boxes and Cards for any occasion, combining freedom of choice with simplicity.



KEY FIGURES

430,000 clients (excluding individuals)

35 million beneficiaries and consumers

1.3 million affiliated partners

Source: Sodexo.

(1) For more on the ten major trends shaping the Group of tomorrow, please see pages 26-27.

FOCUS

International

SME leaders identify quality of life as performance driver

Sodexo is committed to building a better understanding of how quality of life is perceived, valued and addressed as a factor of performance in today's organizations.

In 2016, Sodexo Benefits and Rewards Services and TNS Sofres⁽¹⁾ released a study showing that workplace quality of life considerations are a significant factor for small and medium-sized enterprises (SMEs) for improving their attractiveness, competitiveness and performance. The study polled 4,800 leaders of SMEs with 10 to 100 employees in seven countries: Brazil, Chile, France, India, Mexico, Romania and Turkey.

The surveyed leaders confirmed the importance of quality of life:

- 91 percent said it ensures a better work environment;
- 86 percent declared that it leads to increased productivity;
- 76 percent consider that it boosts their power of attraction as an employer;
- 70 percent believe it results in higher revenue.

Services that enable SMEs to improve employee quality of life include:

- helping employees to achieve a better work-life balance;
- recognizing staff performance with benefits, shopping vouchers and rewards;
- improving employee standard of living;
- providing employees with healthy and balanced meals;
- ensuring a comfortable, efficient and safe workplace environment.

The survey revealed that an improvement in quality of life has a real impact on SME performance.

For additional information on quality of life issues:
www.qualityoflifeobserver.com/

XXImo: a strategic acquisition

Sodexo reinforced its capacity to support clients in enhancing quality of life for their employees through its gradual acquisition of Dutch startup XXImo and its innovative mobility platform, designed for simplicity and efficiency.

In acquiring an innovative and well-known regional start-up, Sodexo reinforces its expertise and presence on the market for employee daily commuting and business travel. The deployment of XXImo's offer, which began with the Netherlands and Belgium, was expanded to Germany in October 2016.

For more information on this innovative service, please see page 57.

France

Promoting doggy bags to fight against food waste

As part of its commitment to fighting food waste, Sodexo is supporting the French startup company, TakeAway®, in its campaign with restaurants in France to encourage use of doggy bags by their patrons.

Leveraging its extensive network of affiliates, Sodexo is helping to promote the customizable doggy bags created by TakeAway® through e-mailings and promotional offers linked to its Restaurant Pass vouchers. In addition, Sodexo is encouraging affiliates using its FidCash⁽²⁾ program to participate in the doggy bag initiatives through a specific, personalized offer.

This citizenship action is among a number of initiatives Sodexo has undertaken to reduce foods waste, one of the priorities identified in its roadmap, the Better Tomorrow Plan.

For more about Sodexo's commitment to the fight against food waste, please see page 69 and section 2.5.4.

AWARD

Czech Republic – Prestigious award as a Top Responsible Company

In recognition of its commitment to *sustainable practices*, Sodexo Benefits and Rewards Services was named a TOP Responsible Company for 2015 by the organization Business for Society based on voting by the public.

The award is given each year to highlight innovative, long-term solutions by companies in the field of sustainable and responsible business. Sodexo was nominated along with other major international companies, including Google, IBM, PwC, KPMG and E.ON.

Sodexo also won a silver certificate in the "Socially beneficial projects" category for its "Wishes come true for seniors" initiative and a bronze certificate in the "Diversity category."

(1) A marketing and opinion research firm, TNS Sofres is part of the TNS Group, world leader in ad hoc studies, operating in more than 80 countries.

(2) FidCash is a loyalty and payment solution developed by Sodexo, available through a card or mobile app mobile.

ATTRACT, RETAIN AND INCREASE THE ENGAGEMENT OF EMPLOYEES

1

IMPROVING QUALITY OF LIFE TO ATTRACT AND RETAIN TALENT

Market – Opportunities – Outlook

In today's extremely competitive professional environment, attracting and retaining top performers is essential for every public and private organization, regardless of size or market. Knowing how to motivate employees can provide companies with a true competitive edge. Sodexo's customized and integrated, easy-to-use, cost effective solutions optimize tax treatment and help clients to address their human resource needs and increase their attractiveness.

By encouraging healthier lifestyles, facilitating work-life balance and promoting personal development and social interaction, Sodexo's services directly influence employee engagement and contribute to the performance of businesses and organizations. Whether through a varied diet offered by Meal Pass, the ability to buy environmentally friendly products through Eco Pass, access to a variety of sports facilities with Gym Pass or the support for commuting costs provided by Mobility Pass, Sodexo's services improve the lives of employees and their quality of life, enabling them to devote themselves more fully to their work.



FOCUS

Czech Republic

New digital meal voucher wins recognition

Launched at the beginning of 2016, Sodexo's Gastro Pass CARD has demonstrated considerable success in the country. This solution, simple and practical for clients and consumers facilitates the delivery of an employee benefit widely used throughout the country. Operating similarly to a debit card, Gastro Pass differs from traditional printed meal vouchers in eliminating the need for employers to distribute the vouchers thus saving time and reducing administrative costs. Employees can easily pay the exact amount for the meal purchase and monitor the balance available on their account online.

The safety, reliability and ease of use of the Gastro Pass CARD was recognized with a Microsoft Award in the Modern data platform category. The annual award is determined by a judging panel of industry professionals to highlight leading technological solutions.

Mexico

Country's largest department store chain chooses Sodexo

Department store chain Liverpool chose Sodexo to help it motivate and engage its 58,000 employees, becoming the company's largest client in Mexico. Following a successful pilot that generated good client and consumer feedback, Sodexo implemented its Food card (Tienda Pass) and Expense Management solution (Gasol Pass) at Liverpool's 109 stores nationwide. Sodexo's services are providing important support to Liverpool, whose lines of high quality clothing and home goods position it for continued growth in Mexico's expanding retail segment.

AWARD

Brazil – Best company to work for

The magazine *Você SA* presented Sodexo with the Best company to work for honors at the 2015 Benefits Segment Awards. It is the third consecutive year that Sodexo has received the award, which recognizes companies with the best human resources practices. The recognition conducted annually since 1997, is based on extensive research of private companies, public institutions, NGOs and cooperatives that have at least 100 employees and operate in the Brazilian and/or international market.

MOTIVATING AND RECOGNIZE EMPLOYEES

ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH QUALITY OF LIFE SERVICES

Market – Opportunities – Outlook

Being recognized for their work and being rewarded for their efforts or achievements are prime motivating factors for employees. Rewards increase employee engagement as well as having a broad positive impact on improving a company's overall performance.

To ensure that employees feel truly recognized as individuals, rewards must be appropriate and customized. Through its ability to understand and track the expectations of employees and consumers, Sodexo is able to offer seamless, tailored solutions to clients that enable them to unify their teams around common goals and reward everyone's efforts, whatever the culture or population.

By supporting companies at every stage of their Incentive & Recognition program, from design, to real-time monitoring, event communications, selection and delivery – Sodexo enables clients to easily and effectively achieve objectives such as increasing sales, stimulating a partner network or enhancing employee loyalty by celebrating their successes or thanking them for their commitment.

FOCUS

Asia

Roll-out of a mobile vouchers solution

Sodexo launched an Asia-wide initiative to provide clients with common digital solutions across the fast-growing region.

The project seeks to provide clients with a fully electronic management solution for employee incentive and recognition vouchers via SMS, e-mail and apps. Advantages of the solution include ease of administration and distribution to end-consumers and affiliated merchants, increased choices for small value rewards, the ability to provide more timely recognition and better opportunities for associating the client's brand with the reward.

The initiative is being rolled out throughout the region, beginning in Indonesia, the Philippines and Vietnam.

AWARDS

United-Kingdom – O2 and Peugeot win honors

Sodexo's employee incentive and recognition programs for two clients, O2 and Peugeot, were recognized at the 2016 *Institute of Promotional Marketing (IPM) Awards*.

O2 won for its "be brilliant!" campaign, a unique approach to rewarding and recognizing employees through a comprehensive program of tactical campaigns via a centralized portal, contributing to a high level of employee engagement and demonstrating a direct impact on sales and service.

Peugeot's Sales Guild employee incentive and recognition program was recognized for designing automotive channel incentives that encourage dealership employees to improve the consumer's overall experience with the brand.



OPTIMIZING EMPLOYEE MOBILITY AND EXPENSE MANAGEMENT

1

STREAMLINING AND SIMPLIFYING PROCESSES FOR BETTER QUALITY OF LIFE



Market – Opportunities – Outlook

For Sodexo, improving quality of life enables businesses and employees to perform their daily activities effectively, without interruption and with less cost.

Sodexo's mobility and expense management service offer finance and human resources departments to simplify, secure and optimize management of their employees' expenses while avoiding the requirement that employees personally advance funds for their mobility or professional activities.

Sodexo programs and services integrate innovative solutions such as payment cards or fuel cards linked to online authorization and expense monitoring platforms, delivering simple, easy-to-access programs that streamline processes for employees and help improve business performance.

FOCUS

International

XXImo, an innovator in business mobility services

With the gradual acquisition of XXImo, Sodexo reinforces its position in the mobility services sector.

XXImo's innovations include its XXImo Mobility Cards offer for employees, whether commuting or on business travel, a single, hassle-free solution to pay not only the cost of fuel and transport of all types – including mass transit, car sharing and bike rentals in cities, as well as for parking, lodging and business meals. XXImo's platform and merchant network digitalize the entire expense process, from transaction, authorization and cost allocation to integrated accounting processes.

The main benefits of XXImo's solution include simplicity-of-use, increased efficiency in monitoring and managing business expenses and cost-savings.

ENSURING EFFECTIVE DISTRIBUTION OF PUBLIC ASSISTANCE

IMPROVING CITIZENS' QUALITY OF LIFE THROUGH OPTIMIZED SOCIAL WELFARE PROGRAMS

Market – Opportunities – Outlook

Through its Public Benefits programs, Sodexo provides access to basic services, culture or residential support services for millions of people worldwide.

Faced with changing demographic trends (aging population, increasing urbanization, a rising middle class, the development of initial and continuing education), public entities today seek solutions to more precisely target assistance as well as to control public spending.

Sodexo's simple, transparent and effective responses facilitate the work of public authorities, optimize budget resources and help clients achieve their social policy, cultural or educational objectives while contributing to the formalization of the economy. In promoting the development of the local economy, Sodexo also contributes to the creation of enduring employment.

Examples include Culture Pass, which offers students access to sports and cultural activities, Education Pass, helping families to provide learning support for their young children and CESU Pass, offering in-home assistance to seniors and individuals with disabilities.

FOCUS

Belgium

Optimizing service vouchers administration for regions

As part of the regionalization of the public market for service vouchers, three regional governments in Belgium chose Sodexo to manage their services voucher systems.

The vouchers have proven to be a simple and effective means for individuals to pay an authorized firm for locally provided services, such as ironing or cleaning. There are one million active users of service vouchers in Belgium, with 2,000 licensed companies employing nearly 150,000 workers.

Since January 1, 2016, Sodexo has been issuing service vouchers for the Brussels, Flemish and Walloon regions. To further improve efficiency, Sodexo introduced a new smartphone app designed to facilitate exchanges between all parties involved in the service vouchers chain: users, registered companies and Sodexo.

INCREASING THE JOY OF GIVING AND RECEIVING

IMPROVING QUALITY OF LIFE BY SIMPLIFYING THE PLEASURE OF GIVING AND RECEIVING

Market – Opportunities – Outlook

Building on its recognized expertise in designing and implementing corporate gift programs and to respond to expectations of consumers for gift offers increasingly customized to their preferences, **Sodexo developed two gift concepts for consumers, combining freedom of choice and personalization** to allow everyone to simply and easily please friends and relatives.

- **Gift boxes:** the gift recipient can enjoy a good meal, depart for a weekend getaway, enjoy a glass of wine, discover a

new perfume, relax in the sauna, read or listen to music... the offering comes in a Sodexo gift container, which can be customized by the giver.

- **Gift cards:** Santa-shaped gifts, in the colors of the Little Prince, Asterix or Monsieur Madame, the gift card is the ideal gift, offering the freedom to choose. They are valid in over 500 major outlets, from home or sporting goods to fashion, beauty, culinary, cultural or travel products, the recipient will feel spoiled with options.

QUALITY OF LIFE SERVICES

PERSONAL AND HOME SERVICES

Enabling each person to build their quality of life

Sodexo deploys offers that improve quality of personal life in three areas:

- **Child Care**, Sodexo's modern and innovative child care centers help make the most of the early years of a child's life that are so crucial to their development, and facilitate life for parents.
- **Concierge services**, by providing services that simplify employees' daily life and enable them to achieve a better work-life balance, Sodexo enables clients to increase the loyalty and performance of their employees.
- **In-Home assistance**, that allows seniors and other adults to maintain their independence and quality of life and live comfortably in their own homes.

A LIFETIME OF QUALITY OF LIFE

Market – Opportunities – Outlook

Through Personal and Home Services, Sodexo responds to four major societal changes: the increasing number of women in the workforce, a universal desire for improved work-life balance, an aging population and a shortage of skilled labor.

Sodexo’s solutions cover three areas:

- **Childcare.** Parents in developed countries face a **shortage of reasonably priced childcare**. Many countries actively support development and accessibility to day-care while companies seek turnkey solutions for their employees.
Sodexo subsidiary Crèche Attitude offers services designed to improve **quality of life for children and parents**.
- **Concierge services.** A need driven by the increasing complexity of schedules and the desire for a better work-life balance. Companies increasingly recognize that **simplifying daily life** for employees strengthens their commitment, loyalty and performance.
- This can include making a **range of services and amenities** available in the workplace such as dry cleaning, fruit and vegetable baskets, car wash and hair salons. It can also extend to household assistance, organization of leisure activities and administrative tasks.

These services are delivered by Sodexo subsidiary Circles.

FOCUS CHILD CARE

France

Strategic acquisition expands childcare services offer

Sodexo reinforced its offer of childcare services for children aged four to 12-years-old, through the acquisition of “Viens jouer à la maison” (Come and play at my house), a network of edutainment centers.

The offer is customized to meet the needs of parents who want to shop with peace of mind or find a venue for a birthday party. Renamed “Kids Attitude”, the network now includes 11 sites, located mainly in shopping malls.

The service is available by the hour, by the day or for the year after school, on Wednesdays and Saturdays. A wide range of activities and educational content is available, including a circus and theatre as well as music and English lessons.

The range of ages served by the acquired company and its target market complement those of Crèche Attitude, which operates childcare centers for children up to three throughout France.

- **In-home assistance.** With longer life expectancy and an aging population, new challenges are emerging, including an increase in chronic diseases and reduced well-being and loss of autonomy for **seniors**. For them and their families, the availability of in-home services can allow seniors to maintain their **independence and quality of life** without upsetting their normal routines and requiring them to leave the comfort of their home.

Assistance with bathing, dressing and grooming, outdoor support, home maintenance, shopping, meal preparation and medication reminders... the numerous potential services are **customized and evolve** based on the changing needs of the individual.

Sodexo offers these services through subsidiaries Amelis and Comfort Keepers.

With Comfort Keepers internationally and Amelis in France, Sodexo serves 35,000 seniors.

FOCUS CONCIERGE SERVICES

Sweden

Areim entrusts two new sites to Circles

Property management company Areim renewed its trust in Circles, entrusting it with providing concierge services to improve the quality of life of occupants at two new sites.

The 5,000 people working in these buildings now have reception and conference services, foodservices and concierge services as well as travel bookings, dry cleaning, tailoring, household services, car maintenance, tickets, dining, gift suggestions and purchases. Circles has become a strategic partner for Areim, providing concierge and reception services at client different sites since 2012.

United States

Additional Quality of Life Services at Alexion’s new headquarters

Already a provider of Integrated Facilities Management services at Alexion Pharmaceuticals’ headquarters, Sodexo integrated Circles’ concierge program into its offer to simplify daily life for 1,200 employees in the New Haven, Connecticut, headquarters of the American biotechnologies company.

Circles’ Ambassador Service Program helped employees make the transition from Alexion’s former headquarters to its brand new state-of-the-art facility in New Haven.

In addition to continuing the concierge services at the new headquarters, Sodexo teams are contributing to an efficient, comfortable workplace by delivering reception, maintenance, janitorial and landscaping services and managing the mailroom, switchboard, fitness center and conference room.

FOCUS IN-HOME ASSISTANCE**France****App helps improve dependent care delivery**

A new mobile app is helping teams from Amelis to improve the quality of the in-home services they deliver to elderly and dependent people.

The "Caregiver" app enables Amelis teams to better manage events that may occur during their visit to an elderly individual's residence. The app provides access to all information related to the individual beneficiary such as scheduling of services, contact information for designated family members and the details on the customized Amelis assistance plan.

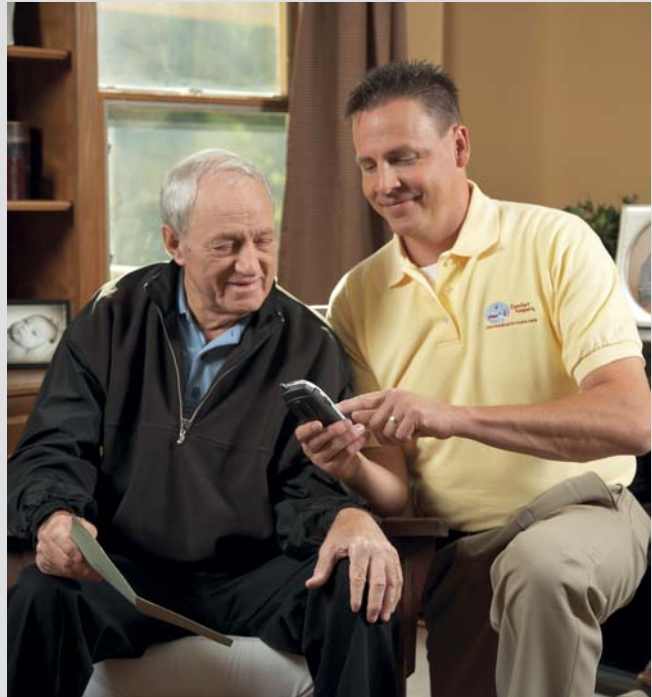
In addition, an integrated e-mail and call system allows frontline caregivers to communicate in real time with back office teams and to alert them in case of emergencies, delays or absences. Using near field communication technology, caregivers report their arrivals and departures at the home of the beneficiary, providing transparency and traceability of visits. Launched as a pilot at two Amelis agencies, the mobile app is in the process of being deployed network-wide.

United States**Senior-empowering technology solution**

As of April 2016, seniors have a simple, safe way to stay connected with loved ones, thanks to a tablet implemented through a partnership between grandPad and Comfort Keepers, a Sodexo brand specializing in in-home care market for seniors and other adults.

The intuitive and responsive "tablet for seniors" makes it easy to maintain the link with family, friends or caregivers, access games, share photos, chat online and benefit from other services. Technology is no longer a barrier, but a gateway to the world that helps fight against isolation and loneliness of the elderly.

By integrating grandPad's tablets into its core services, Comfort Keepers ensures that a senior beneficiary's entire family can be more easily kept informed on the condition, recovery and needs of their loved one. This is a revolution in the way senior home care decisions are addressed. The innovation is fully consistent with Comfort Keepers' commitments: to continually seek innovative solutions to enable seniors to maintain the best possible quality of life by promoting their independence and autonomy.

**AWARD****United States – Comfort Keepers recognized for service excellence**

Home Care Pulse, a home care industry satisfaction management firm, recognized Sodexo's Comfort Keepers for excellence in naming the company a **2016 Endorsed National Provider**. The achievement is presented to home care companies that have demonstrated a commitment to building an exceptional organization for employees, service recipients and their families.

Providers earning this distinction have registered superior customer satisfaction in a number of areas, including timeliness of caregiver arrival, as promised-delivery of services and overall quality of care.

HUMAN RESOURCES STRATEGY

— To create sustainable value, Sodexo puts people at the heart of organizations. A strong conviction that ensures that women and men are the true reason for the company’s success by facilitating each individual’s taking of initiative and accountability.—

Sodexo’s Human Resources strategy is based on **four key factors** that have contributed to the Group’s success and remain fundamental:

- executives’ intra-entrepreneurial profile;
- a policy of internal promotion;
- significant investment in training;
- listening to employees to identify concerns and to continually improve.

KEY FIGURES

The world’s **19th**
largest employer

and France’s **largest**
employer worldwide⁽²⁾

425,000
people

FOCUS

A company preferred by its employees

One of Sodexo’s objectives is to be an employer most appreciated by its employees. This is guided by a belief that the Company’s success depends on employees’ pride in belonging to the Group, on their sharing of values and on their commitment to serving clients and consumers. In this context, Sodexo surveys its employees on their engagement every two years. In 2016, the sixth engagement survey was expanded to include all of the Group’s employees with more than six months of seniority⁽¹⁾. The commitment rate rose 9 points and 88% of respondents considered Sodexo to be the best employer in its sector.

Convinced that improving employee quality of life contributes to improving quality of services and thereby the company’s performance, Sodexo has made several commitments to:

- ensure a safe, friendly and inclusive working environment that promotes professional growth;
- invest in employee development. The 2020 objective is to provide at least one day of training per year per employee, including the deployment of comprehensive programs and accelerated the use of new technologies;
- offer innovative and personalized Quality of Life Services that improve quality of life for employees and their families. A free assistance program, “Sodexo support me”, has been set up in 38 countries. It provides confidential psychological support and assistance in managing everyday problems.

Human resources management is also based on a single integrated management system for all 45,000 managers.

Finally, in 2016, the development of an online training platform, available in nine languages, helped deliver 157,000 eLearning modules.



(1) 2016 employee engagement survey sent to 371,761 Sodexo employees to which 211,501 responded.
 (2) 2016 Fortune 500 ranking.

CONTRIBUTING TO A SUSTAINABLE ECONOMY

— Sodexo is fully committed to Corporate Responsibility. The well-being and health of people, diversity and inclusion, and the environment are central to its business and focus.—

In this context, the company is fully committed to contributing to the achievement of the 17 sustainable development goals (SDGs) set by the United Nations in September 2015. Sodexo considers three of the objectives as particular priorities: the fight against hunger, gender equality and reducing waste.



Each day, these priorities drive Sodexo's strategic approach to being a responsible company, reflected in its roadmap, the Better Tomorrow Plan, through four key commitments:

1. as an employer;
2. promoting nutrition, health and wellness;
3. supporting local communities;
4. protecting the environment.

KEY FIGURE

#1

in its industry sector in both the Dow Jones Sustainability Index (DJSI⁽¹⁾) and the 2016 Sustainability Yearbook⁽²⁾

For more information about these non-financial ratings agencies' recognition, please see page 29.

FOCUS

17 objectives in support of a sustainable planet

The 17 sustainable development goals (SDGs) defined by the United Nations frame the 2030 sustainable development agenda. These objectives emphasize that despite significant progress, access to essential services remains a major social and economic issue throughout the world. The SDGs have universal validity, which implies the responsibility of both countries and companies to contribute to their implementation, according to their capabilities.



AWARD

UN Global Compact ranks Sodexo at the highest level

A member of the Global Compact since 2003, Sodexo is committed to the United Nations' 10 principles on human rights, labor rights, respect for the environment and business integrity. These commitments are reflected in its corporate responsibility roadmap, the Better Tomorrow Plan.

In 2016, Sodexo was again ranked at the highest level – "Advanced" – by the United Nations Global Compact. This award is for companies that have adopted a wide range of good practices in governance and sustainable development.

(1) *Dow Jones Sustainability Indices (DJSI)*: Launched in 1999, the Dow Jones Sustainability Indices provide a global ranking of the companies most advanced in the areas of economic, social and environmental responsibility. The indices are jointly determined by S&P Dow Jones Indices and RobecoSAM.

(2) *The RobecoSAM Sustainability Yearbook* is regarded as the world's most comprehensive publication on corporate sustainability performance. More than 3,000 companies in 59 industries are considered for inclusion, with up to 120 financial, environmental, social and economic indicators used to evaluate companies.

CONTRIBUTE TO A SUSTAINABLE ECONOMY

COMMITMENTS AS AN EMPLOYER

— Sodexo employees are the first to benefit from its mission to improve quality of life. Attentive to their working conditions, the company is committed to ensuring employee safety, encouraging constructive social dialogue, promoting diversity and inclusion and respecting human rights in all countries where it operates.—

POSITIVE WORKING CONDITIONS

Ensuring employee safety

Occupational health and safety, food safety and the environment are at the heart of Sodexo's commitments, for all of its employees as well as for the 75 million consumers it serves daily worldwide. Improving quality of life is the Sodexo's primary mission. It is based on two foundations: health and safety.

All operations performed by Sodexo must respect the established health and safety policies. These global policies incorporate best practices and responds, for each activity, to the most demanding standards such as OHSAS 18001⁽¹⁾.

Ongoing constructive social dialogue

Since its creation, Sodexo has always recognized and respected trade union rights and worked to foster a constructive social dialogue.

DIVERSITY AND INCLUSION

Diversity and inclusion are also drivers for the Group to enable everyone, at all levels, to find grow and advance.

To do this, Sodexo promotes:

- gender diversity and the advancement of women;
- representation of all generations;
- integration of people with disabilities;
- respect for cultures and backgrounds;
- respect for sexual orientation and gender identity.

INTERNATIONAL AWARDS

Sodexo honored at the United Nations

On the occasion of International Women's Day, more than 300 leaders from the worlds of business, civil society, government and the United Nations met on March 16, 2016 at UN Headquarters in New York to attend the latest Women's Empowerment Principles (WEPS) meeting. Sodexo CEO Michel Landel and Janet Awad, Sodexo President for Latin America and General Manager in Chile, were presented with the "7 WEPS Principles CEO Leadership Award."

This prestigious award recognizes the exceptional commitment of five CEOs to gender equality and the 7 Women's Empowerment Principles, the first of which is to encourage executives to lead by example.

The UN specifically highlighted Sodexo's Women's International Forum for Talent (SWIFT), an Advisory Committee established in 2009 by Sodexo CEO Michel Landel, which brings together 35 executives representing 15 nationalities that aims, in particular, to enhance the number of women in executive positions.

Sodexo recognized for women's representation in its governing bodies

For the second consecutive year, Sodexo is a leader among large companies in the proportion of women represented in its governing bodies. The 2015 rankings by Ethics & Board, in partnership with the magazine *Challenges*, were presented by the Secretary of State for Women's Rights during professional equality week. Published since 2013, the ranking measures female representation in the governing bodies of France's 120 largest companies.

(1) OHSAS 18001 (Occupational Health and Safety Assessment Series) is a British standard for managing health and safety at work. An ISO Committee is working to transform OHSAS 18001 into an ISO standard, in line with international standards of management systems (e.g., ISO 9001 for Quality, ISO 14001 for Environment).

KEY FIGURES

38%

of the Executive Committee are women

42%

of the Board of Directors are women

RESPECTING HUMAN RIGHTS

Sodexo is convinced that companies must play a role in respecting human rights, as outlined in the Principles of the United Nations Principles on Business and Human Rights. As a signatory of the United Nations Global Compact and in accordance with the guidelines of the Organization for Economic Cooperation and Development (OECD) for multinational companies, Sodexo is committed to respecting human rights in each country where it operates.



COMMITMENTS TO NUTRITION, HEALTH AND WELLNESS

— Nutrition education, a balanced diet, health and well-being are the foundation of Sodexo’s offer.—

Sodexo promotes a daily healthy diet. A constantly broadening choice of varied meals, balanced and healthy menus with reduced sugar, salt and fat content: Sodexo has made many commitments in this area, from the composition of products from suppliers to heightening consumer awareness.

Each day, Sodexo chefs and certified dietitians work to respond to the specific tastes of consumers worldwide. In

addition to the focus on nutrition and health, Sodexo develops a range of well-being services to improve quality of life for consumers at home and in the workplace. Services range from psychological support and assistance in distress detection to fitness programs to the provision of care salons (hair stylist, personal grooming, etc.) and spas. The Group’s maintenance teams are committed to providing the best possible environment for working, learning, care and living.

RECOGNITION

Commitment recognized with the Partnership for A Healthier America foundation

The Group has been recognized for its efforts to promote healthy eating. Sodexo has gone beyond the commitments made in 2014 with the Partnership for A Healthier America (PHA) foundation. In 2016, Sodexo was recognized with the PHA “Partner of the Year” award. The nomination recognizes the work of partners that have worked for the better health of North American youth by promoting healthy, balanced, accessible and affordable meals for students and their families.

CONTRIBUTE TO A SUSTAINABLE ECONOMY

COMMITMENTS TO LOCAL COMMUNITIES

— Supporting the economic and social development of communities, regions or countries is part of Sodexo’s mission. Wherever it operates, the Group strives to have a positive impact on local communities.—

CONTRIBUTING TO A HUNGER-FREE WORLD

Ensuring that those most in need have enough to eat fulfills a vital need and a fundamental human right.

It was 20 years ago that Sodexo employees in the U.S. created Stop Hunger, a non-profit international organization that today is helping to eradicate hunger around the world, with the support of the Group.

Stop Hunger’s three fields of intervention:

- local community support to those most in need: distribution of free

meals, collection of food and funds, skills-based volunteering with local associations and NGOs, training of beneficiaries;

- support for social entrepreneurs who have developed innovative activities to effectively combat hunger;
- emergency assistance: creation of an emergency fund to provide vital food aid to populations impacted by a natural disaster.

With Stop Hunger, Sodexo aims to contribute to a hunger-free world by 2030; three 2020 goals underline this ambition:

- engage 200,000 volunteers per year;
- provide 10 million meals (or equivalent) per year;
- collect 10 million U.S. dollars per year.

All of Sodexo ecosystem is involved in this program: employees and their friends and families, consumers, clients and suppliers and their teams.



KEY FIGURES

In Fiscal 2016,
113,000
 volunteers were mobilized in
44
 countries to distribute
5.7
 million meals and collect
 USD **4.6** million

SUPPORTING SMES

Small and medium enterprises (SMEs) are key players in economic growth in most countries. They represent up to 30% of gross domestic product and employ between 70% and 90% of the workforce. By supporting SMEs, Sodexo contributes to the growth of local economies and job creation.

Sodexo hires 95% of its employees locally and its Partners Inclusion Program allows thousands of SMEs to integrate its business value chain.

Launched in 2013, this program encourages supplier diversity. These providers belong to one or more of the following categories:

- small and medium sized enterprises (SMEs) including social or even micro enterprises;
- suppliers from minority or underrepresented and/or protected groups with an emphasis on women-owned businesses;
- major suppliers demonstrating a diverse workforce composition, actively embracing diversity and inclusion, and promoting local supply chain inclusion.

In addition, the Benefits and Rewards Services activity offers major opportunities to small and medium enterprises to develop their business as a Sodexo partner.

DISTINCTION

France – Sodexo recognized for its support for SMEs

Sodexo received the “Favorites” award during the first Business Performance⁽¹⁾ Awards organized by Ayming for its Supply Chain Inclusion Program supporting economic development of diverse and inclusive businesses. Sodexo was recognized for its sustained tangible commitment to diversity, local investment and job creation among SMEs worldwide.



KEY FIGURES

During Fiscal 2016, **39 countries** representing **88%** of Group revenues had implemented specific actions to integrate SMEs in their supply chain.

⁽¹⁾ Created in 2016 by the international consulting firm Ayming, the **Business Performance Awards** recognize companies for an initiative or a strategic action that contributes to overall performance in areas such as procurement strategy, employee relations, training and innovation.

CONTRIBUTE TO A SUSTAINABLE ECONOMY

COMMITMENTS TO THE ENVIRONMENT

— Wherever it operates, Sodexo promotes sustainable procurement practices, encourages reduction of water and energy consumption and fights against waste.—

Sodexo works continuously throughout its entire supply chain, including on traceability and transparency. Before signing any partnership, suppliers must agree to adhere to the ethical, social and environmental practices defined in the Sodexo Supplier Code of Conduct, initially published in 2008.

SODEXO AND WWF: A LONGSTANDING PARTNERSHIP

In 2010, Sodexo began its technical collaboration with World Wildlife Fund (WWF) on sustainability issues in the supply chain (fish and seafood, palm oil, paper...) as well as on improving the efficiency of greenhouse gas emissions reduction, water management and food waste.

With a measurement system put in place with WWF, Sodexo set a target to reduce its carbon footprint by 34% between 2011 and 2020, across all of its activities and its supply chain.

In Fiscal 2016, the Group remained ahead of target with a 27% reduction in scope 1 and 2 carbon emissions. With regard to water, Sodexo, working with WWF, has identified items requiring priority action to reduce its footprint.

The Group also develops sustainable food offerings, in coordination with WWF's LiveWell program. Having piloted its Green & Lean offer in eight schools in the UK, serving almost 20,000 meals, Sodexo is expanding its deployment, initially throughout the Education segment. The concept is to make small changes to popular, well-loved dishes that increase the nutritional content and reduce the environmental impact, without dramatically changing the taste. In addition to promoting healthy menus, the offer emphasizes the use of products caught, reared or grown sustainably (certified fish and meat, vegetables and seasonal fruits...).



RECOGNITIONS

Maximum score in WWF rankings of responsible companies using palm oil

In September 2016, Sodexo was awarded the maximum score of 9 points in the evaluation table for responsible companies using palm oil. This WWF ranking assesses the progress on commitments and actions related to responsible palm oil use. The score recognizes Sodexo's actions to improve palm oil procurement practices and its initiatives to raise awareness with suppliers and supply management teams as well as clients and consumers.

Sodexo distinguished by CDP⁽¹⁾

Sodexo was recognized as the industry leader in managing deforestation risk by *Global Forests Report 2015*.

(1) The CDP (which was called the Carbon Disclosure Project until the end of 2012) is a non-profit organization that studies the implications of climate change for the world's principal publicly traded companies.



A GLOBAL PROGRAM AGAINST WASTE

As part of its effort to fight food waste, the Group has established a global program called **WasteWatch**, which helps to identify the causes and define action plans to prevent waste.

Specifically, food service staff collect three types of food waste generated from overproduction, preparation and expired products. This waste is then measured, monitored and recorded using a centralized reporting tool. The efforts help to reduce food waste by 45% within 2 to 6 months.

KEY FIGURES

Teams are dedicated to the environment in

53 countries, representing

98.1 % of revenues

89.7 % of sites have implemented equipment and processes to reduce volumes of organic waste

81.5 % of sites have implemented equipment and processes to reduce volumes of non-organic waste



ECONOMIC, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY OPERATIONAL PERFORMANCE

| | | | | | |
|------------|---|-----------|------------|---|-----------|
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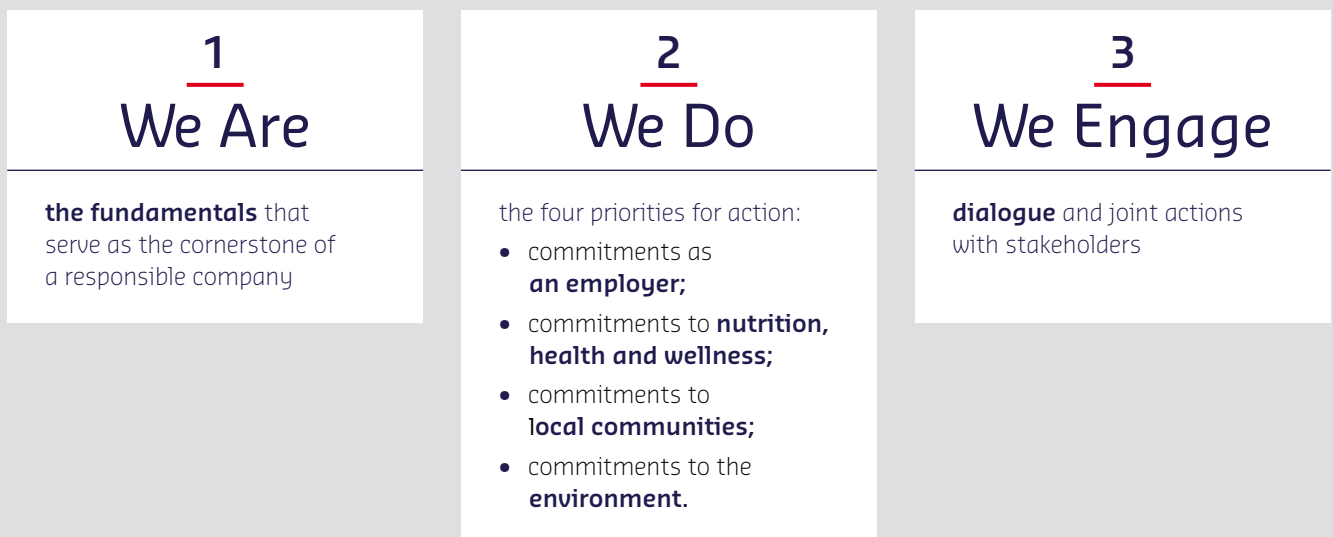
2.1 THE BETTER TOMORROW PLAN

— Sodexo's mission to improve quality of life for its employees and all who it serves around the world, while contributing to the economic, social and environmental development of the communities, regions and countries where it operates is the basis for the responsible development of its business.

The social and environmental commitments adopted by Sodexo since its creation are fundamental to its existence and are at the core of everything it undertakes.

Seven years ago, Sodexo created its roadmap for Corporate Responsibility, the "Better Tomorrow Plan." Through it, the Company tracks the deployment and measures the impact of its actions in the 80 countries where it operates. —

The three pillars of the Better Tomorrow Plan:



CORPORATE RESPONSIBILITY GOVERNANCE:

Two members of the Group Executive Committee are responsible for overseeing the continuous performance improvement in terms of Corporate Responsibility:

- Elisabeth Carpentier, Group Chief Human Resources Officer;
- Damien Verdier, Group Chief Strategic Planning, Organization, Research & Development and Innovation Officer.

Sodexo's Diversity and Inclusion strategy is led by Senior Vice President and Group Chief Diversity Officer Rohini Anand, who reports directly to Sodexo Chief Executive Officer Michel Landel.

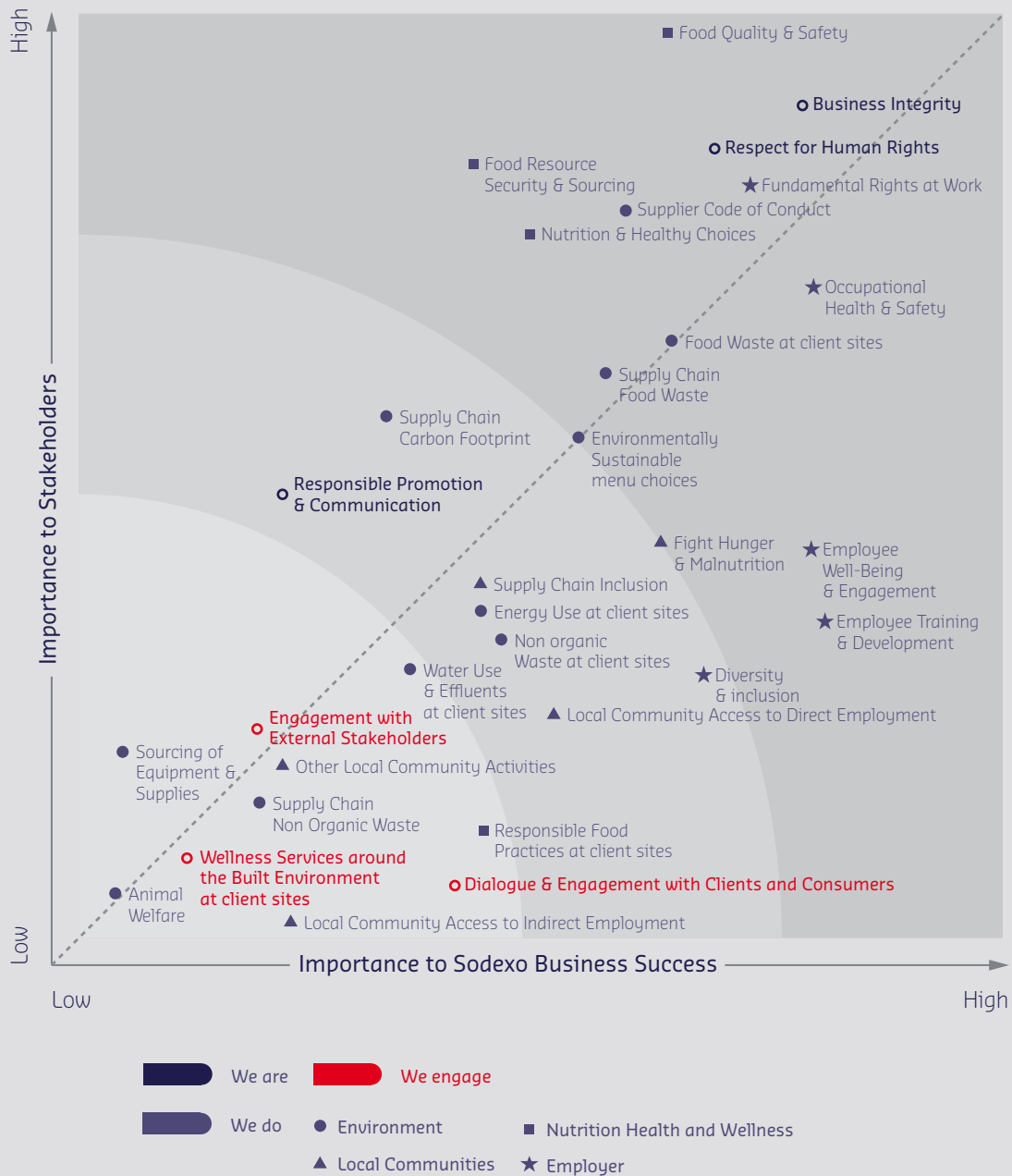
Programs are coordinated and tracked by the Better Tomorrow Plan Steering Committee, in consultation with support functions and specialized working groups. These expert groups develop action plans, guidelines and worldwide programs, promote innovation, validate progress indicators and perform risk and competitor analysis.

Sodexo's Executive Committee and senior management monitor the actions and overall performance of the Better Tomorrow Plan. To drive progress within the business, social and environmental commitments are integrated into managers' performance objectives.

MAINTAIN LEADERSHIP THROUGH CONTINUOUS PROGRESS

The Better Tomorrow Plan is a continuous improvement process. In autumn 2016, Sodexo presented its new Corporate Responsibility roadmap, Better Tomorrow 2025, confirming its commitment to continued progress. In preparation for this new roadmap, Sodexo updated its materiality map in partnership with Business for Social

Responsibility (BSR)⁽¹⁾. The matrix below was developed based on interviews with internal and external stakeholders (employees, clients, consumers) and on best practices implemented in the field of Corporate Responsibility.



(1) Business for Social Responsibility (BSR) works with a global network of more than 250 companies to develop strategies for sustainable development.

2.1.1 WE ARE

— Sodexo's mission, values and ethical principles provide a common reference framework for its 425,000 employees worldwide. These fundamental principles are presented in Chapter 1, page 16.—

Business integrity

Based on its experience, progress, market trends in the field and the latest regulatory data, Sodexo has reviewed its operating model and practices in conducting business in strict compliance with business integrity principles. It has also adapted its governance in this area to ensure its continued progress. A Business Integrity Committee has been established to implement action plans for the future. This Committee is composed of permanent and rotating members to enable participation of the different segments and regions in which the Company operates.

KEY FIGURE

96.5%

In Fiscal 2016, 96.5% of Sodexo's workforce worked in countries in which the Statement of Business Integrity is available in at least one official language.

2.1.2 WE DO

We Do: four priorities for action:

- commitments as an employer;
- commitments to nutrition, health and wellness;
- commitments to local communities;
- commitments to the environment.

2.1.3 WE ENGAGE

| Stakeholder | Sodexo's impact | How Sodexo listens | Action taken |
|------------------|--|---|--|
| EMPLOYEES | Sodexo is committed to being an employer of choice by providing jobs in local communities where we operate, and offering training and opportunities for internal promotion to help employees move up the career ladder. | <ul style="list-style-type: none"> ➤ Sixth International employee engagement survey of 371,761 employees conducted in 80 countries. ➤ The survey had a strong participation rate: 57%. | <ul style="list-style-type: none"> ➤ Employee engagement rate: 68%, up 9 points from the previous survey. ➤ 80% of employees consider Sodexo to be a responsible company. |
| CLIENTS | Sodexo can provide more than 100 services for a single client, even when client sites are spread around the world. The company delivers services that directly impact its clients' strategic business issues, such as the attractiveness of their organization, the motivation of their employees and their competitiveness. | <ul style="list-style-type: none"> ➤ Sodexo uses a dedicated client retention methodology to ensure a strong client culture in our teams. ➤ Interviews with clients at specific points in their relationship with Sodexo. ➤ Regular meetings are held between client and Sodexo Corporate Responsibility managers. | <ul style="list-style-type: none"> ➤ In Fiscal 2016, Sodexo retained more than 93% of previous year revenue ➤ Corporate Responsibility is a key factor in the retention and development of client relationships. |

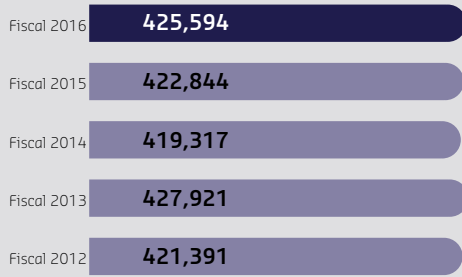
| Stakeholder | Sodexo's impact | How Sodexo listens | Action taken |
|----------------------------------|--|--|--|
| CONSUMERS | Sodexo embraces the opportunity to help millions of people adopt healthier and more sustainable lifestyles by sharing educational, topical and consumer friendly information. The content provided demonstrates Sodexo's commitment to reaching beyond client sites to improve quality of life for consumers. | <ul style="list-style-type: none"> ➤ Sodexo uses the Group Satisfaction Survey process to gather feedback from and engage with consumers. ➤ Consumers have the opportunity to give their instant feedback through electronic devices or suggestion boxes/books available in their workplace, allowing for an immediate response. | <ul style="list-style-type: none"> ➤ 81% of the consumers surveyed through this Group process in FY16 responded that they are satisfied or very satisfied with Sodexo's services. ➤ 75% are satisfied with the sustainable food options offered and 91% with the environmental initiatives. |
| SUPPLIERS AND MERCHANTS | Sodexo's suppliers and merchants are a fundamental part of its value chain and valued commercial partners. The Group seeks to establish mutually beneficial relationships with them and encourage them to meet its high standards with respect to quality, working conditions, ethical business practices and environmental stewardship. | Regular meetings, site visits and business reviews are organized with suppliers and merchants to validate compliance and ensure a long term understanding of respective issues. | <ul style="list-style-type: none"> ➤ Successful relationships with key supplier and merchant partners. ➤ Developing new relationships with a view to advancing the implementation of the Partner Inclusion Program. |
| INSTITUTIONS AND NGOS | Sodexo continues to increase its eco-system of NGO and multi-stakeholder engagements. This is considered critical to being able to tackle global issues around labor and human rights, diversity and inclusion, carbon emissions, nutrition, food waste and hunger. | Regular interaction with many NGOs and institutions through a combination of one-to-one relationships and multi-stakeholder initiatives. | <ul style="list-style-type: none"> ➤ Successful relationships with the Organisation for Economic Co-operation and Development (OECD), the World Wildlife Fund (WWF), the International Labour Office (ILO), the United Nations, as well as the Global Sustainable Seafood Initiative (GSSI), the Seafood Task Force (formerly the Sustainable Shrimp Task Force) and many more. ➤ International Framework Agreement with International Union of Food and Allied Workers. |
| INVESTORS | While the Bellon family ownership provides the backbone to Sodexo's independence, institutional and individual shareholders provide important support for the Group's development. | <ul style="list-style-type: none"> ➤ Regular quarterly announcement conference calls and meetings. ➤ Annual General Meeting. ➤ Roadshows, broker conferences and one-on-one meetings. ➤ Press releases. ➤ Audio webcast. ➤ Registration Document. ➤ Website. | <ul style="list-style-type: none"> ➤ Shareholder confidence has boosted the Group's valuation and it is now part of the elite French CAC40 Index. ➤ The Group has shareholders from all around the world that invest for its regular growth, its strong pay-out ratio and its commitment to Corporate Responsibility. |
| GOVERNMENT AND REGULATORS | Sodexo's activities are covered by numerous laws in the field of food safety, health and safety in the workplace, public procurement and concessions, Personal and Home Services (PHS), service payments, etc. A large part of its business is contracted with government bodies and agencies. | <ul style="list-style-type: none"> ➤ Sodexo closely monitors situations and legislation that may have an impact (positive and negative) on its activities. ➤ Regular contact with public authorities directly or via trade associations. ➤ Sodexo engages with governments and regulators to promote ideas and solutions that help develop its business and have a positive impact for the community. ➤ Sodexo strives to bring productivity and quality of life through government outsourcing contracts. | <ul style="list-style-type: none"> ➤ Participation in consultations organized by governments. ➤ Production of statements and position papers. ➤ Registration on the Transparency registry of the European Commission and the European Parliament. ➤ Developed a Lobbying policy at Group level to promote ethics in all interactions with politicians and decision-makers. |

2.2 COMMITMENTS AS AN EMPLOYER

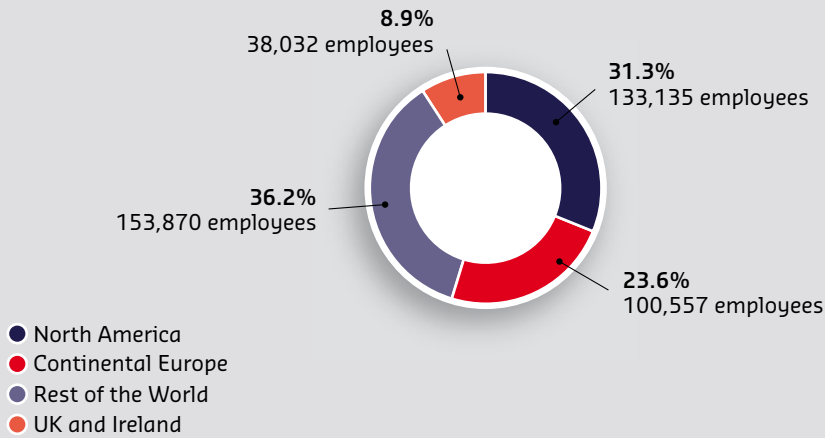
2.2.1 LOYAL EMPLOYEES WORLDWIDE

More than 425,000 employees serving clients worldwide

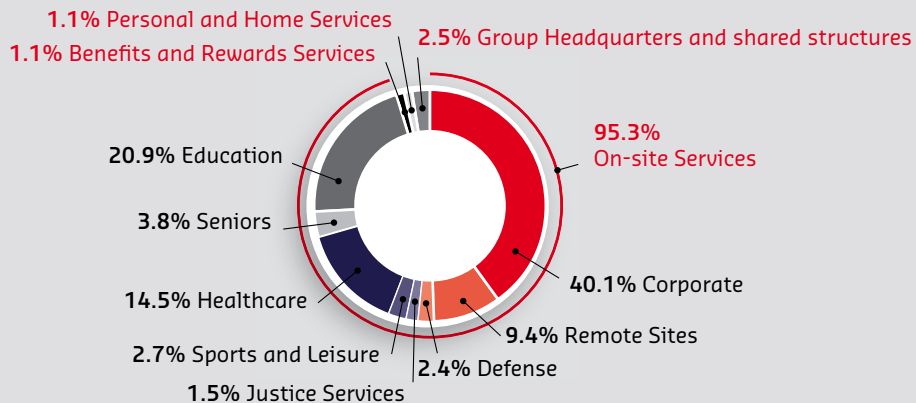
■ END OF YEAR WORKFORCE



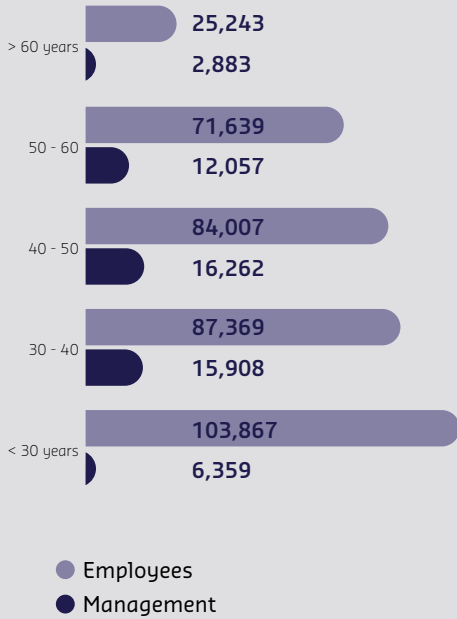
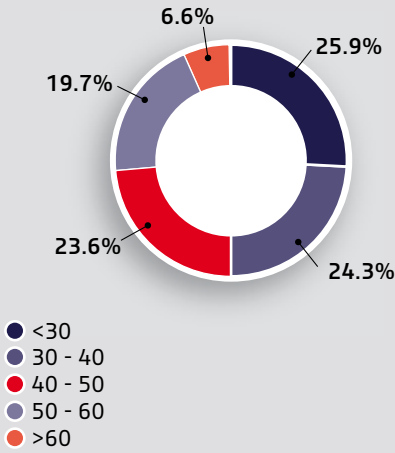
■ WORKFORCE BY GEOGRAPHICAL REGION (FISCAL 2016)



■ WORKFORCE BY ACTIVITY AND BY CLIENT SEGMENT (FISCAL 2016)



WORKFORCE BY AGE (FISCAL 2016)



KEY FIGURES

5 years
Average seniority of total workforce for Fiscal 2016

8 years
Average seniority among managers for Fiscal 2016

KEY FIGURE

In Fiscal 2016, **25.9%** of Sodexo workforce was under 30 years old.

Hiring and departures

France's largest private employer worldwide⁽¹⁾, and the fourth largest European-based employer, Sodexo is a leader in the services sector.

The emphasis Sodexo places on quality of life and its ability to offer real career opportunities to employees position it perfectly for the changing job market.

Sodexo provides equal access to employment for all, regardless of age, gender, nationality, culture or individual situation. Through a policy of providing training, development and internal promotion, employees can learn a trade while ensuring their personal and professional development.

KEY FIGURES

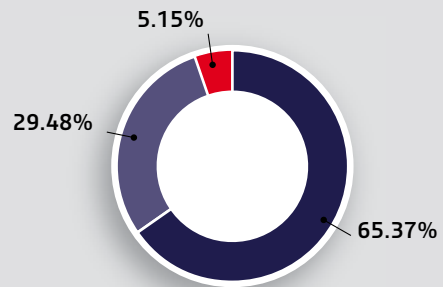
New hires excluding acquisition and transfers during Fiscal 2016:

147,070 Employees

8,167 Managers

155,237 Total

The number of departures in Fiscal 2016 of employees with permanent contracts was 144,491 compared with 144,834 in Fiscal 2015.



- Resignations
- Departure due to dismissal or redundancy
- Departure for retirement or other reasons

The employee retention rate for the year improved 40 basis points compared to the prior year.

(1) 2016 Fortune 500 ranking.

KEY FIGURES

66.0%

Retention rate⁽¹⁾ of total workforce for Fiscal 2016.

81%

Retention rate⁽¹⁾ for site managers for Fiscal 2016.

| Retention rate for site managers | Countries |
|----------------------------------|---|
| > 85% | France, Germany, Italy, Netherlands, Sweden |
| 80%-85% | Brazil, Canada, Chile, China, Colombia, UK, USA |
| < 80% | India, Russia |

FRANCE – EMPLOYEE COMPENSATION

The average annual salary of a full-time front-line employee in France was 24,057 euro, which is 26.6% higher than the French legal minimum wage⁽²⁾.

Profit-sharing agreements exist within Sodexo's subsidiaries in France. The share of profits allocated to employees during Fiscal 2016 was 7,529,076 euro.

For Fiscal 2016, French payroll taxes represented 23.0% of the compensation of front-line staff. The employer's contribution was 44.0%.

Finally, the contribution to the financing of social and cultural activities promoted by the various Works Councils represented 0.6% of payroll.

For further information on Compensation, see section 5.3.

2.2.2 A FLEXIBLE ORGANIZATION, RESPECTFUL OF EMPLOYEES

Because people work better when they work in a professionally fulfilling, stable and secure environment, Sodexo ensures that its employees are the first to benefit from its mission to improve the quality of life. Whatever the work environment, Sodexo is committed to improving the well-being of its employees.

The Group's organizational models ensure continuity of service quality, while remaining attentive to the expectations of its employees, in accordance with local rules. Part-time work and use of fixed-term contracts enable adaptation to business needs.

Around the world, Sodexo promotes work flexibility for its employees, taking into account their lifestyle and ways of working. The Group facilitates a good work-life balance, improving individual performance. Committed and effective, Sodexo employees are thus able to deliver quality service to clients and consumers.

KEY FIGURES

In Fiscal 2016, **74.7%** of total workforce worked full-time and **25.3%** part-time.

Sodexo's action to promote workplace flexibility was enhanced through the efforts of the Sodexo Women's International Forum for talent (SWIFt), an internal Committee of senior executives, which promotes the representation of women in governing bodies and leveraging flexibility to provide better work-life balance for women.

2.2.3 ENGAGED EMPLOYEES

The employee engagement rate – expressing both satisfaction and involvement – is a key performance indicator for Sodexo, which seeks to become one of the companies most admired by its employees in the world.

In April 2016, Sodexo conducted its sixth international engagement survey with all employees with at least six months seniority, or 371,761 employees in 80 countries. The survey, conducted fully online for the first time, attracted a high participation rate of 57%. For the fourth consecutive time, the

employee engagement rate rose, to 68%, a nine-point increase over the previous survey two years ago and above the 60% average engagement rate of Aon Hewitt client companies⁽³⁾.

Countries shared the local survey results with their teams to develop tangible action plans. These plans are used to improve quality of life for employees as well as performance on issues such as absenteeism, health and safety and employee loyalty.

(1) Rate including resignations, departure due to dismissal or for retirement.

(2) Legal minimum: the minimum gross wage in euro for 34.87 hours of work per week as of December 22, 2015.

(3) Source: Aon Hewitt.

KEY FIGURES

68%

In Fiscal 2016, the employee engagement rate reached 68%, an improvement of nine percentage points compared to 2014. It exceeds the target of 65% set in the Ambition 2015 plan.

211,501

employees responded to this new engagement survey.

KEY FIGURES

88% of employees rate Sodexo as the best employer in its sector.

80% believe that Sodexo values diversity (such as age, gender, culture and origin, religion, sexual orientation and providing opportunities for individuals with disabilities) in the workplace.

80% of employees consider Sodexo to be a socially and environmentally responsible company.

2

2.2.4 IMPROVED QUALITY OF LIFE FOR EMPLOYEES

Improving quality of life is a driver of economic growth and societal progress. From its more than 50 years of experience and expertise, studies (carried out in particular through the Sodexo Institute for Quality of Life) and numerous scientific research findings, Sodexo has identified six quality of life dimensions on which its services have a direct impact:

- promoting health and wellness;
- establishing conditions for collective efficiency;
- creating a safe and healthy physical environment;
- social interaction;
- personal development;
- individual recognition.

For more information on these quality of life dimensions, please see Chapter 1, page 28.

INTERNATIONAL – SUPPORTING EMPLOYEES ON A DAILY BASIS

Sodexo Support Me is a service that enables the Company to help its employees deal with their daily challenges at work and in their personal lives by putting them in direct contact with external consultants.

This innovative service, launched in the U.S. in March 2008, has now been deployed in 38 countries. The most common topics involve labor rights and financial and legal issues. This service is free and confidential, accessible by phone, 24/7, to employees and their immediate families.

NORTHERN EUROPE – A PLATFORM FOR EMPLOYEES IN THE NORDIC REGION

Nordica House is a platform where Sodexo teams from Northern European countries can meet, work and welcome guests in a friendly and dynamic way. The platform is an investment in offering employees optimal working conditions so that they are as efficient as possible. Nordica House is a tangible example of quality of life at work and illustrates the idea that people's well-being must be a central focus for organizations and economies, with an ultimate beneficial outcome: improved performance.

KEY FIGURE

91%⁽¹⁾

of employees believe that their environment is suitable for the type of work they do every day.

(1) 2016 engagement survey of 371,761 Group employees to which 211,501 employees responded.

2.2.5 INVESTMENT IN EMPLOYEE SKILLS DEVELOPMENT

Sodexo is convinced that the satisfaction of its clients and consumers depends largely on the skills and talents of its employees.

Training employees to respond to client needs

Training was central to Sodexo’s priorities as an employer during Fiscal 2016, with more than five million hours of training provided.

The Training and Development Departments offered Sodexo employees a wide range of professional and learning programs. In the UK for example, it is possible to choose from a catalog of more than 500 modules, from the most basic to the most advanced.

KEY FIGURES

In Fiscal 2016:

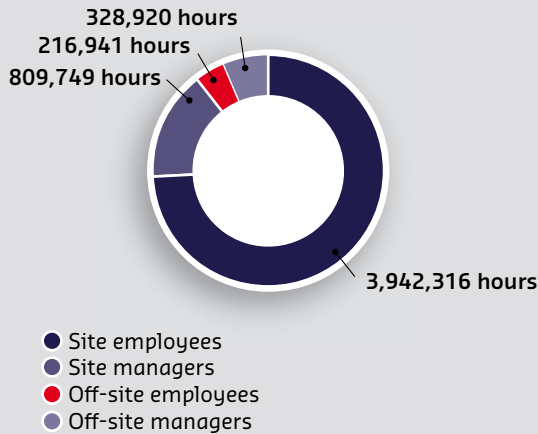
Each employee trained received an average of 12.5 hours of training.

Each site employee receives “basic” training regarding their profession or job safety during their orientation.

95.1%

of total workforce participated in at least one training program.

BREAKDOWN OF THE NUMBER OF TRAINING HOURS PER CATEGORY AT GROUP LEVEL



INDIA - DEVELOPING EMPLOYEE TECHNICAL SKILLS

In India, the “functions certification” program is a unique example of Sodexo’s commitment to the development of technical skills, confidence and managerial skills of employees who are in direct contact with clients. The employees involved are trained intensively for 12 months. This personalized training, lasting an average of 65 to 70 hours, consists of teaching blended with situational learning and demonstration of acquired skills.

The curriculum varies according to the services and professions (foodservices, cleaning, laundry, reception, concierge services or mailroom management). Teaching sessions are delivered by employees who have themselves completed the certification course. The system builds a network of highly qualified talent.

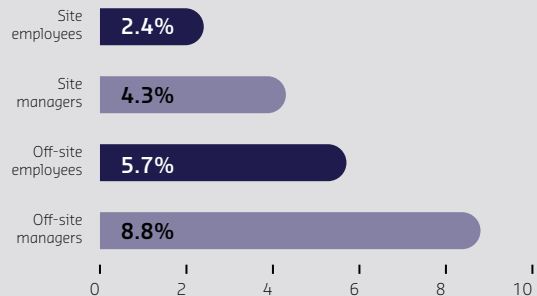
Since the program’s launch in 2015, it has been completed by more than 8,600 employees at more than 130 locations across the country. Sodexo has set an objective of doubling that number in 2017.

Internal promotion at the heart of Sodexo’s model

Sodexo’s continued growth, its international dimension, the portfolio of activities and the variety of its professions provide multiple opportunities for employees to develop their careers.

The Company encourages employees to develop a career plan, to explore new professional horizons and take on new responsibilities.

INTERNAL PROMOTION RATES BY CATEGORY IN FISCAL 2016



KEY FIGURES

In Fiscal 2016:

8.8% of off-site managers benefited from internal promotion

4.3% of site managers benefited from internal promotion

Mentoring to develop talent

To support the development and growth of its employees, Sodexo encourages mentoring, a key element for professional development.

Experience shows that mentoring is an effective way to acquire new skills and better understand the organization of the Company's activities outside an individual employee's immediate working environment.

Mentoring is also a great tool for empowering through trust and mutual respect. It is based on a strong bond between two people. The first passes on their knowledge, experience and skills to encourage and enrich the professional development of the second. It helps the mentee to take control of their career and life choices.

Mentoring was identified as a key element for development by SWIFT (Sodexo Women's International Forum for Talent) in 2009. Experience shows that mentoring plays a major role in the evolution of the careers of women who often had difficulty finding mentors.

Several such programs have been developed within the Group, including in Australia, Belgium, Canada, Chile, China, India and in the UK and Ireland. Sodexo has also set up five cross-company programs for functions, countries and entities.

2.2.6 ATTENTIVENESS TO GOOD WORKING CONDITIONS**Ensuring employee safety**

At the heart of Sodexo's Health, Safety, Food Safety and Environment (HSE) commitment is its care for people, for the community of employees as well as for the 75 million consumers it serves every day. Health and Safety is the founding pillar on which the Group bases its mission to improve quality of life.

As such, Sodexo's Health and Safety Policy defines the Group expectations and guides its actions in this area. Sodexo's global Health and Safety management system defines minimum standards for each business entity and is based on OHSAS 18001⁽¹⁾.

This year, Sodexo has deployed a number of global programs supporting each of the pillars of its global HSE strategy including:

- **leadership:** A safety walk program, involving on-site safety conversations with front-line teams, has been deployed to more than 4,000 managers globally;
- **communication and engagement:** an award winning global safety communications campaign "Have a Safe Day," was launched focused on three simple checks for safety designed to help at all of the teams stay safe at all times wherever they are;
- **training and competence:** HSE inductions, an essential foundation, have been reinforced providing essential information and setting clear expectations for all new and returning team members;

- **compliance and information:** Health and safety alerts and advisory information, including relating to high potential incidents and any serious accidents involving lost time, are prepared and shared widely to help ensure that lessons are learnt from all incidents.

KEY FIGURES

In Fiscal 2016,

27 countries representing **85.2%** of Group revenues held one or more OHSAS 18001 certification.

Work absenteeism and number of accidents

In Fiscal 2016, on average Sodexo workforce was absent 6.8 days for the following reasons: occupational accident or sickness, personal accident or sickness.

In Fiscal 2016, the number of lost-time accidents was 4,828.

Constructive social dialogue

Since its creation, Sodexo has always recognized and respected trade union rights and worked to foster a constructive social dialogue.

Sodexo respects the rights of its employees with regard to freedom of association and collective bargaining. Its commitments in this

(1) **OHSAS 18001** (Occupational Health and Safety Assessment Series) is a British standard for managing health and safety at work. An ISO Committee is working to transform OHSAS 18001 into an ISO standard, in line with international standards of management systems (e.g., ISO 9001 for Quality, ISO 14001 for Environment).

Commitments as an employer

area are reflected in the Sodexo Charter for Fundamental Rights at Work. Sodexo promotes constructive and proactive methods for conflict resolution that encourage respect among parties and efficient resolution through consultation, information exchange and negotiation.

Reflecting this spirit, Sodexo signed an International Framework Agreement in December 2011 with the International Union of Food Workers. In addition, two employees (one Canadian and one French) sit on the Board as directors and an employee representative participates at the Board.

Sodexo opposes any discrimination or retaliation against, any employee or employee representative because of their affiliation with, support for, or opposition to any union.

EUROPE – PROVIDING INFORMATION TO EUROPEAN EMPLOYEES

Sodexo's European Works Council (EWC) brings together union representatives from 22 countries and allows the Company to share regularly with European colleagues, through their representatives, economic, social and cultural information.

Created in 1998, the EWC serves as a venue for exchange in which Sodexo and its union representatives have the opportunity to discuss the Company's financial and economic situation, strategic outlook and other matters that could affect employment and lead to major organizational changes.

The EWC also receives information about policies and practices regarding training, health and safety, diversity, working conditions and environmental protection.

FOCUS – COLLECTIVE AGREEMENTS FOR HEALTH AND SAFETY

A total of 18 collective agreements were signed in France in Fiscal 2016.

Sodexo's efforts to improve the quality of life of its employees include protecting health and safety by implementing prevention and improvement measures and programs. This also includes developing and maintaining open and constructive dialogue with duly recognized trade unions or other legal representatives of its employees on issues of mutual concern. In Sodexo's International Framework Agreement with the IUF, its commitments include protection of health and safety through prevention and improvement measures while conforming with local legislation. Where appropriate, Sodexo's collective agreements may include provisions regarding health and safety. For example, in the United States, Sodexo has numerous agreements containing health and safety provisions.

2.2.7 DIVERSITY AND INCLUSION AT THE HEART OF THE CORPORATE CULTURE

As a quality of life company, Sodexo is committed to providing all employees with the best career experience possible, regardless of age, gender, nationality, culture or personal characteristics. Diversity and inclusion is a cornerstone of Sodexo's culture and a fundamental element of its growth strategy.

Developing the full potential from the diversity of its employees enables Sodexo to be ever more innovative and efficient and better deliver services to its clients and 75 million consumers worldwide each day.

As a signatory of the United Nations' Women's Empowerment Principles (WEPS), Sodexo reaffirmed its international commitment to gender balance and the professional development of women.

The global diversity and inclusion strategy is based on five priorities:

- **the advancement of women and gender diversity:** strengthen the representation, engagement and promotion of women in leadership and operational positions;
- **generations:** increase employee awareness and identify opportunities to improve the representation of different generations and develop working relationships between generations;
- **cultures and origins:** ensure that Sodexo employees reflect the diversity of its clients and consumers;
- **individuals with disabilities:** recruit, motivate and train people with disabilities and adapt work processes to their specific needs;
- **respect for sexual orientations and gender identities:** provide a working environment that allows lesbian, gay, bisexual and transgender individuals to bring their whole selves to work.

INSTILLING A CULTURE OF INCLUSION

Sodexo offers its employees specific training to improve overall understanding of its culture of inclusion. The goal: explain its importance and impact on performance. This awareness also allows everyone to become aware of their individual biases and prejudices. The training is for all employees, whether managers or not. Conducted by teams in the form of interactive workshops, the training creates a climate that fosters cooperation and mutual recognition. 37,000 employees in 27 countries and entities have already completed the program provided by 100 internal trainers.

The Group monitors progress through a dashboard measuring its quantitative and qualitative performance related to recruitment, development and retention of diverse and highly qualified teams. The 90 members of the Global Diversity and Inclusion Taskforce oversee the development and implementation of initiatives across the Group.

The 35 members of Sodexo Women’s International Forum for talent (SWIFT) lead the Company’s gender diversity strategy. Launched in 2009 by Sodexo CEO Michel Landel, SWIFT has helped increase representation by women in the Company’s senior management to 30% as of 2016.

SODEXO INVITED TO THE WHITE HOUSE AS AN EXPERT OF DIVERSITY AND INCLUSION

The White House, home of the President of the United States of America, asked Sodexo to participate in a roundtable discussion on “Current and future efforts to increase diversity and inclusion.” On April 12, 2016, 170 executives of companies, opinion leaders and organizations gathered to present and share the outline of current research tools and innovative approaches implemented within companies to promote diversity and inclusion.

It was an opportunity for Group Chief Diversity Officer Rohini Anand to announce that Sodexo had exceeded its target of 25% of women in the Company’s senior management in 2015, reaching 31% in 2015. She also took the opportunity to unveil the Company’s next objectives: 35% in 2020 and 40% in 2025.

UNITED STATES – SODEXO RECOGNIZED FOR ITS DIVERSITY POLICY

Sodexo was ranked sixth in Diversity Inc’s 2016 Top 50 Companies, which ranks companies based on their commitment to diversity and inclusion. A sign of the strength of its actions, the recognition marks eight years that Sodexo has been ranked among the top 10.

KEY FIGURES

New target for 2025:

40% of women in Sodexo’s senior management

In Fiscal 2016:

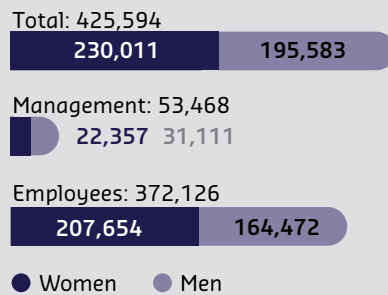
42% of women on the Sodexo Board of Directors

38% of women on the Executive Committee

30% of women in senior management

42% of women in management positions

GENDER DISTRIBUTION OF THE WORKFORCE FOR FISCAL 2016



Commitments for individuals with disabilities

Sodexo has made its commitments to individuals with disabilities a fundamental part of its responsible employer strategy. The Company is committed to improving the quality of life of people with disabilities by providing an inclusive work environment, adapted to enable them to flourish and achieve their full potential. The inclusion of individuals with disabilities makes the Company stronger, more innovative and better able to meet the expectations of its clients and consumers.

Sodexo chose the UN’s International Day of Persons with Disabilities, December 3, 2015, to announce that **100% of its employees will have access to programs for persons with disabilities by 2025**. This means that all the countries in which

the Group operates, will implement initiatives to promote the recruitment, engagement and professional development of people with disabilities, consistent with the laws and policies of each country.

Disability Voice, a working group mobilized to achieve the objective in 2025 for people with disabilities, is in charge of this ambitious goal.

Commitments as an employer

Created in 2011 and composed of 56 Sodexo ambassadors from 24 countries, Disability Voice, works to:

- share best practices between countries and entities;
- provide visibility to and highlight actions taken;
- raise awareness, provide resources and create a culture that promotes, develops and employs people with disabilities throughout the Company;
- improve quality of life of people with disabilities among Sodexo's and those clients' employees.

KEY FIGURE

In Fiscal 2016, **86.7%** of workforce worked in countries that have implemented actions to promote the employment of people with disabilities.

SIGNING OF THE INTERNATIONAL LABOUR ORGANISATION BUSINESS & DISABILITY NETWORK CHARTER

At the June 29, 2016 event, "International Mobilization for people with disabilities", hosted by the International Labour Organization's (ILO) International Network of Companies & People with Disabilities, Sodexo signed the ILO Business & Disability Network Charter. The Charter is a tool for companies, providing principles establishing a common global framework for the integration of people with disabilities.

Supporting women entrepreneurs

Sodexo has always placed the advancement of women at the heart of its vision for economic, social and environmental development. It was therefore essential that the Company supports Small and Medium Enterprises (SMEs) run by women – for the success of their companies, but also to contribute more broadly to the development of the communities of which they are part.

This commitment is part of the Partner Inclusion Program (see section 2.4.2).

Colombia

Working closely with the government and civic groups, Sodexo is involved in training former soldiers of the Revolutionary Armed Forces of Colombia (FARC) and helping them to reintegrate the workforce. Nearly 300 people, one third of which are women, have participated in the program and were able to find a job.

Peru

Alongside mining communities, Sodexo has set up programs providing training for development and reinforcement of maintenance skills. At 10 training centers in six regions, 1,500 local participants have benefited from this training. 1,000 of them have been hired by Sodexo and half of them are women.

2.2.8 RESPECT FOR HUMAN RIGHTS WHEREVER SODEXO OPERATES

The Group's Human Rights policy is informed by the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

THE FOUR FUNDAMENTAL RIGHTS AT WORK ARE:

1. freedom of association and recognition of the right to collective bargaining;
2. elimination of all forms of forced or compulsory labor;
3. abolition of child labor;
4. elimination of discrimination in employment and occupation.

Based on its Charter on Fundamental Rights at Work, Sodexo develops action plans to reinforce global consistency in the implementation and communication of its commitments.

KEY FIGURE

In Fiscal 2016, **95.6%** of Sodexo's workforce worked in countries having the Group Human Rights policy available in at least one official language.

2.3 COMMITMENT TO NUTRITION, HEALTH AND WELLNESS

Nutritional education, a balanced diet, health and wellness are at the foundation of Sodexo's offer. The Group has made three commitments to improve nutrition, health and wellness:

"We will develop and promote health and wellness services for clients, consumers and employees in all countries where we operate;"

"We will advocate balancing meal options at all client sites;"

"We will provide and promote menu choices with a reduced intake of sugar, salt and fats at all client sites."

Touching the lives of 75 million consumers every day, Sodexo has the opportunity and obligation to promote and encourage healthier choices that improve quality of life for millions of people. This is achieved by leveraging the expertise of Sodexo's professional chefs and registered dietitians to develop healthy and balanced menu options that appeal to different consumer tastes around the world.

In addition, Sodexo's professional facilities management teams are experts at creating and offering better working, learning, healing and living environments.

2.3.1 HEALTH AND WELLNESS

Sodexo develops innovative solutions customized for each of its market segments to improve health and wellness. These services are provided on the sites where Sodexo operates, in the homes where people live and through the Company's Benefits and Rewards activity.

Among Sodexo's health and wellness services:

- offering services that facilitate individuals' healthy lifestyle choices, (from concierge services to childcare, physical wellness services and more);
- improving air quality;

Food safety

Sodexo's Global Food Safety and Hygiene Policy is consistent with ISO 22000 (food safety) and incorporates good hygiene practices and generic Hazard Analysis and Critical Control Points (HACCP) controls. The system covers health monitoring, hygiene, management of food suppliers, training, audits, foodservices facilities and equipment, inventory control and verification of use-by dates and temperature.

All Sodexo foodservices operations are required to implement the Global Food Safety and Hygiene Policy. Performance is tracked and measured through indicators in the following areas: food supplier authorization, food safety training, food safety audits and food safety incidents.

KEY FIGURE

In Fiscal 2016, **34** countries representing **95.0%** of On-site Services revenues had one or more ISO 22000 or ISO 9001 certification for food safety.

- treating the acoustics and aesthetics;
- improving cleaning techniques and products; and
- offering access to culture, education and leisure.

KEY FIGURE

In Fiscal 2016, **54** countries representing **96.5%** of Group revenues were developing and promoting health and wellness services.

2.3.2 BALANCING MEAL OPTIONS

The World Health Organization (WHO) observed that the number of cases of obesity has doubled worldwide since 1980⁽¹⁾. It is a global pandemic that as a major foodservices provider, Sodexo cannot ignore.

As the world's leading private employer of dietitians, Sodexo encourages consumers to adopt good eating habits and healthy lifestyles. It draws on its expertise in nutrition, health and wellness, as well as its in-depth understanding of local markets, environments and nutritional needs. Sodexo dietitians and chefs work together to develop varied and balanced menus that can be easily adopted across all client sites.

A COMPREHENSIVE WELLNESS OFFER

Sodexo developed Mindful, a complete program that offers to help consumers make a balanced life second nature. The offer provides access to transparent information about the ingredients used, low-calorie choices as well as services for taking care of their physical and mental well-being. Mindful is an accessible approach that is therefore easily adaptable at home with the family.

KEY FIGURES

In Fiscal 2016:

4,770 registered dietitians were employed by Sodexo worldwide.

88.9% of client sites implemented actions that proactively address the Sodexo 10 Golden Rules of Nutrition, Health and Wellness.

(1) Source: World Health Organization 2015.

2.4 COMMITMENTS TO LOCAL COMMUNITIES

Since its founding, Sodexo has worked to contribute to the economic and social development of the communities, regions and countries where it operates. Sodexo is committed to making a positive impact on quality of life for people in local communities through its business activities.

SODEXO HAS MADE THREE COMMITMENTS IN THIS AREA:

"We will contribute to a hunger-free world through a dedicated Stop Hunger organization";

"We will promote the economic development of diverse and inclusive businesses through our Partner Inclusion Program in all the countries where we operate";

"We will increase the purchase of products from fairly traded certified sources."

2.4.1 FIGHT AGAINST HUNGER AND MALNUTRITION

Contribute to a Hunger-free World

Enabling those in need to be fully fed is to meet a vital need and a fundamental human right. This is why Stop Hunger was founded in 1996, in line with Sodexo's mission: to improve quality of life.

From free meals to emergency assistance,, Stop Hunger is now a global non-profit organization. Its mission: working for a hunger-free world, one of the UN Sustainable Development Goals for 2030.

Skills-based volunteering: long-term solidarity

Today, 53% of Stop Hunger's activities go beyond food aid. Skills-based volunteering is one of the means used by Stop Hunger to help its 875 NGO partners and their beneficiaries in the fight against hunger. Sodexo chefs and dietitians help people in great need learn to cook simple, healthy and inexpensive products, such as fruits and vegetables from unsold surpluses. Logisticians and buyers are also helping the World Food Programme⁽¹⁾ to improve the production of food for their "Sustainable School Feeding" program, participating in the design of kitchens in schools, for example, or establishing supply chains favoring smallholder farmers.

In Fiscal 2016, through the partnership with Stop Hunger, experts from the Benefits and Rewards Services activity enabled the World Food Programme to simplify and secure its system of food vouchers distributed to people in emergency situations.

STOP HUNGER SERVATHON 2016:

+75% INCREASE IN VOLUNTEERS IN 38 COUNTRIES

As part of Stop Hunger and for the 12th consecutive year, Sodexo organized Servathon. Of the 85,000 volunteers, about two-thirds were consumers or family members and friends of Sodexo employees. For two months, employees around the world distributed food to those in need, organized food drives and raised funds for local initiatives against hunger. Nearly 628,000 meals were distributed and 275,000 dollars raised to support the fight against hunger.

KEY FIGURES

In Fiscal 2016,
Stop Hunger distributed about **5.7** million meals and
collected **USD 4.6** million to support the actions
of **875** local NGOs.

(1) The World Food Programme is the world's largest humanitarian agency fighting against hunger.

2.4.2 SODEXO PARTNER INCLUSION PROGRAM

Sodexo operates by 2020. Since its creation, Sodexo has been committed to local community development, including through its value chain. Launched in 2013, Sodexo's Partner Inclusion Program aims to increase diversity among suppliers and merchants in all countries where Sodexo operates.

The program leverages best practices from Sodexo operations around the world in support of a commitment that all countries will develop strong and sustainable relationships with suppliers in at least one of the following categories:

- small and medium enterprises (SMEs), including social and micro-enterprises;
- suppliers from minority or under-represented populations and/or protected groups with an emphasis on women-owned businesses;
- major Sodexo suppliers demonstrating a diverse workforce composition, actively embracing diversity and inclusion and promoting local supply chain inclusion.

As part of the Clinton Global Initiative, the humanitarian foundation created in 1997 by former U.S. President, Bill Clinton, Sodexo has committed to source 1 billion US dollars to SMEs by 2017. This commitment will benefit 5,000 SMEs, including 1,500 that are women-led, in 40 countries.

In addition, the Benefits and Rewards Services activity offers major opportunities to small and medium enterprises to develop their business as a Sodexo partner.

THE IMPACT OF SMES ON LOCAL COMMUNITIES

SMEs are the backbone of most economies. In the Latin America and Caribbean (LAC) region, for example, SMEs play a strategic role in the economic growth. They represent about 30% of gross domestic product (GDP), 99% of all businesses and employ about 70% of the workforce. Because of their economic weight in the region, it is especially important to encourage them to integrate initiatives for gender diversity.

KEY FIGURES

In Fiscal 2016:

Sodexo operations in **39** countries have specific initiatives to integrate Small- and Medium-sized Enterprises (SME's) into Sodexo's Value Chain.

180 active agreements are in place with local communities, clients, NGOs and associations.

25 countries have a system in to track which of their partners are SMEs.

25 countries have conducted diversity and inclusion training for supply team members.

LAOS - PURCHASES FROM LOCAL COOPERATIVES AND SMES

Since 2013, Sodexo has been increasing its supplies from local cooperatives and SMEs in Laos to a level that now exceeds USD 1 million per year. With the support of the international organization SNV, Sodexo buys rice from a local farmers' cooperative. The Company also supplies products such as fruits, vegetables, fish and pork from other local cooperatives, often headed by women. In 2016, the Company integrated two women-run SMEs specializing in dried meat and goat meat into its supply chain.

2.4.3 FAIRLY TRADED CERTIFIED PRODUCTS

Sodexo contributes to improved quality of life in developing countries by giving preference to fairly traded products in its purchasing. Fairly traded products are clearly identified and labeled as part of the chain of custody.

KEY FIGURE

The percentage of certified sustainable coffee served by Sodexo (as measured in kilograms) reached

38.0% in Fiscal 2016 compared to 8.5% in Fiscal 2009.

UK AND IRELAND – SUPPORT FOR SMALL PRODUCERS

In the UK and Ireland, Sodexo welcomed a Peruvian producer of coffee during the 2016 Fairtrade Fortnight awareness campaign organized by the Fairtrade Foundation. Invited to a number of client sites, the producer was able to explain the importance of the work of the Foundation, which provides assistance to small farmers.

2.5 COMMITMENTS FOR THE ENVIRONMENT

Sodexo strives to reduce its environmental impact on client sites while promoting sustainable practices for procurement and optimization of natural resources. To achieve this, Sodexo employs teams dedicated to the environment in 53 countries representing 98.1% of Company revenues.

SODEXO HAS IDENTIFIED EIGHT COMMITMENTS IN FOUR AREAS OF ACTION TO PROTECT THE ENVIRONMENT:

Responsible Sourcing practices:

- *"We will ensure compliance with our Global Sustainable Supply Chain Code of conduct in all countries where we operate";*
- *"We will source local, seasonal or sustainably grown or raised products in all countries where we operate";*
- *"We will source sustainable fish and seafood in all countries where we operate";*
- *"We will source and promote sustainable equipment and supplies in all countries where we operate."*

Sustainable practices to reduce energy consumption and carbon emissions:

- *"We will reduce our carbon footprint in all countries where we operate and at client sites."*

Sustainable practices to reduce water consumption:

- *"We will reduce our water footprint in all countries where we operate and at client sites."*

Sustainable practices to reduce and recover waste:

- *"We will reduce organic and non-organic waste in all countries where we operate and at client sites";*
- *"We will support initiatives to recover organic and non-organic waste initiatives."*

KEY FIGURES

In Fiscal 2016, **34** countries representing
90.4% of Company revenues had at least one
ISO 14001 (environmental management) certification.

2.5.1 RESPONSIBLE SOURCING PRACTICES

Sodexo works continually throughout its supply chain with a strong focus on sourcing, traceability and transparency. Corporate Responsibility, one of the seven priorities of the Sodexo Supply Management teams, is jointly managed by the Group SVP Supply Management and the Group SVP Sustainable Development.

Sodexo Supplier Code of Conduct

Prior to any partnership with Sodexo, suppliers must commit to the ethical, social and environmental practices defined by the Sodexo Supplier Code of conduct. Published for the first time in 2008, the Code is updated every three years, ensuring consistency between the Sodexo's internal policies and stakeholder requirements.

Sodexo suppliers are required to communicate the principles of this Code of Conduct throughout their own supply chain. During Fiscal 2016, Sodexo published the Sodexo Supplier Code of Conduct – Supplier Guide to make explicit the commitments made by suppliers when signing the Code of Conduct.

ENSURING RESPECT FOR HUMAN RIGHTS IN THE FISHING INDUSTRY

Sodexo is a founding member of the Seafood Task Force (Formerly the Shrimp Sustainable Supply Chain Taskforce), an international alliance established in 2014, fighting against labor abuse and for the respect of human rights in Thailand's fishing and shrimp industry. Other current members and key stakeholders of the global alliance include one of Thailand's largest seafood producers, Thai Union, the American distributor Costco and the British distributor Morrisons, international NGOs such as WWF and the Environmental Justice Foundation and the Thai government.

ENSURING SUPPLIER SOCIAL COMPLIANCE

A social compliance pilot program of Sodexo's professional uniform suppliers worldwide was launched during Fiscal 2015. During Fiscal 2016, 100% of global providers were evaluated, including 37% in an initial audit and 63% in a follow-up audit. Through monitoring and improvement plans implemented with the partners over the last two years, the suppliers have achieved a low level of risk. Work will continue in the coming years to expand the scope to local suppliers.

KEY FIGURE

In Fiscal 2016, the Sodexo Supplier Code of Conduct had been signed by suppliers representing **92.4%** of purchasing spend with contracted suppliers.

Local, seasonal or sustainably grown or raised products

Palm oil

During the past year, Sodexo continued to work on increasing the share of physical certified sustainable palm oil.

In September 2016, Sodexo was awarded the maximum "9-points" score in rankings for companies using palm oil. This WWF ranking assesses the progress of commitments and actions related to responsible palm oil use.

Eggs

As part of its animal welfare strategy, Sodexo announced in July 2016 that it would source only cage free eggs (shell and liquid) worldwide by 2025. Sodexo is being advised globally by specialized NGOs Compassion in World Farming, Humane Society International and the Humane League on the definition and implementation of action plan to enable the Company and its suppliers to achieve this objective. Contacts are also being established with local NGOs and will grow as the deployment progresses.

This commitment is an extension of several national commitments already made by Sodexo as part of its Better Tomorrow Plan. Sodexo has been buying 100% of its eggs from cage-free hens in Belgium since 2008 and in Germany, Austria and Switzerland since 2015. In North America, Sodexo has been supplied exclusively with shell eggs from cage-free hens since 2015 and is committed to do the same for liquid eggs by the end of 2020.

KEY FIGURE

In Fiscal 2016, **15** countries representing **37.6%** of On-site Services revenues selected products supporting the development of a sustainable palm oil industry.

KEY FIGURE

In Fiscal 2016, **38** countries representing **97.3%** of On-site Services revenues had the Sodexo Animal Welfare Charter available in at least one official language.

Sustainable Fish and Seafood

Sodexo's strategy for sustainable seafood seeks to protect this important resource by:

- maintaining a wide variety of sustainable species in catalogs and menus;
- protecting species identified as being at risk by removing them from the supply chain where no improvement processes are in place or by implementing control measures;
- increasing the use of eco-standards to ensure respect for sustainability criteria for both farmed and wild-caught fish;
- establishing sustainable supply for aquaculture in accordance with the highest environmental and social standards;
- Sodexo has partnered with WWF and also works with other NGOs to be advised regarding responsible seafood sourcing.

KEY FIGURE

In Fiscal 2016, **29.2%** of the fish and seafood served by Sodexo was certified sustainable.

SODEXO SUSTAINABLE SEAFOOD SOURCING GUIDE

To guide buyers in their sourcing of seafood products that match the five levers above, Sodexo has created a species guide. Providing the status of 80 species, this guide is updated annually to integrate the latest scientific knowledge on the matter. The guide is reviewed and validated by several specialist NGOs.

Certified sustainable seafood products

In 2011, Sodexo signed a global agreement with the Marine Stewardship Council (MSC)⁽¹⁾, a nonprofit independent organization that has implemented a certification program to protect wild-caught fish resources and reduce the impact of fishing on the ecosystem. MSC traceability certification ensures for Sodexo, its clients and consumers that MSC certified products are not mixed or replaced at any stage of the supply chain with non-certified seafood.

Among the achievements for Fiscal 2016:

- 1,581 sites in nine countries are MSC-certified;
- all foodservices sites managed by Sodexo in Switzerland have obtained the MSC certificate of traceability;
- in the UK, Sodexo renewed its MSC certification for all of its foodservices sites.

Sustainable equipment and supplies

Sodexo is increasing the proportion of sustainable products and equipment it purchases in designated priority categories such as paper disposables, cleaning products and office paper.

"Take ONE!" is a Better Tomorrow Plan "Site-WIN" initiative for consistent deployment across all Sodexo sites globally. It is a dispenser that engages consumers to reduce napkin usage through controlled one-at-a-time dispensing.

The result is an optimization of handling, storage and hygiene in addition to very real environmental benefits (reduction of waste, water consumption, carbon footprint...).

KEY FIGURE

In Fiscal 2016, **81.3%** of paper disposables purchased were certified as sustainable.

KEY FIGURE

In Fiscal 2016, **64.6%** of sites have deployed the Take ONE! initiative to reduce the number of napkins used.

(1) The Marine Stewardship Council (MSC) works with partners to transform the world's seafood market and promote sustainable fishing practices. MSC strives to develop credible standards for sustainable fishing and seafood traceability and seeks to make certified sustainable seafood more widely available.

2.5.2 SUSTAINABLE PRACTICES TO REDUCE ENERGY CONSUMPTION AND CARBON EMISSIONS

Committed to an ongoing reduction in its carbon emissions, Sodexo is progressing in all countries and on all sites. In partnership with WWF, Sodexo has developed a methodology enabling it to measure carbon emissions related to its activities and its supply chain. With this measuring system, Sodexo has set a goal of reducing its carbon footprint by 34% across all of its activities and its supply chain between 2011 and 2020.

In 2015, Sodexo was well-positioned to achieve its objectives and was ahead of its targets for scope 1 and scope 2⁽¹⁾. Sodexo reduced its carbon emissions for Scope 1 and 2 by 27% compared to the 2011 benchmark and continues its efforts to reduce energy consumption on client sites and in its supply chain, the two main sources of significant carbon emissions in Scope 3.

FRANCE - PREPARING THE ECO-CITIZENS OF TOMORROW WITH CRÈCHE ATTITUDE

Crèche Attitude, a Sodexo subsidiary, initiated the Ecolo Crèche® certification process, the first sustainability label dedicated to early childhood. The goal: obtain certification of its 150 childcare sites by the end of 2018.

The aim of Crèche Attitude is to reduce energy consumption by 30% at its sites in the next three years, water consumption by 25% and food waste by 26%. Crèche Attitude is the only private operator to have made a specific environmental commitment with the only specialized agency in France.

Through an educational approach, Crèche Attitude prepares children to become eco-citizens of tomorrow. This includes increasing awareness about recycling, the responsible use of natural resources and the tastes of locally-grown fruit and vegetables. These educational activities are key to obtaining the label along side green buildings, responsible sourcing or employee training.

AUSTRALIA - INTRODUCTION OF RENEWABLE ENERGIES ON RIO TINTO SITES.

In preparing its services offer for Rio Tinto, Sodexo worked closely with Curtin University in Perth. Industry-applied research from the University's Institute of Sustainable Development Policy is internationally recognized for its contribution to sustainable cities and innovative policies in this area. This partnership has enabled Sodexo to integrate technological proposals that will allow Rio Tinto facilities in the Pilbara region to achieve carbon neutrality within 10 years through the use of battery equipment and solar panels on its employees houses.

KEY FIGURE

In Fiscal 2016, **31.9%** of client sites were implementing awareness and behavior steps to reduce energy consumption.

(1) **Scope 1:** direct GHG emissions from the combustion of energy sources owned or controlled by a company.

Scope 2: indirect emissions of GHG from electricity purchases.

2.5.3 SUSTAINABLE PRACTICES TO REDUCE WATER CONSUMPTION

Sodexo understands the nexus between water consumption, food production and waste management. The Group is committed to reducing food waste to reduce its footprint, starting with water and has implemented a number of waste reduction initiatives.

According to the United Nations Food and Agriculture Organization (FAO), nearly a third of the food prepared for human consumption, or some 1.3 billion tons annually, is wasted. This means the loss, on average each year of 45% of fruits and vegetables and roots and tubers, 35% of fish and seafood, 30% of grain products, 22% of oilseeds and legumes and 20% of meat and dairy products. According to FAO, an annual volume of water corresponding to the flow of the Volga is used to produce wasted food. This unused production further contributes to the emission into the atmosphere of 3.3 billion tons of greenhouse gases, not to mention the methane from landfills where the food decomposes.

A large proportion of Sodexo client sites are located in regions that are not subject to water stress. However, the Company is

constantly seeking to reduce its water consumption as well as supporting its clients in reducing their consumption.

In the U.S., for example, Sodexo teams assisted The Athenian School, a private school in California with 475 students, reduce its water consumption by nearly 30%. In Danville, east of San Francisco, in an area hit by drought, an awareness campaign was conducted on the use of water, installing low-pressure faucets and replacing grass with synthetic coating on sports fields. Other school grounds are watered only during the summer months instead of throughout the year. These measures save around 7,500 m³ of water annually.

KEY FIGURE

In Fiscal 2016, **40.6%** of client sites were implementing awareness and behavior steps to reduce water consumption.

2.5.4 SUSTAINABLE PRACTICES TO REDUCE WASTE AND RECOVER WASTE

The actions implemented by Sodexo are part of a number of waste prevention programs such as the training plan implemented in the UK and Ireland accredited by The Chartered Institute of Wastes Management (CIWM). They can also take the form of awareness campaigns, such as WasteLESS Week that Sodexo launches each year worldwide.

In Fiscal 2016, Sodexo CEO Michel Landel joined Champions 12.3, a major global campaign to create momentum for the United Nations Sustainable Development Goal 12.3: "achieve sustainable management and rational use of natural resources by 2030." Champions 12.3 includes 30 leaders from businesses, policy makers, researchers, institutions and foundations.

A COALITION TO CHALLENGE BOUNDARIES

Aware that effective solutions require close collaboration across the food value chain, Sodexo led the creation of the International Food Waste Coalition. This alliance brings together companies and organizations such as Sodexo, Unilever, WWF, Ardo Group, SCA, McCain, Pepsi and the United Nations Food and Agriculture Organization (FAO) to take measures and develop policies to reduce food waste outside the home.

UNITED STATES – THE CIRCULAR ECONOMY SERVING FARMERS WITH DISABILITIES

Since 2007, Sodexo employees have collected old mobile phones, laptops, cameras, video games and other printer cartridges at their workplace, at home and elsewhere in their community. Everything is recycled and revenues are donated to the Rural Solutions program of the American charity Easter Seals. This association, serving more than one million children and adults with disabilities in the United States, Canada, Australia and Puerto Rico, has implemented this program and provides financial assistance to enable farmers with disabilities to buy or modify their equipment so that they can fully exercise their profession. In 10 years, Sodexo was able to provide a total of 80,000 dollars in aid to more than 78 farmers in 14 states.

FRANCE – FIGHTING FOOD WASTE WITH DOGGY BAGS

Through its Benefits and Rewards Services activity, Sodexo supports the Lyons start-up TakeAway® in its new responsibility approach for foodservice professionals. The objective is to develop new practices and new uses in the fight against food waste. The “Box TakeAway®” and “Bag TakeAway®” are the two new developments that aim to change consumer habits by encouraging them to consume more responsibly.

For more information on this initiative, see Chapter 1, page 54.

KEY FIGURES

In Fiscal 2016:

89.7% of client sites implemented equipment and processes to reduce the volume of organic waste.

81.5% of client sites implemented equipment and processes to reduce the volume of non-organic waste.

2.6 INDICATORS, REPORTING METHODOLOGY AND STATUTORY AUDITOR'S REPORT

2.6.1 SUMMARY OF GROUP WORKFORCE AND ENVIRONMENTAL INDICATORS

Group Social and Environmental Indicators

| | Fiscal 2015 | Fiscal 2016 |
|---|-------------|-------------|
| ■ GENERAL INFORMATION | | |
| % of Group revenues of countries having one or more ISO 9001 certification <input checked="" type="checkbox"/> | 93.0% | 94.2% |
| ■ WE ARE | | |
| BUSINESS INTEGRITY | | |
| % of workforce working in countries having the Sodexo Statement of Business Integrity available in at least one official language <input checked="" type="checkbox"/> | 99.7% | 96.5% |
| ■ WE DO | | |
| AS AN EMPLOYER | | |
| Workforce | | |
| Total Workforce <input checked="" type="checkbox"/> | 422,844 | 425,594 |
| Per category | | |
| • Employees <input checked="" type="checkbox"/> | 372,728 | 372,126 |
| - Male employees <input checked="" type="checkbox"/> | 164,772 | 164,472 |
| - Female employees <input checked="" type="checkbox"/> | 207,956 | 207,654 |
| • Managers <input checked="" type="checkbox"/> | 50,116 | 53,468 |
| - Male managers <input checked="" type="checkbox"/> | 29,069 | 31,111 |
| - Female managers <input checked="" type="checkbox"/> | 21,047 | 22,357 |
| Per activity and client segment | | |
| On-site Services <input checked="" type="checkbox"/> | 96.0% | 95.3% |
| • Corporate <input checked="" type="checkbox"/> | 40.0% | 40.1% |
| • Education <input checked="" type="checkbox"/> | 21.5% | 20.9% |
| • Health Care <input checked="" type="checkbox"/> | 16.5% | 14.5% |
| • Remote Sites <input checked="" type="checkbox"/> | 8.5% | 9.4% |
| • Defense <input checked="" type="checkbox"/> | 3.0% | 2.4% |
| • Sports and Leisure <input checked="" type="checkbox"/> | 3.0% | 2.7% |
| • Seniors <input checked="" type="checkbox"/> | 2.5% | 3.8% |
| • Justice <input checked="" type="checkbox"/> | 1.0% | 1.5% |
| Benefits and Rewards Services <input checked="" type="checkbox"/> | 1.0% | 1.1% |
| Personal and Home Services <input checked="" type="checkbox"/> | 1.0% | 1.1% |
| Group headquarters and shared structures <input checked="" type="checkbox"/> | 2.0% | 2.5% |
| Per geography | | |
| • North America <input checked="" type="checkbox"/> | 132,551 | 133,135 |
| • Continental Europe <input checked="" type="checkbox"/> | 101,324 | 100,557 |
| • United Kingdom and Ireland <input checked="" type="checkbox"/> | 37,386 | 38,032 |
| • Rest of the World <input checked="" type="checkbox"/> | 151,583 | 153,870 |
| Per age | | |
| • Under 30 <input checked="" type="checkbox"/> | 26.8% | 25.9% |
| - Employees <input checked="" type="checkbox"/> | | 103,867 |
| - Managers <input checked="" type="checkbox"/> | | 6,359 |

| | Fiscal 2015 | Fiscal 2016 |
|--|-------------|-------------|
| ■ WE DO | | |
| • 30-40 <input checked="" type="checkbox"/> | 23.6% | 24.3% |
| - Employees <input checked="" type="checkbox"/> | | 87,369 |
| - Managers <input checked="" type="checkbox"/> | | 15,908 |
| • 40-50 <input checked="" type="checkbox"/> | 23.4% | 23.6% |
| - Employees <input checked="" type="checkbox"/> | | 84,007 |
| - Managers <input checked="" type="checkbox"/> | | 16,262 |
| • 50-60 <input checked="" type="checkbox"/> | 19.5% | 19.7% |
| - Employees <input checked="" type="checkbox"/> | | 71,639 |
| - Managers <input checked="" type="checkbox"/> | | 12,057 |
| • Over 60 <input checked="" type="checkbox"/> | 6.6% | 6.6% |
| - Employees <input checked="" type="checkbox"/> | | 25,243 |
| - Managers <input checked="" type="checkbox"/> | | 2,883 |
| Organization of working hours | | |
| Number of full time | | 317,759 |
| Number of part time | | 107,835 |
| % of workforce working part time | | 25.3% |
| Other workforce indicators | | |
| Retention rate for total workforce <input checked="" type="checkbox"/> | 65.7% | 66.0% |
| Retention rate for site management <input checked="" type="checkbox"/> | 80.6% | 81.0% |
| Total number of departure on continuous contract | | 144,491 |
| Number of Departures related to Resignation of continuous employment excl. site loss | | 94,453 |
| Number of Departures related to Dismissals or Redundancy of continuous employment excl. site loss | | 42,594 |
| Number of Departures related to "Retirement and other reasons" of continuous employment excl. site loss | | 7,444 |
| Average number of work days absence per employee due to work-related accidents or illness, Non Work-related accidents or illness | | 6.8 |
| Respect human rights | | |
| % of workforce working in countries having the Human Rights policy available in at least one official language <input checked="" type="checkbox"/> | 95.4% | 95.6% |
| Employee development | | |
| Access to employment | | |
| Average seniority (number of years) | 6 | 5 |
| • Employees | 5 | 5 |
| • Managers | 8 | 8 |
| New hires (excluding acquisitions and transfers) | | |
| • Employees | 150,662 | 155,237 |
| • Managers | 142,691 | 147,070 |
| | 7,971 | 8,167 |
| Internal promotion | | |
| Number of off-site managers promoted internally | | 786 |
| Number of off-site employees promoted internally | | 433 |
| Number of on-site managers promoted internally | | 1,430 |
| Number of on-site employees promoted internally | | 6,358 |
| Percentage of off-site managers promoted internally | | 8.8% |
| Percentage of off-site employees promoted internally | | 5.7% |
| Percentage of on-site managers promoted internally | | 4.3% |
| Percentage of on-site employees promoted internally | | 2.4% |
| Training | | |
| Total number of training hours | 4,879,090 | 5,297,926 |
| Average number of hours of training per employee trained | | 12.5 |

| | Fiscal 2015 | Fiscal 2016 |
|---|-------------|-------------|
| ■ WE DO | | |
| Workforce participating in at least one training program <input checked="" type="checkbox"/> | 388,452 | 404,705 |
| • Employees | 341,511 | 358,206 |
| • Managers | 46,941 | 46,499 |
| % of workforce participating in at least one training program | 91.0% | 95.1% |
| Collective agreements | | |
| % of workforce covered by a collective agreement | | 45.2% |
| Employee engagement (survey every 2 years) | | |
| Group Employee Engagement Rate* <input checked="" type="checkbox"/> | | 68.0% |
| Diversity and inclusion | | |
| <i>Representation of women</i> | | |
| % of women's representation on the Board of Directors <input checked="" type="checkbox"/> | 38% | 42% |
| % of women's representation on the Executive Committee <input checked="" type="checkbox"/> | 43% | 38% |
| % of women's representation among Group Senior Leaders <input checked="" type="checkbox"/> | 31% | 30% |
| % of women in management positions <input checked="" type="checkbox"/> | 42% | 42% |
| % of women's representation in total workforce <input checked="" type="checkbox"/> | 54% | 54% |
| People with disabilities | | |
| % of workforce working in countries implementing action plans to integrate people with disabilities into the workplace | | 86.7% |
| Health and safety | | |
| % of Group revenues of countries having one or more OHSAS 18001 certification <input checked="" type="checkbox"/> | 83.1% | 85.2% |
| Number of work related accidents requiring a leave <input checked="" type="checkbox"/> | 5,786 | 4,828 |
| NUTRITION, HEALTH AND WELLNESS | | |
| Health and wellness | | |
| % of Group revenues of countries developing and promoting health and wellness services <input checked="" type="checkbox"/> | 98.7% | 96.5% |
| % of On-site Services revenues of countries having either ISO 9001 or ISO 22000 certification for food safety** <input checked="" type="checkbox"/> | 68.1% | 95.0% |
| % of On-site Services revenues of countries having a system to ensure that employees with food service responsibilities are trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy** | 100.0% | 96.2% |
| Advocate balancing food options | | |
| % of client sites implementing actions that proactively address the Sodexo 10 Golden Rules of Nutrition, Health and Wellness | 86,9% | 88.9% |
| Number of registered dietitians employed by Sodexo | 4,918 | 4,770 |
| LOCAL COMMUNITIES | | |
| Stop Hunger | | |
| Number of countries contributing to a hunger-free world through Stop Hunger <input checked="" type="checkbox"/> | 48 | 44 |
| Partner inclusion program | | |
| % of Group revenues of countries having specific initiatives to integrate SMEs (Small and Medium Enterprises) into Sodexo's Value Chain | 88.6% | 88.0% |
| Number of active agreements with local communities, clients, NGOs and associations to promote inclusion of SMEs in Sodexo's Value Chain** | 72 | 180 |
| Sustainable coffee | | |
| % in kg of certified sustainable coffee | 30.9% | 38.0% |
| ENVIRONMENT | | |
| Environment management | | |
| % of Group revenues of countries having one or more ISO 14001 certification <input checked="" type="checkbox"/> | 89.6% | 90.4% |

| | Fiscal 2015 | Fiscal 2016 |
|--|-------------|-------------|
| ■ WE DO | | |
| Sustainable supplies | | |
| Supply Chain Code of Conduct | | |
| % of spend with contracted suppliers having signed the Sodexo Supplier Code of Conduct <input checked="" type="checkbox"/> | 92.5% | 92.4% |
| Local seasonal or sustainably grown or raised products | | |
| % of On-site Services revenues of countries selecting products that support the development of a sustainable palm oil industry <input checked="" type="checkbox"/> | 37.9% | 37.6% |
| % of On-site Services revenues of countries having the Sodexo Animal Welfare Supplier Charter available in at least one official language | 92.6% | 97.3% |
| Sustainable seafood | | |
| % of certified sustainable fish and seafood as a % of total fish and seafood | 23.9% | 29.2% |
| Number of MSC certified foodservice sites | 1,690 | 1,581 |
| Sustainable equipment and supplies | | |
| % of spend on certified sustainable paper disposables as a % of total paper disposables <input checked="" type="checkbox"/> | 77.1% | 81.3% |
| Energy and emissions | | |
| Scope 1 and Scope 2 emissions energy consumption (MWh)*** | 749,878,295 | |
| Scope 1 and Scope 2 (market based) emissions (TCO _{2e})*** | 175,023 | |
| % of client sites implementing heightened awareness and behavior steps to reduce their consumption of energy | 31.8% | 31.9% |
| Water and effluents | | |
| Water consumption (m ³) | | 8,142,926 |
| % of client sites implementing heightened awareness and behavior steps to reduce their consumption of blue water | 40.9% | 40.6% |
| Materials and waste | | |
| % of client sites implementing equipment and processes steps to reduce their organic waste | 88.9% | 89.7% |
| % of client sites implementing equipment and processes steps to reduce their non organic waste | 81.9% | 81.5% |

Indicator verified to the level of "reasonable" assurance by KPMG.

* Survey carried out every 2 years.

** These indicators were modified during Fiscal 2016, see explanation in the Reporting Methodology.

*** Data for Fiscal 2016 in process.

There are no provisions made for risks related to the environment.

2.6.2 WORKFORCE AND ENVIRONMENTAL INDICATORS REPORTING METHODOLOGY

The consolidated workforce and environmental indicators are presented in section 2.6.1.

2.6.2.1 Choice of indicators

Sodexo's Corporate Responsibility strategy requires that workforce and environmental performance be measured with clear indicators. These indicators take into consideration the decentralized and primarily client site-based nature of Sodexo's

operations and were selected to meet the following reporting objectives:

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

In addition, Sodexo's indicators:

- include measures of the tangible benefits Sodexo brings to its clients;
- enhance employees' knowledge about Sodexo, increasing awareness and engagement;
- provide visibility on progress for Group and country management.

As part of its progressive journey, Sodexo has added some additional indicators this year and will continue to do so (*cf.* List of indicators 2.6.2.3).

2.6.2.2 Scope of consolidation

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

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

Additional restrictions may be applicable and are specified in section 2.6.2.4.

Fiscal 2016 workforce indicators

Workforce indicators are consolidated for all Sodexo entities.

Fiscal 2016 societal and environmental indicators

Societal and environmental indicators are calculated and consolidated for entities representing at least 96% of Group revenues.

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

2.6.2.3 Reporting framework and tools

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

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

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

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

Certain strategic workforce indicators are consolidated monthly or quarterly for a detailed follow up.

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

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

- percentage of Group revenues of countries having one or more ISO 9001 certification;
- percentage of employees working in countries having the Sodexo Statement of Business Integrity available in at least one official language of the country;
- total workforce;
- employees by gender, category, activity, age, geography;
- employee retention rate;
- site management retention rate;
- percentage of employees working in countries having the Human Rights policy available in at least one official language of the country;
- number of employees participating in at least one training programs;
- percentage of employees participating in at least one training program;
- Group Employee Engagement Rate;
- percentage representation of women on the Board, in the Executive Committee, among Group Senior Leaders, in management and in the total workforce;
- percentage of On-site Services revenues of countries having one or more ISO 22000 or 9001 certification for food safety;
- percentage of Group revenues of countries having one or more OHSAS 18001 certification;
- number of work related accidents requiring a leave;
- percentage of Group revenues of countries developing and promoting health and wellness services;
- number of countries contributing to a hunger-free world through Stop Hunger;
- percentage of Group revenues of countries having one or more ISO 14001 certification;
- percentage of spend with contracted suppliers having signed the Sodexo Supplier Code of conduct;

- percentage of On-site Services revenues of countries selecting products that support the development of a sustainable palm oil industry;
- percentage of spend on certified sustainable paper disposables as a % of total paper disposables.

2.6.2.4 Limitations

With 425,594 employees, Sodexo is present in 80 countries with differing regulations and operates a significant number of client sites of different sizes and types of activity.

- Certain indicators therefore require some specific explanation as follows:
 - Number of work-related accidents requiring a leave:
 - excludes commuting accidents,
 - includes Sodexo workforce,
 - excludes temporary labor, sub-contracts and other personnel who are not Sodexo employees,
 - may have insignificant differences created by the local differences in the way that work-related illness is accounted for,
 - is consolidated for the On Site activity and will be extended to the whole Group in Fiscal 2017,
 - Sodexo plans to publish the Lost Time Incident Rate in fiscal 2017 when two comparable years of reliable data will become available;
 - average number of days absence:
 - includes absences for work-related accidents and illness as well as personal accidents and illness,
 - may have insignificant differences created by the variances in local legislation in accounting for the number of days of absence as some include weekend and others only working days,
 - the indicators concerning internal promotion are consolidated for 74% of workforce.
- Certain information is extremely difficult to gather given the nature of the Group's activities:
 - Sodexo's activities are performed on a significant number of sites. In the majority of these client sites it is not possible for Sodexo to measure its own energy and water consumption. Nevertheless, within the framework of a technical agreement with the WWF, Sodexo has defined a robust methodology to provide a reliable estimate of Sodexo's consumption which will allow for progress to be measured over time;
 - Scope 1 and Scope 2 energy consumption and related carbon emissions are extrapolated for the Group based on the energy consumption and carbon emissions calculation for a set of 18 major countries representing 77% of Group revenues. Given the time and resource required for the data gathering for the calculation of energy consumption and the Scope 1 and Scope 2 carbon emissions data, the calculation of carbon emissions for Fiscal 2015 has not been prepared in time for this publication and will be reported subsequently through the CDP*. The information which is published in Table 2.6.1 is the information for Fiscal 2015;
 - Scope 1 includes energy consumption and carbon emissions related to the fuel consumed by vehicles used by Sodexo as well as from its consumption of natural gas;
 - Scope 2 includes the electricity consumption for the offices and sites where Sodexo has operational control and is market-based;
 - Water consumption includes the offices and sites where Sodexo has operational control and contains some inconsistencies due to country practices. Work to improve this data is in progress for Fiscal 2017.
- During Fiscal 2016, the following modifications were made to the indicators:
 - % of workforce working in countries having the Sodexo Statement of Business Integrity available in at least one official language and % of workforce working in countries having the Human Rights policy available in at least one official language – the scope of consolidation has been extended to 100% of workforce;
 - % of On-site Services revenues of countries having a system to ensure that employees with food service responsibilities are trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy – the scope of consolidation has been extended to 100% of On-site Services workforce;
 - % of Group revenues of countries having specific initiatives to integrate SMEs (Small and Medium Enterprises) into Sodexo's Value Chain and Number of active agreements with local communities, clients, NGOs and associations to promote inclusion of SMEs in Sodexo's Value Chain – the scope of consolidation has been extended to include the Benefits and Rewards activity.
- One of Sodexo's missions is to improve quality of life for its employees and all who it serves. Sodexo's services are, in the majority of cases, provided by its own employees on a significant number of client sites where the Company operates throughout the world. The following information is therefore not applicable or not material for Sodexo:
 - preventive or corrective actions with regard to discharges into the atmosphere, water and soil with a significant negative impact on the surrounding environment;
 - consideration of noise and any other activity-specific pollution;
 - land usage ;
 - importance of sub-contracting.

2.6.2.5 Reconciliation tables

The reconciliation tables for Grenelle II and the GRI are included in the section "Other information" of this report.

* CDP: formerly named "Carbon Disclosure Project" works with investors, companies and governments to promote reporting and environmental action in order to ensure a sustainable economy, avoid the effects of climate change and protect natural resources.

2.6.3 REPORT BY ONE OF THE STATUTORY AUDITORS APPOINTED INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED HUMAN RESOURCES, ENVIRONMENTAL AND SOCIAL INFORMATION PRESENTED IN THE MANAGEMENT REPORT

This is a free translation into English of the designated Independent Third Party's Report issued in French and it is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

SODEXO SA

Head office : 255, quai de la Bataille-de-Stalingrad

92130 Issy-les-Moulineaux

Year ended August 31, 2016

To the Shareholders,

In our capacity as Statutory Auditor of the company SODEXO SA, accredited by the COFRAC registered under number 3-1049⁽¹⁾, we hereby present to you our report on the consolidated human resources, environmental and social information (hereinafter the "CSR Information") for the year ended August 31st, 2016, presented in the Management Report. This report has been prepared in accordance with article L.225-102-1 of the French Commercial Code.

Company's responsibility

The Board of Directors is responsible for preparing the Company's Management Report including CSR Information in accordance with the provisions of article R.225-105-1 of the French Commercial Code and with the guidelines used by the company (hereinafter the "Guidelines"), summarized in the Management Report and available on request from the Company's head office.

Independence and quality control

Our independence is defined by regulatory texts, the French Code of ethics of our profession and the requirements of article L.822-11 of the French Commercial Code. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

Statutory Auditor's responsibility

On the basis of our work, our responsibility is to:

- attest that the required CSR Information is included in the Management Report or, in the event of non-disclosure of a part or all of the CSR Information, that an explanation is provided in accordance with the third paragraph of article R.225-105 of the French Commercial Code (Attestation regarding the completeness of CSR Information);
- express a limited assurance conclusion that the CSR Information taken as a whole is, in all material respects, fairly presented in accordance with the Guidelines (Conclusion on the fairness of CSR Information);
- at the request of the Company, express reasonable assurance, that information selected by the Group and identified by the symbol ✓ in the chapter 2 of the Management Report is fairly presented, in all material respects, in accordance with the Guidelines (Reasonable assurance on a selection of CSR Information).

Our work involved six persons and was conducted between August and November 2016, during an eight weeks intervention period. We were assisted in our work by our CSR experts.

We performed the procedures below in accordance with professional auditing standards applicable in France, with the decree dated May 13, 2013 determining the manner in which the independent third party should carry out their work, and with International Standard ISAE 3000⁽²⁾ concerning our opinion on the fair presentation of CSR Information.

(1) For which the scope is available on the site www.cofrac.fr.

(2) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

1. Attestation regarding the completeness of CSR Information

Nature and scope of the work

We reviewed, on the basis of interviews with the managers of the relevant departments, the Company's sustainable development strategy with respect to the social and environmental impact of its activities and its societal commitments and, where applicable, any initiatives or programs it has implemented as a result.

We compared the CSR Information presented in the Management Report with the list provided in article R.225-105-1 of the French Commercial Code.

For any consolidated information that was not disclosed, we verified that the explanations provided complied with the provisions of article R.225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the scope of consolidation, *i.e.* the Company, its subsidiaries as defined by article L.233-1 and the entities it controls as defined by article L.233-3 of the French Commercial Code, within the limitations set out in the methodological note presented in paragraph 2.6.2 in the Management Report.

Conclusion

Based on the work performed and given the limitations mentioned above, we attest that the required CSR Information has been disclosed in the Management Report.

2. Opinion on the fairness of the CSR Information

Nature and scope of the work

We conducted around ten interviews with the people responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, with those responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, impartiality and understandability, taking into account best practice, where appropriate;
- verify that a data-collection, compilation, processing and control procedure has been implemented to ensure the completeness and consistency of the CSR Information and review the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices.

Regarding the CSR Information that we considered to be the most important (see appendix 1):

- at the parent entity level, we referred to documentary sources and conducted interviews to corroborate the qualitative information (organization, policies, actions), performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the Management Report;
- at the level of a representative sample of entities selected by us⁽¹⁾ on the basis of their activity, their contribution to the consolidated indicators, their location and risk analysis, we conducted interviews to verify that the procedures were followed correctly and to identify any undisclosed data, and we performed tests of details, using sampling techniques, in order to verify the calculations made and reconcile the data with the supporting documents. The selected sample represents 51% of headcount, between 40% and 84% of the quantitative environmental information and between 51% and 80% of the quantitative social information.

(1) *Sodexo On-site Services: Sodexo France, Sodexo Netherlands, Sodexo UK, Sodexo Germany, Sodexo Italy, Sodexo United States. Sodexo Benefits and Rewards: Sodexo Germany.*

For the remaining consolidated CSR Information, we assessed its consistency based on our understanding of the Company.

We also assessed the relevance of explanations given for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR Information cannot be totally eliminated.

Conclusion

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

3. Reasonable assurance on a selection of CSR Information

Nature and scope of the work

For the information selected by the Group and identified by the symbol ✓, our audit consisted of work of the same nature as described in paragraph 2 above for the CSR Information considered the most important, but in more depth, particularly regarding the number of tests.

The sample selected represents 51% of headcount, between 73% and 84% of the quantitative environmental information and between 51% and 80% of the quantitative social information identified by the symbol ✓.

We consider that this work enables us to express a conclusion of reasonable assurance for the information selected by the Group and identified by the symbol ✓.

Conclusion

In our opinion, the CSR Information selected by the Group and identified by the symbol ✓ is fairly presented, in all material aspects, in compliance with the Guidelines.

French original signed by:

Paris La Défense, November 16th, 2016

KPMG S.A.

Philippe Arnaud

Partner

Climate Change & Sustainability Services

Hervé Chopin

Partner

Appendix 1

All the information disclosed in the CSR chapter of the Management Report is subject to either a limited or a reasonable assurance level.

The list below indicates the information:

- verified with a limited assurance level and considered to be the most important (see section 2 of our report);
- verified with a reasonable assurance level (✓).

| Labour indicators | Level of assurance |
|--|--------------------|
| % of Group revenues of countries having one or more ISO 9001 certification | ✓ |
| Total Workforce per category, per activity and client segment, per geography, per age | ✓ |
| Employee retention rate | ✓ |
| Site management retention rate | ✓ |
| Number of employees participating in at least one training program | ✓ |
| % of employees participating in at least one training program | ✓ |
| Group Employee Engagement Rate | ✓ |
| % of women's representation on the Board of Directors | |
| % of women's representation on the Executive Committee | |
| % of women's representation among Group Senior Leaders | ✓ |
| % of women in management positions | |
| % of women's representation in total workforce | |
| Number of work related accidents requiring a leave | ✓ |
| % of Group revenues of countries having one or more OHSAS 18001 certification | ✓ |
| Number of Departures related to Dismissals or Redundancy of continuous employment excl. site loss | |
| Number of work days absence per person due to work-related and non-work-related accidents or illness | |

| Environmental indicators | Level of assurance |
|--|--------------------|
| % of Group revenues of countries having one or more ISO 14001 certification | ✓ |
| % of On-site Services revenues of countries selecting products that support the development of a sustainable palm oil industry | ✓ |
| % of spend on certified sustainable paper disposables as a % of total paper disposables | ✓ |
| % of spend with contracted suppliers having signed the Sodexo Supplier Code of Conduct | ✓ |
| % of client sites implementing heightened awareness and behavior steps to reduce their consumption of blue water | |
| % of client sites implementing heightened awareness and behavior steps to reduce their consumption of energy | |
| % of client sites implementing equipment and processes steps to reduce their organic and non-organic waste | |
| % of certified sustainable fish and seafood as a % of total fish and seafood | |
| Scope 1 and Scope 2 emissions energy consumption | |
| Scope 1 and Scope 2 (market based) emissions | |
| Water consumption | |

| Social indicators | Level of assurance |
|---|--------------------|
| % of employees working in countries having the Sodexo Statement of Business Integrity available in at least one official language | ✓ |
| % of Group revenues of countries developing and promoting health and wellness services | ✓ |
| % of On-site Services revenues of countries having one or more ISO 22000 and ISO 9001 certification | ✓ |
| Number of countries contributing to a hunger-free world through Stop Hunger | ✓ |
| % of employees working in countries having the Human Rights policy available in at least one official language | ✓ |
| % of client sites with actions that proactively address the 10 golden rules of Nutrition, Health and Wellness | |

| Qualitative information | |
|-----------------------------|--|
| Human resources information | Policies implemented regarding training, Measures implemented to promote gender equality. |
| Environmental information | Measures implemented to protect and conserve biodiversity, Actions against food waste. |
| Social information | Measures implemented to promote consumers health and safety, Integration of social and environmental issues into the company procurement policy, Actions of partnership and sponsoring, Territorial, economic and social impact of the company activity regarding regional employment and development. |

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