

Fiscal 2008

Human Resources Report




sodexo

Making every day a better day

Thanks to all our teams



Our
expertise

+



Our
passion

=



The smile of our clients,
our consumers, our employees
and our shareholders.



editorial

Your future, *so sodexo.*

Every day, our 355 000 employees apply their expertise and their passion for a job well done to provide services that improve the Quality of Life and ensure the satisfaction of our clients and consumers.

This is only possible due to our desire to encourage team members to grow and shape their future with us, a desire that has existed since Sodexo's creation. As an example,

more than 2 500 employees were promoted this year into management positions within the Group.

The importance that we place on personal development has also been recognised by 80% of our team members who, in the 2008 employee engagement survey, preferred Sodexo as an employer to its competitors. Driven by our belief in the spirit of progress

we want to do even better and, through the recently formalized Employee Value Proposition we have committed to improving our practices.

I leave you to discover throughout this 3rd edition of our Human Resources Report our Employee Value Proposition, along with a host of examples of this commitment: "Your future, *so sodexo*".

Elisabeth Carpentier, Group Senior Vice President and Chief Human Resources Officer

Two activities in the service of the Quality of Life

Food and Facilities Management services

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

96% of Group revenues

Foodservices

n°1
worldwide

Health Care
Seniors
Education

n°2
worldwide

Corporate Services
Remote Sites*

Facilities Management services

Today, Facilities Management services account for

21.6%

of Group consolidated revenues.

Service Vouchers and Cards

4% of Group revenues

n°2
worldwide

10.4 billions €
in issue volume

Sodexo in brief

355,000
employees

at
30,600
sites

13.6
billion euro in
consolidated
revenues

in
80
countries

22nd
largest employer
worldwide**

6th

2nd largest European
employer
worldwide**

**largest French
employer worldwide****

Source: Sodexo.
*Food and Facilities
Management services.
**Fortune 500, 2008.

Our philosophy

Sodexo, founded in 1966 in Marseille by Pierre Bellon, the current Chairman of the Board of Directors, has built its development on a philosophy that today unites 355,000 employees of the Group throughout the world. Our philosophy is the foundation of our success, both in the past and in the future.

Who we are

Our company is the community of our clients, consumers, employees and shareholders.

Our purpose is to exceed their expectations.

Our business strategy: organic growth

To reach our goals, we have chosen to focus on **achieving organic growth in revenues and earnings.**

Our mission

Our mission is twofold:

- **Improve the Quality of Daily Life of our clients and employees.**
- **Contribute to the economic, social and environmental development of the cities, regions and countries in which we operate.**

Our vision

To become the premier global outsourcing expert in Quality of Life services.

Our ambition

- To have annual average **organic revenue growth** greater than 7%.
- Be **the market leader** in each of the segments in which we operate.
- Provide a **springboard** for our employees' development.
- Make Sodexo **a global brand known, loved and chosen.**



Our core values

Service spirit

“True dignity lies in being of service to others.”

- Clients and consumers are the center of everything we do.
- In order to serve them well, on a daily basis, at all levels, we have to demonstrate our ability to listen, our capacity to anticipate their expectations, our sense of conviviality, our responsiveness to their needs and our pride in satisfying them.
- Sodexo has become a large, worldwide company, but we still remain a local company in which each manager in the field is a true entrepreneur, close to their clients and empowered in their decision-making.

Team spirit

- It is an imperative in all of our operations, our business units and support functions, as well as in our management committees.
- Each person's skills combine with other team members' knowledge to help ensure Sodexo's success. Teamwork depends on the following: listening, transparency, respect for others, diversity, solidarity in implementing major decisions, respect for rules, and mutual support, particularly in difficult times.

Spirit of progress

We demonstrate the spirit of progress through:

- our will, but also the firm belief that one can always improve on the present situation;
- acceptance of the evaluation of our performance, which compares us to our colleagues in the company, or with competitors;
- rejection of preconceived notions and false alibis for avoiding change;
- self-evaluation, because understanding one's successes as well as one's failures is fundamental to continuous improvement;
- a balance between ambition and humility;
- optimism, the belief that for every problem there is a solution, an innovation, or an improvement to be made.

Our ethical principles

Loyalty

A foundation of trust between Sodexo and its clients, employees, and shareholders, based on loyal relationships. Trust is one of the cornerstones of operations in our organization.

Respect for people

Humanity is at the heart of our business. Sodexo is committed to providing equal opportunities regardless of race, origin, age,

gender, beliefs, religion, or lifestyle choices.

"Improving Quality of Life" also means treating each person with respect, dignity and consideration.

Transparency

This is one of Sodexo's major principles, and is a constant with all stakeholders: clients and consumers, employees and shareholders.

Business integrity

We do not tolerate any practice that is not born of honesty, integrity and fairness, anywhere in the world where we do business.

We clearly communicate our position on this issue to our clients, suppliers, and employees, and expect them to share our rejection of corrupt and unfair practices.

In November 2006, the Group Executive Committee recommended to the Board of Directors the adoption of a "Statement of Business Integrity." The code enshrines Sodexo's core beliefs and practices in the area of business ethics, so that every employee understands and shares the Group's commitment to business integrity.

Our promise

Every two years, Sodexo embarks on an engagement survey of its employees, in order to measure its progress towards becoming an employer of choice in the field of Quality of Life services. In recent months, the Group has conducted extensive research in the United States, France and the United Kingdom confirming that the company's greatest advantage is the way it allows its employees to grow and develop.

The lessons learned from these two initiatives have made it possible to formalize a plan of action – our Employee Value Proposition – that will measure up to the expectations of current and future colleagues, and support the achievement of the Group's growth targets.

The “Your future, so sodexo”, promise, outlines Sodexo’s commitments to its staff at five key stages in their working life with the organization: recruitment, induction, day to day life, development and the way we recognize individuals.

The examples and first-hand accounts provided in this report provide ample evidence of how we are keeping this promise. Sodexo has set itself the aim of extending these initiatives to all of the countries in which the Group is present and is developing new projects to accelerate the introduction of this Employee Value Proposition.

Your future, so sodexo



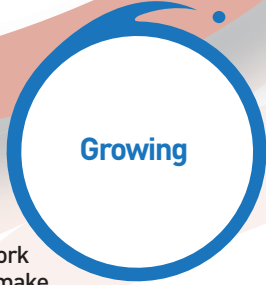
We will inspire you to join Sodexo.



You will be welcomed as a valued member of our team.



We will enable you to flourish with us.



We will work with you to make your growth our priority.



You will be recognized for living our values and for helping us grow.





Recruiting

We will inspire you
to join **Sodexo**.

Diversity RESPONSE Information FIT Respect



Recruiting

→ Recruitment, a two-way process

“

Recruiting is an essential link with outside communities; it allows us to communicate about who we are and build relationships that inspire interest and trust in Sodexo. It is a point of honour that we provide a clear, appropriate, and sincere response to each candidate. Those who are not chosen today may meet our needs tomorrow, or they may be our future clients or partners.

For new colleagues, the recruitment phase represents the start of a relationship that we hope will last. It is an important stage that will subsequently shape our relationship. For the company, it is also an opportunity to make contact with a wide array of candidates with different profiles. In this way, we can promote diversity in Sodexo, this diversity is a source of richness for our teams.

We know that in the recruitment process, the candidates are also assessing Sodexo and we are committed to supplying all the information candidates need to reach their decision.”

Aaron Condray,
Senior Vice President and Chief
Human Resources Officer,
Remote Sites and Asia-
Australia, Sodexo Food and
Facilities Management services



Aaron Condray

y

United States Generational recruitment

Meeting customer expectations means attracting candidates from a wide variety of backgrounds, and generations. To help attract Generation Y

candidates, Sodexo has launched an innovative recruitment program in schools and universities to attract the brightest

students. The program provides internships thus highlighting the numerous career opportunities at Sodexo. In order to provide the best support for the interns, managers have been specifically trained; each intern has a mentor, a guiding hand throughout their internship. The best are then promoted to become Student Ambassadors, promoting our activities and Sodexo on their campus. In the target schools, Sodexo works with instructors to build strategic partnerships with them. An e-newsletter has been introduced and is now sent out to 8,500 students, professors and administrators.

Generation Y

These are people born between 1979 and 1994. In general, individuals of this generation are looking for better quality of life, balancing work and personal development. They see life in the short-term and are very mobile. Quick progression, flexibility, continuous development, freedom and the need for independence are just some of the demands of this young generation...

A winning strategy

- 97% of Sodexo interns express the wish to join the company when they graduate.
- The website *Colleges.com* recognized Sodexo as a *Top Employer* for internships.
- The magazine *Diversity Edge* places Sodexo among the *Top Employers* for Young Graduates.

Sodexo's Talent Networks

Sodexo has enthusiastically embraced social media to develop numerous talent networks as part of our strategy to reach the best talent from all generations. The Sodexo Careers Blog, careers pages on Facebook and a careers group on the LinkedIn network are just a few of the talent networks we use. Sodexo also has a channel on YouTube and has created a Sodexo Career Widget that can be downloaded to alert candidates of new positions posted in the Career Center.

— France

Open to all

To diversify candidate sources, Sodexo is multiplying contacts and initiatives.



Recruitment brochure for individuals with disabilities

1- Participation in 18 career fairs in higher education establishments has introduced us to 761 candidates. A partnership has also been developed with the AFLYHT (French association of tourism and hotel colleges), the members of which represent 90% of hotel and catering school directors.

2- The recent policy to recruit interns has generated 50 internships of which 20 have been recruited into permanent positions.

3- Thanks to an internal awareness campaign, 200 employees and 60 apprentices with disabilities have been hired.

4- Sodexo's vitality is also illustrated in its program with the ministry of Defense which helps ex-soldiers who want to return to civilian life. Sodexo has also recruited 50 people for the Restos du Coeur that distributes food to the needy.



Antoine Imbault

“ Choosing the right tools

Creating an external Human Resources communications policy has been very successful. We used the slogan “Broaden your talents around shared values” to create a number of tools for various recruitment targets,

including brochures explaining Sodexo's activities and special recruitment collateral.”

Antoine Imbault,
Director of School Relations

150,000
people recruited*

22nd
largest employer
worldwide**

Malaysia

Start your career abroad

The recruitment and mobility department of our Remote Sites Business recently launched an awareness campaign about the French *Volontariat International à l'Etranger* program (VIE) for volunteering abroad. This program is for temporary assignments for European

managers abroad, allowing them to start their working life overseas with the prospect of permanently joining the

company. Four employees are currently on the program in the Asia/Australia region.

A fantastic opportunity for people who want to develop their careers and who love to travel.

“

VIE: an amazing opportunity

After completing my Masters in Toulouse, I went to study and then work in Scotland. After 15 months as an internal auditor in a Scottish insurance company, I joined a group of accountants. I wanted to join a large international company and Sodexo offered me an operational financial post. My first job was in Goro,

New Caledonia, before I came to Malaysia where I am currently Project Manager Finance. The VIE contract is an amazing opportunity for anyone who wants to develop their career and who loves to travel...”

Anne Parmentier,
Project Manager Finance



Anne Parmentier

*2008 Figures/** Fortune 500, 2008.

— Nigeria Training for recruitment

In 2008 in partnership with one of its main customers, Nigeria Liquefied Natural Gas

Training aimed specifically at women.

(NLNG), Sodexo launched a training campaign with the local population of Bonny Island. Although accessible to all, the training was aimed specifically at women, helping them to acquire a qualification and skills directly applicable to Sodexo, with a view to their recruitment.



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— United Kingdom Recruitment: a rigorous process

To recruit candidates best suited to job requirements, Sodexo Vouchers and Cards created a document known as the *Functionality Chart*. This Chart contains descriptions of all existing jobs, ensuring that they meet the company's requirements. Through defining and describing the tasks to be performed, the skill set of a future employee can be accurately assessed. What's more, through more specific and concise ads, candidates are better informed. This recruitment process has proved to be more effective and reliable; ensuring that managers are now presented with the most suitable candidates.



Singapore

Second chance

Changing one's life, choosing the right path, the road to becoming a part of society once again... This is Sodexo's reintegration plan for former inmates set up with the

support of the Yellow Ribbon Association. Five people who showed that they were ready to work hard and be thoroughly involved in the company were thus recruited.



Junainah Mohamad



“

For a new life

Although they have made a mistake, they deserve a second chance because we all make mistakes... That is the aim of our partnership with the Yellow Ribbon Association: to give former inmates a second chance and support their families.”

Junainah Mohamad,
Human Resources Manager

Awards

In the United States: the magazine Diversity Edge classified Sodexo in the top 10 “Companies for Diverse Graduates”: corporations that offer career opportunities for all types of graduates.



Sodexo's recruitment program was named “Best Diversity Program” in the Recruiting Excellence Awards organized by ERE (Electronic Recruiting Exchange) Media Inc.

In Australia: Sodexo was recognised for its report entitled “Equal Opportunity for Women in the Workplace”.





Welcoming

You will be welcomed as
a **valued member** of our team.

LISTENING

Guiding

Sharing

RECEIVING

Indu

— Induction: a vital stage

22

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The induction of a new employee is like the start of a new contract. You need to be present and available from the outset because the quality of the partnership depends on that moment. It is our responsibility to provide the tools and resources so that newcomers to the company can quickly understand the company's culture and its values... New recruits need to feel supported, to know they can get advice, training and guidance from their managers. It is also essential the newcomer becomes involved and provides feedback about their induction process. Indeed we are currently setting up



Henri Fauquenois

a process to gather honest and objective opinions about their induction from our new employees. This feedback is crucial as Sodexo's development is based on its constant ability to improve and innovate!

”

Henri Fauquenois,
Senior Vice President
and Chief Human Resources
Officer, Sodexo Vouchers
and Cards

ction



Welcoming

— Spain An induction program

Sodexo created an induction program for its new employees that is simple and practical.

- Publication of a photograph of the new recruit and his/her mini-CV on our intranet.
- Tour of the building and introduction of new recruits to the rest of the staff.
- In-house training specific to the role and profile.
- Receipt of the organization's handbook.
- Welcome reception and giving of a presentation box containing office equipment in Sodexo colours.

Did you know...

Last June, the celebration of "Employees Day" provided the opportunity to show a video featuring all of our new employees.

— Peru Explaining and enhancing

Each week in Peru, Sodexo presents a multimedia overview of the company's domestic, global and historic activities to new recruits as part of their welcoming experience.

These sessions are the perfect opportunity to distribute the welcome booklet to new employees. New managers get to meet the Heads of various departments and sites. These interactions are very important as they provide a general overview of the entire company and help create synergies and strong links at all levels of the organization!

All of the site managers receive training in welcoming new staff in a consistent way.



Multimedia presentation

In Lima, every new employee is announced to the rest of the team via an e-blast that

includes their photo; the person is also personally introduced to all of the teams.

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— Colombia A rare experience



Daniel Paolo Montenegro

“

When I joined Sodexo after a long professional career with several companies, it was the first time I had ever experienced such a complete induction programme! It gave me a global vision of my role and also of the strategy and values of the company.

It was a real help that has enabled me to be more effective in my everyday assignments. Thank you.”

Daniel Paolo Montenegro,
Market and Competency
Analyst

— United States

Sharing and involvement



Come Alive with Sodexo is a year long induction program designed to help new managers in the United States settle into their position and welcome them to the company.

It includes many stages throughout the year:

- Online training to familiarize the new employee with the challenges and opportunities of their position.
- Access to the company's tools and resources.
- Conferences and workshops to reinforce their knowledge of the Sodexo company culture and to encourage meetings with colleagues and company managers.
- An individual training plan.

Through the initial online training, new managers learn how to meet the challenges awaiting them. Meetings with colleagues and company managers provide in depth knowledge of the job and how Sodexo works internally. The new managers also have a personalized training plan.



Satisfied!

- **75%** of employees say that the online information received (Sodexo's history, its structure, SodexoNet intranet, its benefits, its service offers to customers, etc.) is provided at the right time to meet their needs.
- **100%** of respondents say that as new managers they found the information useful.
- **100%** of managers who attended conferences and workshops left with a feeling of belonging and a strong commitment to Sodexo.

— United Kingdom and Ireland Three months to discover Sodexo

Sodexo has designed and implemented a three-month support program for new arrivals. The aim is to quickly provide them with a global vision of Sodexo and its values and to give them the feeling of being a valued member of our team!

The program is managed on the Intranet by their manager, ensuring that the new employee is aware of the training that

he/she will receive.

This training involves not only safety at work but also internal procedures and information about the job. Launched in June 2008, this new tool acts both as the induction booklet

for the new employee and as a guidebook to welcoming new team members for the manager.

Quickly becoming a value member of the team!

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— China Learning through one's manager

“

In January 2007 after two years studying in Australia and a double Masters in Marketing and Business in my pocket, I got the chance to join Sodexo. Trained by experienced managers from the outset, I learned how to become proactive! Through them, I also learned about customer relations and improved my management skills. I was put in charge of upgrading a Facilities Management

Information System, which I completed successfully thanks to the support I received from my managers! Thanks to this very instructive initial experience, after six months I had the necessary grounding to really become part of the team.”



Kevin Yang

Kevin Yang,
Deputy Unit Manager

86%

of employees feel that they belong to a team*

90%

of employees know what is expected of them in their work*

— Australia The *Olive* quiz

Who better than an employee with 25 years of experience with Sodexo to lend their name to a program introducing the company? That is the question Sodexo asked itself before publishing the *Olive manual*. This original and amusing interactive document is designed to support new recruits from their first day in the company and over their first few weeks. It is a team game using a quiz format to explore Sodexo's values and strategy.



Olive Douglas

“ Proud of lending my name

I am very honored to have lent my name to the new induction program. During my career at Sodexo I have enjoyed a variety of roles and responsibilities and I am very happy today to contribute to the welcoming program for new members of the team... ”

Olive Douglas,
Staff Shop Manager

*2008 Sodexo engagement survey.





Living

We will enable you **to flourish with us.**



→ Flourish



Peri Bridger

“

There are so many reasons I am proud to work for Sodexo. This is a company where it is possible to flourish both professionally and personally. We take a keen interest in the ideas and observations of our team members and provide many opportunities for constructive dialogue with all of our employees.

It is through this dialog that we are able to innovative every day, providing real added value for our customers. I am also proud of the actions

our team members take to make every day a better day in the communities where we do business. Through the Sodexo Foundation, I am able to join Sodexo employees around the globe in helping to eliminate the root causes of hunger and malnutrition in the world. ”

Peri Bridger,
Senior Vice President
and Chief Human Resources
Officer, North America,
Sodexo Food and Facilities
Management services

SYNERGY

COMMUNICATION

- Safety Dialogue
- being

— Belgium Support every day

The Belgian Human Resources teams hold monthly on-site meetings with the manager and his team, working to a predefined agenda. Everyone is free to express themselves about subjects presented such as honesty and trust, respect, the work environment

and team spirit. At the end of the meeting, every employee commits to improve a particular point. This initiative makes it easier to understand the problems encountered in the field and to integrate new information for future Human Resources projects. The aim

is to introduce rapid corrective action. As an example, a study of the working conditions was conducted on 30 sites in September 2007. After analysing the results, an action plan was immediately set up.

*Corrective actions
deployed after
a stress survey*

- Noise suppression installed on dishwashers.
- Clothing for protection against the cold.
- Purchase of new, modernized equipment.
- Equipment maintenance plan, etc.

United States

A positive work-life experience

Sodexo created the *Work Life Effectiveness* taskforce. Its objectives : to research methods that enable each employee to do his/her job in the most favourable conditions.



LifeWorks® booklet

The North American Executive Committee have prioritized the following areas:

- Flexible work arrangements.
- Advice and availability of resources for family members requiring medical care.
- Resources and referrals for dependant care.
- Advice for those about to retire (retirement financial planning, personal projects, etc.).
- Health and wellness (Sports, health advisors, etc.).
- Online training with themes such as the family budget and stress management.

To offer employees support in their professional and personal life, Sodexo launched *LifeWorks*®!

This assistance and information program is eligible to all Sodexo employees and is accessible 24/7, by phone and on the web. Since March 2008, Sodexo employees have been receiving free advice and resources on almost any subject.

LifeWorks® : a range of solutions

- Daily childcare
- Home help for the aged
- Healthcare
- Retirement preparation
- Legal assistance, etc.

Mexico

Vivir bien

Living well, means living healthy... and being overweight is now a real threat to health. Last April, Sodexo decided to invest in this battle with the launch of a Health Program. This

program informs staff about the problems of obesity and resulting illnesses. The program includes: individual interviews, workshops and confidential medical assessments by nutritionists

and the company doctor. To get the staff interested and promote participation, a competition with puzzles and challenges was launched... Success guaranteed!

Italy

For a lasting environment

In Italy, development activities include employee welfare and therefore the environment in which they work. Consequently, after consistent effort, the Corporate and Health divisions have obtained Environmental Certification, certifying that

Sodexo is doing everything it can to avoid pollution and comply with ISO 14001 standards. The certification audit required a detailed check of catering, cleaning and equipment sterilization. This involved various teams in the

company, as well as suppliers and other external partners.

In particular, it involved:

- Reducing air pollution.
- Saving energy.
- Reducing non-recyclable waste.

Stop smoking – we can help!



Many employees who were tobacco-dependent wanted to stop smoking. So Sodexo decided to help them overcome their addiction... An awareness campaign began in September 2007 with a conference entitled *It's easy if you know how!*.

For 6 hours, in groups of 7 to 15 people, the employees, all of whom were volunteers, explored training techniques and follow-up methods. A repeat session was even planned for anyone who started smoking again.

Romania

Live my life

To facilitate understanding of each employee's role in the company and encourage team

spirit, Sodexo introduced *open days* in each department so that employees could discover

their colleagues and their different roles... With the original idea of enabling each person to take on another's role... A good way of understanding the nature and purpose of each job!

Understanding the nature and purpose of each job.

— The Netherlands In great shape

Last June, Sodexo launched a *Health Plan* with all its teams. This web-based program provides participants with information and advice about adopting a healthier way of life.



Petra Francis

“

On your bike

To promote physical exercise we have launched the operation Sodexo bicycle at the same time as the Health Plan. It gives staff the opportunity to buy the bicycle of their choice

at a 40% discount providing they use the bicycle to commute to work.”

Petra Francis,
Catering Manager

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— Thailand Touring the country



Members of the tour

Getting to know one's colleagues is certainly the best way of meeting their expectations, motivating them and maintaining loyalty. Through a four-day excursion to the south of the country, the

Thai Management team went to meet their colleagues. At the end of the trip, a big party was held to give everyone the chance to get to know each other better.

77%

of employees believe they enjoy a good work-life balance*

87%

are fulfilled in their work*

84%

enjoy their daily work*

Brazil

Fala Sodexo

Listening has always been the company's strong point; and Sodexo's management style would be inconceivable without taking into account expectations in the field. In addition to the bi-annual engagement

survey, on June 2007 Sodexo implemented a powerful and innovative tool called *Fala Sodexo* (Tell Sodexo!). This internal satisfaction survey examines the corporate climate, employee preferences,

motivation, etc. It is anonymous and participation is voluntary. By helping identify areas requiring improvement, this tool facilitates analysis and enables the company to react faster.

Awards

In *Scotland*, the British Safety Council awarded Sodexo Remote Site teams the "International Safety Award" for its safety policy at work.

In *Spain*, Sodexo received the EFR (Empresa Familiarmente Responsable) award from the Alares Foundation for its Human Resources policy enabling a better work/life balance.

In *North America*, Sodexo was named one of the top "Diversity Elite 60" by the Hispanic Business magazine.

*Sodexo 2008 engagement survey.





Growing

We will work with you to make
your growth our priority.

PROMO Career TRAINING Skills Mobility

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— Development: a genuine opportunity

“

When I joined Sodexo, I realized that many of my colleagues had joined the company without a career plan around twenty years ago and have since developed within the company. Helping staff progress is the strength of our Group. It is an asset that makes us fundamentally different from any other company. Everyone can develop at their own pace, according to their needs and desires. This involves clear targets and regular assessments,

suitable training and perfect visibility of vacant positions. This is the objective of our International Mobility Program; it supports our employees who are ready to move overseas and prepares them for taking on new responsibilities in another country.”

Andrew Patrick,
Senior Vice President and
Chief Human Resources
Officer, Europe, Sodexo
Food and Facilities
Management services



Andrew Patrick

TION

Growing

— International Fundamentally Sodexo

Since 2006, the Group Senior Executives have enjoyed a week-long seminar every year with the *Sodexo Management Institute*. In 2008, the accent was placed on the behavior expected of a leader: self-knowledge, interaction

with others and implementation of change. To complete these sessions, an electronic

platform with more than fifty modules is accessible 24/7 to all participants.

50 training modules accessible 24/7.

— International International mobility

In early 2008, to increase the international exposure of their managers, Sodexo launched its *International Mobility Program*.

It has a dual purpose:

- Exposing managers to new environments, developing their creativity, encouraging synergies, and providing innovative solutions to customers and consumers.
- Offering new career prospects: personal enrichment, development and acquisition of new skills.

International Mobility Tools

- "The International Mobility Charter" harmonizes fair expatriation conditions and reinforces the interfaces between the various entities.
- The "Sodex'Change" newsletter distributed at Group level, publishes job opportunities open to international mobility candidates.
- Support for the expatriate and his/her family: support from a "mentor", language lessons, help with formalities, for finding accommodation or work for a partner/spouse, etc.



“ A real adventure



Marie-Hélène Sicard

I joined Sodexo in Canada in 1998 as a Marketing Manager and from the outset, I really enjoyed the diversity of the network. My professional career mapped out, opening up a chance for international mobility which took shape in France this year.

The cultural differences and their underlying impact (sometimes underestimated) were never an obstacle

but rather a source of personal growth. With the support of the Group and the fantastic welcome I received (thanks to my colleagues!), I can only encourage my fellow workers to try such an adventure!

Marie-Hélène Sicard,
Marketing Director France,
Sodexo Food and Facilities
Management services

— France Assessment days

Sodexo believes its *Assessment Center* is an excellent resource for supporting the professional development of its managers and has rolled out the center on a national level. In 2008, 22 *Assessment Center* days were held.



Johann Broquereau

“ Focus on my skills

The Assessment Center is a unique experience as you have three experienced people assessing you. After a quick presentation, the role-play confronts you with concrete examples that you must react to. Even though the day is quite testing, even stressful, it is also extremely enriching. It is a good way of taking a step back to look at one's job and find ways

of improving. The feedback subsequently helped my manager get to know me better and helped me to progress.

I also studied my assessment report and have worked on my development opportunities, especially the behavioral areas identified.”

Johann Broquereau,
Sales Manager

— Germany Developing new skills

In Germany, Sodexo has created a Training Center to support the development of its new Facilities Management service offers. In fact, the new services offered have meant new demands for employee expertise and skills.

Facilities Management training programs:

- Updating basic knowledge every two to three months.
- Days for sharing best practices between managers.
- Sales training for sales representatives.
- Further qualification training for a limited number of managers to become

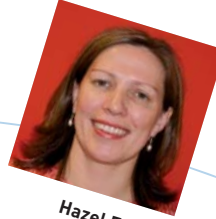
“Certified Senior Facility Manager” allowing them to become a facilitator.

- The Facilities Management Academy: training managers so that they themselves can train their teams in Facilities Management services.

— Australia

Supporting tomorrow's managers

Sodexo has launched a mentor program involving 60 experienced managers. Their assignment is to support the development and progress of new managers over a twelve month period. The program also incorporates the *Women in Leadership* project and more than thirty women are involved as mentors.



Hazel Edgard



An experience worth living

I joined Sodexo in 2003 and, helped by my managers, I have occupied a number of positions. These different jobs helped me develop my skills, especially in sales. In Australia, two women have achieved roles of responsibility in Facilities Management.

Sodexo's commitment to my professional development and to promoting women in general enabled me to succeed in the various roles assigned to me.



Hazel Edgard,
Account Manager, Facilities Management services

— Lebanon

The means to succeed



Jad Abou Khalil



Sodexo represents a world of opportunity for me... In 2003, I met a Sodexo Human Resources Manager when applying for a Catering Manager position. Five years later, at the age of 33, I am Director of Operations in Beirut. This is great development for me since after my Master's in hotel management I began my career as a hotel receptionist! Since joining the company, Sodexo has

progressively given me more responsibility, firstly Operations Manager, then Project Manager. Today, I supervise nearly 80 employees, managing Human Resources, the budget and commercial relations. I feel as if I belong to a family. And when the family grows, I grow with it!



Jad Abou Khalil,
Catering Manager

26.6%

of management roles
are filled through
internal promotion*

243,000

employees attended
a training course*

75%

of employees believe that Sodexo
provides them the opportunity
to learn and develop**

— Brazil The exit interview

While a lot of effort goes into engaging employees, it is also very important to understand why some leave the company. Since April 2008, all employees leaving Sodexo are interviewed by the Human Resources department to identify the

reasons for these departures and share them with the managers. This interview

also helps maintain the relationship with the employee for the future.

Understanding why some employees leave the company.

Awards

In the United States: the Women's Foodservice Forum awarded Sodexo the prestigious "Jackie B. Trujillo SOAR" prize for its contribution to the promotion of women. Sodexo was listed in the Top 200 Employers for interns and in the Top 50 for graduate positions by the website CollegeGrad.com for its training and development programs for interns and staff.

*2008 Figures/**Sodexo 2008 engagement survey.





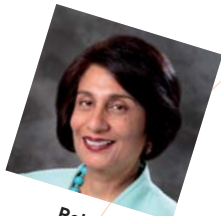
Rewarding

You will be **recognized for living our values**
and for helping us grow.

Fai

Rewarding

— Recognizing performance and demonstration of our values



Rohini Anand

“

Sodexo has made a strong commitment to recognize employees who live our values and contribute to the growth of the organization. Above and beyond financial rewards for superior performance, we also look for ways to recognize and celebrate individual and team contributions for bringing our values to life. Every year, for example, I am both energized and humbled when I participate in NORAM's Spirit

of Sodexo Awards Celebration. Everyday our people make extraordinary efforts to make every day a better day and we are committed to implementing programs across the globe that will recognize and celebrate those individuals and teams who go above and beyond in living our values!”

Rohini Anand,
Senior Vice President and
Group Chief Diversity Officer

Business

Sharing

Recognition
CELEBRATION
TRANSPARENCE

France

Employee qualifications

Sodexo is currently the only company in its branch to offer its staff a complete development program, certified by a diploma and recognised by the Hotel and Catering industry. In 2007, 320 people graduated from the course!

The importance of this program has also been recognized by the Ile-de-France region, the European Social Fund,

the ministry of Labour and the Medef (National confederation of French employers).

A diploma recognized by the industry.

The Netherlands

Has voted!

In late 2007, Sodexo organized an internet vote in the Netherlands to name the best employee and the site

offering the best service. Staff, clients and consumers were all asked to vote. The event ended with

a lively evening, with both employees and customers attending.

— Singapore Encouraging team spirit

To promote team spirit and reward staff, Sodexo launched a major inter-site competition called *Race Around The World*. The concept: in a six-month period, teams from the Singapore sites compete with each other in Finance, Human Resources, Health, Safety and Quality, Innovation and Customer Services. The team with the most points in the overall rankings receives the Grand Prize at a celebration dinner, and there are also winners and rewards by category!

Through this challenge, Sodexo encourages sharing of ideas; the best ideas

received in the "Innovation" test are likely to be introduced.



48

— Thailand Raining stars

After designing and experimenting various systems, the Thai managers decided to reward the most deserving staff with *Sodexo Stars*. Since September 2007, employees have been rewarded for excellence in their individual performance. Every month a member of staff is awarded a *Sodexo Star*, and every year starting from this year, one

lucky person will be awarded the *Sodexo Super Star*. Thirty-seven *Sodexo Stars* have already been awarded with each winner receiving a financial reward and a

certificate. The winner of the *Sodexo Super Star* will be granted additional holiday days and a substantial bonus to go with his/her certificate.

Rewarding staff for excellent performance.

— Russia

Reward is in the air

In order to improve the Quality of Daily Life, Sodexo created the *7 Winds* inter-site competition to reward collective team performance. An audit is performed in categories including safety standards,

operating processes, customer relations, etc. and the site obtaining the highest number of points wins the competition. The staff at the winning site then win a bonus equivalent to their monthly salary. As for the

unit managers and head chefs, they win a trip to Paris. This initiative has helped to improve the quality of service at all of the sites and also significantly reduced the number of accidents.

10 years of good and loyal service is worth celebrating!

For Russian employees with 10 years of service, Sodexo organized a special anniversary celebration. The event is held in the presence of site managers, Human Resources managers and the Management Committee. It provides an opportunity to reward their loyalty with gifts and certificates.

— India

Stimulating performance

In India, Sodexo has introduced an original reward and recognition system for individual performance.

Every month, prizes are awarded to deserving employees. Depending on their occupation, they can be elected *Mr Powerful* (for mechanics, electricians, etc.), or win the *Kitchen King Award* and the employee who has

the best idea of the month will receive the *Idea Guru Award!*

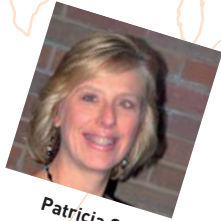
These nominations come with a certificate and financial reward.

The main awards

Mr Cool, Mr Powerful, Good Samaritan Award, Super Dooper Award, Express Award, Kitchen King Award, Mr Congeniality, Best Supporting Actor, Actress Award...

United States

20 years with Sodexo



Patricia Ortlieb

“

I joined Sodexo in December 1988. I'm still here because Sodexo does so much for its employees. I enjoy benefits here that you won't see anywhere else... After five internal promotions, Sodexo promoted me to head up a team of six people in charge of nutrition at a 190-bed facility. I've learned a huge amount through exchanging ideas with my line manager and my teams... This has given me self-confidence.

Today, it's my turn to pass on what I have been taught through travelling the region as a "mentor" to support other Sodexo dietitians. This is a fantastic opportunity for me to learn even more from the experiences of everyone I meet. After 20 years, I am proud that Sodexo has always encouraged me to show initiative. It has been beneficial for the company... and for my own personal development.”

Patricia Ortlieb,
Clinical Nutrition Manager,
St Joseph's Wayne Hospital

Recognizing skill and commitment.



61.5%

retention rate*

77%

believe that their line manager
knows how to recognise
employees who work well**

22,250

employees are
Sodexo shareholders*

United Kingdom and Ireland Rewarding performance

In 2007, a new performance measurement process was introduced and 900 managers were trained in its application. This *High Performance Review* is engineered to strengthen our company's competitiveness and that of its reward system by clearly and objectively linking rewards to measured performance. From now on, employees will be judged on achieving their objectives and the skills they have demonstrated in doing so.

Understanding one's pay

It is often difficult for an employee who is not a Human Resources specialist to understand all of the elements of their pay. To overcome this, Sodexo now provides employees with an individual report of their gross salary, including basic salary, bonuses, perks such as meals, accident insurance, health, pension, etc.

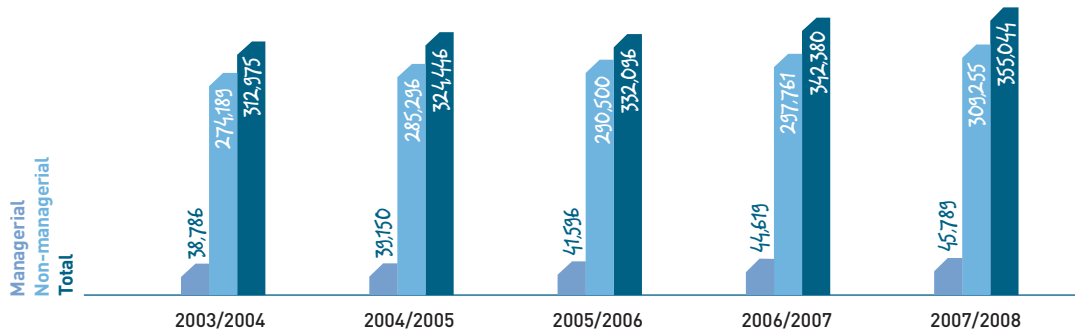
*2008 Figures/**Sodexo 2008 engagement survey.



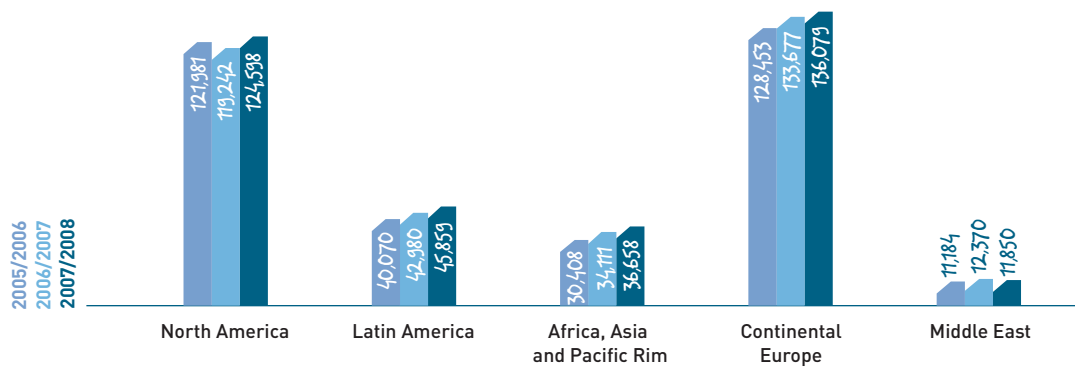
key data

Employees

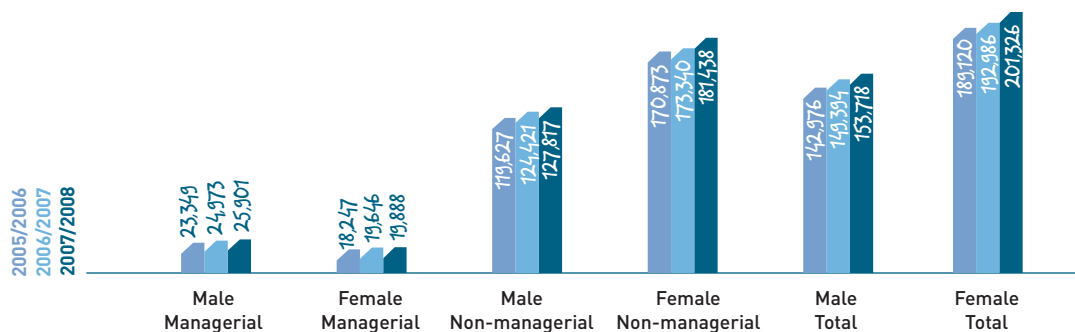
Number of employees



Employees by region

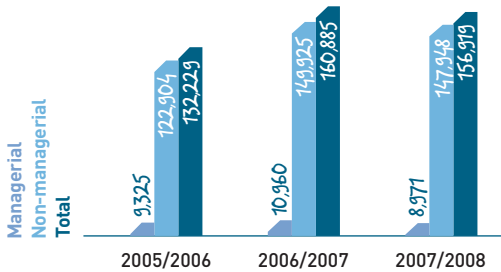


Employees by category and gender

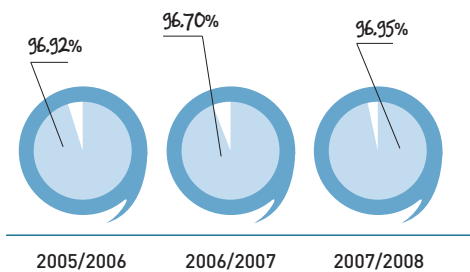


Recruitment

Number of recruits hired on permanent contracts



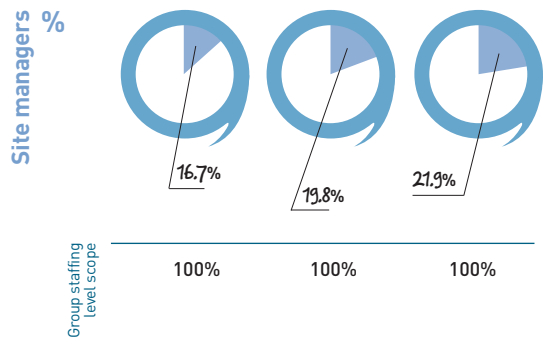
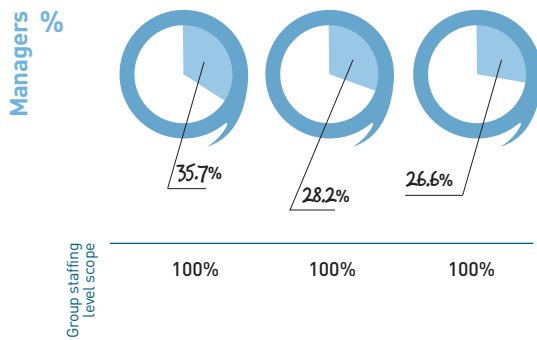
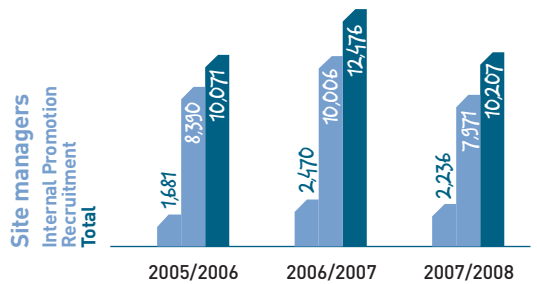
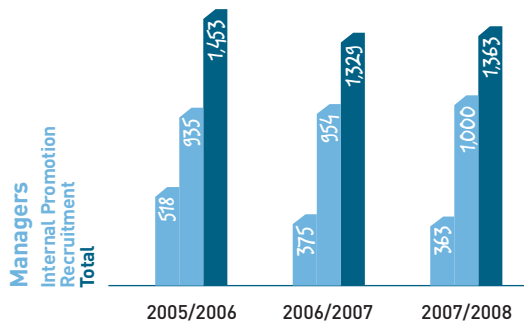
Percentage of employees hired locally



Internal promotion

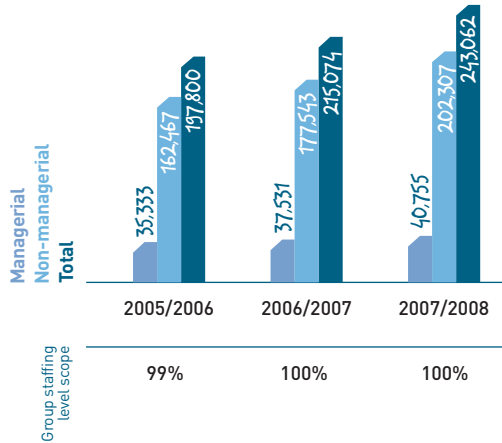
Number of posts filled by internal promotion

This is the percentage of new supervisory positions to be filled by internal promotion (=number of internal promotions / (number of internal promotions + number of hires))



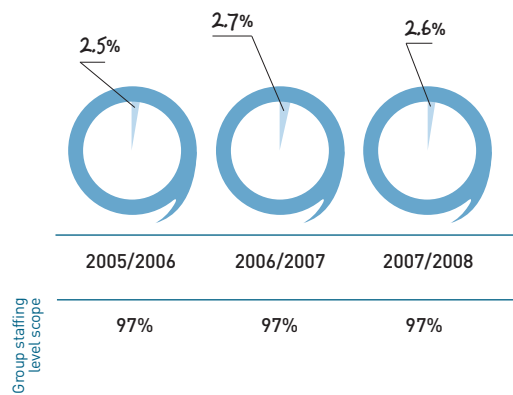
Training

Number of employees receiving training (by category)



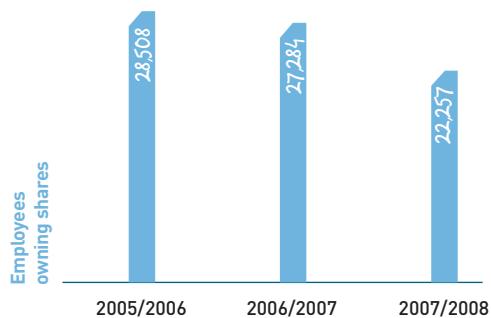
Safety at work

Ratio of work-related accidents to average workforce by category



Employee share ownership

Employees owning shares



Employee retention

Employee retention rate



Second Engagement Survey

56

In the 2007-2008 financial year, the second Engagement Survey was conducted in 50 countries representing 97% of group employees. Around 110,000 employees were invited to take part; the response level was 51%.

*The satisfaction rate represents the percentage of employees who answered "completely agree", "agree", "tend to agree".

Satisfaction rate*

86%

of employees feel they belong to a team.

90%

of employees know what is expected of them in their work.

77%

of employees consider that they benefit from a good work-life balance.

87%

enjoy their work on a daily basis.

84%

develop in their work.

75%

of employees believe that Sodexo gives them the chance to learn and develop.

77%

believe that their manager recognizes people who do a good job.



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Making every day a better day