

# OUR PUBLIC SERVICE PLEDGE

An ethical manifesto for our contracts and conduct, for people and communities



**sodexo**  
QUALITY OF LIFE SERVICES

# Who we are

Sodexo is a global outsourcing company working in partnership with public and private clients to design, deliver and support their front line services.

Wherever we operate around the world – be it in prisons, universities, schools, garrisons, hospitals, central and local government sites – we are committed to delivering services that achieve value, better outcomes and improve quality of life.

## Some key figures:

427,000 employees

World's 19th largest employer

100 million consumers served daily

Around €20 billion annual revenues globally

34,000 employees in the UK & Ireland

52% of our UK & Ireland business is in the public sector

## Quality of Life is in our DNA:

**“We cannot think about success of organisations only through financial results but also through what they will bring to society.”**

SOPHIE BELLON, CHAIRMAN OF THE BOARD OF DIRECTORS, SODEXO



SEAN HALEY,  
REGIONAL  
CHAIR,  
SODEXO UK &  
IRELAND

“We are proud to publish our second Public Service Pledge which demonstrates that we continue to invest in our people, communities and the customers we serve. We believe these commitments help us to achieve sustainable growth whilst remaining true to our mission – to improve quality of life wherever we operate.”

As a corporate citizen with a history of over 50 years, we have a responsibility for conducting a business that has a positive impact on the world, drives progress and respects the resources on which our future depends. We operate efficiently and invest profits into sustainable practices and innovation to help enhance the quality of private and public service delivery.

We are working to improve quality of life for those who we serve and we see this as creating positive change for individuals, communities and the environment through our ambitions.

As the world's 19th largest employer, we are responsible for our people's wellbeing as well as contributing to the development of the communities where they live and work.

### Our UK public service pledge is an ethical manifesto for:

- our contracts
- how we serve people
- our wider conduct
- how we contribute to our communities

Our pledge identifies key public service areas and initiatives which we promise to commit to, measure and report on annually and meets with the principles of the Public Services (Social Value) Act 2012.

“Social value is the additional benefit to the community... over and above the direct purchasing of goods, services and outcomes.”

Collectively they highlight our conviction that a business involved in running public services signs a social contract, as well as a commercial one, and must commit to a public service ethos.

We have firm ethical principles, but, without actions, principles are only aspirations.

Our public service pledge brings these principles to life through measurable evidence and case studies, focused on:

- transparency
- loyalty
- business integrity
- respect for people and equal opportunity

# Transparency, business integrity and loyalty

An ethical culture, with clear guidelines and leadership within a business, is crucial. Our Business Integrity Code is of vital importance, underlining our intolerance to any practice not born from honesty, integrity and fairness.

## ■ Delivering services with measurable outcomes

**We pledge to develop services for our clients that measure outcomes.**

In the running of public services, the private sector must be fully committed to consistent delivery of promises, outcomes and value for money and demonstrate a real public sector ethos through the delivery of services.

In order to demonstrate suitability for public service delivery, private companies must provide evidence of a genuine social conscience that does not start and stop within the confines of the public sector contract.

Service needs to be right for the customer and therefore functional outcomes should be the key driver. The cheapest cost base may not meet desired outcomes, therefore value must be evaluated. There is a need to be open-minded about different delivery models as this is where innovation can deliver value, in doing things differently.

## ■ Robust contract management to drive objectives

**We pledge to ensure robust contract management to drive agreed client objectives.**

Clear accountability and transparency ensures action. New and improved contract processes more accurately monitor performance and reporting for our clients. Detailed information about our public sector contracts are provided to the Cabinet Office on a regular basis, as part of our commitment of being a strategic supplier to government.

## ■ Independent client satisfaction reviews

**We pledge to ensure all our public sector contracts undergo an independent client satisfaction survey.**

We want to deliver what we promise. Our 'Voice of the Client' survey tracks satisfaction across our service lines and with our account management team annually. However, halfway through the contract lifecycle we conduct a 'Fresh Eyes Review' which allows us to complete a deep dive across the contract and act on improvements or contract changes that may be needed.

## ■ Independent regulation and increased transparency

**We pledge to encourage the Government to introduce an independent regulator to provide oversight of contract management.**

We recognise the importance of transparency and welcome the introduction of an independent regulator which would facilitate this.

## ■ Sustainability commitments

**We pledge to deliver on our Better Tomorrow 2025 commitments.**

As a company that promises to improve the quality of life of people, corporate responsibility lies at the core of everything we do. Better Tomorrow 2025, our sustainability roadmap, is designed to keep us on track in relation to our aspirations as a responsible business and consists of nine commitments. Each commitment has an associated target against which we will track and report on our progress.

### Our Better Tomorrow 2025 commitments

As an employer:

- Improve the quality of life of our employees
- Ensure a diverse workforce and inclusive culture that reflects and enriches communities we serve
- Foster a culture of environmental responsibility in our employees and workspaces

As a service provider:

- Provide and encourage our consumers to access healthy lifestyle choices
- Promote local development, fair, inclusive and sustainable business practices
- Source responsibly, and provide energy management services that reduce carbon emissions

As a corporate citizen:

- Fight hunger and malnutrition
- Drive diversity and inclusion as a catalyst for societal change
- Champion sustainable resource usage

Our nine measurable global and regional objectives for 2025:

	INDIVIDUAL	COMMUNITY	ENVIRONMENT
As an employer	80% employee engagement rate	100% of our employees work for gender balanced management teams	100% of our employees are trained on sustainable practices
As a service provider	100% of our consumers are offered healthy lifestyle options everyday	€10BN of our global business value will benefit SMEs, with a target of £200m for the UK and Ireland	34% reduction of carbon emissions
As a corporate citizen	100M beneficiaries impacted by Stop Hunger activities	100% of our countries are collaborating on initiatives that improve the quality of life of women	100% of our countries are partnering to deliver on the UN food waste goal

## ■ Working in partnership

**We pledge to prioritise partnering with staff mutuals, small to medium enterprises (SMEs) and voluntary and community sector organisations in the delivery of public services.**

Currently over half of our core supply chain are SMEs or social enterprises. We also monitor the company ownership of these suppliers – more than 10% are women owned. Our aim is to increase spend with listed suppliers to positively contribute to the Better Tomorrow 2025 target of £200m of our business value benefiting SMEs and improving the quality of life of women in our communities. Sodexo is a member of MSBUK, WEConnect and Social Enterprise UK as well as a strong supporter of Enterprise Nation which support our strategy including introductions to SMEs.

## ■ Increasing SME spend

**We pledge to increase our SME spend to £200m by 2025.**

This will represent an increase from 24% to 32% of our total spend in the UK & Ireland region and will include our public and private sector contracts.

## ■ Support employees to volunteer with Stop Hunger beneficiary charities

**We pledge to double the number of our employees volunteering in the coming year.**

We have a corporate foundation called the Sodexo Stop Hunger Foundation which distributes approximately £300,000 a year to charities tackling hunger and malnutrition in the UK and Ireland. In 2017 we launched a volunteering drive. This drive engaged 1% of our colleagues in volunteering opportunities in a three month period; our pledge is to double the number of our colleagues volunteering in the coming year to 2% of our workforce.



## ■ A code of ethical practice and principles

**We pledge to abide by a code of ethical practice and, through our Business Integrity Code, we will not tolerate any practice that is not born of honesty, integrity and fairness, anywhere in the world where we do business.**

Sodexo has distributed a toolkit about business integrity and anti-bribery. Our Ethical Principles, Business Integrity Code and Modern Slavery statements are published on our global website.

## Supplier Code of Conduct

We are a strategic supplier to government and conform to the Supplier Code of Conduct in meeting the standards and behaviours that are expected of us when working with government.

We will ensure compliance with a Global Sustainable Supply Chain Code of Conduct in all countries where we operate.

All of Sodexo's suppliers are required to conduct business with the highest ethical, social and environmental practices as defined by our Sodexo Supplier Code of Conduct in order to be able to have a contract with us.

## Whistleblowing

All workers are encouraged to be aware of the importance of preventing wrongdoing in the workplace and to raise any concerns under the whistleblowing policy where the disclosure is in the public interest. Where an employee considers a matter to be a serious issue, they can contact the Whistleblower Hotline or any member of the Disclosure Review Committee.

## In our Justice business we work to the following principles:

- We only work in countries that are democracies
- We will not work in countries that apply the death penalty
- We will not work in countries where our staff are required to carry firearms
- We will only work in countries where there is a rehabilitation element to imprisonment.



# Respect for people and equal opportunity

At Sodexo we are committed to the importance of promoting equal opportunities, valuing diversity and creating an inclusive working environment for all our employees. We seek to create a work environment based on mutual respect for all individuals, building a culture that appreciates and values the experiences and skills each person brings to benefit our organisation.

## ■ Increase the representation of women in management

**We pledge to increase the representation of women in our top 1,200 positions globally and, in the UK and Ireland, our aspiration is to increase representation from 33% to 36% by 2020 and to 40% by 2025.**

Gender balance is vital to the success of our business and our research shows that gender balanced management groups (with 40-60% women) perform better than those management groups that do not fit this balance range.

**“Gender balance is critical for business success. It attracts customers, fosters innovation and drives performance. We know that women account for 70% of consumer spending decisions; so the composition of our teams must reflect the diversity of the population we serve.” DENIS MACHUEL, SODEXO CEO**

## ■ Committed to the recruitment and retention of people with disabilities

**We pledge to become a Disability Confident Leader as part of the Government’s Disability Confident Scheme.**

In 2015, Sodexo made the global commitment that by 2025 our programmes for people with disabilities will reach 100% of our workforce. This means that all countries will work to put in place initiatives to promote the recruitment, engagement and development of people with disabilities within the parameter of their regional laws and policies.

As one element of this commitment, Sodexo UK & Ireland has signed up to Level 1 of the Disability Confident Scheme and with the support of our dedicated disability taskforce aspires to become Disability Confident Leaders (Level 3), sharing our experiences with clients, suppliers and other external parties.

## ■ Equal pay for equal work

**We pledge to undertake regular pay audits in the UK and Ireland and to publish the results.**

Transparency around pay and our commitment to reduce our gender pay gap is one element of how we strive to achieve better gender balance through our organisation.

We aspire for a 40-60% representation of women in management positions by 2025 because our own internal gender balance business case research shows this is the range in which better business outcomes are achieved.



In October 2017, we became early adopters of new Government regulations to publish gender pay data. In line with the new Government methodology requiring all companies with more than 250 employees to publish their data by April 2018 our median gender pay gap is 12.64%. Using the ONS calculation (as announced in November 2016) our gap has now reduced to 7.15%.

### The difference between equal pay and the gender pay gap

#### EQUAL PAY...

is men and women being paid the same for the same work

#### THE GENDER PAY GAP...

is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women

Sodexo's overall gender pay gap is 12.6%\*

\* Sodexo's overall median average hourly gender pay difference based on the five legal entities.

## ■ A living wage

**We pledge to implement the living wage where possible.**

We know that paying the living wage improves quality of life and already have a number of living wage contracts with clients in both the public and the private sector. As a Living Wage Foundation Recognised Service Provider, we pledge to continue to implement the living wage for all our employees working in our head offices (in regions where formal rates are established); and to, wherever permitted, submit a living wage alternative in all our bids; and to actively promote to our clients the adoption of the living wage.

## ■ Investing in our people

**We pledge to constantly drive engagement of our people whilst working towards the best practice framework of Investors in People.**

Sodexo has achieved Investors in People silver status across its entire UK and Ireland business. The three-year accreditation supplants Sodexo’s Investors in People bronze status, which was achieved in 2013. We have also achieved Investors in People gold accreditation across 14 UK and Ireland sites.



## ■ Supporting the next generation

### **We pledge to engage 800 employees on apprentice programmes by the end of 2018.**

Sodexo is committed to developing the capability of each individual employee to improve their quality of life and contribute to achieving business objectives. Supporting individuals in the pursuit of apprenticeship qualifications relevant to their role will contribute towards these objectives.

We currently support around 1,000 apprenticeships within the company across a range of skills from chefs and hospitality managers to project management and property maintenance.



Liam Pope, a former pupil at a school served by Sodexo - under supervision and with support from the Sodexo catering staff - attained a basic cookery qualification. He has since joined Sodexo, been crowned Young Chef of the Year, and is now pastry chef at a prestigious girls' school.

## ■ Defending the welfare of our armed forces

### **We pledge to employ 200 ex-services personnel by the end of 2018.**

This is part of our commitment to the armed forces and we continue to support our staff in becoming reservists.

In August 2017, Sodexo received gold Employer Recognition in relation to the armed forces covenant and for support to the UK armed forces community - the highest badge of honour from the Ministry of Defence for its commitment and support to the UK armed forces community.



## ■ Committed to the employment of ex-offenders

### **We pledge to employ 40 ex-offenders per year.**

In line with the Government's commitment to reduce reoffending, we are committed to the employment of ex-offenders and pledge to employ 40 ex-offenders or offenders on Release on Temporary License (ROTL) in the UK every year.

Reducing re-offending is at the heart of what Sodexo seeks to achieve, and forms part of the company's mission to improve quality of life in the communities in which it operates, encompassing economic, social and environmental development.

Therefore, the decision for Sodexo to support Ban the Box i.e. removing the tick box from application forms to allow ex-offenders to fairly compete for jobs - was a natural one.



**With this second pledge, Sodexo has made 17 commitments which can be measured and developed to demonstrate that we are committed to driving the same ethical values across all our services and throughout our business - both private and public sector - and to make a positive impact wherever we operate.**

# More information

For more information please do not hesitate to get in touch with us via **PublicSector.UK@sodexo.com** so that we can direct your enquiry appropriately; or for more information about our Pledge go to: **<https://uk.sodexo.com/pledge.html>**

You can also find out more information about us via our website: **[www.uk.sodexo.com](http://www.uk.sodexo.com)**

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