



2018 GLOBAL D&I REPORT



DIVERSITY & INCLUSION  
AT SODEXO

MAKING A  
**WORLD**  
OF DIFFERENCE



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## GREETINGS,

We are happy to share with you our 2018 Global Diversity and Inclusion Report.

Our diversity and inclusion journey began sixteen years ago in the United States and subsequently nine years ago, globally. Grounded in our business growth strategy, our commitment to diversity and inclusion (D&I) is critical to our role as an Employer, Service Provider and Corporate Citizen.

The past year has given us even more reason to advance our efforts, as we are reminded of the importance that diversity and inclusion brings, not only to our own organization, but to the world at large.

Internally, we remain focused on gender balance and have released part two of our Gender Balance Study. The study builds upon previous findings and expands our data on gender-balanced teams, with five years of results showing that a near-equal balance of men and women in management was critical to observing gains in financial and non-financial key performance indicators (KPIs). We are also focused on building a culturally competent workforce through our Cultural Agility training and tools, as well as our employee inclusion communities (employee network groups, communities of practice and taskforces), which are key to deploying our efforts globally in a geographically dispersed organization.

Externally, Sodexo continues to receive recognition for our Corporate Responsibility efforts. With a goal of delivering 10 billion euros of business value to local merchants and supplier partners in communities by 2025, our focus in this area remains steadfast. We are also proud to have received multiple awards, including recognition from DiversityInc as an inaugural Hall of Fame recipient, marking our 10th consecutive year being recognized as a leader in the space.

The pages that follow highlight our efforts to promote diversity and inclusion globally. You will learn from the various stories shared about the impact that our work has on quality of life around the world. I hope you are inspired to continue your own journey as a champion of this work.

A special thank you to our Sodexo teams for their heavy lifting and commitment to D&I. This report recognizes your efforts.

Happy Reading,

Rohini Anand  
*Senior Vice President Corporate Responsibility  
and Global Chief Diversity Officer*



# ABOUT SODEXO

Founded in Marseille, France in 1966 by Pierre Bellon, Sodexo is the global leader in services that improve Quality of Life, an essential factor in individual and organizational performance. Operating in 72 countries, Sodexo serves 100 million consumers each day through its unique combination of services. In addition, Sodexo provides clients an integrated offering, derived from more than 50 years of experience. From food services, facilities and equipment management, and programs fostering employee engagement, to concierge services and in-home assistance, we offer a unique array of solutions that simplify and optimize the way work gets done.

**Sodexo's success and performance are founded on its independence, its sustainable business model and its ability to continuously develop and engage its 460,000 employees in 72 countries throughout the world.**



## EVERY DAY, OUR EMPLOYEES WORK TOGETHER TO:

- **Improve the Quality of Life of all those we serve.** We provide *On-site Services* and *Benefits and Rewards Services* that improve people's well-being, process efficiency and infrastructure reliability and quality. We also offer *Personal & Home Services* to help our customers better manage the demands of their families, careers and lifestyles, through senior in-home care, childcare and concierge services.
- **Contribute to the economic, social and environmental development of the cities, regions and countries where we operate.** We demonstrate this commitment every day by employing tens of thousands of people locally at our sites worldwide and contributing to their fulfillment and career development.

## SODEXO AT A GLANCE



**20.4**  
billion euro in consolidated revenues



**460,000**  
employees



**100**  
million consumers served daily



**69%**  
employee engagement rate



**#1**  
in its industry sector in both the Dow Jones Sustainability Index (DJSI) and the 2018 Robeco SAM Sustainability Yearbook



**#3**  
in its sector among the World's Most Admired Companies **and #1** for innovation



**72**  
countries

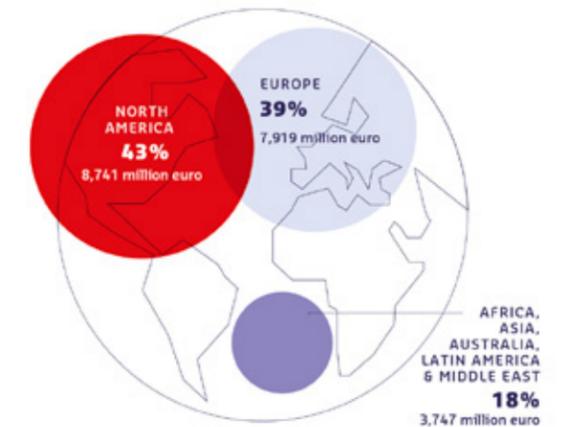


**#1**  
France-based private employer worldwide



## CONSOLIDATED REVENUES DISTRIBUTION (EXERCISE 2017-2018)

### BY GEOGRAPHIC ZONE



### BY ACTIVITY AND SEGMENT



## OUR VALUES

Sodexo's unique values of **Service Spirit, Team Spirit and Spirit of Progress** are foundational to our success. We believe it is important that our work is meaningful to all who contribute to it, thus we remain faithful to these core values that have guided us since 1966.



### SERVICE SPIRIT

Clients and consumers are at the center of everything we do. We must remain accessible and responsive, proactively anticipate and take pride in satisfying expectations. Sodexo has become a global company, but we remain locally-focused. Our managers in the field are true entrepreneurs, close to their clients and empowered to make decisions.



### TEAM SPIRIT

Teamwork is an absolute need in all our operations and offices. Each team member's diverse knowledge and skills combine to achieve our collective success. Teamwork depends on active listening, transparency, respect and mutual support and solidarity in implementing major decisions.



### SPIRIT OF PROGRESS

Progress is manifested through (1) our will and firm belief that we can always improve on the present situation, (2) evaluating our performance in comparison with colleagues and competitors, (3) understanding both successes and failures in pursuit of continuous improvement, (4) striking a balance between ambition and humility, and (5) remaining optimistic and believing that for every problem there is a solution, an innovation or some way to progress.

### MORE THAN **95% OF OUR EMPLOYEES**

work on our sites and have daily contact with our clients and consumers. **Their dedication to these core values is what differentiates us and sets us apart from our competitors.**

## D&I MISSION AND STRATEGY

At Sodexo we work to attract, develop, engage, advance and retain a high performing workforce that reflects the communities we serve. We foster an inclusive culture that enables engagement, productivity and innovation in the workplace, all of which fuel our global growth objectives. To meet these objectives, we are committed to leveraging Sodexo's D&I expertise as a competitive advantage in the marketplace, to add value for our clients and customers, enhance the brand, and grow and retain our business. Underpinning these efforts is our commitment to demonstrating Sodexo's leadership as a global corporate citizen by investing in and strengthening the diverse communities we serve.

**We have positioned diversity and inclusion as a fundamental component of our overall growth strategy, building on our efforts to:**

### BE CLIENT AND CONSUMER CENTRIC

Leverage D&I as a differentiator for business growth; Innovate and deliver culturally competent experiences for clients and customers

### ENHANCE OPERATIONAL EFFICIENCY

Leverage D&I to inform the Future of Work across the enterprise; Enhance managers' inclusive behaviors and leadership of high performing, globally diverse teams

### NURTURE TALENT

Drive accountability to build a pipeline of diverse talent reflective of the communities we serve; Foster an inclusive culture to drive engagement and enhance the quality of life for our people

### ANCHOR CORPORATE RESPONSIBILITY

Leverage D&I to drive quality of life as a catalyst for societal change through strategic partnerships



**Backed by our 460,000 employees, Sodexo's commitment to diversity and inclusion is a top priority.** It is strategically woven into the very fabric of our organization as a key business driver and has resulted in a systemic culture change for our company, employees, clients and customers.

# A GLOBAL APPROACH TO DRIVING CHANGE, A LOCAL APPROACH TO CHANGING LIVES

Diversity and inclusion is part of our brand promise at Sodexo. Our leadership in D&I is critical to helping us provide our employees with the best possible work life experience regardless of age, gender, nationality, culture, race, sexual orientation or other personal characteristics.

With that in mind, our global commitment to diversity and inclusion covers five key dimensions - Gender, Cultures & Origins, Disability, LGBTQ and Generations. Within each of these areas we continue to implement programs and initiatives that foster an inclusive culture at Sodexo, drive change in local communities, while impacting the lives of individuals around the world.



THE WORK SURROUNDING OUR **FIVE GLOBAL DIMENSIONS OF D&I** IS IMPLEMENTED AND EXECUTED THROUGH FIVE EMPLOYEE-LED COMMUNITIES OF PRACTICE:

## 1) GENDER SoTogether ADVISORY BOARD

SoTogether is an advisory board made up of global senior leaders who are committed to achieving gender balance, an inclusive culture and gender equality at Sodexo.



The cornerstone of Sodexo's gender strategy, the SoTogether advisory board is dedicated to promoting women's advancement at Sodexo and is made up of 28 women and 7 men from 17 nationalities who are dedicated to ensuring better gender balance at all levels of the organization.

SoTogether focuses on five priority areas to achieve maximum impact: (1) Leadership development, (2) Communication, (3) Gender Networks, (4) HR processes and (5) Flexibility.



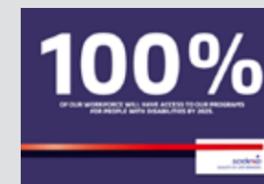
## 2) LGBTQ GLOBAL PRIDE

Sodexo's Global Pride Group drives our commitment to Sexual Orientation and Gender Identity inclusion around the world. The group's mission is to elevate awareness and nurture an inclusive culture for all LGBTQ employees, allies and community members. They provide strategic direction to the 11 Pride networks globally.

## 3) DISABILITY DisAbility Voice

Initially established as a network of dedicated professionals focused on sharing best practices, the Disability Voice has evolved to include a taskforce of ambassadors focused on driving change and leading action.

With a goal of 100% of our workforce having access to our programs for people with disabilities by 2025, the taskforce works to develop initiatives to promote the recruitment, engagement and development of people with disabilities globally.



## 4) CULTURES & ORIGINS GLOBAL TASKFORCE ON CULTURE AND ORIGINS



Located in 72 countries with over 130 different nationalities represented in our workforce, speaking different languages and practicing every religion in the world, Sodexo's focus on cultures and origins is a priority.

Sodexo's Global Taskforce of Cultures and Origins continually supports business growth by helping to attract the best talent, foster respect, drive a culture of inclusion that promotes a deeper understanding of cultural differences and create a sense of belonging within our workforce.

The taskforce is focused on four areas: (1) First Nations – Indigenous, Aboriginals, Native Indians, (2) Local Minorities – regionally relevant, (3) Refugees and (4) Religions. Through programs and initiatives, they work to reinforce our diversity and inclusion goals and continue to promote a culture of inclusion worldwide.

## 5) GENERATIONS FOCUS ON GENERATIONS



At Sodexo, we value the diverse perspectives that each generation brings to the workplace and marketplace. It is critical that the institutional knowledge and historical views of our most tenured employees,

along with the progressive mindset of our emerging talent are both leveraged. Through training and initiatives including reciprocal mentoring, we are able to create cohesion across the generations.



"... have an open mind, an open heart and a willingness to learn and a determination to grow and develop."

**NKESHI FREE**  
Marketing Specialist, Schools  
District Inclusion Ambassador

"We have this great opportunity in Sodexo to really make a difference in the lives of not only the ambassadors themselves, but our clients lives and our employees lives."

**SKY WILD, FITNESS MANAGER, CORPORATE SERVICES**  
Co-Lead, Field Engagement  
Work Stream



## SODEXO INCLUSION COMMUNITY (US)

The U.S. based INclusion commUNITY is comprised of a group of managers who focus on developing, advancing and recognizing frontline employees. Their mission is to "Take a VOW" – which is to give Voice to frontline employees, provide Opportunities, and meaningful Work. In November, close to 50 INclusion Ambassadors, all nominated by their district managers, and guests from around the United States convened at Procter & Gamble - Gillette World Shaving Headquarters in Boston, Massachusetts, to gain further momentum and continue their efforts. The INclusion Ambassadors are making a real difference and are feeling rewarded in the process.



"There are a variety of reasons why we have been so successful in diversity and inclusion and many of them come back to what Sodexo has done for us."

**MONYA FIORE**  
Site HR Manager at PG Gillette  
Boston

"I have learned more about my staff members and their cultures, and they have learned more about mine, making it more harmonious in my unit."

**CHERRISSE COLVIN**  
General Manager, Healthcare  
District Inclusion Ambassador



Left to Right: Curtis Jenkins, Idowu Olaleye, Cedric Hodo, Nkeshi Free, Gwen Williams, Cherrisse Colvin



5 DIMENSIONS OF DIVERSITY

# GENDER STORIES

## SODEXO GENDER BALANCE CASE STUDY

In 2014, Sodexo launched the internal study to explore and understand the correlation between gender-balanced management and performance. Part two was released in 2018.

We now have over five years of data, covering 50,000 managers in 70 entities worldwide, that suggests gender-balanced teams outperform those that are not gender-balanced, and the optimal mix of gender is 40% to 60% women.

STRATEGY: **ENHANCE OPERATIONAL EFFICIENCY**



**Findings show that entities with gender-balanced management rate higher in the following:**



**EMPLOYEE ENGAGEMENT:**

**14 PERCENTAGE POINTS HIGHER**

(DEFINED AS THE NUMBER OF ENTITIES WITH AN EMPLOYEE ENGAGEMENT RATE HIGHER THAN THE EXTERNAL BENCHMARK IN FY16.)



**EMPLOYEE RETENTION:**

**8 PERCENTAGE POINTS HIGHER**

(DEFINED AS THE AVERAGE EMPLOYEE RETENTION RATE IN FY16.)



**CLIENT RETENTION:**

**9 PERCENTAGE POINTS HIGHER**

(DEFINED AS THE NUMBER OF ENTITIES REGISTERING A CLIENT RETENTION RATE OF 90% OR MORE IN FY16.)



**SAFETY:**

**12 PERCENTAGE POINTS HIGHER**

(DEFINED AS THE NUMBER OF ENTITIES THAT DECREASED WORKPLACE ACCIDENT RATES BETWEEN FY14 AND FY16.)



**OPERATING MARGINS:**

**8 PERCENTAGE POINTS HIGHER**

(DEFINED AS THE NUMBER OF ENTITIES SIGNIFICANTLY INCREASING OPERATING MARGINS BETWEEN FY14 AND FY16.)

## SoTogether NETWORKS

As one of the five priorities of the SoTogether Advisory Board, gender networks are comprised of “grassroots” employee groups who come together to foster an inclusive culture that focuses on professional growth, sense of community and advancing gender equality in the workplace. By the end of 2018, Sodexo had a total of 14 gender networks, including two newly launched networks in China and Turkey. Several networks will also be formed in 2019, including the expansion of SoTogether FM that focuses on women in facilities management roles.

In 2018 Sodexo also developed and launched the SoTogether Awards, the first-ever awards celebrating and recognizing the impact of our gender networks on helping us achieve our gender targets and nurture talent. The winners of the awards were revealed after an exciting pitch session during

the in-person gender networks meeting in Paris in November. Category One, “Most impact on employees” was won by SoTogether USA, while Category Two, “Most impact on clients and future clients” was won by SoTogether Chile. Two representatives of the winning networks will attend the SoTogether advisory board in-person meeting in Frankfurt, Germany, in March 2019.

We seek out organizations including Barclays, the Organization for Economic Co-operation and Development (OECD), Bank BNP Paribas, Thales, Clifford Chance and the 30% Club who share our passion for advancing gender equity. These partnerships are proving to be supportive, building our momentum and positioning the SoTogether gender networks for success.

STRATEGY: **NURTURE TALENT**



*“Being part of a gender network provides a valuable opportunity to add to your contacts across Sodexo and learn about what’s going on in other segments across the business. It has made me a more informed and a better strategic manager in considering D&I issues for my workforce.”*

**STACEY PALMER**  
Performance Manager,  
Norfolk & Suffolk Community  
Rehabilitation Company,  
Sodexo

# SoTogether

Gender equality for a better tomorrow





5 DIMENSIONS OF DIVERSITY

# GENDER STORIES

## FLOW - FLEXIBILITY OPTIMIZES WORK

The future of work and growing the business is reliant on our ability to attract, engage and retain top talent. This requires that we foster a more flexible culture that enables enhanced collaboration.

To that end, Sodexo has introduced FLOW – Flexibility Optimizes Work, which includes both formal or ongoing and predictable flexibility, as well as informal, occasional adjustments to the way work gets done. By promoting open lines of communication, managers empower their team members to propose changes in their schedule, location, or the manner in which they work. Together they reach an agreement that is mutually beneficial.



Kim Miller, general manager for Sodexo at Tarleton State University in Texas, employs numerous student workers, and leverages flexible practices that accommodate their class schedules.

Many team members start out as freshmen and continue to work for Sodexo throughout their college careers, and several have transitioned into managerial positions upon graduation. Kim's staff feels valued, which results in overall team engagement and success.

CLICK BELOW TO WATCH OUR ENDORSEMENTS:

- > LORNA DONATONE FLOW VIDEO
- > GERRI MASON HALL FLOW VIDEO
- > MARGOT SLATTERY ENDORSEMENT



CLICK HERE FOR OUR CASE STUDIES:

- > TARLETON STATE UNIVERSITY CASE STUDY
- > GLAXO SMITH KLINE CASE STUDY

AS A RESULT, EMPLOYEES THRIVE PERSONALLY WHILE BEING BETTER POSITIONED TO FOCUS ON PRODUCTIVITY AND THE BUSINESS.

## FLOW

Flexibility Optimizes Work  
Sodexo Quality of Life Initiative

STRATEGY:  
NURTURE TALENT



## LEVERAGING CLIENT PARTNERSHIPS (INDIA)

In 2018, Sodexo India hosted "Empowering Women in the Workplace – Improving Quality of Life", an on-site services client event focused on achieving gender balance and equity.

STRATEGY:  
BE CLIENT & CONSUMER CENTRIC



## ENDING VIOLENCE AGAINST WOMEN

Sodexo knows that basic safety and security is an important precursor to women's empowerment and is addressing violence against women in Argentina, Brazil, Chile, Colombia, India, Mexico and Peru through: 1) Raising awareness of gender-based violence as an issue of concern for communities; 2) Providing in-depth training about gender-based violence, including how to identify the different types of violence and how to provide appropriate support; 3) Providing economic opportunity with job training and outreach for survivors of violence; and 4) Collaborating with NGOs and others in the community to scale up impact in the community.

AS OF 2018, MORE THAN 75,000 EMPLOYEES HAVE BEEN IMPACTED BY SODEXO'S ANNUAL AWARENESS CAMPAIGNS that deliver training in local communities, and over 12,000 employees have been given more extensive training developed for use in India, Brazil, Chile, Argentina, Mexico, Colombia and Peru. To date, at least 120 individuals have been trained to deliver the trainings and Sodexo has partnered with eight NGOs to support these efforts.

IN ADDITION, SODEXO LEADS A WORKSTREAM ON ELIMINATING HARASSMENT & VIOLENCE AGAINST WOMEN ACTION Cluster of the Business Action for Women collaborative, which is a leading coalition of companies committed to achieving progress for women around the world.



weempower

STRATEGY:  
ANCHOR CORPORATE RESPONSIBILITY



The session was led by Rishi Gour, Country President - Sodexo India, who shared information on Sodexo's Gender Balance Case Study. Rishi was followed by Mrinalini Mirchandani, McKinsey Partner, who shared their research on the "Power of Parity", and additional speakers and topics were highlighted throughout the event.

More than 110 clients were in attendance, along with over 550 Sodexo APAC employees who participated virtually.

Leveraging diversity and inclusion as a differentiator for engaging and partnering with clients has proven beneficial to Sodexo. From an increase in business by valued clients to 100% positive feedback on all criteria evaluated by attendees, the event was a great success for Sodexo India.





5 DIMENSIONS OF DIVERSITY

# GENDER STORIES

## SODEXO ONSITE VOCATIONAL SCHOOL PROJECT (TURKEY)

The Onsite Vocational School Project was established in Turkey as part of Sodexo's efforts to support the training and employment of female chefs. The training programs are run by the Turkish government with their teachers, while Sodexo provides equipment and food for use in the cookery atelier that they opened.

The objectives of the Onsite Vocational School Project are to establish a stronger female presence among culinary art professionals, and create opportunities for female students to get a good education. These efforts make a difference in the fight for gender equality in Turkey, by focusing on helping underdeveloped communities prosper.

Participation in the program allows female students to cook meals, try different recipes and learn about using various ingredients. At the end of the day, they take the dishes home and share the meals they cooked with their families.

Sodexo works with program participants to place them in internships at project sites and **recruits 100% of the individuals who choose to pursue employment with Sodexo post-graduation.**

They also support the female students who want to participate in culinary arts competitions, by providing them access to the food, chefs and resources needed to compete. And when students win degrees in the competitions, their winning recipes are used for future projects and the prepared dishes are named after them.



STRATEGY:  
**ANCHOR CORPORATE RESPONSIBILITY**



## GLOBAL WOMEN IN LEADERSHIP (WIL) ECONOMIC FORUM (DUBAI)

In 2018, Sodexo partnered with the Global Women in Leadership (WIL) Economic Forum in Dubai, to help lead the way in driving gender equality globally.

Endorsed by the UAE Ministry of Economy, the forum brings together 1,000 global business leaders, policy makers, young female professionals and entrepreneurs. The Forum champions the recognition of woman as key economic drivers and highlights inspiring stories of successful women and best practices from "thought leader" organizations.

Targeting a new generation of leaders, the forum provides an opportunity for 200 women to participate in two days of interactive discussions and inspirational workshops with delegates and speakers from all over the world.

Sylvia Metayer, Sodexo's CEO of Corporate Services Worldwide, was invited to be a guest speaker at the forum and share how organizations can advance gender

balance. She also hosted a dinner with more than ten existing and potential clients, where they engaged in further discussion around achieving gender equity. Additionally, Sylvia was quoted in a follow up article that was published by Gulf News, a mainstream media outlet in Dubai.



In addition, Sodexo was named the **"MOST WOMAN FRIENDLY EMPLOYER OF THE YEAR,"** an award that recognizes organizations that actively encourage women executives to develop skills through training, leadership and mentorship programs, as well as advocate for gender equality in the workplace.



STRATEGY:  
**BE CLIENT & CONSUMER CENTRIC**





5 DIMENSIONS OF DIVERSITY

# GENDER STORIES

## COMMUNITY KITCHENS (PERU)

STRATEGY: ANCHOR CORPORATE RESPONSIBILITY



With women's empowerment as its cornerstone, Kind Kitchens provides community kitchens with training and technical assistance, aiming to empower women in their fight against hunger and malnutrition. These kitchens help in strengthening their nutritional knowledge, building their capabilities on optimal cooking and promoting a more efficient use of resources.

The main goals of this initiative include contributing to the reduction of anemia, reducing malnutrition indicators (Defect/ Excess), and recovering most of the supplies used, by applying cooking recycling techniques.

By including children and young adults, Kind Kitchens has been successful in sustaining this program and effectively reinforcing their learning and implementation process.



## GENDER EQUALITY EUROPEAN & INTERNATIONAL STANDARD (GEEIS)



The GEEIS (Gender Equality European & International Standard) label was created at the initiative of Arborus and a group of multinational corporations to promote equality between women and men in the world through the dissemination of a European and global standard. In 2017, to meet the requirements of this growing internalization, the addition of diversity to support this approach to professional gender equality resulted in the new GEEIS-DIVERSITY label.

The GEEIS and GEEIS-DIVERSITY labels are aimed at European and international groups wishing to participate in building a more equitable society based on gender equality and diversity. The purpose is to certify and publicize the most effective ways of advancing, managing and promoting gender equality.

By adopting the GEEIS label and standards, Sodexo has agreed to encourage the development of a European and international culture of professional gender equality and diversity, and efficiently manage issues of professional integration and international relocation.

STRATEGY: ANCHOR CORPORATE RESPONSIBILITY



**IN 2018 SODEXO RECEIVED THE GEEIS CERTIFICATION AND TROPHY,** which validates our approach (through a Bureau Veritas Certification auditor) and confirms our commitment to these standards. Sodexo is audited at the Group level, plus France, Brazil and Madagascar.





5 DIMENSIONS OF DIVERSITY

# SEXUAL ORIENTATION AND GENDER IDENTITY STORIES

## SODEXO OUT AND EQUAL PARTNERSHIP

Sodexo has partnered with Out & Equal for over a decade on their Workplace Summit, to share strategies, professional development opportunities and best practices to create workplaces which are inclusive of all sexual orientations, gender identities, and gender expressions. Sodexo has also partnered with Out & Equal to expand their global footprint to countries/cities where Sodexo has a robust line of business presence. This effort provides us an opportunity to engage with clients whom are also Out & Equal corporate members, and create cultural change within our organizations, hence improving the quality of life of our employees. In addition, Sodexo leverages the partnership with Out and Equal to promote the corporate brand as an employer of choice within the LGBTQ community.

STRATEGY:  
**BE CLIENT & CONSUMER CENTRIC**



At this year's Out & Equal Conference with over 6,000 attendees, Sodexo was represented by over 25 employees, including international guests from Brazil, Canada, Spain and Ireland. **We were a 2018 presenting Level Sponsor and winner of the 2018 Outie Award for WORKPLACE EXCELLENCE of the Year.**



## LEADING ANTI-BULLYING EFFORTS (CANADA)

For more than three years, PRIDE Canada has actively led efforts to address bullying in the workplace. This is critical, given that nearly half of all employees in Canadian workplaces have experienced or witnessed bullying on the job.

In recognition of Anti-Bullying Day on February 28, 2018, PRIDE Canada led a communications campaign to raise awareness around bullying in the workplace, and spark dialogue that often helps in the healing process for those who have been bullied.

**More than 50% of bullying incidents stop within 10 seconds of intervention.**

As part of the campaign, employees were encouraged to wear pink to symbolize that bullying will not be tolerated.



STRATEGY:  
**NURTURE TALENT**



## LGBTQ RESOURCE GUIDE – INCREASING LGBTQ AWARENESS GLOBALLY

Sodexo's Global PRIDE Group developed an internal resource to support executives, employees and HR teams globally with information about LGBTQ laws, tips and resources to enhance operational efficiency.

With employees based all over the world, business travel and global assignments are common place in Sodexo. For example, there was a company director being promoted to a senior role based in Singapore. Because of the differences in LGBTQ laws and legislation, the individual had to seriously consider how the career move might affect the family's ability to accompany her. Situations like this prompted the creation of the LGBTQ Resource Guide.

The guide provides supportive information and resources regarding laws and legislation, how to connect with local PRIDE chapters and other partnerships, and supportive global and local websites (where not prohibited by law). In addition, the guide identifies processes and best practices from various countries that can be implemented locally.

**Sodexo's Global LGBTQ Resource Guide was recognized and featured in the European publication Horizon Magazine as a best in class workforce tool.**

STRATEGY:  
**ENHANCE OPERATIONAL EFFICIENCY**





5 DIMENSIONS OF DIVERSITY

# DISABILITY STORIES

## GLOBAL MENTAL HEALTH CAMPAIGN

Our Quality of Life employee value proposition starts with ensuring a safe, secure and healthy workplace that positively impacts operational efficiencies.

In 2018, Sodexo's "Open Our Minds" campaign was launched to promote the importance of mental health and well-being in the workplace. The objectives of this ongoing campaign are to raise awareness through facts and information that address misconceptions and enhance inclusion, provide access to helpful resources, and open the dialogue on mental health.



Built upon the prior year's campaign, "Open Our Minds" was launched on October 10th as part of World Mental Health Day. The campaign provided resources including an article with tips to take care of our mental health and well-being and a two-minute video showing why mental health is crucial for both employees and organizations.



STRATEGY: **ENHANCE OPERATIONAL EFFICIENCY**



## INTERNATIONAL LABOUR ORGANIZATION "ILO" GLOBAL BUSINESS AND DISABILITY NETWORK CHARTER

As part of Sodexo's commitment to ensuring that 100% of its workforce has access to programs for people with disabilities by 2025, we have partnered with the ILO Global Business and Disability Network (GBDN).

**The mission of the ILO GBDN is to raise awareness about the positive relationship between the inclusion of people with disabilities in the workplace and business success.** Sodexo originally signed the International Labour Organization Business Charter on disability inclusion on June 29, 2016.

The ILO GBDN is a unique employer-led worldwide network of multinational enterprises including Sodexo, Accenture, Atos, Cap Gemini and IBM, national business and disability networks, and international not-for-profit organizations who are working in collaboration to promote the inclusion of people with disabilities in the workplace.

Over the years, the ILO GBDN has organized meetings and developed tools for employers to address questions on hiring people with disabilities, the benefits of creating a diverse workforce inclusive of people with disabilities and how the private sector, as well as employers' organizations, can play a more active role in promoting disability inclusion and driving the disability inclusion discourse forward.

STRATEGY: **ANCHOR CORPORATE RESPONSIBILITY**



## BUILDING INCLUSIVE WORKPLACES (INDIA)

Sodexo On-Site Services India initiated multiple projects with key clients to create employment opportunities for people with disabilities and to collaborate in creating inclusive workplaces at client sites.

### 1. Lafarge - ACC:

Sodexo and our NGO partners joined forces to offer internships for individuals with cognitive disabilities, providing training in housekeeping skills. Sodexo hired three of the eight interns who currently work with the ACC - Sodexo team.

### 2. Hindustan Unilever LTD (HUL):

Sodexo engaged Unilever's HUL Diffability (Inclusion of Differently Aabled) team to raise awareness and hire three individuals with disabilities in Mumbai. Sodexo and Unilever will continue to partner in their efforts to recruit people with disabilities in the year ahead.

### 3. Google:

Google and Sodexo have engaged in inclusion focused discussions since the inception of our business relationship. The Sodexo Hyderabad

team recruited eight people with disabilities and added outreach efforts to increase to twelve employees with disabilities in the coming year.

### 4. Novartis:

Sodexo regularly engages with the Novartis Hyderabad team to support D&I initiatives at their sites. Rishi Gour, Country President for Sodexo India, served as a panelist at a Novartis sponsored event, the National Association of Software and Services Companies (NASSCOM) in Hyderabad where he shared best practices in fostering inclusion for diverse talent at Sodexo sites.



Through their efforts, Sodexo India has engaged with clients in more than ten projects, leveraging diversity and inclusion as a differentiator and successfully recruiting diverse talent.



5 DIMENSIONS OF DIVERSITY

# DISABILITY STORIES

## SODEXO/SENAC PARTNERSHIP (BRAZIL)

Sodexo Brazil has made great strides toward achieving their goal of having a workforce inclusive of 5% people with disabilities. Given local legislation in the country requiring that companies meet disability hiring quotas, Sodexo's efforts in this space are timely.

In March of 2018, Sodexo launched its Spirit of Inclusion workshop in Brazil, training more than 70 managers and other attendees on the topic of disability awareness. To make the workshop even more inclusive, Sodexo invited young apprentices with disabilities from SENAC, a non-profit educational institution in Brazil that supports professionals entering the labor market, to participate in these sessions. As a result, Sodexo increased their hiring of people with disabilities by 87% from the previous year, with a total of 1,068 individuals with disabilities being hired as of August 2018.

*"Activities such as these provide our young learners with self-knowledge yet gives us all an opportunity to reflect on our goals and the urgent need to build a more humane society based on empathy and respect for others."*

**AMANDA LEPPA AND MARCIO OLIVIERA**  
Vocational Education Senac Community



STRATEGY:  
**NURTURE TALENT**



*"I really enjoyed participating in the Spirit of Inclusion workshop! It was very helpful and made possible a deep reflection on the behaviors we carry, the difficulties we have and how we can work on them."*

**LUCAS SCHERER**  
Human and Organizational Development



*"Thank you for giving us this experience and inspiring us to do more when no one thinks we can! The young apprentices did it from their heart and it touched me a lot!"*

**GRAZIELA PEREIRA MAYER**  
Services Operations Finance Manager

## "1ST CHANCE, LET'S MOVE THE JOB" INITIATIVE (FRANCE)

Set up by BFM Business and Le Bon Coin, "1st Chance, Let's Move the Job" focuses on the recruitment and integration of young people, particularly those with disabilities, into the French labor market. Each year, 15 exemplary initiatives carried forward by companies mobilized around the recruitment of young people are highlighted.



In 2018, Sodexo France was invited by BFM Business TV to share the story of Amin Ben Touati, a 20-year-old with a psychological disability, who was mentored for four months as a participant of the JOB Academy. At the end of his mentoring program, Amin decided to follow an apprenticeship at a Sodexo site to help him obtain his chef's degree. As a result, he obtained his Certificate Professional Aptitude (CAP) in June 2018 and is currently in the recruitment pipeline for a junior chef role.

**Focused on raising awareness, senior level commitment, development and mentoring, the "1st Chance, Let's Move the Job" Initiative promotes the importance of keeping young people and people with disabilities gainfully employed, while helping Sodexo France achieve their goal of having at least 1,200 disabled workers in the workforce by 2020.**

STRATEGY:  
**NURTURE TALENT**



## ADVANCING DISABILITY INCLUSION (UK)

Throughout 2018, advancing disability inclusion was a key focus for Sodexo UK and Ireland, with a lot of work being carried out from the workforce/ workplace perspective and in partnership with our clients. Our efforts received external validation in June, when Sodexo achieved Leader status in the UK Government's Disability Confident scheme.

A key element of the accreditation is to show leadership, challenge the status quo and share best practices. In order to do this, Sodexo has continued to partner with external organizations, such as Ways into Work and clients such as Johnson & Johnson, Glaxo Smith Kline and Nuffield Health to help people with disabilities develop employment skills and secure employment.

### OVER THE PREVIOUS 18 MONTHS, ACTIVITIES INCLUDED:

- Launch of a company-wide reasonable adjustment/accommodation policy and process to ensure employees can make requests while providing support for line managers
- Accessibility information being made available on the recruitment website and the launch a dedicated email address to provide candidate support during the application process
- A comprehensive awareness-raising campaign for the United Nations International Day of Persons with Disabilities on December 3rd, which included personal stories from employees and webinars, blogs and podcasts on invisible disabilities and mental health that were shared with our client partners



**MEGAN HORSBURGH**  
Head of Diversity and Inclusion UKI & Global Disability Leader  
Chair of Global Disability Taskforce

STRATEGY:  
**NURTURE TALENT**





5 DIMENSIONS OF DIVERSITY

# CULTURES & ORIGINS STORIES

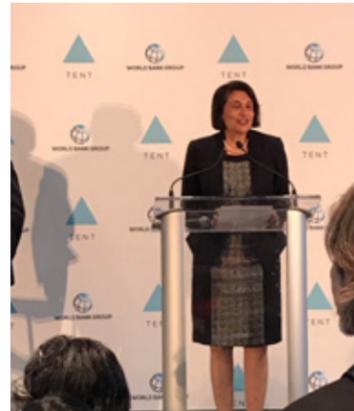
## TENT FOUNDATION

The Tent Partnership for Refugees, founded by Chobani's CEO Hamdi Ulukaya, is mobilizing the private sector in a global network of more than 100 businesses across 34 countries who are committed to improving the lives and livelihoods of more than 25 million refugees forcibly displaced from their home countries.

In partnership with the Tent Foundation, local organizations and key government agencies, Sodexo is committed to hiring 300 work-eligible refugees by 2020 in at least four countries, including Brazil, Canada, Sweden and the United States. Refugees often face challenges finding employment in their new communities, which makes it difficult to integrate and become self-sufficient. By offering these job opportunities to refugees, Sodexo is supporting refugees in becoming self-sufficient and enhancing their quality of life while strengthening our workforce and enriching our teams.

*"The global refugee crisis is not something that NGOs and governments can solve on their own. Now more than ever, we need businesses to step up and act. It's not a choice, but a responsibility"*

**HAMDI ULUKAYA**  
Founder of the Tent Partnership for Refugees



STRATEGY:  
**ANCHOR CORPORATE RESPONSIBILITY**



## "NEW ARRIVALS" INTERNSHIP PROGRAM (SWEDEN)

In March 2017, Sodexo Sweden announced it would support the government-created 100 Club, a new initiative to motivate companies to create internships and job opportunities for "new arrivals." Those who have their residence permits and meet job requirements are given an opportunity to gain access to the job market, develop skills, interact with Swedes and learn Swedish.

Since then, the effort has resulted in at least two outstanding examples of employees who may have been missed had it not been for this great program.

### HASSAN HAMDAN – FINANCIAL PLANNING AND ACCOUNTING MANAGER & GROUP REPORTING REGIONAL SUPPORT

Hassan has built a team he now manages, hiring high potential candidates he believes "will add value and help the organization to grow."

### ALA'A HAMDAN – ADMINISTRATOR AND PROJECT MANAGER

During his internship, Ala'a performed administrative tasks and provided support for the head of Human Resources and department managers. He will attest to how this experience helped him to improve his ability to speak Swedish and pass the first level of the language which he continues to study. Ala'a is happy to work in a "friendly and family-oriented workplace with outstanding team members and supportive supervisors open to recommendations."

Through this program, Sodexo Sweden has provided opportunities and made a difference in the lives of over

**200 interns,**  
**61 of whom became permanent employees.**



STRATEGY:  
**ANCHOR CORPORATE RESPONSIBILITY**



## EMPOWERING REFUGEES (BRAZIL)

STRATEGY:  
**ANCHOR CORPORATE RESPONSIBILITY**



Since 2015, Sodexo has been working with the refugee community in Brazil in a signatory partnership with the United Nations Global Compact and United Nations Women Initiative, Empowering Refugees.

**AS OF THE END OF 2018, BRAZIL HAS HIRED OVER 88 REFUGEES**  
placing them in various roles throughout the country.

In recognition of these efforts, Sodexo Brazil Onsite was interviewed on May 13, 2018, by one of the largest Brazilian newspapers O Estado de Sao Paulo highlighting the focus on hiring female refugees and migrants for various positions throughout the country.

Sylvie Mutiene, a receptionist who joined Sodexo Brazil in early 2018, was interviewed for this article. Sylvie landed in Brazil from the Democratic Republic of Congo. She intended to go to Canada, but when she realized she landed in Brazil, not in Canada, she was determined to make the best of it ... and that she has! Sylvie, a lawyer in

her native country, is multi-lingual and can speak English, French, Portuguese and Lingala, her native country's language.

According to Lilian Rauld-Campos, Sodexo Onsite Brazil Diversity & Inclusion Lead, "Diversity provides businesses with innovation and employees with learning of other cultures different from their own." Lilian went on to share, "The gratitude refugees show in their roles makes people around them motivated too. Their commitment is contagious and that's fantastic for the company."





5 DIMENSIONS OF DIVERSITY

# GENERATIONS STORIES

## WOMEN UNDER 30 FOCUS GROUPS

Starting in March of 2017 and finishing in 2018, SoTogether (Sodexo's senior level gender balance advisory board) studied the engagement of women and men at Sodexo across various dimensions of diversity with a focus on generations. According to the 2016 global engagement survey, women managers age 30 and under were the least engaged demographic compared with women in other age groups and were less engaged than their male counterparts in seven of Sodexo's regions globally. As a result, SoTogether created a focus group project to better understand the issues behind the engagement drivers for Sodexo's women managers age 30 and under.

Through research and survey results, five global engagement drivers were established including:

- (1) Work/Life Balance,**
- (2) Recognition,**
- (3) Pay Equity,**
- (4) Communication/Feedback**
- and (5) Learning, Training and Development.**



**BY THE END OF FY18, 4 REGIONS (BRAZIL, FRANCE, CENTRAL AND EASTERN EUROPE, AND NORTH AMERICA) COMPLETED FOCUS GROUPS.**

**IN TOTAL, 291 PARTICIPANTS TOOK PART IN 38 FOCUS GROUP SESSIONS.**

**SODEXO WILL CONTINUE TO BE PROACTIVE IN OUR EFFORTS TO MEET THE NEEDS OF OUR GROWING, GENERATIONALLY DIVERSE WORKFORCE.**

STRATEGY:  
**NURTURE TALENT**



### EMPLOYEE TESTIMONIALS:

"FREQUENT MEETINGS LIKE THIS INCREASES OUR ENGAGEMENT BECAUSE IT'S A MOTIVATION FOR INCREASING OUR INVOLVEMENT WITH THE COMPANY."

"I HAVE BEEN TREATED AS A PROFESSIONAL AT SODEXO. IN THIS POSITION I HAVE ROOM TO MAKE DECISIONS AND FLEXIBILITY, AND I CAN GET SUPPORT WHEN NEEDED."

"I HAVE ROOM TO GROW AND LEARN WITH SODEXO"



## YOUNG WOMEN MENTORING CIRCLES (US)

Following the focus groups conducted for women age 30 and under, Sodexo USA launched the "Young Women of Sodexo" Mentoring Circle in the Fall of 2018. The peer-led learning group provides a cross-segment, competency-based collaboration space. This small but mighty group of nine millennial women come together monthly to encourage, challenge and support one another as they navigate through their careers.

The group is working through a different module from Julie Reisler's Get a PhD In You: Business Edition. This book shows leaders how to best assess and leverage their unique strengths and talents at work. Through the beauty of Skype cameras, each month they are able to look one another in the eye from across the country as they tackle visioning, communication, risk-taking and just owning their leadership journey. This enthusiastic pilot group has already made such meaningful connections through challenges and diverse experiences, and we anticipate the launch of future circles addressing generational needs in the future.

STRATEGY:  
**NURTURE TALENT**



# 2018 AWARDS & RECOGNITION

