

Sodexo's levelling up impact in the UK

A Purpose Coalition report



LEVELLING UP
GOALS



It all starts with the everyday





Contents

- 1 Foreword: Rt Hon Justine Greening
Foreword: Sean Haley, region chair, Sodexo UK & Ireland
- 2 Introduction
- 3 The journey to the Levelling Up Goals
- 4 Levelling Up - where are we now?
- 5 Sodexo's impact on the Levelling Up Goals
- 6 How Sodexo can contribute further: recommendations
- 7 Appendix A - Case studies
- 8 Appendix B - Further evidence of Sodexo's impact on the Levelling Up Goals

1. Foreword

Rt Hon Justine Greening

Founder of the Levelling Up Goals and
Former Secretary of State for Education



The Conservative Government won a majority in the 2019 general election with a promise to level up the UK. There is no doubt that there is now a clear political will from the UK Government - with buy-in from businesses, universities, NHS Trusts, local authorities and community groups - that equality of opportunity should be top of the agenda.

The challenge now is how we achieve that - we need a systematic and inclusive approach to make a real difference. If we are to truly achieve equality of opportunity, it is crucial that big business plays a significant role.

Sodexo is a large and complex multinational organisation underpinned by a community focus that can be understood by looking back to its roots as a family business from its formation in 1966. The scale of the business and its reach into local communities, means that Sodexo has the opportunity to make a real impact on levelling up; driven through its social value strategy.

As International Development Secretary, I saw how the UN's Sustainable Development Goals galvanised countries to take action, with lots of different partners collaborating on the complex issue of development by breaking it down into its constituent parts. The Levelling Up Goals use a similar approach and are the first major piece of work by the Purpose Coalition, a group of the UK's leading policymakers, businesses, universities and public sector bodies.

The Goals can be broken down into three broad groups with some relating to life cycles, for example during education when gaps can open up even at an early stage. Some relate to people's lives as they move into work - getting the right advice and experience or businesses having fair and open recruitment systems. Others are focused on barriers that people face in gaining opportunity, such as good housing, the digital divide or poor infrastructure.

Sodexo is taking a leading role in many of these areas and is making a significant impact on a number of the Goals.

Through its commitment to apprenticeships and spreading opportunities to everyone no matter what their background or previous experience, Sodexo is making an impact on Positive Destinations Post 16+ (Goal 3) and Open Recruitment (Goal 5).

Sodexo has an extensive employee assistance programme and offers mental health support to those in need (Goal 8 - Good Health and Well-being). And through its innovative work around procurement and its supply chains is making significant progress against Goal 9 - Extending Enterprise.

The organisation is making huge strides against Goal 13 - Harness the energy transition - and raising awareness of the huge issue of food waste which is often forgotten within the net zero agenda. Sodexo was also the first company within the hospitality sector to publish an ethnicity pay gap report, highlighting its commitment to Goal 14 - Achieve equality, through diversity and inclusion.

Levelling up can only truly be achieved by purposeful leaders and organisations. This report sets out where Sodexo is already making an impact on its communities and where it is committed to go further.

Sean Haley

Region Chair, Sodexo UK & Ireland

Sodexo's purpose over its 56-year history, has always been to improve the quality of life of our employees, those we serve, and to contribute positively to the communities in which we live and work. This, combined with the scale of our operational footprint, positions us as an intrinsic part of so many daily lives across the UK.

This is not a responsibility we take lightly.

When the levelling up agenda was announced in the 2019 Conservative Party manifesto, it was immediately apparent the role the business community would need to play if the dial was truly to shift. We knew instinctively that at Sodexo we were in a very strong position to make a bigger positive impact.

We were keen to support Rt Hon Justine Greening's Levelling Up Goals as they provide a clear iteration of the focus areas that must be addressed to meet this challenge head-on. Most importantly, they also provide a structure for measuring progress – because what gets measured, gets done.

While levelling up is a new government policy, the momentum to address the things that need to be done is not.

Sodexo has been delivering on its purpose for over 50 years, and in the last seven years through publicly made, clear commitments and targets. Our Social Impact Pledge articulates the continued commitments that are needed to create a healthier, greener, safer and more prosperous

society. It defines the areas we are prioritising to drive change and create positive impact across all aspects of our business: our People, our Planet, our Places and our Partners.

The Pledge sets out our commitments in each of these areas, many of which are already delivering tangible benefits which support the UK's Levelling Up agenda. The alignment between this, our purpose and our social value strategy has become ever more apparent during the process of working with the Purpose Coalition to compile this report.

That is not to say that we are in any way complacent. I'm proud of our strong track record in supporting our people, social mobility and enabling access to opportunities in communities across the UK, but we know that there is always more to do. As a responsible business, a large employer and an advocate for social value, it is important that we continue to challenge ourselves to do better.

This report and its recommendations will play a key role in helping us do just that.




“While I’m proud of our strong track record in supporting social mobility and enabling access to opportunities in communities across the UK, we know that there is always more to do.”

2. Introduction

This report has been developed by the Rt Hon Justine Greening and the Levelling Up Goals team to help Sodexo benchmark its activities against the goals and understand specific areas where it can go further.

This report is a sign of Sodexo's commitment to social mobility and the levelling up agenda - success has been measured by how much of a tangible impact is being made by its actions.

Sodexo's activity has been benchmarked against the Levelling Up Goals, assessing where it is contributing towards them and the areas where it might have greater impact on both its employees and the communities it serves.

The Goals provide a common language for organisations to identify gaps in access to opportunity, as well as solutions to remove the barriers that cause them. They also provide the means to be able to benchmark progress going forward.

As a large organisation which has a presence in many communities, Sodexo has the opportunity to make a difference against a number of the Goals. We have identified the following goals where Sodexo is currently most active and where it is having a significant impact.

Goal 3: Positive Destinations Post 16+ - every young person and adult to have the choice of a high quality route into education, employment, or training.

Goal 5: Open Recruitment - careers and professions open to people of all backgrounds through transparent, accessible, and open recruitment practices.

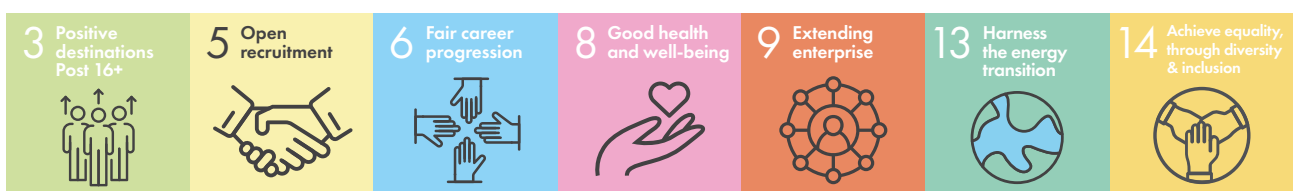
Goal 6: Fair Career Progression - opportunities for career advancement for all based on ability and potential, not connections.

Goal 8: Good Health and Well-Being - improving mental and physical health at all ages to boost overall well-being to allow people to fulfil their potential.

Goal 9: Extending Enterprise - extending private enterprise and entrepreneurship to all people and communities.

Goal 13: Harness the Energy Transition - ensure that the energy transition is fair and creates opportunities across the UK.

Goal 14: Achieve Equality through Diversity and Inclusion - create a level playing field on opportunity for all, to fully unleash Britain's potential for the first time.





Sodexo is taking a leading role in many areas and is making a significant impact on a number of the Goals.



While Sodexo can, and does, have a broad spectrum of activity that covers all of the Levelling Up Goals, those identified are where the organisation can make significant change.

This report will go on to highlight the best practice that Sodexo is showing against these Goals. While many organisations are committed to levelling up, Sodexo is leading the way through its activities and wider impact.

The report also acts as a catalyst for continual improvement that will elevate Sodexo's positioning

as a market leader in driving social impact whilst tackling the levelling up challenges of its local communities.

A spirit of progress and innovation is evident in everything that Sodexo does - it is already making a real difference but there is an ambition to go further. Sodexo prides itself on doing business in a good way and this is essential in tackling the challenges of our country, the inequalities and opportunities to create life chances for communities and citizens.

3. The journey to the Levelling Up Goals

In 2015, as Secretary of State for International Development, Justine Greening MP led the UK delegation to the United Nations (UN). Along with 184 international partners, she helped to establish the UN's Sustainable Development Goals (SDGs).

In 2017, the SDGs were made more 'actionable' by a UN resolution adopted by the General Assembly which identified specific targets for each goal, along with indicators used to measure progress towards each target. These 17 interlinked, global goals were designed to be 'a blueprint to achieve a better and more sustainable future for all'. They marked a shift from the previously established Millennium Development Goals (MDGs), following the Millennium Summit of the United Nations in 2000. In contrast to the MDGs, the SDGs were nationally-owned, country-led and targeted wealthy, developed nations as well as developing countries.

The SDGs emphasised the interdependent environment, social and economic aspects of development by centralising the role of sustainability. As Secretary of State, Justine recognised how useful a common set of accessible but ambitious objectives could be in galvanising action to effect change. Since then the Covid-19 pandemic has only exacerbated many of the problems relating to social inequality in the UK. The recovery is a chance for the United Kingdom to address these issues and level up but that requires updated and specific goals in order to outline, inspire and measure progress. The Purpose Coalition aims to improve social mobility in the UK and has responded to this challenge with the launch of their own Levelling Up Goals in February 2021.

These new Goals build on the foundations laid by the UN's SDGs by outlining 14 clear goals, and draw on expertise provided by academia and businesses which has been applied to the unique challenges facing the UK in levelling up. They focus on key life stages and highlight the main issues that need to be resolved in order to create a level playing field for all in this country. The Levelling Up Goals are intended to guide how the urgent ambition to level up the UK can actually be achieved. The impact of the work carried out to do this by pioneers like Sodexo should be measurable.



“If Britain is to achieve levelling up, I believe that we need a galvanizing set of goals that can unite Parliament, business, communities, and civil society to work in partnership for the common good of our country.”

Justine Greening

Sub-goals with quantifiable targets and measurements against which progress can be charted within the 14 goals are being developed by the Purpose Coalition. This will create a more transparent and measurable framework with which to monitor and subsequently address problems of social mobility and inequality. The Levelling Up Goals are designed to look at the outcomes of CSR strategies and measures that organisations operate. Many organisations are doing outstanding work and making important contributions to society but are still measuring this via inputs - a measure that focuses on pounds and pence rather than real impact to human lives. Crucially, these Goals are a shared framework and allow organisations such as Sodexo to show leadership on the agenda. Justine and the wider Purpose Coalition believe that with a common understanding and objectives, there can be action that drives change on the ground. As the problems which cause social inequality in the UK are interlinked, it seems that the response to these problems must also be collaborative. The Purpose Coalition has encouraged businesses and universities to share their own best practice with other organisations so they are not only demonstrating their own commitment, but creating a shift towards purpose-led organisations.

Large organisations like Sodexo naturally have big supply chains and can have an indirect, as well as direct, impact on many businesses and communities. By taking a leadership role in the levelling up agenda Sodexo can influence others and create a change of thinking throughout its supply chain. The Levelling Up Goals are an easy to understand framework that a variety of organisations can adopt and working collaboratively, can make a real impact.

4. Levelling Up: Where are we now?

The pandemic has undoubtedly had a disproportionate impact on the most disadvantaged within society. It has shone a spotlight on the inequality of opportunity that already existed in so many communities and that will be widened because of the pandemic.

Certain communities already suffering most from a lack of social mobility have now also been hit hardest by job losses and recession linked to Covid-19.

Like many businesses Sodexo has been impacted by Covid-19, as have the communities and industries within which it operates. As the country seeks to recover from the impact of the pandemic, businesses have a crucial role to play in providing jobs and opportunities.

Sodexo was able to quickly mobilise its teams and employ the expertise of its people to play a vital role in the fight against Covid-19. Sodexo worked in partnership with the Department of Health and Social Care to support the test centre programme from March 2020, mobilising and operating regional, local and mobile testing centres across the UK.

It is now the largest provider of Covid-19 test centres in the UK.

The pandemic has also highlighted a growing expectation from society that the organisations for which they work or do business with, should have a positive and transparent impact on society. While many businesses, such as Sodexo, were already working hard prior to 2020 to try and address societal inequalities, the effects of the last couple of years have heightened the need to tackle these challenges. Through its focused approach to creating social value and measuring the impact, Sodexo has introduced mitigation activity to prevent the widening of the gap for its colleagues, communities and society as a whole.

In many areas, Covid-19 has paused or reversed good work underway to level up the playing field. Themes have emerged where it is obvious that action is needed to address challenges that the pandemic has brought about.

Some of these themes, such as long-term illness, mental health of employees and the utilisation of volunteers, are reflected within the recommendations of this report.



The pandemic has also highlighted a growing expectation from society that the organisations for which they work or do business with, should have a positive and transparent impact on social value.



5. Sodexo's impact on the Levelling Up Goals - output and outcomes

This section analyses how Sodexo's financial and resource-led activities and commitments positively impact on the Levelling Up Goals.

The listed outputs have been noted from available data; while given the absence of current universal measurement for social impact in the company, outcomes have been implied.

As the availability of data increases, with increased adoption of impact tracking and measurement, outcomes will be more readily reported against.

This will be highly effective for benchmarking the impact of any social impact project Sodexo progresses with.



A spirit of progress and innovation is evident in everything that Sodexo does - it is already making a real difference but there is an ambition to go further.





Does the organisation support young people and adults to have the choice of a high-quality route in education, employment, or training?

Activity	Output The measurable things e.g. no. of people participating.	Outcome (Implied) The more intangible benefits.
Large apprenticeship programme across the organisation.	Over 1,100 apprentices onboard within Sodexo. 3.8% of employee headcount. 71 different programmes running at any one time, with different qualifications.	Extending opportunity to people through a range of roles.
Gifts its apprentice levy to SMEs within its supply chain.	Supported 51 organisations with apprenticeship levy gifting creating 121 new apprenticeships to date.	Opportunity is spread into the supply chain.

Sodexo employs more than 29,000 people in the UK, providing entry level opportunities into a variety of jobs. All appropriate vacancies and job roles are considered as apprenticeships.

Sodexo is committed to developing all its employees to improve their quality of life and employability skills, while contributing to achieving its business objectives.

The organisation supports individuals in the pursuit of apprenticeship qualifications relevant to their role and has, at present, over 1,100 apprentices onboard – this represents 3.8% of employee headcount.

There are four key objectives for Sodexo’s apprenticeship strategy:

1. Reduce skills shortage - focus on designing programmes that meet identified of skill shortages.
2. Enable and accelerate personal and company growth - engage with business managers and internal resourcing teams to use apprenticeships for talent attraction and for existing employees to progress their careers.
3. Break down barriers to learning - create easy access to resources and guidance that support individuals into learning and provide access to all.
4. Positive social change inclusive of the UK Government’s employment agenda - grow its levy gifting to support SMEs to deliver apprenticeships in the communities where Sodexo operates.

The business is also committed to making apprenticeships accessible to all, partnering with Access to Work to

allow those with hearing impairments and other disabilities to complete apprenticeships. Managers and colleagues are trained on any additional support that these employees might need.

Sodexo is, however, not just invested in its own apprenticeship programme. It has so far transferred over £1 million of its annual apprenticeship levy to SMEs and not-for-profit organisations such as the London Ambulance Service, which it gifted £310,000. In total, it has gifted 25% of their £3.3 million government levy to support apprenticeship training.

Sodexo continues to encourage and optimise uptake of its apprenticeship levy gifting by contacting small suppliers and social enterprises to raise awareness of the offers. The aim is to support organisations with job creation and workforce upskilling to create capacity, capabilities and competitiveness.

In addition to the levy gifting Sodexo, as an advocate and ambassador for apprenticeships, prioritises knowledge sharing. As such, a member of the Sodexo team chairs the Business Services Association’s Apprentice and Skills Group and the business also shares expertise in this field with its supply chain.

Sodexo offers additional programme enrichment to its learners through an academy style offer, an example is its engineering academy. It is also a registered employer provider and direct deliver apprenticeship programmes to its own employees in specific subject areas, for example the custody and detention officer level 3 standard.

The business has also supported the careers of 30 young people through the DWP Kickstart programme with job opportunities, employability guidance, and advice; 74% of these have stayed with the organisation.



Are careers and professions open to people of all backgrounds through transparent, accessible, and open recruitment practices?

Activity	Output The measurable things e.g. no. of people participating.	Outcome (Implied) The more intangible benefits.
Target for appropriate positions to be filled by prison leavers.	5% of appropriate vacancies to be filled by prison leavers/offending backgrounds by 2023.	Prison leavers are given an equal chance of employment.
Inclusive language used in job advertisements.	21% increase in female applications due to clearer campaigns.	Job roles are open to a wider range of applicants.
'Ban the Box' employer.	Hired 67 new recruits in 2020 who were ex-offenders.	Job applicants are judged purely on merit.

Sodexo is in a unique position to offer opportunity to all due to the breadth and depth of the employment opportunities it can offer - from universities and corporate services to hospitality, schools and prisons.

The business hires around 11,000 people a year in frontline roles in the UK and Ireland and has dedicated regional resourcing teams, locally-based. These are focused on understanding the varying needs of its communities and adapting recruitment practices to meet them. This gives teams a better understanding of what is happening locally and whether things need to be done differently to widen opportunity. They are able to ascertain more quickly whether there are skills shortages, where a blended approach is necessary and perhaps if they need to lobby central or local government around apprenticeships to attract more people.

There is a commitment to ensure that recruitment is as open as possible and there is evidence of diversity across not only its workforce, but recruitment interview panels. Sodexo introduced an anonymous CV trial to help remove unconscious bias from recruiters, with the hope that it will become the norm and provide essential analytics in understanding trends, gaps and opportunities to further extend the diversity of its workforce. This is evident where Sodexo reviewed its practices to encourage females into leadership roles, resulting in a 21% increase in female applications thanks to the use of clearer and better advertising campaigns. It has also introduced emotional intelligence assessments to ensure greater inclusiveness.

The business has committed to employing 5% of prison leavers into relevant jobs within the organisation, this is a priority for Sodexo and is a key commitment within its Social Impact Pledge. In the year February 2019 - February 2020, they hired a total of 67 new recruits who were ex-offenders, exceeding a pledge target of 40. In reality this number is undoubtedly greater, but it can be challenging to measure given Sodexo is a 'Ban the Box' organisation. Its work with HMPPS' New Futures Network and its operational management responsibility for five prisons across

the UK further enables Sodexo to create, broker and monitor employment success of its prison residents, and those joining the Sodexo family.

Sodexo's healthcare business believes that around 10% of its workforce are ex-offenders. The organisation is extremely open minded, and works with its clients in assessing and identifying suitable sites and roles where prison leavers can thrive without prejudice.

This is complemented through the partnership its Government business has with HMPPS' New Futures Network, which targets those who are just about to leave prison. This began as a pilot at the Sodexo-operated HMP Northumberland but it is now in 40 prisons across England and Wales. Sodexo also works with charities and other third sector organisations to promote vacancies to prison leavers.

Over 1,000 vacancies have been promoted since May 2021 and Sodexo is the only company white-listed for the Virtual Campus (a learning and careers platform used in prisons) in this way.

The business also runs 'SheWorks', a unique programme that mentors female and educates them on careers available. All female prisons are now involved with the project and Sodexo brand ambassadors visit these prisons to talk about working for Sodexo and encourage and enable individuals to apply for a job with Sodexo on release.

Sodexo has a long history of working with the British military focusing on the entire armed forces community including clients, military personnel and their families. The business, Sodexo recognises the skills that ex-service personnel and their families bring to an organisation. Sodexo has supported SSAFA, the Armed Forces Charity, for 15 years, including their recent Friendly to Forces campaign, providing valuable support with sponsorship, employee volunteering and funding for SSAFA's homelessness fund and through their Stop Hunger Foundation.



Does the company offer opportunities for career advancement for all based on ability and potential, not connections?

Activity	Output The measurable things e.g. no. of people participating.	Outcome (Implied) The more intangible benefits.
Strong progression record.	Within Sodexo, 80% of managers are promoted internally.	Employees are able to progress according to their ability.
Learning and development programmes.	330% increase in L&D by furloughed workers.	Employees are given the correct training and advice to progress.
Clear career pathways for apprentices.	95% of apprentices go in to full-time employment.	All appropriate vacancies and job roles are considered as an apprenticeship. Apprentices have a clear pathway when they join the organisation.

Within Sodexo, there is a commitment to fair career progression which can be evidenced by the fact that 80% of managers are promoted internally.

There are a variety of learning and development programmes available to staff at all levels to help them progress. During coronavirus these proved popular and there was a 330% increase in learning and development by furloughed workers.

One way in which Sodexo employees are given the opportunity to upskill is through apprenticeships. A total of 60% of those currently undertaking apprenticeships are current employees who are training to take the next step in their career. More information on apprenticeships can be found on page 12.

Sodexo is proud of its apprenticeship programme and the chances of full-time employment that it offers at the end of them. Of those who join Sodexo as an apprentice, 95% go on to full-time employment with the organisation.

Where possible job adverts have developmental apprenticeships within them. This means that the job becomes more attractive and has a wider appeal to those from a range of backgrounds.



[More info on apprenticeships on page 12.](#)



Does the organisation improve mental and physical health at all ages to boost overall well-being to allow people to fulfil their potential?

Activity	Output The measurable things e.g. no. of people participating.	Outcome (Implied) The more intangible benefits.
Counselling available to all Sodexo Healthcare employees.	1,600 onsite counselling sessions held.	Employees can seek help to deal with stressful situations.
Mental health awareness training is given to all staff.	There are 150 mental health first aiders across Sodexo.	The whole workforce is able to identify mental health issues and signpost to support.
Employee assistance programme.	3.06% utilisation of telephone support (against an industry average of 2.04%). 32% using online support. Able to reduce stress-related absences from an average of 27 days to 14 days in 95% of cases where day-1 EAP intervention is put in place.	All employees are provided with access to Sodexo's expert well-being hub; providing guidance, 24-hour support, one-to-one counselling, and learning opportunities.
Supports the Government's childhood obesity plan 2020.	Removed more than 5,000kg of sugar. Reviewed more than 2,500 product lines and reduced sugar content by 36.5%.	Helping to reduce sugar content in children's food.

Employee health and well-being underpins everything that Sodexo does. The organisation has a mature well-being strategy that is demand-led and makes a real difference in people's lives.

Sodexo undertook an extensive review of the effectiveness of its employee support, particularly in light of the pandemic and rebranded its employee assistance programme. Within six months, the new service saw a 3.06% utilisation of telephone support (against an industry average of 2.04%) and 32% using online support.

The reception and feedback from the service has been fantastic with people who wouldn't have used the services previously now taking up support on offer and employees now more comfortable talking about topics such as mental health and stress.

This approach resulted in a reduction of stress-related absences from an average of 27 days to 14 days in 95% of cases where day-1 employee assistance interventions were put in place.

The organisation also made a significant investment in ensuring that every employee has access to a private GP 24/7.

Sodexo has a partnership with its pension provider, Legal & General, which sees employees get financial advice and support. Employees have access to support to help them with planning for the future through pensions, as well advice on managing debts and savings.

Other interventions include opportunities to increase and enhance wellness through daily challenges, such as step challenges, quests, leaderboards etc. that staff can choose.

Sodexo has also introduced a dedicated programme increasing the number of mental health first aiders across the business - there are currently around 150, with the number ever increasing. In turn Sodexo will also use this approach to expand the reach of this training to employees of its clients and partners.

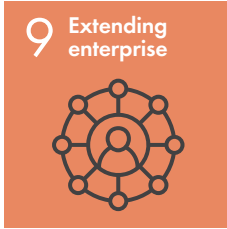
This demonstrates one way in which Sodexo deploys learning and development, not only for the benefit of the business, but also for individuals. During the initial stages of the pandemic, Sodexo increased its focus on, and provision of, access to micro and bite-sized learning - increasing employee engagement by 330% for those staff who were temporarily furloughed.

[See case studies on pages 26/27.](#)



Employees have access to support to help them with planning for the future through pensions, as well advice on managing debts and savings.





Does the organisation work to extending private enterprise and entrepreneurship to all people and communities?

Activity	Output The measurable things e.g. no. of people participating.	Outcome (Implied) The more intangible benefits.
Commitment to support its supply chain.	44% of total spend is with SMEs, micro SMEs, and social enterprises.	Local economies benefit and opportunity is spread within its supply chain.
Supply Chain Inclusion Programme.	17 SMEs owned by women, minority ethnic groups, or social enterprises receive support.	Groups less likely to succeed in entrepreneurship receive support.
Apprenticeship levy gifting to SMEs within its supply chain.	Gifting has totalled over £1m so far (around 25% of the organisation's levy).	Local SMEs are able to employ new talent and grow.

Sodexo has an extremely diverse supply chain and the company recognises its importance in increasing social mobility.

More than half of the companies in its supply chain are SMEs and it is constantly on the lookout for new, innovative products that would appeal to clients and increase spend with smaller suppliers. It has also invested in a Head of Responsible Sourcing, who focuses on responsible procurement.

The organisation's target in its sustainability strategy is to ensure 40% of its spend is with SME and/or VCSEs. It is working closely with suppliers to support their integration into Sodexo's supply chain - a form of mentoring businesses where they help them become part of a complex supply chain. It also pays all of its SMEs within 30 days and 97% of all other invoices - even for big suppliers - within 60 days.

Sodexo is signed up to the 'Buy Social' corporate challenge, meaning that they will formally support social enterprises going forward.

The business also launched its Supply Chain Inclusion Programme in 2015, supporting 17 SMEs that were owned by women, minority ethnic groups or social enterprises.

It now works with WEConnect, MSDUK, Social Enterprise UK, Enterprise Nation, Scotland Food & Drink, Invest NI and Bord Bia to identify potential suppliers and invite the most exciting and relevant SMEs to participate.

The programme is all about sharing information on business requirements and breaking down barriers which historically may have put off some SMEs from pitching for supply contracts.

Since the pandemic, Sodexo has spent £2.2 million with local companies as part of a new procurement strategy. It is building learning and development tools and options, which they've outsourced to organisations which have supported the communities they serve.

Sodexo has prioritised partnering with SMEs and VCSEs in the delivery of public services. The current target for Government spend with SMEs is 33% by the end of the current Parliament in March 2022. Sodexo has exceeded this target with 44% of total purchasing spend - £265m with SMEs.

[See case study on page 27.](#)



Is the organisation ensuring that the energy transition is fair and creates opportunities across the UK?

Activity	Output The measurable things e.g. no. of people participating.	Outcome (Implied) The more intangible benefits.
Committed to cutting its carbon footprint.	Target to reduce greenhouse gases by 34% by 2025.	Contributing to the net zero agenda.
Commitment to use renewable energy resources.	59% of electricity consumption from renewable sources in fiscal year 2020. 68% of company cars are hybrid vehicles.	Using renewable energy is embedded into all aspects of operations.
Removal of single-use items.	1.8m plastic stirrers eliminated from operations. 95% of bags sold are now reusable or recyclable. 830,000 drinks cups recycled in the past year.	Less plastic waste being produced.
WasteWatch - Sodexo's food waste prevention programme.	Target to reduce food waste by 50% across all its sites by 2025. Over 334 tonnes of food waste prevented equating to approximately 2,356 tonnes of CO2e or 642,097 meals.	Cutting food waste and CO2 emissions.

Sustainability is embedded into all aspects of Sodexo, with nearly 60% of employees trained on sustainability practices. The business is committed to tackling net zero authentically and with a long-term strategy.

Sodexo is working towards complete decarbonisation of the business, reducing greenhouse gas emissions by over 90% and neutralising any remaining emissions to reach net zero by 2045.

In 2017 Sodexo committed to reducing its greenhouse gas emissions by 34% by 2025 in line with the Paris Agreement. Having achieved this by 2021, their next step is to be carbon neutral in their direct operations by 2025.

Sodexo is aware that cutting its own emissions represents only 1% of its carbon footprint making it a small part of the wider challenge. The majority is made up of indirect emissions (scope 3) which include its supply chain and services delivered at client sites. The business recognises that educating its supply chains around net zero is an important step in meeting its targets. Sodexo is working with SMEs and those within its supply chain to go on the net zero journey together. The organisation has begun offering a net zero service to its suppliers – utilising the in-house expertise that Sodexo has to transfer knowledge to others.

The company has also set a target to reduce absolute greenhouse gas emissions across scopes 1, 2, and 3 by 55% by 2030. This target has been validated by the Science Based Targets initiative (STi) and covers all components of the business' operations spanning its supply chain, all the way through to client sites.

Sodexo has joined the Climate Group's global RE100 initiative in March 2021 and is on track to achieve its target of switching to 100% renewable electricity by the end of 2022 at its directly operated sites.

Sodexo also continues to switch commercial diesel vehicles to electric vehicles across the business and increase the percentage of hybrid vehicles for company cars, which now represents over 68%. Sodexo is working to phase out petrol and diesel vehicles across all company cars by 2025, ensuring the business transition to electric vehicles is realistic and aligned with the widespread UK and Ireland roll out of charging infrastructure.

When Sodexo employees do change to electric vehicles, the organisation pays for the infrastructure around it - charging points etc.

Food Waste

Sodexo is playing an active role in tackling food waste and increasing understanding of the link between food waste and carbon emissions.

A third of all food produced globally ends up in landfill, in fact if food waste were a country, it would be the third largest emitter of greenhouse gases.

As a business which prior to the pandemic was producing a million meals a day in the UK and Ireland, Sodexo has recognised the crucial role food waste reduction will play in helping the business achieve its net zero target.

Last year Sodexo announced its commitment to cutting food waste by 50% across all its sites by 2025, five years ahead of the UN's sustainable development goal to halve food waste globally by 2030.

To fulfil this commitment, the business will also aim to be tracking food waste loss at 100% of relevant sites by 2025 using WasteWatch – a food waste reduction solution that captures food waste data and gives clear insight into what is being wasted and why.

This technology is already in use at 229 sites across the UK and has so far prevented in excess of over 334 tonnes of UK food waste – the equivalent of over 642,000 meals.

It has also been established that the system has enabled Sodexo and its clients to cut over 2,000 metric tonnes of carbon emissions.

One office site in Sodexo's corporate services business that recently introduced the technology has already seen an average food waste reduction of 9.5kg per week through, for example, cooking in smaller batches, not peeling carrots, and sharing advice among the team on reducing wastage.

With such a clear focus on food waste reduction, it was surprising to Sodexo that the impact of food – particularly food waste – was conspicuous by its absence on the COP26 agenda in Glasgow 2021. This led the organisation to launch its 'Appetite for Action' campaign to drive awareness in the industry with a view to the subject receiving consideration during COP27. The campaign included three phases:

1. Research to understand how food waste is managed and measured. Key findings showed that 74% of respondents are not tracking food waste in their organisation and only 26% prioritise food waste reduction as means of achieving their carbon reduction goals.
2. A round table event with key industry and political stakeholders, informed by the research, to gain insight and further expertise.
3. A report which was compiled from the results of the research and the insights from the roundtable. The report can be found [here](#).

Non-food waste

Sodexo is also committed to removing single-use plastic items from its operations by making available only wood, paper, cardboard or fibre-based takeaway bags, straws, plates, cutlery and stirrers. It was the largest foodservice provider to implement such a commitment in Europe, going beyond the upcoming European Union Single-Use Plastic Directive taking effect July 1st, 2021.

More than 38 million items have now been removed from UK operations each year and have now been replaced with sustainable alternatives, such as wood, paper and cardboard.



Is the organisation working to create a level playing field on opportunity for all, to fully unleash Britain’s potential for the first time?

Activity	Output The measurable things e.g. no. of people participating.	Outcome (Implied) The more intangible benefits.
Commitment to equality across the board.	Gender pay gap of 14.36% reduction target set to 10% or less by 2025.	In line with Sodexo's ambition to achieve a diverse workforce that is socially, culturally, and gender balanced.
Voluntarily published ethnicity pay gap (first hospitality business to do so).	Ethnicity pay gap of 5%.	Diverse representation at all levels of the business.
Inclusive employee networks.	Approximately 1,600 members in diversity, equity and inclusion employee networks.	Facilitates grassroots involvement and opportunities to network.
Disability Confident Leader and several projects to support disabled people into work.	90% of Sodexo Healthcare sites work with Project Search.	Disabled people are given opportunities to gain work experience and jobs are offered as well.
Fostering multi-generational workshops.	Supported the careers of 30 young people through the Kickstart programme.	Multi-generations benefit from knowledge exchange and sharing of experiences supporting an age-inclusive culture.

Sodexo has had a strong focus on diversity, equity and inclusion for a number of years. Its strategy has five key focus areas - culture and origins; disability; gender; sexual orientation and gender identity and generations.

Each of these key areas has an employee network to support the agenda and drive engagement on the frontline, recognising the importance of grassroots involvement. In total there are approximately 1,600 members in diversity, equity and inclusion employee networks.

All parts of the Sodexo business now have a race action plan, tailored to the demographics and priorities of each part of the business. Programmes and initiatives include sponsorship, mentoring, anonymous CVs for recruitment and diverse interview panels.

As part of its 2020 pay gap report, Sodexo voluntarily published its ethnicity pay gap data making it the first company in the hospitality and FM industry to do so.

The data shows Sodexo's mean ethnicity pay gap is 5%.

The pandemic encouraged Sodexo to do more and over the last year it has created a strategic task force made up of senior leaders from Black and other ethnic backgrounds to lead on company-wide change programmes, one of which has been the launch of its Be Heard series of listening groups. Developed specifically for Black colleagues to share their lived experiences of working at Sodexo, the first series has resulted in action plans developed for each of its business segments.

Sodexo has also partnered with Generation Success - a social enterprise which supports young adults from Black, Asian and Mixed Ethnic backgrounds into employment. The organisation provides unique training and mentorship to set them up for success in their future careers, as well as setting them up with businesses who can support their personal development and meet their aspirations.

[See case studies on pages 28/29](#)

Throughout Sodexo, there is a great deal of support for disabled young adults - it is credited as a Disability Confident Leader, Level 3 of the Government standard. The organisation provides work placements, as well as partnering with a number of local charities and social enterprises e.g. Ways into Work, Project Search and Fox's Culinary.

In 2020 Sodexo launched a pivotal piece of research 'A day without explanation - the future of disability inclusion?'. This research carried out by Sodexo and PurpleSpace, the professional network hub for disabled employees, explored the personal experiences of people who have lived experience of disability in work and as customers.

Sodexo has also conducted its own research showing the benefits of a diverse and gender balanced senior leadership team. The research showed that gender balanced management groups (with 40-60% women) perform better than groups that do not fit this balance range.

The SoTogether group - led by employees for employees - promotes better gender balance across Sodexo.

It also has a FM sub-network that works to increase female representation in STEM.

The organisation has also committed to achieve a gender pay gap of 10% or less across all legal entities by 2025 - it currently stands at around 14%. Currently 36% of Sodexo's UK regional leadership team is female. The organisation has set targets at a global and regional level to achieve greater female representation in senior positions.

In July 2020, Sodexo was named as one of The Times Top 50 Employers for Women for the seventh year running. It also has a Women in Security group that has done work to increase female representation in security (20% women in Sodexo as opposed to 9% sector wide).

Sodexo has a global Pride network, as well as local sections, and alongside competitors, it drives inclusivity in the industry, recognising the industry may not always be welcoming for those who identify as LGBT+.

The Generations network supports Sodexo employees through different life stages such as becoming a partner, menopause and preparing for retirement.



Sodexo voluntarily published its ethnicity pay gap data for 2020, making it the first company in the hospitality and FM industry to do so.



6. Recommendations

The recommendations set out in this section have been developed following careful analysis of Sodexo's current activities and identification of where it could further extend its social impact.

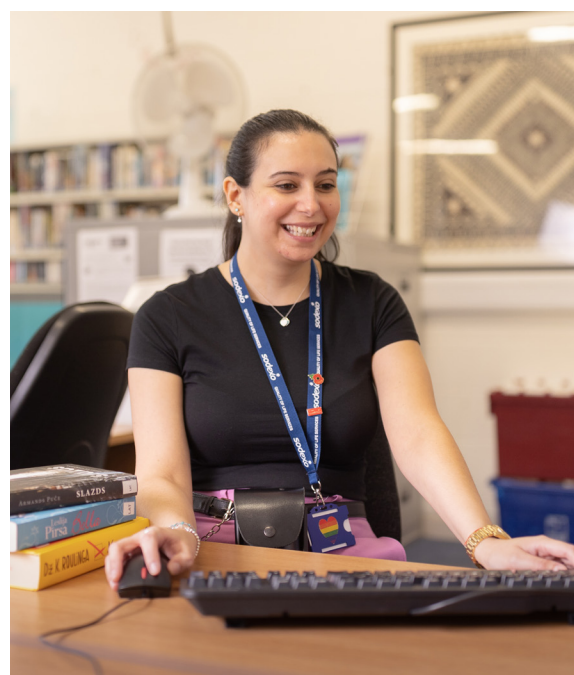
1. Lead the way in measuring impact

What gets measured gets done. Measuring impact of the social mobility work being done on the ground is absolutely crucial. That is why the Purpose Coalition is working with the ONS on a new layer of data to measure impact against the 14 Levelling Up Goals and then specifically also in relation to the metrics from employers that are key to building the levelling up picture.

Sodexo could be part of groundbreaking work through the Purpose Coalition and the ONS to develop this set of national and then organisational/employer Levelling Up Goal metrics to enable comprehensive, consistent, transparent tracking of progress, alongside then enabling valuation of impact attached to those metrics. This would put Sodexo at the forefront of shaping the metrics and levelling up-aligned measurement of social value.

So What?

Britain has never effectively either measured progress on levelling up or had a standard approach for doing so in relation to what employers and other organisations, for example in civil society, achieve. Sodexo would be a leading business shaping that holistic measurement solution through our work with the ONS, which itself



directly informs a future Government approach to tracking levelling up. Sodexo would leverage its existing leadership into the wider Purpose Coalition network but equally ensure that its own tracking had a consistency with other major organisations also involved, eg BP, Amazon, Centrica, UKPN, etc

2. Advocate for more widespread ethnicity pay gap reporting and pioneering socio-economic background reporting through being part of the Social Mobility Tracking Pathfinder

Sodexo voluntarily published its ethnicity pay gap data for 2020, making it the first company in the hospitality and FM industry to do so. Sodexo could show strong leadership within the sector by advocating for more widespread ethnicity pay gap reporting, including through its supply chain. Whilst the Financial Reporting Council is now advocating more transparency on ethnicity pay gap reporting this relates to FTSE listed companies rather than representing the wider transparency that could give a far clearer picture.

Socio-economic background reporting also has no consistent definition or reporting. A number of Purpose Coalition employers are now participating in a Social Mobility Tracking Pathfinder with input from the ONS on socio-economic measurement and reporting, including for some Social Mobility pay-gap reporting. This pilot was launched in December 2021 with employers from the private and public sector (e.g. NHS Trusts, universities and local authorities) coming together to share best practice and challenges being faced. There is likely to be city wide engagement from employers in York and Southampton. Discussions are already underway within Sodexo around socio-economic reporting, demonstrating their forward thinking. Being part of the Social Mobility Tracking Pathfinder provides the organisation with a chance to take a leading role in the upcoming pilot.

So What?

Raising the bar on what is reported, and how widely, is fundamental to driving change on levelling up. Sodexo would be part of the first group of employers - not just private sector, but also public sector, to set the new standard on definitions and reporting. Done effectively, there are several hundred wider Social Mobility Pledge supporting companies (and those beyond - including the growing number of public sector employers engaged with this work) who can adopt and follow this leadership.

This commitment shows that Sodexo is going above and beyond the initial Social Mobility Commission ambition (of which the Social Mobility Pledge were involved) by demonstrating validity and strategic leadership on the subject, plus shifting the social norms on company reporting.



3. Lead the way for more awareness around food waste

A third of all food produced globally ends up in landfill and yet 870 million people go hungry every day, making food waste a huge contributor to climate change. Sodexo is committed to cutting its own food waste by 50% across all sites by 2030.

Sodexo could campaign for greater awareness around the issue of food waste and share best practices on how to tackle it. Working together with others in the sector could be a powerful way to get the message across. Sodexo could work closely with SMEs within its supply chain to ensure that they are given the support and advice needed to tackle these issues. A wider education campaign for the general public is also needed to raise awareness of food waste and can encourage more employers to look at their own performance.

So What?

A chance for Sodexo to more widely leverage its expertise and gain take up of best practice from other partners - the public sector are likely to be keen to engage. This is of relevance given the Procurement Bill that will be passing through Parliament and the chance to use that to demonstrate the broader social value approach taken by a business like Sodexo.

As well as being linked to the Net Zero agenda, food waste is linked to the health and well-being aspect of the levelling up agenda, Levelling Up Goal 8. More education around food waste will benefit public health, especially of lower income households and can tie back to the measurement and metrics work in recommendation 1.



4. Influence the new standard of a procurement levelling up statement that could be adopted across public and private sectors

At the moment, in spite of the Social Value Act there is a disparate approach on social value procurement and lack of clarity on how that ties to the National Procurement Policy Statement in practice. Working alongside the Purpose Coalition, Sodexo could work with our cross-party group of MPs on a levelling up statement that would shape the level of detail and measurement to be expected in assessing the extent to which public expenditure drives levelling up. The Levelling Up Goals MPs could work collectively to raise this issue in Parliament alongside potentially pursuing amendments for inclusion in the Government's forthcoming Procurement Bill. There is an appetite within Parliament to revisit the ideas behind the Social Value Act and make them more actively pursued in practice. We can also look to mobilise our public sector Purpose Coalition partners who are also keen to see a stronger focus driven on levelling up and social value. This will allow Sodexo to inform debate and discussions around procurement within parliament whilst also embedding the "race to the top" approach formally into Procurement Law.

So What?

Taking the Sodexo best practice and then enabling that to inform potential approaches within the Procurement Bill would deliver long term impact well beyond the contracts that Sodexo works on, and set the standard more widely. As one of the largest providers of services to the public sector, Sodexo is in a strong position to deliver tangible change. The organisation could run a trial on one of its contracts to show what a levelling up statement might look like for procurement and how it could combine measurements and impact valuation from the recommendations above.

5. Influence government thinking on volunteering programmes

Sodexo is committed to mobilising its volunteer army for the greater good of society. The organisation has committed to have 20% of its colleagues out volunteering at any one time.

As a leader in this space Sodexo could influence the government on its thinking with regards to volunteering which we know is actively being considered by the Cabinet Office. Thus far there has not been recognition that breaking down the levelling up challenge into distinct goals can also provide a framework for volunteering that can align support not just from organisations or government but also allow individuals to play a role. As the place-based approach is developed, including through our Levelling Up Goals work with local authorities, for example in Southampton and Essex, and the wider public sector, thus far there has been little strategic thinking in Government about this aspect of tackling levelling up and the opportunity it presents for locally driven and directed volunteering that aligns with place-based levelling up plans.

So What?

Developing talent pools outside and inside the organisation simultaneously through a volunteering scheme would be of real interest to DCMS and Cabinet Office who are currently looking at 'peace-time' volunteering and how that can build community resilience and capacity. Sodexo's existing discussions with government are predominantly in relation to procurement, but whilst important, this is just part of the wider levelling up expertise 'offer' that Sodexo can meaningfully engage in with Whitehall, and in an area where input could be highly valued.

6. Create clear pathways for career changers and the new 'long-covid' sufferers, minimising covid-unemployment 'scarring'

As the economy restructures post Covid and its impact on consumer demand and work patterns, Sodexo could more formally create employee transition programmes for those coming into the sector for the first time. Effectively it takes the growing focus on upskilling and reskilling and shows how that can apply to a highly relevant group of people for whom this can be valuable and prevent unnecessary 'scarring' for employment prospects.

Sodexo has a first class approach on extending opportunity to the widest variety of people who have often found opportunity the hardest to come by, whether long-term unemployed, ex-offenders, etc. The pandemic will lead to many people being made redundant from a range of different sectors but also a significant number with 'long-covid' who are unable to continue in their present roles. Currently the impact of 'long-covid' is not well medically understood, but enabling those with the condition to continue in employment will be crucial to ensuring that the pandemic's long term impact is minimised.

Sodexo could work with healthcare partners to provide a practical understanding of the condition and how people might be impacted. Once a further level of understanding is gained, a transitional model of care that empowers, enables and engages these individuals to upskill or re-skill can be developed and also feed into wider policy thinking by areas of Government focussed on employability, such as DWP.

Sodexo can pledge to play their part in the recovery from the pandemic by offering tailored support and roles that can accommodate the needs of those returning to work after long covid. A more flexible approach will help these employees settle back into work while ensuring their health and recovery remains a top priority.

So What?

A way to showcase the very real relevance of the work that Sodexo does on extending opportunity set against today's post-pandemic challenges and also to show leadership. Sodexo's reach goes far beyond their own employees - through their supply chain and gifting of apprenticeship levy - and that reach will allow others to benefit from similar transition programmes. We are not aware of any employers specifically developing employment pathways for long-covid sufferers as a group despite this being a significant employment challenge that lies ahead.



7. Build on mental health expertise to support employees

Mental health is another area which has been affected by the pandemic where structured support is needed for employees and others. Sodexo has a leading employee assistance programme with mental health support and a number of mental health first aiders.

As planned, Sodexo should expand the number of mental health first aiders within the organisation to ensure that everyone has access to the correct support. This could be widened to include its volunteering work in communities identified as having proportionately more issues with mental health. One option is to focus on young adult mental health, of increasing concern to local authorities, and Sodexo could link related volunteering work with practical support to access pathways to employment opportunities.

So what?

Extending mental health provision to Sodexo's wider volunteering work will help Sodexo make an impact on the health and well-being of the communities that it works in. By targeting specific communities where mental health is more of an issue, this fits into Sodexo's place-based approach to volunteering. At present, fewer companies than might be expected, given the pandemic, have had a wider focus on mental health more broadly and in relation to the S part of ESG strategies. It has also not had a prominent role by comparison to other community based work. Through the Purpose Coalition work Sodexo could set the gold standard for what best practice in relation to supporting mental health inside and outside the business might look like.

7. Appendix - Case Studies



Case study - Sodexo Healthcare

A lasting legacy of Sodexo's work during Covid-19 is an enhanced level of support for staff.

As experienced at close-hand by managerial teams and senior leaders in Sodexo's healthcare division, notable trends during the pandemic included:

- An increase in sickness.
- Absence relating to self-isolation.
- A higher rate of resignations.
- A reluctance to return to work after self-isolation or to be redeployed to healthcare contracts.

Sodexo Healthcare now provides emotional and psychological support to all onsite employees through proactive presence, engagement, education and support.

With existing employee assistance services unable to provide on-site face-to-face support, a bespoke service was developed. It was shaped, in part, by Sodexo's global healthcare business and designed to respond to the needs of frontline, supervisory and management colleagues.

Its four pillars are:

1. Presence: Provide proactive, visible and in-person support options for frontline team members to deliver and demonstrate Sodexo's ongoing commitment to improving the well-being and quality of life of its people at such a challenging time.
2. Engagement: Ongoing analysis of anonymised counselling sessions to identify key themes affecting employees' mental health and well-being.
3. Education: Help team leaders and managers to spot the signs of problems, as well as improve their ability to tackle issues among colleagues, clients and patients.

4. A variety of support options: Recognise and respond to the different needs of individuals and teams by offering a range of solutions including one-to-one and group counselling services, both pre-bookable and drop-in clinics for anyone experiencing emotional and psychological distress.

The programme provides support for existing mental health conditions, and helps to identify and address the early signs of new, arising conditions. It is part of a package of mental health and well-being tools available, including Talk, Sodexo's employee assistance programme, which offers benefits such as a professional, independent telephone line and an online well-being media zone.

The variety of tools available to Sodexo employees aims to provide an all-round employee well-being solution which recognises individuals in differing circumstances that require different levels of support.

The bespoke counselling service is overseen by an experienced counsellor and psychotherapist who now leads a team of 14 dedicated counsellors; all of whom are available for face-to-face sessions at 10 healthcare sites.

Since its launch:

- 323 individuals have attended one or more counselling sessions.
- 1,603 counselling sessions have been delivered.
- 893 toolbox talks with managers have been delivered.
- 155 group counselling sessions have been held.

Sodexo's HR and leadership and development teams regularly review how the service is delivered and continue to tailor it to ensure it best suits people's needs.

The funding for the project has been extended to 2022, allowing for continuity of support for staff.

In applying the National TOMs framework methodology, it was calculated that the social return investment for the local communities equates to £994,400, by virtue of the wider improved well-being and engagement of each individual.



Case study - Sodexo Government

Within Sodexo Government, health and well-being campaigns are designed on the back of data from health and care social needs assessments for prison residents and staff.

These include campaigns around stopping smoking, relaxation techniques and nutrition. One such campaign is 'Good Night Sleep' at HMP Bronzefield. Developed in partnership with Central and North West London NHS Foundation Trust, the campaign aims to educate prison residents on the benefits of sleep.

It includes sleep theory and top tips, such as the impact of caffeine, exercises, keeping a sleep diary and relaxation techniques. Prison residents are taught about the impact of sleep deprivation and how better sleep can reduce violence and self-harm.

As well as benefiting the prison residents, such campaigns are also beneficial to staff. Well-being days are also given to staff and they can take part in schemes such as the cycle to work scheme.

Case study - Sodexo Government - The Oswin Project

North East-based The Oswin Project runs Café 16 at one of Sodexo's prisons - HMP Northumberland. It is staffed by prison residents and serves employees and anyone working on site. The staff, known as Oswinners, must apply and be interviewed to gain a place in Café 16. They receive training in many facets of running a hospitality outlet from hygiene to baking, food preparation to first aid.

Working in partnership with HMP Northumberland enables the Oswin Project to ensure the right individuals get the opportunity to work in Café 16. These prison residents receive the correct support and, in due course, will have the chance to work in a second Café 16 in Newcastle Cathedral when released on temporary license.

Sodexo and HMP Northumberland are providing training, spreading opportunity and extending enterprise through The Oswin Project.



Case study - Sodexo Healthcare

Sodexo Healthcare works with Project Search and other organisations to provide work placements for those with learning disabilities. It has relationships at around 90% of its sites and there are always some jobs available at the end of the placements.

The Healthcare division is working with Manchester Metropolitan University to offer work placements to students on their university sandwich year. The university was chosen because 70% of its students are based in Manchester and the surrounding area, giving local students access to opportunities. Work placements are targeted specifically at Black, Asian and Minority Ethnic students to increase representation in engineering.

There is also a reverse mentoring scheme where those in frontline and supervisor roles help mentor executive teams and senior leaders. The focus of this is to spread opportunity to Black, Asian and Minority Ethnic and female workers who are currently under-represented in the senior management team.

Sodexo Healthcare is also working with Breaking Barriers to place refugees and asylum seekers into employment.

Case study - Volunteering at Sodexo

Volunteering is an activity that cuts across all 14 of the Levelling Up Goals and is a key part of Sodexo’s strategy.

Sodexo is passionate about mobilising its volunteer army. The organisation has committed to have 20% of their employees use their volunteering days, all employees entitled to take three days annual leave to volunteer in local communities.

Colleagues donate money, time and skills to local charities and organisations, be that the well-known names FareShare, Trussell Trust, or smaller organisations linked to their contracts e.g. working with local food banks near HMP Addiewell or on-site work at hospitals across the UK.

Sodexo’s charity, the Stop Hunger Foundation, interacts with 575,000 people each year through its activities. Its biggest annual fundraising event is the Foundation Dinner, bringing together top 500 clients, suppliers and senior business leaders. The event raises roughly £200,000 in a single night and focuses those in the room on the issues that Sodexo’s charity partners face.

Case study - Fauldhouse & Breich Valley Development Trust (F&BV CDT)

F&BV CDT is an organisation set up by local residents who want to see the best for their home village – it’s within the local community of HMP Addiewell, a Sodexo-operated prison. It is a registered charity with around six members of staff and 250 members.

In 2020, F&BV CDT had several activities planned to support those in need at Christmas. Normally they would be confident that they’d receive enough donations from the local community but due to Covid-19 and even more people in need, they weren’t certain if that would be possible.

Staff and residents helped deliver the following essential items they had planned, and ensure the local community had a special Christmas:

- 120 Christmas Hampers
- 140 Children’s Gifts
- 140 Afternoon Tea Boxes
- £1,400 of food vouchers



Case study - Pilotlight

Sodexo is also committed to supporting SMEs and VCSEs within the communities in which it operates. Pilotlight is a social enterprise that provides strategic business support to charities across the UK. Members of staff from Sodexo chose to take part in this skills-based volunteering programme to pass on knowledge to charities.

A team of senior leaders across the Sodexo business supports the CEOs of a wide range of small, local charities across the country in developing strategies, business plans and solutions to challenges that they currently face.

Tony Simpson, Director of UK Custodial Operations – Justice, said of the work with Pilotlight: “We work with some of the most disadvantaged groups in our communities and we knew that, collectively, we had something to offer other organisations. Rather than just going it alone, we were introduced to Pilotlight, by Angela Halliday, Director of Social Impact at Sodexo.

“My team was matched with Action For Elders (AfE) who deliver the Balanced Lives programme to over 4,000 older people in our communities. Its focus is on improving

physical and mental health, and reducing social isolation and loneliness. It was a privilege to work alongside such great people and support a charity with such a noble mission.

“Firstly, within Sodexo, we have a wealth of knowledge and experience which can make a real difference and is eagerly accepted by charities. Smaller organisations often can’t afford expensive business consultancy and don’t have the extensive backroom capability of big companies like Sodexo.

“Secondly, there are some amazingly talented people working selflessly in the charitable sector, who can teach us all things about managing uncertainty, innovating and managing scarce resources and demonstrating leadership in delivering social value.

“Working with Pilotlight has been great. It enables the charity to get the most out of our skills and makes the whole process as efficient as possible. It’s been humbling, but gratifying, to know that we can help drive real social value and have a positive impact in different ways.”

Vicki Evans, Chief Operating Officer at Action for Elders, added: “Working with Pilotlight over the last twelve months has been hugely beneficial for Action for Elders. We have benefited from each Pilotlighter’s unique experience, and we have been able to gain some excellent perspectives on aspects of our business. We would highly recommend the Pilotlight Programme to other charities.”



8. Appendix B - Further evidence of Sodexo's impact on the Levelling Up Goals

While Sodexo's focus is on the seven goals mentioned in the main report, they also have a positive impact on a number of other goals.



Has the organisation helped to close the early years development gap by delivering the best possible start for every child?

Sodexo works within the 'Eat Better Start Better' guidelines to provide nutritionally balanced food which will protect children's health and provide them with the best chance to enjoy health and well-being in the future.

The schools and universities division has a commitment to support with menu building and delivering, training, increasing awareness and engagement. All of which help young people get a better start in life.



Has the organisation helped to allow every child to successfully achieve their potential in attainment and development?

Activity	Output	Outcome (Implied)
Focus on health and well-being in schools and universities division.	The measurable things e.g. no. people participating.	The more intangible benefits.
	10% of management time to be spent supporting pupil healthy eating initiatives.	Children being better informed around healthy eating.

Sodexo provides nutritionally balanced food innovatively to encourage interest, engagement, and uptake to support the well-being of all children. The company delivers educational workshops to pupils and parents to encourage healthy eating and putting the 'fun back into food'.

The schools and universities business has a huge focus on health and well-being, which can be seen in its performance measures:

- 10% of management time to be spent supporting pupil healthy eating initiatives which contribute towards tackling childhood obesity.
- Deliver five health and well-being events for schools per year.
- Target of more than 70% free school meals uptake in state schools.



Does the organisation provide access to the right advice and experiences at the right time to unlock opportunity through a person's life?

Activity	Output	Outcome (Implied)
	The measurable things e.g. no. people participating.	The more intangible benefits.
SheWorks programme in all female prisons.	SheWorks is live in all female prisons across the country.	Female prisoners are mentored and given advice around careers.
Generation Success.	Provision of training and mentorship.	Young adults from Black, Asian and Mixed Ethnic backgrounds are supported into employment.

Female prison residents are mentored and given advice through the SheWorks programme. This has been rolled out to all female prisons (not just those which Sodexo operates) and aims to encourage women into careers they might not necessarily have thought of, such as facilities management.

Sodexo partners with Generation Success - a social enterprise which supports young adults from Black, Asian and Mixed Ethnic backgrounds into employment. The organisation provides unique training and mentorship to set them up for success in their future careers.



Does the organisation help widen access to responsible credit and close the savings gap?

Activity	Output	Outcome (Implied)
	The measurable things e.g. no. people participating.	The more intangible benefits.
Partnership with Legal & General.	Legal & General provides financial advice for Sodexo employees.	Staff are able to manage their money better.

Partnership with Legal & General provides financial advice for staff for both the present and the future, for managing debts and savings.

Sodexo provides financial education for prison residents and prison leavers. This support is an important part of ensuring that prison leavers do not re-offend.



It all starts with the everyday

Sodexo
One Southampton Row
London
WC1B 5HA

www.uk.sodexo.com

 [sodexoUK_IRE](https://twitter.com/sodexoUK_IRE)

 www.linkedin.com/company/sodexo

©2022 Sodexo Holdings Limited
Registered in England under number 2987170
BAC-5228 - Jan 2022



LEVELLING UP
GOALS