



CREATING A BETTER TOMORROW

WELCOME

Welcome to the corporate responsibility report 2016 for Sodexo UK & Ireland¹.

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¹ This report covers our work from September 2014 to August 2015. Where we mention 2015, please assume we are referring to FY2015. Where we are talking about our operations in the UK and Ireland we will refer to Sodexo UK & Ireland, and where we are talking about our global operations we will refer to Sodexo Group.



WELCOME FROM NEIL MURRAY

FROM INTENTION TO ACTION



In my new role as regional chairman for Sodexo UK & Ireland, I want to welcome you to our corporate responsibility report. This report illustrates how we are putting our corporate responsibility commitments into action every day, whether that's through the way we manage food waste on large catering sites, how we engage small and medium-sized enterprises (SMEs) in our supply chain or even how we support farmers in the developing world by buying their coffee and sugar at a fair price.

As a major employer in the UK and Ireland, we have a responsibility to give something back to the communities in which we operate. Through our corporate responsibility efforts, the commitment of our employees and our focus on improving quality of life, we strive to do this every day.

Our employees are at the heart of all of our corporate responsibility efforts. Every year they take on environmental challenges during WasteLESS Week and raise money for Stop Hunger to help to tackle hunger and malnutrition in the UK and Ireland and they always go the extra mile which is what corporate responsibility is all about.

Our clients get involved too, helping us do more, faster – whether that's accelerating our partnership with FareShare, working with us to create work placements for young people with learning difficulties or combining efforts to use energy more efficiently on the sites where we work.

Some of the most impressive things we've done in the past year include:

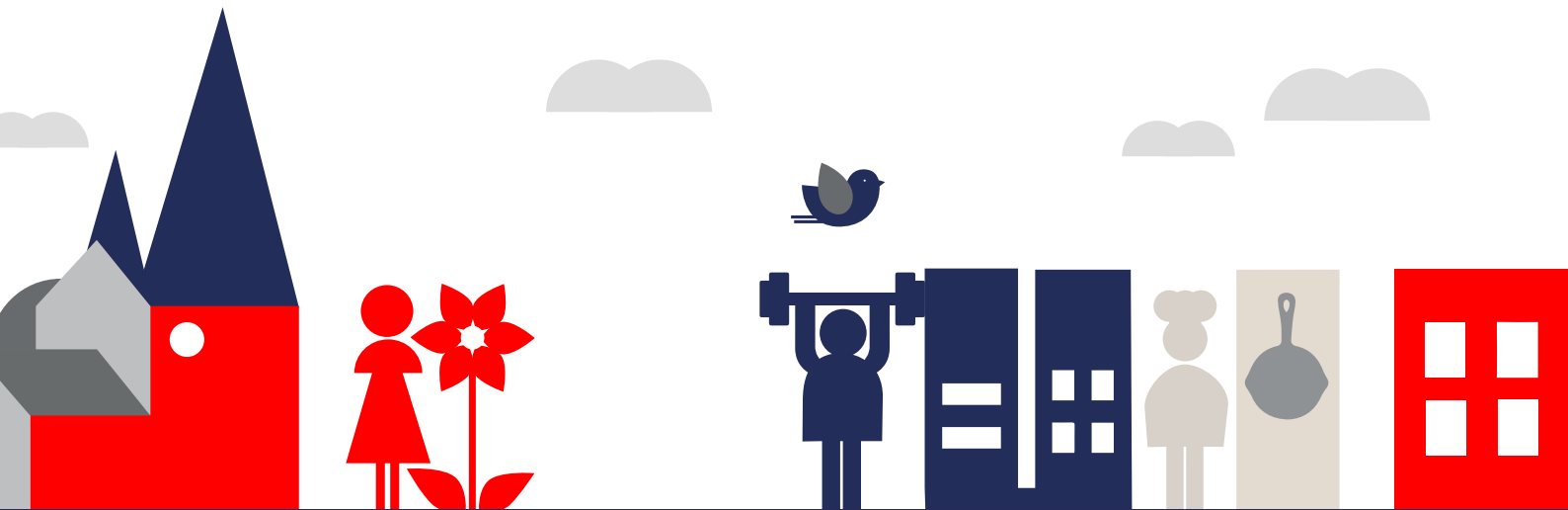
- *the introduction of LeanPath to monitor, measure and reduce food waste*
- *the launch of our Supply Chain Inclusion Programme that helps SMEs enter and thrive in our supply chain*
- *the creation of a set of sustainable meals – Green & Lean*
- *the growth of our Diversity and Inclusion networks – WomenWork, Generations, Origins and Pride*

We are proud of this year's achievements and will continue to put our intentions into action to create a better tomorrow."

Neil Murray, regional chairman, Sodexo UK & Ireland

THE BIG PICTURE

Sodexo's mission to improve quality of life is based on our conviction that it is a critical factor in the wellbeing of individuals, the progress of society and the performance of companies and organisations.



34,000
employees

1 million
meals served a day

1,850
sites across the UK
and Ireland

ABOUT US

Sodexo develops, manages and delivers a diverse range of services designed to improve quality of life for our clients, customers and employees. We provide services to a wide range of people including schoolchildren, patients in hospitals and prisoners.

We believe that by listening to our clients and understanding their strategic aims, we can provide services that improve quality of life and make a meaningful difference to everyone we serve. Our services can be grouped into three main areas:

- **On-site Services** – these include a range of services from construction management, reception and food services through to asset maintenance, security and grounds maintenance for our clients in offices, schools, prisons, hospitals, military bases, remote sites and hospitality events. In the UK and Ireland on-site services account for 90% of our business
- **Benefits and Rewards Services** – these include childcare vouchers, multi-retailer gift vouchers, government and public authority schemes
- **Personal and Home Services** – these are our home care service and our home meal service, which provide support to older people in their homes. These services allow us to respond to the increasing need expressed by individuals for better work/life balance and greater personal fulfilment

QUALITY OF LIFE

Sodexo's mission to improve quality of life is based on our belief that it is a critical factor in the wellbeing of individuals, the progress of society and the performance of companies and organisations.

WHAT QUALITY OF LIFE MEANS TO US

Drawing upon extensive studies on individual perceptions of quality of life combined with 50 years' experience with clients and employees, we have identified six dimensions of quality of life on which our services can have a real and measurable impact:

1 Physical Environment

Everything that contributes to an individual's comfort and sense of safety

2 Health and Wellbeing

Relates to the promotion of a healthy lifestyle through nutritious meals, a well-balanced diet and exercise

3 Social Interaction

Encompasses all factors that strengthen bonds among individuals and facilitate access to culture and leisure

4 Recognition

Encompasses all factors that allow an individual to feel truly valued

5 Ease and Efficiency

All factors that impact an individual's ability to carry out activities smoothly and with minimal interruptions

6 Personal Growth

Refers to everything that allows an individual to learn and progress

These six dimensions of quality of life can all be influenced by global trends and challenges we are not only facing as a business, but also as a society. Our corporate responsibility focus is guided by these trends and challenges. After all, our future success depends on recognising risks and opportunities, and ensuring our business is equipped to respond to these.

MAJOR TRENDS

A number of global megatrends currently shape our business and in turn our corporate responsibility focus.

WHAT ARE THE CURRENT GLOBAL TRENDS AFFECTING OUR BUSINESS AND SOCIETY?



Climate change and natural resources

We depend on natural resources in many different ways along our value chain – from farming and sourcing fresh produce to the water and energy we use at our sites. But these finite resources are under pressure, and climate change and population growth will increase that pressure in the future.

We seek to manage our impact by using resources responsibly and developing our business to ensure we are resilient to deal with the challenges of the future.



Food waste

Approximately one third of all food produced for human consumption in the world is lost or wasted each year, amounting to 1.3 billion tonnes of food². As pressure on natural resources expands and our global population continues to grow, the need to manage our food system effectively is increasing.

Given our position as a global food services provider, we are well placed to contribute to a more efficient process of consumption and increased recovery.



Hunger and malnutrition

The world produces enough food to feed the entire global population of seven billion people, yet one in eight goes hungry every night³. Food poverty is a major problem in many developing countries; however, in several developed countries such as the UK and Ireland, poor nutrition remains a significant challenge.

Around 50% of our business operations are food related and we serve around a million meals each day. This, combined with the Sodexo Stop Hunger Foundation which supports a number of charities tackling hunger and malnutrition, gives us ample opportunity to positively influence the eating habits of individuals across the UK and Ireland.

² <https://www.wfp.org/hunger/causes>

³ <https://www.wfp.org/hunger/causes>

HOW WE RESPOND TO THIS

THE BETTER TOMORROW PLAN

Our sustainability strategy, the Better Tomorrow Plan, focuses on the issues that are most important to our business and our stakeholders. These issues are identified through ongoing engagement and consultation.

The Better Tomorrow Plan is integral to our business vision – to become global experts and strategic partners to our clients. It is based on commitments, targets and objectives providing a clear roadmap for what we want to achieve and the way in which all our employees are invited to play an active role.

Many of the Better Tomorrow Plan objectives came to fruition in 2015. This presents us with the opportunity to assess our success against the baselines set in 2009. It is also a chance for us to formulate new objectives. The next iteration of the Better Tomorrow Plan will be launched in FY16, with key milestones at 2025.



The three core pillars of our Better Tomorrow Plan

We Are

At the heart of the Better Tomorrow Plan lie our Group fundamentals – our mission, values and ethical principles. These are the cornerstones of a responsible business as set out in our [Corporate Responsibility Statement 2015 \(PDF 161KB\)](#).

We Do

To respond to the global challenges highlighted above and to meet our clients' changing needs, our areas of action are:

- supporting **nutrition, health and wellbeing** to facilitate healthier eating and lifestyles for our employees and those we serve
- using our reach to play an active role in the development of **local communities**
- to provide a safe, inclusive and stimulating environment **as an employer**, where all our employees can fulfil their potential
- reducing our impact on the **environment** to mitigate climate change, ensure long-term availability of resources and reduce our costs

We Engage

Our stakeholders act as critical friends and, through our engagement with them, we are able to ensure our business practices meet their expectations. To do this well, we invest skill, time and effort in understanding and influencing policy. Our activity is guided by an overarching stakeholder engagement strategy and we carry out an independent audit of stakeholder perceptions of Sodexo every two years.

Public Service Pledge

As a company involved in running public services we recognise that we sign a social as well as a commercial contract with the government. In March 2015, we announced our UK Public Service Pledge, an ethical manifesto for our contracts, for our wider conduct, for how we serve citizens and for how we contribute to our communities.

Our pledge identifies key public service areas and initiatives that we commit to, measure and report on at least annually. These commitments stand in addition to those already articulated in our contracts and in our Better Tomorrow Plan.

The [Public Service Pledge](#) seeks to bring our principles to life through a series of tangible commitments. These include paying a living wage and transparency in relation to the way we report our revenues.

TARGETS AND PERFORMANCE

What progress are we making towards our commitments?

KEY Not met ○ On track → Completed ● Exceeded ⊕

2015 target	Status	2015 performance	2020 target
NUTRITION, HEALTH AND WELLBEING			
Provide balanced food options and choices with reduced sugar, salt and fat at 100% of client sites	●	99%	99% ³
LOCAL COMMUNITIES			
£215,500 charity champion fundraising target	→	£209,014	£223,732 ¹
Raise £450,000 for Stop Hunger	⊕	£456,660	£1m
150 sites to offer Aspretto range	⊕	200	250
90% of total coffee to be certified, fairly traded coffee	○	82%	95%
100% of purchasing spend with contracted suppliers who have signed our code of conduct	●	100%	100%
40% of fruit and vegetables to be grown and consumed within the country of origin	⊕	56%	45% ²
Eliminate the purchase of all at-risk seafood species	●	Achieved	Maintain
AS AN EMPLOYER			
Employ 400 UK apprentices	○	1,073 ⁴	400
50% of women in management positions	→	49.4%	50%
10% of employees from Black, Asian and Minority Ethnic (BAME) groups	→	5.33%	10% ⁵
Achieve OHSAS 18001 accreditation for our safety and environment management systems	●	Achieved	Maintain

Target and performance continued

KEY Not met ○ On track ⊕ Completed ● Exceeded ⊕

2015 target	Status	2015 performance	2020 target
ENVIRONMENT			
95% spend on chemicals to be on concentrated chemicals	⊕	93%	95%
100% spend on paper disposables to be sustainable paper disposables	●	100%	100%
90% of total office paper to be accounted for by sustainable office paper	⊕	98%	99.50%
20% of sites to have reported implementing a carbon footprint reduction programme	○	8%	65%
90% of sites to have reported taking basic steps to reduce their consumption of energy	○	83%	100%
25% of sites to have reported implementing an organic waste reduction programme	○	12%	80%
90% of sites to have reported taking basic steps to reduce their organic waste	⊕	82%	100%
50% of sites to have reported supporting initiatives to recover organic waste	⊕	47%	90%
40% of sites to have reported implementing a non-organic waste reduction programme	○	14%	80%
50% of sites to have reported taking basic steps to reduce their non-organic waste	○	36%	90%
90% of sites to have reported supporting initiatives to recover non-organic waste	⊕	85%	100%

1 Long-term target refers to 2015.

2 Assuming crop yield is dependable.

3 There will always be a margin of 1% that will remain unrealised due to client preference.

4 We have changed our calculation methods for apprentices in 2015 to include those individuals who are taking part in vocational learning programmes.

5 Long-term target refers to 2018. As this was a new area of focus in 2014 no target was set for that year.

AWARDS AND RECOGNITION

We collaborate in partnership with industry bodies, sustainability organisations, non-profit organisations and governments on a global and a local level.

Partnering with our stakeholders is an important part of our pledge to operate responsibly and achieve our Better Tomorrow Plan commitments. During 2015 we were recognised for our corporate responsibility performance with a number of awards.

Health and safety recognition

Our Corporate Services, Healthcare, Justice Services and Energy & Resources segments have received recognition for their work in health and safety in 2015. Each collected external merit awards from the International Safety Council.



We have also been awarded the gold accreditation at the RoSPA Occupational Health and Safety Awards for the second year running.

Business in the Community

We have been a member of Business in the Community UK since 2004. In 2015 we were a finalist in the Responsible Business Awards, recognised in the Championing an Ageing Workforce category for our Generations work stream and employee network. In addition we are core members of both BITC's race equality and gender equality campaigns, Race for Opportunity and Opportunity Now.



We are also a member of [Business in the Community Ireland](#), which supports and challenges its members to create a sustainable future for people and the planet, while improving business performance.

Investors in People

Our UK business holds the Investors in People bronze status.



Excellence Through People

In Ireland, we hold a gold accreditation in the Excellence Through People scheme for practices in planning, communications, training and development.

LGBT Workplace Equality Index Awards

Margot Slattery, country president of Sodexo Ireland, was named senior leader of the year at the LGBT Workplace Equality Index Awards in 2015.



Waste Management Award

In partnership with the Central Manchester University Hospitals NHS Foundation Trust, we won the Waste Management Award at the 2015 NHS Sustainability Awards.



Food for Life Catering Mark

23 Sodexo sites achieved the Food for Life Catering Mark, accredited by The Soil Association.



Employers Network for Equality and Inclusion Awards

The Sodexo diversity and inclusion team won three awards at the Employers Network for Equality and Inclusion Awards. These were the Personal, Fair and Diverse Award, the Intergenerational Working award and the overall winner in the private sector category for commitment to diversity and inclusion.



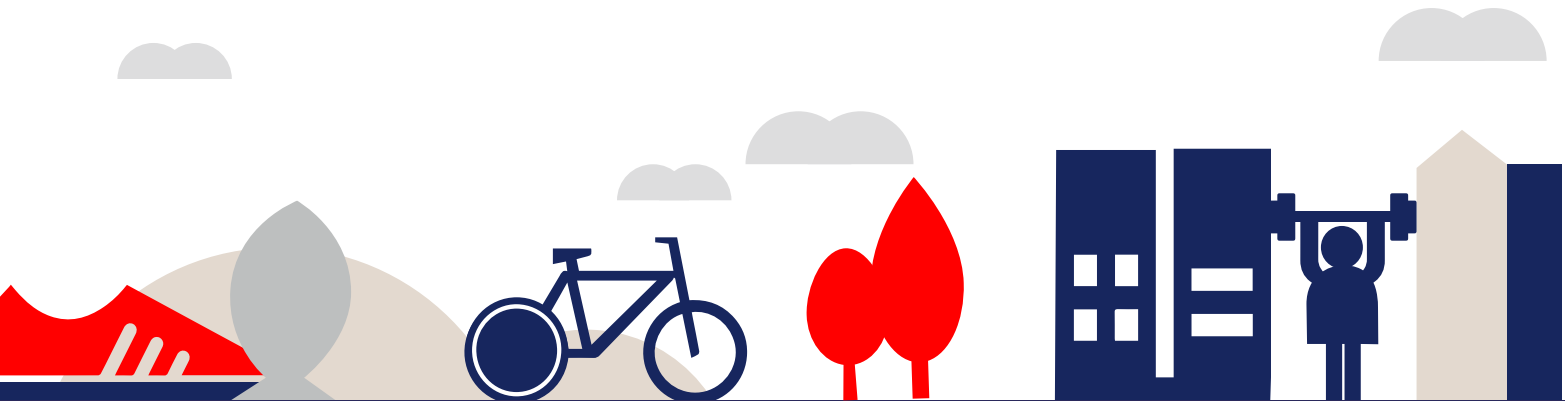
The Times Top 50 Employers for Women

Sodexo UK & Ireland was named among The Times Top 50 Employers for Women 2015 for the second year running. The top 50 recognises the leading UK organisations that ensure their workplaces provide women with the opportunity to achieve their full potential.



NUTRITION, HEALTH AND WELLBEING

Our services are designed to improve customers' quality of life, so nutrition, health and wellbeing is an area where Sodexo can make a real difference. We work closely with our clients to increase productivity, reduce absenteeism and promote healthier eating and lifestyles.



99%

of all client sites provide options with reduced salt, sugar and fats

Nearly
19,000

Green & Lean meals served

OUR GLOBAL COMMITMENTS

- We will advocate balancing meal options at all of our clients' sites by 2016

HEALTH AND WELLBEING

We are committed to supporting the health and wellbeing of all our clients, customers and employees.

WHY IS IT IMPORTANT?

We want to support our clients to achieve their health and wellbeing goals. By providing targeted initiatives to tackle specific objectives, we can help improve the wellbeing and quality of life of our clients' employees as well as our own 34,000 employees in the UK and Ireland.

WHAT WE'VE BEEN DOING

Employee wellbeing

As part of our review into our wellbeing strategy, we sought to focus on areas most relevant to the quality of life of our employees. Alongside the delivery of wellbeing days, which provide access to blood pressure tests, fitness assessments and body composition tests, we developed a Wellbeing Zone designed to holistically address employee wellbeing.



Taking the Hydration challenge⁴ has not only made me realise the importance of good hydration and its benefits to my body, but also helped me feel more energised with the occurrence and strength of my headaches decreasing, making me more efficient at work."

Camille Majoux, social media & marketing manager, Universities



Wellbeing Zone – the wellbeing challenge

The Wellbeing Zone is a new website and smartphone app that allows colleagues to track their diet and physical activity as well as follow personalised fitness programmes.

During September, Sodexo used the Wellbeing Zone to create a wellbeing challenge – a fun and engaging challenge for employees focused on a number of nutrition, activity, sleep and mental wellbeing challenges. The challenge was designed to help people think more holistically about their personal wellbeing and identify changes in their daily routine.

During the wellbeing challenge, 1,834 people took part and 1,197 completed the online wellbeing assessment. Feedback has shown that through a combination of assessments and targeted challenges, employees have been able to identify ways to improve their wellbeing and as a result improve their quality of life at home and in the workplace.

⁴ The hydration challenge encourages participants to consume between 1.5 and 2 litres of water each day.



SodexoRunning

During 2015 colleagues from our Healthcare segment came up with a project that brought health, wellbeing and fundraising together. The result – SodexoRunning – was a physical challenge, open to all colleagues regardless of location, age or fitness levels. This virtual running club encouraged participants to donate £5 to Stop Hunger for every physical challenge they completed – be that a 2k, 5k, 10k, half marathon or full marathon. Every participant was rewarded with a medal. SodexoRunning became a huge social media success with colleagues tweeting in pictures of their races, medals and certificates.

SodexoRunning raised £4,000 in 2015 and we hope that it will continue to grow during FY16, encouraging people to be more active for a great cause.

Chris Barnes, creator of SodexoRunning describes the ethos of the initiative:



SodexoRunning is a lot more than a fundraiser; it brings teams together across borders and divisions, has no language barriers, no limits and is for young, old, fast and slow."

**Chris Barnes, regional manager, Healthcare,
Sodexo UK & Ireland**



£4,000

raised from SodexoRunning in 2015

NUTRITION

As a global food services provider, Sodexo has considerable influence on the eating habits of more than 50 million people, in schools, hospitals, prisons and workplaces around the world.

WHY IS IT IMPORTANT?

With 55% of consumers in the UK classed as overweight and obese⁵, not only do we have a responsibility to promote healthy food choices, our customers demand it. We provide meals that support a wholesome and well-balanced diet.

In addition we provide consumers clarity on what they are eating, such as salt, sugar, fat and calorie content, as well as allergen information for allergy sufferers such as people with coeliac disease or those with nut allergies.

WHAT WE'VE BEEN DOING

We communicate with consumers on the provenance of the food we serve – assuring them, for instance, that the seafood we serve is not being drawn from overfished stock. We work with non-profit, government and membership organisations to ensure that we are not only complying with legislation, but exceeding standards where we can.

Learning from the latest research

It is increasingly clear consumers are making choices based on their desire for healthier food. According to YouGov:

- Over two thirds of consumers state that they believe having a healthy diet is important or very important and over 60% believe they eat healthily (2015)⁶
- Four in ten employees think their employers should be providing more health services in the workplace (2013)
- Nearly six in ten workers say they try to eat healthily while at work (2013)⁷
- Nearly a quarter of working people report trying to lose weight at any given time (2013)
- Over a half of workers would like to see more information on calorie content on café and restaurant menus (2015)

This research aligns with our belief that consumers are looking for healthier food options, at home and in the workplace, which will enable them to reach their health goals.

⁵ YouGov Reports Healthy Eating Survey (31 July–4 August 2015)

⁶ YouGov Reports Healthy Eating Survey (31 July–4 August 2015)

⁷ YouGov Big Work Survey 2013

Healthwise

Healthwise is our nutrition, wellbeing and lifestyle philosophy. It is our commitment to promoting healthy living amongst our employees, clients and customers. Healthwise helps our customers make informed choices about what they eat by providing insights to the nutritional content of food products.

Our team of dietitians and development chefs are committed to designing nutritionally balanced dishes and 99% of our food service sites provide options with reduced levels of salt, sugar and fat. We work in partnership with clients to promote our initiatives and we educate our employees about health and wellbeing, so they can share their knowledge with customers. At our employee restaurants, our chefs work to reduce the levels of sugar, salt and fat in their recipes. To aid this, we've updated 13 nutrition factsheets during 2015, helping site managers and chefs cater for those with special dietary requirements.

Sodexo sponsors the National Salt Awareness Week overseen by action group Consensus Action on Salt and Health (CASH). The annual campaign aims to raise awareness of the harmful effects of a high-salt diet and promotes more direct action on salt from the food industry and government.

Stephanie Roche appointed as Sodexo Ireland's Health & Wellbeing Ambassador

In 2015, Irish football star Stephanie Roche was appointed as the Health & Wellbeing Ambassador for Sodexo Ireland.

Margot Slattery, country president, Sodexo Ireland, said:



Stephanie will work with Sodexo over three years. During this time she will promote our Healthwise initiative across Sodexo's 200 site locations in the Republic and Northern Ireland. Stephanie will play a key role in helping our clients and customers to achieve their healthy lifestyle goals in an interesting, enjoyable and fun way. We're absolutely delighted that she's now part of our team."

Margot Slattery, Sodexo Ireland



Serving up Food for Life

The Soil Association, the UK’s leading environmental charity promoting sustainable, organic farming and championing human health, has launched a Food for Life Catering Mark. This award recognises caterers who use local, seasonal and organic ingredients, including high-welfare meat and sustainable fish sources in the UK.



1.8m

Catering Mark meals in 2015 across schools, universities, hospitals and corporate offices

In 2015, Sodexo served almost 1.8 million meals in schools, universities, hospitals and corporate offices which have been accredited with the bronze, silver or gold Catering Mark.

Each year the Soil Association recognises Catering Mark Champions. In 2015, Mark Davidson, food production manager, Southampton Solent University, won the Catering Mark Champion award for Universities in the UK. Mark progressed through each level of the Catering Mark with the support of his employers and team at Southampton Solent University. The site now serves 200 Catering Mark meals daily.



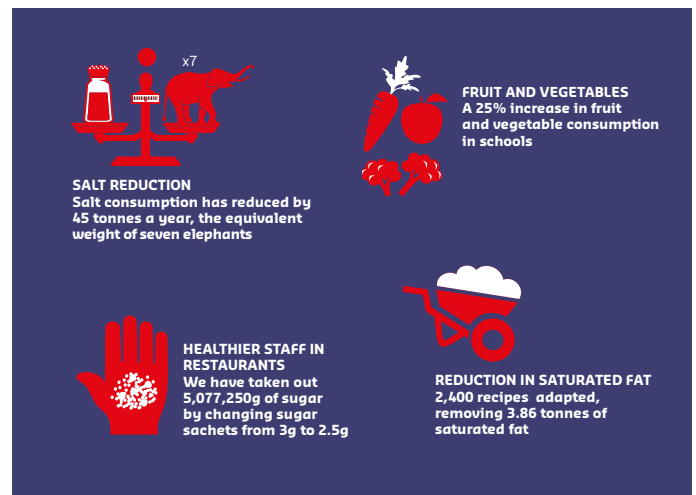
The Catering Mark gives a strong message to our consumers about the quality of the food on offer and definitely helps build trust. It’s a great honour to receive the award and testament to the hard work of the team at Southampton Solent University.”

Mark Davidson, food production manager, Southampton Solent University

Providing balanced food options

In 2011, we became a founding partner of the UK Department of Health’s Public Health Responsibility Deal on Food. While the Responsibility Deal has not been adopted as widely as the government hoped, it provided a framework for Sodexo to measure progress, such as in areas like the reduction of trans-fats and moving towards using only 1% fat milk. Through the deal, we signed up to pledges on physical activity in the workplace, food and nutrition.

As a result of our involvement, we made a number of changes – eliminating artificial trans-fats and using only 1% fat milk in our hot drinks. Small changes on a large scale have enabled us to achieve the following:



In addition, our meal offerings are guided by the UK’s national food guide, the EATWell plate, which defines the government’s advice on a healthy balanced diet. As well as informing our meals in the broadest sense, the EATWell plate has provided the foundation upon which we have built Green & Lean – a set of sustainable meals.



Green & Lean

Green & Lean combines our Better Tomorrow Plan priorities and WWF’s LiveWell ethos to create a set of principles that make meals better for you and better for the environment. The principles include plant-based foods accounting for at least two thirds of the volume of each meal, refined grains being replaced by whole grains and using certified meat and fish. Our meals include favourites such as beef lasagne, chicken and leek pie and Lancashire hotpot.

Over the course of the six-week pilot, nearly 20,000 meals were served, over a tonne of extra vegetables were served and we saved the weight of a cow in meat resulting in a carbon saving of 5,000kg.

Our long-term vision for the family of meals is to promote them across our business to serve consumers in corporate offices, army barracks and universities – helping our clients’ consumers to access meals that are both good for them and good for the planet.



It was really important that the meals we created tasted great. The idea was to make small changes to popular, well-loved dishes that would up the nutritional content and reduce the environmental impact, without dramatically changing the taste or the look of the dish.”

Tom Allen, executive development chef for independent schools, Sodexo UK & Ireland



Nearly **20,000**

Green & Lean meals were served



A typical western diet is high in animal protein and contains heavily processed foods. This is not only damaging to our own health, but that of the environment too, since overconsumption of foods high in salt, sugar and saturated fat is a key cause of obesity and livestock production is a significant contributor to greenhouse gas emissions. In partnership with Sodexo, we are trying to tackle these issues through our Green & Lean meals.”

Nick Hughes, food sustainability advisor, WWF-UK

What is a sustainable meal?

GREEN & LEAN
by sodexo*

- Plant-based foods account for at least two thirds of the volume (g) of each meal
- Animal protein accounts for no more than one third of the volume (g) of each meal
- Fruits and vegetables are sourced according to seasonality
- No salt is added to the finished meal
- Dairy products are lower in fat
- All meals are served to standardised portion sizes
- Sugar is Fairtrade and added sparingly
- Sustainable meals cost no more than existing meals
- All fish is MSC certified; pork and chicken is RSPCA Assured; beef is British
- Refined grains are replaced with whole grains

For more information about Sodexo's sustainable meals, please visit uk.sodexo.com/greenandlean

Happy Heart – Ireland

In Ireland, we have over 60 sites accredited with the Happy Heart at Work Healthy Eating Award. The objective of the award is to encourage food providers to adopt healthier cooking practices and provide healthier food choices for staff, without incurring substantial cost.

GSK case study

At our GSK site in Cork, we have been accredited with the Happy Heart Award for the past 12 years. Working towards this has changed both cooking methods on site and the presentation and offering of food to employees.

We have made changes to our cooking methods to reduce salt, sugar and fat in our meal offering through basic steps such as only oven-cooking sausages, bacon, hash browns and puddings, and either poaching or boiling all eggs.

We have also introduced a new 'Balance Bar' which features healthier options such as nut and seed pots, fresh fruit, granola, homemade protein bars, salad boxes containing grains and pulses and organic and gluten-free pastas. During 2016 there are plans to expand the bar in response to positive feedback from customers.



The Balance Bar's aim is to ensure a range of healthy meals consisting of a balanced mix of lean proteins and good fats and carbohydrates. Given that our customers are seeking healthier lifestyles and exercising regularly, this helps to keep them fuelled for the day."

Tom Stack, GSK account manager



LOCAL COMMUNITIES

We support communities by tackling hunger and malnutrition, as well as developing local communities through our supply chain.



82%

of our coffee is certified fairly traded

Over

£450k

raised for Stop Hunger in 2015

56%

of fruit and vegetables consumed in the UK and Ireland are grown locally

OUR GLOBAL COMMITMENTS

- We will promote the economic development of diverse and inclusive businesses through our Supply Chain Inclusion Programme in all the countries where we operate by 2020

LOCAL COMMUNITY DEVELOPMENT

Everywhere we operate, we rely on local communities for talent, customers and suppliers.

WHY IS IT IMPORTANT?

We operate on over 1,850 sites in the UK and Ireland, impacting the lives of people on a daily basis through our business operations. We not only want to improve their quality of life, but support the communities in which we operate. This means working across our supply chain to ensure we can achieve the diversity of products needed for our business, whilst accessing responsibly sourced products that positively develop the communities in which we operate.

WHAT WE'VE BEEN DOING

We want to support local communities, whether that is through employment, skills and training for individuals or enabling SMEs to integrate effectively within our supply chain. In the past year we've focused particularly on our procurement and stakeholder engagement through our supply chain and justice business.

Diversity and Inclusion in our supply chain

As a large employer operating in a diverse society, we recognise a very clear business case for prioritising diversity and inclusion – not just in our workforce but in our supply chain too. As part of Sodexo's commitment to the Clinton Global Initiative, we launched the Supply Chain Inclusion Programme in 2015, supporting SMEs in the UK and Ireland. The programme particularly focused on businesses owned by women, minority ethnic groups and social enterprises.



UK and Ireland Supply Chain Inclusion Programme

In the UK and Ireland, the Supply Chain Inclusion Programme was launched in July 2015 with 17 SME participants, nominated by regional government bodies and NGOs. The programme focused on companies with the potential and logistical capacity to become suppliers to large companies like Sodexo. The programme comprised mentoring and workshops, giving participants an opportunity to understand Sodexo, the markets in which we operate, our supply chain and how to become a Sodexo supplier. We also introduced suppliers to strategic supply chain partners to discuss opportunities beyond Sodexo.

As part of the programme, participants partook in one of the largest culinary events in the UK – Sodexo Salon Culinaire. Here, they showcased products and met key Sodexo decision makers including executive chefs, food service design teams and senior management and leadership teams. Of the 17 SMEs who completed the programme, eight are now listed suppliers with four more currently in review. Given the success of the Supply Chain Inclusion Programme it is our intention to run it again in 2016.

Good4U

Good4U is owned and managed by the Ireland-based Butler family, and is a participant in the Supply Chain Inclusion Programme. The company grow, harvest and pack a range of sprouted seeds and seed mixes. Good4U was formed in 2004 by mother, Bernie Butler and her daughter, Michelle, a certified dietitian and nutritionist. Good4U joined our supply chain in January 2016.

Laura O'Sullivan, sales and marketing director at Good4U and also Bernie's daughter, said of the Supply Chain Inclusion Programme:



As an SME, being able to work with a large organisation such as Sodexo has always been an aspiration we have worked towards. This programme is truly fantastic in terms of garnering a better understanding of Sodexo's business model, company ethos and supply expectations and requirements."

Laura O'Sullivan, sales and marketing director, Good4U



The Supply Chain Inclusion Programme represents a real opportunity for SMEs, particularly those operated by women, minority ethnic groups and social enterprises, to understand the routes to market within large organisations like Sodexo so they can come on the growth journey with us. This benefits their companies and their local communities, whilst offering Sodexo a unique opportunity to access innovative, market-driven new products that in turn benefits our clients."

Aoife Wycherley, sustainable procurement manager, Sodexo UK & Ireland

Rehabilitation through work

Throughout the Sodexo Justice Services business we are leading the way on the government's priority to create a working prison model, providing prisoners with real work opportunities that prepare them for those available in the community.

To deliver the working prison model we collaborate with our suppliers to find new opportunities that can both easily be integrated into the prison's operations and provide prisoners with a mixture of work experiences. Projects include JailBirds at HMP Peterborough where female prisoners produce a unique range of greeting cards and other giftware for purchase in the community. In HMP Northumberland we worked with two strategic supply chain partners – Office Depot and Simon Jersey – to create 47,000 hours of meaningful work for prisoners in 2015. This experience will help individuals have more chance of finding employment upon release.



Creating sustainable products with a purpose

HMP Northumberland, managed by Sodexo Justice Services, has recently partnered with online retailer Ocado and social enterprise charity Hubbub to repurpose old corporate uniforms into aprons and tote bags sold for charity.

The [project](#) launched in December 2015 and aims to go some way to addressing the 30 million pieces of corporate uniform unnecessarily thrown away each year. The tote bags and aprons are designed by London sustainable fashion brand 'everything in colour' and are being sold to raise money for the Ocado Foundation. Any scraps not suitable for repurposing are recycled for alternative uses such as providing mattress fillings.

We believe, in partnership, we have produced a range of sustainably created products with a social purpose that both promote the rehabilitation and training of prisoners and support a small start-up design business.



Over and above the environmental benefits achieved, this is a positive venture for the prison and those who live and work here. As a working prison, our objective is to provide meaningful activity for prisoners to give them the best chances upon release. Learning new skills and developing a strong work ethic are known to have a positive impact on reducing reoffending when ex-offenders return into the community."

**Tony Simpson, director HMP Northumberland,
Sodexo UK & Ireland**

TRACEABLE SUPPLY CHAINS AND SUSTAINABLE PRODUCE

Suppliers are an integral part of our business and it is essential that they share our principles.

WHY IS IT IMPORTANT

We want to know the products and services we buy share our high standards and business ethics. As a result, we go to great lengths to ensure we're confident we know where our produce comes from and have a traceable and transparent supply chain.

WHAT WE'VE BEEN DOING

We've focused on increasing our purchase of responsibly sourced products, diversifying our supply chain partners and reducing our carbon footprint by driving supply chain efficiencies.

Our supply chain code of conduct

We first published our supply chain code of conduct in 2008; it has since been updated to include references to human rights, business integrity and our supply chain inclusion programme. The code sets out our expectations of suppliers in relation to social and environmental practice. In 2015, 100% of core suppliers were signed up to the code of conduct or an equivalent supplier code. We ask key suppliers to regularly update us on their projects, what progress they have made against sustainable development commitments and how we can jointly partner in the future.



100%

of core suppliers were signed up to our code of conduct or an equivalent supplier code in 2015

Increasing purchase of responsibly sourced products

We're committed to sourcing traceable, safe, seasonal and sustainable produce, whilst educating on good practice in agriculture, fisheries and manufacturing. Our approach includes sourcing products that meet industry marques and partnering with suppliers from the regions where we operate. We believe that, wherever possible, we should purchase fairly traded and ethically sourced products. This ensures better trading conditions for producers and helps us build lasting relationships with global suppliers that have sustainable businesses.

We use recognised industry marques that guarantee the quality of our produce and the way it is grown or raised. These include:

- **Red Tractor** – covering traceability, food safety and hygiene, animal welfare and environmental protection from farm to fork (UK). All our fresh milk and cream as well as fresh beef, lamb, chicken, pork and turkey is Red Tractor
- **LEAF** (Linking Environment And Farming) – supporting farmers to produce good food with care and to high environmental standards (UK)
- **Global Gap** – focusing on providing safe and sustainable agriculture globally
- **RSPCA Freedom Food** – focusing solely on improving the welfare of farm animals reared for food (UK). Our new Green & Lean meals only use RSPCA assured chicken
- **Bord Bia Quality Assurance Scheme** – covering traceability, animal welfare, care for the environment, safe use of medicines and chemicals at farm level; and animal welfare, food safety, hygiene and traceability at factory level (Republic of Ireland only)
- **Soil Association** – guaranteeing produce is organic (UK). All the coffee in our bespoke Aspetto range is triple certified, including Soil Association



- **Fairtrade** – ensuring ethical treatment of workers, fair prices for produce and high environmental standards in produce production (UK and Ireland). All the coffee in our bespoke Aspetto range is triple certified, including Fairtrade
- **Rainforest Alliance** – working to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behaviours (UK and Ireland). All the coffee in our bespoke Aspetto range is triple certified, including Rainforest Alliance
- **Marine Stewardship Council (MSC)** – an independent non-profit organisation which sets a standard for sustainable fishing
- **British Lion Eggs** – governing the British egg industry to ensure traceable and safe production. All of our fresh shell eggs are British Lion certified in the UK
- **Forest Stewardship Council (FSC)** – promoting responsible management of the world’s forests
- **Origin Green** – an independently verified accreditation, demonstrating the sustainability value of Ireland’s food producers



Spend on Irish Foods – Bord Bia

During 2015, Sodexo Ireland spent €21 million on local Irish food. Some 24% of this spend is with verified Bord Bia Origin Green suppliers and a further 10% with suppliers in the process of becoming verified members. Working across the entire supply chain, from farm to manufacturing, Origin Green is the only sustainability programme in the world that operates on a national scale.



As more suppliers are verified, the more those percentages will increase. Seasonality, sustainability, respecting the environment and support for local artisan suppliers are very important to us.”

Margot Slattery, Sodexo Ireland

Success to date

In 2009, we made commitments as part of the Better Tomorrow Plan for 2015 and are proud to report our success in meeting the targets.

Commitment	Performance
We will increase the purchase of products sourced from fairly traded certified sources by 2015 • Volume of certified coffee purchased	
We will source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015 • Volume of fruit and vegetables sourced and consumed in the same country • Volume of certified sustainable fruit and vegetables consumed	
We will source sustainable fish and seafood in all the countries where we operate by 2015 (e.g. MSC, GlobalGAP, BAP, ASC)	

t = tonnes



Tracing the journey of our Aspretto coffee

When you think of Peru, you may not immediately think of coffee, but it is the source of the beans that create our triple-certified Aspretto coffee range, served at hundreds of sites across the UK. Aspretto is triple certified, which means that we are meeting the highest social, environmental and sustainability standards, and ensuring that farmers are being paid a fair price.

In August 2015, we accompanied representatives from the Fairtrade Foundation to trace the journey of our coffee beans back to their source, meet the farmers who produce it, and to see the tangible benefits of buying certified coffee.

We visited communities where Fairtrade cooperatives operate and saw first-hand how the additional investment Fairtrade makes in communities can benefit the families living there. A great example of this is the availability of micro loans that women and families can access through the cooperative to supplement their incomes and build more resilient livelihoods.

The journey back to the heart of our supply chain showed us how our certified Aspretto coffee improves quality of life in farming communities and ensures a sustainable supply of the coffee we love for future generations.



Through the support of the Fairtrade Foundation cooperatives can continue to invest in education through the technical school and technical managers. These initiatives undoubtedly improve quality of life for the farming community for years to come as well as ensure a sustainable coffee supply for future generations."

Kim Reeves, retail category manager, Hot Beverages, Sodexo UK & Ireland

Success to date

In 2009, we made commitments as part of the Better Tomorrow Plan for 2015 and are proud to report our success in meeting the targets:

Commitment t = tonnes

Reducing our supply chain carbon footprint

Protecting the environment by reducing our impact on it is important to us, our supply chain partners and our clients. As a result we have led two key initiatives this year to leave a lasting effect.

1 Chilled product consolidation initiative

Optimising our supply chain to deliver maximum efficiency whilst meeting our operation requirements has been a key objective this year. A review of our processes resulted in the consolidation of two of our chilled product supply chains, direct dairy and direct deli, in our central distribution network.

The removal of two direct suppliers from our supply chain has reduced significant additional regional and local road miles, decreasing congestion and limiting vehicle traffic on client sites. This consolidation has removed 132,000 deliveries, reduced 86 tonnes of CO₂ annually and led to improved local environment and reduced risk of injury.

2 Consolidation of all temperature deliveries

Working in partnership with our key food distribution partner Brakes Group, Sodexo has begun implementing a consolidated multiple temperature delivery service to Scotland, the northeast, northwest and central England. This service allows all categories of product, whether frozen, chilled or ambient, to arrive on a single delivery with a single invoice for processing. In its first year, the project will remove 23,000 deliveries and over 15 tonnes of CO₂ from the Sodexo supply chain.

With the rollout set to continue into 2016 this figure should more than double by the time the last regions are completed in early 2017.



Consolidation will remove

23,000

deliveries and over 15 tonnes of CO₂ from the Sodexo supply chain

OUR GLOBAL COMMITMENTS

- We will tackle hunger and malnutrition through our Stop Hunger programme in all the countries where we operate by 2020

TACKLING HUNGER AND MALNUTRITION

Hunger and poor nutrition remains a significant challenge not just globally, but also in the UK and Ireland.

WHY IS IT IMPORTANT?

Food poverty in the UK is still a major issue. As a company that serves more than a million meals a day in various markets, we are well placed to help tackle hunger and malnutrition and we believe we have a responsibility to do so.

WHAT WE'VE BEEN DOING

Stop Hunger

Around 50% of our business operations are food related. Since food is such a big part of what we do, it makes sense that we also direct a lot of our charitable and community work towards food-related causes.

Stop Hunger is our global framework for charitable giving. It aims to tackle hunger and malnutrition, promote healthy eating and deliver basic life skills training in the local communities where we are based. Stop Hunger has been operating in the UK and Ireland since 2005, focusing on giving grants to charities that support some of the most disadvantaged groups in these countries.



Stop Hunger in the UK and Ireland is managed through the Sodexo Stop Hunger Foundation. All charities seeking support highlight how their work tackles hunger and malnutrition, promotes healthy lifestyles or develops life skills such as cooking. The trustees assess applications looking for a clear link between the charitable cause and the ethos of Stop Hunger when awarding grants.

We need volunteers to support our charitable partners – The Outward Bound Trust and FareShare – so we actively encourage our employees to offer their time and support. All employees receive an additional day's leave each year to do so. During 2015 Sodexo employees volunteered 94 days at our partner charities.

Highlights for the UK and Ireland include:



5% of our Aspretto coffee sales donated to Stop Hunger raising

£8,482



Stop Hunger day – a fundraising day for colleagues in the UK and Ireland when we raised over

£40,000

in one day



a revamped payroll-giving programme resulting in an extra

£10,000

donated to Stop Hunger

£1,679,048

 given in grants in the last 5 years

In 2015, donations included:

£120,000

to FareShare: Redirecting surplus food to those who need it most in the UK



£30,000

to SSAFA: Supporting homeless ex-service personnel



£67,825

to Outward Bound: Facilitating the Sodexo Health and Wellbeing Challenge for young people



£23,790

to Coram: Teaching basic personal health and wellness to children



In 2015, we donated

£67,825

to fund the Sodexo Health and Wellbeing Challenge teaching young people about food for health, food preparation and nutrition

The Outward Bound Trust

The Outward Bound Trust is an educational charity with which Sodexo has worked for the past 14 years.

Through the partnership we run a Sodexo Health and Wellbeing Challenge for young people. The challenge includes a talk by Sodexo employees on nutrition and food, a day of outdoor activities and a five-day residential learning trip. At the end of the challenge, participants share their experiences with their peers and receive certificates of involvement.

The experiences in the challenge have enabled 84 young people from schools in Edinburgh, Glasgow and Salford to develop their personal skills and knowledge in relation to a healthier lifestyle. Following the programme, 71 of the 84 pupils felt they knew more about what forms a balanced diet, 75 felt they knew more about the relationship between eating and exercise and 68 stated they were more confident in their ability to solve problems.

Helena, who took part in the challenge, shared her experience:



Before I went on the trip I was a really picky eater, I didn't eat that often and was being supervised by the school dietitian for a year or two. However, when I went on this trip I learned different things about different food; what's bad for you and what's good for you. Now I have been eating healthier food and have been eating more."

Helena



Redistributing food to those in need

We believe that the provision of a hot meal is a fundamental human need. Through Stop Hunger we aim to reach some of the most disadvantaged communities in the UK and Ireland.


Over the past ten years we have supported FareShare, a UK charity that shares our goals of fighting hunger and tackling food waste. The charity redistributes surplus food to over 2,135 charities and community projects that provide food, including homeless shelters, breakfast clubs, women's refuges, lunch clubs for older people, veterans aid and food banks.



During our ten-year partnership with Sodexo, FareShare has transformed in size, scale and impact. With Sodexo's help, we are now redistributing over 8,000 tonnes of food every year, which helps to feed thousands of people every week. We have seen a 65% increase in the number of charities we support as a direct impact of Sodexo's funding. As our most consistent funder, Sodexo's vision and support have underpinned this sustainable growth, enabling us to plan and forecast more effectively.

Lindsay Boswell, CEO FareShare

Take a look at the growth FareShare has achieved over the past two years:

	2013 ⁸	2015 ⁹
	5,500 tonnes of food saved from waste	7,961 tonnes of food saved from waste
	12 million meals provided to people in need	16.6 million meals provided to people in need
	101,000 people fed every week	167,500 people fed every week
	9.7 million saved on food bills by charities in the UK	16 million saved on food bills by charities in the UK

Over the last ten years, FareShare has used Sodexo's funding to help achieve the following:

- Work in a more integrated way with Asda, Sainsbury's and Tesco
- Lead the delivery of 'Holiday Hunger' campaigns across Merseyside, Yorkshire and the East Midlands
- Work towards the ambition of reaching 100,000 tonnes of quality surplus food, saving UK charities and community groups up to £250 million per annum in 2020

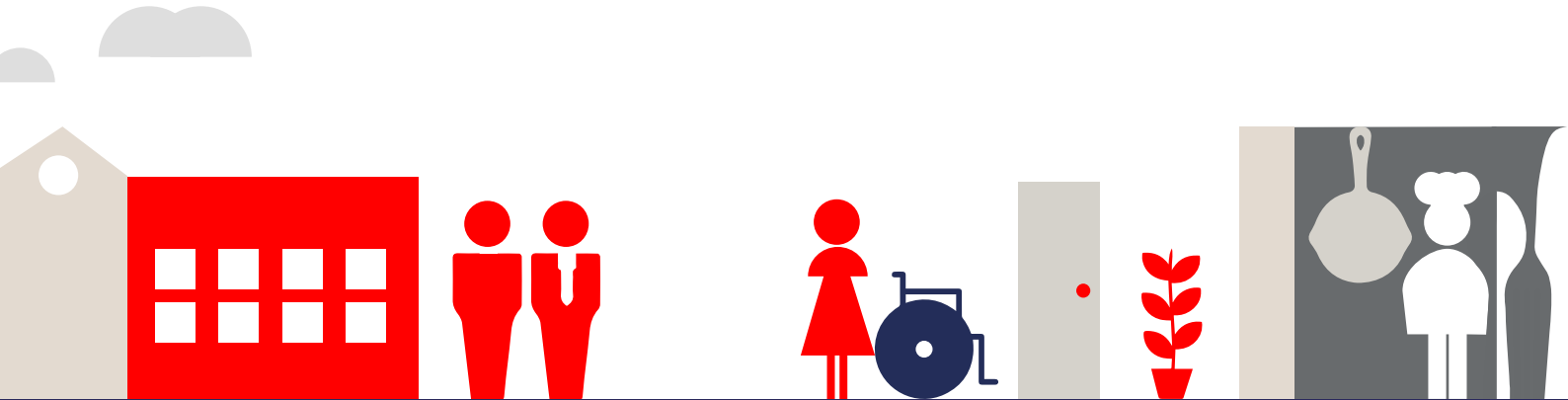
In addition to our donation of £120,000 to FareShare, Sodexo employees have taken part in its depot challenges, biannual supermarket food drives and volunteered alongside FareShare's regular volunteers, picking and packing food in its warehouses and sorting food orders and deliveries.

To read more about our partnership with FareShare, please take a look at our [blog](#).

8, 9 Yearly figures from April 2013 to March 2014 on the left and from October 2014 to September 2015 on the right.

AS AN EMPLOYER

We have a responsibility to ensure that we create a work environment that is not only diverse and inclusive, but enables all our employees to fulfil their potential. This helps us attract and retain talent, whilst ensuring we meet the needs of our increasingly diverse employee population in the UK and Ireland.



49%

of management
positions are held
by women

1,073

apprentices and
vocational learning
places in the workplace

OUR GLOBAL COMMITMENTS

- We will provide employees with the means to grow and develop during their career
- We will foster diversity and inclusion
- We will respect the Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- We will achieve a global health and safety culture and world-class health and safety performance

DEVELOPING OUR PEOPLE

As a services business, our people are essential to our continued success. We are committed to providing all employees with the means to grow and develop during their career.

WHY IS IT IMPORTANT?

We want to attract talent, increase job satisfaction and retain a skilled workforce. Therefore reaching and engaging all our employees as well as ensuring Sodexo is an accessible place to work, even for those with barriers, is crucial to achieving this.

WHAT WE'VE BEEN DOING

We've made a number of public commitments that are driving our desire to make Sodexo an accessible place to all, through apprenticeships, internships and work programmes for those with barriers to work. We believe this will facilitate equal opportunities for all those who want to work for Sodexo. Building on this, we've been concentrating on how we can better engage, develop, train, reward and listen to our employees to ensure we increase satisfaction and retain the diverse talent we have.

Making the workplace accessible to people with barriers to work

Public Service Pledge

In order to publicly set out a commitment to fairness and transparency, Sodexo UK & Ireland launched a Public Service Pledge, an ethical manifesto for our contracts and conduct, for citizens and communities. Gender pay gap reporting was one of 16 commitments in the Public Service Pledge. Gender pay gap reporting will compare the average hourly rate of women

with the average hourly rate of men and account for any discrepancies in pay for similar roles where they exist. Sodexo is one of only a few companies committed to pay gap reporting in advance of government legislation coming into force.

In addition to gender pay gap reporting, we will also publish pay gap figures by ethnicity, disability and by working pattern, where we have the information.

Apprenticeships

By supporting apprenticeships, we provide career opportunities for young people, improving their skills and experience. This not only adds value to our own business through accessing a pool of skilled individuals, but also helps to reduce unemployment and stimulate economic growth. We have given additional focus to apprenticeships during 2015 and as a result we now employ 1,073 vocational learners in the UK and Ireland. This number includes individuals who are engaged in vocational learning including those on an NVQ Level 2 Business Improvement Techniques or Team Leadership programme.



1,073

vocational learners employed
in the UK and Ireland

Apprenticeships – Lauren Dash



I started working at the army barracks, Chepstow, as a mess hand. Initially, I was employed as agency staff, and after a few months I was offered a full time position. This is when I encountered Sodexo's

vocational learning programmes and discovered how this could enable me to achieve my NVQ qualification. It was a challenge to complete my programme on top of my normal working day, but the self-study format meant I could prioritise my study work and all appointments with my vocational learning advisor (VLA) were completed as one-to-one sessions each month. I was given a great deal of support and guidance by my VLA, which helped me complete the programme in less than a year.

The NVQ has enabled me to grow and prosper at Sodexo in a career route that I never thought possible. It has given me focus and also helped me realise that we all get a second chance at study, even if we did not do well at school.

If someone had told me six years ago, when I was 18 and starting work for Sodexo at Beachley Barracks, Chepstow that I would have worked my way to being the services manager, responsible for the operation of the whole site at the age of 24 – I wouldn't have believed them."



Supported internships

We provide supported internships to young disabled people aged 18 to 24 in Manchester. We deliver the internships in partnership with Central Manchester University Hospitals NHS Foundation Trust, Pure Innovations (a charitable partner) and Manchester College. By working in partnership, we have supported 85 ten-week placements in five years, which have resulted in the employment of ten candidates who might ordinarily find it difficult to secure jobs. Of the ten candidates, seven are employed at Central Manchester University Hospitals NHS Foundation Trust and the other three at Wythenshawe Hospital.

The success of this programme has rested on the distinct expertise of each of the key partner organisations. The programme is going from strength to strength and Sodexo continues to offer placements and opportunities to young people.

Movement to Work

Movement to Work is a voluntary collaboration of UK employers committed to helping young people, primarily those aged 18 to 24 and who are not in education, employment or training (NEET), to move closer to the world of work by creating vocational training and work experience placements. The programme has already experienced success with the participation of a number of Britain's largest employers and is supported by the government, the UK Commission for Employment and Skills (UKCES), the Trade Unions Congress and the Confederation of British Industry (CBI).

In 2015, Sodexo committed to delivering 50 placements during the year and invited key supply chain partners to participate in the programme. In turn, these suppliers were encouraged to engage their own supply chain and business networks to participate. As a result, eight of our core suppliers have confirmed their participation.

The Movement to Work initiative brings to life our mission, not only to provide opportunities that will have a significant impact on the quality of young people's lives, but also by committing to providing equal opportunities, regardless of race, origin, age, gender, beliefs and religion or lifestyle choices to young people seeking work.

We also launched an online Reward Hub to provide an environment for accessing employee discounts and online payslips and a Wellbeing Zone for monitoring health and wellbeing with practical tips and information.



we have invested over

£50,000

in a new performance, career and learning management platform – Ingenium

To make it easier for all Sodexo employees to monitor their progress, track their goals and record their training and learning, we have invested over £50,000 in a new performance, career and learning management platform – Ingenium. Launched in 2014, it enables users to complete their development plans and see tailored development solutions via a single, integrated system. The system allows us to create learning pathways for different roles, so people can map out their training aspirations.

Ingenium sits alongside our e-learning platform, open to all employees that do not have access to Ingenium so they can have access to additional personal and professional development opportunities.

Engaging employees

During 2015 we've looked to find new ways to reach and engage our 34,000 employees in the UK and Ireland whilst making our organisation accessible to those people with barriers to work.

Reaching frontline colleagues

Historically, frontline colleagues depended on their line manager or site manager to relay key pieces of information at team huddles and weekly catch ups. Feedback from colleagues suggested that something more was needed – frontline colleagues wanted information about their training opportunities, job opportunities and benefits.

Supporting our strategy to communicate and engage directly with our frontline employees, we launched Your_Sodexo in 2015 – our new employee website, accessible externally and via smartphones and tablets. This is a vital communication channel for many of our employees who do not have PC access at work or at home. Since its launch in May there have been over 30,500 hits.

EMBEDDING DIVERSITY AND INCLUSION WITHIN OUR WORKFORCE AND MARKETPLACE

Diversity and inclusion (D&I) is an inherent part of not only our overall business objective to improve quality of life of our employees, customers, clients and communities, but also our corporate responsibility programme.

WHY IS IT IMPORTANT?

By creating an open, inclusive culture that embraces diversity and ensures everyone feels respected and valued, we can motivate and improve quality of life of all our employees whilst achieving our business goals by accessing a spectrum of skills, knowledge and experiences. We aim to employ a diverse workforce that reflects and understands the diversity of the people we serve.

WHAT WE'VE BEEN DOING

Our D&I strategy is formed of six workstreams: culture and origins, sexual orientation and gender identity, gender, disability, generations, and inclusion. Each workstream is sponsored by a member of the regional leadership committee and led by a senior manager who partners with the D&I team on key strategic initiatives and has oversight of all elements of the workstream activity plan. There is also a D&I council consisting of 20 senior managers from across the organisation that are responsible for driving communication, participation and recognition across our business.

Some of our workstreams have employee networks, which are a mechanism to disperse principles of diversity and inclusion throughout the organisation. Each network is focused on a primary diversity characteristic and aims to increase awareness, understanding and engagement. The networks are open to all employees in the UK and Ireland.

In each area, we are working to achieve positive change and to remove barriers to participation, progression and inclusion.

Our overall approach to D&I includes specific measures relating to the demographics and engagement of our employee population, client feedback and our external brand recognition.



Culture and Origins

In November 2015, we launched our 'Origins' employee network, which aims to encourage inclusivity and cohesion amongst our employees by celebrating everyone's cultures, heritage and beliefs. Every employee in the UK and Ireland can join and has the opportunity to participate in webinars and podcasts alongside accessing a variety of educational materials, such as factsheets on faith and religious celebrations and cultural events.

We believe the network will allow us to raise awareness, celebrate difference, develop role models and create honest and open dialogues.

Sexual orientation and gender identity

We have recently launched our 'Pride' employee network, aiming to develop and foster equality for Lesbian, Gay, Bisexual and Trans (LGBT) people in the workplace.

Margot Slattery, country president of Sodexo Ireland and Pride network member, was listed at number 42 in the Top 100 influential LGBT business leaders for the second year running and named senior leader of the year at the inaugural LGBT Workplace Equality Index Awards this year.

In Ireland we participated in a workplace equality index by an external organisation, GLEN – Gay and Lesbian Equality Network, which measured our progress on the LGBT agenda. We were delighted to rank in sixth place.

Gender

Our gender balance employee network, WomenWork, has continued to deliver a series of initiatives during 2015. We have developed a speaker series, where positive role models are invited to share insights about the opportunities as well as some of the challenges and issues they may have encountered during their careers and how these have been overcome.

The network also ran its fifth annual conference exploring 'Equality for women is progress for all'. The conference highlighted the findings from the Sodexo global gender balance survey that demonstrated Sodexo teams with 40 – 60% women in management positions had performed better in relation to employee engagement, brand image, growth and profitability. This research was led by SWIFT – Sodexo Women's International Forum for talent. Launched in 2009, SWIFT brings together 32 senior female and male leaders, including 14 nationalities and representing all areas of the organisation.



membership of the WomenWork network currently stands at 545 people, an increase of

125

people from 2014

Alongside WomenWork, we piloted a workshop called 'Inspiring Balance' which aimed to encourage audience members to review the business case for gender diversity at Sodexo. The workshop discussed the impact of workplace culture on career navigation and the importance of proactive leaders to promote and support female talent. The workshop was attended by 12 senior male leaders and there are plans to roll this out more widely across the organisation in FY2016.

In recognition of our work in gender equality, we were listed as one of The Times Top 50 Employers for women for the second year running.

We have set ourselves an aspirational target to improve the number of women in senior management operational roles by 2018. We are currently on track to achieve this.

If you would like to learn more about the benefits of gender diversity, please visit our [blog](#).

Gender pay gap reporting

In FY2015, the UK government announced that it would soon require companies to report on any discrepancies in pay between men and women for similar roles. In advance of this, Sodexo committed to starting to measure and report any discrepancies, something that just a handful of employers have pledged to do. This forms part of our commitment to fairness and transparency through our Public Service Pledge, an ethical manifesto for our contracts and conduct, for citizens and communities. Gender pay gap reporting is one of 16 commitments in the pledge where we have committed to publishing an overall gender pay figure in the summer of 2016. This will constitute the average hourly rate of women versus the average hourly rate of men.

In addition, where we have the information we will also publish these figures by: ethnicity, disability and by working pattern.

Building female success and self-esteem

Building on a workshop delivered to 80 female students in 2014 focusing on 'personal brand', we delivered a second workshop to a similar group focused on 'body image' in 2015.

The workshop, led by lifestyle consultant and personal trainer Sarah Maxwell, explored concepts such as feminism and looked at more positive examples of body image, female success and self-esteem, citing role models such as Karen Brady and Jessica Ennis. The importance of overall wellbeing and health was emphasised, through proper nutrition, regular exercise, good sleep and managing stress and workloads rather than conforming to a certain body size and shape.

The workshop is part of a programme designed to promote confidence and help employees succeed professionally and personally.



There are so many pressures on young people such as social media, airbrushed photos and the expectation to be perfect in all ways. This workshop shows students how to obtain balance through building confidence and that what you see, hear and read shouldn't define you."

Sarah Maxwell, professional fitness and lifestyle trainer



Helping people with disabilities to secure employment

In partnership with Nuffield Health Woking Hospital where we provide staff and patient dining, our team helps to facilitate Surrey County Council's EmployAbility scheme. This scheme aims to help those with autism or learning, physical or sensory difficulty to find roles in the local area, and provides ongoing support to them.

Since the beginning of the scheme, Sodexo has successfully hosted seven placements, with two participants from 2014 successfully securing permanent positions as foodservice and kitchen assistants with Sodexo at the hospital since completing the scheme. In April 2015, this initiative won Surrey County Council's Making a Difference Award.

This is the third year Sodexo has supported the scheme, and our commitment to offering permanent employment to those successfully completing the programme continues.



Creating a culture inclusive of employees and customers with disabilities is a key focus within our diversity and inclusion approach, so I am delighted that our efforts have been recognised by Surrey County Council."

**Megan Horsburgh, head of diversity and inclusion
Sodexo UK & Ireland**

Disability

Sometimes disabilities in the workplace are not immediately obvious and colleagues don't always feel confident in disclosing them or discussing them. In 2015 we set ourselves a target to increase the number of our employees letting us know they have a disability. To work towards achieving this, we launched a Disability Confident e-learning module, accessible to all employees to encourage them to better understand disability in the workplace. The module helped us deliver internally developed disability awareness training to over 70 HR employees across the business.

We also marked the UN's International Day of Persons with Disabilities on 3 December with an extensive internal and external communications campaign.



GENERATIONS

We successfully launched our generations' employee network group in September 2014, which aims to prevent age being a barrier to success in the workplace.

The network champions generational diversity in the workplace and aims to enhance understanding and collaborative working across the generations. The network was launched using an innovative board game, GenMatch, designed and produced by Sodexo and rolled out to more than 200 sites. The game encouraged colleagues to challenge generational stereotypes at work and at home. The network now has over 400 members from across the business and is continuing to grow.

In addition to this, we have joined a government working group, 'Working fuller lives' looking at how organisations can attract and retain employees aged over 50. We have been recognised externally for our work in this area including being listed on the Awesome Networks List for 2015 published by Inclusive Networks, winning the employers network for equality and inclusion (enei) award for Intergenerational Working, and being a finalist in the Business in the Community Responsible Business Awards for Championing an Ageing Workforce.

For more information on what we've been doing in this area, please visit our quality of life [blog](#).

Inclusion

Our Spirit of Inclusion training has continued to form an integral part of our employee development programme in 2015. Thanks to additional training, the one-day programme for managers can now be facilitated by an additional 14 people, bringing the total facilitators to 27. Some 69% of our middle management population have now completed the training.

We've also run a campaign promoting flexible working to coincide with the one-year anniversary of changes in legislation, allowing anyone to apply for flexible working arrangements following a qualifying period (effective from 30 June 2014).

Highlights included:

- Global flexibility workbook – showcasing the many different ways and reasons why our colleagues work flexibly from across the world
- Flexible working webinar led by Jane Bristow, CEO, Schools, Sodexo UK & Ireland, Benelux and Nordics and SWIFT on the business case for flexible working globally and how to effectively manage a team with flexible workers
- Internal and external communications campaign showcasing examples of flexible working in operational roles

We were delighted that our efforts on D&I in the workplace and marketplace were recognised by enei awards in 2015 where we won the overall Private Sector award as well as the award for the Personal, Fair and Diverse organisation.

HEALTH AND SAFETY

Health and safety is paramount to what we do.

WHY IS IT IMPORTANT?

We have a responsibility for and to the one million people we serve each day in the UK and Ireland. In locations such as schools, universities, hospitals and military sites, we must ensure every individual we come into contact with is kept safe.

WHAT IS OUR VISION?

We believe that our health and safety vision is not only a business priority, but should be reflected in each of our core values: team spirit, service spirit and spirit of progress. Our vision is:

- Our people return home safe every day, healthy and with a sense of wellbeing (Team Spirit)
- Our clients and consumers continue to prefer our food and services because they know they are safe and healthy (Service Spirit)
- We continually improve our health, safety and environmental performance every day, reinforcing our reputation as a responsible global business (Spirit of Progress)

In order to achieve our vision, we have set ourselves a number of objectives and formed a clear strategy which builds on processes, measurement, reporting and target setting.

Objectives

- Create a culture built around a zero-accident mindset – founded on the basis that all accidents are preventable
- Integrate health, safety and environment into everything we do – how we recruit, buy, sell and operate
- Reduce risk – identify hazards and invest in the required technical skills and training to manage the risks to prevent accidents
- Create a consistent approach to health, safety and environment and sharing of best practice – a single, global, health, safety and environment framework with standards adapted for local regulations



WHAT WE'VE BEEN DOING

In the UK and Ireland we have developed a health, safety and environment improvement plan and have been working on a number of initiatives including:

- Running focus groups with frontline employees and site management teams are being run across the UK and Ireland to gain insight into health and safety perceptions within the operational frontline
- Enabling the top 100 senior managers in the UK and Ireland have completed the IOSH Safety for Senior Executives training programme
- Developing and deploying a dedicated HSE internal e-learning programme for all site managers and supervisors
- Maintaining our certification to ISO 9001 for Quality, 14001 for Environmental, 22301 for Business Continuity and OHSAS 18001 for Occupational Health and Safety Management
- Deploying the Health & Safety Laboratory Safety Climate Tool (SCT) and benchmarking our accident rate performance to better understand the opportunities for improvement

Embedding a zero-accident mindset

One of the basic fundamentals of our mission to improve quality of life for our clients, consumers and employees is ensuring the health and safety of our stakeholders, which is why over the past 18 months we've really ramped up our efforts to improve our health and safety performance.

Our global health and safety strategy is based on four key pillars: leadership focus, communications and engagement, training and competence, and compliance and learning.

During the last 18 months, we have introduced health and safety training for our senior executives, we've launched an e-learning programme which is bespoke to the needs of the business and mandatory for all managers and supervisors, and we've introduced guidance for senior leaders about how to conduct an effective safety tour of their operations.

This renewed focus has been reinforced by strong and clear messaging across all of our communication channels, not to mention objectives attached to bonuses for managers to improve our health and safety performance.

So what has all that effort achieved? According to a survey we conducted in partnership with the Health & Safety Laboratory in July last year, we benchmark well against our industry peers. We have certainly shifted employee awareness around health and safety as evidenced through our reporting figures, but there is still plenty of scope for improvement.

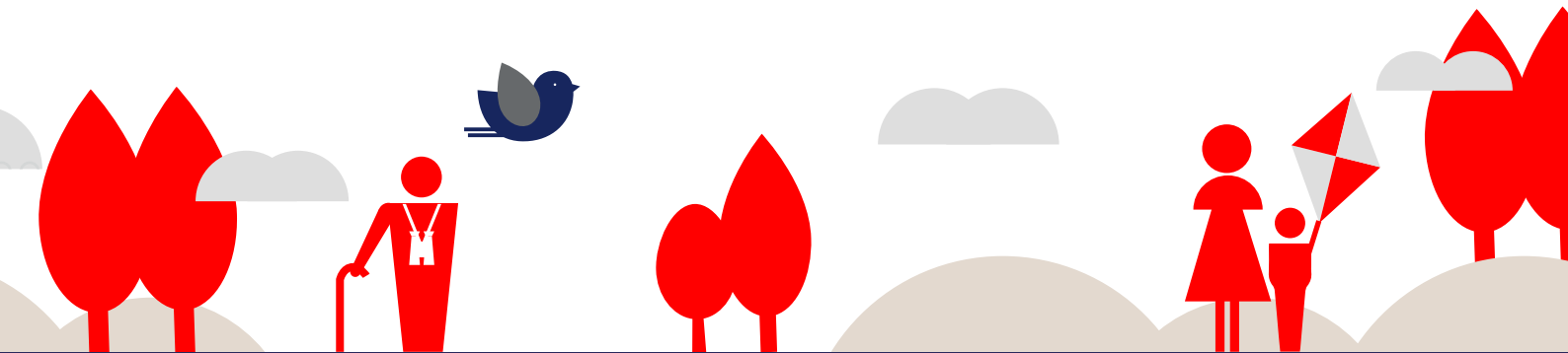
In February 2016, we launched a global health and safety campaign targeted at our leaders, managers and operational site-based teams. The purpose of the campaign is to raise awareness, but importantly to change behaviours and empower our site-based teams to speak out if they feel they do not have the training, environment or equipment to perform their roles safely.

We're confident this campaign will help to energise the trend we've seen in the past 18 months and help us to develop a world-class health and safety culture.



ENVIRONMENT

The diverse services we provide can be resource intensive. As a result we invest in helping our clients reduce their impact in three key areas: waste and materials, energy and emissions and water and effluents.



91%

of Sodexo waste* is treated so doesn't need to go to landfill

100%

of Sodexo sites across the UK and Ireland achieved ISO 14001 for environmental management

* This includes waste from our offices and waste from the sites where we manage waste for our clients.



OUR GLOBAL COMMITMENTS

- We will reduce our carbon footprint by 34% by 2020 on a 2012 baseline
- We will support initiatives to recover organic and non-organic waste
- We will source and promote sustainable equipment and supplies in all the countries where we operate by 2020

OUR SPHERE OF INFLUENCE

Our operations are often on the sites of other businesses. This means that our ability to control and measure the environmental impact of an entire site is sometimes beyond our remit.

We ensure that our own processes and operations are as efficient as possible and work with our clients to minimise their environmental impact and thereby improve the environmental credentials of the whole site.

Our environmental targets and performance are recorded in relation to the sites where we have control. These include the prisons we manage the complete site, support services sites and our head office, and also client sites where clients give us permission to measure impacts. (The utility data covers all sites where we procure the utilities and use them ourselves.)

We were disappointed with some of our environmental performance from FY2015 as it seemed to suggest that we were falling behind in areas where we felt we had been making progress (and had in the previous three years shown progress). The explanation for some of these trends can be traced through to the participation of an additional 250 sites in the UK and Ireland in the FY2015 Better Tomorrow Plan survey who may not have had a lot of experience with completing the environmental surveying that we

insist upon. Another factor was a wholesale review of the environmental survey which has resulted in increased rigour. This in turn has impacted upon the figures.

In areas like food, our sphere of influence is wide because we have responsibility for food services and for the disposal of any organic and inorganic waste on many sites. When we talk about organic and inorganic waste this covers a total of over 1,000 sites. For electricity we monitor consumption across 37 of our own facilities' sites and for water we have control over the water supply on 19 sites. The number of facilities' sites on which we are reporting is important to bear in mind when considering the figures in this section as this changes from year to year.

Our environmental objectives are now integrated within our Safety and Environmental Management System (SEMS). SEMS contains four components – policy, process, guidance and system support – which working together control how we understand our customer requirements and achieve customer satisfaction.

WASTE AND MATERIALS

We use a large amount of material, both directly through our own operations and indirectly in our supply chain. With this in mind, we aim to reduce organic and non-organic waste and material use at all our sites and we support initiatives to recover waste from our operations.

WHY IS IT IMPORTANT?

Escalating costs, changing environmental factors and legislative compliance mean waste management is a significant challenge for our business.

International Food Waste Coalition

Food waste is a global issue that crosses national as well as corporate boundaries, that's why we have joined forces with Ardo, McCain, PepsiCo, SCA, Unilever Food Solutions and WWF to create the International Food Waste Coalition. This group will use our combined expertise to fight food waste in the food services sector. The ultimate objective of the coalition is to inspire other companies and organisations to adopt comprehensive food waste reduction programmes, reducing the industry's climate impact and finding solutions to feed our growing population.

In the UK and Ireland we are building on this global approach through a number of initiatives and campaigns that both raise awareness of food waste issues and tackle them through innovation and behavioural change.

WHAT WE'VE BEEN DOING

During FY2015, we:

increased the number of sites recovering food waste from 43% in FY2014 to

47%

in FY2015

sustained our landfill avoidance rate at

91%

Waste to landfill (tonnes)

FY2011	FY2012	FY2013	FY2014	FY2015
9,076	5,833	4,148	4,361	3,539

Landfill avoidance rate¹⁰

FY2011	FY2012	FY2013	FY2014	FY2015
73%	82%	88%	91%	91%

¹⁰ Landfill avoidance includes all waste that is diverted from landfill and undergoes some other form of treatment, such as waste to energy, recycling, treatment and recovery. Included within this data is our clients' waste, as well as that of Sodexo at sites where we manage waste.

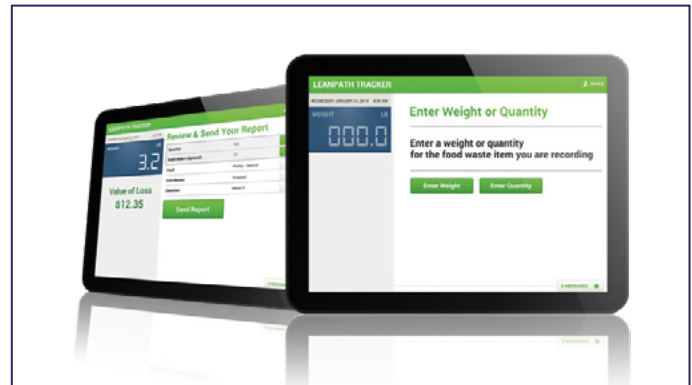
Reducing food waste

Around 50% of our operations in the UK and Ireland include an element of catering or food services; this presents a huge opportunity to reduce food waste where it occurs. Reducing food waste not only reduces the amount of physical waste from our sites, but it also has a knock on positive impact on transport emissions, energy, water and packaging waste – which can add up to a big environmental impact.

Anaerobic digestion is the primary method through which we recover food waste. This system allows food waste to become energy. This is extremely important in ensuring that food waste is used beneficially; however, we also seek to reduce the amount of waste produced in the first place.

Sites recovering food waste

FY2011	FY2012	FY2013	FY2014	FY2015
21%	34%	37%	43%	47%



Monitoring and measuring food waste

During 2015 we piloted LeanPath, an electronic smart meter, in a number of sites where we provide food services. The meter is installed in our kitchens and enables our kitchen teams to track, monitor and reduce food waste using a tablet device. The tablet captures the type of food that is being disposed, the weight of the waste and the reason for its disposal. This process encourages our kitchen teams to recognise the type of food that is being wasted and the financial value of that produce.

The granularity of the information lets teams firstly identify areas of hidden waste and then produce tangible actions to combat food waste, for example, cooking less of a certain dish or reassessing portion sizes.

Over the eight-week pilot, which ran across three sites in our defence, university and corporate services sectors, we saw a 48% reduction in waste. This revealed the potential to save approximately 8.3 tonnes of waste and £25,000 in food procurement costs per annum across the three sites.

 **48%**

reduction in waste across three sites

Based on the success of these results, six of our university and defence contracts have adopted LeanPath on a permanent basis. Given the scale of our business, LeanPath represents a huge opportunity to reduce food waste and to save money. We anticipate more and more sites will adopt LeanPath in 2016.



LeanPath has not only been a fantastic tool for reducing margins and increasing profitability, but has also driven engagement across the team and moved the team to thinking positively about waste management."

**Alasdair Cairns, food service manager,
Colchester Garrison Defence, Sodexo UK & Ireland**

WasteLESS Week

WasteLESS Week is an annual campaign aimed at celebrating waste reduction with the involvement of employees, clients and consumers. For a period of one month, teams are encouraged to closely record their waste production before implementing innovative ways of reducing it during WasteLESS week.

In the UK and Ireland, WasteLESS Week 2015 focused on waste prevention across a number of resources including energy, water and materials. All participating sites were encouraged to measure their waste in advance, measure their waste during the week, track the difference and report back on their results. Participant sites were entered into a competition in order to win one of the three sustainability inspired team prizes.

The winning entry for 2015 was the Defence team at Colchester Garrison, who sought to reduce the environmental impact of their actions in a range of ways. Some fantastic reduction results were achieved:

44.77%

*reduction in vehicle idling
– all colleagues were
instructed to turn off
engines in idling vehicles*

6.3%

*reduction in food waste
in kitchens as a result
of the introduction
of LeanPath*

100%

*savings on out of date
milk wastage in kitchens*

20%

*reduction in paper
usage in the office*

The site was informed and engaged on these energy and material saving initiatives through posters, quizzes and newsletters.

WasteLESS Week was highly commended in the Food Service Footprint Stakeholder Engagement Award category and the MRW National Recycling Awards in 2015.



Through WasteLESS week, the team at Colchester Garrison not only improved their waste measurement on site, but also created innovative solutions and engagement campaigns to reduce that waste moving forward. The results have been fantastic and they're deserving winners."

**Paul Bracegirdle, environment manager,
Sodexo UK & Ireland**

Waste Management Development Programme

We have continued to build on the success of our bespoke waste training during 2015. This training gives colleagues the skills and confidence to understand effective waste management.

The three-tier training course – bronze, silver and gold – has been assessed and endorsed by the Chartered Institution of Wastes Management (CIWM), reflecting its robustness and excellence. By the end of FY2015, 115 employees had completed a bronze award, with a further 457 enrolled and 15 working towards a silver award.

ENERGY AND EMISSIONS

We're committed to reducing the energy we use and the emissions we generate, while developing innovative solutions to help our clients and suppliers improve their energy efficiency.

WHY IS IT IMPORTANT?

We want to use our resources more efficiently by reducing the energy we are using and the emissions we are creating. Not only will this drive financial gain, it will also ensure that we are minimising our impact on the environment.

WHAT WE'VE BEEN DOING

We have developed an energy and waste management reduction toolkit with our global sustainability team. This is an externally hosted web portal that enables site managers to create an action plan to work towards meeting our Better Tomorrow Plan commitments and targets.

During FY2015:



↓4.5%

we reduced CO₂e emissions by 4.5% relative to growth



↓4.2%

the fuel consumption of our commercial vehicles fell 4.2%

Carbon footprint

Since 2007 we've been calculating and reporting our carbon emissions – those over which we have control and influence, which we can measure in a consistent way year on year. In 2015, Sodexo Group, with advice from World Wildlife Fund (WWF), agreed on an ambitious global carbon reduction target of 34% to be achieved by 2020 against a 2012 baseline.

Sodexo Group reports on carbon emissions and the management of those emissions in accordance with the [Carbon Disclosure Project \(CDP\)](#). Emissions for the UK and Ireland in 2015 were 9.2% lower than 2011, the equivalent of 1,384 tonnes of CO₂e¹¹. Our score in the carbon disclosure project for the UK and Ireland, which assesses efforts to address climate change, has improved from D in 2011 to B in 2015, reflecting our progress towards reaching our carbon reduction target by 2020.

While there has been a relative reduction in our CO₂ emissions, there has been a slight increase in the absolute amount of CO₂ created. This is due to the growth of the business and in particular to air travel and electricity consumption associated with a new building at HMP Peterborough.

CO₂ equivalent emissions (scope 1, 2 and 3) (tonnes)

FY2011	FY2012	FY2013	FY2014	FY2015
31,108	30,286	27,361	28,284	29,444

CO₂ equivalent emissions (scope 1, 2 and 3 per £m turnover)

FY2011	FY2012	FY2013	FY2014	FY2015
30.20	28.25	24.99	24.64	23.54

¹¹ Carbon dioxide, or CO₂, is a natural, colourless and odourless greenhouse gas that is emitted when fossil fuels (i.e. natural gas, oil, coal etc.) are burnt. It is the most prevalent greenhouse gas after water vapour and has therefore become the proxy by which we measure greenhouse gas emissions. However, carbon dioxide is only one of many greenhouse gases that are emitted when humans undertake certain activities. Other greenhouse gases are methane, nitrous oxide and ozone – all of which occur naturally in our atmosphere. To take into account the emission of other greenhouse gases when calculating the level of greenhouse gas emissions, scientists have devised an equivalent measure – CO₂e (which literally means carbon dioxide equivalent). CO₂e allows other greenhouse gas emissions to be expressed in terms of CO₂ based on their relative global warming potential (GWP) and CO₂ has a GWP of 1, and methane has a GWP of approximately 25 (on a 100 year time horizon). In other words, for every 1 tonne of methane (CH₄) emitted, an equivalent of 25 tonnes of CO₂ would be emitted. In this way we can express greenhouse gas emissions as an equivalent of CO₂ using the GWP principle. Using CO₂e therefore provides a fuller picture of an organisation's environmental impact.

We see that when CO₂ emissions are normalised against turnover then there has been a relative reduction in CO₂ emissions of 4.5%.

Scope of carbon emission data

Scope 1: Emissions that arise where Sodexo owns or control the supply of energy in operations such as offices and depots. It also includes fuel consumption of owned or leased vehicles and equipment including commercial vehicles, company cars, distribution vehicles and bulk fuel

Scope 2: Emissions where Sodexo is counterparty to supply and uses the energy in operations such as offices and depots

Scope 3: Emissions arising from business travel (air and rail) and supply chain logistics (emissions associated with vehicle deliveries to Sodexo sites) i.e. as a consequence of the activities of Sodexo but occurring from sources not owned or controlled by Sodexo

Out of scope: Carbon emissions associated with Sodexo's activities on client's premises where we do not own or control the supply of energy



Reducing fuel consumption

As a business with vehicles in operations across the UK and Ireland, it is important that we are looking at how we can reduce the impact that these vehicles are having on the environment.

Average fuel consumption of commercial vehicles (litres)

FY2011	FY2012	FY2013	FY2014	FY2015
2,323	2,299	2,234	2,263	1,691

Total fuel consumption of our commercial vehicles fell 4.2% in FY2015 despite the monthly average number of vehicles in the fleet increasing by 28%. This translates into a 25% reduction in average fuel consumption per vehicle to 1,691ltrs. A number of actions taken over recent years have contributed to these improvements:

- Fitting 70 mph speed limiters to all new vehicles entering our fleet of 963 vehicles
- Introducing more fuel efficient vehicles such as the Kangoo ML19DCI Energy Eco 2, featuring stop start technology and capable of 67.3mpg and emissions of 110gCO₂/km. We currently have 28 of these vehicles in our fleet
- Continuously identifying sites where electric vehicles are operationally and financially viable. Currently we have 36 in our fleet of 963
- Rollout our Sodexo driver's handbook and an e-learning course for driving safely and efficiently



Our efforts to reduce the environmental footprint of our vehicles is evident in the behavioural changes we are implementing through e-learning courses with drivers as well as the features we expect and seek when we procure new vehicles for the fleet."

**Paul Bracegirdle, environment manager,
Sodexo UK & Ireland**

Using less energy

The requirement to comply with the Energy Savings Opportunity Scheme (UK) and the European Union (Energy Efficiency) Regulation 2014 (ROI) saw us commit to taking the energy auditing route towards compliance. During the course of 2015 we conducted ten audits across our property estate including a review of its fleet management processes. As a result we identified a number of energy savings measures across our business that will now be evaluated during 2016 to determine feasibility.

The five prisons that we operate, where we are responsible for energy procurement and management, account for a large proportion of our overall direct electricity consumption. Four of these prisons have installed voltage optimisation equipment to support their energy reduction programme. This has helped to partially mitigate the increased energy consumption resulting from a new block at HMP Peterborough and an extension at Forest Bank.

Electricity

Total electricity consumption (kWh) in scope sites¹²

FY2011	FY2012	FY2013	FY2014	FY2015
26,708,661	25,852,759	22,743,505	22,031,223	25,071,989

Relative electricity consumption (kWh per £m turnover) in scope sites

FY2011	FY2012	FY2013	FY2014	FY2015
25,937	24,116	20,770	19,191	20,042

Overall electricity consumption has increased by 14%. The opening of the new building at HMP Peterborough has increased consumption at the site by 38% and because HMP Peterborough accounts for such a large portion of our in scope sites, it has resulted in an increase of 14% of our total consumption.

In scope sites reporting reduced electricity consumption

FY2011	FY2012	FY2013	FY2014	FY2015
46%	57%	61%	60%	47%

Here we see an improvement of the percentage of sites that are reporting reduced electricity consumption.

¹² Total electricity consumption means everything we have purchased for our offices, depots and warehouses. Data is captured from those sites with at least two years' worth of data to allow like-for-like comparison to be made.

Gas

Total gas consumption (kWh)

FY2011	FY2012	FY2013	FY2014	FY2015
32,506,907	29,685,862	31,005,091	26,700,680	25,286,765

Gas consumption reduced by 5.3%.

In scope sites reporting reduced gas consumption

FY2011	FY2012	FY2013	FY2014	FY2015
47%	79%	23%	85%	53%

Relative gas consumption (kWh per £m turnover)

FY2011	FY2012	FY2013	FY2014	FY2015
31,187	27,692	28,315	21,782	18,717

WATER AND EFFLUENTS

Water is essential to our business – from cooking and cleaning to maintaining outdoor spaces. We are committed to using water in a responsible and sustainable way by reducing the water footprint of our operations.

WHY IS IT IMPORTANT?

Urban populations are projected to increase by 2.9 billion, from 3.4 billion in 2009 to 6.3 billion in 2050 (UN water). This is going to put a strain on our ability to supply fresh water to the whole population. Buildings themselves are a major contributing factor to a reduction in fresh water supply. We can help address this through making our own buildings more efficient.

WHAT WE'VE BEEN DOING

We've been focusing on ensuring that our own activities and operations minimise water usage, through introducing new technology and modifying our cleaning methods.

During FY2015, we:



New

introduced new and improved mops requiring less water and chemicals for cleaning



↑2%

increased by 2% our use of European Ecolabel assured cleaning products

Reducing our water use and effluents

Water consumption (m³)¹³

FY2011	FY2012	FY2013	FY2014	FY2015
306,336	294,331	285,265	296,387	319,689

Relative water consumption (m³ per £m turnover)

FY2011	FY2012	FY2013	FY2014	FY2015
304	275	261	259	253

Water consumption has increased by 7.9% which is mainly due to the building extension at HMP Peterborough where water consumption increased by 11.5%.

In scope sites reduced water consumption

FY2011	FY2012	FY2013	FY2014	FY2015
61%	50%	61%	45%	58%

Water reduction within cleaning activities

At Sodexo, we provide a cleaning service at around 900 sites across the UK and Ireland, employing 8,800 cleaning personnel. A number of initiatives have been introduced to reduce water and chemical usage on these sites:

- New and improved mops – we have replaced traditional mops with 76 backpack mopping systems, which spray a mixture of water and cleaning agent, reducing both overall chemical and water usage
- Reduction in need for chemical dilution, reducing both water and chemical usage:
 - Introduction of 920 microfibre flat mopping systems, reducing chemical usage by 60–80% compared to conventional cotton cloths
 - Introduction of on-site chemical generation systems, minimising chemical dilution, packaging and transportation.

Environmentally accredited cleaning chemicals

Over the past two years we have introduced a range of cleaning chemicals that are accredited to the European Ecolabel. This accreditation is awarded to products and services that have demonstrated a reduced environmental impact throughout their life cycle. The accreditation is recognised throughout Europe and is a voluntary label. In FY2015 our purchase and use of these products increased by 4.8% from FY2014 and represented 7.1% of all chemicals purchased.

¹³ Data does not include water consumption at sites where Sodexo does not have operational control of water consumption (e.g. facilities management contracts).

CONTACT US

If you have any comments, thoughts or suggestions about this report, or about Sodexo's approach to corporate responsibility, please let us know.

You can email our corporate responsibility team directly at CorporateResponsibility.UK@sodexo.com

