



SODEXO'S BETTER TOMORROW PLAN:

## LIVING OUR COMMITMENTS EVERY DAY

Our Better Tomorrow Plan commitments are put into practice across our business.



SEARCH ALL OUR COMMITMENT IN ACTION STORIES FROM 2013 ▶

AS AN EMPLOYER

NUTRITION, HEALTH AND WELLBEING

LOCAL COMMUNITIES

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT



### WHAT WE DO

AS AN EMPLOYER



NUTRITION, HEALTH AND WELLBEING



LOCAL COMMUNITIES



SUSTAINABLE SUPPLIES



ENVIRONMENTAL MANAGEMENT



### CEO STATEMENT



Welcome to our Corporate Responsibility report 2014. We hope you enjoy reading how we've implemented the Better Tomorrow Plan – our sustainability strategy to 2020 – across the UK and Ireland.

Debbie White  
CEO, Sodexo UK & Ireland

[Read the full statement ▶](#)



[Learn more about the Better Tomorrow Plan ▶](#)

### ACTING WITH INTEGRITY

Our mission to improve quality of life can only be achieved if we are committed to the highest standards of business integrity. Operating with

### PERFORMANCE HIGHLIGHTS

**£1.17**

BILLION REVENUE IN

**95%**

CLIENT RETENTION

### RECOGNITION

Sodexo achieved 'Gold' in the annual Business in the Community Corporate

honesty and transparency is fundamental to everything we do.

[Read more about governance and business integrity](#) ▶

THE UK AND IRELAND IN 2012/13

RATE

**£456,000 3.3%**

RAISED BY THE SODEXO FOUNDATION IN 2013

REDUCTION IN GREENHOUSE GAS EMISSIONS PER £M TURNOVER

[Read more about our performance](#) ▶

Responsibility Index

[Read more about this and our other awards](#) ▶



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## VISION

At Sodexo, corporate responsibility is about more than ‘doing the right thing’. It has always been a fundamental part of our daily business practice.

### OUR MISSION

Our mission is to improve the quality of life of all the people we serve and contribute to the economic, social and environmental development of the communities, regions and countries where we operate.

### MESSAGE FROM OUR CHIEF EXECUTIVE



▶ Hear more from Debbie White on our corporate responsibility performance and progress

### THE PLAN FOR 2020



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 to 2020.

▶ Read more

### MEMBERSHIPS

We actively engage with national and international organisations and initiatives as part of our commitment to learn, share knowledge and maximise our positive impacts.

### SOME OF OUR 2020 COMMITMENTS

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

[▶ Read more](#)

## BITC GAME CHANGER AWARD



Thomas Jelley receives Business in the Community Game Changer Award

[▶ Read more](#)

- source and promote sustainable equipment and supplies in all the countries where we operate by 2020
- reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020
- reduce our water footprint in all the countries where we operate and at clients' sites by 2020

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## THE BETTER TOMORROW PLAN

Our sustainability strategy to 2020, the Better Tomorrow Plan, focuses on the issues that are material to our business as identified through extensive, continued consultation with stakeholders. It supports our vision to become global experts and strategic partners to our clients, and is based on commitments, targets and objectives to 2020.



### THE THREE CORE PILLARS:

#### WE ARE

##### Our Group fundamentals

Our mission, values and ethical principles – the cornerstone of a responsible business as set out in our [corporate responsibility statement](#) (PDF 161KB).

#### WE DO

Five priorities and commitments for action.

##### As an employer ▶

- Provide employees with the means to grow and develop throughout their career.
- Foster diversity and inclusion.
- Respect the Universal Declaration of Human Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work.
- Achieve a global health and safety culture and world-class health and safety performance.

##### Actively promote nutrition, health and wellbeing ▶

- Develop and promote health and wellbeing solutions for our clients, customers and employees in all the countries where we operate by 2015.
- Provide and promote choices with a reduced intake of sugar, salt and fats at all our clients' sites by 2015.

##### Support the development of local communities ▶

- Tackle hunger and malnutrition through our Stop Hunger programme in all the

### CORPORATE RESPONSIBILITY STATEMENT

Sodexo UK & Ireland corporate responsibility statement — setting out what we understand by corporate responsibility and how it shapes the way we operate. (PDF 161KB)

SEARCH ALL OUR COMMITMENT IN ACTION STORIES FROM 2013 ▶

### DJSI

For the eighth consecutive year, Sodexo Group has been recognised by the Dow Jones Sustainability Indices (DJSI) as the global leader in its industry segment.

countries where we operate by 2020.

- Support local community development in all the countries where we operate by 2015.
- Increase the purchase of products sourced responsibly from fairly traded certified sources by 2015.

#### Ensure the sustainability of our supply chains ▶

- Ensure compliance with a global supply chain code of conduct in all the countries where we operate by 2015.
- Source local, seasonal or sustainably grown or raised products in all the countries where we operate by 2015.
- Source sustainable fish and seafood in all the countries where we operate by 2015.
- Source and promote sustainable equipment and supplies in all the countries where we operate by 2020.

#### Protect the environment ▶

- Reduce our carbon footprint in all the countries where we operate and at clients' sites by 2020.
- Reduce our water footprint in all the countries where we operate and at clients' sites by 2020.
- Reduce organic waste in all the countries where we operate and at clients' sites by 2015, and support initiatives to recover organic waste in all foodservice operations.
- Reduce non-organic waste in all the countries where we operate and at clients' sites by 2015, and support initiatives to recover non-organic waste in all countries.

## WE ENGAGE

### Dialogue and joint actions with our stakeholders

We are committed to engaging with our employees, clients, suppliers, customers, non-governmental organisations and others. You can see examples of our engagement in action in our stories from the year.

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## CEO STATEMENT



Chief Executive's statement

Thank you very much for visiting our corporate responsibility website, where you can learn about our Better Tomorrow Plan and see what we've been doing over the last year. The Better Tomorrow Plan is designed to manage the social and environmental impact of our business. It's based on a robust set of commitments that make it much more than a corporate pledge.

The Plan is in fact an integral part of our culture, the way we do business and the way we engage with clients.

On this site, you will see the many ways in which the Better Tomorrow Plan comes to life in our daily activities.

Sodexo provides services to a wide range of people that includes 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 the quality of life and make a meaningful difference to everyone we serve.

We made a lot of progress with these commitments in the last year.

On an environmental front, we launched our Waste Management Policy across the entire UK & Ireland business. The Policy standardises our practices for the waste we create and the waste we manage on behalf of our clients.

We also signed the Access 6 agreement, a European initiative to help small companies engage with larger ones. This helps us to ensure our supply chain is as diverse as possible with both large and small companies.

In the local community, hundreds of employees joined me in volunteering, some with FareShare helping to redistribute food from warehouses to charities across the country, while others got involved in food drives at supermarkets. In Scotland, we worked with The Outward Bound Trust to deliver the fourth successive health and wellbeing challenge for teenagers. And in Ireland, a five-a-side football team made it into the Guinness Book of Records while raising money for our Stop Hunger Foundation.

I am very pleased to announce that in 2013 our Stop Hunger initiative raised almost half a million pounds in the UK and over €20,000 in Ireland.

In addition to all this activity, in 2014 we will be particularly focusing on three key areas:

- ensuring people from disadvantaged groups have the opportunity to compete for roles at Sodexo
- continuing to promote diversity and inclusion within the company
- further diversifying our supply chain

We recognise the significant economic, social and environmental challenges that society faces in 2014 and at Sodexo we want to play our part in addressing these



We recognise the significant economic, social and environmental challenges that society faces in 2014 and at Sodexo we want to play our part in addressing these issues. So, if you feel, having visited this site, that there is an area we are missing and should be addressing, we'd be delighted to hear from you."

Debbie White, Chief Executive, Sodexo

issues. So, if you feel, having visited this site, that there is an area we are missing and should be addressing, we'd be delighted to hear from you.

Thank you for your time.

**Debbie White, Chief Executive**

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## MEMBERSHIPS AND RECOGNITION

We collaborate in partnership with industry bodies, sustainability organisations, non-profit organisations and governments. These national and international organisations, bodies and initiatives are important stakeholders in our commitment to operating responsibly and achieving our Better Tomorrow Plan commitments.

### SODEXO GROUP

Since 2003, Sodexo Group has been a signatory of the [United Nations Global Compact](#), a strategic policy initiative for businesses committed to ten widely accepted principles across human rights, labour, the environment and anti-corruption. Since 2011, Sodexo Group has held the [Global Compact Advanced Level](#), meeting the 24 criteria on the four key elements of the initiative.



Sodexo Group participates in the [Carbon Disclosure Project](#), the largest database of primary corporate greenhouse gas emissions information in the world.



In 2013, Sodexo Group was recognised 'Global Sustainability Industry Leader' for the eighth year in a row in the [Dow Jones Sustainability Index \(DJSI\)](#) for its industry sector Restaurants, Hotels, Bars and Recreational Services. Sodexo has been included in the DJSI World and STOXX Sustainability Indices (Europe) since 2005.



In 2013, Sodexo Group was ranked No. 1 in the DiversityInc list of Top 50 companies for diversity and said to be "in a class by itself".



Sodexo Group has been a member of the RSPO (Roundtable on Sustainable Palm Oil) since 2011.



Sodexo Group participated in the Forest Footprint Disclosure Project in 2012 for the third year running. The Project has since merged with the Carbon Disclosure Project and full integration is expected in early 2014.



### SODEXO UK & IRELAND

Sodexo is a member of Business in the Community and has participated in its annual Corporate Responsibility Index, the leading UK benchmark for responsible business practice, since 2004. In 2013 we achieved the 'Gold' band for the third year running.



Thomas Jelley, corporate citizenship manager at Sodexo, received a Business in the Community Game Changer Award in recognition of his work to advance the responsible business movement.



Sodexo is 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.



In September 2013, Sodexo UK & Ireland was awarded bronze level [Investors in People](#) accreditation. The standard is the benchmark of good people management practice and only 16% of UK employers are accredited with Investors in People.



**Gaining bronze accreditation is a fantastic achievement and, in the words of the assessor who submitted a report about the review, 'it is testament to everyone involved and it shows a remarkable ability to respond with focus'."**

Debbie White, Chief Executive, Sodexo



#### FOODSERVICE FOOTPRINT AWARD

Sodexo won the Waste Management and Reduction category award at the 2013 Foodservice Footprint Awards for work carried out at Central Manchester University Hospitals NHS Foundation Trust, where we deliver catering and facilities management services and serve over 4,395 meals a day.



#### EXCELLENCE THROUGH PEOPLE

In Ireland, Sodexo holds 'Gold' level in the Excellence Through People accreditation for practices in planning, communications, training and development.



#### WOMEN 1ST

Margot Slattery, managing director for Sodexo Prestige, Ireland, was named Woman of the Year 2013 at the Women 1st Shine Awards.



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HELPING SCHOOLS GET GREENER

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## OUR STORIES

We strive to add value in everything we do, and work to apply the Better Tomorrow Plan across the business. In this section you can read about our top stories for 2013.



### TOP STORIES



#### COFFEE GROUNDS FOR GROWTH

Through Coffee Grounds for Growth, we have turned an environmental engagement initiative into a company-wide programme that tackles waste recovery, contributes to Stop Hunger and promotes local community development.

[Read more](#)

**£28,000**

POTENTIAL SAVINGS IN ANNUAL WASTE DISPOSAL FOR CLIENTS

**242**

COFFEE GROUNDS FOR GROWTH TOOLKITS IN PLACE AT SODEXO SITES IN THE UK AND IRELAND



#### HELPING SCHOOLS GET GREENER

In 2013, we collaborated with ten schools in Ireland to reduce energy consumption and implement an effective energy management programme. As well as contributing to cost savings and better practices, the programme also delivers community-based benefits such as empowerment and trust.

[Read more](#)

**10**

SCHOOLS TOOK PART IN THE PROGRAMME IN 2013

### ENGAGING THE ISLAND OF IRELAND ON THE BETTER TOMORROW PLAN

The Better Tomorrow Plan (BTP) is our vision for sustainability at Sodexo to 2020. Much of the BTP is



already embedded in everything we do, and we think it's important to raise awareness among our employees of how it adds value to Sodexo, our clients and our customers. In 2013, we worked closely with our teams in the island of Ireland to engage them on the BTP legacy to 2020

[Read more ▶](#)



## VOLUNTEERING IN OUR COMMUNITIES

In line with our volunteering policy, we encourage all our employees to contribute their time and expertise to community projects, especially through our Stop Hunger initiative. There are many examples of how Sodexo employees are making a significant difference in the local communities where we operate.

[Read more ▶](#)

**1,000+**

EMPLOYEES PARTICIPATED IN THE STOP HUNGER SERVATHON IN APRIL 2013

**308**

EMPLOYEES HELPED FARESHARE IN FY2012/13

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## OUR STORIES FROM THE YEAR

The stories below illustrate what we achieved in the financial year 2012/13 and how we live our commitments every day. You can search by commitment, stakeholder group and location.

### TOP STORIES

Coffee grounds for growth ▶



Helping schools get greener ▶



Engaging the island of Ireland on the Better Tomorrow Plan ▶



Volunteering for Stop Hunger ▶



Tackling food poverty and food waste ▶



Supporting teenagers' health and wellbeing with The Outward Bound Trust ▶



Cycling to Afghanistan... and back ▶



World record five-a-side football ▶



### ALL STORIES

Training ▶



Apprenticeships ▶



'Focus on Five' for better management ▶



Be More than a Spectator picks up award ▶



Promoting women in the workplace ▶

Business breakfasts on gender equality ▶

Women in Security hits 15% target ▶

Encouraging intergenerational wisdom ▶



Pioneering disabilities learning skills project ▶

Sodexo named fair and diverse ▶

Fundamental rights at work ▶

The voice of Sodexo's European workers ▶



Helping shape the climate justice agenda ▶

Workshop on counter-terrorism with industry leaders ▶

International Safety Awards for SJS ▶

Healthworks ▶



Public Health Responsibility Deal ▶

Employee wellness ▶

Step into Summer ▶

Landscapes for life ▶



Providing varied and balanced food options ▶

Department of Health Responsibility Deal ▶

BIFM awards for innovation in serving patient meals ▶

Supporting the Servathon ▶



Sodexo's FareShare volunteers triple ▶

Record-breaking fundraiser ▶

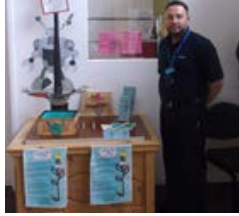
Thinking outside the box ▶

Helping people back to work ▶





Changing offenders' lives for the better ▶



Helping students ▶



Aspretto ▶



Fairtrade sugar progress ▶



Partnering with Dingley Dell ▶



Ensuring traceability ▶



Red Tractor butter ▶



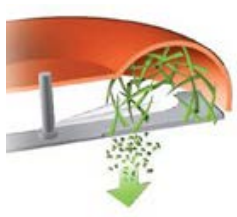
Leading the way in sustainable cleaning methods ▶



Sourcing efficient cleaning equipment ▶



Cutting-edge mowers ▶



Using new electric cars at our sites ▶



Reducing consumption at Haywood Hospital ▶



Carbon Reduction Commitment audit ▶



Horticultural services ▶



WRAP Hospitality Agreement ▶



New client Waste Management offer ▶



Standardised waste management ▶



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## COFFEE GROUNDS FOR GROWTH

Through Coffee Grounds for Growth, we have turned an environmental engagement initiative into a company-wide programme that tackles waste recovery, contributes to Stop Hunger and promotes local community development.



Coffee Grounds for Growth

### BREAKING NEW GROUND

In 2011 we launched Green Spark, an initiative that encouraged employees to submit ideas to help improve Sodexo's environmental performance without costing the earth. We asked employees to vote for their favourite idea and committed to introduce the three most popular initiatives across the business. One of those ideas was Coffee Grounds for Growth.

The initiative sees the recovery of used coffee grounds donated to customers as natural fertiliser for their gardens. This can help divert up to 200 tonnes of coffee grounds from our coffee bars each year – or 100 tonnes of CO<sub>2</sub>e emissions if they were sent to landfill. Customers can pick up a bag in exchange for a voluntary donation to Stop Hunger.

### BUT IT DIDN'T END THERE...

Following a presentation to the environmental committee, the Sodexo Justice Services representative put forward the idea that the carpentry workshop at HMP



### ASSOCIATION OF CATERING EXCELLENCE (ACE) SUSTAINS PEOPLE AWARD

Caroline Meledo for the Coffee Grounds for Growth initiative.



"I truly believe social enterprises are the smart way of doing business, leveraging resources and producing outcomes that don't necessarily show on a balance sheet but deliver incredible social and environmental value."

Caroline Meledo, corporate responsibility and engagement advisor, Sodexo

[Read the full interview with Caroline](#)

**£28,000**

in potential savings in

Peterborough – a Sodexo-managed prison – could produce the wooden box used to display the coffee grounds.

The box-making is now part of a six-week carpentry course leading to a National Certificate of Further Education (NCFE) in carpentry. The prisoners are paid for their work and learn to deliver a high-street-quality product. After the success of the box-making workshop, HMP Peterborough also invested in equipment to produce the full Coffee Grounds for Growth toolkit across different workshops including printing, packing and mailing.

We wanted to turn the work at HMP Peterborough into a sustainable business, so in 2013 we launched Inside Working CIC, a Community Interest Company. All profits generated by the sale of the wooden boxes are reinvested into the enterprise and any surplus profit is donated to victim support charities. Inside Working CIC is now listed as a Sodexo supplier and, shortly after being launched, it was donating more than 15% of sales revenue to charity. Building on the carpentry skills developed, the CIC currently produces a catalogue of high-quality, good-value products that can be sold to the rest of the business. As well as gaining technical skills, prisoners learn about delivering goods on time and enjoy a sense of pride and purpose.

## GROWING COFFEE GROUNDS FOR GROWTH

To date, ten prisoners have received the NCFE in carpentry and 242 Coffee Grounds for Growth toolkits are in place at 203 Sodexo sites in the UK and Ireland. At the same time, Sodexo Horticultural Services has successfully trialled the use of coffee grounds and will now use the grounds as a fertiliser across its operations.

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In 2013, we collaborated with ten schools in Ireland to reduce energy consumption and implement an effective energy management programme. As well as contributing to cost savings and better practices, the programme builds trust and empowers local communities.

**ENERGY COMMITTEES**

We helped create energy committees consisting of at least two teachers, four students, a principal and the Sodexo facilities manager on site. These committees help to understand each stakeholder group's needs and aspirations, supporting co-creation and co-ownership of ideas to improve systems, processes and awareness.

**RAISING AWARENESS**

The initial challenges included raising staff and student awareness of energy consumption, and developing practical and free ideas to reduce it. For example, one school appointed a 'light guard' in each classroom who was tasked with turning off lights at lunch time and at the end of the school day. Sodexo plays a key role in showing energy improvements through the monthly energy report and in guiding discussions towards good energy practices and possible solutions.

**KEEPING TRACK OF PROGRESS**

To maximise impact, we issue all the schools with a monthly energy consumption report of their performance and our facilities manager shares successful ideas with managers in other schools.

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As well as cutting costs, the energy and waste management committee at Coláiste Pobail Bheanntrai has created greater awareness of waste management and encouraged a team approach towards reducing energy consumption."

Bob Emmerson, head of human resources, Total UK

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**FIRING THE IMAGINATION**

In 2013 we focused our efforts on involving teams across our Irish and Northern Ireland sites. We wanted to develop an interactive campaign that could fire imaginations, so we designed three awareness-raising campaigns around the key themes of the Better Tomorrow Plan: food, people and environment.

**FACTS TO SPARK DISCUSSION**

We devised a list of ten key facts for each campaign. The information was designed to illustrate important issues and prompt discussion. For each key fact, we outlined its importance for individuals and organisations, and what Sodexo is doing about it.

The facts were discussed at weekly team meetings across our Irish and Northern Ireland sites, encouraging employees to share experiences both at home and in the workplace. We wanted colleagues to discuss the challenges of behaviour change related to sustainability, as well as the rationale for more sustainable choices.

Dermot Moloney, a general services manager in Sodexo Ireland, recognises the role that employees can play as ambassadors for our sustainability strategy, both inside and outside the organisation:



**We had a team meeting to discuss the BTP and the current food campaign. We've issued the information to our staff and have**



**The information provides good talking points and breaks the ice for our weekly team briefs. The 'healthier eating' one was especially good!"**

Ian James, business manager, Ulster Independent Clinic



**Feedback from customers and clients is that they liked these table talkers and found them to be informative. All unit managers have been briefed on the campaign at their monthly team briefings and in turn briefed their team."**

Alastair Armstrong, group account manager, Belfast

asked them to read the very interesting facts, remember a few and bring them up in conversation with customers.”

Dermot Moloney, general services manager, Sodexo Ireland

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In line with our volunteering policy, we encourage all our employees to contribute their time and expertise to community projects, especially through our Stop Hunger initiative. There are many examples of how Sodexo employees are making a significant difference in the local communities where we operate.

**VOLUNTEERING FOR STOP HUNGER**

Every April, Sodexo employees around the world rally to participate in the Stop Hunger Servathon by volunteering, fundraising, donating and serving meals. Employees can share their experiences through photos, video clips, SodexoNet case studies, Facebook and Twitter. A total of 1,067 employees supported the Servathon across the UK and Ireland in 2013. This included volunteering with FareShare, supporting Everton Football Club's People's Picnic and raising funds through Stop Hunger awareness days at universities and at the Catterick Garrison.



**TACKLING FOOD POVERTY AND FOOD WASTE**

Over the last year, 285 employees volunteered with FareShare, the UK charity that tackles food waste and food poverty by recovering surplus food from the food industry and redistributing it to a network of local charities. During Servathon 2013, 136 employees volunteered with FareShare at their ten depots across the UK to sort and redistribute



**VOLUNTEERING IN NUMBERS**

**1,000+**

employees took part in the 2013 Stop Hunger Servathon

**£20,000**

raised for Stop Hunger and SSAFA Forces Help through 14,000 miles of cycling

**€18,000**

generated through 53 hours of non-stop five-a-side football

surplus food to local charities, including our chief executive Debbie White and Sodexo Ambassador Matt Dawson. [Watch the video here.](#)

Sodexo was the biggest single provider of volunteers for FareShare's UK food drive in partnership with Tesco in July, providing 102 employees to help in stores across the country. With a further 47 Sodexo employees volunteering in support of FareShare at Tesco's December food drive.

## SUPPORTING TEENAGERS' HEALTH AND WELLBEING WITH THE OUTWARD BOUND TRUST

Eight Sodexo mentors supported the Sodexo Health and Wellbeing Challenge for six schools in Glasgow and Edinburgh, and four schools in Salford. The programme, co-designed and co-delivered by Sodexo and The Outward Bound Trust, consists of a day of team-building activities including a talk on the importance of a healthy lifestyle and diet as well as a two-day residential course



On this course, the teenagers learn more about the link between a balanced diet and physical activity through fun yet challenging events such as building rafts, hiking and cycling. Since the Challenge was launched in 2009, 500 children have taken part. The 2014 programme will include an evaluation of the benefits and impacts for Sodexo volunteers as well as participants.

## CYCLING TO AFGHANISTAN... AND BACK

Eight hundred Sodexo Defence employees cycled on exercise bikes at 75 different locations across the UK, Cyprus and the Falkland Islands to cover over 14,000 miles by bike – the equivalent of cycling to Afghanistan and back. They raised more than £20,000 to support Stop Hunger and SSAFA Forces Help, an Armed Forces charity whose Homelessness Welfare Fund is supported by the Sodexo Foundation.



## WORLD RECORD FIVE-A-SIDE FOOTBALL

Sodexo Ireland entered the Guinness Book of Records by playing the longest ever five-a-side football game for a staggering 53 hours. The idea was first put forward by account manager Andrew McGinley and he was soon joined by finance director Owen Keating and Dermot Moloney, general services manager for Sodexo at Allianz. In total, the team raised €18,000 for the Irish Cancer Society, Barnardo's Ireland and the Society of St Vincent de Paul – all of whom are STOP Hunger beneficiaries. 65 Sodexo employees supported the 16 players before, during and after the challenge.



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**WE ARE**

[ABOUT US](#)

[GOVERNANCE AND BUSINESS INTEGRITY](#)

## WE ARE

Our beliefs, mission, values and ethical principles are the fundamentals we all share and that unite all our teams across the Group.

### ABOUT US

We have a set of core values and ethical principles that will help us achieve our objectives.

#### PERFORMANCE HIGHLIGHTS

**35,000**  
EMPLOYEES

**2,300**  
CLIENTS/CLIENT SITES

**£1.17 billion**  
UK AND IRELAND REVENUE IN 2012/13

#### WATCH 'WE ARE SODEXO'



### GOVERNANCE AND BUSINESS INTEGRITY

We have a set of core values and ethical principles that will help us achieve our objectives.

#### PERFORMANCE HIGHLIGHTS

**e-learning module**  
ON BUSINESS INTEGRITY, LAUNCHED IN 2013

**640+**  
EMPLOYEES HAVE NOW COMPLETED OUR ANTI-BRIBERY TRAINING

#### CORPORATE RESPONSIBILITY GOVERNANCE

Four board directors are responsible for Sodexo UK & Ireland corporate responsibility governance. Phil Hooper, corporate affairs director, has formal responsibility for the UK & Ireland corporate responsibility strategy, policies and performance.

[Read more about our senior management team](#) ▶

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WE ARE

ABOUT US

GOVERNANCE AND BUSINESS INTEGRITY

## ABOUT US

Sodexo develops, manages and delivers a diverse range of services designed to improve quality of life for our clients and customers.

Sodexo provides services to a wide range of people that includes 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 the quality of life and make a meaningful difference to everyone we serve.

We are a worldwide leader in quality-of-life services through On-site Services, Benefits and Rewards and Personal and Home Services, which contribute to the performance of our clients, the fulfilment of our teams and the economic, social and environmental development of our local communities. In the UK and Ireland, our 35,000 people strive to improve quality of life at over 2,300 client locations in the corporate, education, healthcare, leisure, defence and correctional services sectors. Our activities include:

- **On-site Services** – 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
- **Benefits & Reward Services** – services include childcare vouchers, multi-retailer gift vouchers, government and public authority schemes
- **Personal & Home Services** – we also respond to the increasing need expressed by individuals for better work–life balance and greater personal fulfilment. Our home services for dependent people improve the quality of life for those we serve

## OUR MISSION

Pierre Bellon founded Sodexo in Marseille, France, in 1966 to:

- improve the quality of life of everyone we serve
- contribute to the economic, social and environmental development of the communities, regions and countries in which we operate

## OUR VALUES

- **Service spirit:** being proud to provide service to others, and being available and responsive, welcoming and efficient.
- **Team spirit:** recognising our different qualities and skills and working together successfully to achieve clear goals.
- **Spirit of progress:** finding every opportunity to go the extra mile, taking the initiative and looking for better ways of doing things.

### OUR BUSINESS: AT A GLANCE

**35,000**  
employees

**56% : 44%**  
female male

**2,300**  
client/client sites

**£1.17 billion**  
UK and Ireland revenue in 2012/13

## OUR ETHICAL PRINCIPLES

- **Loyalty:** earning the trust of clients, employees, stakeholders and suppliers by establishing loyal and enduring relationships.
- **Respect for people:** respecting [human rights](#), ensuring equal opportunities for all, providing a work environment based on mutual respect and a culture that appreciates and values each individual's experiences and skills.
- **Transparency:** explaining every employee's objectives, rights and duties clearly, providing all stakeholders with accurate and timely information, providing high-quality, good-value products and services and offering suppliers clear, understandable contracts.
- **Business integrity:** condemning all practices not based on honesty, integrity and fairness and expecting our partners to observe the same high standards.

We expect all employees to understand and comply with our [Code of ethics](#) (PDF 129KB). All new employees receive and sign a copy of the code.

## 2012-2015 BUSINESS STRATEGY

In 2012, we re-launched the Sodexo brand identity globally alongside our new three-year business strategy for the UK and Ireland. Our vision is to become our clients' strategic partner by designing, managing and delivering quality-of-life services that make a meaningful difference to their employees and customers. Our priorities are to profitably engage, develop and retain our employees, to promote diversity and inclusion across our business and to contribute to local communities.

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**WE ARE**

[ABOUT US](#)

**GOVERNANCE AND BUSINESS INTEGRITY**

## GOVERNANCE AND BUSINESS INTEGRITY

Governance and business integrity are fundamental to the way we carry out the everyday practices of our business: they reinforce our brand, our culture and help to maintain trust with our stakeholders.

### CORPORATE RESPONSIBILITY AND OUR BOARD

Four board directors are responsible for Sodexo UK & Ireland corporate responsibility governance. Phil Hooper, corporate affairs director, has formal responsibility for the UK & Ireland corporate responsibility strategy, policies and performance.

Read more about our [senior management team](#).

Four board directors have specific responsibility for aspects of corporate citizenship in the UK and Ireland.



**DEBBIE WHITE**

**Chief Executive**

**Responsibilities**

nutrition, health and wellbeing, health and safety, risk



**PHIL HOOPER**

**Corporate Affairs Director**

**Responsibilities**

client relationship management, the Sodexo Foundation and local communities, environment



**MICHELLE HANSON**

**Commercial Director**

**Responsibilities**

supply chain, offer, customers, marketing, logistics



**ANGELA WILLIAMS**

**HR Director**

**Responsibilities**

diversity and inclusion, learning and development, respect for people

**RELATED LINKS**

- ▶ [Ethical principles](#)
- ▶ [Performance](#)

**POLICIES**

- [Statement of Business Integrity \(2007\)](#) (PDF 96.3KB)
- [Anti-bribery policy](#) (PDF 90.2KB)
- [Lobbying policy](#) (PDF 132 KB)

## BUSINESS INTEGRITY

As one of four founding principles firmly rooted in our company's culture, we use the Sodexo [Statement of Business Integrity \(2007\)](#) (PDF 96.3KB) as a guide for the way we work. We have adopted this code of conduct across all our operations and we expect our partners to observe the same high standards of ethics.

In 2013, an e-learning module on business integrity was deployed to Sodexo's senior managers across the globe, with further e-learning being developed for all managers

in individual countries, including the UK and Ireland.

## ANTI-BRIBERY POLICY

The UK Bribery Act 2010 came into force in July 2011 and makes the UK anti-bribery regime one of the strictest in the world. We have produced an anti-bribery toolkit that includes all relevant policies, procedures and guidance on the new legislation, and we have continued to communicate with our employees regarding this legislation. More than 640 employees have now completed our [anti-bribery training](#) which is mandatory for all managers. Read our UK & Ireland [anti-bribery policy](#) (PDF 90.2KB).

## LOBBYING POLICY

Lobbying is a normal, acceptable and useful part of the political process, provided it is conducted in compliance with all applicable legal requirements. Proper lobbying activities can inform lawmakers about our legitimate interests and expertise. It is Sodexo's policy to comply with all applicable legislation relating to lobbying wherever we operate. Our [lobbying policy](#) (PDF 132KB) defines the parameters for any government engagement activity carried out on behalf of Sodexo in order to comply with legal requirements and our ethical commitments.

## GOVERNANCE OF THE BETTER TOMORROW PLAN

The Better Tomorrow Plan is Sodexo Group's global sustainability roadmap to 2020. In the UK and Ireland its deployment is supported by:

- a steering committee including representatives of the sustainability teams in our major markets
- a central project management office to support deployment and monitor performance
- [progress milestones for 2012, 2015 and 2020](#)
- a network of experts on topics such as water and effluents, materials and waste, energy and emissions, local communities and sustainable procurement
- Better Tomorrow Plan 'champions' for all the countries where we operate
- a technical assistance and advice partnership with [WWF](#) (World Wildlife Fund)
- external stakeholder engagement

We conduct regular stakeholder engagement activities to inform our approach to corporate responsibility. We consult with key stakeholders on issues that are material to our business, invite their scrutiny and advice and update them regularly on our progress.

We demonstrate progress by reporting on [key performance indicators](#) that show both progress (through engagement and other activities) and impact (their effect). We conduct annual business-wide reviews and compare the results to our 2008/09 baseline data to inform progress towards targets.

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**WE DO**

AS AN EMPLOYER

NUTRITION, HEALTH AND WELLBEING

LOCAL COMMUNITIES

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT

## WE DO

Through the We Do pillar of the Better Tomorrow Plan, we aim to improve our economic, environmental and social performance across five key areas.

### AS AN EMPLOYER

We aim to increase engagement, productivity and innovation through an inclusive and supportive workplace where each employee's contribution is valued.



#### PERFORMANCE HIGHLIGHTS

**1st ever**

DIVERSITY CHARTER FOR IRELAND SIGNED IN 2013

**3x more**

APPRENTICESHIPS AT SODEXO UK & IRELAND IN FY 2012/13

#### PROMOTING WOMEN IN THE WORKPLACE



### NUTRITION, HEALTH AND WELLBEING

We promote nutrition, health and wellbeing and offer professional advice on how to lead a healthy lifestyle.



#### OUR COMMITMENTS

- Develop and promote health and wellbeing solutions for our clients, customers and employees in all the countries where we operate by 2015.
- Provide and promote varied and balanced food options at all our clients' sites by 2012.

▶ [Read more](#)

#### PERFORMANCE HIGHLIGHTS

**Cycle to Work scheme**

LAUNCHED FOR ALL EMPLOYEES IN JULY 2013

**99%**

OF OUR SITES PROMOTE AND PROVIDE VARIED AND BALANCED FOOD OPTIONS

### LOCAL COMMUNITIES



We support local communities by tackling hunger and malnutrition through our Stop Hunger initiative, supporting smaller businesses and sourcing Fairtrade produce.



### PERFORMANCE HIGHLIGHTS

**177**

FAIRTRADE PRODUCT LINES LISTED IN FY 2012/13

**£456,000**

RAISED BY THE SODEXO FOUNDATION IN FY 2012/13

### WATCH THE SERVATHON IN ACTION



### SUSTAINABLE SUPPLIES

We are committed to sourcing traceable, safe, seasonal and sustainable produce, and promoting good practice in agriculture, fisheries and manufacturing.



### OUR COMMITMENTS

- Ensure compliance with a global supply chain code of conduct in all the countries where we operate by 2015.
- Source and promote sustainable equipment and supplies in all the countries where we operate by 2020.

▶ [Read more](#)

### PARTNERING WITH DINGLEY DELL



▶ [Read more](#)

### ENVIRONMENTAL MANAGEMENT

We work closely with stakeholders to mitigate our carbon and water footprints, and to reduce and recover waste.



### PERFORMANCE HIGHLIGHTS

**12%**

REDUCTION IN ELECTRICITY CONSUMPTION IN FY 2012/13

**3.2%**

REDUCTION IN OVERALL WATER CONSUMPTION IN FY 2012/13

### NEW WASTE MANAGEMENT OFFER

Our new offer, Waste Management by Sodexo, helps clients manage their waste from beginning to end.

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**WE DO**

**AS AN EMPLOYER**

- Developing our employees
- Diversity and inclusion
- Human rights
- Health and safety

**NUTRITION, HEALTH AND WELLBEING**

**LOCAL COMMUNITIES**

**SUSTAINABLE SUPPLIES**

**ENVIRONMENTAL MANAGEMENT**

## AS AN EMPLOYER

We have a responsibility to provide a safe, inclusive and stimulating work environment, where we encourage all our employees to fulfil their potential. This helps us attract and retain talented and committed people while ensuring we continue to meet the needs of the increasingly diverse populations we serve in the UK and Ireland.



### DEVELOPING OUR EMPLOYEES

#### FOCUS ON FIVE FOR BETTER MANAGEMENT



In FY 2012/13 we launched Focus on Five, an employee engagement awareness campaign to help managers focus on five employee relationship-building priorities.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**3x more**

APPRENTICESHIPS IN FY 2012/13

**£175,000**

GRANT FOR TILLERY VALLEY FROM SKILLS GROWTH WALES IN 2013



### DIVERSITY AND INCLUSION

#### BUSINESS BREAKFASTS ON GENDER EQUALITY



Two business breakfasts hosted by Sodexo Ireland in conjunction with Business in the Community, Ireland.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**Woman of the Year**

AWARDED TO MARGOT SLATTERY, MANAGING DIRECTOR OF SODEXO IRELAND

**4.5%**

RISE IN THE PROPORTION OF WOMEN IN SECURITY ROLES

## HUMAN RIGHTS



## HELPING SHAPE THE CLIMATE JUSTICE AGENDA



In April 2013, Margot Slattery, managing director of Sodexo Ireland, met with Al Gore, Former US Vice-President and Mary Robinson, former President of Ireland and UN High Commissioner for Human Rights, to discuss the climate justice agenda.

[Read more](#) ▶

## PERFORMANCE HIGHLIGHTS

**530+**

EMPLOYEES HAVE COMPLETED OUR E-LEARNING DATA PROTECTION MODULE SINCE MAY 2012

**57%**

OF OUR GLOBAL SENIOR LEADERS HAVE COMPLETED SODEXO JUSTICE SERVICE'S HUMAN RIGHTS TRAINING



## HEALTH AND SAFETY

### WORKSHOP ON COUNTER-TERRORISM



We organised a workshop on the latest trends in the security industry in April 2013 for clients including Unilever, Eton College, Thales, Queen Mary's Hospital, Roehampton and Fishers.

[Read more](#) ▶

## PERFORMANCE HIGHLIGHTS

**Top award**

FROM THE BRITISH SAFETY COUNCIL FOR COMMITMENT TO WORKPLACE HEALTH AND SAFETY FOR:

- HMP Bronzefield
- HMP Addiewell
- HMP Forest Bank
- HMP Peterborough

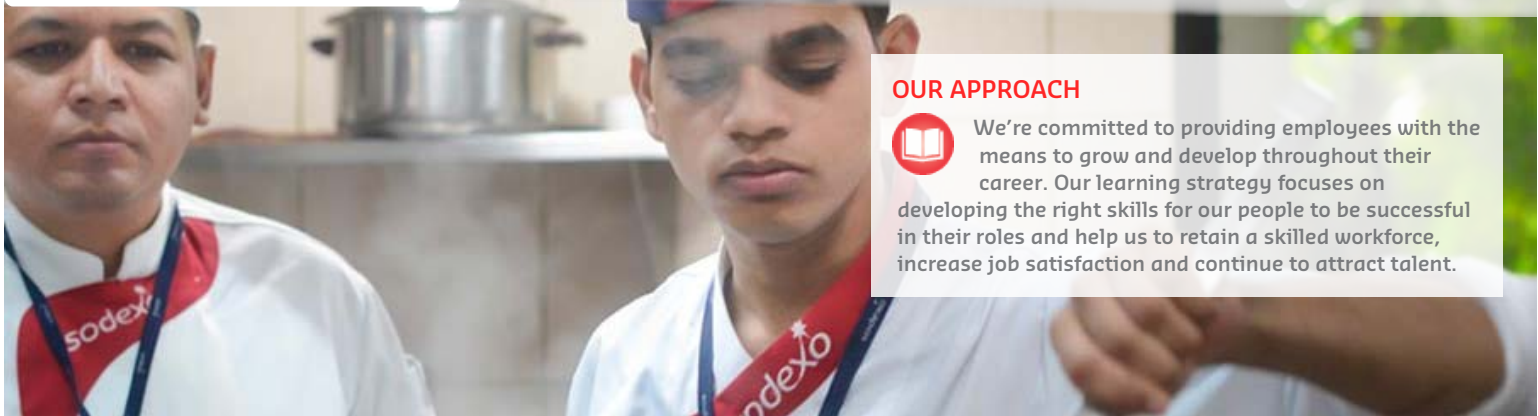
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**OUR APPROACH**



We're committed to providing employees with the means to grow and develop throughout their career. Our learning strategy focuses on developing the right skills for our people to be successful in their roles and help us to retain a skilled workforce, increase job satisfaction and continue to attract talent.

**WE DO**

**AS AN EMPLOYER**

▶ **Developing our employees**

- Diversity and inclusion
- Human rights
- Health and safety

**NUTRITION, HEALTH AND WELLBEING**

**LOCAL COMMUNITIES**

**SUSTAINABLE SUPPLIES**

**ENVIRONMENTAL MANAGEMENT**

**DEVELOPING OUR EMPLOYEES**

**WHAT WE'VE BEEN DOING**

- ✔ Training
- ✔ Apprenticeships
- ✔ Focus on Five for better management
- ✔ Be More than a Spectator picks up award

**TRAINING**

From 2012, the Sodexo Learning and Development team moved towards offering internally produced e-learning as part of our learning catalogue. This allows us to deliver a consistent message to a large, geographically dispersed audience, delivering time, cost and carbon savings by reducing the need to travel to attend face-to-face courses. This resulted in a reduction of the number of training days delivered centrally from 12,217 in 2011/12 to 1,541 in 2013. Introducing a new e-learning portal gives easy access to high-quality management, leadership and personal effectiveness training to Sodexo's 5,500 managers. In its first year, there were over 2,600 registrations for e-learning programmes, and 4,186 hours of e-learning completed – the equivalent of 568 training days.

Our food manufacturing plant in Wales received a £175,000 grant from Skills Growth Wales to fund supervisorial, managerial and operational effectiveness courses. Over 200 people have already signed up and we expect more than 300 employees to take part. [Read more.](#)

We launched a programme to develop the expertise of teams in our key services and across our teams: security, Horticultural Services, Healthworks, waste management, scientific services and cleaning. Some of the modules are certified externally, such as the first stage of the waste training curriculum, which is accredited by the Chartered Institute for Waste Management.



**I really enjoyed the e-learning horticultural awareness course. I had no idea of the range of services that were on offer or the amount of support that was available."**

Lorna Bowes, general services manager, Sodexo Corporate Services

**Safety takes priority**

**3x more**

apprenticeships at Sodexo UK & Ireland in 2012/13

**£175,000**

grant for Tillery Valley from Skills Growth Wales

**76%**

increase in hours of e-learning in 2012/13



**It's quite evident that Sodexo invests heavily in the training and general wellbeing of its employees. The company keeps them well trained and informed about what's happening in the business team they're working for. This shows in the way employees go about their business – they know how to deal with people and issues, and their focus is always on providing good service."**

Bob Emmerson, head of human resources, Total UK

**RELATED LINKS**

- ▶ Tillery Valley
- ▶ Skills Growth Wales



Investment in [safety](#) training remains key to delivering our corporate safety plan and ensuring our high performance trend continues. Our senior leadership team is undertaking a training programme accredited to the Institute of Occupational Safety and Health (IOSH) standards. We launched a corporate risk management training programme to develop understanding of the principles of risk management and how they apply to Sodexo. We have also restarted using our risk management software toolkit.

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## APPRENTICESHIPS

We committed to offering 400 new apprenticeships by the end of FY 2012/13 to help develop skilled individuals who can support our business, our industry and the economy at large. Sodexo apprenticeships in the UK have more than tripled in the last year, rising from 106 in 2011/12 to 328 in 2012/13. In addition to our 328 apprentices, 251 young people completed Business Improvement Techniques with us, bringing the number of young people supported through vocational training in 2012/2013 to 579.



Pawel Danisiewicz started working for Sodexo as an apprentice at 18. Now 25, he has completed his NVQ courses and is employed by Sodexo as a chef supervisor. "Apprenticeships are a great way for young people to prove that they can build something and show everybody that, regardless of age or nationality, they can achieve their goals," he said. "I am so thankful for the support I've had. To be where I am now feels great."

Read more about apprenticeships in [Local community development](#).

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## FOCUS ON FIVE FOR BETTER MANAGEMENT

In 2013, we launched Focus on Five, our employee engagement awareness campaign to help managers focus on the five employee relationship-building priorities identified in our 2012 Investors in People review and employee engagement survey. These are:



- communication
- recognition
- Performance Development Reviews
- learning and development
- clear direction

The campaign involved a wide range of activities including conferences, chief executive roadshows, health and wellbeing days, to give managers the tools to work with their teams more effectively. Other initiatives included creating greater opportunities for two-way communication with employees, a simplified performance review process, an instant employee-recognition scheme and new learning and development programmes.

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## BE MORE THAN A SPECTATOR PICKS UP AWARD

Sodexo's Be More than a Spectator campaign won the Best Use of Technology Award at the 2013 [Catey's Awards](#), recognising our use of social media and a simplified



application process to recruit over 4,000 employees for the London 2012 Olympics. Our website received more than 160,000 unique visits and over 90% of candidates remained engaged through to accreditation. Quick Response (QR) codes helped to evaluate all marketing material and the project achieved cost savings of £1.1 million.



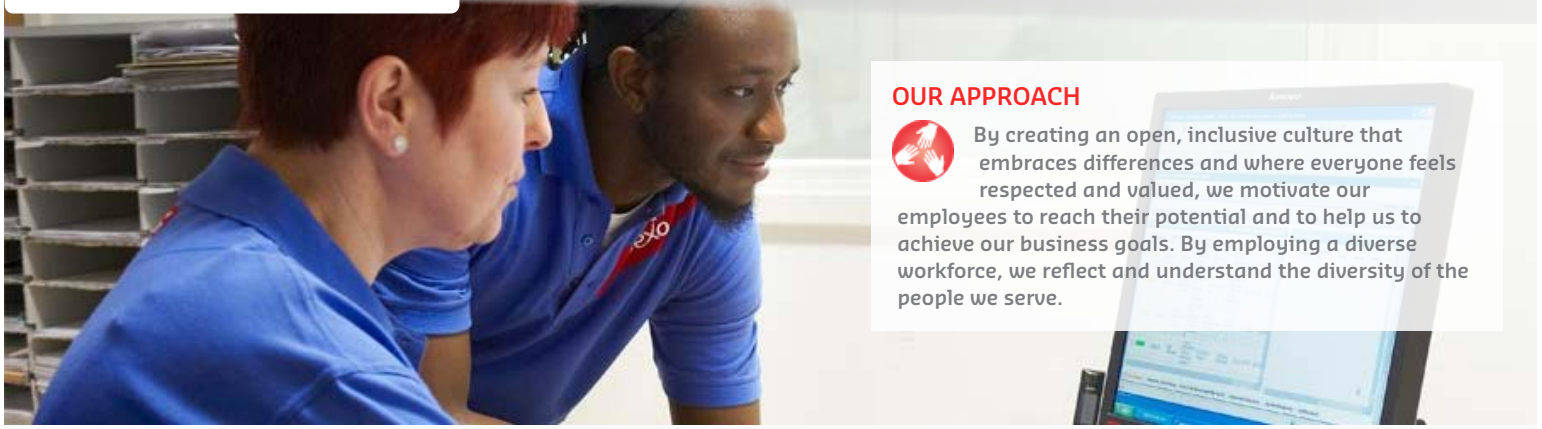
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**OUR APPROACH**



By creating an open, inclusive culture that embraces differences and where everyone feels respected and valued, we motivate our employees to reach their potential and to help us to achieve our business goals. By employing a diverse workforce, we reflect and understand the diversity of the people we serve.

**WE DO**

**AS AN EMPLOYER**

Developing our employees

**Diversity and inclusion**

Human rights

Health and safety

**NUTRITION, HEALTH AND WELLBEING**

**LOCAL COMMUNITIES**

**SUSTAINABLE SUPPLIES**

**ENVIRONMENTAL MANAGEMENT**

**DIVERSITY AND INCLUSION**

**WHAT WE'VE BEEN DOING**

- ✔ Promoting women in the workplace
- ✔ Business breakfasts on gender equality
- ✔ Women in Security hits 15% target
- ✔ Encouraging intergenerational wisdom
- ✔ Pioneering disabilities learning skills project

**PROMOTING WOMEN IN THE WORKPLACE**

Since its launch in 2010, Women Work – our employee network focusing on enhancing women’s professional and personal development – has reached more than 800 members, both male and female. Inspirational talks and training modules on skills including assertiveness, networking and selling your own brand were organised by the members in all regions across the UK and Ireland.

Margot Slattery, managing director of Sodexo Ireland and founding chair of Women Work, was named Woman of the Year 2013 at the Women 1st Shine Awards. Margot was instrumental in signing up Sodexo to Ireland’s first Diversity Charter alongside ten other founding companies and is the representative for Ireland on Sodexo’s Diversity and Inclusion Council. Margot was also invited to speak at this year’s Irish EU Presidency conference entitled Women’s Economic Engagement and the Europe 2020 Agenda where she spoke about the challenges for women in the workplace.



See Margot’s interview with Business in the Community (BITC) [here](#).

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**BUSINESS BREAKFASTS ON GENDER EQUALITY**

Sodexo Ireland hosted two business breakfasts tackling the issue of unconscious gender bias in the workplace agenda in conjunction with BITC Ireland. The events



Sodexo’s top level has almost 30% more racial/ethnic diversity and 38% more gender diversity than the DiversityInc Top 50.”

Luke Visconti, CEO DiversityInc

**1<sup>st</sup> ever**

Diversity Charter for Ireland signed by Sodexo

**Woman of the Year**

awarded by Shine to Margot Slattery, managing director, Sodexo Ireland

**4.5% rise**

in the proportion of women in security roles

**SODEXO NAMED FAIR AND DIVERSE**

Sodexo won the Personal Fair and Diverse category award at the Employers Network for Equality and Inclusion (ENEI) awards for integrating principles of diversity and inclusion into the day-to-day business environment.

[▶ Read more here](#)

attracted 70 representatives from major businesses in Ireland to share experiences and ideas in a collaborative format. Sodexo has followed up with participating companies to continue the discussion and share our experience, particularly around Women Work.



Read the [blog post](#).

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## WOMEN IN SECURITY HITS 15% TARGET

We achieved our target to increase the number of women in security at Sodexo from 10.5% in 2012 to 15% by April 2013, two years ahead of schedule. In recognition of the integral part she played in increasing the percentage of female security officers at Sodexo, Jane Farrell, Sodexo UK & Ireland's Centre of Excellence development manager, scooped the Women in Security Industry Award 2013.



**I've always found that some women have a fear about a career in security as it's seen as a male-dominated industry. What we've tried to do is take that fear away and open up more opportunities for women"**

Jane Farrell, Centre of Excellence development manager, Sodexo UK & Ireland

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## ENCOURAGING INTERGENERATIONAL WISDOM

Research shows businesses that understand how to address generational differences successfully and leverage each generation's strengths will be better able to keep employees motivated and productive. In today's workplace we have four generational groups working side by side, while a fifth generation, currently known as Generation Z (born in the late-1990s), will arrive shortly.



In response, we recently launched the genERation employee network. genERation aims to raise awareness of the different generational groups in the workplace, give employees the chance to feedback on the issue and help us respond to changing demographics in the future. The founding members have already put together an awareness-raising educational board game as part of the launch campaign. Our plans for this network are featured in a [research report](#) by Talent Smoothie.

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## PIONEERING DISABILITIES LEARNING SKILLS PROJECT

In 2013, Sodexo partnered with our client GlaxoSmithKline (GSK) in the UK on a pioneering work-based learning programme for people with

learning disabilities. As part of Project SEARCH, 12 young people with learning disabilities received employability skills training and work experience across a variety of business areas. Five of the students have since found permanent positions with employers, including two with Sodexo at GSK House in Brentford.



The scheme has been so successful that GSK has run it again and is sharing the experience with other companies. Minister for Disabled People, Esther McVey, visited the project to witness the difference it is making – [click here to watch the visit](#). It has been a great educational opportunity for Sodexo employees, who said they have learnt a great deal working alongside the students.

The partnership won the Partners in Apprenticeships and Training award at the PFM (Premises & Facilities Management) awards in November 2013.



**I feel privileged to be part of Project SEARCH. The scheme has given everyone involved a valuable awareness of diversity and inclusion issues. It has enriched our team and business as much as I hope it has for the fantastic students who worked with us.”**

[Lisa McGirr, global operations for GSK, Sodexo](#)

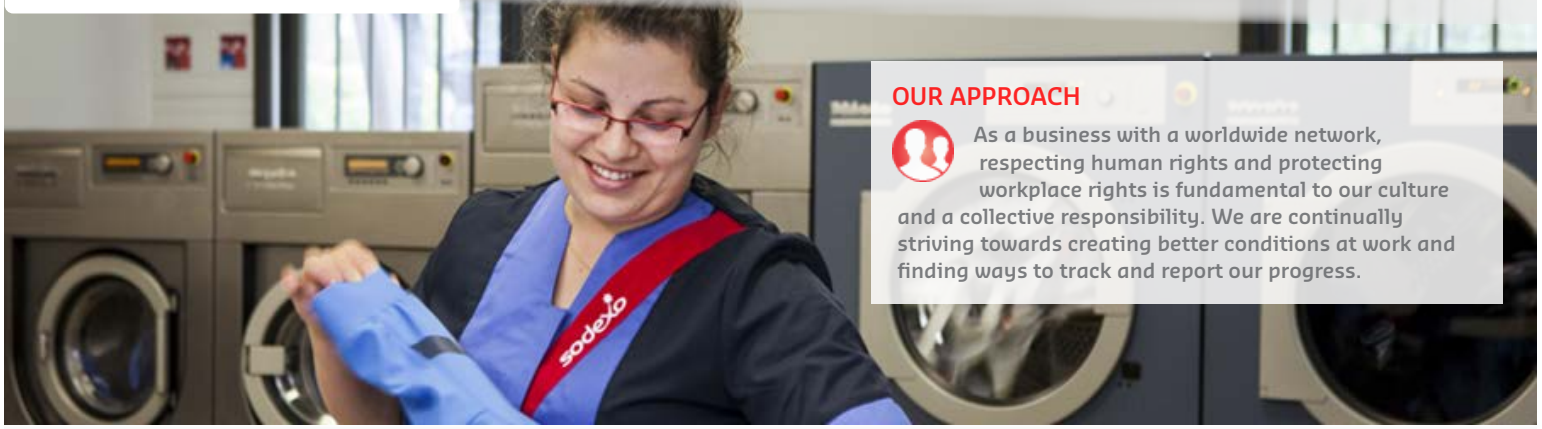
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**OUR APPROACH**

As a business with a worldwide network, respecting human rights and protecting workplace rights is fundamental to our culture and a collective responsibility. We are continually striving towards creating better conditions at work and finding ways to track and report our progress.

**WE DO**

- AS AN EMPLOYER
  - Developing our employees
  - Diversity and inclusion
  - ▶ **Human rights**
  - Health and safety
- NUTRITION, HEALTH AND WELLBEING
- LOCAL COMMUNITIES
- SUSTAINABLE SUPPLIES
- ENVIRONMENTAL MANAGEMENT

## HUMAN RIGHTS

### WHAT WE'VE BEEN DOING

- ✔ Respecting human rights
- ✔ Helping shape the climate justice agenda
- ✔ Fundamental rights at work
- ✔ The voice of Sodexo's European workers

### RESPECTING HUMAN RIGHTS

We abide by the [United Nations Guiding Principles on Business and Human Rights](#) (PDF 1.1 MB) and proactively address the impact our business has on:

- employees – see our work on fundamental rights at work below
- suppliers' employees – all our suppliers are required to sign our [supplier code of conduct](#) (PDF 179 KB) or equivalent
- consumers – see our training on prisoners' rights below
- local communities – see how we support local community development

We are therefore committed to respecting the [Universal Declaration of Human Rights](#) and the [International Labour Organization \(ILO\) Declaration on Fundamental Principles and Rights at Work](#). Sodexo further acknowledges and respects the [ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy](#), as well as the employment and industrial chapter of the [Organisation for Economic Co-operation and Development \(OECD\) Guidelines for Multinational Enterprises](#).

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### HELPING SHAPE THE CLIMATE JUSTICE AGENDA

In April 2013, Margot Slattery, managing director of Sodexo Ireland, met with Al Gore, Former US Vice-President, and Mary Robinson, former President for Ireland and UN High Commissioner for Human Rights, to discuss the climate justice agenda. Climate justice is a topic which seeks to understand how climate change can impact the realisation of human rights. For example, floods, pollution and biodiversity loss linked to climate change impact on



**530+**

employees have completed our new e-learning data protection module since May 2012

**57%**

of our global senior leaders have completed Sodexo's Justice Services human rights training to date



the opportunity for individuals to realise human rights such as access to water, food, safety and health.

Margot said: "The climate justice agenda is highly complex, but by bringing public, private and third sectors together, I'm sure we can try and effect change to the benefit of our citizens and the economy."

Read the blog post [here](#).

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## FUNDAMENTAL RIGHTS AT WORK

We have integrated a new methodology, based on a global assessment carried out in 2011, into Group Internal Audit and Internal Control functions to assess how business operations impact the four fundamental rights at work. These are:



- freedom of association and the effective recognition of the right to collective bargaining
- elimination of all forms of forced or compulsory labour
- effective abolition of child labour
- elimination of discrimination in respect of employment and occupation

This methodology, which uses internationally-recognised standards, will serve as the management system to continually monitor and improve internal policies and procedures for operational elements of the four fundamental rights at work.

Sodexo Group has also launched an e-learning module on our global commitments to fundamental rights at work, and how to respect them in accordance with local laws and practices. It is mandatory for all senior management and we will roll it out to operational managers to add into training programmes for all new staff.

In 2012, we piloted Respect, rights and responsibilities: Sodexo's approach to human rights – a bespoke e-learning programme for all Sodexo Justice Services employees. This will ensure employees consistently uphold and respect prisoners' human rights. During 2013, we re-structured and further developed the pilot into a final product. We will roll this out in the UK in spring 2014, before global implementation.

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## THE VOICE OF SODEXO'S EUROPEAN WORKERS

Sodexo's European Works Council (EWC) meets at a European level once a year and in the UK and Ireland three times a year, to discuss matters affecting employment at Sodexo. The EWC presents subjects to the Annual General Meeting of works councils in Paris every spring, and in 2013, these included:



- how an ageing population must be considered in our working practices
- the UK and Ireland management practices initiative (Focus on 5)
- diversity and inclusion and employee engagement

A study by the [CBI Netherlands](#) into companies with an EWC concluded that nearly all believe it has added value to their organisations by improving internal co-operation and the quality of managerial decision-making.

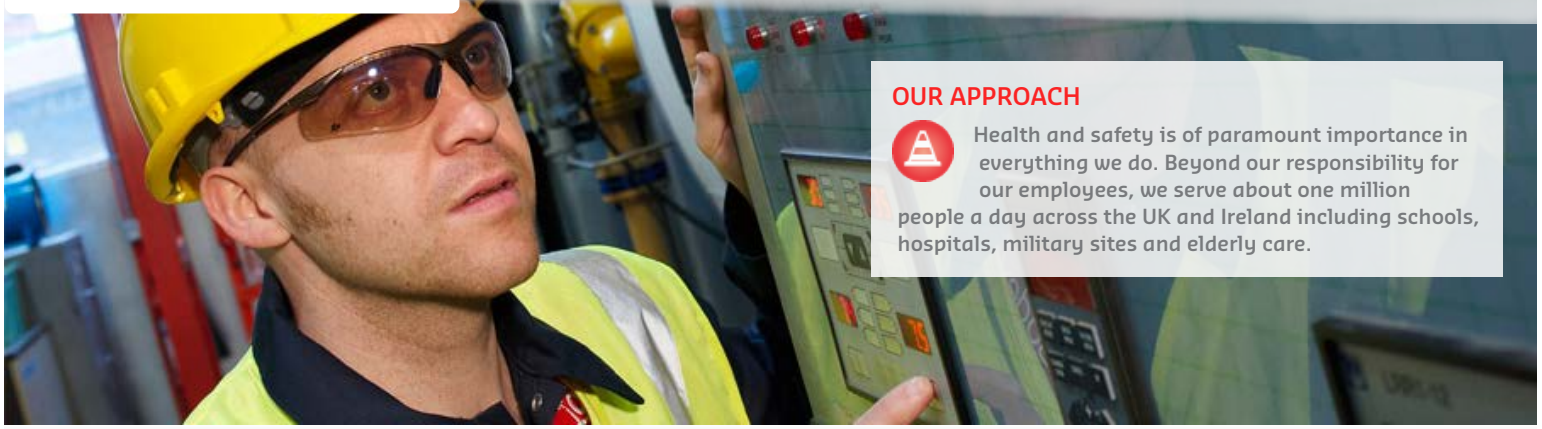
Over 1,800 employees across the UK and Ireland elected new representatives to the EWC in 2012. Of the nine places available, the UK has four and Ireland has one.

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**OUR APPROACH**



Health and safety is of paramount importance in everything we do. Beyond our responsibility for our employees, we serve about one million people a day across the UK and Ireland including schools, hospitals, military sites and elderly care.

**WE DO**

- AS AN EMPLOYER
  - Developing our employees
  - Diversity and inclusion
  - Human rights
  - ▶ **Health and safety**
- NUTRITION, HEALTH AND WELLBEING
- LOCAL COMMUNITIES
- SUSTAINABLE SUPPLIES
- ENVIRONMENTAL MANAGEMENT

## HEALTH AND SAFETY

### WHAT WE'VE BEEN DOING

- ✓ Managing health and safety
- ✓ Our focus areas
- ✓ Workshop on counter-terrorism with industry leaders

### MANAGING HEALTH AND SAFETY

All our managers and employees are trained in our health and safety policy requirements. This includes our [health and safety policy](#) (PDF 72KB), the framework for managing health and safety risk across our business, and Sodexo's safety and environmental management system (SEMS), which identifies minimum standards and clear procedures for health and safety, as well as food safety across the business. The UK and Ireland SEMS is aligned with our [Global Health and Safety Policy](#) (PDF 836KB).



Sodexo has also set out a practical approach for our safety teams in our [Health and Safety Management Framework](#) (PDF 1.03MB) and [UK and Ireland Health and Safety Plan](#) (PDF 72.4KB).

Every Sodexo business division and central function has a risk committee representative responsible for keeping a risk register up to date. The Sodexo UK & Ireland executive team receives a monthly report detailing monthly and yearly health and safety trends. It also shows the top causes of incidents and provides insight into operational safety awareness and culture.

Our internal health and safety and food safety management team, Safeguard, audits Sodexo sites and suppliers and updates the board and senior management on safety plans and progress. It also operates a free employee helpline.

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### OUR FOCUS AREAS

Calendar days lost to sickness absence\* (%)



**INTERNATIONAL SAFETY AWARDS**

HMP Bronzefield, HMP Addiewell, HMP Forest Bank and HMP Peterborough all earned the top award from the British Safety Council for their commitment to workplace health and safety. Only 39 sites out of 467 that applied achieved a distinction.

2012/13		2.9	
2011/12		2.8	
2010/11		3.1	
<b>2010/12</b>	3.1	2.8	<b>2.9</b>

\*This includes the number of days lost due to work accidents, illness and other absence.

During 2012/13, we focused on three key areas: strengthening our safety and environmental management system, competency training and accident and incident management.

#### • **STRENGTHENING OUR SAFETY AND ENVIRONMENTAL MANAGEMENT SYSTEM**

The UK and Ireland business is currently working with the Sodexo Global Occupational Safety and Health Group (Global OSH) to develop a Group Health and Safety Management System (HSMS). Managing safety by taking a systems-driven approach in line with our business strategy will deliver ongoing improvements.

Aligning our practices in each of our operational segments contributed to the continued positive performance in accident rates and audits. We are now focused on integrating the health and safety and environmental management systems to achieve UK and Ireland-wide certification to the OHSAS 18001 and ISO 14001 standards for our SEMS by August 2014.

#### • **COMPETENCY TRAINING**

We have reviewed our strategy for delivering safety training to Sodexo managers, recognising the vital role they play in achieving positive safety behaviours among operational frontline teams. We aim to launch a revised approach in 2014 that complements the Sodexo safety passport scheme and training package. We also plan to develop a proactive employee behaviour programme in 2014 to drive Sodexo's safety culture, starting with an internal safety conference.

#### • **ACCIDENT AND INCIDENT MANAGEMENT**

Last year we concentrated on improving cause analysis and knowledge sharing to help reduce our accident rate, achieving great success with our incident reporting platform, SALUS. This year we continued to evolve SALUS, improving the consistency of the system across the business. This has helped us to share best practice across our business and with colleagues and clients globally.

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### **WORKSHOP ON COUNTER-TERRORISM WITH INDUSTRY LEADERS**

The Secure team organised a workshop on the latest trends in the security industry at the Counter Terror Expo at London's Olympia in April 2013 for client organisations including Unilever, Eton College, Thales and Queen Mary's Hospital. Chris Phillips, former head of the National Counter-Terrorism Security Office, presented a seminar on megatrends in threat and risk vulnerability themes, which included an analysis of building design and blast resistance, and a session on business continuity was presented by the business resilience coordinator of the Houses of Parliament.



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**WE DO**

AS AN EMPLOYER

**NUTRITION, HEALTH AND WELLBEING**

Health and wellbeing  
Nutrition

LOCAL COMMUNITIES

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT

## NUTRITION, HEALTH AND WELLBEING

Nutrition, health and wellbeing is an area where Sodexo can really make a difference. We work closely with our clients to increase productivity, reduce absenteeism, promote and facilitate healthier eating and lifestyles.



### HEALTH AND WELLBEING

#### STEP INTO SUMMER



Six hundred employees took part in Step into Summer, an initiative which encourages participants to walk 10,000 steps every day for six weeks.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**36 sites**

OFFERED HEALTHWORKS IN 2013

**Cycle to Work**

SCHEME FOR ALL EMPLOYEES LAUNCHED IN JULY 2013



### NUTRITION

#### AWARD FOR PATIENT MEAL INNOVATION



In 2012, a hospital run by Sodexo received an award for its innovative approach to serving patient meals.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**552 sites**

OFFER NUTRITIONAL INFORMATION AND CALORIE LABELLING

**75%**

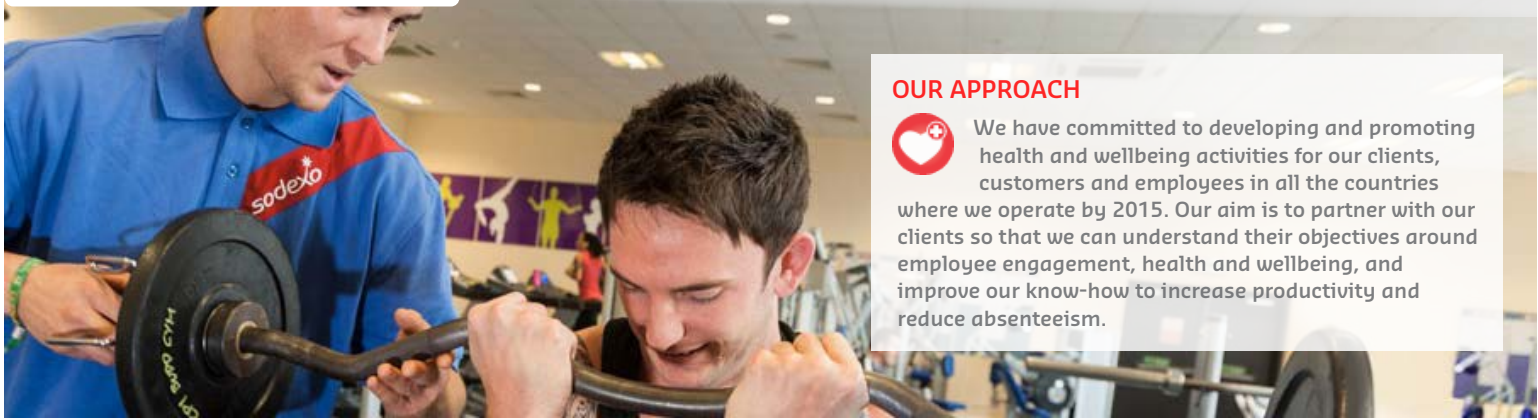
OF SITES IN IRELAND NOW HOLD THE SODEXO HAPPY HEART AWARD

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**OUR APPROACH**



We have committed to developing and promoting health and wellbeing activities for our clients, customers and employees in all the countries where we operate by 2015. Our aim is to partner with our clients so that we can understand their objectives around employee engagement, health and wellbeing, and improve our know-how to increase productivity and reduce absenteeism.

**WE DO**

AS AN EMPLOYER

**NUTRITION, HEALTH AND WELLBEING**

- ▶ **Health and wellbeing**
- Nutrition

LOCAL COMMUNITIES

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT

## HEALTH AND WELLBEING




### WHAT WE'VE BEEN DOING

- ✓ Healthworks
- ✓ Public Health Responsibility Deal
- ✓ Workplace trends
- ✓ Employee wellness
- ✓ Step into Summer
- ✓ Landscapes for life

### HEALTHWORKS

Through our Healthworks offer, we manage health, fitness and wellbeing facilities for our clients' employees. This helps us create a healthier, more productive workforce. The offer includes a virtual gym that enables clients' employees to manage their lifestyle and fitness online, and 'fresh air fitness', an offer for clients to provide outdoor equipment for their employees.

#### Sites offering fitness solutions

	<i>number</i>	
2012/13		<b>36</b>
2011/12		29
2010/11		26
<b>2010/13</b>	26	29
		<b>36</b>

In November 2012, Healthworks' Quality Management System achieved the ISO 9001 standard for quality and consistency.

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### PUBLIC HEALTH RESPONSIBILITY DEAL

As a founding partner of the UK Department of Health's Public Health Responsibility Deal, we have signed up to a number of collective pledges focusing on health and wellbeing, which include:

## 36 sites

offered Healthworks in 2013

## Cycle to Work

scheme launched for all employees in July 2013



The drive, passion and energy of our fitness instructor is incredible... he takes a sincere and genuine interest in the health and fitness of all our members."

Diarmid McBride, a general manager at OKI, a Sodexo client



- **physical activity in the workplace**, which asks organisations to create a work environment that encourages employees to be physically active
- **occupational health standards**, which asks employers to use accredited occupational health service providers that meet the occupational health standards developed by the Faculty of Occupational Medicine
- **health and wellbeing report**, which asks employers to publicly report on the health and wellbeing of their staff

We have also signed up to further pledges on [nutrition](#).

We conduct an annual survey asking employees about their physical activity and report the results to the Department of Health. Our 2013 survey revealed that most of our staff are members of a gym or regularly take part in at least four hours of exercise each week. The majority of respondents also stated that they were committed to maintaining or increasing their levels of physical activity.

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## WORKPLACE TRENDS

In October 2013, Sodexo published a Workplace trends report entitled Britain works: Key Trends in a Workplace Environment. The report identifies three key factors affecting the workplace: social trends, people trends and space trends.

**Social** reflects that the composition of the workforce is changing. While there are more baby boomers in the workplace, the demands and technology of younger employees have a significant influence on how organisations operate. At the same time, more women are occupying senior management roles, with positive results on productivity. A greater emphasis on health and wellbeing mean companies offering employees healthy options and physical activities in the workplace see them more engaged.

**People** reflects that more employees view their work and life as one – more of a work–life flow than a work–life balance. Companies supporting employees with flexible working patterns and technology to work anywhere anytime can see a happier, more productive workforce, particularly if allowed to manage their personal lives during traditional office hours. Employees judged on output rather than hours worked are more productive.

**Space** reflects that organisations offering well–designed, shared workspaces and practices which encourage employees to communicate more, will attract and retain talent better.

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## EMPLOYEE WELLNESS

In the financial year 2012/13, we offered free and reduced cost BUPA assessments to UK employees. We also ran wellness days, which included blood pressure tests, fitness assessments and body composition tests. Our Cycle to Work scheme helps staff make significant savings on bikes and equipment.



We are currently reviewing our employee wellness strategy so we can focus on the areas most relevant to our workforce, such as muscular-skeletal, mental and cardiac health. We will roll out further wellness days in 2014.

[▲](#)

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## STEP INTO SUMMER

In 2013, 600 Sodexo employees took part in Step into summer, an initiative which encourages participants to walk 10,000 steps every day for six weeks. In teams of five, Sodexo employees walked more than 230 million steps during the challenge, raising £8,000 for our Stop Hunger initiative.



- 80% of office-based participants said it improved team relationships.
- 73% of all participants were more aware of levels of physical activity they need to achieve.
- 44% said they had more energy (up to 53% for the previously least active participants).
- 30% said they lost weight.
- 93% of all participants said they intended to maintain a higher level of activity after the challenge.



**I had great fun and it definitely brought the team closer together. It became very competitive with employees jogging, walking to work and playing sports, which they wouldn't normally do."**



**My body shape has changed, which people are commenting on. This has increased my self-confidence and has motivated me to continue with the activity."**

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## LANDSCAPES FOR LIFE

Our Horticultural Services teams don't just cut the grass: their main aim is to improve environments while engaging local communities in what we do. We believe that by increasing awareness of the value of green space and promoting healthy lifestyles, we can motivate employees and improve our customers' experience.



Our offer is founded on three pillars:

- **wellbeing:** creating fresh and inviting surroundings, both indoors and outdoors, to enhance the user experience
- **sustainability:** maintaining users' environment now and for the future
- **professionalism:** providing expert services, supported by quality standards and underpinned by academic research and studies

This year, we have created allotments, interior plant installations, outdoor gyms and provided fruit and vegetable Rocket Gardens for primary schools (grow-your-own year-round fruit and vegetables gardens), increasing participation in outdoor activities and engaging school children in healthy eating.

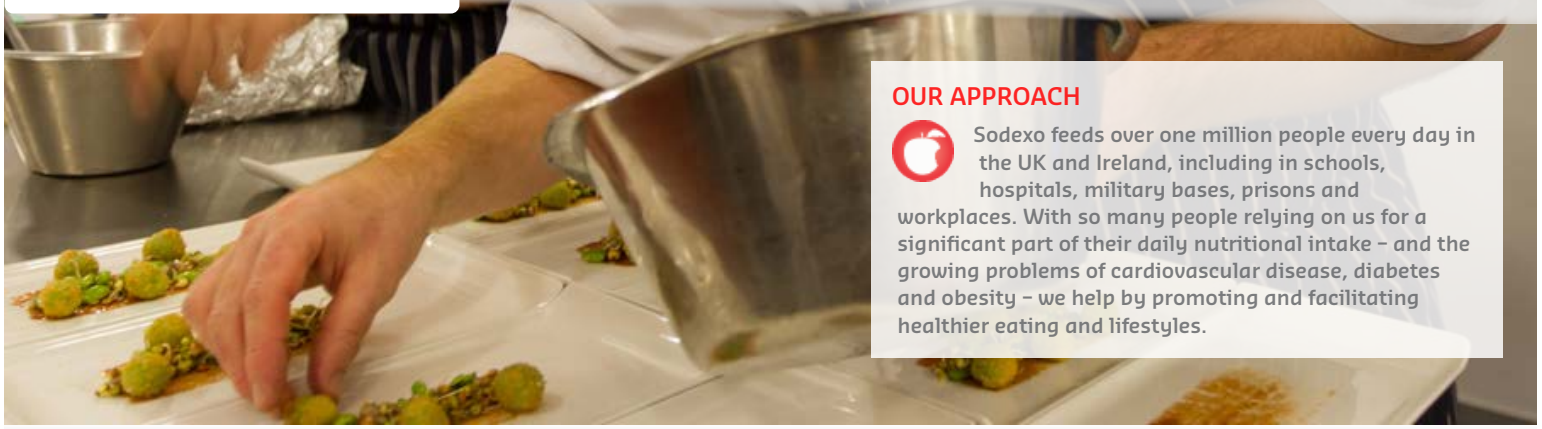
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**OUR APPROACH**



Sodexo feeds over one million people every day in the UK and Ireland, including in schools, hospitals, military bases, prisons and workplaces. With so many people relying on us for a significant part of their daily nutritional intake - and the growing problems of cardiovascular disease, diabetes and obesity - we help by promoting and facilitating healthier eating and lifestyles.

**WE DO**

AS AN EMPLOYER

**NUTRITION, HEALTH AND WELLBEING**

Health and wellbeing

► **Nutrition**

LOCAL COMMUNITIES

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT

**NUTRITION**

**WHAT WE'VE BEEN DOING**

- ✓ Providing varied and balanced food options
- ✓ Department of Health Responsibility Deal
- ✓ BIFM awards for innovation in serving patient meals

We work closely with clients, suppliers, industry bodies, nutrition experts and chefs to promote healthy eating and provide balanced food options, with a particular focus on reducing the levels of salt, sugar and fat.

Through **Healthwise**, our nutrition, wellbeing and lifestyle philosophy, we ensure that our foodservice offers provide choices to help our employees, clients and customers maintain healthier lifestyles. We also engage closely with government agencies to ensure our health messages are aligned and that we meet with local and European regulations surrounding health and nutrition.



**99%**

of our sites promote and provide varied and balanced food options

**552**

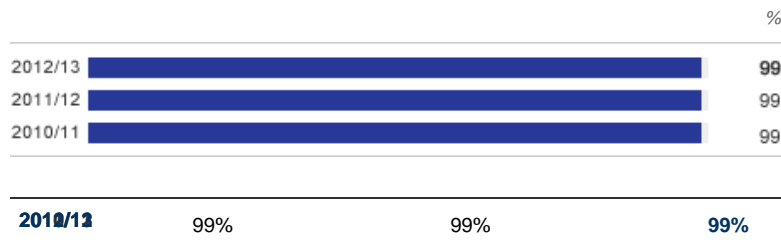
sites offer nutritional information and calorie labelling

**100%**

of suitable sites hold the healthyliving award in Scotland in recognition of their commitment to help customers eat more healthily

**PROVIDING VARIED AND BALANCED FOOD OPTIONS**

Foodservice sites providing and promoting varied and balanced food options with a reduced intake of salt, sugar and fat.



Our foodservice offer meets defined nutritional attributes for variety and balance. We have achieved our target as far as possible, although a few sites have their own procurement process that we have no control over. This satisfies our Better Tomorrow Plan commitment to provide and promote varied and balanced food options at all our clients' sites by 2012.

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## DEPARTMENT OF HEALTH RESPONSIBILITY DEAL

Sodexo is a founding signatory of the [UK Department of Health's Public Health Responsibility Deal](#), which aims to tackle public health concerns by working in partnership with businesses and charities.

As part of the deal, Sodexo signed up to the following collective pledges relating to nutrition:

- out-of-home calorie labelling
- salt reduction
- healthier staff restaurants
- removal of artificial trans fats (2013 pledge)
- promotion of fruit and vegetables(2013 pledge)
- calorie reduction (2013 pledge)
- reduction of saturated fats (due Q4 2013)



We have also signed up to further pledges on [health and wellbeing](#).

We continue to work towards our nutrition pledges by:

- eliminating artificial trans fats from all our products (in line with our target for 2015)
- ensuring that 1% fat milk is available and that, where possible, it is the default milk used in hot drinks
- offering low-fat Greek-style yoghurt, low-fat mayonnaise and low-fat omega spreads
- removing cream from some of the soups in our employee restaurants
- reducing salt in our recipes and sourcing products with reduced levels of salt
- reducing our [Fairtrade sugar sachets](#) from 3g to 2.5g

We also work with chefs at our employee restaurants to reduce levels of sugar, salt and fat in their recipes. We have updated 13 nutrition fact sheets to help site managers and chefs cater for those with special dietary requirements.

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## BIFM AWARDS FOR INNOVATION IN SERVING PATIENT MEALS

In 2012, Birmingham Children's Hospital (BCH) – a hospital run by Sodexo – won the Innovation in the use of Technology and Systems category at the 2012 British Institute of Facilities Management (BIFM) Awards.



The accolade recognised the hospital's interactive, electronic meal ordering system 'Maple' which was developed in close collaboration between the hospital and Sodexo. Benefits of the system include real-time orders, the ability to specify any dietary requirements on arrival and a touch-screen handheld device that is easy to clean and disinfect. Maple's paperless system also helps BCH reduce waste and be more sustainable.

Louise Kiely, Associate Director of Facilities at the hospital, said: "Young people are at the heart of all that we do. Maple helps us make meal ordering appealing, fun, informative and efficient. We're delighted to be the first in the NHS to successfully use this kind of technology to further improve patient care."

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**WE DO**

AS AN EMPLOYER

NUTRITION, HEALTH AND WELLBEING

**LOCAL COMMUNITIES**

Tackling hunger and malnutrition

Local community development

Fairly traded products

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT

## LOCAL COMMUNITIES

We support communities by tackling hunger and malnutrition, helping local communities in areas such as employment, skills and training and sourcing Fairtrade produce.



### TACKLING HUNGER AND MALNUTRITION

#### SUPPORTING THE SERVATHON



The *Servathon* is a worldwide Stop Hunger event that inspires Sodexo employees to help in their local community by volunteering, fundraising and donating or serving meals.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**£456,000**

RAISED BY THE SODEXO FOUNDATION IN 2013

**£388,422**

DONATED THROUGH THE SODEXO FOUNDATION IN 2013



### LOCAL COMMUNITY DEVELOPMENT

#### CHANGING OFFENDERS LIVES FOR THE BETTER



In 2013, we opened a new visitor centre at HMP Addiewell to offer prisoners' families practical and emotional support, advocacy and regular sessions on prison policy and practice. This has increased transparency for visitors about the prison and the way it works.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**28**

STUDENT JOBS CREATED AT BRUNEL UNIVERSITY SINCE SEPTEMBER 2012

**62**

STUDENTS APPOINTED AT GREENWICH UNIVERSITY IN 2012 THANKS TO THE OLYMPIC AND PARALYMPIC GAMES



### FAIRLY TRADED PRODUCTS

#### ASPRETTO TAKE-HOME PACK

In 2013, due to popular demand,

#### PERFORMANCE HIGHLIGHTS





we introduced new, take-home bags of Aspretto coffee.

[Read more](#) ▶

**£3.3 million**

OF RAINFOREST ALLIANCE CERTIFIED PRODUCTS PURCHASED IN 2013

**£2.5 million**

OF FAIRTRADE PRODUCTS PURCHASED IN 2013

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**OUR APPROACH**



Poor nutrition remains a significant challenge in the UK and Ireland. As a company that serves over a million meals a day in these markets, we are well placed to help and believe that we have a responsibility to do so.

**WE DO**

AS AN EMPLOYER

NUTRITION, HEALTH AND WELLBEING

LOCAL COMMUNITIES

▶ **Tackling hunger and malnutrition**

Local community development

Fairly traded products

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT

**TACKLING HUNGER AND MALNUTRITION**

**WHAT WE'VE BEEN DOING**

- ✔ Supporting the Servathon
- ✔ Stop Hunger
- ✔ Sodexo's FareShare volunteers triple
- ✔ Record-breaking fundraiser

**SUPPORTING THE SERVATHON**

The *Servathon* is a worldwide Stop Hunger event that inspires Sodexo employees to help in their local community by volunteering, fundraising and donating or serving meals. In the UK and Ireland, 1,067 people volunteered 980 hours in 2013, serving 3,670 meals and raising more than £5,100 for our Stop Hunger initiative. The projects included refurbishing charity gardens in Ireland, organising a Stop Hunger awareness day at the Catterick Garrison in North Yorkshire and supporting Everton Football Club's People's Picnic. Watch the *Servathon* video.



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**STOP HUNGER**

Stop Hunger is a global Sodexo initiative that aims to tackle hunger and malnutrition, promote healthy eating and deliver basic life skills training in the local communities where we operate. Through Stop Hunger, we support a wide range of charities and actively engage our employees in fundraising and volunteering. The initiative is currently active in more than 40 countries and has been in the UK and Ireland since 2005.



The *Sodexo Foundation*, a registered charity (Reg. 1110266), is the driving force behind Stop Hunger in the UK and Ireland. Its trustees are all senior employees – including board directors – and they meet quarterly, together with legal and finance



**RECORD-BREAKING FUNDRAISER**

In 2013, the Sodexo team in Ireland entered the Guinness Book of World Records by playing the longest ever five-a-side football game. The team, who competed non-stop for a staggering 53 hours, raised €18,000 for three Stop Hunger beneficiaries: the Irish Cancer Society, Barnardo's Ireland and the Society of St. Vincent de Paul.



**I was struck by the way all the volunteers went beyond the call of duty to help the players. There was an amazing sense of togetherness as the match unfolded."**

Dermot Moloney, general services manager, Sodexo at Allianz

**£456,000**

Sodexo Foundation income in the financial year 2012/13

**£388,422**

donated in the financial year 2012/13

support. In Ireland, the Stop Hunger initiative is administered by the Community Foundation of Ireland, a registered charity (CHY13967).

### Total Sodexo Foundation income



£

Year	Income (£)	Income (£)	Income (£)
<b>2010/13</b>	£362,708	£409,238	<b>£432,002</b>

€

Year	Income (€)	Income (€)	Income (€)
<b>2010/13</b>	€24,362	€21,059*	<b>€29,000</b>

\*Funds raised in euros in the Republic of Ireland.

We raise money through employee fundraising efforts and large events such as the annual Sodexo Foundation Dinner and suppliers' golf day.

### Sodexo Foundation donations



£

Year	Donations (£)	Donations (£)	Donations (£)
<b>2010/13</b>	£259,078	£352,423	<b>£363,601</b>

€

Year	Donations (€)	Donations (€)	Donations (€)
<b>2010/13</b>	€22,000	€20,000*	<b>€24,821</b>

\*These funds were raised and earmarked during the 2011/12 year but not paid until October 2012.

We support charities that provide food to those in need, promote health and nutrition or deliver basic life skills training. In 2012/13, we supported or worked with the following organisations ►

#### BARNARDO'S IRELAND

€10,000 to support its work with children in need



#### BREAST CANCER HAVEN

£59,924 to fund its nutrition programme and cookery book for

women undergoing treatment for breast cancer or in recovery



Breast Cancer Support Centres

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**BRENDONCARE CLUB, HAMPSHIRE**

£2,080 to support its Cooking for One course for elderly people who live on their own



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**CORAM LIFE EDUCATION**

£41,250 to fund a mobile classroom dedicated to health and nutrition in North-West England

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**THE COUNCIL FOR HOMELESSNESS NORTHERN IRELAND**

£20,000 to support the FareShare Island of Ireland depot in Belfast



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**FARESHARE**

£90,000 to support its work tackling food poverty and food redistribution across the UK



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**SSAFA LIFELONG**

£30,688 to fund its Sodexo Homelessness Welfare Fund



---

**THE HAVEN, WOLVERHAMPTON**

£5,000 to support its tackling poor nutrition project



---

**THE NORTHERN IRELAND HOSPICE**

£5,300 to support its ongoing work to ensure its users' quality of life



---

**THE IRISH CANCER SOCIETY**

€10,000



---

**THE OUTWARD BOUND TRUST**

£53,150 to support the Sodexo Health and Wellbeing Challenge for teenagers in Edinburgh, Glasgow and Salford



---

**THE QUEEN ALEXANDRA HOSPITAL HOME**

£6,000 to support its rehabilitation kitchen

---

## THE SCOUT ASSOCIATION

£40,000 to sponsor the Cub and Scout Chef Activity badges in the UK



## THE SOCIETY OF ST VINCENT DE PAUL (IRELAND)

€10,000 to support its work with those in need

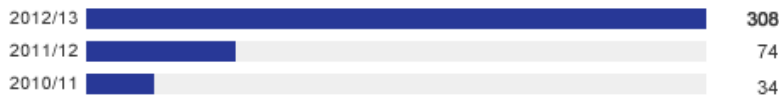


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## SODEXO'S FARESHARE VOLUNTEERS TRIPLE

Employee volunteering (with FareShare, days' equivalent)

*days' equivalent*



2010/12	34	74	308
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We have worked with [FareShare](#) for many years, providing financial donations, in-kind and volunteer support. In 2013, the Sodexo Foundation donated £90,000 to FareShare (increasing to £120,000 in 2013–14) and was the single biggest contributor of volunteers for two nationwide food drives.



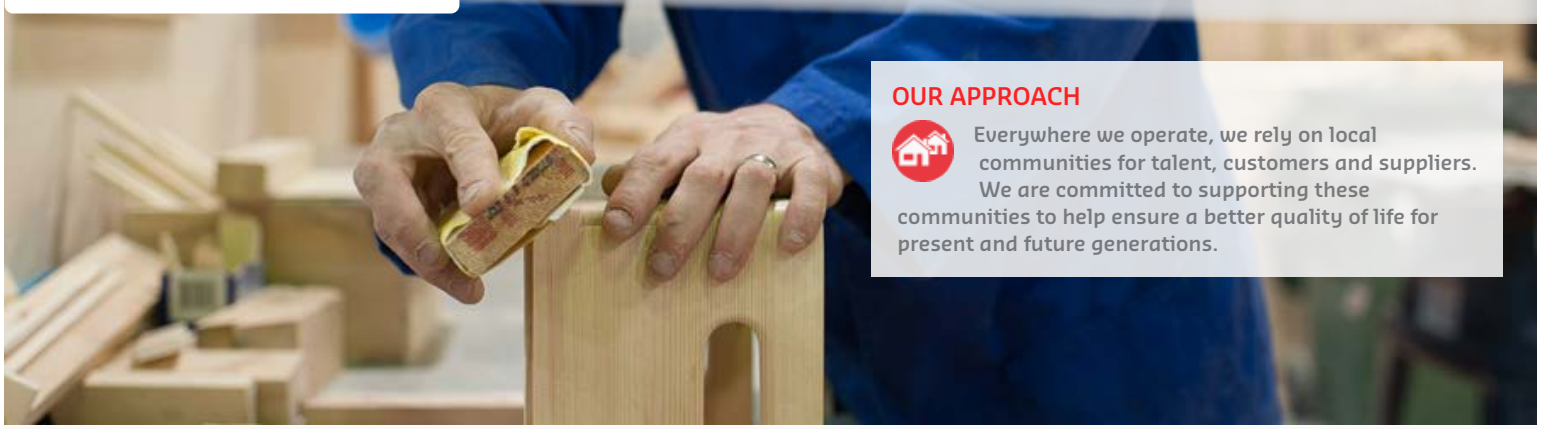
Some 71 employees volunteered in the FareShare Sainsbury's Million Meal Appeal, while 102 employees volunteered in the FareShare Tesco Feed People in Need scheme, an initiative that collected 3.5 million meals. Our partnership with FareShare is at the heart of what we seek through the Stop Hunger initiative in the UK and Ireland.

Employees also collected 345 kg of dry food – the equivalent of 821 meals – from students at Birmingham City University, Brunel University, Sheffield Hallam University and Nottingham University at the end of the 2013 summer term. They delivered the food to their local FareShare depot for redistribution to a range of charities. We are now looking to spread this initiative to the other Sodexo university sites.

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**OUR APPROACH**

Everywhere we operate, we rely on local communities for talent, customers and suppliers. We are committed to supporting these communities to help ensure a better quality of life for present and future generations.

- WE DO**
- AS AN EMPLOYER
- NUTRITION, HEALTH AND WELLBEING
- LOCAL COMMUNITIES**
  - Tackling hunger and malnutrition
  - ▶ **Local community development**
    - Fairly traded products
- SUSTAINABLE SUPPLIES
- ENVIRONMENTAL MANAGEMENT

## LOCAL COMMUNITY DEVELOPMENT

### WHAT WE'VE BEEN DOING

- ✔ Thinking outside the box
- ✔ Helping people back to work
- ✔ Changing offenders' lives for the better

Our work focuses on making a difference in areas such as employment, skills and training. We channel our social impact through a range of actions, including volunteering, financial support, employment, pro bono work, commercial contracts and in-kind donations.

### THINKING OUTSIDE THE BOX

In 2012, as part of its carpentry workshop training programme, Sodexo Justice Services at HMP Peterborough began producing sturdy, attractive wooden boxes to be used in our Coffee Grounds for Growth initiative. The programme was so successful that the prisoners have developed further products for use in the wider Sodexo business. Supporting Sodexo's commitment to rehabilitate offenders and help to reduce the risk of re-offending, the initiative provides purposeful activity for prisoners while serving their sentence and can help with some of the skills they will need for a job search on release.



Last year, Sodexo set up a Community Interest Company (CIC) to consolidate the orders and the new revenue stream generated through the sale of products made by the prisoners. Inside Working CIC is now an approved Sodexo supplier; its profits are reinvested in the social enterprise as necessary and donated to victim support charities.

Read more about [Coffee Grounds for Growth](#).

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### HELPING PEOPLE BACK TO WORK

Last year, we partnered with



### HELPING STUDENTS

Last year we offered work experience placements to students at the University of Greenwich, Brunel University and Bradford University. The opportunities varied from catering roles to organising conferences and helping to run language schools. Students received a full induction and worked a maximum of 15 hours per week so that their main focus remained on their studies.



**This connection with the student population is brilliant for Sodexo and gives us the chance to engage with potential graduates for permanent roles in the future."**

Jenny Ford, HR manager, Sodexo

**28**

jobs created at Brunel University since September 2012

**62**

jobs created at the University of Greenwich in 2012 thanks to the



Jobcentre Plus and View Training to help provide long-term unemployed people with work. This was after a number of people were trained in security skills in advance of the Olympic and Paralympic Games but did not secure employment. Hackney College in East London asked if we could help some of these people get back into employment, so we helped to develop an intensive two-week training course covering a wide range of key skills sought by employers. To motivate participants, we guaranteed an interview for each person who completed the programme – and recruited five people.



**This was a partnership approach that worked really well and demonstrated our quality of life values by giving these individuals fantastic career opportunities.”**

Simon Pears, head of security, Sodexo

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### CHANGING OFFENDERS' LIVES FOR THE BETTER

In 2013, we opened a new visitor centre at HMP Addiewell for prisoners' families. The prison receives around 4,000 visitors each month and the service provides them with practical and emotional support, advocacy and regular sessions on prison policy and practice. Last year, we also partnered with the Citizens Advice Bureau to help ex-offenders integrate back into the community.



In addition we have created an Outside Links support centre at HMP Peterborough. This offers ex-offenders one-to-one advice on the day of their release. This is complimented by a free resettlement phone service that gives former prisoners access to support and advice once they are back in the community. Other support includes access to a warm waiting area upon release and assistance with booking travel for a first appointment on release. In 2013, Outside Links met 98% of prisoners at the gate upon release from HMP Peterborough.



**I think it's great what you are doing, as it makes you feel like you have got support outside the prison when released so you are not just dropped at the gates.”**

Ex-offender who received assistance after leaving HMP Peterborough

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**OUR APPROACH**



We believe that, wherever possible, we should purchase fairly traded and ethically sourced products. This ensures better trading conditions for producers and also helps us build lasting relationships with global suppliers that have sustainable businesses.

**WE DO**

AS AN EMPLOYER

NUTRITION, HEALTH AND WELLBEING

**LOCAL COMMUNITIES**

Tackling hunger and malnutrition

Local community development

► **Fairly traded products**

SUSTAINABLE SUPPLIES

ENVIRONMENTAL MANAGEMENT

**FAIRLY TRADED PRODUCTS**

**WHAT WE'VE BEEN DOING**

- ✓ Fairtrade Foundation
- ✓ Rainforest Alliance
- ✓ Triple-certified products
- ✓ Aspretto
- ✓ Fairtrade sugar progress

In 2013 we continued to work with a number of international, national and local organisations that provide good-quality, ethically sourced goods.

**FAIRTRADE FOUNDATION**

The Fairtrade Foundation ensures farmers and workers in developing countries get a fairer deal. In FY 12/13, we offered 177 Fairtrade product lines, an increase of eight from 171. We purchase nearly £2.5 million worth of Fairtrade products each year.

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**RAINFOREST ALLIANCE**

The Rainforest Alliance works to conserve biodiversity and ensure sustainable livelihoods by transforming land use practices, business practices and consumer behaviour. In 2012/13, we offered 92 Rainforest Alliance product lines. We now purchase £3.3 million of products that are Rainforest Alliance certified.

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**TRIPLE-CERTIFIED PRODUCTS**

We offer a number of product lines with triple certification: Fairtrade, Rainforest Alliance and organic. In this way, we assure the traceability of products.

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**ASPRETTO**

Aspretto is Sodexo's hot beverage offer. Based on four core principles – diversity, health and wellbeing, environmental protection, and social responsibility – Aspretto



**ASPRETTO TAKE-HOME PACK**

In 2013, due to popular demand, we introduced new, take-home bags of Aspretto coffee. The 227g pack of medium roast coffee, made from 100% Arabica beans, allows customers to enjoy the great taste of our ethical Aspretto coffee at home. The blend is unique to Sodexo and is roasted using beans from Sumatra, Nicaragua, Guatemala and Peru.

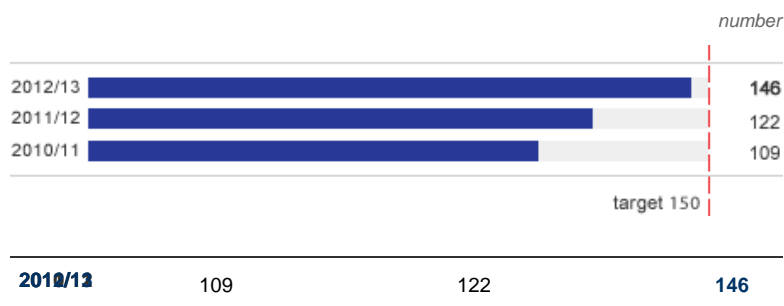
**£3.3 million**  
of Rainforest Alliance certified products purchased in 2013

**£2.5 million**  
of Fairtrade products purchased in 2013

tea, coffee, sugar and hot chocolate in Europe guarantees:

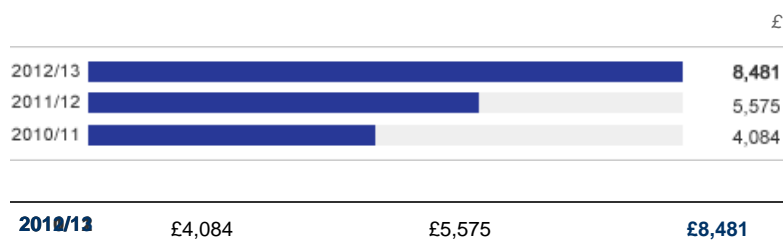
- traceability
- Fairtrade certification – Aspretto coffee is also Rainforest Alliance and organic certified
- the use of biodegradable or recyclable packaging and disposables such as cups, stirrers and napkins

### Number of locations where Aspretto is offered – UK & Ireland



In 2012/13, 820 sites worldwide offered Aspretto, down from 821 in 2011/12. In the UK and Ireland, 146 sites offered Aspretto by January 2013, getting us closer to our target of 150 sites.

### Amount raised for Stop Hunger from Aspretto sales – UK & Ireland



For every kilo of Aspretto tea or coffee we source, we donate to our [Stop Hunger initiative](#), which tackles hunger and malnutrition. In 2012/13, our Aspretto sites worldwide raised €53,316.63, up from €41,728 in 2011/12. In the UK and Ireland, we raised £8,579.77 through Aspretto in 2012/13, up from £5,575 in 2011/12.

### FAIRTRADE SUGAR PROGRESS

In November 2011, we switched all loose and cubed sugar served at restaurants and cafés in the UK – approximately 400 tonnes – to Fairtrade-certified sources. This has generated around £13,000 in Fairtrade premium, which is used to support educational grants, school feeding programmes, school improvement projects, environmental improvements on farms, GPS mapping and soil analysis.



We built on this by supporting Fairtrade's Buy it, Bake it, Share it campaign in autumn 2012. Working with Tate & Lyle Sugars, we launched our Brownies for books initiative. We asked our sites to highlight to customers that all our home-baked sweet treats use Fairtrade sugar. We then used the profits we made from sugar over the period – totalling more than £17,000 – to purchase books and educational materials for children in Belize.

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**WE DO**

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**SUSTAINABLE SUPPLIES**

Supply chain code of conduct

Local, seasonal or sustainably grown or raised products

Sustainable fish and seafood

Sustainable equipment

ENVIRONMENTAL MANAGEMENT

## SUSTAINABLE SUPPLIES

We are committed to sourcing traceable, safe, seasonal and sustainable produce, and promoting good practice in agriculture, fisheries and manufacturing.



### SUPPLY CHAIN CODE OF CONDUCT

#### SEDEX MEMBERSHIP



We are an AB-level member of Sedex, a not-for-profit organisation that aims to improve ethical and responsible business practices in global supply chains by sharing social audit results on an online platform.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**97.6%**

OF OUR CORE SUPPLIERS HAVE SIGNED OUR CODE OF CONDUCT



### LOCAL, SEASONAL OR SUSTAINABLY GROWN OR RAISED PRODUCTS

#### PARTNERING WITH DINGLEY DELL



In 2013, we partnered with Dingley Dell Pork to provide sausages and loin joints for our independent schools menus.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**29%**

OF THE FRUIT AND VEGETABLES WE PURCHASED IN 2013 WERE GROWN IN THE UK



### SUSTAINABLE FISH AND SEAFOOD

#### SCREENING AND MONITORING FISH SPECIES AT RISK

Sodexo Group works closely with a range of organisations to analyse fish stocks and inform our buying practices.

#### PERFORMANCE HIGHLIGHTS

**16**

SPECIES OF FISH BANNED





[Read more ▶](#)

**152**

TONNES OF MARINE STEWARDSHIP COUNCIL (MSC) CERTIFIED FISH AND SEAFOOD SERVED



## SUSTAINABLE EQUIPMENT

### CUTTING-EDGE MOWERS



Our Horticultural Services team has trialled the use of environmentally friendly 'mulching mowers'.

[Read more ▶](#)

### PERFORMANCE HIGHLIGHTS

**1<sup>st</sup>**

FACILITIES MANAGEMENT COMPANY TO PROMOTE CLEANING CHEMICALS THAT ARE EITHER EU ECOLABEL FLOWER OR NORDIC SWAN CERTIFIED

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**OUR APPROACH**



Suppliers are an integral part of our business and it is essential that they share our principles. We expect them to comply with our code of conduct, which covers human rights including fundamental rights at work, business ethics and environmental management practices.

**WE DO**

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**SUSTAINABLE SUPPLIES**

▶ **Supply chain code of conduct**

Local, seasonal or sustainably grown or raised products

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Sustainable equipment

ENVIRONMENTAL MANAGEMENT

**SUPPLY CHAIN CODE OF CONDUCT**

**WHAT WE'VE BEEN DOING**

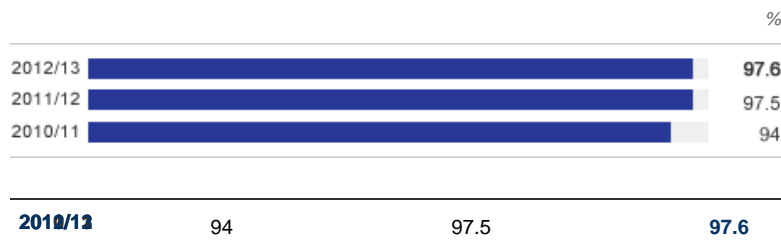
- ✓ Ensuring our suppliers sign up
- ✓ Sedex membership

**ENSURING OUR SUPPLIERS SIGN UP**

As part of our supplier prequalification process, all new suppliers are required to sign the Sodexo [supply chain code of conduct](#) (PDF 179 KB). We launched the code in 2008 and updated it in 2011 to include references to human rights and business integrity.

If our suppliers fail to adhere to the code of conduct, we will review the trading relationship they have with us. While we will always work with suppliers to help them reach the necessary standard, if they fail to do so then we will terminate the trading agreement. We also ask key suppliers to regularly update us on the projects and progress that they have made against sustainable development commitments.

**Percentage of suppliers that have signed the code**



**97.6%**

of our core suppliers have signed our code of conduct



As one of the world's largest on-site services providers, Sodexo has a particularly long and complex supply chain. The Sedex system can be instrumental in helping Sodexo gain a better understanding of its supply base and ensure that ethical and responsible standards are being met."

Carmel Giblin, general manager, Sedex

We ensure that where suppliers do not sign up to our code of conduct, they are operating to an equivalent standard.

**SEDEX MEMBERSHIP**

In October 2012 we became an AB-level member of Sedex, a not-for-profit organisation that aims to improve ethical and responsible business practices in global supply chains by sharing social audit results on an online platform.

As an AB member, we can access our suppliers' information, including self-assessments, audit reports, corrective action plans and certifications.



We are also able to share site information with our clients and have access to Sedex's risk assessment tool. We actively encourage our suppliers to become members of Sedex to help improve the transparency of our supply chain.

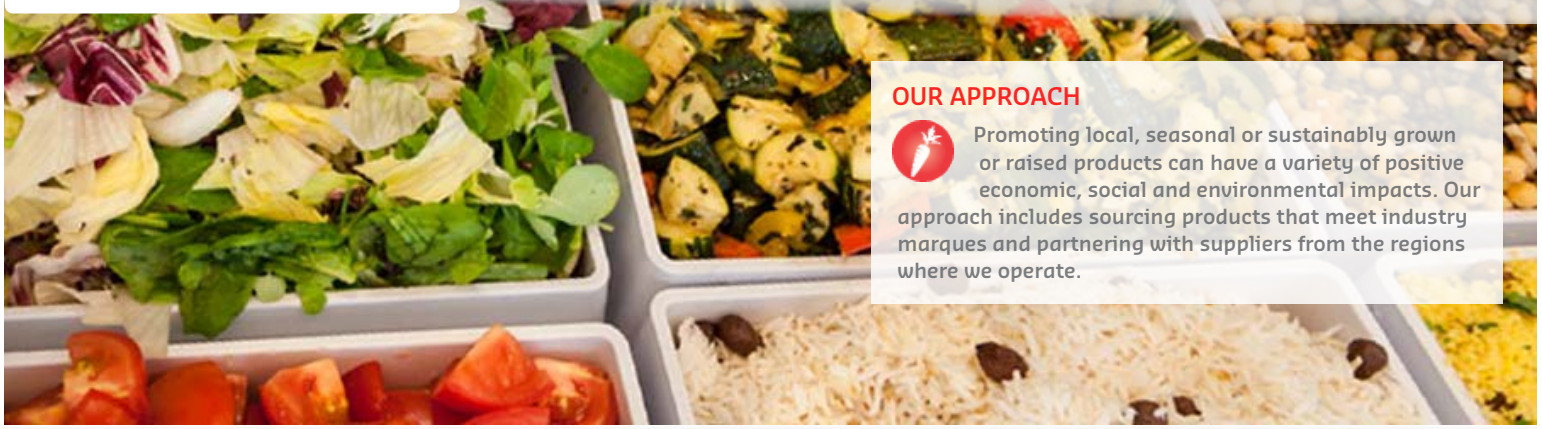
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**OUR APPROACH**

Promoting local, seasonal or sustainably grown or raised products can have a variety of positive economic, social and environmental impacts. Our approach includes sourcing products that meet industry marques and partnering with suppliers from the regions where we operate.

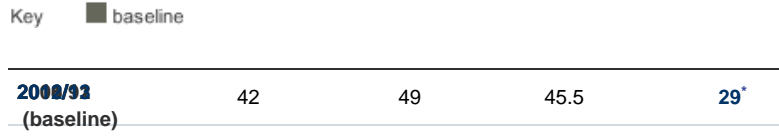
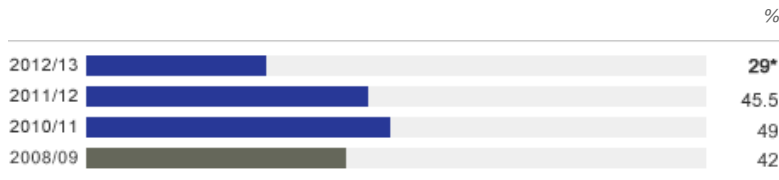
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  - Supply chain code of conduct
  - ▶ **Local, seasonal or sustainably grown or raised products**
  - Sustainable fish and seafood
  - Sustainable equipment
- ENVIRONMENTAL MANAGEMENT

## LOCAL, SEASONAL OR SUSTAINABLY GROWN OR RAISED PRODUCTS

### WHAT WE'VE BEEN DOING

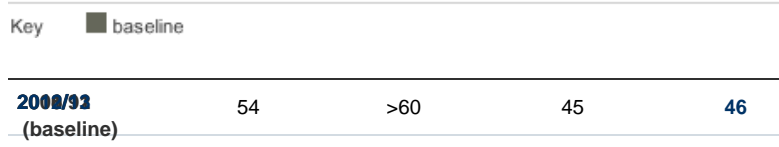
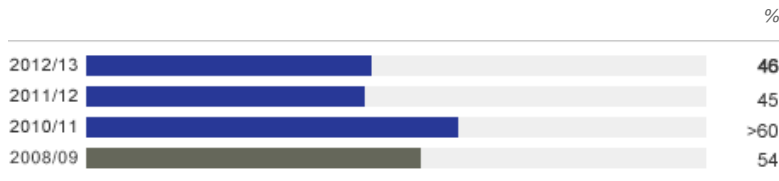
- ✔ Using industry marques
- ✔ Partnering with Dingley Dell
- ✔ Ensuring traceability

Percentage of fruit and vegetables grown and consumed in the UK by spend



\*Due to weather conditions in the UK the crop of certain products was below average

Percentage of fruit and vegetables grown and consumed in the island of Ireland by spend



### USING INDUSTRY MARQUES

We use industry marques that guarantee the quality of our produce and the way they



### RED TRACTOR BUTTER

We have partnered with Dale Farm cooperative to provide Red Tractor butter to our clients. Dale Farm is part of the United Dairy Farmers Group, a UK dairy farmer cooperative owned by over 1,900 dairy farmers who supply it with fresh milk.

**29%**  
of the fruit and vegetables we purchased in 2013 were grown in the UK

are grown or raised:

- Red Tractor covers traceability, food safety and hygiene, animal welfare and environmental protection from farm to fork (UK only)
- LEAF (Linking Environment And Farming) supports farmers to produce good food with care and to high environmental standards (UK only)
- RSPCA Freedom Food focuses solely on improving the welfare of farm animals reared for food (UK only)
- Bord Bia Quality Assurance Scheme covers 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)

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## PARTNERING WITH DINGLEY DELL

In 2013, we partnered with Dingley Dell Pork to provide sausages and loin joints for our independent schools menus. Dingley Dell is made up of three pig farms in Suffolk, where animals are reared to the RSPCA's Freedom Food standards: they are kept outside and in natural surroundings.



Over 95% of the dishes we produce each day are made from scratch from the freshest, most seasonal ingredients, sourced from sustainable accredited suppliers. This is reflected in our new partnership with Dingley Dell.

Mark Hayward, who established Dingley Dell with his brother Paul in 1999, said: "It's fantastic to see that our outdoor pork production system – which focuses on taste, welfare of the animals and looking after the environment – has been recognised by Sodexo, and Paul and I look forward to our sustainable partnership."

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## ENSURING TRACEABILITY

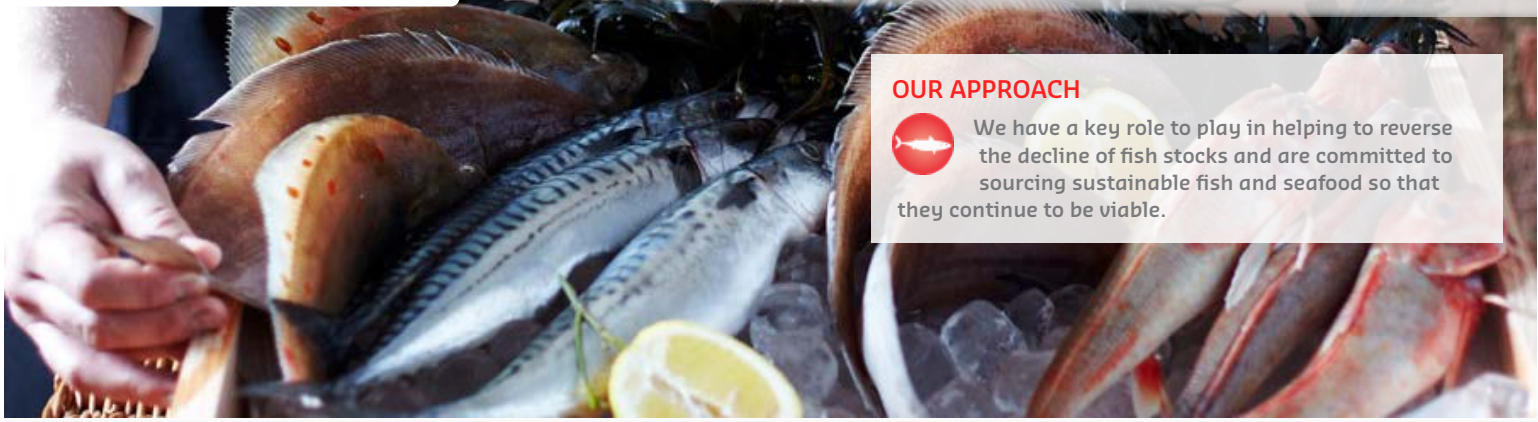
In a bid to increase our range of UK-sourced products, we now source our frozen beef burgers from AK Stoddart, a family-owned Scottish beef processor that accounts for over 12% of total Scottish production. The company operates a fully integrated food business and only processes cattle that are born, bred, slaughtered and deboned in the UK. Thanks to this new partnership, all the beef in our burgers is now fully traceable and Farm Assured Scottish.



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**OUR APPROACH**

 We have a key role to play in helping to reverse the decline of fish stocks and are committed to sourcing sustainable fish and seafood so that they continue to be viable.

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- SUSTAINABLE SUPPLIES**
- Supply chain code of conduct
- Local, seasonal or sustainably grown or raised products
- ▶ **Sustainable fish and seafood**
- Sustainable equipment
- ENVIRONMENTAL MANAGEMENT

## SUSTAINABLE FISH AND SEAFOOD

### WHAT WE'VE BEEN DOING

- ▼ Screening and monitoring fish species at risk

Sodexo's sustainable fish and seafood strategy is based on five key pillars:

- maintaining a wide variety of species in Sodexo's catalogues and menus
- banning 14 at-risk species and implementing control measures for others
- using eco standards such as the Marine Stewardship Council (MSC) ecolabel
- setting up supply for sustainable aquaculture
- sourcing according to the technical advice and assistance agreement between Sodexo and the WWF (World Wildlife Fund)

**16**  
species of fish banned

**152 tonnes**  
of MSC-certified fish and seafood served in 2012/13

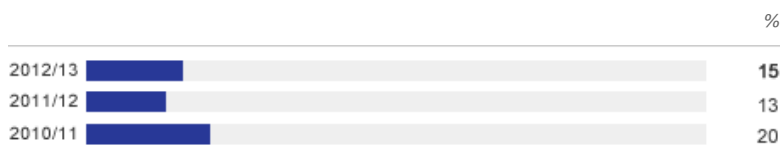
### MSC-certified fish and seafood served in tonnes



<b>2010/12</b>	140	174	<b>152*</b>
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\*Below 2011/2012 due to Olympics in 2012

### Percentage of MSC-certified fish and seafood by weight



<b>2010/12</b>	20	13	<b>15</b>
----------------	----	----	-----------

In the Republic of Ireland, our current fish supplier is a member of the Responsible Irish Fish organisation, which promotes quality, provenance and responsibility in fishing.

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## SCREENING AND MONITORING FISH SPECIES AT RISK

Sodexo Group works closely with a range of organisations to analyse fish stocks and inform our buying practices. Research carried out by organisations such as the Marine Stewardship Council (MSC), the International Union for Conservation of Nature (IUCN), WWF and the United Nations Food and Agriculture Organisation (FAO), helps us make purchasing decisions relating to fish and seafood.

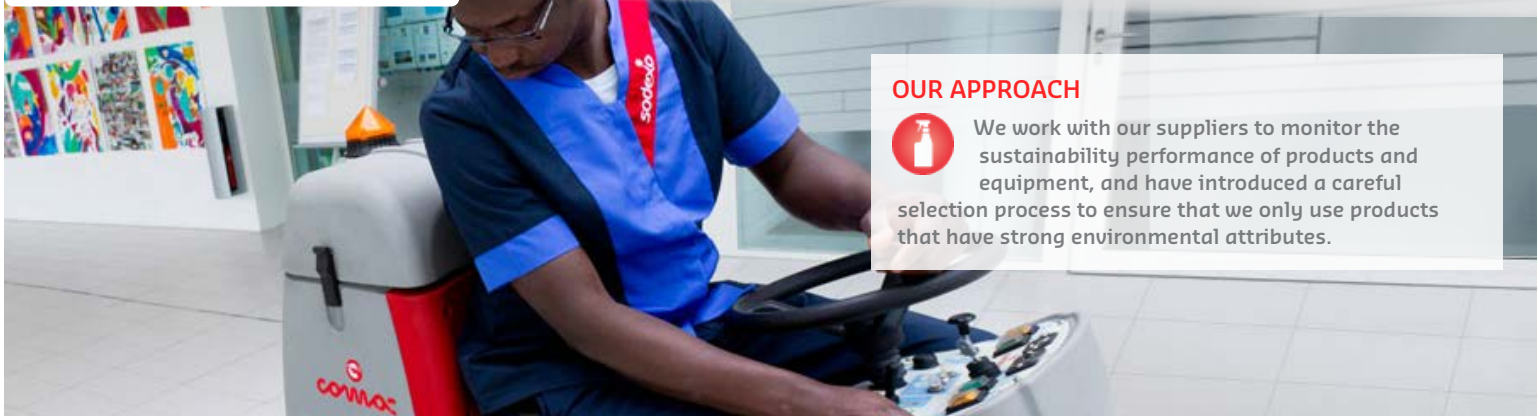
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**OUR APPROACH**

We work with our suppliers to monitor the sustainability performance of products and equipment, and have introduced a careful selection process to ensure that we only use products that have strong environmental attributes.

**WE DO**

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NUTRITION, HEALTH AND WELLBEING

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Supply chain code of conduct

Local, seasonal or sustainably grown or raised products

Sustainable fish and seafood

► **Sustainable equipment**

ENVIRONMENTAL MANAGEMENT

## SUSTAINABLE EQUIPMENT

### WHAT WE'VE BEEN DOING

- ✓ Leading the way in sustainable cleaning methods
- ✓ Sourcing efficient cleaning equipment
- ✓ Cutting-edge mowers

### LEADING THE WAY IN SUSTAINABLE CLEANING METHODS

In January 2013, we became the first facilities management company in the UK to promote cleaning chemicals that are either EU Ecolabel Flower or Nordic Swan certified. The EU Ecolabel Flower is found on products that have a reduced environmental impact throughout their life cycle, from the extraction of raw materials through to production, use and disposal. Around 98% of the cleaning products we buy are concentrated, meaning they use less packaging and avoid the bulk transportation of water.

We have also worked with a number of partners to introduce eight state-of-the-art scrubber dryer machines. Each machine has Ecoflex technology that reduces the consumption of chemicals, water and energy by up to 60% while maintaining cleaning performance. One of the devices, a floor cleaning machine, reduces water consumption by up to 70% and does not require any other chemicals.

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### SOURCING EFFICIENT CLEANING EQUIPMENT

We source high-quality cleaning products and equipment that require the least amount of water or chemicals. These include:

- microfibre cleaning cloths and mops, which are launderable, reusable and can remove dirt without chemicals or water
- flat mops, which are launderable, reusable and require very little water
- diamond pads, which contain microscopic diamond chips that clean floors thoroughly without any need for chemicals
- electrolysed water, which cleans thoroughly without the need for chemicals – we use this water in a range of cleaning machines and it is suitable for floors and



**1<sup>st</sup>**  
facilities management company to promote cleaning chemicals that are either EU Ecolabel Flower or Nordic Swan certified

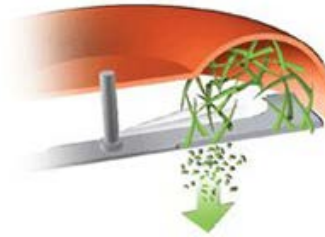
carpets

- Rapid mops, where the cleaning chemicals are stored in the handle of the mop rather than in a separate bucket, thereby reducing physical strain for cleaning professionals; the mops only require a small amount of cleaning solution, helping the floor surface dry more quickly

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## CUTTING-EDGE MOWERS

Our Horticultural Services team trialled the use of mulching mowers in its operations. These machines have advanced technology to chop the grass extremely finely and conceal it through air pressure in the base of the turf.



This technique helps provide the grass and its micro-organisms such as insects and worms, with natural and rich nutrients like nitrogen, potash and phosphate, thereby replacing the need for artificial fertiliser. The machines take away the need to transport the grass to green recycling centres, thus reducing emissions. This cutting-edge equipment also dramatically reduces noise pollution compared to regular lawn mowers.

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SUSTAINABLE SUPPLIES

**ENVIRONMENTAL MANAGEMENT**

Energy and emissions

Water and effluents

Materials and waste

## ENVIRONMENTAL MANAGEMENT

As well as focusing on our own environmental performance, we invest in innovative working methods that help our clients reduce their impact in three key areas: energy and emissions; water and effluents; and materials and waste.



### ENERGY AND EMISSIONS

#### REDUCING CONSUMPTION AT HAYWOOD HOSPITAL



We have worked closely with the Haywood Hospital in Stoke-on-Trent since 2009 to help the site meet its 2015 energy consumption targets.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**12%**  
REDUCTION IN ELECTRICITY CONSUMPTION

**61%**  
OF CONTROLLED SITES REPORTING REDUCED ELECTRICITY CONSUMPTION ACROSS SODEXO CONTROLLED SITES

**22%**  
REDUCTION IN GAS CONSUMPTION AT TILLERY VALLEY



### WATER AND EFFLUENTS

#### SAVING WATER WITH HORTICULTURAL SERVICES



We use a wide range of water-saving products and techniques in Horticultural Services.

[Read more](#) ▶

#### PERFORMANCE HIGHLIGHTS

**3.2%**  
REDUCTION IN OVERALL WATER CONSUMPTION

**11%**  
INCREASE IN CONTROLLED SITES REPORTING REDUCED WATER CONSUMPTION





## MATERIALS AND WASTE

### NEW CLIENT WASTE MANAGEMENT OFFER



Our new offer, Waste Management by Sodexo, helps clients manage their waste from cradle to grave.

[Read more ▶](#)

### PERFORMANCE HIGHLIGHTS

#### Winners

OF THE 2012 CIWM SUSTAINABLE FACILITIES MANAGEMENT AWARD AND THE 2013 FOODSERVICE FOOTPRINT WASTE MANAGEMENT AND REDUCTION AWARD

#### 203

SITES IMPLEMENTED THE COFFEE GROUNDS FOR GROWTH INITIATIVE

## WHAT GETS MEASURED GETS MANAGED

### ANNUAL SURVEYS

The majority of our business is carried out on client premises where our operations are not always metered – making it difficult to track our operational energy, water and waste performance. However, we conducted two annual surveys of our operations and central functions to measure our performance against Better Tomorrow Plan commitments.

#### Annual site survey

This includes all Sodexo sites with a permanent Sodexo presence and covers awareness and behaviour, equipment and processes, metrics and client engagement in relation to energy and emissions, water and effluents and materials and waste.

Each site receives a tailored report that shows performance over time with steps for improvement. All site managers are asked to share the report with their team and clients as the basis of an action plan for the year ahead. In 2012/13, 88% of UK and Ireland sites in scope participated in the annual survey (58% in 2010/11, 74% in 2011/12). Read about the results in [Energy and emissions](#), [Water and effluents](#) and [Materials and waste](#).

#### Annual UK and Ireland level survey

This covers central functions from health and safety audits and business integrity through to sustainable procurement and our [Stop Hunger initiative](#). It helps us to identify gaps and ensure consistency with other Sodexo Group countries.

## SAFETY AND ENVIRONMENTAL MANAGEMENT

We have a comprehensive [safety and environmental management system](#) (SEMS) and in 2013 we started recording environmental incidents in the health and safety accidents and incidents database. Each business division or central function risk committee receives live alerts and a monthly report is presented to the Sodexo UK & Ireland Board.

We encourage our colleagues to implement a simple SEMS at their sites to start monitoring and measuring environmental performance and to set improvement targets based on the collated data.



**The SEMS was very easy to set up but it did take a bit of time to get all the team on board and understand why, as a company, we were making this effort. After the toolbox talks, the picture was much clearer to the whole team. The use of materials has dropped in some areas and this has given a cost saving against bottom line. We are now more aware of the waste generated and the need to reduce this as far as possible."**

*Andrew Horsburgh, business manager, Sodexo Healthcare*

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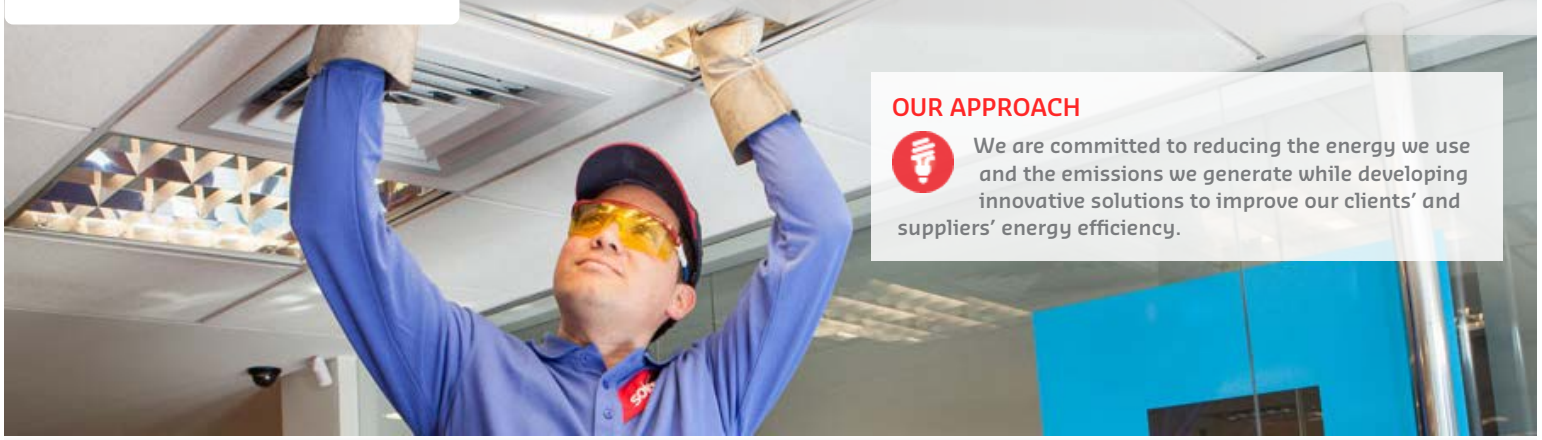
## 88%

of UK and Ireland sites in scope participated in the annual survey in the financial year 2012/13

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**OUR APPROACH**  
We are committed to reducing the energy we use and the emissions we generate while developing innovative solutions to improve our clients' and suppliers' energy efficiency.

**WE DO**

- AS AN EMPLOYER
- NUTRITION, HEALTH AND WELLBEING
- LOCAL COMMUNITIES
- SUSTAINABLE SUPPLIES
- ENVIRONMENTAL MANAGEMENT**
  - ▶ **Energy and emissions**
    - Water and effluents
    - Materials and waste

## ENERGY AND EMISSIONS

### WHAT WE'VE BEEN DOING

- ✓ Environmental strategy and improvement programme
- ✓ Carbon emissions
- ✓ Fuel
- ✓ Electricity consumption
- ✓ Gas
- ✓ Using new electric cars at our sites
- ✓ Reducing consumption at Haywood Hospital
- ✓ Carbon Reduction Commitment audit

**12%**  
reduction in electricity consumption

**61%**  
of controlled sites reporting reduced electricity consumption

**22%**  
reduction in gas consumption at Tillery Valley

### ENVIRONMENTAL STRATEGY AND IMPROVEMENT PROGRAMME

In 2010, we launched a three-year environmental strategy and improvement programme, which includes the following key objectives:

- achieve a 10% reduction in direct carbon dioxide equivalent (CO<sub>2</sub>e) per million pounds in turnover by August 2013<sup>1</sup> – a 30% reduction was achieved
- reduce average fuel consumption by 8% by August 2013<sup>2</sup> – over the last two years a 3.8% reduction has been achieved
- achieve annual reductions in electricity consumption at 80% of controlled sites by 2013 – in FY 2012/13 61% of sites reduced their electricity consumption

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### CARBON EMISSIONS

CO<sub>2</sub> equivalent emissions (scope 1, 2 and 3) (tonnes)\*



<b>2010/12</b>	31,108	30,286	<b>27,361</b>
----------------	--------	--------	---------------

CO<sub>2</sub> equivalent emissions (scope 1, 2 and 3 per £m turnover)\*

*per £m turnover*



<b>2010/12</b>	30.20	28.25	<b>24.99</b>
----------------	-------	-------	--------------

\*The five-year grid rolling average figures for electricity has been removed as stated in the publication *2013 Government GHG Conversion Factors for Company Reporting*. All conversion factors are now based on a single average factor for a particular year. Historical figures have therefore been restated.

This emissions data covers CO<sub>2</sub> equivalent emissions from gas consumption, fuel in commercial vehicles, company cars, Tillery Valley distribution and bulk fuel (scope 1); electricity consumption (scope 2); business travel and supply chain logistics (scope 3). We have worked closely with core suppliers to calculate delivery miles and associated CO<sub>2</sub> equivalent emissions for deliveries from our major suppliers (covering an estimated 65% of food and other consumables).

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## FUEL

### Fuel consumption (litres)<sup>3</sup>



<b>2010/12</b>	2,234,675	2,225,415	<b>2,313,907</b>
----------------	-----------	-----------	------------------

All the delivery vehicles in our Tillery Valley distribution fleet are limited to 52mph and we are currently ensuring our trunk vehicles are full to capacity. This saves around 800 litres of fuel each week.

### Average fuel consumption (litres)<sup>4</sup>



<b>2010/12</b>	2,323	2,299	<b>2,234</b>
----------------	-------	-------	--------------

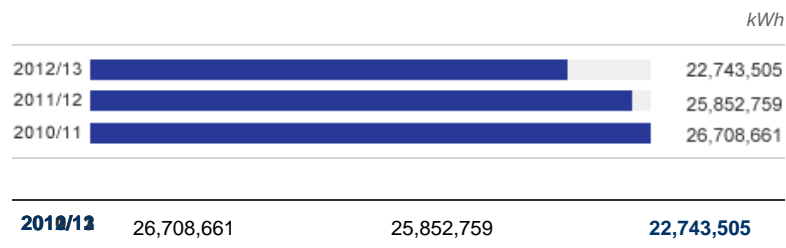
In the financial year 2012/13, we achieved a 2.8% reduction in average fuel consumption of our commercial vehicles compared with 2011/12 as a result of the introduction of more fuel-efficient vehicles to our fleet (including electric cars), continuing our programme of fitting speed limiters to all new vehicles and replacing old vehicles that were fuel inefficient.

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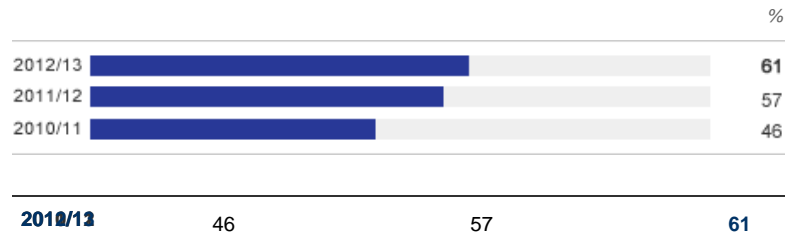
## ELECTRICITY CONSUMPTION

The data below covers sites where our consumption is metered and we have operational control of it. These sites include [Tillery Valley](#), our food manufacturing business in Wales and Sodexo offices and depots, 16 of which have automatic meter reading devices where consumption is captured remotely and reported to sites via an external web portal, helping to raise awareness of energy consumption at a site level. The data below excludes energy consumption that is part of a facilities management agreement at a client site, consistent with previous years' reporting.

### Total electricity consumption (kWh) where we have operational control

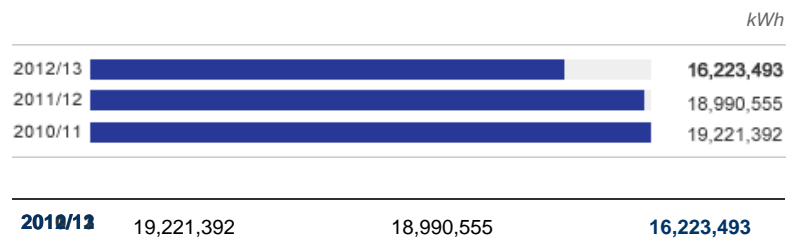


**Controlled sites reporting reduced electricity consumption**



Sodexo Justice Service's four prisons reduced electricity consumption by 18% in FY 2012/13.

**Electricity consumption from Good Quality Combined Heat and Power (GQCHP) (kWh) where we have operational control**

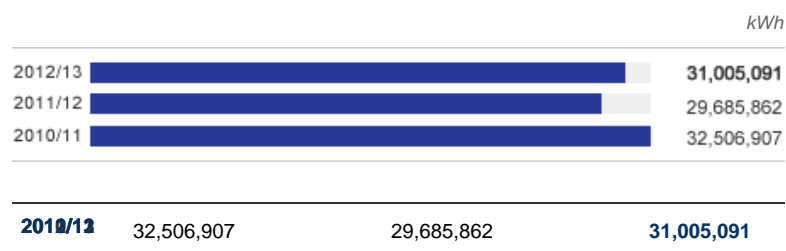


GQCHP captures heat from electricity generation that was previously wasted. Electricity from GQCHP has reduced as overall electricity consumption has fallen by 12% and 61% of sites reduced their consumption. 95% of Sodexo's controlled sites are on the green electricity tariff.

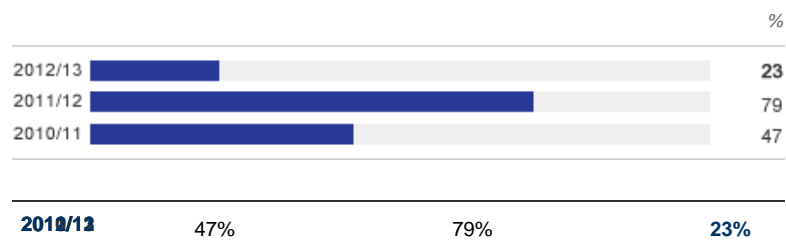
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**GAS**

**Total gas consumption (kWh) where we have operational control**



**Controlled sites reporting reduced gas consumption**



There has been an increase in gas consumption and a significant drop in the number of Sodexo controlled sites reducing gas usage. This increase may be weather



related and a consequence of a cold winter.

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## USING NEW ELECTRIC CARS AT OUR SITES

Trials have shown that by replacing traditional diesel-powered vehicles with electric equivalents, we'll be able to eliminate carbon emissions, reduce road tax and cut fuel costs by around 90%. Therefore, as part of a programme to reduce our fuel consumption and carbon footprint, we have provided our sites at AstraZeneca in Cheshire and Colchester Garrison in Essex with two new Renault Kangoo electric cars. There are now 27 electric vehicles across the whole business, as well as 48 hybrid company cars.



In the financial year 2012/13, Sodexo Defence's Project Allenby/Connaught team reduced its carbon footprint to 80 metric tonnes per annum – a 79% reduction from 2010/11. The team achieved this through a number of innovative fuel- and carbon-saving measures, including replacing a 57-seat coach with four fuel-efficient, 17-seat minibuses, carrying out strict maintenance work to ensure maximum fuel efficiency and training drivers on fuel-efficient driving.

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## REDUCING CONSUMPTION AT HAYWOOD HOSPITAL

We have worked closely with the Haywood Hospital in Stoke-on-Trent since 2009 to help the site meet its 2015 energy consumption targets. We introduced a simple monitoring and targeting system to establish a baseline and help us measure our progress. We also engaged with staff to reduce unnecessary energy use and conducted surveys in high-usage areas to identify wastage in specific rooms. We've seen significant reductions in electricity and gas consumption of 9% (117,453 kWh) and 10% (379,795 kWh) respectively, and savings of £18,400 in the financial year 2012/13.



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## CARBON REDUCTION COMMITMENT AUDIT

In April 2013, the Environment Agency (EA) selected Sodexo for an audit as a Carbon Reduction Commitment (CRC) participant. The objective was to ensure Sodexo was keeping sufficient and accurate records to support information submitted to the EA in line with CRC requirements. The final report from the EA was received in August 2013 that confirmed Sodexo was compliant with the legislative requirements of CRC.



## FOOTNOTES

1. Against a 2008/09 baseline
2. Against a 2006/07 baseline
3. Commercial vehicles and Tillery Valley distribution fleet (litres)
4. The data refers to the average fuel consumption of commercial vehicles only and does not include Tillery Valley distribution vehicles. This is consistent with previous reports.

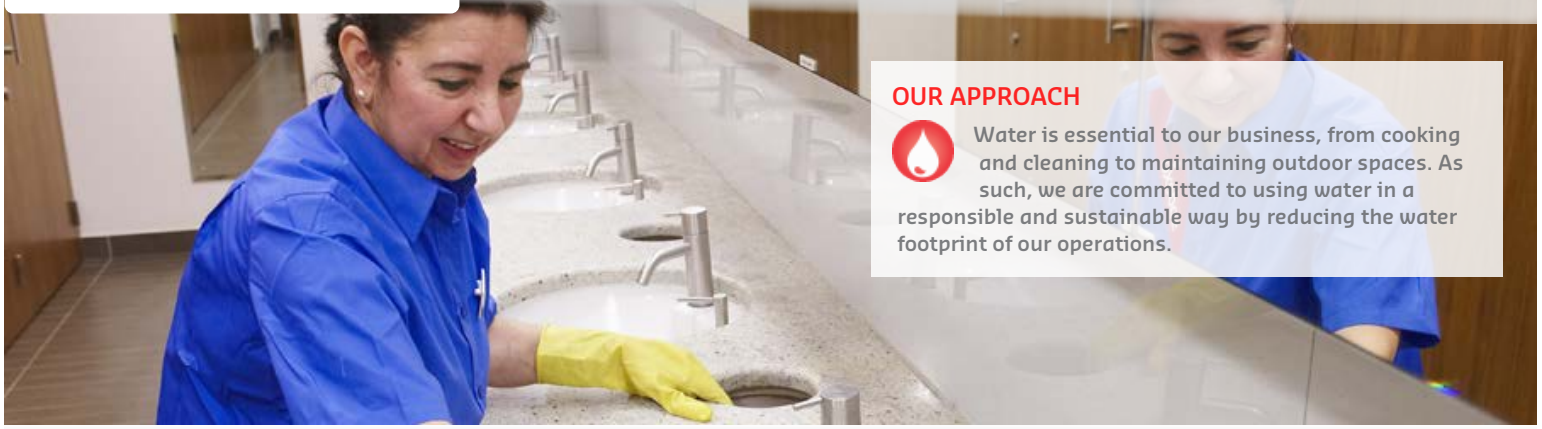
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**OUR APPROACH**



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

**WE DO**

AS AN EMPLOYER

NUTRITION, HEALTH AND WELLBEING

LOCAL COMMUNITIES

SUSTAINABLE SUPPLIES

**ENVIRONMENTAL MANAGEMENT**

Energy and emissions

▶ **Water and effluents**

Materials and waste

## WATER AND EFFLUENTS

### WHAT WE'VE BEEN DOING

- ▼ Global water and effluents working group
- ▼ Horticultural Services

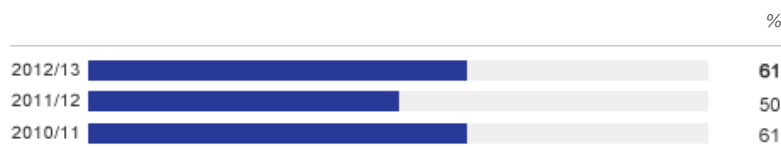
#### Water consumption (m<sup>3</sup>)<sup>1</sup>



<b>2012/13</b>	306,336	294,331	<b>285,265</b>
----------------	---------	---------	----------------

Our overall water consumption fell by 3.2% in 2012/13. Our annual Better Tomorrow Plan site survey showed an increase in the percentage of sites reporting positively on water consumption awareness and behaviour, and equipment and processes, with both areas seeing an improvement of 11% on controlled sites. Read more about our Better Tomorrow Plan site survey in [What gets measured gets managed](#).

#### Controlled sites reporting reduced water consumption



<b>2012/13</b>	61%	50%	<b>61%</b>
----------------	-----	-----	------------

### GLOBAL WATER AND EFFLUENTS WORKING GROUP

In 2013, our global water and effluents working group made a site manager toolkit available to employees online. The toolkit includes a call-to-action presentation, a 'What can I do?' guide, internal team and client presentations and a 'What can I do next...?' guide.

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**3.2%**

reduction in overall water consumption

**11%**

increase in controlled sites reporting reduced water consumption



We knew microfibre cleaning systems could provide excellent cleaning without the use of expensive chemicals. The outside drainage feeds into a pond so it seemed the perfect solution to make our cleaning impact more neutral. It's been a huge success."

June Anderson, Sodexo general services manager, Sodexo Prestige Scotland

## HORTICULTURAL SERVICES

Conserving water is a fundamental part of our Horticultural Services offer. We use a wide range of water-saving products and techniques in all our work, including:



- impact gold white lining, a football pitch marking tool that doesn't require water
- drought-resistant plant and grass varieties, which also reduce costs for our clients
- environmental training to help employees deal with spillages swiftly and correctly

We maintain and regularly service our equipment and vehicles, reducing the risk of oil and fluid leaks, and we use plant remains to maintain soil stability and minimise accidental water discharge.

Read more about our [Horticultural Services](#).

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

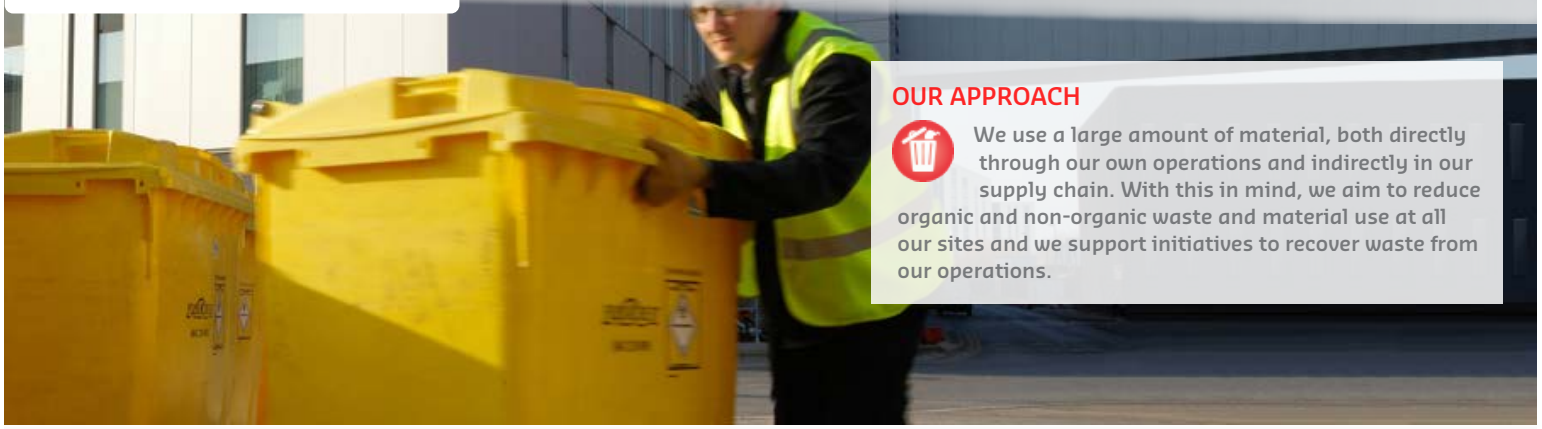
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**OUR APPROACH**



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.

**WE DO**

AS AN EMPLOYER

NUTRITION, HEALTH AND WELLBEING

LOCAL COMMUNITIES

SUSTAINABLE SUPPLIES

**ENVIRONMENTAL MANAGEMENT**

Energy and emissions

Water and effluents

► **Materials and waste**

**MATERIALS AND WASTE**

**WHAT WE'VE BEEN DOING**

- ✓ Waste management
- ✓ Food waste
- ✓ WRAP Hospitality Agreement
- ✓ New client Waste Management offer
- ✓ Standardised waste management

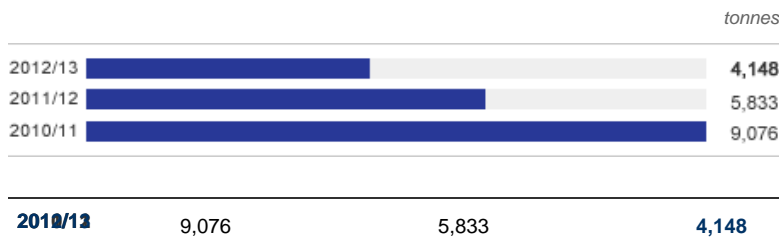
Through our environmental strategy and improvement programme, we set ourselves two key goals:

- to introduce standardised waste management practices across our business by 2013
- to increase in the number of sites recovering food waste by 50% by August 2013<sup>1</sup>

We achieved both of these objectives in 2012 – well ahead of their respective targets.

**WASTE MANAGEMENT**

Waste to landfill (tonnes)



Data from two additional waste contractors is now being captured and has been included for the first time in 2012/13.

**Recycling rate**



**28%**

reduction in waste sent to landfill

**242**

Coffee Grounds for Growth toolkits are in place at Sodexo sites in the UK and Ireland



The Sodexo team has an enthusiasm to make things happen. So when we had a problem with waste, it was seen as an opportunity. We managed to move from a position of very little recycling to a 70% recycling rate, and now the Sodexo team is looking at creative ways to deal with the bulk waste. Without Sodexo's enthusiasm and 'have-a-go' spirit, we wouldn't have achieved this so quickly and so efficiently. It's also brought savings and helped our reputation."

Paul Andrews, facilities manager at Smith & Nephew, a medical equipment manufacturing company in Hull

**Won**

the 2012 CIWM



2010/12

73%

82%

88%

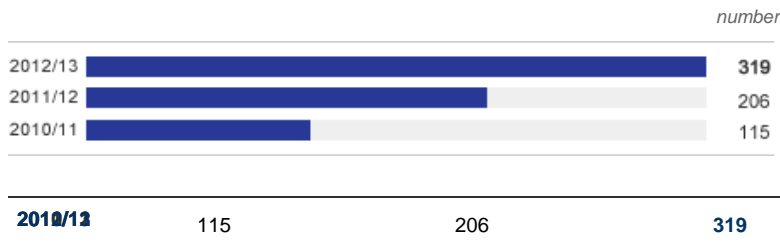
The increase in the recycling rate may be attributed to moving some of the waste we manage for some of our clients over to our approved contractor with a significant recycling rate. One Sodexo site increased its recycling rate from 23% to 95% as a result of this switch.

Our annual Better Tomorrow Plan site survey showed sites maintained 94% positive responses on sites that had implemented equipment and process steps to reduce organic waste.

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## FOOD WASTE

### Number of sites recovering food waste



We achieved our environmental strategy and improvement programme objective of increasing the number of sites recovering food waste by 50% in advance of our August 2013 target (against a 2009/10 baseline). We aim to prevent food waste at the preparation stage through our recipes database, where the exact ingredients and quantities required are listed. Most of our sites use this database to prepare their meals.

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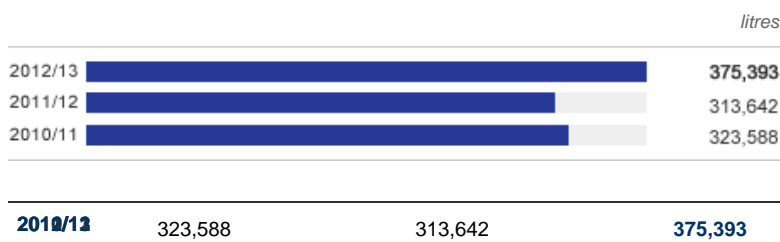
## WRAP HOSPITALITY AGREEMENT

Sodexo is a founding signatory of the UK Hospitality and Food Service voluntary agreement, launched by WRAP (the Waste Resource Action Programme) in 2012 on behalf of the UK Department for the Environment, Food and Rural Affairs (Defra). The agreement aims to cut food and packaging waste by 5% – or approximately 100 million meals – by 2015 and increase the rate of food and packaging waste recycled, sent to anaerobic digestion or composted to 70%.



Over the last year, we have worked closely with WRAP to develop and agree on a methodology to capture known food waste data and estimate food wastage where data is not available. This has helped us with our own measurements, and will ensure we can measure and report in a consistent way over the coming years. We have agreed, and started to implement, an action plan with WRAP to reduce food waste across our business.

### Biodiesel produced from recovered used cooking oil (litres)



**Sustainable Facilities Management Award and the 2013 Foodservice Footprint Waste Management and Reduction Award, in partnership with Central Manchester University Hospitals NHS Foundation Trust.**

## IT EQUIPMENT RECYCLING AT FOREST BANK

Tier 1 (a waste management company) currently have one workshop, which recycles redundant computers and servers at HMP Forest Bank. It employs 25 prisoners who work 40 hours a week. The job entails breaking down the computers and servers into various components which then go on to further recycling. All prisoners will complete a Level 1 recycling qualification.

We are in the process of opening another workshop, which will replicate the work we already do. Tier 1 donates a percentage of its profit to the charity Antz Junction, which delivers a work-ready programme for people who have an offending background, aiming to secure ex-offenders with employment and reduce the re-offending rate.

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## NEW CLIENT WASTE MANAGEMENT OFFER

Waste Management by Sodexo is a new offer that helps clients manage their waste from beginning to end. The service includes the safe segregation, handling, transport and recycling or treatment of all non-hazardous and hazardous waste streams and is underpinned by three pillars:



- compliance – ensuring legal compliance and mitigating risk
- sustainability – minimising the environmental impact of waste by applying the waste hierarchy
- evolution – supporting and encouraging behavioural and cultural change to deliver a more sustainable future for all stakeholders

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## STANDARDISED WASTE MANAGEMENT

In 2012, we achieved our environmental improvement programme objective of introducing standardised waste management practices. Our Waste Policy and Procedures Manual – launched in 2012 – helps employees understand how to manage waste across our sites in a legally compliant and responsible way. It is supported by a waste management development programme, part of which has already been accredited by the [Chartered Institute of Wastes Management \(CIWM\)](#). We aim to have the whole programme accredited by the CIWM in the coming year.



### FOOTNOTE

1. Against a 2009/10 baseline

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WE ENGAGE

## WE ENGAGE

Engaging with our stakeholders helps us to build long-term relationships and a strong understanding of their needs and expectations. We actively seek dialogue, listen to feedback and continually improve our ways of working.

Our approach highlights the importance of engaging with those affected by our business, including:

### EMPLOYEES

By ensuring employees are engaged, challenged and fulfilled, we seek to promote commitment, loyalty, a sense of responsibility for and ownership of the Better Tomorrow Plan.

### CLIENTS

By engaging honestly and constructively with our clients, we seek to understand their needs and help them improve their employees' and customers' quality of life.

### CUSTOMERS

We engage with our customers to help them make sustainable choices and maintain healthy and sustainable lifestyles.

### SUPPLIERS

Engaging with suppliers on a regular basis allows us to share best practice and support each other's sustainability objectives.

### GOVERNMENT AND PUBLIC SECTOR

The public sector is our main client and we take very seriously our responsibility to understand their priorities, help find solutions to common challenges and invite them to scrutinise and inform our business practice.

### ASSOCIATIONS AND ORGANISATIONS

We engage with trade associations and the third sector to understand the needs and expectations of local communities where we operate and as an invaluable source of insight.

### OUR APPROACH

We consult with stakeholders as part of our daily business activities and through more formal engagement. This includes our guide to stakeholder engagement, which



We collaborate with organisations to increase our positive impact, share best practice and develop our approach to key challenges such as ex-offender employment and using employee engagement to support environmental management."

Edwina Hughes, corporate responsibility manager, Sodexo



SEARCH ALL OUR COMMITMENT IN ACTION STORIES FROM 2013 ▶

explains its purpose and empowers employees to organise genuine and meaningful engagement initiatives.

We engage regularly with representatives from the public, private and third sectors at corporate and regional levels to discuss key [Better Tomorrow Plan](#) themes:

- [diversity and inclusion](#)
- [promoting nutrition, health and wellbeing](#)
- [supporting local communities](#)
- [sustainable supply chains](#)
- [protecting the environment](#)

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**PERFORMANCE**

[DATA SUMMARY](#)

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## PERFORMANCE

### DATA SUMMARY



View a summary of the key impacts in the areas covered by the report.

[Read more](#) ▶

### PERFORMANCE HIGHLIGHTS

**£1.17 billion**

revenue in the UK and Ireland in 2012/13

### TARGETS



View a summary of progress against our Better Tomorrow Plan commitment targets.

[Read more](#) ▶

### ABOUT THIS REPORT



Find out more about the Sodexo UK & Ireland corporate citizenship report 2013.

[Read more](#) ▶

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PERFORMANCE

DATA SUMMARY

TARGETS

ABOUT THIS REPORT

## DATA SUMMARY

This table provides a summary of the key impacts in the areas covered by this report.

### KEY FIGURES

Indicator	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	% change
Annual revenue, Sodexo UK & Ireland (million)	£1,092.2	£1,081.3	£1,283.62 <sup>1</sup>	<b>£1,170.7</b>	<b>-8.8%</b>
Annual revenue as a percentage of Sodexo Group revenue	8.2%	7.8%	8.5%	<b>6.4%</b>	<b>-2.1%</b>
Client retention rate	94.2%	94.1%	95.3%	<b>95.0%</b>	<b>-0.3%</b>
Number of employees <sup>2</sup>	35,598	34,399	36,738	<b>35,072</b>	<b>-4.7%</b>
Calendar days lost to sickness absence (%)	4.3%	3.1%	2.8%	<b>2.9%</b>	<b>0.1%</b>

### FOOTNOTES

1. The FY 2011/12 revenue includes the Rugby World Cup 2012 and the London 2012 Olympic and Paralympic Games.
2. The reported headcount is in line with Sodexo Group reporting requirements and represents the number of employees on the payroll on 31 August each year, with the exception of casual workers who did not work in the previous month and NHS Retention of Employment staff. The FY 2011/12 year end result was temporarily inflated due to the employees hired to deliver the contract for the Olympic and Paralympic Games 2012.

### DIVERSITY AND INCLUSION

Indicator	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	% change
Diversity of workforce:					
– gender (male:female)	40% : 60%	41% : 59%	42% : 58%	<b>44% : 56%</b>	<b>2%</b>
– ethnicity (black, Asian or other minority ethnic) <sup>1</sup>	15%	16.4%	14.8%	<b>14.1%</b>	<b>-0.7%</b>
– age (24 and under)	11.7%	11.6%	18.7% <sup>2</sup>	<b>16.5%<sup>2</sup></b>	<b>-2.2%</b>
– age (55 and over)	19.4%	19.1%	17.1%	<b>17.9%</b>	<b>-0.8%</b>
– disability <sup>3</sup>	0.6%	0.7%	0.7%	<b>0.8%</b>	<b>0.1%</b>
– senior management positions held by women <sup>4</sup>	34%	28%	22%	<b>27%</b>	<b>5%</b>

### FOOTNOTES

1. Data refers to UK operations only – ethnicity is not recorded in the Republic of Ireland. It is not mandatory for UK employees to tell us their ethnicity – the percentage stated above refers only to employees who have done so.
2. The drop in younger employees in our workforce was expected due to FY 12 numbers being skewed by the number of younger, temporary employees hired during the Olympic and Paralympic Games 2012.

- Data refers to UK operations only – disability is not recorded in the Republic of Ireland. It is not mandatory for UK employees to tell us they have a disability – the percentage stated above refers only to those who have done so.
- Senior management includes the top two of five management bands, usually about 100 people.

## LEARNING AND DEVELOPMENT

Indicator	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	% change
Days of employee training delivered centrally <sup>1</sup>	16,203	13,706	12,217	<b>4,406*</b>	<b>-87.4%</b>
Increase in e-learning (hours) <sup>2</sup>			2,396	<b>4,221</b>	<b>76.2%</b>

\*We are currently reviewing our learning and development key performance indicators as the training days figure is no longer an effective rolling measure of performance. This is due to our continued move to a blended or pure e-learning approach which is more accessible and cost effective for the majority of our managers. E-learning use has expanded rapidly in Sodexo with both our subscription to the cross knowledge platform and our increased in-house development of e-learning programmes, and this has naturally had a significant impact on the number of training days delivered.

It should also be noted that the financial year 2012/13 figure for training days does not include segment-delivered training as has been the case in previous years, and has also been affected by the delay to our SAP programme rollout which meant that the delivery of 1,200 training days was pushed back to early FY 2013/14.

### FOOTNOTES

- The drop in number of days of employee training and courses delivered centrally is due to the launch of an online platform that offers e-learning modules and enables managers to complete training in Spirit of Inclusion.
- From 2012, the Sodexo L&D team moved towards offering internally produced e-learning as part of our learning catalogue. This allows us to deliver a consistent message to a large, geographically dispersed audience, delivering time, cost and carbon savings by reducing the need to travel to attend face to face courses.

## LOCAL COMMUNITIES

Indicator	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	% change
Employee volunteering (at FareShare; days' equivalent)	113	34	74	<b>299</b>	<b>404%</b>
Total Sodexo Foundation income <sup>1</sup>	£335,870	£362,708 €24,362 <sup>2</sup>	£409,238 €21,059	<b>£432,002</b> <b>€29,000</b>	<b>5.6%</b>
Sodexo Foundation donations made	£178,210	£259,078 €22,000	£352,423 €20,000	<b>£363,601</b> <b>€24,821</b>	<b>3.2%</b>

### FOOTNOTES

- Sodexo covers the Sodexo Foundation's administrative and communication costs, but the Sodexo Foundation income is dependent on employee fundraising and large events such as fundraising dinners and sporting events.
- Since FY 2010/11, the Sodexo Foundation Stop Hunger initiative in the Republic of Ireland has been administered by the Community Foundation for Ireland, a registered charity. This allows us to produce consolidated accounts for the Sodexo Foundation in the UK and Ireland.

## SUPPLY CHAIN

Indicator	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	% change
Number of deliveries <sup>1</sup>	531,948	482,014	400,593	<b>364,064</b>	<b>-9.1%</b>
Delivery miles <sup>2</sup>	2,094,507	1,916,289	1,625,692	<b>1,495,318</b>	<b>-8.0%</b>
Delivery CO <sub>2</sub> e emissions as a % of scope 1, 2 and 3 emissions <sup>3</sup>	6.4%	6.3%	6.1%	<b>6.4%</b>	<b>+0.3%</b>
ISO 14001 certified sites	231	235	207	<b>23</b>	<b>-88.8%<sup>4</sup></b>

### FOOTNOTES

- These figures focus on the deliveries from our major suppliers (65% of total deliveries).

- The scope of delivery data for deliveries has improved significantly over the last financial year to include more logistics partners, among them some in Northern Ireland and the Republic of Ireland. These figures are linked to the number of deliveries as reported in this table.
- These figures are linked to the number of deliveries as reported in this table.
- The reduction in ISO-certified sites is due to a contract loss.

## ENVIRONMENTAL MANAGEMENT

Indicator	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	% change
CO <sub>2</sub> equivalent emissions – scope 1, 2 and 3 (tonnes) <sup>1</sup>	32,151	31,108	30,286	<b>27,361</b>	<b>-9.6%</b>
Greenhouse gas emissions – scope 1, 2 and 3 per £m turnover <sup>2</sup>	29.50	30.20	28.25	<b>24.99</b>	<b>-3.3%</b>
Total electricity consumption (kWh) <sup>3</sup>	26,748,725	26,708,661	25,852,759	<b>22,743,505</b>	<b>-12%</b>
Controlled <sup>4</sup> sites reporting reduced electricity consumption	61%	46%	57%	<b>61%</b>	<b>+4%</b>
Electricity consumption from Good Quality Combined Heat and Power (GQCHP) <sup>5, 1</sup> (kWh)	20,898,472	19,221,392	18,990,555	<b>16,224,395</b>	<b>-14.6%</b>
Total gas consumption (kWh)	33,132,127	32,506,907	29,685,862	<b>31,005,091</b>	<b>+4.4%</b>
Controlled sites reporting reduced gas consumption	32%	47%	79%	<b>23%</b>	<b>-56%</b>
Fuel consumption of commercial vehicles (litres) <sup>6</sup>	2,420,256	2,234,675	2,225,415	<b>2,313,907</b>	<b>+3.9%</b>
Average fuel consumption (litres) <sup>7</sup>	2,175	2,323	2,299	<b>2,234</b>	<b>-2.8%</b>
Water consumption (m <sup>3</sup> ) <sup>8</sup>	277,732	306,336	294,331	<b>285,265</b>	<b>-3.2%</b>
Controlled <sup>8</sup> sites reporting reduced water consumption	50%	61%	50%	<b>61%</b>	<b>+11%</b>
Waste to landfill (tonnes) <sup>9</sup>	7,941	9,076	5,833	<b>4,148</b>	<b>-28%</b>
Waste recycled (tonnes)	26,239	24,521	26,425	<b>29,547</b>	<b>12%</b>
Recycling rate <sup>10</sup>	76%	73%	82%	<b>88%</b>	<b>+6%</b>
Biodiesel produced from used cooking oil (litres)	321,353	323,588	414,534	<b>375,393</b>	<b>-9.4%</b>
Emissions displaced by biodiesel (tonnes CO <sub>2</sub> e)	109	110	141	<b>128</b>	<b>-9.2%</b>
Prosecutions, fines and penalties from pollution incidents	0	0	0	<b>0</b>	<b>0%</b>

## FOOTNOTES

- This data covers CO<sub>2</sub> emissions from gas consumption, fuel in commercial vehicles, company cars, Tillery Valley distribution and bulk fuel (scope 1); electricity consumption (scope 2); air and rail travel, and supplier deliveries (scope 3). Sodexo has worked closely with core suppliers to calculate delivery miles and associated CO<sub>2</sub>-equivalent emissions for all deliveries of our major suppliers.

The five-year grid rolling average figures for electricity has been removed as stated in the publication 2013 Government GHG Conversion Factors for Company Reporting. All conversion factors are now based on a single average factor for a particular year. This allows organisations to report using a factor representing the most current emissions estimation from the grid. Previous reporting has therefore been restated and this has reduced previously reported CO<sub>2</sub> emissions. Previous data associated with delivery CO<sub>2</sub>e emissions as a % of scope 1, 2 and 3 emissions has also been updated as a consequence in the change in calculating emissions from electricity usage.

- The figures have been changed retrospectively to reflect a change in the calculation of emissions from electricity usage i.e. 5-year rolling average amended to 1-year rolling average which has had a knock-on effect on the stats.
- Data excludes energy consumption that is part of an FM agreement at a client's site, consistent with previous years' reporting.
- For the purposes of utilities consumption, 'controlled' sites are those where Sodexo's consumption is sub-metered and we have

operational control over consumption. Only a small minority of the sites where we operate are controlled sites.

5. 95% of Sodexo's controlled sites are on the green electricity tariff. As electricity consumption has fallen by 12%, and 61% of the sites actually reduced their energy consumption during 2012/13, then consequently electricity from GQCHP has reduced.
6. Data includes Tillery Valley distribution vehicles as in previous reports. Tillery Valley is Sodexo's food manufacturing business for prepared meals based in Wales.
7. The data refers to the average fuel consumption of commercial vehicles only and does not include Tillery Valley distribution vehicles. This is consistent with previous reports.
8. Data does not include water consumption at sites where Sodexo does not have operational control of water consumption (e.g. facilities management contracts).
9. Data from two additional waste contractors is now being captured and has been included for the first time in 2012/13
10. The recycling rate increase may be attributed to moving some of the waste we manage for some of our clients over to one of our approved contractors with a better recycling rate. One Sodexo site increased their recycling rate by 23% to 95% as a result of this switch.

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TARGETS

ABOUT THIS REPORT

## TARGETS

-  Achieved
-  On track
-  Not achieved

### AS AN EMPLOYER

Commitment/ Target	Baseline 2008/09	Actual 2012/13	Current actions	Current target*	Status
<b>Developing our people</b>					
600 UK apprentices	–	331	<ul style="list-style-type: none"> <li>• Increase number studying BITs within the business.</li> </ul>	400	
<b>Diversity and inclusion</b>					
Transform our organisation and foster diversity		27%	<ul style="list-style-type: none"> <li>• 25% of senior leadership positions to be held by women by the end of FY 2014.</li> <li>• Sodexo wins the Personal, Fair and Diverse category at the Employers Network for Equality and Inclusion.</li> <li>• Launch a genERations committee.</li> </ul>		 
Thought leadership in business			<ul style="list-style-type: none"> <li>• Host gender and unconscious bias stakeholder discussions in Ireland.</li> <li>• Third party recognition of achievements.</li> <li>• Margot Slattery recognised as Woman of the Year in the Women 1<sup>st</sup> Shine Awards.</li> <li>• Margaret Clapham wins Best Women Sales Director 2013.</li> <li>• Jane Farrell won women in security industry award 2013.</li> </ul>		
Engagement of women within Sodexo		100	<ul style="list-style-type: none"> <li>• Attendance at Women Work Conference 2013.</li> </ul>	150	
<b>Health and safety</b>					
			<ul style="list-style-type: none"> <li>• Achieve accreditation to the OHSAS 18001 standard for our safety and environmental management system by August 2014.</li> </ul>		
			<ul style="list-style-type: none"> <li>• Distribute 2013/14 passports for health and safety and food safety to each relevant employee by October 2013.</li> </ul>		
			<ul style="list-style-type: none"> <li>• Audit use of 2013/14 passports for health and safety and food safety.</li> <li>• Deploy the incident management system functionality of our new global online health</li> </ul>		 



and safety platform, SALUS, by the end of 2013.

- Deploy SALUS into the front line management teams to streamline accident and incident reporting by September 2015.
- Establish the UKI Health and Safety Culture rating as a baseline by August 2014.
- Establish senior sponsorship group to drive safety initiatives through operational leadership by Mar 2014.
- Embed safety in:
  - operational teams and management
  - mobilisation
  - procurement, marketing and offer
  - Human Resources
  - business development teams



\* Final year target where appropriate

## NUTRITION, HEALTH AND WELLBEING

Commitment/ Target	Baseline 2008/09	Actual 2012/13	Current actions	Current target*	Status
<b>Health and wellbeing solutions</b>					
We will develop and promote health and wellbeing solutions for our clients, customers and employees			<ul style="list-style-type: none"> <li>● Promote Healthworks, Sodexo's workplace health and fitness offer to more clients.</li> <li>● Promote Horticultural Services by Sodexo.</li> <li>● Develop and implement our employee wellbeing strategy.</li> <li>● Continue to support the UK Department of Health Public Health Responsibility Deal.</li> </ul>	(All Sodexo Group countries by FY 2014/15)	
<b>Varied and balanced food options Reduced salt, sugar and fats</b>					
Number (%) of client sites that provide and promote: <ul style="list-style-type: none"> <li>● varied and balanced food options.</li> <li>● choices with a reduced intake of sugar, salt and fat.</li> </ul>	78%	<b>99%</b> <sup>1</sup>	<ul style="list-style-type: none"> <li>● Provide a Sodexo branded offer across all relevant foodservice sites<sup>2</sup>.</li> <li>● Display nutritional information at point of choice for customers by offer teams.</li> <li>● Continue to support the UK Department of Health Public Health Responsibility Deal.</li> </ul>	100%	

\* Final year target where appropriate




### FOOTNOTES

1. We have achieved our target as far as possible as a few sites have their own procurement process that we have no control over. This satisfies our Better Tomorrow Plan commitment to provide and promote varied and balanced food options at all our clients' sites by

2012.

2. Every Sodexo foodservice offer has been analysed by our dietitians to ensure that the Better Tomorrow Plan health and nutrition attributes are present across our markets.

## LOCAL COMMUNITIES




Commitment/ Target	Baseline 2008/09	Actual 2012/13	Current actions	Current target*	Status
<b>Hunger and malnutrition</b>					
Charity champion fundraising target <sup>1</sup>	£161,573	<b>£243,063</b>	<ul style="list-style-type: none"> <li>Embed new Stop Hunger strategy and visual identity within UK &amp; Ireland work.</li> <li>Support the annual Sodexo Servathon campaign to increase volunteering and fundraising efforts in April and May 2014.</li> <li>Increase support and networking of charity champions and CR champions in the UK and Ireland.</li> </ul>	<b>£215,500</b> <b>€18,000</b>	
	€15,586	<b>€1,059</b>			
<b>Support local community development</b>					
Number of sites implementing the <i>Aspretto</i> offer	3	122		150	
<b>Fairly traded certified sources</b>					
Certified, fairly traded coffee as a % of total coffee (kg)	26%	<b>96.53%</b>		<b>45%</b> <b>(FY 2014/15)</b>	




\* Final year target where appropriate

## FOOTNOTES

1. Target in euros in Ireland, in pounds in the UK.

## SUSTAINABLE SUPPLIES

Commitment/ Target	Baseline 2008/09	Actual 2012/13	Current actions	Current target*	Status
<b>Supply chain code of conduct</b>					
% of purchasing spend with contracted suppliers who have signed a supply chain code of conduct	93%	<b>100%<sup>1</sup></b>	<ul style="list-style-type: none"> <li>Communicate the supply chain code of conduct to all new suppliers.</li> </ul>	<b>100%</b>	
<b>Local, seasonal or sustainably grown products</b>					
% of fruit and vegetables grown and consumed within the country	42%	<b>29.65%<sup>2</sup></b>	<ul style="list-style-type: none"> <li>Continue working with our supplier base to ensure UK and Ireland in-season sourcing.</li> <li>Continue working closely with Red Tractor in the UK and supporting the Bord Bia quality assurance scheme in Ireland.</li> </ul>	<b>50%</b>	
<b>Sustainable fish and seafood</b>					
Eliminated the purchase of all at-risk seafood species	No	<b>Yes</b>	Achieved	<b>(Yes FY 2010/11)</b>	






Sustainable equipment and supplies					
% spend on concentrated chemicals as a % of total chemicals	99%	92.75% <sup>3</sup>		(100% FY 2014/15)	
% spend on sustainable paper disposables as a % of total paper disposables	85%	100%	Achieved	(100% FY 2014/15)	
% spend on sustainable office paper as a % of total office paper	86%	20.62% <sup>4</sup>		(100% FY 2014/15)	

\* Final year target where appropriate






#### FOOTNOTES

1. Where suppliers do not sign up to our code of conduct, we expect them to operate to an equivalent standard.
2. This year we did not reach our target of sourcing 50% of fruit and vegetables from the UK. This is mainly because 2013 saw particularly poor weather, so we had to import more fruit and vegetables than usual.
3. Some operations require ready-to-use products (e.g. in healthcare) but this is the exception and our chemicals are otherwise concentrated by default.
4. This has seen a drop from 59.63% in 2011/2012 and will be an area of focus in the coming year.

## ENVIRONMENTAL MANAGEMENT<sup>1</sup>

Commitment/Target	Baseline 2008/09	Actual 2012/13	Current actions	Current target*	Status
<b>Carbon footprint</b>					
% of sites that have reported implementing a carbon footprint reduction programme <sup>2</sup>	20% (FY 2009/10)	15%	<ul style="list-style-type: none"> <li>Support the roll-out of the toolkit produced by the global energy and emissions working group</li> <li>Roll out an IT tool to help our site-based teams to track their progress</li> <li>Support the Sodexo Group initiative to install energy-saving devices in all refrigeration units where Sodexo is responsible for energy procurement</li> </ul>	65% (FY 2019/20)	
% of sites that have reported taking basic steps to reduce their consumption of energy <sup>3</sup>	73% (FY 2009/10)	87%	As above	100% (FY 2019/20)	
<b>Water footprint</b>					
% of sites that have reported implementing a water conservation programme <sup>2</sup>	8% (FY 2009/10)	6%	<ul style="list-style-type: none"> <li>Support the roll-out of the toolkit produced by the global water and effluents working group</li> <li>Roll out an IT tool to help our site-based teams to track their progress</li> </ul>	60% (FY 2019/20)	
% of sites that have reported taking basic steps to reduce their consumption of blue water <sup>3</sup>	62% (FY 2009/10)	79%	As above	100% (FY 2019/20)	
<b>Organic waste reduction and recovery initiatives</b>					
% of sites that have reported implementing an organic waste reduction programme <sup>2</sup>	2% (FY 2009/10)	20%	<ul style="list-style-type: none"> <li>Support the roll-out of the toolkit produced by the global materials and waste working group</li> <li>Support the WRAP UK Hospitality</li> </ul>	60% (FY 2014/15)	

- and Foodservice Agreement
- Continue to deploy the Coffee Grounds for Growth initiative

% of sites that have reported taking basic steps to reduce their organic waste <sup>3</sup>	29% (FY 2009/10)	<b>80%</b>	As above	<b>100%</b> (FY 2014/15)	
% of sites that have reported supporting initiatives to recover organic waste	35% (FY 2009/10)	<b>38%</b>	As above	<b>60%</b> (FY 2014/15)	
<b>Non-organic waste and recovery initiatives</b>					
% of sites that have reported implementing a non-organic waste reduction programme <sup>2</sup>	4% (FY 2009/10)	<b>33%</b>	<ul style="list-style-type: none"> <li>Support the roll-out of the toolkit produced by the global materials and waste working group</li> <li>Support the work of WRAP in the UK with a hospitality industry responsibility deal</li> <li>Roll out an IT tool to help our site-based teams to track their progress</li> </ul>	<b>40%</b> (FY 2014/15)	
% of sites that have reported taking basic steps to reduce their non-organic waste <sup>3</sup>	26% (FY 2009/10)	<b>33%</b>	As above	<b>65%</b> (FY 2014/15)	
% of sites that have reported supporting initiatives to recover non-organic waste	39% (FY 2009/10)	<b>78%</b>	As above	<b>95%</b> (FY 2014/15)	

\* Final year target where appropriate

#### FOOTNOTES

- We conduct an annual site-level audit of environmental activity including awareness, equipment and processes, metrics and client engagement across energy and emissions, water and effluents and materials and waste. The audit was first conducted in 2010 against the 2008/09 baseline and has been repeated annually since.
- A 'programme' is the combination of basic steps (see footnote 9 below), more advanced steps that may include changes to equipment and/or processes, measuring/monitoring the impact of basic and advanced steps, and client engagement.
- Basic steps include awareness raising and behaviours to reduce resource/utility consumption.

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## ABOUT THIS REPORT

This is our ninth annual corporate responsibility report. It aims to show how we manage the economic, social and environmental impacts most relevant to our business and stakeholders, detailing objectives and actions in relation to our customers, clients, employees, suppliers, the environment and the communities in which we operate.

We aim to demonstrate the difference we are making by reporting on key performance indicators (KPIs) that show both progress (through engagement and activities) and impact (the effect of these activities). Data relating to our 2008/09 financial year and a business-wide audit conducted in early 2010 were used to establish the baselines from which many of our targets and KPIs are developed.

The information in this report relates to Sodexo's operations in the UK and Ireland from 1 September 2012 to 31 August 2013 unless otherwise stated, although we include forward-looking information wherever possible. All references to 'Sodexo', 'we', 'us' and 'our' relate to Sodexo UK & Ireland, while references to 'Sodexo Group' and 'Group' refer to our parent company.

Our Benefits and Rewards Services and our onshore and offshore business, Sodexo Remote Sites, do not fall within the scope of this report and are not covered by any of the data or information it contains because these parts of our business have their own separate worldwide management structure.

While we have sought to ensure the accuracy of the information contained in this document, we are not responsible for any errors or omissions, or for any results obtained from or decisions based on the use of this information. Any reliance you place on the content is strictly at your own risk.

For the third year running, the full report is contained in a microsite and is supported by a shorter printed summary. You can download the summary report and order printed copies by contacting [CorporateResponsibility.UK@sodexo.com](mailto:CorporateResponsibility.UK@sodexo.com)

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## 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](mailto:CorporateResponsibility.UK@sodexo.com).

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- [Corporate responsibility statement \(PDF 161KB\)](#)
- [Corporate environmental policy statement \(PDF 195KB\)](#)
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- [Code of ethics \(PDF 129KB\)](#)
- [Supplier code of conduct \(PDF 180KB\)](#)
- [Anti-bribery policy \(PDF 190KB\)](#)
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- [Health and safety policy \(PDF 72KB\)](#)
- [Global Health and Safety Policy \(PDF 836KB\)](#)
- [UK and Ireland Health and Safety Plan \(PDF 72.4KB\)](#)
- [Health and Safety Management Framework\(PDF 1.03MB\)](#)

### BROCHURES

- [Sustainable food procurement brochure \(PDF 1.9MB\)](#)
- [Sustainable procurement and supplies brochure \(PDF 0.8MB\)](#)

### VIDEOS



Chief Executive's statement



Servathon



Coffee Grounds for Growth



Stop Hunger 2012



Stop Hunger 2011



What's for lunch



Max the Scout



Rocket Gardens



Sustainable procurement



Sustainable fish



Be part of it (2012)



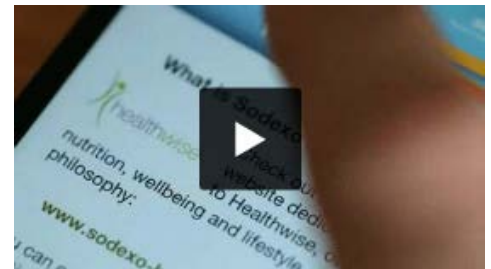
We are Sodexo



Green Spark



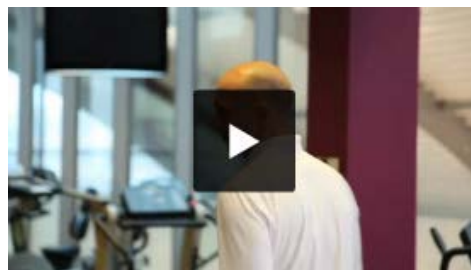
I am Sodexo (diversity)



BTP app



Feeding the 5,000



Matt's masterclass



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## ACCESSIBILITY

We have designed and programmed this website, in accordance with the accessibility guidelines issued by the [World Wide Web Consortium \(W3C\)](#), to be as accessible as possible for everyone and to be compatible with the types of adaptive technology used by people with disabilities, including screen readers.

This means that visitors to the site can:

- use assistive device technology, e.g. screen readers, to listen to the site
- control the size of the text to their preference through their browser
- change the colour scheme to their preference by applying their own stylesheet to the website, again through their browser
- navigate the site easily

### ACCESS KEYS

We have chosen not to implement access keys shortcuts due to inconsistencies in their implementation and support across different browsers and assistive technologies, and to avoid conflicts with keyboard commands already in use by those technologies.

### SCREEN RESOLUTION

This website is designed for a minimum screen resolution of 1024 x 768 pixels. If your current setting is lower than 1024 x 768, the pages will not fit into your browser window without the need to use scrollbars.

### PDF DOCUMENTS

This report contains some links to PDF documents. To read these documents, you will need the [Adobe Reader](#) software. Adobe also provide accessibility tools for PDF documents.

### FEEDBACK

Efforts to improve accessibility are ongoing, but if you come across pages you find difficult to use, as a result of disability or otherwise, please [let us know](#).

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## OUR USE OF COOKIES

### WE USE COOKIES FOR CERTAIN AREAS OF OUR WEBSITE.

Cookies are files that store information on your hard drive, which means our website can recognise when you have visited our website before. Don't worry, we do not store information that can identify you personally, but we do store information that allows us to:

remember your preferences (such as language)

monitor the general performance of our visitors' experience when on our website - this information then allows us to improve the usability of our website for you and all our other visitors

### THE USE OF COOKIES IS DESCRIBED BELOW:

#### GOOGLE ANALYTIC

Cookies: \_\_utma, \_\_utmb, \_\_utmc, \_\_utmv, \_\_utmz.

#### DESCRIPTION

Google Analytics is a web analytics service provided by Google, Inc. ("Google"), to help us see how our website is used. The data collected by Google Analytics is used to analyse how frequently the same people revisit the website, how the website is found (for example, from a search engine), and which pages are most (and least) frequently viewed. This information is combined with data from every visitor to create an overall picture of website use, and is never identified individually or personally and is not linked to any other information we store about you.

#### ASP.NET

Cookie: ASPSESSIONID

#### DESCRIPTION

ASP.NET issues a cookie called ASPSESSIONID. This cookie contains the user's session ID and the cookie will expire at the end of the session (when you close your browser). This cookie does not store personal data about you.

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