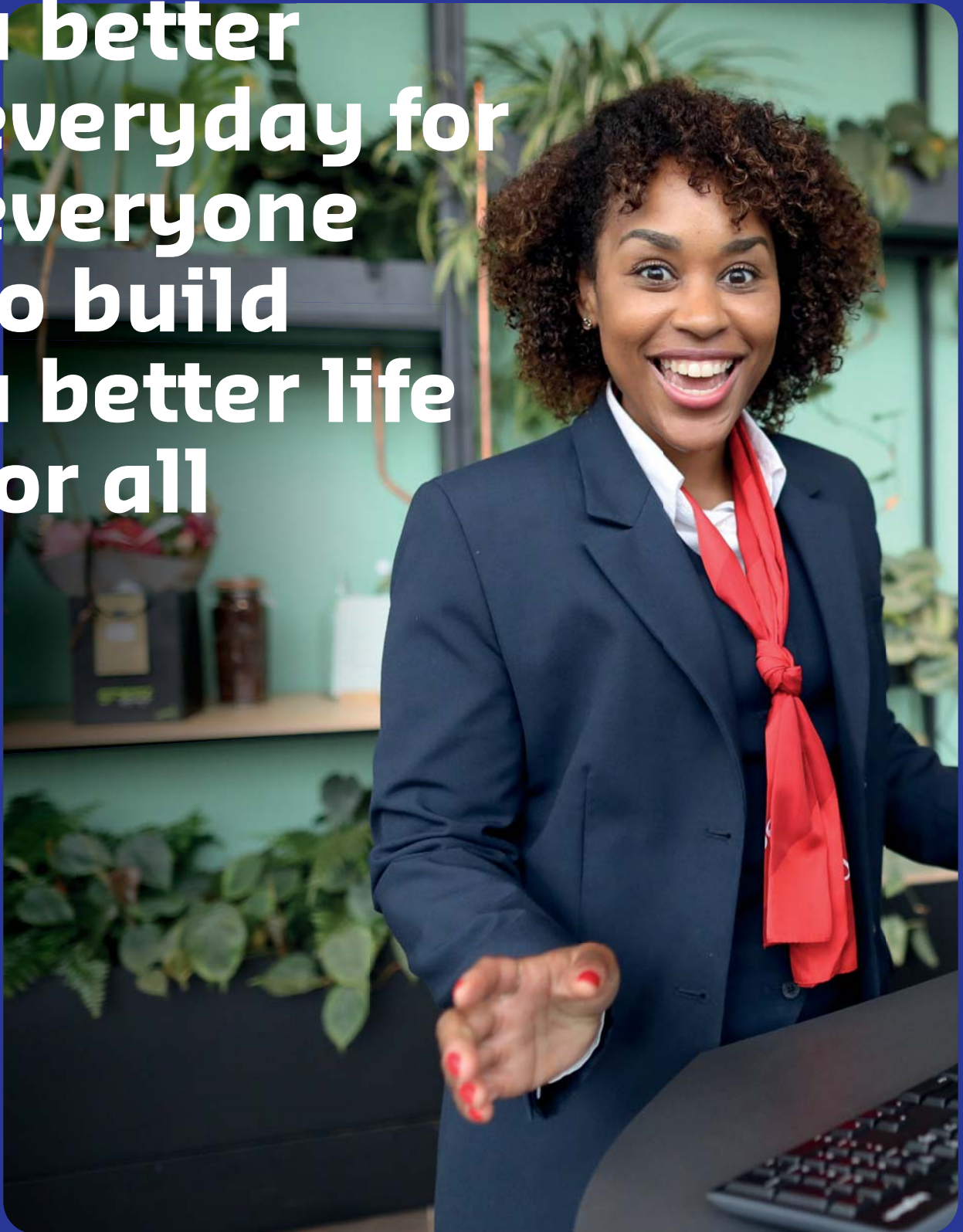


**We create  
a better  
everyday for  
everyone  
to build  
a better life  
for all**

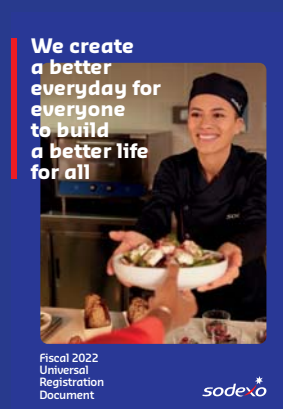


**Fiscal 2022  
Corporate  
Responsibility  
Report**



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Sodexo is committed to the practice of Integrated reporting, based on the recommendations of the International Integrated Reporting Council (IIRC) and the Group's roadmap for corporate responsibility Better Tomorrow 2025.

Managers from various departments within the Group took part in a series of workshops to co-create the report, ensuring there is a common perspective on Sodexo's overall economic, social and environmental performance.

This Fiscal 2022 Corporate Responsibility Report draws on information from the Universal Registration Document in which it is published. Therefore, the page references in this report refer to those of the Fiscal 2022 Universal Registration Document.



**For some**  
it's just a canteen meal,  
just a few leftovers,  
just a day job.

**For us**  
it's a healthy child,  
a battle to reduce food waste,  
the start of a career.

What others see as trivial, we see as essential. Because we know that it is precisely by focusing on the concrete, on the tangible, on the everyday that we make a real difference not only to a person's day but, in the long run, to the lives of all and the planet.

From day 1, our focus has been the everyday. Conscious of the enormous difference everyday actions make when you multiply them by the millions of people we care about, all over the world, day in and day out and through the years, we embrace our responsibilities and strive to make everything we do today as positive and impactful as we can for tomorrow.

Making the delicious nutritious. Giving opportunities to those who have never been given a chance. Caring about communities, and about the individuals within. Acting for the planet. Making the most of today for tomorrow.

Rooted in our humanist values and committed to go further:

**at Sodexo, our purpose is to create a better everyday  
for everyone to build a better life for all.**



# “This year, we accelerated Sodexo's transformation and made progress towards sustainable and profitable growth.”

Sophie Bellon,  
Chairwoman of the  
Board of Directors  
and Chief Executive Officer



## Purpose

### In December 2021, you presented Sodexo's purpose. What motivated this initiative ?

Since it was founded in 1966, Sodexo has had a dual mission, one that was considered especially pioneering for its time and remains perfectly relevant today: to improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental progress in the communities where we operate.

Building on this heritage and staying true to the spirit of progress that is one of our founding values, we were keen to go further.

We wanted to reaffirm the value of the everyday work carried out by our teams and highlight what drives us by giving Sodexo a corporate purpose.

“We create a better everyday for everyone to build a better life for all”: our purpose expresses who we have always been, what has guided our growth since day one, and how we envision that growth for the years to come.

This purpose is embodied in our brand tagline: “Sodexo. It all starts with the everyday”. This tagline reflects our firm belief that tangible action and daily interaction can have a positive impact on people's lives, communities and the planet.

# Organization and Governance

## Could you talk a little more about this, and about the changes in governance?

We evolved our governance this year: I was appointed as Sodexo's Chief Executive Officer in addition to my responsibilities as Chairwoman. Given my new role, Luc Messier was appointed independent Lead Director. His main mission is to ensure the proper functioning of the company's governance bodies.

As soon as I took over as CEO of the Group, I transferred the management of our Schools and Government & Agencies segments to the local level to increase efficiency. In line with that decision, in July we announced a project to evolve our organization to support our strategy and help us serve our clients even better. In On-site Services, we transferred end-to-end P&L management to the regions and the countries regrouped into three geographic zones: North America, Europe and the Rest of the World. Simplifying things in this way will enable us to take decisions at the most local level, making our implementation quicker and more agile.

At the same time, we are keen to retain the best aspects of our segmented organizational structure, coupled with the advantages of local P&L management. The establishment of a Growth and Commercial function will allow us to continue to mobilize and strengthen the expertise we have developed, in go-to-market strategy and business development for example.

We have also brought together IS&T, Data, Digital and Innovation, as well as our expertise in food and facilities management, within a Tech & Services function. This will allow us to accelerate very rapidly in these areas.

And our Chief Impact Officer's remit is to ensure that our purpose, our values and what we stand for are constantly reflected in the way that we operate, and that they give us a competitive advantage.

Finally, to speed up decision-making, I have reduced the leadership team to eleven people.

## Strategy

### You presented Sodexo's strategy at a Capital Markets Day. What are the pillars of the strategy?

Our strategy of refocus and acceleration is based on three pillars: first, refocusing on food services and being more selective in Facilities Management.

The second pillar is to accelerate the profitable growth of our Benefits & Rewards Services business, which is Sodexo's highest contributor in terms of Underlying operating profit margin. We have reinforced its governance to support the acceleration of its development while addressing the specific challenges associated with its competitive environment.

Our third strategic pillar is about strengthening our impact as market maker in sustainability. Among other things, we embarked on the process of formalizing our commitment to reach Net Zero emissions by 2040. This commitment, which we are the first in our sector to make, is about perpetuating Sodexo's mission and taking our purpose one step further. It is fully in line with the spirit of progress, one of our founding values.

Our goal is to achieve an organic revenue growth between +8% and +10% for Fiscal 2023, and an Underlying operating profit margin close to 5.5% at constant rates. For Fiscal 2024 and 2025, we aim for an organic revenue growth between +6% and +8% and an Underlying operating profit margin above 6% in Fiscal 2025. This is both ambitious and exciting!

## Acceleration

### What word would you say best sums up the past year?

Without a doubt, I would say "Acceleration": acceleration of the post-Covid recovery, acceleration of the roll-out of high-quality, increasingly personalized offers designed, among other things, to help attract the teams back to the office... Acceleration, too, of the demand for our Benefits & Rewards Services, which are a powerful tool in helping to retain and engage employees. And of course, acceleration of the transformation of our models, which underpins all of these changes.

In October 2021, I set out four priorities following the shock of the pandemic. We accelerated Sodexo's transformation and made progress towards sustainable and profitable growth.

We have boosted our growth in the United States. In North America, our client retention rate reached more than 96% and our development rate increased by 400 bps.

We have continued to accelerate the transformation of our food model, in a context where hybrid working has now become a well-established habit for many employees and where expectations are changing rapidly. Our service offering is evolving at every level: on the plate, we are offering more and more organic, local, plant-based foods. Upstream, we are continuing to optimize our production methods. And we are offering ever greater flexibility to consumers, with home delivery, click and collect, or *via* our partnerships with platforms. We are taking advantage of our recent acquisitions, such as The Good Eating Company, Fooditude and Nourish, to introduce highly innovative and attractive offers.

We have also been more active in managing our portfolio: we are continuing to improve our multichannel food service offering, for example by further investing in digital group catering company Meican in China. And we continue to focus on high-value markets.

We have also accelerated the changes to our organizational structure to improve its efficiency.

## Confidence

### What in one word best summarizes the year ahead?

Confidence! Our ambition is to be the world leader in sustainable food and valued experiences at every moment in life: learn, work, heal and play. Today, we are enjoying great momentum, clearly reflected in our performance during the 2022 fiscal year, with revenues of 21.1 billion euros, up 21.2% and returning to pre-pandemic levels in the fourth quarter. Our operating margin rose by 170 basis points to reach 5%, and our Underlying net profit doubled. The Board demonstrated its confidence by proposing a dividend of 2.40 euros, up 20% vs last year.

I have confidence in our strategic plan to continue to accelerate Sodexo's sustainable and profitable growth. The plan relies on clearly identified enablers: investments in tech and data, commercial excellence supported by strong brands and innovative offers, and the power of our supply chain.

I also have confidence in the solid foundations on which we are building the Group's future: our cash-generative business model, strong positions in the major global markets, a diversified offering which meets the new expectations of consumers, a mission and a purpose that are differentiating, and our independence over the long term, which is guaranteed by our controlling family shareholding.

In short, I have confidence in the future! Sodexo has many assets: this is something of which I have long been convinced, and perhaps even more so since I took over as CEO in addition to my role as Chairwoman.

## Teams

### And what is Sodexo's main asset, in your view?

Our teams, of course. It is they who make Sodexo. The visits that I have made to our sites this year, to meet our clients and our employees, have filled me with pride. In an extremely volatile and complex environment, I was very impressed by our teams' full commitment and agility: they are supporting Sodexo's transformation with extraordinary dedication, always staying true to our values.

Attracting and retaining talent, enabling them to develop and do their best – these are, of course, key challenges for any business. But they are perhaps even more critical for us, since women and men are at the heart of our business model. I believe that this is my greatest responsibility as CEO and Chairwoman.

And it explains the positioning of our employee value proposition, as an extension to our purpose. Working with Sodexo is a chance to be part of something greater – because we believe our everyday actions have a big impact. It's about belonging to a team and acting with purpose. It's about enabling everyone to thrive in their own way.

And I would like to thank our teams for the wonderful work they do in delivering great service to our clients and consumers. Day in, day out, the work they do on the ground is helping to create a better everyday for everyone to build a better life for all.

**“Our ambition is to be the world leader in sustainable food and valued experiences at every moment in life: learn, work, heal and play”.**

# “Pierre Bellon dreamed of a fairer and more humane society. It is in this spirit that he founded Sodexo in 1966.”



Pierre Bellon  
1930 ~ 2022



“Thanks to a rate of success that slightly outpaced our setbacks, Sodexo grew by leaps and bounds.”

**Pierre Bellon belongs to a rare category: that of people driven by a strong entrepreneurial mindset and a commitment to creating value for people and progress. A man of intuition, a passionate visionary and an unparalleled builder, Pierre Bellon foresaw that the quality of life of men and women would become a major concern of modern societies and turned it into an extraordinary business project.**

He devoted his life to building one of France’s most successful companies around a dual mission: to improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental progress in the communities where we operate. In 2022, 56 years after its creation, the Group founded by Pierre Bellon counts 422,000 employees in 53 countries, serving 100 million consumers every day. As he himself used to say, “we all built this Group together”, even if the Company’s exceptional expansion would have been impossible without the sharp, constructive, sometimes sarcastic, and rebellious mind of its founder.

“Constant progress is our only means of differentiating ourselves from the competition... this alone will enable us to show our clients and customers that our services evolve to match their changing needs and that we are constantly improving our offering.”

Extracts from book  
I’ve had a lot of fun

► [sodexo.com](https://www.sodexo.com)

# Our fundamentals

As the global leader in Quality of Life services, Sodexo serves over 100 million consumers daily in 53 countries. Since 1966, each day our teams strive to satisfy our clients and consumers, and to create responsible value. Sodexo is, and will continue to be, a company that employees, clients, consumers, partners and other stakeholders can trust. Our values, embodied by each of our employees, and ethics are essential to the success of Sodexo. They constitute a fundamental pillar of our commitments in terms of responsible business conduct.

## Our mission

**To improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental progress in the communities where we operate.**

### Our values



**Service spirit**

People are at the heart of Sodexo. Clients and consumers are at the center of everything we do.



**Team spirit**

Each person's skills combine with other team members' knowledge to help ensure Sodexo's success.



**Spirit of progress**

It is manifested through daily self-assessment, because understanding one's successes as well as one's failures is fundamental to continuous improvement.

## Our ethical principles



### **LOYALTY**

Working to improve quality of life means making trust central to our relationships with all stakeholders. Sodexo is built on a solid foundation of loyalty to its clients, employees and shareholders, and on honest and open relationships with them.



### **RESPECT FOR PEOPLE**

People are central to our business. Sodexo is committed to acting in favor of equal opportunity, regardless of ethnicity, age, gender, beliefs, religion or sexual orientation. Improving quality of life means treating each individual with respect, dignity and consideration.



### **TRANSPARENCY**

This is a key principle for Sodexo that applies consistently with all stakeholders: clients, consumers, employees, shareholders and the general public. We ensure that all are informed in a clear and precise manner about our products, services, commitments and performance.



### **INTEGRITY**

We condemn and refuse to tolerate any practices that are not based on honesty, integrity and fairness, regardless of where our business operates in the world. We make our position clear to our clients, suppliers and employees, and expect them to reject corrupt and unfair practices.



# A unique range of services

Sodexo offers a wide range of services meeting the needs of its clients, assisting consumers at different stages in their life.

Whether eating a healthy lunch at work, in a restaurant or at home, working efficiently and safely in a well-designed space, organizing daily life for a better work-life balance, or enjoying a unique experience at a cultural or sporting event, Sodexo has been helping to improve these moments of daily life. Sodexo is focused on delivering a positive impact not only on individual health and well-being, but also on ecosystems, cities and the planet.



## On-site Services

Increasing efficiency and well-being at the workplace, caring for patients at hospitals, fostering an optimal learning environment at schools, providing safety and comfort on a remote site: our services deployed directly on site improve quality of life for millions of consumers and enable clients to improve their performance.

### EDUCATION (Schools, Universities)

Sodexo helps learning institutions foster a fulfilling educational environment in schools and on campuses while enabling universities to boost their attractiveness. Offering educational solutions and tools, the Group also supports clients in their infrastructure design and renovation projects.

### BUSINESS & ADMINISTRATIONS

(Corporate Services, Energy & Resources, Government & Agencies, Sports & Leisure, Others)

Sodexo promotes quality of life at work through customized solutions that help businesses, public institutions, managers of prestigious venues and organizers of major events to create welcoming, creative, effective and innovative solutions, for all.

### HEALTHCARE & SENIORS

Alongside healthcare professionals and throughout the entire care experience, Sodexo offers Foodservices, equipment engineering, clinical infrastructure solutions and a range of value-added integrated services designed to improve the quality of life of patients and seniors in residences, healthcare facilities, or at home.



## Benefits & Rewards Services

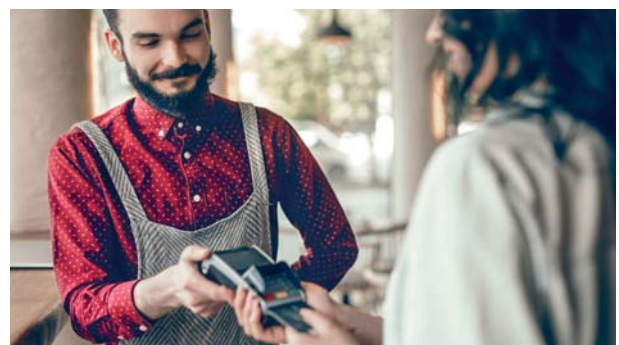
As a tech-enabled employee benefits and engagement platform, operating in a tech-advanced digital ecosystem, Sodexo Benefits & Rewards Services creates compelling employee experiences designed to help people feel engaged, motivated and cared for. As the number two world leader in employee experience, Sodexo Benefits & Rewards Services delivers over 250 proven products to clients in 31 countries, all with a unique digital approach backed by industry leading technology.

### A FULL SUITE OF DIGITAL AND INNOVATIVE SOLUTIONS

Every day, 36 million consumers worldwide interact with products and services all targeted to what they really need to thrive. From ordering food to accessing health and well-being benefits, Sodexo Benefits & Rewards Services helps its clients empower, support and care for their employees, everywhere.

### SUSTAINABLE AND PERSONALIZED EXPERIENCES

These digital solutions allow employees to engage in the way they want, offering them easy-to-use, flexible and highly personal experiences. Connecting consumers through 500,000 clients to 1.7 million affiliated merchants around the world, Sodexo Benefits & Rewards Services drives an end-to-end ecosystem and offers a best-in-class digital experience for each, with high CSR standards.



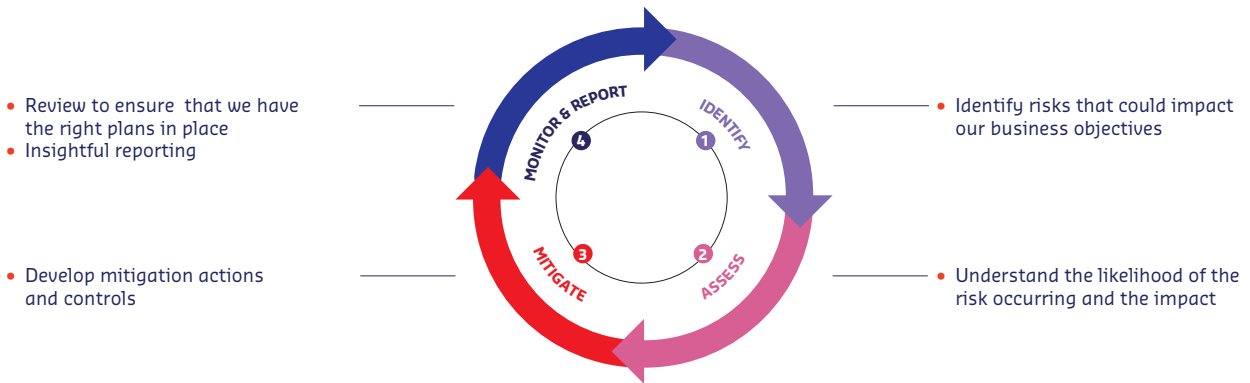
# Effective risk management

Managing risks lies at the heart of Sodexo’s business. Good risk management drives better business decisions, protects our assets and supports our strategic priorities.

## Our Risk Management Approach

Sodexo has put in place a well-defined process for identifying, assessing and managing risks at the appropriate level within the organization, from our colleagues working on-site, to our senior executives looking at strategic risks for their activity (see diagram). Measures to manage the risks identified are implemented at site, country, regional or global level depending on their nature. The progress of those action plans is monitored and reported to senior management on a regular basis.

Operational managers are assisted by transversal support functions who define the procedures and standards and provide tools and processes to help manage risks. Internal Audit carries out an independent assessment of risk management and makes recommendations for improvements. Overall responsibility for the robustness of risk management procedures lies with Sodexo’s Executive Committee, while Sodexo’s Board of Directors and the Audit Committee provide risk oversight, ensuring that procedures are functioning effectively.



## Main Risks

Each year, a risk profile is established based on the risk assessments senior management performs with regard to the main entities and also in interviews with senior executives. The risks considered to be the most significant for Sodexo as of August 31, 2022 are presented in the table below.

The risk profile has changed this year; the risk associated with staff shortages and resource planning being identified as “high”. The pandemic risk continues to be classified as a medium risk, but is considered lower overall than last year.

		MEDIUM LEVEL	HIGH LEVEL
<b>CLIENTS/ CONSUMERS</b>	Client retention		High
	Changing consumer expectations and behaviors	Medium	
	Bidding risks	Medium	
	Competition	Medium	
<b>OPERATIONS</b>	Client contract execution, including inflation management		High
	Technology and information security	Medium	
<b>PEOPLE</b>	Talent management and development		High
	Staff shortages and resource planning		High
<b>CORPORATE RESPONSIBILITY</b>	Food, services and workplace safety	Medium	
	Environmental impact	Medium	
<b>EXTERNAL ENVIRONMENT</b>	Compliance with laws and regulations	Medium	
	Pandemic risks	Medium	

For more information, see section 6.4 of the Universal Registration Document.

# 2025 strategy: refocus and acceleration

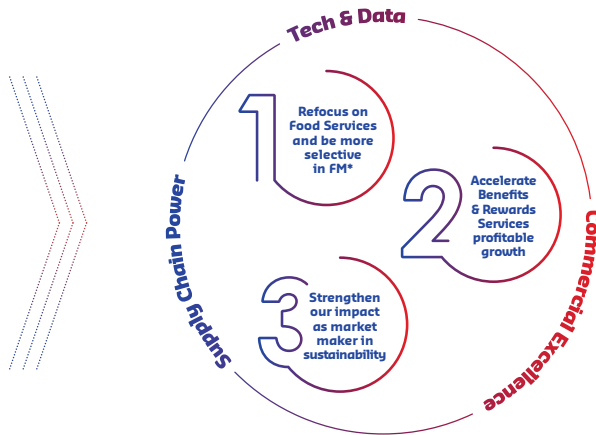
Capitalizing on its strong foundation and operating in attractive, growing markets, Sodexo announced the implementation of a solid strategy built around three pillars and supported by three key enablers.



## Ambition

Be the world leader in sustainable food and valued experiences at every moment in life: learn, work, heal and play

\*FM : Facilities Management



## Financial objectives

**Organic Revenue Growth**  
**+8% to +10%** for Fiscal 2023  
**+6% to +8%** for Fiscal 2024 & 2025

**Underlying Operating Margin**  
**Close to 5.5%** at constant rates in Fiscal 2023  
**Above 6%** in Fiscal 2025

### 1. REFOCUS ON FOOD SERVICES AND BE MORE SELECTIVE IN FACILITIES MANAGEMENT

Since day one, food has been Sodexo's DNA and the Group is recognized for its food expertise. The Group will continue to upgrade and upscale its existing food models and will accelerate the development of advanced food models to address fast-changing consumer needs and behaviors: multichannel, anytime anywhere, hybrid. The Group will reinforce its investments in convenience, aggregation and off-site production, both organically and through acquisitions. In 2025, these advanced food models will represent 10% of On-site Services food revenues, with a positive impact on profitability.

With a selective approach, Sodexo will focus its Facilities Management services where they are complementary to the food experience, accretive to the business and valued by clients and consumers. These include workplace management and dynamic tech-driven cleaning for corporate clients, or infection control, healthcare technology management and patient experience in hospitals.

To drive maximum value and ensure strong market coverage, Sodexo is targeting the right clients, with the right services in the right countries. Therefore, the Group is targeting growth in the most attractive value pools with the aim to be a strong number two in North America, to maintain a leading position in Europe, and to remain the number one international food player, with a higher-end positioning in Rest of the World. The Group will also continue to develop the full potential of Entegra, its Group Purchasing Organization (GPO) with a goal to double 2021 revenues by 2025.

### 2. ACCELERATE THE GROWTH OF BENEFITS & REWARDS SERVICES

The second strategic pillar is to accelerate the profitable growth of Benefits & Rewards Services. The employee benefits and well-being business is the highest contributor in terms of Underlying operating profit margin, with strong development potential.

Following a profound transformation which started five years ago, Benefits & Rewards Services activity is now 90% digital, and strongly positioned to support companies to enhance their employee experience. Sodexo put in place a dedicated governance for this specific tech business model to create the right conditions for growth acceleration. For the first time, Benefits & Rewards Services now has its own published objectives for Fiscal 2023 with Organic growth of +12 to +15% and Underlying operating profit margin around 30% at constant rates. For Fiscal 2024 and Fiscal 2025, growth is expected to be low double digit with an Underlying operating profit margin of above 30% in Fiscal 2025.

### 3. STRENGTHEN THE IMPACT AS MARKET MAKER IN SUSTAINABILITY

In line with its mission and purpose, Sodexo wants to have a positive impact on the planet and put people at the core of its business. A new role of Chief Impact Officer was created with the mission to ensure Sodexo's purpose and values are constantly reflected in its operations and provide a competitive advantage. Sustainability underlies Sodexo's strategy and drives the way the Group does business. Sodexo is actively continuing its journey to achieve -34% carbon emissions reduction by 2025, by extending the deployment of its WasteWatch program to 85% of its food services sites by 2025, from 46% today. To continue to address the major challenge of global warming, Sodexo has launched a process with SBTi to formalize a "science-based" 2040 Net Zero commitment, which will be a first in the sector. Recognized as a leader in Diversity, Inclusion and Equity, Sodexo is about to achieve its gender balance objectives at top management level and is targeting gender balance in 100% of its management at country level teams by 2025.

**These three strategic pillars are supported by three key enablers:**

#### a. Tech & Data

Technology investments are a critical enabler of growth. With around 500 million euros annually of IS&T, Digital and Data spend, the Group is investing in its tech infrastructure to make it a robust and secure foundation. The aim is to optimize internal and supplier business processes and applications, as well as support increased consumer focus, with more engagement, experiences and share of wallet. By 2025, Sodexo aims to have 10 million active consumers on its digital on-site ecosystem.

#### b. Commercial excellence

Supported by strong focus on brands and advanced food models execution, Sodexo is aiming to take client retention above 95%, key to profitable growth. Working continually on its commercial excellence, Sodexo benefits from a best-in-class CRM system and new digital sales and marketing tools (MSDC) that are making a significant difference in North America, with digital marketing leads accounting for 60% of the pipeline. The MSDC tool is currently being deployed in Europe.

#### c. Supply chain power

At a time of global pressure on supply chain and double digit inflation, supply chain management is key. Sodexo has been investing in people and data to improve collaboration and to optimize spend. While continuing to manage a balanced approach, with strong category management, Sodexo is driving efficiency and increasing its local, inclusive and responsible sourcing. On-site Services aim at purchasing 2 billion euros per year with SMEs by 2025 and at empowering its supply chain as a selling power machine by driving collaboration to co-build strong, innovative offers with suppliers. The Group is also continuing to develop Entegra, its GPO, in the United States and in Europe, in food & hospitality as both a profit center and a means of superior purchasing power.

# 2.1 Corporate Responsibility at Sodexo

Since the founding of Sodexo in 1966, corporate responsibility has been at the heart of everything we do and has been part of our mission ever since. We have worked on our corporate responsibility roadmap and developed as our Group has grown. We are convinced that our employees, consumers, clients, suppliers, and shareholders expect our growth to have a positive global impact.

Today, choosing responsible growth means pursuing and continuing to make the best possible choices, and focusing on health, safety and respect for the environment. It means improving the way we take care of our employees, the quality

of the meals we serve and the services we provide, as well as our actions as a corporate citizen. Better Tomorrow 2025 guides our actions and directs our progress on our most important social, societal and environmental issues.

## Our 9 commitments and objectives for 2025

### BETTER TOMORROW 2025



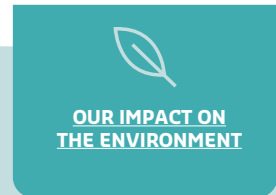
**Improve the quality of life of our employees, safely**

80% employee engagement rate



**Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve**

100% of our employees work in countries that have gender balance in their management populations



**Foster a culture of environmental responsibility within our workforce and workspaces**

100% of our employees are trained on sustainable practices workspaces



**Provide and encourage our consumers to access healthy lifestyle choices**

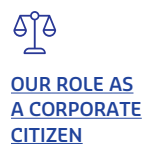
100% of our consumers are offered healthy lifestyle options every day

**Promote local development and fair, inclusive and sustainable business practices**

10 billion euros of our business value will benefit SMEs<sup>(1)</sup>

**Source responsibly and provide management services that reduce carbon emissions**

34% reduction of carbon emissions<sup>(2)</sup>



**Act sustainably for a hunger-free world**

100 million Stop Hunger beneficiaries<sup>(3)</sup>

**Drive diversity and inclusion as a catalyst for societal change**

500,000 women in communities empowered<sup>(3)</sup>

**Champion sustainable resource usage**

50% reduction in our food waste

(1) Small and Medium Enterprises.

(2) Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 baseline.

(3) Cumulative number since 2015.

# “CSR is more than ever a powerful transformation lever”

Corporate Social Responsibility has been part of who we are and how we work from the beginning. Since 1966, Sodexo has had a twofold avant-garde mission: to improve the quality of life of its employees and all those we serve, and to contribute to economic and social development and environmental protection in the territories in which we operate. In 2009, the Company again positioned itself as a forerunner: it was one of the first organizations to anchor sustainable development at the heart of all its actions with an ambitious roadmap. This founding vision continues to guide our development; for us, CSR is more than ever a powerful lever for sustainable and profitable transformation.

Our experience has taught us that there are 3 fundamental elements when it comes to activating the transformative potential of CSR.

First, **measure**: this is a prerequisite to know where you are, set goals, and evaluate continuous progress. Thus, in 2019, we made a commitment to reduce carbon emissions by 34% by 2025 in scopes 1, 2 and 3 (baseline year 2017). This is also what we have done in terms of diversity: this approach has been successful and we are pursuing our proactive policy with ambitious goals, such as achieving 40% women in our Top 1,600 by 2025.

Secondly, **giving meaning** is an essential condition for onboarding employees: the human being is, and will remain, the alpha and omega of our transformation, of our ability to adapt to the reality of the rapid evolution of our markets, our customers and our teams. This conviction has fueled our thinking around a proposal of differentiating value for our employees, echoing our purpose that was unveiled last December. Joining Sodexo means being proud to help deliver vital, essential services to 100 million consumers every day.



**Patrick Sochnikoff**,  
Group SVP, Corporate & Social Responsibility  
and Chief Diversity Equity & Inclusion Officer

Finally, **mobilizing all of our stakeholders** means multiplying our impact. It is as much about putting in place partnerships as supporting our clients and consumers to steer them towards more sustainable choices and raising their own standards. We can no longer ignore this ecosystem logic. We will not be able to bring about change by acting alone, in a silo.

We are confident for the future. The road is certainly long, but we have identified several promising signals. Beyond the progress already made, there is unprecedented momentum, both at the individual and collective levels. It is up to us, together, to show courage by articulating our long-term vision and ambitious, concrete, and tangible actions in the short term. **Because it all starts with the everyday.**

## “mobilizing all of our stakeholders means multiplying our impact.”

# WWF and Sodexo,

a longstanding and fruitful collaboration



Working together  
to promote  
sustainable eating  
and reduce  
carbon emissions

**sodexo**  
It all starts with the everyday

Since 2010, Sodexo has partnered with WWF to improve its sustainable food offers and purchasing practices. The partnership brings WWF's technical expertise and thought leadership on sustainability to support further reducing the impact of Sodexo's operations on the environment.

## History of the partnership

10 years of collaboration



WWF & Sodexo started working together on carbon and water issues, sustainable agriculture, and responsible sourcing of seafood.

Building on the previous phase, this collaboration worked on setting targets and monitoring Sodexo progress. This phase also saw the launch of Sodexo's palm oil responsible sourcing policy.



This partnership supported the renewal of Sodexo's Better Tomorrow Plan. Two key achievements were reached: the launch of Sodexo's new carbon target approved by the SBTi; the co-creation of a global framework on sustainable diets in support of the definition of the Group's Sustainable Eating Strategy.

A 2<sup>nd</sup> decade of the partnership to re-enforce Sodexo's ability to deliver its carbon target and establish Sodexo's Sustainable Eating Strategy.



## Key achievements in Fiscal 2022

### Sodexo Carbon trajectory tool

WWF has been a strong supporter for the selection, the customization and deployment of Sodexo's trajectory tool: Traace. Through the tool Sodexo can analyze the GHG emissions, identify the main sources, build and manage the country carbon strategies in order to align their local trajectory with Sodexo's global targets.

### Plant+ by Finer Diner

Sodexo has developed and deployed Plant+ by Finer Diner in collaboration with WWF-UK to help children and young adults understand how small changes in their diets can make a huge difference to the health of the planet. Plant+ by Finer Diner is a street food pop-up concept, offering tasty plant-based alternatives to students' favorite meals.



*"By engaging in 2019 to align its climate ambition with the 1.5°C target of the Paris Agreement, Sodexo has shown leadership at the global level as one of the first companies to propose such a level of mitigation. This commitment by one of the biggest catering, hospitality and food retail services groups demonstrates its sense of responsibility to tackle its carbon footprint. Sodexo must keep engaging all teams on the implementation of this target, through a robust carbon reduction plan, as well as adapted decisions and means."*

**Arnaud Gauffier**, Conservation Director, WWF France

### Sodexo's Sustainable Fish & Seafood Sourcing Guide

Since the beginning of our partnership in 2010, WWF has supported us on Sustainable Fish & Seafood. Their expertise on this topic has been essential to inform our Supply Management teams to make the right sourcing choices. They are also a strong adviser to help to continue improving Sodexo's Sustainable Fish and Seafood strategy and maintaining Sodexo as a leader in its industry.

# CSR Governance

Since the creation of Sodexo in 1966, corporate responsibility has been at the heart of our activities and embedded in our mission. Today, we are all increasingly aware that the choices we make now will impact the world of tomorrow. It is with this in mind that the Impact Department was created. It has a central role within our organization and aims to ensure that our purpose, our values and our CSR commitments are continuously reflected in the services we deliver.

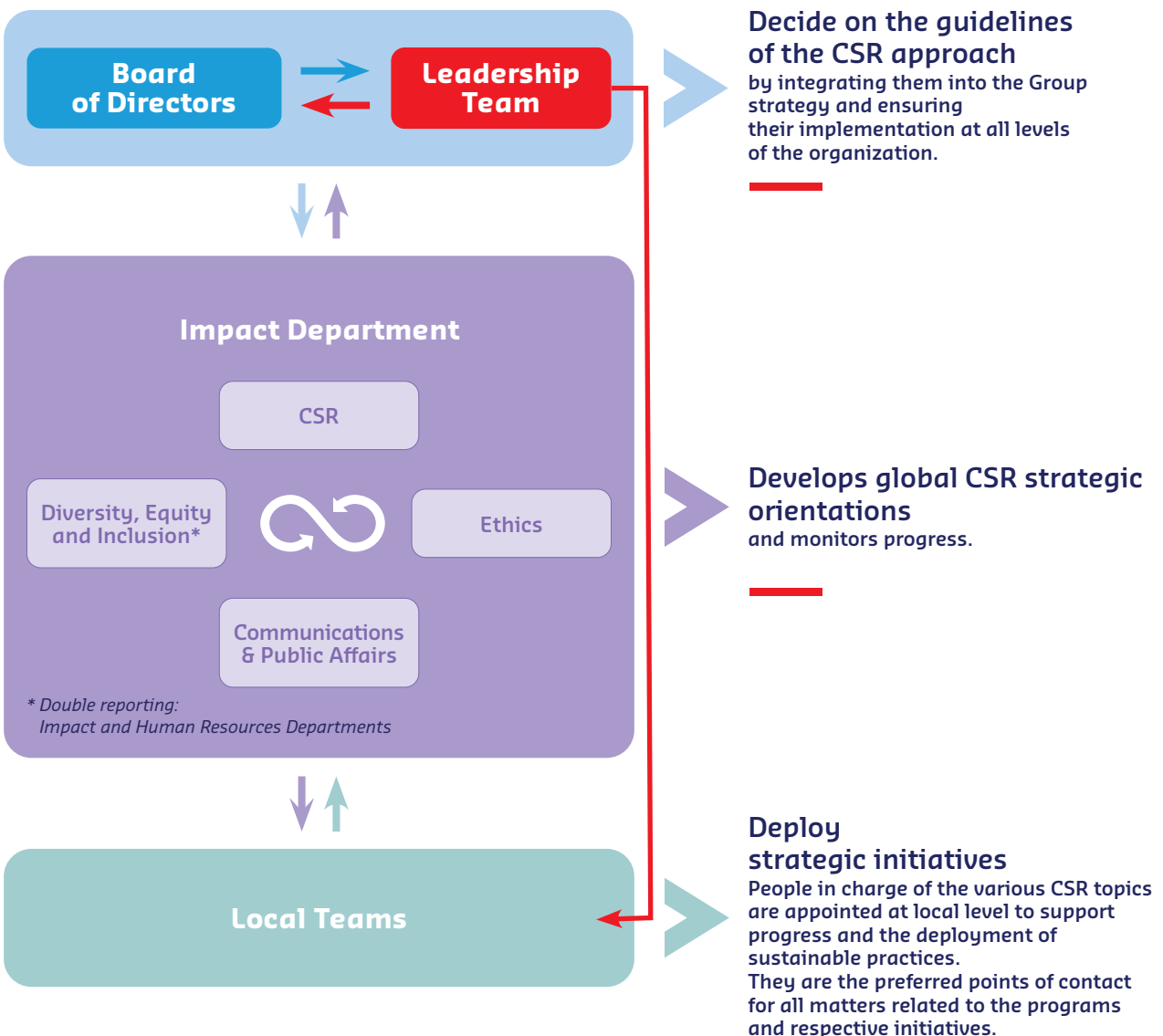
To know more: [Sodexo.com/home/finance/corporate-governance.html](https://www.sodexo.com/home/finance/corporate-governance.html)

## Financial independence ensured through the founding family shareholding

Sodexo's independence allows us to maintain a long-term vision and strategy and to guarantee the Company's sustainability. The consistency of our commitment to build an international organization with strong management, to maintain sustainable relationships with all our stakeholders and to develop an integrated quality offering is a reflection of this vision.



## A newly created Impact Department



# Stakeholder engagement

Every day across 53 countries Sodexo’s 421,991 employees serve over 100 million people at each life stage in various environments - hospitals, schools, workplaces and retirement communities. This provides Sodexo with a tremendous responsibility to engage its stakeholders. Sodexo commits to dialogue and to foster interactions with individuals and organizations both inside and outside the Group, focusing on mutual learning to improve practices where Sodexo operates and beyond. When engaging its stakeholders, Sodexo does it transparently, in compliance with the laws, regulations, and the company policies that govern us.










## Building sustainable relationships with all stakeholders

Sodexo’s success as an employer, a service provider, and a corporate citizen depends on our capacity to build lasting relationships with our stakeholders through numerous social and environmental programs.

Through its expertise and close stakeholder ties, Sodexo is fully mobilized to respond to the multiple challenges and needs of thousands of businesses and organizations, consumers, employees and suppliers.

Listening to our stakeholders is the very foundation of our business activity. The strong relationships that Sodexo develops and maintains with its clients, consumers, employees, shareholders and local communities allow us to respond to their expectations while expanding the virtuous circle created by solutions that benefit all of its ecosystem.



STAKEHOLDERS	COMMITMENTS	ACTIONS
 <p><b>EMPLOYEES</b></p>	Offer jobs and training that foster professional development and internal promotion	<p>➤ <b>78.3%</b> of our employees are engaged</p>
 <p><b>CLIENTS</b></p>	Provide a wide range of services for the same client and have a direct impact on strategic aspects (employee engagement, competitiveness, attractiveness of the organization)	<p>➤ <b>100 MILLION</b> consumers every day</p>
 <p><b>CONSUMERS</b></p>	Influencing food choices towards more balanced and sustainable diets by sharing educational, precise and accessible information	<p>➤ <b>89.3%</b> of our consumers are offered healthy lifestyle choices</p>
 <p><b>SUPPLIERS AND MERCHANTS</b></p>	Building relationships that benefit everyone. Meet demanding standards in terms of quality, working conditions, business integrity and respect for the environment.	<p>➤ <b>95.2%</b> of purchases are with contracted suppliers having signed the Sodexo Supplier Code of conduct.</p>
 <p><b>INSTITUTIONS AND NGOS</b></p>	<p>Expand NGO ecosystem to meet challenges such as:</p> <ul style="list-style-type: none"> <li>• respect for human rights;</li> <li>• continuous improvement of working conditions;</li> <li>• promoting diversity, equity and inclusion;</li> <li>• reducing carbon emissions;</li> <li>• improving nutrition;</li> <li>• the fight against food waste or against hunger.</li> </ul>	<p>➤ We maintain long-term <b>productive relationships</b> with:</p> <ul style="list-style-type: none"> <li>• the Organization for Economic Co-operation and Development (OECD);</li> <li>• the World Wildlife Fund (WWF);</li> <li>• the International Labor Organization (ILO);</li> <li>• the United Nations;</li> <li>• the Global Sustainable Seafood Initiative (GSSI);</li> <li>• the Seafood Task Force; and</li> <li>• academic institutions.</li> </ul> <p><b>The Company is also bound by an international framework agreement with the International Union of Food workers (IUF).</b></p> <p>Sodexo <b>initiated the creation of:</b></p> <ul style="list-style-type: none"> <li>• the International Food Waste Coalition (IFWC);</li> <li>• the Global Coalition for Animal Welfare (GCAW).</li> </ul>
 <p><b>INVESTORS</b></p>	Give confidence to institutional and individual shareholders through the presence of the Bellon family in the capital of the Group, a guarantee of financial independence and stability. Provide accurate and timely information on Sodexo performance.	<p>➤ <b>Sodexo inclusion in indices:</b></p> <ul style="list-style-type: none"> <li>• ESG Euronext CAC 40;</li> <li>• World Dow Jones Sustainability;</li> <li>• Vigeo Eiris;</li> <li>• FTSE4Good.</li> </ul>
 <p><b>GOVERNMENTS AND REGULATORS</b></p>	Ensure compliance with the many regulations relating to food safety, occupational health and safety, public procurement, personal and home services (HPS), payment services, etc. to which the activities are subject.	<p>➤ Registered in the Transparency Register of the European Commission and the European Parliament, Sodexo participates in government consultations and conducts an ethical lobbying policy with political and economic decision-makers. In July 2021, Sodexo signed the new European Code of Conduct, which reinforces Group's commitments in terms of corporate responsibility and our ambition to develop responsible agriculture based on the preservation of natural resources and respect for biodiversity, social justice and economic viability.</p>

# Materiality Matrix

Sodexo’s wide range of activities and services enables us to develop strong relationships with multiple stakeholders. In 2021, we conducted our third materiality assessment to confirm the validity of our corporate responsibility roadmap.

We renewed the process of identification and ranking of key issues and impacts in consultation with both internal and external stakeholders and the support of an external partner, EY.

We recognize that our activities — and the way we carry them out — have impacts that reach well beyond our financial performance. In order to remain successful in the long-term, we need to continue engaging our stakeholders and society at large.

Understanding their views on the economic, environmental and governance

topics affecting us, allows us to better address their concerns, exchange constructively on different focus areas and, in the end, better manage our business.

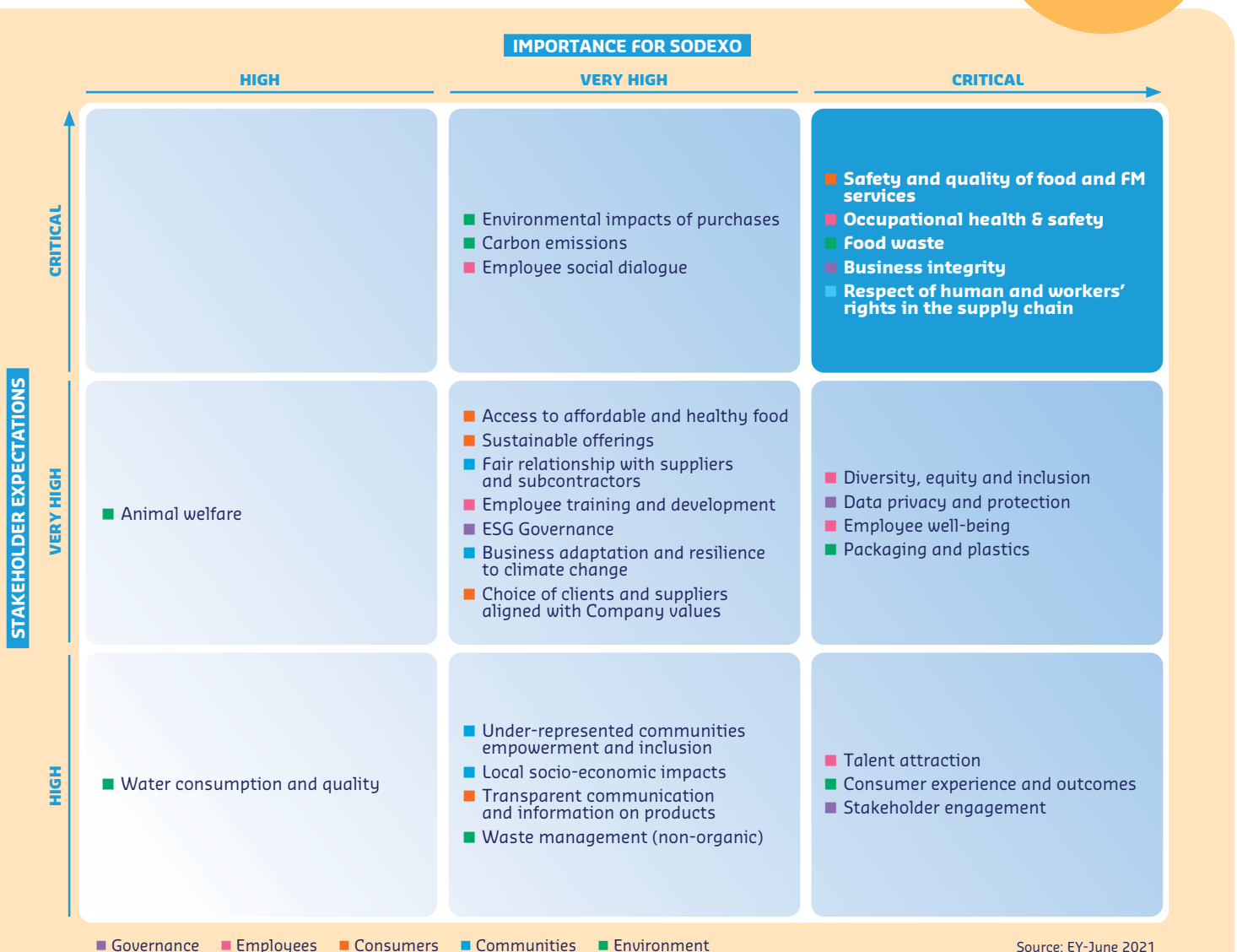
This requires us to also understand the correlations between different topics and define scenarios for which we want Sodexo to be prepared.

The materiality assessment enhances the dialogue with key stakeholders and helps to systematically identify and drive understanding on corporate responsibility

topics that affect Sodexo and our stakeholders today and in the future.

**During Fiscal 2021, we reviewed our materiality assessment to also consider the impact of major ongoing developments (most notably the Covid-19 pandemic) on our sustainability priorities.**

Our materiality assessment is conducted in accordance with the Global Reporting Initiative’s (GRI) Sustainability Reporting Standards



Source: EY-June 2021

Focus on

# Top 5 critical issues and actions put in place

## Definition

### SAFETY AND QUALITY OF FOOD & FM SERVICES

Food hygiene and quality mean sufficient access to safe and nutritious food that is properly washed, stored, cooked and preserved. Quality and safety of Facilities Management services include the selection of cleaning and amenities that are not harmful to people.

## Challenge

Access to sufficient amounts of safe and nutritious food is key to promoting good health. Unsafe food containing harmful bacteria, viruses, parasites or chemical substances can cause more than 200 different diseases.

Sodexo serves 100 million consumers each day and has committed to provide them with healthy lifestyle options every day. Corresponding risk factor (page 275)

## Actions

96.6% of On-site Services revenues come from countries having either ISO 9001 or ISO 22000 certification for food safety (page 99).

### OCCUPATIONAL HEALTH & SAFETY

Providing a safe working environment ensuring the health and safety of workers through adequate protection is among companies' duties to their employees, in particular in physical activities such as catering and Facilities Management. Health & safety policies include the identification of risks through regular risk assessments as well as monitoring and analysis of working accident and the definition of corrective measures.

Sodexo employs 421,991 people worldwide and also uses subcontractors. Its employees work in a wide variety of environments and are therefore exposed to a wide variety of health and safety risks.

Corresponding risk factor (page 275)

0.65 lost time incident rate (LTIR) (page 97).

### FOOD WASTE

Food waste may occur at any stage of the food supply chain (production, transportation, processing, retail and consumption) and is a major part of the impact of agriculture on climate change and other environmental issues. Prevention and reduction of food waste through programs, initiatives, innovative systems & technologies, awareness & behavior measures, etc. and applying principles of circular economy is now more important than ever.

Commercial and collective catering is a major source of food waste. Food waste has been identified as a major area of action for Sodexo. Food waste prevention and reduction can also have a great environmental and financial impact.

Corresponding risk factor (page 275)

We are the first global food services company to have connected our financing to action to prevent food waste. In 2022, we have reduced food waste by 41.5% on sites having deployed WasteWatch program (page 102).

### BUSINESS INTEGRITY

Key stakeholders (investors, regulators, customers, partners, etc.) expect companies to adopt transparent and responsible business practices including in their supply chain, that comply with all applicable laws and regulations and respect ethical principles. This issue covers several main topics: anti-corruption, fair and open competition, ethical decision-making, the use and protection of Sodexo's assets and tax evasion.

The Group works with suppliers located in countries at risk in terms of ethical breaches, mainly corruption. Sodexo is also involved in sectors where competition is high which increases the risk of ethical transgressions.

Corresponding risk factor (page 276)

100% of workforce works in countries having the Sodexo Statement of Business Integrity available in at least one official language (page 68).

### RESPECT OF HUMAN AND WORKERS' RIGHTS IN THE SUPPLY CHAIN

Human rights and fundamental freedoms are stated by the Universal Declaration of Human Rights. Building responsible traceable supply chains enables protection and promotion of human rights and fundamental freedoms, including, but not limited to: eradication of forced labor, child labor, discrimination, non-respect of freedom of association and collective bargaining.

Sodexo works with suppliers located on every continent around the world, while the Purchasing Department has employees based across the Group's different geographies. Some of these countries where Sodexo operates and purchases have potentially high human rights risks.

Corresponding risk factor (page 266, 275, 276)

95.2% of spend comes from contracted suppliers having signed the Sodexo Supplier Code of conduct (page 100).

# Business Integrity and respect for Human rights

wherever Sodexo operates

Loyalty, respect for people, transparency and integrity: Sodexo’s core values must be known and understood by all employees, who are expected to act in accordance with them. At the center of our ethical principles is our commitment to business integrity. To ensure integrity in all business dealings, Sodexo has adopted strict principles, which are formulated in its Business Integrity Guide and accompanied by a guide for employees on how to put them into practice.

Sodexo’s commitments to Human Rights and Fundamental Rights at Work are laid out in the Human Rights Policy and the Fundamental Rights at Work charter. The Group’s Human Rights policy is based on the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labor Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. Our occupational Health and

Safety policy is captured in the Group Health and Safety Policy and Environmental Policy is covered by the Better Tomorrow 2025 roadmap.

**The Sodexo Supplier Code of Conduct sets forth the rules to which suppliers and sub-contractors are required to commit as a condition of doing business with Sodexo. This Supplier Code of Conduct is supported by a Guide to help our suppliers to understand and act on their obligations.**

In June 2017, Sodexo and the International Union of Food Workers (IUF) signed an agreement to prevent and combat sexual harassment in the workplace. Sodexo and the IUF want to ensure that all employees are aware of what constitutes sexual harassment, that they fully understand what is expected of them and that they are able to report any concern or suspected abuse confidentially. As a result of this agreement, training of all employees in this policy and their responsibilities became mandatory.



## FUNDAMENTAL HUMAN RIGHTS AT WORK PROGRAM

Sodexo has developed a program to ensure the respect of the commitments outlined in Sodexo’s Fundamental Rights at Work statement. This program is based on four pillars: raise awareness, policy and process implementation, training and specific mitigation actions.

**100%**

OF WORKFORCE WORKING IN COUNTRIES HAVING THE SODEXO STATEMENT OF BUSINESS INTEGRITY AVAILABLE IN AT LEAST ONE OFFICIAL LANGUAGE

**100%**

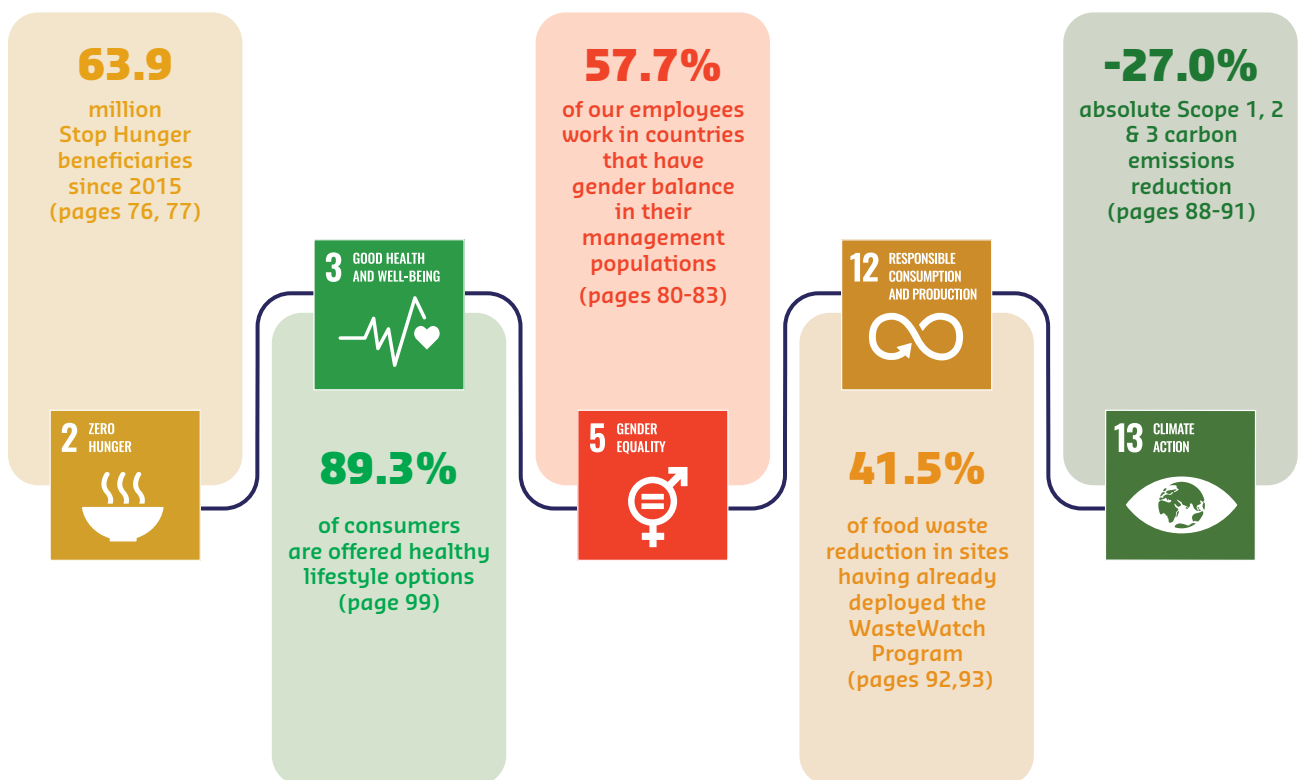
OF WORKFORCE WORKING IN COUNTRIES HAVING THE GROUP HUMAN RIGHTS POLICY AVAILABLE IN AT LEAST ONE OFFICIAL LANGUAGE

Sodexo fights against discrimination and is an inclusive employer. We want our diverse workforce to feel good and well-integrated at work. Sodexo seeks to provide to all employees the best possible work-life experience regardless of gender identity, sexual orientation, age, ethnicity, citizenship, race, color, religion, marital status, pregnancy, genetic information, disability, and any other characteristic protected by the law.

# Our contribution to the United Nations Sustainable Development Goals

All of our Better Tomorrow 2025 commitments are aligned with the recommendations from the United Nations Sustainable Development Goals (SDGs). The SDGs were launched in 2015. They set worldwide goals in 17 key areas that governments, corporations and society must take into account in order to make the world a more equitable, fair and sustainable place by 2030.

## 5 Priority United Nations Sustainable Development Goals



## OUR MAIN CORPORATE RESPONSIBILITY AWARDS AND RECOGNITIONS



Sustainability Award  
Gold Class 2022  
S&P Global



WE SUPPORT



Since 2012, Sodexo has been committed to the social responsibility initiative of the United Nations Global Compact and its 10 principles around Human rights, labor standards, the environment and the fight against corruption.

Member of  
Dow Jones  
Sustainability Indices  
Powered by the S&P Global CSA



ecovadis

## 2.2

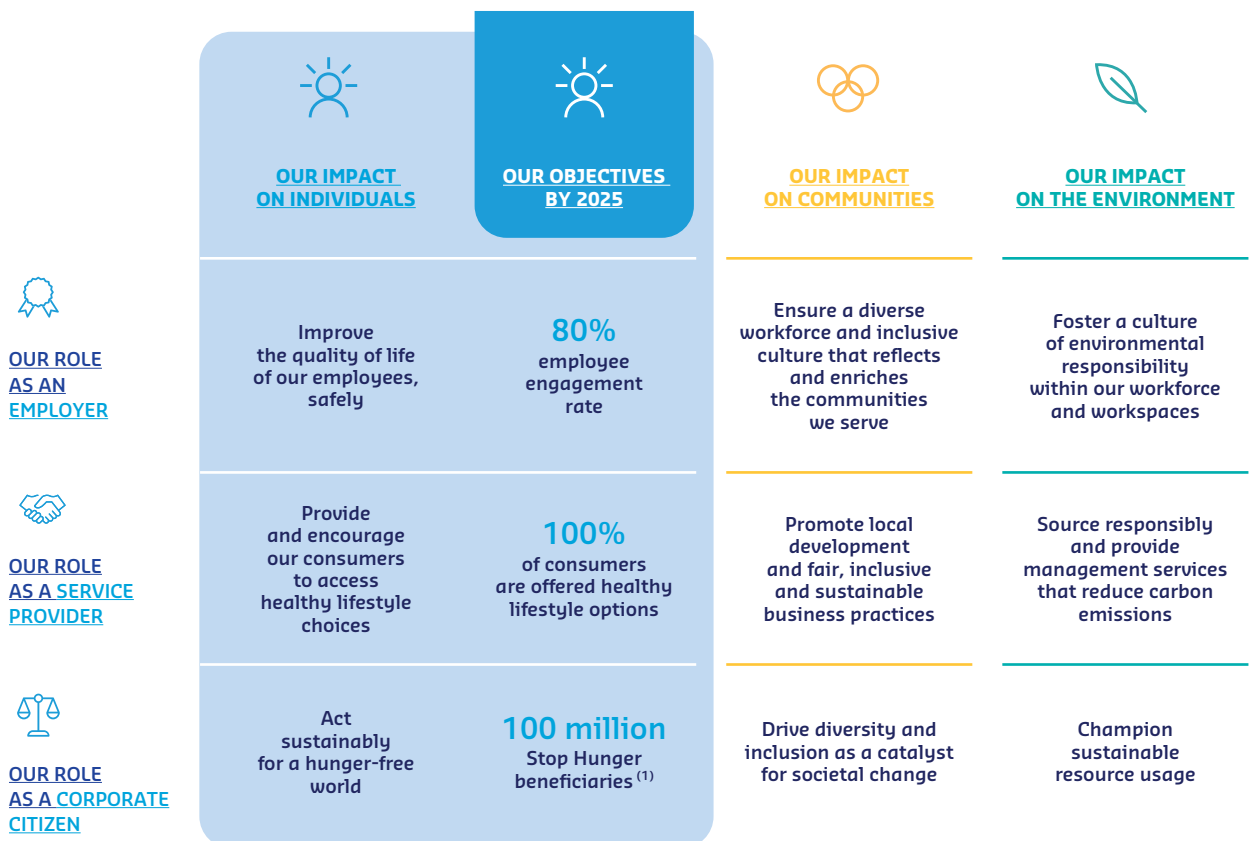
# Improving everyone's quality of life in a sustainable way

Sodexo employees are helping to improve the daily lives of millions of consumers around the world by making a sustainable difference in the quality of life for all.

As a responsible employer, Sodexo is committed to the well-being, health and safety of its employees. Training, support and development are essential to the commitment and recognition of its employees. Sodexo ensures that all employees have all the skills and tools necessary for advancing within the Group.

As a service provider, Sodexo offers personalized menus based on the specific needs of its consumers, such as seniors or patients in hospitals. Sodexo is also committed to offering all its consumers a variety of foods from responsible sources.

As a corporate citizen, Sodexo reaffirms its engagement and determination to act against hunger, through Stop Hunger, its main philanthropic cause. Sodexo's global reach allows it to have tremendous power of positive influence to drive progress in key areas such as food distribution or women empowerment, as levers to fight against hunger.



(1) Cumulated number for the 2015-2022 period.

# Our Impact on Individuals Today,



2

**78.3%**

employee  
engagement  
rate

**89.3%**

of consumers  
are offered healthy  
lifestyle options

**63.9**

**million**  
Stop Hunger  
beneficiaries  
since 2015

Servathon brought together 4,700 volunteers across 38 countries, raising US\$367,000 and donating more than 116,000 meals to support beneficiaries suffering from hunger and food insecurity.

**421,991**

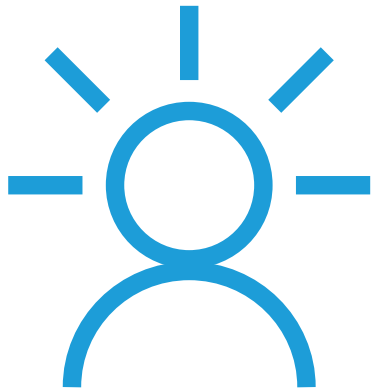
employees around the world

**5,594**

dietitians employed  
by Sodexo

**0.65**

lost time  
injury rate



# Structuring a framework for people strategy

Sodexo is a people business. Having the right people with the right skills is essential for sustainable and profitable growth. This is why Sodexo has launched its Employee Value Proposition (EVP) to differentiate itself from the competition; give it a leading edge in the war for talent; and provide a framework for how the business attracts, recruits, retains, rewards and develops its people.

## Creating a differentiating employee value proposition

In Fiscal 2022, Sodexo has been focused on **accelerating** HR initiatives and **investing** in programs that demonstrate how the Company **cares** for its people. The EVP pillars of **Belong**, **Act** and **Thrive**, provide the framework for Sodexo's ambition to become an employer of choice in the 53 countries in which the Group operates.

### OUR PURPOSE

**We create a better everyday for everyone to build a better life for all**

### OUR EVP PROMISE

Working with Sodexo is more than a job; it's a chance to **be part of something greater** because we believe our **everyday actions** have a big impact. You **belong** in a company that allows you to **act** with purpose and **thrive** in your own way.

### OUR EVP PILLARS

#### BELONG

#### TO A TEAM

You belong in a company that values you for who you are; where you are treated fairly, with respect and can be yourself, where your ideas count and your opinion matters because when you are happy at work, we can be a stronger team.

#### ACT

#### WITH PURPOSE

Be motivated to make a difference through your everyday actions. You have the ability to put a smile on the faces of our customers and guests; to support people in your local community; and to contribute to a more positive future.

#### THRIVE

#### IN YOUR OWN WAY

Sodexo provides all that you need to perform at your best: the tools to do your job well; the opportunity to learn new skills and discover your potential; and a culture where your health, safety and wellbeing are number one.



## BELONG

Supporting Employees with Benefits



Sodexo has launched Vita, a global benefits program which will provide all Sodexo employees with a minimum standard comprehensive benefits package. It aims to be fair and inclusive, so every employee has the financial protection and emotional support to be happy at work and beyond.

The Vita program includes a commitment to ensure every Sodexo employee benefits from a Life Insurance offer; an Employee Assistance Program giving them access to confidential advice, guidance and counselling; and Parental and Care Leave which will ensure they can spend time with their loved ones when it matters most. More specifically, Sodexo is committed to providing 12 weeks' paid parental leave for the primary carer and 2 weeks' paid parental leave for the secondary carer. This move paves the way for Sodexo to be the market maker in its industry.

## Engaging former employees

Sodexo has invested in activities to respond to the labour shortage and attract and recruit onsite teams to ensure it continues to deliver a quality level of service to clients and consumers.

In India, for example, Sodexo developed a program called Win Back, which focuses on incentivizing former employees to re-join the business. In 2022, the number of Win Back hires represented 13% of total hires across the country.



## ACT

Acting with purpose to fight hunger

Sodexo employees have a significant role to play in the delivery of its purpose and mission, over and above their day-to-day activities. When it comes to having an impact on local communities, Sodexo is refreshing its volunteering policy to encourage employees to take one day of paid leave per year to give their time in support of Stop Hunger or another local cause dedicated to tackling hunger and food insecurity (to know more about Stop Hunger: p. 76 and 77).

Individually, one day of volunteering is an opportunity to have a personal impact on people in the local community. Collectively, with the potential to provide 422,000 volunteer days annually, employee volunteering combined with the scale of the organization is a unique prospect to make an impact around tackling hunger and food insecurity.

## Raising awareness about reducing food waste

At Sodexo, with 60% of its business linked to food and serving 100 million consumers worldwide each day, the Group knows how important preventing food waste is!

Since 2012, Sodexo has celebrated 'WasteLESS Week' globally as an organization. This campaign, which runs during October, is a key moment to empower consumers to waste less and to support Sodexo teams in their efforts to reduce waste all year round.

## THRIVE

Creating a culture in which people can grow



Sodexo has invested in training programs to support a whole range of topics, including job-specific know-how, key Sodexo initiatives and ways of working, as well as ensuring employees understand their role in meeting legal and regulatory requirements. In September 2022, Sodexo launched the Sodexo Academy, which provides learning pathways to ensure an attractive learning experience, to close skills gaps and to enable business strategy.

A priority action for the Sodexo Academy is to focus on the operational frontline, which represents 95% of Sodexo's total workforce. Following feedback and insights from the leadership community and 6,000 frontline employees, the global learning and development team is working closely with the regional teams to deliver a global standard that meets the needs of frontline teams, with a specific focus on onboarding, customer service and health and safety.

## Equipping leaders with new skills

This year, Sodexo designed a leadership program focused on helping leaders acquire and finetune the skills to effectively manage teams in today's shifting context. The empathetic and collective leadership program, which was piloted in France, is now being deployed globally.

The program promises to help leaders be more empathetic; develop self-care techniques in order to better look after themselves and their teams; work more collaboratively with others; be more comfortable with giving and receiving feedback in the interest of continuous improvement; and effectively manage teams in a hybrid way of working.



## Our impact on individuals

While globally, the pillars of Sodexo's Employee Value Proposition (EVP) – **Belong. Act. Thrive** – will continue to help shape global initiatives that positively impact employees and differentiate Sodexo from its competitors, they also provide the framework for enhancing employee experience locally.

In Fiscal 2022, local teams have launched initiatives, developed programs and marked significant achievements, which echo Sodexo's Employee Value Proposition and provide examples of how belonging to a team, acting with purpose and thriving in your own way can manifest itself for employees in their day-to-day workplace experiences.

# Local teams fuel

### Belong - Impact around cultures and origins

Sodexo employees belong to a company that values them for them; where they are treated fairly, with respect and can be themselves, where their ideas count and their opinion matters because when they are happy at work, they can be a stronger team.

In the United States, Sodexo is in the process of defining its current baseline and priority actions through the "Management Leadership for Tomorrow's Black Equity at Work" Certification, to achieve this prestigious certification across five areas: black representation at every level, compensation equity, inclusive anti-racist work environment, racially just business practices, as well as racial justice contributions and investments. It is through this effort that Sodexo is gaining insights and a methodology for measuring the employee experience across all dimensions of diversity.



## Act - Strengthening Relationships and Supporting Cultures

Sodexo employees are motivated to make a difference through their everyday actions. They have the ability to put a smile on the faces of customers and guests; to support people in their local community; and to contribute to a more positive future.

Sodexo places high priority on developing and nurturing lasting and respectful relationships with individuals and communities. In Australia, Sodexo acknowledges that strong cultures, languages and identities are the foundations of a prosperous Aboriginal and Torres Strait Islander community. Sodexo continues to strengthen community relationships and provide ongoing support to their cultures. This is the cornerstone of its Reconciliation Action Plan (RAP) and it presents the Group with the strongest opportunity for real and sustainable change.



2

# authenticity

## of employee value proposition

### Thrive - Perform at your best

Sodexo provides all that you need to perform at your best: the tools to do your job well; the opportunity to learn new skills and discover your potential; and a culture where your health, safety and well-being are number one.

#### Thrive - Apprenticeships in England

In 2022, Sodexo was ranked in the top 100 employers for apprenticeships by the UK's Department for Education. Some 480 young people in England started an apprenticeship with Sodexo in 2022, representing more than 4% of its total workforce in the country. The ranking recognises employers for their commitment to employing apprentices; their creation of new apprenticeships and the diversity of new apprentices; and the number of apprentices who complete their apprenticeship and progress further with their employer.

#### Fighting illiteracy in France

In France, Sodexo has undertaken to fight against illiteracy and to support its teams in gaining autonomy and confidence. In 2022, the Group defined the outlines of a program aimed at offering one day of training per week during 6 months to employees who want to improve their basic knowledge. To provide training as close as possible to employees, the program relies on a partner organization with a strong national network.



## Our impact on individuals

Stop Hunger is Sodexo's unique philanthropic cause, taking action in 60 countries across the world. Its mission is to unite communities with initiatives, people and resources to drive sustainable change in the fight against hunger.



# Stop Hun

### Global partner: United Nations World Food Programme

Stop Hunger has partnered with the United Nations World Food Programme (WFP) since 2015.

One aspect of the partnership includes the WFP's Home-Grown School Feeding initiatives.

When schools source food from local smallholder farmers, especially women, the positive impact ripples beyond school meals, supporting the whole community. Over the past year, Stop Hunger has helped WFP pilot innovative projects to support female smallholder farmers and entrepreneurs involved in food production in five countries: Armenia, Bolivia, Cambodia, Congo and Laos.

### Emergency food aid

At the outset of the conflict in Ukraine in March 2022, Stop Hunger quickly mobilized to help provide essential food aid to those impacted. Stop Hunger teamed up with Sodexo and WFP to set up a customized fundraising challenge on WFP's ShareTheMeal app.

A total of 230,000 meals\* were donated, thanks to contribution from Sodexo employees and their network across 36 countries, as well as contributions from Sodexo Group.

To find out more about Stop Hunger's emergency aid in Fiscal 2022: [stop-hunger.org/news](https://stop-hunger.org/news)



*"At a time when hunger and food insecurity is rising at unprecedented levels, Stop Hunger is uniquely placed to make a real difference. We are able to draw upon the support, expertise and global footprint of our founding partner, Sodexo, whilst also partnering with more than 330 NGOs to find solutions to alleviate hunger in communities in need."*

**Mouna Fassi Daoudi**, President, Stop Hunger.

\*Money raised is converted by WFP into the equivalent number of meals, using WFP's average price point of €0.50 to provide enough food for one person for a day.

## Women empowerment at the heart of Stop Hunger's actions

Stop Hunger continues to prioritize women empowerment, proven to be one of the most effective ways to eradicate hunger.

In Fiscal 2022, Stop Hunger supported 44 women empowerment programs and initiatives impacting more than 23,000 women in 30 countries. In total, Stop Hunger has invested 7.8 million dollars U.S. on women empowerment initiatives over the past seven years.

Each year at its annual Supporters Evening in France, Stop Hunger presents its eponymous award to remarkable individuals who are leading women empowerment initiatives. A total of 33 laureates have received the Stop Hunger Award since 2017. The laureates each receive 10,000 euros to support the development of their initiative, and further financial support through a public crowdfunding campaign. This year's Stop Hunger awardees were Claire Butez, founder of the charity les Enfants de Kavresthali in Nepal; Flerette Alexis, model farmer with the NGO CARE in Haiti; Abdoulaye Ndiaye, director of ASI (Actions de Solidarité Internationale) in Congo and Laure-Marie Planchon, manager of les Tremplins du Coeur, an arm of the French charity les Restos du Coeur. The crowdfunding campaign brought a further 32,475 euros of support to their projects.

## Fundraising

In 2022, Stop Hunger was able to resume its fundraising events, which raised two thirds of its funds. In France, Stop Hunger gathered more than 500 attendees at its annual Supporters Evening on March 10, 2022, raising more than 710,000 euros. Themed around "Feeding the Future", the event put a spotlight on the role of women as pioneers in lifting their families and communities out of extreme vulnerability.

Sodexo's Benefits & Rewards Services also played a key role in fundraising, with more than 349,000 euros raised in France in aid of "Restos du Coeur" and Action Against Hunger, and 433,485 Brazilian real contributed in Brazil through the Stop Hunger Food Pass. In Luxembourg, Sodexo Lunch Pass users donated 28,600 euros to support social grocery stores in aid of households in need through a partnership with Caritas Luxembourg.

2

# ger: Sodexo's unique philanthropic cause

## Volunteering

Initiated 26 years ago by Sodexo employees in the United States, Stop Hunger has always been an employee-led movement. Volunteers drive its action and are essential to its impact. Servathon, Stop Hunger's annual food collection and fundraising drive, has been the global focus of volunteering activities for the past 25 years.



In 2022, Servathon brought together more than 4,700 volunteers across 38 countries, raising over 367,000 dollars U.S. and donating more than 116,000 meals to support over 178,000 beneficiaries suffering from hunger and food insecurity. All actions were led by Sodexo volunteers in partnership with local NGOs.

Stop Hunger also harnesses the wide range of Sodexo skills by organizing YEAH! missions (Your Engagement Against Hunger). Lasting between three days and two weeks, these missions match the skills of Sodexo experts in over 20 domains with the needs of WFP and other NGO partners in aid of local communities. To date, 77 Sodexo employees have volunteered to take part in YEAH! missions in 21 countries.

## 2.3








# Promoting the inclusive development of communities

Sodexo is committed to supporting and promoting diversity, equal opportunity and developing an inclusive workplace culture in every country where the Group operates. Our teams serve communities worldwide. Our employees must be as diverse and inclusive as the world itself since we are ultimately an integral part of the communities we serve.

As a responsible employer, Sodexo is working to strengthen its culture of inclusion by looking for new ways to promote diversity and improve working conditions for our employees. Sodexo is convinced that gender equality in the teams benefits all our stakeholders.

As a service provider, the products and services we purchase have a strong impact on our communities. That's why we are committed to prioritizing purchases from small- and medium-sized businesses in order to inject business value back into the communities where we operate.

As a corporate citizen, Sodexo focuses on working with partners who encourage diversity, equity, and inclusion. We partner with local organizations and advocacy groups, and our initiatives focus on empowering minority populations.

	 <b>OUR IMPACT ON INDIVIDUALS</b>	 <b>OUR IMPACT ON COMMUNITIES</b>	 <b>OUR OBJECTIVE BY 2025</b>	 <b>OUR IMPACT ON THE ENVIRONMENT</b>
 <b>OUR ROLE AS AN EMPLOYER</b>	Improve the quality of life of our employees, safely	Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve	<b>100%</b> of our employees work in countries that have gender balance in their management populations	Foster a culture of environmental responsibility within our workforce and workspaces
 <b>OUR ROLE AS A SERVICE PROVIDER</b>	Provide and encourage our consumers to access healthy lifestyle choices	Promote local development and fair, inclusive and sustainable business practices	<b>10 million euros</b> of our business value benefitting SMEs <sup>(1)</sup>	Source responsibly and provide management services that reduce carbon emissions
 <b>OUR ROLE AS A CORPORATE CITIZEN</b>	Act sustainably for a hunger-free world	Drive diversity and inclusion as a catalyst for societal change	<b>100 million</b> empowered women in communities	Champion sustainable resource usage

(1) Small and Medium size Entreprises.

# Our Impact on Communities Today,



**57.7%**

of our employees work in countries that have gender balance in their management populations

**7.8 billion euros**

of our business value benefitting SMEs

**80,440**

empowered women in communities

The SheWorks program aims to help vulnerable women return to work by allowing them to discover the professional opportunities offered by the Group. SheWorks brings together more than 1,000 women in 22 countries.

**44%**

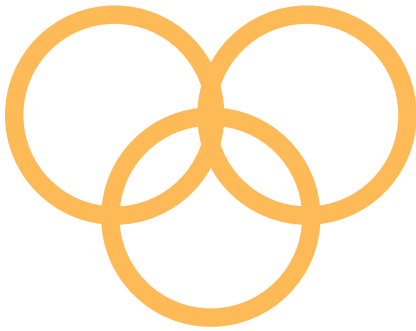
of management positions are taken by women

**8,330**

disabled employees

**58.1%**

of coffee purchases in kg is certified sustainable



# Diversity, Equity and Inclusion: Drivers of Talent Attraction, Employee Experience, and Retention

As a recognized pioneer and leader in diversity, equity and inclusion, Sodexo strives to ensure the wellbeing of its employees, values empathy and provides opportunity for growth. Sodexo is fostering a culture of inclusion and transparency, where employees, clients, consumers and partners feel trusted, valued and respected.

Sodexo's approach to diversity, equity and inclusion is a key driver of performance, retention and commitment to its employees, as well as a differentiating factor for its clients, consumers, suppliers and investors.

Anchored in Sodexo's ambition with clear diversity, equity and inclusion objectives, strong governance and continuous progress monitoring, Sodexo's commitment is part of its core values and contributes to building a better life for all every day.

## THE DIVERSITY, EQUITY AND INCLUSION ROADMAP

### VISION

Sodexo is recognized as a leader in diversity, equity and inclusion. Its everyday actions are based on mutual respect, empathy and commitment to each other's well-being. Sodexo acts as an ally, partner of choice and holds itself accountable for creating a safe space for everyone. Sodexo brings authenticity to all relationships; with its employees, clients, consumers, partners and communities, working together every day to build a better life for all.

**Commitment:** Sodexo works everyday to create a workplace that allows employees to act with a purpose, to contribute to an environment where everyone feels they belong and can thrive to perform at their best.

DIMENSIONS

CORE PILLARS

KEY ENABLERS

KEY RESULTS





## Sodexo's diversity, equity and inclusion strategy is built around five dimensions:

### Promotion of gender equality

For Sodexo, ensuring gender equality is a business imperative, drives better performance and creates conditions for a better life for everyone. This is why the Group is committed to establishing an equitable and inclusive culture every day by embedding Diversity, Equity and Inclusion in business and HR processes so that everyone, regardless of gender, can bring their full potential, benefiting from equal access to training, empowerment and development opportunities and thrive. In 2022, Sodexo actions and progress have been certified by the renewal international GEEIS label (Gender Equality European and International Standard), which is awarded to companies that demonstrate a firm and real commitment to cultivating gender equality in the workplace.

### Commitment to Equity and Inclusion on the basis of culture, ethnicity and origin

Wherever it operates, the Group rolls out projects that contribute effectively to strengthening equality and social justice, as well as endeavoring to create the right conditions to support its model of inclusion, promoting positive interactions between employees in a manner that demonstrates full respect and value for different cultures and origins.

In Fiscal 2022, Sodexo hired 1,485 refugees, 62% of whom were women, in 12 countries. To help them find a job, Sodexo is committed to supporting 50 refugee women in France, Germany and the Netherlands through a three-year mentorship program in partnership with NGOs Tent Partnership for Refugees and Catalyst.

### Equal opportunities for persons with disabilities

Strongly committed to integrating persons with disabilities, Sodexo employs, shapes and adjusts its processes and work environments to attract talent and enable employees with disabilities to unleash their full potential. Sodexo is determined to make continuous progress on this issue and aims to be able to unleash their full potential. Sodexo is determined to recruit, engage, and develop employees with disabilities, with an ambition to provide access, to 100% of Sodexo employees, to initiatives supporting inclusion of people with disabilities. Numerous awareness campaigns on this issue are held throughout the year, such as for World Mental Health Day or International Day for People with Disabilities. In 2021, Sodexo was recognized as a Leading Employer on Disability by the National Organization on Disability.

### Respect for all sexual orientations and gender identities

Sodexo is committed to prohibiting all forms of discrimination in all its

activities so that LGBTQ+ employees can be fully themselves at work.

92% of its employees work in countries committed to a nondiscrimination policy, including sexual orientation and gender identity.

In 2021, Sodexo was awarded, for the 2<sup>nd</sup> year, the prestigious "Advocate" title by the Workplace Pride Global Benchmark, as well as a 100 rating on the Human Rights Campaign Foundation Index.

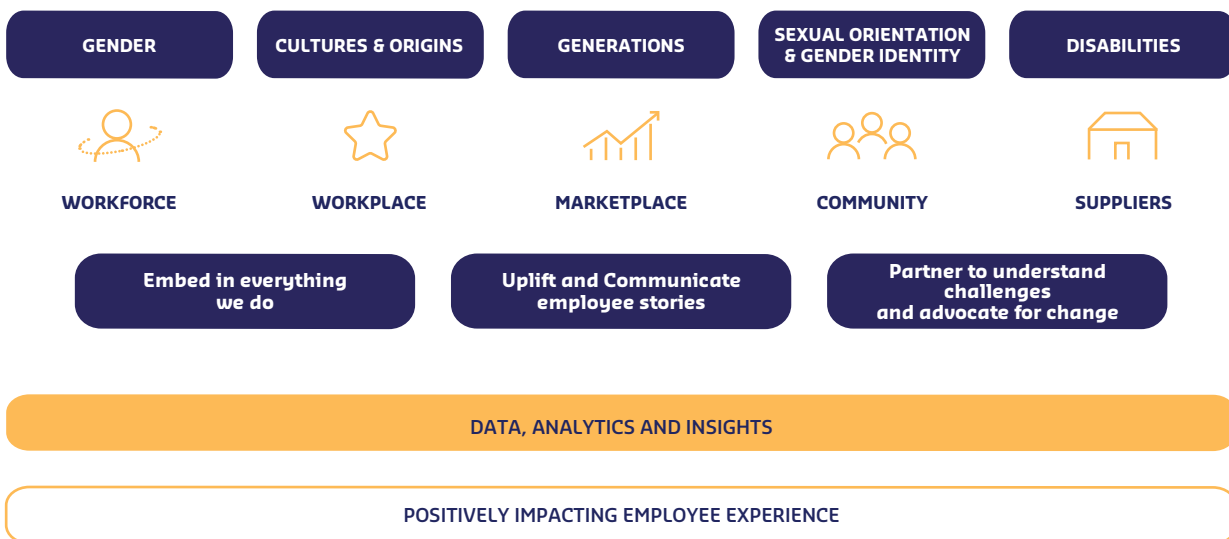
### Taking into account intergenerational differences

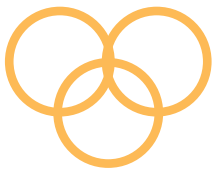
Whether emerging or experienced talent, each employee enriches perspectives on the work environment and the market by bringing their vision and knowledge to the table. Sodexo recruits people of all generations, values each one's contributions within their teams, and is committed to positively impacting the work experience of its employees in order to attract the best profiles, whether junior or senior, to engage them and to retain them.

Together with 200 other companies, Sodexo participates in Nestlé's Alliance for YOUth program, which aims to combat youth unemployment in Europe by helping young people improve their chances in the labor market and by creating professional opportunities for them.



## INTERSECTIONALITY





## Our impacts on communities

**For Sodexo, gender equality is a strategic imperative for enhancing business performance. This diversity promotes creativity and innovation within teams and ultimately provides a competitive advantage.**

Strongly committed to advancing gender equality around the world, Sodexo leaders and executives are engaged around initiatives for the promotion and empowerment of women and encourage all employees to participate.

Likewise, committed on a daily basis against racism and all forms of discrimination worldwide, Sodexo sees inclusion as an opportunity for the Group which, by integrating people from cultures and origins as diverse as the communities it serves, enriches its capacity for innovation and positive impact on its ecosystems.

# Focus on two

### Initiatives to empower, inspire and advance women around the world

To manage its strategy for gender equality and achieve lasting progress, Sodexo relies on the advice and guidance of SoTogether, its Global Advisory Board focused on empowering women and strengthening diversity, composed of 26 active members to make an impact.

In partnership with Stop Hunger and SoTogether, Sodexo has been running the SheWorks program since 2019, which aims to help vulnerable people, particularly women, return to work by enabling them to discover the professional opportunities offered by the Group. SheWorks brought together more than 1,000 women from local communities in 22 countries in 2022.

To address women’s underrepresentation in leadership positions, SoTogether launched SheLeads, a program to promote women’s leadership in business. Since its inception, SheLeads has helped more than 500 female executives take charge of their careers by encouraging them to unleash their potential, develop their network, and gain visibility and influence.

### A global campaign to fight violence against women

Committed to act towards eradicating a societal problem exacerbated by the health crisis, Sodexo has raised awareness of violence against women among more than 200,000 employees in Fiscal 2022 by rolling out the “Time to Act” campaign in 34 countries, with the support of SoTogether. To inform and train its teams, and to assist each country in implementing relevant measures in partnership with local authorities, NGOs and clients, the Group released a global information and prevention toolkit. This kit includes educational content, HR tips, attractive tools such as an AI-based mobile game in Brazil and training, including one for managers on how to support employees victims of violence against women.



### Empowering indigenous communities through employee development

In Canada, Sodexo believes that when indigenous communities thrive, all Canadians thrive. That is why the Group has implemented the Red Seal Chef Certification Program, which is dedicated to helping our chefs in remote locations and from indigenous communities acquire new culinary skills and advance their careers. This program, along with its Fitness Leader and Buildforce Supervisory training programs, are just some of Sodexo's training and certification opportunities for indigenous employees.

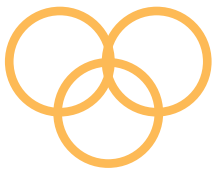


# Diversity, Equity and Inclusion dimensions



### Giving refugees their first chance

In Brazil, the We are All Caregivers program was developed by Sodexo in partnership with the UNHCR (United Nations Refugee Agency) and the International Finance Corporation (IFC) to train hospital staff in their work. With 40 hours of training spread over 10 days, participating refugees and Brazilians learn about the butler and diet therapy work, how to prepare platters as well as other food service activities. In short, professionals learn to treat consumers more assuredly and attentively, understanding that each patient is unique and deserves personalized care.



## Our impact on communities

The Sodexo supply management teams annually purchase 10 billion euros of food and other supplies from approximately 150,000 suppliers worldwide. This strategic position within its value chain allows Sodexo to expand its commitment to positively impacting individuals, communities, and the environment with their partners and suppliers.

Sodexo aims to offer a healthy food supply including products selected according to strict nutritional quality and sustainability requirements to over 100 million consumers every day. Sodexo also strives to include SME suppliers in its database to stimulate the economic and social development of communities, and to promote ethical and sustainable agricultural practices.

# Positive



### Impact+, the French program for supplier inclusion

In accordance with its willingness to foster the development of virtuous ecosystems responding to social, societal, and environmental issues, Sodexo is pursuing its Impact+ program in France. This program allows local organizations and businesses to be integrated into the inclusive economy within the Sodexo supply chain and in accordance with their standards.

Impact+ is a real development opportunity for these organizations, who will benefit from customized management support, and will also allow the Group to increase their share of inclusive purchases and establish long-term relationships with new stakeholders.

### Mobile payment solutions to stimulate activity in merchant SMEs in India

The Sodexo Benefits & Rewards activity is eager to support its merchant partners' development by deploying all means to facilitate their daily work and their growth. In India, Sodexo Benefits & Reward is the only player to have its own proprietary network of merchants who can accept digital multimodal payments. The business offers consumers and affiliated merchants contactless solutions that are safe, fast, and more sustainable, *via* the mobile application Sodexo-Zeta, allowing consumers to purchase food in convenience stores by scanning a QR code, for instance. With a strong presence on the Indian market, Sodexo has played a major role in the introduction of digital payments in the most remote regions of the country.

Furthermore, Sodexo has now allowed its partner merchants to access offers for unsecured personalized commercial loans *via* its NBFC\* partner NeoGrowth, in order to help them develop and to foster financial inclusion.

\* Non-Banking Financial Company.





### In the United Kingdom, an exclusive partnership with Origin Coffee

Sodexo signed an exclusive three-year partnership with Origin Coffee, one of the historic coffee roasters in the United Kingdom, to offer a high-end coffee experience to meet consumer demand on the sites of the Corporate Services segment. This partnership is part of the Group's commitment to buy responsibly and to promote fair, inclusive, and sustainable business practices. As a certified B Corp (a CSR international label with strict requirements), Origin Coffee cultivates a direct commercial approach and supports small local producers and exporters in their development and responsible practices in Salvador, Colombia, Nicaragua, and Brazil. The first Sodexo Origin Coffee point of sale opened in January 2022 in a large London media firm, offering a selection of four exceptional coffees derived from sustainable sources and offering full traceability to the consumer.



# Impacts of our Supply Chain

### Vertical agriculture technology made for hyperlocal production in Canada

At Langley in British Columbia, Sodexo Canada launched an offer of menus based on fresh vegetables harvested directly on site at the beginning of the 2021 school year. The initiative was made possible by its partnership with ZipGlow, a leading international agricultural technology company in domestic vertical agriculture, which deploys innovative solutions for local and sustainable production of fresh food to guarantee food security to communities. In accordance with the commitments made by the Group, Sodexo Canada gives priority to hyperlocal production harvested by on-site teams with the final goal of using 100% of food produced and transformed locally.



## 2.4








# Significantly reducing our environmental footprint

**Sodexo works closely with all of its stakeholders to create, improve and deliver services that have a low environmental impact.**

As a responsible employer, Sodexo provides its employees with training to help reduce the environmental impact of its business activities, as well as simple, everyday tips for protecting the environment at home. The size of the Group means that small steps taken by each of our 422,000 employees and their families adds up to make a big difference.

As a service provider, Sodexo designs and offers energy management services that use renewable energy whenever possible, resulting in significant savings and return on investment for our clients. Sodexo also ensures responsible sourcing by encouraging sustainable agriculture, co-developing products and services, following the principles of a circular economy and improving resource efficiency management.

As a corporate citizen, Sodexo's services can act as a catalyst for progress on important issues. For years now, Sodexo has focused on the fight against food waste as one of the most vital means of averting the worst impact of climate change.

	 <b>OUR IMPACT ON INDIVIDUALS</b>	 <b>OUR IMPACT ON COMMUNITIES</b>	 <b>OUR IMPACT ON THE ENVIRONMENT</b>	 <b>OUR OBJECTIVES BY 2025</b>
 <b>OUR ROLE AS AN EMPLOYER</b>	<p>Improve the quality of life of our employees, safely</p>	<p>Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve</p>	<p>Foster a culture of environmental responsibility within our workforce and workspaces</p>	<p><b>100%</b> of our employees are trained on sustainable practices</p>
 <b>OUR ROLE AS A SERVICE PROVIDER</b>	<p>Provide and encourage our consumers to access healthy lifestyle choices</p>	<p>Promote local development and fair, inclusive and sustainable business practices</p>	<p>Source responsibly and provide management services that reduce carbon emissions</p>	<p><b>34%</b> reduction of carbon emissions<sup>(1)</sup></p>
 <b>OUR ROLE AS AN CORPORATE CITIZEN</b>	<p>Act sustainably for a hunger-free world</p>	<p>Drive diversity and inclusion as a catalyst for societal change</p>	<p>Champion sustainable resource usage</p>	<p><b>50%</b> reduction in our food waste</p>

(1) Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 baseline.

# Our Impact on the Environment Today,



2

**83,285**

employees are trained on sustainable practices

**-27.0%**

absolute Scope 1, 2 & 3 carbon emissions reduction

**41.5%**

reduction in our food waste

Our WasteWatch program, to collect and analyze food waste data in its restaurants, is deployed in 37 countries

**81.7%**

of spend on certified sustainable hygiene paper

**85.3%**

of purchased fish and seafood is sustainable

**26.2%**

of the total electricity consumption comes from renewable sources



## Our Climate Strategy

**Reducing its environmental impact at all levels of the value chain is the ambition Sodexo set itself ahead of all other companies in its sector. Driven by its desire to be a responsible partner to its clients and suppliers with common sustainability goals, Sodexo has been working with the WWF since 2010 to understand, measure and reduce its environmental footprint.**

**Since then, Sodexo has measured its greenhouse gas emissions annually, starting with scopes 1 and 2, recording a 40% reduction between 2011 and 2017. In 2019, the Group began monitoring indirect emissions from scope 3 emitted by its supply chain, representing the main potential for improving its environmental performance and finally in 2022, the measurement of scope 3 emissions related to the energy used on its clients' sites completes the carbon footprint.**

**Since 2019, this approach has enabled Sodexo to become the first food service company with an objective to reduce its carbon emissions by 34% in 2025 compared to 2017 approved by the Science Based Targets initiative (SBTi). This objective is aligned with a 1.5°C trajectory from the Paris Agreement.**

**The Group has also become a member of the RE100 through its commitment to achieving 100% renewable electricity in its direct operations by 2025.**



### A local low-carbon solution to support the Group's objectives

To help its operational teams achieve the Group's carbon reduction objectives in more than 50 countries, Sodexo provides them with a low-carbon strategy analysis and planning solution developed by its partner, Traace: Carbon Trajectory Tool.

Through organizational modeling and country-specific data, this tool offers a personalized action plan based on the identification of the main sources of carbon emissions and the efforts that can

be made to reduce them. *Via* this solution, CSR managers can choose from a catalog of existing actions or create complex carbon reduction plans and quantify their impact before launching their program.

By empowering countries to achieve their sustainability goals independently, the Carbon Trajectory Tool allows the Group to increase its positive impacts.



## Scenario Analysis

In Fiscal 2022, several Sodexo members from various continents, business areas and functions worked with external expert consultants to better identify and analyze the risks and opportunities created by climate change. This evaluation examined how Sodexo's current economic model would evolve under three Network for Greening the Financial System (NGFS) climate scenarios:

- the evaluation took place using a regional approach through the selection of a few key variables, such as carbon price, plant and animal based products cost, labor productivity, GDP, etc. and their short, medium and long-term evolution;
- this modeling showed that Sodexo's business would be affected under each climate scenario if the risks were not

mitigated, with a financial impact three times greater in the most catastrophic scenario than in the ideal scenario. This evaluation of scenarios allows us to identify the financial, commercial and strategic impacts, which helped us define the Group's next steps.

	HOT HOUSE WORLD SCENARIO	DISORDERLY SCENARIO	ORDERLY SCENARIO
Temperature at the end of the century	>3°C	<2°C	<1.5°C
Policy equivalent	Current policies	Delayed transition	Net-Zero in 2050
IPCC equivalent	SSP2 -4.5	SSP1 -2.6	SSP1 -1.9
Impacts	Physical risks damage the overall economy & reduce food production yields	Emissions don't decrease before 2030, and carbon price increases significantly after 2030	Carbon price increase significantly and rapidly, and some commodities, such as meat become unaffordable

## Sodexo Carbon Footprint

2025  
OBJECTIVE

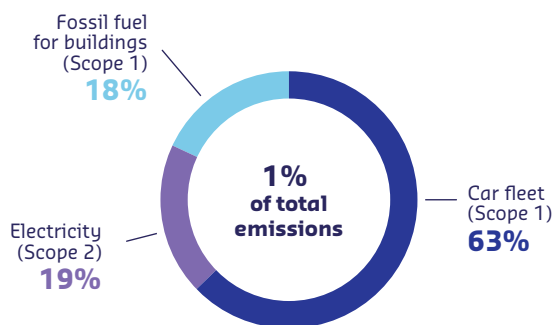
**-34%**

reduction of carbon emissions  
(vs 2017)



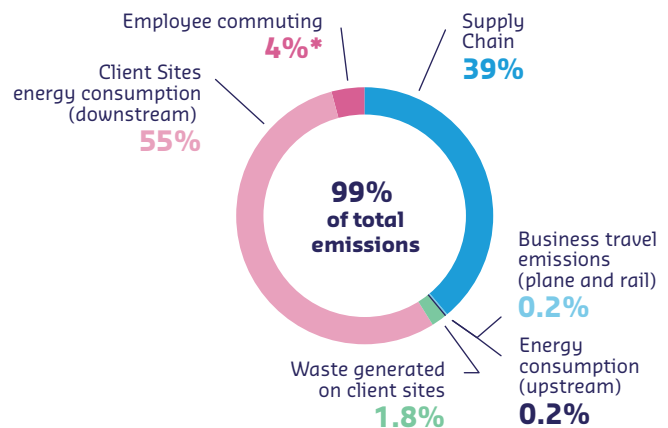
### OUR DIRECT GREENHOUSE GAS EMISSIONS SCOPE 1 & 2

-24% reduction between 2017 and 2022



### OUR INDIRECT GREENHOUSE GAS EMISSIONS SCOPE 3

-27% reduction between 2017 and 2022



\* Based on estimations.



## Our impact on the environment



Since 2019, Sodexo has been focused on an ambitious goal (approved by SBTi) of reducing carbon emissions by 34% by 2025, compared to 2017, across the three scopes. The motivation and creativity of its employees puts the Group on the right track.

# Local responses to fight

Climate change awareness is widespread, and all of our stakeholders are taking action. The Group's global presence and its various business units allow for synergies to inspire and make progress. In order to limit the impact of their activities on the climate, Sodexo's countries are developing a number of programs and initiatives. Dialogue and sharing of good practices and synergies between countries creates a true spirit of competition and collaboration, enabling rapid progress.



### Local goals endorsed by the SBTi

In October 2021, Sodexo in the United Kingdom and Ireland announced their comprehensive roadmap to net zero and decarbonisation of the business by 2045. The teams worked with international experts following recommendations from the Science Based Targets Initiative (SBTi) to ensure that this net zero strategy is comprehensive and transparent. The next step will be to reduce carbon emissions across all three scopes by 55% by 2030. The final step is decarbonisation of the entire United Kingdom and Ireland business, with 90% of all carbon emissions cut across all three scopes, including suppliers and client sites linked emissions.

These two objectives have been approved by the SBTi.

The objective set by Sodexo Benefits & Rewards in Belgium, of a 64.9% reduction in emissions in 2030 compared to 2019, was also approved by the SBTi in 2022.



## Solutions for a forest positive future

Involved in the preservation of forests and peatlands for many years, Sodexo has committed to eliminating deforestation from its supply chain by 2030 through focusing on palm oil, paper, soy and beef.

Taking it a step further, in 2021, Sodexo joined the Forest Positive Coalition of Consumer Goods Forum, composed of 22 leading global companies focused on moving collectively towards a positive forestry future.

Among the initiatives led by the coalition, Sodexo, specifically supports the Winrock International project to preserve peatlands overexploited by palm oil, pulp and paper production in the Riau province of Indonesia. Winrock's approach is based on a comprehensive solution for sustainable peatland management and on the development of alternative modes of production, including "paludiculture" through the support of public authorities and citizen support.



2

# climate change

## Sodexo's energy transition extended to its Clients' sites

Beyond its own commitment to achieving 100% renewable electricity at its directly operated sites by 2025, Sodexo supports its clients in their energy transitions by encouraging them to adopt sustainable green energy solutions that also generate significant savings. Each day, Sodexo's energy management services create innovative solutions to benefit their clients and the environment, including energy-saving lighting, energy-saving technology and photovoltaic energy systems, etc.

In the United Kingdom, for the headquarters of a large pharmaceutical group, Sodexo and Optimised, its partner solution for managing companies' energy needs, significantly improved the client's energy by optimizing the operation of the site heating management system (BeMS).



*"We are pleased to collaborate with Sodexo on the creation of menus for a sustainable food future. Sodexo's commitment to engage and encourage their guests to develop good eating habits and healthy lifestyles is essential to create a positive difference in the way our society organizes, lives and eats together. Through our collaboration, their guests can make an informed and responsible choice for their day-to-day meals."*



Manuel Klarmann,  
Co-founder and CEO Eaternity

## Innovation and gastronomy for plant-based food

Sodexo, committed to healthy and responsible eating, is focused on encouraging new eating behaviors by increasing its line of delicious, healthier and more environmentally friendly plant-based protein menus.

Another example of its efforts to reach its target for plant-based meals (more than 33% by 2025), Sodexo has partnered in Singapore with award-winning chef Bjorn Shen to offer more plant-based options to its customers, including LinkedIn and United World College.

Creative and innovative, Chef Bjorn incorporates delicious, nutritious and environmentally-friendly local ingredients from the "50 Foods of the Future" into his cuisine. This initiative, launched by Knorr and the WWF, of which Sodexo has been partner since 2019, aims to promote a sustainable food system that protects the planet and the health of consumers while offering a satisfying culinary experience.



## Our impact on the Environment

Today, the loss of biodiversity, the scarcity of resources, and the increase in pollution and greenhouse gas emissions are a testament to the limits of a linear economy based on the principle of “extract, manufacture, consume, throw away.”

Given the scope of its offer and its central position in its value chain, Sodexo has a major role to play in implementing the necessary changes to conserve natural resources and limit the production of waste.

Sodexo is committed to the primary pillars of the circular economy: sustainable sourcing, responsible consumption, and recycling. The Group has established an effective policy based on the know-how of its supply, culinary service, and corporate responsibility teams, as well as the expertise of our global partner WWF.

# The circular econ

### WasteWatch, Sodexo’s effective food waste prevention solution

Food waste accounts for 10% of the world’s greenhouse gas emissions. In 2019, Sodexo decided to take action by launching its “WasteWatch” program to collect and analyze data on food waste in its restaurants, with the goal of reducing its food waste and that of its clients, by 50% by 2025.

Since the beginning of the program, 3,577 sites in 37 countries have deployed WasteWatch and 1,873 sites are actively measuring food waste reduction against their baseline. On these sites food waste reduced by -41.5% on average.

In addition to this program, Sodexo works closely with WWF to further reduce its food waste and preserve more resources.



### The preservation of water resources

Sodexo is aware of its reliance upon water. The Group has therefore implemented a series of protective measures, ranging from the raising of awareness among its stakeholders to the setting up of water reuse and recycling systems.

Sodexo provides managers at more than 10,000 sites with water management assessment and optimization tools.

Sodexo also continues to innovate by revising its practices and developing new ways to manage water resources. At the Planta Colina food production site in Chile, Sodexo has invested in a water recycling solution that saves 250 m<sup>3</sup> of water per month during cooking.



### → Sodexo leads the way in the fight against plastics

Committed to the preservation of the environment, Sodexo signed a manifesto calling upon United Nations Member States to conclude a treaty against plastic pollution.

The Group has also adopted a global approach to fighting against plastic in collective catering, consisting of reducing its use, encouraging reuse and phasing out the disposable range.

The Benefits & Rewards activity strives to limit the production of cards by offering a 100% digital user journey, extending the life of its cards and grouping its products on the same card, for instance. Today, 84% of the total value of social benefits\* we issue are in a digital format (card or electronic) and more than half of our countries offer a digital alternative to cards. Likewise, in France we launched the first eco-friendly restaurant voucher with the “Pass Restaurant” card, as well as around the world where 37% of our cards are produced with materials alternative to PVC plastic (bio-based materials, recycled PVC and PET, PLA).

\*Employee and Public Benefits.



# onomy, an efficient lever responding to climate emergency

### ← Reducing waste throughout the supply chain

Sodexo not only helps reduce food waste in its restaurants *via* its WasteWatch program, but also targets every stage of the value chain by way of numerous initiatives including WasteLESS Week awareness campaigns, joint actions with organizations such as the French anti-waste startup Phenix, and the conversion of organic waste into compost and biogas with the Suez Group and composting specialists such as Les Alchimistes in France.

Sodexo believes global decision-makers must work together to help ensure the future well-being of the planet. It therefore participates in numerous initiatives such as the Champions 12.3 coalition, ReFED, WRAP, WRI, the Consumer Goods Forum, REFRESH, and Food Service Europe. The Group is also a founding member of the International Food Waste Coalition (IFWC), which fights food waste by way of its collaborative “farm-to-plate” approach.

Finally, with “Stop Hunger”, its unique philanthropic cause, Sodexo distributes its surplus food to NGOs and associations that offer assistance to the needy.



## 2.5 Appendices

### 2.5.1 Non-financial reporting

#### 2.5.1.1 Improving the Quality of Life of our employees, safely

##### Workforce by segment and activity

	NUMBER OF PEOPLE			BREAKDOWN	
	FISCAL 2022	CHANGE	CHANGE %	FISCAL 2022	FISCAL 2021
Business & Administrations <input checked="" type="checkbox"/>	252,734	+15,317	+6.5%	59.9%	57.6%
Healthcare & Seniors <input checked="" type="checkbox"/>	86,678	-3,424	-3.8%	20.5%	21.9%
Education <input checked="" type="checkbox"/>	68,925	-2,257	-3.2%	16.3%	17.3%
<b>TOTAL ON-SITE SERVICES <input checked="" type="checkbox"/></b>	<b>408,337</b>	<b>+9,636</b>	<b>+2.4%</b>	<b>96.8%</b>	<b>96.8%</b>
<b>BENEFITS &amp; REWARDS SERVICES <input checked="" type="checkbox"/></b>	<b>4,745</b>	<b>+364</b>	<b>+8.3%</b>	<b>1.1%</b>	<b>1.1%</b>
<b>GROUP HEADQUARTERS AND SHARED STRUCTURES <input checked="" type="checkbox"/></b>	<b>8,909</b>	<b>-97</b>	<b>-1.1%</b>	<b>2.1%</b>	<b>2.2%</b>
<b>TOTAL <input checked="" type="checkbox"/></b>	<b>421,991</b>	<b>+9,903</b>	<b>+2.4%</b>	<b>100%</b>	<b>100%</b>

In Fiscal 2022, the total number of employees increased by +2.4% to 421,991 at the end of the year, compared to a +16.9% restated organic growth in our revenues<sup>(1)</sup>. Our business had started to recover in the second half of Fiscal 2021, when the number of employees had already increased by the end of the period.

Variations in the workforce by segment are as follows:

- Business and Administrations: the +6.5% increase in the workforce, compared with restated organic growth of +22.7%, is mainly the result of:
  - the post-Covid recovery of the Sports and Leisure business in North America and the United Kingdom, which alone accounted for more than half of the increase for the year,
  - the increase in on-site teams in Business Services, mainly in the United States, India, Chile and Brazil, as consumers gradually returned to their places of work.

This increase in the workforce was partially offset by the divestment of certain operations and the exit from a few countries during the year;

- Healthcare & Seniors: the -3.8% decline in the workforce is mainly due to:

- the demobilization of the Covid-19 rapid testing centers contract in the United Kingdom in April 2022,
- the Homecare business, in which employee recruitment and retention has become complicated in the post-Covid context, and in particular following the United Kingdom exit from the European Union.

- Education: the number of employees is down by -3.2%, whereas the restated organic growth in revenues for this activity is up +22%. This discrepancy between the change in the number of employees and the change in revenues is mainly explained by the sale of the Childcare business in March 2022 and the corresponding departure of 3,100 employees who were transferred to the buyer.

In addition, the size of the workforce grew in North America, thanks to a 3,000 employee increase in the universities compared to the previous year. Workforce also increased in India by +2,400 employees.

- Benefits & Rewards Services: the number of employees increased by +8.3%, in line with current business trends.
- Finally, the headquarters workforce decreased by -1.1%, in line with the implementation of the GET<sup>(2)</sup> plan and the control of structural costs.

##### Workforce by region

	NUMBER OF PEOPLE			BREAKDOWN	
	FISCAL 2022	CHANGE	CHANGE %	FISCAL 2022	FISCAL 2021
North America	123,325	+9,980	+8.8%	29.2%	27.5%
Europe	119,101	-13,274	-10.0%	28.2%	32.1%
Asia-Pacific, Latin America, Middle East and Africa	179,565	+13,197	+7.9%	42.6%	40.4%
<b>TOTAL</b>	<b>421,991</b>	<b>+9,903</b>	<b>+2.4%</b>	<b>100.0%</b>	<b>100.0%</b>

The share of the workforce in North America is increasing, mainly due to the Universities and the Sports and Leisure businesses. Overall, the workforce in this region rose by +8.8%, in line with organic revenue growth of +24.0% over the year.

<sup>(1)</sup> The restated organic growth is the organic growth taking into accounts reclassifications from one segment to another and excluding currency effects.

<sup>(2)</sup> The "GET" plan, implemented in the second semester of Fiscal 2020 aims at adapting the SG&A costs to the consequences of the sanitary crisis on the business. Most of its implementation took place in Fiscal 2021.

Indicators verified to the level of "reasonable" assurance by KPMG.

In Europe, the decline in workforce is mainly due to:

- the demobilization of the Covid-19 testing centers in the United Kingdom;
- the sale of operations in Russia and Morocco (a total of 5,300 employees), as well as the Childcare business (3,100 employees);
- and, to a lesser extent, by the implementation of the employment protection plan (*Plan de Sauvegarde de l'Emploi*) in France, which explains the loss of 800 employees in Fiscal 2022, while 900 employees affected by this plan have been reassigned to other locations.

Lastly, there is an increase in the workforce in Asia-Pacific and Latin America, due to:

- a strong upturn in activity in India, where the number of employees in Corporate Services and Education rose by +7,100;
- in Brazil and Chile, driven by the Energy and Resources business and by the momentum in Corporate Services;
- in the Middle East, mainly due to the launch of two major Energy and Resources contracts.

## Workforce by age and average years of service

	FISCAL 2022		FISCAL 2021	
	EMPLOYEES	MANAGERS	EMPLOYEES	MANAGERS
Under 30 years	25.4%	9.2%	24.4%	9.3%
30-40 years	23.7%	29.4%	23.6%	29.9%
40-50 years	22.3%	30.2%	22.8%	30.6%
50-60 years	19.9%	23.4%	20.5%	22.9%
Over 60 years	8.6%	7.8%	8.6%	7.3%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

(in number of years)	Fiscal 2022	Fiscal 2021
Managers	8.7	9.0
Employees	4.7	5.0
<b>AVERAGE YEARS OF SERVICE</b>	<b>5.1</b>	<b>5.5</b>

The age distribution of our workforce is moving towards a greater representation of employees under 30 years of age, while the proportion of 40-60 year old employees has decreased compared to the previous year. Recruitment programs aimed at young graduates and apprentices partly explain this change in the age distribution of the workforce.

The slight decline in the average length of service is in line with the decline in employee retention explained below.

## Hiring, excluding acquired companies and staff takeovers

	FISCAL 2022	FISCAL 2021	CHANGE
Employees	176,049	129,631	+46,418
Managers	10,750	7,420	+3,330
<b>TOTAL</b>	<b>186,799</b>	<b>137,051</b>	<b>+49,748</b>

The hiring of nearly 50,000 additional staff over the year is the result of the implementation of recruitment strategies geared to our on-site activities. This strategy was deployed during the year and enabled us to meet our hiring needs, despite an economic context characterized by a very dynamic labor market.

In North America, for example, we established local recruitment centers throughout the country to more effectively reach our recruitment targets. We also offered improved benefits to encourage candidates to join Sodexo. The WinBack program in India has also proven successful in motivating former employees to rejoin Sodexo.



## Breakdown of departures by reason (for permanent contracts, excluding site losses)

	FISCAL 2022	FISCAL 2021	CHANGE
Resignations (less than 3 months)	34,783	25,125	+9,658
Resignations (after 3 months) ☑	87,578	74,149	+13,429
<b>TOTAL RESIGNATIONS</b>	<b>122,361</b>	<b>99,274</b>	<b>+23,087</b>
Dismissals or redundancy	45,557	41,232	+4,325
Retirement and other reasons	6,007	7,949	-1,942
<b>TOTAL NUMBER OF DEPARTURES</b>	<b>173,925</b>	<b>148,455</b>	<b>+25,470</b>

The number of departures increased compared to the previous fiscal year, primarily due to resignations, up by +23% during the year. This increase is linked to the significant wave of resignations in various regions where Sodexo operates, including North America, Europe and Brazil. This indicator also influences our employee retention rate, described below.

The remainder of the change in departures is due to an increase in redundancies of +4,325, mainly in Sodexo Live! for North America as a result of a reduction in the active employee base as our business began to recover. The Employment Protection Plan in France, signed in Fiscal 2021, resulted in the departure of 800 employees during the year, half of whom were laid off and the other half left voluntarily.

## Talent retention

	FISCAL 2022	FISCAL 2021
Retention rate for total workforce ☑	79.1%	81.9%
Retention rate for site managers ☑	83.6%	87.9%

The retention rate is calculated on the basis of employees who have been with the Group for at least three months.

In North America, South America and Europe, the retention rate decreased compared to the previous year due to a tight labor market with historically low unemployment rates and significant waves of resignations. However, the retention rate improved in Asia, particularly in China, due to actions taken to better target recruitment.

In order to strengthen the Sodexo employer brand and to improve employee retention, the Group launched a global campaign in Fiscal 2022 to offer a differentiated employee value proposition, based on the following three pillars:

- **belong** to a team;
- **act** with purpose;
- **thrive** in your own way.

This campaign aims to reaffirm and communicate to all employees and potential employees the values of Sodexo and the benefits of working for the Group. It acts as a differentiator in the job market to attract new talent. The first actions in this campaign have been launched in France and the United States, primarily impacting recruitment positively. The outcomes of this campaign on retention will appear at a later stage.

More information on this global campaign can be found on page 72-73.

## Employee engagement

	SEPTEMBER 2021	JUNE 2020	CHANGE
Number of respondents	211,484	193,704	+9.2%
Response rate <sup>(1)</sup>	62.9%	59.0%	+3.9 pts
Employee engagement rate ☑	78.3%	80.1%	-1.8 pt
Employee Net Promoter Score <sup>(2)</sup>	30.9	39.3	-8.40
% of employees believing that Sodexo values diversity, such as age, gender, culture and origin, religion, sexual orientation and providing opportunities for individuals with disabilities, in the workplace <sup>(3)</sup>	83.4%	82.4%	+1.0 pt
% of employees considering Sodexo to be a socially and environmentally responsible company <sup>(3)</sup>	80.2%	80.3%	-0.1 pt

(1) Adjusted for employees not present due to furlough.

(2) Employee Net Promoter Score measures whether employees would recommend Sodexo as a place to work. Calculated by subtracting the share of Detractors from share of Promoters. Results go from -100 to 100.

(3) Result adjusted in September 2020 in order to respect the same calculation methodology between both surveys.

The engagement rate is a key performance indicator for Sodexo, which seeks to become one of the most valued companies by its employees worldwide.



The engagement rate obtained in our ninth engagement survey, conducted in May and August 2021, was 78.3%. It has decreased by -1.8 points compared to the previous survey in 2020, mostly in the regions affected by redundancy plans during the period.

In 2022, the Group decided not to conduct a new global engagement survey in order to focus the on-site teams efforts on business recovery and the human resources focus on the significant amount of recruitment needed to support this recovery.

At the same time, we launched *Team Voice*, which enables our on-site and off-site managers to conduct employee surveys within their teams, at their own initiative. In a spirit of empowering our managers and as a continuation of our global survey, *Team Voice* allows us to continue the dialogue and to proactively identify motivational levers within the teams.

The next and tenth global engagement survey will be conducted in Fiscal 2023.

## Internal promotion at the heart of Sodexo's model

	FISCAL 2022	FISCAL 2021
% of off-site managers promoted internally	9.0%	6.3%
% of on-site managers promoted internally	10.8%	7.5%
% of on-site employees promoted internally	2.9%	2.1%

In Fiscal 2022, internal promotion increased at all levels of the Group, among on-site and off-site management and among our on-site employees, in line with our employee value proposition targeted at all of our workforce.

## A flexible organization, respectful of employees, that offers good working conditions

	FISCAL 2022	FISCAL 2021
% Workforce working part-time	26.7%	26.9%

In addition to offering flexible work conditions, Sodexo guarantees regular and timely payment of wages to all of its employees around the world. The number of employees working part-time is down compared to the pre-Covid period, due in particular to the Sports and Leisure and Home Services businesses, where employees are offered more full-time work.

## Ensuring employee safety

	FISCAL 2022	FISCAL 2021
% of Group revenues of countries having one or more OHSAS 18001 or ISO 45001 <input checked="" type="checkbox"/>	87.4%	87.0%
Number of work related accidents requiring leave <input checked="" type="checkbox"/>	2,359	2,393
Average number of work day absences per employee due to work-related and non-work-related accident or illness <sup>(1)</sup>	11.7	11.5
LTIR <input checked="" type="checkbox"/>	0.65	0.71
Best performance: LTIR for the Energy & Resources segment	0.07	0.07
% LTIR reduction <input checked="" type="checkbox"/>	8.5%	7.8%

(1) Excluding days of absence due to non-work-related accidents or illnesses in Brazil, in order to have comparable data for both years.

At Sodexo, our purpose is to create a better everyday for everyone to build a better life for all. This starts by developing a positive health and safety culture and by focusing on the well-being of our employees.

Sodexo's lost time incident rate (LTIR) corresponds to the number of accidents per 200,000 hours worked. 200,000 hours worked is equal to 100 full-time employees working for one full year. The LTIR includes safety incidents (injuries) and work-related health issues (illnesses) that lead to an employee being unable to work.

In Fiscal 2022, this rate decreased by -8.5%, reflecting the Group's ongoing efforts towards improving occupational safety and the result of training our employees on on-site best practices.

In August 2022, the Executive Committee took a new Group-wide commitment on occupational health and safety. Thanks to this agreement, Sodexo aims to engage all its employees in occupational health and safety, and to make its leaders accountable for this topic. One of the direct applications of this agreement is the inclusion, as of Fiscal 2023, of the LTIR as a performance objective for the entire workforce eligible for the Group bonus plan.

## Collective agreement for health and safety

	FISCAL 2022	FISCAL 2021
% of workforce covered by collective agreements <input checked="" type="checkbox"/>	40.9%	42.7%
% of workforce working in countries that have collective agreements and are covered by those agreements	88.4%	87.3%

The decline in the percentage of employees covered by a collective agreement is due mainly to the closure of sites in Canada, India and China that were covered by a collective agreement. Other countries, such as Brazil, Chile and Denmark, have made progress on this indicator.

In 2021, Sodexo and the IUF (International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations), the global trade union federation for workers in the food industry, signed a declaration of intent on

health and safety, reinforcing their commitments and priorities to promote the right of employees to health and safety at work.

This declaration of intent on health and safety is a first in the industry and helps to strengthen the relationship between Sodexo and the IUF, which had already laid the initial foundations by signing an international framework agreement on respect for fundamental rights in 2011 and, in 2017, by signing a joint commitment against sexual harassment.

## 2.5.1.2 Ensuring a diverse workforce and inclusive culture that reflects and enriches communities we serve

### Workforce by category and gender equality

	FISCAL 2022		FISCAL 2021	
	TOTAL	% FEMALE	TOTAL	% FEMALE
Board of Directors <input checked="" type="checkbox"/> <sup>(1)</sup>	10	60%	10	60%
Executive Committee <input checked="" type="checkbox"/>	17	41%	17	29%
Group Senior Executives <input checked="" type="checkbox"/> <sup>(2)</sup>	184	41%	185	43%
Managers <input checked="" type="checkbox"/>	47,622	44%	47,473	44%
Employees <input checked="" type="checkbox"/>	374,369	56%	364,615	57%
<b>Total Workforce <input checked="" type="checkbox"/></b>	<b>421,991</b>	<b>54%</b>	<b>412,088</b>	<b>55%</b>

(1) Excluding the 2 members of the Board who are employee representatives.

(2) Group Senior Executives include the key functions reporting directly to Group Executive Committee members, higher-level sales and operations and high potentials.

As of August 31, 2022, the Executive Committee was composed of 7 women and 10 men, increasing the representation of women on this Committee compared to 2021.

In September 2021, Sodexo was ranked once again second by the French Ministry of Gender Equality, Diversity and Equal Opportunity in the ranking of women in the management bodies of SBF120 companies. Each year, this ranking establishes the list of the 120 largest French companies, highlighting their commitment to increasing the number of women in their management bodies and, more generally, to promoting gender equality in the workplace. Sodexo's ranking reflects its long-standing commitment to increasing the number of women on its Board of Directors, Executive Committee and senior management teams.

Since 2016, Sodexo United Kingdom publishes the difference between the gross hourly earnings of all men and all women in their workforce. The last report published in March 2022 on the data for 2021 showed an overall average gender pay gap of 12.8%, which was an improvement over 2020, when the gap was 14.4%.

The global Vita by Sodexo program offers a range of benefits to all employees. In particular, Sodexo seeks to offer its employees an opportunity to benefit from decent parental and care leave, regardless of the country in which they work.

In France, the Gender Equality in the Workplace Index assesses the progress made by companies towards gender equality. This index uses a variety of criteria including promotions, salary increases, parental leave and the ten highest salaries for women. In 2021, Sodexo obtained a score of 96 out of 100 for all its 11 French entities.

	FISCAL 2022	FISCAL 2021
% of employees working in countries that respect gender balance in their management *	57.7%	57.0%

\* The calculation methodology for this KPI was updated in 2022 and the 2021 figure was recalculated for consistency purpose.

The proportion of employees working in countries that respect gender diversity in their management increased in Fiscal 2022, in line with the target set in the Better Tomorrow 2025.

## Paying special attention to our disabled employees

	FISCAL 2022	FISCAL 2021
Number of disabled employees*	8,330	7,739

\* These figures are not exhaustive, and do not include countries in which this information cannot be collected.

The increase in the number of disabled employees is in line with the general increase in the Group's workforce, as the Group hired 500 new employees with disabilities during the year, representing 2.1% of the workforce in 2022.

Sodexo is a member of The Valuable 500, and has a long-standing partnership with the International Labor Organization through its Business and Disabilities network. This network

seeks to raise awareness of disabilities among companies and to promote the inclusion of new employees with disabilities.

Sodexo participated in DuoDay, a French government initiative to promote the recruitment of people with disabilities in France. During this edition, 332 offers and 171 internships took place throughout France.

### 2.5.1.3 Fostering a culture of environmental responsibility within our workforce and workspaces

#### Employee development

	FISCAL 2022	FISCAL 2021	CHANGE
Total number of training hours*	4,949,054	4,085,047	+21.2%
Average number of hours of training per employee	11.8	10.0	+18.5%
% of Group revenues of countries employing environmental experts	99.5%	98.5%	+1.0 pt
Number of employees trained on sustainable practices	83,285	74,203	+12.2%

\* The number of training hours excludes Germany due to constraints imposed by trade unions. It is underestimated in France where the number of training hours is only captured for active employees as of 31st of August 2022, and doesn't capture all training hours followed by employees having left the company during Fiscal 2022.

Investing in the development of our employees through training is a priority which is reflected in the 18.5% increase in the number of training hours per employee during the year. This year, we created several virtual training modules on the topics of corporate responsibility, data awareness and operations support which has enabled us to reach more employees at more sites.

We created the Sodexo Academy during the year to offer training programs to enhance the positive experience of employees and to guarantee to our clients that our employees have the necessary skills to work effectively. The Sodexo Academy is led

by learning and development teams from Sodexo's head office and regions. The Academy's roadmap prioritizes the provision of a solid training base for our on-site employees and our new recruits, taking into account the specific requirements of on-site work and the training challenges that this represents.

The global training program on empathetic and collective leadership, which started in 2021 in France and will be extended to our global teams in 2022, aims to engage all of our 1,600 top managers *via* an individual digital pathway and group coaching.

### 2.5.1.4 Providing and encouraging our consumers to access healthy lifestyle choices

	FISCAL 2022	FISCAL 2021	CHANGE
% of On-site Services revenues of countries having a system to ensure that employees with food service responsibilities are trained in compliance with local laws and regulations and Global Food Safety and Hygiene Policy	96.9%	96.5%	+0.4 pt
% of our consumers offered healthy lifestyle choices	89.3%	90.3%	-1.0 pt
% of Group revenues of countries having one or more ISO 9001 certification	94.7%	94.9%	-0.2 pt
% of On-site Services revenues of countries having either ISO 9001 or ISO 22000 certification for food safety <input checked="" type="checkbox"/>	96.6%		
% of On-site Services revenues of countries providing Health and Wellness Services including physical wellness services	85.1%	84.0%	+1.1 pt
Number of registered dietitians employed by Sodexo	5,594	5,402	+3.6%

For the second time, we are publishing the percentage of our consumers offered healthy lifestyle choices. This indicator was collected at Sodexo client sites through SEA (Site Engagement Assessment). SEA is an innovative on-site environmental and societal performance management tool developed by Sodexo. In Fiscal 2022, 4,284 sites participated in SEA which will continue to be rolled out to cover all relevant sites by 2025.

Indicators related to food safety remain stable and at high levels. The pandemic has confirmed that health and safety remains one of the priority topics for clients and consumers. At Sodexo, we

are convinced that food safety is everyone's business. This is why through our Food Safety and Hygiene policy, we have defined the essentials that we apply throughout our value chain (evaluations of suppliers, certifications of our sites, training of our teams, etc.).

Another important issue in supporting our employees concerns the preservation of mental health. On World Mental Health Day, which takes place in October each year, webinars are organized globally by Sodexo for its employees, and in October 2021 a portal dedicated to mental health and well-being was launched.

### 2.5.1.5 Promoting local development, fair, inclusive and sustainable business practices

	FISCAL 2022	FISCAL 2021	CHANGE
% of Group revenues of countries having specific initiatives to integrate SMEs (Small and Medium Enterprises) into Sodexo's Value Chain	91.3%	89.5%	+1.8 pt
Our business value benefiting SMEs (in billions of euro)	7.8	6.9	+13.0%
% in kg of certified sustainable coffee	58.1%	57.4%	+0.7 pt
% of spend with contracted suppliers having signed the Sodexo Supplier Code of conduct <input checked="" type="checkbox"/>	95.2%	95.6%	-0.4 pt

Our business value benefiting SMEs increased significantly in Fiscal 2022. This is mainly due to the implementation of specific monitoring of merchants and affiliates for the Benefits & Rewards Services activity. This increase is also explained by a

sharp increase in the Benefits & Rewards Services activity with SMEs in Brazil, representing more than 40% of the value of the indicator.

### 2.5.1.6 Sourcing responsibly and providing management services that reduce carbon emissions

	FISCAL 2022	FISCAL 2021	CHANGE
<b>Responsible Sourcing</b>			
% of certified sustainable palm oil (including RSPO credits, Mass Balance, Segregation and Identity Preserved)	100%	100%	-
% of physical certified sustainable palm oil (Mass Balance, Segregation and Identity Preserved) <input checked="" type="checkbox"/>	42.3%	32.4%	+9.9 pts
% of cage free shell eggs (of the total of shell eggs purchased by Sodexo) <input checked="" type="checkbox"/>	21.0%	20.9%	+0.1 pt
% of cage free liquid eggs (of the total liquid eggs purchased by Sodexo) <input checked="" type="checkbox"/>	68.3%	61.9%	+6.4 pts
% of On-site Services revenues of countries having the 2020 Sodexo Animal Welfare Supplier charter available in at least one official language	98.1%	93.1%	+5.0 pts
% of certified sustainable fish and seafood as a % of total fish and seafood	46.1%	44.6%	+1.5 pt
% of sustainable fish and seafood which is sustainable as a % of total seafood (in kg)* <input checked="" type="checkbox"/>	85.3%	86.0%	-0.7 pt
% of spend on certified sustainable hygiene paper as a % of total hygiene paper <input checked="" type="checkbox"/>	81.7%	78.8%	2.9 pts
% of spend on certified sustainable office paper as a % of total office paper <input checked="" type="checkbox"/>	70.1%		

\* As per Sodexo Sustainable Seafood Sourcing Guide.

The share of certified physical palm oil increased sharply compared to the previous period, due to an increase in the volume of purchases of certified palm oil in the United States, France and Belgium. This increase is also due to the decline in Sodexo's activity in Kuwait, which represented a large volume of purchases of non-certified oil.

Cage free liquid eggs indicator increased significantly during the period due to increases in results in several countries such as the United States, France, Italy and United Kingdom.

	FISCAL 2022	FISCAL 2021	CHANGE
<b>Reduction in carbon emissions - Scope 1 &amp; 2</b>			
Energy consumption for our direct operations (MWh)	546,662	500,436	+9.2%
% renewable electricity in our direct operations <input checked="" type="checkbox"/>	26.2%	23.7%	+2.5 pts
Scope 1 emissions (tCO <sub>2</sub> e) <input checked="" type="checkbox"/>	84,126	72,742	+15.6%
Scope 2 emissions (tCO <sub>2</sub> e) - market-based <input checked="" type="checkbox"/>	19,822	20,597	-3.8%
Scope 2 emissions (tCO <sub>2</sub> e) - location-based	23,010	27,024	-14.9%
Total Scope 1 & 2 emissions (tCO <sub>2</sub> e) - market-based <input checked="" type="checkbox"/>	103,947	93,339	+11.4%
% reduction in absolute Scope 1 & 2 emissions (market-based) (compared to 2017 baseline)	-24.0%	-31.8%	
% reduction in intensity (tCO <sub>2</sub> e/ million euros of turnover) Scope 1 & 2 emissions (market-based) (compared to 2017 baseline)	-21.9%	-15.9%	

Since Fiscal 2020, we have been reporting greenhouse gas emissions reductions compared to the 2017 baseline, allowing us to assess our progress towards the -34% target set by the Group and validated in July 2019 by the Science Based Target initiative (SBTi).

We have recorded an increase in Scope 1 emissions compared to the previous period, which is due to the recovery in post-Covid-19 activity and mainly linked to the increase in fuel oil consumption generated by the resumption of business travel. On the contrary, the intensity is still improving this year, down

24.4% compared to 2017, thanks to the increase in the share of electricity from renewable sources and less impacting fuel oil such as biodiesel in the energy mix.

The reduction in absolute value of greenhouse gas emissions from scopes 1 & 2 compared to the baseline year 2017 is in line with our forecasts and the trajectory that the Group must follow in order to achieve the overall objective of -34% reduction by 2025, despite the resumption of post-pandemic activity.

2

	FISCAL 2022	FISCAL 2021	CHANGE
<b>Reduction in carbon emissions - Scope 3</b>			
Scope 3 - Purchased Goods & Services (tCO <sub>2</sub> e) (On-site Services only) <input checked="" type="checkbox"/>	6,625,286	5,327,977	+24.3%
Scope 3 - Upstream Transportation and Distribution (tCO <sub>2</sub> e) (On-site Services only) <input checked="" type="checkbox"/>	166,798	230,054	-27.5%
% reduction in absolute Scope 3 - Supply Chain ("purchased goods & services" & "upstream transportation & distribution") emissions (compared to 2017 baseline)	-18.5%	-33.3%	
% reduction in intensity Scope 3 - Supply Chain ("purchased goods & services" & "upstream transportation & distribution") emissions (compared to 2017 baseline)	-16.8%	-17.9%	
Scope 3 - Fuel- and Energy-related activities not included in Scope 1 or Scope 2 (tCO <sub>2</sub> e)	27,998	23,955	+16.9%
Scope 3 - Business travel (tCO <sub>2</sub> e)	29,226	7,907	+269.6%
Scope 3 - Employee Commuting (tCO <sub>2</sub> e)*			
Scope 3 - End-of-Life Treatment of Sold Products (waste generated by our services at client sites) (tCO <sub>2</sub> e) (On-site Services only)	319,772	264,098	+21.1%
Scope 3 - Use of Sold Products (energy consumed by our services at client sites) (tCO <sub>2</sub> e) (On-site Services only)	10,362,889		
Total Scope 3 emissions covered by our SBTi commitment (tCO <sub>2</sub> e)	17,531,969		
% reduction in absolute Scope 3 emissions (compared to 2017 baseline)	-27.0%		
% reduction in absolute Scope 1 & 2 and 3 emissions (compared to 2017 baseline)	-27.0%		

\* Sodexo does not publish this KPI as the calculation methodology is in the process of being made more reliable.

For the first time, we are publishing all the indicators related to greenhouse gas emissions by respecting the categories of the GHG Protocol - Protocol on Greenhouse Gases. We have also carried out a recalculation of the baseline year emissions, as recommended by the SBTi. This methodological change allows us to now align ourselves with international GHG reporting standards and SBTi recommendations.

The absolute reduction in Scope 3 supply chain greenhouse gas emissions compared to the 2017 baseline remains significant, but less significant compared to the prior year. This is due to the resumption of activity in 2022.

The reduction in intensity of greenhouse gas emissions from the Scope 3 supply chain nevertheless remains significant, confirming the efforts made by the local purchasing teams to reduce emissions linked to our suppliers and ensure the achievement of the objectives of the Better Tomorrow 2025.

### Carbon footprint of the Benefits & Rewards Activity

In Fiscal 2022, Sodexo calculated for the first time the carbon footprint of the Benefits & Rewards Activity. This activity, representing 4% of Group revenues, has its own carbon footprint specificities very different from the On-site Services activity emissions.

After a pilot phase involving France, Belgium, Turkey, India, Chile and Brazil, the reporting was deployed to all countries, with a 100% participation rate. This allowed the Group to estimate the total Benefits & Rewards carbon footprint at **33 ktCO<sub>2</sub>e**, less than 1% of Sodexo's total carbon footprint.

### 2.5.1.7 Act sustainably for a free-hunger world

	2015-2022 PERIOD
Number of Stop Hunger beneficiaries (in millions) <input checked="" type="checkbox"/>	63.9
Funds invested in programs to empower women working to end hunger in their communities (in thousands of euro)	6,513

As part of Better Tomorrow 2025, Sodexo has set itself the ambitious objective of reaching 100 million Stop Hunger beneficiaries, through its various initiatives, over the period 2015-2025. At the end of the Fiscal 2022, the cumulative result represents 63.9 million beneficiaries, an increase compared to

51.9 million in 2021. This is mainly due to the increase in the number of partnerships with NGOs in the United States.

For more information, see the Stop Hunger website: [www.stop-hunger.org](http://www.stop-hunger.org)

### 2.5.1.8 Driving diversity and inclusion as a catalyst for societal change

	FISCAL 2022	FISCAL 2021	CHANGE
Empowered women in communities	80,440	54,768	+46.9%
% of workforce of countries with initiatives to improve the quality of life of women	92.3%	95.4%	-3.1 pts

The number of women in empowered communities continues to grow, mainly due to the actions of the Stop Hunger teams and the Diversity, Equity and Inclusion teams in the countries.

### 2.5.1.9 Championing sustainable resource usage

	FISCAL 2022	FISCAL 2021	CHANGE
% of food waste reduction in sites having already deployed the WasteWatch Program	41.5%	45.8%	
% of WasteWatch Sites Deployment Coverage as a % of Group Raw Material Cost	45.6%		
% of Group revenues of countries working to deliver on the United Nations' food waste objective	91.6%	88.7%	+2.9 pts
% of Group revenues of countries having one or more ISO 14001 certification	92.9%	87.8%	+5.1 pts
Direct water consumption (in m <sup>3</sup> )	3,807,457	3,814,282	-0.2%

Sodexo is continuing its actions to achieve its objective of halving food waste in its food services activities by 2025, thanks to its digital and technological program and behavior change: WasteWatch, with daily measurement and monitoring of food waste.

The -41.5% reduction in food waste was achieved thanks to strong governance with dedicated project managers to support

the roll-out of the program in countries, coupled with training programs that engaged teams on sites on the actions to reduce food waste. Variations on food waste reduction are expected in the coming years, as we will gradually include new sites in the program.

## 2.5.2 Controversies

Sodexo employs and serves individuals working and living in complex environments and operates in sectors that may be considered controversial, such as the Energy and Resources industry and Justice Services.

In all our operations, we enforce strict Human Rights policies and health and safety protocols, while seeking to mitigate our impact on the environment and contributing to communities' development and inclusion.

### Energy and Resources

As part of our Energy and Resources activities, we provide project management, cleaning, grounds maintenance as well as catering services to support operations in remote areas, away from regional centres or near communities with little infrastructure. Our first priority remains the health and safety of our employees and all individuals working on those remote locations.

We are proud to say, that, to date, this segment has the lowest lost time injury rate (LTIR) compared to our other activities.

Sodexo also acknowledges that projects in remotes areas can also happen on ancestral land and have an impact on indigenous communities. We are fully committed to deepening our understanding and expanding the ways in which we can contribute to building respect, relationships and provide opportunities to improve the Quality of Life of indigenous communities around the world.

### Justice Services

In the face of rising pressure to reduce both reoffending and costs of operations, even as prison populations expand, authorities increasingly look to the private sector to provide an expanding range of services and innovative solutions. Fostering rehabilitation is one of our main priorities. By offering opportunities for detainees to acquire life skills, work experience, qualifications and resources, we support their successful re-entry into society.

Sodexo operates prisons under 4 strict criteria:

- only in democratic countries;
- only in countries that do not administer the death penalty;
- only in countries where rehabilitation is the ultimate goal; and
- only where our team members are not required to carry firearms.

Thus, in line with those criteria, Sodexo Justice services provides a range of services to in public prisons in France, Chile, Belgium, Italy, the Netherlands and in the United Kingdom.

Sodexo decided 20 years ago to exit the largest prison private services market in the world, the United States.

### Coal Industry

Sodexo is also committed to progressively transition away from coal sector projects as part of its strategy to selectively grow its presence in specific mining markets since 2015; aiming to exit the sector by 2025. Sodexo is increasingly supporting diversified energy clients that are willing to shift to new business streams and renewable energies.

## 2.5.3 Our reporting methodology

### 2.5.3.1 Non-financial Indicators

#### Choice of indicators

In Fiscal 2022, we continue to disclose our Corporate Responsibility related information and data in our Integrated Report (chapter 1) and chapter 2 of the present report.

As part of the Integrated Report we have presented our Value Creation Model, our Materiality Matrix and our Corporate Responsibility Roadmap Better Tomorrow 2025. These three elements are linked and interdependent.

Chapter 2 presents our 9 Better Tomorrow 2025 commitments, the highlights of Fiscal 2022 and our key performance indicators as well as their progress compared to the previous year.

Sodexo's Corporate Responsibility strategy requires that workforce and environmental performance be measured with clear indicators. These indicators take into consideration the decentralized and primarily client site-based nature of Sodexo's operations and were selected to meet the following reporting objectives:

- to comply with legal requirements such as the European Non-Financial Reporting Directive;
- to address the expectations of other external stakeholders, including shareholders and rating agencies;
- to provide reporting that is consistent with the requirements of the Global Reporting Initiative (GRI) and the United Nations Global Compact.

In addition, Sodexo's indicators:

- are key in allowing us to monitor progress in the areas identified as key topics following our materiality assessment;
- include measures of the tangible benefits Sodexo brings to its clients;
- enhance employee knowledge about Sodexo, increasing awareness and engagement;
- provide visibility on progress for Group and country management.

As part of its progressive journey, Sodexo has added some additional indicators this year and will continue to do so (see list of indicators).

#### Scope of consolidation

Indicators generally include all entities which are fully consolidated for financial reporting purposes, with the following exceptions:

- a new country added during the fiscal year is included in the reporting scope in the following fiscal year; and
- acquired entities are included as from the date of acquisition.

Additional restrictions may be applicable and are specified in the "Limits" on the next page.

#### Fiscal 2022 workforce indicators

Workforce indicators are consolidated for all Sodexo entities, except for:

- the number of training hours which excludes data from Germany;
- the number of days of absence for non work related accident or illness in Brazil that has been restated from the total number of days of absence for Fiscal 2022 and Fiscal 2021;
- number of disabled employees as this information cannot be collected in all the countries where Sodexo operates.

Engagement rate published indicators reflect the results of the Fiscal 2021 Engagement survey, and were verified at a reasonable level of assurance at the time.

#### Fiscal 2022 societal and environmental indicators

Societal and environmental indicators are calculated and consolidated for entities representing over 99.3% of Group revenues.

In order to streamline the collection and reporting process for the societal and environmental indicators, we have changed the reporting period. The new reporting period starts on June 1 and ends on May 31.

Certain environmental indicators are applicable only to On-site Services or to Benefits & Rewards Services due to the nature of the indicator itself; for example, an indicator relating to the percentage of sustainable seafood purchased relates only to On-site Services entities which provide Foodservices.

Scope 1 and Scope 2 energy consumption and related carbon emissions are extrapolated for the Group based on the energy consumption and carbon emissions calculation for a set of major countries representing 97.1% of Group revenues.

The supply chain emissions of Scope 3, corresponding to the categories "1. Purchased goods and services" and "4. Upstream transportation and distribution" of the GHG Protocol, are extrapolated from real data covering 94.8% of On-site Services revenues. Therefore, the emissions have been extrapolated to 100% of On-site Services activity.

#### Calculation methodology

##### Scope 1 & 2

Scope 1 includes energy consumption and emissions associated with the vehicle fleet, as well as fossil fuel consumption in directly controlled buildings.

Scope 2 includes electricity consumption for buildings and sites that Sodexo directly controls.

Emissions linked to energy consumption in scope 1 & 2 are calculated using internationally recognized databases, such as: the International Energy Agency (IEA), the UK Government GHG Conversion Factors for Company Reporting, ADEME Carbon Base, US EPA, AIB.



### Scope 3 - Supply chain

Emissions are calculated using consolidated volumes by type of commodity, applying emission factors including the entire life of the products before purchase (production and agriculture, land use, processing, packaging, transport). The last part of the distribution to client sites is added next.

The databases used are Agribalyse v3.0.1 (ADEME) and Ecolinvent v3.8 (Allocation cut-off).

For Fiscal 2022, we have recalculated the data for previous years in order to take into account the improvement in methodology:

The last part of the distribution was overestimated for Fiscal 2017, and has been updated using the history of the last three years of reporting.

The emission factors used in previous years have been corrected to take into account emissions related to consumption weight rather than live weight at the farm gate for meat.

### Scope 3 - Business travel

The data is reported by our main suppliers (for planes and trains) and supplemented by specific reporting related to the reimbursement of our expenses.

### Reporting framework and tools

Each year, Sodexo endeavors to improve its processes and to this end, has implemented a reporting tool with two modules for gathering and consolidating information.

Consistency checks are embedded within the tools and additional control testing is performed.

The consolidation of workforce data is performed by Group Human Resources with the exception of the Health and Safety data which is consolidated by Group Health and Safety and the consolidation of environmental data is performed by Group Corporate Responsibility. Certain strategic workforce indicators are consolidated monthly or quarterly for a detailed follow up.

All information published in this report was also examined by the Group's external auditors; more details of the assessment are presented in section 2.7.4 of this document.

In addition to the "limited assurance" delivered by the external auditors in relation to indicators published for the requirements of the European directive, Sodexo obtained a higher level of assurance called "reasonable assurance" for some key indicators.

### Limitations

Sodexo employs 422,000 people, in 53 countries, with differing regulations and operates on a significant number of client sites of different sizes and types of activity.

Certain indicators therefore require some specific explanation as follows:

- number of work-related accidents requiring absence:
  - excludes commuting accidents,
  - includes Sodexo workforce only,
  - excludes temporary labor, sub-contracted labor and other personnel that are not Sodexo employees,
  - may have insignificant differences created by the way that work-related illness is accounted for locally;
- average number of days absence:
  - includes absences for work-related accidents and illness as well as personal accidents and illness,
  - may have insignificant differences created by the way the number of days of absence is accounted for locally; as some include weekend and others only working days, the minimum number of days of absence from which the absence is recorded;
  - to be noted that in the United States, no distinction is made between part-time and full-time employees for the count of these absences that are overestimated
  - in Fiscal 2022 in the United States, some days of absence have been corrected with 2021 data due to reporting cut-off methodology.
- number of training hours:
  - the number of training hours in the U.S. is based on an estimation. The estimation is an extrapolation of actual data covering 28% of the population.
  - in France, the number of training hours is only captured for active employees as of 31st of August 2022, and doesn't capture all training hours followed by employees having left the Company during Fiscal 2022.

Certain information is extremely difficult to gather given the nature of the Group's activities:

- total business value benefiting SMEs: Data for Sodexo On-site Services USA includes non-contracted suppliers;
- to ensure that the entire volume of Sodexo palm oil is certified as sustainable, the purchasing teams have implemented a process for analyzing and purchasing RSPO credits between the months of May and April following the end of the Fiscal year.

Sodexo's mission is to improve quality of life for its employees and all who it serves. Sodexo's services are, in the majority of cases, provided by its own employees on a significant number of client sites where the Company operates throughout the world. The following information is therefore not applicable or not material for Sodexo:

- preventive or corrective actions with regard to discharges into the atmosphere, water and soil with a significant negative impact on the surrounding environment;
- consideration of noise and any other activity-specific pollution;
- land usage;
- importance of sub-contracting.

### 2.5.3.2 Reconciliation tables

Reconciliation tables are available on the Fiscal 2022 Universal Registration Document. If you want to know more, we invite you to consult this document available on our website.

### 2.5.3.3 Green Taxonomy

In accordance with the European Union (EU) regulation 2020/852 of June 18, 2020 and its delegated acts (referred to as the "Taxonomy" regulation), Sodexo is required to publish, for Fiscal 2022, performance indicators that highlight the proportion of its eligible revenues, investments (CapEx), and operating expenditure (OpEx) associated with economic activities considered to be sustainable within the meaning of this regulation and its delegated acts for the first two climate-related targets regarding climate change mitigation and adaptation<sup>(1)</sup>.

The methodology elements on the basis of which the Group based its analysis – definitions, assumptions, and estimates – are described below.

The financial information used to conduct this initial analysis was subject to self-assessment by country teams and additional reporting as part of the year-end closing. The indicators were reviewed and analyzed jointly by Corporate Responsibility and Finance teams, and supported by third-party experts, in order to ensure consistency of the decisions regarding eligibility and consistency with Fiscal 2022 consolidated revenue, investments and operating expenses.

Corporate responsibility has always been at the heart of our mission and everything we do. Despite limited Taxonomy-eligible activities today, we are convinced that our services bring positive impact to our employees, consumers, clients, suppliers, and shareholders. For details on our Corporate Responsibility approach, please refer to chapter 2 of the Universal Registration Document.

In Fiscal 2023, the Group will review and adapt its methodology and eligibility analysis as the introduction of the Taxonomy progresses and in light of changes to the regulations, listed activities and technical review criteria. The concept of alignment, provided by the regulation with effect from the next fiscal year, will be addressed by the Group in the next Universal Registration Document.

#### Eligible activities

Sodexo carried out a review of its On-site Services and Benefits & Rewards Services activities in its most significant countries in terms of revenues and investments (CapEx), with a view to determining which are likely to be eligible within the meaning of the EU Taxonomy and its delegated act for climate change mitigation. No activity was considered eligible for the climate change adaptation objective.

As of today, Food services and Benefits & Rewards services activities are not considered as eligible in the meaning of the EU Taxonomy for the Climate change mitigation objective and only some Facilities Management services provided by Sodexo are included in the EU taxonomy:

- services related to the renovation of workspaces and buildings; installation, maintenance, and repair of energy-related equipment as well as professional services related to energy performance (Taxonomy activities 7.2 Renovation of existing buildings; 7.3 Installation, maintenance and repair of energy efficiency equipment; 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings and 9.3 Professional services related to energy performance of buildings);
- waste management services (Taxonomy activity 5.5 Collection and transport of non-hazardous waste in source segregated fractions);
- transportation services (Taxonomy activities 6.5 Transport by motorbikes, passenger cars and light commercial vehicles and 6.7 Inland passenger water transport).

Based on existing reporting processes, systems and estimates formulated by management and the subsidiaries, less than 2% of consolidated revenues have been identified as eligible in the meaning of the Taxonomy.

#### Eligible Investments (CapEx)

Sodexo's eligible CapEx includes:

- CapEx directly associated with its eligible activities; and
- CapEx considered individually eligible, as defined in the Taxonomy Regulation.

The eligible CapEx identified mainly corresponds to increase of right-of-use assets related to leases on buildings and vehicles (Taxonomy activities 7.7 Acquisition and ownership of buildings and 6.5 Transport by motorbikes, passenger cars and light commercial vehicles respectively).

Following this analysis and before specific review of technical screening criteria, eligible CapEx was assessed at about 7% of Total CapEx as defined by Taxonomy Regulation (518 million euros in denominator including additions and scope entrance of tangible and intangible assets as well as right-of-use assets).

#### Eligible Operational Expenditure (OpEx)

Operational expenditure within the meaning of the Taxonomy Regulation is limited to costs linked to direct non-capitalized research and development, direct maintenance, and renovation of Sodexo assets (including direct cost of employees), and direct short-term leases. Given that the operational expenditure was less than 10% of Group operating expenses, Sodexo has used the exemption provided in the regulation and has not published the performance indicator for eligible OpEx.

<sup>(1)</sup> Climate delegated regulation of 4 June, 2021 and the appendices thereto supplementing (EU) regulation 2020/852 by specifying the technical criteria for determining under what conditions a business activity can be considered as making a substantial contribution to climate change mitigation or adaptation; European Commission delegated regulation 2021/2178 of 6 July, 2021 and the appendices thereto, supplementing (EU) regulation 2020/852 specifying the method for calculating the key performance indicators and the narrative information to be published.

## 2.5.4 Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement

*This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

Sodexo S.A.

Head Office: 255 Quai de la Bataille de Stalingrad  
92130 Issy-les-Moulineaux

For the year ended August 31, 2022

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the COFRAC under number 3-1884<sup>(1)</sup>, we have undertaken a limited assurance engagement on the historical financial information (actual or extrapolated) of the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended August 31st, 2022 (hereinafter, respectively, the "Information" and the "Statement"), included in the Group's management report pursuant to the requirements of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

At the request of the entity, we conducted works designed to express a reasonable assurance conclusion on the information selected by the entity and identified by the sign V in the Statement.

### Limited assurance conclusion

Based on the procedures performed, as set out in the "Nature and scope of our work" section of this report, and the information collected, nothing has come to our attention that causes us to believe that the Statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

### Reasonable assurance conclusion on a selection of non-financial information

Based on the procedures performed, as set out in the "Nature and scope of our work" and "Nature and scope of additional work on the information selected by the entity and identified by the sign V" sections of this report, and the evidences collected, the information selected by the entity and identified with the symbol V in the Statement has been prepared, in all material respects, in accordance with the Guidelines.

### Preparation of the Statement

The absence of a commonly used generally accepted reporting framework or as established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, the main elements of which are presented in the Statement or available upon request from the entity's registered office.

### Inherent limitations in preparing the Information

The Information may be subject to inherent uncertainty because of incomplete scientific and economic knowledge and the quality of external data used. Some information is sensitive to methodological choices, assumptions and/or estimates used for their preparation and presentation in the Statement.

### Responsibility of the entity

The Management Board is responsible for:

- Selecting or establishing suitable criteria for preparing the Information;
- Preparing a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main extra-financial risks, a presentation of policies applied to mitigate these risks and the outcomes of those policies, including key performance indicators, and the information provided for in Article 8 of Regulation (EU) 2020/852 (the Taxonomy Regulation);
- Implementing internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement was prepared by applying the entity's Guidelines as mentioned previously.

<sup>(1)</sup> Accreditation Cofrac Inspection, number 3-1884, scope available at [www.cofrac.fr](http://www.cofrac.fr)

## Responsibility of the Statutory Auditor, appointed as independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- The fairness of the historical financial information (actual or extrapolated) provided in accordance with Article R.225-105-I(3) and II of the French Commercial Code concerning action plans and policy outcomes, including the key performance indicators on the main risks.

As it is our responsibility to provide an independent conclusion on the Information as prepared by Management, we are not authorised to help prepare said Information, as that could compromise our independence.

At the request of the entity and outside of the scope of certification, we may express reasonable assurance that the information selected by the entity, presented in the appendices, and identified by the symbol √ has been prepared, in all material respects, in accordance with the Guidelines.

However, it is not our responsibility to comment on:

- The entity's compliance with other applicable legal and regulatory requirements (in particular, the disclosures provided for in Article 8 of Regulation (EU) 2020/852 (the Taxonomy Regulation), the French duty of care law and anti-corruption and tax avoidance legislation);
- The fairness of the disclosures provided for in Article 8 of Regulation (EU) 2020/852 (the Taxonomy Regulation);
- the compliance of products and services with the applicable regulations.

## Regulatory provisions and applicable professional guidance

We performed our work described below in accordance with the provisions of Articles A. 225 1 and following of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) and our own procedures relating to this engagement and International Standard on Assurance Engagements ISAE 3000 (Revised)<sup>(2)</sup>.

## Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) for statutory auditors. Our firm maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with applicable legal, regulatory and ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors relating to this engagement.

## Means and resources

Our work was carried out by a team of twelve people between July and October 2022 and took a total of about fourteen weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted some fifteen interviews with the people responsible for preparing the Statement.

## Nature and scope of our work

We planned and performed our work to address the areas where we identified that a material misstatement of the Information was likely to arise.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion:

- We obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented,

<sup>(2)</sup> ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information.

- corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risks<sup>(3)</sup>, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities<sup>(4)</sup>;
- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code, within the limitations set out in the Statement;
- We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important, as presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection<sup>(4)</sup> of contributing entities and covers between 19% and 100% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement performed in accordance with the professional guidance issued by the French Institute of Statutory Auditors; a higher level of assurance would have required us to carry out more extensive procedures.

## Nature and extent of additional work on the information selected by the entity and identified by the sign V

With regard to the information selected by the entity, presented in the appendix and identified by the symbol V in the Statement, we conducted the same work as described in the paragraph "Nature and scope of our work" above for the Information considered to be the most important, but in a more in-depth manner, in particular with regard to the number of tests.

The selected sample accounts for between 52% and 100% of the information identified by the symbol V.

We believe that our work is sufficient to provide a basis for our reasonable assurance opinion on the information selected by the entity and identified by the symbol V.

Paris-La Défense, on October 25th 2022

KPMG S.A.

Fanny Houlliot  
Partner  
ESG Center of Excellence

Caroline Bruno-Diaz  
Partner

<sup>(3)</sup> Safety and quality of food and FM services, Food Waste, Respect of human and workers' rights in the supply chain, Access to affordable and healthy food, local socio-economic impacts, Employee social dialogue, Fight Against Tax evasion

<sup>(4)</sup> Entities that were selected for limited assurance:

- Sodexo On-Site services: United States of America and France.

Entities that were selected for reasonable assurance:

- Sodexo On-Site Services: Brazil, Australia, United Kingdom & Ireland;

- Sodexo Benefits & Rewards Services: United Kingdom & Ireland.

## Appendix

### Qualitative information (actions and results) considered most important

Measures to improve health and well-being of employees
Funding and other actions to prevent food waste
Commitments to reduce the carbon footprint of the Group's activities
Business integrity measures and principles
Raising employee awareness regarding violence against women
Actions to promote the recruitment of disabled people
Measures taken to promote consumer access to a healthy lifestyle

### Key performance indicators and other quantitative results considered most important

<b>SOCIAL KEY PERFORMANCE INDICATORS AND OUTCOMES</b>	<b>LEVEL OF ASSURANCE</b>
Total Workforce by category, activity and segment	Reasonable
Retention rate for total workforce	Reasonable
Retention rate for site managers	Reasonable
Number of Resignations (after 3 months) for permanent contracts	Reasonable
Number of Hiring, excluding acquired companies and staff takeovers	Limited
Average number of work day absences per employee	Limited
Total number of training hours	Limited
Average number of hours of training per employee	Limited
% of workforce covered by collective agreements	Reasonable
% of women on the Board of Directors	Reasonable
% of women on the Executive Committee	Reasonable
% of women among Group Senior Executives	Reasonable
% of women among managers	Reasonable
% of women among employees	Reasonable
<b>SAFETY KEY PERFORMANCE INDICATORS AND OUTCOMES</b>	<b>LEVEL OF ASSURANCE</b>
Number of work-related accidents requiring leave	Reasonable
LTIR	Reasonable
% LTIR reduction	Reasonable
% of Group revenues of countries having one or more OHSAS 18001 or ISO 45001 certification	Reasonable
<b>ENVIRONMENTAL KEY PERFORMANCE INDICATORS AND OUTCOMES</b>	<b>LEVEL OF ASSURANCE</b>
Total Scope 1 & 2 emissions (tCO <sub>2</sub> e) – market-based	Reasonable
% renewable electricity in our direct operations	Reasonable
% reduction in absolute Scope 1 & 2 emissions (market-based)	Limited
Scope 3 - Purchased Goods & Services (tCO <sub>2</sub> e)	Reasonable
Scope 3 - Upstream Transportation and Distribution (tCO <sub>2</sub> e)	Reasonable
% reduction in absolute Scope 3 - Supply Chain ("purchased goods & services" & "upstream transportation & distribution") emissions	Limited
% of Group revenues of countries employing environmental experts	Limited
<b>SOCIETAL KEY PERFORMANCE INDICATORS AND OUTCOMES</b>	<b>LEVEL OF ASSURANCE</b>
% of On-site Services revenues of countries having either ISO 9001 or ISO 22000 certification for food safety	Reasonable
% of physical certified sustainable palm oil	Reasonable
% of cage free shell eggs	Reasonable
% of cage free liquid eggs	Reasonable
% of sustainable fish and seafood which is sustainable as a % of total seafood	Reasonable
% of spend on certified sustainable hygiene paper as a % of total hygiene paper	Reasonable
% of spend on certified sustainable office paper as a % of total office paper	Reasonable
% of spend with contracted suppliers having signed the Sodexo Supplier Code of conduct	Reasonable
Business value benefiting SMEs	Limited
Number of Stop Hunger beneficiaries	Reasonable



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