



DIVERSITY & INCLUSION

@ Sodexo

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Sodexo's commitment

- providing to all employees the best possible work life experience regardless of age, gender, nationality, culture or personal characteristics
- diversity and inclusion is the cornerstone of our culture and a fundamental component of our overall growth strategy

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Sodexo's engagement towards Diversity & Inclusion: Why?

A challenge

Recruit the best talents

A wish

To resemble the world we live in and respect all those who make it up

A business imperative

Meet our clients' and consumers' expectations

A fact

Diversity is a spring of innovation and progress

Diversity = Performance


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Our areas of focus



Gender



Generations



Disability



Sexual orientation



Cultures & Origins




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Our choice : Respecting the mosaic

- Business case by country
- Involvement of the local management
- Country Action plans
- Sharing tools and best practices



**DIVERSITY IS
DIVERSE !**

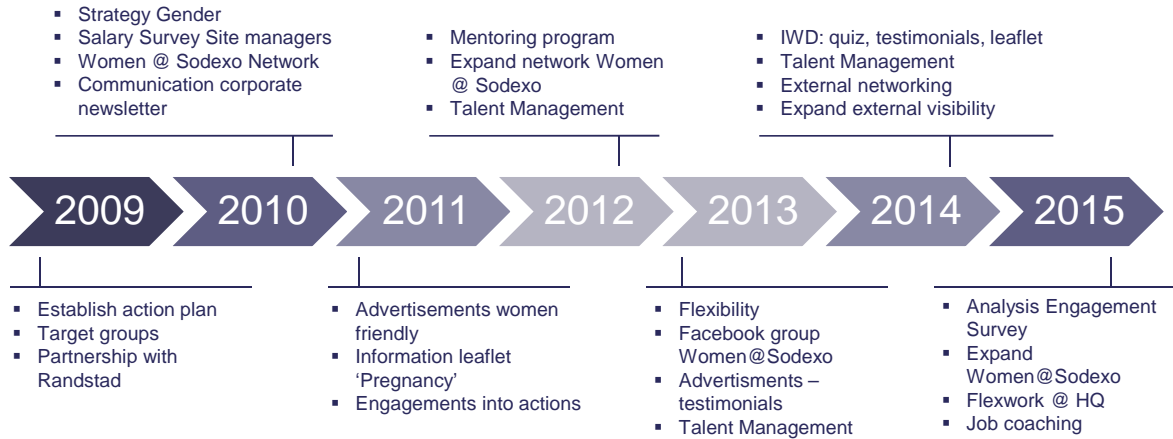
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Sodexo Belgium's Diversity & Inclusion Journey



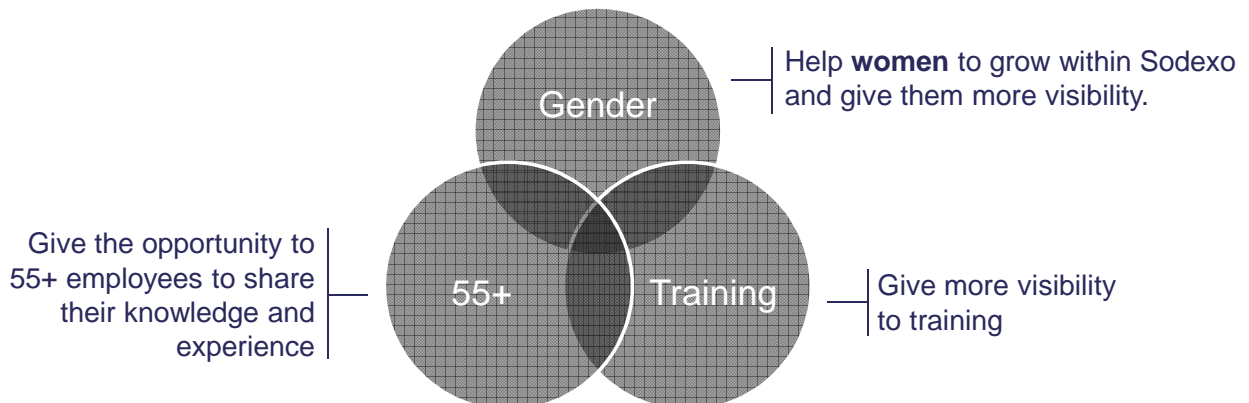
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Sodexo Belgium – Focus on Gender



Future actions Gender / Generations: Job coaching

Create a structured interaction between 55+ employees and young potentials (site manager) with a specific focus on people management



Sodexo Worldwide – KPI Diversity – Gender

38%

Board of Directors

54%

of all employees

43%

Group Comex

2000

Women participated
in mentoring
leadership programs

#1

French company for
gender balance in top
management for the
second year in a row



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Sodexo Belgium – KPI Diversity – Gender

37%

Management / comex

56%

of all employees

58%

Internal promotions

48%

Women participated
in training programs

55%

Engagement rate 2014
(vs 50% in 2012)



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Lessons learned



- Collaborate with external partners and specialists
- Involve employees and management of all levels
- Communicate on engagements, and on results (« You said / We did »)

11

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THANK YOU