



Registration Document Fiscal 2015

Our Group
Our Quality of Life services

sodexo
QUALITY OF LIFE SERVICES

PRESENTATION OF THE GROUP

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Message from PIERRE BELLON

*Chairman of the Board of Directors
of Sodexo*

I created Sodexo in 1966 and led it for forty years; my daughter Sophie will take over from me as Chairwoman on January 26, 2016. The Board of Directors will appoint me as Honorary Chairman and in this capacity I will provide advice and guidance to Sophie, at her request, to help ease her into her new position. In this, my last message to shareholders, I would like to present my vision of our Group's future.

If we are to accelerate sustainable growth, our corporate culture will need to evolve. Most of the countries where we operate are experiencing major societal changes with far-reaching consequences. People who are at the top of the hierarchical pyramid and who make promises they can't keep, leave citizens and workers suspicious and distrustful.

Young people are looking for a fun job or a company that makes working enjoyable and encourages good interpersonal relations, creativeness and contributions to a common goal. This is altering relations with management, and the vertical model that relies on managers' legitimacy is being challenged or rejected out of hand.

Our corporate culture needs to be realigned in response to this major societal transformation.

Sodexo's corporate culture is strong and essential to the Company's development, but it needs to evolve in three directions. We need to:

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I created Sodexo in 1966 and led it for forty years;
my daughter Sophie will take over from me as Chairwoman
on January 26, 2016.

”

LOOK REALITY IN THE FACE OR, AS WE LIKE TO SAY, HOLD UP A MIRROR

There are several ways of looking at our reflection in a mirror. Some entrepreneurs stare admiringly at their success and that of their company; they are convinced that their past performance is a guarantee of future success.

We don't share that opinion. As the people responsible for running Sodexo, we need to bolster our strengths but also work tirelessly to reduce our deficiencies and weaknesses.

I often say that I have learned much more from my failures than from our successes.

To help us in this process, we have three tools:

- 1) detailed analyses of our main competitors. We need to imitate their strengths and avoid repeating their mistakes;
- 2) the annual anonymous survey of the Group's 1,200 top executives to get their opinion on Sodexo's strengths and weaknesses and their suggestions for improving our performance;
- 3) improvement metrics, such as the employee engagement rate based on an anonymous survey of

130,000 employees. Over the two years from 2012 to 2014, the engagement rate increased from 57% to 59%. Our goal is to raise it to at least 65% to put us in a league with the large global companies that are ranked among the best places to work. Reflecting our progress in this area, in 2014, 86% of employees considered Sodexo a better employer than its competitors.

ACHIEVE GREATER TRANSPARENCY

For example, the time will come when we publish the remuneration or salary paid to our 1,200 top executives. Transparency is needed to instill trust across the organization. We must not only improve our internal communication but also make it far more transparent.

INVERT THE HIERARCHICAL PYRAMID

To avoid the major risk of becoming too technocratic, we need to turn the hierarchical pyramid on its head by giving more power and responsibility to employees on the front lines and, critically, by knowing how to listen to our clients, our consumers and our employees.

Our corporate culture needs to evolve so that we become a liberated company.





PIERRE BELLON message, continued

Chairman of the Board of Sodexo

WHAT'S A LIBERATED COMPANY?

It's a company where employees are free to take initiatives without any management interference. When an employee goes to his or her manager with a problem, the manager should reply "I trust you, you're in charge in this area, take your time, think things through, you'll find the solution yourself."

Most companies want their employees to take responsibility for their results, rather than being indifferent or disengaged, but they don't let them decide what resources should be deployed and how the problem should be tackled.

IT'S IMPOSSIBLE TO HAVE RESPONSIBILITY WITHOUT FREEDOM

Most executives will claim that letting employees do what they want will lead to anarchy. So how can you avoid anarchy? One of Sodexo's goals is to report 8% to 10% average annual growth in operating profit. But we're starting to understand that no-one is inspired by this goal and that it won't make our employees leap out of bed in the morning to go to work.

The solution is to share with them a common vision of the future. We have started to inspire them; we have laid the first markers.

OUR MISSION

The service sector in general and the corporate foodservices sector in particular have historically been undervalued. I wanted to lift its image and make our employees proud to work for Sodexo. To this end, we set two goals:

- improve the quality of life of our employees and all whom we serve;

- contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

UPON THE CREATION OF SODEXO IN 1966, WE DEFINED OUR:

- values;
- ethical principles.

Our values are simple and are embraced by all our employees:

- service spirit;
- team spirit;
- spirit of progress.

The same is true for our ethical principles:

- loyalty;
- respect for people;
- equal opportunity;
- business integrity.

Today, nearly 50 years after Sodexo's creation, these values and ethical principles are the foundation of our commitment, uniting us and serving as a common bond for our teams throughout the world. This is what sets us apart from our competitors.

OUR INDEPENDENCE

Since its creation in 1966, independence has been one of the Group's fundamental principles, as it enables the organization to:

- maintain its values;
- focus on a long-term strategy;
- maintain management continuity;
- ensure its longevity.

Our independence ensures that we don't fall into the hands of a financial group or a competitor.

As of August 31, 2015, our managing holding company, Bellon SA, held 37.7% of Sodexo's capital and 51.8% of the voting rights. On May 22, 2008, my wife and I and our children signed a 50-year agreement that prevents our grandchildren and their direct descendants from selling any Bellon SA shares to anyone outside the family group made up of my direct heirs. This agreement guarantees that Sodexo will continue to enjoy the independence valued by all of our employees.

BUT WE NEED TO GO FURTHER: WHY SHOULD WE BECOME A LIBERATED COMPANY?

Members of generation Y – corresponding to young people born between 1980 and 1997 – are allergic to hierarchy, keen to protect their free time and eager to take the initiative. Today's companies are obliged to adapt in order to respond to these desires.

A survey has shown that by 2025, members of generation Y will represent some 75% of the working population. Capitalism has proved to be not without its societal issues. As Michel Landel, Sodexo's Chief Executive Officer, pointed out during a Quality of Life Conference organized in New York in May and attended by researchers, labor unions and company leaders from all over the world, we need to develop a more human economy.

In one Brazilian company, all taboos have been shattered. Everyone's salaries are available for consultation on a computer located in the staff cafeteria and managers are evaluated by their team members every six months.

These are examples of the inverted hierarchical pyramid and the move towards a liberated company model.

Élisabeth Carpentier, Sodexo's Group Chief Human Resources Officer, is right when she says that the days of top-down communication are over. We give our teams the opportunity to speak out and organize regular online chat sessions with senior management. We might not always like what they have to say. But it's worth it for the benefits we obtain in terms of development, research and innovation.

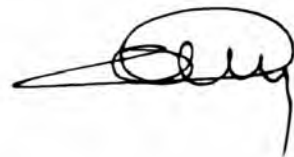
We are the world leader in Quality of Life Services. Our surveys show that for generation Y, quality of life is the key driver of corporate performance. That's why, for many years, we have been working together to find answers to the following questions: how can we improve our employees' quality of life and encourage them to offer a better service to our consumers? This is important, because by improving our consumers' quality of life, we make them more efficient at work, which in turn makes the organizations that employ them more successful.

A global survey showed that liberated companies can maintain positions at the forefront of their sector at least twenty years. The survey also showed that an operator free to take initiatives generated 5 points more cash flow, while an operator who was simply asked to execute tasks generated 5 points less.

Economists have demonstrated that happy employees are more productive, more creative, more cooperative, and enjoy better health.

Congratulations and thank you to our 420,000 employees who have made Sodexo a major international enterprise.

We're on the right track to succeed in the future.





Message from SOPHIE BELLON

*Vice Chairwoman of the Board
of Directors of Sodexo*

My future role as Chairwoman of the Board of Directors

I'm simultaneously proud, moved and impatient.

Sodexo turns 50 in 2016. I'm proud to be assuming the office of chairwoman of a company with such a rich past. It's a great honor for me to take the helm of a business started by my father from scratch in 1966. He's the person responsible for the incredible road traveled in the past fifty years. I would like to pay tribute to his vision, energy and tenacity, and to the extraordinary fighting spirit that has shaped his leadership throughout this period.

I'm also proud of our strong values and management principles. As the basis of our corporate culture, they nurture our employees' engagement and constitute a real source of competitive advantage. In my future role as Sodexo's new Chairwoman, I am determined to embody these values and keep them alive. However, I'm aware that while our culture has been the key to our success up to now, it's not set in stone. It will need to be aligned with

the new challenges of a world that is undergoing rapid and deep change.

As well as being proud, I'm moved by this opportunity to embody the Bellon family's continued role in shaping Sodexo's destiny. In 2008, we made a commitment to retain our investment in Sodexo for fifty years. This is a promise of stability that allows us to set long-term plans for the business's development.

I'm also moved by and grateful for the support I've received from my father and my family, as well as from Michel Landel and the other members of Sodexo's senior management team, who have all supported me throughout the transition phase launched two years ago.

Lastly, I'm impatient to get even more involved, with the help of my fellow Board members, Michel Landel and the other members of the senior management team, so that the business can continue its long record of innovation-led profitable growth, established over the past fifty years.

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It's up to us, with all of the Group's employees, to make the next page in Sodexo's history as enthralling as the previous ones.

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My priorities as Chairwoman of the Board of Directors

We have a well-established governance system.

In a world economy shaped by globalization and an increasingly complex business environment, my first priority will be to ensure that the Board of Directors is equipped to continue to effectively fulfill its role. In particular, I will lead a drive to introduce new skills around the table, so that we have the diverse backgrounds and wide-ranging experience needed by a Group such as ours. This will enable the Board to effectively support and challenge management, and to guide Sodexo's strategic choices.

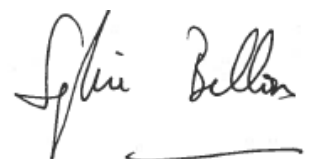
My second priority will also concern the Board's involvement in making the major strategic decisions that will affect our long-term development, in such areas as human resources, innovation, digital solutions and the sharing economy. I want Michel, the Executive Committee and the Board, including myself as Chairwoman, to spend the necessary time analyzing the effects of the major trends that are currently disrupting traditional economic and business models, in order to seize the significant opportunities for our Group.

The transition in 2016

We have spent a long time planning this transition. Immediately after the upcoming Annual Shareholders' Meeting in January 2016, the Board of Directors will appoint me as its Chairwoman. During the same meeting, my father will be appointed Honorary Chairman. Naturally, he will continue to advise me because his experience will be extremely useful to us.

I have also established close ties with Michel Landel. Our mutual trust guarantees perfect transparency between the Chief Executive Officer, Sodexo's management and decision-making structures and the Board of Directors, and will represent the cornerstone of our best governance practices. I am confident that Michel and his teams can successfully implement our growth strategy and enable Sodexo to be known and recognized as the world leader in Quality of Life Services.

I am honored to be opening a new page in Sodexo's history in January 2016, fifty years after the first page was written. It's up to us, with all of the Group's employees, to make it as enthralling as the previous ones.



BOARD OF DIRECTORS OF SODEXO

At its meeting in November 2013, Sodexo's Board of Directors appointed Sophie Bellon as Vice Chairwoman of the Board, with a view to her succeeding Pierre Bellon (Chairman and Founder of Sodexo) as Chair of the Board of Directors in January 2016.



PIERRE BELLON

Chairman of the Board of Directors
of Sodexo



SOPHIE BELLON

Vice Chairwoman of the Board of Directors
of Sodexo
Member of the Management Board
of Bellon SA



**ASTRID
BELLON**

Member of the Management
Board of Bellon SA



**FRANÇOIS-XAVIER
BELLON**

Chief Executive Officer,
Bright Yellow Group Plc
Chairman of the Management
Board of Bellon SA



**NATHALIE
BELLON-SZABO**

Member of the Management
Board of Bellon SA



**ROBERT
BACONNIER**
Company Director



**PATRICIA
BELLINGER**
Executive Director,
Harvard Kennedy School's
Center for Public Leadership



**BERNARD
BELLON**
Member of the Supervisory
Board of Bellon SA



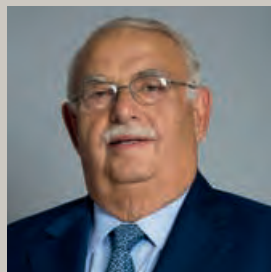
**PHILIPPE
BESSON**
Employee representative
on the Board of Directors



**FRANCOISE
BROUGHER**
Business Lead, Square



**SOUMITRA
DUTTA**
Dean and Professor
of management
at the Samuel Curtis
Johnson Graduate School
of Management,
Cornell University



**PAUL
JEANBART**
Chief Executive
Officer, Rolaco



**MICHEL
LANDEL**
Chief Executive Officer,
Sodexo



**CATHY
MARTIN**
Employee representative
on the Board of Directors



**PETER
THOMPSON**
Company Director



Message from MICHEL LANDEL

Chief Executive Officer of Sodexo

1. How would you describe the Group's performance in 2015?

Fiscal 2015 was a year of solid financial performance, shaped by promising integrated services contract wins and sustained demand for Benefits and Rewards Services. During the year, the Group pursued its transformation and strengthened its position as world leader in Quality of Life Services.

Group revenue rose 10% to nearly 20 billion euro, with organic revenue growth of 2.5%. Operating profit was up in every region and totaled 1,143 million euro, an increase of around 22% compared to the prior year. Group net income was 700 million euro, up 42.9% or nearly 32% before currency effects.

Based on these excellent results, the Board of Directors will propose a dividend of 2.20 euro per share, an increase of around 22%, and during Fiscal 2016 will launch a 300 million euro share repurchase and cancellation program.

2. Sodexo has undertaken an important transformation to become the world leader in Quality of Life Services. How does this positioning resonate with your clients and other stakeholders?

Our ability to offer our clients solutions for their employees and consumers on-site, off-site and at home has made Sodexo a unique player in the market. The success of our approach can be seen in the major contracts we signed this year with Diageo, the U.S. House of Representatives, the UK Ministry of Justice, Samsung Electronics in Indonesia and the Brazilian national postal service.

Quality of life has become an important concern for many decision-makers. Earlier this year, we carried out an international study in order to better understand how leaders and decision-makers in companies, hospitals and universities value quality of life as a factor of performance. The results are striking: two thirds of those we interviewed said they were totally convinced that improving quality of life is a strategic priority. The study was carried out across seven countries, in both developed and developing economies.

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I strongly believe that economic and human progress converge when improving quality of life is a priority for business and society.

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We also organized the first international Quality of Life Conference in New York this year. There were representatives from private companies, hospitals, the OECD, leading media, academics, scientific researchers and NGOs. It was the first time such a diverse and international group had been brought together to explore quality of life as a performance driver. We came away from the event even more convinced that quality of life lies at the heart of today's concerns, no matter where you work or live.

3. Can you tell us a little more about the transformation currently underway at Sodexo?

Sodexo started out as a foodservices company. But as time passed we found that our clients increasingly required new solutions in order to integrate the services they outsourced. To respond to this evolution of our clients' needs, over the last ten years we have invented a new business: providing integrated services to improve quality of life. Demand for this kind of service is on the rise, especially when you consider the impact of improved quality of life on the performance of organizations.

Today we can provide more than 100 services for a single client, even when that client's sites are spread around the world. We deliver services that directly impact our clients' strategic business issues, such as the attractiveness of their organization, the motivation of their employees and their competitiveness. Today we are a value-enhancing partner for our clients.

To adapt to the globalization of our markets, and to deepen and leverage our understanding of the quality of life needs of our consumers, we are moving to an organization structured around global client segments, as of September 1, 2015: corporate services, health care, schools, universities, energy and resources, government services, sports and leisure. A hospital in the United States and a hospital in Thailand, for example, often face more of the same challenges than a hospital and a university campus in the United States. With this segment-based approach, we better capitalize on our profound understanding of our markets, as well as our size and global reach, and thereby increase the value we bring through our quality of life offer.





MICHEL LANDEL
message, continued
Chief Executive Officer of Sodexo

4. What are some of the global trends you see affecting Sodexo over the coming years?

Several of today's global trends are leading to quality of life issues that we can barely imagine today. Demographics, the transformation of ways of working, increased automation, the digital revolution and environmental challenges are just a few. Let's take two examples.

The first is demographics. By 2025, only 10 years from now, the number of people over 65 will have doubled to 800 million worldwide. Combined with urbanization, this factor will lead to an explosion in the need for home care services and facilities for the elderly. We already have a very strong base in this market. Our new segmented organization will allow us to develop and provide increasingly differentiating quality of life offers.

This shift also creates challenges in other areas. In healthcare, for example, how will we meet the needs of hospitals faced with the long-term hospitalization of many elderly patients? Looking further into the future, we will have to rethink all our services in the corporate world. If, as many scientists agree, children born in 2010 live to be 100, or even 120 years old, it will be totally unrealistic to expect them to not prolong their careers. Companies

will look very different from how they look today, and our services will change accordingly. For instance, we will have to satisfy highly specialized nutritional needs. We may also need to redesign the workplace to foster social interaction among staff from numerous age groups or those working remotely. We're working in this direction given that these changes are already underway.

A second trend that's here to stay is robotics, which allows for the increased automation of certain manual tasks. The fact is that robots are going to be increasingly present in our everyday lives, both in the workplace and at home. There are gardening robots, industrial robots, surgical robots and of course cleaning and security robots, which we already use on some of our sites.

Given our commitment to improving quality of life, I see automation as an opportunity. I'm not just thinking about the services we can automate, but the additional services our people will be able to offer once robots have freed them from repetitive or arduous tasks. Welcoming visitors with warmth, looking after children with tenderness, caring for disabled or dependent people with compassion – quality of life depends first and foremost on human contact, and in my opinion consumers will value this more than ever.

5. You mentioned the digital revolution. How is digital impacting Sodexo's business model?

Digitalization is transforming the way people experience quality of life. Consumers are now accustomed to using on-demand, personalized, geo-localized services to track and compare their options in real time. Smartphones have become a remote control for your life – I would go so far as to say a remote control for your quality of life – for example, by monitoring your fitness or athletic performance. So our consumers are obviously going to demand a more personal and attentive service from us. They are setting the new standards of service.

Today Sodexo offers applications providing information about menus, restaurant capacity, user account balances, or identifying restaurants and stores that accept Sodexo vouchers and passes. We also have an innovative online platform "BBbook", which allows parents to reserve places in daycare centers in France online in real time.

Fortunately, the digital and collaborative economy also enables a more democratic dialogue with consumers. Today's consumers generate information that we can use to serve them better. This data enables us to customize

our services to improve their quality of life; it's also a source of value to our clients and a driver of operational efficiency for us.

Sodexo teams are in direct and daily contact with 75 million women and men around the world, which represents a fantastic source of information and new ideas about how to further customize our Quality of Life Services.

6. How is Sodexo contributing to societal progress?

I strongly believe that economic and human progress converge when improving quality of life is a priority for business and society. This vision of a more people-centric economy has always been at the heart of Sodexo's model. Let me share a couple of examples with you.

As you may have heard, we recently announced the launch of the International Food Waste Coalition. In today's world, more than 30% of all the food produced is left uneaten, while more than 800 million people suffer from hunger and malnutrition. To help turn around this situation, we brought together major actors at key stages of the supply chain to create a coalition. Along with our partners ARDO,





MICHEL LANDEL
message, continued
Chief Executive Officer of Sodexo

SCA, PepsiCo, McCain, Unilever Food Solutions and WWF, we represent the largest foodservices footprint in the world. Each company in the coalition plays a role in the food sector at each step of the value chain, from the field to the plate. The coalition will focus on addressing the sources of food waste along the value chain, working to limit surpluses or non-consumed products. Our conviction is that companies represent the strongest opportunity to reduce food waste, as long as they work collaboratively, in a coordinated effort, alongside public and non-governmental organizations.

Looking within our organization, we are strongly committed to attaining gender balance in the workplace. Promoting equality and opportunities for all drives performance. I'm proud to say that, for the second year in a row, Sodexo topped the French Ministry of Women's Rights' ranking of publicly quoted companies for gender balance within leadership teams. Today, women make up 43% of our Executive Committee and 38% of our Board of Directors.

7. What kind of employer will Sodexo be in the future?

As the 19th largest employer in the world and a company of "people at the service of other people," we are committed to being an employer of choice by providing steady jobs for our people, and offering training and opportunities for internal promotion to help them move up the career ladder. I would like to take this opportunity to thank the 420,000 women and men who are the face and voice of Sodexo: once again this year, everything we have achieved – our continued growth and development, our financial results – is the result of their commitment and hard work.

The quality of life of our employees is a priority for us because it is the condition of our future success. You may say that quality of life is a very subjective concept that varies according to age, nationality or background. But I believe there are certain universal dimensions that we can foster within our teams. These include giving meaning to their work, encouraging a sense of pride, providing an environment where they can develop their talent and reach their full potential, and recognizing their individual contribution to the success of our company.

8. What are your objectives for Fiscal 2016 and beyond?

In a world undergoing profound changes, our markets have considerable potential. Our Quality of Life Services offers are well-adapted to developments in our markets around the world, meeting the growing needs of clients and consumers. Thanks to our refined and in-depth knowledge of consumers, which number 75 million people across our three activities, we have a truly formidable advantage and a real differentiator.

Our client-based segment structure, which we are rolling out progressively, will enable us to better pool our expertise and investments (notably in research, innovation and human resources), as well as create greater value for both our clients and our consumers by providing them with the best that Sodexo has to offer.

The Group Executive Committee and I have every confidence in the future. Accordingly, I confirm our medium-term objectives of annual average revenue growth of 4% to 7% with operating profit before currency effects progressing on average between 8% and 10% per year.

In the short-term, the global economic environment remains very volatile, with slowed growth in developing economies, continuing depression in the oil and mining sectors and still hesitant growth in Europe.

Faced with these changes, the Executive Committee and I remain vigilant as we reinforce the measures needed to adapt.

That is why for Fiscal 2016 we have an objective of organic revenue growth of around 3% and an increase in operating profit excluding currency effects and before exceptional items of around 8%.

9. A final word?

On a personal note, I would like to take this opportunity to thank Pierre Bellon at the closing of a chapter in Sodexo's history: in January 2016, Sophie Bellon will succeed him and become Chairwoman of the Board. I am sincerely appreciative to him for his trust and confidence in me for more than 30 years. It has been a great honor and a privilege to lead the Group over this past decade. I am looking forward to the next chapter in Sodexo's story with enthusiasm, and Sophie can count on my continued support as we work together to ensure a bright future for the Group.



EXECUTIVE COMMITTEE OF SODEXO

This Executive Committee comprises six women and seven men from six different countries, reflecting all of Sodexo's activities and client segments, as well as its truly international dimension.



MICHEL LANDEL

*Group Chief Executive Officer
Chairman of the Executive Committee*



PIERRE HENRY

*Group Executive Committee
Vice President and Chairman
of Geographies
Chairman of Benefits and Rewards
and Personal and Home Services
Chief Executive Officer Sports
and Leisure, On-site Services*



ANA BUSTO

*Group Chief Brand
and Communication Officer*



ELISABETH CARPENTIER

*Group Chief Human
Resources Officer*



PATRICK CONNOLLY

*Chief Executive Officer Universities,
On-site Services*

**LORNA DONATONE**

*Region Chair for North America
Chief Executive Officer Schools,
On-site Services*

**SIÂN HERBERT-JONES**

Group Chief Financial Officer

**NICOLAS JAPY**

*Chief Executive Officer Energy
and Resources, On-site Services*

**DENIS MACHUEL**

*Chief Executive Officer Benefits
and Rewards Services*

**SATYA-CHRISTOPHE
MENARD**

*Chief Executive Officer
of Service Operations*

**SYLVIA MÉTAYER**

*Chief Executive Officer Corporate
Services, On-site Services*

**DAMIEN VERDIER**

*Group Chief Strategy,
Organization,
Research & Development
and Innovation Officer*

**DEBBIE WHITE**

*Chief Executive Officer Health Care,
On-site Services
Chief Executive Officer
Government, On-site Services*

1.2 Our History

Pierre Bellon founds Sodexho, a company specializing in providing foodservices to institutions, businesses, schools and hospitals, in Marseilles (France).	<	1966	
		1967	> CNES, in French Guiana, awards Sodexho a contract in the multiservices market, signaling its entry into the remote site management business.
International expansion starts with Belgium, Italy and Spain, with developments in Africa and the Middle East. A new business – Service Vouchers – is launched in Belgium.	<	1971-1978	
		1983	> Initial public offering of Sodexho shares on the Paris Bourse.
Sodexho establishes operations in North and South America, Japan, Russia and South Africa, and reinforces its presence in Continental Europe.	<	1985-1993	
		1995	> Acquisition of Gardner Merchant in the United Kingdom and Partena in Sweden, leaders in foodservices in their respective countries.
The Service Vouchers and Cards business expands into Brazil with the acquisition of Cardàpio.	<	1996	
		1997	> The holding company changes its name to Sodexho Alliance.
The merger of the foodservices operations of Marriott International and Sodexho and the formation in the U.S. of Sodexho Marriott Services, 48.4% owned by Sodexho, which becomes North American and global leader in food and facilities management services. Sodexho Marriott Services becomes Sodexho, Inc., a wholly-owned subsidiary of the Group, in 2001.	<	1998	
		2000	> Following the integration of Universal, Sodexho becomes the world leader in remote site management.
Sogeres (France) and Wood Dining Services (U.S.) join the Group.	<	2001	
		2003	> Succeeding Albert George, who was appointed in 2000, Jean-Michel Dhenain and Michel Landel are appointed Chief Operating Officers.
The succession plan for Pierre Bellon is put in place. In September, the Board of Directors announces that effective September 1, 2005, the roles of Chairman of the Board and Chief Executive Officer will be separated.	<	2004	

	2005	Michel Landel becomes Chief Executive Officer of Sodexo Alliance, succeeding Pierre Bellon, who retains his role as Chairman of the Board of Directors.
Sodexo Alliance becomes Sodexo. Corporate headquarters is transferred to Issy-les-Moulineaux in the Paris region.	2008	
Acquisition of VR's service vouchers and cards activity making Sodexo the co-leader of this market in Brazil, the world's largest.		
Sodexo makes several further acquisitions in several markets, including Zehnacker, which doubles Sodexo's size in Germany and increases its multi-technical capabilities.		
	2009	Acquisition of Radhakrishna Hospitality Services Group (RKHS), the leading provider of On-site Services in India, tripling Sodexo's size in this market with vast potential. In North America, the acquisition of Comfort Keepers, specialized in non-medical services for seniors, contributes to the development of the Group's third activity: Personal and Home Services.
Sodexo becomes No. 1 in On-site Services in Brazil, following the acquisition of Puras do Brasil.	2011	
The acquisition of Lenôtre, one of the greatest names in French cuisine, strengthens Sodexo's <i>savoir faire</i> in luxury gastronomy in Paris.		
	2012 and 2013	Sodexo continues to strengthen its multi-technical services expertise, a major growth driver, with the ongoing deployment of an organization of dedicated specialists, establishment of a global technical expertise platform and targeted acquisitions: Roth Bros in the United States, MacLellan in India, and the facilities management activities of Atkins in the United Kingdom.
The Board of Directors of Sodexo appoints Sophie Bellon Vice Chairwoman; in January 2016, Sophie Bellon will succeed Pierre Bellon, the Chairman and founder of Sodexo, in the role of Chairwoman of the Board of Directors.	2014	
	2015	With the support of its Quality of Life Institute, the Group deepens its understanding of the challenges and opportunities to create value around quality of life. Leaders from more than 30 countries gather in New York for the 1st International Conference on Quality of Life, organized by Sodexo, to share ideas and exchange on tomorrow's growth models.

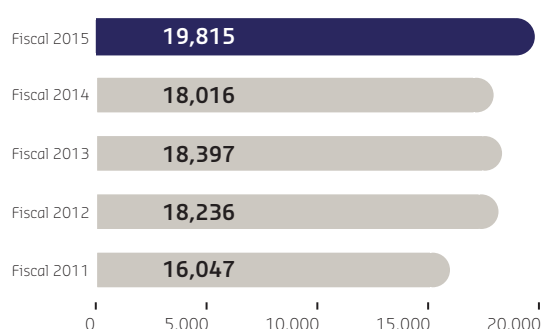
Source: Sodexo

1.3 Financial performance and key figures

➤ CONSOLIDATED REVENUES

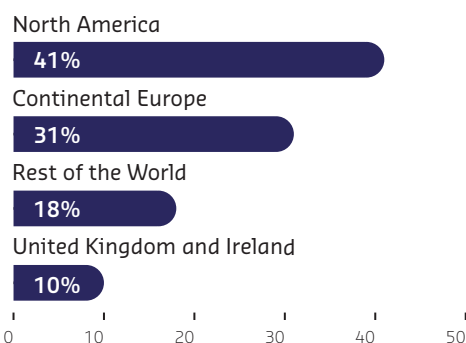
EVOLUTION OF CONSOLIDATED REVENUES

(in millions of euro)



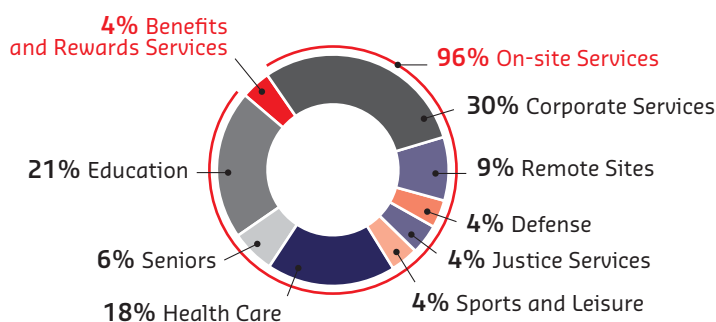
Sodexo's consolidated revenues for Fiscal 2015 totaled 19.8 billion euro. Organic growth was 2.5%.

CONSOLIDATED REVENUES BY REGION (FISCAL 2015)



Sodexo benefits from a unique global network which today covers 80 countries, with leadership in emerging countries with strong growth potential.

REVENUES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2015)



On-site Services

Organic growth for the On-site Services activity was 2.2%. In a global economy currently experiencing moderate or even declining growth in certain emerging countries, in particular, Latin America, this level of growth mainly reflects increasing demand for integrated Quality of Life Services in all geographic regions. Sodexo's offers, which include a significant facilities management component, have allowed the Group to temper the effect of

lower foodservices volumes, notably in Europe, following headcount reductions and other cost-saving measures undertaken by clients.

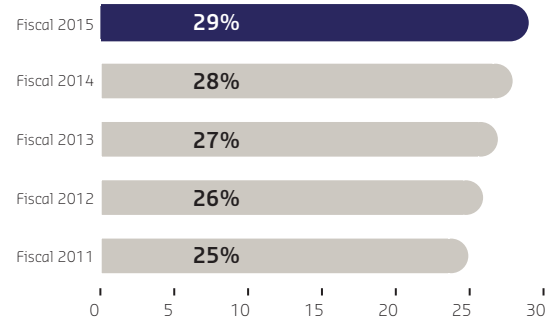
For On-site Services, organic growth by client segment was as follows:

- up 3.9% in Corporate Services, which reflects strong demand for integrated Quality of Life services in all geographic regions but in particular in the United Kingdom and in North America; the ramp-up of

new Justice contracts in the United Kingdom and growth in Remote Sites (up 5.1%), which benefited – in particular in the first part of Fiscal 2015 – from numerous contracts won at the end of the prior fiscal year, notably in Australia;

- **up 1.2% in Health Care and Seniors**, essentially reflecting a hardly favorable environment in Europe and the one-time impact of the decision to exit part of the HCR ManorCare contract in the United States at the end of Fiscal 2014. Nonetheless, Sodexo's expertise in this segment allowed for continued strong growth in Latin America, in particular, in Brazil, as well as in China;
- **a decrease of 0.7% in Education**, reflecting the Group's decision to exit a contract with the Detroit Public Schools contract in North America, in light of the city's financial difficulties, and reflected the more selective approach to new business in Europe. In contrast, Education revenues in emerging markets increased during the year, benefiting from Sodexo's global expertise in this client segment.

FACILITIES MANAGEMENT SERVICES' SHARE OF REVENUES

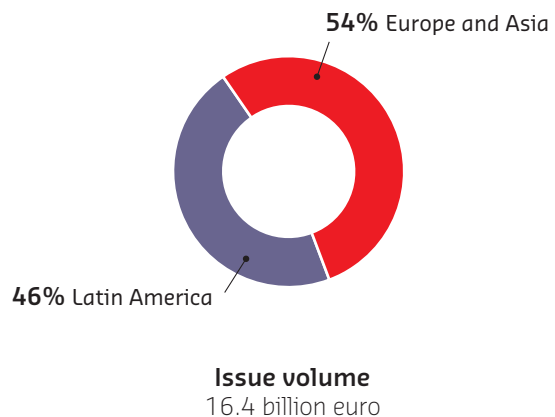
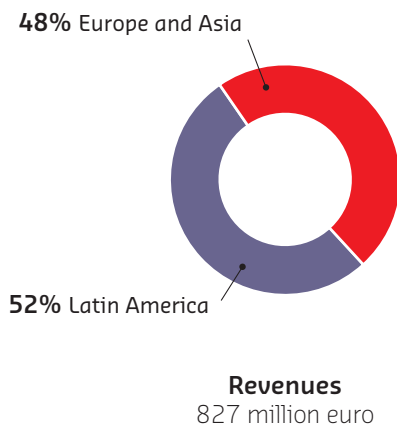


Facilities management services now represent 29% of consolidated revenues. Similar to the prior fiscal years, these services continue to grow at a higher rate than foodservices, confirming the relevance of the Group's positioning.

Benefits and Rewards Services

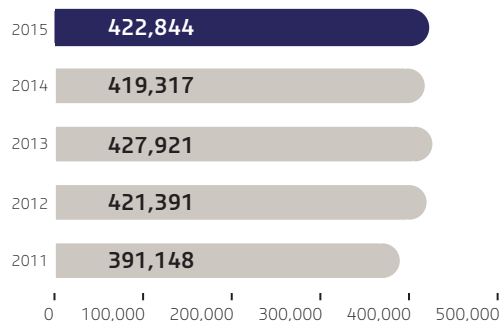
Organic growth for Benefits and Rewards Services was 9.5%. This performance reflects continued strong double-digit growth in Latin America – despite a slowdown in Brazil during the second half – as well as good development in Asia.

REVENUES AND ISSUE VOLUME, BENEFITS AND REWARDS SERVICES (FISCAL 2015)

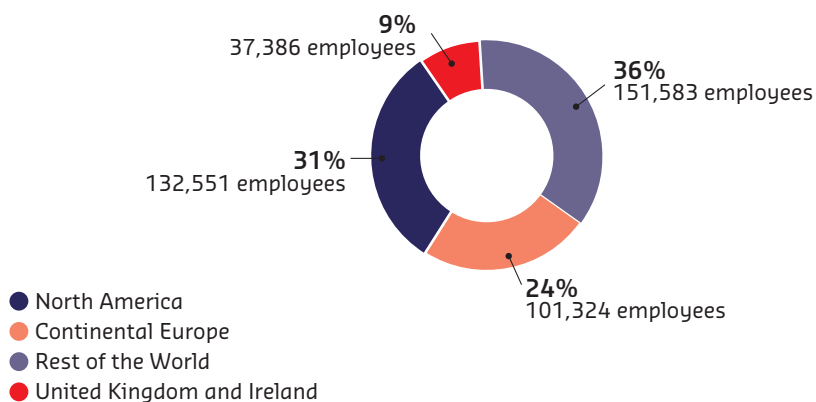


> EMPLOYEES

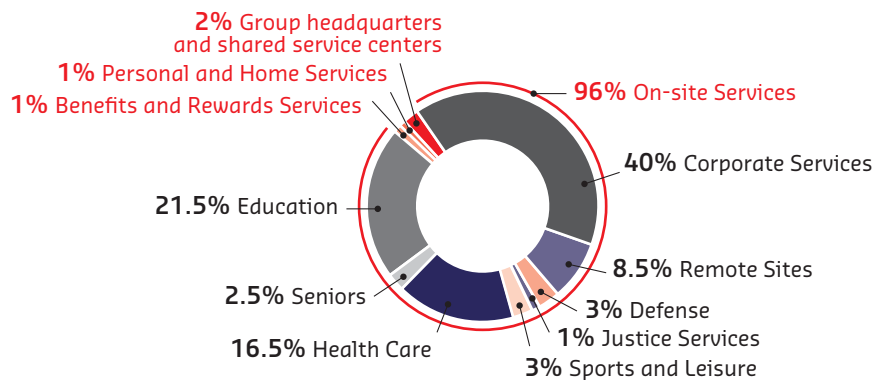
NUMBER OF EMPLOYEES AS OF THE END OF FISCAL:



EMPLOYEES BY REGION (FISCAL 2015)



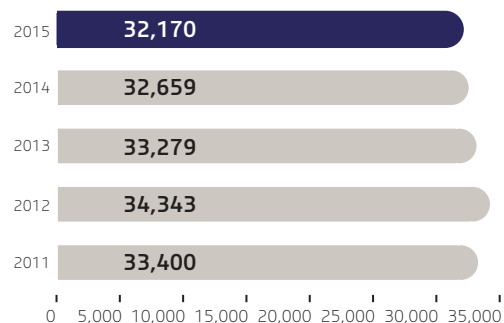
EMPLOYEES BY ACTIVITY AND CLIENT SEGMENT (FISCAL 2015)



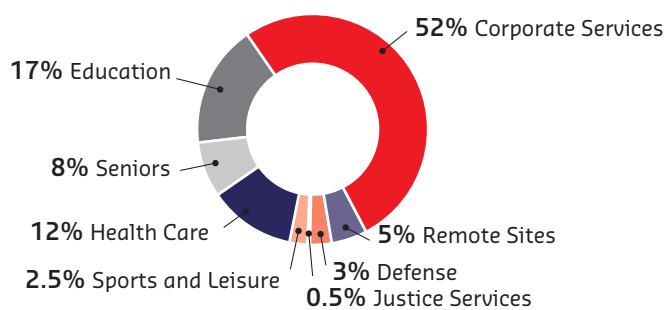
For more information about Sodexo's employees, see Chapter 2.3.1.

> SITES

NUMBER OF SITES AS OF AUGUST 31:



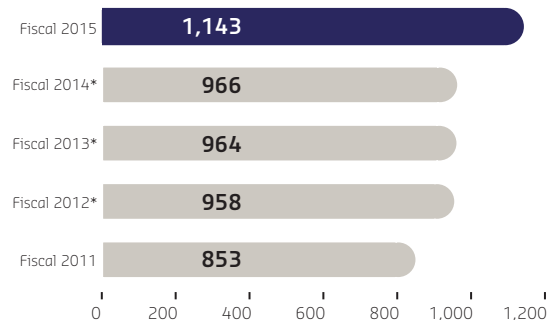
SITES BY CLIENT SEGMENT AS OF AUGUST 31, 2015



RESULTS AND RATIOS

OPERATING PROFIT*

(in millions of euro)



* Excluding exceptional items resulting from the program to improve operational efficiency in Fiscal 2014 and Fiscal 2013, and the favorable accounting adjustment related to the pension plan in the United Kingdom in Fiscal 2012.

At 1,143 million euro, operating profit before exceptional items increased by 11.9% excluding currency effects, compared to the prior year, by 18.3%, at current exchange rates.

All of On-site Services' geographic regions contributed to the high overall rate of growth, with operating profit increases of:

- 39.4% in North America (18.7% at constant currencies)
- 42.4% in the United Kingdom and Ireland (28.8% at constant currencies)
- 15% in Rest of the World (Latin America, Middle East, Asia, Africa, Australia and Remote Sites) (7.1% at constant currencies)
- 3% in Continental Europe (3.9% at constant currencies)

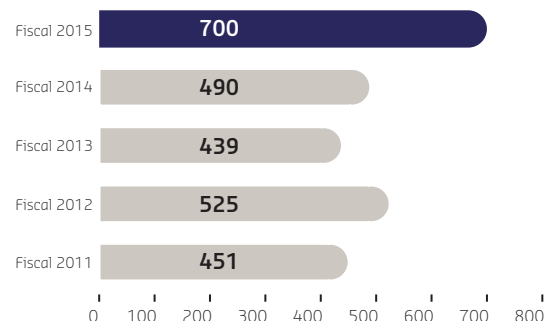
In Benefits and Rewards Services, higher issue volumes and tight control over costs drove a 15.3% increase in operating profit excluding currency effects and 6.3% at current exchange rates.

This performance also reflected the benefits over a full year of the program to improve operational efficiency and reduce costs, which generated annual savings of

170 million euro compared to the Fiscal 2013 baseline. This program, which was launched in September 2012 and completed in February 2014, focused on reducing both on-site operating expenses and overheads.

GROUP NET INCOME

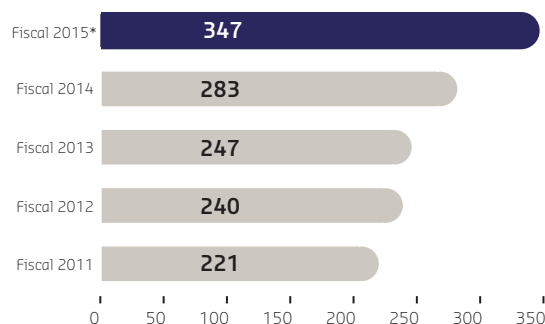
(in millions of euro)



Group net income increased by 43% (nearly 32% excluding currency effects), to 700 million euro, and benefited from a reduction in net financial expense after refinancing debt and a decrease in the effective tax rate that was favorably affected by non-recurring items.

DISTRIBUTED EARNINGS

(in millions of euro)

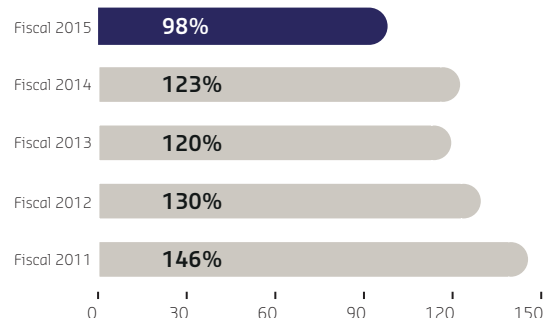


* Subject to approval at the Annual Shareholders' Meeting of January 26, 2016.

Sodexo's Board of Directors will propose a dividend of 2.20 euro per share, an increase of 22.2% from the prior year, at the January 26, 2016 Shareholders' Meeting. This proposal is consistent with the Group's policy of allowing shareholders to benefit from the increase in Group net income; it also reflects the Board's confidence in Sodexo's future and in its solid cash generating financial model. The proposed distribution represents a pay-out ratio of 50% of Group net income.

Furthermore, confident in the future while maintaining the financial flexibility needed to invest in future development, the Board has also decided to implement a 300 million euro (approximately 2.4% of the share capital) share repurchase and cancellation program in Fiscal 2016. This transaction is expected to be accretive to earnings per share starting in 2016.

CASH CONVERSION RATIO OF NET INCOME TO FREE CASH FLOW*

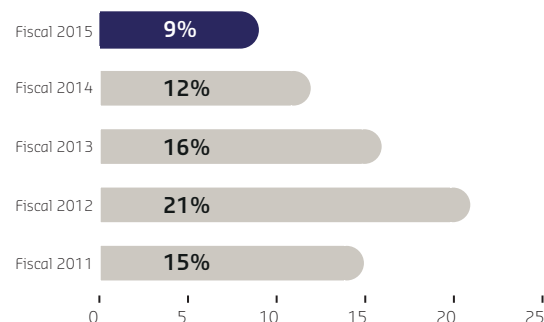


* Cash-flow conversion: $\frac{\text{free cash}}{\text{Group net income}}$

Over the past five fiscal years, Sodexo has achieved an average cash conversion ratio of its net income to free cash flow of 123%.

NET DEBT AS A PERCENTAGE OF SHAREHOLDERS' EQUITY*

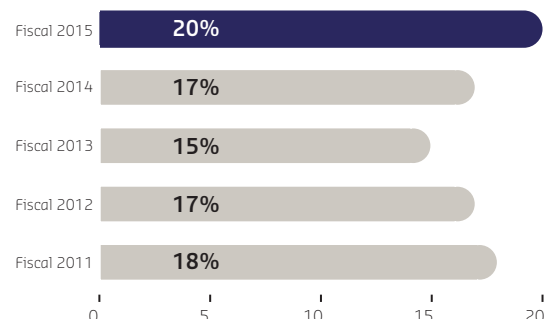
(including non-controlling interests)



* Debt net of cash and financial assets related to Benefits and Rewards Services activity, less bank overdrafts.

Sodexo's financial ratios remain solid. As of August 31, 2015, net debt was 339 million euro, representing 9% of shareholders' equity, compared to 12% as of August 31, 2014.

RETURN ON CAPITAL EMPLOYED (ROCE)*



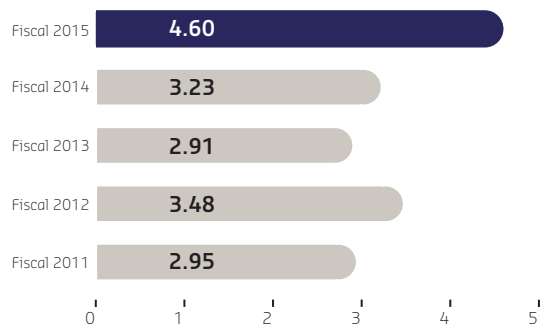
* Operating income after tax

Total of tangible and intangible assets plus goodwill plus client investments plus working capital, as of the end of the year.

> SODEXO SHARE PERFORMANCE

EARNINGS PER SHARE

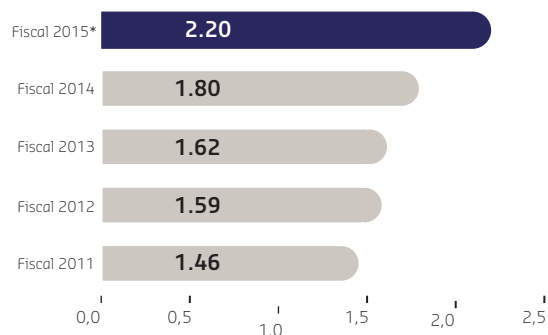
(in euro)



Earnings per share of 4.60 euro (compared to 3.23 euro in Fiscal 2014) is up 42.4% compared to Fiscal 2014 or 32.2% excluding currency effects.

DIVIDEND PER SHARE

(in euro)



* Dividend subject to approval at the January 26, 2016 Shareholders' Meeting.

All shares held in registered form for more than four years as of August 31, 2015 (and held as such up until the date of payment of the dividend in February 2016), will qualify for a 10% dividend premium (provided that they do not represent over 0.5% of the capital per shareholder).

1.4 Our Group and Our Quality of Life Services

> 1.4.1 PROFILE

GROUP KEY FIGURES

- > **19.8** billion euro in consolidated revenues
- > **422,844** employees
- > **32,170** sites
- > **75** million consumers served daily
- > **80** countries

Source: Sodexo

A global leader in Quality of Life Services

Quality of life, recognized today as a determining factor in individual well-being and societal progress, is a prerequisite for improving the performance of companies and organizations.

This is why we have developed our expertise in this area for nearly 50 years, supported by more than **420,000 people in 80 countries**. Through the diversity of Sodexo's talent, we are able to offer a comprehensive array of Quality of Life Services, based on more than 100 different professions.

Sodexo is the world's only company offering **On-site Services, Benefits and Rewards Services and Personal and Home Services**, which contribute to the performance of its clients, the fulfillment of its teams and the economic, social and environmental development of its host communities.

■ Focus on...

QUALITY OF LIFE, NEW FRONTIER FOR PERFORMANCE

Central to Sodexo's mission since the Company's creation, quality of life is increasingly recognized as a determining influence on individual and collective performance.

To contribute to a broader understanding of the drivers of quality of life and their link to performance, Sodexo sponsors and shares the results of its experience, scientific research and studies, including those conducted by the Sodexo Institute for Quality of Life⁽¹⁾.

Among the actions taken this year by Sodexo to build on the body of knowledge regarding quality of life:

- an international study conducted by Sodexo with **Harris Interactive**⁽²⁾ analyzing executives' views on the impact of quality of life on performance;
- organization of the first International Conference on **Quality of Life**, bringing together experts from throughout worldwide to consider the theme of tomorrow's growth models.

(1) The **Sodexo Institute for Quality of Life** conducts studies and works with external stakeholders to identify the drivers of quality of life affecting organizational performance.

(2) **Harris Interactive** is a historical market research firm, which develops innovative qualitative and quantitative approaches, both in France and abroad.

Quality of life: a priority for international decision makers

In response to the Sodexo-Harris Interactive study⁽¹⁾, **66%** of the decision makers queried in companies, health care institutions and universities from the health and education sectors identified improved quality of life for employees, patients and students as an important driver of performance with **91%** seeing a link between quality of life and performance in their organization.

The study is the first of its kind examining the impact of quality of life as a factor of performance in organizations around the world. The survey drew on interviews with 780 leading figures in the fields of business, healthcare and education across six countries (Brazil, China, France, India, the United Kingdom and the United States).

1st International Conference on Quality of Life in New York

In May 2015, leaders of companies and organizations from multiple sectors, representing more than 30 countries, gathered in New York for the 1st International Conference on Quality of Life, organized by Sodexo. The conference aimed to engage a group of global leaders who believe that focusing on people's well-being can be a powerful driver of individual and collective performance. Participants explored the role of quality of life in driving economic growth and social progress as an important yet largely unexplored frontier and considered solutions for leveraging it.

Factors identified by Sodexo as contributing to quality of life, including health and well-being, creation of conditions for collective efficiency, a safe and healthy physical workplace environment, cultivating social ties and encouraging recognition of individuals, can all help in reinventing growth models. The conference drew hundreds of leaders from a wide range of backgrounds, including the business community, academia, the health care sector, NGOs and the political sphere.

During the conference, Sodexo announced the results of a **second study** carried out by Sodexo and Harris Interactive exploring the views of millennials on quality of life. Of the 1,000 students surveyed in five countries, 69% said they fully agreed that improving quality of life will have an important impact on the performance of their future employer, **ranking it as the number one driver of performance for organizations**.

For more information: <http://www.qualityoflifeobserver.com/>

Corporate Social Responsibility

SODEXO'S LEADERSHIP CONFIRMED

- A member of the DJSI World and DJSI Europe (formerly STOXX) since 2005, Sodexo was named **"global leader for its industry"** in September 2015 by the **Dow Jones Sustainability Indices (DJSI)**⁽²⁾ for the 11th consecutive year. DJSI noted that Sodexo, while already the leader, had shown significant improvements, particularly in the areas of corporate citizenship and philanthropy and in its environmental efforts. In addition, Sodexo was named **number one consumer services company** for the second year in a row.
- In January 2015, Sodexo was ranked, for the eighth consecutive year, as the leader for its industry sector in the prestigious **Sustainability Yearbook**, published by RobecoSAM, an asset management company specializing in sustainable investment. Sodexo also retains its title as **"Industry Leader"** and **"Gold Class"** in recognition of its social, environmental and economic performance.

For more information about Sodexo's corporate responsibility actions, see Chapter 2.

(1) "How Leaders Value Quality of Life", compiled from 780 interviews conducted between November 2014 and January 2015.

(2) Dow Jones Sustainability Indices (DJSI):

Launched in 1999, the Dow Jones Sustainability Indices are the first global indices tracking the financial performance of the leading sustainability-driven companies worldwide. Compiled by Dow Jones Indexes and SAM, these indices provide investors with sustainability benchmarks.

➤ 1.4.2 OUR QUALITY OF LIFE SERVICES

SODEXO IS THE WORLD'S LEADING QUALITY OF LIFE SERVICES COMPANY

Sodexo's mission, since its founding in 1966, has been **improving the quality of life** of its own employees and its clients' employees, as well as students, patients, seniors, workers at remote on- and off-shore work sites, soldiers and prisoners.

To fulfill its mission, in accompanying the consumer at every stage of life, Sodexo has chosen three activities:

- On-site Services;
- Benefits and Rewards Services;
- Personal and Home Services.

SYNERGIES BETWEEN OUR THREE ACTIVITIES

Important synergies exist between Sodexo's three activities:

Business synergies

Commercial relationships created by one of the three activities generate business development opportunities for the other two, such as:

- On-site Services clients may also need restaurant vouchers for employees who are geographically dispersed; conversely, Benefits and Rewards Services clients may seek On-site Services;
- Benefits and Rewards Services and On-site Services clients may need Personal and Home Services such as concierge services, a child care center or assistance for elderly individuals.

Brand visibility synergies

The Benefits and Rewards Services activity includes a large number of affiliates. The presence of the Sodexo brand at their points of sale contributes to building global brand awareness in countries where the Group operates, helping to promote medium-term development.

Organizational and cost synergies

The teams of Sodexo's different activities are able to share the same infrastructure (support functions, facilities, etc.), saving on overheads. In addition, the multiple career gateways that exist between the Group's three activities offer significant opportunities for employees.

These examples demonstrate the relevance of Sodexo's strategic positioning.

1.4.2.1 ON-SITE SERVICES

KEY FIGURES

> **96%** of Group revenues

> **19** billion euro in consolidated revenues

> **418,356** employees*

Source: Sodexo

* Including Personal and Home Services.

From construction management to reception, from medical equipment sterilization to housekeeping, from technical maintenance to leisure cruises, from foodservices to prisoner rehabilitation, **Sodexo delivers a wide array of services to improve quality of life and enhance organizational performance across eight client segments:**

- Corporate Services;
- Remote Sites;
- Defense;
- Justice Services;
- Sports and Leisure;
- Health Care;
- Seniors;
- Education.

Whether enhancing workplace efficiency, reassuring patients in a hospital, contributing to student fulfillment, furthering prisoner rehabilitation or ensuring safety and comfort on a remote site, Sodexo contributes through its mission to improve quality of life.

OUR GROWTH POTENTIAL IS CONSIDERABLE

Sodexo On-site Services market potential is estimated at **700** billion euro

Sodexo estimate.

Note: Market estimates are likely to evolve over time, given the growing reliability of information sources in various countries.

RECOGNITION

Sodexo, facilities management services leader

Sodexo became the first services outsourcing company to win the prestigious “Asset Management Achievement award,” presented by the internationally renowned association in the United Kingdom, the Institute of Asset Management, which recognizes excellence in the management of equipment and infrastructure.

Sodexo is the only facilities management services company providing comprehensive expertise in infrastructure management to both private and public sector clients, in lines of business as diverse as health care, manufacturing, mining and oil and gas. The contribution to overall revenues from facilities management services, whose development Sodexo has made a strategic priority, continues to rise, reaching 29% in 2015.

For more information on the Group's facilities management training, see Chapter 2.3.1.3.

CORPORATE SERVICES

KEY FIGURES

- > 5,974 million euro in revenues
- > 170,184 employees
- > 30% of Group revenues
- > 16,680 sites

Source: Sodexo

Our offer

WORKPLACE QUALITY OF LIFE, A PERFORMANCE DRIVER

Faced with the unprecedented pace of competition, innovation and globalization, companies are seeking partners to enhance the workplace experience for employees to reinforce organizational efficiency and improve operational performance.

In essential areas such as **employee motivation, process efficiency and equipment reliability**, Sodexo provides innovative and integrated services to clients, meeting sector-specific challenges at offices, research and development facilities and production sites and affecting critical infrastructure. Through its strong presence in both developed and emerging countries, Sodexo supports local and international corporate clients across multiple sectors.

Market trends

Beyond the long-term trends that support the development of all Sodexo activities, such as consumer focus on well-being and the need for employers to increase their attractiveness, several other specific factors affect the Corporate Services segment:

- companies and organizations are recognizing the importance of focusing on people to create lasting value and improve performance;

- strong competition for talent in developing markets is increasing the demand for services that reinforce employee engagement and well-being;
- in the more mature markets of Europe and North America, organizations are seeking to regain a competitive edge by including corporate real estate activity and facilities management in their outsourcing agendas, the latter remaining one of the largest opportunities for further outsourcing;
- clients are seeking socially-responsible outsourcing partners with demonstrated best practice efficiency, expertise in integrating business services and a capacity for ongoing innovation in order to enhance nontangible assets such as their brand and image;
- international companies are seeking global partners able to meet their needs and capable of adapting to local contexts and cultures;
- the increasingly sophisticated expectations of clients and their global procurement strategies require tailored solutions adapted to each client's organization, site portfolio and scale;
- new ways of working such as at home or remotely, made possible by new technologies, are leading to alternative workplace strategies for promoting productivity, flexibility and work-life balance;
- employees increasingly value their quality of life at the workplace and seek a healthy, comfortable and encouraging environment.

Source: Sodexo

Focus on...

SODEXO'S 2015 WORKPLACE TRENDS REPORT

United States – Workplace changes reflect cultural, technology trends

The annual Report identifies new developments that are redefining quality of life for workers across the United States.

Increasing e-commerce and social media communications are giving employees and consumers more influence over actions by companies to manage their reputation. The resulting increased transparency is among the key trends reshaping the American work environment that are identified in Sodexo's 2015 Workplace Trends Report. Implications of this new form of public accountability include a need for constant, real-time reputation management and an increased role for CEOs in communicating an honest, aspirational vision that connects with employees and consumers.

Another development redefining quality of life for workers is **the emergence of mindfulness and meditation programs at work** to help relieve stress and target the root causes of chronic health problems and lost productivity.

The report also identified **ten skills essential** for future success in the workforce such as social intelligence and adaptive thinking, which can complement rather than compete with increasing automation.

Highlights

CHINA – SODEXO RANKED AS ONE OF CHINA'S LEADING OUTSOURCING COMPANIES

Sodexo was listed as one of the top 20 multinational companies for services outsourcing in China for 2014 by Chinasourcing website and Devott Service Outsourcing Research Center and **ranked first in its business** area of food and facilities management services.

COLOMBIA – SODEXO RECOGNIZED AS A STRATEGIC ALLY BY BANCOLOMBIA

Colombia's largest bank, Bancolombia, honored Sodexo for its quality of services, operational commitment and contribution towards the bank's success. Bancolombia recognized contributions from among its more than 300 strategic providers in the country, with Sodexo named an **"Integral Provider"**, the most important of eight recognition categories. The distinction confirms Sodexo's position as a top five provider for the bank, alongside other global players such as IBM and SAP. Sodexo delivers an array of facilities management services that are helping its client to enhance operating efficiency and meet its sustainability goals for the next century. Sodexo has enabled the integration of technical maintenance processes across Bancolombia sites, increasing efficiency and making it possible to trace service issues back to the source. These actions resulted in savings objectives being surpassed by more than 120%. Sodexo also implemented green building initiatives at Bancolombia's new state-of-the-art headquarters that helped create a unique workplace environment that enhances quality of life for the bank's customers and employees.

For more information on Sodexo's actions to reduce energy consumption and carbon emissions, see Chapter 2.3.4.2.

Key contract wins

ASIA – FACILITIES MANAGEMENT SERVICES EXTENDED TO NEW COUNTRIES FOR UNILEVER

Since January 2012, Sodexo and Unilever work teams have worked together to put in place a **global program to transform facilities management services**, part of a strategic partnership that places Unilever employees and integrated services quality at the heart of the implemented solutions. During the year, Sodexo initiated deployment of the program in **Malaysia, the Philippines, Singapore, Thailand and Vietnam**.

BRAZIL AND CHILE – ENSURING QUALITY OF LIFE IN OFFICE ENVIRONMENTS FOR ATENTO

Sodexo teams in Brazil and Chile are delivering services on behalf of Atento, one of the world's largest Customer Relationship Management (CRM) companies in the Business Process Outsourcing (BPO) sector.

In Brazil, the two companies developed a partnership model under which Sodexo provides technical services, including electrical, HVAC and building maintenance to ensure a comfortable, productive work environment for employees on 39 Atento sites.

In Chile, Sodexo provides cleaning and foodservices for 3,500 employees at three Atento office sites. Sodexo's foodservices offer ensures a balanced, healthy menu for employees working in an industrial zone with few foodservices alternatives.

FRANCE – ENSURING A HEALTHFUL WORKPLACE ENVIRONMENT AT LACOSTE-DEVANLAY

One of the world's most recognized high-end clothing brands, Lacoste-Devanlay chose Sodexo to **manage its two major Paris area office sites**. In addition to managing the sites, Sodexo teams contribute to improved efficiency in delivering a wide range of services, including maintenance, waste management, telephone switchboard, reception, mail and concierge services. Quality of life of Lacoste-Devanlay's 600 employees is a primary focus and the positive and healthy workplace environment is designed to enhance employee well-being.

NETHERLANDS – FOODSERVICES FOR THE NATIONAL POLICE CORPS

Sodexo is providing foodservices to **31 national police sites** in the Netherlands, serving an average of 2,300 meals per day. The teams also provide catering for special events to support the police corps during emergency operations.

UNITED KINGDOM AND IRELAND – DIAGEO CHOOSES SODEXO AS STRATEGIC PARTNER

Diageo, the global drinks company, chose Sodexo as its integrated services provider in the UK and Ireland. Sodexo is delivering a range of **technical and support services**

across 68 sites, including Diageo's global headquarters in London, regional offices, manufacturing plants, distilleries and warehouse facilities. Sodexo's services include maintenance, energy management, cleaning, foodservices, reception, security and horticultural services, as well as management of Diageo's branded stores and employee shops. In addition to its technical capabilities and commercial approach, Sodexo's emphasis on quality of life for both its clients and its own employees was a key factor in Diageo's decision.

UNITED STATES

The House of Representatives elects Sodexo

Sodexo's offer emphasizing variety, nutrition, quality and convenience helped win a new foodservices contract serving the U.S. House of Representatives in Washington, D.C. The contract includes **management of foodservices operations** for all cafeterias, micro-markets, catering services and vending machines **serving the entire U.S. House of Representatives community**, including Members of Congress, staff and visitors numbering some 10,000 people daily. Sodexo's proposal featured its industry-leading procurement systems along with additional best practices designed to increase customer and employee satisfaction.

For more information on Sodexo's actions for varied and balanced meals, see Chapter 2.3.2.2.

Supporting Chevron through improved organizational efficiency

Energy leader Chevron chose Sodexo to provide **facilities management services at 13 major sites** in California, Texas, Louisiana and Pennsylvania, consisting of over 10 million square feet. Sodexo provides a wide range of services to support its client in achieving its strategic objectives of enhanced operational excellence and safety performance, reinforcing organizational efficiency, cost-effective facility services and improved customer satisfaction. Sodexo's team consisting of 485 employees, provides support services, pest control, landscaping, move and event coordination, mail, shipping and receiving, and cleaning services for Chevron.

Among our clients...

Agusta Westland, 3 sites (United Kingdom)

Alcatel Lucent, 37 countries: Argentina, Australia, Austria, Brazil, Canada, Chile, Colombia, Costa Rica, Czech Republic, Denmark, France, Germany, Hong Kong, Hungary, India, Indonesia, Israel, Italy, Japan, Malaysia, Mexico, Morocco, Norway, Peru, Philippines, Poland, Romania, Russia, Singapore, Slovakia, South Korea, Spain, Thailand, Turkey, Ukraine, United States, Vietnam

Airbus (France)

Alitalia (Italy)

AstraZeneca, 8 countries: China, Denmark, Finland, France, India, Norway, Sweden, United Kingdom

Bancolombia (Colombia)

Banco Santander (Spain)

Bank of Philippines (Philippines)

Baker Hughes (United Arab Emirates)

Baosteel Group, 4 sites (China)

Barwa Bank (Qatar)

Bavaria Film (Germany)

Baxter, 6 sites (Austria)

Bosch Diesel Jihlava, 5 sites (Czech Republic)

Cemaz Ind Eletronica da Amazonia SA Lenovo, 3 sites (Brazil)

China Energy Conservation and Environmental Protection Group (China)

Coca-Cola Enterprises, 6 countries: Belgium, France, Netherlands, Norway, Sweden, United Kingdom

Corrs Chambers Westgarth, 8 sites (Australia)

Deloitte, headquarters and 17 sites (France), Hyderabad (India)

Diageo, 68 sites (Ireland, United Kingdom)

DNB, 1 site (Norway)

Ecolab Nalco (Russia)

EGED, 12 sites (Israel)

Endesa (Spain)

FAW, 20 sites (China)

GSK, 20 countries: Argentina, Australia, Belgium, Brazil, Canada, Chile, China, Colombia, Costa Rica, France, Ireland, Italy, Mexico, Morocco, Netherlands, Poland, Spain, Turkey, United Kingdom, United States

Hamburg Südamerikanische Dampfschiffahrts-Gesellschaft KG (Germany)

Heineken Brasil SA, 5 sites (Brazil)

Impact Exhibition (Thailand)

Intel (Poland)

Johnson & Johnson, 14 countries: Argentina, Belgium, China, Colombia, France, Germany, Ireland, Italy, Mexico, Netherlands, Spain, Sweden, Switzerland, United Kingdom

Kia Motors, 2 sites (Slovakia)

Knesset, (Israel)

Laboratorios Roemmers, 6 sites (Argentina)

La Poste Belge, 35 sites (Belgium)

L'Oréal (France, Indonesia)

Ma'adeen Aluminum Company (Saudi Arabia)

Mercedes Benz (Hungary)

Merck MSD, 24 countries: Algeria, Austria, Belgium, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Israel, Italy, Morocco, Norway, Poland, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey

Microsoft (France)

Mondelez International (Peru)

Morgan Stanley (Hong Kong)

National Instruments (Malaysia)

NewsCorp, 4 sites (Australia)

Polish Parliament (Poland)

Procter & Gamble, 31 countries: Argentina, Belgium, Brazil, Canada, Chile, China, Colombia, Czech Republic, France, Germany, Hungary, India, Indonesia, Ireland, Italy, Japan, Mexico, Peru, Philippines, Poland, Romania, Russia, Saudi Arabia, Singapore, South Africa, Spain, Thailand, Turkey, United Kingdom, United States, Vietnam

Renault Nissan Automotive India Pvt. Ltd. (India)

Royal Dutch Shell, 8 countries

RTL2 Fernsehen (Germany)

RUSAL, 5 sites (Russia)

Sanofi, 8 countries: Brazil, Canada, France, Germany, India, Italy, Slovakia, United States

Scania (Sweden)

Shanghai Automotive Industrial Corporation (SAIC), 15 sites (China)

Suzano Papel e Celulose SA, 4 sites (Brazil)

SwissLife (Switzerland)

Telefonica, 3 sites (Chile)

Tetra Pak (India, Singapore)

Unilever, 33 countries: Austria, Belgium, Canada, China, Colombia, Costa Rica, Czech Republic, Denmark, Finland, France, Germany, Hungary, India, Ireland, Italy, Malaysia, Mexico, Netherlands, Philippines, Poland, Romania, Russia, Singapore, Slovakia, Spain, Sweden, Switzerland, Thailand, Turkey, United Arab Emirates, United Kingdom, United States, Vietnam

Zorlu Holding (Turkey)

Zurich, 5 countries: Germany, Malaysia, South Africa, United Kingdom, United States

REMOTE SITES

KEY FIGURES

> **1,823** million euro in revenues

> **36,067** employees

> **9%** of Group revenues

> **1,631** sites

Source: Sodexo

Our offer

QUALITY OF LIFE AND EFFICIENCY, EVEN AT THE ENDS OF THE EARTH

On both onshore and offshore remote sites, Sodexo contributes to the well-being of the people who live and work in these challenging, often isolated environments.

With its deep understanding of consumer expectations, proven technical processes and international expertise of its teams, Sodexo is unique in its market. From designing to operating to dismantling remote sites, **Sodexo contributes to client performance throughout the world with its integrated offer of innovative services** that:

- create a safe and comfortable workplace for all;
- include added-value technical and cost-saving services;
- meet rigorous Quality, Health, Safety and Environmental⁽¹⁾ standards;
- reflect Sodexo's commitment to contribute to the economic development, social needs and environmental resources of host communities.

Market trends

In the oil and gas market, commodity price volatility and supply dynamics have slowed short-term growth across traditional businesses and stifled new capital investment. Offshore activities, including deep and ultra-

deep exploration and production continue but at a more gradual pace, while lower oil prices are driving the industry to seek operational efficiencies. Onshore developments have slowed in the near-term from the recent frenetic pace in shale oil and gas. Lower liquefied natural gas prices continue to drive operators to seek cost savings, including from their suppliers.

The mining industry has been impacted by both slower growth in some emerging markets and the recurring consequences of the eurozone crisis. Mining companies are becoming more selective and are automating their operations progressively, seeking higher investment returns and significant reductions in their costs. Challenges facing clients include reaching remote locations that lack infrastructure, attracting and retaining employees as well as ensuring project responsiveness to local sustainability and development needs.

In the engineering and construction sector, although the global economic and geopolitical climate has dampened short-term demand for commodities, the long-term nature of infrastructure development will continue to require regular investment. In addition, new growth opportunities are being driven in part by demand from financially constrained governments that increasingly rely on private sector participation to address infrastructure needs.

Source: Sodexo

(1) Quality, Hygiene, Safety, Environmental standards (QHSE):

These four components of a responsible corporate management approach are based on the belief that most, if not all, accidents involve human error and are therefore preventable with better training and management practices.

Highlights

AUSTRALIA – “I HEAR YOU” INITIATIVE WINS INNOVATION AWARD

Sodexo's commitment to improving quality of life and achieving a zero harm workplace was recognized with the **“2015 Workforce Innovation”** award by AMMA, Australia's national resource industry employer group. The Company's “I Hear You” initiative is a holistic mental health awareness program that provides tangible, meaningful and immediate support to employees in times of personal need. Employees also learn how to detect and respond to signs of personal crisis among friends, family and colleagues.

CHILE – PROMOTING SUSTAINABILITY THROUGH “HONEY FOR MINERS”

Sodexo's innovative “Honey for miners” project, to improve nutrition for employees of its Chilean mining client, **Minera Los Pelambres**, while promoting sustainability in the local community, was recognized with the **“Good Corporate Citizen award”** by the Chilean-American Chamber of Commerce. In order to provide nutritious fresh honey in the breakfasts of miners at the open-pit Los Pelambres Mine, Sodexo incorporated small local honey producers into its supply chain. The initiative helped the small family-run businesses to form a cooperative that also supplies other Sodexo sites and is exploring potential export opportunities.

Key contract wins

AUSTRALIA – RIO TINTO AGAIN CHOOSES SODEXO

Based on its proposal focused on safety and innovative Quality of Life Services, Sodexo was chosen by Rio Tinto to **manage the Jerriwah Project**, a remote site village located in western Australia. This contract continues the strong, longstanding relationship between the two companies. Drawing on best practices and its experience at other Rio Tinto mining sites, Sodexo developed a cost effective proposal for the delivery of an array of services, including foodservices, housekeeping, industrial cleaning, accommodation management, retail shops, health and well-being, facilities maintenance, grounds maintenance, waste management and recycling and transportation services.

CHILE

Quality of life gaining altitude

Foodservices, camp accommodations, maintenance, leisure activities, laundry services and cleaning are among the Quality of Life Services Sodexo is delivering at Compañía Minera Nevada's (Barrick Gold) **Pascua Lama mining project** in northern Chile. Key to Sodexo's winning proposal is the effective management of common spaces to promote social interaction, recognition and personal development through the leisure activities and entertainment services provided to the 230 employees at the gold, silver and copper mine, located at 4,500 meters. The varied menus provided are tailored to meet the specific nutritional needs of miners working at high elevations to ensure their health and well-being.

Maximizing comfort at Ferrovial hydroelectric plant

Sodexo's uniquely integrated services to improve quality of life are helping to ensure continuity of operations and responding to the client's strategic objectives at Ferrovial's **Los Condóres** hydroelectric plant. Quality of Life Services provided to the site's 750 consumers include foodservices, maintenance, accommodations, laundry, office cleaning and waste management. Services are organized to positively influence consumer health and well-being with comfortable and functional meeting points, such as dining rooms, which are designed to maximize social interaction and efficiency.

PERU – STRENGTHENING LINKS WITH HOST COMMUNITIES

To improve the quality of life for more than 6,000 miners working at **MMG's LAS Bambas project**, located 4,500 meters above sea-level, Sodexo designed a wide array of services that offer a variety of menus and a special health and fitness program. On-site services also include operation and maintenance of equipment and infrastructure such as drinking water and wastewater plants, with performance tracked using Sodexo's proprietary software. To help the client reinforce its relationship with the host community and contribute to the region's economic development, Sodexo created a social responsibility program to provide specialized agricultural training and business counseling to local farmers. The program also works to create awareness regarding hunger and malnutrition.

For more information on Sodexo's actions on behalf of local communities, see Chapter 2.3.3.

RUSSIA**Supply chain improvements enhance foodservices**

Gazprom chose Sodexo to deliver Quality of Life Services at six oil and gas production facilities across Russia based on an offer designed to enhance the physical workplace environment and promote employee health and well-being. By improving the supply chain, Sodexo was able to ensure delivery of fresh products and nutritious meals while its meal pricing mechanism allows employees to use their meal allowances more efficiently.

Broad range of services at Kinross regional headquarters

Canadian mining company **Kinross Gold** awarded Sodexo the contract to provide foodservices, cleaning, technical maintenance and accommodations services at its regional headquarters in Moscow.

Among our clients...**OIL AND GAS**

Apache Energy: Australia

Baker Hughes: India, Kuwait, Oman, Saudi Arabia, United Arab Emirates

BG Group: United Kingdom

BGP: Kuwait, Saudi Arabia

BP: Angola, Argentina, Brazil, Norway, United Kingdom, United States (Alaska, Gulf of Mexico)

ConocoPhillips: Algeria, United Kingdom, United States (Alaska, Gulf of Mexico)

ENAP: Argentina, Chile

ExxonMobil: Australia, Canada, Netherlands, Saudi Arabia, United States (West)

Gazprom: Russia

Nabors: Algeria, India, Mexico, Saudi Arabia, United States (Alaska)

PanAmerican Energy: Argentina

Perenco: Congo, Cameroon, Gabon

Petrobras: Argentina

Pluspetrol: Peru

Repsol: Peru

Schlumberger: Algeria, Brazil, India, Kuwait, Saudi Arabia, United Arab Emirates, United States (Alaska)

Shell: 8 countries

Sinopec: Gabon, Saudi Arabia

Sonatrach: Algeria

Statoil: Angola, Brazil

Talisman: Canada, Norway, United Kingdom

Total: Angola, Congo, Gabon, Netherlands

Woodside: Australia

ENERGY

Duke: Peru

Enel Green Power: Chile

GDF-Suez: Netherlands

Hydro Quebec: Canada

Manitoba Hydro: Canada

Suncor: Canada

OFFSHORE AND MARINE

Atwood Oceanics: Cameroon, Malaysia, South Korea, Thailand, United States (Gulf of Mexico)

Bourbon Offshore: Angola, Congo, Qatar, Singapore

Diamond Offshore: South Korea, United Kingdom, United States (Gulf of Mexico)

ENSCO: Australia, Brazil, China, Denmark, Indonesia, Malaysia, Myanmar, Netherlands, Singapore, United Arab Emirates, United Kingdom

KCA Deutag: Malaysia, Oman, Russia

Maersk Drilling: Cameroon, Congo

Noble Drilling: Australia, Benin, Cameroon, Denmark, Gabon, India, Netherlands, Qatar, Singapore, United Kingdom, United States (Gulf of Mexico)

Ocean Rig: Congo, South Korea

Rowan: Norway, South Korea, United States (Gulf of Mexico)

Seadrill: Angola, Australia, Brazil, Mexico, Norway, Saudi Arabia, South Korea, Thailand, United Kingdom

Seafox: Netherlands

Shelf Drilling: India, Indonesia, Qatar, Saudi Arabia, Singapore, Thailand, United Arab Emirates

Sipetrol: Argentina

Subsea 7: Mexico

Technip: Angola

Teekay: Brazil, Norway, Qatar, United Kingdom

Transocean: India, Indonesia, Malaysia, Norway, Saudi Arabia, Singapore, Thailand, Vietnam

Van Oord: Kuwait, Netherlands

MINING

Anglo American: Australia, Chile

Antofagasta Minerals: Chile

Barrick Gold: Australia, Chile, Peru, Tanzania

Bechtel: Chile

BHP Billiton: Australia, Chile, Columbia, Peru

Freeport McMoran: Democratic Republic of Congo, Peru

Glencore Xstrata: Australia, Cameroon, Chile, Colombia

Lumina Copper: Chile

Newmont Mining: Australia

Oz Minerals: Australia

Polymetal: Russia

Rio Tinto: Australia, Canada, Chile, Guinea Conakry, India, Madagascar, Peru

Vale: Argentina, Brazil, New Caledonia

Votorantim Metais: Peru

Yamana Gold: Brazil, Chile

ENGINEERING AND CONSTRUCTION

Al Hassan Engineering: Oman

Al Rushaid Construction: Saudi Arabia

BEC Group: Oman

CH2M HILL: United States (Alaska)

Consolidated Contractors Company: Kuwait

Descon Engineering: United Arab Emirates

Fluor Daniel: Peru, Qatar, Saudi Arabia

Halliburton: Algeria, Angola, India, Norway, Qatar, United States (Gulf of Mexico)

Hyundai Engineering: Algeria, Oman, Qatar, United Arab Emirates

JGC Corporation: Algeria, Qatar

Leighton: India

MIDMAC Contracting: Qatar

Odebrecht: Brazil, Peru

Punj Lloyd: Indonesia, Qatar, Kuwait, United Arab Emirates

Samsung Engineering: Kuwait, Qatar, United Arab Emirates

SNC Lavellan: United Arab Emirates

Techint: Peru

The Oman Construction CO (TOCO): Oman

Vinci: Cameroon, Peru

DEFENSE

KEY FIGURES

> **686** million euro in revenues

> **4%** of Group revenues

> **12,302** employees

> **989** sites

Source: Sodexo

Our offer

IMPROVING THE QUALITY OF LIFE OF SERVICE PERSONNEL AND THEIR FAMILIES AT HOME AND ABROAD

Sodexo has more than 30 years of experience supporting armed forces throughout the world. With its expertise and insight into the special demands of military life, Sodexo delivers **integrated service offers that improve the quality of life** for service personnel and their families on homeland bases, decompression bases and deployed bases overseas, including forward operating bases.

With an offer ranging from technical maintenance services, recreational activities and foodservices for service personnel and their families to the complex logistical services of peacekeeping operations, Sodexo's flexibility, rigor, reliability and rapid deployment capabilities make it **a valued long-term strategic partner to defense communities across the globe.**

Market trends

GROWING PUBLIC DEFICITS

While military expenditure is still increasing in some countries, budget pressures are leading governments and military leaders to downsize or search for ways to achieve more for less in the running of defense support operations. The result is increased outsourcing accompanied by a drive for innovation, efficiency and a more integrated approach to service delivery.

PROFESSIONALIZATION OF ARMED FORCES

As the trend toward professionalization of armed forces continues, governments and military leaders increasingly seek strategic outsourcing partners who will improve the quality of life for service personnel and their families. Partners are expected to contribute to personnel performance and retention, enabling military leaders to better focus resources on their core mission.

GREATER FOCUS ON SERVICE PERSONNEL WELFARE AND WELL-BEING

Deployments of military forces to the Middle East from the United States, the United Kingdom and other countries in recent years have increased public awareness of service personnel welfare, morale and support. The result has been increasing demand for Quality of Life Services and a desire for the development of socially responsible initiatives in defense communities by outsourcing partners.

PEACEKEEPING OPERATIONS

While armed forces are being downsized due to budget reductions, governments are seeking to maintain their foreign peacekeeping commitments undertaken through international bodies such as the United Nations or NATO. The stretching of military forces and increasing complexity of operations require experienced partners with broad-based expertise, a global footprint and sophisticated logistical resources.

Source: Sodexo

Highlights

FRANCE – MAJOR NEW QUALITY OF LIFE SERVICES SHOWCASE

With the opening of the “French Pentagon” at Balard in Paris, Sodexo adds another prestigious reference to its portfolio of clients. The 350,000 square meters site provides a showcase for the wide array of Quality of Life Services Sodexo is capable of providing, including visitor screening and security, concierge services, cleaning, laundry, reception, foodservices seven days a week, building and grounds upkeep, logistics and waste management services. Under the 27-year public-private partnership contract, the Sodexo team is responsible for ensuring a professional working environment and residents’ comfort and well-being across the immense site. Services include maintaining the facility’s 15 kilometers of corridors, 450 meeting rooms and six hectares of green space. The Sodexo team also manages a 750-room hotel and delivers foodservices to 9,600 people on the site, on which all three major branches of the French military are represented, as well as the Directorate General for Armaments and the General Secretariat for Administration. Among other duties: ensuring the proper care and display of 190 national flags to welcome visiting country delegations.

UNITED KINGDOM – COLLABORATIVE BUSINESS RELATIONSHIPS CERTIFICATION

Accredited certification body ISOQAR qualified Sodexo under the BS 11000⁽¹⁾ collaborative business relationships standard. The certification covers all hard and soft facilities management services provided by Sodexo to UK and Ireland defense clients. BS11000 provides a framework to help companies develop and manage their interactions with other organizations to maximize mutual benefits.

UNITED STATES – BEST MARINE CORPS MESS HALL

For the third time, the U.S. Marine Corps **Camp Lejeune Mess Hall 455** in North Carolina, operated by a Sodexo team, was selected as the Best Full Food Service Mess Hall. The National Restaurant Association and Military Foundation presented the annual award.

Key contract wins

FRANCE – IMPROVING QUALITY OF LIFE FOR TELSITE TEAMS AT REMOTE SITE

The **French Armed Forces and Defense Ministry** has chosen Sodexo to design, supply and operate the future TELSITE 2 remote site on the Moruroa atoll in French Polynesia as part of a nearly three-year mission. Sodexo’s comprehensive solution is designed to provide a comfortable and secure environment, promote the health and well-being of workers at the center and protect the atoll’s ecosystem. Sodexo is overseeing the design, construction, transport, installation and dismantling of a 32,000-square-foot structure. Its teams provide a range of services, including recreational activities to encourage relaxation and social interaction on the remote site. Nutritionally balanced meals are provided using local suppliers. All basic supplies are purchased locally and 75% of the staff is Polynesian.

For more information on Sodexo’s Remote Sites offer, see previous pages.

UNITED STATES – FACILITIES MANAGEMENT SERVICES FOR THE U.S. MILITARY’S MEDICAL FACILITIES WORLDWIDE

Sodexo was approved to provide operations and maintenance services to support delivery of the best possible health care experience for patients at U.S. **Department of Defense** medical facilities throughout the world. Over the five-year contract term, the Defense Department can draw upon Sodexo’s technical expertise and capabilities to enhance quality of life for millions of military members and their families while also ensuring greater efficiency in operations and maintenance. Services include scheduled and corrective maintenance, grounds maintenance, housekeeping, pest management and maintenance of biomedical equipment. The medical facilities that Sodexo will have the opportunity to service are located at 50 installations worldwide and have a combined physical footprint of 24 million square feet.

(1) BS 11000 - published by BSI in association with the Institute for Collaborative Working (ICW) - is the World’s first national standard for Collaborative Business relationships.

Among our clients...**AUSTRALIA**

Australian Submarine Corp, 2 sites, Adelaide

CHILE

Astilleros y Maestranzas de la Armada (ASMAR), naval base in Talcahuano

Empresa Nacional de Aeronáutica de Chile (ENAE), Santiago

Military Hospital, Santiago and Antofagasta

Naval Hospital, Talcahuano and Viña del Mar

FRANCE

EALAT – Helicopter training school, Dax

EMB – Military training centers, Bourges

French Ministry of Defense headquarters, Paris

Institution Nationale des Invalides (Military hospital), Paris

Instruction center and Naval Air Station, Brest Defense Base

TELSITE 2 remote site, Moruroa, French Polynesia

GERMANY

Universität der Bundeswehr, Munich

INDIA

Naval Officers Club, Delhi

POLAND

Military Medical Institute, Warsaw

SINGAPORE

Civil Defence Force Basic Rescue Training Centre and Academy

SOUTH KOREA

DLA Troop Support, Osan

SWEDEN

The Ronneby Air Force Garrison

THAILAND

United Nations Representative for the Asia Pacific, Bangkok

UNITED ARAB EMIRATES

1 U.S. base

1 French Foreign Legion base, Abu Dhabi

UNITED KINGDOM

Army main garrisons of Aldershot, Brecon, Bulford, Catterick, Colchester, Larkhill, London, Tidworth, Warminster and York

Joint garrisons in Cyprus and the Falkland Islands

Royal Naval Air Stations, Culdrose and Yeovilton

Royal Marines bases across South West England, including the Commando Training Centre Royal Marines (CTCRM)

UNITED STATES

Defense Commissary Agency, 12 deli-bakery operations

U.S. Air Force, 38 dining locations on 14 bases

U.S. Army, 8 hospitals

U.S. Department of Defense retail operations, 5 dining locations

U.S. Department of Homeland Security, dining facility for first responder trainees

U.S. Government Civilian Agencies, 50 dining locations

U.S. Marine Corps, 49 dining locations

U.S. Navy, 2 facilities management contracts, patient feeding at a naval hospital

IN THEATER MILITARY FORCES

Postal service for French troops deployed abroad in the Middle East, Africa and Central Europe

UNIFIL (Lebanon)

U.S. Air Force, 1 site (Kuwait)

U.S. Forces Camps, 3 sites (Kuwait)

JUSTICE SERVICES

KEY FIGURES

- > **747** million euro in revenues
- > **4%** of Group revenues
- > **4,963** employees
- > **115** sites

Source: Sodexo

Our offer

SERVING SOCIETY BETTER

Sodexo is one of the world's leading providers of justice services, having begun partnering with national and regional governments since 1993. Sodexo delivers a range of frontline and support services to correction facility staff and prisoners on 115 sites.

ETHICAL PRINCIPLES

Sodexo delivers its services according to stringent ethical principles. **Sodexo operates justice services only in democratic countries that do not have the death penalty, in which its staff is not required to carry firearms and where the ultimate goal of imprisonment is prisoner rehabilitation.**

FOCUS ON REHABILITATION

Experience shows that prison and rehabilitation outcomes can be significantly improved through an approach that protects the public while breaking the cycle of reoffending. Such outcomes can provide a better life for offenders while also reducing societal costs. Sodexo teams focus on providing offenders with the life skills, work experience, qualifications and resources upon release to help ensure their successful reintegration into society.

Sodexo engages and is experienced in various forms of justice partnerships with governments, including:

- **taking responsibility for the entire process of creating new prisons and prison extensions** – from the advisory stage, to financing, designing, building and project management to full operational management and provision of frontline custodial services;

- **taking over full management and operation of existing public prisons and probation services** to transform their efficiency and performance;
- **providing a range of support services in other justice environments** such as courts and policing.

Market trends

In response to rising budgetary pressures and the diversification of services offered by providers, **public authorities are turning increasingly to the private sector.** In seeking effective “Less is more” solutions, authorities are outsourcing an increasingly broad array of services.

Aging populations, technological advances and overall improvements in policing and justice systems are **increasing prison populations.** As a result, governments are considering ways to improve rehabilitative results, reduce costs and implement alternatives to custody such as community service.

Tighter budgets and a desire to improve results is increasing the use of **outcome-based contracts**, such as linking part of the service provider's remuneration to success in reducing reoffending rates.

The emphasis on offender rehabilitation over incarceration or punishment continues to grow, as is the demand for improved prison conditions.

New information and communications technologies present a real opportunity for innovation in operations and improved efficiency and effectiveness of justice systems.

Source: Sodexo

Highlights

CHILE

Bío Bío bikes

Sodexo's bicycle repair project at **Bío Bío prison** is contributing to improved quality of life in Chile's Concepción region while enabling prisoners to acquire sought-after mechanical skills. In addition to the physical well-being of the local population, the initiative helps to reduce pollution and congestion in the region. Developed jointly by Sodexo and the local municipal government, the project has seen more than 100 inmates complete the intensive training program, providing them with skills that will help their reintegration into society following their release.

A driver's license: key to successful rehabilitation

Prisoners at Sodexo-managed facilities in Chile are learning to drive through an innovative program that increases their opportunities for employment upon release. At **Concepción prison**, participants gain on-road experience as delivery drivers for the prison's internal food center and can pass a driving test at the offices of the municipality to receive their driver's license.

FRANCE

Learning computer skills

Through a partnership with a computer provider, Sodexo is enabling female inmates at **Joux-la-Ville prison** to learn practical information technology skills that will help in gaining employment following their release. The inmates learn how to prepare end-of-lease computer equipment for resale, providing both a commercial benefit to the client and a new skill for the women. The program also supports Sodexo's sustainability commitments to promote responsible recycling.

Innovative rehabilitation support program recognized

The French Senate rewarded Sodexo with a **prestigious citizenship award** for the work of its charity, **Inserxo**. Created by Sodexo in 2012, Inserxo works in partnership

with a number of public agencies and economic and social relief organizations to help rehabilitate prisoners and contribute to a better relationship between the prison and local communities. The charity monitors and provides support to inmates from the moment they enter the prison system to the end of their sentence. Through Inserxo's support, 70% of inmates have found employment following their release, 20% have gained access to skilled training and 10% are receiving ongoing support through other rehabilitation projects.

UNITED KINGDOM – DISTINCTIONS FOR PRISON REHABILITATION COMMITMENT

Special recognition awarded to individual employees reflects the high level of professionalism, commitment and creativity of Sodexo teams in support of prison rehabilitation.

Reverend Bob Paterson, Faith Services team leader based at **HMP Addiewell**, received the prestigious **Butler Trust** award in recognition of his commitment to helping prisoners lead crime-free lives. The Butler Trust is an independent charity that recognizes excellence across the UK's justice sector.

HMP Northumberland Prison Custody Officer Alf Tibbles and **HMP Bronzefield Custody Officer Nathan Sawford** were nominated for the Prison Officer of the Year awards, the UK's leading awards for prison officers in recognition of their strengths in facilitating better social interaction for both officers and offenders.

Key contract wins

NETHERLANDS – COMMITMENT TO HEALTH AND WELL-BEING

Sodexo is contributing to health and well-being in **42 prisons** across the Netherlands under a seven-year contract to provide nutritious food to both prisoners and staff. Sodexo's bid was chosen by the client based on the quality of the offering and Sodexo's commitment to initiatives that contribute to an improved physical environment for the prison population.

For more information on Sodexo's actions to promote health, nutrition and well-being, see Chapter 2.3.2.

UNITED KINGDOM – COMMUNITY-BASED REHABILITATION

In partnership with crime reduction charity Nacro, Sodexo was awarded the contract to operate six community rehabilitation companies (CRCs) across the United Kingdom as part of the government's **Transforming Rehabilitation Programme**. To support the program's objectives of supporting successful prisoner rehabilitation and reducing the rate of reoffending, the CRCs integrate low risk offenders into the community. The CRCs help former prisoners and community sentenced offenders to find ways to contribute positively and provide them with support to address and resolve their personal needs and dependencies. The contracts centralize administrative resources to enable a more streamlined and efficient approach to managing the probation process. Through the program, new technologies are being introduced to allow CRC employees to work remotely, enabling them to spend more time with offenders in the community.

Among our clients...

BELGIUM

Ministry of Justice, 1 prison, 1 forensic psychiatric clinic, 4 refugee centers (subcontracted via Red Cross)

CHILE

Ministry of Public Works, 5 prisons

FRANCE

Ministry of Justice, 34 prisons

NETHERLANDS

Council for the Judiciary, 17 courts

Ministry of Justice, 42 prisons, 40 refugee centers

UNITED KINGDOM

Ministry of Justice England and the Scottish Prison Service, 5 prisons, 6 Community Rehabilitation Companies (CRCs)

SPORTS AND LEISURE

KEY FIGURES

> **758** million euro in revenues

> **4%** of Group revenues

> **11,310** employees

> **815** sites

Source: Sodexo

Our offer

QUALITY OF LIFE FOR EXCEPTIONAL MOMENTS

With more than 20 years of experience, Sodexo is a valued partner for **world-class cultural and sports events**, including the Olympics and Rugby World Cup, and in managing **unique venues**. Sodexo knows what it takes to create exceptional moments for consumers: creativity, *savoir-faire*, refinement and enjoyment.

By emphasizing social responsibility, local procurement and eco-friendly practices in its operations, Sodexo also responds to issues that are important to visitors and consumers, further increasing the appeal of its clients' offerings.

From ticketing, travel, foodservices, security and logistics to sales and marketing, technical and artistic execution, Sodexo teams are expert at producing memorable events for attendees while enhancing the reputation of prestigious sites.

Market trends

The continuing uncertain economic climate has impacted the market in terms of:

- **funding**: reduced government and sponsorship support for sports and leisure activities is prompting clients to seek other solutions to attract consumers;
- **limiting discretionary spending** in many parts of the world;
- despite these difficult economic conditions, **France**, and particularly **Paris**, where Sodexo has a significant presence, remains a favored destination for international tourists.

New trends opening development opportunities in this market include:

- **sustainability, wellness and diversity** are fast becoming key drivers for partner selection and retention and a source of differentiation for market leaders like Sodexo;
- **optimization of venue utilization** is key to clients seeking partners that can assist in attracting new guests to boost attendance and facility rentals;
- **digital technology** is changing models and concepts for sporting and cultural event organizers, providing the ability to reach a greater number of potential viewers by providing easier access to both events and performers;
- sporting event organizers are seeking to attract a wider audience by enhancing the spectator experience with additional **entertainment** linked to the event;
- **emerging countries** are increasingly hosting international sporting events and are starting to promote their national sports outside their borders.

Source: Sodexo

Highlights

FRANCE – THE LIDO CABARET’S NEW REVUE: CELEBRATING THE MARVELS OF PARIS

Conceived by one of the world’s most renowned performing arts designers, Franco Dragone, *Paris Merveilles* pays homage to the elegance and richness of the French capital. It is the 27th revue at the iconic Parisian cabaret, located on the world famous Champs-Élysées. Each evening, 2,000 attendees are treated to a magical performance

showcasing the talents of more than 70 artists, 22 dressers, 11 seamstresses and 40 technicians. At a breathtaking pace, talented performers present a series of acts, alternating between a large staircase, a monumental chandelier, an ice skating rink and a fairytale fountain, brought to life through sophisticated machinery and stunning visual effects. Completing the experience, is the imaginative dinner menu created and prepared by Chef Philippe Lacroix and his team of 35 cooks. The Lido attracts 500,000 spectators and guests from around the world each year.

SPAIN – A VOYAGE THROUGH TIME, FINE ART AND HAUTE CUISINE AT THE PRADO

To mark the 195th anniversary of one of the world’s most important art galleries, Sodexo combined painting and sculpture with gastronomy to produce a unique experience at *Museo del Prado* in Madrid. For the Prado’s special exhibitions, Sodexo designed rich, vibrant and authentic compositions derived from traditional cuisine, served amidst the artistic treasures of one of the world’s leading art museums. Created through the talents of Michelin-starred chef Pepe Rodríguez and his team, the gastronomic and artistic voyage evokes the tastes and aromas of past eras, inspired by the works of Spanish, Italian, Flemish and German masters that today adorn the walls of the Prado. Guests can also further their gastronomic knowledge through tools providing access to additional information on the museum’s culinary activities.

UNITED KINGDOM

Sodexo dedicated events team recognized by industry group

The prize for “**Best In-House Events**” at the **2014 Eventia Awards** went to the Sodexo Prestige team in the United Kingdom. The prestigious industry recognition honors outstanding business-to-business and business-to-consumer events in the United Kingdom and internationally. Services delivered by Sodexo’s dedicated in-house events team include catering, hospitality, project management, sales and marketing, logistics and event management. The team delivered innovative food offers and other services during the year at a wide range of prestigious sporting and leisure events in the United Kingdom, including the RHS Chelsea and Hampton Court Palace Flower Shows, Henley Royal Regatta, the British Open and Burghley Horse Trials.

Head chef at Ascot Racecourse recognized with event catering award

Gemma Amor, Sodexo's head chef at Ascot Racecourse, won the "Event Catering Award" at the 2014 FSM awards. Gemma and her team, which expands to 300 for the annual Royal Ascot meeting, produce over 400 different fine dining menus a year, enjoyed by more than 500,000 customers. The awards judging panel chose Gemma based on her demonstrated innovation and leadership skills that have kept Ascot racecourse at the forefront of prestigious venues year after year.

Key contract wins

FRANCE

Immersion in the region and flavors of the Ardèche

In seeking to find ways to extend the exploratory experience of visitors to its site in the Ardèche region, the **Caverne du Pont d'Arc** chose Sodexo to manage its restaurant, *La Terrasse*. Sodexo's response included a décor of large frescoes for the restaurant inspired by those of the Chauvet grotto on which the Caverne is modeled, original menu options in the "Gathering," "Hunting" and "Ardèche Today" dining areas and products emphasizing the region's culinary heritage. The result is an exceptional experience for the estimated 500,000 annual visitors to the site.

Ensuring Quality of Life Services at France's national soccer center

The French national soccer center in Clairefontaine renewed for another four years the contract under which Sodexo has provided Quality of Life Services to the training and conference center since 1997. In addition to preparing highly specialized menus for France's national soccer teams both at home and abroad, Sodexo teams provide foodservices for staff and visitors with as many as 100,000 meals served annually. Other services include reception, accommodations and the maintaining of rooms, common areas, the medical center, sports areas and equipment as well as road cleaning and snow removal. Sodexo teams also have taken on **overall management of a new training and conference center** built in preparation for the euro 2016 soccer tournament being held in France.

UNITED KINGDOM – SPORTS VENUE CONTRACTS RENEWED BASED ON STRONG PERFORMANCE

Sodexo's contract at **Perth Racecourse** was extended for an additional five years based on a 12-year history of offering top-class service. Sodexo's team of culinary experts is working to further enhance the hospitality and conference packages available at the venue to generate increased sales for both race day and non-race day events. Testifying to its achievements and continued success in the UK sport market, Sodexo also saw contracts extended at **Aberdeen and Everton football clubs**, where it provides a full range of catering, hospitality, retail, conference and events services.

UNITED STATES – WINNING PROPOSAL FOR CALIFORNIA ACADEMY OF SCIENCES

Sodexo was awarded the contract to provide **food and hospitality services** for the prestigious California Academy of Sciences museum in San Francisco. Key factors contributing to the win were Sodexo's creative renovation plans and its commitment to local sourcing, an important priority for the museum, which seeks to make foodservices a seamless extension of the visitor experience. Sodexo currently sources over 60% of its products locally with a goal to increase this to as much as 80% in the next two years. The winning proposal also articulated a vision for services designed to drive revenues higher and increase attendance beyond the current 1.2 million annual visitors. The museum's Sodexo-run **Terrace & Academy Cafes** are listed among Conde Nast Traveler Magazine's ten best museum restaurants in the world.

Among our clients...

ATHLETIC AND CULTURAL ACTIVITIES

Art Café, Strasbourg (France)

Ascot Racecourse, Ascot (United Kingdom)

Bateaux Parisiens, Paris (France)

Brighton & Hove Albion Football Club Training Ground, Lancing (United Kingdom)

Children's Museum of Indianapolis, Indiana (United States)

Dallas Museum of Art, Texas (United States)

Detroit Institute of Art, Michigan (United States)

Dundas Castle, South Queensferry, Scotland (United Kingdom)

Emirates Aviation Experience, London (United Kingdom)

Grand Parc du Puy du Fou (France)

Hampden Park, Glasgow, Scotland (United Kingdom)

Headingley Carnegie Stadium, Leeds (United Kingdom)

Henley Royal Regatta, Henley-on-Thames (United Kingdom)

Houston Zoo, Texas (United States)

Jardin du Petit Palais, Paris (France)

L'Olympique de Marseille (France)

L'Olympique Lyonnais, Lyon (France)

La Caverne du Pont d'Arc, Ardèche (France)

La Cité Musicale de l'Île Seguin, Boulogne-Billancourt (France)

La Grande Verrière du Jardin d'Acclimatation, Paris (France)

Le Centre Pompidou de Metz (France)

Le Musée des Regards de Provence, Marseilles (France)

Lenôtre, Cour des Senteurs, Versailles (France)

Le Paris Saint-Germain (France)

Lido de Paris (France)

Museum of Science and Industry, Chicago, Illinois (United States)

RHS Chelsea Flower Show, London (United Kingdom)

RHS Hampton Court Palace Flower Show, London (United Kingdom)

Roland Garros, Paris (France)

Royal Botanic Garden Edinburgh, Edinburgh, Scotland (United Kingdom)

Seattle Aquarium, Washington (United States)

Shedd Aquarium, Chicago, Illinois (United States)

Space Center Houston, Texas (United States)

Splashworld, Avignon (France)

St. James' Park, Newcastle (United Kingdom)

The American Express Community Stadium, Brighton (United Kingdom)

The Dakar Rally (Argentina-Chile)

The Open, St Andrews (United Kingdom)

PRESTIGE RESTAURANTS

Don Juan II, Yachts de Paris, Paris (France)

Le Pavillon Élysée Lenôtre, Paris (France)

Le Pré Catelan (three Michelin stars), Paris (France)

Les restaurants de la Tour Eiffel, Paris (France)

PRIVATE CLUBS, ASSOCIATIONS AND CONFERENCE CENTERS

Aéroclub de France, Paris (France)

Centre d'Affaires Capital 8, Paris (France)

Centre National du Football, Clairefontaine (France)

Château de Fillerval, Thury-sous-Clermont (France)

Domaine du Manet, Montigny-le-Bretonneux (France)

Maison des Polytechniciens, Paris (France)

Maison de la Recherche, Paris (France)

Salons de la Maison des Arts et Métiers, Paris (France)

San Ramon Valley Conference Center, California (United States)

Tecnológico de Monterrey (Mexico)

The Crystal by Siemens, London (United Kingdom)

Yachts de Paris, Paris (France)

HEALTH CARE

KEY FIGURES

> **3,646** million euro in revenues

> **18%** of Group revenues

Source: Sodexo

> **68,812** employees

> **3,758** sites

Our offer

IMPROVING HEALTH CARE THROUGH QUALITY OF LIFE SERVICES

Recognizing the interdependency of care activities in a hospital, Sodexo contributes to a **positive patient experience** by optimizing human, materiel and financial resources. Sodexo services range from management of clinical equipment to sterilization of medical devices, from disinfection of patient rooms and operating theaters to patient reception and admissions, and from hospital logistics to providing foodservices for patients, visitors and hospital staff. Based on this broad array of expertise, **Sodexo adapts its services to address client priorities** to:

- increase patient satisfaction;
- motivate and retain staff;
- improve quality and safety of care;
- comfort and serve family members and visitors;
- optimize physical assets;
- ensure compliance with rigorous medical standards;
- reduce overheads;
- maximize revenues and profitability.

The value added for the client: **better patient outcomes**, improved **operational performance** and **increased competitiveness** in their market.

Market trends

Health care costs are constantly increasing, driven by a combination of demographic, social, economic and technological factors. Since 2010, however, the economic crisis has led to substantial economic pressure on public

budgets and requiring health care facilities to re-think their organizational, operational and financial models.

In developed countries:

- a sharp slowdown in health spending growth as a result of lower public expenditures;
- concentration in the health care sector is resulting in larger but fewer facilities;
- budgetary constraints and technological advances are contributing to a reduction in the number of beds and average length of stay, as well as the development of care outside of the traditional hospital setting (ambulatory centers or home care);
- chronic diseases (diabetes, cardiovascular disease, obesity, etc.) have a significant impact on the organization and costs of health systems;
- medical consumerism is driving hospitals to focus increasingly on improving the patient experience and compete in non-clinical areas such as reception services, management of the patient care pathway and administrative services;
- the economic crisis and health care reforms are reducing reimbursement rates and/or linking reimbursement to outcome-based metrics, requiring hospitals to further focus on increasing efficiency and cutting costs.

In emerging markets:

- a rapidly expanding middle class, increased disposable income, the emergence of private insurance and population growth are driving higher demand;
- national health care systems are struggling to provide the appropriate level of care, due to insufficient infrastructure and limited budgets and health care human resources, paving the way for a growing and

ever stronger private health care sector, including regional and international health care chains;

- increasingly high expectations of patients, who frequently pay for their care out of pocket, are creating a boom in medical tourism that is forcing health care facilities to compete nationally and internationally.

Source: Sodexo

■ Focus on...

HOSPITAL SANTA PAULA IN BRAZIL

Twenty years of service to health care leader

Hospital Santa Paula is known as one of the best cancer treatment centers in São Paulo, Brazil. Patients are also drawn to the hospital's warm, welcoming community that makes them the central focus and provides the personalized services, space and specialty care they need to recover.

For the past 20 years, Sodexo has contributed to the special atmosphere at Santa Paula through foodservices designed to improve quality of life, providing 1,820 nutritionally balanced meals per day for patients, physicians, staff and visitors. Meals are served in a variety of attractive, Sodexo-run venues: Gourmand, the visitors' restaurant; two lively Vive Cafés; a physicians' lounge on the operating floor, which is a private, quiet space for doctors and their assistants; and the staff restaurant. Patient meals are tailored to meet each individual's specific nutritional and medical needs and personal preferences, defined in consultation with one of the hospital's nutritionists. Sodexo's Head Chef also worked with nutritionists to create a new addition to Hospital Santa Paula's offer called Budines. The delectable, nutritious soft, mousse-like product, designed for patients with dietary restrictions due to surgery or invasive treatment, restores patients' desire to eat and their enjoyment of food. In encouraging ingestion, in small portions, of all the caloric and nutritional value needed to support proper healing, the innovation is part of Sodexo's contribution to supporting Santa Paula's caring community.

This year, the hospital expanded the range of Quality of Life Services entrusted to Sodexo in providing Gift Passes, Meal Passes and Food Passes for the hospital's employees.

For more information on Sodexo's Benefits and Rewards Services offer, see Chapter 1.4.2.2.

Highlights

BELGIUM – SHOP AND CAFETERIA SERVICES FOR NEWLY RENOVATED CLINIC

Inaugurated in June 2015, the renovated **Clinique Notre Dame de Grâce de Gosselies** features a retail shop as well as a new cafeteria, both operated by Sodexo, serving patients and visitors. The onsite team delivers 750 meals a day and offers a self-service line for staff. Room service is also available for patients.

BRAZIL – “TOP HOSPITALAR 2015”

For the fifth consecutive year, Sodexo won the “Top Hospitalar” award, the health care industry's most important honor, presented by ITMidia, one of Brazil's leading media companies and the publisher of “Fornecedores Hospitalares” magazine. Sodexo was recognized with the Service Industry Category award as the **top product and services supplier to hospitals for the Food sector**. The judging panel is composed of representatives of hospitals, clinics and laboratories.

CANADA – RECOGNITION FOR LEADERSHIP IN HEALTH CARE PRACTICES

The **Canadian College of Health Leaders** recognized Sodexo with the President's Award for Outstanding Corporate Membership at the 2015 National Awards Program. The award recognizes individuals, teams and organizations that have demonstrated leadership qualities, commitment, integrity and development of leading practices across the health industry. The College said that through its commitment, Sodexo has consistently helped the College achieve its mission, vision and strategic directions over a period of several years.

Key contract wins

CHINA – HELPING HUANGSHI CENTRAL HOSPITAL GAIN GLOBAL ACCREDITATION

Huangshi Central Hospital in the city of Huangshi, Hubei Province, in central China, entrusted Sodexo with the delivery of nutritious meals for patients and healthcare professionals at the 1,280-bed facility. In addition to providing meals tailored to patient medical conditions to aid healing, the Sodexo team provides foodservices to the 2,000 health care professionals working at the hospital. Sodexo re-designed the 1,700-square-meter restaurant to facilitate meal ordering and pick-up, thereby maximizing the time for employees to relax and enjoy their meal. The hospital chose Sodexo in part based on the

Company's experience in helping other hospital clients win **Joint Commission International (JCI)**⁽¹⁾ accreditation, considered the gold standard in global health care. In May, the hospital received notification that it had become the first JCI-accredited facility in Hubei Province.

FRANCE – SUPPORTING NUTRITIONAL EXCELLENCE AT FORCILLES HOSPITAL

Forcilles Hospital in Seine-et-Marne relies on Sodexo to provide foodservices in support of the recognized excellence of the hospital's nutritional program. The Sodexo team provides daily foodservices and accommodations to ensure the comfort of 300 patients and 500 caregivers at the hospital. In awarding the contract, the hospital's Executive Committee was particularly convinced by Sodexo's commitment to meet this challenge.

For more information on Sodexo's actions to promote health, nutrition and well-being, see Chapter 2.3.2.

INDIA – ENSURING RELIABLE OPERATIONS IN PUNE

Sodexo is providing technical and engineering services at the 500-bed **Aditya Birla Memorial Hospital** in Pune under a newly awarded contract. By enhancing the life of the equipment, reducing energy costs and ensuring smooth, uninterrupted utility operations, Sodexo is enabling the hospital's 1,100 staff members to focus on curing patients.

INDONESIA – FIRST HEALTH CARE CONTRACT

In Indonesia, Sodexo won its first health care contract in the country at **Pondok Indah Hospital** in Jakarta. The Sodexo team serves more than 13,000 meals a month at the 212-bed hospital to patients and the facility's 250 specialists and general practitioners. A key factor contributing to the contract win was Sodexo's ability to clearly understand and respond to the client's needs and expectations. Other strong points included Sodexo's focus on patient satisfaction, the differentiated experience provided through its offer and a process-driven approach to ensure a high quality dining solution.

UNITED STATES

Improving competitiveness through Quality of Life Services

Under a new contract, Sodexo is providing Food and Nutrition Services on three **UMass Memorial Medical Center** campuses. The contract expands Sodexo's

relationship with **UMass Memorial Health Care**⁽²⁾, which treats more than 250,000 in-patients annually. The Sodexo team ensures nutritious foodservices for the system's 7,200 staff members, 830 physicians and 500 students as well as to volunteers, outpatients and visitors. Sodexo also is helping the center eliminate waste and leverage technology to create streamlined communication and accountability. Among the factors contributing to the decision to award the contract to Sodexo is the company's commitment to improving the patient experience, a key contributor to UMass Memorial's success in gaining market share in a highly competitive environment.

Services to improve consumer and employee quality of life

At **Vidant Health System in North Carolina**, Sodexo is providing foodservices and environmental services at the seven-hospital network, which serves 1.4 million consumers across 29 counties. In addition to providing patient meals in the 1,400-bed health care system and foodservices to its 12,500 employees, Sodexo is implementing a bundled service offering to enhance ease and efficiency. A renovation program to provide an enhanced physical environment includes state of the art phone-app technology with fitness and wellness programs to improve the health and well-being of Vidant's employees, visitors and guests. Sodexo's focus on employee engagement and recognition also aligns with Vidant's culture and broad business objectives.

Among our clients...

Ang Mo Kio – Thye Hua Kwan Hospital (Singapore)

AP-HP (Assistance Publique - Hôpitaux de Paris), Paris (France)

Asociación Chilena of Seguridad ACHS, Santiago (Chile)

Bangkok Medical Centre (Thailand)

Bangkok Phuket Hospital (Thailand)

Barking Havering and Redbridge University Hospitals NHS Trust, 2 hospitals, London (United Kingdom)

Beijing Jishuitan Hospital, Beijing (China)

Bumrungrad Hospital, Bangkok (Thailand)

Bundeswehrkrankenhaus, Ulm (Germany)

(1) **Joint Commission International (JCI)** certifies health care organizations that meet a set of standard, internationally recognized requirements designed to improve quality of care and ensure a safe environment for patients and staff.

(2) **UMass Memorial Health Care (UMMHC)** is the clinical partner of the University of Massachusetts Medical School and the largest health care system in Central and Western Massachusetts.

Capio, 18 sites (France)

Casa di Cura Multimedita SpA, 4 sites, Sesto San Giovanni, Milan (Italy)

Catholic Health Initiative, Denver, Colorado – 18 hospitals in 5 states (United States)

Central Manchester Hospitals NHS Foundation Trust, 4 hospitals (United Kingdom)

Central West Texas (United States)

Clínica Alemana: Santiago and Temuco (Chile)

Corpus Christi Medical Center, Corpus Christi, Texas (United States)

Danderyd's Hospital, Danderyd (Sweden)

Esho Empresa de Serviços Hospitalares SA - Hospital Vitoria, São Paulo (Brazil)

Güven Hospital, Ankara (Turkey)

Hospital Dr. Gustavo Fricke, Santiago (Chile)

Hospital Italiano de Buenos Aires (Argentina)

Hospital Mater Dei, Belo Horizonte (Brazil)

Hospital Monte Klinikum, Fortaleza (Brazil)

Hospital Restinga, Porto Alegre (Brazil)

Institut Catala de Salud, 10 sites, Catalonia (Spain)

Instituto Argentino de Diagnóstico y Tratamiento, Buenos Aires (Argentina)

Kardinal Schwarzenberg'sches Krankenhaus BetriebsgesmbH, Schwarzach (Austria)

KK Women's and Children's Hospital (Singapore)

Klinikum Darmstadt (Germany)

Lilavati Hospital, Mumbai (India)

LKH Vöcklabruck (Austria)

Mackenzie Health, Ontario (Canada)

Max Group of Hospitals (India)

Medical City Hospital, Manila (Philippines)

MediPôle-Partenaires, 29 sites (France)

Military Medical Institute (WIM), Warsaw (Poland)

MIOT Hospital, Chennai (India)

National University Hospital (Singapore)

Nouvelles Cliniques Nantaises (France)

Onkološki Inštitut Ljubljana (Slovenia)

Pantai Hospital (Malaysia)

Policlinico di Monza, 5 sites (Italy)

Samitivej Group (Thailand)

Shanghai 1st People Hospital (China)

Shanghai Renji Hospital (China)

Siriraj Hospital, Bangkok (Thailand)

Stockholm County Council (Sweden)

Tenet Health System, Dallas, Texas (United States)

Universitair Ziekenhuis Gent (Belgium)

University Hospital of North Midlands NHS Trust, 2 hospitals, Stoke on Trent (United Kingdom)

Universitätsklinikum, Tübingen (Germany)

Vitalia, 38 sites (France)

Vithas, 8 sites (Spain)

Vítkovická Hospital, Ostrava (Czech Republic)

Vivalto, 9 sites (France)

Wilhelminenspital, Vienna (Austria)

Wockhardt Hospital, Mumbai (India)

Ziekenhuis Netwerk Antwerpen (Belgium)

SENIORS

KEY FIGURES

> 1,140 million euro in revenues

> 6% of Group revenues

Source: Sodexo

> 9,660 employees

> 2,630 sites

Our offer

IMPROVING THE QUALITY OF LIFE OF SENIORS

Sodexo helps ensure the overall well-being of seniors through nutrition and a full range of high value-added services designed to:

- **improve seniors' quality of life:** with a good understanding of the diversity of senior needs, Sodexo offers services appropriate to all stages of the aging process;
- **contribute to the physical, emotional and mental well-being of seniors** residing in retirement communities and care facilities;
- **ensure efficient assistance** to senior care providers: Sodexo's services enhance client business performance and reputation.

To learn more about Sodexo services that enable seniors living at home to benefit from quality services and thus maintain their independence, see the section 1.4.2.3 – Personal and Home Services section.

Market trends

ECONOMIC TRENDS

Rising demand and expenditures

- The increasing senior population is contributing to rising health care costs.
- Greater prevalence of chronic diseases is contributing to a heavier workload in care homes.

Controlling budgets

- Many seniors lack sufficient personal resources to cover medical care costs.
- Governments are seeking cost-effective solutions to meet increasing demand for senior care.

SOCIAL TRENDS

Extended life expectancy, changing society

- Medical advances are prolonging life expectancy with those over 80 comprising the fastest growing segment of the population in many countries.
- More seniors, preferring to live independently at home, are entering facilities later in life.

A rising need for professional caregivers

- Growing numbers of families are seeking help to meet the unique requirements of the elderly.
- Competition for professional caregivers is intensifying.

Source: Sodexo

Highlights

FRANCE – INDIVIDUALS WITH DISABILITIES CREATE CULINARY WONDERS

Under the eyes of three-Michelin starred chef Michel Bras, teams from Sodexo-managed facilities for individuals with disabilities competed in the finals of the 17th culinary competition, **"One for all, all for one"**, held in June at the École Lenôtre. The competition had begun with 125 teams, each composed of an individual with a disability, their therapist and a Sodexo chef, competing in regional selections held across France. The event illustrates Sodexo's commitment to facilitating the integration of individuals with disabilities into society and encouraging their autonomy through learning, sharing and mutual aid. The 2015 competition, organized around the theme, "desserts from my childhood", was won by the **team from Fondation St Jean de Dieu**, USEP Lecourbe, with its crunchy dessert, *La gourmandise d'Alkalý*.

For more information on Sodexo's commitments to promote diversity, see Chapter 2.3.1.5.

UNITED STATES – ENHANCING SENIOR WELLNESS AND SATISFACTION

Sodexo entered into an **exclusive partnership with PS Lifestyle**, the nation's largest salon and spa operator to manage 500 salons at its senior living communities. Through the new offer, Sodexo enhances its portfolio of Quality of Life Services through which it provides innovative services directly linked to promoting wellness. Services offered to community residents include hair cutting, setting, coloring and highlighting, spa treatment and facial grooming as well as an online store, a magazine and a range of community events.

Key contract wins

CANADA – FULL SERVICE SUPPORT FOR SENIOR COMMUNITY AND CLIENT

Long-time client **Shepherd Village**, a retirement and assisted living community in Toronto, renewed Sodexo's contract to provide Quality of Life Services for an additional five years. Services include providing resident dining and operating a retail café for the 400 residents of the long-term care and retirement facility, in addition to serving residents of a seniors apartment building on the Shepherd Village suite, families and visitors. Sodexo has also supported its client in its marketing and business development activities as well as in its fundraising activities, helping to organize and host a successful event featuring television celebrity and nationally recognized Chef Michael Smith⁽¹⁾.

ITALY

Combining Quality of Life Services and art appreciation

The 55-bed **Fondazione Ida Parravicini** retirement facility in the Como area is located on an estate beside a historic villa, featuring works of art protected by the Italian Environment Fund. Sodexo provides an array of services that contribute to the health and well-being of residents as well as the facility's positive image. Cleaning, laundry, nursing, patient care, physiotherapy, gardening and maintenance are among the services recently added to Sodexo's historical foodservices offer. Sodexo's team is also assisting its client in developing a website to present the historic villa and art, increasing visitors and income for the client and further enhancing its image.

Improving well-being one individual at a time

Sodexo provides foodservices for guests and staff at two more sites of the **Fondazione Don Carlo Gnocchi**, which welcome individuals with a variety of disabilities. At the **Parma site**, breakfast, lunch and dinner are provided to the 80 residents, most of whom are receiving rehabilitative treatment due to inherited disabilities or post-accident trauma. At the **Falconara Marittima site**, foodservices are provided for 75 residents as well as a daily lunch for 15 children with disabilities attending school within the building. The site's food is specially prepared to accommodate the needs of each resident and child, a number of whom suffer from dysphagia or chewing problems. To meet the client's goal of providing each individual with the same meal, the Sodexo team chops or blends dishes, depending on each person's individual condition, contributing to patients' health, well-being and social integration.

NETHERLANDS – CREATING OPEN COMMUNITIES TO FOSTER SOCIAL INTERACTION

At the **HilverZorg health care institution** in Hilversum, Sodexo is now providing a healthy and varied offering of lunches and dinners, seven days a week to 500 residents at five sites under a five-year contract. To increase the sense of community and social interaction, Sodexo is converting some of the restaurants into brasseries and organizing activities to help residents to better connect with each other and with people from the local neighborhood.

UNITED STATES – SUPPORTING A SENIOR CARE LEADER

Wilmac, a leader in providing senior care in Pennsylvania's York, Lancaster, and Bucks counties, chose Sodexo to support its mission of delivering excellent care and pleasant living for seniors amidst beautiful surroundings. Recognized for vibrant retirement communities that promote a healthy, active lifestyle as well as compassionate skilled nursing and rehabilitation services, Wilmac turned to Sodexo to provide dining and nutrition services to its 1,250 residents across six sites, based on Sodexo's expertise, systems and standards, training and productivity.

(1) Chef Michael Smith received the prestigious James Beard Broadcast Media award for the best television cooking show in North America.

Among our clients...

American Baptist Homes of the West, 10 sites (United States)

Asbury Communities, 6 sites (United States)

Aveo, 78 sites (Australia)

City of Ghent, 5 sites (Belgium)

City of Wervick, 4 sites (Belgium)

Diakonische Dienste, Hannover (Germany)

Fondation Caisses d'Épargne pour la Solidarité, 36 sites (France)

Fondazione Casa di Riposo Santa Maria Ausiliatrice – CARISMA, Bergamo (Italy)

Fondazione Ida Parravicini, Como (Italy)

Groupe Hospitalier Saint Thomas de Villeneuve, 7 sites (France)

HilverZorg, 5 sites, Hilversum (Netherlands)

Korian, 67 sites (France)

Loomis Communities, Massachusetts, 5 sites (United States)

Maisons de Soins de Bettembourg et de Wasserbillig (Luxembourg)

Mandana Speciality Dementia Care, Ghent (Belgium)

Marienheim Bruck an der Leitha, Bruck an der Leitha (Austria)

MENSA, 8 sites, Meulebeke (Belgium)

Mercy Community Health, Connecticut, 2 sites (United States)

Seniorenzentrum der Stadt Schwechat (Austria)

Shepherd Village, Toronto, Ontario (Canada)

Spirit Lutheran Communities, 6 sites (United States)

Stiftung Haus Zuflucht Pflegeheim, Soltau (Germany)

StoneRidge, Pennsylvania, 3 sites (United States)

Tender Loving Care, 10 sites, Victoria (Australia)

Uniting Care Ageing NSW ACT, 15 sites, Sydney, New South Wales (Australia)

Yallambi Aged Care Facility, Melbourne, Victoria (Australia)

EDUCATION

KEY FIGURES

> **4,219** million euro in revenues

> **21%** of Group revenues

> **91,005** employees

> **5,552** sites

Source: Sodexo

Our offer

FOSTERING SUCCESS THROUGH ENHANCED QUALITY OF LIFE

Schools and universities today face considerable challenges, from increased competition for students and faculty to aging infrastructure and constrained

budgets, to concern over student wellness and quality of life. Sodexo helps Education clients respond to the expectations of students and families as well as educators

and staff, helping **ensure a safe, welcoming and healthy learning environment**. Sodexo's **efficient and innovative integrated service offers**:

- create positive student experiences that improve performance and achievement;
- enhance quality of life for the learning community;
- ensure students are offered balanced, healthy diets;
- retain students and faculty;
- strengthen clients' image and reputation;
- help control institutions' operating expenses.

The result is a complete solution that enables school administrators to focus on core student needs and the academic mission.

Market trends

STUDENT HEALTH AND WELLNESS

Governments in developed and emerging economies are battling to curb alarming increases in both obesity and malnutrition, including among student populations. In parts of the United States (such as California) and nations such as Sweden and the UK, "sustainable, organic and local" foods are no longer a fad but have become a desired norm. Educators also are focusing on student "safety" and "emotional" well-being as a top priority, in addition to teaching methodologies.

EDUCATION STANDARDS

While the learning environment (teacher to student interaction) has remained relatively consistent, the culture around testing is changing. Variables such as student motivation and safety and the physical environment (school buildings) now have more weight. Today's focus goes beyond academic performance to encompass the whole student, the supporting ecosystem – including parents – and teacher motivational abilities.

ACHIEVEMENT GAPS

In recent years, achievement gaps between low income/economically disadvantaged students and students from middle/higher income households have widened in the United States. In response, a "core curriculum" is being standardized, adding new science and social studies

courses in lower income neighborhood schools where the focus previously had been solely on math and English.

CUSTOMIZED LEARNING

More than ever, technology is transforming classroom dynamics. Education is being individualized, allowing for greater engagement with students and accelerating knowledge development. Technology also enables human capital to be leveraged and parents to become increasingly involved in their children's education, contributing to improved academic results. At the same time, technology can widen the education gap for students who lack access to resources, presenting additional challenges for education leaders. Other trends include an increase in Charter schools⁽¹⁾ in some countries and additional opportunities for higher education through distance and remote learning, offering more students access to a high quality education.

Source: Sodexo

■ Focus on...

THE TOP QUALITY OF LIFE DRIVERS FOR STUDENTS

India – Better understanding stakeholder expectations

To better understand expectations of key stakeholders in India's school ecosystem, Sodexo conducted primary research, in liaison with IMRB International, surveying parents, teachers, administrators and students at 40 international baccalaureate (IB) and boarding schools.

Areas explored in the survey included factors that contribute to improved quality of life, foodservices expectations, key parameters for parents in school selection, factors influencing a decision to continue or change schools and service gaps identified by different stakeholders.

The results indicated that while quality of education is the most essential factor for parents in the school selection process, non-academic factors also play an important role. These include sports infrastructure, technology-enabled classrooms, cleanliness, well-maintained facilities and wellness programs.

(1) A Charter school is a school that receives public funding but operates independently of the established public school system in which it is located, with significant flexibility in its programs.

The report encouraged schools to be attentive to understanding stakeholder expectations regarding areas that affect student quality of life and highlighted the importance of certain services and facilities that contribute to the overall development of the child through physical, nutritional and emotional well-being. Finally, the report noted that in order to stay ahead, institutions must be agile and ready to quickly respond to new trends and expectations.

Highlights

BRAZIL – RECOGNITION AWARD

For the second consecutive time, Sodexo was recognized with the “**Top Education provider**” award, presented to service providers identified as “Top of mind” brands by education professionals. Sodexo was honored in the School Restaurants category.

FINLAND – CO-CREATING BETTER QUALITY OF LIFE

Through a unique collaboration, Sodexo and its client, the **JAMK University of Applied Sciences in Jyväskylä**, are exploring food trends and new approaches to space design in order to create a more enjoyable atmosphere in the school’s high traffic restaurants and cafes. The joint project is part of an overall effort aimed at optimizing student comfort and ensuring healthy, nutritious and varied menus to provide a positive learning and working environment for 4,500 students and 700 employees at three campus sites. Sodexo also offers training opportunities for students in the restaurants it manages and through development projects with industry partners.

INDIA – COLLABORATION EMPHASIZES HEALTHY, FLAVORFUL COOKING

Through an agreement with celebrity **Chef Ajay Chopra**, Sodexo is providing new culinary experiences to students and staff at schools and universities throughout India. Chef Chopra works with Sodexo chefs to strengthen their development, showcase his signature recipes and ensure healthy meals without sacrificing flavor. The collaboration with Chef Chopra also extends to Sodexo’s corporate clients.

SPAIN – LEARNING HEALTHY HABITS

Working with an expert in child psychology, Sodexo’s team at the **Liceo Francés** school in Alicante developed a program to encourage healthy habits through a combination of recreational activities before and after meals. Training courses held throughout the year also reinforce activities that promote healthy eating habits for the school’s 320 three-to five-year-old students.

Key contract wins

CANADA – INNOVATION AND SUSTAINABILITY KEYS TO WINNING PROPOSAL

Laval University extended its 25-year partnership with Sodexo in awarding the Company a 10-year extension, following a competitive request for proposals. Sodexo’s winning proposal featured innovations developed to reinforce the importance of a balanced diet. For example, its Mindful program, proposing meal options that combine flavor and nutritional value, is offered with the MyFitnessPal.com app, which enables consumers to track their daily caloric intake on their mobile device. The offer also includes training courses on health and well-being for students and university staff led by Sodexo dietitians and chefs. To support locally grown and organic products, Sodexo features a meal each month based on the concept of sustainability, providing information on recipe ingredients and inviting local producers to display and sell their products. Other sustainability aspects include creation of a Sustainability Committee and Sodexo’s Aspetto fair-trade hot beverage offer. Sodexo is remodeling Laval’s dining space to significantly enhance the campus experience for the university’s some 3,600 students and installing environmentally-friendly equipment to reduce energy and water consumption. Sodexo also works to minimize waste, training its teams to minimize organic waste through sorting and introducing reusable tableware.

For more information on Sodexo’s actions to improve health and well-being, see Chapter 2.3.2.1.

CHINA AND SINGAPORE – STRENGTHENING PARTNERSHIPS WITH INTERNATIONAL SCHOOLS

Expanded coverage and services for Dulwich schools

Dulwich College International School in **Suzhou** chose Sodexo to provide facilities maintenance and cleaning services for the school's five buildings, attended by 1,400 students, including 360 boarders. Sodexo also provides cleaning services in Dulwich College **Shanghai**. At Dulwich College in **Singapore**, Sodexo is broadening the services it provides to include kitchen design and project management, in addition to the foodservices it has provided since August 2014.

Varied offer for new Canadian International School in Shenzhen

The commitment, loyalty and spirit of progress of Sodexo teams helped extend the Company's decade of partnership with the **Canadian International School**. Sodexo continues to provide fresh and healthy meals to 1,000 students as well as teachers and staff in **Beijing**, and to 850 students and staff at the newly opened school in **Shenzhen**. Sodexo also provides foodservices for 3,000 students and 400 faculty and staff on two campuses in **Singapore**. As in Singapore, the offer at the new school includes menus designed to meet the highly varied tastes of a diverse population.

FINLAND – HELPING TO BUILD A CAMPUS COMMUNITY

An open "show" kitchen, a culinary experience emphasizing healthy, nutritious food and the open atmosphere of a campus cafe area are among the features of Sodexo's internationally flavored offer at **Tampere University of Technology**. To respond to the client's need for services that are attractive to its diverse population of 9,200 students and 1,800 employees from over 60 countries, Sodexo designed its offer to emphasize modern approaches and ideas that could contribute to the campus environment.

FRANCE

Quality, expertise and integration into the workforce

Sodexo was chosen by the **General Council of Yvelines** to provide 8,000 meals per day to 41 schools in the Paris-area region. The Company also provides cleaning services at five of the facilities. A key element of the winning proposal is a program to facilitate integration into the labor force for individuals facing difficulty in finding employment. Of the 107 Sodexo employees working on the contract, 18 arrived through this program. Sodexo's proposal also responds to key client priorities for a consistently high level of foodservices, delivered cost-effectively according to the specific needs of each of the region's schools.

Culinary innovation at the School of Mines

Sodexo's innovative foodservices offer at the **École des Mines** in Albi is succeeding in delivering a combination of well-being and enjoyment for students and staff. A partnership with *l'Homme à la Spatule*, a culinary programs broadcaster, features on-campus and online cooking courses and food truck visits while students can unwind or continue working over their favorite beverages, served between the end of classes and the dinner hour. A newly renovated dining area, an online portal providing advice and recipes for health eating and 24-hour availability of hot and cold meals from vending machines completes the culinary offer.

UNITED KINGDOM AND IRELAND

Emphasizing health and well-being at Wycombe Abbey

At the prestigious **Wycombe Abbey girls' school**, Sodexo is helping to ensure the physical health and well-being of students with an offer emphasizing fresh food made from scratch, accompanied by advice on maintaining a balanced diet and healthy lifestyle. Sodexo also supported the school in the refurbishment of the dining hall, improving quality of life for the more than 500 existing students and 350 staff members while also further increasing appeal of one of the UK's most renowned schools.

A broad range of services at new Northumbria University facility

Sodexo is providing a range of **facilities management services** under a new contract with Northumbria University in Newcastle. To ensure first class accommodations and an outstanding living experience for students at the university's new 993-bed Trinity Square facility, Sodexo teams are providing reception, help desk, energy management, mechanical and electrical maintenance, cleaning and horticultural services.

Nutritional emphasis at prestigious grammar school

Campbell College in Belfast, one of Northern Ireland's premier grammar schools, chose Sodexo's proposal in response to a competitive tender to provide foodservices, vending and hospitality services. Sodexo's offer emphasizes a focus on everyday health and freshness, quality and variety of nutritional offerings as a route to improving mental and physical performance for the school's 900 students, including its boarders, drawn from throughout the world.

UNITED STATES

Focus on healthy nutrition and lifestyles

At New York's **Stony Brook University**, Sodexo's foodservices offer features its Mindful healthy foods/ healthy lifestyles offer and free nutrition counseling with on-campus dietitians to promote well-being and improved quality of life for 32,000 students, staff and visitors. Other improvements in the campus dining program implemented by Sodexo include expanded meal service and choices and a wide array of retail offers.

Sustainability in San Francisco

Sodexo's strengths in the areas of community involvement and sustainability are particularly evident in its service delivery at **San Francisco State University** in California. To align with specific client goals, Sodexo teams connect student-run organizations with local Stop Hunger activities to support the San Francisco State community's outreach initiatives. The Company also promotes sustainability by sourcing food locally, providing fresh choices from organic

products, working to eliminate waste and providing financial support and expertise to campus groups working on sustainability initiatives. Dining facility renovations, student-driven menus and increased direct fresh food preparation are among the other initiatives Sodexo has implemented to improve quality of life for the university's 15,000 students.

For more information on Sodexo's actions to fight against hunger and malnutrition, see Chapter 2.3.3.1.

Workforce and performance commitments key to contract win

Sodexo's commitment to providing a rich, culturally diverse workforce, facilitated through its SodexoMAGIC joint venture with former pro basketball star, Earvin "Magic" Johnson, was a key element of its winning facilities management bid at the **Medical University of South Carolina (MUSC)**. The Sodexo team is training MUSC staff to ensure the highest quality environment at the clinical education and medical research facility and working to increase the facility's standards and quality rating for cleanliness and appearance. In addition, SodexoMAGIC is helping strengthen ties between MUSC and the local Charleston, South Carolina, community and providing increased opportunities for young people from disadvantaged neighborhoods and minority-owned businesses.

For more information on Sodexo's actions to promote diversity in the workplace, see Chapter 2.3.1.5.

Among our clients...

Aalto University, Helsinki (Finland)

Acadia University, Wolfville, Nova Scotia (Canada)

American Schools of Bombay, Mumbai (India)

Benedictine University, Lisle, Illinois (United States)

Birla Institute of Technology and Science, Vidya Vihar, Rajasthan (India)

Brisbane Girls Grammar School (Australia)

British International School, Kuala Lumpur (Malaysia)

British School of Beijing (China)	Liceo Francés, Madrid (Spain)
Canadian International School, Beijing, Shenzhen (China), Singapore	Lidingö Municipality, Stockholm (Sweden)
Chicago Public Schools, Illinois, (United States)	Mahindra United World College of India (India)
Dhirubai Ambani International School (India)	Oasis Community Learning, 17 sites (United Kingdom)
Doha British School (Qatar)	OP Jindal Global University, Delhi (India)
Dulwich College International School, Shanghai, Suzhou (China), Singapore	Örebro University (Sweden)
Écoles de la ville de Brest (France)	Queen's University, Kingston, Ontario (Canada)
Écoles de la ville de Marseille (France)	Sagrado Corazón Apoquindo Monjas Inglesas, Santiago (Chile)
EDUCatt - Università Cattolica di Milano, 3 sites (Italy)	Sancta Sophia College, Camperdown, New South Wales (Australia)
Établissement Privé Saint-Vincent, Rennes (France)	Schools of the city of Vienna (Austria)
Établissement Privé Saint-Michel de Picpus, Paris (France)	Southampton Solent University (United Kingdom)
French Schools, Singapore, Bangkok (Thailand)	St Paul's College, Sydney University (Australia)
Haileybury College, Melbourne (Australia)	Sultan Qaboos University (Oman)
Hansestadt Rostock, Amt für Schule und Sport (Germany)	TED İzmir College (Turkey)
Hobart and William Smith, Geneva, New York (United States)	United World College of South East Asia (Singapore)
Hong Kong International School (China)	Universidad Católica de Chile, Santiago (Chile)
Insead (Singapore)	Universidad of Chile, Santiago (Chile)
Instituto de Empresa, Madrid (Spain)	Universidad Europea de Madrid (Spain)
Jain Global University, Bangalore (India)	Università di Pavia, 2 sites (Italy)
JAMK University of Applied Sciences, Jyväskylä (Finland)	Université de la Nouvelle-Calédonie, Nouméa (France)
Johnson and Wales, Denver, Colorado (United States)	University of Technology and Economics, Budapest (Hungary)
Kindergartens and Primary Schools, Debrecen (Hungary)	Western Kentucky University, Bowling Green, Kentucky (United States)
Knox Grammar School, Wahroonga, New South Wales (Australia)	Westfield-Washington School District, Indiana (United States)
Lake Forest Academy, Illinois (United States)	Woldingham School (United Kingdom)
Lecong Middle School, Guangdong (China)	Wycombe Abbey (United Kingdom)
	YMCA of Hong Kong Christian College (China)

1.4.2.2 BENEFITS AND REWARDS SERVICES

ACTIVITY

KEY FIGURES

- > **16.4** billion euro
in issue volume
(including 65% paperless)
- > **827** million euro in revenues
- > **4%** of Group revenues
- > **4,175** employees
- > **425,000** clients
(excluding individuals)
- > Almost **35** million beneficiaries
and consumers
- > **1.2** million affiliated partners

Source: Sodexo

Our offer

INNOVATING TO IMPROVE CONSUMER QUALITY OF LIFE AND CLIENT PERFORMANCE

In addition to its widely recognized meal and food vouchers and cards, Sodexo designs, manages and delivers nearly 250 Benefits and Rewards Services for client employees and citizens. Adapted to each client's strategic objectives, Sodexo's innovative solutions improve quality of life for individuals:

- helping them to perform daily activities with ease and efficiency;
- encouraging healthy lifestyles;
- making them feel truly valued as employees;
- promoting social interaction, including through culture and entertainment;
- facilitating learning and development; and
- contributing to comfort and safety.

These quality of life solutions provide clients with customized, innovative and effective responses to their primary human resource and performance challenges.

Combining economic performance and sustained improvement in quality of life, Sodexo's offer is focused around five service category objectives:

- **recruit, retain and motivate talented people.** Employee Benefits responds to the issues of company compensation policies, helping clients enhance their attractiveness as an employer and improve organizational efficiency;
- **mobilize teams around quantitative or qualitative objectives.** Through Sodexo's Incentive Programs, companies have customized turnkey tools for increasing sales and motivating a partner network, retaining employees, promoting good safety practices within a plant and ensuring business continuity. **Reward and recognize the efforts of employees** in order to provide a sense of meaning to their work and to strengthen the commitment among teams. Recognition is an important driver of workplace quality of life, helping to attract, retain and develop a company's employees;
- **optimize expense management** with Sodexo's customized solutions, including payment cards for employees and online platforms to facilitate the management of employees' professional expenses and ensure control and monitoring;

- **support and enhance the distribution and delivery of Public Benefits.** Sodexo-designed solutions are simple, transparent and effective in facilitating the work of governments and local authorities, helping to optimize budgets and achieve social policy, cultural and educational goals;
- **help everyone enjoy gift giving and receiving.** Leveraging its expertise in gift giving programs designed for client employees, Sodexo provides consumers with Gift Boxes and Cards for any occasion, combining freedom of choice with simplicity.

Market trends

In line with the long-term trends that promote the growth of all Group activities, growth in Benefits and Rewards Services markets are being driven by the following trends:

A breakthrough in new technologies in the procurement process, is creating a strong consumer expectation of a unique and fully personalized customer experience.

As consumer behavior evolves rapidly due to technological innovations, retailers must also adapt. To remain visible in a digital world, simply selling products is no longer sufficient; personalized, integrated customer service must also be offered. To create or re-establish a link with their customers, companies are experimenting with new business concepts combining technology and proximity to best meet consumer needs.

To respond to rapid changes in the market and increase competitiveness, companies are increasingly focused on the human element. Seeking above all to attract and retain talent, they are turning toward differentiated solutions that respond to the new expectations of their employees.

With the growing power of the consumer and the arrival of new generations in the work place, employees looking for improved quality of life are seeking solutions such as services vouchers and cards, that facilitate daily life, contribute to their well-being and provide freedom to choose their mode of consumption.

Governments and local authorities subject to budgetary pressures are looking increasingly to solutions that enable them to efficiently allocate public assistance and implement proactive policies to strengthen support to the disadvantaged.

Source: Sodexo

Highlights

SURVEY: WORK PLACE QUALITY OF LIFE IMPORTANT TO SMALL AND MEDIUM-SIZED BUSINESSES

Four out of five small and medium-sized businesses in France say that improving their employees' quality of life can help their company perform better, according to a Sodexo survey. Sodexo surveyed the owners of over 800 businesses with 10 to 100 employees regarding the effectiveness of quality of life solutions in responding to HR issues. Recognition of employees was cited as a particularly effective solution with **90% of business owners** believing that initiatives such as bonuses and gift passes have a positive impact on their company's reputation, performance and revenues.

MOTIVCOM PLC ACQUISITION REINFORCES INCENTIVE & RECOGNITION POSITION

Sodexo strengthened its Quality of Life Services offer by acquiring Motivcom plc, a leading rewards and employee benefits provider to companies in the UK. The acquisition makes **Sodexo the european leader in incentive and recognition programs**, which help companies improve employee engagement, retention and motivation and positively influence the behavior of partners and customers.

HOSPITAL SANTA PAULA EXPANDS THE RANGE OF QUALITY OF LIFE SERVICES ENTRUSTED TO SODEXO

Building on the long-standing On-site Services it provides to Hospital Santa Paula in Brazil, Sodexo expanded its offer after the hospital's director attended Sodexo's Quality of Life Conference in New York. Newly added Quality of Life Services include providing **Gift Passes, Meal Passes and Food Passes** for the hospital's 1,000 employees.

To learn more about Sodexo's Quality of Life Services at Hospital Santa Paula, see section 1.4.2.1 – Health Care – Focus.

Focus on...

CORPORATE SOCIAL RESPONSIBILITY

Sodexo Benefits and Rewards Services programs contribute to sustainable development of local communities by inspiring sustainable modes of consumption and responsible practices among affiliated merchants.

SODEXO'S "GREEN" RESTAURANT INITIATIVE GROWS IN TUNISIA

Restaurants in Tunisia are earning recognition for adopting sustainable practices under an innovative program launched by Sodexo. Participating restaurant affiliates recycle their used fried oil and packaging and their employees receive hygiene training. In addition to improving their performance, the restaurants benefit from enhanced brand awareness for their commitment to the environment and health among 100,000 Sodexo's Meal Pass beneficiaries.

SUSTAINABILITY LEADERSHIP RECOGNITION IN THE CZECH REPUBLIC

In the Czech Republic, Sodexo Benefits and Rewards CEO, **Martina Grygar Brezinova**, was named a "2014 Top Responsible Leader" by national association Business for Society at the annual Most Responsible Company Awards. The awards recognize best Corporate Social Responsibility and sustainability practices by businesses across the country.

ÉCO-CHÈQUES FACILITATE GREEN PURCHASES IN BELGIUM

Since June 1, 2015, household appliances bearing the European energy label have been among the products and services that can be purchased using *éco-chèques*. Beneficiaries can use the vouchers to pay for up to 250 euro per year of ecologically friendly goods and services. A study conducted by Sodexo with environmental consultant CO2Logic showed that the total cost of appliances bearing the energy label, over the total lifetime of the product, cost less than higher energy-consuming appliances.

For more information about Sodexo's actions on corporate responsibility, see Chapter 2.

Innovating the services of tomorrow

Sodexo Benefits and Rewards Services took steps to further reinforce its culture of innovation, which is central to its offer. Among the actions taken:

- creating specific roles within the organization dedicated to innovation;
- providing increased training for its employees to encourage creativity and experimentation to invent tomorrow's services;
- developing new tools such as an innovation fund and an online collaborative platform.

ATTRACT, RETAIN AND INCREASE THE ENGAGEMENT OF EMPLOYEES

Our offer

IMPROVING QUALITY OF LIFE TO ATTRACT AND RETAIN TALENT

In today's extremely competitive professional environment, attracting and retaining top performers is essential for every public and private organization, regardless of size or market. Knowing how to motivate employees can provide companies with a true competitive edge. Sodexo's customized and integrated, easy-to-use, cost effective solutions optimize tax treatment and help clients to address their human resource needs and increase their attractiveness.

By encouraging healthier lifestyles, facilitating work-life balance and promoting personal development and social interaction, our services directly influence employee engagement and contribute to the performance of businesses and organizations. Whether through a varied diet offered by Meal Pass, the ability to buy environmentally friendly products through Eco Pass, access to a variety of sports facilities with Gym Pass or the support for commuting costs provided by Mobility Pass, Sodexo's services improve the lives of employees and their quality of life, enabling them to devote themselves more fully to their work.

Highlights

BRAZIL – INCREASING ACCESS TO CULTURAL RESOURCES

Nearly 90,000 employees of Brazil Post are benefiting from increased access to books, courses and cultural events through Sodexo's **Cultura Pass** cards provided by their employer. Employees throughout the country can use the cards at nearly 10,000 affiliates. **Correios**, the Brazilian postal services, reports improvements in its ability to attract and retain workers as well as increased employee creativity and development.

FRANCE – PAPERLESS PASS VOUCHER LAUNCHED

To complement its Restaurant voucher, Sodexo launched its **Restaurant Pass** card featuring new services for employees and increased simplicity for employers. Employees of client companies can use the practical and secure card to purchase healthy, balanced meals each day at 180,000 restaurants throughout France. Employers benefit from the ease of the card's implementation and management.

Sodexo also introduced a new paperless gift giving solution with its Christmas 2014 **Gift Pass** card. The cloud-based solution provides consumers with more choice and convenience to respond to their gift buying needs through access to a wide network of shops and internet outlets. The card also responds to client gift program management priorities such as easier management and distribution, reduction of inventories and delivery savings.

INDIA – MEAL CARD SOLUTION IMPROVES MORALE, SIMPLIFIES ADMINISTRATION

To provide 6,200 employees working at 10 locations in Bangalore with more variety in meal options, **Flipkart**, one of India's leading e-commerce marketplaces, provided them with Sodexo's **Campus Meal cards** for use in office food courts. The card, which can be converted to a voucher for use in a network of 2,100 outlets outside the office, ensures the availability of the benefit to all employees, regardless of their work site location. In addition to improving employee morale and the workplace atmosphere, the solution also minimizes the resources the

client must dedicate to monitoring and administering the program and eliminates uncertainty regarding monthly meal costs.

ITALY – ELECTRONIC CARD OFFER BENEFITS MILAN MUNICIPAL EMPLOYEES

To provide a full digital experience, Sodexo also is implementing an online reporting tool for clients and consumers. In Milan, Sodexo created a customized network with installation of dedicated points of sale as part of a new food card service to benefit **14,000 employees**. The service ensures cash-less access for the employees to high-quality, healthy menu options, with an emphasis on variety, flexibility and choice. In addition to building the network of merchants accepting electronic meal vouchers and increasing its brand awareness in the local area, Sodexo was given the opportunity to work with the city on implementing social services vouchers with preferred tax treatment.

TURKEY – SPREADING THE WORD ON LIVING WELL

Sodexo launched a multimedia communications campaign to broaden the delivery of its Quality of Life Services. **The Live Well Project** features advice from experts in the areas of healthy diets, physical health and self-development, communicated through web sites, social media, email, new sites and seminars. Launched in August 2014, the campaign has reached hundreds of thousands of people across the country.

VIETNAM – INNOVATIVE ONLINE SYSTEM SIMPLIFIES LUNCH ORDERS

In Vietnam, Sodexo's innovative **Lunch Box Platform Project** streamlines the process at client work sites of ordering out for lunchtime meals. The initiative combines Sodexo's **Meal Pass** with an online Lunch Box Ordering Platform that processes orders automatically. The new system replaces the heavily administrative traditional method of managing employee lunch orders, simplifying the ordering and payment processes while also providing employees with increased menu options. In addition to maximizing employee meal allowances, the project increases employee satisfaction through greater quality and choice.

MOTIVATING AND RECOGNIZING EMPLOYEES

Our offer

ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH QUALITY OF LIFE SERVICES

Being recognized for their work and being rewarded for their efforts or achievements is one of the prime motivating factors for employees. Rewards increase employee engagement as well as having a broad positive impact on improving the company's overall performance.

To ensure that employees feel truly recognized as individuals, rewards must be appropriate and customized. Through its ability to understand and track the expectations of employees and consumers, Sodexo is able to offer seamless, tailored solutions to clients that enable them to unify their teams around common goals and reward everyone's efforts, whatever the culture or population.

By supporting companies at every stage of their Incentive & Recognition program, from design, to real-time monitoring, event communications, selection and delivery – Sodexo enables clients to easily and effectively achieve objectives such as increasing sales, stimulating a partner network or enhancing employee loyalty by celebrating their successes or thanking them for their commitment.

Highlights

COLOMBIA – ONLINE I&R PLATFORM LAUNCH PROVIDES COMPETITIVE ADVANTAGE

Sodexo launched its online “Say Reward” solution, providing an offer for Incentives & Recognition (I&R) programs based on the Company's global platform. The integrated, comprehensive offer allows for design, management and delivery of I&R programs, positioning Sodexo as an expert to compete effectively in the active Colombian market.

INDONESIA – CREATING POSITIVE EXPERIENCES FOR SAMSUNG CUSTOMERS AND VENDORS

Indonesian shoppers purchasing Samsung Electronics products have an additional reason to be happy after Sodexo created a memorable means for the electronics manufacturer to thank its customers. Shoppers who buy a Samsung product receive a Sodexo **Gift Pass**. The passes can be redeemed for anything from luxury goods to groceries at some 12,900 outlets operated by 269 retailers across Indonesia, enhancing and prolonging the buyer's positive experience with Samsung. The program further boosts sales volumes by rewarding staff at independent retailers and Samsung stores. The initiative builds on Sodexo's successful five-year relationship with Samsung Electronics in Indonesia.

POLAND – BUILDING LONG-TERM LOYALTY WITH CONSUMERS

Sodexo partnered with the company Dr. Irena Eris to create the “**Holistic Club**”, a loyalty program to reward and build long-term loyalty with consumers who use the brand's cosmetic products, spa hotels and services. The comprehensive program is managed through Sodexo's Say Reward loyalty program platform, with participants earning points that can be exchanged for rewards from a specially prepared catalog of Dr. Irena Eris products. The program also produces communications and special activities for users to support quality of life through social interaction, recognition and health and well-being. The Holistic Club was chosen as the “**Best loyalty program**” introduced in 2014 by a panel of industry professionals at the 2015 VI Poland & CEE Customer Loyalty Summit.

UNITED STATES – YMCA PARTNERSHIP ENCOURAGES HEALTHIER BEHAVIORS

To improve the quality of life for individuals, families and communities, Sodexo partnered with the **YMCA of Central Florida** to create a new evidence-based approach to employee wellness. The **Communities for Health** initiative seeks to combat preventable chronic illnesses by engaging employees at work and at home through a personal, system-based approach and supporting behavior change leading to healthier, happier and more productive lives. Participants receive personalized coaching and support

and the ability to access evidence-based chronic disease prevention programs, fitness and healthy eating wellness classes through neighborhood YMCAs. Employees also receive reward cards that can be used at thousands of healthy restaurants and retailers as part of an incentive program designed by Sodexo. In addition to the health and well-being benefits, the program aims to reduce the burden of rising health care costs for both employees and employers.

OPTIMIZING EMPLOYEE EXPENSE MANAGEMENT

Our offer

STREAMLINING AND SIMPLIFYING PROCESSES FOR BETTER QUALITY OF LIFE

Improving quality of life includes enabling businesses and employees to perform their daily work efficiently, without interruptions and at the lowest cost.

Sodexo expense management services offer solutions to Finance and Human Resources Departments to simplify, secure and optimize expense management while avoiding the requirement that employees personally advance funds for their professional activities.

Sodexo programs and services integrate innovative solutions such as payment cards or online platforms to manage fuel or professional expenses, delivering simple, easy-to-access programs that streamline processes for employees and help improve business performance.

Highlights

BRAZIL – IMPROVING FLEET MANAGEMENT AND CONTROLLING COSTS

Sodexo's **Frota Pass** introduced in 2015, enables clients to control and strategically manage their fleet across a range of elements, including utilization, performance, driving behavior and purchase price negotiations. The chip card provides real-time information through an online platform that enables the fleet manager to quickly identify cost reduction opportunities, make necessary changes and introduce innovations to improve overall fleet performance.

COLOMBIA – FUEL CARD HELPS TO IMPROVE FLEET MANAGEMENT

Corporate clients in Colombia now are able to more efficiently manage their vehicle fleets and fuel costs with **Gasó Pass Control**. Vehicle operational data such as fuel consumption and mileage are captured when the fuel card is used on point of sale devices at a national fuel station network. Clients are able to monitor the data via a web platform, enabling them to manage their vehicle fleet to maximize efficiency and control costs.

ISRAEL – INCREASING EFFICIENCY OF OFFICE EXPENSE MONITORING

Hapoalim Bank, Israel's largest bank, chose Sodexo's **Expense Pass** service to help it efficiently manage office expenses for its 12,000 employees at 300 branches. The service enables clients to eliminate petty cash accounts, with ordering and purchasing of goods managed through a quick online order at designated supplier stores. Customized shopping lists and purchase deliveries save time and all purchases are consolidated in a single monthly billing. Negotiated agreements with suppliers lower costs and detailed reporting allows for ongoing budget control.

SPAIN – FACILITATES EXPENSE MANAGEMENT AND VAT RECOVERY FOR COMPANIES

Sodexo's exclusive **Business Pass** card provides a complete solution for corporate expense management while automating the VAT recovery process for expenses such as restaurants, fuel, taxis and parking. The offer responds to needs identified in a Sodexo market study in which 70% of CFO's said they were dissatisfied with their current system for managing employee expenses. In addition to simplifying VAT recovery, **Business Pass** also offers the ability to track expenses by amount, time, category and other parameters, making it a complete tool for controlling employee expenses incurred both in Spain and abroad. With its expense management features, such as reporting, expense claim forms and Enterprise Resource Planning interfaces for employees and Financial Departments, **Business Pass** offers the market's broadest solution.

ENSURING EFFECTIVE DISTRIBUTION OF PUBLIC ASSISTANCE

Our offer

IMPROVING CITIZEN QUALITY OF LIFE THROUGH OPTIMIZED SOCIAL WELFARE PROGRAMS

Through its Public Benefits programs, Sodexo provides access to basic services, culture or residential support services for millions of people worldwide.

Faced with changing demographic trends (aging population, increasing urbanization, a rising middle class, the development of initial and continuing education), public entities today seek solutions to more precisely target assistance as well as to control public spending.

Sodexo's simple, transparent and effective responses facilitate the work of public authorities, optimize budget resources and help clients achieve their social policy, cultural or educational objectives while contributing to the formalization of the economy. In promoting the development of the local economy, Sodexo also contributes to the creation of enduring employment.

Examples include Culture Pass, which offers students access to sports and cultural activities, Education Pass, helping families to provide learning support for their young children and CESU Pass, offering in-home assistance to seniors and individuals with disabilities.

Highlights

POLAND – SME TRAINING VOUCHERS PROGRAM PILOTED

Authorities in Poland are preparing to expand a training vouchers program following a successful pilot project implemented by Sodexo. Under the program, public funds for training employees of Small and Medium Enterprises (SMEs) were distributed using vouchers provided by Sodexo to qualified SMEs, which used the vouchers to pay for the training of their employees. The pilot program was designed with the support of Sodexo's team in Belgium where similar programs have been put in place. External experts, Ministry of Labor officials and local governments that assessed the program gave it **a score of 4.75 out of 5** based on its efficiency and reliability.

ROMANIA – ENSURING QUALITY OF LIFE FOR LOW-INCOME SENIORS

The Department of Social Services of Brasov County in Romania partnered with Sodexo to help improve quality of life for 10,000 low-income seniors receiving public assistance. Sodexo's **Viva Pass** provides beneficiaries with access to basic necessities such as food, hygiene products and medicine. Ensuring the effective distribution of the social vouchers is particularly important during holiday periods when many of the seniors face social isolation and more severe economic hardship.

INCREASING THE JOY OF GIVING AND RECEIVING

Our offer

IMPROVING QUALITY OF LIFE BY SIMPLIFYING THE PLEASURE OF GIVING AND RECEIVING

Building on its recognized expertise in designing and implementing corporate gift programs and to respond to expectations of consumers for gift offers increasingly customized to their preferences, **Sodexo developed two gift concepts for consumers, combining freedom of choice and personalization** to allow everyone to simply and easily please friends and relatives.

- **Gift boxes:** the gift recipient can enjoy a good meal, depart for a weekend getaway, enjoy a glass of wine, discover a new perfume, relax in the sauna, read or listen to music... the offering comes in a Sodexo gift container, which can be customized by the giver.
- **Gift cards:** multi-themed gift cards that can be used across a wide variety of retail chains, from home or sporting goods to fashion, beauty, culinary, cultural or travel products, the recipient will feel spoiled with options.

For those wishing to offer a gift on behalf of a number of givers, organizational details are no longer a worry. The leading gift card, **Cadeau Commun**, enables up to 2,500 euro to be easily collected through invitations to participants via the Internet.

Highlights

FRANCE – DESIGN AWARD TO THE *PETIT PRINCE* GIFT CARD

The *Petit Prince* gift card won the **2014 prize for innovation** in the card design category by French publication Publi-news, which each year recognizes the industry's most successful card and payment methods. The gift card, featuring a *Petit Prince* design, can be used in 500 stores and on 50 websites.

PHILIPPINES – ONLINE GIFT SOLUTION FOR FILIPINO EXPATS

A new online gifting platform is enabling Filipino expatriates around the world to easily send gift vouchers to family members at home. The innovative solution allows consumers to shop and send gift vouchers online, accompanied with a personalized message and specially designed envelope. In addition, consumers who refer a friend to the platform are rewarded with a gift, increasing consumer satisfaction and helping to create an instant network.

Among our clients...

BANKS – INSURANCE – CORPORATE SERVICES

Adecco: Brazil, Bulgaria, Germany, Luxembourg, Spain

Allianz: Germany

AXA: Czech Republic, Germany

BNP Paribas: Bulgaria, Czech Republic, Germany, Spain

HSBC: Argentina, Czech Republic

ING Group: Bulgaria, Spain

Manpower: Bulgaria, Germany, Turkey

PricewaterhouseCoopers: Bulgaria, Germany, Hungary, Luxembourg, Vietnam

Sicredi: Brazil

Société Générale: Bulgaria, Spain

IT – ELECTRONICS

Alcatel-Lucent: Czech Republic, India, Spain, Turkey

Cisco Systems: Spain, Venezuela

Fortibas Data Processing Software: Turkey

Hewlett-Packard: Bulgaria

Huawei: Czech Republic

IBM: Czech Republic

LM Ericsson: Italy, Spain

Nokia: Czech Republic, Hungary, Turkey

SAP: Bulgaria, Czech Republic, Germany, India, Spain

Samsung: Germany, Indonesia, Spain

Sony: Bulgaria, Spain

Vodafone: Romania

FOOD INDUSTRY AND CONSUMER GOODS

Coca-Cola: Bulgaria, Luxembourg, Venezuela

Compañía Nacional de Chocolates de Perú: Peru

Henkel: Bulgaria

L'Oréal: Romania, Turkey, Vietnam

Nestlé: Czech Republic, Hungary, Spain, Venezuela

PepsiCo: Romania

Unilever: Bulgaria, Hungary, Spain

INDUSTRY – ENERGY

Alstom: Brazil, Bulgaria, Germany, Luxembourg, Spain

Air Liquide: Spain

Altran: Spain

Audi: Germany

Cathay Pacific: United Kingdom

General Electric: Bulgaria, Turkey

General Motors: United Kingdom

Johnson & Johnson: Bulgaria, Czech Republic

Lufthansa: Germany

Michelin: Italy, United Kingdom

Pfizer: Spain, Venezuela

PSA Peugeot-Citroën: Argentina, Spain

Renault-Nissan: India, Romania

Riogas: Uruguay

Sanofi-Aventis: Argentina

Siemens: Czech Republic, Germany, Romania, Turkey

Tata Group: India

Total: Spain

Toyota Motors: Spain

Willis Processing: India

NATIONAL PUBLIC AUTHORITIES

Spain: Fundación Bancaria "LA CAIXA"; Consejería de Educación Comunidad de Madrid

United Kingdom: Ministry of Defence, UKBA

Tunisia: National Company of Tunisian Railways

Venezuela: Instituto Nacional de Servicios Sociales INASS, Universidad Nacional Experimental Francisco de Miranda

1.4.2.3 PERSONAL AND HOME SERVICES

Our offer

QUALITY OF LIFE FOR ALL AGES

In three areas:

Child Care

Sodexo's modern and innovative child care centers help make the most of the early years of a child's life that are so crucial to their development. It is the period in which their young minds absorb everything around them and they construct the building blocks of future learning. Sodexo offers a stimulating environment that encourages children to engage with their peers and develop a curiosity for the diversity, vastness and richness of the world – all in an effort to create the next generation of responsible global citizens. Services are designed to substantially improve quality of life for both children and parents. *(These services are provided through Sodexo subsidiary Crèche Attitude).*

Concierge services

By providing services that assist its clients' employees in accomplishing the personal tasks of daily life and achieving a better work-life balance, Sodexo enables clients to increase the loyalty and performance of their employees. Employees can thus find a range of services and amenities available at their work place such as dry cleaning, fresh fruits and vegetables, car washes, hair dressers, household assistance and help with organizing leisure activities or administrative tasks. *(These services are provided through Sodexo subsidiary Circles).*

Home Care

Sodexo's Home Care Services allow seniors and other adults to maintain their independence and quality of life, allowing them to remain and live comfortably in their own homes. Services are customized and evolve based on the changing needs of the individual. Sodexo provides care and support to clients in their everyday life,

including assistance with bathing, dressing and grooming, mobility, housekeeping, grocery shopping, preparation of nutritional meals and medication reminders. *(These services are provided through Sodexo subsidiaries Amelis and Comfort Keepers).*

Market trends

Personal and Home Services responds to four demographic and social megatrends affecting society and companies: women in the work force, work-life balance, an aging society and a shortage of skilled labor.

CHILD CARE: DEMAND EXCEEDS SUPPLY

In developed countries, parents are facing a scarcity of affordable child care solutions, leading many governments to adopt policies promoting development of child care facilities and companies to seek "turnkey" solutions to help enhance employee loyalty.

A BETTER WORK-LIFE BALANCE

Facing increasingly challenging time constraints, people are juggling the demands of work and personal life. Companies that provide support for achieving an improved work-life balance benefit from happier, more productive employees, which also translates into increased engagement and loyalty.

SENIOR AUTONOMY: A GROWING ISSUE

The global elderly population is growing rapidly as life expectancy increases, with the number of seniors projected to reach 800 million by 2025⁽¹⁾. Although this extended life expectancy is a testament to modern medicine, an aging population also means increasing instances of chronic disease, diminished well-being⁽¹⁾ and less autonomy. This loss of autonomy is often a source of anxiety for seniors. Senior care can involve the entire family, who frequently becoming the key decision makers regarding their parents' well-being.

Source: Sodexo

(1) Source: The World Health Organization.

Focus on...

LOWERING PATIENT READMISSION RATES

Improving patient well-being, hospital operations and hospital competitiveness

In the U.S., Circles authored a case study with Tideland's Health about a hospital readmission reduction program executed by Sodexo's Service Response Center (SRC). The program led to a 40% decrease in readmissions.

Circles has worked with Sodexo's On-site Services Health Care team to integrate the SRC – a call center specially adapted to respond to all demands in health care facilities. This new global offer, focused on patient well-being and also benefiting hospital teams, helped increase staff satisfaction and reduce readmission rates by 40% in a six-month period⁽¹⁾. The lower readmission rates reflect an increase in patient well-being while also helping to increase clients' Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores and directly impacting the hospital's bottom line.

The SRC also handles transporting patients, picking up equipment and delivering meals. In performing these logistical tasks, Sodexo enables nurses and doctors to concentrate on patient care, which in turn contributes to their increased satisfaction and loyalty. At Bronson Healthcare Group, for example, implementation of Sodexo's Concierge Services helped increase employee engagement and retention rates among nurses and doctors and reduce total employee turnover by 55.3% within three years.

Highlights

FRANCE

Supporting the development of tomorrow's eco-citizens

As part of its newly adopted educational mission, Crèche Attitude has introduced a learning experience to expand children's horizons, helping them to appreciate differences and preparing them to become tomorrow's responsible citizens. The initiative fully involves the people around them: parents, professionals, partners and the community. The eco-citizen focus reflects the organization's commitment to environmental protection,

illustrated by its effort to help its centers earn the Ecolo Crèche® label.

For more information about Sodexo's actions to improve consumer awareness, see Chapter 2.4.3.

Connecting parents with child care providers

In France, parents are able to locate nearby child care solutions that fit their individual needs and preferences via Crèche Attitude's **online platform, BBbook**. In addition to Crèche Attitude's own network of child care centers, the BBbook lists available openings at 850 centers throughout the country and can accommodate regular, occasional or even urgent child care needs of parents.

Concierge services for small businesses

To help small businesses respond to employee expectations of a positive work-life balance, Circles has developed the **"Corner concierge"**. The new offer is designed for companies with less than 400 employees and provides an array of services through an automated system. Employees are able to benefit from workplace access to residential assistance, dry cleaning, shoe repair, dining reservations and administrative tasks. The status of requests can be tracked online or discussed with the bilingual concierge services team by telephone.

... and a new offer at Thales' next generation campus

To help Thales retain employees and create a work place that fosters teamwork, high performance and innovation, Circles created a concierge services offer on its client's next generation campus, with a **services area of 10,000 m²**. The 2,500 employees at the campus' three sites have access to an array of services, including well-being and relaxation areas. The new offer has proven highly popular with Thales employees with 93% expressing satisfaction with the concierge services.

Amelis continues its growth in senior home care services

Amelis accelerated its growth in France with the opening of new franchise offices during the year. With its comprehensive range of customized services that facilitate life for seniors and dependent individuals in their home, Amelis is well positioned for further development in France's growing senior home care market.

(1) Case Study - Georgetown Hospital Systems – http://circles.com/client-impact/casestudy_improvingreadmissionrates/

UNITED STATES – POSITIVE REVIEWS IN HOME CARE

Comfort Keepers is a leading franchise network in the **in-home care market** for seniors and other adults in North America and has more than 700 franchised locations around the world. Comfort Keepers offers a broad array of **in-home services** that facilitate life for seniors and enable them to remain as long as possible in their home. Among Comfort Keepers' achievements during the year:

Strong positive rating from consumers

Received a **+82 rating** from consumers as to their likelihood to recommend Comfort Keepers to others, on a scale of +100 to -100. This strong Net Promoter Score reflects Comfort Keepers' consumer-centric approach in providing care, which emphasizes transparency, timely communication and friendly interaction with the client and their family members, and well-trained caregivers.

Awards

For the third time, Comfort Keepers was ranked as **the #1 Senior Care franchise network** by Entrepreneur Magazine in its 2015 Franchise 500 review of America's top franchise opportunities.

For the sixth year in a row, Comfort Keepers was recognized as a **"World Class Franchise™"** by the Franchise Research Institute, a distinction based on feedback from franchisees.

Key contract wins

FRANCE – CIRCLES DELIVERS A LOCAL TOUCH FOR ALCATEL LUCENT EMPLOYEES

In its first service offer in the **Bretagne region** at the Alcatel Lucent campus in Lannion, Circles has put the accent on local flavor. In addition to recruiting a concierge from the local region well-connected with the surrounding

community, a range of Breton culinary specialties are available to the 720 employees. Employees also have access to abundant reading materials made available through a partnership with a local bookstore while also benefiting from traditional concierge services designed to further enhance their quality of life.

GERMANY – CHILD CARE SERVICES ADAPTED TO PARENT SCHEDULES

Through child care services provided by Sodexo, employees at **the military hospital in Ulm** are finding it easier to balance their work and family commitments. A new child care center provides services specifically designed to accommodate the schedules of parents among the hospital's 2,400 employees as well as about 800 military personnel at a nearby base. The contract win, awarded by the German Ministry of Defense, resulted from a collaborative effort involving Sodexo Health Care and Crèche Attitude teams in Germany, France and Luxembourg.

UNITED STATES – CUSTOMIZED SERVICES FOR MATERNITY PATIENTS

Circles was awarded the contract to provide onsite concierge services for 7,000 maternity patients annually at **Christiana Care Health System of Wilmington, Delaware**. To enhance patient satisfaction, an array of specially customized services are offered including facilitation of in-hospital salon and spa services, errand running, meal delivery, gift suggestions and purchases and provision of comfort items and activities. Circles' ability to tailor its offer to meet the needs of patients from a variety of demographic backgrounds and its success in delivering programs for another client, Meridian Health, were key factors in the decision by Christiana's leadership team to partner with Circles.

Among our clients...**CONCIERGE SERVICES**

Alstom, France
 AstraZeneca, Sweden
 Baker & McKenzie, Sweden
 Bic, France
 Biogaran, France
 Biogen, United States
 Boston Medical Center, United States
 Boston Properties, United States
 Christiana Care Health System, United States
 CGG, United States
 Diageo, United States
 EDF, France
 European Investment Bank (EIB), Luxembourg
 Fannie Mae, United States
 Google, Sweden
 Hyundai Card, United States
 Institut Gustave Roussy, France
 Kraft Foods, Sweden
 L'Oréal, France
 McKinsey, Sweden
 Meridian Health System, United States
 Microsoft, United States
 NCC, Sweden
 Oracle, France
 Procter & Gamble, United States
 PSA, France
 Robert Wood Johnson University Hospital, United States

Sanofi-Pasteur MSD, France
 Siemens, France
 SKF, Sweden
 Société Foncière Lyonnaise, France
 Takeda, United States
 Thales, France
 Trip Advisor, United States
 Valeo, France
 Zurich/Farmers, United States

CHILD CARE SERVICES

Aéroports de Paris, France
 Altran, France
 Areva, France
 Bundeswehr Hospital, Germany
 CHU Hôpitaux de Rouen, France
 City of Boulogne-Billancourt, France
 City of Issy les Moulineaux, France
 City of Lille, France
 Ernst & Young, France
 European Investment Bank (EIB), Luxembourg
 Générale de Santé, France
 La Poste, France
 Siemens, France
 SNCF, France
 Thalès, France
 Weleda, France

HOME CARE SERVICES

With Comfort Keepers internationally and Amelis in France, Sodexo serves 35,000 seniors.