

Changing Mindsets: Rohini Anand

February 2018

➤ OUR MISSION

- At Sodexo, our mission is to improve the Quality of Life of all those we serve and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.



IMPACTING MILLIONS DAILY

100 MILLION
customers

World's Largest
Employer
Network

80
countries

132 Nationalities

440,000
employees



➤ ABOUT SODEXO

On-Site Services

➤ Serving 8 client segments

Corporate, Defense, Justice, Remote Sites, Health Care, Senior Living, Education, Sports & Leisure

Benefits & Rewards Services

➤ Available in 4 families of services

Employee Benefits, Incentives and Recognition Programs, Expense Management, Public Benefits

Personal & Home Services

➤ Available in 3 categories of services

In-home Senior Care, Childcare, Concierge Services



➤ OUR STORY: CLASS ACTION



- Sodexo went from \$80 million litigation to inclusive company with iconic D&I leadership brand.
- From “class action” to “best in class”

Sodexho Settles Discrimination Suit for \$80 Million

Separate but Equal: Alive and Well at Sodexho

Feature Story by Clayola Brown - 5/19/2004

Separate but Equal: Alive and Well at Sodexho

Brown is director of the Civil Rights Program at [UNITE](#), which represents more than 200,000 apparel, textile, and laundry workers in the United States and Canada. She also sits on the national board of the NAACP.

Fifty years ago, *Brown v. Board of Education* swept the doctrine of “separate but equal” into the dustbin of history. In many ways, the Brown case helped launch the civil rights movement and our half-century-long fight to banish racism from our nation’s public institutions.

Yet there is one sector of American society where our movement has not fully penetrated: corporate America. In some companies “separate but

➤ OVER 40 D&I AWARDS AND RECOGNITION AROUND THE GLOBE



➤ GLOBAL AWARDS AND RECOGNITION



FORTUNE MAGAZINE | 2017
World's Most Admired Companies
2nd in Diversified Outsourcing Services



GLOBAL DIVERSITY LIST
SWIFT was recognized in the category "Top 10 Women's Employee Networks 2016"



WORKPLACE PRIDE SURVEY
Sodexo ranked #4 in the Global Workplace Pride Survey



DOW JONES SUSTAINABILITY INDEX (DJSI)
Top-rated company in its sector
13TH Consecutive Years



DIVERSITYINC | 2017
Recognized as a Top 10 Company
9th Consecutive Years



EQUILEAP
World's top five best performing companies when it comes to gender equality



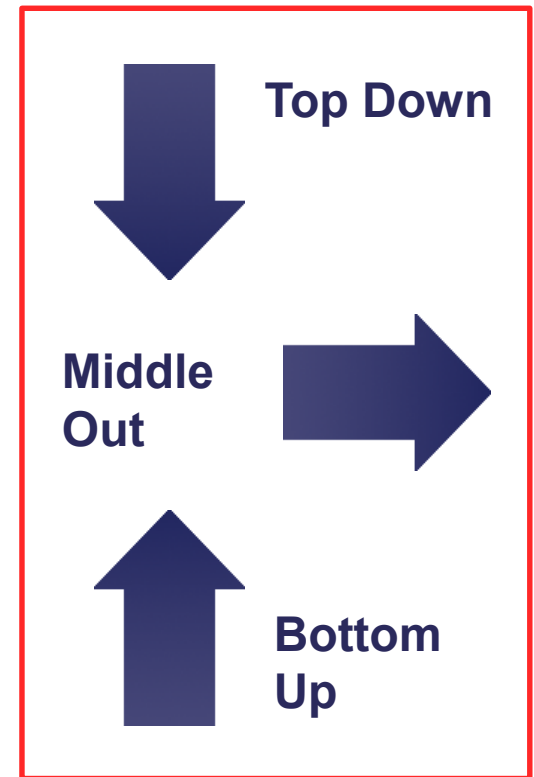
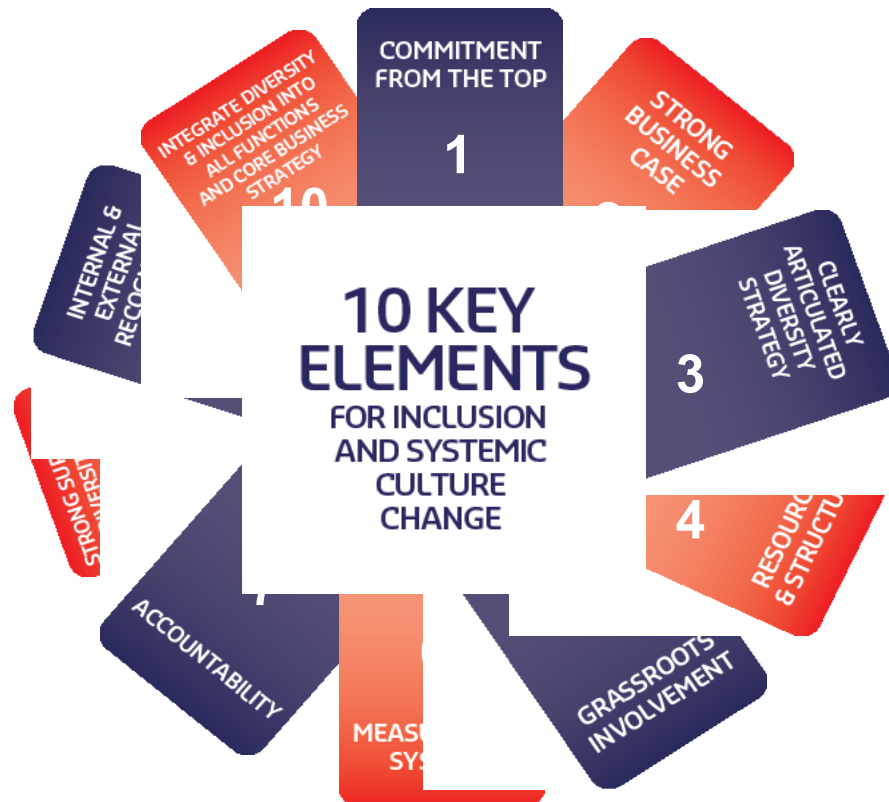
FORTUNE MAGAZINE | 2017
Fortune's 2017 list of companies that are changing the world



ROBECOSAM
"Sustainability Yearbook 2017" - Top-scoring in its sector
10th Consecutive Year

KEYS to Success

➤ TEN KEY ELEMENTS FOR CULTURE CHANGE



➤ THE FIVE S's TO SHIFTING MINDSETS



➤ DEFINING THE FIVE S's

Spotlight
Champions

Recognize and empower those who
can carry the messages for you

Strategic
Network

Building strong, meaningful
relationships

Self
Awareness

Having the capacity for introspection
and self judgment

Skillful
Influencing

Developing an ability to inspire and
motivate others to shift their position

Servant
Leadership

Leading with a natural desire to serve
first



DRIVING Results **at Sodexo**

SODEXO'S GENDER BALANCE CASE STUDY

An internal study to
better understand
the **correlation**
between

Gender balance

and

Performance

STUDY METHODOLOGY

The study covers:

100



SUBSIDIARIES REPRESENTING

50,000



MANAGERS

➤ CONTEXT

1. This study builds on the 2014 study that looked at 3 years of data. As the current study uses data from 2014 to 2016, we now have 5 years of data
2. Based on our analysis we are able to define the optimal mix of genders (40% to 60%)
3. One of the few studies that considers both financial and non financial KPIs correlated to gender balance. Other studies consider only financial outcomes
4. Looks at data in the entire management population, the pipeline. Other studies consider board representation or senior leadership only.
5. The data comes from different functions in Sodexo, mainly Finance, Clients for Life, Communication and Human Resources.

5 KEY PERFORMANCE INDICATORS ANALYZED

NON-FINANCIAL INDICATORS

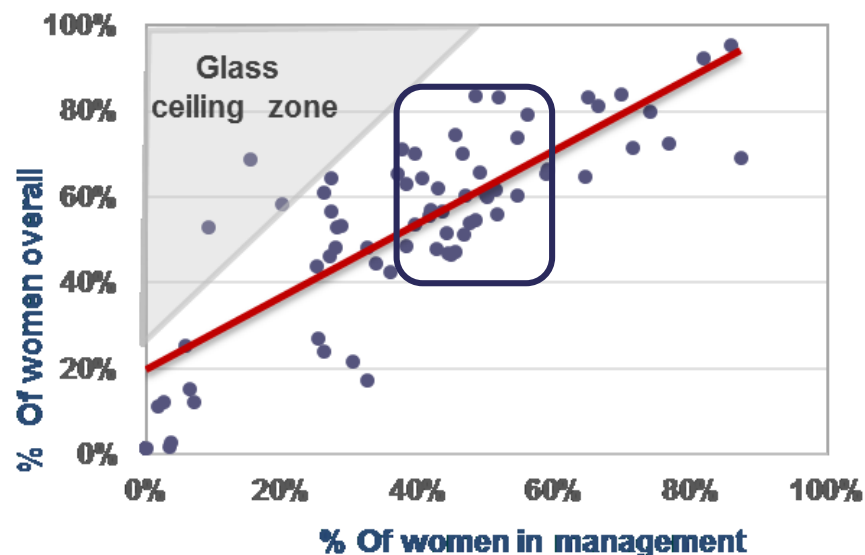
1. Employee engagement rate
2. Employee retention
3. Client retention rate
4. Safety

FINANCIAL INDICATORS

5. Operating margin

➤ GENDER BALANCE ZONE

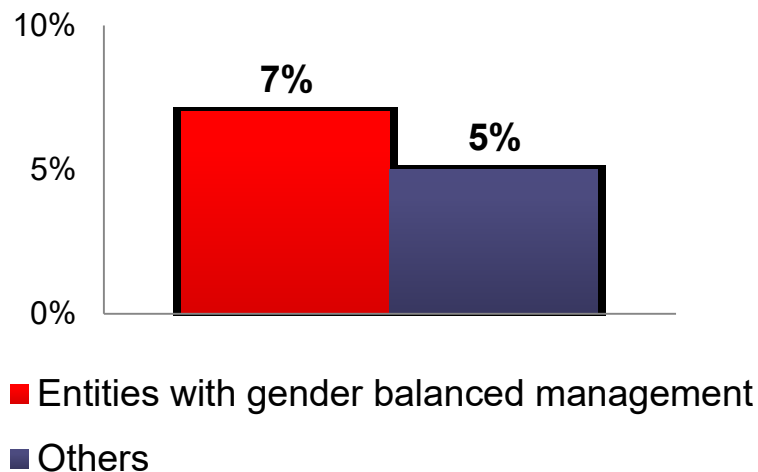
There is a clear and direct correlation between the % of women in the total workforce and in the management. This indicates a rather healthy environment of growth for women



59% of our employees work within entities with a gender balanced management (+2% Vs 2014)

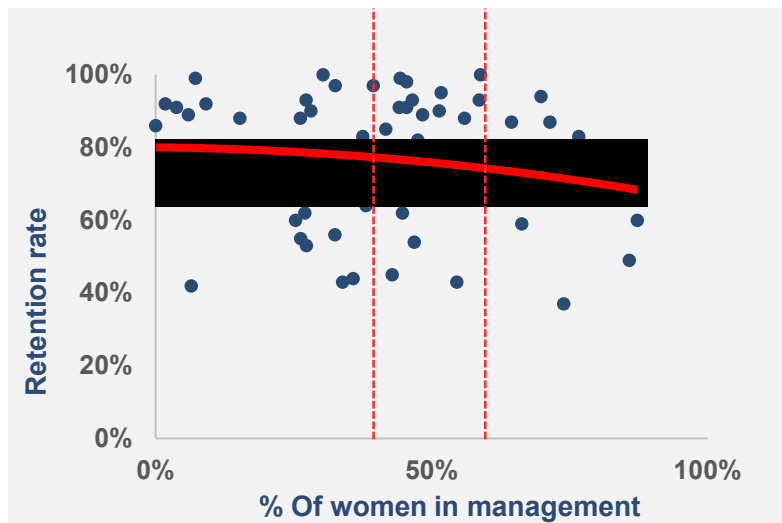
➤ GENDER BALANCE AND ENGAGEMENT

Average employee engagement evolution between 2014 and 2016



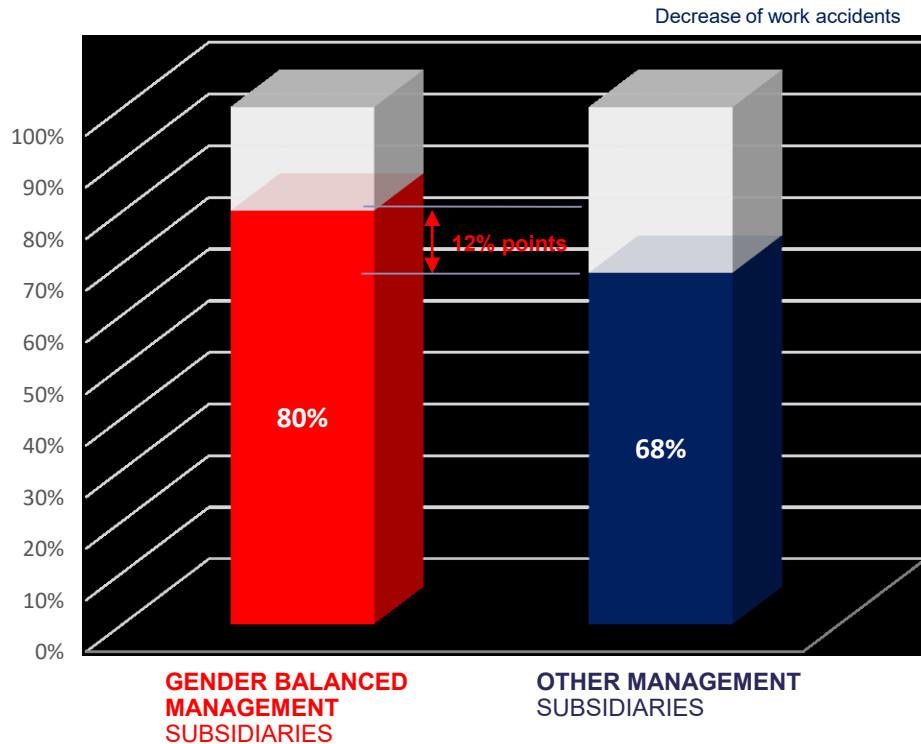
In FY16 96% of gender balanced management entities have an engagement rate higher than the benchmark Vs 84% for others

➤ EMPLOYEE RETENTION



In FY16 there is in average a gap of 8% points in employee retention rate for gender balance management teams versus for others

➤ WORK ACCIDENTS – 2014-2016 ON SITE SERVICES

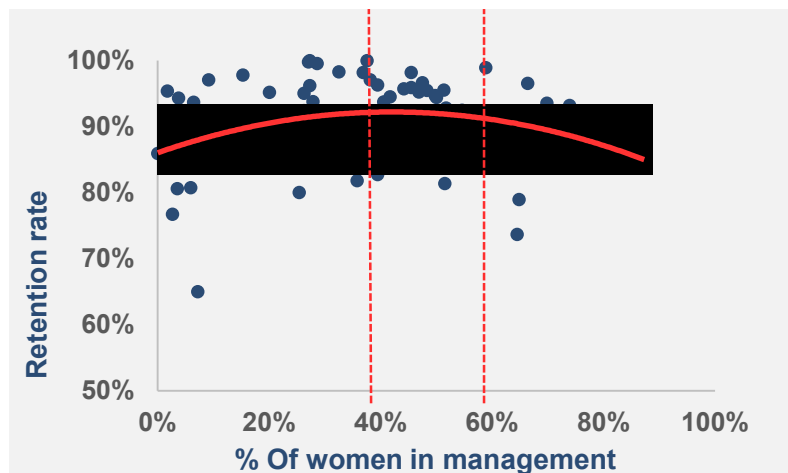


LTIR is lower in entities with gender balanced management than in others

There is a gap of 12% points between the number of gender balanced entities versus others, decreasing their accident rates, in favor of gender balanced entities

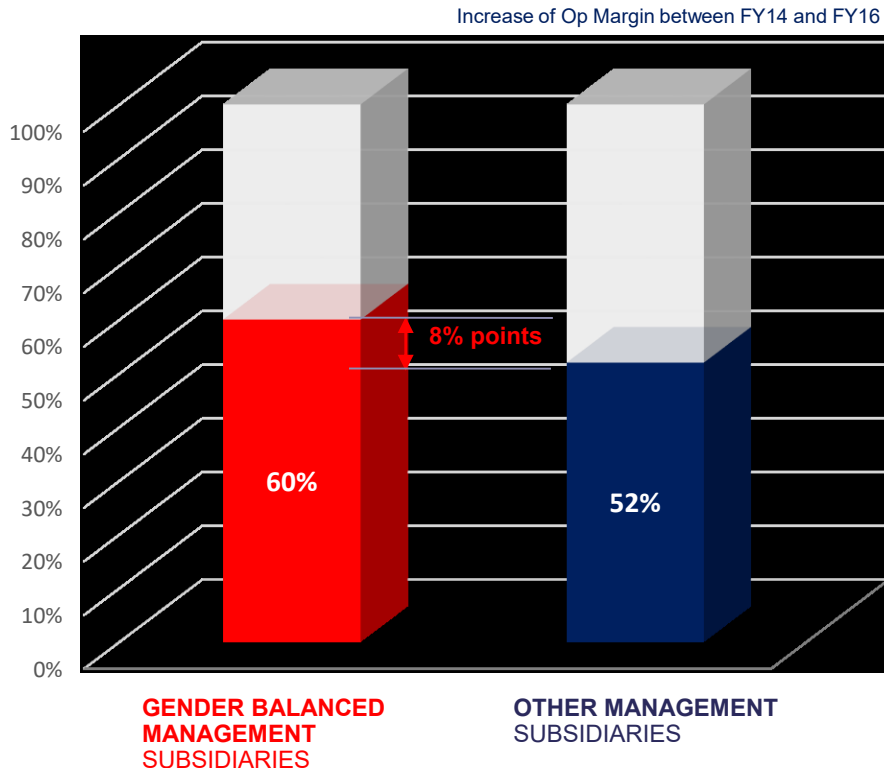
➤ CLIENT RETENTION - GROWTH

Gender balanced zone has the most positive and convergent client retention rate



There is a 9% point difference in the number of gender balanced entities versus others registering client retention of 90% or greater in favour of gender balanced teams.

➤ OPERATING MARGIN: FY 2014-2016



On Site Services
There is a Gap of 8% points between Gender balanced entities and others that have significantly increased their operating margin in favour of Gender balanced entities.

➤ CONCLUSION

1

We now have 5 years of data that suggests that gender balanced teams outperform those that are not gender balanced in both financial and non-financial KPIs



2

We are able to define the optimal mix of genders (40% to 60% women). Teams with less than 40% underperform and those with more than 60% plateau suggesting that we need the mix for optimum performance

3

Our studies indicate that gender balanced teams have more sustainable and predictable results.



4

We can base our targets on evidence based analytics. Hence the target of 40% by 2025 in our GSL population.



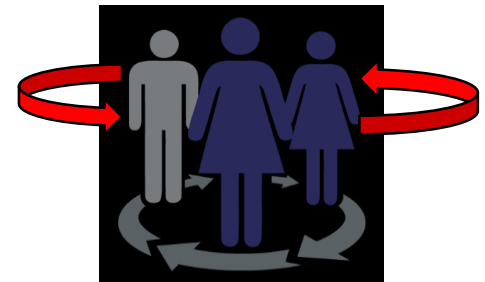
➤ OVERALL KEYS TO SUCCESS

➤ CEO and senior leadership commitment

- CEO and executive commitment drive diversity through each of our Business Units
- Diversity Leadership Council provides oversight of diversity strategy and progress

➤ Top down, bottom up, middle out strategy

- Distributed leadership
- Continuous evaluation of our demographics, programs and initiatives
- Ongoing benchmarking with others to incorporate best practices



➤ OVERALL KEYS TO SUCCESS

➤ Linkage with Sodexo's business case

- Diversity has been leveraged for the success of our business through retention of clients and business development; impact on clients
- Understanding customer needs

➤ Measurement and accountability

- Promotion ratios for women and minorities have consistently increased
- Management is held accountable to scorecard results through incentives

