



Shaping better everyday experiences

**Sustainability
Report 2025**



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Introduction

About this report

GRI 2-1, 2-2, 2-3

Every day, Sodexo works to deliver experiences that create value at every stage of life, promoting well-being through food and integrated facilities management solutions embedded in the daily routines of thousands of clients and consumers.

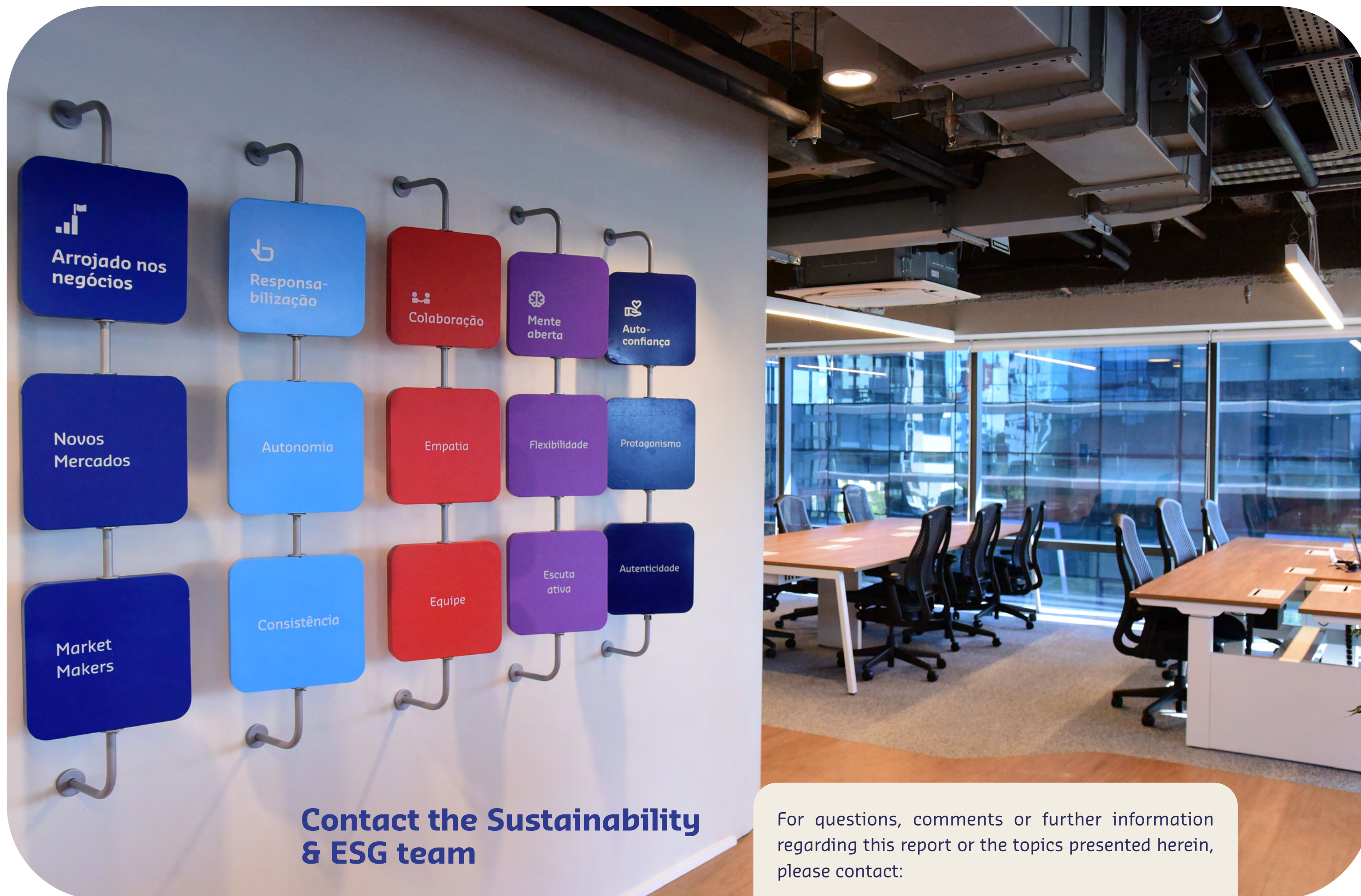
By conducting its business responsibly, the company seeks to balance growth, care for people, respect for communities and environmental stewardship, integrating sustainability principles into its decision-making, strategy and long-term value creation approach.

This Sustainability Report presents Sodexo Brazil's performance, commitments and progress for the financial year from 1 September 2024 to 31 August 2025. Published annually, the report is aligned with the company's financial reporting cycle.

The information presented reflects how sustainability is embedded into the company's strategy, governance and operations, considering the impacts generated across the economy, the environment and society, as well as alignment with the United Nations Sustainable Development Goals (SDGs).

Sodexo Brazil operates under the corporate name Sodexo do Brasil Comercial S.A., a privately held company operating exclusively in Brazil, with headquarters located in São Paulo (São Paulo State) and Porto Alegre (Rio Grande do Sul State).

The report covers the operations of Sodexo do Brasil and Sodexo Retail, whose financial statements are consolidated and audited, although not publicly disclosed in accordance with the Group's confidentiality policies.



Contact the Sustainability & ESG team

For questions, comments or further information regarding this report or the topics presented herein, please contact:

✉ sustentabilidade.time@sodexo.com

Message from the CEO

GRI 2-14, 2-22

Over the past financial year, we have continued to make consistent progress in our sustainability journey, driven by the belief that every choice matters.

Each result presented in this report reinforces that journey: our daily actions are transforming lives, strengthening communities and generating meaningful positive impact across the entire ecosystem in which we operate.

These achievements are only possible because sustainability is becoming increasingly embedded in the way we do business. Our ESG culture has continued to strengthen across our operations and is now part of the daily routine of approximately 47,000 people working across more than 2,800 sites throughout the country. Building collective awareness at this scale is an ongoing challenge, and also one of our greatest achievements.

We exceeded important food waste reduction targets, expanded the conscious use of resources and accelerated solutions aimed at reducing our environmental footprint. WasteWatch, implemented across all our sites, continues to be a key pillar of this progress.

We also strengthened partnerships with clients, suppliers and social organisations. Initiatives such as Cozinha Escola and the Faça e Venda programme in Manaus demonstrate how collaboration can generate positive impact while respecting the specific needs of each region.

Throughout the year, we received important recognitions and shared best practices that reinforce our position as a reference in ESG. Internally, pride in belonging remains one of our key indicators and demonstrates how strongly our teams feel connected to this journey, which is neither linear nor fast. It requires awareness, collaboration and continuity.

This year, we are taking an even more transformative step by integrating our global sustainability strategy, Better Tomorrow 2028 (BT28), with “Our Way of Caring for Life”, our local ESG Strategy.

BT28 reflects a clear evolution, with more defined objectives, transparent metrics and actions that are even more connected to our day-to-day operations, strengthening the execution of our ESG Strategy in Brazil while connecting our local commitments to the company’s global ambitions.

Recognising what we have already achieved is essential, but looking ahead with purpose and commitment is even more important. We are tens of thousands of people, across different places and realities, contributing to create a better every day for everyone, so that together we can build a better life for all.

I invite you to explore the results presented in this report with the same sense of pride we feel in sharing our journey. May we continue moving forward together, aware of our role and committed to leaving a positive legacy for future generations.

Enjoy the reading!

Andrea Krewer
CEO of Sodexo Brazil





2025 Highlights



Better Tomorrow 2028

Launch of BT28 integrated with the ESG Strategy: Our Way of Caring for Life, strengthening global targets and local execution.



WasteWatch implemented across all sites

Average reduction of 44.1% in organic waste generation rates and 4,238 tonnes of food waste avoided.



ESG Week engaged more than 1,000 employees

Held in both in-person and virtual formats, ESG Week included the participation of suppliers, NGOs and partner institutions.



Sustainable sourcing practices

94% of cage-free eggs, 88% of beef and 83% of chicken certified for animal welfare.



Engagement of global leadership

The visit of Sophie Bellon, Chairwoman of the Board (then Global CEO), to Brazil reinforced the country's strategic role, recognised operational excellence and innovation, and strengthened employees' sense of belonging and alignment with the global sustainability strategy.



Strengthening sustainability governance

Structured operation of the ESG Committee, with multidisciplinary participation and regular monitoring by Vice Presidents.



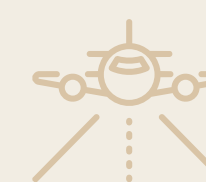
Consistent progress in promoting gender equity

62% of Regional Leadership Team (RLT) members are women, representing a significant result in leadership positions.



Sodexo Smart Kitchen

Achieved a 21% reduction in water consumption, 32% in electricity consumption, 60% in gas consumption and 60% in solid waste generation.



Expansion of airport operations

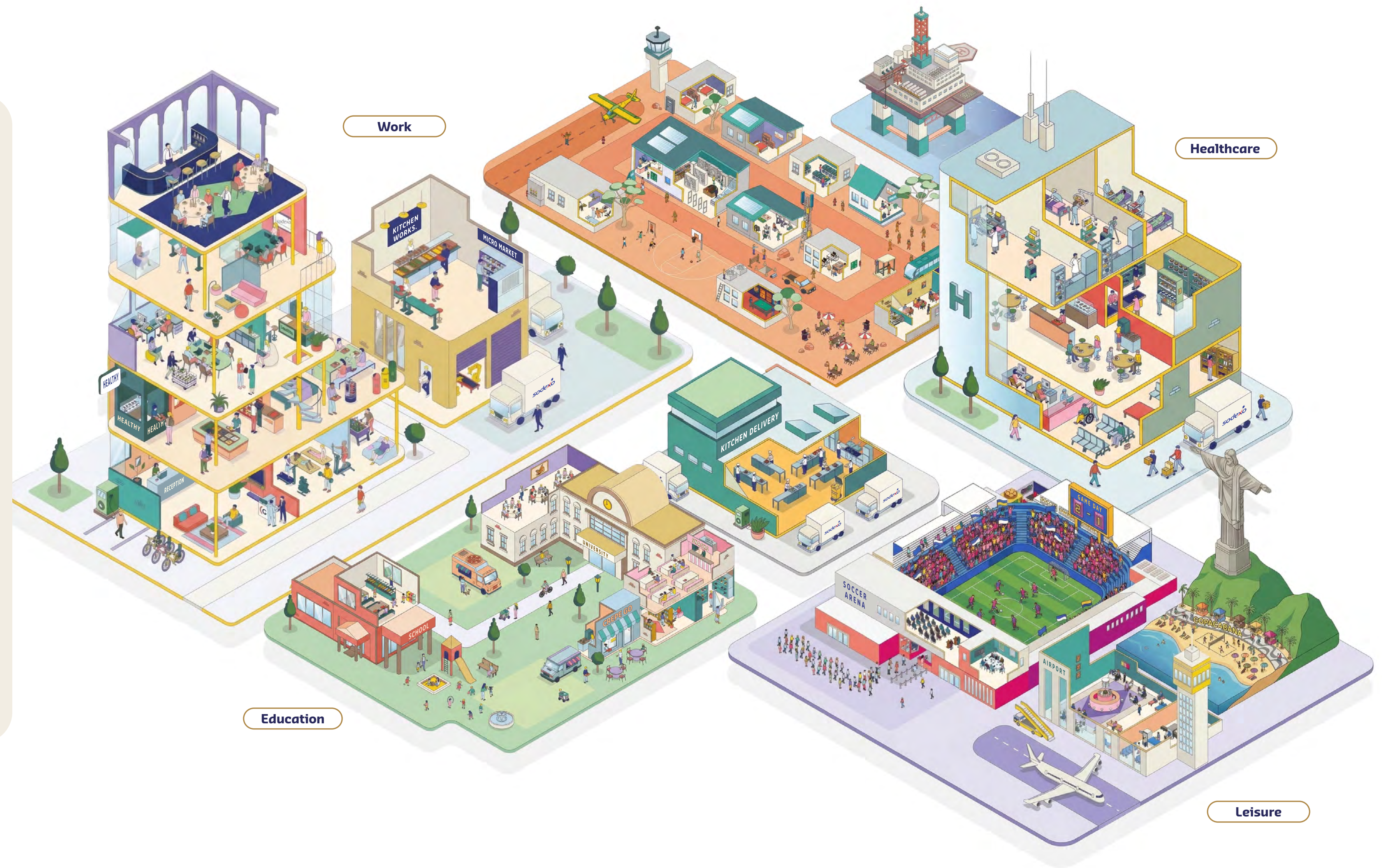
New operations at the airports of Manaus, Tefé and Tabatinga expanded the company's facilities management activities, strengthening comfort, safety and service quality for passengers in Brazil's Northern region.

Who We Are

Sodexo is a global leader in food services and valued experiences at every stage of life:

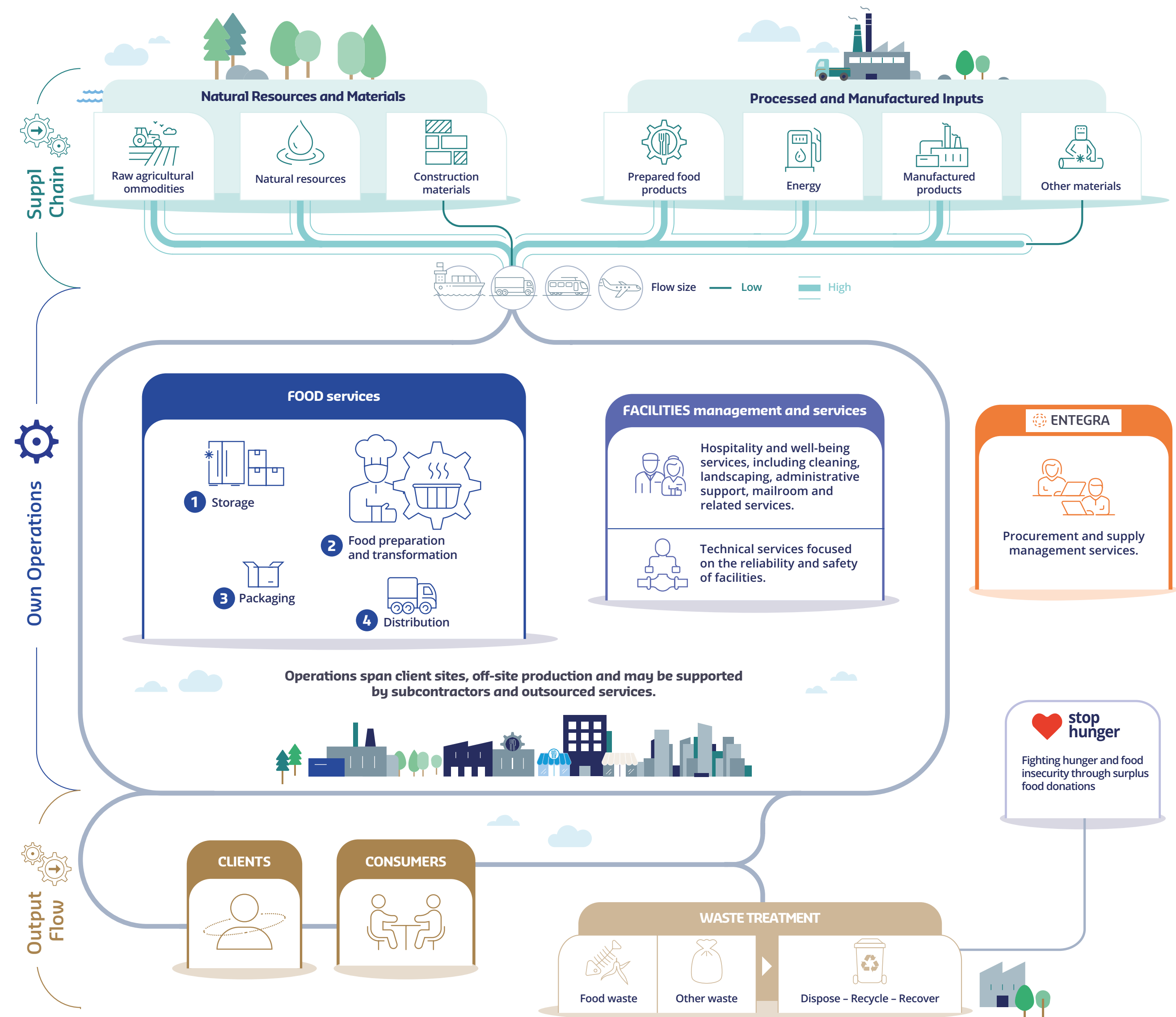
In learning, at work, in healthcare and during moments of leisure and connection. We believe in creating a better every day for everyone to build a better life for all. This mission, aligned with our vision of creating valued experiences for everyone, reflects our commitment to well-being, care, efficiency and positive impact in the communities where we operate.

We work closely with our approximately 800 clients, connecting operations and strategy to deliver consistent and responsible experiences, aligned with our purpose of creating a better every day for everyone to help build a better life for all.



Our value chain is powered by our people, with approximately 47,000 employees, and by a broad and diverse network of more than 6,500 suppliers and partners.

We operate in an integrated manner to promote responsible practices and continuously enhance service delivery, seeking to strengthen long-term relationships focused on efficiency, quality and a growing commitment to more sustainable operations.



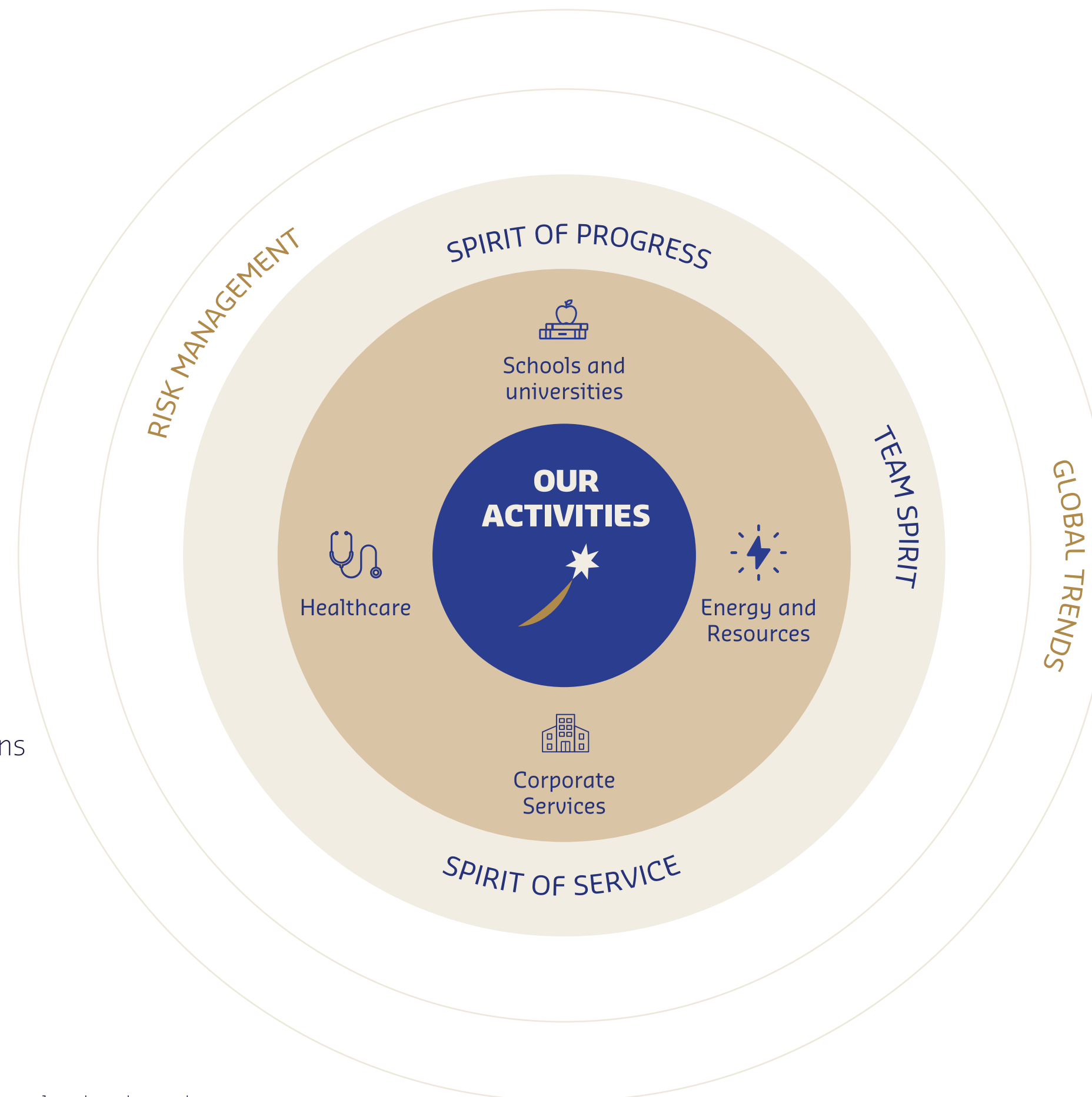
Our sustainable value creation model

FROM OUR STAFF

- **68.4%** of our approximately **47,000** employees are women
- **1,975** employees with disabilities
- **61%** of employees are Black
- **30.5%** of employees are over 50 years old

TO OUR CLIENTS

- **94%** of purchased eggs are sourced from cage-free hens
- **100%** of animal protein suppliers are committed to the Animal Welfare Charter



FOR A BETTER PLANET

- **4,238 tonnes** of food (equivalent to **7.8 million meals**) prevented from being wasted
- **6%** reduction in Scope 1 and 2 emissions

AND SOCIETY

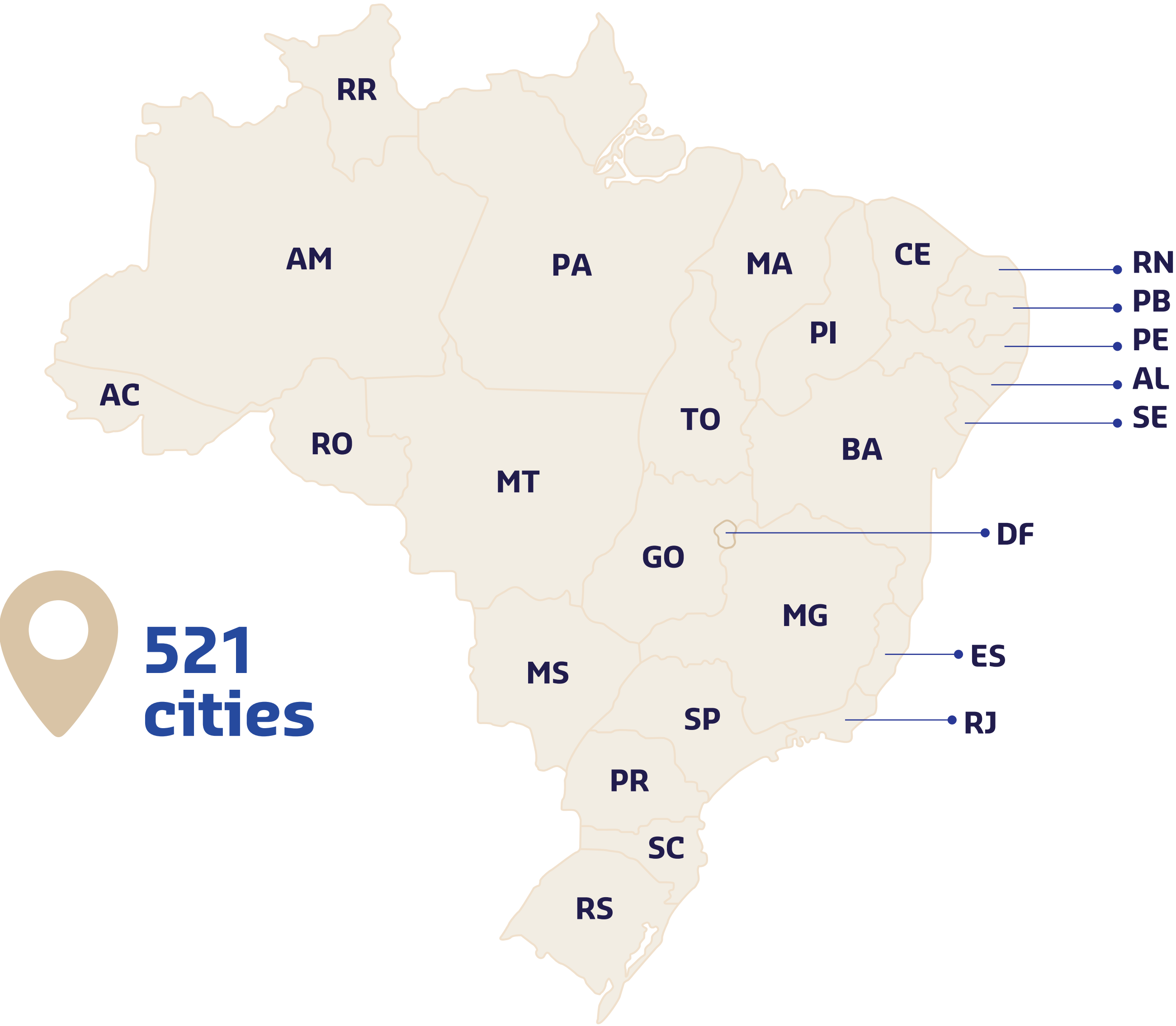
- **R\$ 730 thousand** invested in social projects across Brazil
- **65% of purchases** are made from local suppliers located within 400 km of our Distribution Centres or operational sites

*Document prepared by Sodexo Global, considering the main international regulations related to the topic.

Sodexo across Brazil:

GRI 2-6

We deliver innovative solutions to clients and consumers across 521 cities, from the North to the South of Brazil.



Markets we serve

GRI 2-6, SASB FB-RN-000.A

Sodexo’s operations are organised around two main service pillars: food services and facilities management, spanning more than 2,800 sites across the country. These services may be contracted separately or through integrated solutions, according to each client’s specific needs.



Food services

In food services, Sodexo combines culinary expertise, responsible management and flexible solutions tailored to different environments, with menus that prioritise healthy and sustainable choices.

In addition to restaurants, the company also develops retail and convenience solutions, including formats such as micro markets, bringing greater proximity and convenience to consumers in their daily routines.



Facilities services

In facilities services, the company works to enhance workplaces and shared environments through management and service solutions focused on improving quality and efficiency.

Services may include activities such as facilities management, cleaning, hospitality, maintenance, landscaping and resource management, among others, contributing to productivity, well-being and the reduction of negative environmental impacts across the sites where the company operates.



2,800

sites across the country



1,600

food service sites



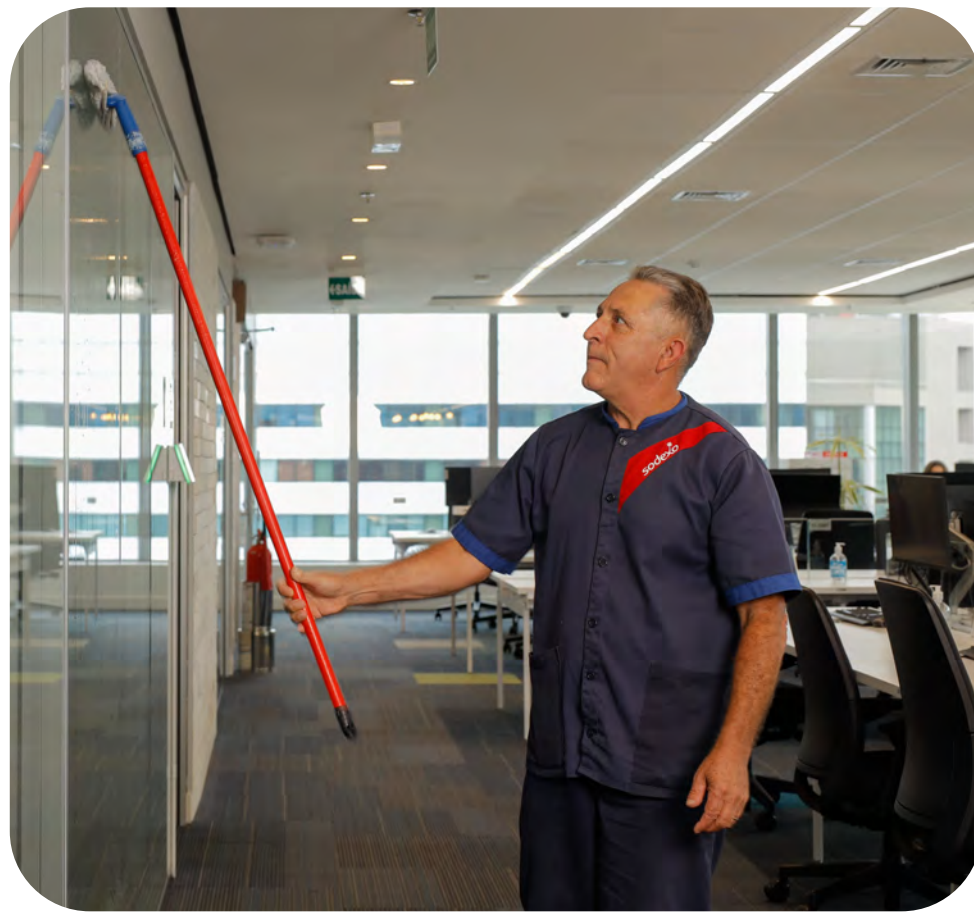
1,200

facilities service sites

Business segments

GRI 2-6

Sodexo operates across four business segments, delivering solutions tailored to each client profile, operational environment and the needs of the consumers served.



Corporate Services

Comprises operations within private companies and corporations across different industries, delivering food and facilities services designed to create more efficient, safe and welcoming workplaces.



Energy & Resources

Serves onshore and offshore operations in highly complex environments, such as mining sites, oil platforms, hydroelectric plants and power facilities, with integrated food and facilities solutions focused on well-being, safety and operational continuity.



Healthcare

Operates in hospitals, clinics and healthcare institutions, providing food and facilities services that support critical routines and require high standards of safety, quality and care. Solutions are designed to meet the needs of patients, companions, medical teams and employees, contributing to safer, healthier and more human-centred environments.



Schools and Universities

Provides food and facilities solutions designed for the daily routines of students, families, teaching people and employees, with a focus on food safety, well-being and experiences suited to learning environments.

Participation in associations

GRI 2-28

Sodexo Brazil participates in industry associations and initiatives aligned with its business and ESG Strategy, contributing to dialogue, the development of best practices and the strengthening of the sectors in which it operates.

Our foundations

Our values and ethical principles are essential to ensuring the long-term sustainability of our company, as they form the basis of our commitments to responsible and sustainable operations. We work to promote them among all employees and third parties, ensuring they are embedded into our daily routines.



Purpose

Creating a better every day for everyone to help build a better life for all.



Mission

To improve, every day, the quality of life of the people we serve and of our employees, while contributing to the economic, social and environmental development of the communities where we operate.



Values

Spirit of Service: From birth in maternity wards, to the first day at school, throughout working life and in the delivery of safe, attractive and comfortable environments, we are here to serve our clients and consumers.

Team Spirit: Whether empowering one another, listening to each other's stories or offering a helping hand, we support and celebrate our diversity.

Spirit of Progress: We are willing to go further and continuously evolve through improvement, learning from both successes and mistakes.

Ethical principles

Loyalty:

We place trust at the centre of our relationships with clients and employees.

Respect for people:

We value respect, dignity and consideration for all individuals, regardless of origin, age, gender, beliefs or personal choices.

Transparency:

We ensure that consumers, employees and shareholders receive clear and accurate information about our products and services.

Business integrity

We condemn all practices that are not grounded in honesty, integrity and fairness.

Governance structure

GRI 2-9, 2-10, 2-11

The company’s governance is led by the Vice Presidents who form the Regional Leadership Team (RLT), the main governance body in the country.

Led by the CEO, the RLT is responsible for strategic decision-making and overseeing the management of the organisation’s impacts on the economy, the environment and people. The committee is composed of eight executive members representing the company’s key business areas.

The composition of the RLT ensures a multidisciplinary and integrated perspective, bringing together competencies relevant to the management of the company’s economic, environmental and social impacts. The governance model does not include independent or non-executive members within the RLT, as it operates as a local executive committee aligned with Sodexo’s global guidelines and governance structure.

Members of the RLT are appointed through a structured process based on competency profiles, cross-functional experience and business knowledge. Diversity of perspectives, complementary capabilities and representation of strategic areas are considered throughout the process.

All members undergo formal annual performance evaluations, supported by individual development plans and overseen and reviewed by the global headquarters.

This governance structure establishes the foundation for the RLT’s responsibilities related to overseeing impact management, delegating responsibilities and approving the sustainability report, as detailed in the following section.



Andrea Krewer
CEO of Sodexo Brazil



Ana Menegotto
Vice President of People, Communications and ESG



Angelica Bastarrica
CFO



Alessandra Torres
Vice President of Operations



Danielle Totti
Vice President of Strategy, Marketing, Commercial and Performance, and Interim Vice President of Operations



Guilherme Cogo
Vice President of Legal



Tiago Poiani
Vice President of Tech & Services and Supply Management

Role of the RLT and Committees

GRI 2-12, 2-13, 2-14

The RLT plays a central role in advancing Sodexo’s sustainability agenda, ensuring that environmental, social and governance topics are embedded into the company’s strategies, policies and business decisions. As part of this role, one of its responsibilities is to oversee the definition, review and prioritisation of objectives related to sustainable development. The RLT operates through a systematic and recurring approach, with regular deliberations on critical topics for the company, including health and safety, people development, operational efficiency, risk management and crisis management.

Through this process, the RLT ensures alignment between global guidelines and the realities of operations in Brazil, strengthening the consistency of the ESG agenda.

Oversight of the organisation’s impacts on the economy, the environment and people is supported by specialised committees:

Ethics and Compliance

ESG

HSE*

Risk

Cybersecurity and Data Protection

Crisis

These forums operate in an integrated manner, supporting due diligence processes, the identification of risks and opportunities, and the monitoring of the effectiveness of adopted practices.

The RLT also actively oversees stakeholder engagement processes, including interactions with employees, clients, suppliers, communities and civil society organisations.

The outcomes of these interactions, such as materiality assessments, perception surveys, risk assessments and performance indicators, are analysed and considered in decision-making processes, contributing to the adjustment of plans and the definition of short-, medium- and long-term priorities.

The management of environmental, social and governance impacts is delegated in a structured manner by the RLT. Senior executives are responsible for implementing the ESG agenda within their respective areas, supported by technical leadership and specialised teams. Committees regularly report to the RLT on the evolution of indicators, identified risks, mitigation measures and improvement opportunities, with monitoring conducted monthly.

With regard to sustainability reporting, the process for preparing the Sustainability Report is overseen by the ESG Committee and submitted for final review and approval by the CEO of Sodexo Brazil and the Vice President of People, Communications and ESG, ensuring consistency of the disclosed information, alignment with material topics and adherence to the company’s business strategy and commitments.

*HSE stands for Health, Safety and Environment.

Awards and recognitions



Top Employer 2025
International certification granted by the Top Employers Institute, recognising companies that demonstrate excellence in their Human Resources policies and practices, with a focus on employee well-being and development.



2025 World's Most Ethical Companies
Global recognition granted by Ethisphere, highlighting Sodexo as one of the world's most ethical companies. In 2025, Sodexo was the only company recognised in the food service sector among 136 organisations evaluated.



Top 5 in the Valor Inovação Brazil 2025 Yearbook
Recognition among the five most innovative companies in Brazil, highlighting the company's ability to develop differentiated solutions.



Top of Mind HR – 15th recognition
National distinction recognising Sodexo as the winner in the Collective Food Services category in 2024.



Young Employability Award Brazil – CIEE
Recognises Sodexo for creating opportunities and supporting young people entering the labour market.



ABSC Award 2024
Second place in the category Process Management and Performance by Indicators in Shared Services.



Excellence in People Management Award – Grupo Gestão RH and FGV
Recognises people management practices that generate impact in health, corporate citizenship and human development.



Best Companies and Leaders in Diversity Award by the Business Initiative for Racial Equality
Andrea Krewer was recognised as one of the Best Leaders in Diversity, while the Fadas Madrinhas project (page 46) achieved first place in the Intersectionality category.



HR First Class – Facilities
Sodexo was nominated in the “Supplier: Facilities & Services” category and, for the first time, won the award in a main category



InfraFM
Recognises best practices in the facility, property and workplace management industry.



Meli Awards – Restaurant category
Recognition granted by the marketplace, highlighting performance and service quality within the food services chain.



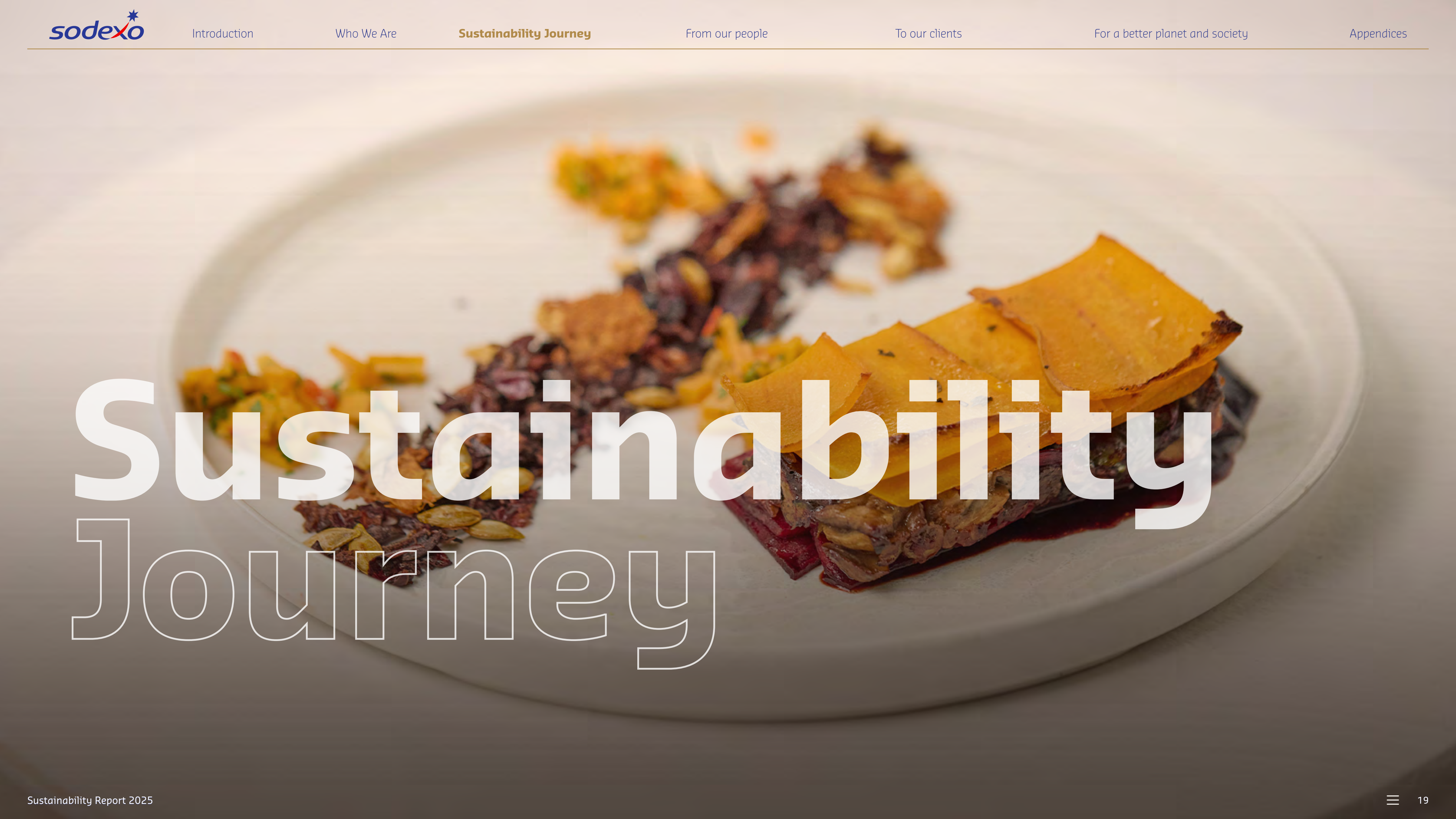
“Have a Safe Day” Award – Global stage
Global recognition highlighting Sodexo initiatives focused on people safety and food safety (page 55), contributing to a zero-harm mindset.



Echo Active Listening Seal
Recognition awarded to companies with strong listening and engagement practices involving internal and external stakeholders.



BAH Seal – Heroes of the Rio Grande do Sul Food Bank
Since 2015, Sodexo has strengthened its partnership with Banco de Alimentos, helping combat hunger and promote food security in Brazil.



Sustainability Journey

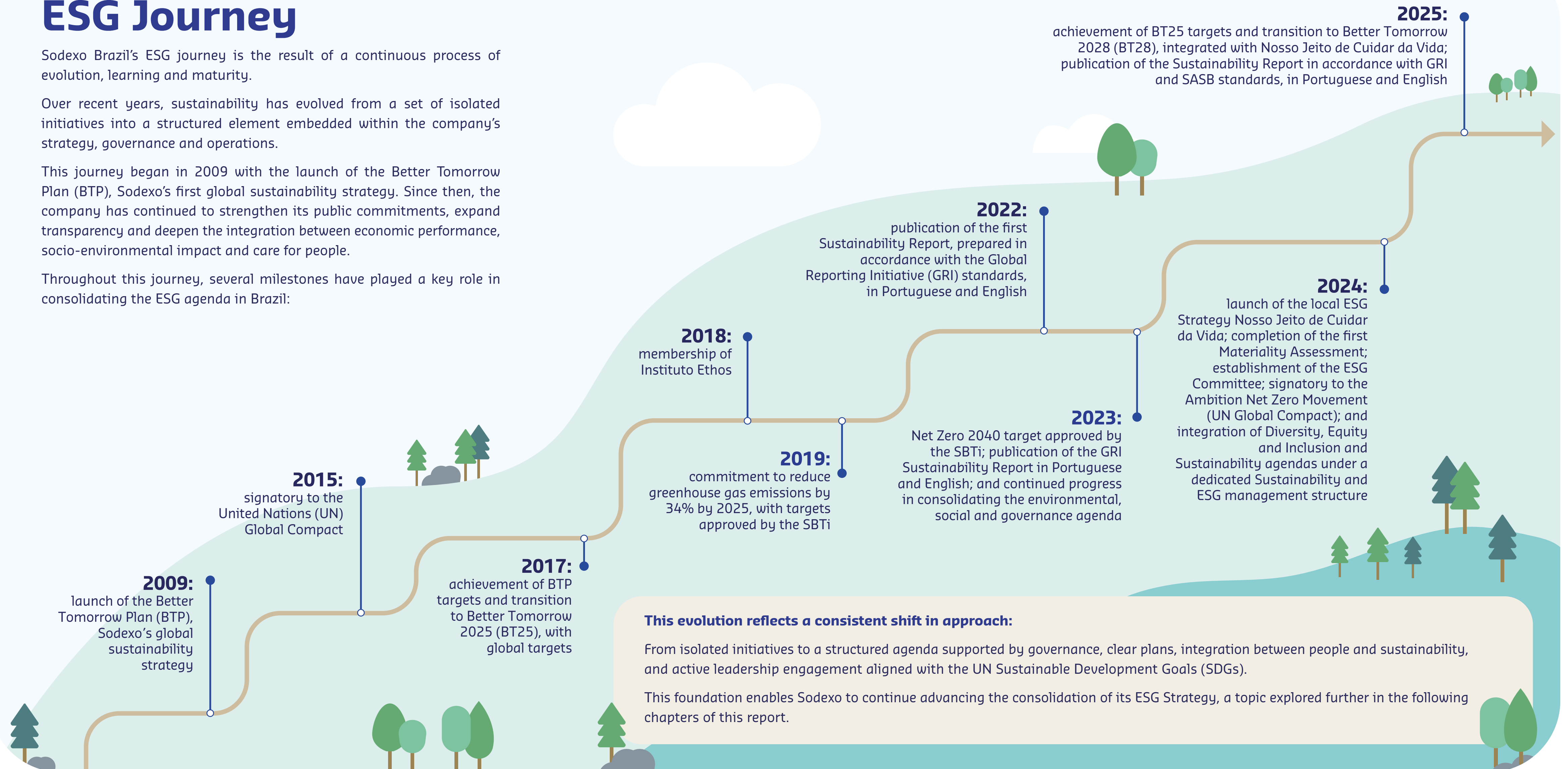
ESG Journey

Sodexo Brazil's ESG journey is the result of a continuous process of evolution, learning and maturity.

Over recent years, sustainability has evolved from a set of isolated initiatives into a structured element embedded within the company's strategy, governance and operations.

This journey began in 2009 with the launch of the Better Tomorrow Plan (BTP), Sodexo's first global sustainability strategy. Since then, the company has continued to strengthen its public commitments, expand transparency and deepen the integration between economic performance, socio-environmental impact and care for people.

Throughout this journey, several milestones have played a key role in consolidating the ESG agenda in Brazil:



Sustainability Governance

GRI 2-23, 2-24, SASB SV-PS-510a.1, SASB SV-PS-510a.2

Sustainability governance at Sodexo Brazil ensures the integration of environmental, social and governance (ESG) topics into strategy, risk management and decision-making across all levels of the organisation. This model reinforces the company’s commitment to responsible business conduct, grounded in ethics, transparency, legal compliance and respect for human rights.

The company’s activities are guided by formal policies and commitments, including:

**Code of Conduct**

**Sodexo Statement on Fundamental Human Rights at Work**

**Supplier Code of Conduct**

**Business Integrity Statement**

**Animal Welfare Charter for Sodexo suppliers**

**IMS Policy (Integrated Management System)**

**People and Food Safety Policy**

**Speak UP Whistleblowing Channel**

**Sustainability and ESG Policy**

**Sustainable Seafood Charter**

 Click on the desired policy to view the full document.

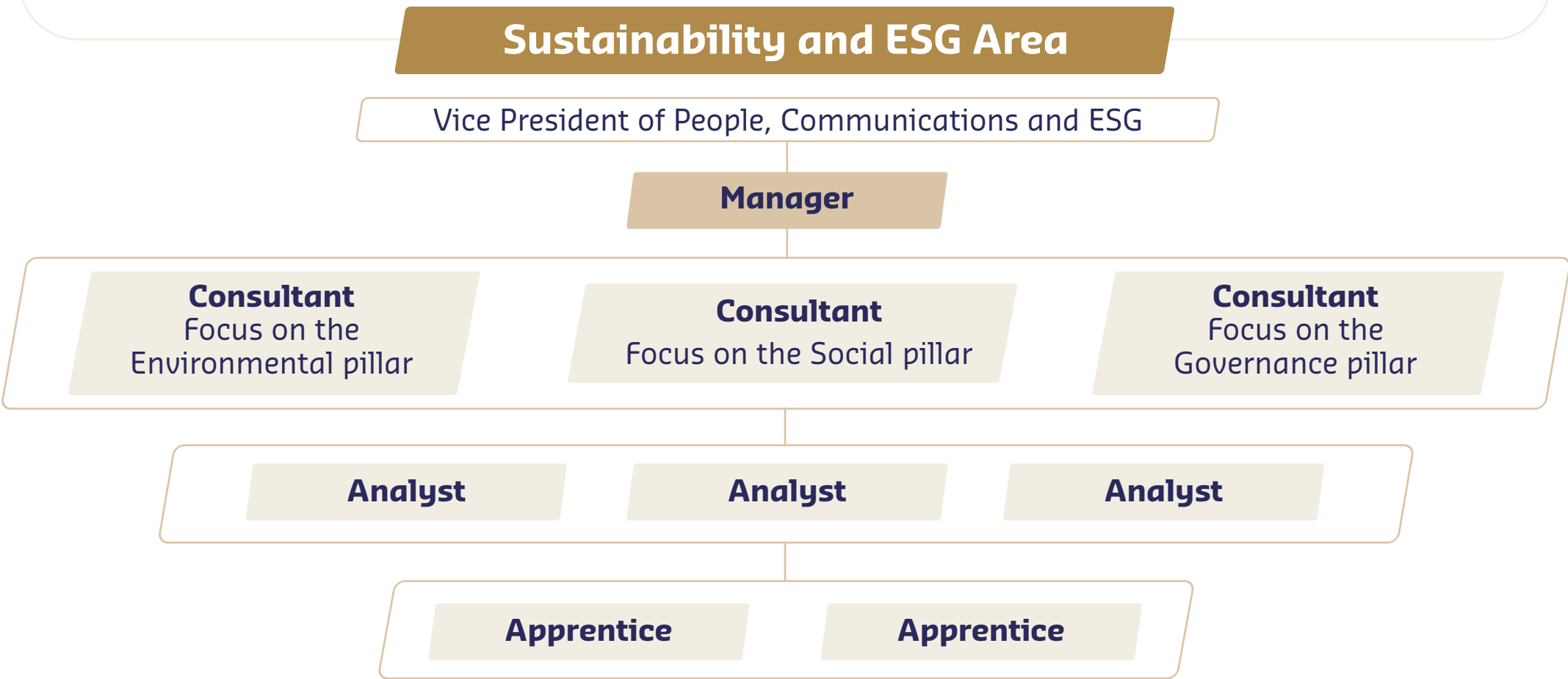
These instruments are aligned with international frameworks, including the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, International Labour Organization (ILO) standards, the United Nations Global Compact and the SDGs, and include provisions related to due diligence, the precautionary principle and respect for human rights.

These commitments are developed globally by the company’s highest governance body and approved and implemented locally by the RLT, applying to all organisational activities and business relationships.

Communication is carried out through internal communications, training sessions, communication campaigns, the corporate website, social media, corporate reports and other official channels, ensuring engagement with employees and partners.

The ESG Committee plays a central role within this governance model. In 2025, it included representatives from 11 strategic areas and held six meetings during the financial year, monitoring indicators, risks and opportunities and guiding action plans aligned with the company’s 2025–2035 business strategy. The maturity, attention, importance and relevance attributed to the ESG agenda are reflected in a strong and dedicated team, in which each consultant is responsible for one ESG pillar. Additionally, Sodexo maintains ESG criteria in the assessment of 100% of new contracts, including clauses related to ethics, human rights, health and safety, and legal compliance for 100% of suppliers.

By consolidating a governance structure based on policies, processes, indicators and listening channels, Sodexo Brazil strengthens sustainability management in an integrated manner across the business, ensuring alignment with stakeholder expectations and the commitments undertaken by the company. The importance attributed to the ESG agenda is reflected in the dedicated team and its multiple areas of activity.



Our Way of Caring for Life defines the strategic direction, priority topics and the specificities of Brazil, while BT28 strengthens each pillar through clear, measurable global commitments integrated into operations. Together, these strategies form a complementary and synergistic approach, combining local direction, global execution and a focus on generating positive impact.



Better Tomorrow 2028

GRI 2-29

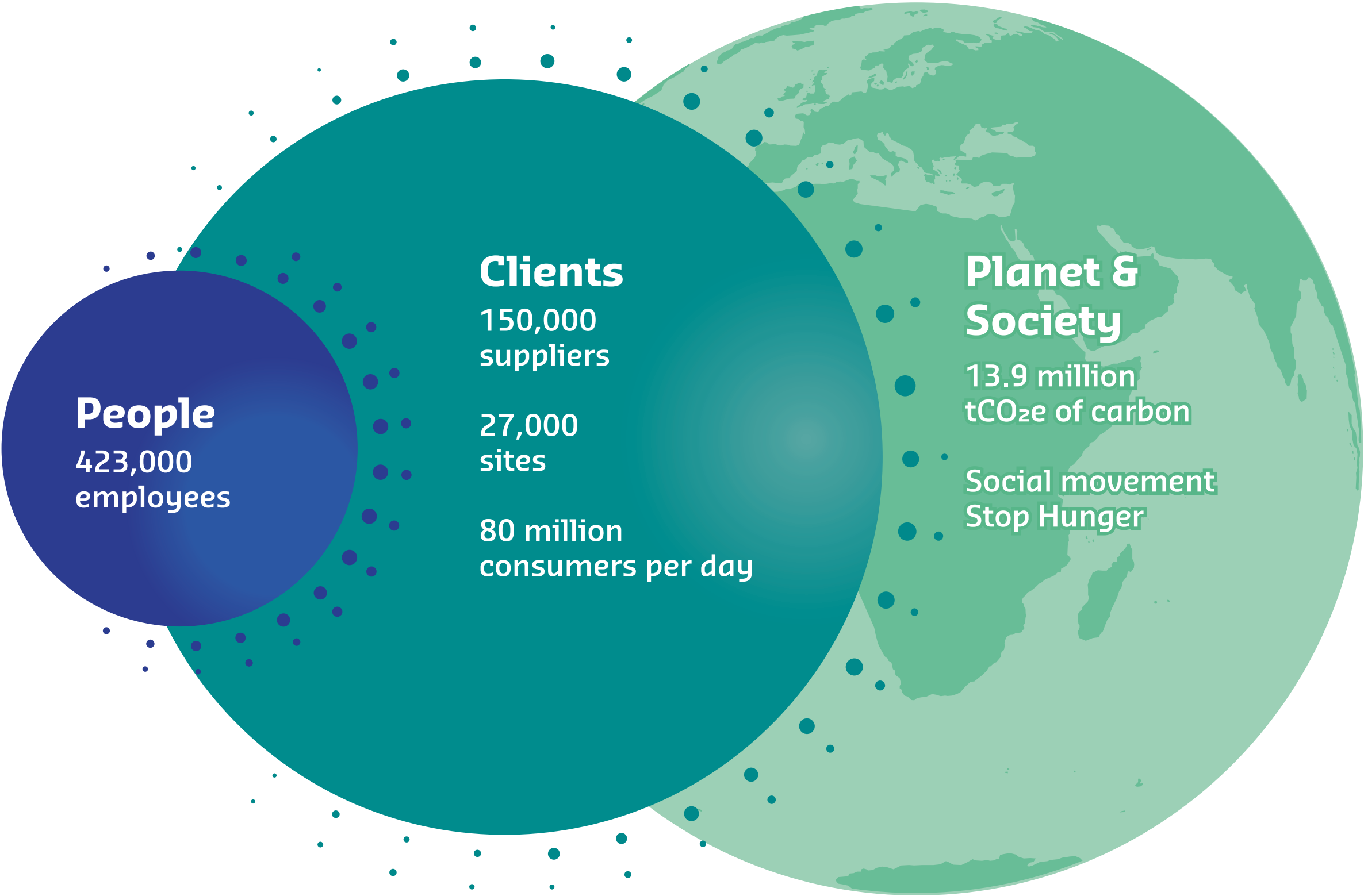
Better Tomorrow 2028 (BT28) is Sodexo’s global sustainability strategy and one of the key developments of the 2025–2026 financial year. The organisation of the report topics and navigation structure follows the BT28 framework and provides detailed information on each of Sodexo’s projects and material topics.

Launched to guide the company’s next cycle of commitments, BT28 strengthens and complements the local strategy Our Way of Caring for Life, as previously mentioned, while respecting the specificities and priorities of Brazil.

Structured around three pillars (People, Clients, Planet and Society), BT28 connects global commitments to the challenges and opportunities of the operation.

The BT28 pillars form an integrated cycle: we develop and care for our people to strengthen operations, which drives better delivery to clients; satisfied clients expand our positive impact on the planet and society — and this impact, in turn, contributes to creating safer, more valued and more sustainable environments for people.

At a global scale, the strategy guides Sodexo’s activities across a network comprising approximately 423,000 employees, 150,000 suppliers, 27,000 sites and around 80 million consumers per day, expanding the company’s potential to generate positive impact.





Within the People pillar

BT28 establishes targets related to development, diversity, health and safety, well-being and employee training. Indicators monitored include the average number of training hours per employee, the progress of diversity, equity and inclusion initiatives, and the strengthening of leadership development programmes, reinforcing the belief that sustainable business performance is directly linked to people.

Within the Clients pillar

BT28 broadens the perspective on the value chain and Sodexo's role as a strategic partner. It recognises that clients and suppliers are essential agents of sustainable transformation and therefore monitors ESG indicators related to Supply, resources and suppliers, including assessments based on environmental, social and governance criteria.

Globally, the target is to achieve assessments covering 60% of strategic suppliers and to progressively increase the percentage of partners with EcoVadis scores above 65. In Brazil, these indicators are monitored in an integrated manner across sustainability, supply and operations teams, strengthening responsible relationships and shared solutions with clients.

Within the Planet and Society pillar

Sodexo has established a Net Zero ambition, with greenhouse gas emissions reduction targets across the value chain. By the 2030 financial year, the company has committed to reducing absolute emissions by 55%, considering 2017 as the baseline year, and to reducing emissions related to food and land use (FLAG)* by 42%.

In Brazil, these targets are deployed through initiatives such as expanding the use of the global WasteWatch programme (known locally as Todos de Olho no Desperdício) [\(page 78\)](#), increasing the share of electric, hybrid or alternative fuel vehicles within the fleet, and expanding low-carbon meals across centrally planned menus, with progressive targets through to 2028.

This pillar also connects BT28 to the Stop Hunger social movement and reinforces Sodexo's commitment to addressing food insecurity and strengthening the communities where it operates.

The strategy includes expanding the number of communities supported globally to 1,000 by 2028, through social initiatives, partnerships and actions that promote inclusion, local development and the creation of opportunities.

The performance of Better Tomorrow 2028 is monitored through a set of seven performance indicators and three impact indicators, with global targets established through to the 2028 financial year and regional deployment currently evolving. This structure enables the monitoring of progress, supports decision-making and reinforces transparency in sustainability management.

By integrating Better Tomorrow 2028 with the Our Way of Caring for Life strategy, Sodexo consolidates a comprehensive and complementary approach that combines local direction, global execution and operational focus, strengthening its commitment to create a better every day for everyone and contribute to a better life for all.

*FLAG stands for Forest, Land and Agriculture and refers to a set of international guidelines and standards established by the SBTi.

BT25 progress

The Better Tomorrow 2025 (BT25) cycle was marked by consistent progress across the nine global commitments, with relevant advances in people, clients and planet. Throughout the period, Sodexo consolidated sustainable practices integrated into the business, expanded the reach of its social initiatives and strengthened environmental management across operations under direct control.

Despite challenges associated with business growth and the increase in Scope 3 emissions, BT25 delivered positive and structuring results, with progress across key indicators such as employee engagement, the availability of healthy options, sustainability training, food waste reduction and the mitigation of Scope 1 and 2 emissions.

The learnings from this cycle reinforced the maturity of the ESG agenda and established a solid foundation for the transition to Better Tomorrow 2028, with an expanded focus on impact, governance and the value chain.

	Individuals	Communities	Environment
As an Employer	Improve the quality of life of our employees through safe working conditions. Employee engagement rate 2025 77.1% (Voice survey conducted in 2025. Every 2 years.) BT25 80%	Ensure a diverse workforce and an inclusive culture that reflects and enriches the communities we serve. Employees working within management teams with gender balance. 2024 85.9% 2025 86.3% BT25 80%	Foster a culture of environmental responsibility within our workforce. Our unit managers and senior leaders are trained in sustainable practices. 2024 99.8% 2025 89.2% BT25 100%
As a Service Provider	Offer and encourage our consumers to have access to healthy lifestyle choices. Healthy lifestyle choices offered to consumers every day. 2024 94.5% 2025 95.2% BT25 100% food service units in SEA	Promote local development and fair, inclusive and sustainable business practices. Business spending benefiting SMEs (Small and Medium-sized Enterprises). 2024 197.8 Mi 2025 237.7 Mi BT25 2 Bi Group Operational Spend	Reduction in carbon emissions Scopes 1, 2 and 3 1 and 2 3 Buy responsibly and provide management services that reduce carbon emissions. 2024 0.3% 2025 12.5% BT25 -34% Reduction compared to the 2017 baseline.
As a Corporate Citizen	Act sustainably towards a hunger-free world. Stop Hunger beneficiaries 2024 1.2 M 2025 1.2 M BT25 100 M	Drive diversity and inclusion as catalysts for social change Women empowered within communities 2024 1,370 2025 1,418 BT25 180 K	Champion the sustainable use of resources. Food Waste Reduction Number of implemented sites: RMC Implemented Reducing our food waste by 85% of the total cost of raw materials (RCM). 2024 -32.4% 2025 -44.1% BT25 -33% Reduction compared to the reference base of each unit.
Better Tomorrow 2025 – Brazil FY25			

Materiality

GRI 3-1, 3-2

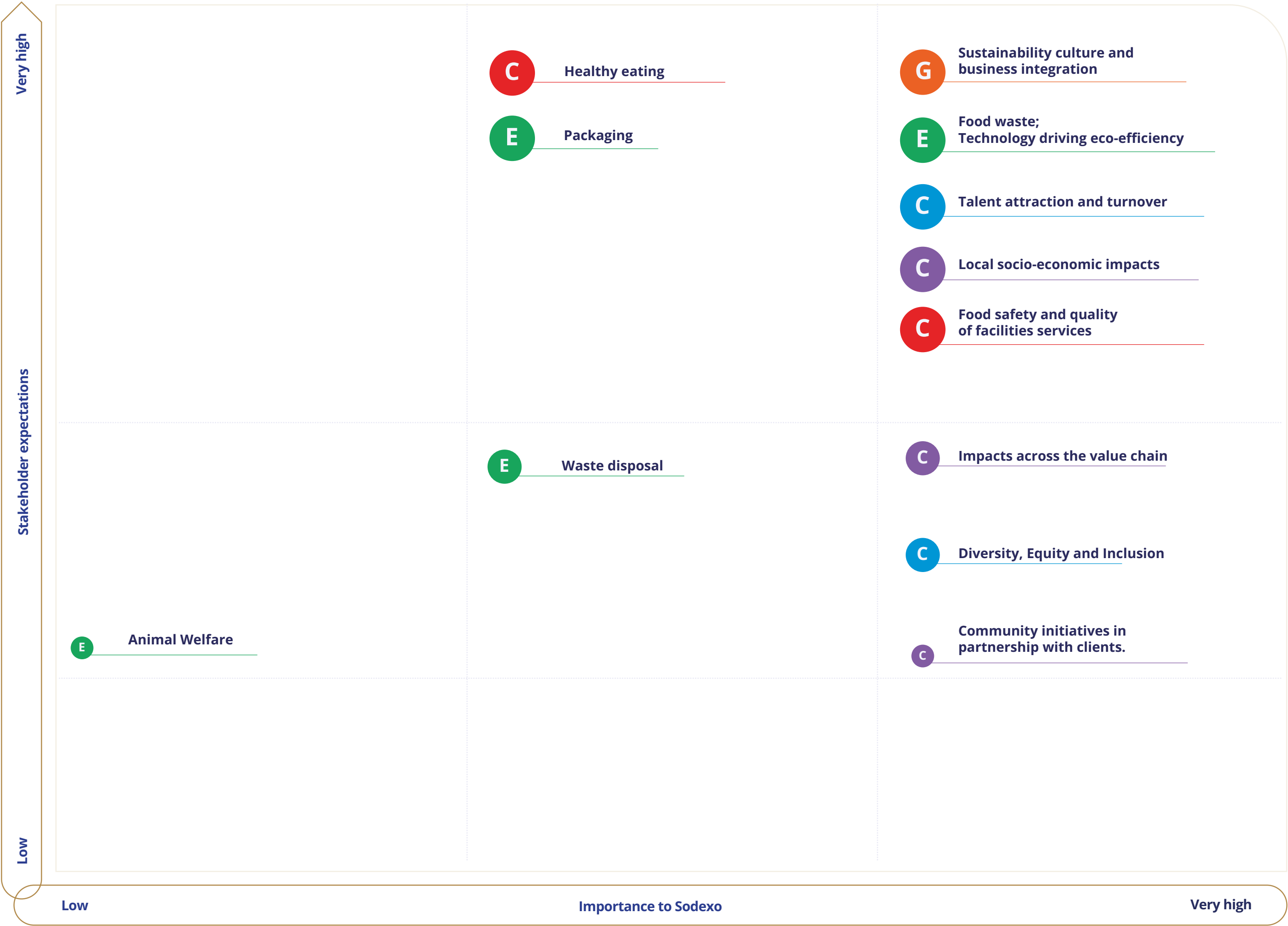
The definition of Sodexo Brazil’s material topics is the result of a structured and participatory process aimed at identifying, prioritising and managing the company’s actual and potential impacts on the economy, the environment and people, including impacts related to human rights, throughout its activities and business relationships.

Sodexo Brazil’s first Materiality Matrix was developed during the 2024 financial year, based on a methodology that combined technical analysis, qualified stakeholder engagement and strategic alignment. The process involved consultation of internal and external documents, stakeholder participation (with 39 interviews conducted) and culminated in the convergence between stakeholder expectations and the strategic relevance of the topics to the business.

The identified impacts were prioritised, resulting in the definition of the material topics validated by the RLT to be addressed in this report.



In 2025, the Materiality Matrix underwent a review process aimed at verifying the continued relevance of the identified topics considering the evolution of the business context and the ESG agenda. This review confirmed that there were no changes to the list of material topics, reinforcing the consistency and relevance of the topics defined in 2024.



Circle sizes vary according to the number of Impacts, Risks and Opportunities

G Governance

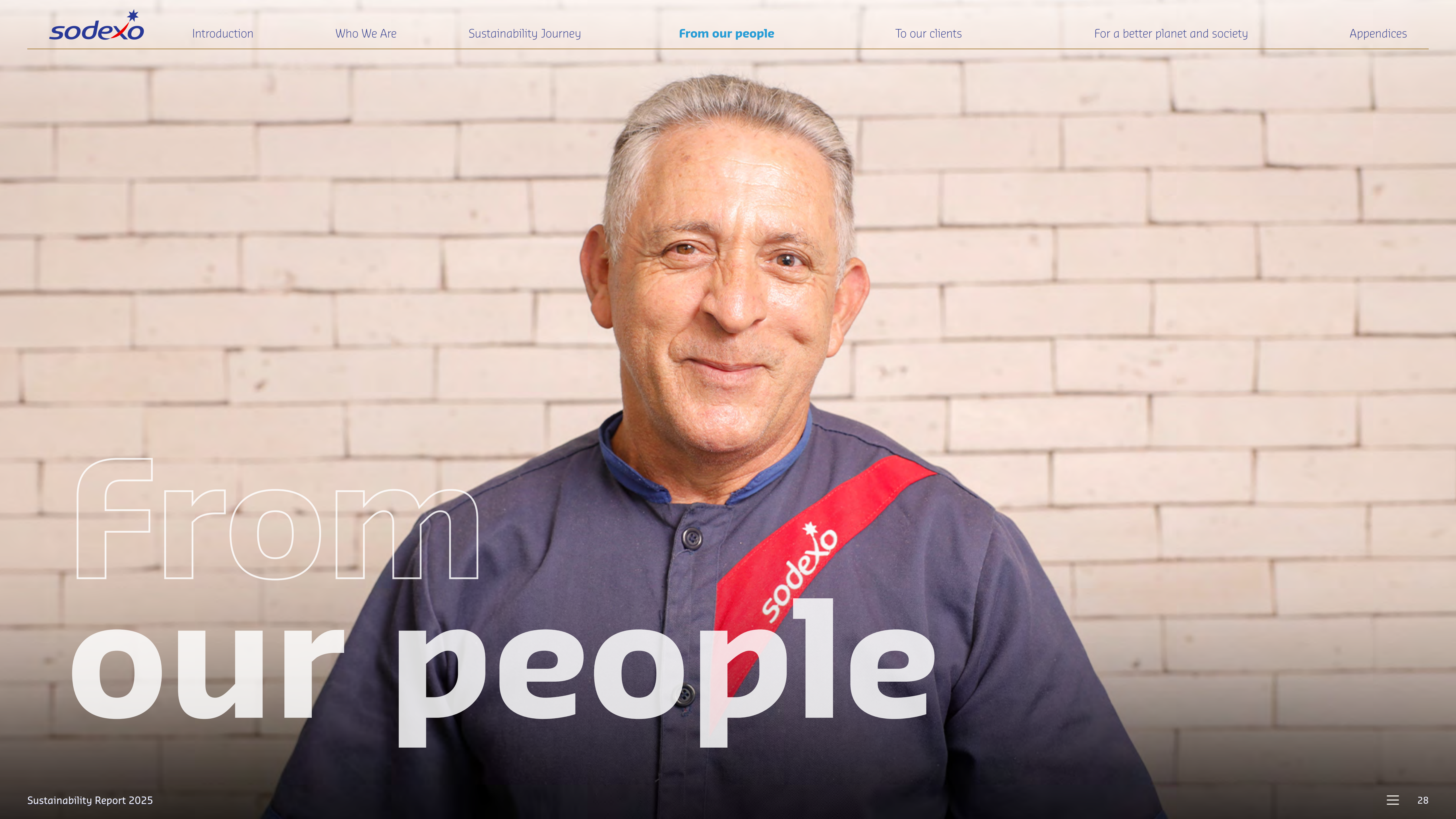
C Employees

C Consumers

C Communities

E Environment

MATERIAL TOPIC	WHY IT IS MATERIAL	SDGs
Sustainability culture and business integration	Sustainability culture and business integration is material because it is directly connected to strategy, organisational culture and business value creation. Integrated into the ESG Strategy, it guides decisions, priorities and behaviours, ensuring consistency between socio-environmental impact and performance.	3GOOD HEALTH AND WELL-BEING 4QUALITY EDUCATION 8DECENT WORK AND ECONOMIC GROWTH 12RESPONSIBLE CONSUMPTION AND PRODUCTION
Food waste	This topic is material due to the environmental, social and operational relevance of Sodexo’s role in food services. The WasteWatch programme supports data-driven decision-making, reduces losses throughout the value chain and optimises resource use. In 2025, the initiative achieved an average 44.1% reduction in organic waste in Brazil, avoiding 4,238 tonnes of waste and preserving 7.8 million meals.	2ZERO HUNGER 12RESPONSIBLE CONSUMPTION AND PRODUCTION 13CLIMATE ACTION 14LIFE BELOW WATER
Technology supporting eco-efficiency	This topic is material because it enables measurable environmental gains and operational efficiency. Solutions such as WasteWatch reduce food waste and support data-driven decisions. Open innovation accelerates alternatives related to protein solutions, recycling and process automation. This progress has been recognised through Sodexo’s 4th place ranking in Valor Inovação Brasil and inclusion in the Top 10 of the 100 Open Startups Ranking.	9INDUSTRY, INNOVATION AND INFRASTRUCTURE
Talent attraction and turnover	This topic is material because employee turnover directly impacts service quality, costs and engagement. In 2025, Sodexo strengthened attraction and retention efforts through the Crescer Juntos internal recruitment programme, the use of artificial intelligence to accelerate hiring processes, and initiatives such as Empathetic Leadership and My First Leadership Experience. Results include engagement levels above 82%, an eNPS above 40 and progress in diversity, strengthening business performance and continuity.	3GOOD HEALTH AND WELL-BEING 5GENDER EQUALITY 8DECENT WORK AND ECONOMIC GROWTH 10REDUÇÃO DAS DESIGALDADES
Local socio-economic impacts	This topic is material due to the company’s direct impact on the communities where it operates. Projects are defined through active listening and focus on training, employability and income generation. Guided by the Stop Hunger movement, these initiatives combat hunger and food insecurity. Servathon mobilises volunteering and partnerships: in 2025, 21 tonnes of donations supported 39,000 people.	1NO POVERTY 4QUALITY EDUCATION 10REDUCED INEQUALITIES
Food safety and quality of facilities services	This topic is material because it directly impacts health, trust and operational continuity. Sodexo adopts rigorous food safety controls, international standards and specific protocols for allergies, particularly in Schools and Universities. Within facilities services, the company invests in certifications, mechanisation, automation and digital solutions that enhance safety, operational efficiency, ergonomics and sustainability, supporting clients in mitigating risks, emissions and resource consumption.	2ZERO HUNGER 3GOOD HEALTH AND WELL-BEING 12RESPONSIBLE CONSUMPTION AND PRODUCTION



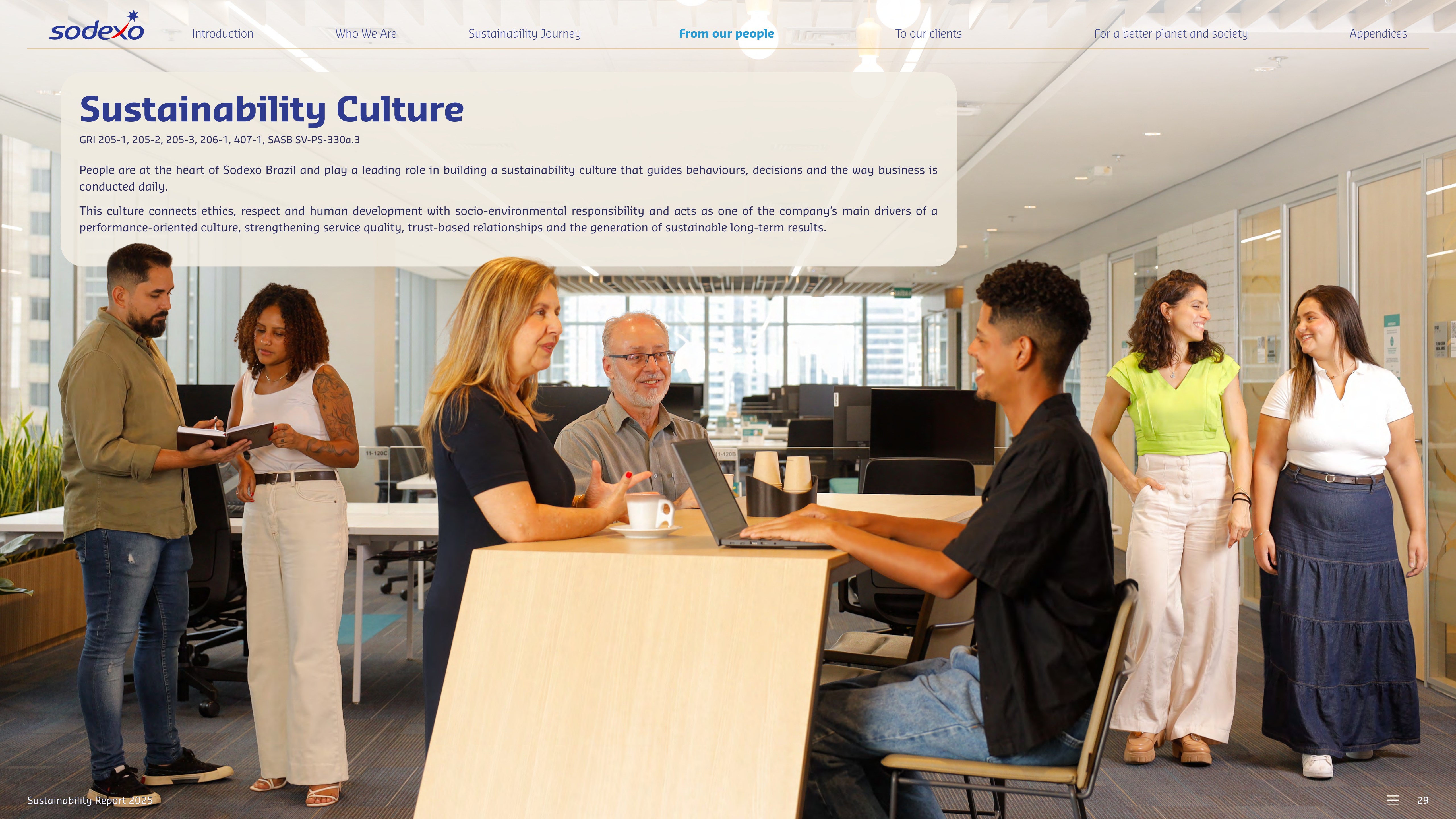
From our people

Sustainability Culture

GRI 205-1, 205-2, 205-3, 206-1, 407-1, SASB SV-PS-330a.3

People are at the heart of Sodexo Brazil and play a leading role in building a sustainability culture that guides behaviours, decisions and the way business is conducted daily.

This culture connects ethics, respect and human development with socio-environmental responsibility and acts as one of the company's main drivers of a performance-oriented culture, strengthening service quality, trust-based relationships and the generation of sustainable long-term results.



Human rights, social dialogue and responsible labour relations

The promotion of human and labour rights is non-negotiable for Sodexo. To date, no operations or suppliers have been identified as posing risks related to violations of freedom of association or collective bargaining rights. The Supplier Code of Conduct clearly establishes respect for the right to association and collective bargaining, free from any form of retaliation.

This commitment is reinforced through mechanisms such as the Speak Up Whistleblowing Channel, accessible to employees, suppliers, clients and the general public, and through strengthened supplier risk assessments that incorporate human rights and labour criteria. Whenever necessary, investigation mechanisms and corrective actions are implemented in alignment with international standards.

Ethics, integrity and responsibility

Sodexo's sustainability culture is supported by a robust ethics and integrity framework. 100% of operations are assessed for risks related to corruption, covering topics such as bribery, conflicts of interest, lobbying, political donations, gifts and sponsorships. Integrity policies and procedures are communicated and reinforced with 100% of RLT members, employees and business partners. Periodic training is also provided to 100% of the RLT, alongside awareness and communication campaigns reaching 100% of employees.

As a supporting tool for this governance structure, the company provides the Sodexo Ethics app, which brings together the Code of Conduct, corporate policies, microlearning content and the Speak Up Whistleblowing Channel within a single digital platform.

Available in 16 languages through the Apple Store and Play Store, the app broadens access to information, facilitates consultation of integrity guidelines and strengthens the ethical culture, promoting a safe and transparent environment.

During the reporting period, no cases of corruption, sanctions or legal proceedings related to the topic were recorded, nor were there any cases related to unfair competition, antitrust or monopoly practices. These results reflect an organisational culture grounded in transparency, legal compliance and shared responsibility.

100%

of the RLT trained in ethics and integrity

100%

of employees reached through awareness campaigns

Sodexo Ethics app



Active listening, engagement and ESG culture

The sustainability culture is strengthened through active listening and continuous engagement with people. In the global Voice survey, the overall employee engagement score reached 77%, reflecting consistent levels of satisfaction and serving as a foundation for action plans and leadership decision-making.

Among the main strengths identified were Diversity, Equity and Inclusion, with 88%, Safety Culture, with 84%, and Corporate Social Responsibility, with 83%, reinforcing the importance of inclusive, safe and collaborative environments where people recognise themselves as part of the company’s strategy and purpose.

Within this context, Sodexo Brazil’s 1st ESG Week, held from 7 to 11 April, represented a milestone in consolidating the sustainability culture. Conducted in both in-person and virtual formats, the initiative engaged more than 1,000 employees in discussion sessions focused on key themes of the 2035 Strategy, connected to Our Way of Caring for Life, encouraging reflection on more conscious and responsible choices in daily life and reinforcing ESG as a value embedded in the way people work.



Main strengths identified:





Empathetic leadership and sustainable development

Leadership plays a central role in consolidating the sustainability culture, recognised as one of the structural pillars of Sodexo's performance-driven culture. By integrating purpose, responsibility and a focus on results, this approach strengthens decision-making consistency and drives long-term value creation.

The company invests in leadership development through the global Empathetic Leadership programme, created to strengthen the role of leaders in a context of constant transformation. The initiative develops human and strategic competencies, such as self-care, empathy, collaboration, feedback and hybrid management, which are essential for building healthier, more inclusive, productive and results-oriented work environments.

In the 2025 financial year, 184 eligible leaders participated in the programme, supported by 18 leadership facilitators responsible for conducting workshops and disseminating the pillars of the model. This approach strengthens trust-based relationships, promotes psychologically safe environments and drives the sustainable performance of teams.

By integrating pillars related to ethics, human rights, engagement, development and empathetic leadership, Sodexo Brazil consolidates a strong culture that supports its ESG objectives in everyday operations, where each employee is encouraged to act as an agent of transformation. This culture sustains the purpose of creating a better every day for everyone and contributing to a better life for all, consistently and sustainably connecting people, business and positive impact.



184
participating
leaders



18
leadership
facilitators



5 strategic competencies
developed:
**ethics, human
rights, engagement,
development and
empathetic leadership**

Cook for Change: culinary talent driving sustainability

Cook for Change is a global culinary challenge that acts as an internal engagement movement, strengthening Sodexo's sustainability culture by connecting creativity, purpose and socio-environmental responsibility.

The initiative mobilises the company's chefs, chef instructors and culinary consultants to put into practice culinary solutions that promote local ingredients, food waste reduction and responsible practices throughout the value chain.

By promoting Brazilian culinary culture within a global environment, Cook for Change reinforces food as a powerful tool for social and environmental transformation, encouraging people to take an active role and supporting the integration of sustainability into daily operations.

This culture sustains the purpose of creating a better every day for everyone and contributing to a better life for all, consistently and sustainably connecting people, business and positive impact.



In the 2025 edition, three chefs represented Brazil in the semi-final held in Chicago, United States.

Renan Lemos, Ricardo Fontana and Ezequias Andrade.

Our People and Remuneration

GRI 2-7, 2-8, 2-19, 2-20, 2-21, 201-3, 202-1, 401-2, 401-3, SASB FB-RN-310a.2, SASB FB-RN-000.B, SASB SV-PS-000.A, SASB SV-PS-000.B

Sodexo Brazil adopts a structured and transparent approach to people management and remuneration policies, aligning responsible labour practices, continuous development and recognition of individual and collective performance. This approach reinforces the culture of sustainability, equity and long-term value creation for the business.

Workforce profile and methodology

The company operates with different working time arrangements, all established in accordance with the Brazilian Consolidation of Labour Laws (CLT), to meet the specific needs of its clients and operations. For the purposes of this report, part-time work refers to schedules of up to 180 hours per month, while full-time work refers to schedules above this threshold.

Data relating to permanent employees and apprentices were calculated based on the August 2025 payroll, corresponding to the final month of the financial year. In addition to employees, Sodexo also engages non-employee workers, such as interns and temporary workers, whose activities are regulated by specific legislation and agreements with partner consultancies. No significant fluctuations were observed in the number of employees or non-employee workers throughout the reporting period.



Permanent employees						
Region of Brazil	Women	2024	Total	Women	2025	Total
		Men			Men	
Centre-West	1,126	358	1,484	1,299	392	1,691
North-East	2,662	2,258	4,920	2,677	2,136	4,813
North	1,351	1,851	3,202	1,317	1,717	3,034
South-East	19,365	8,606	27,971	19,416	8,287	27,703
South	5,887	1,687	7,574	6,063	1,716	7,779
Total	30,391	14,760	45,151	30,772	14,248	45,020

Temporary workers						
Region of Brazil	Women	2024	Total	Women	2025	Total
		Men			Men	
Centre-West	24	13	37	23	8	31
North-East	85	50	135	82	57	139
North	71	45	116	38	30	68
South-East	646	285	931	506	266	772
South	133	53	186	147	57	204
Total	959	446	1,405	796	418	1,214

Workforce dynamics

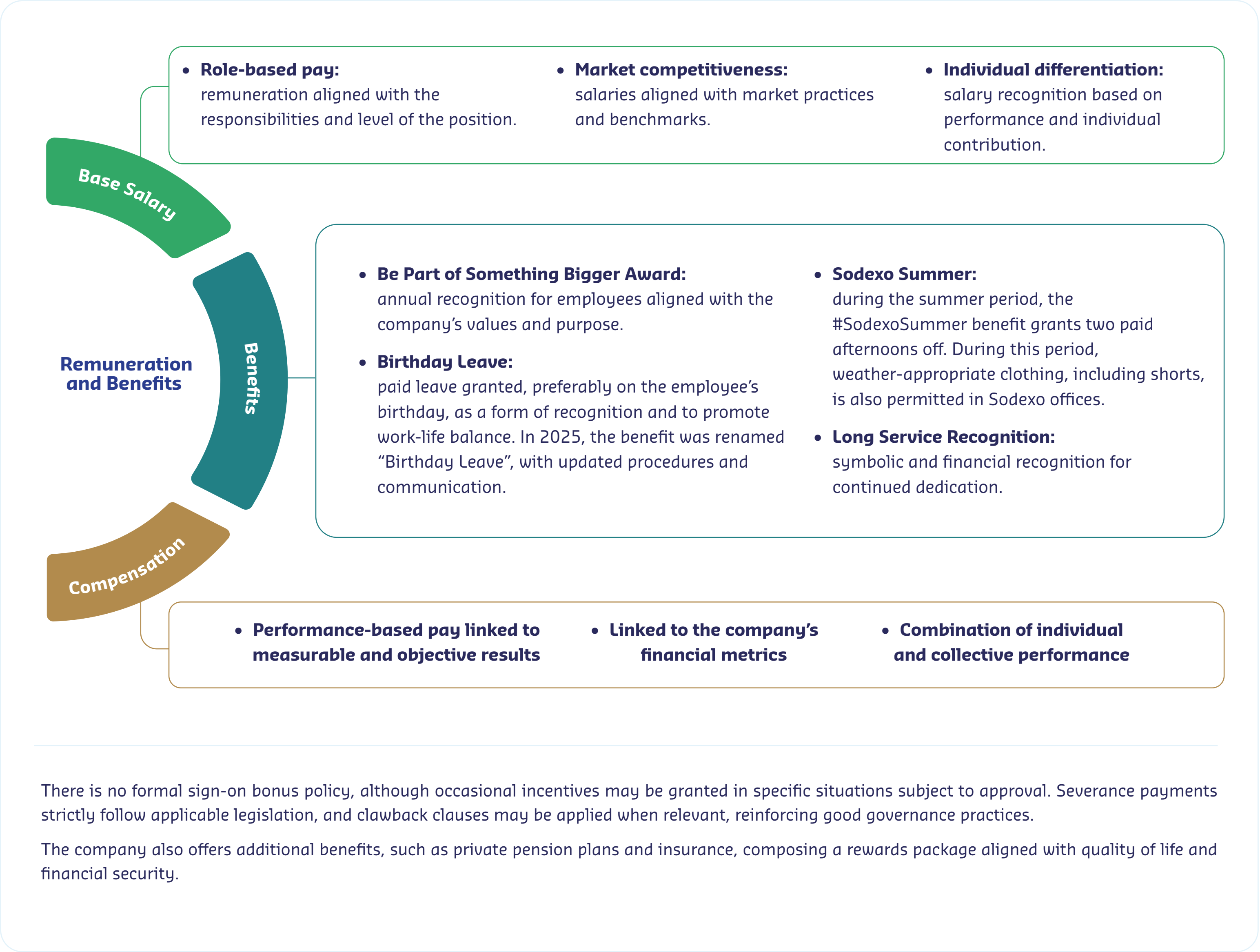
In 2025, workforce management within Food Innovation & Development (FID) operations showed that 5.03% of restaurant employees earned the minimum wage. The company does not have employees working in franchised establishments.

5.03%

of restaurant employees earning the minimum wage

Remuneration policy and performance linkage

Sodexo’s remuneration policy follows global guidelines and is based on principles of equity, meritocracy, competitiveness and strategic alignment. For members of the highest governance body and senior executives, remuneration consists of fixed salary and short- and long-term variable incentives linked to the achievement of financial, operational and sustainability objectives. These objectives are clearly defined, measurable and periodically reviewed, ensuring alignment with the management of economic, environmental and social impacts.





For employees working at Corporate Offices (hybrid and remote models)

Under the hybrid model, employees are required to work on-site for a minimum of four days per month, which may increase to eight days depending on operational needs and alignment with managers.

There are also fully remote or mobile roles, where the nature of the activity allows. The objective is to strengthen connection, culture and innovation while preserving autonomy and efficiency.

For employees working at Operational Sites

The model is predominantly on-site, considering the essential nature of activities and the need to ensure quality, safety, operational continuity and direct client service. For these employees, the company ensures a safe environment, routines focused on well-being support, recognition, continuous development and close management.

Why do we value different models?

By adopting different working models, Sodexo promotes equity, flexibility where possible, the strengthening of organisational culture and operational excellence, reinforcing a sense of belonging and the sustainability of the business.

Corporate benefits

Sodexo Brazil offers a structured benefits package focused on the protection, well-being and financial security of its active employees, consistently applied across 100% of operations considered significant operational units for the purposes of this report.

Among the standard benefits provided to full-time employees, the following stand out:

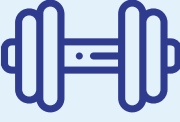


Life insurance and funeral assistance, covering death or permanent disability, automatically granted upon hiring to all permanent employees.



Vita by Sodexo is a global benefits programme focused on promoting employees’ personal, financial and family well-being, offering conditions that enable each professional to develop their full potential.

Available to all Sodexo employees regardless of country of operation, the programme includes life insurance coverage equivalent to one year of base salary, parental leave and Apoio Pass, offering 24/7 social, psychological, legal, nutritional and financial guidance, as well as family care leave of up to five paid working days, according to eligibility criteria.



Wellhub, a corporate benefit focused on promoting physical and mental health, providing access to gyms, studios, well-being apps and extending coverage to eligible dependants.



Health insurance, providing access to an accredited private healthcare network, available to active employees and interns, with the possibility of including legal dependants, according to regional rules.



Supplementary pension plans are optional benefits, and employee enrolment takes place according to the information made available for each segment.

Parental leave

Parental leave applies in cases of birth or adoption of children up to 12 years old and guarantees 120 days of paid leave for the primary caregiver and ten days for the secondary caregiver, expanding the benefits provided by current legislation. The policy is available to 100% of eligible employees, regardless of gender, reinforcing Sodexo’s commitment to equity and shared responsibility in family care.

In the 2025 financial year, 802 employees benefited from parental leave, including 677 women and 125 men, and the return-to-work rate following the end of leave was 100%.

The retention analysis considers employees who completed 12 months after returning to work, based on September and October 2024, the only months eligible for this assessment during the reporting period.

Within this group, 65 employees remained employed after 12 months, while 66 departures occurred before reaching this milestone.

Compared with the previous year, a substantial improvement of 11.9% was observed in retention performance, indicating progress in the effectiveness of the parental leave policy and in initiatives supporting employees’ return and retention.



Parental leave						
	2024			2025		
	Women	Men	Total	Women	Men	Total
Used parental leave	756	127	883	117	14	131
Dismissed from the company within 12 months	489	61	550	60	6	66
Remained employed after 12 months	267	66	333	57	8	65
Retention rate	35.3%	52.0%	37.7%	48.7%	57.1%	49.6%

Note: the variation observed in the 2025 indicators compared with 2024 is due to the methodology adopted for the analysis, which considered only employees who had completed 12 months with the company after taking parental leave, to ensure greater consistency and avoid distortions in the results.

Remuneration Governance

Sodexo Brazil adopts a structured remuneration policy based on a job and salary framework that defines remuneration ranges by role, ensuring pay equity among employees of different genders performing equivalent responsibilities. This structure ensures that the lowest salary applied is above or aligned with local minimum wages, in accordance with current legislation and collectively agreed wage floors established by labour unions, where applicable.

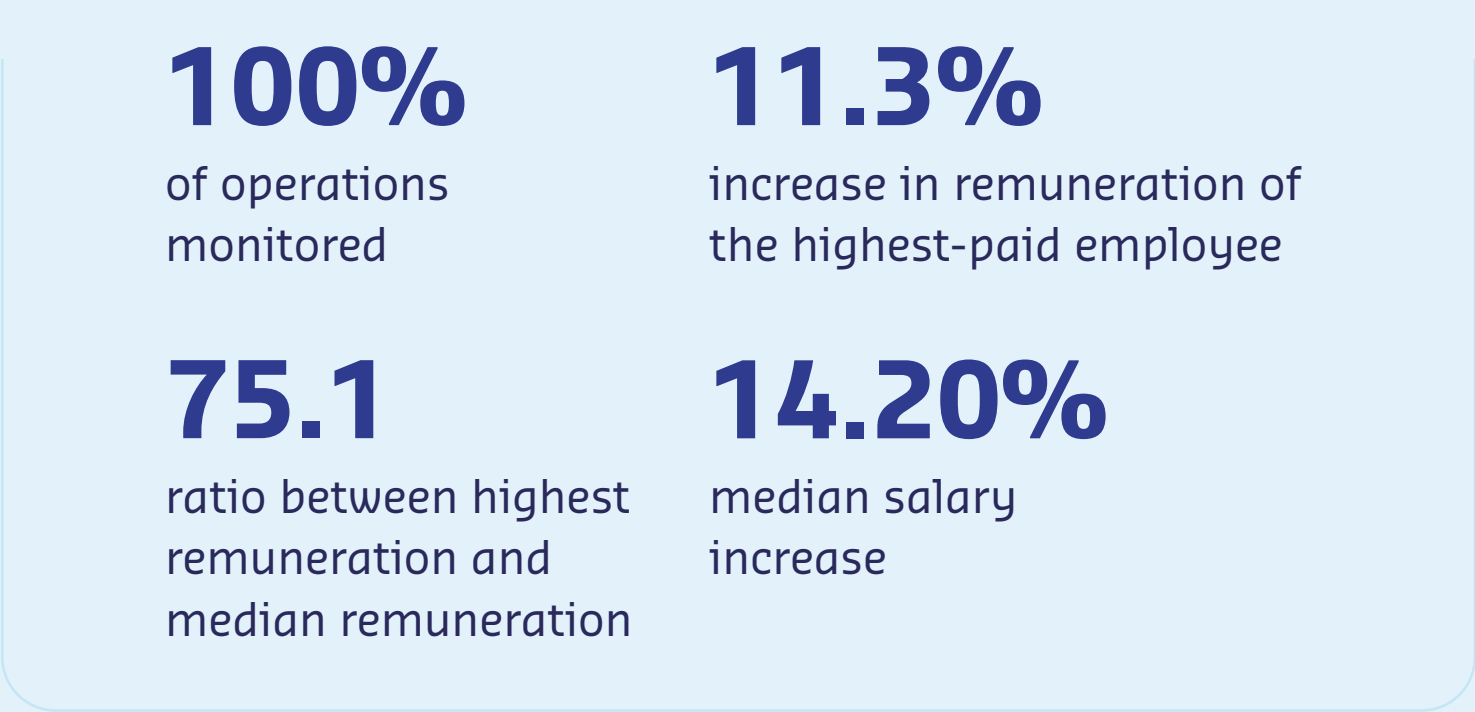
During the hiring process and payroll setup, statutory and collectively agreed minimum wages are registered within corporate systems and used as the mandatory minimum reference for recruitment, ensuring labour compliance also for workers subject to minimum wage regulations. Where regional variations exist or where no single minimum wage applies, the company adopts the relevant local minimum wage or sector wage floor as the applicable reference.

For the purposes of this report, 100% of Sodexo Brazil’s operations are considered significant operational units, ensuring full coverage in the application and monitoring of remuneration practices. The process for defining and reviewing remuneration policies is overseen by specific committees and higher governance bodies, ensuring transparency, control and alignment with global corporate guidelines. Market benchmarking and, where necessary, specialised consultancies support decision-making, ensuring competitiveness and alignment with stakeholder expectations.

During the reporting period, the ratio between the annual total remuneration of the highest-paid employee and the median remuneration of all other employees was 75.1.

The percentage increase in remuneration for the highest-paid employee was 11.03%, while the median percentage increase in remuneration for all other employees was 14.20%, demonstrating balanced salary progression across the workforce. These indicators were calculated based on active full-time employees, ensuring methodological consistency and transparency in disclosure.

By integrating fair remuneration practices, continuous development and robust governance, Sodexo Brazil reinforces its commitment to people, promoting a working environment that values performance, encourages growth and sustains a culture of sustainability aligned with the company’s purpose.





Well-being and Development

GRI 404-1, 404-2, 404-3

Well-being and people development are pillars of Sodexo Brazil’s sustainability culture, supporting its performance-driven culture and directly connected to service quality, operational safety and business performance.

The company adopts an integrated approach that combines care for physical and mental health, continuous learning and the development of competencies aligned with operational and strategic needs.

Holistic well-being and care for people

The You Well Program acts as an umbrella for initiatives focused on employees’ holistic well-being, encompassing physical, emotional, mental and social dimensions. Through this preventive and continuous approach, Sodexo strengthens care for people throughout their professional journey, reinforcing safer, more welcoming and more productive environments.

a structured and confidential corporate survey carried out in partnership with Vittude, a consultancy specialised in emotional health within the workplace.

The initiative reinforces the company’s commitment to promoting well-being, active listening and the responsible management of psychosocial risks, strengthening a more human, safe and sustainable organisational culture.

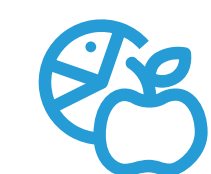
Care for mental health is a central component of Sodexo’s people strategy. Since the creation of the Integrated Health area, the company has adopted a broad approach to well-being, considering physical, mental, emotional, social and financial dimensions, in line with human rights principles and labour standards.

The Census is part of a data-driven management strategy, enabling a comprehensive assessment of mental health indicators, psychosocial risks, levels of psychological distress, propensity for burnout, suicidal ideation and organisational factors influencing team well-being. The process uses scientifically validated instruments and robust psychometric methodologies, ensuring reliability and accuracy in assessments.

Within this context, the You Well Program, launched in 2023, organises health education initiatives and access to well-being resources, encouraging employees to take ownership of their quality of life. The programme brings together initiatives focused on mental health, work-life balance and healthy habits, including a practical healthy eating guide that has already recorded more than 1,000 accesses. In addition, it addresses financial well-being through initiatives implemented both in a structured manner and directly within operational sites, such as the “Every Little Thing Counts, Count on Us” campaign.

The You Well Program at operational sites has already directly impacted more than 5,000 employees, and every week content focused on health prevention and health promotion is shared comprehensively across operational units.

For the second consecutive year, Sodexo conducted the Mental Health Census,



More than
1,000
accesses to the
You Well Program’s
practical healthy eating
guide



More than
5,000
employees directly
impacted by the
programme at
operational sites

“A culture that cares for people strengthens relationships, prevents risks and transforms the workplace.”

In 2024, Sodexo achieved a significant milestone in the Mental Health Census survey, recording more than 25,000 respondents in its second edition — a volume that demonstrates the evolution of organisational maturity on the topic and the strengthening of employee engagement. This result reflects trust in the company, openness to dialogue and recognition of holistic care as a strategic value.

The data obtained has guided the development of corporate and epidemiological actions, as well as the enhancement of internal programmes, including psychological support, educational campaigns, prevention initiatives and the strengthening of the Mental Health Ambassadors and First Responders Programme. The periodic, anonymous and confidential survey has become a mature and distinctive practice within the sector, providing essential insights for responsible and assertive decision-making.

In addition to supporting the promotion of healthier environments, from this year onwards the Census also meets the requirements of NR-1, which made the assessment of psychosocial risks within Occupational Risk Management (PGR) mandatory. Sodexo incorporates these indicators into its processes, demonstrating legal compliance and commitment to occupational health and safety.

Through this initiative, the company reaffirms its belief that caring for people is essential to business sustainability, strengthening a culture of well-being, inclusion, prevention and emotional support across all operations.



The strategy is complemented by specific programmes focused on Women’s Health, Menopause, Parenthood and leave management, in addition to access to therapy and emotional support through Apoio Pass, as well as the training of more than 50 mental health ambassadors, reinforcing human-centred care during moments of vulnerability. Sodexo also participates in initiatives led by the UN Global Compact Network Brazil focused on promoting mental health in the workplace, contributing to healthier, safer and more productive environments.



More than
25,000
respondents in the
2024 Mental Health
Census



More than
50
trained mental health
ambassadors

Structures that promote well-being

In 2025, Sodexo inaugurated its new headquarters in Porto Alegre (Rio Grande do Sul State), marking an important step in its journey of growth, innovation and commitment to employees, clients, suppliers and the community.

Designed to promote well-being, inclusion and collaboration, the new office features flexible environments, ergonomic areas, collaborative spaces and focus zones, in addition to concepts such as “micro kitchen” spaces that encourage social interaction and convenience.

The initiative reinforces Sodexo’s commitment to transforming the workplace, promoting meaningful experiences for employees, clients and partners, and supporting its mission to create a better every day for everyone and a better life for all.



Training, continuous learning and training hours

In the 2025 financial year, the average number of training hours reflected the company’s commitment to continuous development aligned with employees’ roles. Women recorded an average of 7.26 training hours, while men recorded 6.36 hours.

By functional category, operational managers stood out with 8.4 hours, followed by operational employees with 6.7 hours, highlighting the focus on strengthening frontline competencies.

During the 2025 financial year, we continued to strengthen our commitment to continuous learning and development aligned with employees’ roles, supporting people’s growth and the development of competencies essential to the business. Participation in development initiatives demonstrated strong engagement, particularly among women, who showed higher participation in training activities compared with men, reinforcing the importance of initiatives focused on equity, empowerment and career development.

Across different employee groups, we observed a consistent focus on leadership and frontline development, reflecting our priority of strengthening competencies critical to operations and business sustainability.



With the objective of enhancing monitoring processes and increasing transparency regarding development initiatives, we updated the methodology used to calculate training hours. This improvement will allow us to identify opportunities for enhancement more precisely and support increasingly assertive decision-making. From the next reporting cycle onwards, training data will be presented in greater detail, reflecting this new approach.

Development programmes

Sodexo maintains a structured portfolio of internal training programmes focused on the development of leaders and specialists, aligned with real business challenges.

Initiatives such as [She Leads Brazil \(page 46\)](#), [Excellence in Motion](#), [Empathetic Leadership \(page 32\)](#) and [Agents of Transformation](#) strengthen technical, human and strategic competencies, promoting empowerment, internal mobility and sustainable growth.

The Agents of Transformation programme is a development journey composed of workshop cycles, while Excellence in Motion offers three learning tracks targeted at unit managers, operations managers, strategic account managers and operations directors.

The Constellation Programme was an initiative developed by Sodexo’s Facility Management platform focused on the development of unit managers. The learning journey combined digital modules and virtual training sessions, covering topics such as finance, human resources, health, safety and Facility Management fundamentals, strengthening both technical and management competencies. The programme reached 471 unit managers across different segments, with an average of 16 training hours per participant. The participation rate reached 40%, while participant satisfaction reached 95%, demonstrating the practical relevance of the content and the alignment of the initiative with operational needs.

The initiative also contributed to improving operational management, increasing decision-making capacity, mastery of corporate tools and integration between areas. Among participants with engagement levels above 40%, recorded turnover was 6%, indicating a positive impact on retention and the strengthening of leadership within operational units.





Learning Hub

Development initiatives are organised and strengthened through the Learning Hub, structured as a governance mechanism for managing Sodexo’s training programmes. Before its creation, training activities were conducted in a decentralised manner, with limited visibility across areas, overlapping topics and scheduling conflicts, making team planning more difficult, particularly within operations.

The Hub centralises content, learning pathways and development experiences, while also validating and coordinating mandatory training programmes, ensuring planning, predictability and balance within teams’ routines.

With specific guidelines for operational audiences, including the definition of suitable days and times, the initiative increases employees’ autonomy over their learning journey, democratises access to training and reinforces learning as a continuous practice and part of the organisational culture.

Since its implementation, the Hub has contributed to reducing scheduling conflicts, optimising teams’ time and improving the learning experience. Continuous monitoring of evaluations enables adjustments and more assertive decision-making, consolidating the Learning Hub as a strategic initiative for efficiency, integration and sustainability within development processes.

Talent management, performance and people development

Talent management is structured through an integrated understanding of people, considering performance, development and alignment with the strategic needs of the business. Performance management is one of the central elements of this process, enabling the monitoring of results, alignment of expectations and guidance for individual development plans based on structured feedback and clear criteria.

In the 2025 financial year, 100% of the executive committee participated in the formal performance assessment cycle. Among administrative managers, the participation rate was 96.07%; among operational managers, 88.6%; and within the administrative employee category, 95.21%. Operational employees are not currently included within the global development platform and are therefore excluded from the reporting of this indicator.

For this report, employee classifications within the categories above were realigned, which is why comparisons with previous years are not applicable. This process strengthens meritocracy, engagement and talent retention, contributing directly to business sustainability.

By integrating well-being, mental health, continuous learning, internal training and talent management, Sodexo Brazil consolidates a consistent approach to human development. This integration reinforces the sustainability culture, in which care for people drives lasting results and contributes to building a more human, inclusive and future-ready working environment.

100%

of executive committee members assessed

96.07%

of administrative managers assessed

95.21%

of administrative employees assessed

88.6%

of operational managers assessed

Diversity, Equity and Inclusion

GRI 405-1, 405-2, SASB SV-PS-330a.1

At Sodexo, Diversity, Equity and Inclusion (DEI) are not merely stated commitments: they are concrete practices, measured and embedded into business management. Our approach stands out for its consistency, transparency of results and real impact on people’s lives, strengthening fairer, safer and more representative working environments.

The DEI agenda is integrated into the ESG Strategy (Our Way of Caring for Life) and guides decisions, policies and behaviours across all levels of the organisation. This structured approach enables Sodexo to continuously advance and be recognised as a company that not only talks about diversity, but lives diversity in everyday practice.

Combating discrimination and promoting safe environments

Sodexo Brazil maintains zero tolerance for any form of discrimination, harassment or inappropriate behaviour, regardless of gender, race, sexual orientation, gender identity, age, disability, origin or any other personal characteristic.

The company maintains clear policies, mandatory training programmes and the independent and confidential Speak Up channel, accessible to employees, partners and suppliers, ensuring active listening, protection against retaliation and the proper investigation of any reports.

Inclusion experienced in everyday life

DEI initiatives go beyond indicators and are translated into concrete actions, such as development programmes for women leaders, mentoring initiatives for Black professionals, inclusion of people with disabilities, support for the LGBTI+ community and protection for groups in vulnerable situations. These actions reinforce an organisational culture grounded in respect, empathy and appreciation of differences.

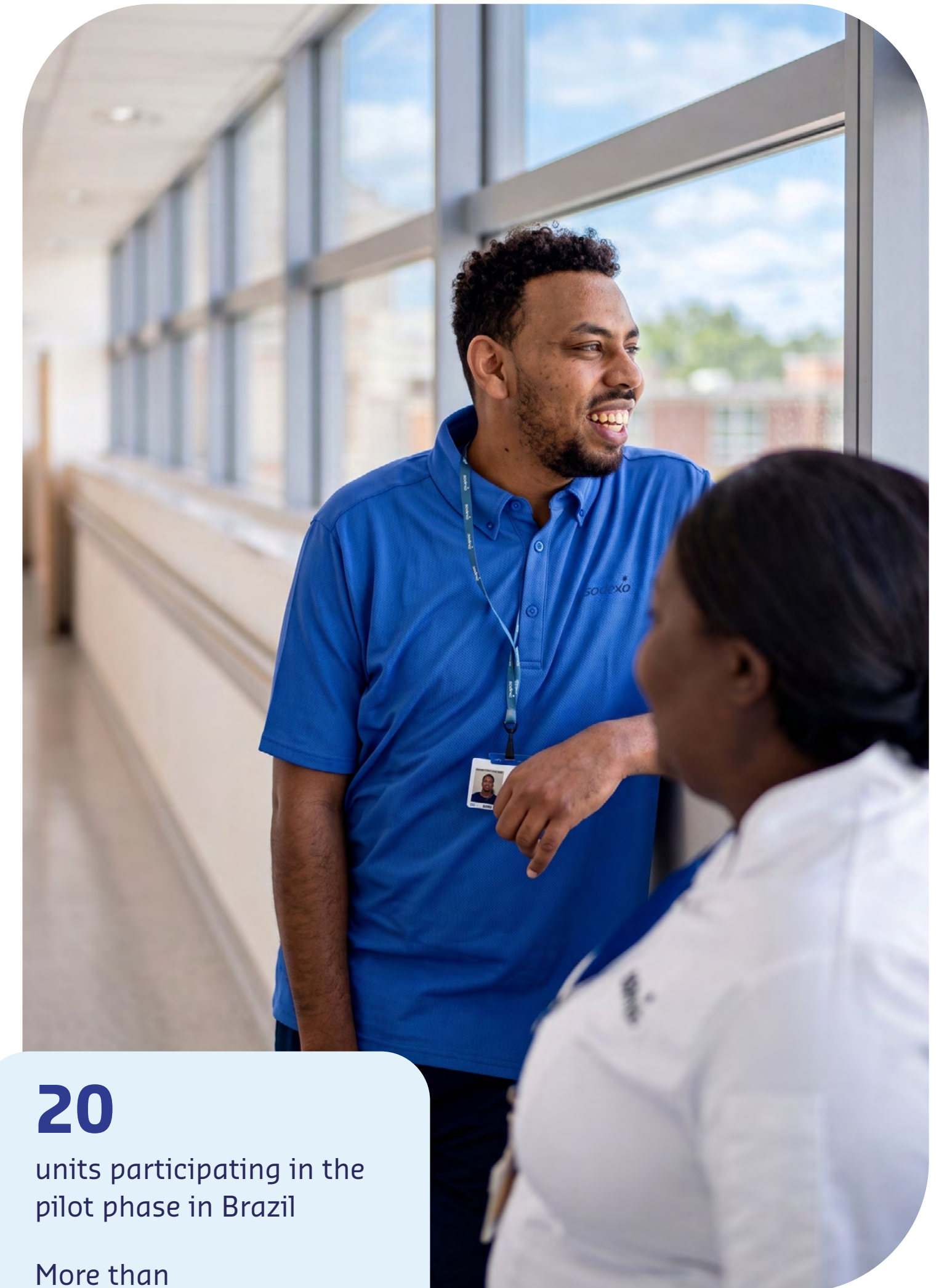
Global Inclusion Programme: 3 Steps to Inclusion

The 3 Steps to Inclusion Programme promotes a structured space for reflection on everyday attitudes, guided by three fundamental questions:

- **Do I show respect for others?**
- **Do I recognise my own biases?**
- **Do I help others feel included?**

The initiative promotes behaviours that strengthen a culture of respect, increases awareness of unconscious bias and supports the development of more inclusive and collaborative relationships.

In Brazil, the pilot phase of the programme was implemented across 20 units within the four segments in which Sodexo operates, reaching more than 530 employees and reinforcing the company’s ongoing commitment to safe, equitable and welcoming workplaces for everyone.



20

units participating in the pilot phase in Brazil

More than

530

employees impacted

Affinity Groups

Affinity Groups (AGs) are collaborative spaces formed by volunteer employees who come together around a shared cause, creating bonds of belonging, empathy and identification. At Sodexo, these groups play an essential role in promoting a more respectful, safe, inclusive and diverse working environment, integrating the Sustainability and ESG strategy and the pillars of Diversity, Equity and Inclusion (DEI), such as Gender, People with Disabilities, Cultures and Origins, Generations and LGBTI+, in addition to programmes such as Parenthood, Você Bem Ativo, How About a Break? (climacteric and menopause), Stop Hunger Ambassadors and Fairy Godmothers.

Participation in Affinity Groups is entirely voluntary and open to all employees. These groups function as spaces for exchange, support and reflection, where individual experiences are transformed into collective learning. During regular meetings, topics are explored in depth and translated into concrete actions and initiatives that positively impact both the internal environment and the wider community.

In addition to fostering human development, AGs contribute to strengthening organisational culture, acting as strategic tools for engagement, building a diverse talent pipeline and retaining professionals. Their activities increase representation, encourage innovation and support strategic decisions connected to people’s real needs.

Each group has a governance structure composed of different roles, such as Executive Sponsor, Ambassador Leader and Communication Agents, responsible for organising meetings, coordinating initiatives, connecting partners, ensuring alignment with the ESG strategy and expanding the reach of actions.

This structure strengthens collective participation and ensures that each group progresses in a coordinated, transparent and strategically aligned manner.

Affinity Groups are therefore fundamental instruments for driving social transformation, developing diverse leadership and creating a more human, collaborative and inclusive workplace, reinforcing Sodexo’s commitment to promoting equity and building a better future for all.

Gender

Sodexo has made consistent progress in promoting gender equity, particularly in leadership and decision-making positions. The composition of governance bodies reflects this commitment: currently, 62.50% of RLT members are women, reinforcing female representation in strategic spaces and the company’s alignment with more diverse and representative leadership practices.



62%
of RLT members are
women

Gender Distribution Across Organisational Categories		
Category	Women	Men
Executive Committee	62.50%	37.50%
Administrative Management	75.28%	24.72%
Operational Management	83.63%	16.37%
Administrative Employees	69.29%	30.71%
Operational Employees	67.21%	32.79%
Total	68.27%	31.73%

Pay equity

Pay equity is continuously monitored as part of Sodexo’s commitment to fair, transparent and merit-based practices. The analysis of the ratio between women’s and men’s base salaries, considering 100% of operations, demonstrates relevant progress across different organisational levels:

Executive Committee	0.89
Administrative Management	0.82
Operational Management	0.94
Administrative Employees	0.83
Operational Employees	0.93

These indicators guide ongoing action plans for adjustments and continuous improvement, reinforcing meritocracy, equity and respect for people.

Development of women leaders: She Leads Brazil

She Leads Brazil is an initiative focused on training and empowering women operational leaders, specifically Unit Managers, with the objective of strengthening female leadership, self-confidence and career development. Launched in 2023, the programme has already included one pilot and two cohorts, with the second currently underway, reinforcing its continuous and structured nature.

SheWorks: gender equity recognised by clients

SheWorks is a global job shadowing programme that promotes gender equity through practical experiences within the corporate environment. The initiative expands opportunities, strengthens professional development and contributes to female representation across different business areas, while also incorporating an intersectional perspective by involving Black women, trans women and women with disabilities, among other profiles.

In 2025, an exclusive edition focused on women with intellectual disabilities was held at the São Paulo headquarters, expanding opportunities for learning, autonomy and exposure to the corporate environment.

Inspired by SheWorks, TheyWork was held in two editions involving 30 young people from Instituto Anchieta Grajaú (São Paulo State), offering practical experiences and direct exposure to professional routines, contributing to productive inclusion and the development of young people in vulnerable situations.

SheWorks also generated impact in traditionally male-dominated contexts, such as the offshore sector, by strengthening female representation and encouraging more inclusive environments.

During SBM Offshore do Brazil's Vendor Day, Sodexo received recognition in the Best Social Impact Case category for the initiative. This marks the second consecutive year of recognition from SBM, reinforcing the relevance of the programme and the role of partnerships with clients in promoting more diverse and inclusive environments.

The She Leads Brazil journey includes modules on time management, self-awareness, influence and leadership for success, combining interactive content, live workshops and mentoring sessions. Since its creation, the programme has received 619 applications, of which 120 participants were selected to begin the journey and 44 completed the programme after meeting previously established criteria.



As an indirect result of the development promoted through the initiative, five participants were promoted following the programme cycles. The initiative currently offers 50 places, expanding opportunities and strengthening female representation within Sodexo Brazil's operations.

Protection, support and combating violence against women

The Fairy Godmothers Programme is an initiative created by Sodexo during the COVID-19 pandemic, when cases of violence against women increased, to support and assist female employees experiencing violence by offering a safe, confidential and specialised environment for guidance and protection. Since 2020, the programme has already provided more than 500 support interventions, including more than ten imminent risk cases.

The initiative currently includes more than 80 volunteer employees, trained in legal and psychological aspects to act as a support network, representing a 20% increase compared with FY24.

The support request channel has already surpassed 800 accesses, demonstrating employees' trust and the relevance of the initiative, which has also received recognition from clients and coalitions of which Sodexo is a signatory.

More than

500

support interventions provided since 2020

More than

800

accesses to the support channel

More than

80

volunteers within the support network

20%

growth in the volunteer network



Vitality Programme: empowerment and well-being for the 50+ generation

The Vitality Programme is a Sodexo initiative focused on promoting well-being, quality of life and empowerment for employees aged 50 and above. The programme seeks to create an inclusive working environment for this group, recognising the value of accumulated experience and encouraging active and healthy participation in the labour market.

Through integrated initiatives, Vitality encourages healthy lifestyle habits, work-life balance, financial guidance and retirement preparation, in addition to supporting participants’ physical and mental health. In the 2025 financial year, 30 employees participated in the programme, reinforcing Sodexo’s commitment to inclusive, intergenerational people management aligned with its sustainability culture.

Generations

Sodexo values generational diversity as a strategic factor for innovation, decision-making and business sustainability. Within the composition of the RLT, there is a balance across different age groups, with 50% of members aged between 30 and 50 and 50% aged over 50, ensuring a combination of consolidated experience and diverse perspectives at the highest levels of decision-making.

Across the overall workforce, 30.5% of employees are aged 50 or above, reflecting the company’s commitment to age inclusion, recognition of professional experience and the promotion of opportunities throughout all stages of working life.



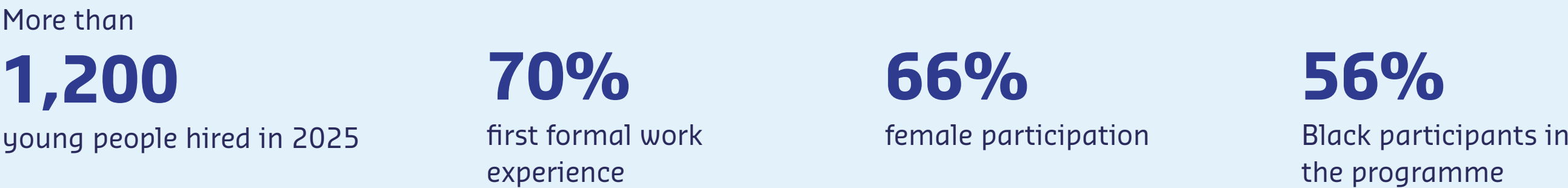
Age Range by Position			
Position	Under 30 years-old	30 to 50 years-old	Over 50 years-old
Executive Committee	0.00%	50.00%	50.00%
Administrative Management	0.98%	82.35%	16.7%
Operational Management	13.56%	74.68%	11.76%
Administrative Employees	31.45%	64.31%	4.24%
Operational Employees	18.63%	50.33%	31.4%
Total	18.25%	51.23%	30.52%

Young Apprentice Programme

Sodexo’s Young Apprentice Programme promotes the inclusion of young people aged 14 to 24 in the labour market, offering their first professional experience through supervised practical activities and structured training. The initiative also ensures compliance with the statutory apprenticeship quota in accordance with applicable legislation.

The company systematically monitors compliance with apprenticeship quotas across operational units and encourages the inclusion of young people at the beginning of their careers. The process involves pre-selection by partner training institutions, interviews with managers and recruitment by Human Resources, ensuring legal compliance and professional development.

In 2025, Sodexo maintained partnerships with more than 20 institutions across Brazil. During the financial year, more than 1,200 young people were hired, and for more than 70% of them this represented their first formal work experience. The programme also demonstrates a significant impact on diversity, with 66% female participation and 56% Black participants. In addition, it contributes to talent development and expands opportunities for permanent employment, strengthening intergenerational management and the company’s commitment to inclusion and sustainable development.





Sexual orientation and gender identity (LGBTI+)

The diversity of identities and orientations is also reflected within Sodexo Brazil's workforce, which brings together different profiles, stories and life experiences.

Within a national context marked by high levels of violence and exclusion affecting the trans population, whose average life expectancy in Brazil is approximately 35 years, Sodexo reaffirms its commitment to inclusion, respect and the creation of opportunities by promoting structured initiatives that contribute to a psychologically safe and welcoming workplace for the LGBTI+ community.

The company currently employs more than 80 transgender employees, representing a 33% increase compared with the 60 identified in the 2023 Voice survey.

In addition, more than 3,600 employees identify as LGBTI+, representing an 80% increase compared with the previous edition of the survey, when approximately 2,000 people declared this identity.

These results reflect the strengthening of a safer and more welcoming environment in which people feel respected and able to express their identity authentically.

3,600
employees
identify as
LGBTI+

More than
80
transgender
employees in the
company

33%
growth in the number
of transgender
employees compared
with 2023



Support and inclusion for trans people

As part of its structured approach to diversity, equity and inclusion, Sodexo Brazil developed the Welcome Guide for Trans People, a guidance document intended for leaders. The guide aims to support the creation and maintenance of safe, respectful and inclusive workplaces for trans people, offering practical guidance for onboarding and support processes.

The content brings together concepts, guidelines and best practices to help leaders both in welcoming trans employees joining the company and in supporting those already part of the team who begin their gender transition process.

The initiative reinforces Sodexo's commitment to belonging, respect for identities and continuous care throughout the entire professional journey.

People with disabilities

Sodexo promotes the inclusion of people with disabilities through a structured and continuous approach, ensuring accessibility, equal opportunities and respect for different needs.

The company currently employs 1,975 employees with disabilities, including physical, hearing, visual, intellectual, mental and multiple disabilities, as well as rehabilitated professionals, reflecting its commitment to a more diverse and representative workplace.

In addition to recruitment, Sodexo actively supports employees who were previously unaware of their eligibility for disability status, through guidance conversations and internal communications. This work supports access to medical certification, rights and public services. During the 2025 financial year, 181 employees were formally recognised within the disability quota system, covering all types of disabilities and strengthening formal inclusion and access to public policies.



1,975
employees with
disabilities

Accessible environments and real opportunities

The inclusion of people with disabilities is supported by initiatives focused on adapting environments, processes and development practices, ensuring accessibility in everyday activities and creating real conditions for performance, growth and retention. These initiatives reinforce the culture of belonging and the company’s commitment to equity, going beyond legal compliance.



Accessibility and the removal of communication barriers

Sodexo maintains strategic partnerships to expand accessibility, including Mobility Mojo, Hand Talk and LibrasABC. These initiatives contribute to removing physical, digital and communication barriers, strengthening inclusion across the organisation.

While Mobility Mojo provides accessibility solutions for more inclusive environments, Hand Talk helps make the company’s website more accessible, breaking down online barriers.

LibrasABC is the partner company responsible for providing LIBRAS (Brazilian Sign Language) interpreters and audiovisual translation services, focused on accessibility for deaf employees, among whom there are approximately 472 professionals with hearing impairments.

The partnership provides support for training sessions, webinars, meetings and corporate events, in addition to translating institutional videos and communication materials, including LIBRAS interpretation windows, subtitles and technical validation carried out by deaf individuals.

The initiative was officially launched during a webinar celebrating the National Day of the Deaf, accompanied by internal communications and guidance materials on requesting and using the service. Any employee may access LibrasABC support with assistance from the Sustainability and ESG team.



472

professionals with hearing impairments

Cultures and origins

Sodexo recognises racial and cultural diversity as a strategic asset for business sustainability and for building fairer and more representative workplaces. Currently, 61% of the workforce identifies as Black, and 35% of leadership positions are held by Black professionals, reflecting significant progress in expanding representation within decision-making spaces as well.

Diversity as an organisational value

By promoting racial equity, valuing cultures and expanding opportunities for refugees and immigrants, Sodexo strengthens its sustainability culture, drives innovation and increases team engagement. This approach contributes to a more inclusive and representative working environment aligned with the purpose of creating a better every day for everyone and a better life for all.

Racial Distribution by Position		
Position	Black	Other
Executive Committee	0.00%	100.00%
Administrative Management	19.60%	80.40%
Operational Management	37.61%	62.39%
Administrative Employees	24.52%	75.48%
Operational Employees	63.68%	36.32%
Total	61.02%	38.98%

These indicators reinforce the company’s commitment to racial equity and guide ongoing actions focused on the development, retention and professional growth of Black talent across all levels of the organisation.

Inclusion of refugees and immigrants

Since 2014, Sodexo has maintained a structured approach focused on the inclusion of refugees and immigrants, with an emphasis on employability, social integration and the development of autonomy. The company currently employs 407 refugees and immigrants, of whom 68% are women, highlighting the intersectionality between gender, origin and productive inclusion.

These initiatives include welcoming processes, guidance, cultural adaptation and support for professional development, contributing to the creation of real opportunities and the strengthening of a diverse, plural and welcoming workplace.

407

refugee employees

68%

women

We Are All Caregivers: inclusion of refugee women in the hospitals where we operate

EIn partnership with the International Organization for Migration (IOM) and Senac Aclimação, Sodexo supported the We Are All Caregivers programme, focused on training refugee and migrant women. In 2025, the initiative trained 24 women through a 40-hour Hospital Pantry Services course, preparing them to work within hospital environments.

Now in its seventh edition, the project combines professional qualification, social inclusion and employability within healthcare units served by Sodexo, reinforcing the company’s commitment to diversity and socio-economic integration, as well as the creation of real opportunities and the strengthening of a diverse, plural and welcoming workplace.

Development of Black leaders

As part of this agenda, Sodexo implements the Mentoring Programme for Black Professionals, an initiative designed to accelerate career development through structured exchanges between mentors and mentees. The programme broadens perspectives, strengthens professional networks and supports preparation for new professional challenges, contributing to increased Black representation in leadership positions and to the development of more equitable career paths. In the 2025 financial year, the programme included 22 mentor-mentee pairs.

Complementing this initiative, the Language Scholarship Programme for Black Professionals was developed in partnership with Hult/EF (Education First), with a focus on promoting racial equity and leadership development. Linked to the Cultures and Origins pillar within the Sustainability and ESG area, with support from the Training & Development (T&D) team, the initiative expands access to language learning as a tool for professional growth, mobility and empowerment.



Talent Attraction and Turnover

GRI 3-3, 401-1, 402-1, SASB FB-RN-310a.1, SASB FB-RN-310a.3, SASB SV-PS-330a.2

Attracting, developing and retaining talent is essential to business sustainability and to the quality of services delivered by Sodexo. In a people-intensive operational context, responsible turnover management contributes to operational continuity, team engagement and the experience of clients and consumers.

To strengthen this agenda, the company invests in structured attraction and retention initiatives, such as the Internship Programme in São Paulo and Porto Alegre, which expands access for young talent to the corporate environment, promotes generational diversity and contributes to the development of professionals aligned with the company’s culture. In its third cycle, the programme received more than 7,750 applications for positions in São Paulo and Porto Alegre. Among selected candidates, 38% are Black or mixed-race individuals, 74% are women and 21% belong to the LGBTI+ community, reinforcing the company’s commitment to diversity and inclusion. The journey includes socio-emotional development and the creation of group projects, with a cumulative retention rate of 42% across programme editions, demonstrating the development of talent and the creation of real career opportunities.

The Crescer Juntos programme encourages internal mobility and career development, prioritising internal recruitment for open positions and strengthening employees’ sense of belonging. Complementing this initiative, the partnership with the English language school EF (Education First) expands access to language training through a 70% subsidy on course fees, available to all employees, including operational teams. Each cycle lasts one year and may be renewed for up to four cycles. The initiative seeks to democratise access to quality education, strengthen competencies for operating within a global context and support professional development aligned with the company’s competitiveness.

In the current cycle, renewed according to the September-to-August financial year, 190 places were filled and there is an active waiting list, demonstrating strong engagement and growing demand for the programme.

The Nutri Talent programme connects Nutrition students with practical experience during their mandatory internship period, lasting from one to three months.

In the past year, 950 students participated in the company’s operations, experiencing real working routines and developing technical and behavioural competencies essential to the profession. The initiative achieved high levels of satisfaction, with 78% of participants acting as promoters of the programme, highlighting interaction with teams and the support provided by supervisors. Nutri Talent strengthens relationships with educational institutions and contributes to the development of new professionals, aligning education, practical experience and business sustainability.

To expand access to continuing education, Sodexo maintains the Education Incentive Programme, which offers financial support for different forms of professional development. The benefit may include subsidies of up to 90% for lectures, conferences and short courses, and up to 70% for specialisation courses, postgraduate programmes or MBAs, according to eligibility criteria defined within the programme policy. The initiative encourages professional development, reduces barriers to qualification and strengthens the culture of continuous learning, aligning individual growth with the company’s strategic objectives.



More than

7,750

applications for the Internship Programme in São Paulo and Porto Alegre

74%

of selected candidates are women

42%

cumulative retention rate among interns

38%

Black or mixed-race individuals

21%

LGBTI+

190

places filled in the English language programme with EF Education First

950

Nutrition students participated in the Nutri Talent programme

Admissions and turnover

Sodexo Brazil systematically monitors employee inflows and outflows, analysing hiring, voluntary turnover and involuntary turnover as strategic indicators of organisational health. This data guides continuous improvement actions across attraction, onboarding, development and retention processes. Total number and rate of new employee hires during the reporting period, broken down by age group, gender and region.

Admissions by Age Range / 2025			
Age Range	Admissions	Average number of employees	Rate of Admissions
Below 30 years-old	4,814	8,170	58.92%
30 to 50 years-old	10,254	25,312	40.51%
Above 50 years-old	2,822	12,537	22.51%
Total	17,890	46,019	38.88%

Admissions by Gender / 2025			
Gender	Admissions	Average number of employees	Rate of Admissions
Women	12,927	31,326	41.27%
Men	4,963	14,693	33.78%
Total	17,890	46,019	38.88%

Admissions by Region of Brazil / 2025			
Region of Brazil	Admissions	Average number of employees	Rate of Admissions
Centre-West	985	1,631	60.38%
North-East	1,088	5,060	21.50%
North	890	3,057	29.11%
South-East	10,996	28,328	38.82%
South	3,931	7,942	49.49%
Total	17,890	46,019	38.88%

Workforce by age, gender and region 2024							
Region of Brazil	Below 30 years-old		Above 50 years-old		30 to 50 years-old		Total
	Women	Men	Women	Men	Women	Men	
Centre-West	196	115	92	25	439	118	985
North-East	115	180	86	40	398	269	1,088
North	155	228	27	20	268	192	890
South-East	1,753	1,094	1,456	370	4,819	1,504	10,996
South	691	287	575	131	1,857	390	3,931
Total	2,910	1,904	2,236	586	7,781	2,473	17,890

Workforce by age, gender and region 2025							
Region of Brazil	Below 30 years-old		Above 50 years-old		30 to 50 years-old		Total
	Women	Men	Women	Men	Women	Men	
Centre-West	251	115	98	24	490	148	1,126
North-East	109	200	77	51	420	306	1,163
North	175	273	28	26	247	264	1,013
South-East	2,258	1,381	1,488	432	5,360	1,781	12,700
South	853	388	608	121	1,954	464	4,388
Total	3,646	2,357	2,299	654	8,471	2,963	20,390

Departures by Age Range / 2025			
Age Range	Departures	Average number of employees	Rate of departures
Below 30 years-old	6,003	8,170	73.47%
30 to 50 years-old	11,434	25,312	45.17%
Above 50 years-old	2,953	12,537	23.55%
Total	20,390	46,019	44.31%

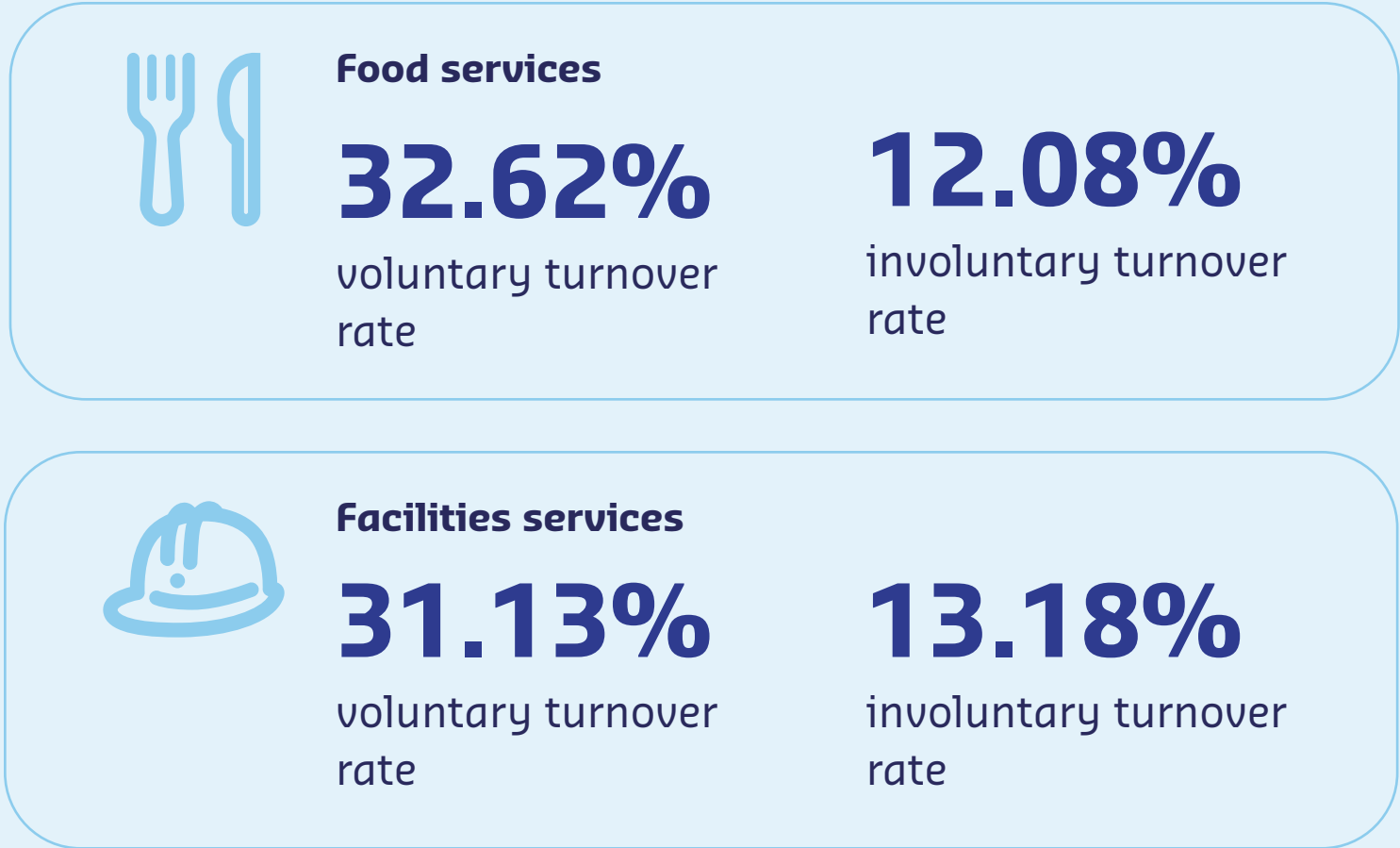
Departures by Gender / 2025			
Gender	Departures	Average number of employees	Rate of departures
Women	14.416	31.326	46.02%
Men	5.974	14.693	40.66%
Total	20.390	46.019	44.31%

Departures by Region of Brazil / 2025			
Region of Brazil	Departures	Average number of employees	Rate of departures
Centre-West	1.126	1.631	69.03%
North-East	1.163	5.060	22.98%
North	1.013	3.057	33.13%
South-East	12.700	28.328	44.83%
South	4.388	7.942	55.25%
Total	20.390	46.019	44.31%

The variations observed throughout the financial year reflect the dynamics of operations, particularly in operational roles, and are monitored through initiatives aimed at reducing turnover and strengthening the employee value proposition.

Turnover by service type

Turnover rates are analysed by segment, considering the specific characteristics of food services and facilities services:



For the calculation of turnover rates, all employee departures occurring during the 2025 financial year, between September 2024 and August 2025, were considered.

 Our strong focus on attracting, engaging, developing and retaining professionals who seek a purpose-driven company that empowers them to grow as protagonists of their own careers helped us navigate the labour shortage environment in 2025. This challenge was driven by the declining unemployment scenario in Brazil, as well as by the nature of our service sector. As a result, despite high employee turnover, we were able to attract new talent and prepare them to begin their journey with us.

Communication of operational changes

Sodexo Brazil adopts transparent communication practices in situations involving significant operational changes. As a rule, the minimum notice period provided to employees and their representatives is four weeks. In exceptional situations, when the nature of the change requires implementation within a shorter timeframe, communication may occur with less notice, in compliance with applicable legislation and collective bargaining agreements.





Employee Health and Safety

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

At Sodexo Brazil, the health and safety of people and food are non-negotiable commitments and an essential part of the company's sustainability culture.

The company operates under the Zero Harm Mindset, which guides decisions, behaviours and operational practices based on the conviction that all accidents and food and waterborne diseases can be prevented. This commitment is reinforced daily across operational units, through leadership and in the way people relate to work and to one another.

In this section of the report, the focus will be on initiatives related to employee health and safety, while those focused on food safety will be highlighted in the Food Safety and Quality of Facilities Services section [\(page 67\)](#) of this report.

Safety culture and global recognition

The safety culture is strengthened through initiatives that connect reason, emotion and responsibility. In 2025, Sodexo Brazil received global recognition at the Have a Safe Day Awards, which recognise employees and teams that make significant contributions to the performance of people and food safety.

Last year, Brazil became a four-time champion, with a winning submission in the Contract/Unit category. The Safe Operations project led by Strategic Account Manager Aída Schmöckel involved raising client awareness regarding the increase in employees operating without adequate infrastructure, resulting in the approval of the expansion and reorganisation of the kitchen to ensure the safe continuity of operations.

Management systems and risk prevention

Sodexo Brazil operates with an Integrated Management System (IMS), implemented in accordance with Brazilian legislation and applicable Regulatory Standards, and certified under ABNT ISO 45001 and ABNT ISO 9001 standards. The system covers 100% of direct employees across all operational units and offices and aims to identify hazards, assess risks and apply effective controls to preserve people's health and physical integrity, as well as the quality of meals served.

Risk identification is carried out in a structured manner through Preliminary Risk Analysis, the Risk Matrix and the Risk Management Programme, applying the hierarchy of controls.

The company uses advanced analyses, such as the bow tie model, for risks classified as extreme, enabling preventive and corrective action throughout the entire operation.

Reduction of accidents and safety performance

Consistent risk management, combined with strong team engagement, contributed to the reduction of workplace accidents and the maintenance of indicators aligned with global safety targets. In the 2025 financial year, Sodexo recorded no fatal accidents, reinforcing the Zero Harm Mindset.

The main types of accidents identified were cuts, falls and burns, which are addressed through specific prevention plans, training initiatives and continuous improvement actions.

Participation, communication and the right to refuse unsafe work

Active employee participation is encouraged through structured programmes and channels such as Preaxion (developed to simplify risk prevention and strengthen the culture of people and food safety), CIPA (Internal Commission for Accident and Harassment Prevention), daily safety talks, leadership safety walks and periodic governance meetings on Health, Safety and Environment.

The right to refuse unsafe work is guaranteed to all employees whenever a serious and imminent risk is identified, without any form of retaliation, reinforcing shared responsibility for the safety of people and food.

Professional integrity and a safe environment

Health and safety practices are complemented by a strong approach to professional integrity, grounded in ethics, transparency and respect.

By integrating a preventive culture, structured risk management, engaged leadership, food safety and health promotion, Sodexo Brazil strengthens a safer and healthier working environment aligned with its purpose of creating a better every day for everyone and a better life for all.

Food safety as a pillar of protection

Food safety is an inseparable part of health and safety at Sodexo, particularly within food service operations. The company adopts rigorous practices aligned with technical standards, health regulations and global protocols, ensuring safe food for consumers, employees and clients.

The topic is managed in an integrated manner within operational risk management, supported by continuous training, audits, standardised processes and a preventive culture across operational units.



Ethics, Transparency and Effectiveness

GRI 2-15, 2-16, 2-17, 2-18, 2-25, 2-26, 2-27, SASB SV-PS-230a.1, SASB SV-PS-230a.2

Sodexo Brazil’s governance is structured to ensure integrity, transparency, accountability and corporate leadership in all decisions. These principles guide business conduct and strengthen the trust of employees, clients, partners and other stakeholders, supporting ethical performance aligned with long-term sustainable development.

Ethics, compliance and prevention of conflicts of interest

Sodexo adopts a comprehensive Code of Conduct that guides employees and leaders on the prevention of conflicts of interest, integrity in business relationships and compliance with laws and regulations. The topic is addressed from the moment employees join the company and reinforced through periodic training sessions, both in person and online, as well as continuous internal communications supported by leadership.

Every year, the company conducts a structured survey to identify potential conflicts of interest, the results of which are analysed by the Compliance area. Whenever necessary, mitigation measures are implemented to preserve independence, transparency and ethics in decision-making.

No conflicts were identified related to cross-participation in management bodies, shareholding interests involving suppliers or the existence of significant controlling shareholders.

Communication of critical concerns and risk management

The communication of critical concerns to the highest governance body occurs through a formal risk management structure that covers financial, regulatory, legal, operational, environmental, reputational, cyber, information security and strategic risks. Risk assessments are conducted annually and monitored continuously. Quarterly, members of the RLT meet with the Risk and Internal Controls areas to analyse risk developments and define preventive or corrective actions.

Cases involving greater complexity or impact are referred to the Ethics Committee, which is responsible for deliberating on the appropriate measures. During the reporting period, one case was submitted to the Committee, in addition to the recurring presentation of consolidated whistleblowing channel indicators.

Digital risk management and information security

Within the scope of risk management, Sodexo Brazil adopts a structured approach to information security and data protection, recognising these topics as essential components of responsible business conduct. The identification and treatment of information security risks are carried out through a formal management process led by a specialised team and guided by dedicated corporate policies, combining technical and business process assessments to map vulnerabilities, classify risks according to probability and impact, and define mitigation, treatment or acceptance measures in line with the organisation’s risk appetite.



In addition, the company maintains policies and practices aligned with the Brazilian General Data Protection Law (LGPD) to ensure the appropriate collection, use and retention of information relating to clients, employees and other stakeholders.

Personal data is collected only to the extent necessary for contract execution and service delivery, for legitimate and previously disclosed purposes, and is handled through technical and administrative controls focused on the confidentiality, integrity and availability of information.

Information Security

Sodexo understands information security as part of its commitment to ethics and responsibility within the digital environment. The company promotes a culture of security in an accessible way, bringing the topic closer to teams' daily routines through initiatives such as Cybermonth, a month dedicated to raising awareness about information security.

The campaign brings together educational content, challenges, awards and interactive initiatives, reinforcing that simple actions contribute to a safer digital environment both inside and outside the company.

As part of this commitment, Cybermonth materials are also made available on a public website, allowing anyone to access awareness content. The initiative expands the reach of knowledge and reinforces Sodexo's social role in promoting a safer digital environment, aligned with the principles guiding its ESG agenda.

Click here to access the Cybermonth materials 

Processes for remedying negative impacts

Based on its governance structure, Sodexo Brazil is committed to promoting or contributing to the remediation of negative impacts it has caused or contributed to. The RLT, composed of multidisciplinary leaders, is responsible for defining strategic priorities, identifying actual and potential impacts and guiding the adoption of corrective, preventive or remedial measures.

Stakeholders using the Speak Up channel actively contribute to its continuous improvement. After using the tool, a satisfaction survey is conducted to assess the user experience.

Ethics and Integrity: Listening and Protection Channels

Sodexo provides accessible and confidential mechanisms through which individuals may seek guidance regarding the application of its policies and responsible conduct practices, as well as raise concerns related to the organisation's activities.

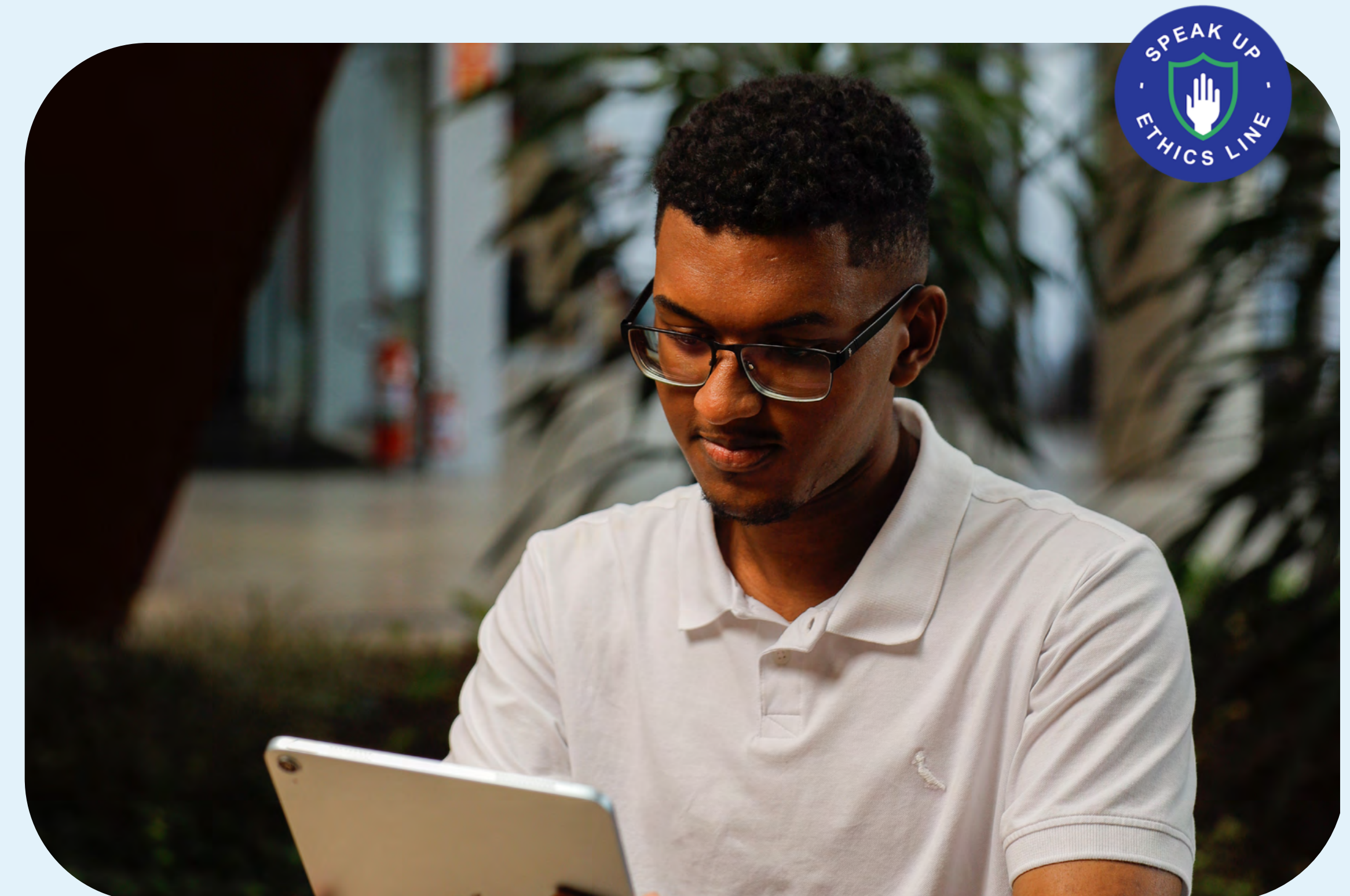
The Speak Up channel fulfils this role by allowing anonymous or identified reports, ensuring protection against retaliation and appropriate handling of all concerns raised.

In addition to receiving reports, Sodexo Brazil adopts structured processes to investigate, address and remediate negative impacts identified within its activities or business relationships. Reports submitted through the Speak Up Channel are analysed confidentially, with corrective measures defined in proportion to the severity of each case and followed up through implementation.

The effectiveness of grievance mechanisms is monitored through internal control testing, internal and external audits and user satisfaction surveys conducted at the end of each process. For employees, results are also monitored through a biennial global survey that includes a specific question regarding the Speak Up experience, enabling continuous adjustments and improvements to the mechanism based on stakeholder feedback.

Another highlight is the annual cyber crisis simulation programme, carried out since 2024 and integrated into the company's governance calendar. The initiative involves executives from different areas and strengthens response capacity and decision-making in critical situations, encouraging cross-functional collaboration and increasing organisational maturity in digital risk management.

In addition to technical development, Sodexo seeks to strengthen digital awareness and ethical behaviour among employees and teams working alongside clients. In 2026, the company continues to advance this agenda, with emphasis on the ISO 27001 certification project, reinforcing its commitment to international security standards and to building a safer and more reliable digital environment.



Collective knowledge and governance body assessment

The performance of the governance body is assessed annually through formal processes conducted under the supervision of the global headquarters. These assessments result in individual development plans and, where applicable, adjustments to organisational practices, reinforcing the continuous improvement of governance and responsible decision-making.

Compliance with laws and regulations

During the reporting period, no cases of non-compliance with laws and regulations were recorded, nor were any monetary or non-monetary fines or sanctions imposed.

This result reflects the robustness of compliance systems, internal controls and the ethical culture embedded throughout the organisation.

 Stakeholder voice



“My name is Ricardo Marchan, and I am Venezuelan. I arrived in Brazil in 2019 looking for a better life. At first, it was not easy, but I always trusted in God. I joined Sodexo in June 2020 as a cleaning assistant and, over time, I was promoted to service team leader. Sodexo gave me this opportunity, and every day my motivation was to grow within the company. I then moved into the role of supervisor, working across several units, and today, with great pride, I am an Operations Supervisor. I am grateful to Sodexo for this opportunity and for the trust placed in me, and my focus is to continue growing as a professional.”

Ricardo Marchan - Operations Supervisor





To our clients

Better Procurement

Sodexo Brazil understands that better procurement is an essential driver for generating shared value, strengthening the supply chain and expanding positive environmental and social impacts.

The Better Procurement strategy integrates ESG criteria into procurement decisions, supplier approval and supplier management, connecting operational efficiency, responsibility and innovation to meeting clients’ needs.

ESG commitments with suppliers are formalised through the Supplier Code of Conduct, adherence to which is a condition for supplier approval. This instrument establishes clear standards relating to ethics, human rights, labour practices, integrity and environmental responsibility, monitored through continuous processes of assessment, dialogue and improvement.

Strategic supply chain management

We operate with indicators that enable the monitoring of performance, risks and opportunities throughout the value chain. This integrated management approach strengthens more assertive decision-making, reduces waste, promotes operational efficiency and ensures that procurement activities remain aligned with ESG commitments and business strategy. Throughout the 2025 financial year, we recorded progress, as shown in the table below:



Commitments established with suppliers					
	Actuals 2025	August 2025*		Actuals 2025	August 2025*
Cage-free shell eggs	74%	94%	SME suppliers	32%	34%
Cage-free liquid eggs ¹	95%	100%	Coffee certified for sustainable production	73%	52%
RSPO-certified sustainable palm oil (Roundtable on Sustainable Palm Oil)	44%	44%	Animal welfare certification for cattle	87%	88%
Animal protein suppliers signatory to the Animal Welfare Charter	98%	100%	Animal welfare certification for poultry	82%	83%
Fish and seafood suppliers signatory to the Sustainable Seafood Supplier Charter ²	99%	100%	Animal welfare certification for pigs	58%	61%
Fish and seafood sourced from sustainable species (classification according to the Sustainable Seafood Supplier Charter)	83%	87%	Animal welfare certification for fish and seafood	11%	10%
Fish and seafood (Green and Orange Lists ³)	100%	100%	Reduction in plastic consumption	20%	20%
Suppliers signatory to the Supplier Code of Conduct	100%	100%	Sustainable cleaning products	39%	45%
Certified sustainable hygiene paper products ⁴	99%	100%	Local sourcing	64%	65%
Certified sustainable office paper ⁵	100%	100%	Procurement authorisation for food suppliers, in accordance with the Global Food Safety Policy	100%	100%

¹ Liquid eggs: liquid yolk and/or liquid egg white and/or whole liquid eggs.
² Document developed by Sodexo Global in partnership with WWF.
³ Fish included on the Green List have no procurement restrictions. Those included on the Orange List are subject to procurement restrictions and therefore must be certified, meet minimum weight and size requirements, or originate from a specific species or region. Sustainably sourced fish follow a series of procurement protocols and include species from both the Green and Orange categories.
⁴ Napkins, paper towels and toilet paper.
⁵ A3, A4 and A5 paper, as well as paper used for copying and printing.
* Results that conclude the management cycle and demonstrate the level achieved by the company at the end of the fiscal year. Based on these results, targets and action plans were established to guide the evolution of the indicators in 2026.

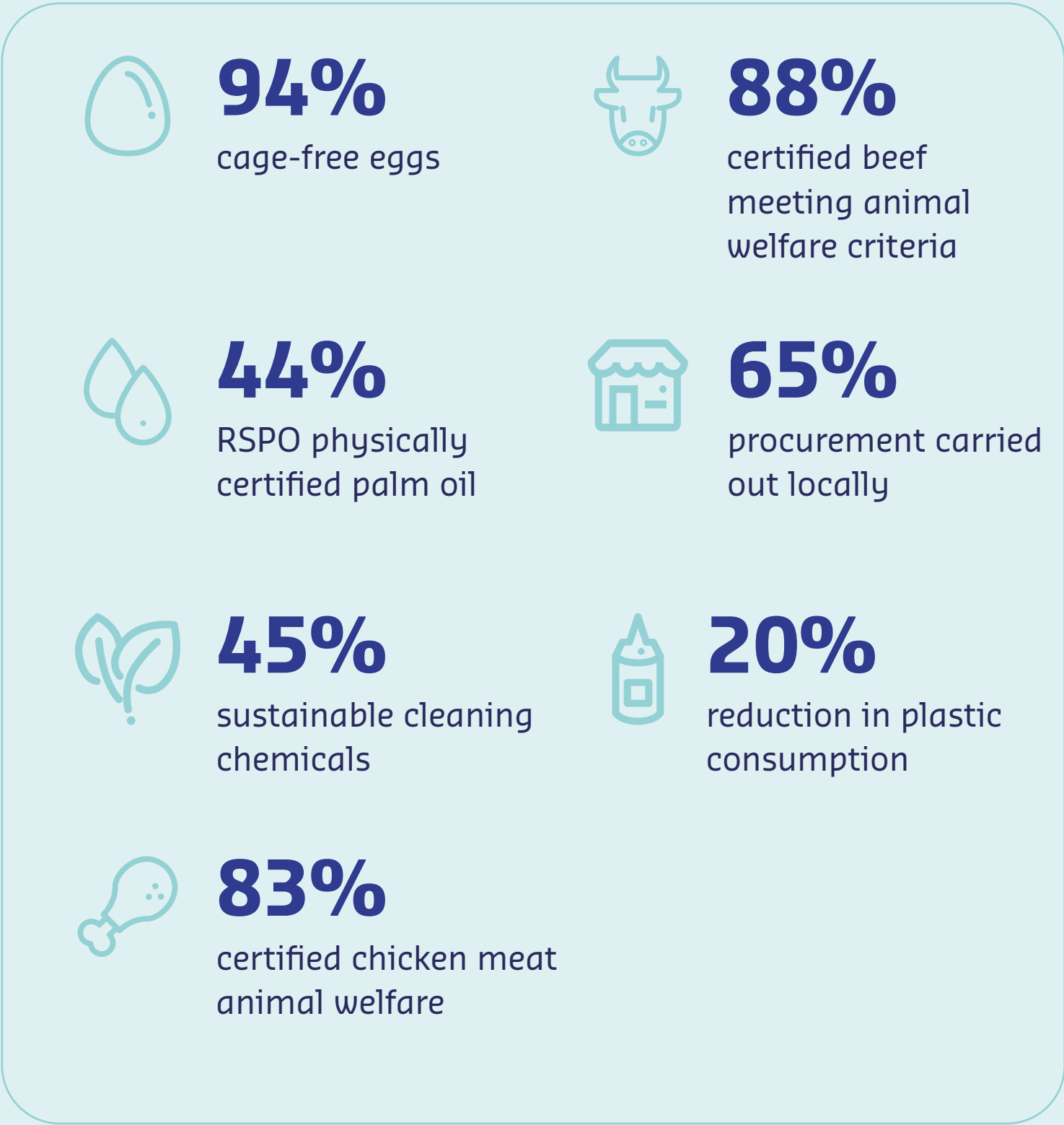
“A stronger supply chain reflects enhanced governance and decisions guided by environmental, social and integrity criteria.”

The results demonstrate consistent progress between 2024 and August 2025 and reflect the strengthening governance, enhanced due diligence processes and the progressive engagement of the supply chain in incorporating environmental, social and integrity criteria into procurement decisions.

In August 2025, key indicators related to responsible supply chain management included the procurement of 94% of cage-free eggs, the adoption of animal welfare and sustainable seafood charters and the use of sustainable hygiene and office paper products. The company also recorded 44% RSPO physically certified palm oil, 45% sustainable cleaning chemicals, 83% certified poultry and 88% certified beef meeting animal welfare and traceability criteria. Responsible procurement represented 34% from small and medium-sized enterprises and 65% from local sourcing, while plastic consumption was reduced by 20% during the period.

For the 2026 financial year, Sodexo remains committed to continuous improvement as a guiding principle of its management approach, seeking to ensure that indicators continue to evolve without setbacks in relation to the performance already achieved.

Progress will be driven through periodic reviews, enhanced controls and the expansion of responsible practices. This approach reinforces transparency, consistency and the consolidation of an increasingly sustainable supply chain.



Development of local suppliers

Strengthening local suppliers is a strategic pillar of Sodexo’s approach within the value chain. The company promotes training, engagement and the dissemination of socio-environmental best practices among small and medium-sized suppliers, contributing to regional economic development, income generation and the establishment of ethical, transparent and long-term business relationships. By consolidating better procurement practices, Sodexo reinforces its role as a strategic partner to clients and suppliers, offering solutions that combine quality, ethics, competitiveness and lasting positive impact.

Animal Welfare

FB-RN-430a.1, FB-RN-430a.2, SASB FB-RN-430a.3

Animal welfare is a core commitment for Sodexo Brazil and forms part of its responsible procurement strategy, guiding sourcing decisions and relationships with partners. The company adopts ethical and technical criteria that encourage more sustainable and transparent practices aligned with the expectations of clients, consumers and international standards. 100% of the food purchased by Sodexo Brazil complies with environmental and social standards, as adherence to the Supplier Code of Conduct is a mandatory condition for supplier approval and the maintenance of commercial relationships.

By the end of 2025, Sodexo had made consistent progress in the transition towards eggs sourced from cage-free systems, reaching 94% cage-free shell eggs and 100% cage-free liquid eggs. These results reflect ongoing engagement with suppliers and the strengthening of practices that promote better animal welfare conditions and greater traceability throughout the supply chain.

In the same direction, the company expanded the adoption of animal welfare criteria within the animal protein supply chain, reaching 61% of pork sourced from systems without gestation crates, contributing to the reduction of restrictive practices and to the advancement of production standards across the sector.



100%

of food compliant with environmental and social standards



61%

pork sourced from systems without gestation crates

Better meals and healthy eating

FB-RN-260a.1, FB-RN-260a.2, FB-RN-260a.3

Sodexo understands food as an essential driver of health, well-being and performance and works to ensure that its meals are nutritionally balanced, safe and aligned with applicable dietary guidelines. All meal options offered are consistent with applicable nutritional guidelines, reflecting the company’s commitment to responsible and accessible food choices.

Menus are structured around 63-day cycles, with varied combinations customised according to the specifications of each site and in compliance with the Workers’ Food Programme (PAT). Each meal follows a standard composition including rice, beans, protein, side dishes, salads, desserts and beverages, and its nutritional value is calculated through a management system, enabling individual analysis by operational unit and continuous monitoring by unit managers.

Sodexo currently has 82,810 recipes aligned with dietary guidelines, used in menu planning, expanding diversity, operational flexibility and the ability to adapt to the needs of clients and consumers. This portfolio is continuously updated to incorporate nutritional best practices, culinary innovation and regional preferences.

Within the Schools and Universities segment, 100% of meal options for children are also aligned with dietary guidelines specific to this audience. The portfolio includes 2,211 recipes designed for children, applied across 33 sites, ensuring variety and nutritional adequacy.

The promotion of healthy eating also extends to the micro markets operated by Sodexo, where portfolio curation prioritises more balanced products with clear information aligned with emerging consumption habits. This approach expands access to conscious choices within corporate environments, combining convenience, nutritional quality and transparency.

In addition to offering meals and products, Sodexo develops ongoing nutritional education initiatives aimed at consumers, employees and communities. These initiatives encourage awareness of balanced eating habits and strengthen people’s autonomy in decision-making, expanding the positive impact of food on health, well-being and quality of life.

63-day

menu planning cycle

82,810

recipes aligned with dietary guidelines

2,211

recipes for children’s meals

33

sites within the Schools and Universities segment



Nutritional Governance

Within the Schools and Universities segment, Sodexo strengthens its value proposition through structured nutritional governance and a strategic partnership with ABPASS (Brazilian Association for Healthy and Sustainable Eating).

The organisation uses an exclusive checklist based on the Healthy Eating Manual: Nutritional Guidelines and the Sodexo School Food Policy Manual, which forms part of contractual agreements and represents a competitive differentiator.

The model ensures technical rigour, national standardisation and alignment with best practices, reinforcing the robustness of the process within the market. Launched in 2025 and implemented across all units within the segment following team training, the manuals establish clear guidelines for food provision from early childhood education through to secondary education.

This structure is complemented by the Nutritional Assessment System per Meal, a proprietary tool that calculates the macronutrients and micronutrients of each preparation. This combination of policies, technology and training ensures nutritional balance, contributes to the physical and cognitive development of children and reinforces the company's commitment to preventing childhood obesity and maintaining quality standards across Brazil.

Sustainable certifications

As part of this approach, Sodexo received recognition through external certifications validating responsible food production and service practices. These include certifications from the Brazilian Association for Healthy and Sustainable Eating (ABPASS) and the Green Kitchen programme, which assess criteria such as food safety, balanced nutrition and sustainable operational practices.

The partnership with ABPASS provides certifications across four categories (bronze, silver, gold and diamond), attesting compliance with health and sustainability criteria in assessed units. In 2025, Sodexo achieved certification for 2 units with the diamond seal, 5 with the gold seal, 27 with the silver seal and 15 with the bronze seal, demonstrating the consistent application of these guidelines across operations.

The company holds Green Kitchen certifications at three units: two within the Schools and Universities segment and one at the corporate headquarters in São Paulo. The programme uses a digital platform that enables continuous monitoring of operational practices, providing access to personalised recommendations, benchmarking between units and specialist support for the implementation of improvement plans.



Resource management

SASB FB-RN-260a.3

Sodexo Brazil adopts an integrated approach to the efficient management of natural resources, combining technology, processes and team engagement to reduce waste and negative environmental impacts throughout its operations.

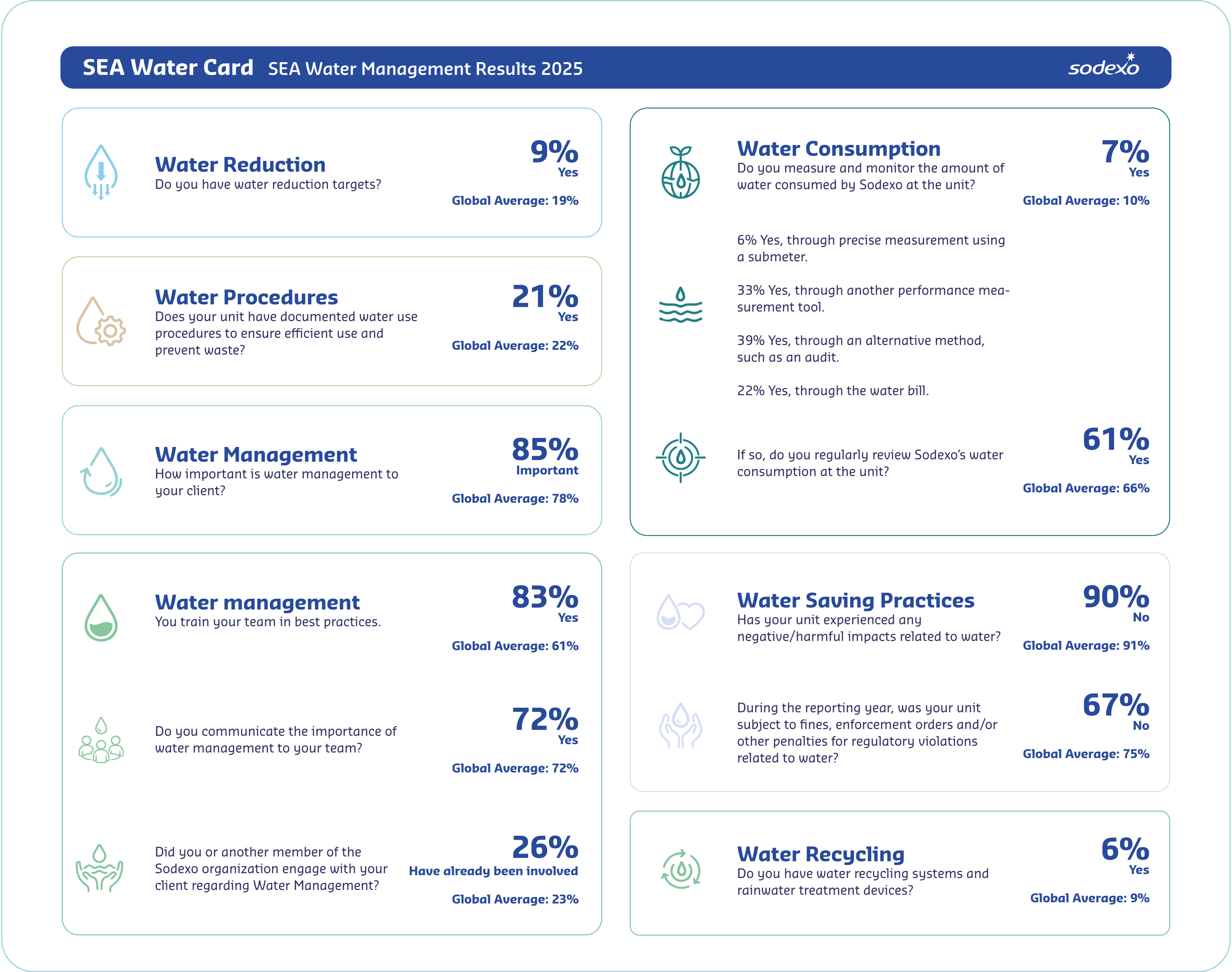
In this context, SEA (Site Engagement Assessment) is a global and interactive tool that supports operational managers in the more efficient management of resources across units. Through an annual process of collecting environmental, social and governance (ESG) data, the tool enables the monitoring of key indicators, benchmarking between units, identification of optimisation opportunities and access to personalised recommendations, supporting the definition and monitoring of action plans aimed at reducing waste, promoting the responsible use of resources and driving continuous operational improvement.

SEA contributes directly to team engagement, transparency and continuous improvement, while also supporting global commitments such as BT28 and the Net Zero ambition by 2040.

The tool is structured around thematic cards:

Energy, Water, Waste and Sustainable Food, which guide practical day-to-day actions within operations, strengthening governance and aligning units with corporate targets and client expectations.

The card presented below, dedicated to the Water theme, illustrates the format adopted across the different topics.



Zero paper policy

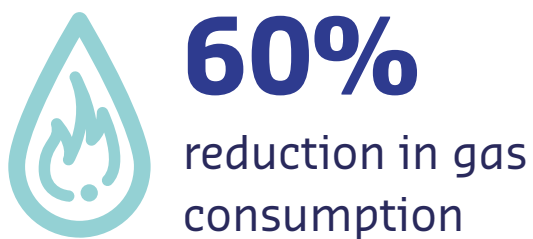
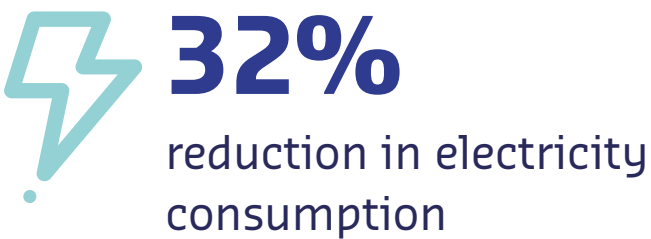
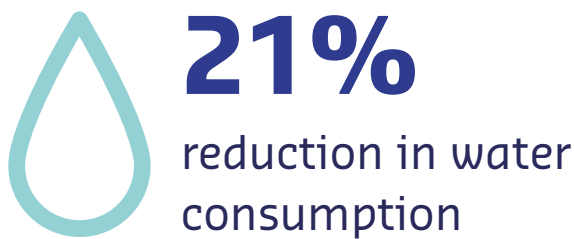
Within the Schools and Universities segment, the company maintains a zero paper policy, resulting in 0% printed advertising directed at children and 0% printed promotions of food products aimed at children, eliminating impacts associated with printed materials and reinforcing responsible consumption.



Sodexo Smart Kitchen®

In addition to these initiatives, we have Sodexo Smart Kitchen®, which integrates technology, efficient equipment and processes, as well as trained teams, delivering more eco-efficient performance.

At a university client in Rio de Janeiro, the solution generated reductions of 21% in water consumption, 32% in electricity consumption, 60% in gas consumption and 60% in organic waste generation, while also increasing menu variety and suitability.



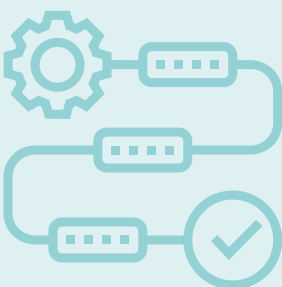
Cleaning efficiency:
Smart Clean

The Smart Clean solution uses sensors and real-time data to prioritise high-use areas, optimising cleaning routines. This approach reduces water, energy and chemical consumption while maintaining high hygiene standards with greater resource efficiency.

This efficient water use strategy is structured around three pillars:



More efficient technology and equipment



Standardisation of processes and preventive maintenance



Awareness and training for teams





Food Safety and Service Quality

GRI 3-3, SASB FB-RN-250a.2, 416-1, 416-2

Sodexo maintains certification of its food and facilities service quality processes under the international management standards ABNT ISO 9001 and ISO 41001, reflecting its commitment to the health, well-being and trust of clients and consumers through processes, investments, team training and control mechanisms that ensure operational excellence, food safety, regulatory compliance and continuous improvement.

Food safety, traceability and prevention

Food safety is treated as a non-negotiable value within Sodexo's food operations. The company adopts a preventive and systematic approach, based on rigorous protocols, operational controls and the continuous strengthening of the food safety culture, ensuring the delivery of safe and high-quality meals across all served segments, from farm to table.

This commitment is reinforced through the use of different management tools, including Sodexo's global recall reporting standard. During the 2025 financial year, 28 internal recalls were recorded, issued following identification by the company's food operations and/or logistics operators, together with investigations conducted by the technical area.

During the same period, there were no records of external recalls (those requested by suppliers or regulatory authorities) involving products or brands supplied to Sodexo, demonstrating the effectiveness of the preventive controls adopted and the food risk management processes in place.

The company also invests consistently in team training through technical programmes, operational manuals, internal communications and awareness initiatives. Initiatives such as the Zero Harm Mindset reinforce the importance of safe behaviour in day-to-day operations in preventing food and waterborne diseases.

The topic gains further relevance through technical engagement and the dissemination of knowledge, as evidenced by Sodexo's active participation in specialist forums and technical content related to food safety, strengthening the culture of prevention and excellence across the sector

Automation in food identification

Technology is used as an ally in promoting food science and food safety through automatic labels, an intelligent and practical solution aligned with best practices and current regulations. The innovation enables the automatic calculation of shelf life for handled and opened products, increases operational accuracy and agility, ensures the correct identification of chemicals and samples and contributes to improved performance in internal and client audits, with expiry date control recorded in the printer's memory.

Quality Stars Programme: standardisation and continuous improvement

The Quality Stars Programme is a strategic initiative within the Facilities Management platform that strengthens quality governance across operations. The programme evaluates the level of adherence of activities performed against planned technical and operational standards through on-site application of structured checklists by qualified assessors.

Consumer health and safety

To ensure the health and safety of consumers, Sodexo systematically analyses impacts associated with its products and services throughout the entire value chain, with 100% of significant service categories continuously assessed.



Quality and excellence in Facilities services

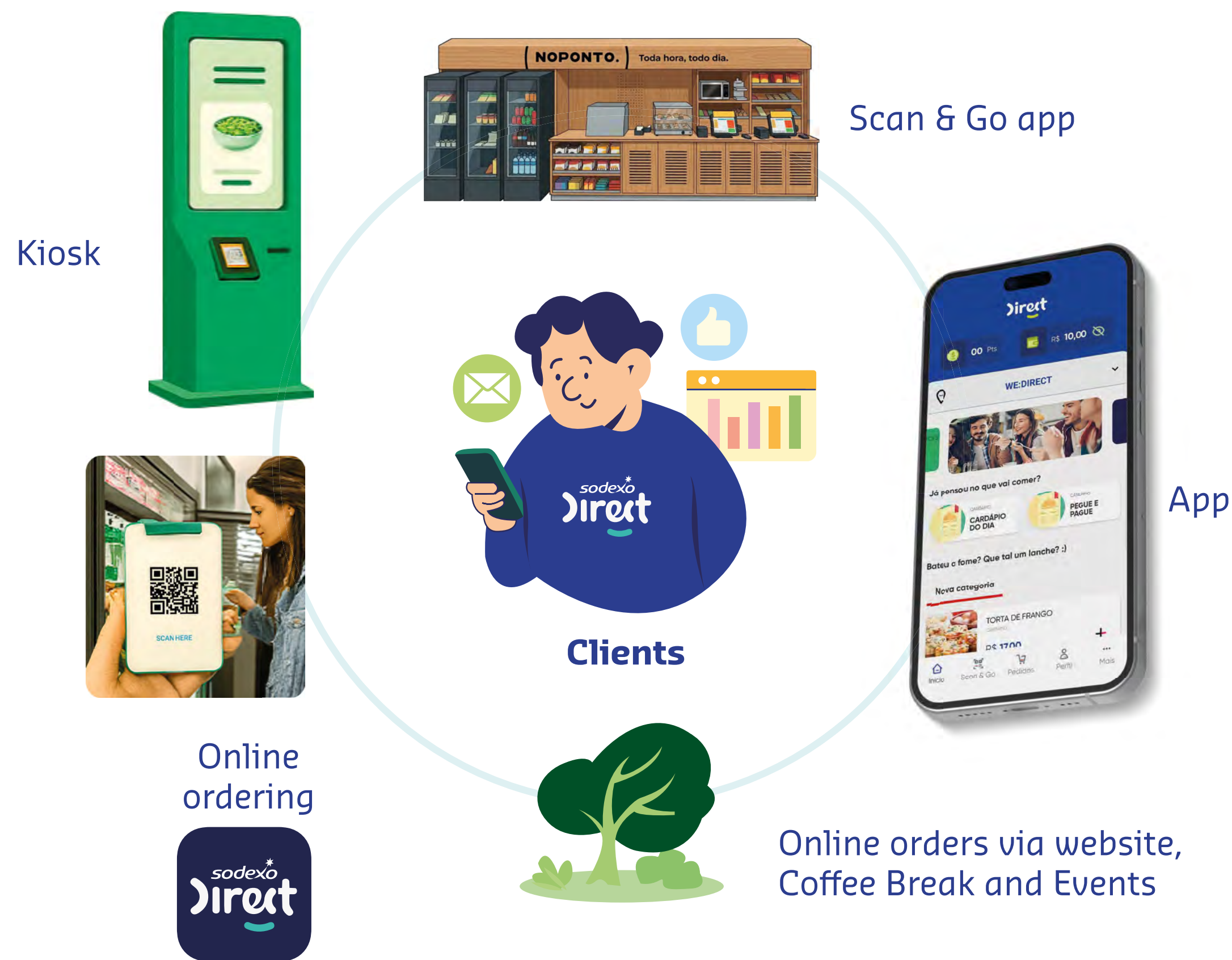
Within facilities services, Sodexo maintains a continuous improvement journey aimed at raising standards of quality, safety, comfort and well-being across the environments it serves. Its activities range from cleaning, maintenance and infrastructure to integrated services and asset management, always focused on worker safety, environmental reliability and the client experience. This commitment is recognised through major industry awards such as the InfraFM Award and the HR First Class – Facilities Award, which reinforce Sodexo's technical excellence, operational consistency and ability to deliver high-performance solutions in complex and diverse environments. In addition to adopting international standards and certifications such as ISO 41001, the company invests in innovation, mechanisation, ergonomics and digital solutions to increase efficiency, reduce risks and standardise processes, ensuring reliable services aligned with global Facilities Management best practices.

Integration between safety, quality and trust

By integrating food safety, facilities service quality and robust internal audits, Sodexo strengthens trust-based relationships with clients, consumers and partners. This approach ensures not only regulatory compliance, but also operational excellence, risk reduction and sustainable value creation over time. Safety and quality, embedded in day-to-day operations, reinforce Sodexo's position as a benchmark in food and facilities services, connecting care, efficiency and responsibility in every delivery.

Innovation and Digital Experiences

Sodexo Brazil continuously invests in innovation and digital experiences to enhance the journey of clients, consumers and employees. Technology is used as a tool to increase efficiency, transparency, safety and convenience, always connected to the real needs of operations and the business.



Digital experiences for clients and consumers

The digitalisation of experiences is a key pillar in achieving our sustainability and hyper-convenience objectives (a retail approach focused on delivering maximum convenience and speed, minimising consumer effort through technology), driving increasingly seamless and enjoyable journeys for our consumers.

In addition, by developing modular and scalable solutions, we create the foundation to support new business models with minimal customisation requirements, strengthening our ability to adapt and differentiate in the market. This flexibility will be essential to ensuring that Sodexo continues to grow in an innovative and customer-centric way.

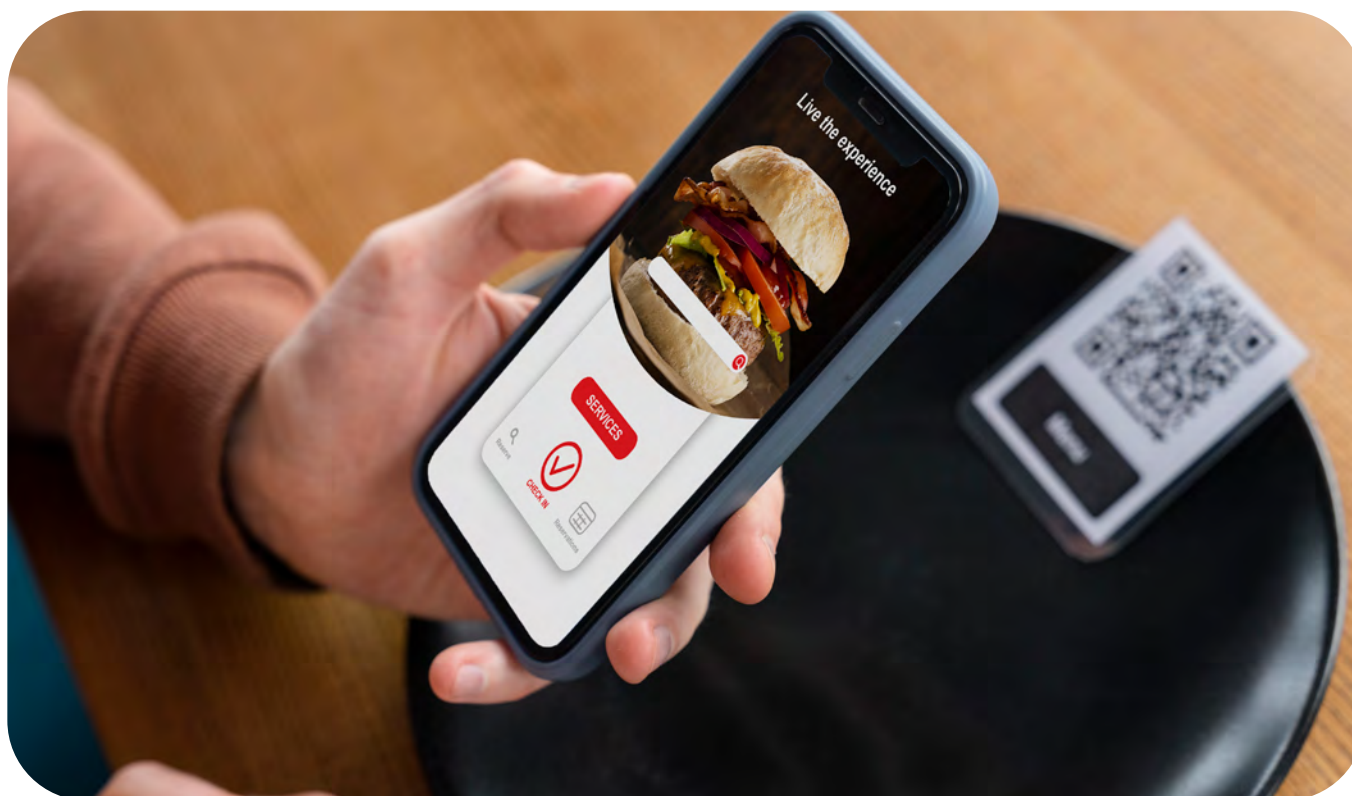
Our Sodexo Direct ecosystem has contributed significantly to advancing the sustainability, inclusion and well-being agenda both within and beyond our operations.

By digitalising consumer journeys and integrating multiple touchpoints into a single platform, we are able to reduce paper usage, optimise logistics processes and minimise food waste through predictive analysis and more precise inventory and menu management.

In addition, the ecosystem promotes digital and social inclusion by democratising access to nutritional and healthy eating information in a simple and accessible way, enabling each consumer to make autonomous food choices. In schools and educational units, parental controls and integration with the Mais Saúde programme strengthen food education and conscious consumption from an early age.

From a social perspective, Direct also supports the inclusion of different consumer profiles, ensuring accessibility and usability for diverse audiences, while expanding training opportunities for operational teams through technology adoption and remote learning.

Finally, the modular and scalable architecture of the solution reduces the need for additional physical infrastructure, contributing to lower carbon emissions associated with operations and reinforcing Sodexo's commitment to carbon neutrality and the SDGs.



Operational efficiency through IoT and AI

In the field of Industry 4.0, Sodexo invests in solutions that increase service efficiency and quality. The use of the Internet of Things (IoT) for process automation is already a reality across our operations, enabling intelligent monitoring and control of environments for service management and execution.

Sodexo is also a pioneer in the use of IoT solutions to digitalise menu displays, with digital labels becoming a differentiating feature in more than 40 operations by adding a sustainability and performance factor to our sites.

Other resources used include robotics, smart mechanisms and cloud storage, which enhance service delivery journeys and increase reliability and satisfaction among occupants and clients.

AI has also become a differentiating technology at Sodexo, helping improve menu combinations, optimise customer flow throughout purchasing journeys and enrich the menu PIM (Product Information Management) presented to consumers.



Immersive experiences and commercial innovation

Sodexo also uses technology to innovate the way it presents its solutions to the market. Sodexo Realities is a platform that combines virtual reality, three-dimensional environments and gamification to create immersive experiences showcasing food and facilities services.

Developed in partnership with startups, the solution enables clients to explore environments and services interactively, reinforcing innovation in commercial and relationship processes.



Interactive experience

Clients explore solutions in a dynamic and digital way



Competitive differentiator

Use of technology to strengthen relationships and sales



Internal innovation and collaboration with the ecosystem

Innovation at Sodexo is also driven by internal initiatives and external partnerships. The NEXT Programme uses multidisciplinary teams to test and develop new solutions, fostering innovation within the organisation itself. In the latest edition, attended by senior and middle management, participants were divided into four groups to analyse the future and address emerging market needs.

In addition, Sodexo maintains an active role in open innovation through partnerships with startups, innovation hubs and organisations within the entrepreneurial ecosystem such as Acate and InovaBra.

Initiatives such as the Sodexo Accelerator and the implementation of proof of concepts and pilot projects enable the validation of solutions before large-scale deployment, connecting technology, agility and value generation. During 2025, Sodexo sought to test and implement technologies such as Computer Vision to improve the control of internal company processes, solutions to reduce water and input consumption, as well as technologies enabling more accurate and engaging recycling processes.

Technology driving eco-efficiency

GRI 3-3

Technology is one of the main drivers advancing eco-efficiency at Sodexo Brazil, enabling the reduction of negative environmental impacts while increasing operational efficiency, service quality and transparency for clients and consumers.

The adoption of digital solutions is directly connected to the ESG Strategy and global sustainability targets, supporting data-driven decisions and promoting more intelligent use of natural resources.

One of the pillars of this approach is the use of monitoring technologies and data management solutions to reduce waste and resource consumption. WasteWatch (page 78), the company's main global food waste reduction tool, uses technology to measure organic waste, identify root causes and guide action plans, resulting in significant reductions in losses, resource savings and lower associated emissions. The digitalisation of the process strengthens traceability, standardisation and continuous improvement across food operations.

Within facilities services, Internet of Things (IoT)-based solutions further enhance eco-efficiency. Smart Clean (page 66), for example, uses sensors and real-time data to prioritise areas with greater foot traffic, optimising resource use. The company also continuously seeks and applies service mechanisation through more modern and efficient equipment that mitigates physical strain and reduces excessive consumption of water, energy and chemical products while improving productivity.

Innovation is also reflected in Sodexo Smart Kitchen®, which integrates technology, high-performance equipment and professional training.

This combination enables significant reductions in water, electricity and gas consumption, while also decreasing organic waste generation, maintaining nutritional quality and expanding menu variety. Technology applied to operations contributes directly to eco-efficiency and business competitiveness.

Eco-efficiency is further strengthened through open innovation initiatives and partnerships with startups, via structured programmes designed to test and scale sustainable solutions. This work has earned important external recognition, including 4th place in Valor Inovação Brazil Award and inclusion among the Top 10 most innovative companies in the 100 Open Startups Ranking, reinforcing the company's leadership in digital transformation applied to sustainability.

By combining technology, data, innovation and organisational culture, Sodexo Brazil consolidates technology as a strategic enabler of eco-efficiency. This approach makes it possible to reduce negative environmental impacts, optimise resources, generate value for clients and contribute concretely to a more sustainable, resilient and future-ready operation.

4th place

Valor Inovação Brazil Award

top 10

100 Open Startups Ranking

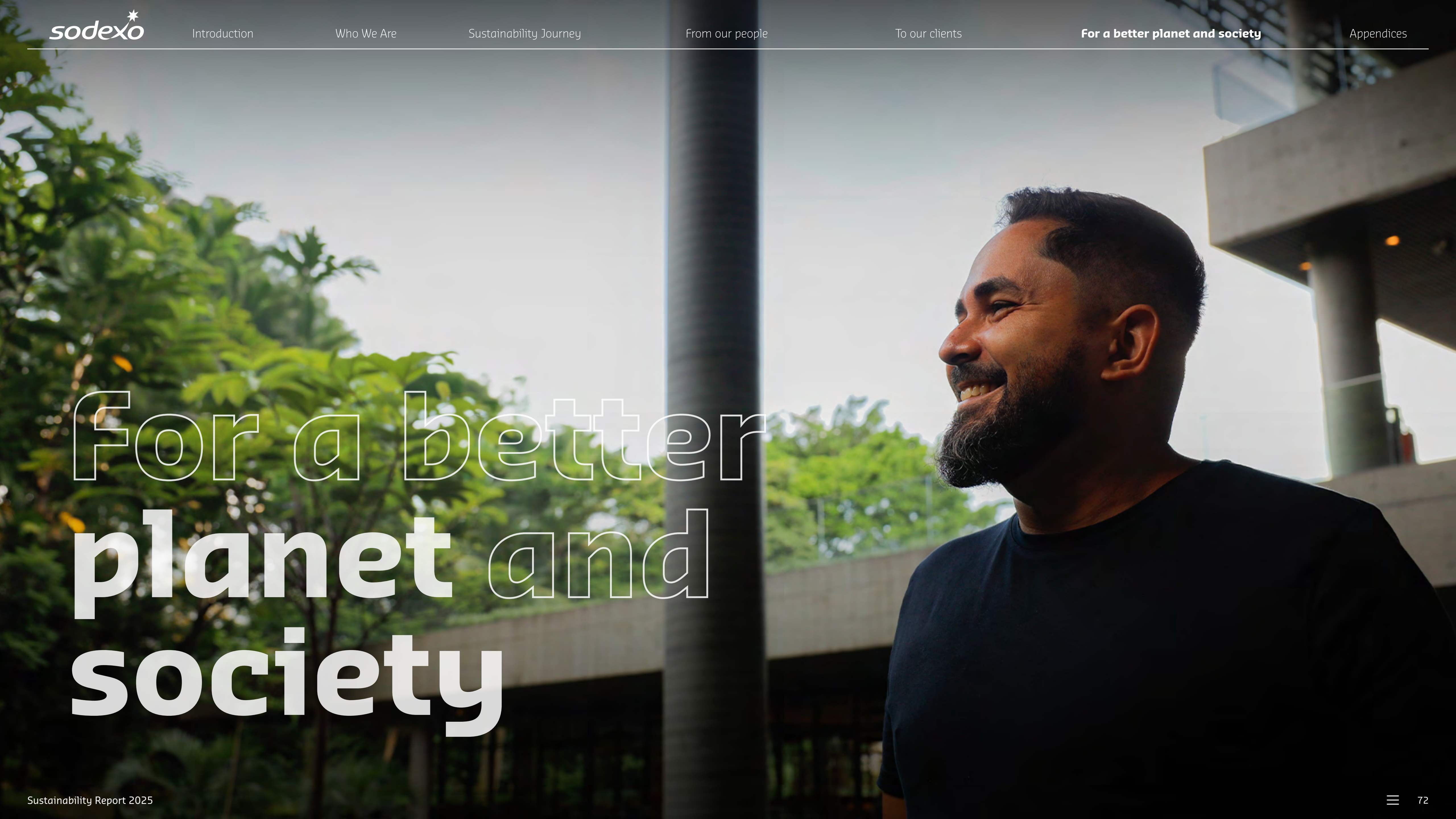


Stakeholder voice



“When purpose meets partnership, impact gains scale. Together with Sodexo’s Stop Hunger social movement in Brazil, we have transformed education into a powerful tool for change through Cozinha Escola, Mestre Cuca and Sustainable Gastronomy, reaching vulnerable communities far beyond what we could achieve alone. That is what happens when collaboration is taken seriously.”

Cosimo Scaranov - Head of Instituto Electrolux

A background image of a smiling man with a beard, wearing a dark blue t-shirt, looking off to the side. He is standing in front of a modern building with large glass windows and greenery. The text "For a better planet and society" is overlaid on the image in a large, white, sans-serif font.

For a better planet and society

For a better planet

Reducing environmental pressure

GRI 302-1, 302-2, 302-3, 302-4, 303-1, 303-2, 303-3, 303-4, 303-5, SASB FB-RN-130a.1, SASB FB-RN-140a.1

Sodexo Brazil works to reduce pressure on natural resources through initiatives focused on transitioning to lower environmental impact solutions and the conscious use of water and energy across its direct operations. This commitment is supported by a structured environmental management system certified under ISO 14001, ensuring standardised processes for the identification, control and mitigation of environmental impacts.

Considering the company’s business model, a large part of its operations takes place within client facilities, where infrastructure management is the responsibility of the contracting party. Even so, Sodexo seeks to positively influence the reduction of negative environmental impacts throughout the value chain.

Energy

The energy consumption reported in this report refers to operations under the direct control of Sodexo Brazil, especially administrative headquarters and company-owned structures.

During the 2025 financial year, total non-renewable fuel consumption amounted to 1,269 litres of S500 diesel, used exclusively for generator operation during occasional contingency situations.

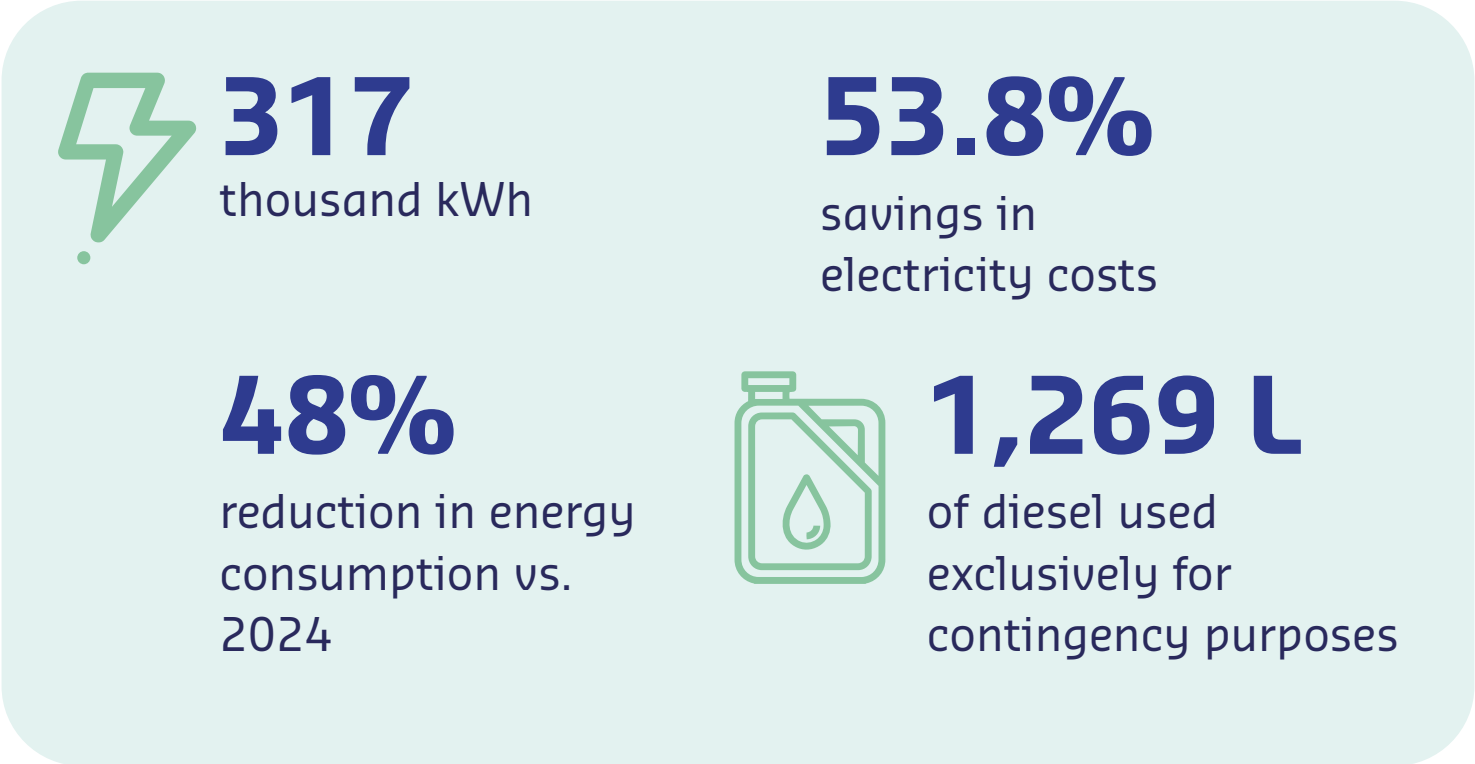
Electricity consumption across direct operations totalled 317,017 kWh, lower than the 614,710 kWh recorded in 2024 and the 718,369 kWh recorded in 2023. This reduction is mainly related to the temporary closure of the Porto Alegre office during the reporting period, which remained inactive until the completion of indicator assessments. The unit was subsequently reopened and, as a result, the next reporting cycle is expected to record an increase in energy consumption reflecting the full resumption of administrative operations.

Energy intensity also decreased, falling from 0.33 GJ/m² in 2024 to 0.17 GJ/m² in 2025, as a result of lower occupancy across administrative structures during the reporting period.

In addition to reducing consumption, the company recorded significant financial savings through migration to the Free Energy Market, via a partnership with Enel Trading.

Electricity costs decreased from BRL 182,373.05 in FY24 to BRL 98,077.87 in FY25, representing savings of 53.78% during the period.

Sodexo does not report energy consumption outside the organisation, as operational units are predominantly located at client sites, with different energy measurement and management systems, making standardised consolidation of this data unfeasible.



Conscious water use

Management of water infrastructure at operational units is also, for the most part, the responsibility of clients. Therefore, the data reported refers exclusively to operations under the direct control of Sodexo Brazil.

During the 2025 financial year, total water consumption at administrative headquarters was 2,953 m³. The company does not carry out its own water abstraction and relies exclusively on supply from local utility providers.

Even without direct control over water consumption at client operations, Sodexo contributes to reducing pressure on water resources through the adoption of more efficient technologies, operational best practices and solutions that promote the rational use of water, aligned with its eco-efficiency strategy.



2,953 m³

total water consumption at administrative headquarters in 2025

100%

of water supply sourced from local utility providers

Ongoing commitment to reducing impacts

By integrating energy efficiency, logistics innovation and decarbonisation targets into its ESG Strategy, Sodexo Brazil continues advancing the reduction of direct and indirect negative environmental impacts. These initiatives reinforce the company's commitment to climate change mitigation, the responsible management of natural resources and the development of a more resilient and sustainable business model aligned with the global ambitions of Better Tomorrow 2028.



Sustainable logistics with diversity and inclusion

Sustainable logistics is treated by Sodexo as a driver of positive environmental and social impact. In 2025, operations included 10 electric urban cargo vehicles (UCVs), all driven by women, totalling 11 female drivers. The initiative reinforces emissions reduction while increasing female participation in historically male-dominated roles. Throughout the period, the electric fleet served 120 operational units.

The structure was distributed across three distribution centres: São Paulo DC with three drivers; Paraná DC with 11 professionals, including six drivers and five assistants; and Rio Grande do Sul DC with four professionals, including two drivers and two assistants.

Although there are currently no refugees or LGBTI+ individuals within logistics operations, the company maintains diversity as a guiding principle in recruitment processes. Considering the dynamics of the sector and the high turnover characteristic of the activity, the team remains under continuous recruitment, expanding opportunities and strengthening a more inclusive value chain without compromising quality, safety and operational efficiency.

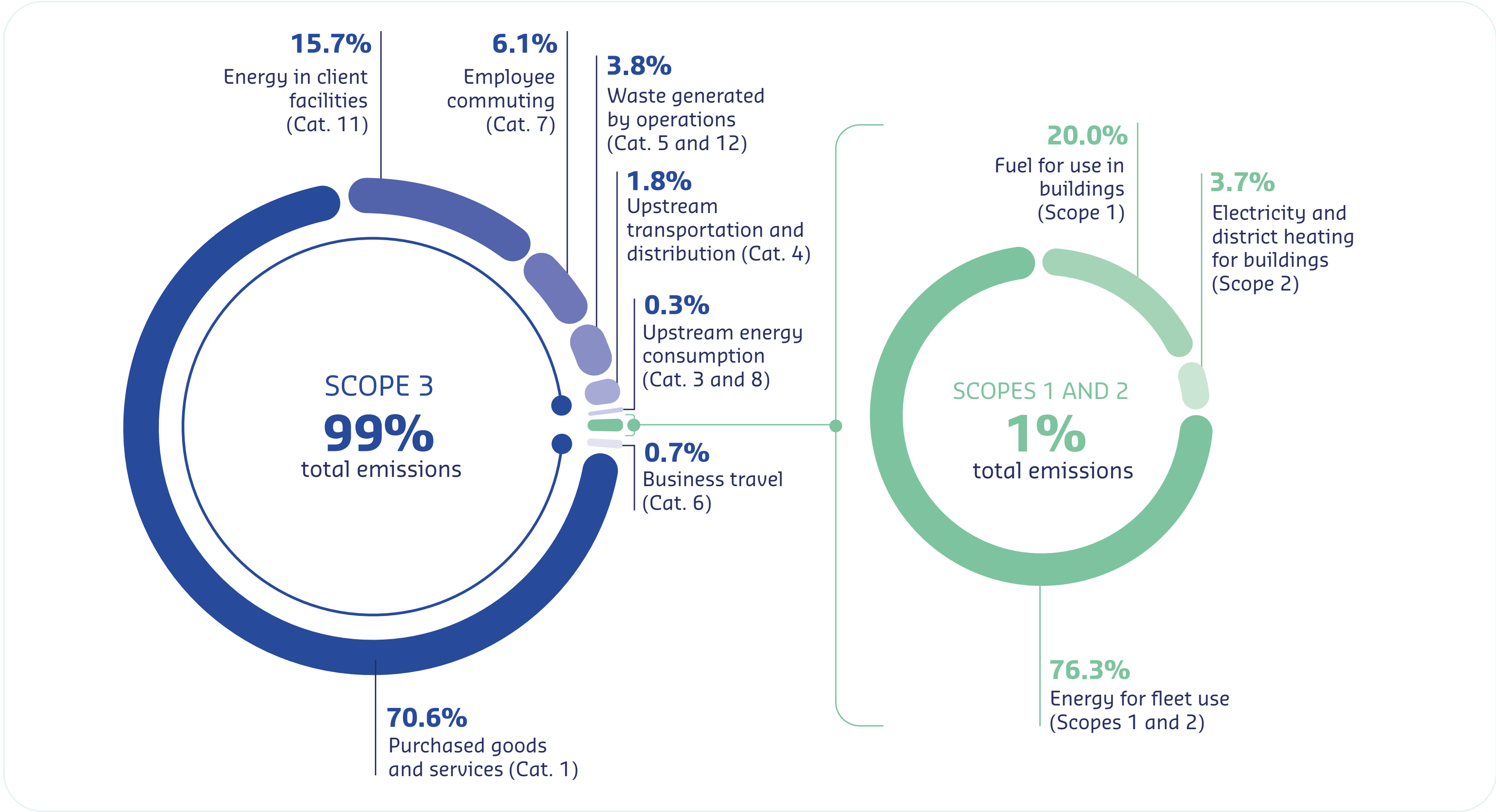


GHG emissions and climate ambition

GRI 305-1, 305-2, 305-3, 305-4, 305-5

Sodexo prepares its GHG inventory globally using the GHG Protocol¹ methodology (short for Greenhouse Gas Protocol), with data audited by KPMG. Emissions are calculated using 2017 as the base year, when Sodexo’s first emissions inventory was developed.

During the 2025 financial year, total greenhouse gas (GHG) emissions from Sodexo Brazil, including Scopes 1, 2 and 3, reached 1,395,727 tCO₂e*, compared with 1,245,215 tCO₂e in 2024 and 1,241,156 tCO₂e in 2017. The increase compared to the previous year was mainly concentrated in Scope 3, which represented 99.4% of emissions in 2025.



* At Sodexo, we use the carbon dioxide equivalent metric to compare GHG emissions based on the global warming potential of carbon dioxide (CO₂).

Scope 1 and 2 emissions (market-based approach) totalled 7,650 tCO₂e, remaining below the level recorded in the 2017 base year (8,176 tCO₂e). Scope 1 accounted for 7,650 tCO₂e, with mobile combustion emissions totalling 5,287 tCO₂e and stationary combustion emissions totalling 2,363 tCO₂e.

Scope 2 emissions (market-based) were reduced to zero in 2025, reflecting migration to the free energy market and the use of renewable energy sources. Under the location-based approach, Scope 2 totalled 24 tCO₂e.



Within Scope 3, the main sources of emissions in 2025 were:

29,613 tCO₂e
Upstream transportation and distribution

40,328 tCO₂e
End-of-life treatment of sold products

57,114 tCO₂e
Employee commuting

87,619 tCO₂e
Use of sold products

1,161,664 tCO₂e
Purchased goods and services

Climate ambition 2025: progress and challenges

In 2025, Sodexo reaffirmed its commitment to the transition towards a low-carbon economy, even in the face of challenges that impacted overall emissions performance.

During the period, an increase of approximately 12% in global emissions was recorded, preventing the achievement of the 34% reduction target, mainly due to factors associated with Scope 3.

On the other hand, emissions under direct control showed positive progress. Scopes 1 and 2 recorded a 6% reduction, driven by migration to the free energy market and increased use of ethanol across the company’s vehicle fleet, expanding the share of renewable sources.



Among the main drivers of this increase are:

- Expansion of client contracts, increasing operational volumes
- Increased demand for red meat protein, directly impacting value chain emissions
- Methodological revisions in the calculation of protein-related emissions, including updated emission factors
- Inclusion of approximately 400 units purchasing LPG (Liquefied Petroleum Gas) directly in the inventory, increasing reporting scope and transparency

Mitigation strategy and global alignment

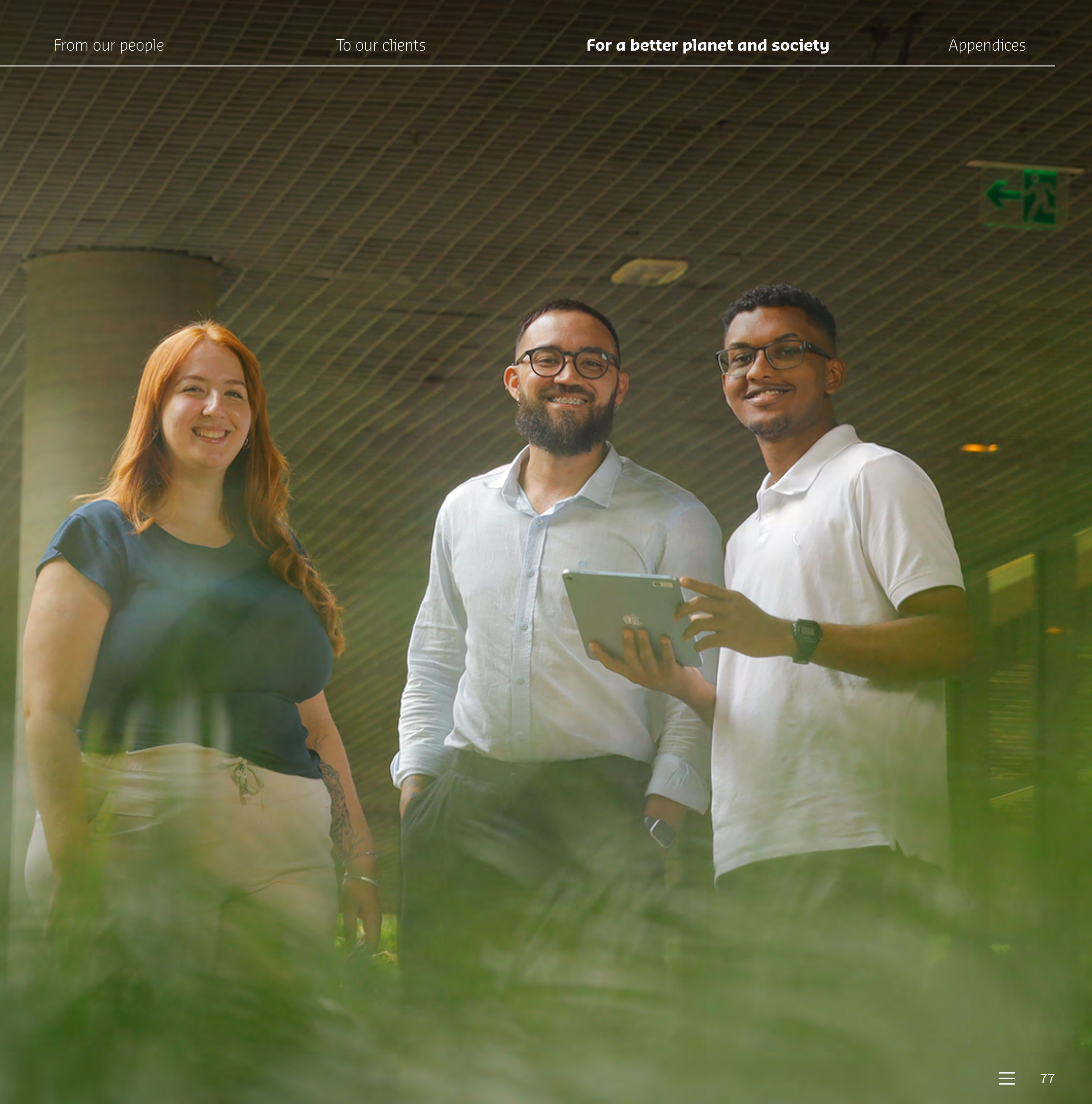
The mitigation actions adopted are aligned with Sodexo's global planning, which prioritises:

- Development of lower-carbon menus
- Expansion of plant-based recipes
- Continuous search for lower environmental impact solutions
- Reduction of food waste, supported by the WasteWatch programme ([page 78](#))

Despite the increase observed in Scope 3, Sodexo remains committed to achieving Net Zero by 2040, validated by the Science Based Targets initiative. To achieve this, the company will intensify engagement with suppliers and clients, promoting alternative proteins, low-carbon logistics practices and greater efficiency across the value chain.

Climate initiatives and governance

In addition, the company established the Climate Governance Committee, formed by a multidisciplinary group appointed by leaders of the ESG Committee, with the objective of strengthening local climate governance, analysing the main emission sources and guiding the development of action plans by emission factor.



Food waste

GRI 3-3, SASB FB-RN-150a.1

Reducing food waste is a strategic priority for Sodexo and one of the central pillars of its sustainability approach. As a company operating predominantly in food services, the responsible management of food inputs is essential to minimise negative environmental impacts, optimise resources and contribute to food security.

WasteWatch (in Portuguese, Todos de Olho no Desperdício) is Sodexo’s main global programme for food waste management and reduction. Present in around 2,500 units across 26 countries, the programme promotes a structured and integrated approach for monitoring, analysing and reducing organic waste throughout the entire operation.

Based on the pillars of processes, equipment, technology and awareness, WasteWatch enables teams to record food waste data in an agile and standardised way. From this information, it is possible to identify wasted volumes, recurring causes and opportunities for improvement across every stage of the chain, from purchasing planning and production to preparation and final service.

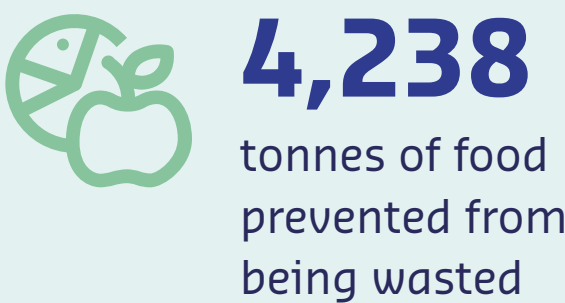
Continuous analysis of the data generated by the programme supports the development of specific action plans for each unit, promoting greater operational efficiency, improved food utilisation and more responsible use of natural resources. In addition to environmental gains, the initiative contributes to cost reduction and strengthens the culture of sustainability among employees, clients and partners.

WasteWatch is directly connected to Sodexo’s global targets to reduce food waste by 50% by 2025. In Brazil, the company has worked for more than 20 years on food waste management, consolidating significant expertise in reducing operational losses. Based on this history, Sodexo Brazil established a local reduction target of 33% by 2025.

During the 2025 financial year, results exceeded expectations: the programme, implemented in more than 1,300 units across the country, enabled an average reduction of 44.1% in organic waste generation rates.



WasteWatch results in Brazil – FY25



During the same period, the total amount of monitored food waste reached 9,325 tonnes. It should be noted that other inorganic waste indicators are not measured corporately by Sodexo, being monitored mainly at operational unit level under the responsibility of the client, in addition to the company’s own headquarters in São Paulo and Porto Alegre, where direct control over data exists.



This characteristic reflects the diversity of contracts and operational models, reinforcing the importance of tools such as WasteWatch in increasing traceability and standardisation of information.

These results reinforce the role of WasteWatch as an essential tool for reducing negative environmental impacts, promoting operational efficiency and building a more responsible and sustainable food system aligned with the global ambitions of Better Tomorrow 2028 and Sodexo Brazil’s ESG Strategy.

Other local initiatives

In Brazil, WasteWatch is complemented by local initiatives that reinforce behavioural change and team engagement in day-to-day operations.

Among them, full food utilisation stands out as a practice incorporated into operational processes and menu planning. The initiative encourages the maximum use of ingredients such as stems, peels and other parts usually discarded, always respecting food safety and nutritional quality criteria.

In addition to reducing waste generation, this approach enhances culinary creativity, increases ingredient value and contributes to the economic efficiency of operations.

By combining technology, data, awareness and responsible culinary practices, Sodexo strengthens an integrated food waste management approach, engaging employees, clients and consumers in the development of practical and lasting solutions.



Use of advanced technology

GRI 306-1, 306-2, 306-3, 306-4, 306-5

Sodexo operates with specialist food and facilities teams (FID, Food Innovation & Development, and Soft and Hard FM, Facilities Management Platform: Soft & Hard Services) dedicated to the development of solutions and support for operations and clients, which present different waste generation profiles.

The actual and potential impacts associated with waste are directly related to operational activities carried out at client sites, the characteristics of each contract and the inputs required for service delivery.

Sources of waste generation and associated impacts

Within Soft FM operations, Sodexo was present in more than 1,100 business units during FY25, each with operational specificities and distinct waste profiles. In general, clients already maintain their own Solid Waste Management Plans (PGRS), and the waste generated is classified as operational, as it results directly from the execution of contracted services.

In these cases, final disposal is the responsibility of the client, while Sodexo is responsible for strict compliance with established guidelines and for continuously seeking consumption reduction and process improvement.

Within Hard FM operations, waste is mainly associated with equipment and infrastructure maintenance, including metal, plastic and electronic components, hoses, cables, electrical terminals, bearings and packaging materials.

These materials are disposed of in accordance with parameters defined by clients and local selective collection systems, with final destination management remaining under the responsibility of the contracting party.

In food services, most waste generated is organic in nature and originates from meal production. This waste is monitored throughout the production process and classified into three main categories: pre-preparation waste (trimmings and peels), production surplus (clean leftovers not suitable for reuse under RDC Resolution 216/2024) and plate waste (leftovers from consumption).

These impacts are directly linked to the organisation’s activities and are a priority focus for management and mitigation. By combining technology, data, awareness and responsible culinary practices, Sodexo strengthens an integrated food waste management approach, engaging employees, clients and consumers in building practical and lasting solutions.

Generation of organic waste (in tonnes)				
Stage	2022	2023	2024	2025
Pre-consumption	52	1,704	3,963	5,375
Pre-preparation	10	455	1,269	1,776
Production surplus	42	1,249	2,694	3,948
Post-consumption (plate waste)	32	1,350	3,435	3.950
Total	84	3,054	7,398	9,325

Waste disposal / Prevention, reduction and circularity measures

To prevent and reduce waste generation, Sodexo adopts a set of integrated measures. These include reducing paper consumption using biodegradable and lower grammage materials, centralising waste bins, optimising the use of bin liners, adopting hyper-concentrated and multifunctional cleaning products, encouraging the use of reusable or compostable cups and gradually replacing materials with higher negative environmental impact.

The company also implements circularity practices, such as the use of returnable crates for fruit and vegetables, directing packaging to recycling cooperatives, biodigestion or composting of organic waste in specific units, such as the São Paulo headquarters, and recommending the use of reusable and/or 100% biodegradable disposable materials.

In part of the operations, the distribution of supplies is now carried out using electric trucks, contributing to the reduction of negative environmental impacts associated with logistics.

All units and headquarters follow the guidelines established in Sodexo’s Solid Waste Management Plan, which provides guidance on waste segregation, packaging, temporary storage, transportation and appropriate disposal, especially for organic waste.

Generation of organic waste (in tonnes)				
Destination	2022	2023	2024	2025
Animal feed	—	392	912	768
Landfill	24	1,701	4,359	6,837
Biodigestion	60	36	263	300
Composting	—	746	1,760	1,411
Co-processing in cement kilns	—	0	9	8
Total	84	2,875	7,303	9,325

When waste generated is managed by third parties, predominantly the clients themselves, Sodexo ensures compliance with contractual obligations through adherence to the clients’ PGRS and the application of internal operational procedures.



Packaging

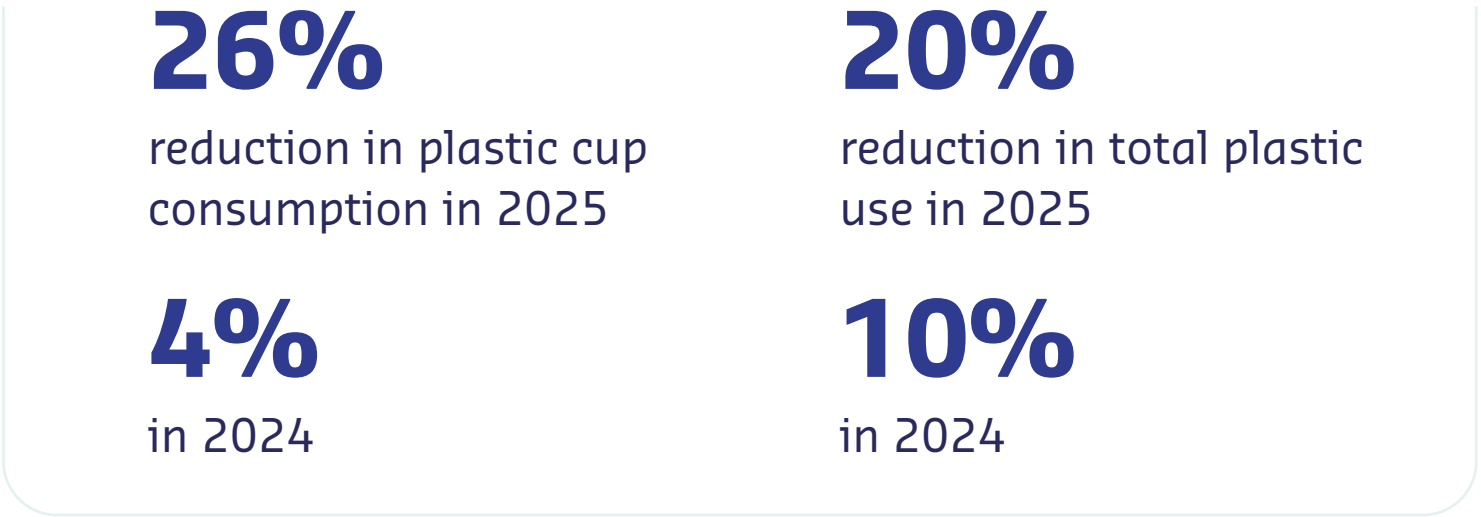
GRI 301-1, 301-2, 301-3, SASB FB-RN-150a.2

The responsible management of packaging is an essential part of Sodexo’s strategy to reduce negative environmental impacts, promote operational efficiency and encourage more sustainable choices throughout the value chain. Operating across thousands of sites with different realities, the company prioritises solutions that reduce the use of disposable items, expand reuse and encourage material circularity.

Reduction of disposable items and single-use plastics

Among the main initiatives is the gradual elimination of disposable cups across several operations, replacing them with reusable, returnable or compostable cups according to the client profile. As a result, plastic cup consumption was reduced by approximately 4% in 2024 and 26% in 2025, contributing significantly to reducing the use of single-use plastics and promoting behavioural change among employees and consumers.

Sodexo also works to reduce plastic use more broadly within operational processes, prioritising multifunctional and concentrated products and solutions requiring less packaging, while encouraging suppliers to adopt more sustainable alternatives. These actions resulted in a 10% reduction in total plastic consumption in 2024 and a 20% reduction in 2025, considering items such as cups, cutlery, takeaway packaging, straws and stirrers.



Innovation in reusable packaging: silicone lids and mats

As an example of innovation applied to operations, Sodexo developed reusable silicone lids and mats to replace the use of plastic wrap in food storage.

The solution extends food shelf life, significantly reduces the consumption of disposable packaging and improves food safety, while also generating savings and reducing waste over time. The initiative reinforces the company’s commitment to eco-efficiency and the practical application of sustainable innovation in the day-to-day operations of its units.

Materials used

Within Soft FM, the main materials used during the reporting period include:

Paper towels: 71.82 million linear metres	Toilet paper: 30.74 million linear metres	Napkins: 1,5 million units	Brooms: 11.1 thousand units (13% still made from piassava fibre)
Plastic bags: 1.06 million units	Disposable cups: 13.7 million units	Cleaning chemicals: 222.2 thousand L	

These materials are predominantly classified as non-renewable, and a significant portion is still not individually monitored, reflecting the complexity and scale of operations. Within Hard FM, no materials are used to produce or package the organisation’s main products and services.

Use of recycled materials and circularity

Within Soft FM, Sodexo uses functional trolleys manufactured with a high percentage of recycled polypropylene, certified as Plastic Second Life, contributing to reducing the use of virgin raw materials. Within Hard FM, no recycled materials are used in operational inputs.

Regarding reverse logistics, although volumes are still small compared to total consumption, during FY25 a total of 1,408 packages were collected, amounting to 309,107 grams of polypropylene. These figures reflect the first steps in structuring packaging reuse and recycling processes.

During the reporting period, approximately 255 thousand chemical packaging units were used within Soft FM operations. Sodexo does not yet monitor in a consolidated manner the percentage of packaging made from recycled or renewable materials, nor the total share of recyclable, reusable or compostable packaging, recognising this as an opportunity for improvement in data measurement and management.

1,408 packages collected through reverse logistics during the reporting period	309,107 g of polypropylene recovered for reuse and recycling
255 thousand chemical packaging units used in Soft FM operations	Plastic Second Life recycled polypropylene certification for functional trolleys

Stakeholder voice



“The use of WasteWatch (WW) in the unit’s daily routine has helped us (the entire Sodexo team and our clients) become more aware of food waste in day-to-day operations. With the weighing and monitoring system, it has become easier to understand what is being wasted and where we can improve. WW has made our team more engaged with this important topic, and this is already reflected in practice, such as the creation of our coconut sweet made from melon and watermelon peels and our savoury pie using vegetable peels. It is very rewarding to see everyone committed to this mission. Participating in WasteWatch shows that small actions make a difference and reinforces our commitment to the responsible use of raw materials, respect for food and the sustainability of the planet!”

Daniela Almaraz - Unit Manager.

For a better society

A world without hunger

Combating hunger and promoting food security are at the heart of Sodexo’s social commitment. Through the Stop Hunger social movement, the company mobilises employees, clients, partners and communities to tackle food insecurity in a structured way, combining volunteering, donations, training and local development.

Stop Hunger: global mobilisation with local impact

Created 30 years ago by the Sodexo Group, Stop Hunger operates globally to combat hunger, food insecurity and social vulnerability. In Brazil, the movement takes shape through strategic partnerships, volunteering initiatives and projects that combine immediate assistance with long-term solutions such as training, income generation and community strengthening.

In recognition of this engagement, five Brazilian Sodexo volunteers received the Stop Hunger Awards, a global initiative recognising individuals who stand out for the dedication and social impact of their actions.

Servathon: solidarity in motion

Servathon is Stop Hunger’s largest global volunteering event and has become one of Sodexo’s main social milestones in Brazil. In 2025, the campaign mobilised more than 200 volunteers, including employees, suppliers and operational units, resulting in the collection of more than 21 tonnes of food.

The donations were directed to local social organisations, expanding access to food for people in vulnerable situations and reinforcing the importance of collective action in building solutions to hunger. More than just numbers, Servathon leaves a legacy of engagement, empathy and social responsibility.



200
volunteers in
2025

21
tonnes of food
collected in
2025



Solidarity Kitchen: food and income generation

Among the standout initiatives is “Solidarity Kitchen: Flavours that Transform”, developed by Sodexo through Stop Hunger in partnership with Coca-Cola Brazil and Gastromotiva in Manaus (Amazonas State).

The project operates on two complementary fronts:

Solidarity Kitchen delivered:

18,250
meals

to people experiencing
severe food insecurity
during the 2025 financial
year

Training and income generation through
the Make and Sell course, which trained:

35 women

in situations of social
vulnerability, encouraging
gastronomic entrepreneurship
and financial autonomy

The initiative exemplifies how food can become a tool for social transformation, combining immediate assistance with the creation of sustainable opportunities.

Solidarity Food Programme

The Solidarity Food initiative allocates production surplus (prepared but unserved food, also referred to as clean leftovers) to organisations supporting people in situations of social vulnerability.

Distribution is carried out in compliance with Law No. 14,016/2020, which regulates food donation in Brazil, and in accordance with Sodexo’s donation guidelines, which establish criteria and precautions to ensure food safety. Donations benefit Stop Hunger partner organisations across the country.

In 2025, the initiative resulted in the donation of approximately 10 tonnes of food, equivalent to 19,712 meals, considering the average weight of 0.544 kg per meal, according to the methodology of the Food and Agriculture Organization of the United Nations. This total also includes meals donated through the Solidarity Kitchen: Flavours that Transform Project.

10 tonnes

of food donated in 2025

equivalent to

19,712

meals



Community initiatives

Sodexo believes that social impact gains scale and relevance when built collaboratively. For this reason, the company develops social initiatives in partnership with clients and institutions, connecting food, training, employability and social inclusion to the local realities of the communities where it operates.

Social indicators	2024	2025
Average employability	60%	65%
Direct beneficiaries	38,828	40,034
Indirect beneficiaries	159,315	160,136
Amount invested	BRL 564,310.00	BRL 730,709.50
People trained	340	245
Volunteer hours 1,565h 1,294h	198	315
Number of volunteers		
Solidarity Food Programme	11,709 kg donated	10,723 kg donated
Servathon	60,929 kg donated	21,379 kg donated
Food donated by the Distribution Centre (DC)	-	3,589 kg

Volunteering

As part of Stop Hunger, Sodexo’s Volunteering Programme engaged 315 volunteers, who dedicated 1,294 hours to initiatives supporting people in situations of social vulnerability.

The initiatives included Volunteering that Transforms Action, with activities such as assembling and distributing food baskets and preparing meals for social organisations, and Volunteering that Transforms Skills, in which employees contributed their professional expertise by sharing knowledge with people interested in starting their own businesses.



Mestre Cuca: culinary skills, entrepreneurship and future opportunities

Mestre Cuca is a project developed by Instituto Anchieta Grajaú (IAG, São Paulo – São Paulo State), sponsored by Sodexo, which combines culinary training and entrepreneurship for young people aged 16 to 28.

The project offers practical experiences in gastronomy, healthy eating and ingredient reuse, alongside content on food safety, hygiene in food handling and business development in the food sector.

A total of 57 students were certified, expanding their opportunities for income generation and productive inclusion in contexts of social vulnerability.

School Kitchen

School Kitchen is a programme that has promoted professional qualification for women in situations of social vulnerability since 2020, expanding opportunities for income generation and productive inclusion. More than 300 women have already graduated from the programme. In 2025, the programme trained 27 people, including 15 participants through a partnership with Fundação Dom Cabral (FDC) and 12 through a partnership with Avenues, strengthening skills development for work within the food sector.



Village Eggs Project

The project connects responsible sourcing of cage-free eggs with small local producers, promoting female empowerment.

Launched in November 2024 in the Vila Feitosa community in Canaã dos Carajás (Pará State), the initiative is the result of a partnership between Sodexo, Vale and OZ Minerals, implemented by Agência Canaã.

The project promotes income generation and productive inclusion for women and young people by strengthening the production of cage-free free-range eggs. The initiative structured the cooperative's distribution centre, provided technical training and supported the formalisation and governance of the group, expanding access to local and institutional markets, including the National School Feeding Programme (PNAE).

The initiative currently includes 28 active producers and another 26 in the onboarding process, recording monthly revenue of R\$19,174.88 in August 2025. With an average laying rate of 82%, sales through local retail networks and the achievement of the Selo Arte certification, the cooperative has established itself as a regional benchmark, strengthening female leadership, the community economy and the sustainable generation of work and income.



Sustainable Gastronomy

This initiative is a partnership with the Electrolux Food Foundation, supported by Sodexo, offering free culinary courses for unemployed people and individuals in situations of social vulnerability at Electrolux manufacturing units in São Carlos (São Paulo State) and Curitiba (Paraná State).

In 2025, 66 people completed the course, almost doubling the reach achieved in 2024, when 34 participants graduated.

Rede Transformar

Implemented in partnership with Votorantim, including a donation of R\$50 thousand for the renovation of three kitchens operated by women working in gastronomy.

Mobile Phones with Positive Impact

The Mobile Phones with Positive Impact initiative, developed by the Information Technology (IT) team, replaces mobile phones through donations to Stop Hunger. Each year, when corporate mobile phones are replaced, the returned devices are used to generate positive social impact. All revenue generated from the sale of these items is directed to the Rio Grande do Sul Food Bank to support social initiatives benefiting people in situations of social vulnerability.

Throughout 2025, 73 devices were replaced, generating R\$45,999.85 in donations to the Food Bank.

In addition to supporting communities through the purchase of food baskets, this initiative also reduces environmental impact by promoting conscious consumption and preventing devices from being discarded.

Local socioeconomic impacts

GRI 3-3, 204-1, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

Sodexo recognises that its operations generate direct and indirect impacts on local economies where it operates. For this reason, the company adopts a structured approach to strengthen local suppliers, promote decent work, prevent socio-environmental risks within the supply chain and contribute to the sustainable development of communities.

Strengthening the local economy and responsible procurement

During the 2025 financial year, 65% of Sodexo Brazil’s total procurement budget was allocated to local suppliers, considering purchases made directly by operational units and deliveries to distribution centres. The company defines a local supplier as one located within a radius of up to 400 km from operational units or Distribution Centres (DCs), a criterion that contributes to reducing logistics impacts, lowering transport-related emissions and stimulating regional economic development.

All Sodexo operational units, across both food services and facilities, were included in this calculation, ensuring a comprehensive view of the procurement chain. The increase in this percentage compared to the previous period reinforces the company’s commitment to valuing suppliers located close to operations and strengthening local economies.

During FY25, Sodexo maintained 6,471 active suppliers, of which 647 were new suppliers, with 100% selected based on environmental criteria in accordance with the Code of Conduct.

65%

of procurement budget allocated to local suppliers

400 km

maximum radius for classification as a local supplier

6,471

active suppliers in the supply chain

100%

of new suppliers assessed based on environmental criteria

Management of environmental impacts within the supplier chain

Sodexo is in the process of evolving its supplier environmental assessment approach. From 2026 onwards, the company will begin using the EcoVadis platform for structured sustainability assessments, alongside the adoption of more robust due diligence tools. To date, formal assessments specifically focused on environmental impacts have not yet been fully implemented.

Currently, all supplier relationships are conditional upon acceptance of the Supplier Code of Conduct, which establishes clear expectations regarding environmental management, emissions, responsible use of natural resources and legal compliance. During the reporting period, no suppliers causing relevant actual or potential negative environmental impacts were identified, nor were any business relationships terminated for this reason.

Although no incidents were recorded, Sodexo recognises that the supply chain presents inherent risks, such as deforestation, greenhouse gas emissions, excessive water use and impacts on biodiversity. For this reason, the company maintains preventive policies, including requirements for environmental commitments, traceability of agricultural raw materials and environmental selection criteria. In parallel, the company uses the GCertifica system for non-food suppliers and is advancing the structuring of processes enabling formal continuous improvement agreements where applicable.

Child labour: preventive approach and zero tolerance

During the reporting period, no operations or suppliers at risk of child labour were identified, nor were young workers exposed to hazardous activities. Sodexo does not carry out international procurement, which reduces exposure to geographical contexts considered higher risk.

Prevention is ensured through:

- Contractual clauses expressly prohibiting child labour
- Socio-environmental and compliance due diligence processes
- Continuous communication and training on human rights and decent work
- An independent and confidential whistleblowing channel accessible throughout the value chain

Forced labour or modern slavery: immediate response and accountability

During the reporting period, one potential case of modern slavery was identified involving a waste logistics service provider, flagged during an external audit conducted by a client. The occurrence involved an extensive subcontracting chain and precarious labour arrangements, factors recognised as presenting higher risk.

Sodexo acted immediately by blocking and replacing the supplier, reinforcing the application of the Supplier Code of Conduct, which prohibits all forms of forced, involuntary or degrading labour. The incident reinforced the importance of continuous monitoring and responsible action in addressing social risks within the supply chain.

Social criteria and management of social impacts in the supply chain

During the reporting period, 100% of new suppliers were selected based on social criteria, as established in Sodexo's Code of Conduct, including requirements related to human rights, labour compliance and ethical practices. One case of significant negative social impact was identified, related to negligence in the management of health and safety conditions for a pregnant worker employed by a supplier.

Sodexo formally requested explanations and agreed on immediate corrective measures, with ongoing monitoring. The commercial relationship was not terminated, with priority given to remediation, the protection of workers more broadly and alignment with good social responsibility practices.



Stakeholder voice



“I am a free-range egg producer and part of the Ovos da Vila project. This project has changed our reality and is a source of great pride. It changed our reality, the reality of the producers, the women in our region. Women who had no income and now do. It changed their lives and their self-esteem. Today they are proud to say they are part of the egg cooperative. To see the sparkle in these women’s eyes is something truly wonderful. I just want to thank our partners and say how wonderful it is to be part of this project here in my region.”

Aline Gomes da Silva Oliveira - President of the Rural Women Producers Cooperative, Vila Feitosa region, Canaã dos Carajás, Pará.

Appendices

GRI and SASB Content Indexes

Statement of use:

Sodexo has reported the information cited in this GRI content index for the period from 1 September 2024 to 31 August 2025, with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI Standard / Other Souce	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	4
	2-2 Entities included in the organization's sustainability reporting	4
	2-3 Reporting period, frequency and contact point	4
	2-4 Restatements of information	• In 2024, BT25 presented global data, whereas in 2025 it presents data relating only to the Brazil operation. • The procurement targets indicators table uses the final month of the financial year as its reference base. • In 2023, the emissions calculation methodology was revised. As a result, the data for 2023, 2024 and 2025 were generated based on this updated methodology. • From this report onwards, we have redefined the scope of each functional category, as follows: Executive Committee – TLR Operational Manager – Employees in the roles of Unit Manager and Assistant Unit Manager Administrative Manager – Employees managing teams, excluding Operational Managers Operational – Employees within operational profit centres without team management responsibilities Administrative – Employees within administrative profit centres without team management responsibilities
	2-5 External assurance	---
	2-6 Activities, value chain and other business relationships	11,12,13
	2-7 Employees	10, 28,29.30,31,32,33,34
	2-8 Workers who are not employees	34
	2-9 Governance structure and composition	16
	2-10 Nomination and selection of the highest governance body	16

GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	16
	2-12 Role of the highest governance body in overseeing the management of impacts	17
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	2-14 Role of the highest governance body in sustainability reporting	5,17
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	2-20 Process to determine remuneration	34
	2-21 Annual total compensation ratio	34
	2-22 Statement on sustainable development strategy	5
	2-23 Policy commitments	21
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	2-26 Mechanisms for seeking advice and raising concerns	21, 57
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	2-29 Approach to stakeholder engagement	22,23
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GRI 3: Material Topics 2021		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	26
	3-2 List of material topics	26
Technology for eco-efficiency		
GRI 3: Material Topics 2021	3-3 Management of material topics	52, 67, 71, 78, 86
Waste and circularity		
GRI 3: Material Topics 2021	3-3 Management of material topics	52, 67, 71, 78, 86
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	79
	306-2 Management of significant waste-related impacts	79
	306-3 Waste generated	79
	306-4 Waste diverted from disposal	79
	306-5 Waste directed to disposal	79
SASB FB-RN-150a.1	(1) Total amount of waste, (2) percentage of food waste, and (3) percentage diverted	78,79
Culture for sustainability and connection to business.		
GRI 3: Material Topics 2021	3-3 Management of material topics	52, 67, 71, 78, 86
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	29
	205-2 Communication and training about anti-corruption policies and procedures	29
	205-3 Confirmed incidents of corruption and actions taken	29
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	29
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	61,24
	308-2 Negative environmental impacts in the supply chain and actions taken	61,24
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	86

GRI 409: Trabalho Forçado ou Análogo ao Escravo 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	86
SASB FB-RN-250a.1	(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations	Not monitored
SASB FB-RN-430a.1	Percentage of food purchased that (1) meets environmental and social sourcing standards, and (2) is certified to third-party environmental or social standards	Not monitored
SASB FB-RN-430a.2	Percentage of (1) eggs originating from cage-free environments, and (2) pork produced without the use of gestation crates	62
SASB FB-RN-430a.3	Discussion of strategies to manage environmental and social risks within the supply chain, including animal welfare	63
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Diversity, attraction and retention of talent	3-3 Management of material topics	52, 67, 71, 78, 86
GRI 202: Presença no Mercado 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	34
	202-2 Proportion of senior management hired from the local community	100%, all members are Brazilian
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	34
	401-3 Parental leave	34
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	52
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	39
	404-2 Programs for upgrading employee skills and transition assistance programs	39
	404-3 Percentage of employees receiving regular performance and career development reviews	39
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	44
	405-2 Ratio of basic salary and remuneration of women to men	44
SASB FB-RN-310a.2	(1) Average hourly wage, by region, and (2) percentage of restaurant employees earning minimum wage, by region	34
SASB FB-RN-310a.3	Voluntary turnover rate for (1) restaurant employees, and (2) corporate employees	We do not have qualitative data available for this breakdown.

SASB SV-PS-330a.1	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	44
SASB SV-PS-330a.2	(1) Voluntary and (2) involuntary employee turnover rate	52
SASB SV-PS-330a.3	Employee engagement as a percentage	29
SASB SV-PS-510a.1	Description of the approach to ensure professional integrity.	21
SASB SV-PS-510a.2	Total value of monetary losses resulting from legal proceedings related to professional integrity 4	21
SASB SV-PS-000.A	Number of employees by: (1) full-time and part-time	34
SASB SV-PS-000.B	Hours worked by the employee, billable percentage	34
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GRI 3: Temas Materiais 2021	3-3 Management of material topics	52, 67, 71, 78, 86
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	55
	403-2 Identification of hazards, risk assessment and incident investigation for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization.	55
	403-3 Occupational health services for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization.	55
	403-4 Worker participation, consultation and communication with workers regarding occupational health and safety for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization.	55
	403-5 Training of workers in occupational health and safety for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization.	55

GRI 403: Occupational Health and Safety 2018	403-6 Promoting worker health for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization	55
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	55
	403-8 Workers covered by an occupational health and safety management system	55
	403-9 Workplace accidents	55
	403-10 Occupational diseases	55
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of health and safety impacts caused by product and service categories	67
	416-2 Cases of non-compliance regarding health and safety impacts caused by products and services	67
SASB FB-RN-250a.2	(1) Number of recalls issued and (2) total quantity of food products recalled	67
SASB FB-RN-250a.3	Number of confirmed outbreaks of foodborne illnesses, percentage resulting in investigation by the public health authority	Sensitive information
SASB FB-RN-260a.3	Percentage of advertising impressions (1) targeted at children and (2) and the amount of these promoting products that meet dietary guidelines for children	63,65
Local socioeconomic impacts		
GRI 3: Material Issues 2021	3-3 Management of material topics	52, 67, 71, 78, 86
GRI 204: Purchasing Practices 2016	204-1 Proportion of spending with local suppliers	86
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	29
GRI 414: Social Evaluation of Suppliers 2016	414-1 New suppliers selected based on social criteria	86
	414-2 Negative social impacts of the supply chain and measures taken	86

Other indicators not related to material issues.		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	As part of the Sodexo Group, Sodexo Brazil does not disclose specific results for its subsidiaries
	201-2 Financial implications and other risks and opportunities arising from climate change	Currently, there are no studies on the risks, opportunities, or financial impacts caused by climate change on operations.
	201-3 Obligations of defined benefit plans and other retirement plans	34
	201-4 Financial support received from the government	No support received
GRI 301: Materials 2016	301-1 Materials used, broken down by weight or volume	80
	301-2 Raw materials or recycled materials used	80
	301-3 Products and their packaging reused	80
GRI 302: Energy 2016	302-1 Energy consumption within the organization	73
	302-2 Energy consumption outside the organization	73
	302-3 Energy intensity	73
	302-4 Reduction of energy consumption	73
GRI 303: Water and Wastewater 2018	303-1 Interactions with water as a shared resource	73
	303-2 Management of impacts related to water disposal	73
GRI 303: Water and Wastewater 2018	303-3 Water intake	73
	303-4 Water disposal	73
	303-5 Water consumption	73
GRI 305: Emissions 2016	305-1 Direct emissions (Scope 1) of greenhouse gases (GHG)	75
	305-2 Indirect (Scope 2) greenhouse gas (GHG) emissions from energy acquisition	75
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) greenhouse gas (GHG) emissions	75
	305-4 Greenhouse gas (GHG) emission intensity	75
	305-5 Greenhouse gas (GHG) emission reductions	75

GRI 415: Public Policies 2016	415-1 Political contributions	We do not make political contributions, financial or otherwise, directly or indirectly, through the organization, as we do not engage in partisan, governmental, or public political issues.
SASB FB-RN-130a.1	(1) Total energy consumed, (2) percentage of electricity from the grid and (3) percentage of renewable energy	73
SASB FB-RN-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	73
SASB FB-RN-150a.2	(1) Total packaging weight, (2) percentage made from recycled or renewable materials and (3) percentage that is recyclable, reusable or compostable	80
SASB FB-RN-000.A	Number of (1) company-owned restaurants and (2) franchised restaurants	12
SASB FB-RN-000.B	Number of employees in (1) company-owned and (2) franchised establishments	34
SASB SV-PS-230a.1	Description of the approach to identifying and addressing data security risks	57
SASB SV-PS-230a.2	Description of policies and practices related to the collection, use and retention of customer information	57
SASB SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve confidential business information of customers and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	The indicator is not disclosed because it involves strategically and commercially sensitive information.

Corporate information

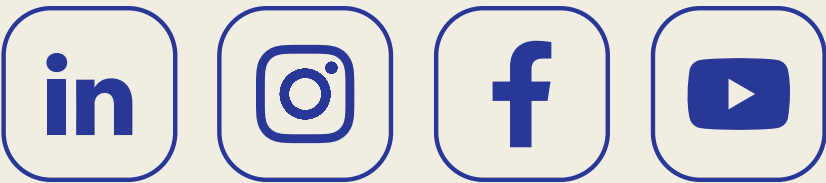
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<https://www.sodexo.com/en/our-locations>



Credits

Strategic direction, coordination and production

Sustainability and ESG and Communications Departments – Sodexo Brazil

GRI consulting, writing and review

Sustentabilidade Agora

Editorial design

Giuseppe Designer Editorial

Images

Sodexo Brazil Image Library

We thank all the people and departments across the company who contributed to the development of this report.

From
our people
to our
clients
for a better
planet &
society

Better Tomorrow 2028

