

# Anna Notarianni Mazars Podcast

## English Transcript

Hi I'm Anna Notarianni, I've been with Sodexo for 24 years. I have held many operational responsibilities, first in the medico-social sector in personal services for seniors, then in 2010 in the benefits and rewards branch "restaurant vouchers" which was at the time in full digitalization and finally I managed Sodexo France for the last 7 years. For the past few months, I have been the new Secretary General of the Sodexo Group, I lead an expanded scope that allows me to coordinate as Chief Impact Officer for the group many functions that are very complementary to our CSR actions, governance but also brand and communication. And this new function allows us to act in depth on the impact that our offerings have on our customers, which is what is exciting about this role of Chief Impact Officer.

What brought me to this position is probably first of all my very operational career but especially my passion for food, its nutritional impact on our potential, on our health but also and above all, its social dimension all over the world, we are what we eat. More and more, its symbolic value and the ethics of our food will be present in our eating behaviors, this is the meaning of history and we eat out of need, for pleasure, to seal our social relationships with others. This is called the incorporation paradigm, it is a very powerful emotional and symbolic marker all over the world. This is what fascinates me and makes me want to transform through innovation, the company.

I think it's important to put the context of weight and the importance of diet in our lives around the world.

It is covid that has made us rediscover the importance of social ties through food. Today, I hear my customers tell me "it's very important that you help us so that our employees want to come back to work with pleasure and want to re-socialize because it is the engine of the company. Sodexo's positioning on sustainable food is part of this context, which has made the world rediscover that food has a key role to play in the effectiveness of our organizations.

What does sustainable food mean? Well, that means looking at the impact of the food products we select and in fact we will try as much as possible to have a positive impact. We will refrain from overfishing, we will refrain from selecting foods that come from deforestation, because when we do that we are not consistent. It is a set of elements that make us position ourselves as a sustainable company both in relation to our upstream and the way we select and work with our suppliers and how we support them, so that they themselves transform, but also the way we will train and support chefs so that they change their culinary practices and offer us delicious dishes that are more vegetated. And it's also all the work on the social level.

At Sodexo, when we talk about cooking, we have to talk about nutrition. We are the largest employer in the world of dieticians with 5500 dieticians in the world and when we talk about nutrition we have to talk about cooking, the two must go hand in hand and this is what I call gourmet nutrition. With this vision of gourmet nutrition, we are here to accompany, to arouse the desire to change, to slightly modify one's eating habits. From the pleasure and passion of our chefs, because it is a profession of passion, relationship and to please others and well we have a chance to gradually bring about the changes of habits of our guests, our eaters. So if they change their eating habits slightly to make more room for plant-based, vegetarian and well at the same time they will learn, and they often know most of the time that it is very beneficial for their health and it happens to be good for the planet. And then I'll tell you when you tell your friends that after they find your chocolate cake to be absolutely delicious and you're going to tell them you made it with lentils, well then you have the little extra pleasure! Gourmet nutrition leads to this, here it is possible and we demonstrate it every day in our kitchens.

Our profession as restaurateurs is much more technical and complex than it seems. There is innovation at every stage of our value chain. When we talk about food products, regenerative agriculture, permaculture are based on technical innovations that we discover wherever we perfect. In

the kitchen, there is equipment, this material it is digitized that is to say that it includes artificial intelligence, it communicates information, it regulates the temperature so that you can cook low temperature and the meat will be much more tender, it will be tastier, you will have less loss. Earlier, I talked about greening, greening does not mean that we no longer have meat simply the meat will have to treat it differently so at this stage, with the equipment you have embedded technology. When we make forecasts to have less leftover at the end of the week, we use artificial intelligence and so we have developed an application that allows us to make consumption estimates by cross-referencing a lot of weather data, through information related to each site. So at the same time that at Sodexo we invest in digital, technical and technological innovation, we must invest in social, societal and managerial innovation. It is extremely important to realize that one does not go without the other. With the restaurant business, we have this chance we can participate in the pleasure of sharing a meal allows us to rediscover how much we need its human contacts with each other. In the company, we must not hesitate to call it social, societal and managerial innovation that gives back to human capacities and collective intelligence a preponderant place. There is no artificial intelligence without collective intelligence and therefore the two go hand in hand. To see only one and not the other, we do not decode the needs of the zeitgeist in which we live. We must re-examine management, how we invest in the management of men and women, how to give back space to the human, know-how, intuitions and collective work.

Yes to technology, yes to digital as long as we do not forget social, societal and obviously now environmental innovation. So this is what I deeply believe in as a major lever of innovation in the company to transform models because we are facing a very large transformation of models and it concerns all companies, all organizations, this is how we must decode the zeitgeist.

I think everyone knows intuitively that food has something to do with our individual and collective performance. Some studies have shown that 90% of leaders associate performance with food and well being in their company, so we know it. Many studies, the first that comes to mind is the study of the International Labour Organization which confirmed that a bad diet had a negative impact on the productivity of companies and it estimates it at 20%. All studies converge to demonstrate that diet is a lever for performance. What we do not always know is how to make it part of our daily lives and how to arrive, as I have said several times, to food pleasure because food must always be a pleasure. Pleasure is complementary to nutrition, when we have worked the taste pleasure of food in the direction of good nutrition then it's won!

You must have read and you will read more and more articles about the role of intestinal flora. It's called the second brain, that's to tell you! It is very innervated and it has a direct connection with our brain so this means that the way we eat participates in developing an intestinal flora that itself will participate in seeing very positive and very protective connections with the brain. You have the equivalent of the neurons of the cat's brain in your gut. This is the equivalent of this mass of neurons. That's why everything is connected and that's why we can't talk about human intelligence without talking about emotional intelligence, it's impossible. It is a very virtuous chain and many things start with food and with our relationship to food because the two are very linked but also the way we consume it and also the imagination behind what we have consumed.

I am totally convinced that innovation and reducing the carbon footprint can coexist. We demonstrate this at Sodexo because we have innovation, this innovation generates growth and at the same time we have reduced our carbon footprint. So both are quite possible and that's why I'm very positive and I say that one does not exclude the other on the contrary, it makes it possible and it makes it more powerful. From the moment you look at your innovation, your growth, the way you are going to develop your services, your products differently looking at the positive impact you can have on carbon, on the planet then fantastic things can happen and I think this is the field of innovation of tomorrow. It is there. And that's why we have start-ups today that will arrive, maybe to make us recycle plastic using bacteria. If this is possible, it is because we have put at the heart of the reactor, this particular look: how can I do innovation, positive and constructive growth without damaging the planet. If we know how to do that then it is absolutely certain that we will anticipate very great innovations for people, for the ecosystem, and for the planet because the whole forms an interactive whole. One will not exist without the other.