



Shaping  
better  
everyday  
experiences



## CONTENTS

<b>SUSTAINABILITY VISION</b>	<b>1</b>
Sodexo sustainability journey	2
The main sustainability recognitions	3
Closing our ambitious Better Tomorrow 2025 sustainability roadmap	4
Our value chain, from sourcing to service delivery	5
Better Tomorrow 2028 roadmap, a new chapter of impact	6
Sustainability topics that matter to our business and stakeholders	8
<b>ENVIRONMENT</b>	
<b>PLANET &amp; SOCIETY</b>	<b>9</b>
Sodexo climate ambition	10
Understanding Sodexo carbon footprint	11
Climate & nature, a strong and long-lasting commitment at Sodexo	12
Our climate transition plan, turning commitments into action	13
Delivering Net Zero through clear, actionable levers	14
Food choices drive our carbon impact	15
Source better. Waste less. Deliver more	16
Act sustainably for a hunger-free world	17
<b>SOCIAL</b>	
<b>PEOPLE</b>	<b>18</b>
A strong DNA, growing together for a positive and lasting impact	19
Safety first, every day	20
The three pillars of the Employee Value Proposition	21
Employee engagement, powering performance and impact	22
<b>GOVERNANCE</b>	
<b>STRONG GOVERNANCE</b>	<b>23</b>
Strong governance driving sustainability performance	24
Ethics and compliance, central to the Group's governance	25

***This Sustainability Report highlights how Sodexo turns its commitments into concrete action and results.***

It provides a clear and concise overview of our priorities, progress, and impact across our value chain, from sourcing to service delivery, and how these efforts create value for our clients through more sustainable, resilient, and high-performing services.

More detailed and comprehensive information is available in Sodexo's **Fiscal 2025 Universal Registration Document**, which is fully aligned with **CSRD requirements** and accessible on **Sodexo.com**.





# Sustainability vision

# Sodexo sustainability journey

Since its founding in 1966, Sodexo has been a pioneer in sustainability, with the mission to improve the quality of life of our employees and everyone we serve. Today, employees, clients, consumers, suppliers, and shareholders expect Sodexo's growth to contribute positively to society and the planet.

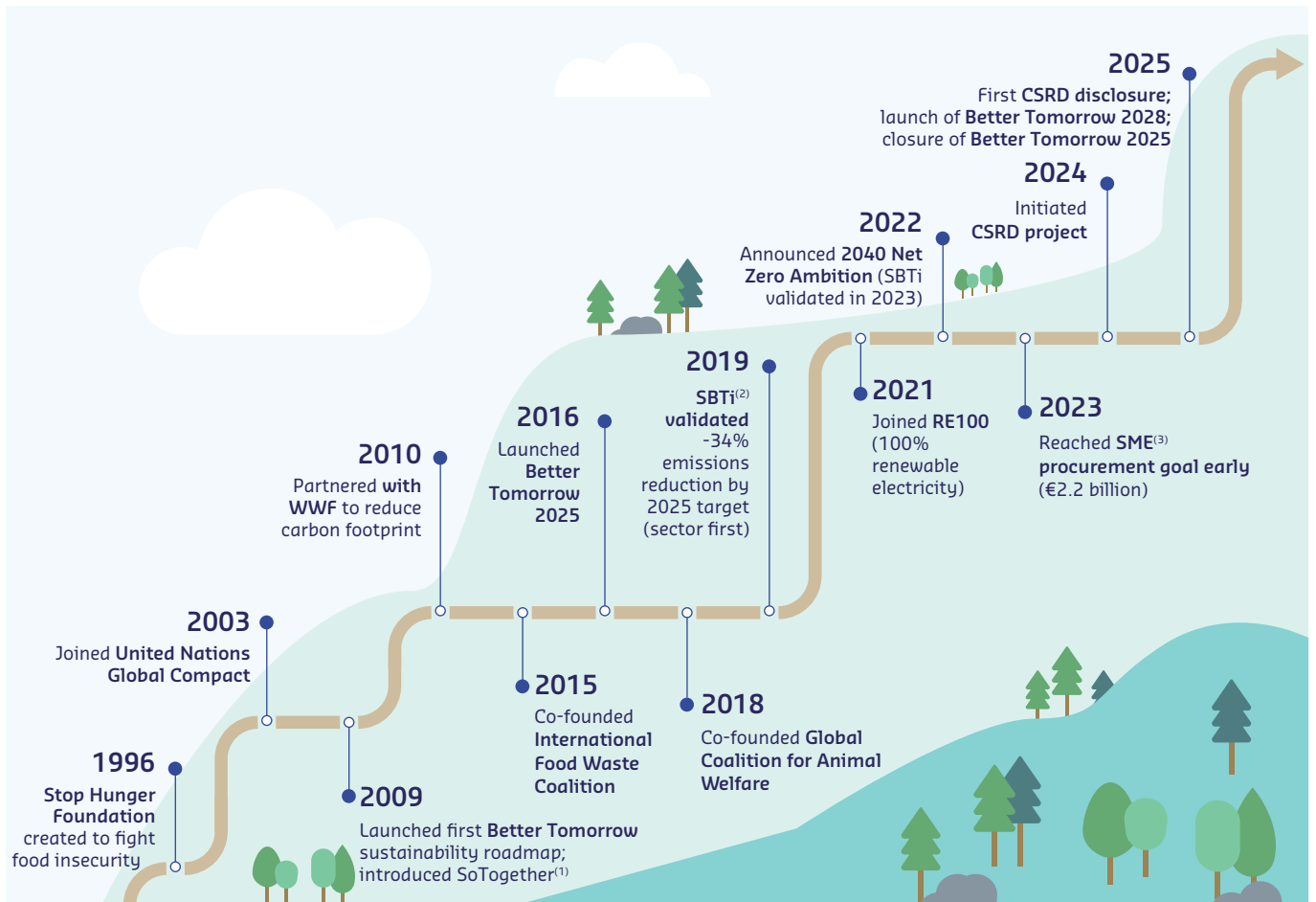


1930-2022

**Pierre Bellon**, Founder of Sodexo

**"Our mission is**

*To improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental progress in the communities where we operate".*



In 2009, we designed our sustainability commitments by introducing our roadmap, the Better Tomorrow Plan with objectives set for 2015. In 2016, reflecting a genuine process of continuous improvement, Sodexo reaffirmed its commitment to sustainability by launching a new, bold and innovative 10-year roadmap: Better Tomorrow 2025.

(1) SoTogether: Sodexo Gender Advisory Board.  
 (2) Science-Based Targets initiative.  
 (3) Small and Medium-sized Enterprises (SME).

# The main sustainability recognitions

A year of mobilization and acceleration in Corporate Responsibility, Diversity, Equity and Inclusion, Ethics, Integrity, and respect for Human Rights, recognized by leading external organizations.



In Fiscal 2025, Sodexo was included for the second consecutive year on Ethisphere's list of the World's Most Ethical Companies®, reflecting the Group's ongoing efforts to embed integrity and ethical practices into all aspects of its business.



Sodexo achieved an A CDP rating, the highest in its industry. This recognition underscores Sodexo's leadership in environmental sustainability, its strong commitment to transparent disclosure and ability to support clients in their own climate journeys.



Sodexo's EcoVadis score is in the top 3% of all company scores. EcoVadis' corporate responsibility performance evaluation covers Environment, Labor & Human Rights, Ethics and Sustainable Procurement dimensions. Sodexo is also recognized by EcoVadis as a Leader in Carbon Management.



## Contribution to the sustainable development goals

Since 2003, Sodexo has been committed to the social responsibility initiative of the United Nations Global Compact and its ten principles around Human rights, labor standards, the environment and the fight against corruption.



Five United Nations sustainable development goals that are a priority for Sodexo

**107.4**

million Stop Hunger beneficiaries since 2015



**99.3%**

of consumers are offered healthy lifestyle options



**71.6%**

of Sodexo's employees work in countries have gender balance in their management populations



**47.6%**

of food waste reduction in sites having already deployed the WasteWatch program



**19.3%**




absolute Scopes 1, 2 and 3 carbon emissions reduction compared to Fiscal 2017



# Closing our ambitious Better Tomorrow 2025 sustainability roadmap

Guided by nine ambitious commitments, Better Tomorrow 2025 has driven tangible progress on key social and environmental issues across the Group. Building on our unique role within the value chain and our broad ecosystem of stakeholders, our efforts have focused on people, communities, and the planet.

## 9 commitments and objectives by 2025

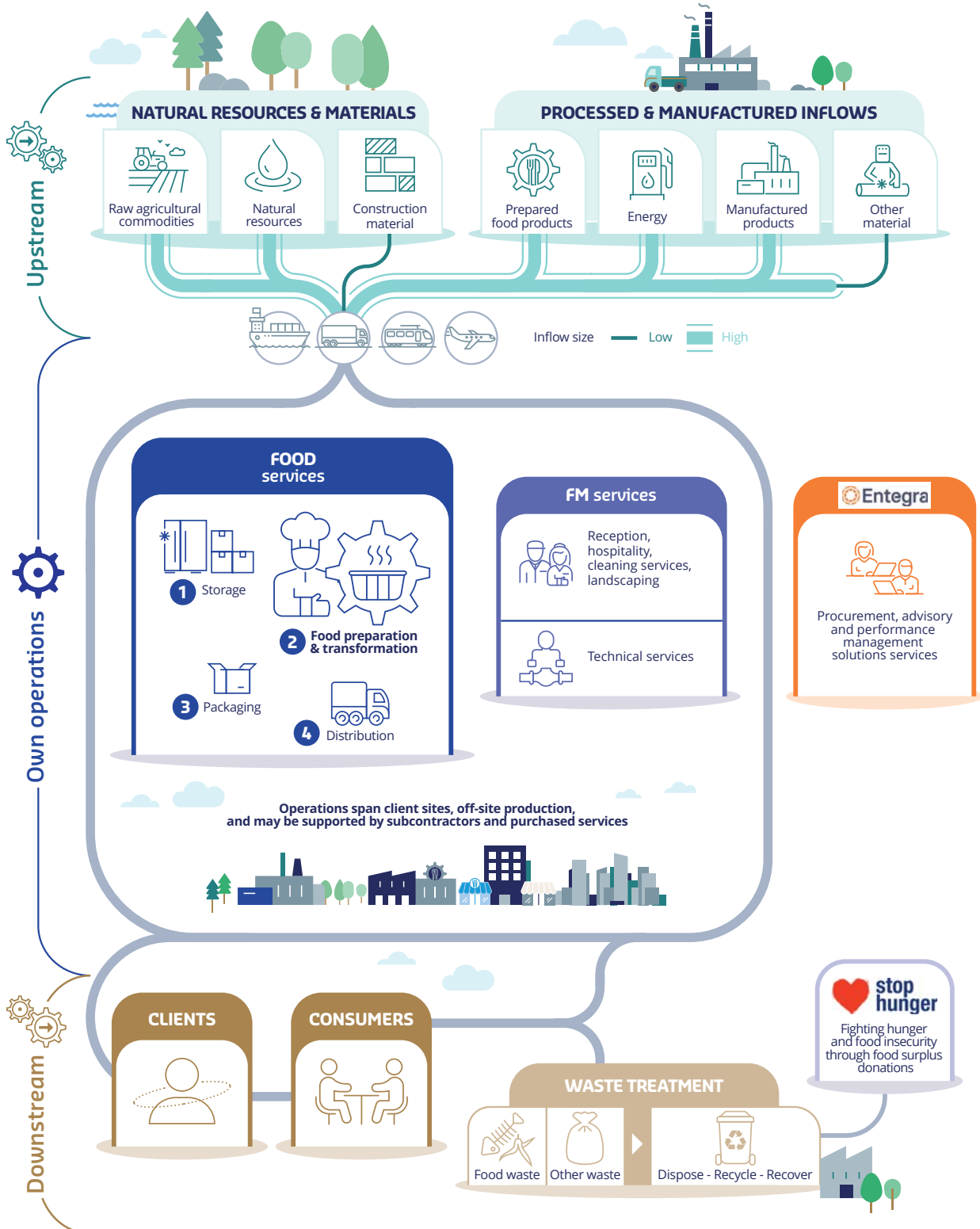
	IMPACT ON INDIVIDUALS			IMPACT ON COMMUNITIES			IMPACT ON THE ENVIRONMENT			
 <b>ROLE AS AN EMPLOYER</b>	<b>Improve the quality of life of employees, safely</b> 80% employee engagement rate			<b>Ensure a diverse workforce and inclusive culture that reflects and enriches the communities Sodexo serves</b> 100% of employees work in countries that have gender balance in their management populations			<b>Foster a culture of environmental responsibility within workforces and workspaces</b> 100% of on-site management & senior leaders are trained on sustainable practices			
	Baseline	Target	FY25 results	Baseline	Target	FY25 results	Baseline	Target	FY25 results	
	68%	80%	80%	50.4%	100%	71.6%	17.4%	100%	87%	
 <b>ROLE AS A SERVICE PROVIDER</b>	<b>Provide and encourage consumers to access healthy lifestyle choices</b> 100% of consumers are offered healthy lifestyle options every day			<b>Promote local development and fair, inclusive and sustainable business practices</b> 2 billion euros spend with SME <sup>(1)</sup> suppliers			<b>Source responsibly and provide management services that reduce carbon emissions</b> 34% reduction of carbon emissions <sup>(2)</sup>			
	Baseline	Target	FY25 results	Baseline	Target	FY25 results	Baseline	Target	FY25 results	
	88.8%	100%	99.3%	1.07Bn	2Bn	2.88Bn	Scope 1 & 2	NA	-34%	-37.7%
							Scope 3	NA	-34%	-19.1%
 <b>ROLE AS A CORPORATE CITIZEN</b>	<b>Act sustainably for a hunger-free world</b> 100 million Stop Hunger beneficiaries <sup>(3)</sup>			<b>Drive diversity and inclusion as a catalyst for societal change</b> 180,000 women in communities empowered <sup>(3)</sup>			<b>Champion sustainable resource usage</b> 50% reduction in our food waste deployed			
	Baseline	Target	FY25 results	Baseline	Target	FY25 results	Baseline	Target	FY25 results	
	15.5M	100M	107.4M	45.5K	180K	526K	Waste Watch Coverage (RMC)	NA	85%	85.4%
							Food Waste reduction	NA	-50%	-47.6%

(1) Small and Medium Enterprises.  
 (2) Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 baseline.  
 (3) Cumulative number since 2015.



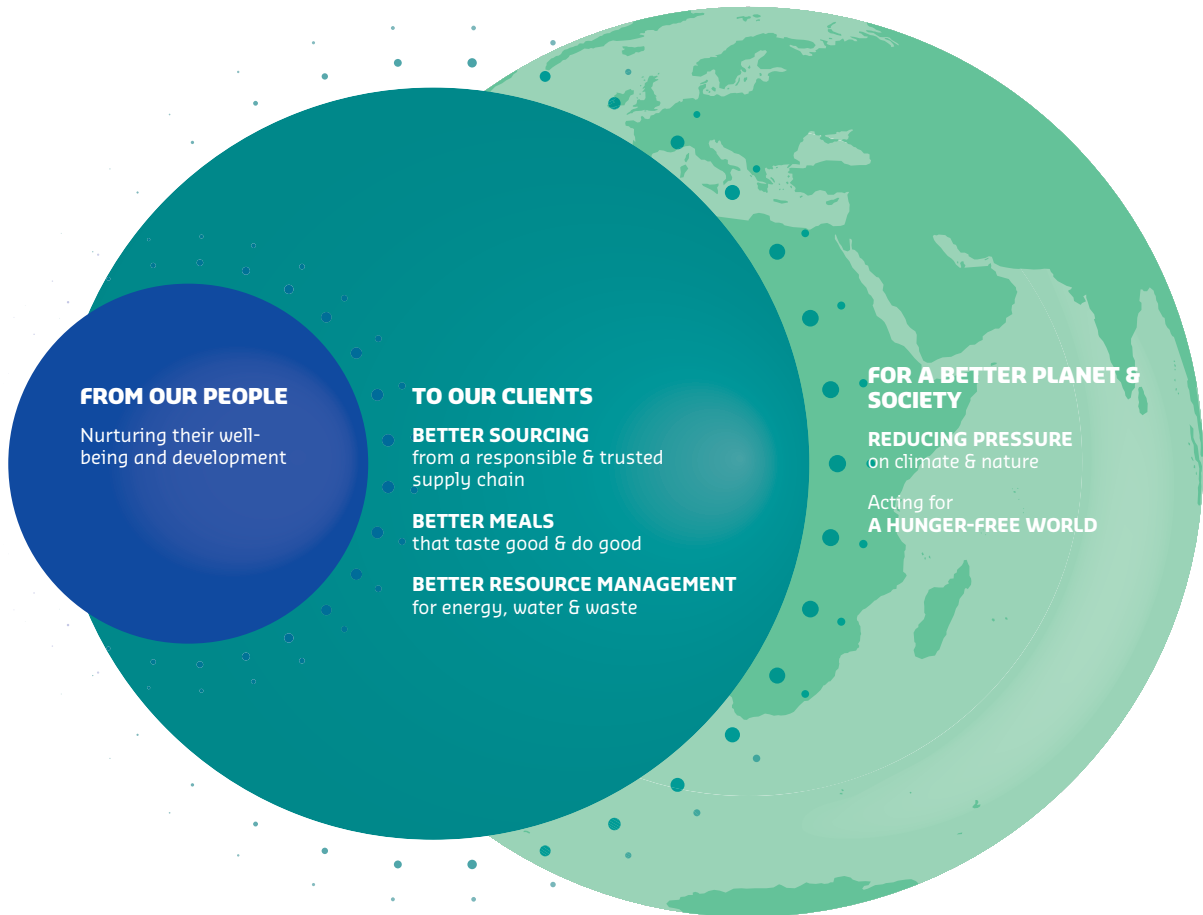
# Our value chain, from sourcing to service delivery

Sodexo's value chain spans upstream sourcing, our own operations, and downstream use and end-of-life stages. This integrated model underpins how we create value for clients and consumers while managing environmental and social impacts across the full lifecycle of our services.



# Better Tomorrow 2028 roadmap, a new chapter of impact

Since 2009, Sodexo’s Better Tomorrow roadmaps have structured the Group’s sustainability journey, turning ambition into measurable actions. Better Tomorrow 2025 provided a clear framework to align priorities across climate, nutrition, employee engagement, health and safety and responsible sourcing, while reinforcing governance and embedding sustainability into daily operations.



**With Better Tomorrow 2028, Sodexo reaffirms its ambition to deliver sustainability every day, everywhere, through commitments that are both bold and operationally grounded.** Rather than shifting course, it represents an evolution. It focuses on embedding sustainability deeper into Sodexo’s operating model and delivering impact across three interconnected pillars.



**Mouna Fassi Daoudi**, Group Chief Sustainability Officer

***“Sustainability is a business imperative. What we do today shapes the future we leave to the next generations.***

*Better Tomorrow 2028 marks a new chapter in our sustainability journey, moving decisively from ambition to impact. By embedding sustainability at the heart of how we operate, source, and serve our clients, we turn commitments into tangible results. Real progress happens on the ground, through our teams, our partners, and our daily operations, strengthening the resilience, performance, and long-term value of our business”.*

To go a step further, this roadmap has been translated into concrete actions at both Group and regional levels. A summary of these actions is provided in the table below.

## PILLAR 1 – PEOPLE

### Commitment 1: Nurture our people well-being and development **ACTIONS**

Sodexo employees' health, safety, well-being, and development are the first condition for our positive impact. This is why Sodexo is committed to enabling its employees to grow and to providing a work environment where everyone can thrive.

- By 2028, Sodexo commits to providing 15 hours of training per year to all employees worldwide.
- The Group will continue rolling out Vita, its global benefits program establishing a minimum global standard for all employees, with the ambition to cover every region in which Sodexo operates.

## PILLAR 2 – CLIENTS

### Commitment 2: BETTER SOURCING from a responsible & trusted supply chain **ACTIONS**

We commit to continue to source responsibly by ensuring that every product and service we buy is safe, healthy, and reliable. We aim to champion inclusive sourcing that drives positive social and economic impact for people and communities.

We assess and engage our key suppliers to ensure they meet verified advanced sustainability standards, through independent organizations, such as EcoVadis. This approach builds trust, transparency, and measurable progress of our most strategic suppliers.

### Commitment 3: BETTER MEALS that taste good & do good **ACTIONS**

The global food system accounts for one-third of the world's carbon emissions. Sodexo is accelerating its food transition, with a twofold objective: nutritious, low-carbon meal adoption and consumers information to foster best choices.

- Sodexo is targeting 70% of low-carbon main dishes, planned in our central menus by 2030. A low-carbon dish is equivalent of 900 g CO<sub>2</sub>e or less. This will be driven by enriching plant-based menus and rebalancing healthier diets.
- Main dishes' carbon impact will be measured using third-party tools, which assesses food products' carbon footprint.

### Commitment 4: BETTER RESOURCE MANAGEMENT for energy, water & waste **ACTIONS**

Food waste accounts for 10% of global greenhouse gas emissions. Sodexo has a major role to play in tackling it, while also preserving natural resources. Its ambition is to further optimize water usage, especially in water-stressed regions, and collaborate with our clients to efficiently reduce energy usage.

- Sodexo will keep the momentum on WasteWatch program deployment continuing to cover 85% raw material costs and targeting 50% food waste reduction by 2028.
- Progressive transition to a cleaner vehicle fleet with tracking of electric, hybrid, or alternative-fuel vehicles will be conducted across the ten major countries representing 80% of Sodexo's directly operated fleet.

## PILLAR 3 – PLANET & SOCIETY

### Commitment 5: Reduce pressure on climate & nature **ACTIONS**

Sodexo has committed to achieving Net Zero by 2040, becoming the first company in its sector to make this major pledge in the fight against climate change. Better Tomorrow 2028 fully aligns with this SBTi-validated trajectory.

- Scope 3 emissions represent 99% of the Group's carbon footprint. Of these, 90% are directly linked to food activity. Through responsible sourcing, healthier low-carbon meals, and food waste reduction, Sodexo is committed to achieve Net Zero by 2040.
- Under Better Tomorrow 2028, Sodexo will continue to measure reductions in both direct and indirect emissions.

### Commitment 6: Act for a hunger-free world **ACTIONS**

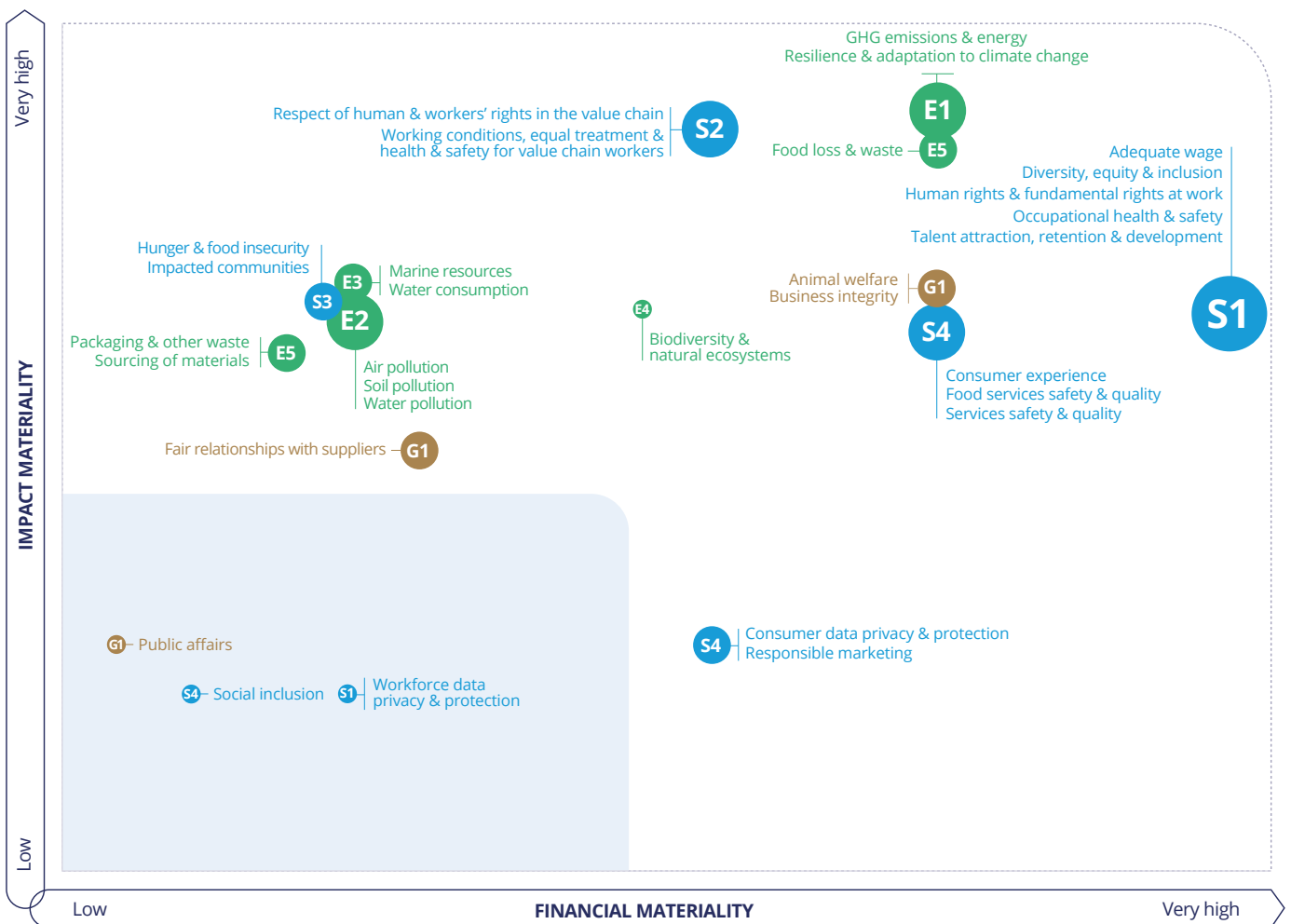
Since 1996, Sodexo committed to fighting food insecurity through its Stop Hunger, unique philanthropic cause. This historic commitment is structured around food assistance, emergency aid, as well as empowering communities.

- Progress will be tracked through the number of communities supported each year.

# Sustainability topics that matter to our business and stakeholders

The double materiality assessment highlights the sustainability topics that matter most to Sodexo, our clients, and our stakeholders.

It reflects where our activities have the greatest impact on people and the environment, and where sustainability topics also influence our business performance in line with the double materiality approach required under the CSRD. These priorities guide our strategy, help us manage risks and opportunities, and ensure that our actions create meaningful value for our clients, consumers, and society.



○ ○ ○ ○ size depending on number of Impacts, Risks and Opportunities ● Environment ● Social ● Governance

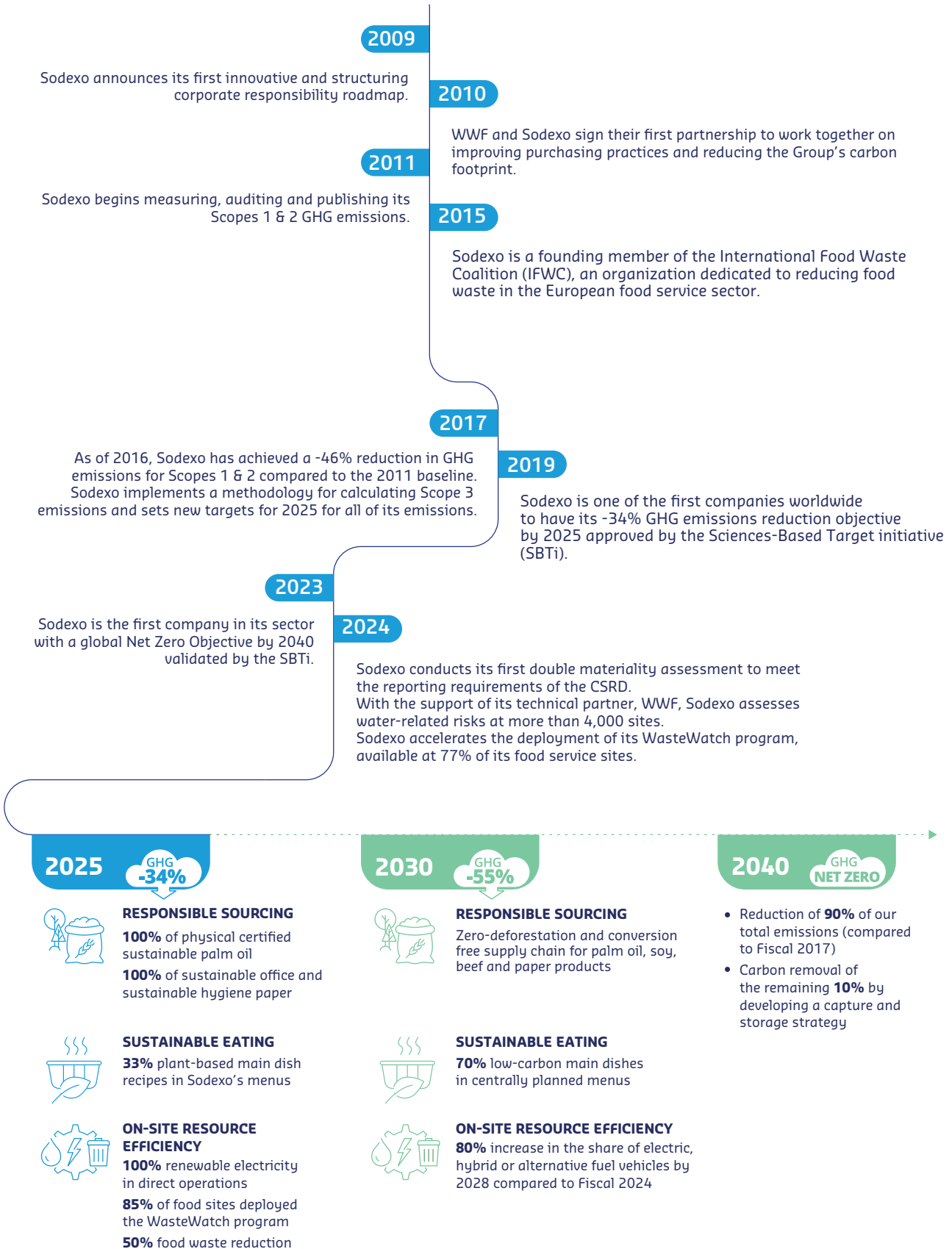


Environment

# Planet & society

# Sodexo climate ambition

As the first food services company to commit to achieving Net Zero emissions globally by 2040, we are accelerating our sustainability journey and transforming our operations to lead the industry toward a low-carbon future.



# Understanding Sodexo carbon footprint

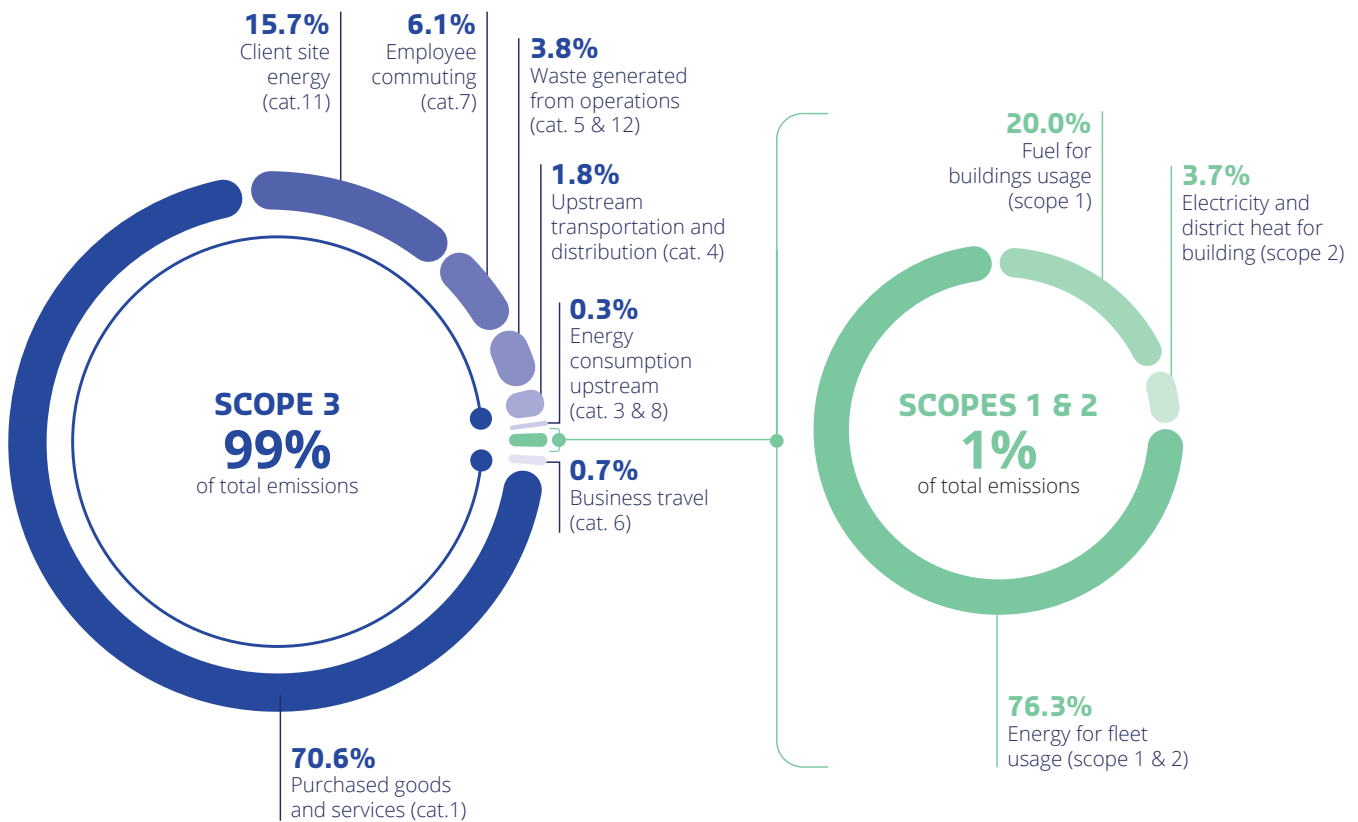
Sodexo’s carbon footprint is largely driven by our value chain. As a service provider operating mainly on client sites, the vast majority of our emissions come from Scope 3, particularly the food we purchase, energy used at client sites, and employee commuting. Understanding these emissions hotspots allows us to focus our actions where they matter most and work closely with suppliers, clients, and consumers to reduce impact at scale.

## SCOPE 3 Indirect GHG emissions

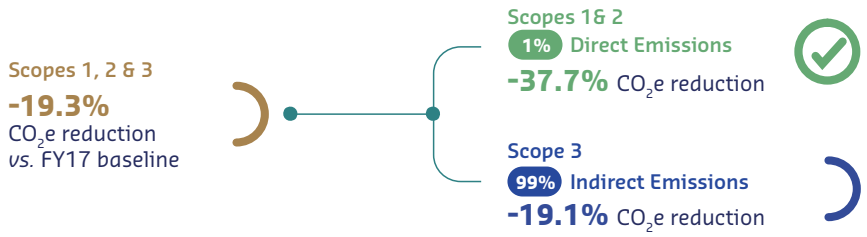
Scope 3 includes indirect emissions from the value chain: upstream and downstream of Sodexo’s activities generated by various stakeholders: suppliers, consumers, service providers.

## SCOPES 1 & 2 Direct GHG emissions

Scopes 1 and 2 pertain to the company’s direct emissions and indirect emissions linked to the production of the energy used by the company.



### Fiscal 2025 results



### FY25 Total carbon emissions: 10.1m tCO<sub>2</sub>e

# Climate & nature, a strong and long-lasting commitment at Sodexo

Since 2017, Sodexo has been committed to reducing its carbon emissions by 34% by 2025. In 2023, the Group’s 2040 Net Zero target was validated by the Science-Based Targets initiative (SBTi) as being aligned with the 1.5°C trajectory of the Paris Agreement.

Over the years, Sodexo has moved from ambition to action, translating its environmental commitments into measurable results across its value chain. At the end of Fiscal 2025, the Group achieved a -19.3% absolute reduction in total GHG emissions (Scopes 1, 2 & 3) compared with the 2017 baseline, and exceeded its Better Tomorrow 2025 target for Scopes 1 & 2 with a -37.7% reduction. These results demonstrate the effectiveness of our decarbonization measures and reflect significant progress in areas such as responsible sourcing, logistics, food waste prevention and employee mobility.

This progress is driven by close collaboration with suppliers, clients, and partners, and by initiatives tackling key environmental issues from emissions and biodiversity to water and waste. Climate change

brings risks to our operations and value chain, but also creates new opportunities to rethink how we source, serve, and manage our sites.

Building on this momentum, Sodexo has structured its environmental approach around three strategic pillars: responsible sourcing, sustainable eating, and on-site resource efficiency, which serve as the main levers for decarbonization, biodiversity protection, and long-term business resilience:

- **responsible sourcing;**
- **sustainable eating; and**
- **on-site resource efficiency.**

## Three core pillars



### Responsible sourcing

#### IMPACT AND STRATEGIC RESPONSE

Responsible sourcing is one of Sodexo’s most powerful levers for climate action and long-term resilience. As **over 90% of our total emissions fall within Scope 3**, largely driven by purchased goods and services, transforming our supply chain is not just an ethical commitment, but also a critical strategic lever to reduce environmental impact and drive systemic change across the value chain.

We are committed to building a trusted and responsible supply chain that supports both people and the planet. This means ensuring our products and services are safe, healthy, and reliable; partnering with suppliers who share our sustainability values; and championing inclusive sourcing that drives positive economic and social outcomes in the communities where we operate.



### Sustainable eating

#### IMPACT AND STRATEGIC RESPONSE

We believe that meals should not only taste good, they should also do good. By accelerating the **adoption of nutritious, low-carbon meals and encouraging informed consumer choices**, we help reduce environmental impact while promoting healthier lifestyles. Our approach empowers individuals to align their food choices with both personal well-being and planetary health. This pillar targets product-related Scope 3 emissions, including those from food production and waste.

Across the globe, Sodexo’s culinary experts are reinventing recipes to meet evolving consumer expectations. The aim is to rebalance protein sources in line with health and sustainability standards, while preserving both the nutritional value and the great taste that define our offerings.



### On-site resource efficiency

#### IMPACT AND STRATEGIC RESPONSE

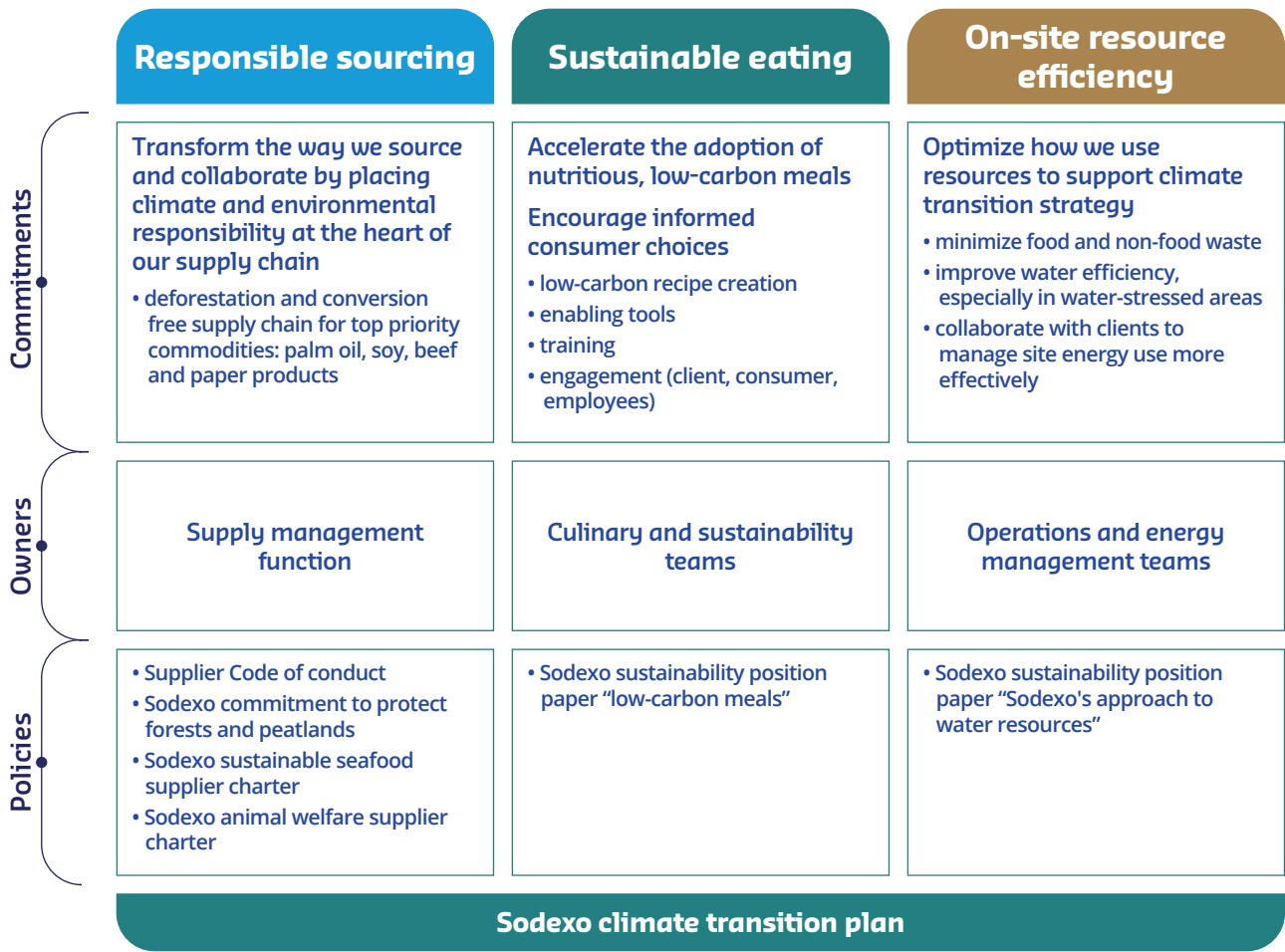
We are **minimizing food and non-food waste, improving water efficiency**, especially in water-stressed areas, and collaborating with clients to **manage site energy more effectively**. These actions reduce our environmental footprint while enhancing operational resilience and cost efficiency.

- Sodexo is part of the Climate Group’s RE100 initiative, in line with its commitment to switching to maintain 100% renewable electricity at its directly operated sites (Scopes 1 & 2). RE100 is a global initiative bringing together the world’s most influential companies leading the transition to 100% renewable electricity.
- As part of our commitment to reducing Scope 1 emissions, Sodexo is actively transitioning its vehicle fleet toward low-emission alternatives.
- Sodexo shows continuous progress on food waste reduction, including transforming organic waste into feedstock for other use (e.g., composting), supporting circular economy.

# Our climate transition plan, turning commitments into action

Sodexo’s Climate Transition Plan provides the operational framework that underpins our Climate & Nature strategy. Building on our longstanding commitments and impact assessment, it translates climate ambitions into clear priorities, responsibilities, and policies across the Group.

Structured around three complementary pillars—responsible sourcing, sustainable eating, and on-site resource efficiency—the plan ensures consistency between strategy, governance, and day-to-day execution, supporting measurable progress toward our climate objectives.



**92.1%**

Sustainable fish & seafood in Fiscal 2025

**99.3%**

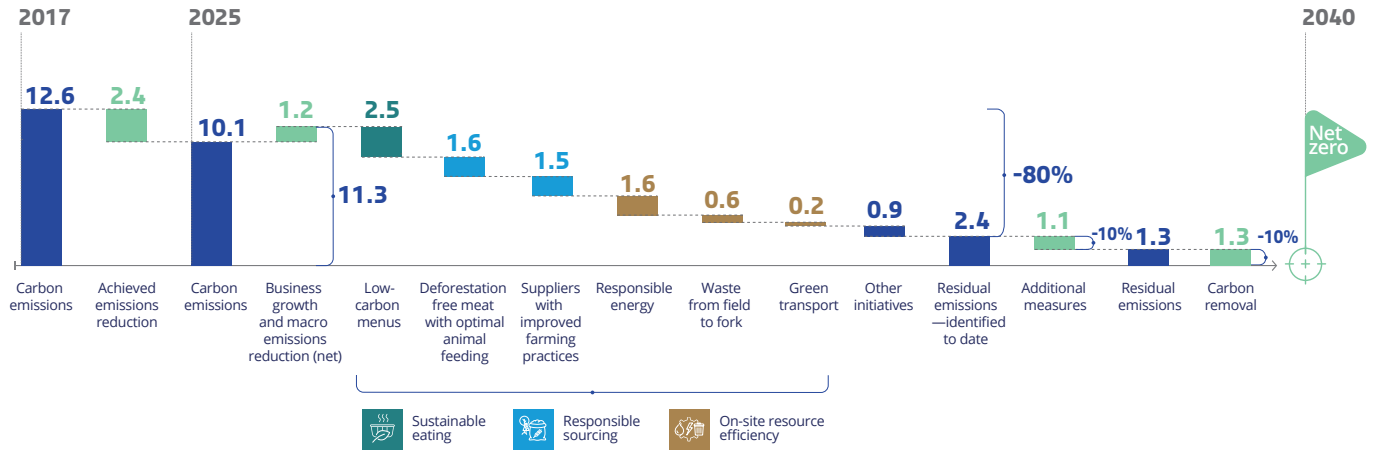
of Sodexo consumers had access to healthy lifestyle options every day in Fiscal 2025

**96.9%**

renewable electricity in Fiscal 2025, reaching the RE100 commitment in all countries except for specific RE100 allowed exclusions

# Delivering Net Zero through clear, actionable levers

Built on Science-Based Targets, our decarbonization roadmap clearly identifies where emissions reductions come from and how they are delivered across our value chain. By focusing on responsible sourcing, sustainable eating, and on-site resource efficiency, we prioritize the levers with the greatest impact and support measurable progress toward Net Zero by 2040, in close collaboration with our clients and partners.



To help its operational teams achieve the Group’s carbon reduction objectives in 43 countries, Sodexo provides them with a low-carbon strategy analysis and planning solution named Carbon Trajectory Tool developed by its partner, Tennaxia. This tool offers a personalized action plan based on the identification of the main sources of carbon emissions and the efforts that can be made to reduce them. *Via* this solution, countries can choose from a catalog of more than 30 operational actions linked to each one of the climate strategy pillars.

## World Wildlife Fund for Nature (WWF) partnership



 Sodexo has been a partner of WWF since 2010 to understand, measure and reduce its environmental

footprint. Sodexo and WWF have carried out projects to address the climate urgency since then on deforestation, sustainable eating, responsible sourcing, and food waste. The partnership brings WWF’s technical expertise and thought leadership on sustainability to support further reducing the impact of Sodexo’s operations on the environment.

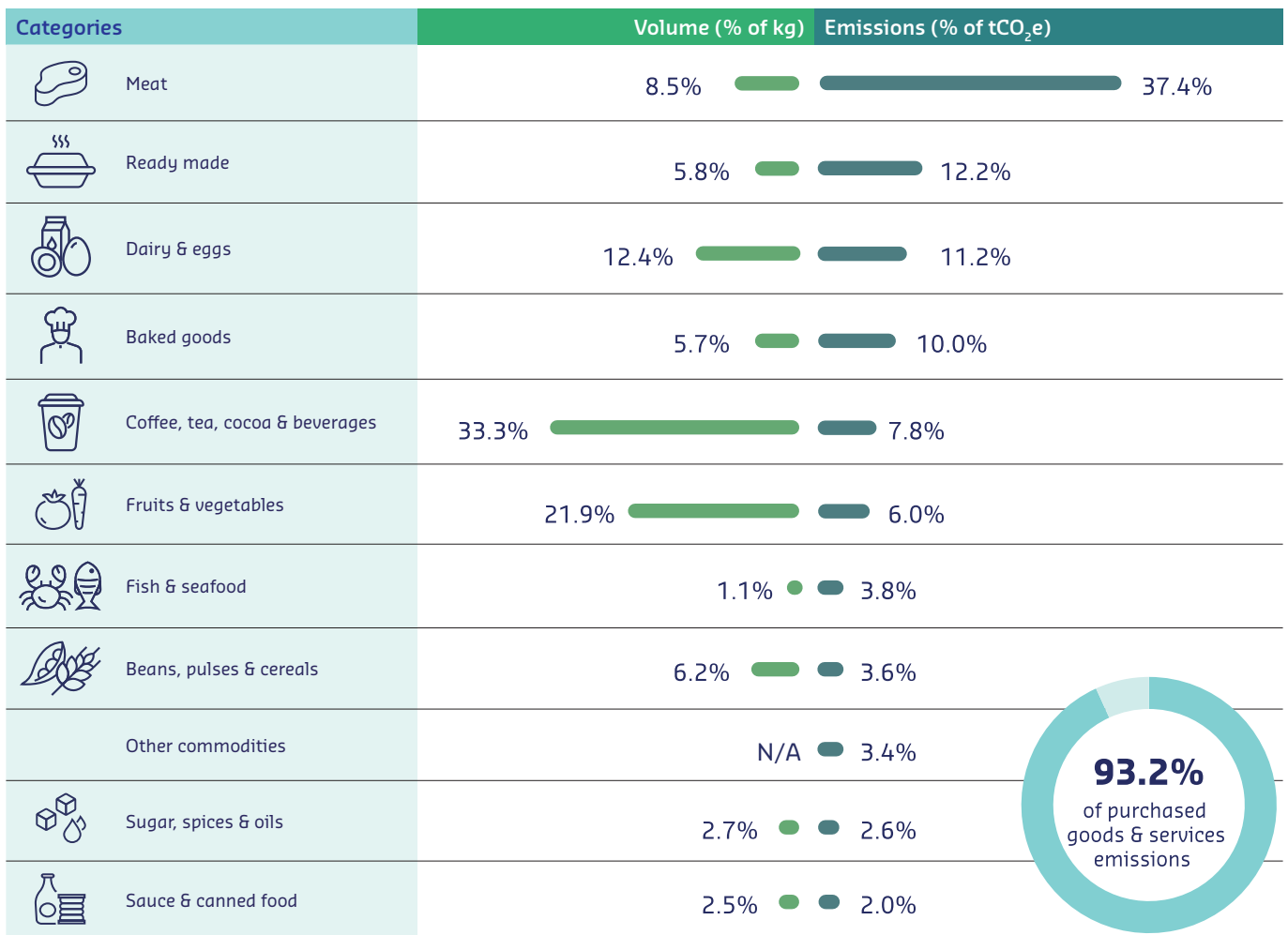
Sodexo and WWF also advocate jointly for stronger government regulation on topics such as sustainable food systems, deforestation, sustainable fish and seafood and food waste.



# Food choices drive our carbon impact

Food is the largest driver of Sodexo's carbon footprint. While animal proteins represent a limited share of food volumes, they account for a disproportionately high share of food-related emissions.

This insight guides our sustainable eating strategy, accelerating low-carbon menus, plant-forward choices, and responsible sourcing to reduce emissions while maintaining quality, nutrition, and choice for our clients and consumers.



To accelerate the shift toward more sustainable food and reduce emissions across its entire value chain, from farm to fork, Sodexo continues to implement virtuous solutions, including:

## Raising awareness and training teams

To encourage change at every level, employees in support functions and on-site teams are trained in designing balanced and sustainable meals, encouraging behaviors that benefit both health and the planet.

## Transforming recipes

Around the world, Sodexo's chefs and experts are rethinking the recipes offered to consumers, with the aim of rebalancing the portion of plant-based proteins in their diets while preserving nutritional and taste qualities. With guidance from its partner WWF, Sodexo has developed its **definition of a low-carbon meal, which has an impact of less than or equal to 0.9 kg CO<sub>2</sub>e**. This approach is reflected in offers such as Modern Recipe and The Good Eating Company, which are now being rolled out worldwide.

# Source better. Waste less. Deliver more.

By sourcing responsibly, we help our clients reduce risk, improve sustainability performance, and build more resilient supply chains—starting where impact is created: at the source.

## What's next?

- **New leading KPI in BT28**  
50% of key suppliers will demonstrate verified advanced sustainability performance (EcoVadis or equivalent)
- **Scope:**  
Suppliers in very high-risk categories  
Global suppliers + significative local suppliers

		FY25 results	Status
1	Cage free eggs (shell)	37.3%	
2	Cage free eggs (liquid)	87.4%	
3	Sustainable fish & seafood	92.1%	
4	Physical certified sustainable palm oil	93.4%	
5	Sustainable paper disposal – hygiene	97.2%	
6	Sustainable paper disposal – office	97.9%	

Food loss and waste is a major environmental and economic challenge in food services. Positioned between producers and consumers, Sodexo focuses on prevention first, acting where it can have the greatest impact.

Our primary lever is on-site food waste reduction, supported by the global WasteWatch program, which helps teams measure waste, identify root causes, and change daily practices. This is reinforced by chef training, employee engagement, and consumer awareness initiatives.

Beyond prevention, Sodexo supports food donation and circular solutions with clients and local partners, turning surplus food and unavoidable waste into social and environmental value.



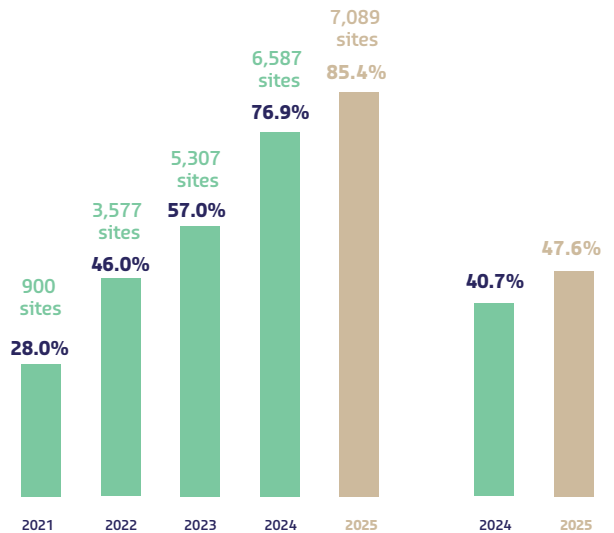
## What's next?

- **BT28 objective:** accelerate execution
- Focus on **adoption score:** measure site-level implementation.

## WASTEWATCH RESULTS

### Deployment

### Reduction



**50% reduction in our food waste on 85% of total raw material cost (7,089 sites)**

# Act sustainably for a hunger-free world

Since 1996, the year Stop Hunger, the Group’s unique philanthropic cause, was created, Sodexo has played a leading role in combating food insecurity and strengthening communities.



### FY25 Results

- **15.2 million beneficiaries** in **65** countries
- **41** women and youth empowerment projects in **28** countries
- **10,880** volunteers engaged
- **80** clients involved during the Servathon
- **400** NGO partners

**Supported by thousands of employees, clients, suppliers, and consumers, Stop Hunger contributes to sustainably alleviating hunger worldwide while creating employment opportunities that foster social and financial reintegration for the most vulnerable.**

Stop Hunger is now a large philanthropic network active in over 60 countries, collaborating with more than 300 NGOs to fight hunger and food insecurity. Its strategy combines food assistance, emergency aid, and long-term empowerment programs that build community resilience with a focus on supporting women and young generations.

## STOP HUNGER BENEFICIARIES

in M (cumulative)

### Impact on individuals

Baseline FY17 **15.5M** 2025 **107.4M**



Social

# People

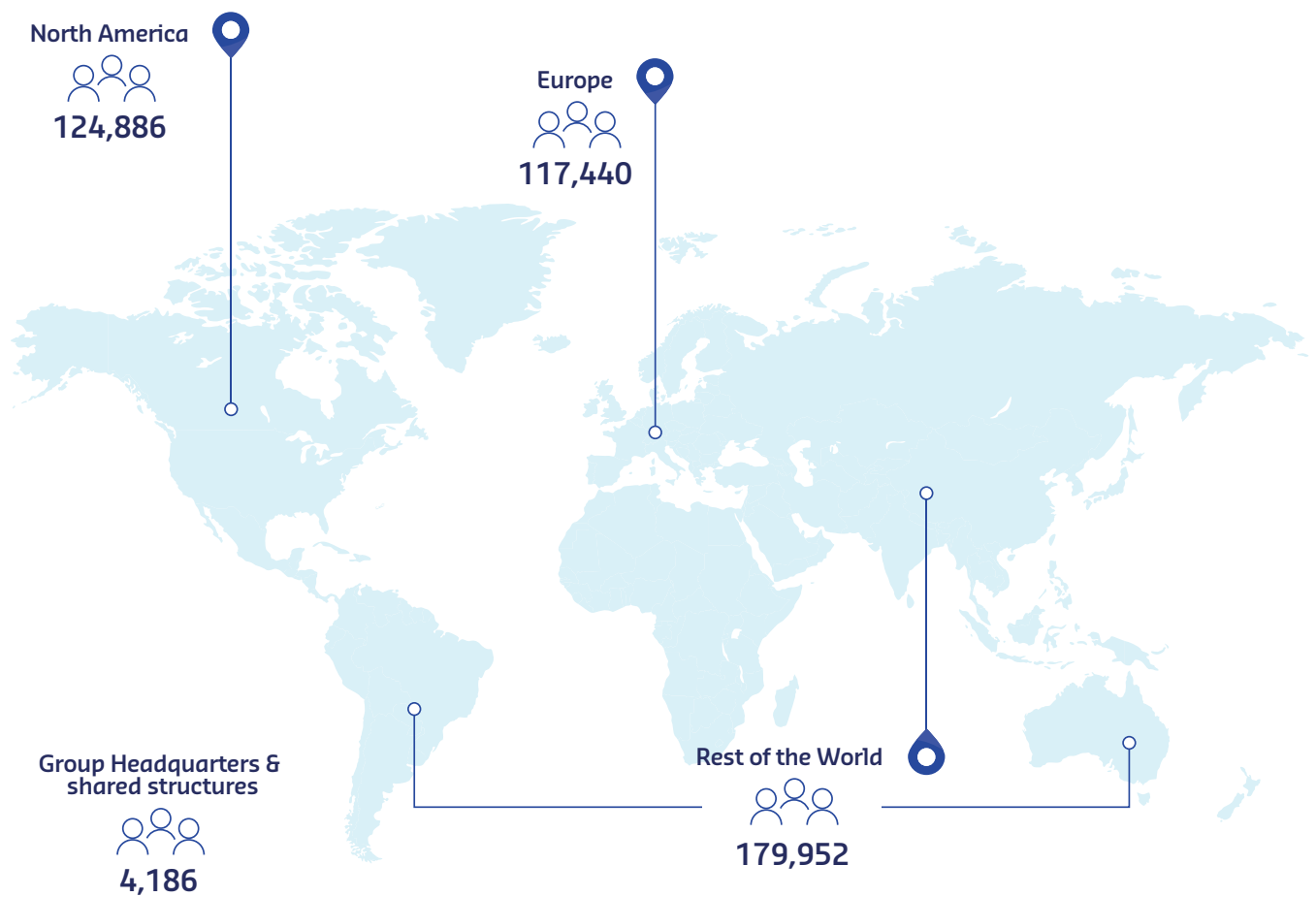


# A strong DNA, growing together for a positive and lasting impact

Since its founding in 1966 by Pierre Bellon, Sodexo has grown around a core belief: the Company's growth is inseparable from the development of its employees.

Today, with more than 426,000 employees over 40 countries, we carry a major responsibility: ensuring a safe, respectful, inclusive, and meaningful work environment. Every day, our teams have a tangible impact on the lives of millions of people. By acting locally, they actively contribute to improving the quality of life in the communities around them.

*"I'm convinced that the success of the Company depends on its employees' pride in belonging, their share in its values and on the improvement of their quality of life while at the service of our clients and of consumers." – Pierre Bellon, excerpt from "To Serve and To Grow".*



## Social impact

### North America

- 73% employee retention rate
- 9,800 employees promoted internally
- 4,047,392 Stop Hunger beneficiaries

### Europe

- 92% employee retention rate
- 2,700 employees promoted internally
- 2,650,402 Stop Hunger beneficiaries

### Rest of the World

- 83% employee retention rate
- 8,400 employees promoted internally
- 8,118,386 Stop Hunger beneficiaries

Our strategy is based on a meaningful employee value proposition (EVP), designed to inspire, develop, and retain talent. It is structured around the three pillars of our employer promise – Belong, Act, Thrive – which guide and organize our initiatives.

# Safety first, every day

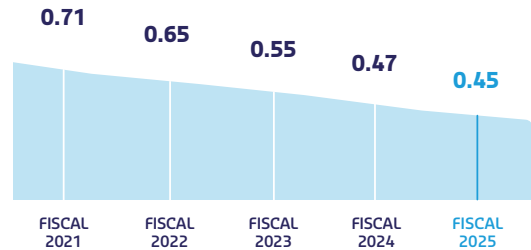
## Protecting people through a zero harm culture

At Sodexo, safety is non-negotiable. Protecting the health, safety, and well-being of our employees, partners, and clients is a core condition for delivering reliable, high-quality services.

Our long-term reduction in lost-time injuries reflects a disciplined, prevention-focused approach embedded across all operations, geographies, and levels of the organization.

This continuous improvement is driven by strong governance, clear accountability, and a shared belief that every incident is preventable.

LTIR EVOLUTION OVER 5 YEARS



## Our Zero Harm mindset

Zero Harm is more than a target, it is a mindset that guides daily behaviors and decisions. It means anticipating risks before they materialize, empowering teams to speak up, and placing safety at the heart of leadership, operations, and performance management.

Through training, visible leadership commitment, and consistent standards worldwide, we foster a proactive safety culture where everyone plays a role. This approach not only protects people but also strengthens operational resilience, service continuity, and trust with our clients.

Beyond policies, our senior leaders instill safety as a core value through the LEAD pledge, a collective set of beliefs and commitments demonstrating visible leadership in action.



OUR VISIBLE & FELT



LEADERSHIP PRINCIPLES

"At Sodexo, our purpose is to create a better every day for everyone to build a better life for all.

Achieving Zero Harm is our obsession and key to achieving our future strategic aims and ambitions.

Our LEAD pledge is a shared commitment from our hearts and minds to drive business decisions, always considering safety first.

**We leverage our Global expertise and centres of excellence to enable change**

We promote sharing of best practice and expertise across geographies

We identify centres of excellence and encourage innovation

We allocate appropriate resources to achieve our Zero Harm ambition

**We energize our colleagues and clients on our safety ambition**

We promote safety as a value, not as a priority

We commit to ensuring a psychologically safe and healthy work environment

We share our 'why for safety' and encourage others to do the same

**We adapt and anticipate through leading metrics and activities**

We consider safety insights in our everyday decisions making

We are committed to achieving year-on-year improvements in our HSE Fundamental safety maturity index

We believe tech, data and digital innovation is a key enabler to achieving our Zero Harm ambition

**We defend against risks/ threats to achieving Zero Harm**

We set clear expectations towards tolerability of risk and minimum standards

We encourage transparency of safety risks in our business reviews

We apply our just and fair culture framework to ensure consistency in consequence management

*With discipline and rigor, and with pride and passion, for each other and those we care about; together, we demonstrate our unwavering commitment to people and food safety"*



# 42%

of Group Senior Executives are women

## Belong

### PILLAR 1

#### Inclusion as a driver of cohesion

We foster inclusive workplaces where everyone feels respected, heard, and empowered to contribute. By promoting diversity, equity, and belonging across our teams and value chain, we strengthen engagement, collaboration, and performance.

The Group's inclusive culture is recognized worldwide. In 2025, Sodexo ranks 4th in France and 28th globally according to Equileap, which evaluates companies on gender equality performance. This recognition affirms our ongoing commitment to creating inclusive work environments where everyone can thrive and strengthen their sense of belonging.

## Act

### PILLAR 2

#### Giving meaning to engagement

At Sodexo, acting is much more than performing a task; it means understanding the impact of what you do and feeling useful to colleagues, clients, and society.

We believe that individual engagement can generate powerful collective impact. That is why we encourage and support our employees in all their initiatives that create positive change.

Being an active contributor at Sodexo means having the autonomy to make a difference in service of consumers and local communities. It also means participating in solidarity programs such as Stop Hunger or supporting local populations through community events.



# 80%

employee engagement rate

## Thrive

### PILLAR 3

#### Developing skills to build the future together

We invest in skills, employability, and career development to help our people grow and succeed. By supporting internal mobility, training, and long-term careers, we strengthen resilience, retention, and service excellence.

That is why continuous learning and internal mobility are central to our employer promise. Our dedicated platform, Sodexo Academy, accessible globally, enables employees to acquire new skills, explore different roles, and chart their own career paths.



# 12.4

average number of training hours per employee

# Employee engagement, powering performance and impact

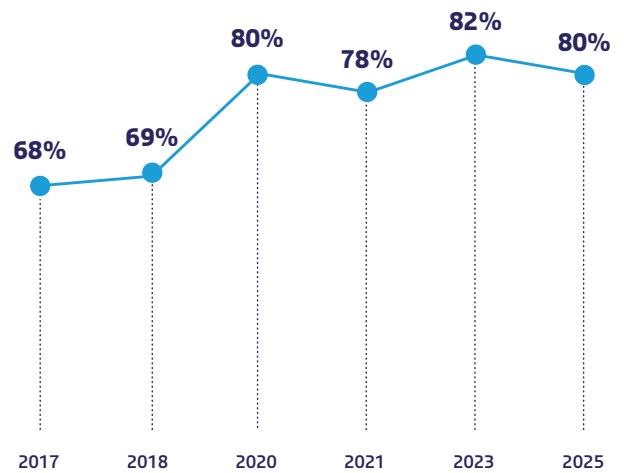
People are the driving force behind Sodexo’s performance and client experience. By fostering engagement, well-being, and inclusion, we strengthen our ability to deliver consistently high-quality services while creating a positive impact on individuals and communities. Our approach combines strong listening mechanisms, fair and inclusive employment practices, and a global benefits foundation that supports employees wherever they operate.



### FY25 Results

- **248,839 employees** participated in the “Voice” survey (↗ **5,500** vs. 2023)
- **Global Engagement: 80%** (↘ 2 pts vs. 2023)
- **Global eNPS: 33** (↘ 3 pts vs. 2023)
- Safety, Culture & Belonging, and CSR are top drivers of positive engagement and eNPS

### ENGAGEMENT RATE



### Impact on individuals

Baseline FY17 **68%** 2025 **80%**

## VITA by Sodexo



VITA by Sodexo, our global benefits program, is a common foundation for a comprehensive benefits package at Sodexo. The Group has committed to offer three benefits to all eligible employees:

#### Life insurance

Benefit payable upon death of an employee to their beneficiaries equal to 1x annual base salary.

#### Employee assistance program

Free helpline to support well-being, providing employees with 24/7 access to advice, guidance and counselling.

#### Parental/care leave

Benefit payable to employees who take parenting leave and family care leaves:

- maternity (primary caregiver): 12 weeks paid leave, with an ambition to reach 14 weeks;
- paternity (secondary caregiver): 2 weeks paid leave;
- family caregiver: 5 days paid leave.

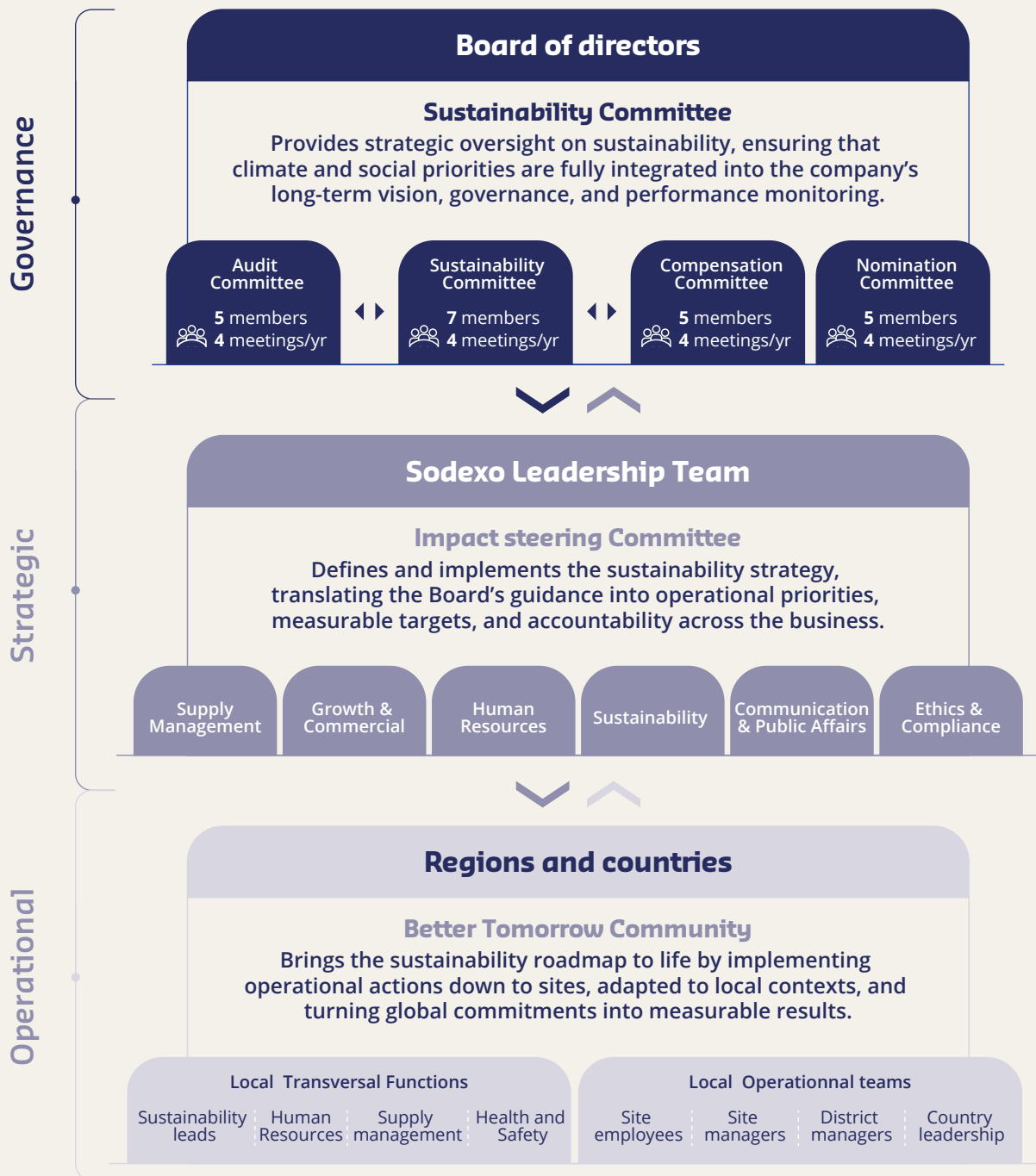
Governance

# Strong governance

# Strong governance driving sustainability performance

Sodexo has established a robust governance framework to ensure sustainability is fully embedded into the Group’s strategy, decision-making, and performance management.

From the Board of Directors to operational teams across regions and countries, this structure provides clear oversight, accountability, and execution capabilities. It enables the effective delivery of our sustainability targets by aligning strategic direction, operational priorities, and measurable outcomes across the organization.



# Ethics and compliance, central to the Group's governance

Sodexo is built on strong ethical principles that guide its development and contribute to its reputation. These principles are the cornerstone of the Group's culture, business model and policies on compliance, innovation, sustainability, sponsorship, human rights and diversity and equal opportunity.

## ZERO-TOLERANCE FOR CORRUPTION ALIGNED WITH OUR ETHICAL PRINCIPLES

Our zero-tolerance approach to corruption is grounded in our ethical principles (loyalty, respect for people, transparency and integrity).

All employees at Sodexo must respect and enforce all applicable rules and standards in line with our Code of conduct when it comes to business integrity and fighting corruption and bribery.

Sodexo has implemented a comprehensive framework to prevent and detect bribery, corruption and influence peddling, illustrated as follows:



### Focus on Sodexo's "Speak Up" Ethics Line

Available in over 30 languages, online or by phone in each country, the grievance mechanism enables (subject to local legislation) all Sodexo employees and partners (in particular suppliers, clients and consumers) to report anything that they suspect to be unethical, particularly harassment, theft, fraud, corruption, conflicts of interest, environmental damages, document forgery or insider trading.

### Focus on Sodexo Code of conduct

The Code of conduct, fully revised in Fiscal 2024 to improve clarity and accessibility, serves as a foundational framework for all entities. It is available in more than 30 languages across Sodexo and is complemented by detailed policies and procedures that offer practical guidance for ethical decision-making, including rules on gifts and invitations, donations and corporate sponsorship, public affairs, international sanctions, and human rights.



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

Better Tomorrow 2028



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