Sodexo Animal Welfare Performance Report

Fiscal year 2025 | September 2024 – August 2025

Sodexo recognizes that all animals are sentient beings and supports the globally recognized "Five Freedoms" of animal welfare as an aspiration for its animal welfare strategy:

1. Freedom from Hunger and Thirst – by providing ready access to fresh water and a diet to maintain full health and vigor.
2. Freedom from Discomfort – by providing appropriate environment including shelter and a comfortable resting area.
3. Freedom from Pain, Injury or Disease – by ensuring prevention or rapid diagnosis and treatment.
4. Freedom to Express Normal Behavior – by providing sufficient space, proper facilities and company of the animal's own kind.
5. Freedom from Fear and Distress – by ensuring conditions and treatment which avoid mental suffering.

Recognizing that animal welfare is a critical element of a sustainable supply chain, Sodexo has developed its **Animal Welfare Strategy** to fulfill its commitment to sourcing sustainably reared products. The responsibility for managing and ensuring compliance across our global supply chains with regard to animal welfare is assigned to sustainability and supply management teams. This oversight is further reviewed by our sustainability governance bodies.

Sodexo views collaboration with its suppliers as a cornerstone of its transformation plans to improve animal welfare.

- As of 31st of August 2025, the Sodexo Animal Welfare Supplier Charter had been translated into 18 languages making it available in the national languages of countries.
- More than 1,344 suppliers have signed the Sodexo Animal Welfare Supplier Charter.

Sodexo is also convinced of the importance of shifting food habits towards more sustainable ways of eating in order to **reduce pressure on the environment and to support the health and wellbeing of both people and animals**. This approach is fully embedded in Sodexo's sustainability roadmap, Better Tomorrow 2028, and in particular its commitment to deliver **Better Meals that taste good and do good** – for people's health and the planet.

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As part of its **Sustainable Eating strategy**, Sodexo promotes a progressive shift toward plant-forward and low-carbon menus to **reduce reliance on animal protein production**, which carries a disproportionate impact on climate and natural resources. In the last quarter of Fiscal Year 2025, Sodexo's centrally planned menus represented 33% plant-based main dishes, where client requirements allowed. Applied to all menus, regardless of client requirements, the share of plant-based main dishes reached 29% on average.

Under Better Tomorrow 2028, Sodexo has also reaffirmed its long-term commitment to reach 70% low-carbon main dishes in centrally planned menus by 2030. The definition of a low-carbon dish was developed with technical guidance from WWF and refers to dishes with a carbon footprint of 900g CO_2e or less. The carbon impact of main dishes is measured using third-party tools.

This **FY25 Animal Welfare Performance report** illustrates how Sodexo is consistently progressing on these commitments. It shows strong results; while acknowledging the difficulties the company encounters in certain regions.

The following section outlines the progress made by each region in implementing Sodexo's animal welfare strategy within the supply chain.

Focus on Laying hens

Delivering on our 2025 cage-free commitment

Sodexo committed to sourcing **100% cage-free shell and liquid eggs by 2025 in countries representing 88%[1] of its revenue**.

FY25 performance:

- Cage-free shell eggs: 79%
- Cage-free liquid eggs: 90%
- Combined cage-free rate (shell and liquid): 86%[2]

December 2025 estimated snapshot:

- Cage-free shell eggs: 94%
- Cage-free liquid eggs: 92%
- Combined cage-free rate (shell and liquid): 93%[3]

[1] The Animal Welfare reporting scope represents 98.5% of consolidated Group revenue. The remaining 1.5% corresponds to (i) operations below our materiality threshold and (ii) businesses exited but still reflected in FY25 consolidated revenue
[2] Calculated on volume basis (kg), including both shell eggs and liquid eggs converted into shell egg equivalent kilograms
[3] Calculated on volume basis (kg), including both shell eggs and liquid eggs converted into shell egg equivalent kilograms

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These results reflect **strong and sustained progress across key markets and highlight the resilience of Sodexo's transition**, despite ongoing disruptions caused by avian influenza outbreaks in several regions. While these external factors have impacted supply availability in certain areas, overall performance within this perimeter has continued to improve, confirming the robustness of the trajectory. Sodexo remains focused on closing the remaining gap in a limited number of markets where supply or structural constraints persist.
In markets where the transition to shell and liquid eggs is complete, and where market conditions allow, **Sodexo has extended its commitment to other processed eggs**.

Europe

Most European countries had already achieved 100% cage-free shell eggs well ahead of the 2025 deadline. The remaining effort focused primarily on liquid eggs, with several markets making significant progress in FY2025: France increased cage-free liquid eggs from 41% to 100%, Spain from 0% to 100%, and the United Kingdom from 59% to 98%.
In **France**, this progress sits within a **broader shift to free-range** sourcing: since 2024, 100% of egg sourcing (shell, liquid and hard-boiled eggs) has been from free-range hens and of French origin. In addition, omelets, poached eggs and fried eggs have been 100% cage-free and of French origin since January 2025.

Americas

Brazil delivered a **remarkable progression over three years**, with cage-free shell eggs reaching 67.5% in FY2025 (compared to 43% in 2023). Based on the most recent available data at the close of December 2025, the cage-free rate for shell eggs stands at 94.8%, while liquid eggs reached 100% over the same period. This trajectory reflects sustained supplier collaboration and a consistent strengthening of Sodexo's local sourcing strategy. The main structural challenge encountered was supplier production capacity, which, while growing, has not yet fully met total market demand. Brazil's end-2025 results confirm what is achievable when organizational commitment, supplier readiness and evolving market conditions align, and reinforce the value of locally grounded, relationship-driven approaches in markets where supply chain foundations are still being built.

In the **United States**, progress has remained significant despite the most severe avian influenza outbreak on record, which caused widespread supply disruptions throughout 2025. Based on the most recent available data at the close of December 2025, cage-free shell egg sourcing stands at 82.7%, liquid eggs at 92.4%, and processed eggs at 72 %, the latter remaining more complex due to limited validated supply and processing capacity across the US market.
Sodexo US continues to work closely with suppliers to stabilize and expand cage-free supply and expects to reach full compliance as market conditions normalize**.**

In **Canada**, Sodexo sustained very high levels of cage-free sourcing across most egg categories: cage-free sourcing stood at 96% for shell eggs, 87% for liquid eggs 74% for processed eggs. These results reflect both the strength of Canada's supply base and the impact of sustained, practical efforts to address category-specific challenges.

APMEA

In **Australia**, cage-free shell eggs reached 96.8% in FY2025. Liquid egg supply remains constrained by the limited local availability of cage-free products, a structural challenge Sodexo is actively working to address with its supply partners.

Taken together, these results reflect **meaningful progress** against Sodexo's 2025 cage-free commitment. They also illustrate that **the pace and path of transition are shaped by local realities: supplier infrastructure, regulatory frameworks, market maturity, and external disruptions especially avian influenza.** Where conditions allowed, Sodexo met or came close to its target. Where structural barriers persist, the priority shifts to building the foundations for a durable, long-term transition, as outlined in the roadmaps below.

Notes on avian influenza

Avian influenza continued to significantly disrupt global poultry and egg supply chains throughout FY25. Recurrent outbreaks of highly pathogenic avian influenza (HPAI) led to the culling of tens of millions of birds globally, maintaining structural pressure on availability, pricing, and the transition to higher welfare systems (FAO; WOAH).

In the **United States**, one of the most impacted markets, recurring outbreaks resulted in the loss of over 30 million laying hens in 2025 and continued volatility in egg production and prices (USDA). This has delayed the recovery of cage-free supply and contributed to gaps in achieving animal welfare targets.

In **Europe**, sustained circulation of HPAI led to hundreds of outbreaks across multiple countries during the 2024–2025 period. Despite strengthened biosecurity, preventive confinement measures and supply disruptions have continued to create tension with cage-free commitments (EFSA; ECDC).

In **Latin America**, the situation evolved with Brazil reporting its first outbreak in a commercial poultry farm in 2025, highlighting increasing exposure of major export markets (WOAH).

Asia remains a structural hotspot, contributing to ongoing global supply volatility (WOAH)

Table 1 – Cage-free egg progress by country: markets under 2025 commitment

Data: FY25 (September 2024 – August 2025)

	Shell			Liquid			Processed		Commitment
	2023	2024	2025	2023	2024	2025	2024	2025	2025
EUROPE									
Austria	100%	100%	**100%**	100%	100%	**100%**	100%	**100%**	100% shell + liquid + processed
Belgium	100%	100%	**100%**	100%	100%	**100%**	100%	**100%**	100% shell + liquid + processed
Finland	100%	100%	**100%**	100%	100%	**100%**	99%	**100%**	100% shell + liquid + processed
France	81%	89%	**100%**	42%	41%	**100%**	56%	**76%**	100% shell + liquid + processed
Germany	100%	100%	**100%**	100%	100%	**100%**	100%	**99%**	100% shell + liquid + processed
Italy	83%	98%	**100%**	94%	99%	**100%**	96%	**98%**	100% shell + liquid + processed
Ireland	69%	67%	**76%**	0%	21%	**84%**	100%	**69%**	100% shell + liquid + processed
Luxembourg	100%	100%	**100%**	100%	100%	**100%**	100%	**100%**	100% shell + liquid + processed
Netherlands	100%	100%	**100%**	97%	100%	**100%**	100%	**100%**	100% shell + liquid + processed
Norway	100%	100%	**100%**	100%	100%	**100%**	100%	**100%**	100% shell + liquid + processed
Poland	100%	100%	**100%**	100%	100%	**100%**	-	**-**	100% shell + liquid
Spain	77%	70%	**100%**	0%	0%	**100%**	-	**100%**	100% shell + liquid
Sweden	100%	100%	**100%**	100%	100%	**100%**	100%	**100%**	100% shell + liquid + processed
Switzerland	100%	100%	**100%**	100%	100%	**100%**	98%	**100%**	100% shell + liquid + processed
United Kingdom	79%	99%	**98%**	86%	59%	**98%**	99%	**72%**	100% shell + liquid + processed
AMERICAS									
Brazil	43%	75%	**67%**	28%	98%	**92%**	-	-	100% shell + liquid
Canada	77%	94%	**96%**	70%	82%	**87%**	72%	**74%**	100% shell + liquid + processed
USA	74%	80%	**77%**	85%	90%	**89%**	74%	**80%**	100% shell + liquid + processed
APMEA									
Australia	100%	100%	**97%**	0%	0%	**0%**	100%	100%	100% shell + liquid + processed

Sodexo is the first food service company in Belgium to eliminate the slaughter of male chicks in its egg supply chain.

While in-ovo sexing is not yet legally required in Belgium, Sodexo Belgium has proactively chosen to support the adoption of this technology to help improve animal welfare standards across its egg supply chain. Since November 2023, 75% of shell eggs, along with 100% of liquid and boiled eggs, have been sourced exclusively from producers using the Selegt process. This innovative technology detects the sex of the chick while still in the egg, preventing the culling of male chicks.

Liquid and boiled eggs, due to their longer shelf life, allow for stable sourcing conditions and sufficient volumes to support the use of this technology at scale. The remaining 25% of the shell egg supply currently cannot be transitioned independently without sufficient production scale.

To address this structural limitation, Sodexo Belgium has initiated collaborative discussions with peers in the Netherlands and Germany to explore the pooling of volumes required to enable a broader rollout of in-ovo sex determination for shell eggs.

Markets with extended roadmaps

As set out in Sodexo's previous Animal Welfare Performance report, **markets representing 12%[4] of Sodexo's revenue face structural barriers that prevent a transition to cage-free eggs by 2025**, including limited infrastructure, high costs, regulatory gaps, and supply chain complexity. Adjusted timelines extending to 2030 or 2035 were established for these markets, with country-specific roadmaps and a commitment to annual reassessment. Sodexo remains prepared to accelerate these timelines should market conditions evolve more rapidly than anticipated.

APMEA

In **Asia**, progress towards cage-free egg sourcing continues through locally grounded, pilot-led approaches, reflecting both the diversity of market conditions across the region and the sustained effort required to build resilient and scalable supply chains.

India is a market where Sodexo is investing through both its own initiatives and pre-competitive industry collaboration.

[4] The responsible sourcing reporting scope represents 98.5% of consolidated Group revenue. The remaining 1.5% corresponds to (i) operations below our materiality threshold and (ii) businesses exited but still reflected in FY25 consolidated revenue.

Cage-free penetration has increased significantly between FY23 (0.4%) and FY24 (2.9%), reflecting strong initial progress in building local supply chains. In FY25 (2.6%), this momentum remains broadly stable. This evolution should be interpreted in the context of India's rapid business expansion: demand is growing at a faster pace than the current availability of cage-free supply and the cost acceptance by clients, which can temporarily dilute the relative share. At the same time, absolute volumes of cage-free eggs and related investments continue to increase.
At company fast-growing level, Sodexo piloting **a women-led cage-free egg initiative** in partnership with a local social service organization, supporting 50 smallholder farmers to establish cage-free production aligned with recognized humane standards. Farm infrastructure upgrades have been completed and cage free egg deliveries from these farms have started. At industry level, the **Global Coalition for Animal Welfare (GCAW)**, of which Sodexo is a founding member, has made India a dedicated focus since 2025, establishing a working group supported by Global Food Partners and their expertise and knowledge of the Indian market to drive coordinated, scalable progress across member companies.

Across the wider APAC region, year-on-year results show continued forward momentum at varying speeds. **Hong Kong SAR** reached a significant milestone in December 2025, achieving 100% cage-free shell egg, a result driven by supplier readiness and sustained client engagement, and a strong reference point for other markets in the region. **Thailand, Singapore and Malaysia** delivered steady incremental gains year on year. In the **Philippines**, initial sourcing activity in the latter part of the period reflects growing engagement and lays the groundwork for further progress. In **Greater China**, momentum has been supported by increased visibility, including the Good Egg Award recognizing 100% cage-free shell egg usage at Bistrot, Sodexo's flagship restaurant in Shanghai.

Latin America

Progress in Latin America reflects the early stages of market development, where limited cage-free infrastructure and supply chain complexity remain the primary barriers. Sodexo is actively working to raise awareness among clients and consumers as a lever to stimulate demand and accelerate supplier engagement. Colombia provides a strong illustration of this approach. Building on a 2024 initiative to promote cage-free eggs and raise client awareness, cage-free penetration increased significantly from 1.6% in FY24 to 11.4% in FY25. This demonstrates that targeted advocacy and visibility efforts can contribute to progress, even in markets where supply remains constrained.

Table 2 – Cage-free egg progress by country: markets with extended roadmaps

Data: FY25 (September 2024 – August 2025)

	Shell			Liquid			Roadmap Shell + Liquid			
	2023	**2024**	**2025**	**2023**	**2024**	**2025**	**2028**	**2030**	**2032**	**2035**
EUROPE										
Israel	20%	20%	**20%**	0%	20%	**20%**	*50%*	**100%**		
Turkey	0%	2,9%	**18,3%**	-	-	**-**	*50%*	**100%**		
AMERICAS										
Chile	0%	0%	**0,4%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**
Colombia	0%	1,6%	**11,4%**	-	-	**-**	*10%*	*30%*	*60%*	**100%**
Costa Rica	0%	0%	**0%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**
Mexico	0%	0%	**7,6%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**
Peru	0%	0%	**0%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**
APMEA										
China	0%	0%	**0,4%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**
Hong Kong SAR	0,4%	12,2%	**44,4%**	0%	0%	**0,2%**	*50%*	**100%**		
India	0,4%	2,9%	**2,6%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**
Malaysia	0%	0%	**0,6%**	-	-	**-**	*50%*	**100%**		
Philippines	0%	0%	**0%**	-	-	**-**	*50%*	**100%**		
Singapore	0%	0,2%	**1,5%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**
Thailand	0,2%	2,8%	**3,8%**	0%	0%	**0%**	*50%*	**100%**		
UAE	0%	0%	**0%**	0%	0%	**0%**	*10%*	*30%*	*60%*	**100%**

Focus on Broiler chicken

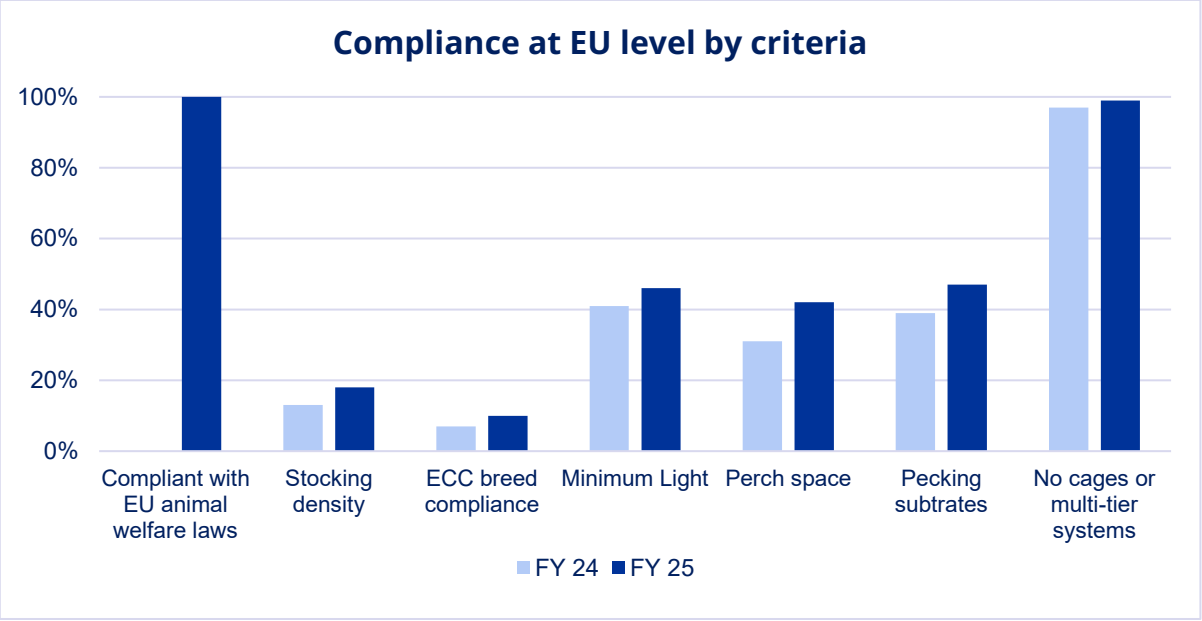
The Better/European Chicken Commitment (BCC / ECC) is crucial for food services companies like Sodexo as it represents a key step toward improving animal welfare, ensuring more humane farming practices, and meeting the growing consumer demand for ethically sourced food.

Sodexo has engaged with the majority of its suppliers from European countries to work on its chicken procurement strategy. Through these efforts, Sodexo aims to enhance transparency in its supply chain and promote more ethical and sustainable practices in poultry farming.

As part of the Global Coalition for Animal Welfare (GCAW), of which Sodexo is a founding member, Sodexo and its peers are working on improving knowledge on enrichments and key welfare outcomes.

EUROPE

The evaluation of Sodexo's products using ECC (European Chicken Commitment) criteria[5] has provided valuable insights, allowing the company to identify areas for improvement to set clear goals.
The chart represents approximately 91% of Sodexo's raw chicken, both fresh and frozen, and processed chicken[6].



[5] compliance with EU animal welfare laws was not reported in 2024
[6] added in FY25 scope vs FY24

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This comprehensive assessment forms the foundation of Sodexo's refined strategy moving forward. In addition to animal welfare considerations, the company has also examined various health and environmental factors. This holistic approach ensures that Sodexo's European chicken procurement strategy aligns with broader sustainability objectives and consumer expectations for responsibly sourced products.

Scaling Higher Welfare Broiler Sourcing in France Through Supplier Partnerships and Structured Initiatives

In France, 13.8% of our broiler chicken volumes are sourced from systems providing outdoor access, including Label Rouge, organic and certified free-range production. These production systems are associated with higher welfare standards, particularly in terms of lower stocking density and access to outdoor areas.

Sodexo France is actively engaged in developing the availability of free-range chicken, working with suppliers to progressively expand these sourcing options where feasible. In parallel, Sodexo France is a partner of the "Nature d'Éleveurs" initiative led by LDC, which aims to enhance broiler welfare practices. Products covered by this initiative are 100% compliant with key European Chicken Commitment criteria, including requirements on lighting, litter quality and provision of perches.

Thanks to long-standing partnerships with four suppliers over more than 15 years, Sodexo France maintains continuity of supply, including during periods of market tension such as avian influenza outbreaks and reduced availability. While supply constraints linked to mandatory confinement measures continue to impact access to outdoor systems, these partnerships support resilience and stability of sourcing.

USA

You can find the latest progress and roadmap on us.sodexo.com in the Animal Welfare section.

In line with its commitment to the Better Chicken Commitment:

- Sodexo US actively contributes to multistakeholder groups such as the US Compassion in World Farming Broiler Chicken Working Group as well as the Global Coalition of Animal Welfare (GCAW). Both groups are working collectively to influence the industry to adopt higher welfare models.
- Sodexo Canada is committed to the following standards to which its partners in the Canadian chicken farm industry currently adhere: no added hormone and steroids, regulated system, annual independent third-party audit, annual independent third-party audit, transition to Controlled Atmosphere Stunning (CAS).

Focus on other species

Sodexo Belgium has taken significant steps to improve animal welfare by ensuring that all pork sourced comes from **non-castrated piglets**, in line with long-standing national production practices. This approach had already been fully implemented across Sodexo Belgium prior to 2024.
Since October 2024, this sourcing has been further strengthened through the exclusive use of pork certified under the Better Living (Beter Leven) 1 Star scheme. This certification introduces a more comprehensive and structured set of farm-level animal welfare requirements, aligned with recognized standards for improved living conditions and animal care.
As a result, **100% of the pork sourced by Sodexo Belgium now complies with the Better Living 1 Star standard**, demonstrating continued progress in animal welfare and alignment with credible, third-party verified schemes.

Sodexo Belgium has also taken meaningful steps by exclusively sourcing **rabbit meat from cage-free systems**. This approach has been established practice in Belgium for many years and is fully implemented across Sodexo Belgium, reflecting sustained alignment with animal welfare expectations and responsible sourcing standards.

Sodexo UK and Ireland have made meaningful progress in advancing animal welfare standards across the supply chain, with a continued focus on supporting higher welfare practices for a range of species.
Within **pork** sourcing, this progress includes moving away from systems that restrict animals' freedom of movement and natural behaviours, towards more open and welfare-focused rearing conditions. These changes represent a positive step forward in improving living conditions for pigs and strengthening overall welfare outcomes.
Beyond pork, further initiatives have been introduced to support enhanced animal welfare standards across other species, including increasing the proportion of products sourced from assurance schemes that emphasise animal welfare and responsible farming practices, across key dairy categories such as cheese, butter, milk and cream.

Sodexo France has for many years worked with its suppliers to improve animal welfare conditions in its supply chain. In France, Sodexo has developed an Animal Welfare supplier evaluation. The company offers its suppliers the opportunity to carry out an **Animal Welfare diagnosis** carried out by the external firm specializing in ethology Bureau Etre. The aim of these audits is to strengthen links with the sectors, to better inform stakeholders and to raise awareness and support suppliers.

More plant-based recipes to reduce animal products consumption

Reducing the consumption of animal products is a key pillar of **Sodexo's Sustainable Eating strategy** and an integral part of its **Better Tomorrow 2028 roadmap**, under Commitment 3: **Better Meals that taste good and do good**. By encouraging a shift from diets primarily based on animal proteins toward more balanced, plant-forward options, Sodexo aims to support health, reduce environmental impact and limit reliance on animal-based production systems, in complementarity with its animal welfare commitments.

In the last quarter of Fiscal Year 2025, Sodexo's centrally planned menus represented **33% plant-based main dishes**, where client requirements allowed. Applied to all menus, regardless of client requirements, the share of plant-based main dishes reached 29% on average. This performance represents a key milestone in Sodexo's Sustainable Eating strategy and supports the long-term ambitions of Better Tomorrow 2028.

In parallel, and as a core commitment under Better Tomorrow 2028, **Sodexo is targeting 70% low-carbon main dishes in centrally planned menus by 2030**. The carbon impact of main dishes is measured using third-party tools, enabling robust tracking of progress and continuous improvement.

To deliver on these ambitions, Sodexo is accelerating deployment in major markets and segments by combining menu design, chef training, data-driven tools, consumer engagement and client partnerships. Initiatives such as **Cook for Change! The Sustainable Chef Challenge**, Sustainable Culinary Masterclasses (more details below) and plant-forward menu defaults support the progressive rebalancing of protein sources, while preserving nutritional quality, taste and freedom of choice.

Sodexo is also supporting research on the topic with the release of its second Sustainable Food Barometer with Harris Interactive and a report with the WWF on the levers available to food service organizations to support a shift towards health and sustainable diets.

Below are key illustrations of Sodexo's policy to promote plant-forward eating options.

USA

- Sodexo's commitment to plant-based dining continues to be recognized externally. In 2025, the Group was again awarded an **"A+" by Humane World for Animals** (formerly HSUS) in its Food Service Industry Protein Sustainability Scorecard, notably for increasing lower-carbon plant-based entrées and for tracking animal protein purchases annually.

- The collaboration with Sodexo Healthcare and Greener by Default reached a critical milestone: the expansion of plant-forward patient menus with plant-based defaults to 350 hospitals, an initiative that garnered national media attention for its scale and impact. To further optimize this work, we are collaborating with researchers on a first-ever study to identify the most effective menu language for encouraging plant-based choices in patient dining.

- Sodexo has also embedded its DefaultVeg strategy into menu design across nearly 400 university and college dining halls in the United States, serving approximately 1 million students daily. By leveraging behavioral science and choice architecture, DefaultVeg supports more sustainable food choices while preserving consumer freedom.

EUROPE

In **Europe**, Sodexo continues to invest in skills development to support its **"less but better" approach**. Through its Sustainable Culinary Masterclasses, launched in collaboration with Humane Society International, Sodexo equips chefs and cross-functional teams with the skills needed to create balanced meals that prioritize plant-forward ingredients, animal welfare and environmental sustainability. To date, teams in eight European countries have been trained. In pilot implementations, menus designed through these masterclasses reduced the average carbon footprint of food served by 59%, from 1.5 kg CO_2e to 0.6 kg CO_2e per serving.

In **France**, Sodexo is actively contributing to the food transition through a progressive transformation of its food offer. This includes increasing the share of plant-based meals, developing hybrid and plant-forward recipes, and training chefs to place greater emphasis on plant ingredients.
At the same time, Sodexo is working upstream with agricultural supply chains that are essential to this transition, notably by strengthening sourcing practices for plant-based proteins, including a commitment to reach 100% French-sourced pulses by the end of 2026.
The company also deploys operational tools such as the Green-score® to make the environmental impact of meals visible and to support more sustainable consumer choices.
Taken together, these actions reflect an **end-to-end approach, from product sourcing to the plate, supporting a deliberate and structured shift towards more**

plant-based menus. They contribute to rebalancing protein sources within menus and are expected to lead, over time, to a relative reduction in the use of animal proteins, in line with Sodexo's low-carbon and sustainable food objectives.

OTHER REGIONS / COUNTRIES

Sodexo also adapts its plant-forward approach to local contexts. In **Chile**, the Group has deployed plant-based programs such as Equilíbrate and Veggie Module across around 150 sites in different segments, achieving high guest satisfaction and raising awareness of the health and environmental impact of food choices. In the **Philippines**, Sodexo has partnered with clients to introduce plant-based dishes, which now represent around 20% of menu offerings, supported by collaborations with specialized plant-based brands.

More information on Sodexo's plant-forward initiatives can be found in its culinary report: 2024 Annual Culinary Report by Sodexo

Useful Links

- Sodexo Position Paper
- Sodexo Supplier Charter
- Sodexo FAQ
- Sodexo Low-carbon Meals
- Better Leven
- Compassion In World Farming
- Global Animal Partnership GAP standard
- Global Coalition for Animal Welfare
- Red Tractor
- RSPCA