

IMPACT SOURCING REPORT 2025



sodexo

Summary

01	PURPOSE IN ACTION	3
		4
		5
02	MEASURING IMPACT, DELIVERING RESULTS	6
03	SUPPORTING SMALL AND LOCAL SUPPLIERS	7
		8
		9
04	ADVANCING SUPPLIER DIVERSITY AND INCLUSION	10
		11
		12
05	OPENING OPPORTUNITIES FOR ALL IN OUR SUPPLY CHAIN	13
		14
06	PROOF IN ACTION, AT SCALE	14
		15

		16
		17
		18
		19
		20
07	MULTIPLYING IMPACT WITH SUPPLIERS BEYOND SOURCING	
		21
08	WHAT'S NEXT	
		22
09	TRUST THROUGH TRANSPARENCY	
		23
		24

How to navigate this report

This is an interactive document designed to enhance your reading experience.

- **Use the navigation buttons** to move easily between sections
- **Click on highlighted terms** to access their definition in the glossary
- **Click on methodology buttons**  to learn more about Sodexo's approach and data framework

FOREWORD



“
Fairtrade has helped me earn a better income from my coffee. I can now invest more in my farm and improve my production.

”
Caroline Jepkogei Rono
Coffee farmer, Kenya

This is what a sourcing decision looks like from the other end of the supply chain. **Not a contract. Not a line in a spreadsheet. A farmer who can finally plan ahead.**

What we buy shapes the world

At Sodexo, buying is never just business

The world is more fragile than it looks. Poverty, precarity, and food insecurity don't stay outside the business environment: they shape it, disrupt it, and increasingly define who thrives in it. Expectations from civil society, evolving regulations, and rising client demands are making responsible sourcing not just a value, but a genuine business differentiator.

For years, our Supply Chain Inclusion Program has been rooted in long-term partnerships with SMEs local businesses, and social enterprises, those typically excluded from large multinational procurement processes. We have made inclusion a deliberate strategy, built over time with commitment and continuity.

At Sodexo, our purchasing approach is rooted in a holistic approach to value creation. We combine competitiveness with strong environmental, social and ethical standards, making purchasing a powerful lever to recognize diversity, strengthen performance, enhance resilience, and create lasting societal impact.

Behind every sourcing decision are people whose work underpins the quality we deliver to our clients. Through trust-based, long-standing partnerships with suppliers, we help strengthen their businesses and uplift their communities. And the more they thrive, we thrive.

“
Our suppliers are not just partners — they are the people through whom we create real change. Every purchasing decision our 800 buyers make is an opportunity to prove that business and positive impact go hand in hand.



”
Philippe Sacksick
SVP Supply Management, Sodexo

PURPOSE IN ACTION

Sourcing with purpose

How we turn intention into action

As part of Better Tomorrow 2028, our sustainability roadmap, inclusive sourcing is a strategic lever of our societal engagement. It allows us to create a broad measurable, lasting impact for people, suppliers, their workers, families and communities.



Mouna Fassi Daoudi
Group Chief Sustainability Officer

Impact Sourcing means creating shared value by leveraging our trusted supplier partnerships and our purchasing power to deliver meaningful results for our clients, while generating measurable positive socioeconomic impact across our supply chain.

Our approach focuses on three priorities:

- 1 Strengthen partnerships with suppliers who create access to decent work for people in vulnerable situations.
- 2 Foster inclusion of underserved businesses: social enterprises, diverse and inclusive suppliers;
- 3 Demonstrate meaningful, measurable and lasting positive social impact

Our model works both globally and locally.

It relies on a shared vision, common principles, and clear rules to ensure consistency and credibility across all countries. At the same time, our teams adapt to local laws, market conditions, social priorities and community needs; ensuring meaningful impact wherever we operate.

Supplier selection is always merit-based, in line with our foundational commitment to equity.

Socio-economic impact and inclusion are important components of our assessment. They complement (not replace) the full set of performance criteria: competitiveness, quality, compliance, delivery reliability, innovation and sustainability.

WHY IT MATTERS

A growing threat to food security, social cohesion, and economic stability

1/3

of the World's Food
is grown by smallholders

Food workers face it 2.5× more and Service workers tend toward greater precarity

Impact Sourcing Creates Opportunities Reaching those who need it most

Through our supply chain, we focus on individuals who face barriers to employment, sustainable livelihoods or economic participation, as well as those underrepresented in local contexts, particularly within labor-intensive and low-skilled segments of our supply chains.



At Sodexo, we embed inclusive practices into our supply chain, strengthening resilience and driving innovation while creating lasting economic opportunity in the communities. In doing so, Culture and Belonging become a lever for performance across our entire ecosystem.



Tony Tenicela

Global Head Culture and Belonging at Sodexo



Culture and Belonging inclusion dimensions



Gender Equality



People with disabilities



Generations



Cultures and origins



Sexual orientations, Gender identity, and Expression

Impact Sourcing beneficiaries

Women-owned suppliers; Female workers in vulnerable situations, including single mothers and victims of domestic violence; Workers in roles with historically low female representation

Disabled-owned suppliers; Disability work-integration social enterprises; Workers with disabilities across our supplier network

Veteran-owned businesses; Young workers under 26 without qualifications or facing long-term unemployment; Senior workers over 50 in job transition, supported by employment programmes

Minority-owned and indigenous-owned suppliers; Social work-integration enterprises; Workers in underrepresented or vulnerable social and economic situations

LGBTQ+ -owned suppliers

Our approach supports target beneficiaries facing structural barriers to inclusion, often across multiple dimensions. Addressing these challenges requires embedding inclusion directly into sourcing practices, with SMEs acting as a key lever to expand access to opportunity across our supply chain.

Measure. Improve. Scale.

What we measure, we manage

By quantifying the socio-economic value of our purchasing influence, we unlock the insight to progress and the determination to push impact further, faster. Social impact is measured and monitored as rigorously as any financial performance metric.



By deliberately choosing suppliers with demonstrable social impact, we spark ripple effects that elevate economic and societal performance through mutual reinforcement.



Axelle Venot-Hallu,
Global Director of Sustainable,
Ethical and Inclusive Sourcing at Sodexo

How we measure

Each year, the procurement departments of 43 countries report data through a dedicated survey. Coverage improves each year as teams strengthen their measurement capabilities.

Today,
1 in 4 €

of Sodexo On-Site Services spend is with SMEs and local small-scale producers, supporting positive socio-economic impact in local communities.

In 2025, we achieved record-high results:

SMEs

€2.8
billion

and

1,828
Fairtrade-supported
small producers

**Diverse
Suppliers**

€602
million

including

€343M
1,576
Women-Owned

**Social
Enterprises**

€56
million

including

€35M
Disability-focused

Small businesses Big impact

30,296
SMEs

33
countries

€2.8B
directed



WHY IT MATTERS?

Nearly
90%
of all businesses
worldwide are
SMEs

More than
50%
of global jobs are
provided by SMEs

Up to
70%
of employment in
developing countries
is generated by SMEs

SMEs are the backbone of every economy.

Across every sector (from farming to tech), they drive innovation, agility, and resilient local supply ecosystems. They also generate the majority of new jobs, particularly for young people, women, and underrepresented communities. Supporting them is both a business imperative and a social one.

Sodexo's long-standing commitment to SMEs is significant in scale and measurable in impact.

By engaging 30,296 local, very-small, small and medium-sized businesses across 33 countries, we foster entrepreneurship, strengthen communities, and build more resilient supply chains. SME spend is now growing twice as fast as total spend, a clear signal that inclusion and performance reinforce each other.

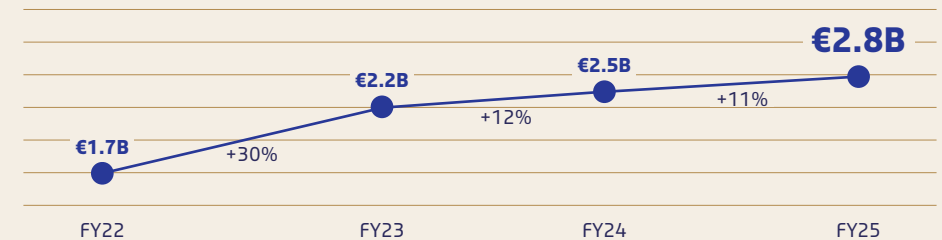
SODEXO'S KPIS

25%
on average of
Sodexo's country
spend goes to SMEs
worldwide.
Up to 75% in China.

The USA ranks #1
within Sodexo for
absolute spend with
SMEs, **totaling €801M**,
which represents
29%
of Sodexo's global
SME spend.

SME's spend
growing
x2
faster than
total spend
in 2025

Sodexo Spend with SMEs — €9.2B for 4 years



Coffee that changes lives

**1,788 small producers members
of Fairtrade-certified producer
organizations benefit from Sodexo's
Fairtrade coffee sourcing volumes**

**Through its coffee sourcing, Sodexo has a genuine opportunity
to turn a daily ritual into meaningful change.**

Fairtrade® certification guarantees a minimum price, supports living incomes, and promotes sustainable agricultural practices — all independently audited at every stage.

The Premium is paid directly to producer cooperatives and then voted on by the producers, 23% of whom are women, funding locally chosen projects such as water infrastructure, education, women's empowerment, and climate resilient farming.

POSITIVE IMPACT

415 T
Fairtrade® coffee
purchased in FY25

1,790
small coffee
producers
supported through
Sodexo volumes

€216 K
Fairtrade community
premium paid
to producer
organizations

WHY FAIRTRADE ?



As a global label, Fairtrade connects disadvantaged farmers and workers with responsible businesses and consumers to drive positive change for people and societies. Fairtrade appreciates Sodexo's interest in joining forces by purchasing more products under Fairtrade terms to build sustainable and resilient livelihoods and supply chains.



Marika De Pena,
Global CEO, Fairtrade International



DRIVING FAIRTRADE FORWARD

The first socio-economic impact results, supported by Fairtrade International, reinforce our engagement. They drive us to go further, advocating with our clients to scale impact together by increasing Fairtrade-certified products across our offering.

Cocoa that changes lives

40 members of Fairtrade-certified producer organizations benefit from Sodexo's Fairtrade cocoa sourcing volumes

Nearly half of cocoa farmers live below the poverty line, facing low and unstable incomes that leave them particularly vulnerable.

The sector is also exposed to the persistent risks of child labor and forced labor. Unsustainable farming practices contribute to deforestation and high CO₂ emissions. By promoting fairer pricing, stronger producer organizations and more sustainable agricultural practices, Fairtrade certification acts as a critical lever for positive and lasting change.

POSITIVE IMPACT

50t

Fairtrade® cocoa purchased in FY25

40

small cocoa producers supported through Sodexo volumes

€4,659

Fairtrade development Premium paid to producer organizations



The Fairtrade premium has enabled us to accomplish many things, especially for women. It has helped us support our children's progress, and we also use the Fairtrade premium to build the future.



Rosine Bekoin,

Producer and member of the CAYAT cooperative, Ivory Coast



In Côte d'Ivoire, only

25%

of women cocoa farmer's own land.

Fairtrade's Women School of Leadership program has supported

109

women from 14 cooperatives to develop skills to break gender barriers.



A supply chain as diverse as the world we operate in

At Sodexo, we intentionally engage with diverse suppliers because we believe a supply chain that reflects the world it operates in is a stronger supply chain.

Grounded in local legal and certification frameworks, this approach delivers a clear business case: it drives innovation, strengthens supply chain resilience, expands market reach, and supports more equitable economic growth.

Active membership in 11 global supplier diversity networks gives Sodexo verified access to diverse-owned suppliers, participation in certification and development programmes, and a seat at the table on inclusive procurement standards.

Networks include: WEConnect International (Global) · WBENC (USA) · WBEC Greater DMV (USA) · National Minority Supplier Development Council (USA) · Minority Supplier Development UK · Canadian Aboriginal and Minority Supplier Council · Supply Nation (Australia) · National LGBT Chamber of Commerce (USA) · Disability: IN (USA) · Capital Region MSDC (CRMSDC) · USA and Canadian Council for Aboriginal Business (CCAB) (Canada)

Beyond these memberships, we also collaborate worldwide with dozens of local inclusion partners to implement inclusive-procurement initiatives rooted in local realities and tailored to the specific needs of each regional supplier ecosystem.

THE GLOBAL PICTURE OF FY2025 RECORD

€602M

Total Tier 1 spend with diverse suppliers



Women owned

€343M
spend

1,576
suppliers



Minority owned

€222M
spend

670
suppliers



Veteran owned

€38M
spend

187
suppliers



Indigenous owned

€53M
spend

69
suppliers



Disabled owned

€26M
spend

53
suppliers



LGBTQ+ owned

€11M
spend

72
suppliers

Closing the gender gap at scale

In 2025,

1,576

women-owned
suppliers won

€343M

across

13

countries

A record, built through the sustained,
coordinated efforts of our global Supply
Management community.

An additional

€24M

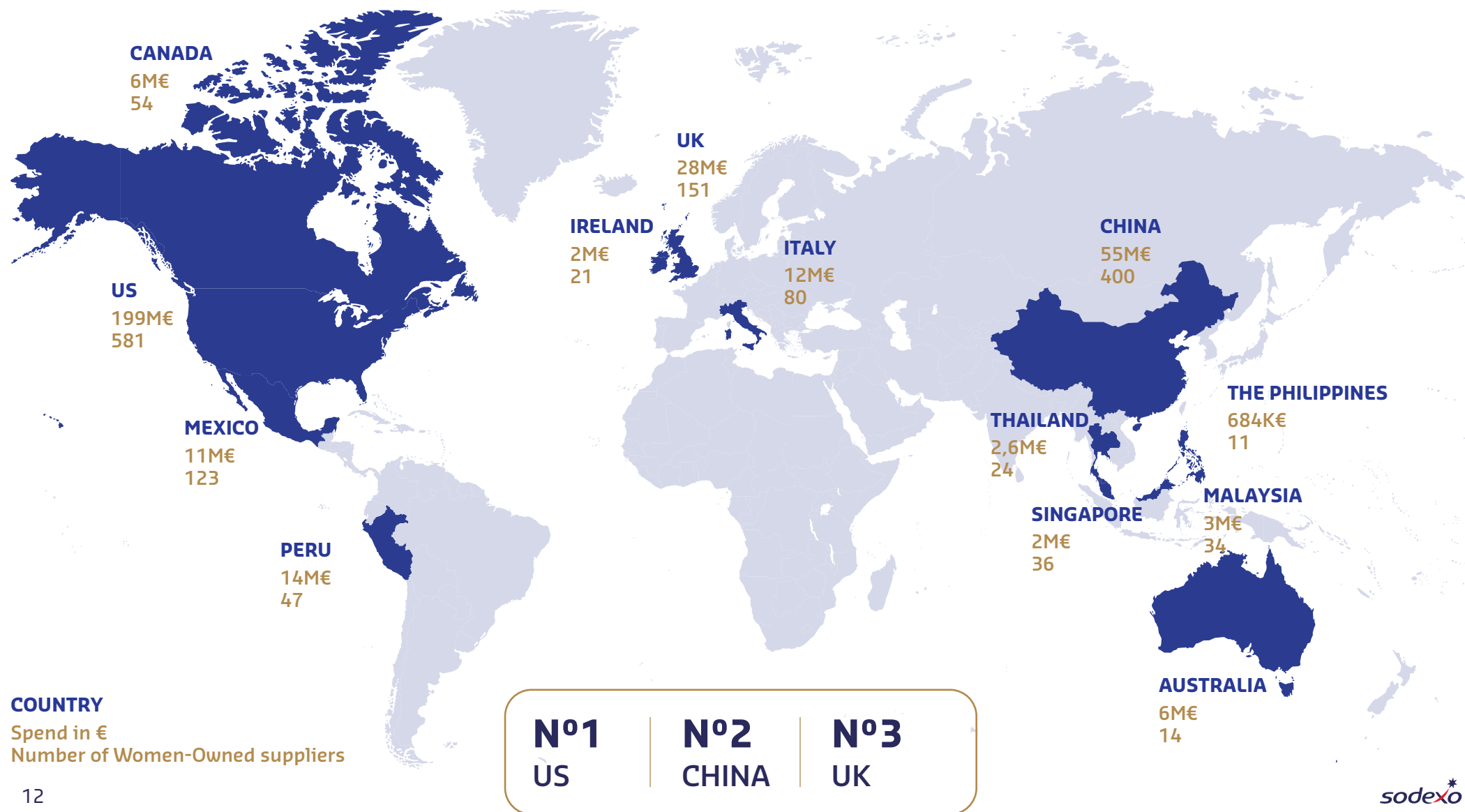
reached Tier 2 women-owned suppliers.

Over four years:

€1.4B

invested in women-owned businesses.

Global Reach and Scale: Sodexo Women-Owned Supplier Partnerships in 2025



1 billion people Too often left out

Promoting disability inclusion in our supply chains is essential to ensuring that people with disabilities can access meaningful work, earn fair wages, progress in their careers and participate fully in economic and social life.



€26M

to 53 disability-owned
suppliers (Tier 1) — USA,
Peru, Canada, UK & Ireland

€35M

to 24 Disability Work-Integration
Social Enterprises (Tier 1) —
France and USA

Together, these partnerships provide meaningful employment pathways for workers with disabilities within our suppliers' operations, help expand inclusive sourcing ecosystems, and reinforce our commitment to building equitable, accessible and socially inclusive value chains worldwide.

Our purchases fund their mission

In 2025, Sodexo reported consolidated data on social enterprise spend for the first time. Across France, UK and Ireland and Italy, €21 million was directed to 96 work integration social enterprises. In France and the United States, a further €35 million supported 24 Disabled Work Integration Social Enterprises, creating a baseline for future progress.



UK AND IRELAND

€343M

2025 Sodexo UK and Ireland spend with 2,756 SMEs

€30M

172

Women-Owned

€17.1M

76

Minority-Owned

€7M

37

Social Enterprises

€6.1M

40

Veteran-Owned

€1.2M

22

Disabled-Owned

€1M

22

LGBTQ+ owned

Nº1

Buying Country for Fairtrade® Coffee and Cocoa
— directly impacting 532 small farmers

Through its Social Impact Pledge 2030, Sodexo UK and Ireland commits £1 billion in spend with SMEs and diverse suppliers by 2030. We work with MSDUK and WEConnect International and is a signatory of Social Enterprise UK's Buy Social Corporate Challenge, earning a 'Best in Class' ranking for four consecutive years in MSDUK's Inclusive Procurement Benchmark.



//

Sodexo is a longstanding partner of Hey Girls, and we have been proud to work together since 2022. Through this partnership, Sodexo has introduced our products across multiple sites, helping to ensure that people have access to essential period products when they need them. The impact of this partnership has been incredibly meaningful to us. Through their continued support, Sodexo has helped donate 130,956 period products to our Community Partners, UK charities supporting those experiencing period poverty. Partnerships like this are vital to the work we do.

//

Hey Girls,

Female-led social enterprise, donating 100% of its profits to its social mission, UK



France: a comprehensive model, deeply rooted



FRANCE

France is where Sodexo was born and where some of its most structured inclusive sourcing practices have taken root.

As part of its Inclusive and Social Procurement roadmap, Sodexo France has developed a measurable approach to inclusion and mentoring, built around three major pillars:

- **Strengthen procurement from Government recognized social enterprises driving inclusion for people facing employment barriers** (ESS, notably SIAE) and organisations providing supported work environments for people with disabilities STPA)
- **Create positive impact for local communities** with suppliers operating in vulnerable rural and urban areas
- **Support small and very small suppliers**

SODEXO FRANCE KPIs

+68%

inclusive spend over the past three years

€14M

with 57 Social Enterprises in 2025

ESS €13,5 M,
STPA €495 K

€254M

with 2,358 SMEs in 2025

RFAR LABEL

Sodexo Responsible Supplier Relations as a Catalyst for Inclusive Procurement



In December 2024, Sodexo France became the first food services company to earn the RFAR Label — France's only public certification for responsible supplier relations.

A commitment that started in 2010, when Sodexo was already the first and only food services company to sign the RFAR Charter. Its ISO 20400-aligned processes are audited annually by an independent assessor, making Sodexo the first in its sector to hold this label.



Inclusion is stronger together

As a member of the Collectif pour une Économie Plus Inclusive (38 companies, €200M procurement target, 5,000 jobs supported), Sodexo committed to a **60% increase in inclusive sourcing by 2028** (baseline 2022), contributing to the expansion of inclusive employment nationwide.

Behind what we eat, remarkable stories

MARSEILLE

Sodexo and Pain et Partage

12 years of commitment to impact driven food systems

Since 2014, Sodexo has partnered with Pain et Partage to support local organic farming and promote social inclusion through employment. This long-term collaboration strengthens the regional organic sector while amplifying the association's social impact, contributing to local development, ecological transition, and inclusive growth.



Sodexo chose to place its trust in Pain et Partage to support local organic agriculture and act concretely for social inclusion through work. Each year, this partnership translates into tangible results: 228 tons of locally produced organic wheat and 16,375 integration work hours delivered. These commitments reflect the shared values long upheld by Sodexo and Pain et Partage: working together for responsible food systems that generate positive impact.



Lionel Renault,
Director of Development, Pain et Partage

NORMANDY

La Ferme de Béthanie, dairy that delivers inclusion

A small, inclusive dairy ESAT farm in Cotentin. Our long-term partnership provides stable, predictable purchase volumes — the kind of sustained commitment that allows a business to plan ahead, invest, and grow. Workers with disabilities find meaningful employment; quality local dairy finds its way onto Sodexo menus.



Ile-de-France

Croix-Rouge Insertion: Fresh Produce. Fresh Starts into Work

Since 2019, Sodexo has supported Croix-Rouge Insertion in developing Vif! Circuits Courts — a local platform bringing fruits and vegetables from farms within 150 km of Paris straight to our kitchens, while creating integration jobs for people facing barriers to employment. The result: reduced environmental impact, fair remuneration for producers, strengthened local economies, and 15 inclusive jobs generated through Sodexo partnership.



Temporary work Permanent commitment to inclusion

Contingent workers deserve the same care, protection and respect as permanent teams.

Through a mandatory inclusion clause guaranteeing socio economic insertion hours, Sodexo works with partner agencies and public schemes to support people facing precarity. This support includes administrative guidance, access to training and, when needed, social or medical assistance to help individuals regain confidence and move toward long term employment.

First launched in France, this approach has already generated the equivalent of

88

full time annual jobs and is now expanding globally.

Lilia was one of 6,000 people recruited for catering services during the Paris 2024 Olympic and Paralympic Games. She joined Sodexo Live! through Humando, an inclusive temporary work agency (Adecco Group), and continued working throughout 2025, illustrating how inclusive contingent work can deliver stability and a pathway back into professional life.



Since I started working, I feel so much better emotionally. Having a job and a salary changes everything.



Lilia Bouzaza,
contingent worker

In 2025, Sodexo reinforced this commitment by extending its Speak Up ethics line to all contingent workers in France, **ensuring equal access to grievance mechanisms** and strengthening fairness across the value chain.



USA: Leading by example for 25 years

**€801M won by small and nearly
€417M achieved by diverse suppliers
(2025)**



USA

The U.S. Supply Management team continues to lead, scale and deepen our engagement with small and diverse suppliers.

Sodexo's longterm inclusive sourcing approach is driven by targeted strategies, trained buyers, and strong pipelines in underserved communities. In 2025, Tier 2 reporting was delivered to over 1,100 client sites, showing that inclusion and performance go hand in hand.

FOCUS

US Women-Owned suppliers:

In the United States, Sodexo increased its spend with women-owned businesses by

4.8%
year-on-year,

reaching
€199M

across
581
suppliers in 2025



Ideaworks testimony

Our collaboration with Ideaworks, a U.S. women-owned and WBENC-certified marketing agency, is a model of what long-term diverse supplier relationships look like: operational performance, supplier growth, and a relationship built on trust, not just contracts.



Beyond a mutually beneficial business relationship, our Sodexo partnership has amplified our team's passion and commitment to make the world a better place, one action at a time. Supporting initiatives like Stop Hunger and the many other social responsibility commitments Sodexo embraces makes Ideaworks a better partner and a better citizen of our global community.



Donna Hansbury,
President and CEO, Ideaworks



Australia: Indigenous Sourcing that triples value



Sodexo Australia's

€22M

spend with Indigenous-owned businesses in 2025

is estimated to
have generated

€80M

in social value

In the last four years alone,
Sodexo Australia spent over

€61M

with 50 Indigenous-owned
businesses

Supporting Indigenous
suppliers is a proven driver
of long-term economic
self-determination.



AUSTRALIA

In Australia, Sodexo's Reconciliation Action Plan journey began in 2011 under the national framework overseen by [Reconciliation Australia](#), as a long-term commitment to meaningful reconciliation with Aboriginal and Torres Strait Islander peoples across employment, procurement, and community relationships.

Terri-Ann "Tezzi" Daniel, a Wiradjuri mother of eight, started Cooee Cookies with just €10.90 a week. Today, this Indigenous-owned and women-led business creates allergy-friendly baked goods using native Australian botanicals such as Davidson's plum, wattleseed and finger lime. Rooted in the Wiradjuri notion of Miyagan ('family'), Tezzi's mission remains at the heart of every product: food should be inclusive and bring people together.

The Cooee Cookies partnership exemplifies Sodexo's approach: supporting suppliers who face multiple, intersecting barriers, including Indigenous-owned, women-owned, rural and small enterprise, while creating shared value that benefits families, communities and business.

Growing together growing stronger



BRAZIL

Café Por Elas is everything impact sourcing looks like in practice

Sodexo Brazil actively promotes this women-owned supplier not only because it offers traceable, responsibly grown, high-quality coffee, but because it embodies a model of local empowerment. Working entirely within Brazil, the roastery run by sisters Julia and Nadia Nasr, sources its specialty coffees directly from women farmers. No intermediaries. No opacity. Just transparent, equitable relationships that guarantee a fair, dignified income for their exceptional craftsmanship. The women who grow this coffee are also the ones who truly benefit from it.



PHILIPPINES

A Year of Transformation for Local Farmers

Initially:

35

Farmers

60

Hectares

One year later:

165

Farmers

300

Hectares

Through our partnership with AGREIA in Majayhay, Laguna, we empower smallholder farmers by strengthening their access to markets, improving livelihoods, and embedding sustainable agricultural practices across the food supply chain. Our clients receive fresher produce with fewer food miles, which lowers carbon emissions and strengthens local communities.

POSITIVE IMPACT

165

farmers empowered

67%

women

+794€

by farmers by year

Our suppliers don't just supply. They give.

**The ripple effect is real,
over 300 communities supported**

Through Stop Hunger (the Sodexo-founded nonprofit advancing food security worldwide) our suppliers have become the

N°1

external fundraising force.

Our suppliers also play a meaningful role by serving as jury members or mentors in the *Women for Zero Hunger* program, organized annually by Stop Hunger. This initiative supports and recognizes NGOs that promote women's empowerment across Africa.



Stop Hunger Dinner 2025

Year after year, their contributions create an additional and fully independent source of positive impact, reaching communities far beyond our supply chain:

1.8M
equivalent-meals
distributed

320
communities
supported

€3.3M
donations from
Sodexo suppliers
in 2025

WHAT'S NEXT

This is just the beginning



Caroline in Kenya. Tezzi in Australia. Julia & Nadia in Brazil. Lilia in France. Donna in the USA.

Behind every number in this report is a person who made a purchasing choice and a supplier whose business, people and communities can thrive. Every purchasing decision has the power to create opportunity, strengthen livelihoods and change lives. Keeping people at the centre of our actions, including within our supply chains, is essential to performance, excellence, value creation and long-term resilience. This is what keeps Impact Sourcing grounded: not in strategies alone, but in the daily choices of 800 buyers across 43 countries.



Impact sourcing isn't a programme. It's a way of doing business.

This first global socio-economic impact report is a major milestone. And 2025 confirms it works — at scale, across continents, with measurable results that grow every year. The insights gathered this year show that impact grows when it is measured, shared and embedded into the daily work of buyers, prescribers and local partners.

The roadmap ahead is clear: deeper measurement, more buyers trained, more clients engaged, more procurement pathways opened.

The goal isn't a better report next year. It's more suppliers and people who thrive. Because the more they thrive, we thrive.

Sources, Glossary and Methodological Notes

External sources

1	United Nations	World Social Report 2020: Inequality in a Rapidly Changing World
2	World Benchmarking Alliance	World Benchmarking Alliance's Social Benchmark 2024
3	FAO / UNICEF / World Bank	The State of Food Security and Nutrition in the World 2025
4	International Labour Organization	World Employment and Social Outlook: Trends 2025 World Employment and Social Outlook Flagship Report 2024
5	Fairtrade International	Fairtrade International Annual Report 2024 Evidence Map 2021-2024: Evidencing the Theory of Change
6	WEConnect International	WEConnect International Impact Report 2024
7	World Economic Forum	Global Gender Gap Report 2025
8	Gartner and AWESOME	Women in Supply Chain Survey: Women Represented at Historic Levels 2023 Gartner 2024 Women in Supply Chain Survey Reveals Limited Progress - press release on September 11, 2024 (Forbes-WEConnect International)
9	World Health Organization and World Bank	World Report on Disability 2011
10	United Nations	Disability and Development Report 2024 and Inequality – Bridging the Divide from Department of Economic and Social Affairs (UN DESA)
11	Supply Nation	The Sleeping Giant Rises – Full report 2025

Methodological notes

M1 Methodology and Assurance

Each fiscal year, 43 countries contribute to our reporting through a comprehensive survey covering more than 400 data points across responsible, ethical and inclusive procurement. Scope covers Sodexo On-Site Services operations and excludes Entegra. While not all countries are yet able to report on every KPI*, each one is strengthening its measurement capabilities year after year. This continuous improvement approach is underpinned by a rigorous process: all data is validated by each country's Chief Procurement Officer and a selection of KPIs undergoes external assurance as part of the URD and CSR reporting. Together, these steps ensure a robust and reliable foundation for our impact assessment.

Key Performance Indicator (KPI) is a measurable metric used to track progress toward a specific objective. KPIs provide a clear, evidence based way to evaluate performance and guide decision making.

In the context of inclusive, ethical and sustainable procurement, KPIs can be both quantitative and qualitative, as long as they are:

- **Measurable**: based on structured data, defined criteria or consistent scoring
- **Demonstrable**: supported by evidence, documentation or traceable processes
- **Actionable**: used to monitor progress, drive decisions and improve performance
- **Comparable**: aligned with the same rigor applied to economic or financial KPIs

Our procurement KPIs track not only operational performance, but also the socio economic impacts generated across the supply chain, such as supplier diversity, ethical compliance, capacity building efforts, local value creation, notably support to employment for people in vulnerable situations and improvement of dignified work and livelihood for workers in the value chain.

M2 Fairtrade cocoa

To estimate the number of producers directly impacted, the 50 tonnes of Fairtrade cocoa based products purchased by Sodexo were translated into cocoa bean equivalents, which served as the basis for calculating producer reach associated with Sodexo's purchase volumes.

M3 Intersectionality

Just as individuals experience overlapping and interrelated dimensions of identity, which cannot be isolated or ranked, supplier diversity cannot be reduced to discrete categories. Many suppliers reflect interwoven dimensions of diversity that cannot be separated. Our €602 million global spend therefore reflects an intersectional reality. Each supplier is counted once, with a methodology that avoids double-counting while recognising diversity in its full complexity.

Glossary

SMEs	While there is no universal definition of Small and Medium Enterprise “SMEs,” they are generally considered to be non-subsidiary, independent businesses, have a limited scale in terms of number of employees and financial turnover, though the exact thresholds vary by country. In scope: Micro, small and medium-sized suppliers under national legal framework. Sodexo utilizes the OECD definitions of SMEs on a country-by-country basis.
LGBTQ+	refers to people whose sexual orientation and/or gender identity is diverse, including but not limited to lesbian, gay, bisexual, transgender, queer or questioning individuals.
ESS	ESS (Économie Sociale et Solidaire): a French economic framework encompassing organisations that pursue a social or collective purpose, reinvest surpluses and operate under principles of solidarity and inclusive governance. Beyond the STPA, the ESS encompasses a wide range of organisations, including social enterprises (notably work integration organisations such as SIAE), cooperatives, associations, mutual organisations and foundations, all united by a shared commitment to social purpose over profit.
SIAE	SIAE (Structures d’Insertion par l’Activité Économique): organisations that support people far from employment through temporary economic activity and tailored integration pathways. SIAEs are part of the Social and Solidarity Economy (ESS).
STPA	STPA (Secteur du Travail Protégé et Adapté): French framework encompassing ESATs and EAs, providing inclusive work pathways for people with disabilities.
RFAR	The RFAR label (Relations Fournisseurs et Achats Responsables) is an official French certification recognizing organizations that implement responsible purchasing practices and foster fair, ethical, and sustainable relationships with their suppliers.
ESAT, EA	ESAT (Établissement et Service d’Aide par le Travail): protected work structure providing adapted activity and support for people with disabilities who cannot work in the open labour market. EA (Entreprise Adaptée): adapted enterprise operating in the open labour market and employing a majority of people with disabilities under standard employment conditions.

Diverse Suppliers	Businesses at least 51% owned, operated and controlled by underrepresented groups: women, ethnic minorities, indigenous peoples, people with disabilities, veterans or LGBTQ+ individuals.
Tier 1 suppliers	Tier 1: suppliers from which Sodexo directly purchases goods or services.
Inclusion partners	Beyond our memberships, we work with a global network of inclusion partners. Among those we are proud to promote: • in Australia: Garma Festival, Ngarluma and Yindjibarndi Foundation Limited, Yindjibarndi Aboriginal Corporation, Newman Women’s Shelter, Veteran Employment Program, ACON / Pride in Diversity; • in the USA: Hispanic Association on Corporate Responsibility, Management Leadership for Tomorrow, National Veteran-Owned Business Association; • in Canada: LGBTQ+ Chamber of Commerce Canada, and in the UK: Business Disability Forum (BDF)
Tiers 2 suppliers	Tier 2: suppliers that provide goods or services to Sodexo’s Tier 1 suppliers further upstream in the supply chain.
WBENC	Women’s Business Enterprise National Council (WBENC) is a national leader in business development for entrepreneurs and small to medium sized businesses, and the largest certifier of women-owned businesses in the U.S.
Reconciliation Australia	the independent peak body that guides organizations in advancing equality and improving outcomes for Aboriginal and Torres Strait Islander peoples.
MSDUK	Minority Supplier Development UK (MSDUK) is the UK’s leading inclusive procurement organisation, dedicated to connecting Ethnic Minority-Owned Businesses (EMBs) with large corporations committed to building diverse and inclusive supply chains.
WEConnect International	Global organization that connects women-owned businesses to qualified buyers worldwide to advance inclusive and gender-diverse supply chains.
UK and Ireland Social Enterprises	Businesses with a social or environmental mission; when they profit, society profits. They operate as one component within the wider voluntary, community and social enterprise (VCSE) ecosystem.



The more they thrive, we thrive.

Impact Sourcing Report 2025

SODEXO

@SODEXOGROUP

@SODEXOGROUP

@SODEXOGROUP

@SODEXOGROUP

Published by Sodexo's Global Responsible Sourcing Department

Graphic design: Agence Heidi, a women-led creative agency

Photo credits: Adobe Stock, IStock, Sodexo Group, Stop Hunger, Fairtrade International, Hey Girls, Humando (Adecco Group), Pain et partage, La Ferme de Béthanie, Croix-Rouge Insertion, Ideaworks, Coeee Cookies, Café Por Elas

Sodexo

255, Quai de la Bataille de Stalingrad
92866 Issy-les-Moulineaux Cedex 9
Tel.: 01 30 85 75 00

sodexo