

# 1. GENDER BALANCE AND THE ADVANCEMENT OF WOMEN AT SODEXO

## Introduction

Our approach to gender balance and the advancement of women has always been **strong**:

- **It's part of our DNA:** since its foundation, Sodexo has been guided by the belief that, to create lasting value, organizations and society must place people at the center of their thinking and that the women and men in a company must be the real beneficiaries of its success.
- **We understand the business case:**
  - In the marketplace: the face of our 75 million consumers is changing and we must resemble it;
  - In the workplace: it helps us attract the best talents across the world and achieve our strategy and growth objectives.

## Facts & Figures about Sodexo

### SODEXO WOMEN'S INTERNATIONAL FORUM FOR TALENT - SWIFT

- The **cornerstone of our strategy** in favour of gender balance and the advancement of women.
- Brings together **34 senior leaders representing 15 different nationalities** and all areas of the organization to increase women's representation in leadership positions through tangible initiatives and actions.
- Facilitated by a six-member Steering Committee, this group aims to increase women's representation in leadership positions through tangible initiatives with 4 objectives:
  - Reach 25% women among Sodexo's top 300 senior leaders by 2015;
  - Increase the number of women in operations;
  - Create a culture of Inclusion;
  - Serve as role models and advocates for gender diversity.

### DEVELOPING THE LEADERSHIP PIPELINE THROUGH MENTORING & SPONSORSHIP

- We actively promote and advocate the advancement of women in senior positions - **in particular in positions with P&L responsibilities** – through **mentoring**: pairing of female managers with mentors to develop their leadership and **sponsorship**: leaders within the organization (women and men) who actively advocate gender balance in management and leadership. As of 2014, 990 women have participated to mentoring programs (four times more than in 2009)

### NETWORKS

- We encourage the **development of Gender Networks** across the organization (France, US, UK, India, Ireland, Chile, Sweden...). They foster a culture of inclusion, offer development workshops and networking opportunities.
- **13 networks worldwide** to promote gender balance and the advancement of women.

### RESULTS AND MEASUREMENTS

- **A global scorecard monitors our gender balance figures:**
  - 23% of our Top Management, up from 16% in 2007 -> Goal : 25% in 2015.
  - 43% in the Group Executive Committee
  - 38% on our Board of Directors
  - 42% in management positions
  - 54% of our employees are women
  - 11 countries in the Europe are led by women

### AWARDS & RECOGNITIONS

- Women Corporate Directors **Visionary Award** in May 2014
- Among **The Times Top 50 Employers** for Women, 2014
- Times & Opportunity Global Award 2014 in recognition of the measurable progress towards its international commitment to gender balance
- Ranked #1 or #2 on **DiversityInc's Top 50 Companies for Diversity for 5 years**
- The **Catalyst Award in 2012** for its proven, measurable and multi-pronged diversity and inclusion strategy

## 2. FIVE YEARS OF ACHIEVEMENTS IN GENDER DIVERSITY AT SODEXO

### Introduction

Sodexo has **long given high priority to gender balance and the advancement of women** at every level of the organization. Sodexo believes that **by tapping into the full potential of women**, it will become stronger, more innovative and better at what the Group does. Since 2009, we have implemented worldwide an ambitious strategy with numerous results.

### Facts & Figures about Sodexo

	Situation in 2009	Situation in 2014
Representation of women		
<ul style="list-style-type: none"> <li>• <i>in the GSL population</i></li> </ul>	17%	<b>23%</b>
<ul style="list-style-type: none"> <li>• <i>In operations</i></li> </ul>	10%	<b>17%</b>
Women's engagement rate (district managers)	51%	<b>64%</b>
Women's satisfaction in gender diversity (district managers)	52%	<b>61%</b>
Countries where a gender network is implemented (district managers)	1	<b>13</b>
Women involved in a mentoring program	260	<b>990</b>
Countries involved in International Women's Day events	20 (in 2011)	<b>29</b>
Tools and guidelines developed by SWIFt	N/A	<b>9</b>

# 3. GENDER BALANCE AND THE ADVANCEMENT OF WOMEN AT SODEXO

## Sodexo Gender Balance Case Study

### OVERVIEW

With 419,000 employees globally and as the 18th largest employer worldwide; Sodexo's gender balance business case is summed up quite simply - Sodexo is first and foremost a people company. Success must be built on a unique economic and social model: the ability to maximize client and consumer satisfaction is proportional to the productivity and engagement of Sodexo employees. In order to help quantify the impact of employees on the business case it was important for Sodexo to further understand the importance of women in management. In 2014, Sodexo began a study to analyze its key business performance indicators (KPIs) from 100 global entities and 52,000 managers. The intent was to isolate whether gender balanced entities, defined as entities having 40% to 60% women in management, had higher KPI results than those entities without gender balance in management. For this initial work, the performance measures were focused on employee engagement, brand awareness, client retention and financial performance. The preliminary results were powerful indicating that entities with gender balanced management performed better in the performance indicators.

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### EMPLOYEE ENGAGEMENT

- From 2010 – 2012, Sodexo entities that have gender balanced management (between 40% to 60% of women) experienced an average increase of 4 points of the global engagement rate vs. only 1 point for the entities that do not have a gender balanced management.

### BRAND IMAGE

- The Sodexo Brand image is an essential factor for client retention. Client opinion data gathered between 2010 and 2012 have results that clearly show entities with gender balanced management have seen an increase of 5% of their client opinion compared with no evolution for other entities. This is significant as it translates into client retention.

### ORGANIC GROWTH

- Over the previous 3 consecutive years, positive organic growth was measured for 44% of gender balanced entities vs 32% organic growth for non gender balanced entities. In FY14, 65% of gender balanced entities have seen a positive organic growth compared with 51% for others.

### LGO

- In FY14, 50% of Gender balanced entities have seen a positive LGO the last 3 consecutive years (vs 40% for others).

### PROFIT

- Analysis of operating profit has shown that 71% of gender balanced management entities have seen positive operating profit during the last 3 consecutive years vs. 60% for others.

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### CONCLUSION

Gender balanced management drives employee performance and translates into positive increases within business KPIs compared to entities without Gender balanced management. While there have been many foundational studies about gender balanced leadership teams and boards (Catalyst; McKinsey, Credit Suisse, etc...), Sodexo has leveraged this body of work to complete its own gender balanced management study with a strategic focus on Sodexo KPIs, The results of the analysis have shown that Sodexo gender balanced management entities consistently outperform entities without gender balanced management entities. In addition, to sustain gender balanced management, Sodexo's gender diversity strategy is focused on the development of the critical women pipeline of management to senior roles. The study correlates that gender balanced management teams drive performance in terms of engagement, brand image, client and customer satisfaction and profitability. Not only is there a correlation between these key metrics, but given the longitudinal nature of our study, results show that gender balanced management teams result in sustained and predictable growth.