

In order to make diversity and inclusion a strategic priority, Sodexo has identified five key areas of focus:

- gender: expand the representation, engagement and development of women in leadership and operational positions;
- generations: build awareness and identify new opportunities to increase generational representation and a culture of effective working relationships across generations;
- ethnic minorities: strive to ensure that Sodexo's workforce reflects the diversity of its consumers and clients;
- people with disabilities: recruit, engage, develop and provide accommodations for employees with special needs;
- respect for sexual orientation and gender identity: foster an inclusive environment in which Lesbian, Gay, Bisexual and Transgender employees can "bring their whole selves to work."

Sodexo has identified several main drivers to support its commitments: ensuring and strengthening the commitment of leaders; increasing recruitment, development, engagement and retention of top talent; fostering a culture of diversity and inclusion developed at all levels and in all functions; and making diversity and inclusion a source of competitive advantage.

KEY FIGURES

Since Fiscal 2009, representation of women in Sodexo's Senior Leaders has risen from **18% to 23%**.

The goal for 2015 is 25%.

38% of women on the Board of Directors.

42% of women in all management positions.

54% of women in total workforce.

GENDER DISTRIBUTION FOR MANAGERS AND NON-MANAGERS FOR FISCAL 2013

Total employees: 427,921

231,719 **196,202**

Management: 48,885

20,605 **28,280**

Employees: 379,036

211,114 **167,922**

0% 20% 40% 60% 80% 100%

● Women ● Men

INTERNATIONAL – Global Task Force on Diversity and Inclusion

The 50-member Diversity and Inclusion Global Task Force was launched six years ago to develop and implement global initiatives supporting Sodexo's ongoing commitment to diversity and inclusion.

Sodexo measures progress and success through a scorecard that tracks both quantitative and qualitative accountability to ensure the continued sourcing, development and retention of a diverse and highly skilled workforce.

Leadership commitment

Sodexo integrates diversity and inclusion into its programs, policies and practices at every level of the organization. Sodexo's leadership teams are committed to ensuring that diversity and inclusion is embedded in everyday business activities, from recruiting the best talent to providing consumers and clients with the most innovative services.