



**Fiscal 2021
Integrated
Report**



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Integrated Report

Sodexo is committed to the practice of Integrated reporting, based on the recommendations of the International Integrated Reporting Council (IIRC) and the Group's roadmap for corporate responsibility Better Tomorrow 2025.

Managers from various departments within the Group took part in a series of workshops to co-create the report, ensuring there is a common perspective on Sodexo's overall economic, social and environmental performance. This Fiscal 2021 Integrated Report draws on information from the Universal Registration Document in which it is published.



As the global leader in Quality of Life services, Sodexo is the daily partner of over 100 million consumers in 56 countries. Since 1966, each day our teams strive to satisfy our customers and consumers, and to create value for all of our stakeholders.

These unprecedented times, in which we have all rallied together to beat the Covid-19 pandemic, have highlighted the value of our essential jobs. With a solid business model and the total dedication of its teams, Sodexo has shown great resilience in this unprecedented and especially challenging context.

1

By closely observing new consumer behaviors and trends, and to serve the needs and desires of each individual, Sodexo is accelerating its transformation and strengthening its competitiveness to rapidly adapt to the expectations of its clients and consumers and return to solid, profitable, and responsible growth over the long term.

Each of our actions is guided by our mission and values, and our awareness of our impact and responsibilities, which inspire us at every moment to give the best of ourselves to make every day a better day.



2

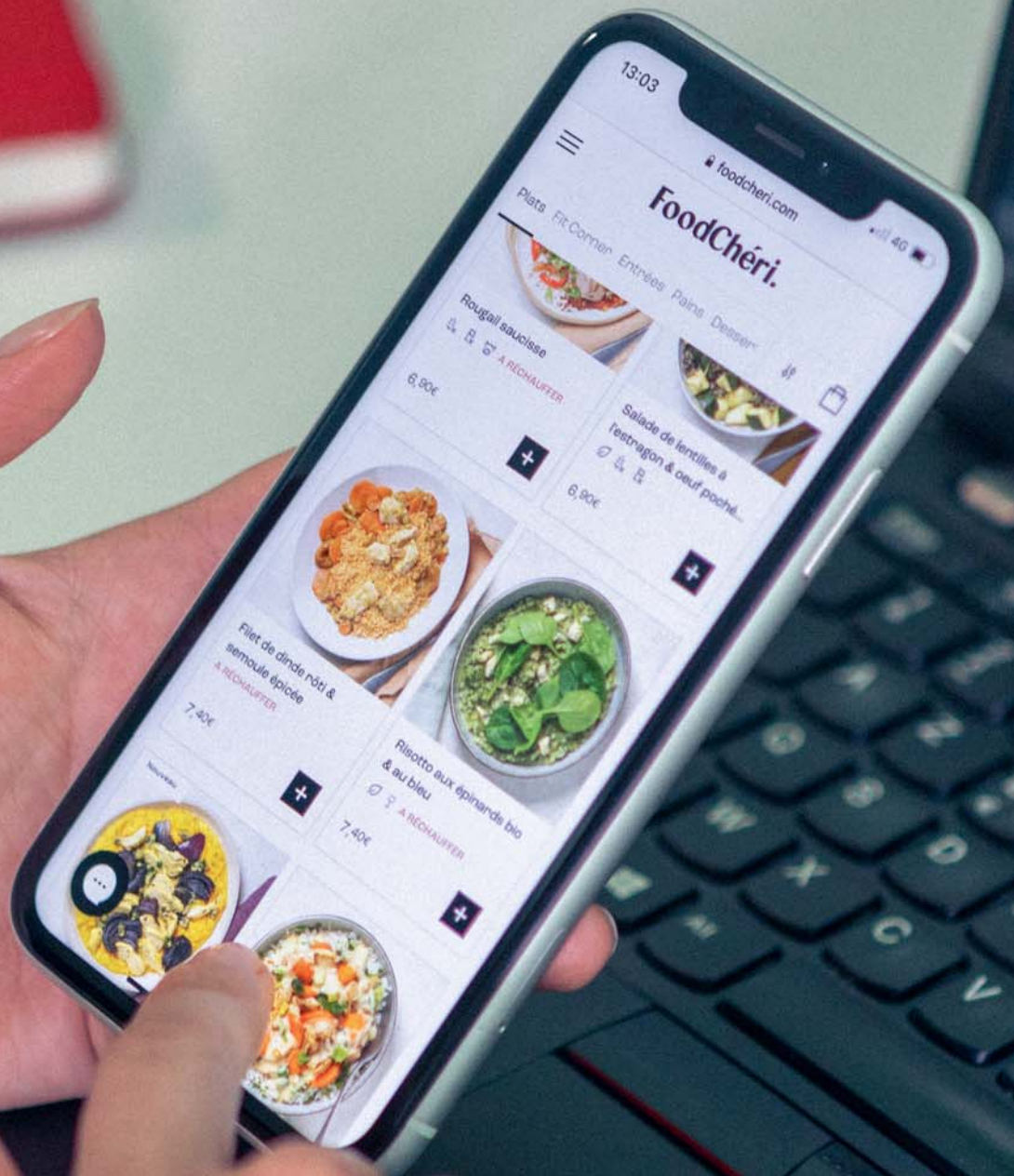
Reconnecting with others

After months of lockdown and in some cases isolation, Sodexo helps create the conditions that restore confidence in a safe return to social bonding. At work, at school and at university, it's often during a coffee break, lunch or in sharing the same workspace that people can meet, get to know one another and have discussions, whether formal or informal. The conviviality and pleasure of living together play a major role in individuals' personal development, and boost their capacity to innovate, as well as the performance and efficiency of organisations. For Sodexo, it also means taking care of others during important moments of life, for example in the hospital or at school, with humanity and *savoir-faire*.



Caring for our teams so they can care for others

As a business of people taking care of other people, Sodexo is fully committed to ensuring the well-being and safety of its teams. It's by taking care of our own – striving to offer safe, diverse and inclusive work environments and promoting listening, training and professional development – that each of us can be fulfilled and contribute to improving Quality of Life for all. Driver of the Group's development, in the past and in the future, our staff's dedication relies on common values that are shared at all levels and on a strong culture of responsible growth and performance.



Offering new eating experiences

With increasingly varied options and countless innovations, Sodexo offers its clients and consumers safe and personalized ways to get a meal, anytime and anywhere. The strength of the Sodexo model is based on the flexibility and complementarity of its services, serving consumers every day in their professional and personal lives. With its integrated offering – on-site food services, online ordering, click & collect, meal delivery at work or at home, Meal Pass and more – Sodexo's solutions are adapted to the new expectations of its clients and consumers.



Combining taste, quality and the pleasure of eating well to live better

Sodexo's teams know that eating well contributes to the well-being, health and individuals' fulfilment. Consumers are paying more attention than ever to what they eat. They can count on Sodexo for balanced, varied and delicious food that is both a source of pleasure and respectful of individuals and the environment. Demonstrating their talent in all locations, chefs and their teams develop varied recipes suited to the ages, needs and expectations of the consumers they serve, whether client employees, schoolchildren or patients, while helping to increase awareness of nutrition and the environment.



Taking sustainable action for a positive impact on the environment

Faced with the major challenge of climate change, Sodexo started out on the journey as early as 2009 by defining its environmental responsibility roadmap and by becoming in 2017 the first Foodservices company to reduce its carbon footprint throughout its entire value chain. Today, its corporate responsibility ambition extends to its entire ecosystem representing an undeniable advantage for its clients and suppliers, in helping them to achieve their own sustainability goals.



Acting every day for the development of all

Since Sodexo's founding, the economic, social and environmental development of the communities, regions and countries in which it operates has been central to its mission and inseparable from the performance requirements it sets itself. Each and every day, the teams strive to provide sustainable and responsible value to all stakeholders by contributing to client performance and societal progress, being attentive to supply chains, supporting consumer purchasing power and partner operations and demonstrating solidarity and commitment that closely match needs.



“We are beginning a new stage of Sodexo’s development. We are taking action straight away to increase our competitiveness and accelerate our transformation to secure solid, profitable and responsible growth over the long term.”

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Interview with
Sophie Bellon,
Chairwoman of the
Board of Directors
and Interim Chief
Executive Officer

You have announced very solid annual results. Has Sodexo emerged from the Covid-19 crisis?

“Solid” is the right word – we have been resilient, as activity has picked up. We exceeded our revenue and profitability targets for Fiscal 2021, with a progressive recovery quarter on quarter. We have also continued to progress towards our non-financial goals, such as gender equality – today, 43% of Group senior executives are women – and reducing food waste, which was nearly halved at the close to 900 sites where we have rolled out our WasteWatch program. And I would like to take this opportunity to recognize the outstanding work of our teams last year, in a context that remained very challenging.

As a result of the renegotiation of many contracts, strict cost control and the contribution from our GET efficiency program, and despite lower revenues again in Fiscal 2021, our Underlying operating margin came to 3.3% for the year, compared to 2.9% in the previous year. Our financial situation is solid, with a robust balance sheet and very strong cash flow. And we propose to resume our dividend policy this year.

Some of our operations were naturally hit harder than others by the health crisis: for instance, people are returning to offices and convention centers only gradually, while in the Healthcare, Seniors, Schools and Benefits & Rewards Services, by the fourth quarter of Fiscal 2021, activity was back up to the levels in Fiscal 2019. We are on track to regain our pre-pandemic performance and then, over the medium term, exceed it. Today, our teams are focused more than ever on our fundamentals: client retention, growth opportunities, operational excellence, employee engagement and, above all, consumer satisfaction.

On this last point, consumer power has developed even more during the pandemic, and the expectations of our clients and end-users of our services have evolved. And now even more than before the crisis, companies are perceived as legitimate, and even indispensable, players when it comes to social impact and social and environmental responsibility.

Clearly, the pandemic has amplified structural trends on our activities and professions.

What are Sodexo's main challenges now?

Our top challenge is to resolutely pivot toward a B2B4C model. To this end, we have been taking stakes in or acquiring firms such as *Nourish* in the U.S., *Meican* in China, *FoodChéri* in France, *Fooditude* in the UK, as well as entering global partnerships with major delivery players. By developing our value proposition *Vital Spaces*, designed to help our clients rethink the conditions and ways of working of their employees at a time when hybrid work models are becoming the norm, we are positioning ourselves as a key player in the work-space environment.

The pandemic has impacted our consumption habits. Supporting the users of our services every day involves getting to know them better and interacting more and more directly with them. Continuing to implement our digital transformation throughout our entire value chain is therefore another major goal for Sodexo. It is a prerequisite if we are to keep being innovative. It is what our clients expect, and it is essential for increasing the perceived value of our services.

Ensuring that the allocation of our resources is systematically oriented to the most promising markets, in line with our strategic choices, is another priority for Sodexo. Being selective is what will allow us to continue our development

and grow profitably over time. This, in turn, is essential to being a fully responsible company, which has been a key part of our mission since the very beginning. It will also help us accelerate the implementation of our CSR roadmap, *Better Tomorrow 2025*.

But of course, our teams are the first of our priorities. The pandemic has only confirmed my belief that it is above all in the field, in contact with our clients and the 100 million individuals that we touch every day, where we reveal the true value of our services. Excellence in the management of our human resources is an essential condition for our success.

In July, you announced you were launching a search for a new Chief Executive Officer. What are your priorities for this transition period?

Of course, identifying the future CEO of Sodexo is one of the top priorities for our Board of Directors. But in no way is "transition" synonymous with "inertia". We are beginning a new stage of Sodexo's development. We are taking action straight away to increase our competitiveness and accelerate our transformation to secure solid, profitable and responsible growth over the long term.

Some of the countries where we operate offer major growth potential for Sodexo. In particular, we want to boost our growth in the United States, which represents 39% of our revenues and is our leading market.

We are also accelerating the transformation of our food models. There is growing demand for organic, local and plant-based options. Production methods are changing too: we have several projects underway in areas as fundamental as responsible purchasing, centralized production and logistics optimization. And we want to offer our guests an increasingly fluid and convenient experience in terms of ordering, payment and delivery.

We are determined to manage our portfolio of services and activities more actively. Our partnership with the French company Grandir, in which we agreed, this year, to

combine our global childcare activities with the expertise of a recognized sector leader, is one example of this approach. We also want to give our Benefits & Rewards Services the means to achieve full potential.

Finally, we are committed to maintaining the agility and pragmatic approach that we harnessed throughout the pandemic. Achieving the right balance between global and local levels requires any company to make ongoing adjustments, and this is especially true for a company with activities and markets as diverse as ours. We need to give our teams in the field greater freedom of action. It is a must if we are to improve our organization's effectiveness.

You have mentioned acceleration and transformation. Will Sodexo's values and mission remain relevant?

Sodexo is controlled by a family shareholding. This is a strength as it guarantees the Group's independence and stability over the long term. It enables us to perpetuate our founding mission, amazingly forward-looking when it was created back in 1966 and still completely relevant today, to improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

Our family ensures the continuity of this mission and the founding values of service spirit, team spirit and spirit of progress. These are the strong fundamentals upon which we have built the success of Sodexo. They are embodied by our teams who, each and every day, are the face of Sodexo for our clients and for the users of our services. This is because we are first and foremost a company of women and men, at the service of other women and men.

This mission and these values expressed by all of our teams are the solid foundation that we draw support from as we work to accelerate our transformation. They allow us to look to the future with confidence and determination.

02

PROFILE





The global leader in Quality of Life services



A unique service portfolio

Founded in 1966 by Pierre Bellon, Sodexo is the only company in the world with a unique client offering of **On-site Services, Benefits & Rewards Services and Personal & Home Services**, the result of over 50 years of experience and an essential factor in the performance of individuals and organizations.



Solid fundamentals

Operating in 56 countries, with notably recognized leadership in developing economies, Sodexo adapts its integrated offering to local needs while providing consistent, high-quality service around the world.

Its services create value for clients and improve the daily lives of consumers while meeting its economic, social and environmental commitments.

Sodexo's success and performance is made possible by its independence, its sustainable and responsible business model and its ability to ensure the professional development and commitment of its 412,000 employees around the world.



An unchanged mission

From the very start, our mission has been to improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

KEY FIGURES

As of August 31, 2021



Source: Sodexo

1 2021 Forbes Global 2000 ranking.

2 2021 employee engagement survey sent to 336,183 Group employees, of whom 63% responded.

A unique range of services

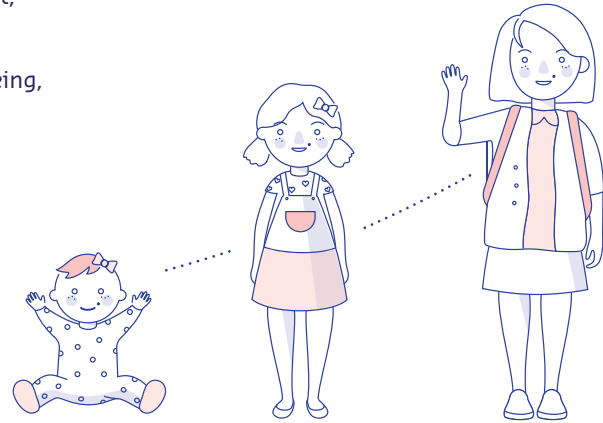
With its three business activities, Sodexo offers a wide range of services meeting the needs of its clients, assisting consumers at every stage in their life.

Whether eating a healthy lunch at work, in a restaurant or at home, working efficiently and safely in a well-designed space, organizing daily life for a better work-life balance, or enjoying a unique experience at a cultural

or sporting event, Sodexo has been helping to improve these moments of daily life. From childhood to professional life to retirement, Sodexo is focused on delivering a positive impact not only on individual health and well-being, but also on ecosystems, cities and the planet.

Sodexo leverages the synergies that exist among its activities, in particular in business

development and global brand awareness, and offers diverse opportunities to its employees.



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ON-SITE SERVICES

Increasing efficiency and well-being at the workplace, caring for patients at hospitals, fostering an optimal learning environment at schools, providing safety and comfort on a remote site: our Foodservices, whether on site or in a specific environment, and our Facilities Management services improve quality of life for millions of consumers and enable clients to improve their performance.

EDUCATION (Schools/Universities)

Sodexo helps learning institutions foster a fulfilling educational environment in schools and on campuses while enabling universities to boost their attractiveness. Offering educational solutions and tools, the Group also supports clients in their infrastructure design and renovation projects.



BENEFITS & REWARDS SERVICES

With its range of nearly 250 products and services, Sodexo brings personalized employee experiences to life, which improve the quality of life at work and beyond, and contribute to business performance. Clients can count on innovative solutions, such as multi-advantage card solutions, to attract, retain, engage, and support work-life balance or also improve the health and well-being of their teams.

CHILDCARE*

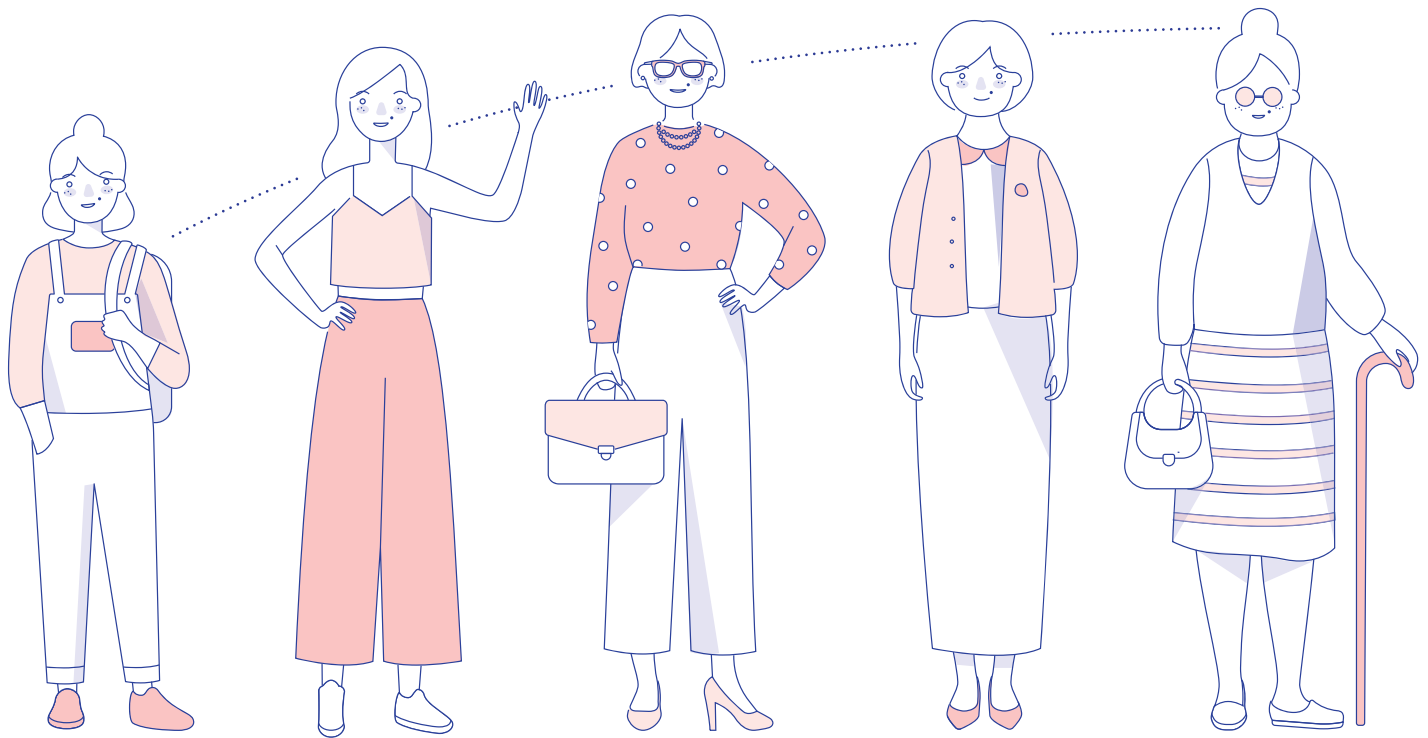
Sodexo is able to offer children a variety of activities that reveal and stimulate their potential while providing parents with the conditions for a fulfilling parenthood ideally balanced between personal and professional life.



PERSONAL & HOME SERVICES

The Group operates in three areas: Childcare services, designed to take care of the youngest children while making life easier for parents; Concierge services, to enhance the development and well-being of clients' employees; and Homecare services, to make life easier for seniors and adults who want to maintain their independence while enjoying the comfort of their home.

* On July 27, 2021, Sodexo announced it had entered into exclusive negotiations to combine its Childcare activities with those of the Grandir Group, a move aimed at creating a global early education leader in which Sodexo will maintain a minority stake.



HEALTHCARE & SENIORS

BUSINESS & ADMINISTRATIONS (Corporate Services, Energy & Resources, Government & Agencies, Sports & Leisure, Others)

Sodexo promotes quality of life at work through customized solutions that help businesses, public institutions, managers of prestigious venues and organizers of major

events to create welcoming, creative, effective and innovative solutions, for all audiences, employees or visitors, even under challenging conditions.

Alongside healthcare professionals and throughout the entire care experience, Sodexo offers equipment engineering, clinical infrastructure solutions and a range of value-added integrated services designed to improve the quality of life of patients and seniors in residences or healthcare facilities.

EMPLOYEE BENEFITS

From Meal Pass to Gift Pass, Sodexo offers its clients innovative and personalized solutions to improve the quality of life of their employees, as well as services aimed at recognizing their efforts: incentive and recognition programs, professional development tools, etc.

SERVICES DIVERSIFICATION

Sodexo offers simple and easy-to-access solutions designed to meet various mobility, health and wellness challenges, such as fuel cards and Mobility Passes.

HEMOCARE

CONCIERGE SERVICES

With its Circles physical and digital concierge services, Sodexo makes life easier for consumers while improving client organizations' productivity, performance and attractiveness.

Sodexo offers care and customized support services along the entire continuum of care, whether for an aging senior, a patient requiring skilled hospital care or a person with a disability or chronic illness.

Mission & values

Our mission

Improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

Our values



This mission and these values are embodied daily through the commitment of our 412,000 employees, operating in our 3 business activities in 56 countries.



“Most patients come to hospitals feeling nervous or worried. It’s our duty to make their stay as comfortable and pleasant as possible. They can count on us for creating tasty and nutritious meals and being by their side as they heal.”

David Moorhouse
Head Chef Healthcare
Nuffield Health Hospital,
Sodexo UK & Ireland,
On-site Services

— At Nuffield Health Hospital in Leeds, David Moorhouse leads a team of 20 employees that make it their purpose to ensure the comfort and well-being of the scores of patients they serve every day. Each and every meal is made fresh and in-house, and the menu changes regularly to feature seasonal and regional specialities. David takes inspiration from different UK regions and abroad to elaborate the perfect meal. Using his 25 years of experience, he brings flavors and ingredients that delight patients and provide comfort during their stay. He is also proud of the daily commitment and focus of his team, being the first UK site to implement WasteWatch to limit food waste in the kitchen, reduced by 27% in just 10 months.

— David knows that communication and teamwork are key to achieving success and ensuring safety. To deliver exceptional service, David and his team have regular visits with patients and work closely with the Nuffield Health team and doctors to truly improve

the patient journey through the culinary experience. To encourage vocations and the sharing of expertise, the team welcomes young apprentices to come and explore a culinary career, providing a pathway and real-world experience for the next generation of chefs.



“We devote a lot of time and energy to finding appropriate solutions and cultivating close relationships. Our clients know they can entrust us with their day-to-day tasks, and more, so they can focus their energy on their assignments, without unnecessary stress.”

Jennifer Tsé
District Manager
Cedar Valley Lodge,
Energy & Resources,
Sodexo Canada,
On-site Services

— Cedar Valley Lodge, a world-class liquefied natural gas project center is a nearly 1.2 million square foot facility that accommodates up to 4,500 workers. This best in class accommodation is located at the heart of LNG Canada in Kitimat (British Columbia). Jennifer and her team of more than 30 managers and 200 employees strive to improve the daily lives of users, most of whom are far from the comfort of their homes, by offering multiple services essential to the proper management of such a project and to the quality of life of everyone: from catering services to accommodation, to the facilities maintenance and management of social areas such as a theatre, a gymnasium and an entertainment center. Every day, her team pays attention to each and every detail, whether it be in taking care of the environment, consumers, or collaborating with the Indigenous communities with which the project has been developed.

— Despite the impressive size of the site, the Sodexo team deploys its talents to deliver personalized experiences, and it's this great attention to detail that makes all the difference in this extraordinary environment. To further improve the on-site experience and easily meet the needs of everyone, Sodexo has deployed *MyWay*, a unique, multifunctional app that allows users to view events, activities, daily menus, reserve spaces, etc. Faced with the Covid-19 pandemic, this solution has been a great help in allowing users to feel safe and supported, and provide a sense of normality in everyday life.

— In daily contact with business Leaders faced with changes in how people work together, Oumar knows what assisting a client involves. His main task is to help businesses introduce comprehensive solutions that improve quality of life for their employees, whether they're working at the office or from home.

— For this accomplished athlete, working in a group that cultivates a culture of teamwork and innovation is of utmost importance. The most satisfying thing is the quality and relevance of the business offering, made possible by Sodexo's many types of expertise and the fact that it's the only player in its market to have an integrated offering comprising Foodservices, delivery and restaurant voucher solutions. This 360° collaboration within the Group, accelerated by the pandemic, offers each client a different custom-designed solution in line with employee expectations and the corporate culture. With his wide-ranging responsibilities, which go from rolling out solutions for staff and employee representative committees to monitoring action plans designed on the basis of data analysis, it is with great pride and unwavering enthusiasm for the next challenges that Oumar makes a daily contribution to the employer brand as well as the well-being and performance of their staff.

“At a time when traditional ways of working together are having to be reinvented, we're more dedicated than ever to supporting our clients. With Sodexo's unique model, we're able to provide them, and consumers, with solutions tailored to these new uses.”



Oumar Sow
Strategic Accounts
Manager in Île-de-France,
Sodexo Pass France,
Benefits & Rewards
Services



Long-term vision ensured through founding family shareholding

Sodexo's independence is ensured through the shareholding of Mr. and Mrs. Pierre Bellon and their children, who control 72.6% of the family holding company, Bellon SA. This family-held control guarantees a long-term vision and is key to Sodexo's success. As of August 31, 2021, Bellon SA held 42.8% of Sodexo's capital and 57.2% of the exercisable voting rights.



PIERRE BELLON
Chairman Emeritus
Founder of Sodexo
and Chairman
of the Supervisory
Board of Bellon SA

In June 2015, Mr. and Mrs. Pierre Bellon and their children entered into a 50-year agreement, which prevents the direct descendants of Sodexo's founder from freely disposing of their shares in Bellon SA.

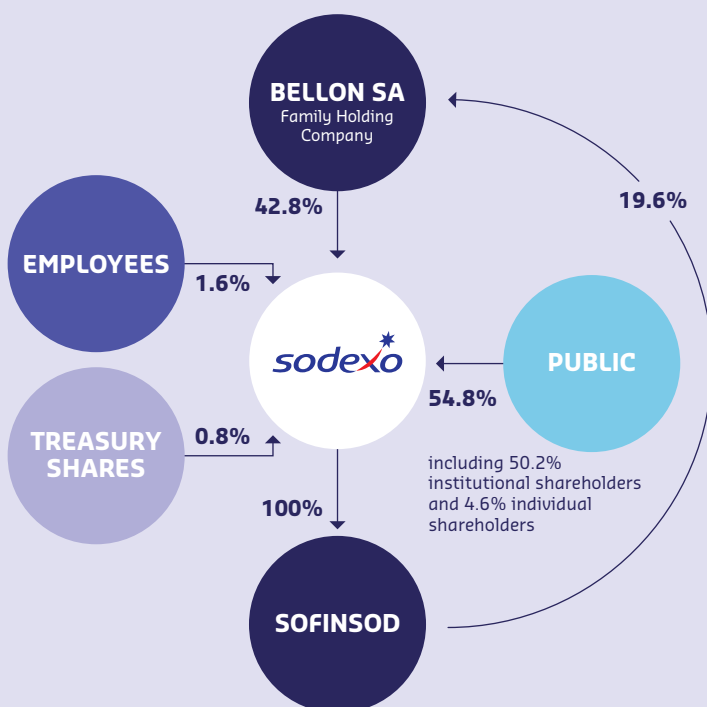
The sole asset of Bellon SA is its holding in Sodexo shares and Bellon SA does not intend to sell this shareholding to third parties.

This independence enables the Company to sustain its values, focus on a long-term strategy and ensure long-term sustainability. Since the creation of Bellon SA, the sustained commitment to building a truly international organization, nurturing lasting client relationships and developing a successful integrated offering has reflected this vision.

To ensure this independence, a service agreement was concluded in 1991 between Sodexo and Bellon SA, to consolidate the position of Bellon SA as the Group's managing holding company. Under the terms of this agreement, which will be submitted for renewal at the upcoming Shareholders Meeting, Bellon SA put at Sodexo's disposal, without any additional cost, three of its managers holding the positions of Chief Financial Officer, Chief People Officer and Chief Growth Officer. This enables Sodexo to benefit from the strong expertise of these managers, who ensure the dissemination within the Group of the long-term responsible vision and values defined by Pierre Bellon at the creation of the Group. Providing Sodexo with a truly strategic advantage, this agreement guarantees the family business model, creating sustainable value for all stakeholders.

CAPITAL STRUCTURE

As of August 31, 2021



DISTRIBUTION OF EXERCISABLE VOTING RIGHTS

VOTING RIGHTS

As of August 31, 2021



For more information, see Chapter 6 of the Universal Registration Document.

An independent Board of Directors

Under the leadership of Chairwoman Sophie Bellon, the Board of Directors determines the strategic orientation of the Company.

The Board pays special attention to the selection of its members. In addition to their ability to represent the interests of all shareholders, Board members must also have the necessary skills, experience and mastery of

strategic issues faced by the markets in which the Group operates. The Board strives to have as much diversity as possible among its members and to reflect the various geographic regions in which the Group is present. It also ensures that a range of technical skills are represented and that its members include individuals who know the Group's operations well.

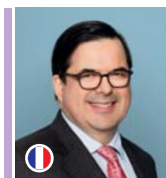
BOARD OF DIRECTORS

As of August 31, 2021

FAMILY DIRECTORS



Sophie Bellon
Chairwoman of the Board



François-Xavier Bellon
Chairman of the Management Board of Bellon SA



Nathalie Bellon-Szabo
Chief Executive Officer, Sodexo Sports & Leisure, On-site Services

INDEPENDENT DIRECTORS



Emmanuel Babeau
Chief Financial Officer, Philip Morris International



Luc Messier
President of Reus Technologies LLC



Philippe Besson
Head of Projects and Sponsorship, Sodexo France



Françoise Brougher
Independent Director



Sophie Stabile
Chief Financial Officer, Lagardère; Chairwoman of the Audit Committee



Cathy Martin
Regional Manager, Sodexo Canada



Federico J. González Tejera
Chief Executive Officer, Radisson Hotel Group



Cécile Tandeau De Marsac
Chairwoman of the Compensation and Nominating Committees



Véronique Laury
Independent Director

EMPLOYEE REPRESENTATIVES

- Audit Committee member
- Compensation Committee member
- Nominating Committee member

During the Fiscal 2021 Shareholders Meeting of December 14, 2021, the renewal of François-Xavier Bellon is proposed to the shareholders vote, as well as the appointment of Jean-Baptiste Chasseloup de Chatillon as independent director. Emmanuel Babeau has decided not to seek reelection.

Key figures as of August 31, 2021



* Excluding directors representing employees.



Jean-Baptiste Chasseloup de Chatillon
Executive Vice President, Chief Financial Officer, Sanofi

For more information on the governance and the activities of the Board and its Committees, see Chapter 6 of the Universal Registration Document.

Ethics at the heart of the Group's governance and commitments

Ethics are essential to Sodexo's success and a fundamental pillar of its commitments to responsible business conduct. Sodexo's management has zero tolerance for abusive practices, such as corruption or human rights violations. Sodexo is, and will continue to be, a company that employees, clients, consumers, partners and other stakeholders can trust.

TO MAINTAIN THIS TRUST, SODEXO'S EMPLOYEES AND PARTNERS AGREE TO COMPLY WITH THE ETHICAL PRINCIPLES THAT GUIDE ITS ACTIVITIES:

LOYALTY



Working to improve quality of life means making trust central to our relationships. Sodexo is built on a solid foundation of loyalty to its clients, employees and shareholders, and on honest and open relationships with them. Loyalty is one of the cornerstones of how our business operates.

RESPECT FOR PEOPLE



Humanity is central to our business. Sodexo is committed to acting in favor of equal opportunity, regardless of ethnicity, age, gender, beliefs, religion or sexual orientation. Improving quality of life means treating each individual with respect, dignity and consideration.

TRANSPARENCY



This is a key principle for Sodexo that applies consistently with all stakeholders: clients, consumers, employees, shareholders and the general public. We ensure that all are informed in a clear and precise manner about our products, services, commitments and performance.

INTEGRITY



We condemn and refuse to tolerate any practices that are not based on honesty, integrity and fairness, regardless of where our business operates in the world. We make our position clear to our clients, suppliers and employees, and expect them to reject corrupt and unfair practices.

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CENTRAL TO ITS VALUES AND ETHICAL PRINCIPLES, RESPECT FOR HUMAN RIGHTS IS A PILLAR OF SODEXO'S COMMITMENT TO BUSINESS INTEGRITY AND ESSENTIAL TO ITS MISSION.

Sodexo conducts its business in a manner that does not infringe upon the human rights of others and works to identify, prevent and mitigate any adverse impacts that may result from its business activities. All employees and partners are expected to observe this commitment, which is based

on the international human rights principles set forth in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and on the United Nation's Guiding Principles on Business and Human Rights. No one can truly be exemplary unless they are exemplary in their own organization. This is why Sodexo guarantees all its employees common working standards as outlined in its Fundamental Human Rights at Work charter.

SODEXO SPEAK UP ETHICS LINE

Since it is our duty to always be attentive and improve the way we uphold our principles, Sodexo provides its employees and partners with a confidential system, available 24/7, that they can use to alert us to any activities or behavior that goes against our Code of conduct:

[speakup.sodexo.com](https://www.sodexo.com)



A management team mobilized to face post-Covid issues

The Executive Committee implements the strategic orientations established by the Board of Directors and oversees Sodexo's operations worldwide. This diverse team combines cross-functional expertise and skills representative of all the Group's activities, segments and geographic regions. During the transition period until the arrival of a new CEO, a Transition Committee with a team composed of 12 people and chaired by Sophie Bellon has been put in place. Its objective is to accelerate the return to profitable growth, in particular by steering the implementation of the Group's short-term priorities and the performance of the Company.

THE EXECUTIVE COMMITTEE

As of November 1, 2021



Sophie Bellon
Interim
Chief Executive
Officer

TRANSITION COMMITTEE



Anne Bardot
Group Chief
Communications and
Public Affairs Officer



**Nathalie
Bellon-Szabo**
Chief Executive Officer,
Sports & Leisure,
On-site Services



Johnpaul Dimech
Chief Executive Officer
Geographic Regions,
Region Chair,
Asia Pacific,
On-site Services



Sean Haley
Region Chair UK &
Ireland, On-site Services ;
Group Chief Executive
Officer of Service
Operations



Sylvia Metayer
Group Chief
Growth Officer



Sarosh Mistry
Region Chair,
North America,
On-site Services



Sunil Nayak
Chief Executive Officer,
Corporate Services,
On-site Services



Anna Notarianni
Region Chair,
France,
On-site Services



Marc Plumart
Chief Executive Officer,
Healthcare & Seniors,
On-site Services



Marc Rolland
Group Chief
Financial Officer



Aurélien Sonet
Chief Executive Officer,
Benefits & Rewards
Services



Annick de Vanssay
Group Chief
People Officer*



Tony Leech
Chief Executive Officer,
Government & Agencies,
On-site Services



**Belen Moscoso
Del Prado**
Group Chief Digital &
Innovation Officer



Didier Sandoz
Chief Executive Officer,
Corporate Responsibility
and Personal &
Home Services



Simon Seaton
Chief Executive Officer,
Energy & Resources,
On-site Services



Bruno Vanhaelst
Group Chief Sales
and Marketing Officer

Key figures as of October 1, 2021

39%

WOMEN

44%

NON-FRENCH

8

NATIONALITIES

3 years

AVERAGE SENIORITY
IN THE EXECUTIVE COMMITTEE

54

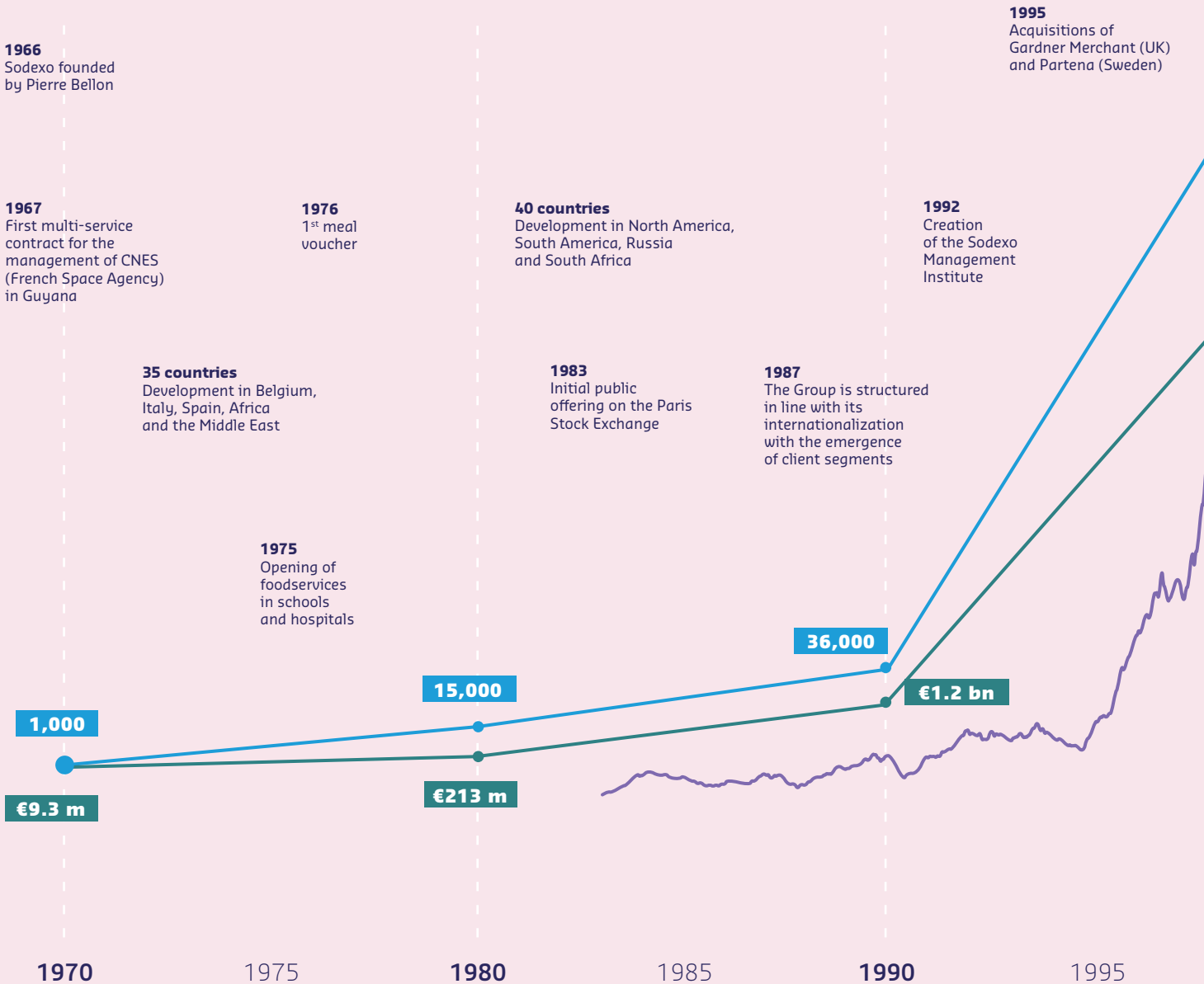
AVERAGE AGE

* During the transition period.

For more information on Sodexo's governance, see Chapter 6 of the Universal Registration Document.

Milestones in the Group's growth

Since 1966, Sodexo has been dedicated to the goal of improving quality of life, convinced of its contribution to both higher organizational performance and societal progress. This consistent focus is the bedrock for sustainable and profitable growth which provides continuous development opportunities to its employees.







03

STRATEGY

Essential services for the short- and long-term

Beyond the current crisis, preparing for the long-term future means integrating the world's great transformations. Sodexo constantly fine-tunes its strategy by defining and analyzing major megatrends with demographic, social, environmental, economic and technological implications.

THE MAJOR CHANGES IN OUR MARKETS ARE AS FOLLOWS:



DEMOGRAPHIC CHANGES

Developed countries are faced with rapidly aging populations due in part to slow population growth and an increase in life expectancy. Meanwhile, developing countries are expected to achieve 18.5% average population growth between 2015 and 2030⁽¹⁾.



URBANIZATION

Rapid urbanization is contributing to the increase in GDP per capita, but the emergence of mega-cities (>10 million inhabitants) is creating enormous economic and social challenges. Urbanization projects are expected to be impacted in the short term but will continue to expand in the long term.



EMERGING MIDDLE CLASSES

Education and technology are transforming consumer modes and habits. The middle classes, whose purchasing power is on the rise and which will represent most consumers by 2022, are dedicating an increasing share of their budget to health and wellness, leisure and culture.



GLOBALIZED ECONOMY

Capital, information and talent are now interconnected, providing companies with new sources of growth. However consumers are also increasingly favoring local products and convenience services.



DEVELOPING ECONOMIES

Developing markets are creating wealth for millions of people. Their weight in the world economy is increasing due to rapid population growth – seven times faster than that of developed countries – and the rise of the middle class.



PUBLIC DEFICITS

Between now and 2030, heavy Covid-related public deficits will continue to strongly impact public policies and taxation. The weight of public debt should lead governments to consider more efficient ways to provide public services and to outsource certain services.



ENVIRONMENTAL ISSUES AND RESOURCE SCARCITY

8.6 billion inhabitants by 2030: the demographic boom is putting pressure on natural resources, heightening global warming and disrupting traditional consumer models. The Covid-19 pandemic has raised awareness of this issue.



EMPOWERED CONSUMERS

Consumers and clients now have unlimited access to information and expect personalized services and experiences. The current crisis has definitely accelerated this trend, empowering consumer communities.



DIGITAL TRANSFORMATION

The development of technology is disrupting the relationship between companies and users and generating new expectations. As the value of data grows, offering new insights and usages, companies are able to increasingly personalize their offering.



OWNERSHIP VS. USE

Why buy if you can subscribe or rent? Collaborative platforms are revolutionizing business models and buying behaviors. The lower capital intensity of these business models can accelerate growth.



THE FUTURE OF WORK

Disruptive technologies such as artificial intelligence, robotics and the Internet of Things are all profoundly transforming the working world. To succeed, businesses must support employability and attract talent.

1 Roland Berger Trend Compendium, UN DESA.

Competitiveness and transformation for profitable and responsible growth over the long term

In a context marked by the unprecedented Covid-19 crisis and customers' and consumers' changing expectations, Sodexo is strengthening its competitiveness and accelerating its transformation to return to solid, profitable and responsible growth over the long term.

Sodexo's strategy incorporates some external factors: major long-term global trends such as aging populations, increasing urbanization, the development of the middle classes or even trends more specific to its sector of activity, such as the increasing outsourcing of services, new patterns of consumption, and the rise of hybrid working habits. It also relies on the analysis of the dynamics in place in its competitive environment.

The strategic exercise that integrates these various elements allows Sodexo to optimize its value proposition and the positioning of each of its activities in their market as well as its value chain. It also helps align the allocation of resources and required skills with strategic priorities. Thus, three main axes have been defined.

STREAMLINING THE ORGANIZATION AND THE SERVICE PORTFOLIO TO INCREASE EFFICIENCY

To strengthen its competitiveness and increase its agility, Sodexo is continuing and accelerating the momentum started in 2018. The Group, which has already reduced its international presence from 80 countries in 2018 to 56 countries at the end of Fiscal 2021, is continuing to optimize its geographical locations by focusing on regions for which the growth potential is the greatest. Because they represent essential drivers of innovation for the future, the Group intends to strengthen its efforts in the United States to gain leading, sustainable and profitable market shares.

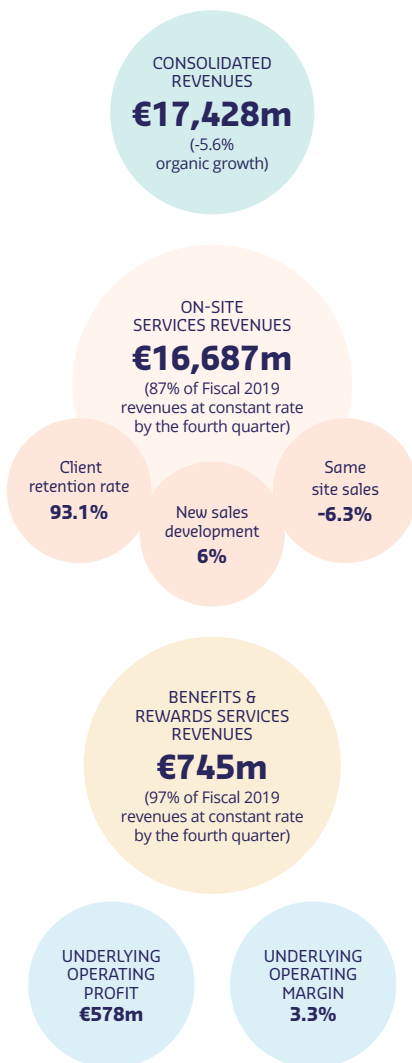
Sodexo is also embarking on a program to optimize and simplify its central structures, including transitioning from 12 to 7 regions and pooling support functions. Coming out of the crisis linked to the Covid-19 pandemic, in its portfolio review the Group takes care to ensure that each of its activities benefits from an optimal positioning in its market. Thus, in July 2021, Sodexo announced that it had entered into exclusive negotiations to combine its childcare activities, including *Liveli* in France, with those of the Grandir group, to become a global early education leader with broad geographic coverage. The Group also ceded control of *Rydo*, its mobility and professional expense management solution, to an international investment company to enable the development of its business model.

The GET efficiency program, announced in November 2020, aims to enable Sodexo to be more agile and efficient, closer to the needs of the field. Designed to protect the gross margin by adapting the on-site cost structure to new post-pandemic activity volumes, at the same time this program also aims to structurally reduce SG&A over the long term by simplifying the Group's structures to free up capacity for investment in growth and to improve margins. At the end of Fiscal 2021, the exceptional costs of this program amount to 312 million euro with a cumulative target of 330 million euro for Fiscal 2022. The savings totaled 218 million euro and should reach 394 million euro cumulatively by the end of Fiscal 2022, beyond the initial target of 350 million euro.

(in million €)	Initial target	FY20	FY21	FY22 (estimated)
		Cumulated		
TOTAL EXCEPTIONAL COSTS	€350m	158	312	330
Cash impact	90%	-75	-217	-310
SG&A savings	€175m	-	91	166
GP cost avoidance	€175m	-	127	228
TOTAL SAVINGS	€350m		218	394



Fiscal 2021 key figures

**INVESTMENTS AIMED****AT RE-ENERGIZING GROWTH**

Building on the initial gains in operational efficiency and commercial relevance, the Group is continuing its efforts to anticipate and respond ever better to the needs of its customers and to strengthen their loyalty, around a unique portfolio of services.

The Group's approach is to place the consumer at the heart of its model and to respond to the diversity of needs with relevant services. To do this, the Group is continuing its targeted investments around catalysts such as the deployment of a global customer relationship management tool for On-Site Services and a new Regional Marketing & Sales Distribution Center in Europe.

Sodexo is also changing its operating model by developing new off-site production sites and strengthening the digitization of its services. Building on its investments, Sodexo is strengthening its go-to-market strategies and building unique relationships with its clients.

A real strategic asset for Sodexo, its purchasing and supply management is also undergoing a transformation with three major objectives: improving the cost structure, increasing efficiency and contributing to improving the Group's competitiveness; ensuring safety and quality to mitigate risk; and focusing on new consumer expectations to drive revenue growth. Since 2018, the Group has invested 40 million euro to carry out this transformation with the goal of positioning the purchasing function as an essential business partner in the service of the Company's growth, driven in particular by investment in talents, consolidation of the approach for responsible sourcing and the digitization of systems and processes as well as data collection and analysis.

ACCELERATING THE GROUP'S TRANSFORMATION

During Fiscal 2021, the Group continued to develop new food models with the acquisition of *Fooditude* in the United Kingdom and of *Nourish Inc.* and *Foodee* in North America, a region where the Group also has developed *The Good Eating Company* to complete its service offering.

With approximately 1 billion digital transactions per year, the transformation of Benefits & Rewards Services continues in all geographical areas to deliver a personalized and simplified employee experience in a hybrid work environment. The deployment of the platform implemented in partnership with *Zeta* in India for a new consumer-centric approach and innovative digital payment technology continues in other countries, including Brazil, to offer a unique and holistic multi-benefit experience.

The Group has also entered into global partnerships with several main delivery platforms - Deliveroo, UberEats, Just Eat, etc. - thus enabling consumers to benefit from an extensive network of merchant partners.

In order to strengthen its position in the Employee Benefits market and pursue its digital transformation, Sodexo has also acquired a majority stake in *Wedoogift*, a native digital player, and thus become the leader in gift vouchers in France, with the most extensive and innovative line on the market for nearly 50,000 clients and 5 million employees.

In view of the acceleration of new consumer behaviors and disruptions, particularly digital ones, Sodexo is entering a new period of its development. This new stage in the history of the Group marked by the acceleration of its transformation must particularly be embodied in new leadership. The Board of Directors thus ended the mandate of Denis Machuel on September 30, 2021 and announced the search for a new Chief Executive Officer.

During this transition period, Sophie Bellon, Chairwoman of the Board of Directors, is acting as Interim Chief Executive Officer. Organizational changes were also announced, such as the local management of the Schools and Government Services segments and the creation of a Transition Committee at Group level whose main strategic priorities are as follows:

- boost US growth;
- accelerate the food model transformation;
- manage more actively the portfolio;
- enhance the effectiveness of the organization.

As part of the Group's portfolio management program, the Board of Directors has confirmed that it is necessary to accelerate the growth and diversification plans of Benefits & Rewards Services and has therefore decided to explore a number of strategic options to enhance support, focus and resources of Benefits & Rewards Services, while retaining control.

With market potential valued at 900 billion euro⁽¹⁾ and backed by a solid financial situation, family shareholding which is a guarantee of stability and long-term vision, and committed teams, Sodexo is entering this new phase with confidence.

¹ On-site Services market potential, including Personal & Home Services. Sodexo estimate (market estimates are likely to evolve over time, given the growing reliability of information sources in various countries).

Acting responsibly on a daily basis

Anchored in the Group’s DNA since its creation in 1966, corporate responsibility is a cornerstone of Sodexo’s mission and operations. Particularly innovative at the time, this vision and the associated commitments progressed as the Company developed and the issues and collective challenges grew.

Challenges and impacts

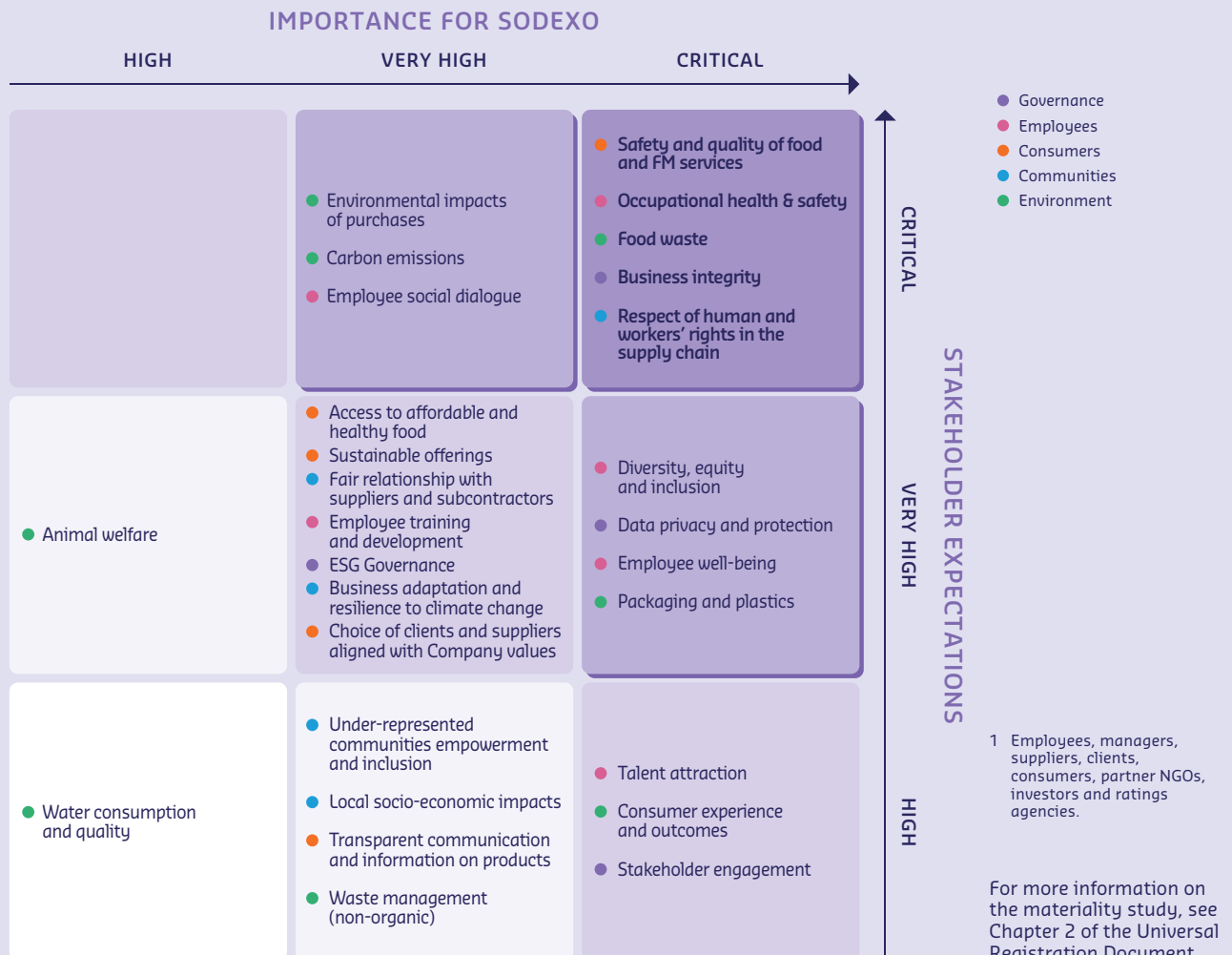
Today, more than ever, our responsibility is to act in close collaboration with all of our stakeholders - clients, employees, suppliers, consumers and shareholders - for a global positive impact.

During Fiscal 2021, in collaboration with EY, a third materiality assessment identified and prioritized key corporate responsibility issues and their impacts.

Consultations and analyses with numerous internal and external stakeholders⁽¹⁾, integrating the impact of major ongoing developments - social, societal and environmental

- as well as the evolution of market expectations, resulted in the quantitative and qualitative assessment of 28 challenges, defined and classified according to their importance. Identifying the most relevant issues helps Sodexo to manage its risks and seize the associated opportunities.

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Source: EY june 2021.

Our Corporate Responsibility roadmap

The key issues identified in the materiality assessment confirm the consistency with Sodexo's commitments as an employer, service provider and responsible company.

The Better Tomorrow 2025 corporate responsibility roadmap, which formalizes these commitments and their objectives, was also developed in accordance with the United Nations Sustainable Development Goals (SDGs).

Sodexo evaluates its progress using relevant, tangible and measurable objectives that the Group identifies in a transparent way, in accordance with the principles that form the basis of its governance.

BETTER TOMORROW 2025 Our 9 commitments and objectives for 2025



OUR IMPACT ON INDIVIDUALS



OUR IMPACT ON COMMUNITIES



OUR IMPACT ON THE ENVIRONMENT



OUR ROLE AS AN EMPLOYER

Commitment: Improve the quality of life of our employees, safely

Objective: 80% employee engagement rate

Commitment: Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve

Objective: 100% of our employees work in countries that have gender balance in their management populations

Commitment: Foster a culture of environmental responsibility within our workforce and workspaces

Objective: 100% of our employees are trained on sustainable practices



OUR ROLE AS A SERVICE PROVIDER

Commitment: Provide and encourage our consumers to access healthy lifestyle choices

Objective: 100% of our consumers are offered healthy lifestyle options every day

Commitment: Promote local development and fair, inclusive and sustainable business practices

Objective: 10 billion euro of our business value will benefit SMEs⁽¹⁾

Commitment: Source responsibly and provide management services that reduce carbon emissions

Objective: 34% reduction of carbon emissions⁽²⁾



OUR ROLE AS A CORPORATE CITIZEN

Commitment: Act sustainably for a hunger-free world

Objective: 100 million *Stop Hunger* beneficiaries⁽³⁾

Commitment: Drive diversity and inclusion as a catalyst for societal change

Objective: 500,000 empowered women in communities⁽³⁾

Commitment: Champion sustainable resource usage

Objective: 50% reduction in our food waste



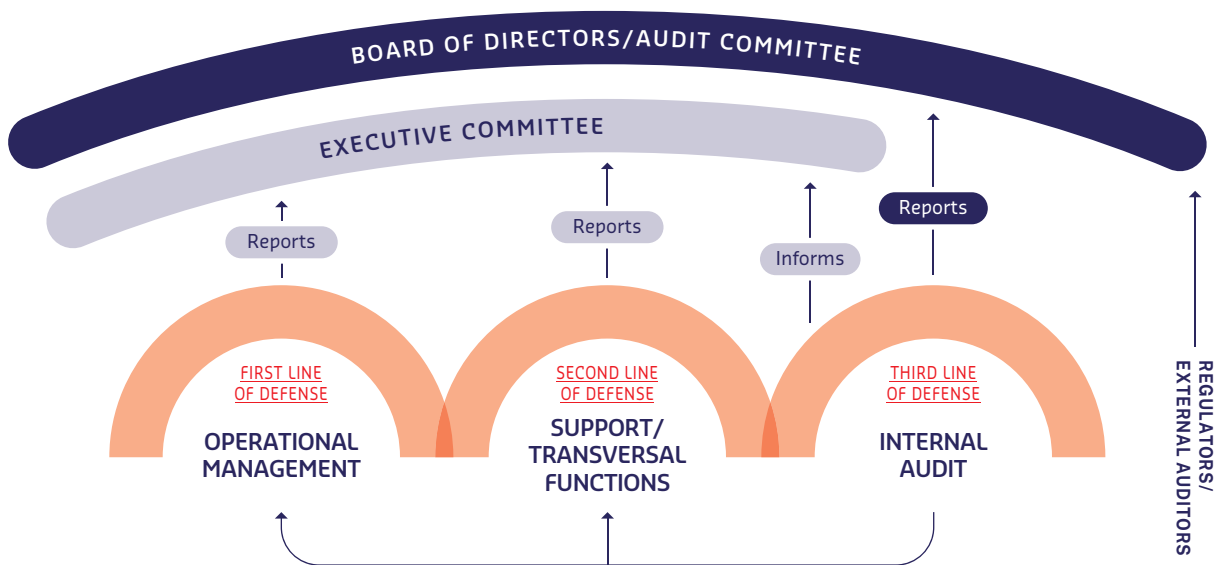
1 Small and Medium Enterprises.
2 Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 baseline.
3 Cumulated data since 2015.

For more information on the Fiscal 2021 non-financial indicators, see pages 46-47 and Chapter 2 of the Universal Registration Document.

Identifying and managing risks

In its operations and while implementing its strategy, Sodexo faces a certain number of internal and external risks and uncertainties. To address them and safeguard its values, the Group has created an organization and policies aimed at identifying, evaluating, preventing and managing these risks to limit their negative impact.

Operational managers are the first line of defense in identifying and managing risks in their area of activity. Support and transversal functions define the procedures and standards and provide tools and processes for operational staff to manage these risks. Internal audit carries out an independent assessment of risk management and makes recommendations for improvements.



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Main risks

Each year, a risk profile is established based on the risk assessments senior management performs with regard to the main entities and also in interviews with senior executives. The risks considered to be the most significant for Sodexo as of August 31, 2021 are presented in the table below. The risk profile has changed this year, the risk associated with talent management and development being identified as “high” and the pandemic risk established as “medium”.

		MEDIUM	HIGH
CLIENTS/ CONSUMERS	Client retention		
	Consumer expectations		
	Bidding risks		
	Competition		
OPERATIONAL EFFICIENCY	Client contract execution		
	Technology and information security		
TALENT	Talent management and development		
	Resource planning		
CORPORATE RESPONSIBILITY	Food, services and workplace safety		
	Environmental impact		
EXTERNAL ENVIRONMENT	Pandemic risks		
	Compliance with laws and regulations		

For more information, see section 6.4.3 of the Universal Registration Document.

Highlights of the year

During Fiscal 2021, Sodexo continued to follow its roadmap to achieve sustainable and responsible growth.

HERE IS A SELECTION OF HIGHLIGHTS:



GROWTH-ORIENTED INVESTMENTS

Developing new solutions in Food-services in North America, with the launch of *Good Eating Company* as well as the acquisition of *Nourish Inc.* and *Foodee*, a leader in corporate meal-planning services.

Creation of the gift card leader in France with the acquisition of a majority stake in *Wedoogift*.

Increased digitization and acceptance of Benefits & Rewards Services, in particular with global partnership agreements with Uber Eats and Just Eat Takeaway.com to allow holders of the Sodexo Meal Pass to easily pay for their orders and have them delivered.

Expansion of services designed for students at U.S. universities by forming partnerships for the delivery of Hello Fresh boxed ingredients, robot deliveries of meals on campuses and the development of plant-based burgers with SavorEat.



CORPORATE RESPONSIBILITY

Commitment with the IUF⁽¹⁾ on health and safety priorities.

Membership in the RE100 initiative and commitment to using 100% renewable electricity in its operations.

Progress in the fight against single-use plastic with the replacement of five items⁽²⁾ in Europe with new, more sustainable options.

Commitment to the European Code of conduct for responsible business and marketing practices.



GOVERNANCE

Changes in Group governance with the announcement by the Board of Directors of the launch of a search for a new Chief Executive Officer to lead the Group to strengthen its competitiveness and accelerate its transformation. Denis Machuel's mandate as CEO ended on September 30, 2021.



INDICES/ RECOGNITION

Continued efforts on corporate responsibility issues with Sodexo's inclusion in the new ESG index of Euronext CAC 40 ESG.

Recognition of sector leadership in terms of corporate responsibility by the Dow Jones Sustainability World Index (DJSI).

Significant progress in the area of carbon strategy and fighting climate change joining A list from the CDP (formerly Carbon Disclosure Project).

An active, widely recognized diversity strategy with inclusion in the Bloomberg 2021 gender-equality index.

Recognition of leadership in inclusivity for LGBTI individuals according to the 2020 Workplace Pride Global Benchmark.



BUSINESS SUCCESS

Increased development, retention and extension of client contracts, including:

- in France: APHP (Healthcare), Oddo BHF (integrated contract) and the Jules Carteret campus (Corporate);
- in the United Kingdom & Ireland: Solent University, Oundle School and Eton End (Education);
- in APAC: Pfizer (Corporate), Shanghai Public Health Clinical Center (Healthcare), Dulwich College International (Education), Amazon (Benefits & Rewards);
- in Continental Europe: Sanofi (Corporate), Siemens (Benefits & Rewards);
- in Latin America and Brazil: Kimberly Clark (Corporate), Mina Escondida and Collahuasi Mine (Energy & Resources);
- in North America: PennState Health System and Methodist Hospital (Healthcare), Miami Jewish Health (Seniors), George Mason University and Guam Department of Education (Education), BNP Paribas (Corporate), U.S. Army Medical Command (Government & Agencies), Ole Miss Athletics (Sports & Leisure).

¹ International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tourism, Tobacco and Allied Workers' Associations.

² Plastic take-out bags, straws, plates, cutlery and coffee stirrers.

Get the latest news of the Group on www.sodexo.com

04

IMPACT



Caring about quality of life for all

Sodexo develops and maintains strong relationships with its clients, consumers, employees, shareholders and local communities in the countries where the Group operates benefitting its entire ecosystem.

EMPLOYEES

Sodexo offers a wide range of job opportunities in the communities in which the Group operates. The Group works to safeguard the health and safety of its teams and supports them every day, in particular *via* training programs that promote career development and internal promotions.

SUPPLIERS/ AFFILIATED MERCHANTS

Sodexo strives to build relationships with its merchant partners that are beneficial to all and encourages them to adhere to its demanding standards in terms of quality, working conditions, business integrity and environmental protection.



INSTITUTIONS/NGOs

Sodexo continues to expand its ecosystem to meet global challenges such as respect for human rights, working conditions, diversity, equity and inclusion, carbon emission reduction, nutrition, food waste and efforts to end hunger.



GOVERNMENTS/ REGULATORS

Sodexo's operations are governed by a large number of regulations in terms of food safety, workplace health and safety, public procurement, payment services and other topics. Public or governmental bodies represent a significant share of Group revenues.



INVESTORS

The presence of the Bellon family is a guarantee of financial independence and stability for Sodexo. All shareholders provide the support necessary for the Group's growth.

CONSUMERS/ COMMUNITIES

Sodexo improves the quality of life of millions of people by making their daily lives easier and helping them adopt a healthier and more sustainable lifestyle.

CLIENTS

Sodexo offers its clients a wide range of services with a positive direct impact on the performance of their operations, the motivation of their staff and the competitiveness and attractiveness of their organizations.

A sustainable and shared value-creation model

OUR MISSION

Improve the quality of life of our employees and those we serve, and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.

OUR AMBITION

Improve the quality of life of a billion individuals around the world.

RESOURCES

OPERATIONS

Megatrends
see page 23

412,088
ENGAGED
EMPLOYEES

HUMAN

€17.4
BILLION IN
CONSOLIDATED
REVENUES

ECONOMIC

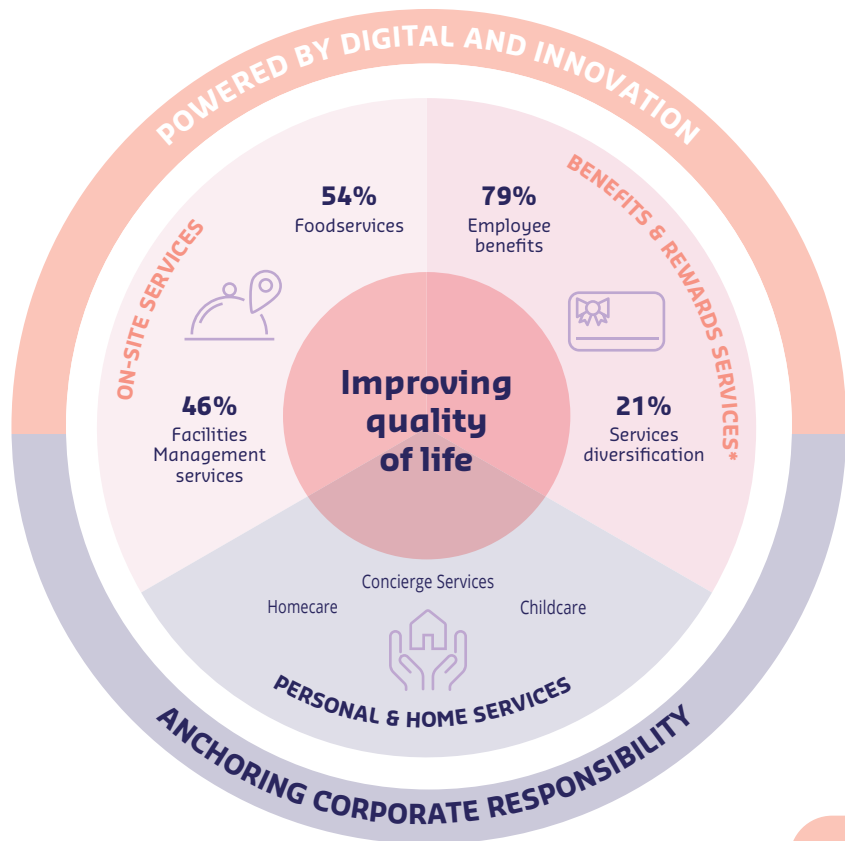
INNOVATION
INSIGHT GAINED
FROM
100 M
CONSUMERS

RELATIONSHIPS

**SUSTAINABLE
PROCESSES**
RESPONSIBLY-
SOURCED
RAW MATERIALS

NATURAL RESOURCES

32



* Excluding Rydoo revenues.

Sodexo's success as a service provider, employer and corporate citizen depends on its ability to build enduring relationships with all of its stakeholders.

OUR VALUES

- Service spirit
- Team spirit
- Spirit of progress

OUR ETHICAL PRINCIPLES

- Loyalty
- Respect for people
- Transparency
- Integrity

STAKEHOLDERS

IMPACTS

EMPLOYEES

**SUPPLIERS/
AFFILIATED MERCHANTS**



82%
RETENTION RATE
OF TOTAL
WORKFORCE

HUMAN

INSTITUTIONS/NGOs



2€
DIVIDEND PER SHARE
PROPOSAL FOR
THE FISCAL YEAR⁽¹⁾

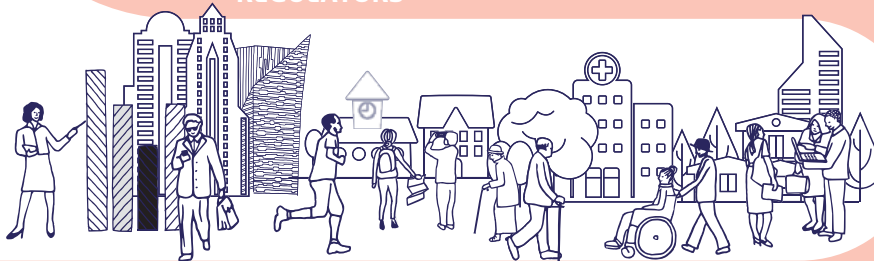
ECONOMIC

**GOVERNMENTS/
REGULATORS**

INVESTORS

€6.9bn
SPENT WITH
SMEs⁽²⁾

RELATIONSHIPS



**CONSUMERS/
COMMUNITIES**

CLIENTS

23.2%
OF SCOPE 3 CO₂ EMISSIONS
REDUCTION⁽³⁾

**NATURAL
RESOURCES**

1 Submitted for approval at the Shareholders Meeting of December 14, 2021.
2 Small and Medium Enterprises.
3 Scope 3 (supply chain) compared to the 2017 base-line.

For more information, see Chapter 2 of the Universal Registration Document and www.sodexo.com

#LOVE OF FOOD

Listening to consumers to best meet their changing expectations, Sodexo continues to transform its food offering. In keeping with its historical approach focused on quality, nutrition and health, Sodexo strengthens the use of local, seasonal, healthy and sustainable food to make every meal a tasty experience that also supports consumer health and well-being, wherever they are and whatever their environment and habits.

Convinced that quality of life requires a varied and balanced diet, Sodexo's teams offer every day a wide range of products and recipes specifically designed for consumer needs to ensure that its meals are tasty, enjoyable and healthy.

Quality, health and nutrition at the heart of Sodexo's offering

As a quality label illustrating the approach, the *Mindful* program is now available at over 2,500 sites in 13 countries to guide consumers' daily meal choices with the support of dietitians and nutritionists. Thanks to its expertise in clinical nutrition, Sodexo has for example been selected by the Penn State Health hospital complex in Pennsylvania to provide a varied, nutritional and healthy food offering to be implemented in conjunction with an innovative technology for ordering meals and monitoring the diet of each patient as well as *Experiencia*, its exclusive real-time data-analysis platform. In Madrid, the *Awaken the Senses* program, which focuses on sensory stimulation for seniors needing long-term care at the *Los Robles* retirement home, has helped reduce malnutrition risks by 70%⁽¹⁾.

All around the world, Sodexo's food offerings are designed to satisfy consumer needs and preferences. *FoodiE Café*, a new culinary experience designed around enjoyment, engagement and exploration, offers a wide range of sustainable and healthful alternatives at North American middle schools. *The Circuit*, an offering for U.S. university campuses, supports the physical and mental performances of student athletes and their supporters.

Since information and education are essential, Sodexo is rolling out more and more initiatives aimed at encouraging consumers to follow 10 golden rules for

better nutrition, health and well-being at its restaurants and on its apps and websites.

The passion and culinary expertise of Sodexo's teams

Whether they've graduated from culinary school, trained in-house, at the new *Lenôtre* Culinary Arts School or come from prestigious kitchens, recognised as *Meilleur Ouvrier de France* or by Michelin stars, Sodexo's chefs all have one thing in common: they put their talent and passion for food at the service of consumers to ensure a tasty and enjoyable food experience. At companies for example, the contemporary and varied cuisine of the *Modern Recipe* offering, rolled out in 9 countries and associated with new space layouts, offers a variety of food options throughout the day, facilitating contacts and collaboration while boosting employee well-being and performance.

To cultivate their creativity and encourage the sharing of culinary cultures, Sodexo offers dedicated training programs such as the *Chef Academy* and international exchange programs like *Global Chef*. The spirit of sharing is also central to the online cooking classes given by Sodexo chefs during and after the Covid-19 pandemic to help consumers during these unprecedented times.

Sodexo teams also draw inspiration from discussions with suppliers, researchers, food experts and partners to invent the food of tomorrow with consideration for issues including sustainable supply. Sodexo demonstrates it again with the *Future Food Collective* initiative and the Group's membership in the European Code of conduct on responsible business practices and marketing aimed at obtaining a collective commitment to transitioning to a sustainable food system.

Innovation on the menu

Culinary expertise and commitment to initiatives such as "Future 50 Foods" ensure that Sodexo is part of the necessary food transition. As a change-maker and in accordance with its ambitious goals, especially in terms of fighting climate change and promoting animal welfare⁽²⁾, Sodexo strives to ensure that its meals offer both quality and enjoyment. With its ability to support changes in the food choice behaviors of millions of people, Sodexo encourages the consumption of varied, healthful and responsible foods in all its activities. Businesses, schools and healthcare facilities are enjoying more and more local, organic and seasonal offerings as well as options for special diets. Sports fans and visitors to convention centers can now find new plant-based options, such as the *Impossible™ Burger*, prepared with care by the *Sodexo Live!* teams in the U.S.

To better satisfy consumers and improve its practices, Sodexo is introducing new sustainable supply solutions, such as its partnership with Vertical Harvest in the state of Maine, an urban hydroponic farm and the first vertical greenhouse in the United States, which will supply 80% of the lettuce needed at Sodexo's university campuses and partner sites.

This strong commitment to responsible culinary innovation can also be found in the new delivery offerings, such as *FoodChéri* in France, whose nutritionally balanced dishes are made from mainly organic and local ingredients, *The Good Eating Company*, a flexible model for local meal preparation and delivery, and *Nourish Inc.*, which offers seasonal, organic and GMO-free plant-forward dishes in 25 different culinary styles to ensure optimal consumer satisfaction.

1 A study conducted by Sodexo and the University of Ottawa's LIFE Research Institute.

2 Sodexo is a founding member of the Global Coalition for Animal Welfare (GCAW).



Culinary innovation serving the most vulnerable

In France, with the launch of *Mixons moins, mangez mieux* (Mixing less and eating better), Sodexo is offering a comprehensive approach to improving the meal experience for people with disabilities. Developed together with a committee of para-medical experts, this innovative initiative is designed for live-in medical facilities and specialized care homes. With a new food texture suited to their particular motor skills and sensory capacities, residents fully enjoy their meals, rediscover certain flavors and develop autonomy safely. This comprehensive approach includes a training and monitoring program for teams of cooks and assistants as well as the on-site organization of a multi-disciplinary monitoring committee.

Hyperlocal production for the benefit of all

To support the transformation of the global food system, hyperlocal production – in other words producing food right where it will be consumed – has been developed as one sustainable solution. In Finland, the teams of the Sodexo restaurant on the Keilalahti campus in Espoo have designed an on-site production space which reinvents the supply of vegetables for the preparation of a high-quality offering of vegetarian and vegan dishes. Similar initiatives are being rolled out by other Sodexo chefs around the world, like at the Blue Bear Farm in Denver, created by *Sodexo Live!* and its local partners to serve visitors to the Colorado Convention Center.



GOAL

33%

OF PLANT-BASED DISHES IN MENUS BY 2025

5,402

DIETITIANS EMPLOYED BY SODEXO WORLDWIDE

35

Promoting changes in eating habits

To support its commitment to propose 33% plant-based dishes in our menus by 2025, Sodexo has launched the *Future Food Collective*; a collaborative research initiative bringing its chefs together with industry experts and key suppliers to reshape consumption habits. By partnering with NGOs such as the Food for Climate League, the *Future Food Collective* is gathering insights to develop new plant-based innovative solutions that encourage consumers to prefer healthy, sustainable foods that are more respectful of the environment.



“Health and well-being are priorities that have been gaining popularity for consumers. At Sodexo, those subjects have always been top of mind, particularly with our 5,400+ dietitians worldwide who work to create a healthy and meaningful offer to suit a range of consumer profiles. The newly launched Better Choices campaign provides meals that are scientifically researched and evidence-based; they’re created to support consumers achieve a healthy lifestyle and combat rising global obesity. We’ve conducted numerous studies and worked closely with several medical professionals to deliver what the consumer wants and what their health demands in a clear and informative way. We want to help facilitate their healthy lifestyle journey and that starts with the right nutrition and education.”

Wan Mak, Head of Nutrition and Dietetics, Sodexo UK & Ireland

#NEW FOOD EXPERIENCES

At a time marked by changing behaviors and expectations related to food services and dining habits, some of which have been influenced by the increase in remote work and meal delivery during the pandemic, Sodexo accelerates its transformation to offer multimodal and multichannel meal experiences and make life easier for everyone.

36

During Fiscal 2021, Sodexo's teams continued mobilizing to meet their clients' pandemic-time business continuity needs, adapting service offerings to reinforce the necessary focus on safety and hygiene and creating the conditions needed for recovery. This unprecedented period gave rise to new, temporary or permanent, solutions and services centered around the needs of organizations and individuals.

A unique multi-channel meal offering

Knowing that in certain markets, there has been a need for change in the way consumers access Foodservice offerings, Sodexo accelerates its transformation to prepare and deliver quality meals to consumers, on site or remotely, and provide them with flexible solutions that match their expectations. Its unique Meal offering is based on complementarity with its On-site Services, delivery offerings and Benefits & Rewards Services. It is now especially relevant for clients who are looking for solutions to accommodate staff working under more hybrid conditions. This 360° offering is now being implemented by over 30 corporate contracts in France, including Odco, Novartis and Microsoft, which have been able to count on the adaptability and modularity of Sodexo's service offerings.

Reinventing on-site Foodservices

The Group's ability to provide innovative on-site Foodservices tailored to consumer and client needs continues to expand beyond the traditional offering. Depending on the needs of each organization, Sodexo is able to expand its customizable

solutions in terms of retail sales, vending machines as well as welcoming coffee break areas. For SMEs or in establishments without on-site production capabilities, Sodexo is developing specific offerings such as *Brio!* in Italy, with lunches freshly prepared in Sodexo's cloud kitchens and delivered to client sites. Sodexo is also forming innovative partnerships with suppliers and startups. In the United States, for example, the Group has developed an unprecedented collaboration with *HelloFresh*, a global leader in boxed meals, for over 300 universities *via* its app *BiteU*.

The development of high-performance technology platforms also allows the Group to continually offer contactless solutions and other practical services. In the United Kingdom, the app *Twelve* offers automatic check-out functions to make it easier for people to place orders from their workplace. In the Netherlands, the ordering, payment and delivery platform *Your Order* opens up access to meal options at any time of the day. And with data analysis and artificial intelligence, Sodexo is fine-tuning its offering while increasing operational efficiency, for example using delivery robots on U.S. campuses, developing smart vending machines and *Scan & Go* options for self-checkout with a smartphone.

Introducing complementary delivery offerings

The Group is also continuing its targeted investments to develop localized offerings, in particular in foodtech startup, capitalizing on their agility and differentiating positionings. In France, Sodexo is already reaching consumers in their homes and offices with *FoodChéri*,

which is now also available in Belgium, and with the *Seazon* home-delivery offering. In the United Kingdom, the Group acquired *Fooditude* for deliveries of a premium food offering to London businesses. *The Good Eating Company* has also launched a new workplace food-delivery solution for urban markets, an offering that Sodexo is now exporting to North America. In the United States, Sodexo has also acquired *Nourish Inc.*, which distributes on-site and delivers fresh, plant-based meals, and *Foodee*, aggregators of over 800 local restaurants in 14 cities of the United States and Canada.

A wide range of Foodservice options thanks to Meal Pass

With its robust business model and the development of its Benefits & Rewards Services, Sodexo is able to improve the employee experience and adapt it to changing needs and new consumer trends. Over 370 partnerships have been signed around the world with restaurants and online grocery stores as well as meal delivery platforms such as *JustEat Takeaway.com* and *UberEats*. These partnerships allow consumers, whether working on site or at home, to enjoy a diverse and flexible meal experience with easy, fast and secure payment solutions. For partner merchants and restaurants, they're also a major business opportunity. In addition to having access to a very wide range of meal choices, French and Belgian holders of the Sodexo Pass can also support small businesses and fight food waste by purchasing surplus food at lower prices *via* the app of our partner *Phenix*.



A quality offering even without a kitchen on site

Thanks to its off-site kitchen model, *Nourish Inc.*, acquired by Sodexo in early 2021, brings American consumers access to nearly 25 different styles of balanced menus on a large scale. Every day, whether a business has a kitchen on site or not, *Nourish Inc.* delivers its staff high quality, healthful food made with a large share of organic and GMO-free ingredients.



New offerings from food tech

The very first ultra-fresh meal delivery subscription service adapted to new hybrid work modes, *Seazon* delivers tasty meals in line with consumers' nutritional needs, tastes and food preferences

to individuals working at offices, from home or at other sites in France and Belgium. *FoodChéri* is also reinventing the on-site Foodservice experience by designing digital corporate cafeterias with *Corner*, a customized click & collect solution coordinated by a *FoodChéri* Corner Manager, and *Shop*, an on-site or click & collect gourmet meal experience available any time of day.

Smart technologies for better service

Whether for innovations in meal preparation or delivery, Sodexo is continuing its investments and forming new partnerships to offer consumers greater flexibility and more options.



In the United States, *Sally* the robot prepares salads, on an on-demand basis, from a choice of over 22 fresh ingredients, and the *SavorEat* robots use 3D printing to make plant-based burgers for U.S. universities. At campuses, thanks to the development of artificial intelligence and sensor technology, students can also take advantage of contactless and carbon-neutral robot delivery services *via* the Sodexo *Bite+* app with the new partnership with *Kiwibot*.

Expanding delivery offerings in the United Kingdom

By acquiring a controlling stake in *Fooditude*, a supplier of premium Foodservices in London, Sodexo further increases the diversity of its offering in the United Kingdom while benefitting from a high-performance central production unit for a faster roll-out of delivery solutions such as *Good Eating Company Delivered*, launched in the summer of 2020.



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Rethinking the employee meal experience



In January 2021, Amazon's Indian subsidiary entrusted Sodexo's Benefits & Rewards Services team with the task of making 100% digital Sodexo Passes available to its 100,000 employees. Every employee can now enjoy a flexible experience at the nearest restaurant or shop, as well as at the company restaurant and *via* the main delivery platforms, and pay right in the Sodexo-Zeta app.

Adapting the service offering to serve in the long-term

Everywhere that Sodexo operates, its teams innovate by offering tailor-made solutions for every situation, to feed, serve and care for staff while boosting its business dynamics. Because of its size and strict safety protocols, workers at the Phillips 66 refinery in Ponca City (Oklahoma) were not easily able to access the on-site food options Sodexo offered. The solution provided by the team was to bring a comprehensive, high-quality food offering directly to the worksite with the *Sodexo Grill Foodtruck*, allowing each employee to get a meal without unnecessary hassle.

#WORKPLACE TRANSFORMATION

Accelerating change in all business sectors, the pandemic has significantly impacted the ways of working of millions of people. With this new reality, business and government leaders have been faced with new challenges and must search for effective and efficient solutions. A new “collaborative pact” combining well-being at work and performance now seems necessary to attract employees in search of flexibility and hybrid collaborative working modes, secure their loyalty and increase their engagement.

As a world leader in Quality of Life services, Sodexo is the expert its clients trust to redesign their work spaces to make them flexible, dynamic and modular, and to reinvent employee experience to enhance their well-being and boost performance and innovation.

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Establishing trust and confidence for a safe return to the workplace

Regardless of their environment, for example at a corporate site or a hospital, clients and consumers feel safe counting on Sodexo’s expertise in terms of risk evaluation and protection of staff and premises, ensured by a wide range of services ranging from disinfection to contactless services. To bring them the guarantees they need for a confident return to the workplace, Sodexo has set up a *Medical Advisory Council* tasked with offering a technical orientation and validating health and safety protocols for its services, and calls upon the expertise of *Bureau Veritas* to certify the quality level of its procedures and services.

Reinventing the consumer experience at a time when habits are changing

Listening to the communities it serves, Sodexo is constantly adapting its offering and processes to propose solutions and services adapted to their needs. For example, it is helping U.S. campuses redefine their spaces and optimize their attractiveness, such as at Binghamton University in Vestal, New York, where Sodexo’s range of expertise has improved the environment and student engagement while generating substantial savings.

In Energy & Resources, buoyed by the development of innovative technology, Sodexo has put all its expertise to adapt to extreme working conditions and improve the daily life of residents at remote sites. For example, smart glasses now make remote maintenance possible, while the *MyWay* app, used from mining sites in Australia to offshore platforms in the North Sea, is devoted entirely to users’ daily needs. At hospitals, Sodexo is also adapting its service offering to stay in closer step with changes in working modes, for example using artificial intelligence in its predictive analysis program *Experiencia* to assist care teams with time and stress management.

For Business & Administrations clients, Sodexo is developing *Vital Spaces*, a unique approach to optimizing experiences and designing hybrid and flexible workplaces. To meet the specific needs of each organization, this approach includes strategy consulting, workplace design, technical facility management and services for employees as well as digital solutions and data analysis. Sodexo thus implements a full range of services to meet the challenges of this transformation, with multimodal, on-site or remote Foodservices (see previous page), Facilities Management services, digital Concierge services and Homecare services.

Optimizing workplaces for enhanced efficiency and employee well-being

According to the 2021 Microsoft Work Trend Index, 66% of company CEOs plan to change the layout of their workplaces and improve their employee experience. With its global experience, a large network of partners and a unique understanding of

the needs and expectations of organizations, Sodexo helps them build relevant strategies with its comprehensive offerings combining the Group’s know-how and technological innovations. Sodexo’s corp-up, *Wx.Company*, is helping organizations adapt their work experience using ethnography, the IoT and data analysis. It offers consulting services – *Wx.Studio* – and digital solutions developed by *Wx.Solutions*. In providing services to an international audit firm for example, *Wx.Solutions* has made it possible to optimize the use of spaces and to accommodate 500 additional employees in its existing offices by introducing 3,000 sensors. Sodexo and *Wx* have also developed a SaaS platform, designed to help decision-makers understand the real use of spaces and make it easier for them to adjust their work environment to the usages and strategy of the client. These technological solutions offer clients the advantage of optimized and personalized management by Sodexo and complement the existing offerings – reception, safety, technical maintenance, waste management and concierge services – to create a continuum of high added-value services for organizations. By ensuring flexible use centered around humans in work environments to stimulate collective performance, integrating remote work practices, which are now part of the culture of each organization, and bringing staff continuous advantages, whether they’re on site or working remotely, Sodexo helps its clients improve collaboration, productivity and well-being of their employees.

**Personalized
and holistic
services
with Vital
Spaces**



By supporting organizations in their implementation of global solutions to serve the performance and quality of life of employees, Sodexo is affirming its leadership in the management of workspaces. With the objective of improving the post-Covid experience of employees, Sodexo has been awarded the extension of a major contract by a leading pharmaceutical group for the management of sites in seven countries. With *Vital Spaces* and the expertise of *Wx*, Sodexo is working with the client to design and offer a holistic hospitality solution, based on the analysis of the customer journey. The Group is offering a wide range of services adapted to each site, including catering, *Circles* digital concierge services, as well as cleaning services, energy management, etc. To support the client's operational efficiency, Sodexo will also provide a full suite of business intelligence and reporting technologies, and the *Twelve* application will allow certain sites to further enhance the employee experience.

**Strengthening digital
service offerings**

Circles, Sodexo's concierge services, has strengthened its digital offerings designed to support employee engagement wherever they are, their quality of life, team cohesion and social ties. *Circles* offers a wide range of well-being services, remote and on site, a real personal assistant with a positive impact for all the needs of daily life, both professional and personal. *Circles* promotes professional exchanges and times of sharing and conviviality between employees and thus contributes to the performance of organizations.



**Sodexo recognized for
its Facility Management
expertise**

On December 11, 2020, Sodexo was awarded the 2020 Innovation Prize by the International Facility Management Association (IFMA) for its exceptional contribution to facility management business lines and its development of the digital app

"Covid-19 Business Management & Operations". This decision-making and real-time management tool was developed in January 2020 by the Corporate Services segment with the goal of ensuring the operational continuity and safety of working environments at several thousand client sites around the world.

78%

OF ALL ORGANIZATIONS EXPECT THEIR WORKPLACE TO BE ADAPTED SO IT CAN PERFORM ADDITIONAL LABOR-RELATED FUNCTIONS.

Source: Fit for Future: The impact of Covid-19 on workplace and portfolio strategies - Avison Young UK, HLM Architects and real estate works.

"While traditional Facilities Management and workplace Foodservices have always been a key part of our operations, Vital Spaces takes us even further. We are able to support our clients with a 360° people-focused approach to improve their employees' day-to-day experience and by redesigning their work spaces."



Julie Ennis, CEO Corporate Services, Sodexo UK & Ireland

A redesigned head office in Canada

In a context marked by new hybrid working methods, and with the expertise of *Circles* and *Wx*, the head office of Sodexo Canada in Montreal, was transformed in September 2020. It was designed according to employee expectations gathered during the project design phase and organized around seven essential factors: air, water, movement, light, sound, ambiance and food. Flexible, inclusive and inspiring, this environment designed for optimal energy efficiency and sustainability was created to stimulate engagement and teamwork, both on and off site, under strict conditions in terms of health and safety and talent recruitment, while keeping property costs down.

#SOCIAL IMPACT

The Group's economic development is inseparable from its positive social impact. With solid footing in each of its regions, Sodexo simultaneously plays a role in social integration, in particular by hiring individuals who may have experienced difficulties to find employment, in social cohesion, due to the human dimension of its business, and in social mobility and community development.

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Since Sodexo's performance is first and foremost the result of the daily investment of its teams, the Group strives to offer its staff safe, motivating and open work environments, in which differences and team spirit drive innovation and growth. An absolute priority in the context of the pandemic, measures to safeguard employee health, safety and well-being are anchored in their day-to-day experiences and, despite particularly challenging conditions, the frequency of lost time injury declined over the course of the year. In a process focused on continuous improvement, the Group further increased its commitments in March 2021 by signing an unprecedented declaration of intent with the IUF⁽¹⁾ on promoting employee rights to a safe and healthy working environment.

Everywhere, Sodexo applies a responsible approach to ensure compliance with the United Nations' guiding principles and the International Labor Organization's Fundamental Rights at Work. The Group's strong commitments to integrity, job creation and entry into the job market are essential to the economic growth and social development of local communities. In France, 25% of its teams come from priority neighborhoods and the first apprentices to enroll in the first multi-company culinary training center *CFA des Chefs* were hired by Sodexo upon graduation.

Sodexo also assists its teams by providing ongoing training and filling positions *via* internal promotion. In the United Kingdom, for example, with nearly 20% of the engineering staff (electricians, plumbers and so on) reaching retirement age by 2026, Sodexo has taken steps to fill the upcoming position vacancies by launching a technical apprenticeship

academy. In the United States, Sodexo has created a 10 million dollar scholarship program, that will be available to more than 85,000 on-site employees and their families to access the funding they need to get a college degree.

Diversity, equity and inclusion: performance drivers

Respect for and acceptance of all differences and efforts to fight all forms of discrimination – culture, ethnicity, age, sexual orientation and identity, etc. – are central to the Group's commitments. This culture of diversity, equity and inclusion is not only a moral imperative but also an essential condition for innovation and performance. The Group adheres to the UN's principles on the empowerment of women, which aim to increase their power at the workplace and in their communities, and making progress year after year to achieve its ambitious goals. More and more initiatives have been launched around the world to benefit women, for example increasing their presence in technological careers and operational management positions, as can be seen in the partnership with the Brazilian Institute of Engineering that aims to encourage such vocations. Recognized for this commitment, Sodexo has joined the Gender and Diversity Alliance initiative and has been included for the fourth year running in the Bloomberg Gender-Equality Index.

Day in and day out, Sodexo's teams take action to ensure a more open, fair and inclusive society, rallying around causes devoted to eliminating all forms of racism (Black Lives Matter, Stop Asian Hate, etc.). Sodexo is also proud to have reached a new milestone in the area of inclusivity for people with disabilities by obtaining a score of 100% in the U.S. Disability

Equality Index and is also recognized as one of the world's best organizations in terms of inclusivity for LGBTQ+ individuals (Workplace Pride Advocate).

An essential role in the development of communities

Sodexo is a key player in improving the communities in which the Group operates. Whether by supporting purchasing power or optimal balance in people's lives or by helping grow the revenues of affiliate merchants, Sodexo's teams make individual and group needs the central focus of their daily commitment. With this same awareness of its responsibilities and social impact, Sodexo is having positive influence on the local economies *via* a responsible procurement policy that is more fair, inclusive and sustainable. The Supply Chain Inclusion Program launched in North America in 2001, which is now operational in most of our regions, aims to promote the development of SMEs and other businesses that actively promote diversity and inclusion.

Sodexo's social impact can also be measured in terms of the support that its services and initiatives provide to populations in need. In Panama, Sodexo participated in the *Panama Solidario* program set up by the government and was able to support 275,000 families facing poverty or that are vulnerable to the effects of the pandemic by distributing vouchers that can be used to buy food, healthcare and hygiene products. Many solidarity initiatives are also underway, such as *Stop Hunger*, which works ceaselessly to fight food insecurity, and the involvement of 24 Sodexo kitchens in France in partnership with *Phenix and Too Good To Go* in helping students who are experiencing poverty.

1 IUF: International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations.

OBJECTIVE OF

10

BILLION EURO OF OUR BUSINESS VALUE BENEFITTING SMES BY 2025

8.5

MILLION MEALS DISTRIBUTED BY STOP HUNGER DURING THE COVID-19 CRISIS

Driving social innovation

In France, Sodexo is spearheading a new business model that aims to make a positive social impact in priority neighborhoods. One of its projects, La Passerelle, won the *Quartiers Fertiles* call for projects launched by the *Agence Nationale pour la Rénovation Urbaine* (French national agency for urban renewal). This building slated to open in Clichy-sous-Bois in early 2022 is designed to increase employability for local residents, improve health, forge closer social cohesion and connections and make the community more attractive. The activities at this center – vegetable processing plant, daycare facility, training room and community space – designed with and for local residents, should create around 20 direct jobs and benefit more than 500 families.



Collective mobilization to face the pandemic

With teams on the front-line since the start of the pandemic, Sodexo demonstrates its expertise and agility in making optimal use of its resources in support of the public interest and to serve populations. In the United Kingdom, thanks to the Department of Health and Social Care's renewed trust, Sodexo is one of the main operators of Covid-19 testing centers in the country. In France, the *SoVacc* solution, designed to support the introduction and complete management of vaccination centers, was selected by Resah⁽¹⁾ and is being rolled out gradually to assist with the vaccination campaign. To support its employees, Sodexo has implemented a number of measures for facing the consequences of the pandemic: redeployment of teams, remote medical consultations, improvement of healthcare and contingency coverage, psychological support with the *Sodexo Supports Me* counseling system, remote training, financial aid, global support system of 30 million euros, vaccination facilitation measures, etc.

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Acting to promote supplier inclusion in France

Launched in France in March 2021, the Impact+ program, which aims to accelerate the expansion of virtuous ecosystems addressing the labor-related, societal and environmental issues that matter to Sodexo, is planning to support suppliers that are involved in an inclusive approach: businesses that promote entry into the workforce, the protected/ adapted work sector, firms active in the social and socially responsible economy or located in a priority neighborhood or a rural revitalization zone.



Le programme Achats Inclusifs de Sodexo



Supporting social programs

For the second year in a row, Sodexo Benefits & Rewards Services has signed an agreement with the municipality of *Cuauthémoc*, one of the 16 districts of Mexico City, to facilitate the implementation of their social programs. Thanks to the *Tienda Pass* card, 5,200 beneficiaries and their families in extreme poverty can access essential food products. In addition, Sodexo's teams are continuing to work closely with the municipal government to remediate the effects of the pandemic and improve residents' quality of life.

¹ Réseau des Acheteurs Hospitaliers (hospital purchasers' network): a public interest group whose mission is to support the pooling and professionalization of purchasing in the healthcare sector, both public and non-profit private.

#ACT FOR CLIMATE

Protecting natural resources is a major priority and challenge for all organizations. Since 2010, Sodexo has been working with its clients, suppliers and partners as well as the World Wildlife Fund (WWF) to measure and reduce its carbon emissions, both direct and indirect, throughout its value chain.

With the goal of reducing its carbon emissions by 34% by 2025 (compared to 2017), which was approved by the Science-Based Target initiative (SBTi) in 2019, Sodexo has become the first company in the Foodservices sector to have a carbon target in line with the Paris Agreement objective of limiting climate warming to 1.5°C. Tangible progress having been made in terms of direct emissions (Scopes 1 and 2), Sodexo is now focusing its efforts on reducing indirect emissions (Scope 3). The Group's progress is a significant advantage for its clients and partners, who rely on its experience to achieve their own sustainability goals.

Preventing and reducing food waste

To reduce carbon emissions, fighting against food waste is a priority for Sodexo, the first Foodservices firm to have linked part of its financing to this goal. An active member of the UN's Champions 12.3 initiative, the Group is launching initiatives associated with its global program *WasteWatch*, which is designed to cut its food waste in half by 2025 (vs. 2019 level). To this end, the Group is training its chefs, site managers, kitchen staff and other employees to constantly strive to reduce food waste.

Promoting sustainable food choices

In addition to the health benefits for consumers, a varied, sustainable and

plant-forward diet is also a way to significantly reduce carbon emissions. Sodexo is helping raise its consumers' awareness of the environmental impact of their food choices, and encouraging them to eat differently by offering sustainable dishes and tasty plant-based offerings. For instance, an Ecoscore rating is now provided with each dish prepared by *FoodChéri*, the first player in Foodservices in France to make such a commitment in response to environmental issues.

Increasing local and responsible procurement

Because almost half of its carbon emissions are linked to its supply chain, Sodexo is committed to promoting sustainable and local agriculture, co-developing products and services based on circular economy principles and improving the efficiency of its resources. Convinced that only a joint strategy implemented together with all the players in the sector can guarantee effectiveness protection of the natural ecosystem, Sodexo is developing a global sustainable approach based on cooperation with its clients, suppliers, public authorities and partner or competitor businesses. Together with nine other world leaders in the food industry, the Group has founded the 10x20x30 initiative, in which partners and their 20 priority suppliers commit to introducing common processes for measuring waste throughout the value chain.

Promoting innovative energy solutions

Sodexo has committed to ensuring that by 2025, 100% of the electricity it uses at its self-operated sites will be renewable, and aims to encourage its clients to also adopt this goal by using its complete energy management services (see following page). These services, which, by definition, include an energy strategy, upgrading for compliance, and the supply, monitoring and implementation of technologies designed to improve energy efficiency, have already allowed client companies to achieve annual savings and obtain significant returns on their investments.

The results of this active strategy in terms of climate impact are very clear. Since 2017, Sodexo has already reduced its Scope 1 and Scope 2 carbon emissions by 37.2% and those of its Scope 3 supply chain by 23.2% (in absolute terms). The Group is also known for its initiatives at a global level. In December 2020, Sodexo became the first (and only) Foodservice and Facility Management sector firm to join the "A list" of leaders in the fight against climate change of the CDP (formerly Carbon Disclosure Project), a standard-setter in corporate environmental transparency. Sodexo is also proud to have been ranked for the 16th year in a row among the leading firms in the Dow Jones Sustainability Index (DJSI) and to obtain the highest scores in the environmental and social categories. These recognitions from institutions and indices devoted to corporate responsibility reflect the importance Sodexo places on this issue as well as the progress the Group has made.





“By engaging the Group in 2019 to align its climate ambition with the 1.5°C target of the Paris Agreement, Sodexo has shown leadership at the global level as one of the first companies to propose such a level of mitigation. This commitment by one of the biggest catering, hospitality and food retail services groups demonstrates its sense of responsibility to tackle its carbon footprint. Sodexo must keep engaging all teams on the implementation of this target, through a robust carbon reduction plan, as well as adapted decisions and means.”

Arnaud Gauffier, Conservation Director, WWF France

Sodexo leads change for better efficiency from resources

Sodexo has set strict rules in terms of monitoring the origin of each product it uses and continually evaluating the commitment of its suppliers. To reach its goals, the Group is focusing on local supply chains, promoting plant-based foods, fighting food waste and ensuring that products, especially paper, are recycled. Going beyond the European legislation on single-use plastic, Sodexo has opted to eliminate plastic take-out bags, straws, plates, cutlery and coffee stirrers, replacing them with new and more sustainable versions made of paper, cardboard, wood or fiber, and is studying sustainable alternatives to other plastic items used at its Foodservice sites in Europe.

Fighting deforestation

Since it is the major cause of climate change and biodiversity loss, Sodexo has committed to eliminating deforestation from its supply chain by 2030. In partnership with the WWF, the Group is improving its procurement by increasing the percentage of products certified deforestation-free and focusing its efforts on those with the greatest impact, namely beef, soy, palm oil and paper. Sodexo has signed the WWF’s public statement to the European Commission for “new regulations on all raw materials” aimed at halting deforestation and supporting transparency throughout all supply chains. The statement’s signatories also recommend changes to the existing regulations, which should also cover products that present a risk of converting and damaging natural ecosystems.

CARBON EMISSION REDUCTION
COMPARED TO 2017 LEVELS

37.2%

SCOPE 1 AND 2

23.2%

SCOPE 3 - SUPPLY CHAIN



Climate strategy and energy solutions

By committing to using 100% renewable electricity in its operations at its self-operated sites by 2025, Sodexo joins RE100, a global initiative bringing together some of the world’s most influential businesses that have committed to leading the transition to 100% renewable electricity. This move is part of the Group’s climate strategy aimed at reducing its carbon emissions by 34% by 2025.

Working together to fight food waste

To effectively fight food waste and have a decisively positive impact, a concerted effort is needed from all players in the food chain. Sodexo is proud to combine its strengths and expertise with those of other member companies of the International Food Waste Coalition (IFWC) as part of a collaborative “from field to fork” approach aimed at fighting food waste. Sodexo is also continuing the roll-out of its *WasteWatch* program. As of August 31, 2021, nearly 900 of its sites were involved, reducing food waste by an average of 45.8%. The Group is launching more and more initiatives, both international, such as *WasteLESS Week*, and local, like *Wasteful to Tasteful* at 200 sites in the United Kingdom.



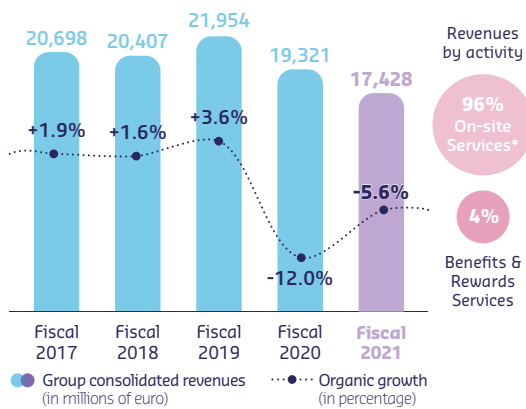
Financial indicators



MARC ROLLAND
Group Chief
Financial Officer

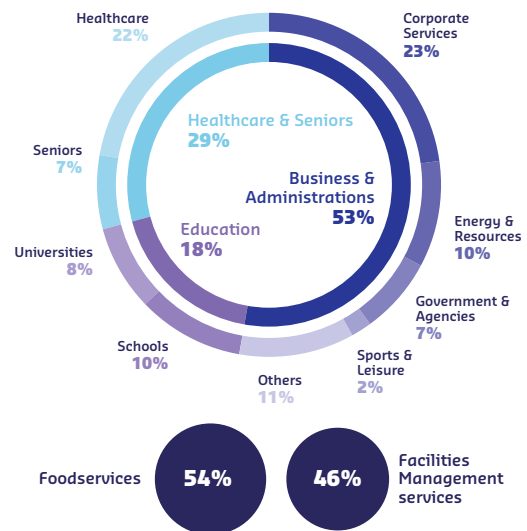
“After a year significantly impacted by the pandemic during which Sodexo demonstrated its resilience and the relevance of its business model, our Fiscal 2021 results show a solid pick-up in activity and better than expected performance. Our actions to renegotiate our client contracts, strictly control costs and implement the GET efficiency program are clearly visible in our better-than-expected Underlying operating profit margin. At 483 million euro for the year, our free cash flow has been very positive. Our net debt ratio improved to 1.7, and liquidity is stronger than ever at 6.4 billion euro. We are also actively managing our portfolio of services and activities to enhance the Group’s performance. The recovery is continuing into Fiscal 2022, with ongoing growth and margin improvement.”

EVOLUTION OF CONSOLIDATED REVENUES AND ORGANIC GROWTH

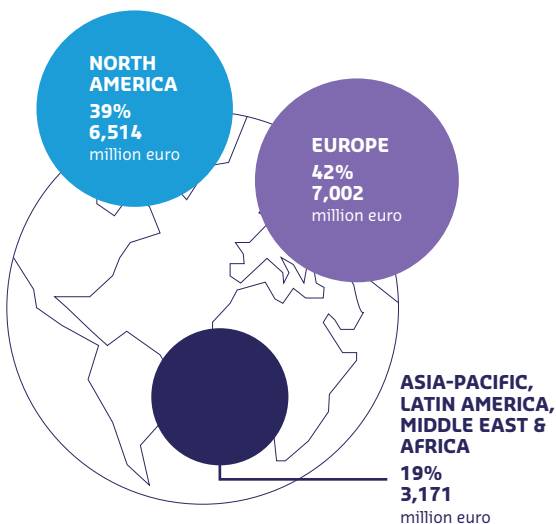


* Including Personal & Home Services.

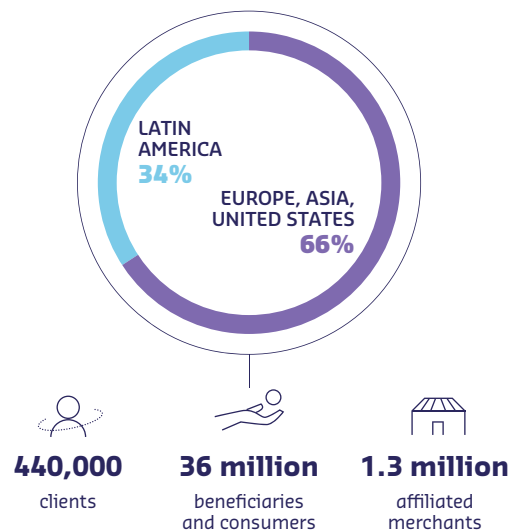
ON-SITE SERVICES REVENUES BY ACTIVITY AND CLIENT SEGMENT



ON-SITE SERVICES REVENUES BY REGION

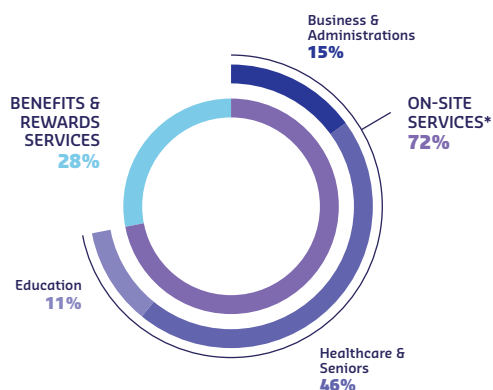


BENEFITS & REWARDS SERVICES REVENUES BY REGION*



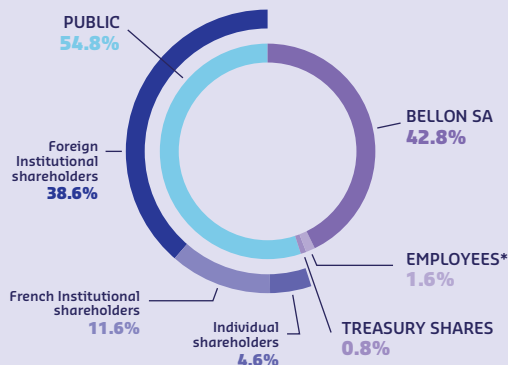
* Excluding Rydoo revenues.

UNDERLYING OPERATING PROFIT BEFORE CORPORATE EXPENSES & INTRAGROUP ELIMINATION BY ACTIVITY AND CLIENT SEGMENT



* Including Personal & Home Services.

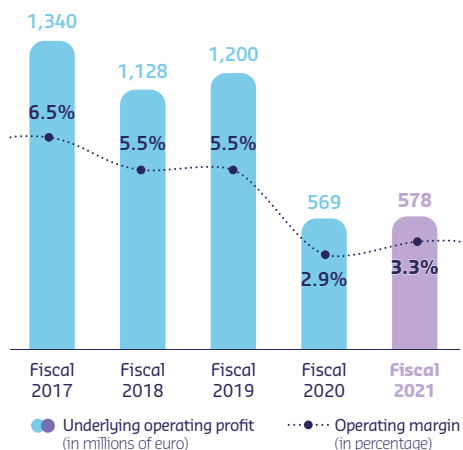
SHAREHOLDERS AS OF AUGUST 31, 2021



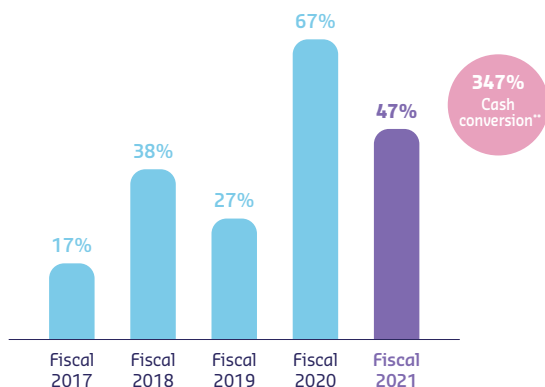
Source: Nasdaq

* Including shares resulting from restricted share plans held in registered form by employees and still subject to a lock-up period.

UNDERLYING OPERATING PROFIT AND OPERATING MARGIN



NET DEBT AS A PERCENTAGE OF SHAREHOLDERS' EQUITY*



* Debt net of cash and cash equivalents, restricted cash and financial assets related to Benefits & Rewards Services activity, less bank overdrafts.

** Free cashflow/Net profit.

SODEXO SHARE DATA SHEET

- Main listing place: Euronext Paris - A Compartment
- ISIN code: FR0000121220
- Mnemonic cod: SW
- Main index: CAC Next 20, SBF 120, CAC 40 ESG, Euronext 100, CAC All Share, FTSE4GOOD
- Euronext listing date: March 2, 1983

KEY INDICATORS OF FISCAL 2021 as of August 31, 2021

- Total number of shares: 147,454,887 shares
- Closing price: 70.02 euro
- Market capitalization: 10.3 billion euro
- Sodexo share price trend during Fiscal 2021: +16.8%
- CAC 40 trend during Fiscal 2021: +35.0%
- Underlying earnings per share: 2.37 euro
- Dividend per share: 2 euro*, which includes a recurring 1.20 euro
- Number of interactions/shareholders meetings: 247 meetings, 314 companies, 544 contacts.

* Submitted for approval at the Shareholders Meeting of December 14, 2021.

Non-financial indicators

Everywhere, Sodexo teams are fully mobilized to ensure the health and safety of all and pursue the Better Tomorrow 2025 corporate responsibility roadmap to contribute to a better future. Due to the Covid-19 pandemic, Sodexo faced an unprecedented decline in business, significantly impacting its non-financial performance and the Company's workforce. The Group has nevertheless continued its efforts, particularly in terms of food waste, employee training and inclusive and sustainable practices.

Disclosure and transparency

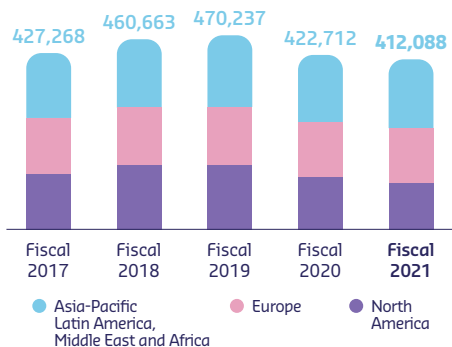
Sodexo is convinced that clear, comparable and accessible information on its financial and non-financial performance, enables all of its stakeholders to make informed decisions. Since Sodexo's creation, its financial, social and environmental performance has been publicly disclosed in the Universal Registration Document. To ensure transparency, the information and indicators have been audited by an independent third party for each of the past ten years.

46

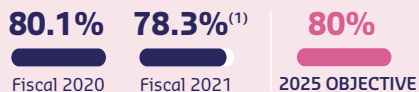
01

IMPROVE THE QUALITY OF LIFE OF OUR EMPLOYEES, SAFELY

EVOLUTION OF WORKFORCE BY GEOGRAPHIC AREA



EMPLOYEE ENGAGEMENT RATE



82%
employee retention rate

8%
internal promotion rate for On-site managers

0.71
lost time injury rate
(-0.06 pt yoy)

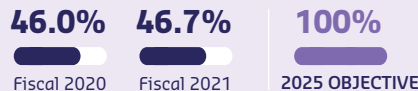
10H
of training on average provided annually per employee
(+1h yoy)

02

ENSURE A DIVERSE WORKFORCE AND INCLUSIVE CULTURE THAT REFLECTS AND ENRICHES THE COMMUNITIES WE SERVE



PERCENTAGE OF OUR EMPLOYEES WHO WORK IN COUNTRIES WHICH HAVE GENDER BALANCE IN THEIR MANAGEMENT



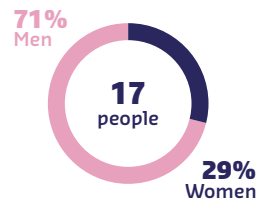
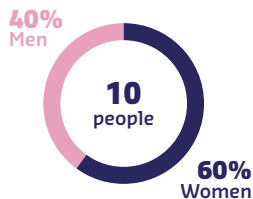
83.7%

of the workforce work in countries with a non-discrimination policy that includes sexual orientation and gender identity

WORKFORCE BY GENDER AND BY CATEGORY (as of August 2021)

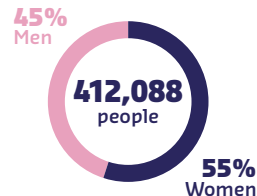
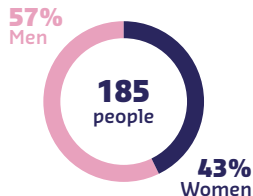
Board of Directors
(excl. employee representatives)

Executive Committee



Group Senior Executives

Employees



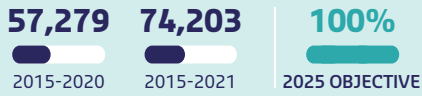
1 2021 employee engagement survey sent to 336,183 Sodexo employees of whom 63% responded (vs 59% the previous year).

03

FOSTER A CULTURE OF ENVIRONMENTAL RESPONSIBILITY WITHIN OUR WORKFORCE AND WORKSPACES



NUMBER OF OUR EMPLOYEES TRAINED ON SUSTAINABLE PRACTICES SINCE 2015



04

PROVIDE AND ENCOURAGE OUR CONSUMERS TO ACCESS HEALTHY LIFESTYLE CHOICES



PERCENTAGE OF CONSUMERS WHO ARE OFFERED HEALTHY LIFESTYLE OPTIONS EVERY DAY



05

PROMOTE LOCAL DEVELOPMENT AND FAIR, INCLUSIVE AND SUSTAINABLE BUSINESS PRACTICES



BUSINESS VALUE BENEFITTING SMEs⁽¹⁾ in billion euro

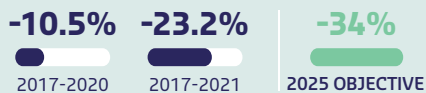


06

SOURCE RESPONSIBLY AND PROVIDE MANAGEMENT SERVICES THAT REDUCE CARBON EMISSIONS



REDUCTION IN SCOPE 3 SUPPLY CHAIN CARBON EMISSIONS VS 2017

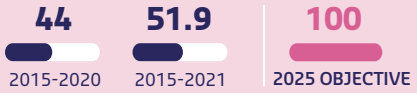


07

ACT SUSTAINABLY FOR A HUNGER-FREE WORLD



STOP HUNGER BENEFICIARIES SINCE 2015 in million of beneficiaries



08

DRIVE DIVERSITY AND INCLUSION AS A CATALYST FOR SOCIETAL CHANGE



EMPOWERED WOMEN IN COMMUNITIES SINCE 2015

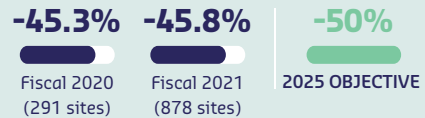


09

CHAMPION SUSTAINABLE RESOURCE USAGE



REDUCTION IN OUR FOOD WASTE ON THE SITES HAVING DEPLOYED THE WASTEWATCH PROGRAM



Acting responsibly is at the heart of our mission and everything we do on a daily basis. Sodexo is recognized for these commitments and encourages its teams to make progress to reduce our impact on ecosystems.

Sodexo is a member of the ESG 80, FTSE4Good, Euronext CAC 40 ESG and Dow Jones Sustainability Index and ranks amongst leaders in its sector for the 16th consecutive year. The Group is also ranked among the top companies in its sector in the SAM Sustainability Yearbook and, for the 14th consecutive year, among the best companies in the DiversityInc ranking for LGBTQ+ employees, recruitment of women of color and executive women leaders. Sodexo also holds Ecovadis Platinum certification. In November 2020, Sodexo joined CDP's list of world leaders in climate change with an A rating for progressing on its carbon strategy.



Member of Dow Jones Sustainability Indices
Powered by the S&P Global CSA



1 Small and Medium Enterprises.

For more information, see chapter 2 of the Universal Registration Document.

A responsible compensation policy

In the interest of Sodexo and its stakeholders, and in accordance with our values, the Board of Directors ensures that the Company offers a responsible compensation policy to deliver performance and achieve Sodexo's long-term strategy.



CÉCILE TANDEAU DE MARSAC,
Chairwoman of the Compensation Committee



Our compensation policy, balancing individual and collective recognition and long- and short-term priorities, seeks to strengthen our culture of performance. In a context of rebound in activity, our objective is to attract, motivate, retain and engage Sodexo's talents and strengthen our culture of performance."

PRINCIPLES FOR COMPENSATION

COMPLIANCE

COMPETITIVENESS

COMPLETENESS

BALANCE

PERFORMANCE

TRANSPARENCY

ALIGNMENT OF INTEREST

48

HIGHLIGHTS OF FISCAL 2021

Annual variable compensation adapted to the exceptional situation

- Financial performance objectives were assessed every six months. The possibility of compensation for exceptional performance was excluded for this fiscal year. The return to an annual performance assessment cycle is expected for Fiscal 2022.
- For the Chief Executive Officer, non-financial performance objectives assessed over the full fiscal year, to ensure an annual perspective.

November 2020 performance shares grant

- For the first time, a performance condition designed to measure Sodexo's progress in reducing the carbon impact applies to all Group share plan beneficiaries. In line with past years, the plan also includes a performance condition set to encourage the promotion of women to the highest levels of the Group's management.
- The vesting period for performance shares has been reduced from 48 to 38 months.

In order to maintain the annual rhythm of shares delivery, and an equal cost to the Company, no performance shares were granted in Fiscal 2020.

- The next performance shares award is scheduled for early 2022, with a vesting period of 36 months. The carbon impact performance condition will also apply.

Announcement of a transition governance

- Denis Machuel's term of office as Chief Executive Officer was terminated on September 30, 2021. Pursuant to the remuneration policy, the Board of Directors decided to enforce the non-compete covenant with enhanced provisions, in order to protect Sodexo's interests.
- Transition governance was announced, with the appointment of Sophie Bellon, Chairwoman of the Board of Directors, as interim CEO of the Group. Supplementary compensation has been proposed for this transition period.

Note: The executive supplementary pension plan approved by the shareholders at the Fiscal 2019 Annual Shareholders Meeting will be implemented during Fiscal 2022, the regulatory conditions having been detailed at the end of 2020.

COMPENSATION OF THE EXECUTIVE CORPORATE OFFICERS

Compensation of the Chairwoman of the Board of Directors

The compensation structure applicable to the Chairwoman of the Board of Directors comprises a fixed compensation payment and collective health and benefit plans. As the Chairwoman is a non-executive director, in line with market practices in France, she does not receive any variable compensation, either annual or multi-

year. She does not benefit from a long-term incentive plan. For Fiscal 2021, the compensation paid to Sophie Bellon, Chairwoman of the Board of Directors, was 675,000 euro, equivalent to her theoretical annual fixed compensation.

As of October 1, 2021, the Chairwoman also acts as interim Chief Executive Officer. As

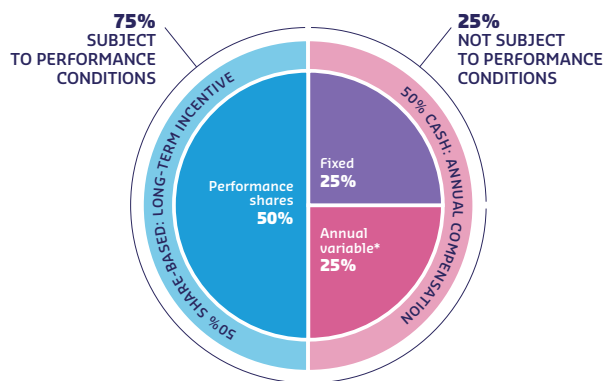
such, Sophie Bellon will receive additional fixed compensation for the duration of the interim period, bringing her theoretical total annual fixed compensation to 900,000 euro. The structure of the Chairwoman's compensation will remain unchanged during the interim period, with no variable remuneration or performance share award.

Compensation of Chief Executive Officer

The Chief Executive Officer’s compensation policy is structured to achieve a balance between long- and short-term performance in order to promote the Group’s development for the benefit of all of its stakeholders.

It aims at strengthening the executive officer’s motivation and retention, while aligning his interests with those of the shareholders and the social interest of the Company.

It consists of fixed compensation, remunerating the responsibilities attached to such mandate, annual variable compensation, designed to encourage the Chief Executive Officer to achieve the annual performance objectives set by the Board of Directors, and long-term compensation, granted in performance shares.



Details of compensation

For Fiscal 2021

- The fixed compensation actually paid amounts to 900,000 euro.
- The performance for Fiscal 2021 was assessed in two stages due to the exceptional health situation. Taking into account the achievement rate, the variable compensation for the year is 810,000 euro, submitted for approval at the Shareholders Meeting of December 14, 2021.
- On November 25, 2020, the Board of Directors decided to grant performance shares to the Chief Executive Officer as part of his long-term incentive policy. He thus was awarded 28,000 shares subject to performance conditions, with an IFRS value of 1,681,288.

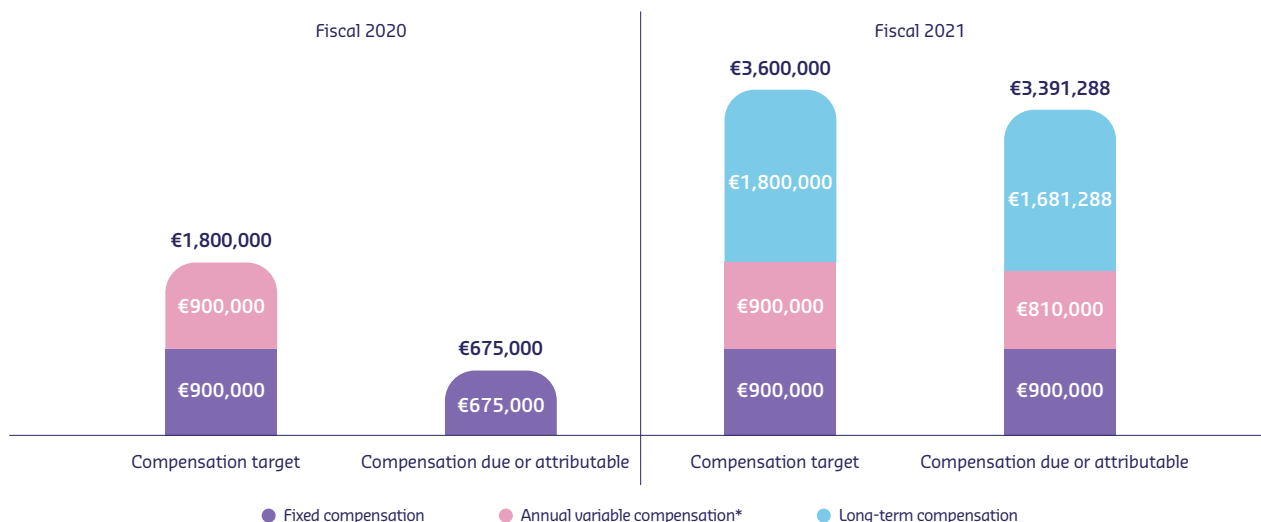
For Fiscal 2022

- The amount of fixed compensation remains unchanged for Fiscal 2022. It will be paid on a *pro rata* basis from September 1 to 30, 2021, date of the end of his term of office as Chief Executive Officer.
- The Board of Directors has decided to set the amount of his variable compensation for Fiscal 2022 at his target level, *i.e.* 100% of his fixed compensation, *pro rata temporis*, from September 1 to 30, 2021.
- No performance shares will be awarded to Denis Machuel for Fiscal 2022.

Pursuant to the compensation policy, the proposed financial terms of the departure of Denis Machuel include the following elements

- A reinforced non-compete agreement in order to protect the Group: new competitors have been added, in particular digital players, the duration has been extended from 2 to 3 years, and more restrictive non-solicitation conditions of the Group’s employees and clients have been imposed. In return, the amount of the non-compete indemnity was revised upwards to two years of fixed and variable compensation due for Fiscal 2021.
- In recognition of his contribution to the development of the Group, which he joined in 2007 and of which he was the Chief Executive Officer since January 2018, and of his action during the Covid-19 crisis, the Board of Directors has decided to waive the presence condition applicable to his unvested share plans and to maintain the performance shares *pro rata* to Denis Machuel’s actual presence within the Group.
- Denis Machuel will benefit from health insurance and life insurance for twelve months from the end of his mandate.

Summary of the compensation of the Chief Executive Officer



* If all of the applicable targets are achieved, the annual variable compensation amounts to 100% of the annual fixed compensation and may reach up to 150% if the targets are exceeded.

For more information, see Chapter 6 on Compensation.

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