

# OUR PUBLIC SERVICE PLEDGE

An ethical manifesto  
for our contracts,  
people and  
communities



**sodexo**  
QUALITY OF LIFE SERVICES

# Who we are

Sodexo is a global outsourcing company working in partnership with public and private clients to design, deliver and support their front line services.

Wherever we operate around the world – be it in prisons, universities, schools, garrisons, hospitals, central and local government sites, corporate offices, offshore platforms or football stadiums – we are committed to delivering services that achieve value, better outcomes and improve quality of life.

## Some key figures:

**460,000**  
global  
employees

**World's 19<sup>th</sup>**  
largest  
employer

**100 million**  
consumers  
served daily

Around **€20**  
**billion** annual  
revenues globally

**36,000**  
employees  
in the UK & Ireland

**49%** of our  
UK & Ireland  
business is in the  
public sector

**“We cannot think about success of organisations only through financial results but also through what they will bring to society.”**

SOPHIE BELLON, CHAIRPERSON OF THE BOARD OF DIRECTORS, SODEXO



SEAN HALEY,  
REGIONAL  
CHAIR,  
SODEXO UK  
& IRELAND

We published our first Public Service Pledge in 2015; setting out our ethical and sustainability commitments for our people, communities and customers in the UK and Ireland. It is our way of being clear about what is important to us and being accountable for our progress.

Of course, not all pledges are easy to deliver but we continue to focus on reaching our targets and introducing new pledges to meet changing demands.

These commitments are owned by us all and are over and above what the Government – and our private sector clients – expect from us, both as a strategic supplier of public services and as a significant employer.

We are proud of what we do and how we do it. We were one of the first companies to enter a meaningful dialogue with Government about social value. This Pledge continues to demonstrate our commitment to social value and, more importantly, translates it into every day action.

With our third Public Service Pledge, we have focussed on three areas:

- Delivering services that provide value for money and achieve the best possible outcomes for our clients
- Demonstrating a public service ethos and how we deliver social value wherever we do business
- Being a good employer

With our new Pledge, we re-commit to ensuring that everything we do strengthens our mission to improve quality of life: in how we work with our customers and how we deliver the services that people rely on every day.



We commit to providing public services that are value for money and achieve the best possible outcomes for Government and their service users through ethical business principles.

➤ **We pledge to help Government conduct early market engagement by providing insight into best practice across our segments.**

We aim to demonstrate, through case studies, site visits and client feedback, how we are providing a high level of service and delivering additional value to clients and having a positive impact on the communities where we operate.

We will support pilots and develop solutions for new programmes in collaboration with public sector clients.

➤ **We pledge to ensure that our public sector contracts undergo an independent satisfaction and expectation review.**

We conduct 'Voice of the Client' surveys with all our clients annually and 'Fresh Eyes Reviews' with key clients every three years to ensure that we are meeting our clients' needs and making relevant changes where needed.

We will provide key performance information on our major contracts to the Government in alignment with the Government's intention to publish KPI data on in-house service performance.

➤ **We pledge to abide by our Business Integrity Code and will not tolerate any practice that is not born of honesty, integrity and fairness where we do business and through our supply chain.**

Sodexo publishes its Ethical Principles, Business Integrity Code and Modern Slavery statement on its website.

As a strategic supplier to Government, we conform to the Government's Supplier Code of Conduct.

All our suppliers are required to conduct business with the highest ethical, social and environmental practices as defined by our Supplier Code of Conduct.

We have a whistleblowing policy in place so that employees can raise any concerns about wrong doing in the workplace.

## 'Coffee with a conscience' carts help London's homeless



Back in early 2015, entrepreneur Cemal Ezel pondered a question: how can I use our caffeine obsession to tackle homelessness?



Using the Big Issue model and inspiration from a trip to a silent teahouse in Vietnam run by deaf and mute women, Ezel hit on a radical idea. The former City trader, who runs partner company Old Spike Roastery, calculated he could train ex-rough sleepers into skilled baristas and pay them the London Living Wage (currently £10.20 per hour) to manage a fleet of three-wheeled coffee carts.

"I want to be able to look back on my life when I am 90 and feel I've left the world in a better place to how I found it," says Ezel.

*Change Please* was launched as a not-for-profit company later that year with a handful of coffee carts in central London locations. Within their first four months they sold 78,000 cups of coffee; each one helping to fund more training and more support.

So how are they able to do all this? For starters, *Change*

*Please* doesn't spend millions on marketing, branding and high-street rent. What's more margins in the coffee business are, by Ezel's own admission, "pretty big".

Such is the high standard of coffee available in the capital and beyond, Ezel knew that people would only keep coming back if their daily coffee was a top-notch brew.

### Fuelled by passion

Ezel's passion for social justice and excellent, affordable coffee drives the company. "Homelessness has doubled since 2010, and I've never seen the problem so bad," he says. "Seeing the employees of the corporates we work with becoming passionate about our brand and wanting to support us, makes me feel stronger and proud about what we are doing."

Sodexo is one of these corporates. The company has opened five *Change Please* coffee bars across its UK sites

and is helping to bring Ezel's brand to a wider audience.

Ezel is hoping to grow *Change Please* into the fourth-biggest coffee chain in the UK and is looking abroad for inspiration. "Apart from innovating with how we use the profits to help the homeless, we are 'stealing' some innovations from Melbourne and the US markets, but you'll have to wait to know more ..."

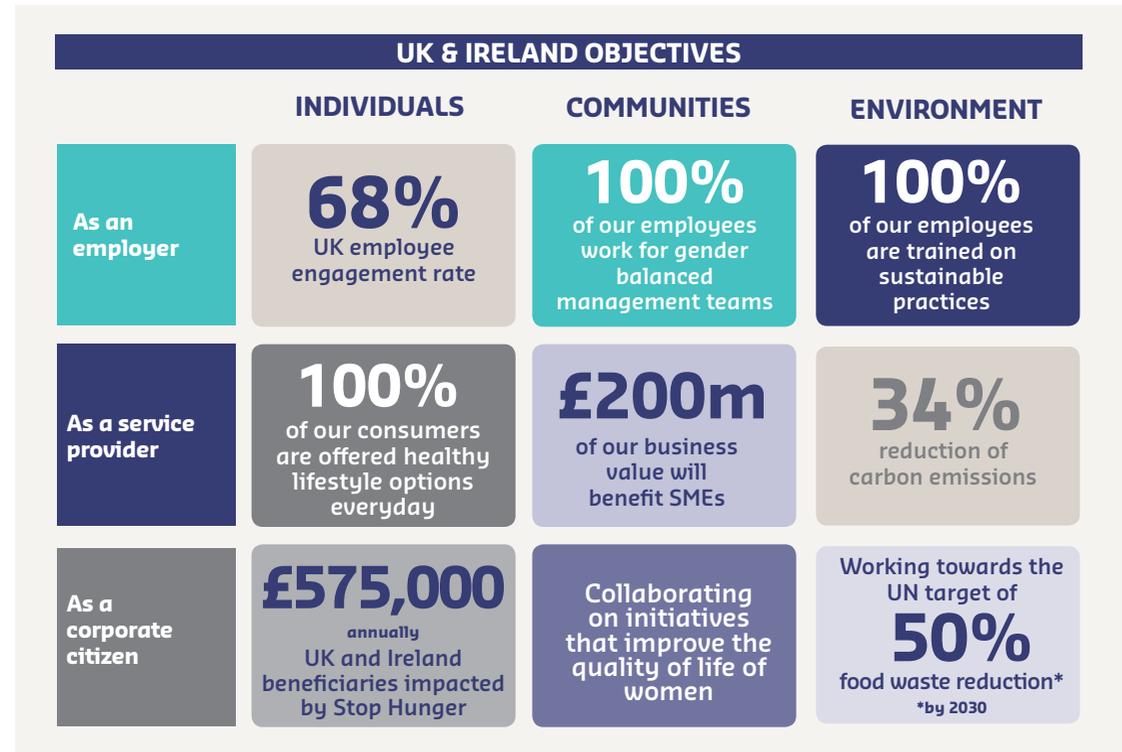
“It feels fantastic to be working with Sodexo. They have been proactive in promoting us to their clients and we are proud that it's helping to retain existing clients and win new business but, most importantly, it's helping to spread the message that we can do good without compromise.”

Sodexo is an ethical business which is committed to delivering social value for our people, our customers and the communities that we serve; we strive to deliver this through employment opportunities, sustainability goals and making commitments which have a positive social impact.

We believe that delivering social value is integral to providing good public and private services and with our new Pledge, as with our previous two pledges, we have identified key areas and initiatives which we promise to commit to, measure and report on annually which meet the principles of the Social Value Act.

**▶ We pledge to deliver on our Better Tomorrow 2025 commitments.**

As a company that promises to improve the quality of life of people where it operates, corporate responsibility lies at the core of everything we do. Better Tomorrow 2025 is our sustainability roadmap and consists of nine global commitments. Each commitment has an associated target against which we will track and report on our progress.



**▶ We pledge to employ 40 ex-offenders across our business segments in the UK and Ireland.**



In line with the Government's commitment to reduce re-offending, we support this through our justice services operations as well as by employing ex-offenders and offenders on Release on Temporary License (ROTL) across our business segments. Importantly, we are providing the support they need to help them stay employed.

**▶ We pledge to employ 200 ex-services personnel and their families annually.**

We were an early signatory of the Armed Forces Covenant. This initiative commends employers who actively support the Armed Forces community in their workplace and encourages others to follow their lead. In August 2017, we received the Gold Employer Recognition Award, the highest badge of honour from the Ministry of Defence, in relation to our commitment and support to the UK Armed Forces Community.



I was in the Gurkha regiment of the Army for 15 years. When I left, it was hard to find a job outside of the military. Sodexo was recommended to me by a friend as a positive employer of veterans so I applied for a role in the kitchen team. I was given translation support which meant I could concentrate on getting to grips with my new role. I've now been here for eight years and I really enjoy my job. The team spirit here reminds me of my time in the forces.

Hira Sing Gurung - Kitchen Porter



**▶ We pledge to prioritise partnering with small to medium enterprises (SMEs) and voluntary and community sector organisations in the delivery of public services, increasing our SME spend to £200m by 2025.**

We continue to support and develop our supply chain and to work with SMEs, micro SMEs and social enterprises, supporting them to grow their business. This group currently represents over half of our core supply chain. We are re-launching our Supply Chain Inclusion Programme to help more SMEs become suppliers to Sodexo. We have ensured that our SMEs are paid in 30 days.

## Our commitment to employing ex-offenders to help reduce re-offending



### Gail shares her story of how work experience gained at HMP Bronzefield led to a promising career with Sodexo

I was given a three-and-a-half-year sentence for my crime, of which I served 17 months. I'll be honest, prison wasn't somewhere I was expecting to be in my 40s. But it happened, I had to accept it, and from the moment I was sentenced I knew I had to take every opportunity offered to me.

I signed up to educational courses straight away and I was also keen to get into work. The Sodexo run prison has a staff restaurant, textile workshop, hair salon and more where residents are given the chance to work and learn new skills.

Having previously run my own sandwich shop, and with an interest in food, the staff restaurant appealed to me and within six weeks of arriving I was working there.

I liked it as it was no different to a normal working

routine. I started at 6.30am on the breakfast shift and finished after lunch at 2.30pm.

Two qualified chefs run the restaurant, with around a dozen residents supporting them. Training covers a range of topics, from barista skills, allergen awareness to knife skills. We sometimes catered for special functions too, producing buffet food for high profile guests.

The training also included classroom training and I successfully completed a COSHH cleaning course and an approved Food Hygiene Certificate.

The prison team encourages you to think of employment opportunities after your release and help you to gain the skills to do it.

#### Take the opportunities

I was given the opportunity to work at Sodexo's London headquarters under the Release on Temporary Licence (ROTL) scheme. Four days a week I travelled from Bronzefield to work in the staff restaurant as a barista. It was a great opportunity and I was 100% committed to making sure I had a job at the end of it.

I didn't want to have to lie so everyone knew about my conviction, and being open and honest from the moment



I arrived really helped me bond with the team.

In October 2018, I was offered a full-time job as a deli chef, running my own section preparing baguettes, sandwiches and salads, including made to order.

The general manager and the four Sodexo chefs support me all the way. Building mutual trust with the general manager was particularly important whilst under ROTL, as she needed to know I was going to arrive on time and also that I needed to get back to Bronzefield within the strict terms of my licence each day.

This is such a fantastic opportunity for me and I absolutely love it here. The team at Bronzefield has even invited me back to talk about my journey to residents currently working in the restaurant. It will be good to be an inspiration to others; to say 'this is what you can do if you take the opportunities'.

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➤ **We pledge that 70% of our waste will be recycled or re-used by 2020, rising to 90% by 2025.**

We are tackling the issue of single use plastics, eliminating them from our operations where possible. We have already banned straws and stirrers, committed to phasing out single use plastic bags and polystyrene items by 2020, encouraging the use of reusable items to further prevent waste.

We are committed to halve our food waste by 2030, in line with United Nations Sustainable Development Goal 12.3 and the 'Step up to the plate' WRAP pledge. We are deploying WasteWatch powered by Leanpath, our data-driven food waste prevention programme, at 223 UK sites within the year.

➤ **We pledge to support the Government's childhood obesity plan 2020 and to work with Public Health England on its five-year sugar reduction and reformulation programme as well as calorie and salt reduction targets.**

We are reducing sugar in support of the Government's target of 20% reduction. We have reviewed almost 3,000 recipes, reformulated over 700 items and are working with suppliers to change products.

In support of NHS England's voluntary reduction scheme to reduce sugar sweetened beverages to below 10% of total sales, we have reduced sales to 6.8%. As a provider of school meals, we are committed to tackle obesity in school children and to increase the uptake of nutritious meals.

➤ **We pledge to double the number of employees volunteering in the coming year to 2%.**

Sodexo encourages its employees to participate in three days' paid volunteering each year. Last year, around 1% participated in volunteering. We are seeing a gradual increase and are determined to achieve our target this year.



This year, we were delighted to have Government colleagues join us on a volunteering day

Sodexo believes its people are at the heart of its business and are critical to service delivery. By looking after our people, they in turn will look after our business.

We recognise the importance of promoting equal opportunities, valuing diversity and creating an inclusive working environment for all our employees. We seek to create a work environment based on mutual respect for all employees and building a culture that values the experiences and skills each person brings to benefit our organisation.

➤ **We pledge to increase the representation of women in our top 1,200 positions globally. In the UK and Ireland, our aspirational target is 43% women in leadership by 2025.**

We continue to see an increase in women at all levels of management. Women represent 25% of our regional leadership committee and 36% of our senior management. Sodexo's research shows that where we have gender balanced management teams (with 40-60% women) we perform better across a range of key business indicators.

In the UK and Ireland, the work of our gender balance employee network, SoTogether, continues, with sponsorship provided by our Regional Leadership Committee. This year we established SoTogether FM, a group specifically focused on increasing the number of women in facilities management and technical roles and encouraging more women into STEM roles.

In recognition of our commitment to gender balance, for the sixth consecutive year, Sodexo has been included in the Times Top 50 Employers for Women.



“Gender diversity is essential. It is beyond a moral obligation – it’s a business imperative and differentiator. At Sodexo, greater diversity and inclusiveness are part of a cultural transformation that requires time and humility. Denis Machuel, Chief Executive Officer, Sodexo

➤ **We pledge to support ethnicity pay gap reporting.**

We have signed a mandate to support ethnicity pay gap reporting spearheaded by EMpower. We are committed to understanding the experiences of employees of all ethnicities and to identifying where action needs to be taken.

We recently hosted an event on the subject of modern racism in the workplace, in recognition of World Day for Cultural Diversity for Dialogue and Development and are working with our Origins employee network to better understand employee experiences.

➤ **We pledge to maintain our Disability Confident Leader status and to promote positive change in other organisations.**

We are committed to promote the recruitment, engagement and development of people with disabilities.

Last year, we achieved Disability Confident Leader status as part of the Disability Confident scheme and have continued to share our experiences with clients, suppliers and other external parties.

We are undertaking research on the lived experience of people with disabilities, including mental health conditions, to better understand how we can improve their quality of life.

➤ **We pledge to support Good Work standards, where they exist in specific UK regions.**

Produced by local authorities, Good Work Standards, are designed to promote fair pay; excellent working conditions; and diversity in the workplace. London and Manchester have produced a set of standards which Sodexo is committed to working to. These standards provide better working condition and support our mission of improving quality of life.

## Case study

### Saabir's Story



Saabir Aydarus is on a catering assistant placement at Charing Cross Hospital in London. Saabir has a learning disability and was referred to Sodexo through the DFN Project Search programme



“I work in the canteen at the hospital where I help cook the breakfast, bring out the lunch, and serve people,” says Saabir.

“I used to be quite shy and I'd get very nervous around people. I would struggle to make eye contact. But now, I enjoy serving people the most.

I have a job coach and I get lots of support from the rest of the team. I've also learned about food hygiene, cleaning and customer service.

The job with Sodexo has given me so much more confidence, and I love working in a hospital. This experience has been one of the best things to happen to me.”

“Working in a hospital is helping me cope with my learning difficulties.



## Case study

# Meeting new challenges after 30 years in Facilities Management



Val Carter has gained a wealth of experience during her impressive career, yet a new global role is providing exciting new opportunities

I've been in the catering and hospitality industry all my life, from the moment I left polytechnic with a HND in Hotel and Catering Management. The early part of my career was spent in restaurants, hotels and bars, and throughout the 1990s I honed my skills in a diverse range of operational roles including as an operations director for a large catering company.

For the next 16 years I gradually moving away from operational roles into director roles in communications, client relationships and corporate responsibility, which is an area I adored working in.

### Work life balance

Having worked for competitors, I knew a lot about Sodexo and what they stood for. What particularly appealed to me was the culture. It's a very people focused environment, with strong values and ethics. The flexible working policy is excellent, and the company's diversity and inclusion networks are impressive.

A good work-life balance is something I've always tried to achieve for myself, and my teams. In the past I have worked in all-female teams, introducing a '40-hours over four days' working pattern. I'm a great believer that people shouldn't have to sacrifice important life

events for work, so I'll always say to my team 'make sure you don't miss your child's sports day or play.'

When I was offered the role at Sodexo as global account director for a major pharmaceutical contract I researched the client's ethics too. What I found is that Sodexo and the client's people values marry really well. Within Sodexo we have a 46% female/54% male representation in managerial roles across the contract.

Adjusting to this global role has really stretched me professionally. When it comes to operational experience in the UK I feel like I can confidently say I've 'been there and got the t-shirt'. Now, there are new challenges every day and that's exciting.

I'm responsible for 1,100 Sodexo people providing soft and hard FM services at sites across three continents. Adapting to the different cultures and ways of working is challenging. For example, diversity plays a big role in labour recruitment law in the US.

It's fascinating to work in new territories and have new career experiences, which I'm happy to share with other people who might be moving into new regions.



My career and life balance is a success. I've lived in France with my husband for eight years now, but my job is based in the UK and my work requires regular visits to sites in North America and Asia. Travel is part of my everyday life and with good communications, you don't feel out of touch.

Without a doubt, this is a very hard-working industry but I'm never nervous about having difficult conversations. I have complete confidence, knowing I have colleagues around me willing to share their areas of expertise.

**What particularly appealed to me [about Sodexo] was the culture. It's a very people focused environment, with strong values and ethics.**

**We pledge to engage 850 employees on apprentice programmes annually.**

The training and development of our employees is a key commitment for Sodexo. We support apprenticeships within the company at all levels across a range of skills from chefs and hospitality managers to project management and property maintenance.

## Case study

# Joining a culinary apprenticeship means Liam is cooking up a storm in the kitchen



Up and coming culinary superstar, Liam Clements, is an apprentice commis chef within our Government & Agencies segment. He is based in the Tidworth Garrison at Bhurtpore Barracks, supporting a team of twenty chefs to produce over 800 meals a day for the British Army.



Liam started his Level 2 apprenticeship in 2018 and has taken full advantage by applying for internal and external culinary competitions, including Sodexo Apprentice Chef of the Year.

At Sodexo's Salon Culinaire, he was awarded a silver medal for vegetable cuts, a bronze medal for fish

preparation and a certificate of merit for the Nutella challenge. He has also recently won a contract Star of the month award.

Liam also competed at the National Nestlé Torque D'Or competition in London after progressing from the preliminary round at Unit level.

**I decided to start an apprenticeship last year as I wanted a challenge. I am always willing to improve my skills and knowledge within the catering business. This is an amazing opportunity to learn a new trade and to acquire additional skills and knowledge.**

## ➤ We pledge to implement the Living Wage where possible.

We know that paying the Living Wage improves quality of life and we have a number of Living Wage contracts with clients in both the public and private sectors.

As a Living Wage Foundation Recognised Service Provider, we pledge to continue to implement the Living Wage for all our employees working in our head offices (in regions where formal rates are established); and to, where permitted, submit a Living Wage alternative in all our bids.

While price still remain a key factor in the procurement process, it is challenging to implement the Living Wage but we will continue to actively promote to our clients and potential clients the benefits.

## ➤ We pledge that our managers complete mental health and wellbeing training

We are introducing mandatory mental health and wellbeing training for our managers to ensure that they are able to provide the right level of support to all our employees to protect their health and wellbeing in the workplace.

## ➤ We pledge to work with professional bodies to assist in developing better skills and capabilities for the future FM talent pipeline.

We recognise a need for more trained FM professionals to enter the workforce, especially as currently the average age of FM employees is 49 with an estimated 50% retiring in the next 10 years. We are committed to working with bodies to improve skills and highlight the career opportunities for graduates with FM qualifications.



## More information

For more information please do not hesitate to get in touch with us via **PublicSector.UK@sodexo.com** so that we can direct your enquiry appropriately; or for more information about our Pledge go to: **<https://uk.sodexo.com/your-industry/public-sector/public-service-pledge-2019.html>**

You can also find out more information about us via our website: **[www.uk.sodexo.com](http://www.uk.sodexo.com)**

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