

Sodexo Diversity and Inclusion

 @SodexoDandl

Agenda



- **Our Business**
- **Our Context and Challenges**
- **Our Global and Local Commitments to Gender Balance**

ABOUT SODEXO



- At Sodexo, our mission is to improve the Quality of Life of all those we serve and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.



IMPACTING MILLIONS DAILY

75 MILLION
customers



80
countries

18th Largest
Employer
Worldwide



430,000
employees

132 Nationalities

34,000 locations



CONTEXT & CHALLENGES

- Large, geographically dispersed organization
- Industry perception
- Differing communication channels and audiences
- Commitment to transparency
- Commitment to gender balance

Sodexo Women's International Forum for Talent

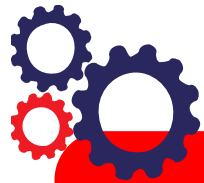
Sodexo Women's
SWIF^t
International Forum for talent

SWIFt created in 2009
at the initiative
of Michel Landel

*« to accelerate the
attainment
of gender balance within
Sodexo, through
the personal drive,
commitment and leadership
of high level leaders »*



SWIFt Key Focus Areas



**Leadership
Development**

Flexibility



Networking

Communication



HR Processes

Gender Balance Business Case Research:

GENDER BALANCE IN MANAGEMENT CASE STUDY¹

AMONG
50,000
MANAGERS

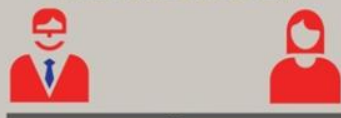


IN
90
ENTITIES²

WHAT ARE
THE KEY FINDINGS?

THE OPTIMAL BALANCE

BETWEEN
40% TO 60%
MEN AND WOMEN



EFFECTIVE GENDER BALANCE
IN MANAGEMENT

PERFORMANCE INDICATORS IMPACTED

FOR GENDER-BALANCED ENTITIES

BETTER EMPLOYEE
ENGAGEMENT



+4 POINTS

in employee engagement
between 2010 and 2012.

STRONGER
BRAND IMAGE



+5 POINTS

in client opinion
between 2010 and 2012.

GROSS
PROFIT



23%

Entities with gender-balanced
management were 23% more
likely to show an increase
in gross profit over the past
three consecutive years.

ORGANIC
GROWTH



13%

Entities with gender-balanced
management were 13% more likely to
show consistent organic growth over
the past three consecutive years.

1 - Source: Sodexo.

2 - Every Sodexo entity was included except entities with less than 25 employees in order to avoid misinterpretations.

UKI D&I Approach

Our Ambition:
World Leader in Quality of Life Services

Our Diversity and Inclusion vision:
To position Diversity and Inclusion as a **competitive advantage** that drives **Sodexo's growth** and our status as an **employer and business partner of choice**, enriching the **Quality of Life** for our employees, consumers, clients, suppliers and communities globally.

Marketplace / Community

- Brand recognition
- Customer/client NPS/feedback
- Access for business development
- Specific measures for each workstream

Our Measures

Workforce / Workplace

- Increased overall employee engagement
- Increased engagement among under-represented groups
- Aspirational targets
- Quality of Life Index
- Specific measures for each workstream

DISABILITY

CULTURES AND ORIGINS

ORIGINS
Culture, heritage and beliefs

GENDER

womenwork
STRIVING FOR GENDER BALANCE

GENERATIONS

generations
CHAMPIONING GENERATIONAL DIVERSITY

INCLUSION

SEXUAL ORIENTATION & GENDER IDENTITY

PRIDE
LEADING LEGAL, GAY, BISEXUAL AND TRANS LGBT+ INCLUSION

Our Governance:

A UK/Ireland D&I Council formed of Segment/function representatives and work stream leaders tasked with advancing D&I in the region

Our Workforce:

Flexible, diverse, inclusive and one that attracts, retains, develops and motivates talent in the communities in which we work

Our values:

service spirit, team spirit and spirit of progress

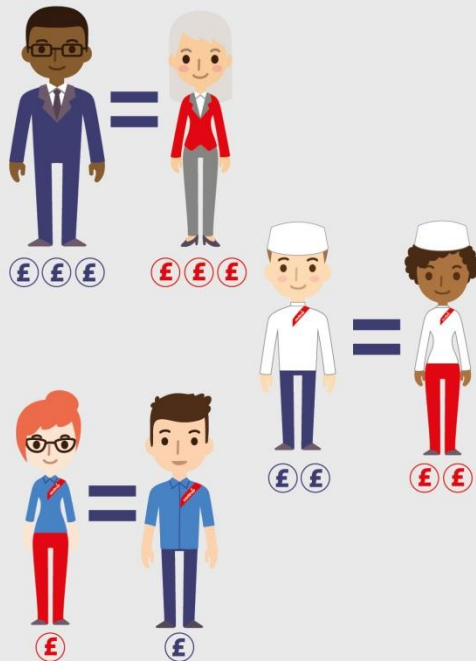
Gender Pay Reporting Approach (November 2016)

- One element of our gender balance approach
- An internal coalition
 - Regional Leadership Team
 - Reward Team
 - D&I Team
 - Communications and PR team
- Gaining stakeholder insights
- External relationships

Infographic

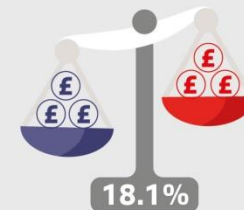
EQUAL PAY...

is men and women being paid the same for the same work



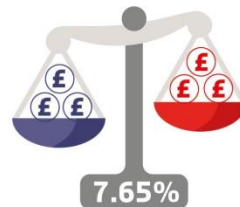
THE GENDER PAY GAP...

is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women



National gender pay gap is 18.1%*

* Office of National Statistics figure as of 26 October 2016



Sodexo's gender pay gap is 7.65%



uk.sodexo.com

sodexo
QUALITY OF LIFE SERVICES

Press release

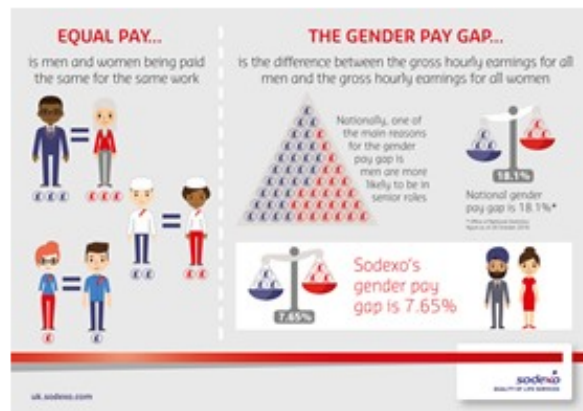
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Sodexo leads the charge in pay gap reporting

November 15, 2016

Audit of over 38,500 employees reveals current gender pay gap is over 50% lower than ONS figure of 18.1%



earnings.

Five months ahead of the launch of new government legislation for transparency into gender pay equality, Sodexo, a leading services company, has revealed an overall gender pay gap of 7.65%.

The gender pay gap is a measure designed to show the difference between the gross hourly earnings for all men in an organisation and the gross hourly earnings for all women.

Currently the national gender pay gap in the UK – released by ONS – stands at 18.1%, while Sodexo has found a 7.65% difference between male and female gross hourly

Minister for Women and Equalities, Caroline Dinenage said: “It’s

fantastic to see that Sodexo has published its gender pay gap data today and importantly, the steps it is taking to close it. The gender pay gap is at a record low but we have to push further to eliminate it completely – shining a light on where the gaps are means employers can take action to tackle it in their organisation. That’s why we are introducing requirements for all large employers to publish their gender pay and bonus data from April 2017.”

Corporate communication email & blog



COMPANY ANNOUNCEMENT

Dear Colleagues,

Today, Sodexo published its gender pay gap, a measure which shows the difference between the gross hourly earnings for all men in an organisation and the gross hourly earnings for all women.

According to the Office for National Statistics, the national gender pay gap in the UK stands at 18.1%, while Sodexo has found a 7.65% difference between male and female gross hourly earnings.

It's important to note that the gender pay gap **is not** about individual pay scales. In other words, **it does not** mean that where we have a male and a female doing the same job, that the female is paid 7.65% less than her male counterpart.

What the gender pay gap **does measure** is the difference between the average pay for all men in an organisation and the average pay for all women. The gender pay gap looks at three key attributes:

16
NOV
2016



A big step to reducing the gender pay gap further

Posted by Alistair Drummond | In Recognition | 0 comment

This post was created by Sean Haley, regional chairman of Sodexo UK & Ireland

In 2015, former Prime Minister David Cameron pledged to 'end the gender pay gap in a generation', and in doing so challenged businesses to look at what must be done to see true gender equality in the workplace.

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Social Media in HR Course - From Policy to Practice. Understand the Spectrum.



Sodexo
Consumer Services
10,001+ employees

HomeCareers

Sodexo An audit of over 38,500 employees reveals that our current gender pay gap is over 50% lower than ONS figure of 18.1%.



Sodexo leads the charge in pay gap reporting
[bit.ly](#) • Audit of over 38,500 employees reveals current gender pay gap is over 50% lower than ONS figure of 18.1%

Like (21) • Comment • Share • 28 days ago

 Michelle Hawkyard, Ivor MacGregor +19

Add a comment...

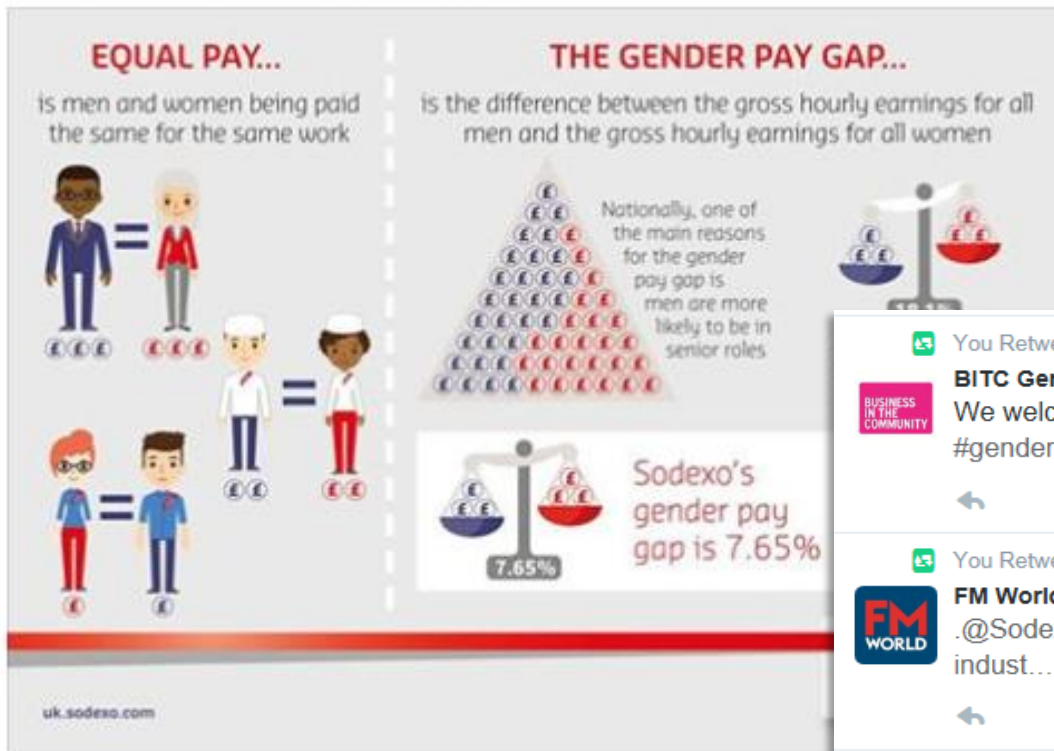
Social Media



Sodexo UK & Ireland

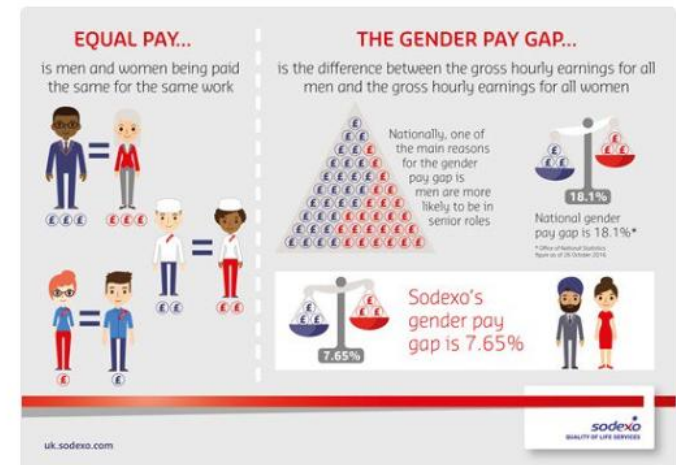
Published by Liz Marlow [?] · November 15 at 4:43pm · 🌐

We've just announced our [#genderpaygap](#), 5 months ahead of the government deadline and guess what? It's less than half the national average! Do you know the difference between equal pay and the gender pay gap? Find out on our infographic here!



Sodexo UK & Ireland @SodexoUK_IRE · Nov 15

Sodexo announces [#GenderPayGap](#) five months before Government deadline [#transparency](#) [#genderbalance](#) bit.ly/2fQy7b8



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BITC Gender Equality @BITCGender · Nov 15

We welcome @SodexoUK_IRE's announcement on early [#genderpaygap](#) reporting - read our response here: shar.es/1IIP2J



4



3



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FM World @FM_World · Nov 16

.@SodexoUK_IRE minds the gender pay gap fm-world.co.uk/news/fm-indust...



2



2



Impact –



News

Sodexo leads the charge in pay gap reporting

14 November 2016

Audit of over 38,500 employees reveals current gender pay gap is over 50% lower than ONS figure of 18.1%

Five months ahead of the launch of new government legislation for transparency into gender pay equality, Sodexo, a leading services company, has revealed an overall gender pay gap of 7.65%.

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**BUSINESS
IN THE
COMMUNITY**

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You are here: Home » News & Opinion » News » Early gender pay gap reporting from Sodexo

Early gender pay gap reporting from Sodexo

“I am personally pleased that Sodexo, as an employer of men and women across a range of roles and incomes, is taking a stand for gender pay equality. I hope that their early reporting inspires more organisations in different sectors to start getting to grips with the pay gap audit and reporting process.”

- Kathryn Nawrockyi,
Gender Equality Director

Impact – press articles

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HOSPITALITY & CATERING NEWS

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HR hrmagazine

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Thank you for your attention

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