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Dear Reader,

Thank you for taking the time to review Sodexo USA’s Diversity & Inclusion Report for 2019.

As incoming Chief Diversity, Inclusion & Social Responsibility Officer for the Americas, I am honored to follow Dr. Rohini Anand, who has been a true pioneer given her thought leadership and advances in our field. We are proud of Sodexo’s diverse teams, who are well-equipped to anticipate and meet the needs and desires of our clients, partners and customers.

We acknowledge our legacy as evidenced by widespread recognition and are aware that there is so much more to do if we are to continue advancing inclusion, diversity and belonging. Join us in reflecting on the stories herein as we honor the past and partner to create the future!

Sincerely,

GERRI MASON HALL
Chief Diversity, Inclusion & Social Responsibility Officer for the Americas

“As we embark on a new decade, diversity and inclusion (D&I) continues to serve as an enabler for Sodexo’s business and remains a part of our DNA. I count on each team member to build a more diverse workforce and demonstrate inclusive leadership. In doing so, as has been illustrated by the Regional Leadership Committee, we are able to bring forward varying perspectives through which innovation becomes possible. It is in this way that we are able to be good corporate citizens as we anticipate and meet the needs of our diverse clients, customers and constituents.”
**OUR YEAR IN NUMBERS**

- **105 COMMUNITY EVENTS**
  - 2,103 Spirit of Inclusion (SOI) participants

- **147 District Inclusion Ambassadors**

- **99,201 Event attendees reached**

- **4,610 Diversity Learning Labs attendees**

- **48% of Sodexo employees are women**

- **31% people of color manager representation**

- **3,316 Diversity engagement activities completed by managers**

- **3,062 diverse suppliers with diversity and small business spend**

- **$683M in sales supporting RFPs with diverse requirements FY19**

- **4,046 participated in the empathy & understanding training**

- **3,871 participated in the importance of belonging training**

- **9,969 total diversity engagement activities logged by managers (FY19)**

- **143 speaking opportunities**

- **24 SheWorks US pairs**

- **72 Lift Frontline mentoring partnerships**

- **20+ D&I awards received**

- **3 thought leadership papers**

- **3,062 diverse suppliers with diversity and small business spend**

- **147 diversity engagement activities completed by managers**

- **3,871 participated in the importance of belonging training**

- **5,300+ memberships**

- **121 events (national and regional)**

- **47 D&I press releases and media coverage**

- **Frontline employees**

- **2019 D&I ANNUAL REPORT - CREATING A BETTER FUTURE | 2**
The mission of the SoTogether USA gender network is to foster a culture where enhancing women’s individual and professional growth contributes to the global success of our company and the communities we serve.

SoTogether builds connections and networking through their annual meeting, regional chapter events and other events including World FM (Facilities Management) Day, International Women’s Day and Women’s History celebrations in March.

Topics covered in their Professional Development series included gaining confidence, managing stress, and building your LinkedIn Profile. They engaged executives who shared their stories in the “Mastermind Series.”

SoTogether actively supports organizations including Dress for Success to help women achieve economic independence through a support network, development and professional attire, Susan G. Komen Race for the Cure and Avon Walks for breast cancer research, Family Justice Center for domestic violence, and Girls, Inc. to empower girls to break the cycle of poverty and become role models in their community.

To recognize our various affinity groups, Sodexo is proud to celebrate Federal Heritage Months and global observances. The EBRGs collaborate with the Office of Diversity to develop and deploy operations-based toolkits that serve to raise awareness and inspire conversations with our teams, clients and customers.

Throughout Women’s History Month in March, and on International Women’s Day which takes place on March 8, SoTogether USA participated in SheWorks, a global job shadowing initiative connecting 24 women from several states with Sodexo “host ambassadors” for exposure and to explore potential career opportunities. Community Partner participants included:

- Asian & Pacific Islander American Scholars (APIA Scholars)
- The Marriott Foundation | BRIDGES School to Work Program
- UnidosUS Affiliates
- Carlos Rosario International Public Charter School
- Para Los Niños (PLN)
- The Association for the Advancement of Mexican Americans (AAMA)

Sodexo managers accessed enriching professional development through a global webinar entitled “Preparing for Leadership and Executive Roles” and the Leadercast motivational speaker series. Additionally, SoTogether USA actively engaged in the launch of the Narrowing the Gender Gap diversity learning lab.
“Thanks, Sodexo, for making a difference and creating a forum where we can have an impact on the lives of young women who will someday come into the workforce and hopefully become future leaders.”

HUSEIN KITABWALLA
CEO, Service Operations, Sodexo North America

“Kudos to Sodexo for being thought leaders and piloting a program to reach young women before they make career decisions.”

ANGELA R. JOHNSON, PE, PMP
Vice President, FM Service Development Sodexo North America Service Operations

WOMEN’S EQUALITY DAY
SoTogether members celebrated Women’s Equality Day on August 26 by wearing purple or yellow as a symbol of unity and continued progress. In addition, they engaged in a week-long conversation about gender balance via Yammer.

WOMEN IN FM
The Women in FM Taskforce is focused on building a greater sense of community and offer programming that resonates for their constituents. The Taskforce is joining forces with SoTogetherUSA to further expand their offer during 2020 and beyond, while at the same time maintaining their own identity.

“‘It is my honor to serve as executive sponsor for Sodexo’s Women in FM Taskforce, whose efforts will help us achieve gender balance. I am personally committed to fostering an inclusive environment where each of us is able to pursue our passions and achieve our career endeavors. In doing so we will increase engagement and productivity.’”

“‘I am overjoyed to be the co-chair of Sodexo’s Women in FM Taskforce. Often being the only female facilities manager or engineer in a room full of men, I see and feel the need to focus on having more women in our FM ranks. It is not just important to be diverse, but also for us to have the gender balance that contributes to a higher sense of innovation built through the collection of a varied lens. Together, we are stronger and grow faster.’”

Kudos to Sodexo for being thought leaders and piloting a program to reach young women before they make career decisions.”

Read and watch about how Sodexo celebrates International Women’s Day

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Sodexo Organization for disAbilities Resources (SOAR) raises awareness, provides education and resources, and proactively provides outreach to create a culture that embraces, values and fully utilizes persons with disabilities. SOAR enriches the communities and clients they serve and positively contributes to Sodexo’s growth and long-term success.

SOAR supports its members and the organization through networking, professional development and strategic partnerships. This past year they hosted numerous events around the country with local chapters who engaged in the community and with our clients, including Autism Speaks Walks, Special Olympics Flag Football and school fundraisers. As in past years, SOAR awarded academic scholarships to three children of SOAR members.

SOAR partners with HR and the Office of Diversity to offer accommodations training and identify best practices for hiring people with disabilities. They engage units at the local level to hire employees with disabilities through our strategic partners. SOAR leadership actively engages with NOD: National Organization on Disability and as a founding partner for Disability:IN, for whom they conduct site visits as a part of their certification process.

NATIONAL DISABILITY EMPLOYMENT AWARENESS MONTH AND WORLD MENTAL HEALTH DAY

During National Disability Employment Awareness Month (NDEAM) in October, SOAR hosted a State of the Union address highlighting their recent accomplishments and plans for the year ahead. Celebrations included World Mental Health Day on October 10 which included the launch of a 15-minute virtual course to raise awareness, destigmatize mental illness and foster an inclusive and supportive environment. MORE THAN 6,500 EMPLOYEES completed the course within a few weeks, and provided an OVERALL RATING OF 4.6 OUT OF 5 STARS.

INTERNATIONAL DAY OF PEOPLE WITH DISABILITIES (DECEMBER 3)

By cascading the International Day of People with Disabilities global campaign toolkit, Sodexo USA promoted awareness and reinforced our intention to drive an inclusive environment for people with disabilities wherever we do business. This year’s theme, “Take a closer look: there is much more to all of us than you might know” featured Sodexo colleagues with disabilities who shared their personal stories and tips on how we can become more inclusive. The celebration also included a webinar on Sodexo’s Request for Reasonable Accommodation Process, highlighting Sodexo’s policy on reasonable accommodations and the process we have in place for accommodating candidates and employees, as well as where to find tools and support.
PRIDE kicked off LGBT Pride Month early, on May 17, to commemorate the International Day Against Homophobia, Transphobia and Biphobia (IDAHOBT) with a global webinar entitled “A Conversation with Lesbian, Gay, Bisexual, Transgender, Queer and Allies Plus (LGBTQA+) Executives in Sodexo.” The webinar, viewed by more than 500 participants, featured several Sodexo executives who shared their personal experiences to raise awareness and create interest in LGBT rights. During LGBT History Month in June, PRIDE held its national meeting, themed “Allyship,” which was offered both in person and virtually. Jean-Marie Navetta of PFLAG presented, and a panel on intersectionality was conducted with representatives from PRIDE along with other EBRGs including the African American Leadership Forum (AALF), Pan Asian Network Group (PANG), Sodexo Organization of Latinos (SOL) and Honoring Our Nation’s Finest with Opportunity and Respect (HONOR).

Participation was consistently strong during PRIDE month celebrations, with more than 100 members participating in the Capital Pride, Buffalo Pride and Rhode Island Pride parades all of which Sodexo was a proud sponsor.

In 2019, PRIDE sponsored four events across the US including a partnership with Orlando’s Zebra Coalition, which serves LGBTQ+ homeless youth, and San Francisco’s Project Open Hand which provides lunches for the homeless LGBTQ+ population.

The Office of Diversity and PRIDE championed one of the largest delegations of Sodexo employees at the Out & Equal Workplace Summit in the past five years; with 16 employees in attendance. During the event, Sodexo had the opportunity to discuss D&I successes and participate in an LGBTQA+ career fair.

PRIDE’s campaign successfully increased their visibility, reaching 190,000 social media users with the executive “Why I’m an Ally” video and the Capital Pride video featuring testimonials from PRIDE leaders, executives, members and employees.

LESBIAN, GAY, BISEXUAL, TRANSGENDER (LGBT) PRIDE MONTH

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AALF

The African American Leadership Forum (AALF) mission is to enhance and support a progressive environment that passionately values and embraces diversity. They are committed to making significant contributions that increase value for employees, customers and shareholders.

This year, AALF engaged its members and broader community through activities, events and programs that align with their 4 Principles: Mentoring, Development, Networking and Community.

Throughout the year, AALF offered professional development for managers including their Straight Talk Series “Conversation with AALFs Founding Members” and “Navigating Crucial Conversations.” Three Robert Jones Facilities Management Summer Interns were hosted at Chicago Public Schools, Fort Wayne Community Schools and Lansing School District.

AALF engaged in the community, providing school supplies to three schools in Charleston, SC, and one school in Atlanta, GA, and members had the opportunity to attend various conferences with strategic partners including the Urban League, Disability Best Practices EMERGE, and the Executive Leadership Council’s Mid-Level Managers Symposium.

MARTIN LUTHER KING JR. DAY AND BLACK HISTORY MONTH

AALF kicked off Black History Month a bit early with their acknowledgment of Martin Luther King Day on January 21. In February, AALF held its 17th National Conference, themed “CommUNITY Connections.” The conference was hosted at several client and community locations in Dallas, TX, starting with an opening night reception at the Dallas Black Dance Theatre in the historic former home of the Moorland YMCA. A first-ever client CEO event hosted 45 clients at the Dallas Museum of Art, featuring a client panel on Bold Conversations about Race and a Fireside Chat with Cookie Johnson. The following day, the employee event featured keynote speaker Dr. Anton Gunn, and employees heard from several Sodexo leaders including Group CEO Denis Machuel, Chief Sales & Marketing Officer Bruno Vanhaelst, and Region Chair for North America & CEO, Home Care Worldwide Sarosh Mistry.
The mission of Honoring Our Nation’s Finest With Opportunity and Respect (HONOR) Employee Business Resource Group is to provide support, guidance and resources to employees and families connected to the military through development opportunities, a forum to recognize and celebrate contributions made to our country, and establishing partnerships with community groups that support veterans, active duty, National Guard and military reserve.

During the month of November, HONOR and Sodexo Organization of Latinos (SOL) co-hosted a national meeting at Rollins College in Winter Park, FL, themed “Stories of Struggles and Triumph.” The day began with the Presentation of Colors – color guard ceremony, followed by remarks from Sodexo executives, Former Global Chief Diversity Officer Rohini Anand and Chief Administrative Officer Mia Mends. Rick Gills, author, radio talk show host and speaker, addressed HONOR and SOL members on the topic “How to Promote Yourself in the Workplace,” and both EBRGs shared their “year in review.” To conclude the day, Brett Ladd, CEO, Government Services and HONOR executive sponsor, engaged in a fireside chat with Gerri Mason Hall, Chief Diversity, Inclusion & Social Responsibility Officer for the Americas, to share wisdom about career advancement, particularly for those transitioning from the military to the private sector.

PATRIOTIC ACTIVITIES

HONOR partnered with numerous local community organizations including the “Million Thanks” letter writing campaign, where they collected over 1,400 letters with a $1 donation per letter that was sent to the troops during Military Appreciation Month in May. HONOR chapters also organized 5k runs in coordination with the Travis Manion Foundation, Clear Path and Journey Home, as well as Stand Downs in Colorado, Arizona and San Diego that helped to feed thousands of homeless and underserved veterans and active duty military personnel.
The Pan Asian Network Group (PANG) leverages multi-generational differences and commonalities for personal and professional growth and to attract and retain talent.

This year, PANG updated their professional development course called P.I.E. 2.0, which stands for “Performance, Image and Exposure,” to help participants align cultural values and achieve their career goals.

For more than a decade PANG has provided generous scholarships to support their constituents’ learning and development. This year PANG provided two members with scholarships to be applied toward a diversity or industry-related conference. These scholarships have proven to be enriching and rewarding, as evidenced by the fact that 70% of PANG’s national leadership were past recipients of this scholarship. In addition to internally focused efforts, PANG members helped assess applications and identify the beneficiaries of the Asian Pacific Islander and American “APIA” Scholarship Fund.

At the regional level, PANG has actively engaged in numerous community events, and partnered with organizations including Ernst & Young and PNC Bank.

In May, PANG celebrated the Asian Pacific American Heritage Month themed “Unique and United.” Events were held both virtually and live at Sodexo offices in Gaithersburg, MD, and Buffalo, NY. Guest speaker Dr. Farzana Rahman spoke about strategies to identify and manage burnout at work. Senior leaders participated in a panel discussion, sharing their career journeys and the importance of “bringing your whole self to work.” The Buffalo office launched P.I.E. 2.0 and celebrated with cultural foods, henna painting, Taiko drummers and special heritage vendors.

PANG celebrated the Chinese Lunar New Year and Indian Festival of Lights with food, music and vibrantly colored Rangoli art. Regional chapters across the country enjoyed local activities at client sites. In San Dimas, CA, Sodexo and ADP employees enjoyed authentic Samosa appetizers and Indian desserts, followed by BollyX dancing and beautiful stories and reminiscing of Diwali celebrations in attendees’ childhood homes in India.
To celebrate American Indian and Alaska Native Heritage Month, the Native American and Aboriginal Council hosted an Indigenous Relations webinar featuring Alaska Native Terzah Tippin Poe, an Inuit from the US Arctic who is a lecturer, instructor and teaching fellow in the Sustainability and Environmental Management program at Harvard University. The session raised awareness and helped more than 130 participants better understand the identity, rights and challenges of Indigenous People.

**NAAC**

The mission of the Native American Aboriginal Council (NAAC) is to create a welcoming environment for indigenous people through a deeper understanding of their heritages and values. NAAC is committed to the development of individuals through education, recruitment and retention efforts and the development of partnerships through community services and mutual business opportunities.

NAAC publishes a semi-monthly newsletter that spotlights Native Americans in leadership, and encourages participation in fun and educational Native Americans events such as Pow Wows.

NAAC actively engaged throughout the year in cross-EBRG opportunities. They participated in Achieve Mentoring, a virtually guided session for EBRG members who were empowered to initiate meaningful mentoring partnerships through Sodexo’s “Spirit of Mentoring” web-based platform. In addition, they sponsored the “Leadercast Live” broadcast, featuring nine renowned leadership experts including Patrick Lencioni, best-selling author and founder of The Table Group; Gayle King, CBS This Morning co-host; Carla Harris, vice chairman and managing director of Morgan Stanley; and Marcus Samuelsson, award-winning chef and restaurateur, to name a few.

**HONORING OUR NATIONS:**

Building strength through understanding

- Celebrate

American Indian and Alaska Native Heritage Month
**SOL**

The mission of the Sodexo Organization of Latinos (SOL) is to be a community dedicated to the development of Latinos through networking, education and mentoring while embracing our cultural passion.

SOL has provided professional development opportunities for members to enhance interviewing skills and gain cultural enrichment, including a Cinco de Mayo celebration and a fireside chat where members got further acquainted with SOAR’s executive sponsor Charlotte Jensen, CEO, Airline Lounges and Joe Cuticelli, CEO, Senior Living (retired).

Beyond these learning experiences, three academic scholarships were provided to SOL family members to assist them in pursuing higher education.

SOL took pride in being recognized along with SodexoMagic for their outstanding community service and support during the Lotus House Hand in Hand Event benefitting a women’s shelter. In addition, as part of a festival in Williamsville, NY, SOL actively engaged in the Walk Off Hunger Cross-EBRG event along with i-Gen and SOAR.

**NATIONAL HISPANIC HERITAGE MONTH**

SOL organized several activities and webinars to celebrate National Hispanic Heritage Month from mid-September to mid-October. Their “SOLebration” event featured Hugo Balta, premier authority on Hispanics/Latinos in media, who spoke about the effects political decisions have on inclusion, particularly where systemic challenges exist for underrepresented groups.

In mid-November, SOL joined forces with HONOR (Honoring Our Nation’s Finest with Opportunity and Respect) to conduct a national meeting themed “Stories of Struggle & Triumph.” The meeting took place at Rollins College in Florida with keynote Rick Gillis, who encouraged members to learn the art of self-promotion. This was followed by a salsa class which exposed participants to this Latina cultural art. Charlotte Jensen, CEO, Airline Lounges and executive sponsor of SOL, engaged in a panel discussion with Gerri Mason Hall, Chief Diversity, Inclusion and Social Responsibility Officer, where they shared their successes and challenges as they advanced their careers. Viewing parties were hosted in California, New York, Texas and Maryland.
The mission of the Intergenerational Network Group (i-Gen) is to leverage multi-generational differences and commonalities for personal and professional growth in order to attract and retain talent that enhances Sodexo’s strength of diversity and inclusion in the marketplace.

This year i-Gen held their annual meeting in Phoenix, AZ, in April, themed “Putting the I in i-Gen,” keynote presenter Julie Reisler, who authored Get a PhD in You, spoke about the importance of bringing your true self to work every day, understanding what makes you feel successful, and then setting achievable objectives. During this meeting, i-Gen announced their Employee Disaster Relief Campaign with a matching fund, generating $5,000 in donations this year.

Regional chapters of i-Gen organized numerous community service and social events. They participated in Servathonas and volunteered at food pantries and food banks. The Buffalo, NY, chapter also focused on environmental protection to celebrate Earth Day. In collaboration with PANG and HONOR, the Chicagoland chapter hosted “Food & Drink through the Generations” at Marquette University’s Innovation Kitchen, where participants enjoyed valuable networking and rallied together for Employee Disaster Relief Fund donations.

The i-Gen Signature Series featured sessions that provided relevant and engaging content related to diversity and inclusion, and the advancement of Sodexo’s overarching strategy. Quarterly topics included “What to Expect from Future Leaders,” “Getting Engaged Through Your Employee Business Resource Group,” “Business and Staff Retention,” and “Diversity as a Strategy.” The National Capitol Chapter featured guest speaker Autumn Anderson, senior manager for Talent Acquisition Branding, who explored the topic, “Representing & Promoting Yourself and Sodexo on Social Media.”

In celebration of International Day of Peace, team members based at Sodexo Headquarters enjoyed a cultural potluck with dishes representing numerous cultures while viewing a presentation about ways to build peace. Seventy US employees joined the “Understanding Cultural Preferences” global webinar, an interactive and engaging session designed to teach leadership skills, learn about self-personal preferences, and build skills for more effective interactions with colleagues and customers.
GIVEN SODEXO’S DEMONSTRATED ABILITY TO CREATE SYSTEMIC CULTURE CHANGE, our clients seek out our expertise as a strategic partner to help guide them in the creation of diversity and inclusion (D&I) plans that align with their objectives. We consult with clients on D&I topics such as strategy development, training and awareness, benchmarking, sharing best practices and collaborative events as appropriate.

BELMONT UNIVERSITY

Sodexo and Belmont University co-hosted a Chief Diversity Officer Summit for higher education titled “Foresight is 20/20 – Building a Vision for Diversity, Inclusion, and Equity in Higher Education Today.” At the event, more than 50 participants including Sodexo clients and representatives from 14 higher education institutions discussed practical ways to address challenges and opportunities that higher education institutions are likely to face in the future, as well as the critical nature of diversity and inclusion and quality of life at universities, including Belmont University, and the wider state of race and ethnicity in higher education. Takeaways from roundtable discussions included exchanges of D&I best practices and lessons learned at various institutions.

“We are so grateful to have partnered with Sodexo to gather Chief Diversity Officers from peer institutions across the country to discuss and share best practices for building a vision for diversity, inclusion and equity in higher education today.”

DR. SUSAN WEST
Belmont Vice President and Chief of Staff

“It is so important for leaders to be transparent about where they have been and how far they have come. We must question our own assumptions, recognize bias and become responsible. ...You can’t lead on equality or advance racial equity if you don’t know how to talk about race. And if we don’t talk about these realities, we can’t close the gaps.”

DR. LORELLE ESPINOSA
Vice President for research with American Council of Education ACE

STATE UNIVERSITY OF NEW YORK

Sodexo was pleased to be part of the State University of New York’s (SUNY’s) 2019 Diversity Conference, with 300+ university Chief Diversity Officers and other professionals in attendance. While serving on the “Beyond the Academy” panel, Gerri Mason Hall, Chief Diversity, Inclusion & Social Responsibility Officer for the Americas shared Sodexo’s experience collaborating with university clients on diversity and inclusion matters. She stated, “Universities transform people’s lives and bring professionals with capacity to work in a multicultural and inclusive environment.” Gerri shared the stage with Teresa Miller, Sr. Vice Chancellor for Strategic Initiatives and Chief Diversity Officer for SUNY, Melanie Littlejohn, Vice President for NY Customer and Community Management at National Grid, and Corie Pauling, Senior Vice President, Chief Diversity Inclusion and Diversity Officer and Head of Corporate Social Responsibility at TIAA Financial Services.
NEBRASKA MEDICINE

Sodexo Omaha Network Group (SONG) and SoTogether USA hosted a Diversity and Inclusion reception at the Buffett Cancer Center at Nebraska Medicine to share best practices and network across industries. In attendance were C-suite executives and employees from Nebraska Medicine and Sodexo, as well as clients and community partners. Dr. Rohini Anand engaged participants in a lively discussion about the reality of diversity and the commitment it takes to choose inclusion. Clients gained an understanding about the ways in which Sodexo can assist them in addressing their own D&I related needs.

CROUSE HEALTH

Presenting to more than 100 participants from Crouse Health’s team of managers, directors, senior leaders and board members, Dr. Rohini Anand shared Sodexo’s business case for D&I, our journey and how to work across generations. This “value add” presentation proved to be dynamic and insightful for all those who participated.

INSPIRUS

Inspirus, a Sodexo Group company focusing on employee engagement, hosted a collaborative workshop for Fortune 500 clients and special guests to learn about one another’s existing diversity and inclusion practices. Sodexo shared award-winning D&I strategies, a programmatic framework, and ways recognition can be leveraged to enable more inclusive workplace cultures and environments.

LINCOLN COUNTY SCHOOL DISTRICT (LCSD)

Dr. Karen Gray, Superintendent of the Lincoln County School District engaged Sodexo to raise awareness about unconscious bias and related topics for close to 50 school administrators who support 5,000 children in the state of Oregon.

UNIDOS US CONFERENCE

In mid-November, Sodexo sponsored the UnidosUS Workforce Development Forum, attended by more than 300 workforce program directors and team members from approximately 130 UnidosUS Affiliates from around the country. Sodexo’s Vice President, Global Diversity & Inclusion, Jodi Davidson conducted a breakout workshop entitled “Unlocking Your Potential Through EQ and Critical Thinking,” during which participants learned key concepts that can be applied to their daily work. UnidosUS has been a strategic partner of Sodexo since the beginning of Sodexo’s Diversity and Inclusion journey.
FOR NEARLY TWO DECADES, Sodexo remains committed to building healthier, stronger communities, partnering with national organizations with local reach to advocate for diverse, vulnerable communities. The following three programs are just a few of the many initiatives that create a better tomorrow.

HOLISTIC NUTRITIONAL WELLNESS WORKSHOP

Families are educated on how to read nutritional labels and how to be more aware of serving sizes to make healthy versions of their favorite dishes. Sodexo chefs prepare in-culture recipes for families to taste during the workshops. Having started with the Latino community through the MALDEF Parent-School Partnership, today we have grown our reach to the African American community in partnership with the National Urban League, and the Asian community through the Asia Pacific Islander Health Forum. Clients are requesting the workshops be presented to their employees, students and staff. Serving more than 1,200 families in 2019, Sodexo has reached over 14,000 families during the tenure of the program.

WORKFORCE INITIATIVE

Sodexo partners with community-based organizations that offer workforce development and job readiness programs to participants from diverse backgrounds. In 2019, Sodexo screened 853 candidates and hired 173 from organizations that serve work-eligible refugees and immigrants, individuals with disabilities, and ethnic communities. Based on Sodexo’s inclusive hiring practices, we were recognized as Employer of the Year by three partner organizations:

- Marriott Foundation Bridges From School To Work Program
- SpArc Philadelphia
- The Center for Pursuit Houston

YOUTH DEVELOPMENT AND RECRUITMENT

Sodexo chefs take pride in mentoring high school students who have interest in exploring culinary and hospitality fields of study. In school districts where Holistic Nutritional Wellness workshops are conducted for parents, culinary students gain first-hand experience by working side by side with our chefs to prepare and serve food. Sodexo chefs also mentored 19 high school students who competed in regional competitions through the NAACP ACT-SO achievement program designed to recruit, stimulate and encourage high academic and cultural achievement among African-American high school students. Eleven of the students were awarded scholarships to the Culinary Institute of America (CIA). In addition, one student who was mentored by Sodexo chefs reached a significant milestone this year as she graduated from the CIA with her Bachelor of Science degree in Culinary Arts.

- 19 students mentored by Sodexo chefs qualified for nationals; 11 were awarded scholarships to the Culinary Institute of America
- Total value of CIA Scholarships reached $136,000
NESTLE GLOBAL ALLIANCE FOR YOUTH

Starting in 2019, Sodexo joined the Nestle Global Alliance for Youth, with 20+ global companies who are passionate about helping young people gain the necessary skills to thrive in the world of work and provide a better future for younger generations. The ambition is to positively impact six million young people by 2022 to support their job readiness and employability.

Aligned with Sodexo’s Quality of Life mission and our desire to support each generation, we are pleased to be a part of this collective effort to engage practices that generate hiring for emerging talent. This is clearly a win-win as it equips us with a high-performing workforce as it enables youth to prepare for their careers, while enhancing our employer of choice status.

PROFESSIONAL DEVELOPMENT

Sodexo is committed to the development and career advancement of its employees. In 2019, 717 Sodexo employees benefited from career development programs provided by our external partners.
Sodexo’s Gender Balance Study based on **50,000 MANAGERS within 80 COUNTRIES** affirmed that gender-balanced entities, defined as entities having **40%-60% WOMEN IN MANAGEMENT**, have higher KPI results including employee engagement, brand awareness, client retention and three indicators of financial performance. This research has led to a commitment that Sodexo will achieve gender balance globally by 2025. Beyond Sodexo, this research has provided thought leadership that is helping other organizations gain traction in their own efforts to achieve gender balance.

In 2019, Sodexo USA conducted research and published three white papers, highlighted below. In addition, Sodexo published menu guidelines to help Sodexo managers and culinarians avoid missteps when celebrating diverse cultures. **THESE PUBLICATIONS PROVIDE VIABLE SOLUTIONS THAT HELP LEADERS IN VARIOUS INDUSTRIES OVERCOME THE CHALLENGES THEY FACE.**

**WHY “LGBTQ-WELCOMING” WILL SOON BE A HALLMARK OF THE MOST SUCCESSFUL SENIOR LIVING COMMUNITIES: A PRIMER FOR OPERATORS, MARKETERS & LEADERSHIP**

According to research by AARP, 52% of older LGBTQ adults will be forced to hide or deny their identity in order to receive unbiased, high-quality treatment in long-term care residential communities. This white paper serves to raise awareness about the need to develop a host of cultural competencies, and to build an informed strategy to address the unmet needs of LGBTQ older adults in the US, currently at 3 million and forecasted to double by 2030. (Source: National Gay and Lesbian Task Force)
Expanding the understanding of and alignment between Corporate Responsibility and D&I influences long-term, strategic plans and short-term priorities for organizations. Sodexo’s “Better Tomorrow 2025” is a holistic strategy that includes diversity and inclusion, sustainability, safety, waste reduction, well-being and more.

The healthcare industry is facing numerous challenges, including under-representation of Hispanic leadership, which is disproportionately low in comparison to the patient population. This white paper speaks to the importance of closing this gap in order to achieve improved clinical outcomes and greater patient satisfaction.

As a Quality of Life services provider with food at the center of our brand, providing cultural and diverse food offerings are essential to meeting the needs and expectations of our clients and customers. To avoid cultural missteps, Sodexo developed Cultural Menu Guidelines to build cultural awareness, increase cultural competency throughout our organization, and help culinary teams appropriately plan culturally influenced meals and food offerings. This resource is helping Sodexo foster an inclusive culture for our 13,000+ of units across the US.
EMPLOYEE EXPERIENCE -
D&I PROGRAMS
AND INITIATIVES
HIGHLIGHTS

CREATING THE BEST, MOST INCLUSIVE WORKPLACE
EXPERIENCE STARTS WITH UNDERSTANDING THE DIVERSE
NEEDS OF OUR EMPLOYEES. From professional development to
work/life balance, when our employees do well, our business does
well. Some ways we support the diverse needs of our employees are
through our offering of inclusive programs and practices such as:

> D&I LEARNING
> MENTORING
> FRONTLINE EMPLOYEES
> SELF-ID CAMPAIGN
> FLEXIBILITY
> SUPPLIER DIVERSITY

1. D&I LEARNING

Diversity and inclusion learning is designed to create a
globally inclusive culture that aligns with our values and
enables engagement, productivity and innovation in the
workplace. Our employees have access to on-demand
learning, frontline huddles and virtual instructor-led
courses as well as classroom sessions.

Sodexo’s robust D&I curriculum is ever-evolving to keep
up with our leaders’ appetite for inclusive best practices.
Our course catalog includes offerings to address all
dimensions of diversity. One of our most popular
courses is entitled “Beyond Bias,” where managers
learn the dynamics of unconscious bias and how it
impacts their daily work, with the goal of increasing
better decision making for ourselves, our team and
the workplace. This year, we premiered a new diversity
learning lab entitled “Narrowing the Gender Gap” which
highlights our internal gender-balance research and
shares tools to identify and address gender bias. This
course was presented live during the National Talent
Acquisition meeting to ensure inclusive recruiting and
hiring processes.

MORE THAN 5,000 MANAGERS PARTICIPATED in D&I
learning opportunities during 2019. These experiences
further enable leadership capabilities whereby
managers nurture talent and engage more effectively
with clients and customers.

2. MENTORING

Spirit of Mentoring is a comprehensive talent
management strategy that offers continuous
development through a variety of programs that
build relationships and develop competencies at any
career level. In 2019, the 15th cohort of IMPACT, our
formal mentoring program, was launched with close
to 300 PARTICIPANTS connecting across the United
States and Canada. Cross-cultural / cross-segment
partnerships were revealed at a live launch session in
Orlando, FL, in February, followed by monthly virtual
meetings and business immersion experiences where
possible. Through this experience, both mentees and
mentors gain insights, develop skills and become more
connected to the organization.

OVER 2,000 MENTORING ENGAGEMENTS have been
formed through our on-demand Spirit of Mentoring
website, where participants engage in mutual learning
exchanges with colleagues from across the region.
Hundreds of participants have also matriculated
through other mentoring programs including LIFT
(Leveraging Internal Frontline Talent), LEAD Mentoring
Circles, and Peer to Peer Mentoring offered through our
Employee Business Resource Groups.

THE SPIRIT OF MENTORING INITIATIVE
CREATES COMPETITIVE ADVANTAGE, AS IT
ATTRACTS, ENGAGES, DEVELOPS AND RETAINS
TOP TALENT.
“Through LIFT Mentoring, I accomplished the short term goal of becoming a manager and leading my own department. I now know how to delegate responsibilities to share successes with my team here at Graceland. I learned how to step out of my comfort zone and to be willing to take risks. My hope is to continue to grow within Sodexo as I help to improve the Quality of Life that we strive for.”

WESLEY BROWN
Retail Manager, Graceland University - LIFT Mentee

“Developing and promoting frontline talent is vital to our success and positively catapults employee morale. Serving as a LIFT mentor is very gratifying as I help build confidence, empower through knowledge sharing and help mentees take the next step in their career.”

JAMIE WATERBRUY
General Manager University of MN-Mankato - LIFT Mentor

LIFT (LEVERAGING INTERNAL FRONTLINE TALENT) MENTORING PROGRAM

LIFT Mentoring provides a platform for frontline employees to explore and develop new skills and competencies. The program builds diverse bench strength and improves operational efficiencies. A turnkey toolkit provides a series of meeting agendas that support mentees in achieving their goals.
Sodexo remains steadfast in its commitment to foster an inclusive work culture and environment for all employees despite the challenges associated with our highly decentralized organization. In 2019, over 100,000 frontline employees had access to relevant D&I programming and Huddles through their managers and District INclusion Ambassadors.

**FRONTLINE EMPLOYEES STRATEGY**

BY CREATING A POSITIVE EMPLOYEE EXPERIENCE THROUGH ENHANCED SENSE OF BELONGING AND INCLUSION, EMPLOYEES WILL THRIVE AND BE WELL-POSITIONED TO BETTER SERVE OUR CLIENTS AND CUSTOMERS.

INclusion commUNITY

The INclusion commUNITY works to embed D&I in our business. Nominated by their district manager, INclusion Ambassadors are dedicated to the implementation of timely initiatives, including LIFT Frontline Mentoring, Sexual Harassment Training, and numerous D&I trainings and Huddles designed to reach frontline employees. Their efforts help enhance employee engagement, performance and retention at all levels of the business.

INclusion Ambassadors reached a significant number of Frontline Employees through the following trainings:
- Empathy & Understanding – 4,046 Frontline Employees
- Importance of Belonging – 3,871 Frontline Employees

RODNEY BROWN
Chief Operating Officer,
Universities West

“**The INclusion commUNITY continues to make strides in frontline employee engagement. The ripple effect created when all employees can bring their voice forward, have equal opportunities to grow and develop, and realize the impact their jobs have on our overall objectives is well worth the commitment and effort this requires. Ultimately, these inclusive practices enable better client partnerships and the ability to deliver operational excellence.”**

ANNMARIE HAYDEN
Schools

“One of the most gratifying parts of my job is to serve as an INclusion Ambassador and to keep diversity and inclusion top of mind. I am honored to be entrusted in bringing programs forward that help us create a welcoming environment. By knowing each student by name, they feel cared about and can be themselves, and this makes a huge difference in their ‘academic’ experience.”

MICHELLE SMITH HAWLEY
Healthcare

“As an INclusion Ambassador, I have the opportunity to take advantage of D&I resources and trainings that I can share with my team members. I know I am adding value for Sodexo employees and my client. This experience has helped me not only talk about diversity and inclusion, but to live it every day!”

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Sodexo’s multi-year Self-ID campaign is raising awareness about the importance of self-identification to ensure accessibility that supports the hiring and retention of qualified individuals with disabilities. These efforts are continuing to build a culture of inclusivity where employees are able to realize their full potential.

**COUNT ME IN! SELF-ID CAMPAIGN**

Sodexo at the University of Alabama
Darren Driggs from Gonzaga University
Mark Reed from Liberty University

**HEAR FROM SODEXO MANAGERS AND EMPLOYEES WHO AFFIRM VALUE OF CREATING AN INCLUSIVE ENVIRONMENT FOR PEOPLE WITH DISABILITIES**

**FLOW (FLEXIBILITY OPTIMIZES WORK)**

Sodexo continues to advance a culture of work/life flexibility through its FLOW practices. Managers promote open lines of communication and empower team members to request adjustments in their schedule (when), location (where) and/or the manner (how) they work, so long as business needs are met. Not only is FLOW the right thing to do, when employers demonstrate respect in this way, employees gain a greater sense of well-being which enables higher levels of engagement, loyalty and productivity.

**IN 2019, WE DEVELOPED A HUDDLE TO INTRODUCE FLOW TO OUR FRONTLINE EMPLOYEES, GIVEN OUR GOAL OF MAKING FLEXIBILITY ACCESSIBLE FOR ALL.**

**JODI DAVIDSON**
VP Global Diversity & Inclusion

“As a company whose mission is Quality of Life, Sodexo remains focused on fostering a flexible work environment through our FLOW (Flexibility Optimizes Work) practices. By demonstrating this collaborative and respectful approach, employees are able to maximize their contributions while simultaneously addressing personal life circumstances. Our efforts to meet the unique needs of each individual is critical today, and is becoming increasingly necessary as we look towards the future of work.”

**GENERATION SURVEY**

We continue to make progress in advancing our flexibility culture through FLOW. Of the 1200 managers who responded to a recent “pulse” survey, 78% feel empowered to ask their supervisor for the flexibility they need. Informal flexibility is leveraged on a regular basis by 59% of respondents overall, and by 65% for those in operations roles.
Deborah Klahn, training manager, and her team at Indiana Health University located in Indianapolis, IN, leveraged FLOW practices to address staffing challenges. Grasping at straws, Deborah consulted their HR business partner inquiring about FLOW, at which time he asked, “Wouldn’t you have liked it if someone made it easier for you?” This question, which would later become Deborah’s mantra, inspired the team to attempt flexible scheduling.

Admittedly skeptical that FLOW could work in operations, this team focused on creating a “problem/solution approach” that would create a win-win for all involved, and they were successful. Employees now feel empowered to request time off while at the same time they are expected to cover alternate shifts to support fellow team members and the business. At times, employees must address an unforeseen personal matter, so they briefly leave work and come back as soon as possible to complete their shift. Managers work with their team members to help them balance work with their personal lives. Flex scheduling has enabled parents to get their children on the bus and work around class schedules for those who are continuing their education. Indeed, FLOW has created a win-win that even the client has noticed, including improved attendance records, less turnover and increased employee engagement. Kudos to Indiana Health University for fostering a more flexible culture through FLOW practices.

Krista Curtis has been a longstanding advocate of FLOW practices, first for her team when she served as clinical nutrition manager for 10 years, and more recently as a senior clinical recruiter on the Talent Acquisition team, where she negotiated a flexible work arrangement that allows her to regularly attend her two-year-old daughter’s developmental therapy sessions.

To fulfill her role at work while also being able to spend time focusing on her daughter’s needs, Krista makes up time at work either early in the morning or later in the evening.

Krista feels she’s fortunate to work for an inclusive manager who skillfully implemented flexible systems that positively impact the efficiency, productivity and team dynamic, including a “buddy system” that ensures coverage when flexibility is needed and supports a more seamless candidate and hiring manager experience.

“Thank you, Sodexo, for always understanding the needs of your employees and allowing us to excel in our jobs as well as at home.”

KRISTA CURTIS, RD, CDN
Senior Clinical Recruiter
Sodexo, Talent Acquisition

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Working with businesses owned by women and underrepresented groups allows us to bring innovative products and services to our clients and build empowerment opportunities throughout the communities we serve.

Sodexo’s support goes beyond capital, by providing mentoring and training to ensure businesses have the necessary skills and qualifications needed to thrive.

In the U.S., Sodexo spent more than $1.85B, including client first tier spending in FY 2019, an increase of almost 60% since FY 2014.
STRENGTHENING THE ENTERPRISE WITH DIVERSE TALENT

Our people are our greatest asset! The work of Sodexo’s Talent Acquisition team, in partnership with hiring managers, creates a competitive advantage by recruiting top, diverse talent through internal and external sourcing strategies. Whether participating in official EBRG events or on their own in their communities, the team’s active involvement keeps Talent Acquisition engaged.

Our Talent Acquisition team has also been recognized externally for diversity recruiting efforts. They were ranked #1 on the Top 9 Companies for TA - Recruiting Women of Color Ranked #6 on the Top 13 Companies for Talent Acquisition by DiversityInc in 2019.

Through “good faith efforts” and state-of-the-art recruitment practices, diversity is embedded in all they do. For each posting, they consult with the hiring manager to explore job posting details that will ensure diverse candidate representation. As a standard practice, interviews are conducted via diverse panels to achieve greater objectivity and mitigate for unconscious bias.

In 2019, Talent Acquisition relaunched the student manager Program at 27 Universities accounts. This program aims to develop qualified managers from among Sodexo’s student employees. Students enter the two-year program during their junior year and are paired with an HR mentor from Talent Acquisition, participate in professional development webinars, and shadow a manager to learn Sodexo systems. Upon graduation and completion of the program, the student manager is hired into an entry level management/resource assignment.

The Talent Acquisition team participates in job fairs and other recruitment events that attract talent through our community partners including the National Society of Minorities and Hospitality, Multicultural Food and Hospitality Alliance, Hispanic Association of Colleges and Universities, Asian and Pacific Islander American Scholars, and the IFMA (International Facility Management Association) Foundation.

As an emerging best practice, in 2019 military recruitment efforts led to close to 200 veteran hires.

AIMÉE MEHER-HOMJI
Vice President of Talent Acquisition

“Sodexo’s reputation as a benchmark organization for diversity and inclusion is a strong talent magnet and often why candidates want to work for us. We do our utmost to deliver a world-class candidate experience from the very first interaction.”

Dr. Rohini Anand, the pioneer of Diversity and Inclusion at Sodexo, retired at the end of 2019. Dr. Anand was hired in 2002 by Michel Landel, who was CEO of Sodexo North America at the time. Shortly thereafter, she was appointed as Sodexo’s first Chief Diversity Officer for North America, and later as SVP Corporate Responsibility & Global Chief Diversity Officer. Under Dr. Anand’s leadership, Sodexo was transformed from a company with an $80 million litigation claim against it to an inclusive company with an iconic D&I leadership brand. Dr. Anand advanced five key dimensions of diversity including Gender, Cultures & Origins, Disabilities, LGBT and Generations. She nurtured a more inclusive culture by promoting gender equality, and spearheaded the creation of SWIFt, a senior advisory board focusing on gender balance, which evolved to SoTogether. Dr. Anand drove a best-in-class accountability system and propelled numerous taskforces and D&I employee communities across the globe. She was also behind the creation of numerous programs and practices including mentoring, work/life flexibility, and community and client D&I engagements.

In 2019 alone, Dr. Anand spoke at dozens of events which included clients such as Belmont University, Nebraska Medicine, Inspirus, Crouse Hospital, Hilti, Revere Bank and Sogeti, and organizations such as AARP, Ascend, Atlas Corps., Catalyst, Conference Board, Disability:IN, Global Summit of Women, Viscardi Center and others.

Thanks to her work in the D&I space, Sodexo has received hundreds of D&I awards globally and has been a signatory to many initiatives that support our five key diversity dimensions.
Sodexo’s commitment to diversity and inclusion has been consistently recognized by external organizations and notable diversity publications. In 2019, we were proud to receive **MORE THAN 20 D&I RECOGNITIONS** which demonstrates our commitment and accomplishments in advancing diversity and inclusion. At the same time, we recognize that our work continues as we **CREATE A BETTER FUTURE**.