

Sodexo Animal Welfare Frequently Asked Questions

2020

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What is animal welfare?

“Animal welfare” means how an animal is coping with the conditions in which it lives.

An animal is in a good state of welfare if (as indicated by scientific evidence) it is healthy, comfortable, well nourished, safe, able to express innate behavior, and if it is not suffering from unpleasant states such as pain, fear, and distress. Good animal welfare requires disease prevention and appropriate veterinary treatment, shelter, management and nutrition, humane handling and humane slaughter/killing.

Animal welfare refers to the state of the animal; the treatment that an animal receives is covered by other terms such as animal care, animal husbandry, and humane treatment.

Article 7.1.1. Terrestrial Animal Health Code (World Organization for Animal Health (OIE))

What are needs for animals?

Animal welfare can be a difficult concept to understand because it has no single definition and can mean different things to different people. The five main welfare needs are:

- need for a suitable environment
- need for a suitable diet
- need to be able to exhibit normal behavior patterns
- need to be housed with, or apart, from other animals
- need to be protected from pain, suffering, injury and disease

With regard to animal welfare in particular, Sodexo supports the globally-recognized “Five Freedoms” of animal welfare as an aspiration for its animal welfare strategy:

1. Freedom from Hunger and Thirst – by providing ready access to fresh water and a diet to maintain full health and vigor.
2. Freedom from Discomfort – by providing appropriate environment including shelter and a comfortable resting area.
3. Freedom from Pain, Injury or Disease – by ensuring prevention or rapid diagnosis and treatment.
4. Freedom to Express Normal Behavior – by providing sufficient space, proper facilities and company of the animal’s own kind.
5. Freedom from Fear and Distress – by ensuring conditions and treatment which avoid mental suffering.

Is there an international reference for animal welfare?

Yes, the recognized reference for animal welfare is the World Organization for Animal Health (OIE).

What is the OIE?

The World Organization for Animal Health (OIE) is an intergovernmental organization with a mandate from its 178 Member Countries and Territories to improve animal health and welfare in the world.

The OIE is the reference standard-setting international organization according to the Sanitary and Phytosanitary Agreement of the World Trade Organization.

It is notably responsible for ensuring transparency of the animal disease Situation worldwide, including diseases transmissible to humans, as well as safeguarding the sanitary safety of world trade of animals and animal products. Since 2000 the organization also publishes international standards on animal welfare.

Sodexo has worked on their recommendations and has tried to follow them when it's possible. Then by requesting our suppliers to sign our Charter, Sodexo complies with OIE recommendations.



What is Sodexo's strategy?

Sodexo supports the globally-recognized “Five Freedoms” of animal welfare as an aspiration for its animal welfare strategy:

1. Freedom from Hunger and Thirst – by providing ready access to fresh water and a diet to maintain full health and vigor.
2. Freedom from Discomfort – by providing appropriate environment including shelter and a comfortable resting area.
3. Freedom from Pain, Injury or Disease – by ensuring prevention or rapid diagnosis and treatment.
4. Freedom to Express Normal Behavior – by providing sufficient space, proper facilities and company of the animal's own kind.
5. Freedom from Fear and Distress – by ensuring conditions and treatment which avoid mental suffering.

In recognition of the fact that animal welfare is a key component of a sustainable supply chain, Sodexo has developed a Sodexo Animal Welfare Strategy to meet its commitment to source sustainably reared products.

“Sodexo will work with its suppliers to improve animal welfare throughout its supply chain.”

What product scope is covered by this strategy?

This strategy is applicable to all meat, egg and dairy products supplied to Sodexo by its suppliers. The main types of animal protein sourced by Sodexo are poultry, beef, pork, veal, dairy cow and egg products.

Who asks Sodexo about animal welfare?

Interest from external stakeholders:

- › Consumers/Clients regularly ask questions about Sodexo's position and commitments in relation to animal welfare

Interest from Non Financial Analysts:

- › Specialist analysts i.e.: the Business Benchmark on Farm Animal Welfare (BBFAW)

Concerning Business Benchmark on Farm Animal Welfare (BBFAW)?

- London based BBFAW is designed to improve corporate reporting on farm animal welfare management, policies, practices, processes and performance and, over time, contribute to tangible improvements to the welfare of the animals raised for food within company supply chains.
- It is the first global measure of farm animal management, policy commitment, performance and disclosure in food companies and is designed to enable investors, companies, NGOs and other stakeholders to understand the relative performance of food companies in this area (each year since 2012).
- The program is supported by founding partners, *Compassion in World Farming and World Animal Protection*, who provide technical expertise, guidance, funding and practical resources.

Do the 64 countries have the same requirements?

All countries where we operate must apply this strategy and suppliers are requested to sign the Charter. Sodexo is committed to adopting measures which ensure continuous improvement in the field of animal welfare.

This commitment will be achieved in several stages:

- Ensure that the Animal Welfare Supplier Charter is available in at least one official language of all Sodexo countries
- Ensure that the Animal Welfare Supplier Charter is signed by all relevant suppliers
- Define and implement species specific animal welfare improvement strategies

During the objective setting (roadmap) process, countries are asked to confirm their objectives for the translation of the supplier facing documents and the acknowledgement of the Sodexo Animal Welfare Supplier Charter by the relevant suppliers and the implementation of the above strategies.

The achievement of these objectives is checked through the annual Better Tomorrow country survey and the status of the achievement of the objectives is reported back to regional management teams through the Better Tomorrow Dashboard. In addition, status reports are given in regular Supply Management meetings and Supply Management Directors are challenged on their progress.

In addition, Sodexo's progress is publicly reported annually in the Registration Document.

Who is responsible for implementing this strategy?

- Internal responsibilities:
 - › Supply Management teams are responsible for communication to all suppliers and signature of Supplier Charter
 - › Better Tomorrow Champions are responsible for other internal and external communication and follow up with central Better Tomorrow team
- External responsibilities:
 - › Suppliers commit to ensure that the suppliers in their own supply chain are informed about Sodexo's requirements as laid out in the document where appropriate
 - › Suppliers are encouraged to demonstrate continuous improvement or achievement with respect to this strategy as well as to report on their own performance.

How are the 64 countries implementing this strategy?

As of 31st May 2020:

- › The Sodexo Animal Welfare Supplier Charter had been translated into 18 languages making the Charter available in the national languages of countries representing 88% of On-site Services revenues.
- › More than 413 suppliers have signed the Sodexo Animal Welfare Supplier Charter.

How will we involve our suppliers?

Our priority is to raise awareness amongst the supplier community. We will progress as follow:

- Ensure that all relevant suppliers receive and acknowledge the Sodexo Animal Welfare Supplier Charter
- When they sign the Sodexo Animal Welfare Supplier Charter, suppliers commit to ensure that the suppliers in their own supply chain are informed about Sodexo's requirements as laid out in the document, where appropriate.
- Suppliers are encouraged to demonstrate continuous improvement or achievement with respect to this strategy as well as to report on their performance.

How will Sodexo verify supplier compliance?

Our first priority is to raise awareness within all our supply chain communities. We request our suppliers to communicate the principles of Sodexo Animal Welfare Charter to all relevant parties.

- No specific Sodexo animal welfare audits will be carried out
- Our Supply Management teams will seek to source from suppliers who are demonstrating progress in animal welfare where possible evidenced by the use of 3rd party certification programs.

FOCUS: Sodexo in France is setting up a supplier's assessment dedicated to animal welfare. With the expertise of a veterinary scientist, Sodexo in France challenge its suppliers in term of rearing, transport and slaughter.

The objectives of this assessment are:

- To identify best practises and possible improvement plan with the supplier
- To continue to raise awareness amongst the supplier community
- To benchmark our suppliers on their animal welfare strategy

This initiative is recognized as an innovation and a constructive process by its suppliers.

Since 2015, 53% of suppliers who have integrated production systems (including slaughtering activities) have been evaluated.

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Communication – How will Sodexo raise awareness among its clients and consumers community?

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Sodexo organizes communication campaigns about animal welfare topics in order to raise awareness with all stakeholders and explain its strategy and commitments. These actions contribute to raise consumers awareness about animal welfare and to increase demand for higher welfare products.

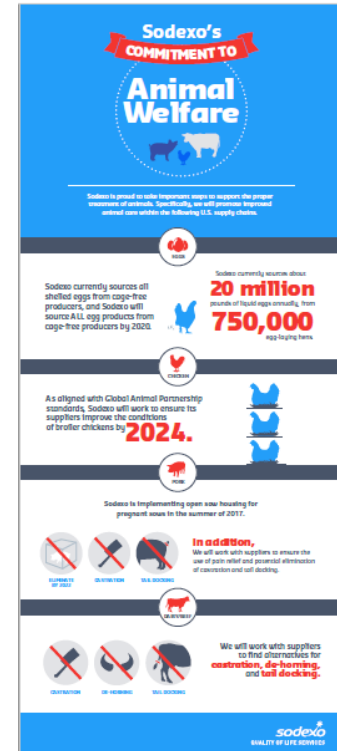
See on following pages some examples about communication campaigns which have been launched in some countries.



Sodexo North America

Sodexo North America has made and is working towards the achievement of commitments on specific areas of animal welfare in addition to other action:

- starting in July 2014, all of the 39 million shelled eggs we purchase each year will be sourced from cage-free hens. As of 31st May 2020, 80% of US shell eggs and 96% of Canada shell eggs were cage free
- to source all of liquid eggs solely from cage-free hens by the end of 2020. As of 31st May 2020, 83% of US liquid eggs and 93% of Canada liquid eggs were cage free
- As of 31st May 2020, 57% of US other processed eggs and 80% of Canada other processed eggs were cage free
- to work with US pork suppliers to phase out the use of gestation crates in its supply chain by 2022. As of 31st May 2020, 23.8% of pork was from sows in open sow housing
- to work with US suppliers to further improve the treatment of broiler chickens in its supply chain by 2024 by reaching the following goals for 100% of the chicken it sources:
 - Transitioning to strains of chicken that measurably improve welfare issues associated with fast growth rates per Global Animal Partnership's (GAP) standards.
 - Reducing maximum stocking density to equal to/less than 6 lbs./sq. ft. (29kg/m²) per GAP standards.
 - Providing chickens with enriched environments including natural light, hay bales, litter, perches and lighting that meet GAP standards.
 - Rendering chickens unconscious prior to shackling using a multi-step controlled atmosphere processing system that's widely hailed as more humane.
 - Providing details on compliance by a third-party auditor

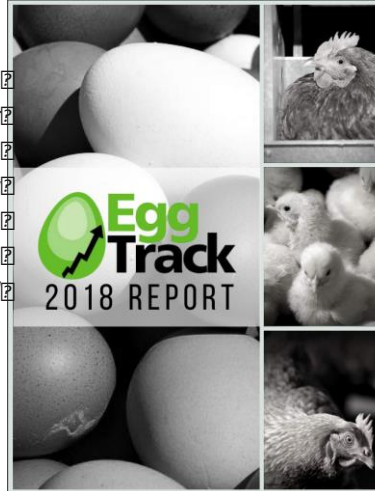


Sodexo North America – July 2018

Sodexo North America wrote the foreword for the CIWF Egg Track 2018 report where the emphasis was on collaboration and transparency across all supply chains.

“We can only create meaningful change by working in partnership with others. Sodexo’s collaboration with our stakeholders, including Compassion in World Farming, helps us to continuously improve, and in turn, encourages our industry to follow. We are pleased to introduce the Egg Track this year as it reinforces our belief that transparency and robust processes are highly valued. We hope the information here within will influence others to pursue the same path.”

Judy Panayos
Sr Director, Sustainability
Sodexo



With the increasing focus on farm animal welfare and a growing number of public commitments across the food supply chain, transparent reporting is critical to maintaining **consumer trust**, building relationships with clients and suppliers, and articulating to investors how corporate values are integrated with management practices.

At Sodexo, we built our global corporate responsibility roadmap, Better Tomorrow 2025, to define, measure, and monitor our **Impacts on Individuals, communities, and the environment** through a robust and transparent tracking process.

While Sodexo is focused on driving progress towards our own measurable commitments, as a global food service provider, we also have a responsibility to support our clients with their **animal welfare** and **sustainability** goals. It is all part of our shared focus on our long-term future. Creating confidence about our sustainability and corporate responsibility practices is a key component of our growth strategy and can only be done with transparent target setting and progress reporting.

Furthermore, consumers are becoming savvier and demand clear evidence of accomplishments. Couple transparency with a robust process for **creating and tracking metrics**, and you can build trust with these potential brand champions.

Progress often depends on influencing suppliers to adopt industry changing practices. Collaboration with producers is a key element of this sustainable journey, and building capacity and dealing with unforeseen challenges should be expected. Being transparent about these—and the resulting impacts on targets—not only builds trust, but can also spur collaborative solutions to make a lasting impact.

Finally, investors must understand how **corporate responsibility** goes beyond lip service and is a true driver of business value, fully integrated into governance and operations. Sodexo’s commitment to **transparent reporting** is a key reason we have been ranked #1 on the Dow Jones Sustainability Index for 15 years running.

We can only create meaningful change by working in partnership with others. Sodexo’s collaboration with our stakeholders, including Compassion in World Farming, helps us to continuously improve, and in turn, encourages our industry to follow. We are pleased to introduce the Egg Track report this year, as it reinforces our belief that transparency and robust processes are highly valued. We hope the information within will influence others to pursue the same path.

Judy Panayos
Senior Director, Sustainability, Supply Management
Sodexo

Sodexo Belgium – March 2015

Sodexo Belgium has implemented the following measures:

- Sourcing only cage-free eggs and a majority of free-range eggs
- Sourcing only pork from non-castrated piglets
- Sourcing only meat from cage-free rabbits



Un employeur responsable

Nous souhaitons que chacun se sente le bienvenu chez nous et ait l'occasion de développer pleinement ses talents. À cet effet, nous avons développé une politique en matière de diversité et d'inclusion qui s'adresse à différents groupes cibles qui s'attache plus précisément aux domaines d'action suivants :

- Nos seniors (nos collaborateurs de 55 ans et +)
- La parité hommes-femmes
- L'inclusion de personnes en situation de handicap
- La diversité culturelle
- La diversité intergénérationnelle



La nutrition, la santé et le bien-être

- Les consommateurs de nos restaurants se soucient de leur santé, une alimentation saine, variée et équilibrée.
- Dans l'ensemble de nos établissements, nous encourageons, notamment, une alimentation moins salée et moins grasse. Le sel de table a d'ailleurs été remplacé par du sel iodé. De plus, il est utilisé avec modération.

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Les communautés locales

- Nous soutenons le développement des communautés locales par le biais de plusieurs initiatives :
- Via notre programme Stop Hunger, nous luttons contre la faim et la malnutrition dans tous les pays où Sodexo est présente.
- À certaines occasions et dans le respect des règles de sécurité des aliments, nous organisons des dons alimentaires à des organisations caritatives.
- Nous achetons des produits issus du commerce équitable, nous encourageons, comprenons ainsi plus de 150 produits équitables. Une initiative qui nous permet de soutenir les producteurs du Sud.
- Nous favorisons également l'achat de produits cultivés ou élevés par nos agriculteurs belges.



L'environnement

- Nous mettons en œuvre une politique de mobilité douce par laquelle nous encourageons nos collaborateurs à utiliser des moyens de transport alternatifs (à pied, à vélo ou à plusieurs) ou l'achat de vélos électriques. Nous les formons également à adopter une conduite douce : en 2013, 135 collaborateurs ont suivi un cours d'eco-driving.
- Par ailleurs, afin de rationaliser les investissements et les déplacements de nos fournisseurs, nous avons mis en place une plateforme centrale de distribution. Cette solution logistique nous permet d'économiser 1 million de kilomètres en camion annuel.
- Dans nos cuisines, nous utilisons exclusivement des produits d'extraction durables.
- Nous encourageons nos clients dans le souci de réduire les consommations d'eau et d'énergie ainsi que les déchets. Nous limitons la pollution de l'air, de l'eau et du sol.

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Sodexo Netherlands

Sodexo Netherlands is externally certified for using the Better Life hallmark.

Awareness campaign for consumers is displayed on all food services sites.

**WIJ ZIJN
VOOR
DRIE STERREN.
EN JIJ?**

Het Beter Leven kenmerk is een initiatief van de Dierenbescherming en is een sterrenstelsel, waarbij geldt: hoe meer sterren, hoe dieruriendelijker.

**WE PREFER
THREE STARS.
HOW ABOUT
YOU?**

The 'Beter Leven' mark is an initiative of the Animal protection society and is a star system, which is: the more stars, the more animal-friendly.

The Better Tomorrow Plan

A BETTER TOMORROW STARTS
TODAY
sodexo
QUALITY OF LIFE FOR EVERYONE

Milieu

Beter Leven
Dierenbescherming

Sodexo Australia

From June 2018, the company will source 9 million fresh eggs for its Australian operations annually from cage free egg supplier, Farm Pride Foods Limited Ltd.

“As a global company, it’s our responsibility to lead by example, which is why we are dedicated to achieving our corporate responsibility targets, and encourage other companies, both large and small, to follow suit.”

Farm Pride Foods Limited Chief Operations Officer, Bruce De Lacy, said Farm Pride Food Limited has been supplying eggs to Australia’s corporate sector for over 80 years and is excited to see Sodexo lead the facilities management industry in committing to using cage free fresh eggs.

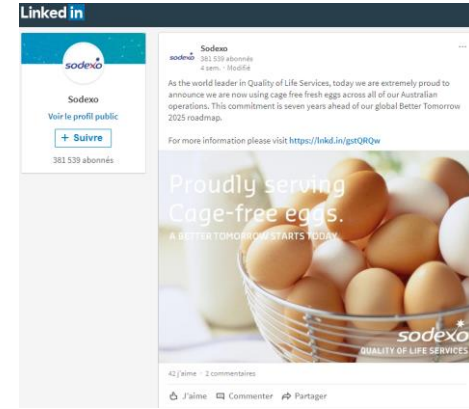
“We believe that more can be achieved through unity and are proud to be a part of the next step in Sodexo’s Better Tomorrow 2025 commitments by supplying them with cage free fresh eggs Australia-wide,” said Mr De Lacy.

“To assure the welfare of our hens, we have all of our farms third party audited to the industry Egg Standards Australia accreditation.

“Our cage free fresh eggs are produced in climate-controlled sheds where the hens have access to food, water nest boxes, perches, and are free to move within the shed as they please. This allows the hens more space, and they are protected from environmental threats and diseases,” said Mr De Lacy.

“We are dedicated to providing our customers with high quality eggs that have been produced in ethical conditions. It is our alignment with Sodexo’s corporate responsibility standards that makes us proud to supply to them.”

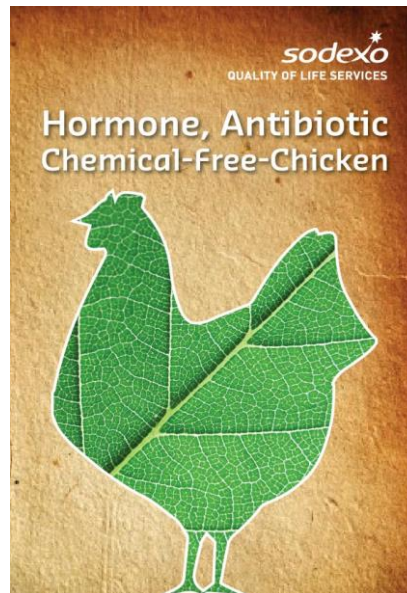
For more information on Farm Pride Foods Limited visit: <http://www.farmpride.com.au/>



Sodexo Singapore

Sodexo partnered with the National University of Singapore (NUS) for one of their colleges for their 2017 Sustainability Symposium event.

During this event, Sodexo shared with participants its animal welfare strategy and explained positives impacts through its supply chain.



Do I need to ask my suppliers to be certified?

Sodexo will work with its suppliers to achieve animal welfare certification either to a specific Animal Welfare standard e.g. RSPCA, Beter Leven, Global Animal Partnership, or to a general standard that includes animal welfare criteria e.g. GlobalGAP, Organic, Red Tractor.



What are the external recognition of Sodexo?

Here are some recognition and awards we have received from specialist external organisations.

- **CIWF**

During the last years (2013 – 2018) Sodexo won 4 Awards: 1 Good Egg Award for Sodexo Belgium; 1 Good Egg Award for Sodexo Prestige; 1 Good Egg Award for Sodexo UK offices; 1 Good Rabbit Commendation for Sodexo Belgium.

- **Egg Track 2020 Report**

Sodexo was recognized for the good progress.

- **The BBAW Benchmark** ranked the surveyed companies into 1 of 6 tiers from « Leadership » to « no evidence of welfare on the business agenda ».

In 2019, Sodexo remained in the 'Tier 3: Established but work to be done' ranking for the 6th BBAW report.

The report was published in April 2020 and is supported by Compassion in World Farming and World Animal Protection.

https://www.bbaw.com/media/1793/bbaw_report_2019-v2.pdf



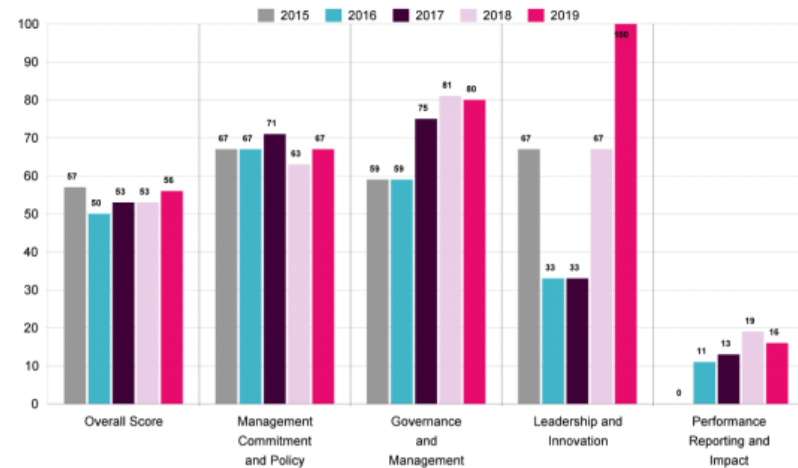
Sodexo results of 2019 BBAW benchmark

Strengths

- ❑ Sodexo has a **comprehensive Group Position Paper** on Animal Welfare and a Sustainable Seafood Policy, clearly outlining its commitments to animal welfare.
- ❑ Sodexo has published a **range of specific targets** for farm animal welfare and on the sourcing of sustainable fish and seafood. It reports on progress against these targets.
- ❑ Sodexo has clearly assigned responsibilities for farm animal welfare at senior management and operational levels, and it has established processes for training employees in farm animal welfare.
- ❑ Sodexo has established processes for ensuring that farm animal welfare is implemented in its global supply chain.
- ❑ Sodexo has announced that it will source only cage-free eggs (both shell and liquid) worldwide by 2025.

Improvement points

- ❑ Sodexo does **not include all relevant species/products** in its Animal Welfare policy, for example geese. There are also **positions lacking on key farm animal welfare related issues** such as the avoidance of close confinement for all relevant species, more specific actions taken against routine mutilations, requirement for pre-slaughter stunning and long distance transportation (within maximum specified transport times).
- ❑ Sodexo provides **limited reporting** on its farm animal welfare performance to a few product categories. In the latest Fiscal Report for 2017 animal welfare is hardly mentioned and there is no performance data included.



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What has been done by other companies?

2019 BBFAW Benchmark – COMPANY RANKINGS

Tier 1 Leadership

- Coop (Switze...
- Cranswick
- M&S
- ▲ Migros
- Noble Foods
- Waitrose

Legend

- Non-mover
- ▼ Down at least 1 tier
- ▲ Up at least 1 tier
- ★ New Company

Tier 2 Integral to business strategy

- ▲ Aldi Süd
- Cargill
- ▲ Chipotle
- ▲ Danish Crown
- Greggs
- Groupe Dano...
- ▲ Hilton Food G...
- ▲ Mitchells & Bu...
- Morrisons
- ▲ Nestlé
- Perdue Farms
- Premier Foods
- Sainsbury's
- Tesco
- The Co-op (UK)
- Whitbread

“Restaurants and Bars” sector (as Sodexo)

Tier 3 Established but work to be done

- 2 Sisters Foo...
- Aldi Nord
- Aramark
- Arla Foods
- Barilla
- BRF
- ★ Coles Group
- Compass Gro...
- Domino's Pizza
- Elior Group
- ▲ Fonterra
- FrieslandCam...
- Groupe Casino
- Hormel Foods
- ICA Gruppen
- JBS
- JD Wethersp...
- ▲ LDC
- ▲ Les Mousque...
- ▲ Maple Leaf Fo...
- McDonald's
- Metro
- ▲ Mowi ASA
- REWE
- Sodexo
- ▲ Terrena Group
- The Cheesec...
- Tyson Foods
- ▼ Unilever
- ▼ VION Food G...
- Woolworths (...)
- Yum! Brands

What has been done by other companies?

2019 BBFAW Benchmark – COMPANY RANKINGS

Tier 4 Making progress on implementation

▲ Agro Super	▲ Coopérative ...	– Gruppo Crem...	▼ Marfrig	▲ Sysco
▲ Associated Br...	▲ Cooperl Arc A...	– Gruppo Vero...	– OSI Group	– Tönnies Group
▲ Auchan	– Costco	– IKEA (Inter IK...	– Plukon Food ...	★ United Natur...
▲ Campbell Sou...	– CP Group	▲ Jeronimo Mar...	– Publix	– Walmart
– Camst	▲ Darden	– Kaufland	– Restaurant Br...	– Wendy's
– Carrefour	▲ EDEKA	▼ KraftHeinz	– Saputo Inc	– WH Group
▲ Colruyt	– Ferrero	– Kroger	▲ SSP	
– Coop Italia	▲ General Mills	▼ Lidl	▲ Subway	

Tier 5 On the business agenda but limited evidence of implementation

– Ahold Delhaize	– Cooperativa ...	– H E Butt Com...	▼ Loblaw	– Seaboard Corp
– Albertsons	– Cracker Barrel	– Hershey Co	– Mercadona	– Starbucks
– Amazon/Who...	– Dean Foods	★ Inspire Brand...	▲ Minerva Foods	– Target
– Chick-fil-A	▼ Dunkin' Brands	★ JAB Holdings	▼ Mondelez	– Umoë Gruppen
– CKE Restaura...	– Empire Comp...	– Kerry Group	– Papa John's P...	
– Conagra Bran...	– Gruppo Lacta...	▲ Leclerc	– Sanderson Fa...	

Tier 6 No evidence that on the business agenda

– Aeon Group	– China Yurun ...	– Gategroup	– Müller Group	– Yonghui
– Autogrill	– Chuying Agro...	– Habib's	– New Hope Gr...	– Zhongpin
– Bimbo	– CNHLS	– Industrias Ba...	– Nippon Ham	
– BJ's Wholesal...	– Conad Conso...	– Lianhua	– Seven & I Hol...	
– Bloomin' Bran...	– Cooke Seafo...	– Mars	– US Foods	
– C&S Wholesale	– Couche-Tard	– Maruha Nichir...	– Vanguard	
– Cencosud	– Dicos/Ting H...	– Meiji Holdings	– Wens Foodst...	

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What has been done by our competitors?

- **Compass Group – Tier 3 (non mover)** does not define a clear Group policy but within some countries they stated some actions.
- **Aramark USA – Tier 3 (non mover)** has published in collaboration with Humane Society of the United States, new principles and policy address multiple issues impacting treatment of animals. The global policy builds on commitments the company has made over the past several years as part of its responsible purchasing practices in the U.S.
- **Elior – Tier 3 (non mover)** has published a Position paper on Animal welfare in September 2017.
 - › September 2017: Elior Group has signed up to the new welfare requirements for broiler chickens, across its global operations.

What has been done by key suppliers?

- **General Mills – Tier 5 (down 1 tier)**
 - › February 2018: agreement to ban all experiments on animals for the purpose of making health claims about its foods
 - › 2017: transition 100% of the broiler chicken they buy in the U.S. to meet a higher standard of animal welfare by 2024
- **Kraft Heinz – Tier 4 (down 1 tier)**
 - › October 2017: commitment to adopt GAP welfare standards for all the chickens in their US supply chain by 2024
- **Mondelez International – Tier 5 (down 1 tier)**, the world's second-largest food company and owner of Oscar Mayer brand pork products, announces its timeline for becoming gestation crate-free.
- **Nestlé – Tier 2 (move up 1 tier)**
 - › June 2017: a public commitment to improve the welfare of broiler chickens (chickens raised for meat) for our food products in the United States by 2024 and in Europe by 2026.
- **Unilever – Tier 3 (down 1 tier)** — one of the biggest food companies in the world—becomes the first major food manufacturer to announce that it will switch to 100% cage-free eggs for all products it produces worldwide.
 - › September 2017: Knorr brand committed to achieve 100% higher welfare standard for chicken, beef and pork by 2024.

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Which NGOs were consulted?

Sodexo received several inputs from NGO's with a specific contribution from CIWF.

CIWF <http://www.ciwf.com/>

Compassion in World Farming was founded in 1967 by Peter Roberts, a British dairy farmer who became concerned about the development of intensive factory farming. Now it becomes the leading international organization campaigning to improve the welfare of farm animals and is recognized as the leading international farm animal welfare charity. Compassion's food business team work in partnership with some of the world's top food companies in all sectors, inspiring progress and rewarding commitment, transparency, performance and innovation in the field of animal welfare.



Humane Society US (HSUS) <http://www.hsi.org/>

Humane Society International is one of the only international animal protection organizations in the world working to protect all animals – including animals in laboratories, farm animals, companion animals, and wildlife – and our record of achievement demonstrates our dedication and effectiveness.



WWF <http://wwf.panda.org/?referer=wwffr>

From its origins as a small group of committed wildlife enthusiasts, World Wildlife Fund has grown into one of the world's largest and most respected independent conservation organizations – supported by 5 million people and active in over 100 countries on five continents. Over this time, WWF's focus has evolved from localized efforts in favor of single species and individual habitats to an ambitious strategy to preserve biodiversity and achieve sustainable development across the globe.



Which NGOs were consulted?

2/2

[BSR <https://www.bsr.org/fr/sustainability-consulting>](https://www.bsr.org/fr/sustainability-consulting)

BSR works with its global network of nearly 300 member companies to build a just and sustainable world. From its offices in Asia, Europe, and North and South America, BSR develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration



[GAIA <http://www.gaia.be/fr>](http://www.gaia.be/fr)

Global Action in the Interest of Animals unites defenders of animal welfare and advocates for animal rights in Belgium. GAIA was founded in 1992 and comprises over 20,000 members and supporters. GAIA denounces cruelty and animal abuse through investigations and active, peaceful campaigning.



And more recently:

[The Humane League <http://www.thehumaneleague.com/>](http://www.thehumaneleague.com/)

The mission of The Humane League is to reduce animal suffering by inspiring change at all levels. Since its founding in 2005, The Humane League has applied a grassroots-focused and results-driven approach to ending the caging of hens in the egg industry worldwide. One of the leading national farmed animal protection nonprofits, The Humane League has secured commitments to eliminate cages from the supply chains of major foodservice providers, restaurants, food manufacturers, hospitality leaders, and other major companies, including Walmart, Kroger, Target, Aldi, Food Lion, Sodexo, ConAgra and Denny's.



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What about cage free eggs?

Sodexo has committed to source only cage free shell and liquid eggs worldwide by 2025.

We will gather all the actors around the table in order to accompany the conversion and the evolution of the local industry so that by 2025, we will be able to source cage free eggs from local producers in each country where we operate.

The worldwide commitment advances Sodexo's mission to contribute to the economic, social and environmental development of the cities, regions and countries where the company operates.

Click [here](#) to see the tools and resources available on Sodexo_net.



TOOLKIT

- Recording of the cage free egg webinar
- Supplier letter to send
- Press release: [July 2016](#) / [July 2017](#)
- FAQ (for internal use)
- Briefing paper (for internal use)

What about Broiler Chicken?

Sodexo has committed to improve welfare standards of all our chicken meat sourcing in the US by 2024 and in Europe by 2026 as a priority, by signing up to the European Broiler Ask/Better Chicken Commitment.

Sodexo North America and Sodexo Canada committed to working with their suppliers to further improve the treatment of broiler chickens in their supply chain.

For example, stock density will not exceed 30 kg/m² in Canadian chicken farming by 2024.

In Europe, Sodexo is committed to reach the European Chicken Commitment standards by 2026 for 100% of the chicken meat it sources for Europe, working alongside its suppliers.

In addition, in France at least 20% of these chicken meat volumes will come from farms that guarantee that the birds have access to free range or to a winter garden.

What about Foie gras?

Sodexo has decided to not include Foie gras in the Sodexo's Strategy on animal welfare for several reasons:

- Only a few countries use this product, therefore it is not applicable to the Group as a whole.
- Based on the commercial implications for Sodexo, each country must decide at their own level whether or not to ban Foie gras.

What about use of growth promoters or growth hormones?

Growth promoting substances are used to stimulate muscle growth or milk production. Since 1989, European Union (EU) prohibited the use of these substances in farm animals. This avoidance also applies to imports from third countries. Moreover, since 2006, EU banned the use of antibiotics as growth promoters in animal feed.

In consequence for Sodexo European countries, our suppliers respect regulation and don't use growth promoting substances or antibiotics as growth promoters in animal feed. We do not support the use of veterinary medicines with performance-enhancing effects in farm animals for the purposes of growth promotion. We believe that any use of such medicines for purely therapeutic purposes should only be carried out under veterinarian advice.

For our other countries, the routine use of growth promoters is discouraged.

With regard to farmed fish, Sodexo seeks to source from third party certified farms such as ASC, BAP (minimum 2**) and Global G.A.P. The BAP standards specifically ban the use of antibiotics or hormones as growth promoters.

What about use of antibiotics for preventive use?

For Sodexo, the routine use of antibiotics is discouraged. Our Charter underlines key aspects for good farming practices as well as good husbandry practice and management, site hygiene...

We support a continuous reduction in the use of antibiotics in our supply chain.

With regard to farmed fish, Sodexo seeks to source from third party certified farms such as ASC, BAP (minimum 2**) and Global G.A.P. These standards include some supplier requirements in relation to the use of antibiotics as prophylactic use. They don't accept this practice and only allow the use of antibiotics under the direction of a qualified veterinarian in response to a diagnosed disease.

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What about long distance live transportation?

Regarding transportation in particular, Sodexo does not specify any maximum transportation hours for long journeys.

However, our Charter underlines key aspects for good transportation process. It's a important point because transporters are not often integrated in supplier structure.

- *A preference should be given to value chains that minimize the journey time for transportation of live animals e.g.: keep it under a maximum of 8 hours (including loading and unloading)*

EU legislation states that animals are not transported for more than 8 hours, unless additional requirements for vehicles carrying out long journeys are met.

Moreover as part of our commitment to conducting business in a responsible and sustainable manner, the Group made the following commitment: “We will source local, seasonal or sustainably grown or raised products in all the countries where we operate.”

With regard to farmed fish, Sodexo seeks to source from third party certified farms such as ASC, BAP (minimum 2**) and Global G.A.P. The BAP standard includes some supplier requirements in relation to live transportation. It defines some key indicators (time periods of fasting, crowding, time out of water, mortality rates...) to record and analyse.

What about genetically modified animals (GMO)?

With regard to the issue of GMO, Sodexo is very attentive to this topic and follows the latest scientific advice and guidance issued by government food agencies as well as legislation.

Therefore, insofar as GMOs are authorized in animal feed by all transnational and national institutions, Sodexo does not forbid GMOs from its sourcing of animal protein.

As far as we know, there is a scientific consensus to recognize that GMO (in food products, as well as in animal feeding) is not a health issue for human beings - and this is our number 1 priority, since health and wellness for our consumers and guests is our number 1 priority.

We understand concerns about GMO and this is why, on client request, and to preserve the serenity and conviviality of meals and other alimentation moments, we do our best to avoid GMO products in the food we buy, prepare and serve. To make this possible, we advocate for clear traceability commitments and labelling obligations at all levels of the production and distribution chain.

In Europe, it is a legal requirement for products containing GMO to be labelled if they have over 0.9 % content and Sodexo complies with that legal requirement.

What about criticized practices?

1/3

Concerning castration?

Regarding castration in particular, our Charter underlines key aspects for routine mutilation.

- *When potentially painful operations cannot be avoided, pain relief (anesthesia and analgesia) should be provided. Alternatives to routine mutilations, such as teeth clipping, caudal amputation and surgical castration, should be sought and actively encouraged*

Some research is in progress. In addition, some countries have already made commitments.

For example, since January 2014, Sodexo Belgium has stopped selling meat from castrated piglets with the support of GAIA.

What about criticized practices?

2/3

Concerning confinement?

Over the last three years, Sodexo has identified the following priority areas in its animal welfare strategy: confinement and broiler welfare.

Sodexo has committed to source only cage free shell and liquid eggs worldwide by 2025 and by 2020 in the US. Sodexo will continue to seek and support cage-free alternatives with its suppliers for other egg products, as well as for other species (rabbits, sows...).

Our Charter underlines key aspects for appropriate space:

- *Confinement systems such as combination systems or “combi” cages should be progressively phased out for the benefit of alternative systems*
- *Close confinement should be avoided whenever possible.*

In addition, some countries have already made commitments.

For example, Sodexo North America work with pork suppliers to phase out the use of gestation crates in its supply chain by 2022.

Sodexo UK & Ireland source 100% of pork from pork raised without gestation crates.

What about criticized practices?

3/3

Concerning pre-stunning slaughter?

Most animals are stunned before slaughter. From an animal welfare perspective, Sodexo requires stunning to be carried out prior to slaughter, wherever permitted under local regulations.

- *The efficiency of the stunning methods should be guaranteed and systematically checked by staff. Staff should carry out regular checks to ensure that the animals do not present any signs of consciousness or sensibility in the period between the end of the stunning process and death.*

Halal standards for goods are being developed and can vary from one country to another. Sodexo respects the preference of its consumers for products meeting Halal requirements.

In line with its commitment to Diversity and Inclusion and to non discrimination, Sodexo respects the preferences of all consumers and provides offers that correspond to the needs of all its clients. We offer Halal products based on market demands.

What about the welfare of farm fish?

The welfare of farmed fish is covered by the Sodexo Sustainable Seafood Supplier Charter.

With regard to farmed fish, Sodexo seeks to source from third party certified farms such as ASC, BAP (minimum 2**) and Global G.A.P.

These standards include some supplier requirements in relation to the use of antibiotics as prophylactic use. They don't accept this practice and only allow the use of antibiotics under the direction of a qualified veterinarian in response to a diagnosed disease.

The BAP standards specifically ban the use of antibiotics or hormones as growth promoters.

The BAP standard includes some supplier requirements in relation to live transportation. It defines some key indicators (time periods of fasting, crowding, time out of water, mortality rates...) to record and analyse.

In Fiscal 2018, 38.7% certified sustainable fish and seafood were served by Sodexo.

Innovation - Plant forward initiatives

Green & Lean

Sodexo and WWF have been working in partnership globally since 2010. The partnership has recently been renewed until 2020. At the Extinction and Livestock Conference held in London in October, Glyn Davies, WWF's Executive Director for Global Programmes spoke about the work Sodexo and WWF are collaborating on around sustainable diets.

“Over the past three years WWF has worked with Sodexo in the UK to develop a range of sustainable meals based on WWF’s Livewell principles.

Together, we have adapted existing Sodexo recipes to reduce the amount of meat and increase the proportion of vegetables, pulses and wholegrains, whilst minimising sugar, salt and saturated fat. There are now more than 30 Green & Lean meals including new recipes developed by chefs from scratch based on a set of Green & Lean criteria.

The roll-out follows a successful pilot in eight schools in which almost 20,000 meals, containing more than a ton of extra vegetables, were served to students.

Sodexo has been awarded the ‘Sustainability in Education Award’ at the 2017 Footprint Awards for its Green & Lean sustainable meal project.

The Footprint awards represents the annual celebration of the work that organisations in the foodservice industry and its supply chain are doing to in some way redress the balance for the benefit of themselves, their community and the industry at large. It is a celebration of initiative and innovation, of commercial imagination and endeavour that recognises those organisations leading the way.



<https://uk.sodexo.com/positive-impact/sustainability/united-for-progress.html#expand-7cb98125-701f-447e-9bc8-ca21c276e9cd>



<https://uk.sodexo.com/home/media/news-room/newsList-area/uk-press-releases/sodexos-green-lean-meals-wins-f.html>

Innovation - Plant forward initiatives

2/3



In September 2016, Sodexo became a member of the [Better Buying Lab](#), a new initiative of the [World Resources Institute](#) (WRI) that brings together the food industry and some of the brightest minds from consumer research, behavioral economics and marketing strategy to test and scale new ways to help consumers buy products that have a lower environmental impact.

This partnership will help Sodexo enable its customers to choose more sustainable food options. It's an opportunity for Sodexo to effectively promote healthier choices that also reduce the company's carbon footprint, as well as that of its client partners.

“The future of food is moving toward sustainability, but there's so much we have to learn about how to enable consumers to change their diets,” said Daniel Vennard, director of the Better Buying Lab. “As one of the world's leading facilities management and food service companies, Sodexo reaches millions of people every day, giving us an unparalleled chance to engage with diners in new ways.”

The Lab's first phase of work will identify key consumer and business barriers that prevent people from adopting more plant-based diets. Building from this research, new ideas will be tested in partner restaurants to determine the most effective solutions. These insights will then be shared with a range of stakeholders, from chefs to sustainability managers, in order to scale successful strategies worldwide.

Sodexo will support the Lab throughout this process and use the insights gained to enable more customers to choose sustainable-food options by working seamlessly in line with how people actually shop for their food.

Innovation - Plant forward initiatives

3/3

Innovation contest in France for plant based proteins in conjunction with Le Village by Crédit Agricole

Objective of the challenge: *"feeding ourselves in the future will therefore have to involve finding new solutions in order to restore the balance between animal-based proteins and plant-based proteins in what we eat. The challenge is to innovate and so maintain the rate at which people are starting to adopt plant-based proteins in their diets throughout the world".*

Sodexo France was involved in this initiative and guided students during the journey.

http://www.iar-pole.com/wp-content/uploads/2017/03/PRESS-KIT_call-for-applications.pdf



https://fr.sodexonet.com/home/accueil-boite-a-outils/le-service-aux-operations/lactualite-du-service-aux-operat/newsListArea/lactualite-du-service-aux-operat/sodexo-partenaire-dun-concours-e.html?dm_i=3W15,EFDZ,2DI3L7,1IUk3,1

- **Global Coalition for Animal Welfare (GCAW)**

Sodexo believes that industry-wide change cannot be led by one company alone; we must engage with companies in our industry and leverage our combined size to drive progress.

To this end, in 2018 Sodexo led the creation of the Global Coalition for Animal Welfare (GCAW), the world's first food industry-led initiative aimed at advancing animal welfare globally. The global platform unites major companies and animal welfare experts in improving animal welfare standards at scale and in meeting consumer demand for food products from animals reared in systems that promote good welfare.

<http://www.gc-animalwelfare.org/>



- **Protocole EBENE (formerly known as Projet EBENE)**

This project has been launched in 2014 by the *Institut technique français des filières avicoles* (Itavi). The objective of this project is to define an animal welfare assessment tool in order to improve the sector as well as the farming practices. It is based on indicators such as body weight, feathering, housing environment, potential wounds or even emotional response.

Our Supply Management team in France participates in this project.

In 2018, publication of a [user guide](#) in order to evaluate animal welfare of laying hens, broiler chickens or rabbits

- **Collaboration with Egg Union (CNPO) in France**

Our Supply Management team in France is involved in a roundtable with suppliers and inter-branch organization representatives (e.g.: Egg Union) of eggs products in order to measure the impacts in the supply chain and to collaborate in an intelligent manner.

GLOSSARY

CHANGED

1/2

- **Antibiotics (routine use of)** – when antibiotics are given in prevention before any medical need is diagnosed (prophylactic), that is practiced routinely through a production system, for instance at a certain time of day.
- **Beak trimming** – is the partial removal of the tip of the beak, and results in a beak that is blunt or rounded at the end. It is an animal husbandry practice commonly carried out in the poultry industry.
- **Broiler chickens** – chickens reared for meat production
- **Caudal amputation or tail-docking** – is a procedure typically performed without anesthetic in order to reduce tail biting when animals are older
- **Close confinement** – provision of very limited space, representing inadequate space to allow an animal to move around or express normal patterns of behavior.
- **Combination systems or “combi” cages** – feature aspects of both aviaries and conventional cages. Combi systems are multi-tiered structures that have doors so although birds can roam when the doors are open, the system converts into a caged system when the doors are closed.
- **Dehorning** – removal of the horns of adult animals by cutting or sawing
- **Footpad dermatitis (FDP)** – also known as: pododermatitis, foot burn, is a condition characterized by lesions on the feet of poultry
- **Gestation crates** – a narrow metal crate used to confine individual sows for their 16-week pregnancy, without sufficient room for sows to turn around; also called. Sow stall
- **Goads (prods)** – electric goads are commonly used to move cattle into and through handling facilities and onto truck. **Prods** are sticks with electrodes on the end which is used to make cattle or other livestock move through a relatively high-voltage, low-current electric shock.
- **Growth promoters (known as growth hormones)** – used to increase the muscle (meat) or milk production of animals farmed for food.
- **Lameness** – is a leg health problem
- **Laying hens** – is a chicken which is bred specifically for egg laying

GLOSSARY

CHANGED

2/2

- **Long journey** – any transport of a live animal that exceeds 8 hours, from loading to unloading; welfare has been shown to decrease significantly in journeys lasting more than 8 hours
- **Mutilation** – a painful surgical procedure that interferes with the bone structure or sensitive tissues of an animal, usually to prevent an abnormal behavior such as tail biting (amputation of the pigs' lower half of the tail) and injurious pecking (amputation of the hen's beak).
- **Routine Mutilations** – the mutilation of all animals at a certain stage (often on newborns or very young animals) to help prevent problems associated with abnormal behaviors. Routine mutilations are carried on all animals of a flock or herd before the problem occurs, and does not address the underlying issues that may lead to the abnormal behaviors
- **Sticking** – is when an animal's throat is cut, using a very sharp knife, severing the major blood vessels in its neck/chest that supply the brain, ensuring rapid blood loss and therefore death.
- **Stock density** – is the number of animals permitted per square meter into one area for a given timeframe
- **Stocking rate** – is the basic relationship between livestock and the forage resource.
- **Stunning** – is a process that renders animals unconscious, making them insensible to pain, discomfort and stress until death occurs.
- **Teeth clipping** – reduction (cutting) of a piglet's 8 sharp needle teeth shortly after birth using sharp clippers or pliers; routine teeth clipping is not permitted by EU legislation
- **Winter garden (also called verandah)** – is a run, littered and covered area attached to the main barn to allow birds additional space to dust-bath and experience natural light.

Forward-looking Information

Further information:

- Please contact your Better Tomorrow Champion in the first instance