

**SODEXO'S EUROPEAN WORKS COUNCIL
AGREEMENT ON DIVERSITY AND INCLUSION
FOR “SENIOR” (older worker)**

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European Works Council - SODEXO

Between the undersigned

SODEXO Europe, whose registered office is located at 255 Quai de la Bataille de Stalingrad, 92866 ISSY LES MOULINEAUX, represented by Bertrand DELAMOTTE, in his capacity as Director of Human Resources, Emerging Markets Europe, hereinafter referred to as ‘SODEXO EUROPE’, of the first part, and

The European Works Council of SODEXO, represented by its General Secretary, Leif HARALL SALOMONSEN, duly authorised, of the second part

—

this Agreement has been concluded

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Recitals

Following the work carried out by the European Works Council committee in 2013 which was presented in plenary sessions on 12, 13 and 14 May 2014, it was agreed that the EWC committee would have full delegation to draw up an agreement on older workers in Europe.

“The European Union countries would have to adapt themselves, in order to minimise the economic impact of ageing. According to the EU , it will not only be necessary the targets set in the Lisbon strategy but also to outperform them to achieve an employment rate of 70% in order to replace expected decline in the active population”.

Active Ageing and Intergenerational Solidarity published in 2011 with “the Institute for Quality of Life” and European Think Tank ‘Pour la Solidarité Européenne’

The extension to working life, noticeable in almost all of the European countries in which Sodexo operates, and moreover the importance of the experience and knowledge of the oldest employees and developing their employability, needs to be taken into consideration given that they make up a major and essential part of the human capital that we must develop and sustain. We must also take into consideration, especially for some trades , the hardness of some working conditions in the context of extending working age

Acknowledgement of these facts should lead us to implement awareness policies and policies on retention incentives and also provide our ‘older’ employees with awareness and information measures for them.

The efforts made with regard to retaining older employees should not in any way remove the problems for one age group to the detriment of another one, specifically with regard to access to employment for young people.

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Our mission is twofold:

- To improve the Quality of Life of our employees and all those whom we serve: employees at their place of work, patients in hospital, school pupils and university students, inmates in prisons, soldiers in barracks, workers on remote sites either onshore or offshore, etc.
- To contribute to the economic, social and environmental development of the cities, regions and countries where we operate.

Our ethical principles are: loyalty, respect for people and equal opportunities, transparency, and the refusal to engage in corrupt practices and unfair competition.

Our values are: Service Spirit, Team Spirit and Spirit of Progress.

Our mission, values and ethical principles give each of us a common vision and direction for our initiatives and efforts:

“We emphasise the diversity of our teams because this is a strategic issue for us: if we want to meet the multiple expectations of over 75 million consumers in 80 countries, then the diversity of our employees must reflect the natural diversity of our markets.”

Michel LANDEL

Chief Executive of Sodexo Group

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Introduction

The extension to working life which is noticeable across all our European countries should encourage our employees to think more in advance about the second half of their career.

The extension to professional careers and intergenerational work

- is a concern for the company which affects lifestyles, the way work is organised and career development policies (among them skills assessment);
- Incorporates themes which come under the fight against discrimination;
- Leads the Group to examine itself in terms of the organisation and flexibility of work so as to favour a balance between employees' working and personal lives at the same time as ensuring growth in the performance of the Group companies.

Measures have been taken and Sodexo, a signatory to the Diversity Charter in 11 European countries, has since inaugurated numerous measures on the gender mix but also on disabled people, culture and origins, sexual orientation and more recently, at a European level, on intergenerational measures:

- a communications campaign
- a best practices collection
- the implementation of 'I-Gen' training by e-learning
- the definition of the Golden Rules for an 'Inclusive Manager'
- promoting reciprocal mentoring
- developing and putting in place the 'Buddy' concept
- promoting intergenerational networks (three networks currently in existence in: the Netherlands, Belgium and the UK).

The extension to working life is also a concern for all of our social partners in Europe.

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ARTICLE 1 – Objective of the Agreement

The objective of this Agreement is to define the conditions which will enable us to keep our employees in work longer by keeping them motivated. Motivation is personal in the same way as the reasons for employees stopping work before the legal retirement age.

This Agreement applies to the member states of Europe which have not implemented specific intergenerational measures, specifically for seniors ('older workers').

The concept of senior ('older workers') is difficult to grasp depending on the country. In some countries in Europe, such as France and Belgium, this concept is defined according to an age group, while in other countries this means nothing. This was the conclusion of the members of the European Works Council in 2013 following a survey carried out in each country in Europe. Consequently, the measure proposed in our Agreement applies on a voluntary basis for countries which have no legislation or specific policy for employees who are more or less ten years away from the legal retirement age.

The diversity of the countries represented within SODEXO's European scope represents a wealth of opportunity for affirming the Group's commitments. A pro-active and pragmatic approach to implementing this Agreement needs to be taken in order to take into consideration the cultural, social, economic and regulatory differences.

ARTICLE 2 – Scope of the Agreement

This Agreement applies to all Sodexo's fully consolidated subsidiaries within the Sodexo European perimeter.

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ARTICLE 3 – Action plan and commitments

3.1 Action plan

Every company with more than 300 employees, which has not put in place an intergenerational policy or a dedicated policy for older workers, must draw up a plan based on the recommendations of this Agreement within 12 months of signing this Agreement. This plan must include specific objectives.

This plan will be the focus of a dialogue with the social partners of the companies concerned (union representatives and/or works council representatives depending on the regulations of the countries concerned) before implementing it.

This plan must respect the fundamental principle of individual liberty and can only be applied on a voluntary basis by each employee concerned. This plan includes an individual interview with each employee who volunteers and who is affected by the measures for older workers.

This plan includes an interview which must cover the following three themes at least:

- **General**

What is your current job and what are your main tasks at work?

What are the things which satisfy you about your current job and what are the potential difficulties which you encounter in your job?

- **Acquired skills and ones to be acquired**

If you had to do a job interview again, what would be your strengths that you would promote?

- **Career prospects**

If you could, what would you change about your job to improve your daily working day?

Following the responses to these questions, an action plan can be drawn up so as to work on the intergenerational political axes of each country in accordance with local legislation. Of course, these provisions do not affect national regulations or more restrictive conventional provisions, where these exist.

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ARTICLE 4 – Follow-up of the Agreement

The implementation of this Agreement will be followed up once a year by the EWC committee. A report on this will be given at the annual plenary meeting of the EWC.

ARTICLE 5 – Interpretation and revision

Given that this Agreement will be translated into several languages, it is agreed that the French version (the signed copy) only will take precedence over all others for the signatory parties.

ARTICLE 17 – Validity and term of the Agreement

This Agreement comes into force on the day it is signed.

The Agreement is valid for an initial term of two years.

The parties will meet in the first half of 2016 for a global review of the Agreement. Following this assessment they can decide to renew or revise this Agreement, or to create a new agreement.

Paris,

For SODEXO

And the European Works Council of Sodexo represented by its Secretary General

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