



Better Tomorrow 2028

Strengthening our positive and sustainable impact

November 2025

Storyline



Sodexo has been a pioneer in sustainability since its creation, taking bold commitments and delivering them at scale – from fighting food waste and hunger, promoting sustainable sourcing, reducing its carbon footprint, and driving the transition toward low-carbon dishes, without compromising on taste.

For decades, the company has stayed true to its mission: to improve the quality of life of its employees and the people it serves, while contributing to the economic, social, and environmental progress in the communities where it operates.

Better Tomorrow 2028 builds on the progress, achievements and learnings of previous sustainability roadmaps, taking Sodexo's long-standing commitments to the next level. **Because sustainability isn't built overnight, but through concrete, everyday actions sustained over time, this new roadmap turns ambition into measurable results - on every site, across every plate.**

It accelerates Sodexo's sustainable journey from its people to its clients and partners for a better planet and society. It is a pragmatic evolution, embedding sustainability at the heart of operations and aligning business performance with environmental and social progress.

A roadmap built for action

Designed with and for operational teams, Better Tomorrow 2028 is a hands-on roadmap. It transforms

sustainability from vision to execution - what Sodexo calls business sustainability: rooted in daily operations, adapted to local realities, and focused on results.

Each country takes ownership of implementation, tailoring actions to local realities – from energy use to food culture. Whether it's increasing the share of plant-based options in menus in Brazil or improving access to clean energy in the kitchens in India, Better Tomorrow 2028 recognizes that, **when it comes to sustainability one size does not fit all.**

To support this localized approach, Sodexo has developed **regional roadmaps** that provide a clear framework while allowing each region to adapt Better Tomorrow 2028 to its specific context and challenges. This enables the company to leverage its global scale and optimize its efforts to deliver impact at scale.

A shared framework, a measurable impact

Better Tomorrow 2028 unites the entire Sodexo ecosystem - employees, clients, suppliers, and partners – around a shared goal: making every decision count. It's a **rigorous, operational, and results-driven framework**, shaping Sodexo's long-term ambition: **to make every day a step toward a better tomorrow.**

Three pillars, one ambition

- **People:** 426,000 employees are Sodexo's first social impact. Their health, safety, and well-being - along with support for their professional growth through training, continuous learning and development - form the foundation of engagement, performance, and long-term success.
- **Clients:** Sodexo supports clients in their own sustainable transition through healthier and lower-carbon meals - with a goal of 70% low-carbon main dishes by 2030 - responsible sourcing, and waste reduction through the WasteWatch program to cut food waste by 50% by 2028 - and more efficient use of resources.
- **Planet & Society:** Acting across the entire value chain to reduce emissions, protect nature, and fight hunger through the Stop Hunger initiative.

BT28: Building on BT25 – Integrated & Accelerated

From 3 dissociated roadmaps...

- BT25
- Responsible Sourcing plan
- Net Zero 2040



BT28

...to one integrated roadmap

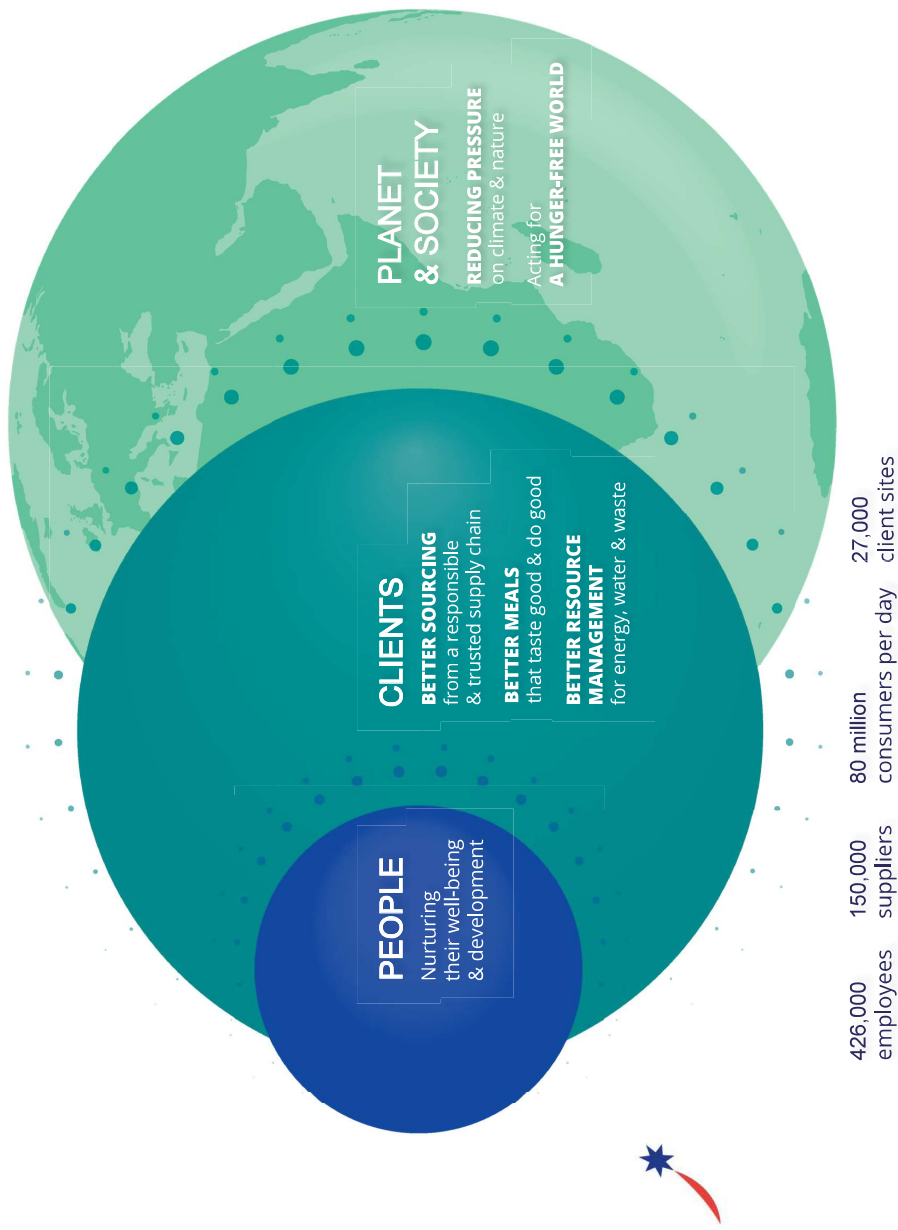
BT25

- + Holistic framework (environmental, social, societal), Ambitious targets
- Complex framework (a 3x3 matrix)
- Difficult appropriation by operations
- Missing clear added-value from client perspective

BT28

- + **Integrate:**
single umbrella, enhanced visibility of distinctive sustainability commitments
- + **Simplify:**
Common and accessible language, Selection of fewer pillars and commitments
- + **Accelerate implementation and drive execution:**
Actionable levers, Regional targets when data is available
- + **Be more client-centric:**
Business-centric approach, Execution focus

Better Tomorrow 2028



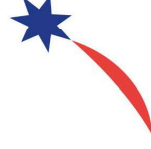
Better Tomorrow 2028

3

Pillars

→ **From** NURTURING
WELL-BEING & DEVELOPMENT ↙
our people
to our
clients BETTER SOURCING
BETTER MEALS
BETTER RESOURCE MANAGEMENT
for a better
planet &
society REDUCING PRESSURE
ON CLIMATE & NATURE ACTING FOR
A HUNGER-FREE WORLD

Better Tomorrow 2028



6

Commitments

Better Tomorrow 2028

Our people have always been at the heart of everything we do.

From
our people

NURTURING
WELL-BEING & DEVELOPMENT



LEVERS

- Put our employees' health, safety and well-being first
 - Develop our people skills
 - Foster an inclusive environment
- 
- 
- 15 hours per employee per year (vs 11,8)
 - 100% VITA deployment (vs 63%)

Better Tomorrow 2028

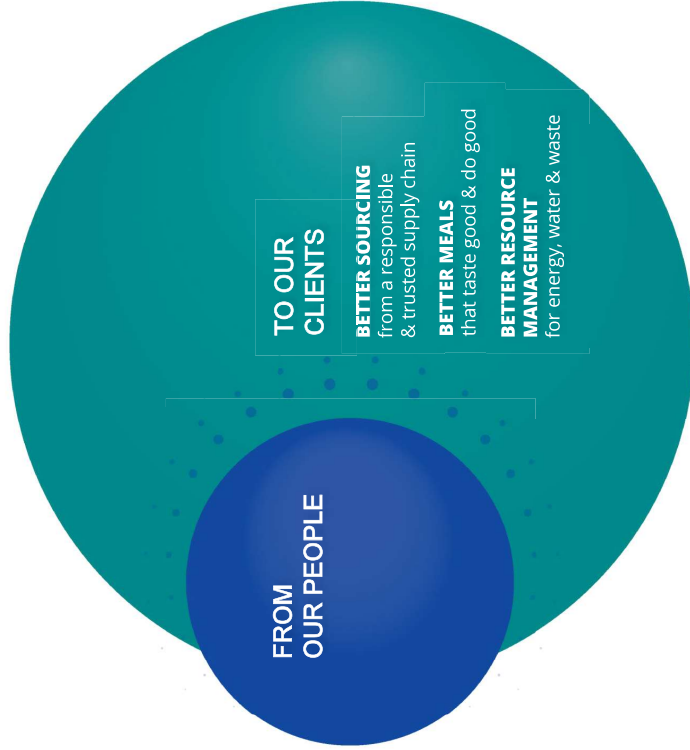
Hand in hand with our suppliers, we create long-lasting value for our clients and consumers. This is what drives us every day.

to our clients

BETTER SOURCING
BETTER MEALS
BETTER RESOURCE MANAGEMENT

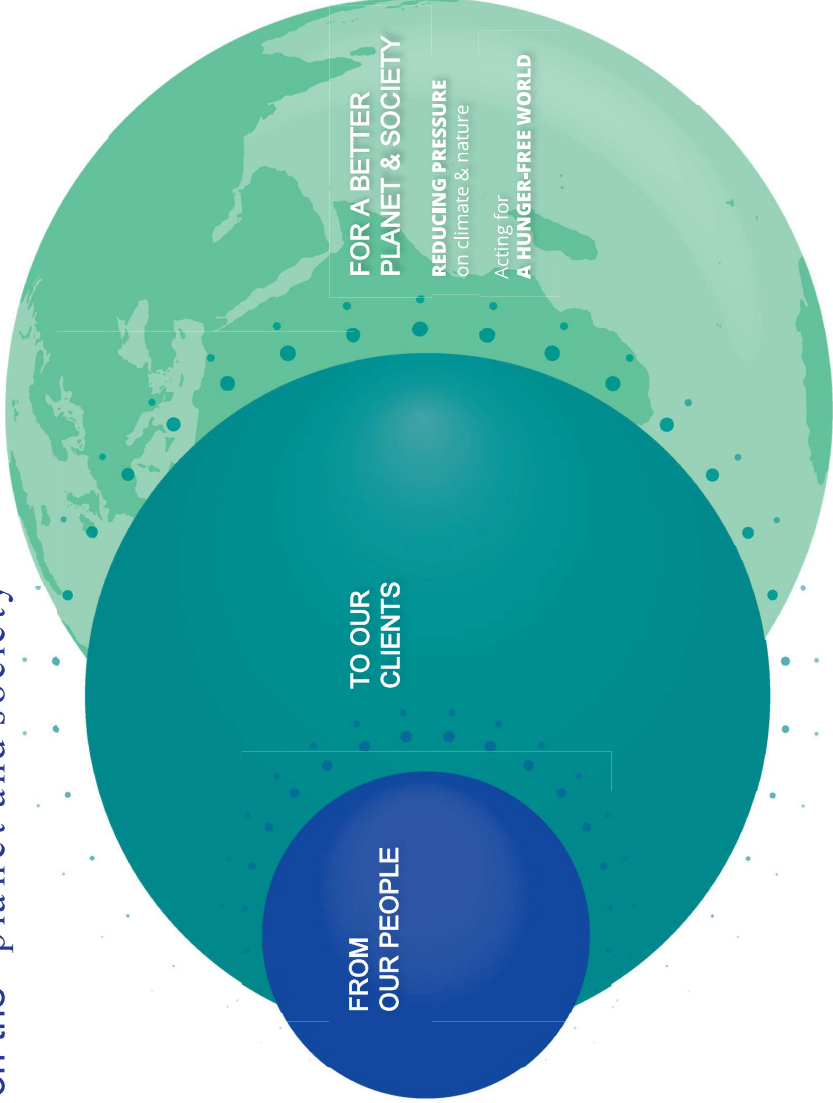
LEVERS

-  • Ensure our products and services are safe, healthy and reliable
-  • Partner with suppliers who share our commitment to sustainable practices
-  • Champion inclusive sourcing that drive positive social and economic impact
-  • % of Key Suppliers demonstrating Verified Advanced Sustainability Performance
-  • Accelerate nutritious, low carbon meal adoption
-  • Encourage consumers to make informed choices
-  • 70% low carbon main dishes on centrally planned menus by 2030
-  • Minimize food and non-food waste
-  • Optimize site water usage starting in water-stress areas
-  • Collaborate with our clients to manage site energy efficiently
-  • 87,5 % of WasteWatch adoption (FY25 baseline : 81,5%)
-  • Double our electric, hybrid or alternative fuel vehicles in Sodexo fleet by FY30 (FY24: baseline at 23%)



Better Tomorrow 2028

And together, we spark a ripple effect of meaningful impact on the planet and society



for a better planet & society

REDUCING PRESSURE ON CLIMATE & NATURE

ACTING FOR A HUNGER-FREE WORLD

LEVERS

-  • Reduce the carbon emissions of our direct operations (scope 1, 2)
-  • Reduce our indirect carbon footprint (scope 3)
-  • Scope 1&2: -55 % of reduction of direct emissions in FY30
-  • Scope 3 : -55 % of reduction of indirect emissions in FY30
-  • Provide food and emergency aid
-  • Empower communities
-  • Leverage Sodexo's partners for collective impact
-  • 1,000 communities supported by Stop Hunger in FY28



Sustainability is not proclaimed; it is built gradually, with consistency and transparency.

Sodexo is determined to move forward with clarity and high standards.

Better Tomorrow 2028 provides a shared framework that is both rigorous and operational. It is rooted in continuous progress and a results-driven approach to sustainability, shaping the Group's long-term ambition in this field.



Sustainability meeting - NIB - 26.11.2025

Better Tomorrow 2025

Results: Sodexo Finland

November 2025



Better Tomorrow 25 – our 9 commitments: Finland FY25 results

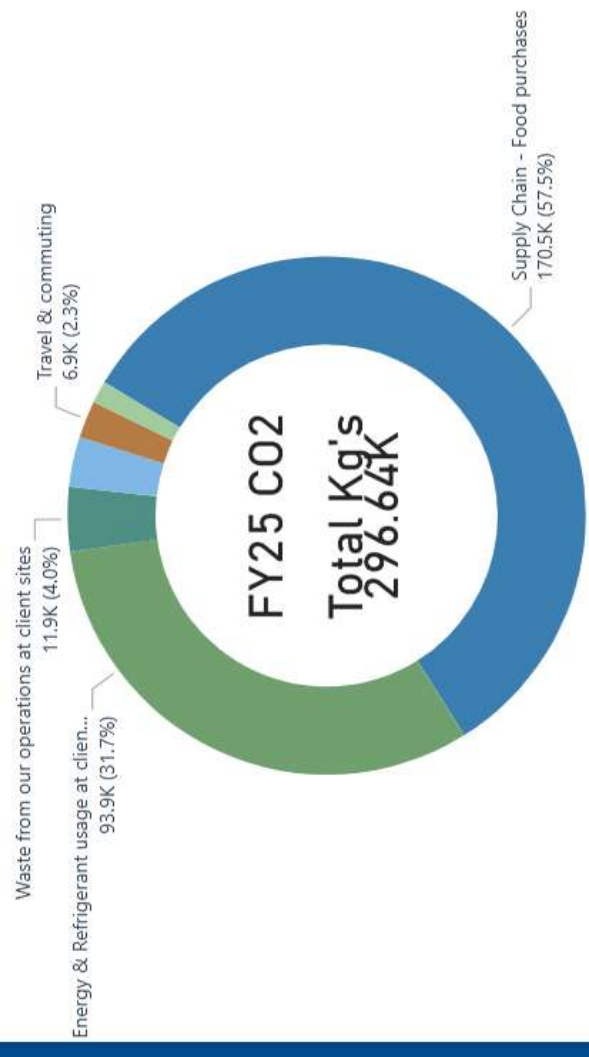
Individuals	Communities	Environment																														
Improve the Quality of life of our employees safely 80% employee engagement rate <table><tr><td>2025</td><td>2024</td></tr><tr><td>80.6 %</td><td>73.6 %</td></tr></table>	2025	2024	80.6 %	73.6 %	Ensure a diverse workforce and inclusive culture that reflects and enriches the communities we serve 100% of our employees work in countries that have gender balance in their management populations <table><tr><td>2025</td><td>2024</td></tr><tr><td>0.0 %</td><td>0.0 %</td></tr><tr><td>% women in mgt position</td><td>73.0 %</td></tr><tr><td></td><td>70.4 %</td></tr></table>	2025	2024	0.0 %	0.0 %	% women in mgt position	73.0 %		70.4 %	Foster a culture of environmental responsibility within our workforce and workspaces 100% of our on-site management and Senior Leaders are trained on sustainable practices <table><tr><td>2025</td><td>2024</td></tr><tr><td>% of on-site Management & Senior Leaders</td><td>98.3 %</td></tr><tr><td></td><td>80.3 %</td></tr><tr><td>% of Senior Leaders</td><td>100.0 %</td></tr><tr><td></td><td>80.0 %</td></tr><tr><td>% of on-site Management</td><td>98.2 %</td></tr><tr><td></td><td>80.3 %</td></tr></table>	2025	2024	% of on-site Management & Senior Leaders	98.3 %		80.3 %	% of Senior Leaders	100.0 %		80.0 %	% of on-site Management	98.2 %		80.3 %				
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Provide and encourage our consumers to access healthy lifestyle choices 100% of our consumers are offered healthy lifestyle options every day <table><tr><td>2025</td><td>2024</td></tr><tr><td>100.0 %</td><td>98.1 %</td></tr><tr><td># Food Sites in SEA</td><td>99</td></tr><tr><td></td><td>97</td></tr></table>	2025	2024	100.0 %	98.1 %	# Food Sites in SEA	99		97	Promote local development, fair, inclusive and sustainable business practices 2 bn € of our business value benefiting SMEs (25% of Group OSS Spend) <table><tr><td>2025</td><td>2024</td></tr><tr><td>€ 4.3M</td><td>€ 3.0M</td></tr><tr><td>% of OSS Spend</td><td>7.5 %</td></tr><tr><td></td><td>6.2 %</td></tr></table>	2025	2024	€ 4.3M	€ 3.0M	% of OSS Spend	7.5 %		6.2 %	Source responsibly and provide management services that reduce carbon emissions 34% reduction in carbon emissions <table><tr><td>2025</td><td>2024</td></tr><tr><td>Scope 1,2 & 3</td><td>-45.2 %</td></tr><tr><td></td><td>-38.2 %</td></tr><tr><td>Scope 1 & 2</td><td>-89.7 %</td></tr><tr><td></td><td>-77.7 %</td></tr><tr><td>Scope 3</td><td>-44.8 %</td></tr><tr><td></td><td>-37.8 %</td></tr></table> Reduction compared to baseline 2017	2025	2024	Scope 1,2 & 3	-45.2 %		-38.2 %	Scope 1 & 2	-89.7 %		-77.7 %	Scope 3	-44.8 %		-37.8 %
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Act sustainably for a hunger-free world 100 million Stop Hunger beneficiaries <table><tr><td>2025</td><td>2024</td></tr><tr><td>30.3K</td><td>7859</td></tr><tr><td></td><td>Cumulative since FY15</td></tr></table>	2025	2024	30.3K	7859		Cumulative since FY15	Drive diversity and inclusion as a catalyst for societal change 180,000 empowered women in communities <table><tr><td>2025</td><td>2024</td></tr><tr><td>34</td><td>27</td></tr><tr><td></td><td>SheWorks DEI + Women Empowered Stop Hunger Cumulative since FY19</td></tr></table>	2025	2024	34	27		SheWorks DEI + Women Empowered Stop Hunger Cumulative since FY19	Champion sustainable resource usage 50% reduction in our food waste on 85% of total Raw Material Cost <table><tr><td>2025</td><td>2024</td></tr><tr><td>Food Waste Reduction</td><td>61.0 %</td></tr><tr><td></td><td>54.4 %</td></tr><tr><td># of locations for reduction</td><td>127</td></tr><tr><td></td><td>129</td></tr><tr><td>RMC deployed</td><td>98.8 %</td></tr><tr><td></td><td>99.3 %</td></tr></table>	2025	2024	Food Waste Reduction	61.0 %		54.4 %	# of locations for reduction	127		129	RMC deployed	98.8 %		99.3 %				
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CO2 emissions summary: Nordic Investment Bank

November 2025

FY25 CO2 Emissions Kg's by Total Categories



-  Waste from our operations at client sites
-  Energy & Refrigerant usage at client sites
-  Supply Chain - Other products & services
-  Travel & commuting
-  Supply Chain - Food purchases at client sites
-  Supply Chain - Distribution
-  Direct Operations

Tennaxia category

Supply Chain - Food purchases		Supply Chain - Distribution	
Analysis - Name	CO2 Total Kg's	Number of Meals Total	Co2 Kg's / Meal
FY25 Carbon Analysis	174,559	40,559	4.30

FY24 vs FY25 Supply Chain - Food Purchases CO2 Emissions Per Meal

FY24 Carbon Analysis		FY25 Carbon Analysis		Diff
Category - Level 1	Co2 Kg's / Meal	Co2 Kg's / Meal	Co2 Kg's / Meal	
Supply Chain - Food purchases	4.89	4.20	4.20	-0.68
Animal Proteins	3.03	2.23	2.23	-0.80
Prepared food & Beverages	0.90	1.13	1.13	0.23
Fruits, vegetables, cereals and oils	0.95	0.84	0.84	-0.11
Supply Chain - Distribution	0.09	0.10	0.10	0.01
Total	4.97	4.30	4.30	-0.67

TENNAXIA CO2 EMISSIONS
YEAR COMPARISON



Analysis Years:

FY24
Carbon
Analysis

FY25
Carbon
Analysis

OL Name, ACM Name, SM Nam...

OL Romu (OL Name) + ACM S...

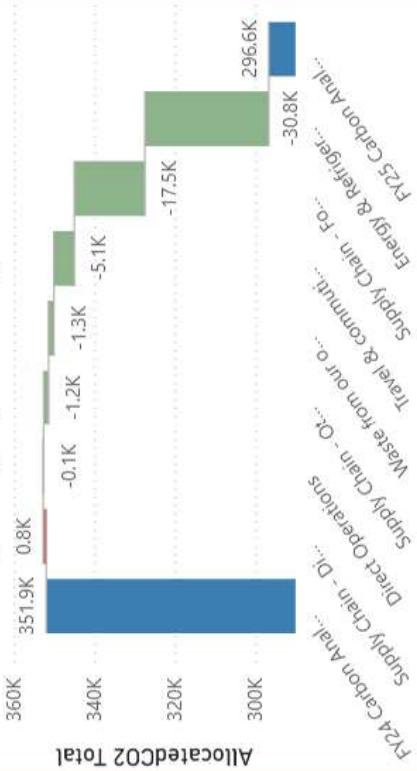
Food / soft / hard / ...

All

Tennaxia Category

All

CO2 Emissions Kg's Bridge by Total Categories



CO2 Emissions Summary

Analysis - Name	CO2 Total Kg's	Number of Meals Nora Total	Co2 Kg's / Meal
FY24 Carbon Analysis	351,926	38,474	9.15
FY25 Carbon Analysis	296,644	40,559	7.31

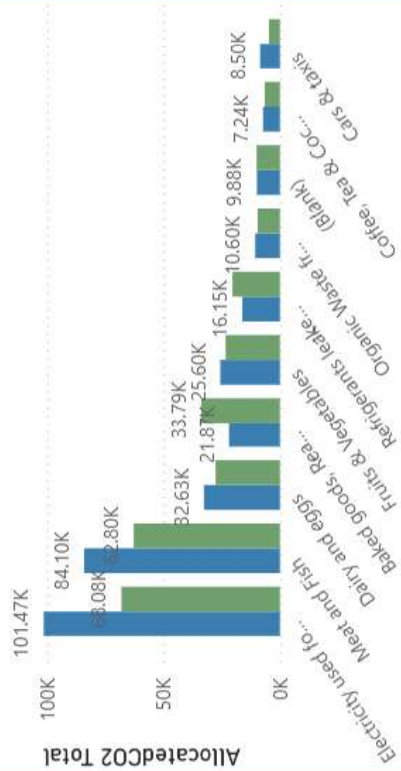
CO2 Emissions by Total Categories

Analysis - Name		FY24 Carbon Analysis		FY25 Carbon Analysis	
Category - Level 1		Co2 Kg's	Co2 Kg's / Meal	Co2 Kg's	Co2 Kg's / Meal
Supply Chain - Food purchases		188,058	4.89	170,527	4.20
Energy & Refrigerant usage at client sites		124,724	3.24	93,940	2.32
Waste from our operations at client sites		13,260	0.34	11,938	0.29
Supply Chain - Other products & services		10,487	0.27	9,263	0.23
Travel & commuting		11,943	0.31	6,870	0.17
Supply Chain - Distribution		3,278	0.09	4,032	0.10
Direct Operations		176	0.00	74	0.00
Total		351,926	9.15	296,644	7.31

Diff Kg's	Diff Meal
-17,531	-0.68
-30,784	-0.93
-1,322	-0.05
-1,224	-0.04
-5,073	-0.14
754	0.01
-102	0.00
-55,283	-1.83

CO2 Emissions Kg's by TOP10 Detailed Categories

Analysis - Name ● FY24 Carbon Analysis ● FY25 Carbon Analysis



Thank you.



Mira Perander
Director, Brand & Communications
and Corporate Responsibility

Atornitie 5
00370 Helsinki
FINLAND

+358 50 560 3327
mira.perander@sodexo.com
fi.sodexo.com

