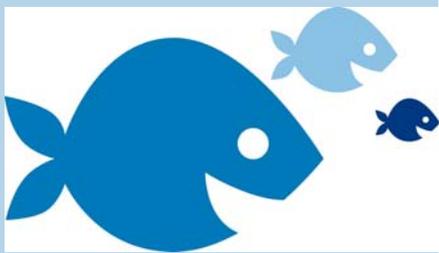


The Better Tomorrow Plan Case study

We Do

OUR COMMITMENT: We will source sustainable fish and seafood in all the countries where we operate by 2015



75% of fish stocks:
exploited, depleted or
overexploited

7.3 million tonnes of fish
are thrown back into the
sea dead each year

Aquaculture represents
40% of the world's fish
production



WORLDWIDE Sustainable Seafood

As part of its commitment to protect marine biodiversity, Sodexo will no longer serve any seafood species which are identified as being at risk by 2011.

In 2010 the Group issued a Sustainable Seafood Guide to its Supply Chain and Better Tomorrow Champion networks throughout its 80 countries. This guide helps the teams to implement concrete actions at country level. A global sustainable seafood policy will be issued shortly.

Creating value for our clients

We aim to provide our clients and consumers with the most comprehensive, highest quality, sustainable fresh and frozen seafood program in the industry.

Context

- Fish and seafood consumption has tripled over the last 30 years;
- Nutritionists recommend that consumers should eat at least two portions of fish a week.
- The world's oceans are being seriously over fished, some species are in danger of extinction.
- Modern intensive fishing methods are often wasteful.
- Aquaculture (farmed fish) can be a solution on condition that it is managed sustainably.

Implementation process

In 2010, **Sodexo's Sustainable Seafood Strategy** has been defined within the framework of the Better Tomorrow Plan based on:

5 Indissociable Key Pillars

1. Sodexo aims to maintain a **wide variety of species** in its catalogues and menus.
2. Sodexo endeavours to contribute to protecting species identified as being at risk by **banning some species and implementing control measures** for others.
3. Sodexo strives to increase its **use of Eco-standards or labels** to help to guarantee the respect of some sustainability criteria for both farm-raised fish and wild caught fish.
4. Sodexo seeks to set up **sustainable supply for aquaculture** in accordance with the highest environmental and social standards.
5. **Sodexo and WWF** have a technical agreement to develop the sourcing strategy in general and to focus on improving sustainability of some specific species.

Moving forward

- The **list of at risk species** has been communicated internally and also to suppliers.
- Based on a large number of external references, Sodexo has established a **Purchasing Guide for the supply of Fish & Seafood** respecting various sustainability criteria made as a tool to make the best choice for our future assortment, Fresh, Frozen or Canned.
- We are in the process of finalising an **agreement with the Marine Stewardship Council (MSC)** * which will allow us to certify either our sourcing at country level for communication to clients or our Supply Chain to site level for communication to consumers.
- In Europe, Sodexo has **selected sustainable supply for two farm-raised fish** in 2010 and their implementation is scheduled from 2011
- Sodexo in North America has just launched its sustainable seafood initiative, "Your Better Choice in Seafood", which involves a commitment to its contracted seafood being 100% certified by 2015.



The Netherlands:
Sodexo is the 1st foodservice company to obtain MSC eco-label and certification

UK & Ireland:
Sodexo is the leading contract caterer for MSC-certified sites with **1,000 MSC-certified sites** as of end of 2010. Sodexo purchases some **800 metric tons** of seafood every year, of which some **150 metric tons** are MSC certified.

***MSC** is the leading eco-label and fishery certification program which mission is to contribute to improvements in marine conservation, by recognizing and rewarding sustainable fishing practices, influencing the choices people make when buying seafood, and working with its partners to transform the seafood market to a sustainable basis.

Resources

As part of the Better Tomorrow Plan implementation process, a Subject Matter Leader for Sustainable Supply Chain Initiatives has been appointed to pilot the "Sustainable Fish and Seafood" commitment. A working group of relevant experts has been created in order to define a clear strategy on this commitment.

Certified Sustainable Seafood at country level

- **The Netherlands:** Sodexo was the first foodservice company to obtain the MSC eco-label and certification in April 2009.
- **United Kingdom :** Sodexo is the leading contract caterer for MSC-certified sites and plans to roll this program out further across the business. Sodexo was the first foodservice company to achieve MSC certification across all of its Education sites in 2009.

Many other countries have already started to **purchase fish and seafood from certified sustainable sources** e.g. Belgium (15% of the fish and seafood purchased), Canada (34%), Sweden (24%) or the United States (11%).

Global collaboration with MSC

MSC and Sodexo have expressed a mutual interest to collaborate and work together to **trigger wider demand for sustainable seafood in the foodservice sector**. Collaboration with MSC will enable to work with its partners on an "end-to-end" basis, including fisheries, suppliers to foodservice providers, restaurant operators and their customers.

Moreover, Sodexo will provide MSC with the opportunity to **educate a broad consumer audience about sustainable seafood**.



More information

Lesley SANDER
lesley.sander@sodexo.com

Finally, focusing on this sector and developing tailored, foodservice specific plans will enable Sodexo to **motivate consumers towards making sustainable choices**.