

SODEXO MANAGERIAL BEHAVIOURS





Sodexo managerial behaviours

Dear Colleagues,

In September 2015 we transitioned to a new organisational structure in support of our global transformation.

The new structure lays the foundations for our future growth by enabling us to leverage our scale, share global expertise and best practice, and get closer to our clients to deliver services that support their needs and improve consumers' Quality of Life.

Our structure alone will not deliver these benefits; to truly unlock our global potential we need to change the way we work.

To become a more efficient and effective business we must adapt to ensure we can support our clients now and into the future. What we do and how we work today is not necessarily the answer to the challenges of tomorrow. We have to become more flexible, agile and embrace change for the benefit of the business, our colleagues, our clients and our consumers.

As managers at Sodexo, we all have a role to play in leading by example, unlocking the benefits of working for a global

business and adopting behaviours that build on our core values of team spirit, service spirit and spirit of progress.

This booklet provides a framework for the behaviours we expect managers to demonstrate in support of our transformation and our on-going success.

Please take the time to familiarise yourself with the managerial behaviours, embrace change and adopt our new ways of working. We have an exciting future at Sodexo but we will only fulfil our potential if we are all engaged in the future of our business and pull in the same direction and support our ambition to be always chosen and rewarded for making every day a better day.

Many thanks,



Sean Haley

Regional chairman, Sodexo UK & Ireland

Sodexo Quality of Life Services

OUR MISSION

- Improve the Quality of Life of those that we serve
- Contribute to the economic, social and environmental development of the cities, regions and countries where we operate

OUR VALUES

Service Spirit Team Spirit Spirit of Progress

OUR ETHICAL PRINCIPLES

Loyalty
Respect for people
Transparency
Business integrity

OUR SPIRIT IS TO:

We demonstrate these values by adopting the following managerial behaviours:

Commit to improve

Own performance

Act collaboratively

Develop and grow

Dare to think innovatively

Challenge with humility

Service Spirit

We are a SERVICES company and we place our clients and consumers at the heart of everything we do. Our commitment to service extends to our colleagues and our community.

Our spirit is to: **Commit to improve** **Own performance**

We demonstrate these values by adopting the following managerial behaviours:

- We partner with our clients to understand and meet our consumers' unique needs
- We deliver services with care and a personal touch, continuously looking to improve our consumers' experience
- We use the best practices from across our global community to best serve our consumers and clients; this includes practices that make our workplace safer
- We take ownership of our actions and results – we do what we say we will do

Service Spirit

We are a SERVICES company and we place our clients and consumers at the heart of everything we do. Our commitment to service extends to our colleagues and our community.

Our spirit is to: **Commit to improve**

Living the spirit of this value:

- Takes the time to understand the consumer and their needs
- Delivers a personal level of service to consumers and creates value for the consumer and the client
- Asks "Who else has done this?" and is willing to use other colleagues' ideas from across Sodexo
- Adaptable and flexible – agile in approach to business internally, as well as externally
- Looks at any business situation as an opportunity to improve
- Role-models discipline and rigor in following processes and systems
- Ensures consistent and disciplined compliance to Sodexo best practices and uses them to deliver excellent local service

NOT living the spirit of this value:

- Treats all consumers without questioning their specific needs
- Provides average or a standard level of service delivery
- Disregards Sodexo best practice because "my client" is different
- Uses "we have always done it this way" to avoid improving performance
- Allows bureaucracy to slow business improvement and decision-making
- Duplicates work where a process, practice or experience already exists in Sodexo
- Uses "not invented here" syndrome to progress own ideas at expense of Sodexo best practice and service processes
- Follows processes blindly without thinking about consumer value/service delivery

Service Spirit

We are a SERVICES company and we place our clients and consumers at the heart of everything we do. Our commitment to service extends to our colleagues and our community.

Our spirit is to: **Own performance**

Living the spirit of this value:

- Sets ambitious goals for the business
- Is responsive and efficient – values simplicity
- Does what they say they will do
- Works to find solutions to solve problems and issues as soon as they appear
- Works with speed and agility – focus is on the key drivers of the business and towards long-term, sustainable growth
- Keeps the bigger organisation in mind and is focused on helping Sodexo be the best in Quality of Life services
- Makes decisions based on balanced business judgements
- Clearly sets expectations and manages team performance
- Addresses poor performance quickly and effectively

NOT living the spirit of this value:

- Complicates and slows things down – is bureaucratic
- Says “yes” but does nothing or the opposite
- Behaves as a victim when things do not go well and blames others for mistakes or lack of action
- Shows complacency in decisions and actions
- Overly budget focused and does not balance short and long term business priorities
- Does not make difficult decisions/ does not take action due to old loyalties being put before the business priorities
- Hides behind “exceptions” in results and in explaining performance
- Focuses exclusively on delivery of personal objectives and bonus
- Accepts mediocre performance – no consequence

Team Spirit

We are a GLOBAL COMMUNITY working together to deliver services that improve Quality of Life.

Our spirit is to: **Act collaboratively** **Develop and grow**

We demonstrate these values by adopting the following managerial behaviours:

- We succeed together as global citizens by putting our collective interests and growth of our business before personal gain
- We work together to create, innovate and grow, proactively sharing our successes and failures to improve our services and our performance
- We make the safety of others our priority and do not compromise this for service delivery
- We value and listen to diverse perspectives and experiences, actively looking across our organisation to find global excellence
- We are open and transparent in our communications and encourage others to do the same – we tell it as it is
- We support, develop and recognise our colleagues as performance, loyalty and commitment go hand-in-hand

Team Spirit

We are a GLOBAL COMMUNITY working together to deliver services that improve Quality of Life.

Our spirit is to: **Act collaboratively**

Living the spirit of this value:

- Is inclusive in business thinking and decision-making
- Listens to and values diverse opinions and experiences and uses these to make good business judgements and decisions
- Respects and treats all colleagues equally regardless of level, role or experience and values all contributions
- Proactively asks colleagues for their perspective and experience, wherever they are located in the world
- Uses clear, open, two-way communication to all involved
- Sticks to and acts on decisions once made
- Thinks, acts and talks like they are part of a global community, a global citizen of Sodexo
- Makes the safety of colleagues a priority at all times

NOT living the spirit of this value:

- Does not listen to others' points of view or engage others in discussion
- Acts with and uses hierarchical status inappropriately
- Focuses on their area of expertise and does not include other departments/ teams – creates siloes
- Waits for a problem to occur before asking for support
- Shares information on a need-to-know basis only
- Does not stick to decisions made by the team/company and defends own interests
- Does not recognise others or acknowledge their value
- Makes impulsive decisions without considering the impact on the team/company
- Puts colleagues or Sodexo in danger – prioritises service delivery before safety

Team Spirit

We are a GLOBAL COMMUNITY working together to deliver services that improve Quality of Life.

Our spirit is to: **Develop and grow**

Living the spirit of this value:

- Delegates and trusts others to deliver
- Sets and agrees clear objectives and expectations
- Holds honest and fair performance conversations
- Gives appreciative and constructive feedback to colleagues
- Is resilient and does not take set-backs personally
- Encourages others to progress and develop beyond their zone of comfort
- Acknowledges others' contributions
- Proactively shares and celebrates success
- Is consistent and fair
- Sees making time to support their people development as critical

NOT living the spirit of this value:

- Does not delegate appropriately
- Is demanding of others at all times without acknowledging effort and progress made
- Does not value personal development or take the time to offer feedback to others
- Sees "asking for help" as a sign of weakness
- Lacks resilience and is personally defensive of feedback
- Is judgmental and critical of others
- Does not recognise others or acknowledge their value
- Takes recognition where not deserved
- Does not celebrate successes
- Does not commit time and action to support the team in their development

Spirit of Progress

We all have a part to play in the GROWTH of our business and in unlocking the value.

Our spirit is to: Dare to think innovatively Challenge with humility

We demonstrate these values by adopting the following managerial behaviours:

- We take the initiative to improve our services, our business and ourselves – we have a bias for action
- We think forwards, anticipating and adapting to the needs of our consumers, our clients and our colleagues
- We champion the ideas of others and use our global best practices to bring innovation and value to our clients and consumers
- We are comfortable to challenge the status quo and have the courage to speak up and be bold in our thinking
- We have a humility in our approach to business, are open-minded and curious to learn and try new things

Spirit of Progress

We all have a part to play in the GROWTH of our business and in unlocking the value.

Our spirit is to: **Dare to think innovatively**

Living the spirit of this value:

- Seeks to find new and different ways to best serve our consumers, clients and colleagues
- Has a true “entrepreneurial” mindset
- Challenges the status quo and is willing to break paradigms to create out-of-the-box ideas
- Translates ideas quickly and effectively into actionable plans and ensures follow-through to implementation
- Is pragmatic and willing to move to action without all of the answers
- Anticipates and adapts to new circumstances, constantly looking to create value and growth
- Takes calculated business risks and identifies new business opportunities

NOT living the spirit of this value:

- Accepts and prefers “business as usual”
- Has a “bureaucrat” mindset
- Is risk averse and afraid to try something new as it may fail
- Is complacent and accepts the status quo
- Keeps doing what we have always done
- Waits to be told what to do
- Creates complexity and wasteful duplication
- Stays in their comfort zone – avoids change
- Does not translate innovative ideas into tangible actions
- Is a perfectionist, needs to be 100% certain before taking action
- Uses consensus to defer action or decision
- Avoids difficult conversations to protect business relationships

Spirit of Progress

We all have a part to play in the GROWTH of our business and in unlocking the value.

Our spirit is to: **Challenge with humility**

Living the spirit of this value:

- Challenges for the benefit of the best business outcome
- Openly encourages new thinking and perspectives – is curious
- Speaks up and expresses a point of view even when challenging the status quo
- Does not hesitate to raise disfunctioning, as well as opportunities in business
- Dares to say things as they are – tells it as it is
- Shows courage in speaking up in day-to-day business discussions
- Is tough on issues but not on the person – speaks with candor
- Is comfortable to challenge their own thinking and prepared to change their opinion
- Admits to and learns from mistakes
- Is willing to say “I don’t know” or “I don’t understand”

NOT living the spirit of this value:

- Is defensive of own ideas and not open to new ways of thinking
- Undermines and criticises others to deflect challenge
- Avoids challenging upwards – prefers to please the boss
- Remains in their comfort zone and resists change
- Is stubborn and stuck in their thinking
- Is political and hides behind “Group think”
- Does not speak with truth and candor
- Allows issues to go undiscussed rather than speaking up and expressing an opinion
- Needs to be “right”
- Often silent in meetings but destructive and critical outside

Notes

Notes

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