



Sodexo Builds Robust, Diverse Mentoring Program

Sodexo
Best Advance in Coaching and Mentoring
November 2017



Company Background



QUALITY OF LIFE SERVICES

Company At-a-Glance	
Headquarters	Issy-les-Moulineaux, France
Year Founded	1966
Revenue	20.2 Billion Euros
Employees	425,000
Global	80 countries
Customers/Output, etc.	Develops, manages, and delivers a unique array of On-site Services, Benefits & Rewards Services, and Personal & Home Services that include cleaning, food services, prisoner rehabilitation, concierge services, childcare, home services for elderly, meal or gift passes, and incentive & recognition programs.
Industry	Food services and facilities management
Stock Symbol	SW
Website	www.sodexo.com

Budget and Timeframe

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Number of employees involved	3
Number of Operations or Subject Matter Expert employees involved with the implementation?	17
Number of contractors involved with implementation	1
Timeframe to implement	Software has been in place since 2008 to support the overall Spirit of Mentoring program. Preparations for relaunching the program each year with new cohorts takes roughly two months.
Start date of the program	January 2004 for original mentoring program; January 2008 with River.

Business Conditions & Business Needs

In 2002, Sodexo was the subject of a discrimination lawsuit. As part of a settlement agreement, company leaders developed monitoring, training, and other diversity initiatives. That action led to a robust diversity push across the company, and it is a repeat honoree on the Diversity Inc. Top 50 list. In addition, Sodexo created a mentoring program, the “Spirit of Mentoring,” to help advance the careers of women and minorities.

Through the Spirit of Mentoring program, Sodexo aspired to develop diversity in the leadership pipeline with a focus on women, women of color, and minorities in such operations as food and facilities. The goals have been expanded over the years, creating a multifaceted Spirit of Mentoring program.

Overview

Sodexo, a food services and facilities management company, started the Spirit of Mentoring program in 2004 to increase the number of promotions for women, women of color, and minorities in operations. Since then, more women and minorities have been

promoted, and the company has experienced a two-for-one return on its investment. In its 13th year, the Spirit of Mentoring goals include:

- Enhancing employee engagement, retention, and promotion.
- Facilitating cross-segment talent sharing.
- Honing cross-cultural skills.

The initiative uses mentoring software from River and leverages structured, formal programs as well as informal mentoring.

- **IMPACT.** A formal mentoring program that connects high-potential managers with senior leaders, cross-culturally and across business lines in paired relationships that last 12 months.
- **Peer2Peer mentoring.** An informal mentoring program through Sodexo's Employee Business Resource Groups (EBRGs).
- **LIFT.** A formal mentoring program for frontline employees.
- **LEAD Mentoring Circles.** A formal mentoring opportunity tied to leadership training and designed to accelerate the promotional rate for women and minorities with profit-and-loss (P&L) responsibility in the United States.
- **Self-directed.** Sodexo offers all employees access to River's web-based mentoring platform for informal mentoring. An individual can initiate one-to-one or group mentoring engagements.

Spirit of Mentoring is helping Sodexo achieve its goals to build a more diverse workforce and employee pipeline. This initiative was recognized by Diversity Inc. in 2016 when Sodexo appeared as #10 on the Diversity Inc. Top 15 companies for mentoring.

Design and Delivery of the Program

Sodexo's mentoring initiatives take advantage of different forms of mentoring, such as traditional, reverse, and peer. The informal programs are growing rapidly through a number of global efforts, including cross-country and cross-cultural connections using reverse mentoring through the SWIFT (Sodexo Women's International Forum for Talent) task force that focuses on gender balance.

In fact, Sodexo launched a global mentoring roundtable in 2016 in support of various countries where employees are actively launching their own mentoring programs. The



roundtable meets quarterly to encourage synergy among the various mentoring activities around the globe. There are 11 members from nine global regions.

The roundtable creates a sense of community and a support mechanism to:

- Share best practices and ask questions.
- Help sustain/grow mentoring programs.

IMPACT, Sodexo's formal mentoring program, has been its greatest mentoring success by far. This annual, formal mentoring program is renowned for the way it connects leaders to strengthen capabilities and foster inclusion within the organization. IMPACT marked its 13th year in 2017.

The program, run by a team of representatives from each of Sodexo's business segments with senior executive sponsorship, is recognized as best in class.

How It Works

IMPACT is a highly selective program that requires that candidates be nominated, complete an application, and take part in interviews. Selected employees are expected to maintain their commitment to the program throughout the year, and each year more people apply than the program can accommodate.

Program administrators make the matches for the mentoring pairs after looking at various dimensions of diversity, including business segment, position, personality, gender, and EBRG affiliations. People also are matched based on similarities, including competencies, locations, and developmental goals.

The general structure of the program includes:

- Application and interview process.
- Roles and responsibilities webinar one month prior to program launch.
- In-person launch session for mentees and mentors.
- Monthly meetings where mentoring pairs meet for 90 minutes.
- Two checkpoint webinars during the course of the year.
- Midpoint and end surveys.
- Virtual closing session.



IMPACT is a two-way learning exchange. Mentees drive the process by establishing and focusing on their goals, scheduling monthly sessions with their mentors, creating agendas in advance of sessions, and tracking their progress. What they put into the program is what they get out of the program. Mentors, on the other hand, create a nurturing, trusting relationship that helps the mentee take the lead. They do so with their presence, by listening actively, asking the right questions, and sharing their own stories.

LEAD Mentoring Circles

LEAD Mentoring Circles, launched in 2016, are designed to accelerate the promotional rate for women and minorities with P&L responsibility. Currently, there are five mentoring circles with six mentees (high-potential general managers, minorities and women) and two mentors at the district manager or regional vice-president levels. Participants benefit from their peer learning exchange based on their assigned leadership competency:

- Leading change.
- Strategic relations.
- Strategic leadership.
- Client relations.
- Influencing and negotiating.

Participants have the opportunity to practice Sodexo's global managerial behaviors. A critically important aspect to the program is the exposure participants have with the C-Suite and executive levels through a "strategic leadership" webinar series.

LIFT

LIFT Frontline Mentoring is managed by a team of the Inclusion Community. This team created a comprehensive tool kit to take managers from an overview of the program through implementation and provide step-by-step guides for mentors and mentees regarding their roles and responsibilities. The tool kit, available in English and Spanish, includes:

1. LIFT overview webinar

2. Business-unit level proposal

- Serves as an overview of the Frontline Mentoring initiative.
- Introduces stakeholders at the business-unit level to key program components.

3. Welcome to LIFT Mentoring

- Designed to introduce frontline employees to mentoring.
- Acts as open invitation to self-identify for participation in the frontline mentoring program.

4. Implementation Guide

- For program managers and unit managers. This document includes guidelines for program planning, implementation, communication, and keys to success.

5. Mentor and Mentee Guides

- **Mentor.** Workbook to assist mentors in building a productive mentoring relationship and guiding the learning of the mentee.
- **Mentee.** A workbook to assist mentees in the mentoring process and give them a place to document their learning.

Informal Mentoring

Self-Directed. On the informal side of Spirit of Mentoring, employees use the mentoring software to initiate 1:1 partnerships and virtual communities. Currently, 5,000 managers enjoy the rich resources and flexibility the technology provides to build relationships across the United States and Canada. Webinars are offered to connect mentees to mentors in real time.

Peer2Peer Mentoring. This informal mentoring program runs through Sodexo's Employee Business Resource Groups (EBRGs), such as iGen (an intergenerational roundtable group) and WiNG (a women's network group). People can participate in one-to-one mentoring pairs that they self-initiate or join virtual mentoring communities that support their EBRGs. Other EBRGs with mentoring initiatives include HONOR, a veteran's network group, and AALF, an African American Leadership Forum.

Measurable Benefits

Sodexo's mentoring culture was not built in a day, but it was an early focus in the company's diversity and inclusion efforts. The Spirit of Mentoring program has evolved as the project team responds to changing employee demands and best practices for employee development.

Sodexo's formal, cross-divisional and cross-functional IMPACT initiative has grown from 45 partnerships in 2004 to more than 150 partnerships over the past several years. It has

a waiting list and has become a differentiator for the brand as an employer. The model built for IMPACT with U.S.-based employees has been well received, and the plan is to expand it globally in 2009.

As the appetite and demand for mentoring continued to increase, additional formal and informal mentoring programs were launched to bring the critical practice to more Sodexo employees. From the formal LIFT Frontline Mentoring initiative and Mentoring Circles program to the more informal Peer2Peer and self-directed mentoring initiatives, the company has built a robust program under the Spirit of Mentoring umbrella.

Demand also has grown outside of Sodexo's U.S. operations. In 2015, the global mentoring roundtable was launched to support Sodexo branches in various countries where leaders are actively launching their own mentoring programs.

Anecdotally, people at all levels in the organization say that their mentoring relationships have had a tremendous, positive impact on their lives, both professionally and personally.

IMPACT

Sodexo conducted six soft-ROI studies that calibrated both tangible and intangible gains for the IMPACT programs. The results consistently show a 2:1 benefits to cost ratio. In other words, every dollar spent showed a positive outcome of \$2 given back through positive gains in productivity, customer satisfaction, and employee retention.

Sodexo also conducted two longitudinal studies. The most recent assessed promotional rates for mentees in the 2010-2013 IMPACT programs. Results showed a 10% increase in promotional rates for women in the IMPACT program compared to the general managerial population, a 5% increase in promotional rates for minorities, and a 4% increase in promotional rates for women of color. This data provides proof that IMPACT meets the core goals of the program.

Additional metrics for IMPACT show:

- 96% believe IMPACT is a worthwhile career investment.
- 98% of mentees reported an enhancement in job performance.
- 90% of mentees and 78% of mentors are more engaged.
- 80% of mentors enhanced their cross-divisional knowledge.
- 70% of mentees gained confidence.

Intangible gains can be just as powerful as tangible ones and are seen in the final surveys participants complete as the IMPACT year closes. Mentees often speak to their enhanced ability to think strategically (69%), their enhanced overall leadership skills (69%), their improved ability to lead change (64%), and their increased networking and building of strategic relationships (63%). Mentors consistently find value as well, reporting that mentoring leads to stronger interpersonal-relationship skills (54%), enhanced cross-segment knowledge of the industry (50%), increased ability to develop their employees and teams (50%), and, as with the mentees, improved networking and strategic relationships (50%).

In each IMPACT cohort, approximately 75% of matches are cross-cultural (cross-race, cross-gender, or both) and 85% are connecting across business segments. The snapshot below provides a demographic breakdown that demonstrates the sampling of women in the 2016 IMPACT program, which also provides a significant reverse-mentoring opportunity for men as well.

Figure 1: IMPACT 2016 Demographic Breakdown

IMPACT 2016 Cohort Demographic Breakdown

155 partnerships

59% of mentees are women (91 women)

Of the women mentees:

- 63% serve in operations / P&L responsible roles (57 women)
- 58% are in cross gender matches (53 women)
- 31% are women of color (29 women)
- 15% serve in facilities roles (14 women)

Source: Sodexo 2017

As leadership competencies are being honed, participants are encouraged to “bring their whole selves” to their partnerships.

LEAD Mentoring Circles

The formal mentoring opportunity tied to leadership training was launched in 2016. While still in progress, the company already has a 33% promotion rate among participants. A six-month survey with a 100%-response rate showed that 100% of participants agree or strongly agree that:

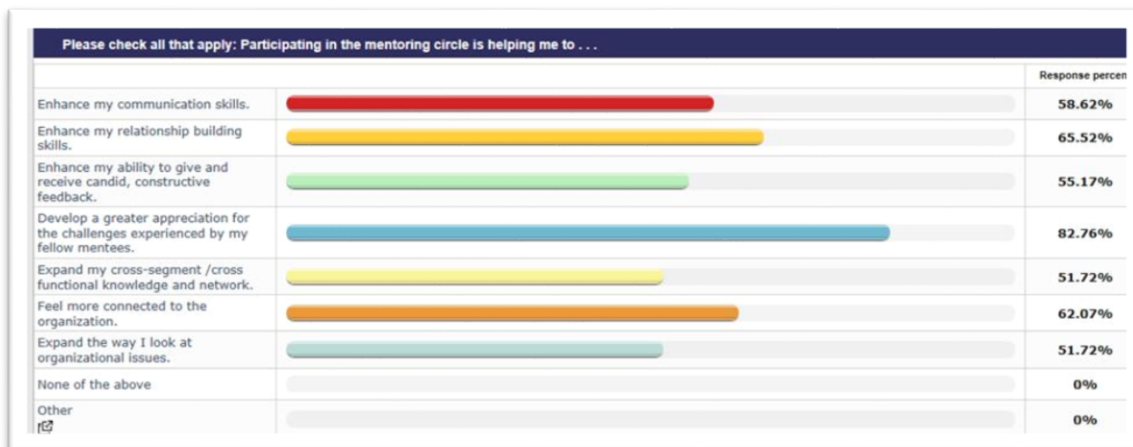
- Their mentoring circle is fully committed.

- The curriculum is supporting their learning and development.
- The mentoring circle is achieving a high level of trust.
- The mentoring circle shows Sodexo's commitment to career development.
- The mentoring circles are a worthwhile investment.
- They would recommend the program to others.

In addition, here are results from greater than 50% of mentee respondents:

- 83% developed a greater appreciation of cross-functional/cross-segment challenges.
- 66% enhanced their relationship building skills.
- 62% feel more connected to the organization.
- 59% enhanced their communication skills.
- 55% are better able to give and receive constructive feedback.
- 52% expanded their knowledge of the business.

Figure 2: Survey



Source: Sodexo 2017

Feedback

A sampling of comments from mentees in LEAD Mentoring Circles:

“This is the best mentoring program that I have participated in. I have really gained confidence while working with my group.”

“The program is a great start for learning in a virtual environment.”

“A strong indicator of how the company values its employees.”

“I was doubtful at first when my DM and Senior GM suggested that I participate. What I gained is a network of professionals within Sodexo who are high performing leaders. My 1:1 and group sessions have challenged me to sharpen as a leader. I have two incredible and exceptional mentors that I can't wait to connect because every call is like having my own coach.”

“This program is a good tool for cross development of leaders.”

LIFT

LIFT for frontline employees began in 2013. 130 people have completed the program and 40 participated in 2016. This program has helped people transition within Sodexo through transfers, promotions, and job-classification changes. LIFT participants have achieved:

- 92% employee-retention rate.
 - 9 promotions. Four from hourly to supervisory/lead; one cross-divisional; two from hourly to culinary (cook), and two to management to executive chef/manager.
- >75% of mentors reported that mentees' overall-job performance has improved as a result of the mentoring experience.

Feedback From LIFT Participants

“I was able to get a promotion before finishing the program. I attribute it to the program and my mentor. Gave me some insight on where to look to further my career and Sodexo.”

“Both mentees at my location were promoted while in the mentoring program.”

“My mentee did a great job.”

“My mentee's overall work ethic has changed to positive role model.”

“I think anyone in a leadership position should get their frontline employees involved in this. It is a huge eye-opener and can only make us better leaders.”

“This program was key in the progress I have made in my career and toward my future career goals. It has given me the confidence to apply for job positions and competitions that I would never have tried before.”

“I would strongly recommend this program to anyone who’s trying to get to the next level in their career. “

“My mentor was very helpful to me and gave me lots of support.”

“This was an awesome and rewarding experience that I am truly grateful to have been a part of. Thank you very much.”

“Great uplifting program. This program should continue year after year and be passed on to other leaders not just Sodexo.”

Overall

Since its inception in 2004, “Spirit of Mentoring” at Sodexo has opened up the wonderful practice of mentoring to thousands of employees. The various programs have provided a 2:1 ROI, helped women and minorities gain promotions, created a more engaged and confident workforce, broken down silos across divisions and departments, built cross-cultural connections and networking, grown the skills and job prospects of frontline employees, and created an impressive mentoring culture around the world.

What’s Next?

For the future, Sodexo will continue to be innovative in the mentoring space. In North America, a semi-formal mentoring program is being created to include facilitated learning, prompted check-ins regarding the status of relationships, and surveys at the end of partnerships to measure ROI.

In addition, the LEAD Mentoring Circle program is being expanded to support the advancement of women globally with Global Lead Mentoring Circles that will include mentoring circles with members from a variety of nations. It is being launched as a follow up to the existing Global Leadership Program focused on pipeline development for women in operations and management roles.



About Brandon Hall Group

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