Global Company

- **80 countries**

North American Reach

- **15 Million customers**
- **13,000 locations**
- **133,000 employees**

Approach

“I’m absolutely convinced that placing people at the heart of business strategy is the only way to create sustainable value. Innovation, financial strategy – these are pointless if they aren’t also backed up by a long-term vision of how we need to contribute to the global progress of the local communities and societies in which we operate.”

Michel LANDEL
Chief Executive Officer
Sodexo Group

Value

Waste management is seen as a top collaboration opportunity for Sodexo by **5 out of 6** of our client segments.
A Few of our Efforts

### Waste

<table>
<thead>
<tr>
<th>Organic</th>
<th>Non-Organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stop Hunger/Food donation</td>
<td>Waste toolkit</td>
</tr>
<tr>
<td></td>
<td>Sustainable products</td>
</tr>
<tr>
<td></td>
<td>Fair Trade coffee</td>
</tr>
<tr>
<td></td>
<td>Cage free eggs</td>
</tr>
<tr>
<td>WasteWatch by LeanPath</td>
<td>Packaging toolkit</td>
</tr>
<tr>
<td></td>
<td>Local purchasing tracking tool</td>
</tr>
<tr>
<td></td>
<td>On site gardens</td>
</tr>
<tr>
<td></td>
<td>Plant forward menus</td>
</tr>
<tr>
<td>Food Recovery Challenge</td>
<td>Reusable to-go containers</td>
</tr>
<tr>
<td></td>
<td>Supplier diversity</td>
</tr>
<tr>
<td></td>
<td>Adopt a farmer</td>
</tr>
<tr>
<td></td>
<td>Sustainable seafood</td>
</tr>
</tbody>
</table>

### Purchasing

<table>
<thead>
<tr>
<th>Energy and water</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability Management and Reporting Tool (SMART)</td>
</tr>
<tr>
<td>Energy toolkit</td>
</tr>
<tr>
<td>Utility expense management service</td>
</tr>
</tbody>
</table>

### Impact across our business

- **Donated 4.7 million** recovered meals in FY16 with Stop Hunger
- **92%** of accounts taking action to reduce food waste
WASTE REDUCTION APPROACH

RAISING AWARENESS
Influence the behaviors of our customers and employees

IMPROVING PROCESSES
Upgrade equipment and processes to drive operational efficiency

MEASURING IMPACT
Measure pre and post consumer waste and determine where we can improve

SHARING EXPERTISE
Engage clients and partners to reduce waste throughout our communities

3 – EPA Federal Green Challenge– May 24, 2017
What is WasteWatch by LeanPath?

**WasteWatch by LeanPath** is how Sodexo measures and tracks pre-consumer food waste food in our food services sites around the world. Knowing how much we are wasting shall provide guidance into taking actionable practices with an intention to reduce waste overtime through better awareness.

**Aiming High**

WasteWatch by LeanPath addresses the highest tier of the EPA’s Food Recovery Hierarchy, the best way to prevent food waste.

**Approximate impact**

45% Reductions in pre-consumer food waste
WASTEWATCH: BUSINESS CASE

- Reduced Food Purchasing Cost
- Reduced Waste Management Cost
- Improved operational efficiency by not over producing
- Aligns with our Better Tomorrow 2025 strategy
- Improved Employee Engagement
- Supporting our Client’s sustainability goals

5 – EPA Federal Green Challenge – May 24, 2017
**WASTEWATCH: WASTE CATEGORY**

<table>
<thead>
<tr>
<th>Organic</th>
<th>Non-organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Certified compostable items</td>
<td>• Foil</td>
</tr>
<tr>
<td>• Coffee grounds</td>
<td>• Glass</td>
</tr>
<tr>
<td>• Flowers</td>
<td>• Plastic</td>
</tr>
<tr>
<td>• Food</td>
<td>• Construction debris</td>
</tr>
<tr>
<td>• Lawn trimmings</td>
<td>• Furniture</td>
</tr>
<tr>
<td>• Cardboard</td>
<td>• Paints and chemicals</td>
</tr>
<tr>
<td>• Paper</td>
<td></td>
</tr>
</tbody>
</table>

**Where Organic Waste is Generated**

**Back of house (pre-consumer /kitchen) waste** is produced from over-ordering, overproduction, trim waste, expired items/spoilage, contamination, burned/dropped items, etc.

**Front of house (consumer) waste** is produced from consumers throwing out uneaten food, packaging, supplies and other materials.
# WASTEWATCH: ORGANIC WASTE TYPES

## “Pre-Consumer” Food Waste Types

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edible food waste</td>
<td>Surplus cooked food and prepared meals that have not been sold or plated.</td>
</tr>
<tr>
<td>Non edible food waste</td>
<td>Un-cooked food waste generated during food preparation, such as fruit rinds, vegetable scraps, meat trimmings, etc.</td>
</tr>
<tr>
<td>Out of Date</td>
<td>Not fit for consumption food waste generated from expiration, contamination, burning.</td>
</tr>
</tbody>
</table>

- **Over Production**: Surplus cooked food and prepared meals that have not been sold or plated.
- **Preparation**: Un-cooked food waste generated during food preparation, such as fruit rinds, vegetable scraps, meat trimmings, etc.
- **Out of Date**: Not fit for consumption food waste generated from expiration, contamination, burning.
WASTEWATCH: PURPOSE

Purpose

- Sites have a concrete quantitative & qualitative waste management system.
- Sites measure and track the amount and types of wastes created.
- Sites identify waste reduction, reuse, and other opportunities.
- Sites define a waste minimization objective and action plan.
- Sites track progress against the action plan.

Total Pre-Consumer Waste (Liter) Collected (e.g. in 5 weeks)

Week 18 | Week 19 | Week 20 | Week 21 | Week 22
---|---|---|---|---
670 | 580 | 540 | 420 | 440

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WASTEWATCH: METHODOLOGY

How WasteWatch works

1. Collect
   Use buckets as bins to collect kitchen food waste from different areas based on waste types.

2. Measure
   Measure volume of waste from the calibrated buckets daily and log on daily recording sheet or through Zap tablet.

3. Report and Train
   Use reports provided by LeanPath to train employees and purchasers to reduce pre-consumer waste.
WasteWatch program identified as opportunity in 2012

Types of data collected

- Pre-consumer edible food waste
- Pre-consumer non-edible food waste
- Dishwashing food waste (not included into this case-study)

December 2012

- Purchase of clear transparent containers
- Data collected through manual process

January 2013

- Program kicks off and tracking begins

Summer 2013

- Analysis of first results + building case study
Results observed on Sodexo non-edible food waste

Average non-edible food waste Jan-Apr: 6.37Kg per day
Average non-edible food waste May-July: 4.1Kg per day

36% reduction of non-edible food waste
Results observed on kitchen edible food waste

Average edible food waste Jan-Apr: 7.9Kg per day
Average edible food waste May-July: 4.4Kg per day

45% reduction of edible food waste
CASE STUDY – CORPORATE SITE ACTIONS

Example of actions implemented to reduce waste on site

- Staff awareness training
- Data is presented to the staff at the weekly brief on the performance to date to see how their actions have an impact on the results
- Visible batch cooking methods re-introduced to the production team
- Satellite coffee bars production monitored to ensure production matches current sales trends.
- Friday patronage is very low on site so to ensure display counters for salad / deli products look full we have had plastic dishes made to fit into the containers which means we only half fill them but to the customers aesthetically they always look full.

![Chart: Kitchen food waste](chart_image.png)

<table>
<thead>
<tr>
<th>Date</th>
<th>Kitchen usable daily food waste (kg)</th>
<th>Kitchen non-usable daily food waste (kg)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/7/13</td>
<td>2.1</td>
<td>6.5</td>
</tr>
<tr>
<td>7/7/13</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>7/13</td>
<td>3.4</td>
<td>4.2</td>
</tr>
<tr>
<td>7/13</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>3/7/13</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>4/7/13</td>
<td>3.5</td>
<td>3.5</td>
</tr>
</tbody>
</table>
WHAT WE LEARNED

Key elements for a successful program

• **Buy in:** Ensure leadership buy in at all levels
• **Business Case:** Develop a strong business case for any programs that are rolled out
• **Training:** Create a strong employee training program that is simple and quick
• **Simplify:** Simplify the ‘why’ and speak to your audience
• **Tell a story:** Tie the efforts back to your organizational mission and what your employees care about
• **Operational efficiency:** Make sure the program is cost effective and easy

Challenges

• **Turnover:** Re-training new employees
• **Measurement:** Rolling up data from haulers and understanding your waste stream
• **Communications:** Telling the complex story of waste to consumers
• **Inconsistency:** Infrastructure and regulation varies across the country – no one size fits all solution
• **Packaging waste:** Understanding what packaging waste extends shelf life and what can be eliminated

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