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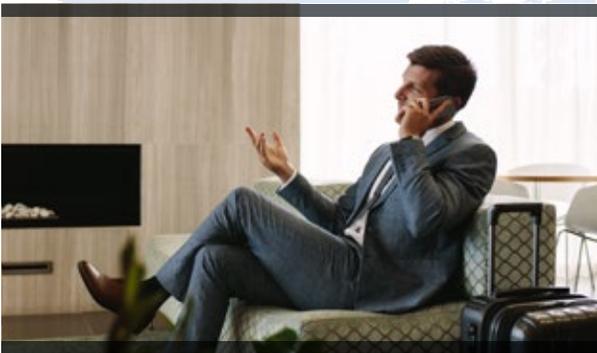
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NURTURING A BETTER TOMORROW

CHARTING THE COURSE

would like to welcome you to *Ascend*, a newsletter dedicated to our airline lounge clients around the world, which enables us to share with you the best of Sodexo, recent trends, and insights.

Our goal is to capture the essence of ascension in every issue, providing insightful information that we hope will further elevate the level of engagement we share with you, and also highlight the pride and commitment felt by our entire team of chefs and hospitality specialists as we work to exceed the expectations of your guests each day.



We're pleased to offer an assortment of articles that touch on a variety of engaging topics – some of which have direct relevance to Sodexo's airline lounge business, and others which are meant to offer a glimpse into exciting happenings within the broader world of Sodexo.

Articles featured in this issue include:

- ✔ **"Innovation Through Technology,"** an insightful look at Sodexo's global commitment to technological advancements and innovation
 - ✔ **"Industry Outlook,"** a piece highlighting intriguing food trends that are impacting airline lounges around the world
 - ✔ **"Nurturing A Better Tomorrow,"** an overview of Sodexo's continued commitment to waste reduction, coupled with an infographic look at global food waste
- ✔ **"Meet Charlotte Jensen,"** a piece highlighting our CEO for Airline Lounges in North America
- ✔ **"Beyond Airline Lounges,"** a spotlight on inventive endeavors at one of Sodexo's prominent non-airline global venues

I hope you enjoy this premier issue of *Ascend*. As you read through, I encourage you to further consider the ways we can work together to contribute to an elevated lounge experience and enhanced Quality of Life for your guests, who we are privileged to serve every day. Please share this publication with others within your organization that you feel might be interested in learning more about Sodexo, and feel free to contact me directly with questions, comments, ideas, and suggestions on how we can make future issues of *Ascend* even more relevant to your needs.

Thank you for trusting Sodexo with your valued guests.



SUZY KITCHER
CEO
Global Airline Lounges

MEET

CHARLOTTE JENSEN: CEO OF SODEXO AIRLINE LOUNGES, NORTH AMERICA



Charlotte Jensen, appointed Chief Executive Officer, Airline Lounges, North America in May, brings a passionate drive for excellence and an innovative spirit to her role. Charlotte is responsible for ensuring that our teams continually exceed client needs and expectations in providing lounge visitors with exceptional service, as well as unique, differentiated lounge experiences. Furthermore, Charlotte is responsible for spearheading efforts to implement new ideas and solutions, heightening and enriching the guest experience each day within the airport and airline lounges we proudly serve.

Charlotte's long-standing history of successful organic growth and performance, coupled with her keen insight around guest needs and satisfaction, equip her for success in this role. Prior to joining Airline Lounges, Charlotte served as Chief Executive Officer for Sodexo Sports & Leisure, North America, and was responsible for working with clients in achieving growth and recognition within the marketplace, as well as pioneering innovative ideas and strategies to enhance the guest experience at the many prestigious Sodexo Sports & Leisure venues throughout North America. Before joining Sodexo, Charlotte held the position of Senior Vice President, Sports & Entertainment with ABM Industries, Inc., and played a key role in managing strategic relationships on local, national, and international scales.

Currently, Charlotte is a member of Sodexo's North America Regional Leadership Committee and actively involved in many professional organizations, including SoTogether, in which she

works to close the gender balance gap and empower women, as well as SOL (Sodexo Organization for Latinos), in which she is the executive sponsor and works to positively enhance the Quality of Life of those in the Latino community.

Among Charlotte's many professional accomplishments, she currently serves on the Executive Board of Directors of the Cancer Support Community, founded ABM's Women in Leadership Council in 2014, and was nominated for Fortune Magazine's 2016 Next Gen award.

Charlotte holds a Bachelor of Science in business administration and a minor in Spanish from Susquehanna University in Pennsylvania and resides in San Diego, CA, with her husband and son.

BEYOND AIRLINE LOUNGES:

A SPOTLIGHT ON INNOVATIVE HAPPENINGS AT SOME OF SODEXO'S PROMINENT NON-AIRLINE GLOBAL VENUES

THE HOLLYWOOD BOWL'S CUTTING-EDGE TECHNOLOGY HELPS CHAMPION SUCCESS

As a premier world leader in managed services, Sodexo operates a vast portfolio of landmark global venues, events, and brands, including the Eiffel Tower, Royal Ascot, Chelsea Flower Show, Tour de France, and Shedd Aquarium, to name just a few. As with our airline lounges, we work closely with these venues to make certain the services and offerings fully align with client specifications, and we deliver guest experiences that are highly unique, singularly distinctive, and strikingly revealing of the venue's brand proposition.

At the forefront of this effort is Sodexo's drive to deliver cutting-edge technology solutions that maximize both guest experience and operational performance. In spotlighting one example of this, we can look at the iconic Hollywood Bowl, located in the heart of Los Angeles, CA. Performers have been gracing its stage since 1922, and now, nearly a century later, the Bowl remains a must-see tourist destination, with thousands of people enjoying concerts there each summer.

Attending a show at the Hollywood Bowl, considered one of the top outdoor amphitheaters in the United States, is indeed a dazzling experience for customers, and Sodexo's use of technology plays a significant role in helping to craft unforgettable memories for guests. Visitors can now access the Hollywood Bowl's delicious food offerings in a variety of new ways, all of which help simplify the ordering and pick-up process. As a result, wait times have decreased, while sales and customer engagement have grown.



AMONG THE HIGH-TECH ENHANCEMENTS AT THE HOLLYWOOD BOWL:

- ☉ **MOBILE ORDERING AND PICK UP:**
The Hollywood Bowl's first-ever mobile ordering option launched during the 2017 season and is linked from the Hollywood Bowl app, so guests can quickly select from a variety of dishes and drinks, including beer and wine. Guests request a specific pick-up time and skip the line by picking up their food at the Street Food stand from which they placed their order. Mobile technology is also used to obtain guest feedback via surveys using the Loop Pulse app.
- ☉ **SELF-SERVICE KIOSK ORDERING:**
The self-serve electronic kiosk ordering system helps ease congestion at the Bowl's most popular location, Kitchen 22. Customers are pleased because they spend less time waiting for their food and more time enjoying both their friends and the venue.



- ✔ **LINE BUSTING:** To increase speed of service at high demand locations, line busting was implemented, which loads a condensed menu on a tablet that links to the POS system. Sodexo team members walk the line, taking orders from guests. To pay, the guest swipes his or her credit card on the tablet and picks up the order at the “Express Window,” cutting wait times by one third.
- ✔ **DYNAMIC MENU BOARDS:** Guests are engaged while waiting in line, as the menu highlights Bowl favorites using mouth-watering photography that brings the delicacies to life.
- ✔ **PRE-ORDER SITE:** This increasingly popular foodservice amenity is available for Supper in Your Seats and Picnic Boxes, two of the Bowl’s most popular dining options. When box seat ticketholders pre-order Supper in Your Seats, their meal is served in the comfort of their box at their specified time. Similarly, guests can pick up their pre-ordered Picnic Boxes when they arrive at the Bowl and enjoy it in one of the destination’s 14 picnic areas or at their seat.

Now entering the fourth year of partnership, Sodexo and the Hollywood Bowl work together to continually push boundaries to implement the latest technology and provide unique and exceptional dining experiences for guests.

The article that follows, *Surging Forward*, provides additional insight into Sodexo’s global commitment to technology and innovation.

We look forward to working closely with our Airline Lounge clients to leverage the latest technology in presenting innovative and customized solutions that elevate the guest experience, enhance operational performance, and add a distinct “wow” factor to every lounge visit. Want to discuss further? Let us know.



SURGING FORWARD:

A Look at Sodexo's Global Commitment to Technology and Innovation

T technology plays a critical role in driving guest satisfaction and operational efficiency within airline lounges, helping to deliver exceptional guest experiences, while also facilitating the framework for an integrated back-of-house operation and robust reporting infrastructure.

Sodexo has long been at the forefront of technology and innovation, with a focus on exploring the development and use of new technology that seeks to improve the Quality of Life of those we serve.

Through strategic partnerships with technology leaders and startups, as well as innovation nurtured within our own teams, we continue to provide competitive advantage technology and cutting-edge offerings to ensure positive, memorable experiences for guests.

Following are five prominent examples of Sodexo's global commitment to technology and innovation:

☑ **Gold Sponsorship of the Viva Technology Conference**

Sodexo's involvement in the Viva Technology Conference this spring emphasized our mission to coordinate open initiatives with a network of internal businesses, suppliers, clients, incubators, and Sodexo Ventures to gain easier access to start-ups and partners. Our overarching theme at this international digital innovation event was "The Digital Day." We emphasized how, through expanded partnerships and innovative measures, we can improve the Quality of Life of those we serve – regardless of their diverse environment(s).

☑ **Better Tomorrow Plan**

Our Better Tomorrow Plan – World Innovation Forum nurtures organic innovation and the inventive spirit of our teams while identifying cutting-edge solutions to the challenges we face today and tomorrow. This global competition recently identified more than 80 initiatives from 29 countries in which Sodexo operates, with the overarching goal for them to become standard practices for the company.

SURGING FORWARD (CONTINUED)

☑ **WBENC's 18th annual list of America's Top Corporations for Women's Business Enterprises**

Last year, Sodexo was named to the WBENC's 18th annual list of America's Top Corporations for Women's Business Enterprises (WBEs) for the first time, as a result of our diversity supplier programs that reduce barriers and drive growth and innovation for entities owned by women. We make this same commitment to businesses operated by minorities, service-disabled veterans, the LGBTQ community, and people with disabilities.

☑ **Microsoft-led digital revolution**

In Australia, Sodexo is spearheading a digital revolution for clients and employees, including the deployment of a cloud-based solution as part of our facilities management services. In conjunction with Velrada, a Microsoft gold partner, we are using technologies like Azure, Dynamics 365, and other systems to provide employees and clients with 24/7 access to insights and tech support, along with embracing predictive analytics technology to dispatch staff as necessary, using sensors to simplify water treatment processes and more. We intend to continue implementing these innovations globally.

☑ **Startup Incubators**

Through Sodexo's association with leading global startup incubators, we collaborate closely with clients and startups to continually challenge the status quo and test cutting-edge ideas. As one example, Sodexo is one of approximately 20 founding partners (another of which is Airbus) of The Camp, a state-of-the-art startup incubator located in the South of France.

In future issues of *Ascend*, we will share case studies detailing the ways Sodexo has worked with startups to transform eclectic collaboration into client solutions.



INDUSTRY OUTLOOK

Following is a glimpse at current global trends that are shaping the future of food and beverage in airline lounges.

GUT-FRIENDLY FOODS

These foods fight bloating during longer flights, help with hydration and circulation, aid with sleep during the red-eye hours, improve stamina, and are rich in protein to support brain function.

GRAINS AND PULSES

These types of natural and raw ingredients are an alternative to meat-based proteins, contain micro-nutrients, and are beneficial to the body (both pre- and post-flight).

RAW FOODS

This trend focuses on the excellent nutritional benefits that raw foods provide, including boosting immunity.

LIMITING VS. ELIMINATING

In the past, we've seen a decrease in consumption of fried foods, desserts, and high-calorie items. Now, we will begin to see a shift toward small plates of indulgent offerings.

GLOBAL BEYOND THE NORM

Bold flavors and intense spice combinations from far-reaching cuisines are increasing in popularity amongst consumer palates.

LIVELY FLAVORS

Citrus and herbs are being used more frequently in place of sugars and salts to increase flavor. Chilies are also becoming more popular due to their fiery sweetness and roundness of flavor that doesn't overpower dishes, when used properly.



NURTURING

A BETTER TOMORROW: SODEXO'S COMMITMENT TO GLOBAL WASTE REDUCTION EFFORTS



IMAGINE A MORE SUSTAINABLE WORLD. A world with cleaner air and water. A world with reduced greenhouse gas emissions. A world where livelihoods are wholly improved. Now, take confidence in knowing that you can help create that world.

Each day, through both internal and external efforts, Sodexo reinforces our commitment to waste reduction, tackling the collective environmental challenges we face to create healthier environments for those we serve. Through efforts both large and small, we are not only imagining a sustainable world, but we are making collective strides to develop and nurture one.

WASTE TRAINING EFFORTS

Working together with our clients, we have made significant strides with regard to waste reduction. Following are some of our recent achievements.

- ☑ Sodexo was named the top-rated company in its sector on the Dow Jones Sustainability Index (DJSI) for the 14th consecutive year in 2018, reinforcing the company's leadership and commitment to corporate responsibility worldwide.
- ☑ Sodexo reinforced its position as one of the most sustainable companies in the world by earning Gold Class distinction in RobecoSAM's annual "Sustainability Yearbook 2018." For the 11th consecutive year, Sodexo was ranked as the top-scoring company in its sector for its excellent sustainability performance, scoring 78% compared to an industry average of 39%.
- ☑ Nearly 90% of Sodexo sites have implemented equipment and processes to reduce organic waste, and over 80% of Sodexo sites have implemented equipment and processes to reduce non-organic waste, e.g., plastic and metal.

NURTURING A BETTER TOMORROW (CONTINUED)



- ✔ Our “Smart Kitchen” project (Brazil) and “Evolution” project (Latin America) are combining cutting-edge equipment and simplified kitchen methods and processes to reduce waste and make more economical use of necessary resources, like gas and water, as part of this global initiative.
- ✔ Our proprietary SMART dashboard tracks sustainability performance toward 125 best practices, guiding managers with the best opportunities for continuous improvement.
- ✔ Our global WasteWatch program (powered by LeanPath) identifies causes and defines action plans to prevent waste. Sites implementing WasteWatch have seen reductions in food waste by 45% in two to six months.
- ✔ Our Better Tomorrow 2025 commitment helps eliminate avoidable waste in all operations, meaning we will reduce the amount of waste we create, reuse items, and recycle wherever possible.
- ✔ In 2018, we launched our North American Single-Use Plastics Reduction Plan, which seeks to eliminate single-use plastic bags and stirrers by this year. The plan also seeks to eliminate expanded polystyrene items like cups, lids, and food containers by 2025 and make straws available only when needed.

GLOBAL FOOD WASTE: BY THE NUMBERS

**\$680
BILLION**

Food loss and waste amounts to roughly \$680 billion in industrialized countries and \$310 billion in developing countries

**222
MILLION
TONS**

Every year, consumers in statistically wealthy countries waste almost as much food (222 million tons) as the entire net food production of sub-Saharan Africa (230 million tons)

Roughly 1/3 of the food produced in the world for human consumption every year — approximately 1.3 billion tons — gets lost or wasted

**1.3
BILLION
TONS**

Fruits and vegetables, plus roots and tubers, have the highest wastage rates of any food



Even if just 1/4 of the food currently lost or wasted globally could be saved, it would be enough to feed 870 million hungry people in the world

**870
MILLION
PEOPLE**

At the retail level, large quantities of food are wasted due to quality standards that over-emphasize appearance



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