

# ACHIEVING IMPACT COLLECTIVELY



## OVERVIEW

Sodexo's success is predicated on an entire eco-system of colleagues, clients, suppliers, partners, small businesses & in particular, Charities. E.g. we're not only committed to spending locally with SME/VCSEs, but we seek to understand their priorities, resilience status and capacity challenges - we go beyond what is expected by providing Pro-bono support to charities, offering skills, technical and professional expertise to help them thrive, not just survive.

## THE CASE STUDY

Key commitment within our Partner Impact Pathway is to support small businesses to navigate the procurement world, and provide mentoring/coaching free of charge to local charities. This commitment demonstrates how we recognise our success as a large global company is very much predicated on the success of our eco-system - from our colleagues to clients to supply chain to local charities.

The latter is where we acknowledge and demonstrate that it's not good enough just to spend locally, or engage with SME/VCSE networks, but instead it drives us to better understand charities' priorities, resilience status and capacity challenges. In doing so, we go beyond what is expected of a strategic UK&I supplier by providing Pro-bono support to local charities, offering our skills, technical and professional expertise free of charge to support.

In one year we provided over 800 hours support to over 20 local charities (over £15,000 SROI), 200,000 people indirectly helped, 82% of those involved had increased their coaching skills, with 95% broadening their perspectives that has led to a more diverse range of leaders from across our business getting involved with local charities to increase their impact, and ours in our communities. We do this in partnership with Pilotlight, a social enterprise that exists to amplify the impact that charities, business and individuals can bring to the world.

"Involvement of socially responsible organisations such as Sodexo providing skilled volunteering creates immense social impact for charities / people they serve; tangible impact is felt across communities and economies."

**Ed Mayo, CEO, Pilotlight**

Who we are - Wherever we operate around the world – be it in corporate workplaces, prisons, universities, schools, military bases, hospitals or central and local government sites – we are committed to delivering services that achieve value, better outcomes and improve quality of life for the people and communities we serve. Today we remain a family-owned business with the same values at the heart of what we do since 1966. Our purpose: ‘create a better every day for everyone to build a better life for all’. This is the environment & the spirit in which we set out our ambitions to create meaningful impact through social value creation across every aspect of what we do.

**"It is no longer a discussion, no longer a debate, it's non-negotiable - social value must be embedded into everything we do"**

**- Sophie Bellon, Sodexo CEO Worldwide, UK National Social Value Conference, 2019.**

The way in which we have embedded social value across our business has not only seen an increased awareness and engagement of our 30,000 plus employees, but also, we have been able to influence clients when procuring services; ensuring they challenge suppliers to demonstrate consideration of environmental and societal challenges and how industry may help tackle these. Our employee survey results over the years clearly shows that the way in which we aim to grow our business with purpose has a direct influence on the levels of engagement, feeling valued and empowered, confidence in our commitment to diversity, equity and inclusion as well as tackling both the societal and environmental crises our world faces; leading to high levels of optimism for the future by continuing on the path of putting social value at the heart of all that we do.

## KEY FIGURES

Provided 800+ hours supporting over 20 local charities (£15k+ SROI), 200,000 people indirectly helped, 82% increased their coaching skills, 95% broadening their perspectives. This led to a more diverse range of leaders from across our business getting involved with local charities, increasing impact in our communities - In partnership with Pilotlight.

All that said, some of the key issues we have faced in moving from a world of talking about doing good, to one of understanding the impact (negative and positive), the So What? Of what we do has been a long process and continues. This is very much a shifting of hearts and minds from doing good ‘stuff’, to understanding the change this has enabled as a result. This is where the Principles of Social Value have been particularly effective for our business.

Everything starts with engaging our key stakeholders – both internally and externally; understanding individual and business priorities to help us focus on where our efforts are best placed (less is more) to optimise impact – change! We listen and develop our strategies based around insight, experience, client demands, and employee feedback.

Whilst all stakeholders have a varying 'wish list', we know that both addressing all of these and understanding the change as a result will take time. As we and the market matures, overtime we will better able to understand the true impact of actions, the lasting legacy. However, these are tumultuous times! So, the need to be agile in what we do, and how we do it is key at the moment, and will be for some time to come. We believe that what we measure not only gets done, but reflects what you (as a business/ individual) value. This is why stakeholder engagement is so important. It's not about what "royal we" think is the right thing to focus on, but what others need us to do in order to help them achieve their ambitions or overcome their challenges.

## WHAT ARE YOU GOING TO DO NEXT?

Continue to embed Social Value into our contracting practice – Whether we are procuring services or bidding to deliver services, build on SV being the golden thread that ensures we keep our focus on, and that of our suppliers on doing good business in a good way. Improve use of qualitative reporting through Story Telling and Case Studies/Testimonials. We believe the most powerful way to articulate social value is to tell stories of change, bringing numbers to life. This is why we have developed a 'social value library' to support colleagues.

### Top Tips in embedding social value:

- Keep it Simple, Authentic, in line with Corporate Purpose/Values,
- Inclusive (employees, partners, suppliers, clients)
- Do not 'bolt on' to what you do, but fully integrate social value as a key enabler to growth with purpose
- Measure what you value versus what gets measured gets done - changes mindsets!

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