Sodexo’s global Energy & Resources segment serves clients in the Oil & Gas, Mining and Engineering & Construction industries as well as other energy sectors. The many different project phases that are inherent to their activities – administrative support, research and development, exploration, construction, extraction, processing, transportation, refining... – mean that our clients’ employees work in a number of different urban and industrial environments as well as on isolated locations both onshore and offshore. At Sodexo, our mission is to improve these people’s both on and off the job. Our teams do this day in, day out, and it is thanks to them that we are No. 1 in the world market for Quality of Life services.

The Energy & Resources business offers more than 100 services to clients, including camp design, construction and administration, light and technical maintenance, security, waste management, food services, sport and cultural activities, wellness and motivational programs and more. In our Energy & Resources business, we partner with clients including BP, Total, Transocean, Seadrill, Halliburton, Rio Tinto, Petrobras, Schlumberger, Gazprom and Fluor Daniel among many others.

Sodexo’s Energy & Resources business is organized by client type as follows:

1. Engineering & Construction Projects
2. Mining
3. Offshore & Marine
4. Onshore Energy

Energy & Resources is a key segment in Sodexo’s business strategy and serves as a unique testament to Sodexo’s Quality of Life mission and expertise. The business is a showcase for Sodexo’s positioning as global leader of services that improve Quality of Life in extreme environments.

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MANAGING A REMOTE LOCATION IS LIKE RUNNING A SMALL TOWN

Managing a remote location is like running a small town, combining anticipation and trouble-shooting. During the planning process to build a camp for a large oil company in the Russian Far East, we realized that no one had planned for a water supply to the location, which jeopardized the logistics and operations of the entire site, hence the client's project. With the help of our technical experts, we found a solution to the problem in just one week.

—Nicolas Japy, CEO, Energy & Resources Worldwide

Remote environments are a unique laboratory for Quality of Life. Our teams on remote locations cope with the same harsh conditions that our clients face every day and learn to push back their own limits. Living and working on remote locations means that Sodexo employees are side-by-side with our clients around the clock, gaining precious insight into their needs and expectations, which helps us pinpoint what really matters to them. The unique experiences our clients and employees live through together create very strong bonds, often lasting long after a project has ended. These relationships are very important and inevitably have an impact on the future, because our paths will cross again.

—Geoff Holmes, Talisman Energy Senior Vice President and a Sodexo client, notes: “What stands out is Sodexo’s commitment to creating the best place to work and in supporting a safety culture at Talisman with flexibility, innovation and service improvements.”

PRIORITY: SAFETY

Operating in Energy & Resources environments requires an uncompromising approach to safety standards and behaviors to achieve a “zero harm” working environment.

Sodexo shares its clients’ absolute commitment to safety, no matter what service it is delivering.

The Group’s safety culture is framed by rigorous global reporting of lagging and leading performance indicators, ongoing training and certification programs for operations and on-site staff as well as regular audits and action plans that drive continuous improvement.

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UNIQUE OPPORTUNITIES TO IMPROVE QUALITY OF LIFE

Quality of Life is a central and evolving issue in many environments; during the last decade, more and more companies, institutions, politicians—and even the man on the street—have started to explore how the quality of life of employees, clients and more generally citizens can be improved. At Sodexo, we have a core belief that to create lasting value, organizations and society must place people at the center of their thinking. To that end, we consider Quality of Life a key factor in individual and collective performance.

In the Energy & Resources segment, improving Quality of Life is a unique undertaking. In this business, our clients’ employees work in many different environments and may live in remote locations far away from their homes, absent for long periods from family and friends and disconnected from their off-site routines. For example, we provide services on offshore installations, mine sites and complex civil engineering and construction sites. These environments require an inspired approach to Quality of Life, grounded in an understanding of the challenges, and the creation and implementation of innovative solutions.

Quality of Life on remote locations can be an enormous struggle. Physical location is the most immediate challenge—isolation (e.g., when at sea, in tropical rain forests or deserts), extreme weather (with altitude, climate, temperature and other issues coming into play) and limited space all are factors.
A HOLISTIC APPROACH TO QUALITY OF LIFE

Sodexo leads the market in Quality of Life services, and we offer real solutions to our clients’ global needs. As we diversify our activities and move to higher-end services, we are positioned to offer a range of top-quality, fully integrated solutions. This means fewer sub-contractors and lower overheads for our clients. Our market leadership also gives us an almost unlimited playing field.

Our commitment to Quality of Life is not limited to the services we deliver. It also extends to how we treat our employees— their working conditions, career development and personal support, both on- and off-site. In remote environments, this includes strict compliance with health and safety regulations, as set out in our Health and Safety Charter, often going above and beyond international standards.

Sodexo has a long and successful track record of engaging with key local stakeholders to ensure that Sodexo’s contributions are sustainable even after we leave site.

Our commitment is also reflected in everything we do within the “influence zone” around the remote locations where we operate to promote the social and economic development of these communities. Sodexo has designed a tailor-made approach to address the human resources challenges faced by clients in the Energy & Resources segment to reinforce their attractiveness and image with current and future employees.

SODEXO PROVING ITSELF IN THE FIELD

Nicolas Japy remembers an example of one particularly challenging situation:

“In the Congo ... we were loading a train with all the equipment needed to build a holiday camp for an oil company, when an explosion blew up the railroad tracks, making it virtually impossible to reach the camp located hundreds of miles away in the tropical forest. In spite of this huge setback, we still managed to get everyone to the camp and do the job. I believe it is this combination of reliability and determination that characterizes our spirit of service in remote locations. The unique experiences that we all live through together on remote locations bring us naturally closer to our clients.”

On remote locations, Sodexo’s services positively impact four Quality of Life dimensions that benefit residents by:

- Promoting wellness and well-being
- Easing the effects of isolation
- Creating conditions to live better together on site
- Providing pleasant surroundings that respect the environment

Our Energy & Resources clients’ markets can be extremely volatile, their industries are very technical and their operating environments often represent complex challenges. They expect Sodexo’s technical expertise to contribute to their performance objectives by:

- improving their ability to attract and retain employees
- ensuring business continuity
- attaining operational excellence
- positively impacting their image as responsible corporate citizens

Contributing to sustainable social and economic development within the communities where we operate is fundamental to the Group’s Quality of Life mission: Long-term employment opportunities, ongoing vocational training and investment in microenterprises are just a few examples of how Sodexo walks the talk so that even when we are no longer present, we’ve helped local communities envisage a brighter future.

A LITTLE HISTORY

Energy & Resources is one of the first segments in which Sodexo established itself following the Group’s creation in 1966. In 1967, Sodexo began working for the Kourou space center in French Guiana, which later became the launch base for the Ariane rocket.

A key period of development was the oil boom during the 1970s in the Middle East during which Sodexo’s teams built and managed many facilities that housed and fed those who worked on the region’s growing infrastructure, transportation networks, universities and hospitals.

During the 1980s, the business continued to expand in Afghanistan, Niger, Nigeria, the Democratic Republic of Congo and the Congo Republic, Chile, New Caledonia, Venezuela, China, Columbia, Peru and India.

Today, Sodexo’s Energy & Resources business operates in more than 40 countries, serving millions of consumers in many upstream and downstream settings.

Sodexo has earned its clients’ respect and loyalty thanks to all the services we provide for life on remote locations: accommodation and dining facilities, water treatment, energy and waste management, fire safety, medical services, transport and supply logistics, leisure activities and entertainment...

And when unforeseen problems crop up, Sodexo’s teams find solutions.

CONTACTS

Sodexo Energy & Resources March 2016

Contact: Nina Morange | nina.morange@sodexo.com | www.sodexo.com
It is a little known fact that Sodexo’s early growth was fueled by the Engineering & Construction projects our group began operating more than 40 years ago. Back then, our founder identified the need to create innovative services for emerging oil and gas activities in the Middle East. Sodexo rapidly established itself as the partner of choice for clients who employed the massive arrival of specialized workers to that region.

AGILITY, RESILIENCE AND KNOW-HOW
No two Engineering & Construction Projects are the same in terms of the fundamental equation “Time + Budget + Quality” they need to balance. Sodexo’s expertise and services lay the foundations for the “home away from home” our clients’ employees require in harsh locations across the globe where everything needs to be built from the ground up.

For our clients, a project’s preliminary construction phases often include challenging time constraints, budget pressure and logistical nightmares. An example: A client in Latin America informs us that in less than 24 hours we need to accommodate an additional 1,000 residents who are arriving on site much earlier than planned to accelerate work on a hydroelectric project. And Sodexo makes it happen.

Clients value Sodexo’s complex project management expertise, robust processes, and successful mobilization strategies.

At any one time, our specialized teams are deploying their expertise in over 20 countries to create safe, comfortable living conditions for those who carry out tough assignments made tougher in remote locations. The projects for this sub-segment include mining construction, energy construction, green construction, civil infrastructure construction and overseas organization missions.

MAKING A REAL DIFFERENCE ON REMOTE LOCATIONS
Sodexo has deep insight into the needs and expectations of our Engineering & Construction consumers on site. Our services have a positive impact on key dimensions of their Quality of Life because we know that well-being, safety performance and productivity are interlinked. Together with our clients, we measure mutually agreed key performance indicators including safety statistics and accident rates, staff turnover and absenteeism, productivity and health care expenditure.

Sodexo is a global company and a contributor to our host communities wherever we operate. Our contributions include long-term employment and training opportunities as well as investment in microenterprises.

AMONG OUR ENGINEERING & CONSTRUCTION CLIENTS
Al Hassan Engineering, BEC Group, CH2m HILL, Fluor Daniel, Halliburton, Hyundai Engineering, JGC Corporation, Leighton, Punj Lloyd, Samsung Engineering and SNC Lavillan
From the freezing temperatures of the Siberian tundra to the scorching heat of the West Australian outback, mining industry workers operate in some of the harshest climates in the world. Sodexo’s Quality of Life services in the mining sector focus on two overriding objectives: enhance well-being for these workers and improve the competitiveness of the mining companies it works with.

EYE ON THE FUTURE
How can we bring ease and efficiency to the village of the future? We have launched an application that allows a miner at an airport to order and pay for personalized services and consumables that will be made available on site to provide a seamless experience.

What are the value-added services that site residents could pay for directly? Today, when they check into a facility, Sodexo provides accommodation. Tomorrow, Sodexo will offer options for purchase such as a double bed, a cooked-to-order steak or a hairdresser that comes to the site!

For Mining companies, questions like these are important because their ability to provide innovative services helps them build their employer brand to attract and retain the best talent.

QUALITY OF LIFE ECOSYSTEM FOR REMOTE MINING LOCATIONS
In places that may be thousands of kilometers from the nearest urban location, it takes Sodexo’s world-class service culture and robust processes to safely deliver the conveniences of the city in remote locations.

Sodexo manages the airstrip to guide in the plane and unload baggage. We provide transportation to the village and check residents into their room. Sodexo teams manage all the technical maintenance in the village and bus workers to and from the mine site. During down time, we provide fitness, recreational and lifestyle services.

CONTRIBUTING TO LOCAL COMMUNITIES
Sodexo is a global company and a contributor to host communities wherever it operates. Ninety-seven percent of employees are hired locally; therefore, the social and economic development of these communities are closely linked to Sodexo’s success—and its clients’—and to the Quality of Life standards it provides for mining site workers in some of the world’s most remote places.

Sodexo contributes through long-term employment and training opportunities as well as investment in microenterprises. Close and beneficial relationships have been established, for example, with the Nisichawayasihk Cree Nation in Canada, Australia’s Aboriginal and Torres Strait Islander population and farming cooperatives across South America.

AMONG OUR MINING CLIENTS
Rio Tinto, Barrick Gold, Freeport McMoran and Glencore Xstrata among many others.
Sodexo’s Offshore & Marine business addresses the complexities of our clients’ challenges in this sector, including the geographic mobility of their operations and installations as well as work/life balance in this unique environment. The very nature of onshore/offshore rotations is extremely demanding for our clients’ crews. We deliver services to make their time away from home as comfortable as possible.

Sodexo is the leading Quality of Life services provider for offshore facilities around the globe, from Asian shipyards through towing operations to exploration and production locations around the world, serving thousands of men and women from the North Sea to Western Africa and from Singapore and Australia to the Gulf of Mexico.

**Adding Value to the Bottom Line**

For those who work and live offshore, there are direct consequences on lifestyle and relationships. Our clients’ crews are surrounded by water for extended periods and have to deal with isolation, cramped living quarters, monotony, and loss of space and time markers.

Our Offshore & Marine clients rely on Sodexo’s holistic approach to Quality of Life Services to help them attract and retain talent as well as enhance the wellness and well-being of their workforce. They recognize our positive impact on their business, safety performance and productivity, which all add value to their bottom line.

**Sodexo's Global Offshore Consumer Surveys**

Our annual global consumer surveys provide us with precious feedback and insight on what offshore employees think about our services and expect from their employers in terms of Quality of Life offshore.

We share this insight with our clients to help them better understand their own workforce and integrate learnings from survey results into the solutions we build. Our clients’ offshore population is still 96 percent male and nearly half are below the age of 35. This is interesting because by understanding the different expectations of the younger generation compared to more mature employees, Sodexo can design solutions to keep those younger people motivated and engaged. A final survey result of interest: 70 percent of offshore workers have a partner, which usually means that maintaining contact with their partner and family is important to them.

This is the kind of insight we share with clients because it has relevance for them. For Sodexo, it empowers our teams to engage with clients, meet their challenges and help improve their business performance.

**Among Our Offshore & Marine Clients**

Atwood Oceanics, Bourbon Offshore, Diamond Offshore, ENSCO, KCA Deutag, Noble Drilling, Ocean Rig, Rowan, Seadrill, Shell, Teekay, Transocean.
BACKGROUNDER
ONSHORE ENERGY
WORLDWIDE

Sodexo’s 50 years of experience and insight enrich our understanding of our Onshore Energy clients’ industry-specific challenges and their employees’ Quality of Life expectations. This is the case in a wide range of settings that span urban environments such as offices and R&D centers to downstream facilities including terminals, refineries and petrochemical plants to remote exploration camps, drilling rigs, pipelines and pumping stations.

SIMPLIFYING THE ON-SITE EXPERIENCE

Fostering a work environment where everything flows smoothly is crucial to Quality of Life. All of our services are designed to simplify the on-site experience of those we serve.

On remote locations, Sodexo ensures camp administration and operations with a strong focus on safety and security (fire prevention, access control), technical maintenance, water treatment and distribution, waste management and hotel services (cleaning, laundry and food services).

In urban and downstream settings, Sodexo’s services include food services, managing meeting room bookings, mail distribution and travel arrangements as well as facilities management, security, energy audits and corrective / preventive maintenance.

MOTIVATING EMPLOYEES TO IMPROVE PERFORMANCE

Studies show a high correlation between recognition and motivation. Rewards can boost employee commitment to their jobs, directly optimizing performance and reducing turnover.

Sodexo’s robust incentive and recognition platforms provide companies with flexible ways to reward employees. For example, our concierge services can help improve work-life balance by assisting with bookings for cultural activities, scheduling appointments for auto and appliance repairs and organizing childcare.

On remote locations, easing the effects of isolation is critical to helping residents stay motivated and focused. For example, providing the technology to stay connected with their offsite life and play an active role in their lives back home helps bridge the separation gap, improving their work-life balance and ultimately their performance.

DAY-TO-DAY SUPPORT AND SAFETY

Well-designed, well-maintained facilities are essential to ensure that our clients’ employees feel safe, comfortable and engaged. Health & Safety are fundamental to Sodexo’s mission to improve Quality of Life. In both office settings and remote location communities, promoting all aspects of wellness and well-being is fundamental to responding to physical and psychological health concerns. Sodexo delivers programs encompassing nutrition, physical and recreational activities to help counter absenteeism, staff turnover, accidents, productivity loss and costly health care expenditure.

AMONG OUR ONSHORE ENERGY CLIENTS

Baker Hughes, Chevron, ConocoPhillips, Gazprom, Halliburton, Schlumberger and Shell
SODEXO AND SHELL IN AUSTRALIA: BRINGING LONG-TERM VALUE, ON PRELUDE FLNG OFFSHORE FACILITY

WHAT WE SAY

“This new contract signifies Shell and Sodexo’s shared focus on safety, operational excellence and commitment to creating sustainable foundations for economic growth in local Indigenous communities,” said Laurent Lavalaye, Sodexo’s Oil & Gas Segment Director for Australia. “We are very proud to help improve the quality of the life of local communities and Shell’s Prelude team on this world class facility.”

OUR CLIENT’S NEEDS

Shell Australia engaged Sodexo to provide offshore facilities management services for Prelude, its Floating Liquefied Natural Gas (FLNG) facility, with services to be delivered seamlessly from South Korea to the Browse Basin.

SODEXO’S RESPONSE

Backed by in-depth experience operating offshore in isolated environments and a longstanding relationship with Shell Group, Sodexo implemented its innovative service offer Offshore Life to meet Shell’s goals of creating a “Great Place to Work” and live offshore.

RESULTS

Sodexo has created a comfortable and safe physical environment that enhances safety and on-board comfort for all personnel, overseeing accommodation management, waste management, housekeeping and laundry services. It is providing technical services and administration support ensuring ease and efficiency on-board. And it is ensuring the health, well-being and ongoing social interaction of personnel.
SODEXO AND RAS LAFFAN IN QATAR: KEEPING ENERGY PRODUCTION COMPLEX RUNNING SMOOTHLY

Through its expertise and responsiveness, Sodexo serves oil and gas clients operating in Ras Laffan Industrial City (RLIC), the vast oil and gas production center of national company Qatar Petroleum.

OUR CLIENTS’ NEEDS

Qatar Petroleum relies on Sodexo to help oil and gas companies operating on RLIC achieve short mobilization timelines, respect industry-driven Health, Safety and Environment requirements and meet high quality standards in a technically demanding environment while improving comfort and safety for the people working on the site. The remote, desert location of this vast complex requires a reliable service partner with recognized expertise and responsible environmental practices.

WHAT OUR CLIENTS SAY

"The professionalism and experience of Sodexo-Teyseer teams ensures the comfort of our teams and the smooth operation of our facilities. Their efficient management of crucial support activities such as Ras Laffan Industrial City infrastructure, maintenance and waste, water treatment operations as well as fire safety, enables us to focus on our core business." —Balakrishnan Nair Dinesh Kumar, Assistant Manager Maintenance, Qatar Petroleum Industrial Cities

SODEXO’S RESPONSE

At RLIC, Sodexo’s 600-member team applies its technical expertise and experience of complex project environments to ensure smooth operations and improve the quality of life for the people working there by providing comprehensive facility management services that include: operations and infrastructure maintenance for all RLIC buildings and port facilities, water and wastewater management, HVAC, plumbing, housekeeping and laundry, logistics, security and road safety, fire-fighting, camp accommodations and recreational facilities.

RESULTS

A longstanding partnership with Qatar Petroleum and extensive experience at its huge production site, an intimate understanding of the needs of operators, proven rapid mobilization capacity and the quality of services delivered under difficult conditions have made Sodexo the preferred partner of companies working on the Ras Laffan site. Sodexo also supports new operators in getting established at Ras Laffan, facilitating their administrative procedures by providing temporary lodging and transport and helping to determine their needs for office space and accommodations.
Nicolás Japy
Sodexo Group Chief Operating Officer
Chief Executive Officer, Energy & Resources Worldwide

Under Nicolás Japy’s leadership, Sodexo has become the world’s No. 2 performer in the Energy & Resources segment with a considerable footprint in emerging countries.

Japy joined Sodexo in 1991 as director of its Congo subsidiary. After two years in that position, he was elevated to director of Sodexo’s Saudi Arabia business, where he significantly improved the performance of this historic subsidiary. In 1997, he was promoted to director of Sodexo’s Africa operations, with responsibility for establishing growth and development in the continent.

After seven years with Sodexo, Japy briefly left to take a position as head of Club Med’s U.S. operations.

He returned to Sodexo in 2001 to run its Remote Sites business, where he redefined strategy, unified teams around the group’s values and achieved profitable growth.

In 2005, when Japy was entrusted with even greater responsibilities, he went on to achieve profitability in Australia and drive development in Southeast Asia, particularly in the field of facilities management. After Sodexo’s 2009 acquisition of India’s leading provider of food and facilities management services, Radhakshina Hospitality Services Group (RKHS), Japy spearheaded all On-Site Services operations in that country.

Japy began his professional career in 1982 when he joined BEICOP, a consulting subsidiary of the French Petroleum Institute. He also served as Program and Development Manager for the regional airline TAT, then as CEO for Air Vendee.

Japy is a French native who speaks French and English, holds an engineering degree and is married with four children.

Laurent Auzanneau
Chief Executive Officer, Engineering & Construction Projects Worldwide

Laurent Auzanneau joined Sodexo in 1990 in France as Operations Manager in the Healthcare sector. It was just the beginning of a long and fruitful journey for Auzanneau, in both his career and life. As he deepened and enriched his expertise in the industry, he moved across the globe taking on increasing responsibilities in his role with Sodexo and embodying the spirit of adventure and innovation that makes Sodexo an industry leader.

Following two years in France, Auzanneau moved to the Congo to work with Sodexo’s Remote Site business in the offshore environment. The passion he displayed for his work then took him to Saudi Arabia as regional manager, based in Riyadh. From four years in that position, Auzanneau was appointed country manager in Qatar, during which time the company grew exponentially in that country. During his seven years in the Middle East, Auzanneau focused his efforts on developing Remote Site markets in addition to launching Sodexo’s services in the Education and Corporate segments.

His travels did not end there—shortly after Sodexo acquired Universal, a U.S.-based offshore business company with activities in Asia, it was determined that Auzanneau was ideal to head up the group, and he moved to Jakarta (Indonesia) to take on that regional role.

In 2005, Auzanneau was promoted to senior vice president for Remote Site activities in the Asia-Pacific Zone; ultimately responsible for eight countries in Southeast Asia, the Russian Far East and the Pacific. In 2007, Sodexo increased his responsibilities to include the Corporate, Education, Healthcare and Defense segments in the region—and he has driven consistent profitable growth across all segments.

In 2015, after driving development in Asia for 10 years, he was promoted to CEO of Sodexo’s worldwide Engineering & Construction Projects segment within the Group’s Energy & Resources global segment. His key challenge is to continue to leverage Sodexo’s worldwide Engineering & Construction Projects segment within the Group’s Energy & Resources global segment. He has been a member of the Society of Petroleum Engineers (SPE) and is an active member of various SPE committees and subcommittees.

In 2016, he was appointed to his current role as CEO Mining Worldwide, a global sub-segment within Sodexo’s Energy & Resources organization.

Auzanneau, in both his career and life, is a member of the International CEO Association (AMMA), is a member of the International CEO Forum and a fellow of the Australian Institute of Management.

Under his leadership, Sodexo’s Mining division has seen consistent growth and improved performance, driving profitable results across all regions.

Johnpaul Dimech
Chief Executive Officer, Mining Worldwide

Johnpaul Dimech is a seasoned and astute international CEO with 20 years’ experience in the B2B and B2C segments. He began his tenure at Sodexo in 1998 in Australia and has since worked his way through a varied and exciting series of C-suite positions in China, Singapore and India to his current role as CEO Mining Worldwide within Sodexo’s global Energy & Resources segment.

Dimech has proven experience as a “hands-on” CEO, focusing his teams on providing services that improve the quality of life of those who work and live in often extreme conditions to ensure safe, comfortable and productive environments that enhance wellbeing and improve competitiveness.

Throughout his career, Dimech’s leadership has driven Sodexo’s commitment to Safety and Diversity & Inclusion, creating opportunities for Indigenous Australians, building gender diverse teams and successfully integrating people and cultures in many different contexts. His pragmatic approach to driving results through organizational design, performance and contract management as well as operational excellence has allowed this recognized leader to deliver sustainable growth and margin improvement.

Dimech sits on the board of the Australian Mines and Metals Association (AMMA), is a member of the International CEO Forum and a fellow of the Australian Institute of Management.

Under his leadership, the Western Region experienced a dramatic improvement in health and safety performance, achieving 65 percent reduction in TRIR, it also saw improved cost efficiencies and lower overheads. Additionally, with Seaton at the helm, the region achieved a 20 percent improvement in GP, a 45 percent increase in EBIT and a 5.3 percent boost in employee engagement.

Since coming on board at Sodexo, he has presented at such conferences as Oil and Gas UK Piper and Society of Petroleum Engineers HSSE. Prior to Sodexo, Seaton spent 22 years at Halliburton in various operations, marketing and technology roles, during which time he was based in the U.K., U.S. and Africa.

He has been a member of the Society of Petroleum Engineers for 20 years and graduated with a degree in chemistry from the University of Wales in 1990. Seaton currently resides in Singapore with his wife Jenni and 4 children.

Simon Seaton
Chief Executive Officer, Offshore Energy Worldwide

Simon Seaton joined Sodexo in 2012 as Chief Operating Officer for Sodexo’s Remote Sites Western Region, running operations in U.S. shale markets, Alaska, California, the Gulf of Mexico and four North Sea countries. He moved to his current position in September 2015.

Under Seaton’s leadership, the Western Region experienced a dramatic improvement in health and safety performance, achieving 65 percent reduction in TRIR. It also saw improved cost efficiencies and lower overheads. Additionally, with Seaton at the helm, the region achieved a 20 percent improvement in GP, a 45 percent increase in EBIT and a 5.3 percent boost in employee engagement.

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He has been a member of the Society of Petroleum Engineers for 20 years and graduated with a degree in chemistry from the University of Wales in 1990. Seaton currently resides in Singapore with his wife Jenni and 4 children.

Lindsay Tocher
Chief Executive Officer, Offshore & Marine Worldwide

Lindsay Tocher began his career with Sodexo in 1997. In 2015, he was appointed to his current role of Chief Executive Officer for Offshore & Marine Worldwide, a global sub-segment within Sodexo’s Energy & Resources organization.

Tocher’s career with Sodexo began in 1997 when the Group acquired Kelvin International Services. In 1998, he was promoted from Regional Director to Divisional Director. Two years later he was appointed Managing Director of Universal Kelvin Ltd, successfully merging Kelvin and Universal Services, another acquired company, in the North Sea. A key achievement for Tocher at that time was embedding stronger HSE priorities and performance in the business.

Throughout his career Tocher has held predominantly operational roles throughout Europe, Africa and Central Asia, acting as a catalyst and driver for Sodexo’s global growth ambitions with oil, gas and energy clients. In 2005 he became Senior Vice President for Russia and Central Asia, where he was responsible for launching the Group’s activities in the Russia Far East. During his tenure, he signed business with new clients and contributed to organic growth with existing clients.

In 2008, Tocher was promoted to Senior Vice President for Europe, where he developed successful transversal working practices and deployed innovative offers with Sodexo’s teams operating in offshore and marine markets across three European countries.

In 2010 Tocher was appointed Chief Operating Officer for Sodexo’s newly created Global Offshore & Marine organization. His strong leadership, deep understanding of his clients’ strategic objectives and relentless focus on safety have enabled Sodexo to consistently grow its market share despite worldwide economic turbulence and downturns.

Tocher, a Scottish native, speaks English with a Scottish accent, enjoys golf and hill climbing and is based in Singapore.
WHAT IS SODEXO’S ENERGY & RESOURCES SEGMENT?

The Energy & Resources segment provides support for people on remote locations around the world who live and work under extreme conditions, facing isolation, cramped living quarters, hostile weather and more. At Sodexo, our mission is to improve these people’s lives by transforming their harsh living conditions into a safe and comfortable environment both on and off the job. Our teams do this day in, day out, and it is thanks to them that we are No. 1 in the world market for Quality of Life services.

Under Energy & Resources, there are four worldwide sub-segments:
1. Engineering & Construction Projects
2. Mining
3. Offshore and Marine
4. Onshore Energy

WHO HEADS UP THE ENERGY & RESOURCES SEGMENT AND THE SUB-SEGMENTS?

- Nicolas Japy is a Sodexo Group COO and also CEO of the Energy & Resources segment worldwide.
- Laurent Auzanneau is CEO of Engineering & Construction Projects.
- Johnpaul Dimech is CEO of Mining.
- Simon Seaton is CEO of Onshore Energy.
- Lindsay Tocher is CEO of Offshore & Marine

WHAT IS SODEXO’S NO. 1 PRIORITY?

Safety. Operating on remote locations requires an uncompromising approach to safety standards and behaviors to achieve a “zero harm” working environment. Sodexo shares its clients’ absolute commitment to safety, no matter what service it is delivering.

The group’s safety culture is framed by rigorous global reporting of lagging and leading performance indicators, ongoing training and certification programs for operations and on-site staff, as well as regular audits to drive continuous improvement.

WHAT IS A REMOTE LOCATION?

Remote locations are work environments where our clients’ employees live away from their homes and families. These environments could include mining operations, offshore installations, and base camps for construction or engineering projects.

WHAT SERVICES DOES SODEXO OFFER FOR REMOTE LOCATIONS?

Sodexo’s Energy & Resources business offers more than 100 services to clients, including camp design, construction and administration, light and technical maintenance, security, waste management, food services, sport and cultural activities, wellness and motivational programs and more.

WHO ARE SOME OF SODEXO’S ENERGY & RESOURCE CLIENTS?

We partner with clients including BP, Total, Transocean, Seadrill, Halliburton, Rio Tinto, Schlumberger, Gazprom, Fluor Daniel among many others.
WHAT MAKES WORKING ON REMOTE LOCATIONS UNIQUE?

The uniqueness of remote location work is the relationship between very operational issues on the ground and the vast array of global factors that influence the business environment.

Additionally, the unique environment of living and working side-by-side with our clients on site in even the harshest conditions provides us with invaluable insight and creates strong ties. These are two of the drivers of Sodexo's diversification and growth, allowing Sodexo to meet its clients' evolving needs as operations evolve and diversify over the life cycle of their projects.

WHAT WAS SODEXO'S FIRST REMOTE LOCATION WORK?

In 1967, one year after Sodexo's creation, our teams began operations to provide food services at the Kourou space center in French Guiana, an overseas department in South America.

As Sodexo's relationship developed to meet the growing needs of this unique client in a particularly isolated region, Sodexo began delivering a wider range of integrated services: road and landscape maintenance for the Kourou township, maintenance of the Sonde and Diamant rocket probe sites, fire safety, construction and even management of a local supermarket and hotel.

WHAT IS SODEXO'S KEY DIFFERENTIATOR?

As a service company, Sodexo puts people at the heart of everything we do. In the Energy & Resources segment, this means never disappointing our clients or consumers in the difficult environments we work in together.

What differentiates us here is our capacity for problem solving, successful mobilization strategies, and operational standards that combine anticipation and action on the ground.

HOW DOES SODEXO INTEGRATE ITS QUALITY OF LIFE SERVICE IN REMOTE LOCATIONS?

Sodexo has designed a tailor-made approach to address the human resources challenges faced by clients in the Energy & Resources sectors to reinforce their attractiveness and image with current and future employees.

Sodexo's services positively impact four Quality of Life dimensions that benefit remote location residents by:

- Promoting wellness and well-being
- Easing the effects of isolation
- Creating conditions to live better together on site
- Providing pleasant surroundings that respect the environment

WHAT ARE SOME EXTERNAL FACTORS THAT IMPACT THE ENERGY & RESOURCES SUB-SEGMENT?

In addition to unforeseen on-site occurrences, there are also global factors that impact Sodexo's clients, whether they are in the oil and gas, mining or engineering and construction industries.

These may include geopolitical instability, commodity price fluctuations, macro-economic factors, evolving technology, and the emergence of new energy sources, all of which Sodexo carefully analyzes and anticipates.