Returning with Resilience:
COVID-19 GAME PLAN

Revitalizing and restoring quality of life on campus
Throughout the COVID-19 pandemic, we have focused on being resilient and ready for your campus needs. Out of these times of concern and uncertainty, our optimistic spirit rises with a return strategy that includes global best practices and is grounded in consumer insights. Together, we take up where we left off, confidently ready to meet the new normal. Your Sodexo team is focused on excellence in food, people and environments to deliver:

1. Safe return to campus
2. Increased satisfaction & convenience that fosters student, faculty and staff well-being
3. Efficiency & financial viability
4. Student matriculation & retention
5. Enhanced community engagement

Of presidents anticipate re-engineering operational processes as a result of COVID-19*

96%

Of presidents are concerned about enrollment as a result of COVID-19*
42%

Of presidents expect revenue decreases of 10% or more as a result of COVID-19*
70%

Sources: * AACU President’s Pulse Survey: March 27, 2020 through April 1, 2020
Our North American campus partners benefit from our cross-segment strength and global best practices refined in China and across Europe. We are reopening corporate, healthcare and university sites in China with not one confirmed COVID-19 case among our team there. Our current work in China reveals five key best practices:

1. **CONFIDENCE & COMPETENCE**: Increase visibility and frequency of sanitation practices, deliver more cleaning and general and preventative maintenance practices, and amplify communication.

2. **PROCESSES**: Define temperature check protocols, ensure personal protective equipment (PPE) availability and document all safety measures.

3. **EXPERTISE**: Augment capability with free-standing medical facilities to connect patients with physicians.

4. **FLEXIBILITY**: Implement agile approaches to social distancing that allow for a variety of service styles; provide customers more options to choose when and how they access food.

5. **DILIGENCE IN PREVENTION**: Airing of all indoor facilities at regular intervals and replacement of HVAC air filters which can harbor contaminants.
Consumer Expectations

A resilient campus is built around a deep understanding of the new consumer expectations and a nimble approach to addressing the needs that impact campus life. This is the foundation of our COVID-19 game plan. Data, insights and actions create a safety-centered, building-block approach to your campus game plan.

**DATA**
- 76% of consumers state that a restaurant’s cleanliness and food safety matter more to them now.

**INSIGHT**
- Post-COVID-19, personal hygiene and cleanliness cited as a top driver of wellbeing.
- Prior to COVID-19, healthy eating was top driver.
- Sanitation practices must be front-and-center for the consumer to see.

**ACTION**
- Service protocols that highlight safety in a very visible way.
- Clearly communicated hygiene and social distancing rules.
- Uniforms that include PPE.

**Menu Design**
- 66% of consumers will avoid self-serve food such as buffets and salad bars.

**Environment**
- 69% of consumers state they will avoid crowded places, even if the government says it is safe.

**DATA**
- Consumers need alternatives to self-service and open-air food cases.
- They won’t sacrifice quality, variety or taste.

**INSIGHT**
- Visible practices for social distancing by stage.
- High-traffic locations reconfigured to deliver both experience and safety.

**ACTION**
- Changes in how students use meal plans, especially for take-out for each stage of social distancing.
- Take-out menus that feature student favorites.
- Ongoing ability to customize orders using technology.

**Environment**
- Global best practices.
- U.S. locations that remained open throughout the crisis provide a blueprint for appropriately sequenced operating models.
- Contactless transactions and planning schematics.
- Contactless entry into restroom facilities.

**Sources:**
* Datassential COVID-19 Report, Money Matters, 16 April 2020
**GlobalData COVID-19 Case Study: The Pursuit of Health in Self-Isolation
Key Focus Areas

A transparent plan coupled with effective delivery ensures that your students, faculty and staff feel safe and confident with campus food and facilities. Throughout this crisis, our teams have been transforming and re-transforming dozens of campuses, partnering with university leaders and state and local governments to support health centers, emergency feeding and a variety of other operations.

Beyond Sodexo’s commitment to service and community involvement, this work has reinforced our cross-functional and cross-segment agility and bolstered organizational and partnership resilience, even as the ground continues to shift. Insights, science and best practices drive our collective approach to health and safety, menu redesign and environment, including service through the stages of social distancing.
Because states, cities and regions will take a phased approach, we will work with our partners to determine the right mix of menu options and service to build a safe and successful solution throughout the reopening journey.
Changes to Operations

Picking up where we left off and confidently rising to meet the new normal will require a game plan for your campus. Technology, packaging, distribution, marketing and communications enable us to successfully implement new procedures in operations and deliver on consumer expectations.

Your Sodexo team, for the last six weeks, has been hard at work delivering a new service approach including:

- Embracing an ever-changing “normal,” including supply chain preparedness
- Equipping employees with appropriate PPE and monitoring human temperatures
- Accelerating frequency and depth of cleaning and disinfection procedures
- Infection prevention services specifically tailored to the campus setting
- Planning dining rooms and self-service experiences for space and distance
- Expanding delivery across campus and offering take-out menus with on-trend and comfort-focused options
- Enhancing technology, including our Bite app, to allow touchless ordering and payment, including integration into card systems like SaaS, Blackboard and C-BORD
- Deploying a standalone voluntary wallet not dependent on card system for e-commerce and delivery (where available)
- Generating new loyalty capabilities and enhanced communications
- Delivering a variety of virtual engagement opportunities year-round, starting with summer dining tours
- Welcoming back students with kits and expanded connection opportunities
Adapted and new services to provide a safe campus environment

- Cold breakfast, lunch and snack boxes
- Order ahead for made-to-order items & touchless payment
- Managed traffic flow and restricted seating
- New guard dividers and cleaning requirements are implemented for all kiosk screens, drink machines, counters and other contact surfaces.
- Enhanced take-out menus and grab-and-go options
- Reserved tables ensure social distancing
- Infection prevention offer (coming soon)
- Mobile ordering, food lockers and in-seat delivery
- Encourage distancing throughout campus with new signage, limited seating and operating procedures.

Taking a phased approach, we are adding options and services as restrictions are relaxed. Safety is a priority as we reopen service stations and provide full menus.

Established pickup areas for retail orders and Groceries-To-Go with new holding areas as a permanent addition

Continual service of allergen-friendly programs

Human temperature checking