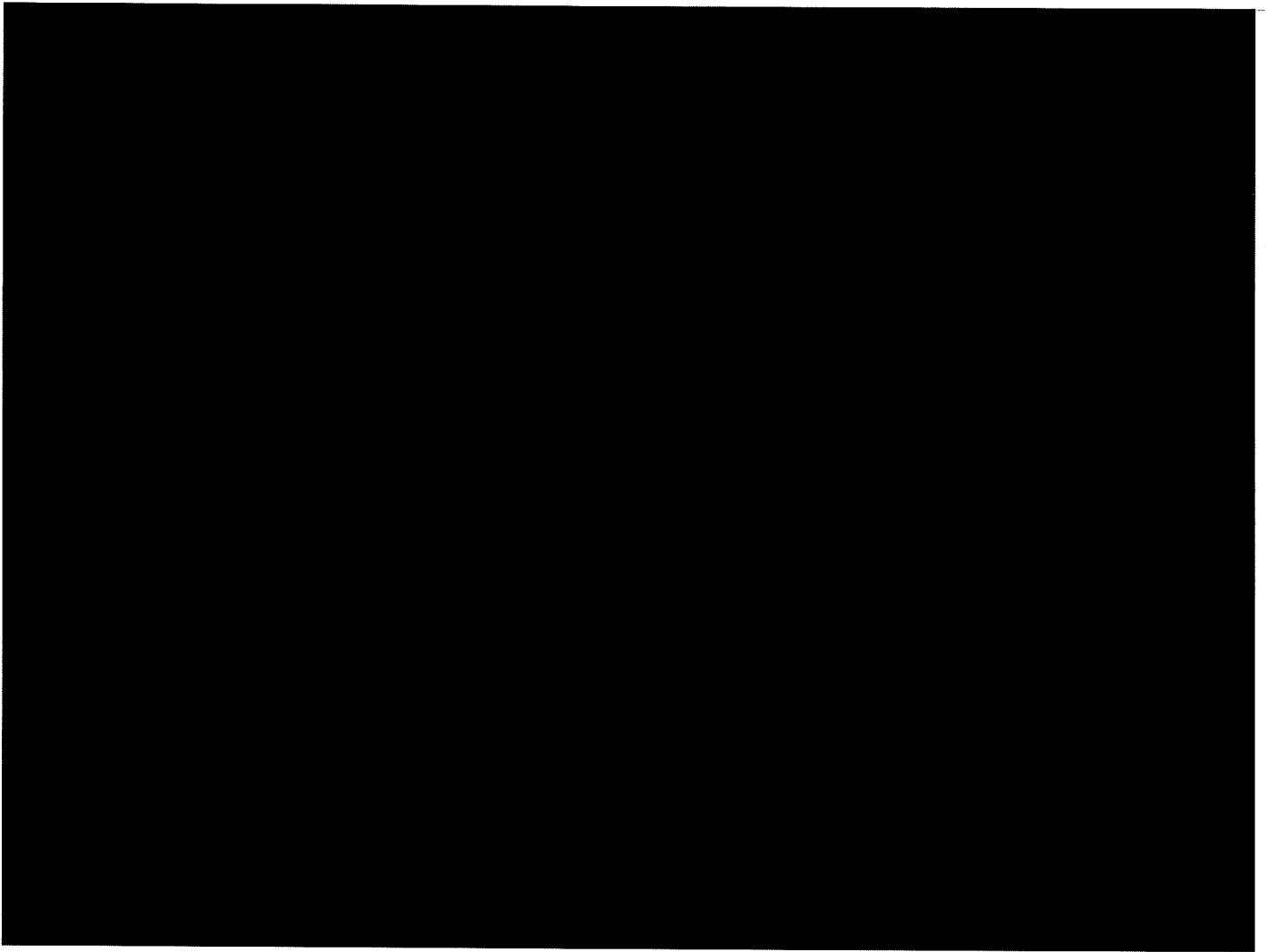


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5. As a minimum, each resume must contain the following information: a. Position b. Name c. Education d. Years of Employment with Offeror e. Level of Experience f. Professional Training g. Assignments under the current Contractor, noting size of each account, title, major responsibilities, and number of employees supervised h. Previous assignments; note same information as above. i. The individual in charge of the University of Mary Washington campus operations (Resident Director of Operations) must have a minimum of five years' successful managerial experience in University or University foodservice operations or equivalent; other supervisory and management staff must also have relevant experiences in catering, nutrition and/or University or University dining.

Sodexo has read, understands and complied.

6. Please describe your management succession planning process specifically as to how it would apply for UMW Dining.

Performance Management and Succession Planning for Management

Sodexo recognizes the importance of developing our people and looks within our organization to identify high potential candidates who have distinguished themselves through their strong performance. When recruiting, selecting, training and developing team members from outside the company, Sodexo actively looks for candidates with a strong potential and desire for growth.

Our Performance Management and Succession Planning is a key element in the development of our managerial team. An Individual Development Action Plan (IDAP) for each manager is created by the general manager working with the support and input of the district manager and vice president of operations who oversee the operation. Required areas for development include Sodexo's School of Corporate Services, HACCP and ServSafe Training, Diversity Training and Customer Service Training, to name a few.

Through the annual review process, employees are given detailed goals and action steps to assist them in their career paths and prepare them for their next position. The general manager conducts quarterly one-on-one counseling sessions to keep employees on track for development and there is, of course, opportunity for daily feedback. Specific training courses can be extended, as appropriate, to target opportunities with individual team members' needs.

Twice a year, senior management including senior vice presidents of human resources and operations meet to review and discuss appropriate development and succession plans for our area teams. This procedure is done cross-divisionally to identify additional locally based individuals who have been identified as having a potential to advance into a position at each unit.

7. Please describe your training plan for management and employees in both the transition phase and in the longer-term. If you are the incumbent, please describe how management and employee training will impact positive change with UMW Dining. Include at least one (1) copy of your complete training manual in English (manuals will be returned to Offeror upon request).

Training For Managers

Our training programs help managers create respectful, empowered and engaged teams who deliver delicious food, prepared safely within clean facilities. New managers are required to participate in a three-phased, onboarding process called Sodexo GO!, which includes introductory courses about our operating procedures, standard safety training, basic client rules/procedures, and promotes continual enhancement of knowledge and skills over time. In addition, more seasoned managers may avail themselves of many resources for continued learning and development. Managers will be encouraged to identify mentors who will contribute to their continued growth and development.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

While our training manual is proprietary, we have included an overview of our management training curriculum in the Appendix.

Training For Supervisors

We ensure our supervisors have the training and development needed to excel in their current role, providing a path for moving into a management position. This program assists the supervisor in developing the qualities of a good leader, growing both personally and professionally, and building the confidence to make sound business decisions.

Our approach to learning is blended by using web training, live learning experiences, application of new skills with managers and self-reflection. The supervisory training program is built into four six-week tracks.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

8. The University of Mary Washington's commitment to diversity and inclusion remains a deep and integral part of the University's mission. Describe related training your firm requires or makes available to the firm's employees.

Inclusion, Diversity, Equity and Access Training

We are committed to attracting, developing, engaging, advancing and retaining a high-performing workforce that reflects the diverse communities we serve. Diversity and Inclusion is woven through everything we do at Sodexo.

The supervisory training program increases the ability to influence and negotiate via effective communication. Through their ability to motivate and inspire, supervisors are able to hold people accountable while maintaining dignity and respect.



9. Present criteria used in annual evaluation of the account manager's performance.

Sodexo has a number of performance management, talent review and development tools, and an incentive plan that drive accountability and ensure that performance expectations are clear. We offer the following:

Our Performance Management System

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

This is a robust system that includes self-assessment, evaluation and development plans. This is conducted annually with a mid-year progress report. Throughout the year, the employee writes notes into their individual assessment.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Development Wizard

The Development Wizard tool is designed to help you identify areas that need additional development. It provides you training (both in-class and electronically-sponsored courses), books and other resources. You are able to complete an individualized development plan.

Learning & Performance

Ingenium manages a number of resources available to all employees to enhance their skills, knowledge and abilities. Additionally, there are formal and informal mentoring programs.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

10. Present incentive compensation guidelines, if any, for account management and key personnel.

Management Incentive Program

[REDACTED]

[REDACTED]

Talent Review

Talent Review helps Sodexo develop our talent base and identify potential leaders. It is the foundation for career development for management employees at Sodexo. It is designed to help employees achieve their career goals, and it helps Sodexo as a whole meet its needs for talent over time.

Using the Position Profiles as the foundation, the web-based tool provides a user-friendly system for capturing essential information for employees. Strengths and needs are balanced against clear expectations, allowing employees to focus their development efforts on the steps that will be needed to reach their own goals.



Depending on an employee's career level, compensation includes base pay and may include annual incentives and long-term incentives, such as:

- [REDACTED]
- [REDACTED]
- [REDACTED]

While there are three distinct elements of compensation, each is designed to complement the other and to support our goal of focusing employees on performance and results.

Performance Measures

Sodexo's Annual Incentive Plan's (AIP) performance measures support our strategies and goals. The general manager may receive an award based on results in each of three areas:

- [REDACTED]
- [REDACTED]
- [REDACTED]



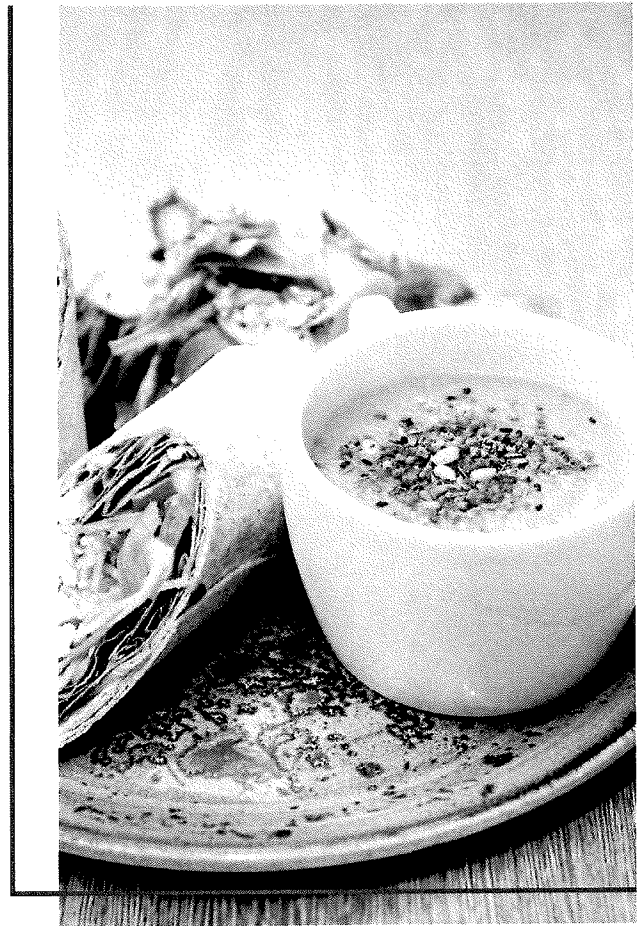
11. The successful Offeror will be strongly encouraged to use student help during the term of this contract. Please indicate how this has been accomplished at other accounts (i.e., number of accounts, number of students, payroll ranges, duties, etc.).

The journey of a UMW student involves growth and development inside and outside of the classroom and Sodexo is proud to offer programs and services that help enhance the UMW student experience. This includes, but is not limited to:

- On- and off-site internship opportunities – local and international – in marketing, communications, wellness, sustainability and food management
- Professional mentorships with Sodexo managers and professionals
- Mock interviews and resume-building with real Sodexo hiring managers and HR professionals
- Guest classroom appearances from Sodexo professionals specializing in sales, marketing, wellness, HR, finance and sustainability
- Ongoing partnerships with professors and the academic curriculum
- A Lunch & Learn series open to all community members to learn about various topics including Food Allergies on a College Campus, Building Cross Generational Teams, GenZ Trends and How to Deal with a Social Media Crisis

Campus Marketing Internships

Professional development opportunities for University of Mary Washington students include internships in marketing and sustainability. As an integral part of our team, the student ambassadors and coordinators assist us in providing valuable insights to drive our program and align with students' needs and preferences. Their input at every stage of promotional planning helps inform and inspire creative engagements with the campus community. Our interns are tasked with communicating dining events, supporting digital initiatives and soliciting consumer feedback.

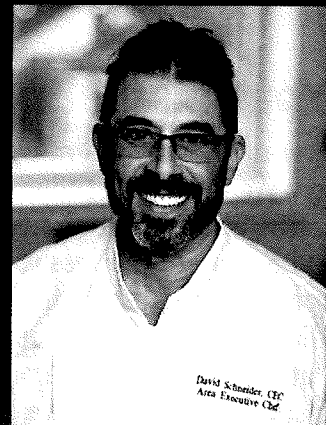




"We are partnering with the University's Center of Community Engagement and James Monroe High School's on the Start on Success (SOS) program. The SOS program is a school-work program designed for students with disabilities pursuing a standard or advanced diploma. The students are successful in their studies while embracing their individual disabilities and are ready to take the next step to prepare for college or entry career. Rose, Chef David, and I work together to facilitate a customized program for each student that best fits their educational needs. The students will learn everything from the dish room to marketing, to campus outreach and the importance each role makes on the day-to-day operations and long-term business goals.

We are also partnering with The Gladys H. Oberle School to provide a similar program for their students. This school provides specialized education and employment services to disadvantaged and disabled youth. We will work with their culinary department to place students into an internship to teach basic to advance skills within our operations. For the students that are interested in a higher culinary education, they will be placed into a mentoring program with Chef Rigo or Chef David. They will work on both their culinary skills and the skills needed to be a leader in the kitchen."

-David Schneider,
General Manager of UMW Dining



12. Students employed by the Contractor shall be paid at least the prevailing Commonwealth of Virginia minimum wage. The University shall have the right to determine the number of hours each student may work, the nature of the work performed, and other conditions of employment University deems appropriate.

Sodexo has read, understands and complies as your current partner.

13. Describe in detail a communication and/or crisis communication plan and the personnel who would be involved. Provide contractor's emergency management plans to include continuity of operations in a crisis to include but not be limited to extreme weather, power outage, Pandemic, etc.

From floods to fuel strikes, the world around us will intervene and wreak havoc at some point for every business. Having a robust Business Continuity Management System (BCMS) in place minimizes the negative impacts of uncontrollable and uninvited intrusions, shielding your assets, profitability, customer satisfaction and brand reputation from undesirable outcomes.

As part of the BCMS, we establish business continuity planning at all levels of your business, including corporate, segment/function and contract, beginning with a Business Impact Analysis (BIA). The BIA identifies various levels of threats to your services that must be maintained appropriately to the level and nature of an event.

We will help you protect your business through continuity planning in response to various levels of severity, including:

- **Local** – An incident that can be maintained within a locality and managed using resources available
- **Major** – An incident in which required activity exceeds available resources
- **Critical** – An incident that directly threatens the survival of the business

We partner with you to make sure that all risks are reported and responded to expediently by our crisis management teams and that all parties understand roles, responsibilities and reporting requirements.

Risks addressed in the BCMS include natural events (e.g., storms, earthquakes), man-made events (e.g., major fire, terrorism) and global health emergencies (e.g., flu pandemic).

Crisis Management Plan

The crisis management plan identifies the Sodexo crisis management team and the management of the response. The plan covers the command and control of Sodexo backup and resources, including various key subject matter experts who can be used as a resource to support the site management team. The crisis management team is supported by the incident management team, which provides and implements support at a local level.

The crisis management plan includes the following key elements:

- A flexible response structure to deal with a wide range of incidents and scenarios
- Consolidated plans and management system to deal with all aspects of business continuity across the entire organization
- Integrated communications structure for both internal and external communications
- Complementary recovery infrastructure, procedures, management program and commitment

Pandemic Plan

The pandemic plan is a national strategic plan designed to help your business manage, prepare for and recover from a pandemic outbreak.

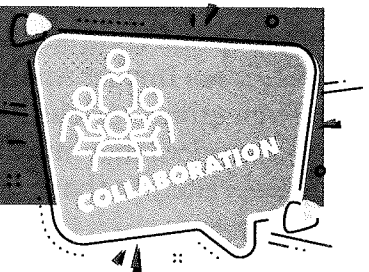
Unit Business Continuity Plan

This document covers the specific incidents that could occur as identified through the impact assessment analysis. This plan helps your site prepare for and cope with an emergency in line with previously agreed upon strategies for staff resourcing and recovery plans.

Testing the Business Continuity Plan

Fortunately, disasters and business interruptions do not commonly occur, giving us few opportunities to actively test business continuity plans. Therefore, after finalizing your plan, periodic tests are enacted to verify the effectiveness of the plan, identify any gaps in control and address them accordingly. Our local resources test the plans annually, and the corporate crisis management team reviews and tests the plans with a frequency and level of involvement deemed as appropriate by both Sodexo and UMW leadership.

Reviewing the outcomes of these tests determines whether the aims and objectives to keep your business running smoothly have been achieved.



14. Please describe your company's processes and procedures to insure product and dining service safety including what happens in the case of product recalls. Please be specific to UMW Dining.

Rigorous Safety Standards

Experience gained throughout more than 50 years of serving clients like UMW has built a culture based on the highest standards of cleanliness and safety – both in front and back of the house.



HACCP

Both a program and an overarching philosophy, Hazardous Analysis Critical Control Points (HACCP) identifies seven critical control points in the food handling and preparation process where problems can occur, establishes safety procedures to ensure that each threat is nullified and documents results.

The backbone of this proprietary HACCP effort is continuous measurement and meticulous oversight, including:

- Monitoring and controlling the temperature of food during cooking, holding, serving, cooling and reheating
- Preventing cross-contamination of food and food contact surfaces
- Using proper hand-washing techniques and appropriate use of disposable gloves
- Conducting monthly food safety self-inspections at every facility where we handle and produce foods
- Operating under a food safety system that meets the rigorous ISO 22000: 2005 criteria and proactively advances the level of food safety at the highest industry standards



Food Safety Training and Certification

All managers are trained and certified in safe food handling. We use the National Restaurant Association Solutions' ServSafe program and require recertification every three years. In addition, all newly hired managers must complete the Sodexo Food Safety Standards and Resources training as well. Frontline employees are trained in the fundamentals of HACCP and in all aspects of food safety, using our own comprehensive program that includes videos, classroom instruction and self-learning tools.

Food Safety Zone Support

In addition to strict emphasis on food safety, UMW benefits from the expertise of a strong general safety organization charged with maximizing the welfare of everyone who enters the door.

Food safety zone managers and directors located around the country assist in all aspects of food safety and are charged with:

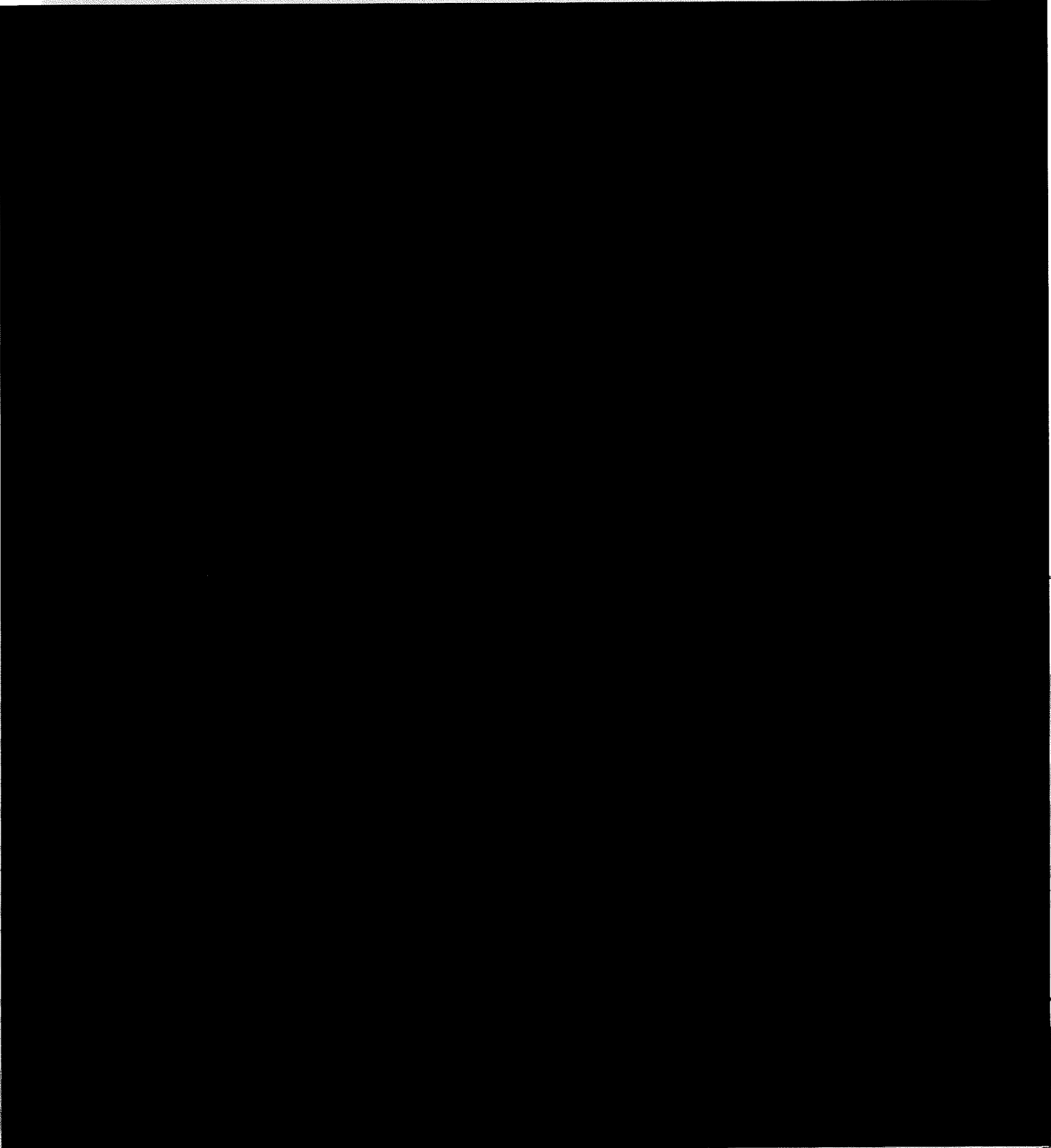
- Evaluating unit-specific issues and making recommendations
- Providing support via phone, email and on site as needed
- Investigating alleged foodborne illness incidents and foreign object complaints
- Investigating product quality complaints
- Ensuring that selected manufacturers and vendors meet stringent HACCP and food safety requirements

Product Recall System

FoodTrack, Inc. provides email updates on product recalls and other significant issues in the food industry, and ProMed Digest provides email updates on food-related medical issues. These critical updates are obtained daily and as events occur. These effective systems alert the local team of any product recall or other potential food safety hazard that may require restricting the use of specific foods.



15. Detail recruiting techniques and sources of non-management labor, while following all equal employment guidelines shown below. Please indicate how this has been accomplished at other accounts (i.e., number of accounts, number of students, payroll ranges, duties).

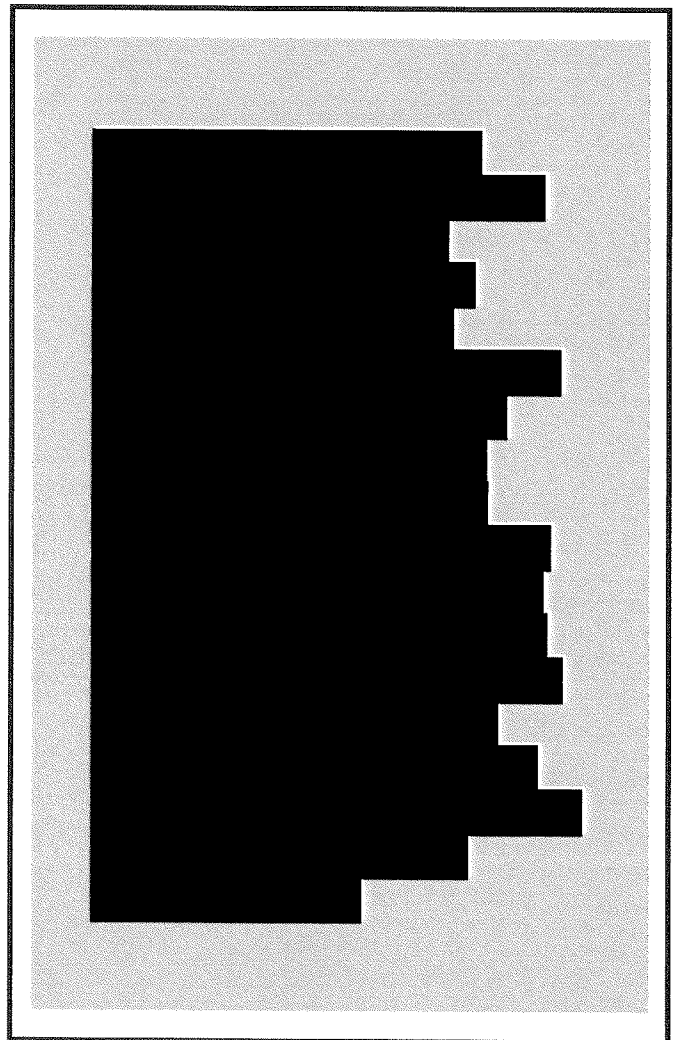
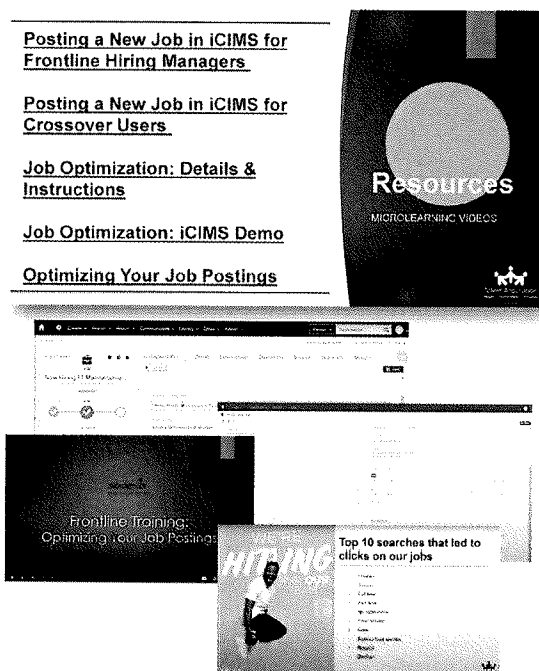


Recruiting for Success

Our goal is to implement a recruitment plan that will allow us to identify, select, interview and place quality applicants for various positions at UMW. Using a collaborative approach between our on-site and remote recruitment teams allows us to foster strong business relationships with our hiring managers. Additionally, it provides us the flexibility to address urgent staffing requirements quickly and efficiently.

We work hard at creating an inclusive and diverse workplace at our partnerships. The diversity of our staff stems from a carefully crafted recruiting program focused on inclusivity and fairness that entices future employees of all backgrounds. We believe that the recruitment of the UMW onsite team should align with the college's diocesan values of a just, equitable, dignified and welcoming opportunity for everyone.

UMW will have the right to final approval for any positions. This affords you the opportunity to gauge the candidate's skill level, experience and expertise. This approach also ensures a cultural fit with the college. After all, our foodservice staff is an integral part of the UMW community.



Objectives for Staffing

- Provide a non-subjective, comprehensive approach to the hiring process
- Utilize and appropriately maintain our Career Center requisition management system
- Utilize scientifically validated assessment methodology where applicable (manual and web-based)
- Employ a standardized selection process to consistently and objectively hire qualified candidates
- Follow standardized interview procedures and questionnaires in compliance with state and federal employment laws
- Administer standardized background and medical pre-screen checks and drug screen for each new hire, if applicable
- Administer the generation of new-hire employment and payroll forms
- Implement best practices in recruitment strategies to generate a qualified, diverse applicant pool
- Leverage corporate identity in sourcing and recruiting qualified applicants
- Deploy an experienced team of human resources professionals to ensure adherence to corporate policy and employment law regulations
- Contact the appropriate hiring manager to discuss details of the position, potential internal candidate pool, external resources if applicable, etc. Additionally, we would obtain unique characteristic of position, culture of the department, geographic area or other data pertinent to developing sourcing strategy at this time

Please scan or click the following QR code to hear from our longest tenured employee, Grace Ann Braxton.

Grace was recently featured in the Richmond news for not only being every students favorite, but also for being one of the most accomplished golfers in Virginia. She has represented Special Olympics Virginia around the globe and competed in the first ever Adaptive U.S. Open where she won her division and placed fourth overall.

Grace is one of the kindest people you will ever meet, and she is always telling students to aspire for greatness, that the hardest step is to just try.

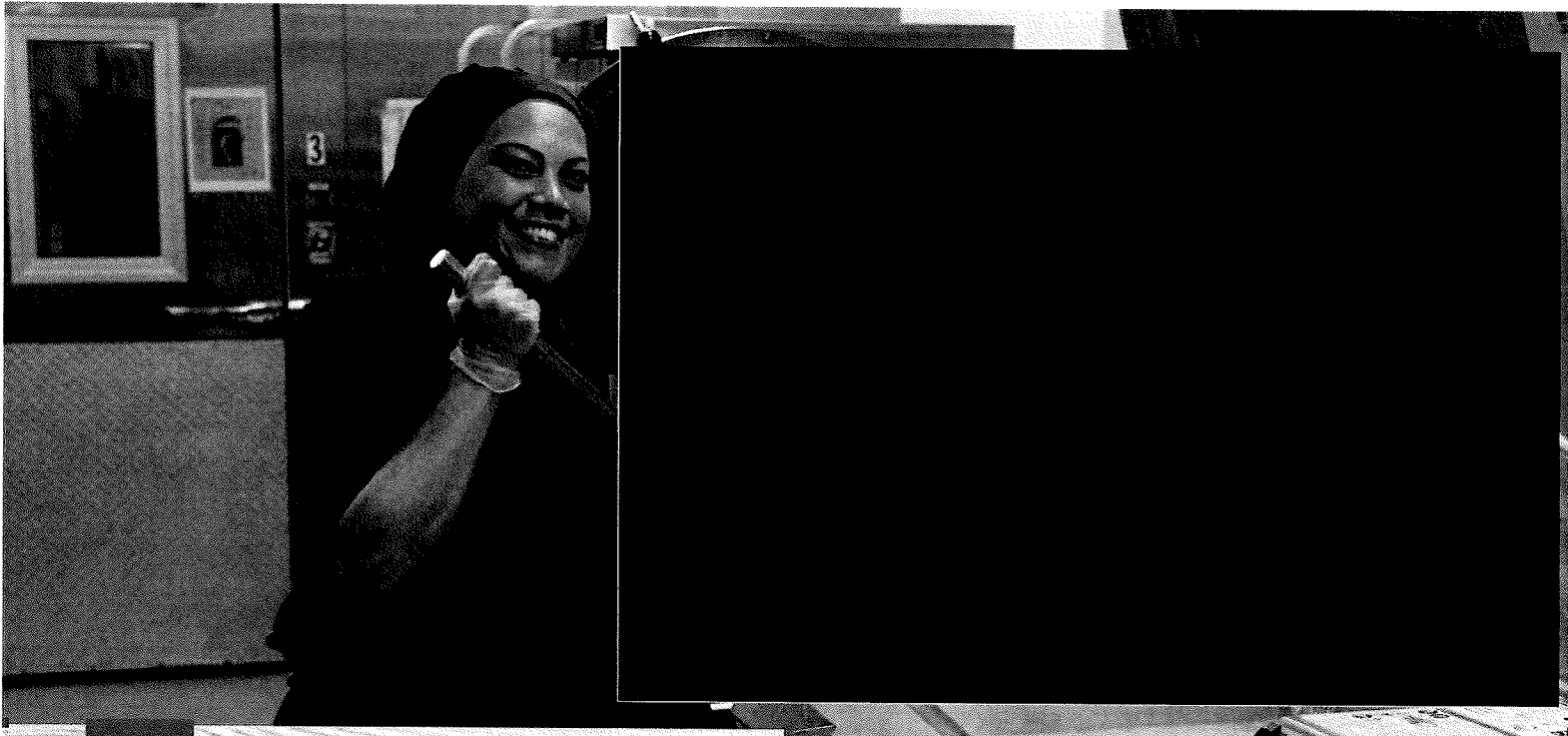


Over 40 of our employees have been with Sodexo at UMW for at least five years. They are a part of the school community and therefore share the interests of the school.

- Recruitment/Sourcing campaign developed to include a review of the following sources:
 - » Internet: Utilized for resume searches, resume mining, new groups, niche market research, etc.
 - » College Recruitment: Contact local industry-related schools, trade schools, universities and colleges, post our open positions and speak to students interested in an opportunity
 - » Community Organizations: Contact local community organizations (i.e., one-stop agencies, professional organizations, etc.) to inform them about open positions. Schedule presentations on our career opportunities
 - » Job Fairs: Identify industry-related, regional and local job fairs for potential participation and advertisement
 - » Local Employment Office: Ensure that all positions are posted. Establish regular contact with local offices
 - » Newspaper Advertisements: When appropriate, run classified advertisements to attract candidates
 - » Remote Site Hiring Teams: Adds flexibility to recruitment process and allows use of critical staffing needs quickly and efficiently Resumes are received and reviewed for viability. Viable candidates are contacted and interviewed where appropriate

Viable candidates will complete the following:

- Telephone pre-screen
- Recruiter in-depth interview
- Reference verified, if applicable
- Behavior/performance-based interview
- Track, monitor and notify parties as appropriate
- Process new hire paperwork
- Schedule new hire for orientation



16. Describe personnel-related functions designed to maintain compliance with all local, state, and federal laws including but not limited to: a. Fair Employment Practices. b. Lawful Wage and Hour Practices. c. Occupational Safety and Health Requirements. d. Compliance with Employment Practices Covered Under the 1990 Americans with Disabilities Act.

As a company, Sodexo prides itself on providing a safe workplace for all employees. Managers are responsible for ensuring that employees know about the company's commitment to providing a supportive workplace that is free from harassment, discrimination or retaliation. The following items contribute to the creation and continuation of a productive and safe workplace.

Lawful Wage and Hour Practices

Wages and hours for nonexempt (hourly paid) employees (frontline and administrative/technical) are regulated by federal, state and local laws on minimum wage rates, overtime wages, hours worked, meal periods and rest breaks and child labor restrictions. It is Sodexo's policy to comply with all federal, state and local labor laws.

We value and respect the work performed by all, and are committed to paying employees for all time worked in accordance with applicable federal, state and local laws. Managers are expected to show how much we value our employees by complying with all applicable wage and hour laws and regulations and our company policies, and by treating our employees with respect. This exemplifies our commitment to compliance and our commitment to acting with integrity every day.

Occupational Safety and Health Requirements

One of OSHA's main purposes is to encourage employers and employees to reduce workplace hazards and to implement new or improve existing safety and health programs. We ensure that all managers, supervisors and cooks adhere to the appropriate certifications in the state of Virginia and become certified in the ServSafe program. As part of the customized training for the university, employees will be well-versed in how to create and encourage a safe workplace.

Americans with Disabilities Act (ADA) Compliance

We are committed to improving the quality of life for everyone we serve. Consistent with the Americans with Disabilities Act (ADA), we make reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability. An interactive process with the individual, UMW and our representatives to develop the accommodation ensures that needs are addressed and met through the full support of each party.

How we respond to requests for accommodation reflects our values and commitment to:

- Create an environment that is inclusive and respects diversity
- Provide an environment of strong and open two-way communication
- Provide a safe environment
- Tailor our services to meet the needs of our customers

Ranked among the Top 5 Companies for People with Disabilities by DiversityInc, acting as an active member/sponsor for the American Association of People with Disabilities and through network groups that celebrate the diversity of individuals such as SOAR (Sodexo Organization for disAbilities Resources), we demonstrate our commitment to addressing the individual needs of disabled employees, visitors and stakeholders of UMW, as well as our own employees and stakeholders.

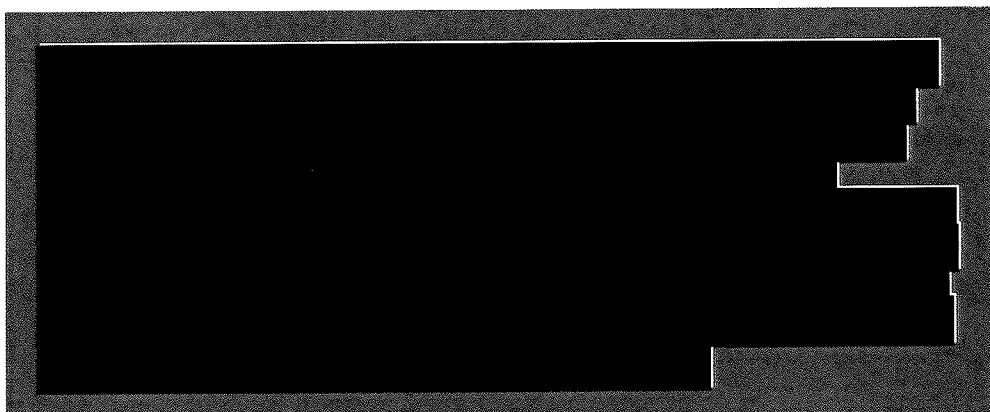
Equal Employment Opportunity

Sodexo is committed to offering equal employment opportunity in all aspects of employment. We strive to employ and promote the best-qualified person for each job while valuing and promoting diversity within our workforce.

It is the Company's policy to provide equal employment opportunity without regard to race, color, religion, sex, pregnancy, national origin, ancestry, citizenship, age, marital status, disability, veteran status, sexual orientation, gender identity, genetic information or any other basis protected by law, in full compliance with all applicable federal, state and local laws and regulations, including but not limited to Civil Rights Acts of 1964 and 1991, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Americans with Disabilities Act of 1990, as amended; the Equal Pay Act; the Rehabilitation Act of 1973, the Pregnancy Discrimination Act; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; the Presidential Executive Orders and the regulations of the United States.

17. Indicate whether employees to be assigned to the facility will be non-union or union at commencement of the contract. Offeror is to provide a copy of its Collective Bargaining Agreement expected to be in force if union personnel are to be used.

As your current dining partner, there is no need for the upheaval and additional time to transition employees. A new provider would be starting from scratch in their attempt to recruit, hire, train and orient employees to their new environment. That kind of learning curve can be very painful for both client and customers. We do not want to lose sight of the opportunity to build on our momentum with people in place who know and serve your students daily. In times of uncertainty, familiar faces, voices and dependable service make all the difference for students. David Schneider and his team of managers are seldom matched in their level of dedication to the University of Mary Washington. They and our entire team of Sodexo unit, district and regional team will continue to be responsive to the needs of the University.



18. University of Mary Washington is committed to a policy of equal opportunity in education, employment, membership and contracts, and no differentiation will be made based on race, color, sex, age, religion, sexual orientation, national origin, veterans' status, or the presence of a disability.

We at Sodexo agree and comply with this policy. We offer equal employment opportunity in every aspect of employment. It is the company's policy to provide equal employment opportunity without regard to race, color, religion, sex, sexual orientation, national origin, age, disability or veteran status in full compliance with the laws and regulations of the United States. The company also provides reasonable accommodation for the known physical and mental limitations of any qualified disabled employee or applicant.



19. Offeror must provide a brief description of their benefit package. The description should include, but is not limited to, the following: a. Healthcare Coverage b. Dental Insurance c. Life Insurance d. Eyewear Plan e. Flexible Spending f. Long-Term Disability g. Retirement h. Health Advocate i. Employee Assistance Program j. Tuition Benefits k. Leave of Absence (Paid) l. Leave of Absence (Unpaid) m. Holidays for Staff n. Vacation for Staff o. Personal Loans

Benefits at a Glance

Because our employees make significant contributions that improve the quality of life for our students, staff, guests and the communities we serve, Sodexo commits to caring for them in the same way that we collectively care about our customers.

The following list contains an overview of our Total Rewards benefit packages. Our employees enjoy the security of knowing they can protect themselves and their families with health insurance, life insurance and paid leave for sick and vacation time. Long-term resources, including 401(k) options, help them plan for their future. Other resources help us to recognize their performance and coach them through some of life's big milestones.

For Health

- Medical
- Dental
- Vision

For Time Off

- Vacation
- Sick Leave
- Other Time Off

For Financial Well-being

- Disability
- Life Insurance
- Flexible Spending Accounts – HCSA/FCSA
- 401(k) Retirement Savings Plan

For Personal Life

- LifeWorks
- Employee Discounts

06

Quality and Improvement Management

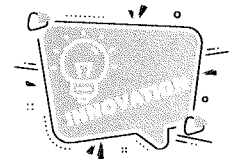


5) Quality and Improvement Management: (Refer to the Statement of Needs for requirements)

1. Please detail and provide specifics of how your company stands out as an industry leader instead of an industry follower. How specifically will this benefit UMW Dining? What is your company's approach to encourage and maintain a culture of innovation?

We're On the Quest for Greatness

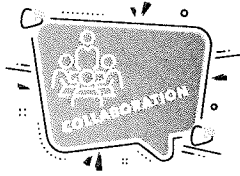
Like the Eagles we serve each day, Sodexo never stops racing forward. When it comes to university dining, we're the leaders of the pack. We harness the power of deep data, human-centered technology, and entrepreneurial energy to keep our company and partners at the forefront of innovation.



Data and Digital Innovation Drive Extraordinary Dining

- Research and innovation teams use data analytics to generate real-time business intelligence that helps us serve the Eagle community better and faster.
- Artificial intelligence (AI) supports operational efficiency and eases the retail dining experience.
- Predictive modeling helps us forecast demand, foot traffic, labor requirements and maintenance to ensure the best service.
- Our Global Start-up Ecosystem helps start-ups, incubators, universities and business partners pilot new solutions. We offer an expansive innovation playground that includes Sodexo Accelerators and Sodexo Ventures, our strategic venture capital fund to be the first-to-market for innovations.

2. Effective strategic planning is instrumental in any company's success at a business location. Please describe your company's strategic planning process as it pertains to seasonality and catering showcases and how it will positively impact UMW in the short and long-term promoting ongoing improvement.



Catering Showcases

Our showcases promote all aspects of catering to applicable audiences by showcasing multiple tiers of service and scope of offer in order to drive sales and satisfaction for campus and community events.

Holding Catering Showcases, twice annually, at minimum, to introduce new and seasonal menu items and to inspire current and potential hosts with creative event planning ideas for everything from casual coffee breaks to extravagant galas

Hosting Student Catering Showcases on weekends or evenings, at convenient times for students to attend, to showcase collegiate-focused event themes and ideas, new menu items at the budget tier and to engage students in ongoing communication around their catering needs and expectations

Launching annual Catering Workshop Lunches to feature new offerings and limited-time offers and to provide customers with an opportunity to share past challenges and successes

3. Please detail how your company reconciles corporate goals against those of the client. If possible, please be specific to UMW Dining.

Strategies for Monitoring Client Satisfaction at UMW

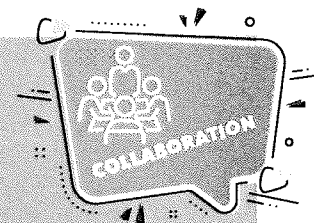
Client satisfaction is taken very seriously. Our client satisfaction processes are based on partnership involvement in Annual Expectations Meetings designed to set short- and long-term goals that are specific, measurable, achievable, relevant and time-sensitive.



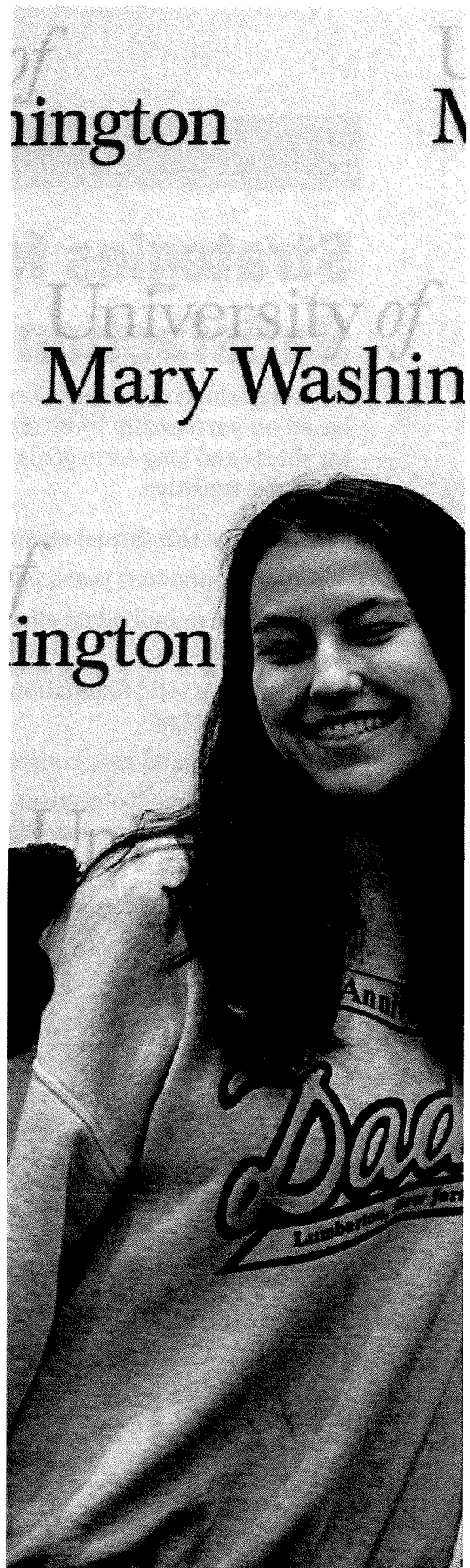
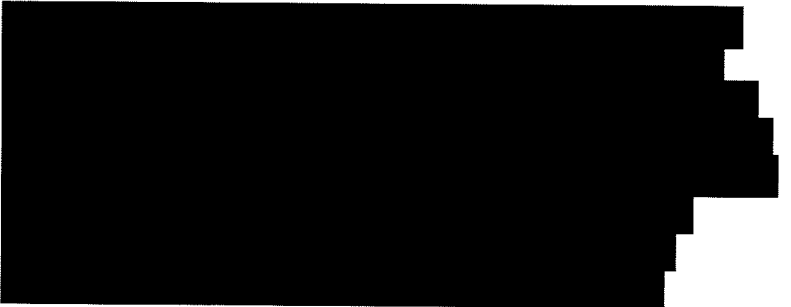
Objectives of this formal session include:

- Review previous year's performance and goal attainment
- Transform individual client expectations into one set of prioritized institutional expectations
- Provide a solid foundation upon which to build enduring and mutually beneficial relationships
- Articulate and gain consensus on the objectives and expectations of our partnership
- Set measurable objectives on performance – what isn't measured cannot be successfully managed or improved. We believe the first step to getting something done, or done better, is to find a way to measure it

Sodexo's corporate subject matter experts who have been on your campus are available to meet with our clients and on-site operations teams for a collaborative approach to a partnership. These meetings, set at a mutually agreeable cadence, would follow an agenda of reviewing the strategic objectives of the school and aligning them with the operational action plan for dining services.

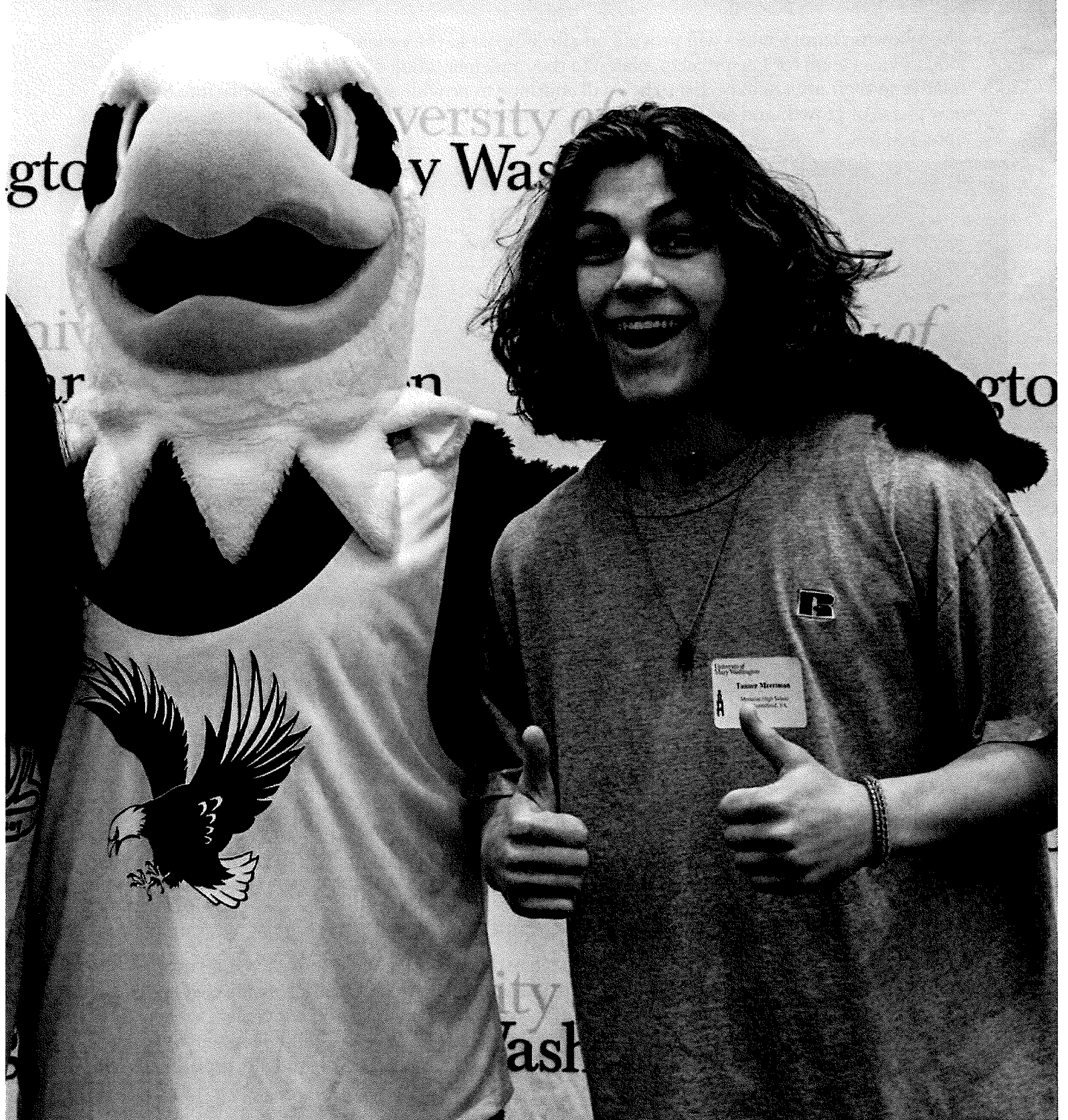


The mutually agreed upon expectations are outlined and updated throughout the year in a series of quarterly reviews to ensure we are meeting your objectives on an ongoing basis.



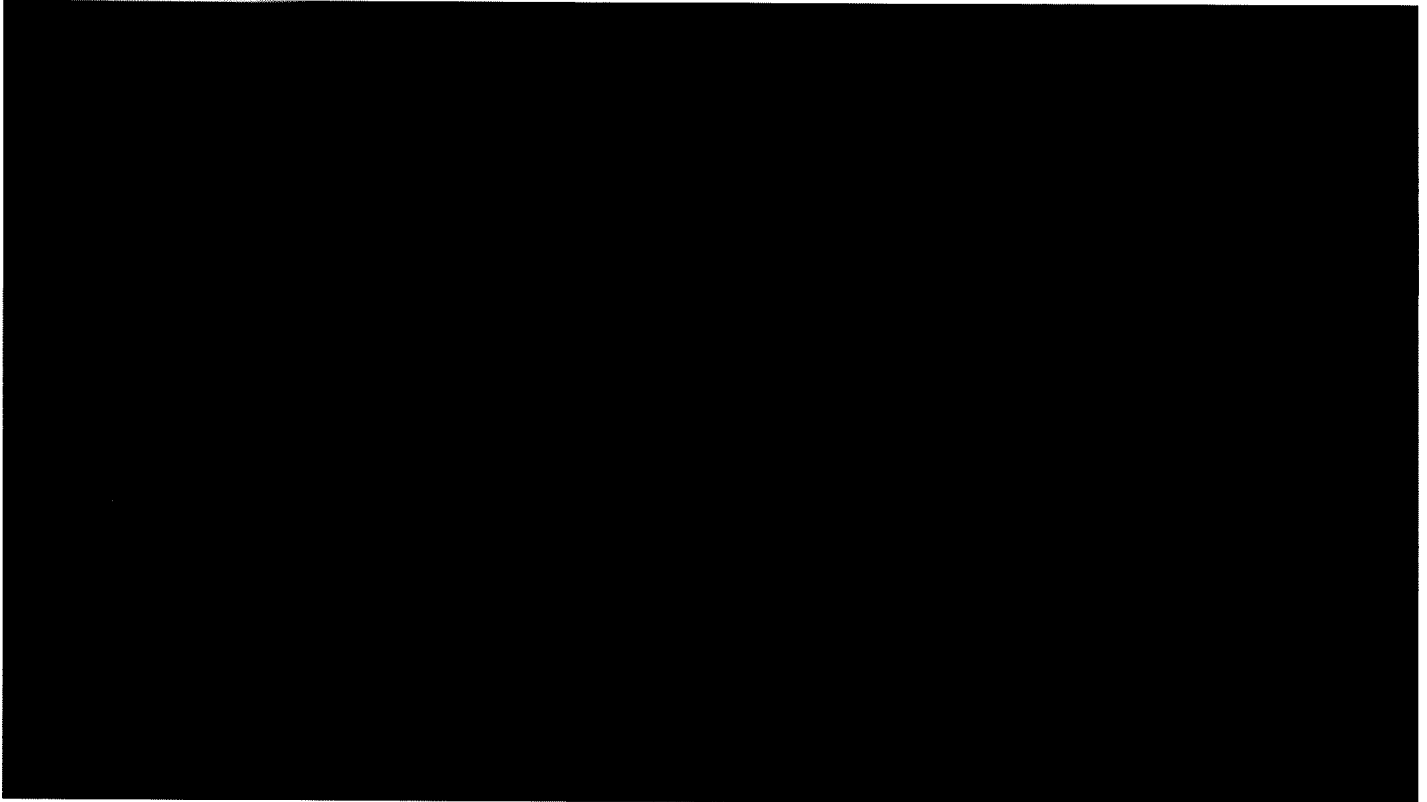
University of
Mary Washington

University of
Mary Washington



4. Describe your process flows for Improvement Management and Quality Assurance detailing who is responsible for what on the corporate, regional, and local level for execution and compliance.

The following team leaders will provide on-site support to the general manager and the foodservices team for key projects related to the implementation of new dining initiatives relative to their area of expertise. They will continue to provide support as we move into a new phase of growth and change on campus. An annual visitation schedule can be provided upon request.



5. How would your company's programs positively benefit UMW? Cite examples if appropriate.

Innovation Elevates UMW Dining

The following innovations will propel UMW Dining to new heights and position your program as one that all universities can look toward and learn from.

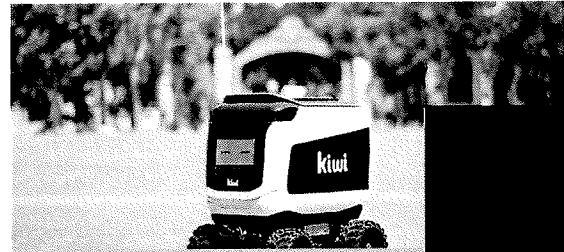
Leveraging Technology to Enhance the Student Experience

At the nexus of convenient, customizable and plentiful food is technology. Nearly a quarter of students want tech-enabled services for campus dining, including pre-ordering for pick-up or delivery, scan-and-go and contactless ordering/payment. Technology and convenience drive group socialization, among non-freshman students, in particular — over half of whom say group/social ordering is important to their dining experience. Nearly half of all students are accustomed to using a campus dining app.

Robotic Delivery

Semi-autonomous delivery robots are the perfect solution for modern university campuses. Through an investment in the start-up company Kiwibot, Sodexo has multiple solution models for robotic delivery. Kiwibots travel up to four miles per hour to quickly and safely deliver food all over campus, adding new elements of convenience and fun to the dining experience. With an intuitive user experience and zero carbon emissions, the robots also meet Gen Z students' expectations for technology integration and environmental sustainability. Sodexo has doubled our robotic delivery campuses over this summer with more than 1,000 robots active on more than 40 campus locations. Kiwibot seamlessly integrates with Sodexo's Everyday mobile app. Students place orders, specify a delivery location on campus and pay via the app. When their delivery arrives, students use the app to open Kiwibot's locked compartment, which can hold (believe it or not) up to 22 pounds.

kiwibot



Please scan or click the following QR to read an implementation plan specifically for University of Mary Washington.

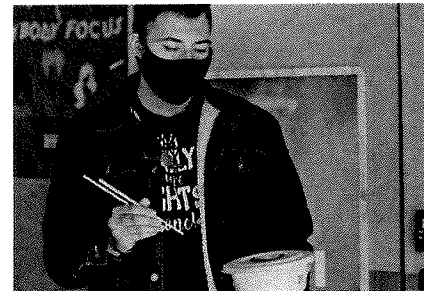
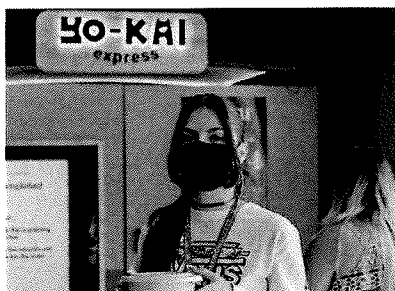
Sodexo's innovation team is comprised of partnership and strategy solution experts who regularly visit your campus to identify opportunities for growth, and to provide support to your on-site management team to adhere to the contractual requirements.



EAT>NOW Autonomous Campus Grocery Stores and Restaurants

In partnership with AiFi, the most flexible AI platform enabling autonomous shopping solutions, Sodexo has deployed eat>NOW, a frictionless, checkout-free grocery and convenience offer. Among the first campuses to host this AI-powered retail is the University of Denver. In addition, we offer our partners solutions like Yo Kai Express and Pizza ATM, providing students with 24/7 access to convenient, craveable dishes.

Students are raving about the Yo-Kai recently introduced at our partner New Mexico State University. Please scan or click the QR code the images below to view a video:



6. Recognizing opportunities whether to increase business or enhance guest satisfaction are critical to a company's ability to sustain growth. Please describe your company's approach to grow the business and how this would positively impact UMW Dining being specific where possible. Does your company employ a "Value Added Plan" as part of its operating and/or strategic plan?

There is no better feedback when it comes to making decisions about the food on campus than the students themselves. Our team uses focus groups to better understand concerns and potential solutions for the community at UMW. Many times, focus groups are used as a follow-up to concerns that appear on satisfaction surveys so the proper course of corrective action can be honed.

Additionally, it is important to get up close and personal with our UMW customers and ask questions that uncover their likes and dislikes by revealing their perceptions and preferences. Meeting with them personally enables us to ask follow-up questions and delve deeper into the reasons behind their choices, concerns and expectations. This is especially valuable whenever we consider program changes. Organizing a dining committee on campus that meets regularly allows students a platform to share their opinions and views on program changes. It also allows us to validate past research and decisions and enable us to tailor the fit of your dining program to increase overall sales.

7. Provide your requirements and best practices for maintaining clean dining services and kitchen areas. Do you use any KPIs or metrics to measure this performance?

One important element to safety and sanitation is good housekeeping. In partnership with Ecolab, our innovative sanitation programs match the high quality you'll find throughout the rest of your dining program with Sodexo. High sanitation and housekeeping standards are a prime responsibility of all of our managers.

Sodexo's Cleaning Procedure Manual details sanitation standards and procedures for all areas, including the dining room, serving area, kitchen, dish and silverware washing. Daily cleaning responsibilities, plus weekly/monthly/annual cleaning of equipment and facilities are specific to each client location.

Please scan or click the QR code here to see a full cleaning list utilized by our team at UMW.

FLOOR	
Clean, dry, no debris	No marks and/or staining
Sweep and mop daily, including areas under counters and equipment, around legs, baseboards, corners as well as between and behind equipment	Grease-free surfaces (kitchen) in good rep scheduled basis at a time when there is no cooking
Non-slippery floor covering, spill resistant	Mats and dark boards clean, easily seen
No floor signs posted when needed	Disinfectant use
Disinfectant use in good working order with no spillage or odors	Disinfectant use in good working order with no spillage or odors
WALLS	
Walls in good repair with no cracks or chips in peeling surface	All holes around pipes, etc., are sealed
Clean with no dirt, dust, grease or other soils	Washed and sanitized on a regular basis
Areas over work areas washed and sanitized each day	
CEILING	
Painted, no staining or peeling paint	All lights have safety shields
Light covers are clean	No exposed wiring
Ceiling clean, free from food splatters, dust, etc.	No evidence of leaks
In good repair, no cracks or peeling surface	No missing or damaged tiles
Overhead pipes, beams, ducts and structural supports clean	Air vents clean, no build-up of dirt
EXHAUST SYSTEM/VENTILATION	
Ventilation adequate for size of operation	All rooms free from noxious heat, steam
Adequate make-up air provided for fans and hood exhaust system	Systems have regular scheduled cleaning and inspection
Screeners, etc., in good repair	
HOODS/FILTERS	
Clean, free of accumulated dust and grease	Filters clean, in good repair, none missing
Light working, safety shields in place	System in good working order, adequate for needs, regularly scheduled cleaning and inspection, inspection kept on file for one year
STOVE	
Clean, safe and orderly	Food stored quickly and empty lines removed
Stove methods do not impede the circulation of air	Food, non-food and supply supplies stored separately
Shut-off clean, in good repair	No food stored under water or waste lines
Area is dry, free from moisture and dampness	Area is well-ventilated and lit
Flames, walls and ceilings clean and in good repair	All products stored in a safe place
Spilled food moved to suitable containers and away from food lines	

8. Provide a measurement tool(s) or KPIs that will allow the University and operator to proactively measure/monitor quality (service, food, etc.) as well as meal plan perception and satisfaction, on a month-to-month, and year-to-year basis as well as. The intent of the reporting mechanism will be to create measurable goals that both parties can use to monitor and ensure progress in multiple key categories throughout the contract. KPIs should include, but are not limited to: a. REVPAS information (revenue per available student) b. Health inspection reports c. Food cost trends d. Labor cost trends e. Meal plan meal participation rates, by meal period f. Mystery shopper reports g. Survey scores h. Local purchasing benchmarking status i. Sustainable practices status j. Monthly report, budgets, and plans

Putting the Metrics in Place to Track, Measure and Build Success

Key performance indicators (KPIs) ensure desired performance levels are achieved. We will discuss, agree to and set mutually determined KPIs to drive consistency for UMW Dining.

We have included sample KPIs on the following pages. We **aspire** to work with UMW leadership to identify the KPIs that work best so that we can elevate the dining program in the next phase of our partnership.

If you can *measure* it,
you can *manage* it.

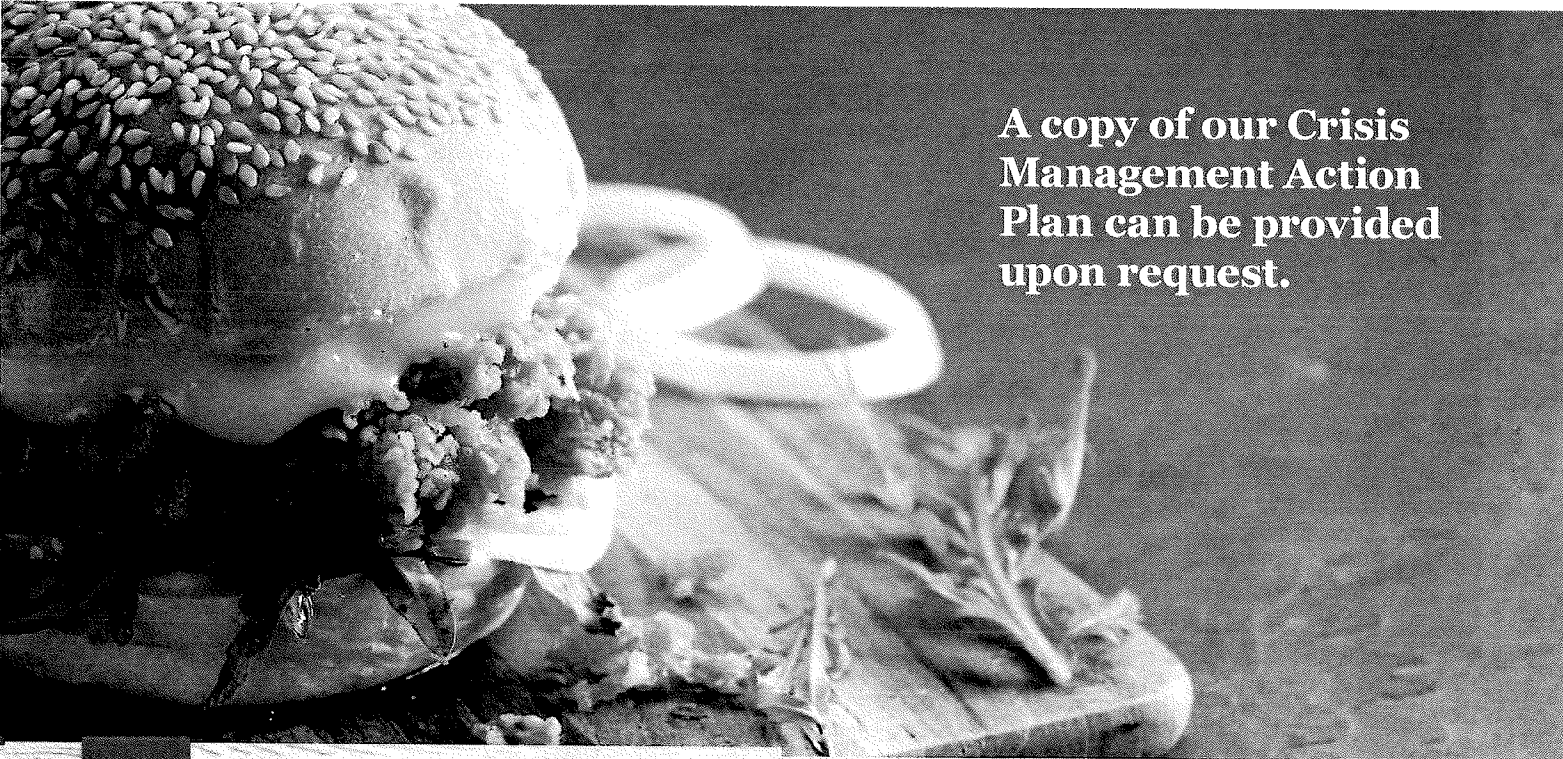
9. What would your recommendations be on managing repairs of kitchen and dining areas and equipment to meet local codes? How would your teamwork with UMW's facility management team in this respect?

When we currently have issues, we enter work orders through the UMW online system and work with their local contractor to fix them. For small replacement needs, we partner with the UMW procurement team and offer our services to gather quotes, using our purchasing power and make our recommendations.

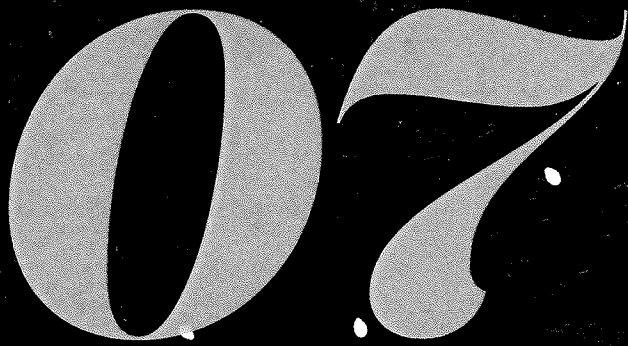
10. What is your process for crisis management related to food contamination and similar situations?

Crisis Management Plan for Food Contamination

An emergency or a crisis can hit at any time. It is imperative that we prepare for, respond to, and recover from these situations immediately, with our credibility, integrity and positive brand intact. With that in mind, the Sodexo Crisis Management Action Plan has been designed to give our operators a clear and practical set of tools. Throughout the plan, they will find checklists, flow charts and responsibilities for each level, clearly marked with tabs making what is already a difficult process, smoother.



A copy of our Crisis Management Action Plan can be provided upon request.



Technology



Mobile Technology

6) Technology: (Refer to the Statement of needs for requirements)

It will be important to define a set of mobile technology requirements in order to successfully implement a seamless mobile ordering platform across campus. This mobile ordering platform will give the ability and flexibility for students, faculty, and staff to order ahead from retail and Anytime Dining venues, pick-up food items, skip lines, and pay with various payment systems including but not limited to cash, debit/credit, and meal plan. Offeror shall provide within their proposal submission a copy of their most recent Voluntary Product Accessibility Template (VPAT) and their most recent copy of their PCI Attestation Compliance Report.

Increase Brand Loyalty Through Our Streamlined Mobile App

By offering upfront menu transparency, notable convenience and seamless purchasing experiences with no contact, no lines and a quick checkout, your students will understand they are in control – ultimately increasing engagement with your retail destinations and improving your bottom line.



everyday

Students will have access to a multitude of nutritional information, educational features and promotional options.

Your Everyday app information is updated daily based on rotating residential dining menus, new retail promotions including limited-time offers and any important communication updates such as hours of operation or new notifications regarding each user's loyalty and reward status.

Please scan or click the QR code for a copy of our Voluntary Product Accessibility Template (VPAT).

Please scan or click the QR code for a copy of our PCI Attestation Compliance Report.



Commerce

7) Commerce: Please describe Offeror's company's ability to handle the following types of tenders. System must have the ability to integrate with Transact and facilitate online payment authentication for Transact. 1. All Campus Meal Plans 2. All Access Dining meal plan to order meals for pick up or delivery 3. Block meal plans 4. Flex Dollars 5. Cash Equivalency (trading a meal count for a specific amount of retail purchasing power) 6. Credit Cards 7. Bank Debit Cards (processed as credit) 8. Coupons, including online coupon codes and customer frequency-based discounting 9. National brand/third party gift cards 10. National brand loyalty programs and discounts 11. University issued gift cards 12. Payment gateway integration, PayPal, Google Pay, Apple Pay 13. Describe other payment tenders, not mentioned above, that are supported by your system. 14. Student Account (shows up on my University Bill) 15. Federal Aid such as Pell, PLUS, and other Grants. 16. Athletics/NCAA Funds 17. Vocational Rehabilitation 18. Veterans Affairs 19. Various Academic Scholarships 20. Corporate Sponsorships for employees (HP, IBM, Apple, Google, Etc.) 21. Native American Scholarships 22. University Specific Support programs (IE: Student Support @ Brown University) 23. State and Regional Scholarships or support programs are also very common but vary in name by region. IE: Kane Scholars is a big one at UCCS in Colorado Springs 24. Foundation Support is common in California Institutions 25. Snap Benefits aka Food Stamps 26. Closed Loop Cards such as Transact (formerly Blackboard), CBORD, and Atrium

Our Technology

Sodexo is already familiar with UMW's current technology systems. Our organization has incorporated the majority existing network and operating platform requirements within our current portfolio of technology offers. Our vision is to deploy increased technology offers that provide ease of use for the benefit of your students.

We **aspire** to work with the College's administration to achieve our mutual vision of delivering increased automation and self-service opportunities that will:

- » **Provide students with ease of use** in redeeming meal plan values
- » **Add convenience** regarding location or time of day
- » **Save students time...** why wait in a line when you can forge a friendship or get in that final review for an exam?

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