

Changing Sodexo,  
Changing Lives



# Sodexo

## Action Toolkit



# Reference for students

## 1. The basics: understanding your meal plan

- How much does the meal plan really cost?
- ... and what kind of quality are you getting for your money?
- Requesting your Sodexo Contract and how to read it
- Food Service and Sustainability

## 2. Understanding Sodexo- some basic facts about the company and how it works

- Sodexo's global operations

## 3. Taking Action

- Building your support on campus
- Identifying decision-makers and setting up meetings
- Building momentum and support

# Appendix

## Research Tools:

1. Cost Per Meal Worksheet
2. Sample Survey on Meal Plan Costs
3. Sample FOIA letters
4. Questions to Ask Your Food Service Manager About Sustainability

## Action Materials:

5. Key Questions for Your Contracting Policy Code of Conduct
6. Sample Policies: Georgetown, Harvard
7. Sample Petition

## Examples

8. Dennison Flier
9. DU survey

# The Basics: Understanding Your Meal Plan

## Does Your Sodexo Meal Plan Meet Your Needs at a Reasonable Cost?

Costs are up all around for college students. Two recent College Board reports found that tuition and fees increased by an average of 6.5 percent last year at four-year public colleges and 4.4 percent at private colleges.<sup>1</sup> According to the reports, students who are eligible for grants and aid for their tuition still have to struggle with costs associated with room and board.<sup>2</sup> Although financial aid from grants has continued to increase, the College Board found that student borrowing continued to increase.<sup>3</sup>

Contractors promote privatization as a cost-cutting measure, but it's not clear how much students are really saving under Sodexo-run meal plans, especially at universities where they are mandatory. The Northwestern University student newspaper calculated the cost per meal averaged almost \$10.<sup>4</sup> At the University of Louisville, Sodexo's contract includes a provision that requires all students (including commuters) to purchase a meal plan and students are not allowed to recoup any of the outstanding balance on their meal plans at the end of the year.<sup>5</sup>

A good first step to determine whether your meal plan is reasonable is to calculate the cost per meal for any meal plan options (especially ones that are mandatory). One formula for this is:

$$\text{(Total cost of meal plan-flex dollars included in plan)} / (\text{meals per week} \times \text{weeks in the semester})$$

If you take the number of meals that must be used at a particular location and subtract out any money that can be spent anywhere (e.g., flex dollars that can be used in C-stores, coffee shops, etc.), you should be able to figure out the cost per meal for dining hall meals. Since students usually miss at least a couple of meals in the dining hall per week, subtracting one or two meals from the total meals per week will probably yield a more accurate assessment of the cost per meal at the dining hall.

## What kind of quality are you getting for your money?

Campus food has been the source of ridicule for a long time. With Sodexo, some of the quality issues have bigger implications. In February 2009, an article in the Suffolk student newspaper reported that Sodexo had failed health inspections but had not notified students. Violations included failure to store chicken and tuna salad at the appropriate temperatures.<sup>6</sup> At Temple University, a vegetarian student found meat in a Sodexo entrée labeled as vegetarian.<sup>7</sup> Students at Western Washington University were concerned about Sodexo's use of Phase, a hydrogenated soybean oil used as a butter substitute and successfully lobbied Sodexo to use a healthier option.<sup>8</sup>

In most states, it's fairly easy to find information on health code violations. Start by checking your county health department's Web site. Many health departments post the results of health inspections online. If they are not posted, it is easy to get this information by sending a Freedom of Information Act (FOIA) request to the department that covers inspections in your area. Be sure to include the names of all the dining facilities on campus, since inspections are often listed separately for each location on campus. A sample health code inspection FOIA request is included in the appendix.

As a consumer of dining hall food, you are probably familiar with the kinds of complaints students have about the quality of food. You may consider doing a survey to get a more formal sampling of student attitudes about Sodexo's food service. Students at the University of Denver conducted a survey last year to gauge students' happiness with the cost and quality of their meal plans. The results? While students liked the dining hall workers, most students were less than satisfied with the kind of quality Sodexo delivered for the cost.<sup>9</sup> If you want to do your own survey, here are some questions you might want to ask:

- How do students feel about the quality of food overall?
- Are trans fats used to cook, or are they part of processed foods that are served?
- Are good quality vegetarian and vegan meals offered at every meal? Do vegetarian/vegan options feature a complete protein?
- Are healthy options offered at food courts or other Sodexo locations on campus?

## How to Request and Read Your Food Service Contract

One of the best ways to understand the relationship between Sodexo and your college or university is to review their contract. The contract typically contains information on meal plan pricing, the percentage of revenue Sodexo receives from sales and other contract terms. Understanding the basics of the contract will help as you reach out to students and also in your conversations with campus administrators who will appreciate that you've done your homework.

If you attend a public college or university, the contract is considered part of the public record. That means they have to make the contract available to you within a reasonable time through a Freedom of Information Act Request (a FOIA). Send an e-mail or letter to one or all of the following departments: business, finance or administration office, general counsel, dining services or facilities services. To generate a formal Freedom of Information Act request (FOIA) letter, see this helpful Web site: <http://www.splc.org/foiletter.asp>

If the university is private, there is generally no obligation to provide information on contracts. That said, as a student and a consumer of the food served, you are in the best position to ask for this information. Try asking some of the same administrators mentioned above (business, finance, general counsel). Some contracts may have to get final approval by the student senate, so be sure to check with your student council member.

### Reading the Contract

Once you have a copy of your contract, you can review it to get a better understanding of how Sodexo operates at your university. It might seem daunting at first to read a legal document, but you don't need to be a lawyer to understand the basic concepts in your school's food service contract. Here are some basic provisions to look for:

**Contract Amounts:** The contract will not likely provide a specific dollar amount that your university pays Sodexo. Instead, food service contracts are typically based on net sales (that is, the total meal plan sales plus any retail sales). Sodexo may pay the university a commission based on net sales.

**Financial Commitments:** Sodexo may commit to an outlay of funds to upgrade the kitchen or dining area. There also may be a "donation" of funds for the college's endowment for unrestricted use; in the event that the contract is cancelled before the end of the term, the university would have to pay the balance of the funds to the contractor. In exchange for these financial commitments, Sodexo may be given more favorable contract terms, such as mandatory meal plans.

**Catering:** Sodexo may negotiate exclusive catering rights for all events on campus. Under a strict interpretation for these policies, campus groups may not be allowed to order any food from off campus, even for informal events.

**Sustainability:** Food service contracts may include provisions for sustainability or green practices. These provisions are likely to be vaguely worded commitments to work with the university to curb energy consumption, reduce waste or improve the recycling program.

**Termination:** Contracts typically have a 30-day termination notice clause or give the contractor a period of time to remedy any problems.

## Sustainability

Sustainability is becoming increasingly important for colleges and universities, many of which are trying to develop green buildings, incorporate environmental science into their curriculum and generally promote their sustainable practices as part of their “brand.”

Sodexo is also incorporating sustainability into its brand. The company recently released its “Better Tomorrow” Plan, which outlined 14 commitments to sustainable practices, including reducing water intensity, sourcing locally and reducing waste. Their commitments also include a pledge to fight hunger and malnutrition and support local community development.<sup>10</sup>

While this sounds like a step in the right direction, do Sodexo’s practices match its commitments? In terms of its commitment to build sustainable communities, Sodexo’s record has room for improvement. Sodexo workers make as little as \$8.27 per hour and often cannot afford the health insurance the company offers. Even those workers who make a little bit more per hour still hover at or below the poverty line and some workers struggle to survive on incomes of \$17,000 or less—far below the government’s poverty guideline for a family of four (\$22,050).

With as little as many Sodexo workers are paid, it’s especially remarkable that there are numerous allegations that workers at the company sometimes don’t even receive everything the company owes them. For example, Sodexo has allegedly forced employees to work off the clock, failed to pay people for all the hours they worked, neglected to pay proper overtime, or denied workers their job back after returning from medical or maternity leave—a right guaranteed under the Family and Medical Leave Act.

Do Sodexo’s words match its actions on your campus? We have identified some fundamental questions for you to ask your food service manager about Sodexo’s sustainability practices in food service in the appendix. For more information on how Sodexo’s practices are keeping workers in poverty, visit [cleanup.sodexo.org](http://cleanup.sodexo.org).

## Understanding Sodexo

Sodexo is a global company, with more than 355,000 employees in 80 countries. Even during the economic downturn from fiscal year 2008-2009, Sodexo’s overall revenues were up by almost 8 percent to almost \$20 billion; and their operating profit grew by more than 8 percent.

Sodexo operates in many more types of settings than just university cafeterias. In addition to corporate cafeterias, healthcare facilities and K-12 schools, Sodexo partners with companies to provide services at some controversial operations around the world, including, among other things, building and managing private prisons; operating a wide range of services at remote mining camps; and providing food, laundry and facilities services at offshore oil rigs.

## Private Prison

Sodexo has not been in the U.S. prison business since May 2001 when, under great pressure from student activists in the United States and other human rights advocates, it sold its 8 percent share in Corrections Corporation of America (CCA). But well after it divested its ownership share of CCA, Sodexo has very much remained in the prison business around the world. According to its 2008 annual reports, Sodexo’s corrections business employed 3,159 people at 122 sites and brought in revenues of \$329 million.<sup>11</sup> The company often disguises its involvement in prison projects under other brand names, including Kalyx, SIGES (in France and Chile) and Australian Integrated Management Services (AIMS). While Sodexo still provides traditional food and facilities services at some of its prison accounts, subsidiaries such as Kalyx go far beyond these lines of service and include “design, construction, management and financing of contracts.”

One of the most troubling accounts of Sodexo’s prison work is the Harmondsworth Immigration Removal Centre, a detention center near London’s Heathrow Airport built to temporarily hold people seeking asylum in the United Kingdom. Sodexo’s U.K. subsidiary Kalyx (then known as U.K. Detention Services) won an eight-year contract to build and manage in October 2000.<sup>12</sup> In September 2003, British prison inspectors released a report that was critical of the facility’s management, calling Harmondsworth “essentially an unsafe place, both for staff and detainees.”<sup>13</sup> Within a year, in July 2004, the situation appeared to worsen after a detainee at Harmondsworth hanged himself, sparking a 10-hour rampage at the center. Detainees battled staff, set fires and attacked firefighters during a terrifying night of rioting.<sup>14</sup> By November 2006, the situation had continued to worsen and the Inspectorate of Prisons released another, even more highly critical report on Kalyx’s performance at Harmondsworth. “This is undoubtedly the poorest report we have issued on an IRC,” Chief Inspector of Prisons Anne Owers wrote in the report. Harmondsworth, the report continues, was “allowed to slip into a culture and approach which was wholly at odds with its stated purpose and inimical to the proper care and treatment of detainees.”<sup>15</sup> The release of the report sparked another round of rioting at Harmondsworth, including fires in all four wings of the prison. According to witnesses, detainees spelled out “SOS” with bed sheets in a courtyard to be visible to news helicopters covering the riot.<sup>16</sup> By January 2008, a new set of allegations arose at the Harmondsworth facility, this time around racism. An official race relations audit of Britain’s 10 asylee detention centers by the Border and Immigration Agency found that Harmondsworth was the country’s worst, ranking 10th out of the 10 facilities.<sup>17</sup> The report reveals that at Harmondsworth regular racist taunting of detainees goes unchallenged, racist incidents are missed by in-house “investigations,” and there are even staff-on-staff racial problems.<sup>18</sup> Finally, in January 2009, British officials decided to drop Sodexo’s Kalyx subsidiary from the troubled facility and award the contract to manage Harmondsworth to the GEO Group.<sup>19</sup>

## Mining Operations Around the World

Far from being isolated from the company’s core operations, the Remotes Sites business—which includes providing food, facilities, construction, property management, laundry and other services to hard-to-reach worksites such as mining camps and offshore oil rigs— has been a training ground for some of the company’s top executives, including CEO Michel Landel.<sup>20</sup>

# Taking action

## Code of Conduct

Based on your research and what you've learned about Sodexo's global operations, you may feel that Sodexo's behavior does not fit the mission or values of your university. One way to hold contractors accountable is with a policy, such as a code of conduct or responsible contractor policy, which states the values or standards that contractors need to be part of the campus community. We have included some sample questions in the appendix to help you think about a policy that would fit your university, along with examples from universities that have adopted contracting policies or codes.

Whatever you decide to do to make changes on your campus, we've included some ideas below to help plan and build support for your actions.

## Building your support on campus

Even if you have a strong core group of members in your campus group, it helps to build support broadly across campus. Invite groups to your meetings or volunteer to give a brief overview of the campaign at other groups' meetings. Don't rule out an organization just because they may not share your interests— campus meal plan costs are likely to affect almost everyone on campus, so cast a wide net for allies.

Some groups on campus may already be working on food service issues. Check with the student government to see if they have any control over the food service contract, especially as it relates to costs. Sustainability groups may already be trying to find ways to source local food on campus or reduce food waste.

## Some ideas on how to spread the word:

- Write an op-ed in your campus paper or ask other groups to send letters to the editor;
- Make table tents and hand out fliers;
- Set up a table in the student center to collect signatures on a petition in support of the workers and improved quality (see appendix for a sample); and
- Ask the student government to pass a resolution in support of improving food costs on campus

## Materials:

Although we've provided some sample materials in the appendix, we encourage you to adapt these to fit the concerns expressed by students on your campus. If you're stuck, consider these points:

- How does the message fit the culture of your school? Use your university's own mission statement or goals to frame your argument.
- Use your research on the contract terms and costs. Students are likely not aware of the cost per meal or contract terms.
- Reference other universities that have adopted campus contracting standards. Some examples are in the appendix.
- How does this fit with other campus efforts (e.g., goals for reducing the campus' carbon footprint or other social responsibility initiatives)?

## ID decision makers on campus and Set up a meeting

While you're gathering support, you should set up a meeting with the person or committee that can make a decision. Take a moment to think about the best person(s) to approach. Have there been other campaigns on campus? Who played a role in those campaigns? Most likely, your first step will be to approach the chancellor, provost, dean of students.

Be clear on what you're asking for—remember, you are the consumer and ultimately, it is your money that is funding this contract. The university as the client is in a position to raise standards. Be sure to bring several members of your coalition and any petitions you collected to show there is strong campus support.

## Even if you have strong support, the administrator you approach may not want to take immediate action. Some common reactions may be:

- **This is between the contractor and their employees.** Remember the university is the client and ultimately, the contractor will do what the university asks.
- **Let's set up a committee to study this.** If you've already done the legwork to research the contract and you have student support, the focus of any committee work should be action-oriented with a clear timeline.
- **There's nothing we can do about this, our contract doesn't expire for another few years.** The university can take steps to improve standards throughout the life of the contract. Reference the contract if you have it—are there any provisions to reopen the contract or revisit terms of the agreement during the course of the contract?
- **We could change this, but it'll cost students more (or, any profits made from food service go toward student financial aid).** The administration may try to scare students with threats of increased costs. Again, use your research to your advantage. Sodexo may be getting rebates and allowances that aren't getting passed along to students. If you find that Sodexo has donated a large sum of money to the university, suggest that a portion of this is dedicated to lowering costs for students or directed to workers' wages.
- **Do students really care about this?** If you bring your petitions and members of a broad coalition of campus groups, this will be easy to answer.

## Continue to build momentum and support.

Chances are this won't get resolved with one meeting. You'll need to continue to build support on campus and enlist new allies off campus. Consider reaching out to groups or individuals who play a role in campus operations or have a perspective on campus life:

- **Alumni:** Most universities depend on fundraising from alumni. Recent alumni may be especially sensitive to cost-related issues, since they may be paying off their student loans.
- **Clergy:** Campus and local clergy may be good allies, especially if your college or university is affiliated with a religious tradition that emphasizes social justice.
- **Trustees:** Most trustee boards are in a position to shape policy and budget decisions on campus. There may be an elected student trustee.
- **Your Parents:** If your parents help fund your education, they probably have an opinion on costs and quality.

## APPENDIX 1: Cost Per Meal Worksheet

Each university has different types of meal plans and options of where to eat on campus, making it hard to compare across universities. The goal of this formula is to calculate the cost per meal for locations where students are required to use their meal plan (e.g., dining halls or student unions). The formula attempts to subtract out money that could be used for a la carte items at retail operations or food courts. It also attempts to account for guest meals or other additional meals used throughout the year.

### The basic components of the formula are listed below:

- **Total cost:** The total cost of the meal plan for the semester.
- **Flex dollars:** Any money that can be used for snacks or meals outside of the primary dining hall(s). This can include money that can be used in coffee shops, food courts or retail operations. There may be several forms of flex dollars; as long as they are to be used exclusively outside of the primary dining halls, they should be subtracted from the base cost.
- **Bonus money:** If a meal plan awards a bonus for choosing a larger meal plan or the purchase of additional flex dollars, these should be accounted for in the same way as flex dollars. If the bonus money is used for a la carte or food court purchases, it should be subtracted from the base cost.
- **Total Meals Per Week:** The total number of meals that are included in the meal plan. This is the total number that must be used at a specific dining location or locations (e.g., it may only be used in the residential dining hall or the student commons).
- **Guest Meals:** Some meal plans include several guest meals. These should be accounted for by dividing the total number of guest meals for the semester by the number of weeks in the semester to get a per-week accrual of the guest meals.
- **Weeks in the semester:** Total weeks in the semester. If the meal plan doesn't specify how many weeks are included, use the academic calendar to estimate how long the semester runs (from the first day of classes to the end of exams). Exclude any holidays when the dining halls are closed (e.g., spring break).

Meal Plan Name:	
A. Meal Plan Cost	
B. LESS Flexible Spending Money	
<b>TOTAL COST (A+ B)</b>	
C. Number of Meals Per Week	
D. PLUS Guest Meals (total guest meals/total weeks in the semester)	
E. Total Weeks in the Semester	
<b>TOTAL MEALS [(C + D) x E]</b>	
<b>Cost Per Meal (TOTAL COST/TOTAL MEALS)</b>	

## APPENDIX 2: Sample Survey on Meal Plan Costs

### In what meal plan option do you participate?

(List meal plan options)

- 12 meals/week     19 meals/week     150 Block Meal Plan     250 Block Meal Plan

### Do you feel your meal plan meets your needs?

- Yes**, I'm happy with the number of meals for the price.
- No**, I get more meals than I need.
- No**, I don't get enough meals.

### Do you have a meal plan or flexible spending account that carries over?

- Yes**, my meal plan carries over.
- No**, if I don't use my meals or flex dollars, I lose it at the end of the semester.

### If you lose your meal plan balance, how much do you estimate you lose every semester or year?

\$ \_\_\_\_\_

### Is your meal plan mandatory?

- YES**     **NO**

### Do you feel like your meal plan is priced fairly?

- Yes**, the meal plan is a reasonable cost.
- No**, the meal plan is too expensive.

### Do you feel that the cost for food at retail locations on campus (coffee shop, C-store) is priced fairly?

- Yes**, the prices are reasonable.
- No**, I could get cheaper food at a grocery store or off campus.

## APPENDIX 3: Sample FOIA letters

### To Request Contract:

Dear \_\_\_\_\_:

Pursuant to the Freedom of Information Act, I want to request a copy of the current contract between (Your University) and Sodexo, the food service contractor on campus.

If possible, please send the contract electronically to (your e-mail address). If you anticipate the cost to complete the request will exceed \$ (your limit), let me know before completing the request. If my request is denied in whole or part, justify all the deletions by reference to specific exemptions of the Act. Should you have any questions, do not hesitate to call me at (your phone number).

Sincerely,

\_\_\_\_\_  
(Your signature)

### To Request Health Department Inspection Records:

Dear \_\_\_\_\_:

Pursuant to the Freedom of Information Act, I want to request a copy of the most recent health code inspections for the following locations on (your campus name):

(names of all dining halls or retail food operations on campus)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

If possible, send the contract electronically to (your e-mail address). If you anticipate the cost to complete the request will exceed \$ (your limit), let me know before completing the request. If my request is denied in whole or part, justify all the deletions by reference to specific exemptions of the Act. Should you have any questions, do not hesitate to call me at (your phone number).

Sincerely,

\_\_\_\_\_  
(Your signature)

## APPENDIX 4: Questions to Ask Your Food Service Manager About Sustainability

University dining halls can be more sustainable both in terms of the food served and the food service operation. Below are some questions to help start a conversation with your food service manager about sustainability on campus

### Questions about Your Food:

- **Local Produce:** Produce is generally considered to be locally sourced if it was grown on farms within a 250-mile radius, but this may need to be expanded depending on the types of food available regionally and for urban areas that are located farther from agricultural areas.
  - **What percentage of food is purchased from regional sources?**
  - **What is the food purchasing policy? If one is in place, what does it include?**
  - **Does the food purchasing policy apply to Sodexo franchises on campus?**
- **Fair Trade:** Although most people associate “fair trade” with coffee, there are a growing list of fair trade products, including sugar and rice. Fair trade certification demonstrates that farmers growing the product receive fair compensation for their products and some certifications include environmental standards, such as water and soil conservation.
  - **What percentage of coffee is sourced through fair trade?**
  - **Are other products sourced through fair trade?**
- **Organic:** Products are considered organic if they meet the USDA organic labeling requirements, or if they are made from at least 70 percent organic ingredients. Some local producers may not have full USDA organic certification, so some allowances may need to be made if they are in the process of getting certification.
  - **What percentage of products is certified organic?**
- **Seafood:** Is seafood sourced in a sustainable way, using guidelines such as the Monterey Bay Seafood Watch?
- **Purchasing Locally:** Is there a policy in place to purchase from local vendors (e.g., purchasing bread from local bakeries)? What percentage of food products come from local vendors?

### General Questions:

- How much transparency is there in the food purchasing and operations? **Ask to see proof of how Sodexo is carrying out its sustainability practices.**
- If you have good sustainability practices at your university, how can you help make sure the contractor has similarly high standards at other colleges and universities in your area? Are there partnerships with local farmers that can be extended to other universities nearby?

**Questions about operations:**

- What percentage of the dining halls is “trayless”? How much energy does this save? How is Sodexo passing along savings from energy and water costs to customers?
- Does Sodexo participate in recycling?
- What steps has Sodexo taken to cut down on the amount of packaging used; where it is used, what percentage of packaging comes from recycled materials?
- What other programs are in place to help reduce waste (food waste, energy efficiency, composting)?

## APPENDIX 5: Code of Conduct/Responsible Contracting

The policy you advocate should match the mission and values of your university. We have suggested some questions and policy provisions as a guide below.

### Definition/Purpose

What do you want to accomplish with a code of conduct? Do you want to ensure contractor’s behavior is in line with your university’s mission? Do you want to focus on sustainable practices (both in terms of environmental and economic sustainability for campus workers)?

### Policy Provisions

- **Coverage:** What will be covered by your policy? It will probably be easiest to start by limiting it to ongoing contracts over a certain size (e.g., contracts of more than \$50,000/year).
- **Reporting:** How will contractors report their compliance? Annual reports to the university? Will there be an oversight committee?
- **Fair Wages and Benefits:** There are a number of indices that can be used to benchmark fair wages and benefits, such as Service Contract Act rates, prevailing wages or local living wage laws.
- **Neutrality:** When there is an organizing effort with any contractors on campus, the university will take a position of neutrality.

## APPENDIX 6:

# Sample Policy: Georgetown

### Just Employment Policy for Georgetown University

Georgetown University, as a Catholic and Jesuit institution, is committed to providing fair and competitive compensation packages for University employees and full-time contract workers who provide services on its campuses in Washington, DC. This wage is based on a variety of factors, including input from the Advisory Committee on Business Practices, the salary and benefits structure of Georgetown employees, existing University collective bargaining agreements and the University's overall financial resources and ability to sustain academic excellence.

In principle, this policy is designed to provide a floor for minimum total compensation appropriate for full-time Georgetown workers in the Washington, DC metropolitan area; takes into account the costs of housing, health care, child care, transportation, taxes, food and other basic necessities, known as a living wage or just wage, as well as the need to compensate employees without jeopardizing services or jobs; reflects Georgetown's employee compensation system and existing union contracts; provides an ongoing mechanism to evaluate employee compensation; and ensures that, where appropriate, hourly wage earners will receive equivalent pay for equivalent work.

Given these principles, Georgetown will increase total compensation for full-time contract workers over 24 months:

FY 2006 (July 1, 2005) Increase total compensation to a minimum of \$13.00 per hour, an increase from the current minimum of \$11.33

By FY 2008 (July 1, 2007) increase total compensation to a minimum of \$14.00/per hour

After FY 2008, compensation packages will be adjusted annually taking into consideration Consumer Price Index for Urban Wage Earners and Clerical Workers in the Baltimore-Washington Area (CPI-W) and regional labor market conditions.

This proposal enables the University to provide regular compensation increases for all full-time employees; recognizes negotiated union agreements already in place; addresses the need to adjust salaries to prevent compression and layoffs; provides a substantially greater total compensation package than called for by existing metro-area wage ordinances; is fiscally responsible and enables Georgetown to sustain academic excellence; and recognizes the value of making annual adjustments.

This proposal affirms Georgetown's commitment that everyone in the Georgetown community has a right to a safe and harassment-free environment, that all working members have the right to freely associate and organize and that the University will respect the rights of employees to vote for or against union representation without intimidation, unjust pressure, undue delay or hindrance in accordance with applicable law. Georgetown will provide and will seek commitments from its contract employers that they will provide, full-time jobs when possible and part-time or temporary work only when necessary.

This proposal commits Georgetown to either directly provide, or require its contractors to provide, certain types of benefits to all of Georgetown workers. These include:

- Access to appropriate grievance procedures.
- Equal access to Georgetown community resources that are regularly made available to directly-hired employees: library privileges, English as a Second Language courses, Georgetown University Transportation Shuttles and general financial planning information.

Georgetown will attempt to avoid employee job loss as the result of implementation of this policy. If Georgetown no longer contracts work to a subcontracting firm, the University will prioritize employment of any workers who presently work under those subcontractors at Georgetown University, to the extent legally possible.

Finally, Georgetown commits that to the extent its contractual arrangements permit it to do so, it will disclose pertinent economic details to the appropriate university bodies, such as the Advisory Committee of Business Practices, regarding the implementation of this policy, including wage scales, benefit packages, grievance procedures and neutrality policies.

To the extent appropriate, Georgetown University will revise all existing contracts to reflect and include this policy before they are renewed and all new contracts will reflect and include this policy.

The Advisory Committee on Business Practices will continue as an ongoing body with its current charter.

## APPENDIX 7: Sample Petition Language

If you're interested in making changes to the food service program on campus, a good way to start is by getting other students or campus groups involved. Petitions, sign-on letters, or student government resolutions can help you build support for change. The language below is meant to give you some ideas to get started. You should adapt it to fit the concerns of students on your campus. The most persuasive arguments are ones that are framed using your university's own mission or culture.

### Sample Language

We the undersigned recognize that campus food workers provide vital service to the university and are members of our campus community. We support their right to a living wage, affordable healthcare, dignity and respect on the job. We urge the administration to require that Sodexo meets the high standards of our university community in its treatment of campus food service workers.

## Endnotes

- <sup>1</sup> The College Board, "Trends in College Pricing 2009" <http://www.collegeboard.com/html/trends/>
- <sup>2</sup> The College Board, "Trends in College Pricing 2009" <http://www.collegeboard.com/html/trends/>
- <sup>3</sup> The College Board, "Trends in Student Aid 2009" <http://www.collegeboard.com/html/trends/>
- <sup>4</sup> Ali, Javaad. "Fresh Ideas: Retire The Meal Plan; Simple math reveals how restructuring the way we pay could save us millions." The Daily Northwestern (Evanston, Ill.), January 15, 2009
- <sup>5</sup> Rodriguez, Nancy. "Outrage greets U of L meal plan." The Courier-Journal (Louisville, Ky.), October 17, 2008
- <sup>6</sup> Jordan, Kevin. "Students Take Initiative on Sodexo's Failed Inspections, SGA Works Toward a Solution." The Suffolk Voice (Suffolk University). March 3, 2009.
- <sup>7</sup> Calhoun, Chelsea. "Sodexo Slips Up With Veggie Fare." The Temple News Online (Temple University). March 31, 2009.
- <sup>8</sup> Schwartz, Jeremy. "Dining Services Holds Forum to Get Student Input." The Western Front (Western Washington University). April 17, 2009.
- <sup>9</sup> University of Denver student opinion survey, conducted by the Organization of Concerned Students.
- <sup>10</sup> Sodexo. The Better Tomorrow Plan: A new worldwide sustainability roadmap for The Sodexo Group. November 2009. <http://www.sodexousa.com/user/citizenship/thebettertomorrowplan/thebettertomorrowplan.asp>
- <sup>11</sup> Sodexo Group, Fiscal 2008 Annual Report, p68.
- <sup>12</sup> Sodexo Group, "Questions and Answers on Human Rights," 09-30-08, available at [http://www.sodexo.com/group\\_en/corporate-citizenship/corporate-citizenship/human-rights/qa/qa.asp](http://www.sodexo.com/group_en/corporate-citizenship/corporate-citizenship/human-rights/qa/qa.asp), accessed October 20, 2009.
- <sup>13</sup> Anne Owers, HM Inspectorate of Prisons, An Inspection of Harmondsworth Immigration Removal Centre, completed August 2003, p 5-6.
- <sup>14</sup> Paul Sims and Patrick McGowan, "Riot over asylum centre hanging," The Evening Standard (London), July 20, 2004, p A6.
- <sup>15</sup> Anne Owers, HM Inspectorate of Prisons, Report On An Unannounced Inspection of Harmondsworth Immigration Removal Centre, completed September 2006, p 5-6.
- <sup>16</sup> "Riot squad fights to regain control of immigration detention centre," Guardian (U.K.), November 30, 2006.
- <sup>17</sup> U.K. Border and Immigration Agency, Report on an Unannounced Race Relations Audit, July 2007, p10.
- <sup>18</sup> David Leski, "Racism rife in immigration centres, says official report," The Herald (Glasgow), January 4, 2008, p8.
- <sup>19</sup> GEO Group Press Release, "The GEO Group U.K. Subsidiary Signs Contract for the Management of the Harmondsworth Immigration Removal Centre in England," January 28, 2009.
- <sup>20</sup> Sodexo Group Web site, [http://www.sodexo.com/group\\_en/finance/corporate-governance/executive-committee/michel-landel/michel-landel.asp](http://www.sodexo.com/group_en/finance/corporate-governance/executive-committee/michel-landel/michel-landel.asp), accessed October 11, 2009.

**Changing Sodexo,  
Changing Lives**

