BETTER TOMORROW
2019 Year in Review

Growing Together

sodexo
QUALITY OF LIFE SERVICES
Sodexo At A Glance

We are a global, people-focused company. In Canada, our 13,500 employees improve the quality of life for over a million Canadians daily. Our vast expertise includes: project management and energy planning; technical building maintenance and concierge services; housekeeping and fitness centre management; catering and food services; clinical technology management.

**CANADA**

- **13,500** employees
- **260+** sites
- **145+** clients

**AROUND THE WORLD**

- **22 billion** revenue
- **470,000** employees
- **67** countries
- **100 million** consumers each day
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We are reducing food waste, eliminating our reliance on plastics and implementing sustainable solutions.

Building Stronger Communities
We make it our responsibility to elevate quality of life wherever we do business.

Stop Hunger Foundation
This global network is driven by a single vision - that no child goes hungry.

Awards and Accolades
They are a testament to the dedication of our people. They help us create a Better Tomorrow every day.
Message from the President

I am proud to welcome you to the 2019 edition of our Better Tomorrow Year in Review, our compendium of stories that will give you an insight to who we are and what makes us tick.

Sodexo is a company filled with people who take care of others in many different settings, from hospitals and corporate offices, to remote sites, schools and special events. Through our over 100 services in communities across the country, we reach over one million Canadians every day.

Our size and breadth enable us to make a profound impact. This is a strength and a responsibility. We consider purpose as important as profit.

“OUR SIZE AND BREADTH ENABLE US TO MAKE A PROFOUND IMPACT. THIS IS A STRENGTH AND A RESPONSIBILITY. WE CONSIDER PURPOSE AS IMPORTANT AS PROFIT.”

We care deeply about the communities where we work. Our commitment to elevating those communities extends through every Sodexo team and beyond, through our supply chain and partnerships.

We belong to various networks that champion Indigenous procurement, hire people with disabilities and promote sustainable operations. On the global front, we have joined an international commitment to the United Nations’ Sustainable Development Goals. In fact, our work in gender diversity is featured in a new guide for the UN’s emerging practices. We are sharing our responsible business practices and learning from others because we know we can accomplish more together. It’s fitting that the theme of this issue is Growing Together.

Our corporate awards and recognitions are important markers of success. Behind the accolades live individual employees who are making a difference. They make hot lunches for a First Nation community; they harvest vegetables on the farm of a Syrian refugee family; they make conscious efforts to reduce food waste and create a more sustainable food system.

Each effort cultivates our reputation and self-identity as a company focused on creating a Better Tomorrow. We know that doing good is good business.
DIVERSITY AND INCLUSION

Diversity and Inclusion is embedded into everything we do and is tied to our business results.
Sodexo has become the benchmark for D&I in Canada and around the world. It’s why Fortune Magazine named us one of the World’s Most Admired Companies for nine consecutive years.

Our strategy is not just a series of activities, but measurable deliverables that impact our growth. The more perspectives we can bring into our frontlines, our management and our supply chain, the better we perform. Our performance indicators link diverse and gender-balanced teams to improved operating margins, employee retention, client retention, employee engagement and safety.

Diversity Bolsters Safety

This Sodexo crew celebrated 365 days (almost 80,000 working hours) without a lost time injury, a workplace injury resulting in time away from work. The 50-member team in Brampton, Ontario, is gender-balanced, and one in five employees has a disability.

“People with disabilities are extremely mindful of their health and safety. They pay close attention to safety rules. This has a positive impact on the entire team. Better safety means no lost time due to injuries, which translates to better operational efficiency. And we can attribute this to diversity,” said Sean Callaghan, Sodexo Area General Manager.

Diversity within Sodexo Workforce

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Sodexo ranks among the top 100 global companies that are advancing women. A survey by Equileap researched over 3,500 companies in 23 developed economies, representing 98 million employees. Sodexo is ranked 43, joining progressive organizations, including our clients Danone, Unilever, TD and GSK.

This fall, Sodexo joined seven other Canadian organizations to win Platinum Certification for Gender Parity from Women in Governance. Pictured above: Neil Parmenter, President, Canadian Bankers Association; Caroline Codsi, President, Women in Governance; Suzanne Bergeron, President, Sodexo Canada; Guy Cormier, President & CEO, Desjardins Group.

Our unique gender balance approach is highlighted by the United Nations.

Sodexo’s Amber DaSilva, Josée Michaud and Elizabeth Auceda celebrated our inclusion in the UN’s Emerging Practice Guide. The guide highlights initiatives from 40 organizations that are advancing each of the 17 Sustainable Development Goals adopted by all United Nations member states in 2015.
Every year, Sodexo employees take part in Dolphin Digital Disabilities Mentoring Day. It's an opportunity for job seekers with disabilities to broaden their network while educating their mentors about living with disability. This year, dozen employees in three cities and gained valuable lessons about living with disability.

“I found out that my mentee and I are both living with Attention deficit hyperactivity disorder, ADHD. This gave us a great connection, and inspired him knowing the level I reached in the company. I was very impressed with his desire to understand his disability and use it as an advantage,” said Vincent Meehan, Vice President Information Systems & Technology.

Sodexo was awarded the Accessible Employer Award from the Ontario Chamber of Commerce.

Who’s Mentoring Whom

Sodexo took part in the largest forum of French and Quebecois businesses. As part of the France-Quebec Cross-Trade Forum in Montreal last November, Normand St-Gelais, Director of Corporate Responsibility, led a conversation on the benefits of fostering a diverse supply chain. He cited Sodexo’s performance indicators for gender parity and the drive for more women-owned businesses in our supply chain.

Photo: Chamber of Commerce of Metropolitan Montreal
Our culture comes to life through our Employee Business Resource Groups (EBRGs) which reflect six dimensions of diversity. Over 2,000 employees are active members who often volunteer with several groups. The EBRGs provide learning opportunities and events to network within Sodexo and the broader community.

In an inclusive environment, employees feel valued and engaged. This year, our employees helped design the Better Tomorrow Toolkit, a digital and physical kit of resources to help them promote diverse events with our clients throughout the year.

**WADE LALIBERTY**  
Wellness and Recreation Lead, Keeyask, Manitoba

“As a Cree First Nations, I feel very passionate about my culture. The activities and workshops allow me to step out of my comfort zone and contribute to the awareness of my culture.”

**TINA MOOERS**  
Senior Safety Manager, Calgary, Alberta

“As a Pride ally, I want to ensure I am a role model for others on equality, human rights and acceptance. And as a member of Cultural Diversity, I enjoy sharing common experiences and blending social influences.”

**Strength in numbers for LGBTQ2S+ youth**

Our Montreal colleagues flexed their muscles and paddled at the 2019 Dragon Boat Grand Challenge. The friendly race raised funds for l’Astérisk, a community organization which provides a safe space for LGBTQ2S+ youth to meet and socialize.
Marking Indigenous Strength

Throughout the month of June, we invited employees, clients and community members to join a host of creative activities for Indigenous History Month. We crafted dream catchers and friendship bracelets. We shared bannock, bison and traditional foods. We learned how to drum and dance.

Procurement Advocate of the Year

Elizabeth Auceda, Manager of Supplier Diversity was honoured as Procurement Business Advocate of the Year from the Canadian Aboriginal and Minority Supplier Council (CAMSC).

Sodexo’s Global Supplier Inclusion Program includes small and medium enterprises and businesses owned by women and other underrepresented groups. In Canada, Sodexo works with 570 diverse suppliers, such as businesses owned by Indigenous communities, persons with disabilities, veterans and members of the LGBTQ2S+ community.

“Through my work, I have the opportunity to change a community and our country through diverse suppliers and an inclusive supply chain. This is how we can source unique and innovative solutions with products and services. I am privileged to drive Sodexo’s commitment to supplier diversity and be part of the change in supply chain.”

Diversity Beyond Sodexo

We view diversity and inclusion as a daily practice that we spread beyond our workforce to our clients and suppliers. We work closely with them to support their diversity agenda and help them build an inclusive world.

Every year, we recognize suppliers that reflect our values. We awarded Kilo Solution as Diverse Vendor Partner of the Year. Its founder Isabelle Huot (pictured below) launched the company to promote a healthy and balanced lifestyle. Her team of nutritionists, kinesiologists and psychologists deliver snacks and wellness services from Kilo’s headquarters in Verdun, Québec.

Our partners in supplier diversity

89 Indigenous suppliers
19 Businesses owned by visible minorities
37 Women-owned suppliers
488 Small and medium enterprises
Together with our suppliers and clients, we are reducing food waste, eliminating our reliance on plastics and implementing sustainable solutions.
Our business relies on the health of our planet.

Our teams understand that our work—feeding, supporting and caring for others—is part of a larger ecosystem that now, more than ever before, needs attention. That’s why Sodexo is committed to turning sustainable passion into action.

Food waste is one of the most egregious contributors to greenhouse gas emissions. Up to 40 per cent of food produced in Canada is wasted, much of it ending up in landfills. That’s almost $50 billion-worth of food squandered, while elsewhere communities struggle with hunger and food insecurity. Sodexo is committed to ending this cycle of waste.

Our teams are championing a data-driven waste reduction program that is revolutionizing how we buy, prepare and share our food. Called WasteWatch powered by LeanPath, the program provides real-time feedback that identifies where food is being wasted and why.

“It’s a great tool because we’re able to see exactly in which food category waste occurs, and its value in weight and dollars. Other surplus, unserved food items are packaged and donated to Second Harvest which tracks our donations through an online tool called Food Rescue. This way we can further reduce and measure our food waste,” says General Manager Marlon Canales.
WasteWatch will help us reduce up to 50 per cent of our food waste and save millions of dollars at sites across Canada. Sodexo is targeting full global deployment by 2025, with the ultimate goal of reducing food waste by half worldwide— that’s even more ambitious than the United Nations’ call to action to cut food waste in half by 2030. “Sustainability is becoming a very important topic for our clients, and is a discussion coming straight from the C-suite. WasteWatch is a great tool that gives us true visibility on the data so that we have clear and actionable insights that help us develop strategies together to address food waste and operational effectiveness,” says Hammad Majeed, Vice President of Operations, Corporate Services Canada.

“THE PROGRAM IS A REVOLUTIONARY APPROACH TO FOOD SERVICES. OUR CHEFS, SUPPLY EXPERTS, SITE MANAGERS AND FRONTLINE TEAMS ARE TRAINED AND ENCOURAGED TO THINK创造性地和创新地思考我们规划、使用和供应食物的方式以减少可避免的浪费。”

Denis Machuel, Chief Executive Officer, Sodexo Global.
Aymeric’s Full Circle

Chef Aymeric is known for his holistic approach to food and how he prioritizes culinary sustainability, something he and his team call a Full Circle approach. “We start our food planning and preparation with a zero-waste approach. We respect the ingredients. We use every piece of the product, from the root to the stem, from the bone to the skin,” says Chef Aymeric. That means carrot tops are not discarded, but used to infuse olive oil and garnish a plate. Carrot peels are transformed into crunchy chips. Apple cores and peels are boiled to release pectin and produce jelly. The results are delicious, beautiful and responsible.

Many other decisions in the kitchen are also motivated by environmental concerns. The team uses biodegradable and compostable containers and utensils and paper bags instead of plastic. They seek out locally grown seasonal fruits and vegetables whenever possible. They buy fresh produce to serve immediately, and to preserve and store for use in colder months. Among the many benefits, this approach also reduces the environmental impact of food transportation. This Full Circle approach leads to more creative dishes for consumers, and less waste in the kitchen.

Cutting Food Waste Also Curbs Student Hunger

Our team at Queen’s University was singled out for its ongoing commitment to reduce its carbon footprint and promote food security on campus. The non-profit organization Sustainable Kingston named Queen’s Hospitality Services the 2019 Organizational Sustainability Champion.

To cut down on the number of single-use items, the team incentivizes customers to use reusable mugs instead of disposable cups. Bulk pumps for sauces and condiments have prevented the waste of approximately 100,000 single-serving plastic cups. The team works with a local produce wholesaler to purchase in-season fruit from over 27 farmers in Ontario and Quebec. They call this initiative We Love Local.

To divert food waste and help students in need, the Swipe It Forward program enables students to give their unused meal plan swipes to peers who are facing food insecurity. Over 1,700 meals have been donated since 2018.
Partners for Sustainable Progress

Our suppliers and clients are critical partners to our sustainable progress. This year, we recognized Danone Canada and Sabert with our Better Tomorrow 2025 Vendor Partner Awards. Danone, the global food and beverage company, focuses on four ambitions: combat climate change, protect the water cycle, co-build circular packaging, and promote regenerative agriculture. Sabert, a leader in food packaging, implements numerous reduction initiatives. It has been instrumental in developing more sustainable packaging options for Sodexo’s Simply to Go program. Sabert’s Earthelligent program supports five pillars of environmental responsibility: waste reduction; energy conservation; education and advocacy; smart sourcing; and research and reinvention. Sabert has made a commitment to increase the share of sales from sustainable products from 40 per cent (2018) to over 70 per cent by 2025.

“As a certified B Corporation using its business as a force for good, it is an honour for Danone Canada to be recognized as a partner that drives Sodexo’s corporate responsibility vision. Danone makes decisions that take the long-term interests of future generations into consideration to benefit both the people and the planet. As a purpose-driven company, Danone is happy to be a partner of Sodexo,”

Pascal Lachance, Senior Manager Sustainable Development, Danone Canada.

Sodexo joined other leaders in business, government and sustainability at the Making Global Goals Local Business Summit in September.

The two-day event brought together over 200 delegates to explore innovative approaches to build a more sustainable private sector and accelerate progress on the UN’s 17 Sustainable Development Goals in Canada.
PURGING PLASTICS

This year, we eliminated single-use plastics, including stir sticks, straws and bags, from all of our sites across Canada. In their place are compostable items. Plastic straws are available on demand for accessibility reasons.

Working in partnership with Deloitte, a global professional services firm, we have eliminated single-use plastic water bottles from their Toronto office. Employees use glassware at water stations with Vivreau taps. They also have the choice of water flavoured with basil, lemon or mint.
Phone it Forward

Sustainability is also about creating and supporting sustainable communities. Sodexo employees are donating their used mobile devices to help blind and partially sighted Canadians. Montreal-based company ElectroBAC collects and refurbishes the devices for the CNIB’s (Canadian National Institute for the Blind) Phone it Forward program. Instead of going to landfill, the electronics become a life-line for those with vision impairment.

Numbers from ElectroBAC

- **YOUR MEANS**
  - 1,100 less kilograms of greenhouse gas into the atmosphere
  - 1,837 recycled aluminum cans
  - 13 trees saved
  - 396 recycled plastic bottles
  - 195 litres of gasoline not used

Sodexo Canada has been choosing green energy with Bullfrog Power since 2017. Through this partnership, Sodexo Canada has avoided:

- **CO2 EQUIVALENT TO**
  - 3,890t carbon emissions
  - 1,491 hectares of forest in one year
  - 1,656,942L consumption of gas
  - 1,233t diverted waste from landfill
  - 821 cars off the road for a year
Fair Trade for Better Trade and Delicious Coffee

Our coffee, Aspretto by Sodexo, is 100 per cent ethically sourced. That means the beans are fair trade. The packaging is made of 100 per cent recycled paper with vegetable-based ink. Everything that goes into producing and serving the coffee meets the highest standards to help producers in developing countries achieve better trading conditions, fair prices and improved social and environmental standards. Additionally, 10 per cent of the revenues from Aspretto sales are donated to the Sodexo Stop Hunger Foundation.

We promote the benefits of products like Aspretto at the annual Fair Trade Campus Week. Two dozen companies visited 70 campuses across Canada to show how fair trade choices can improve living conditions in other countries.

“It goes without saying that Sodexo’s partnership is greatly appreciated, and has helped us in growing the campaign to reach even more Canadians in our effort to build awareness about sustainable trade. Thank you again for being such a dedicated partner and advocate for fair trade.”

Pippa Rogers, Fairtrade Canada.

Plant-based Opportunities

Plant-based dishes are healthy for us and for the planet. That’s why we’re collaborating with the Humane Society to create new recipes with the “Future 50” foods. These 50 plant-based foods are healthy, flavorful and have a lower carbon footprint than animal-based foods. The list includes lentils, wild rice and kale.

- 97% of our sites offer plant-based menu options
- 89.1% of our sites reduce, reuse, recycle and recover
- 83.8% of our sites offer reusable or recyclable cutlery and dishware
- 100% of our shelled eggs are cage-free
- 87% of our coffee is Fairtrade or Rainforest Alliance certified
BUILDING STRONGER COMMUNITIES

We make it our responsibility to elevate quality of life wherever we do business.
Mohamed El Daher is a Syrian refugee who runs a 10 acre farm outside Calgary. With his wife and three kids, they do all the work by hand, without pesticides, herbicides, irrigation or heavy machinery. When Elric Nielsen, Sodexo General Manager at Bow Valley College (BVC) heard about the family, he was inspired to help. He gathered volunteers from BVC. And on a sunny day in July, Sodexo provided food for the volunteers and transportation to the farm. They weeded over two acres of land and harvested 125 kilograms of lettuce for a donation to the Calgary Food Bank.

Children who eat nutritious lunches feel better and learn better. The frigid winter makes it difficult for children to walk home for lunch in the tiny community of Fox Lake in northern Alberta. To ensure the kids have a warm meal, General Manager Jeffrey Dempsey and his team prepare 40 boxed lunches and nearly eight litres of soup every school day. The lunches are picked up by volunteers in the community and delivered to the local school. Children can focus on learning and make the most out of their time at school.

“One thing I know with certainty is that who’s at the table is every bit as important as what’s on the table. The act of sharing, passing the bread, connecting with each other as we touch our glasses and celebrate the bounty of food is wonderful for the soul.”

Chef Michael Smith, Sodexo Ambassador, visited Shepherd Village Senior Community in Toronto.
Our employees took part in a powerful activity that gave them a deep understanding of Indigenous peoples and our shared history. The Blanket Exercise traces the impact of 500 years of colonialism. At the Sodexo Burlington headquarters, colleagues stood on the blankets which represented the land, and stepped into the role of First Nations, Inuit and Métis peoples.

"IT WAS A VERY MOVING LEARNING EXPERIENCE FROM WHICH I TAKE AWAY THE IMPORTANCE OF WALKING IN SOMEONE ELSE’S SHOES TO FULLY UNDERSTAND WHO THEY TRULY ARE."
Julie Martel, Sodexo Senior Recruiter

"IT WAS AN EYE-OPENER! THROUGH THIS EXPERIENCE WE SAW AND FELT WHAT WAS LOST—LAND, PEOPLE, CULTURE, TRADITIONS, LANGUAGE—DUE TO INSTITUTIONALIZED OPPRESSION. I’M HOPEFUL THAT MUCH CAN BE GAINED AND RECOVERED THROUGH EDUCATIONAL CAMPAIGNS SUCH AS THIS ONE."
Jessica Di Paola, Sodexo Communications Specialist

Treaty Days at Fort Chip
Fort Chipewyan, a hamlet in northern Alberta, was the venue for the biggest barbeque in the Wood Buffalo region. Sodexo and our community partner Mikisew Cree First Nation hosted over 600 people to celebrate Treaty Days, which commemorates the signing of treaties between the Government of Canada and Indigenous people. Sodexo airlifted 1,000 kilograms of hamburgers, hot dogs, potatoes and other barbeque staples just for the event.

"BEING INVITED TO THE COMMUNITY AND BEING ABLE TO PARTICIPATE IN THIS EVENT IS AN HONOUR. IT STRENGTHENS OUR RELATIONSHIPS AND HELPS US LISTEN. THIS GIVES FULL MEANING TO OUR PARTNERSHIP."
Pierre-Henry Arsapin, Sodexo District Manager.

Sodexo is present in 30 Indigenous communities and works with 16 partners including MSLP, Sodexo’s newly-branded joint venture with the Mikisew Group of Companies. This expands a business partnership that started in 2011 under the brand Birch River Site Services. MSLP’s 200 employees serve the Fort McMurray region with housekeeping, custodial support and food services.
Food for Thought and Cultural Connection

When more than 1,000 children and teenagers competed in the Indigenous Inter-band Games in Sept-Îles, Quebec, this summer, our Sodexo culinarians worked behind the scenes to nourish them. They set up portable mobile kitchens to prepare over 50,000 meals during the 10-day competition. It was a unique celebration of sports, culture and friendship. Sodexo brought together chefs, cooks and support staff from the local Uashat Mak Mani-Utenam Indigenous community in northeastern Quebec, and from British Columbia, Manitoba and communities across the country. For many, their time in Sept-Îles was a cultural education. “Just to see the smiles on their faces makes my job so fulfilling. I got to nourish them and learn about the Innu culture,” said Chef Tanya Dubé from Burnaby, British Columbia.

Nurturing New Chefs On-site

Professional training and certification is one of the challenges of working and living in a remote area. People need to travel far away to gain skills and apprenticeships. Through a unique Red Seal Chef Certification program, Ayden Henderson can work full-time at Sodexo’s Keeyask Camp in Northern Manitoba while she gains training on-site. The program is a collaboration between Sodexo, Assiniboine Community College, Apprenticeship Manitoba and University College of the North.
Sodexo employees, our friends and families, along with our generous suppliers are the fuel of the Sodexo Stop Hunger Foundation.

This global network is driven by a single vision – that no child goes hungry. Our national partner, Breakfast Club of Canada helps us deliver nutritious meals and sustainable food programs to children in communities throughout the country.

Stop Hunger Scholars Continue Legacy of Giving

Zalam Barakzie came to Canada in 2015 as a refugee from Afghanistan. That same year, she began working for Sodexo at the Bow Valley College coffee shop in Calgary. She is a health sciences student at BVC who aspires to become a nurse. Nicholas Hageman hopes to become a medical doctor. He attends Queen’s University in Kingston. His dad is a 34-year Sodexo employee on campus. Zalam and Nicholas were this year’s Gina Gentleman scholars. Each received a $2,500 scholarship along with a grant of equal value for a charity of their choice. Zalam (pictured above far right) donated her grant to BVC to help start a food bank for students. Nicholas donated his grant to Food Banks Canada which used the funds to deliver food packs to children in the Alberta Foothills. The Gina Gentleman Scholarship program honours the memory of Gina Gentleman. During her 41 years with Sodexo, she volunteered and inspired others to feed children in need.

Heroes of Everyday Life

The Stop Hunger Foundation recognizes Sodexo employees who make extraordinary contributions to alleviate hunger. Jennifer Merrett from the Lord Elgin Hotel in Ottawa (pictured fourth from left), Taneesha Greaves from Keeyask, Manitoba (pictured second from left) and Trudy McKenzie Lessard from Bishop’s University in Sherbrooke, Quebec (pictured far right) received grants totaling $2,000 for charities of their choice.
Sodexo Suppliers Show Generosity

The annual Stop Hunger Gala raised an unprecedented $222,150, thanks in large part to the generosity of Sodexo suppliers. Over 200 suppliers celebrated with Stop Hunger board members and volunteers, community organizations and Sodexo employees at the Burlington Convention Centre in October.

Servathon Brings Out the Best

Throughout the year, Sodexo employees around the world join forces to alleviate hunger. The month of April is dedicated to service and volunteering. We call this global initiative Servathon. We serve meals, collect non-perishable food, and host hot dog days, bake sales and a variety of other activities. Our Fredericton colleagues at the University of New Brunswick staged their “Stuff a Truck” event. They filled a truck with recyclable glass bottles worth $589.40 for the Stop Hunger Foundation.

APRIL 2019 SERVATHON IMPACT

169 volunteers
340 volunteer hours
4,873 meals served
961 kg of food donated
$11,374 raised
1 community garden
AWARDS AND ACCOLADES

We were honoured with a number of awards, accolades and certifications. Here are just a few. They are a testament to the dedication of our people who help us create a Better Tomorrow every day.
Internationally acclaimed pastry chef Lasantha Mendis led a Canadian team to sweep the Festival International du Pain 2019 in Tunisia in February. The team won four gold medals, beating out 15 countries. Chef Mendis is a pastry chef at Mount Logan Lodge in Fort McMurray, Alberta.

Chef Lasantha Mendis

Melanie Ruga, Sodexo First Cook from the Donald Gordon Hotel and Conference Centre in Kingston, Ontario, was awarded the Junior Conference Venue Chef of the Year Award at the 2019 International Association of Conference Centres’ (IACC) Copper Skillet culinary competition.

Melanie Ruga, Sodexo First Cook