



The Challenge

Increase development opportunities and cultivate talent within a diverse workforce.

The Answer

Design and implement a mentoring initiative that could support employee development in a variety of ways.

Sodexo, a global food services and facilities management company, leveraged River to help them bring a modern approach to their Spirit of Mentoring initiative.

Powered by software from River, employees throughout Sodexo engage with one another as learners and advisors; transfer knowledge related to their experience, competencies, and needs; and collaborate with colleagues around training, career development, on-the-job productivity, learning groups, and more.

Now in its eleventh year, Sodexo's Spirit of Mentoring continues to grow and evolve in ways that consistently connect people and broaden learning opportunities for employees. Additionally, anecdotal evidence has shown how mentoring at Sodexo raises the confidence and engagement level of its participants.

Note: Content taken from "The Spirit of Mentoring at Sodexo" by Jodi Davidson and Randy Emelo, Engage Magazine, Fall 2014.

SPIRIT OF MENTORING			
Program	IMPACT	Peer2Peer	Expertise in Action
Description	Acclaimed formal mentoring program that connects individuals cross-culturally and across business lines in paired relationships that last 12 months.	Informal mentoring program through Sodexo's nine Employee Business Resource Groups (EBRGs), such as iGen (an intergenerational roundtable group) and WiNG (a women's network group).	Collaborative social learning groups associated with the development needs of managers across all areas of Sodexo.
Structure	Formal Mentoring	Informal Mentoring	Informal Social Learning
Audience	High potentials and global leaders	Employee Business Resource Groups (EBRGs)	Anyone at Sodexo
Purpose	High potential development; diversity initiative	Cross-company and cross-cultural peer learning	Employee development
Matching	Administrator matched	Self-matched	Self-matched
Connections	Pairs	Groups	Groups
Notable Fact	42% of women in IMPACT received a promotion; program has a \$2:\$1 benefits-to-cost ratio	EBRG members are 61% more active in the workforce than non-EBRG employees	85% of participants said they can use the learning they gained through the experience back on the job