sodexo
CORPORATE
SERVICES

Building exceptional employee experiences for a successful and resilient future









Introduction:

Focus on Food, Future Working, Finance and Facilities

"The new workplace is all about an employee-centric experience. This can be delivered through food services and hospitality in a curated environment with a sustainable approach, working towards everyone's well-being."

Karan Totlani
Strategic Growth Officer, Corporate Services, Sodexo



The post-pandemic world looks very different to before – an escalating series of crises in recruitment, skills, and behaviors but with advances in technology which fuels opportunities for business and employees alike.

A people-centric approach is a way to face and address the challenges for organizations in times of 'perma-crises', as the needs of the modern workforce shift. **Being a first mover in these areas translates to greater productivity, commercial success and 'futureproofing'**. In practice, this means:



- Responding to the shifting **needs and perspectives of a multi-generational workforce.**
- Creating and driving better employee experiences through **food and hospitality. Facilities** that are fit for purpose and future proofed.
- Assessing and addressing post-**pandemic ways of working** – what's working and what's not, and for who?
- Integrated **technology transformation** – finding solutions to shifts in ways of working, sustainability and people, with corresponding gains for greater productivity and profitability.
- **Acting on sustainability**, for people and for the planet, with payoffs in customer and employee loyalty.
- **Outsourcing and trusted partnership**s as an agile solution to ever-evolving challenges.

A strategic approach that has employee experience at its heart will be positioned to tackle the challenges of today and tomorrow.

Chapter One:

The changing landscape of employee experiences

From remote working and perks on the job to ESG and purpose, employee needs and expectations have transformed in the last decade. And with rapidly changing skills needs and shortages globally[1], employers are listening and responding.

Companies need to center the employee experience to maximize opportunities for growth, productivity and retention.

The employee experience is how workers experience their company. It may include workplace relationships, line management, hospitality, benefits, flexibility, the office environment, and technology.

92%

of employers across all industries intended to **prioritize employee experience** between 2021-2024, compared with only 52% prior to the pandemic.[2]

85%

of companies are **co-creating employee experiences** with their people.[3]



A. Employees want more

Employees want more from their employers. While most prioritize pay and key perks like pensions and healthcare, other employee experience features, such as food, wellbeing, and subsidies for fuel and energy, also matter to today's employees.

Perks on the job

Research from our global work experience tracker 2023 found that while pay was top of the list, perks of the job, what employees do at work and how they work is also critically important to them.

GLOBAL EMPLOYEES SAY THESE ARE THE TOP FOUR ISSUES THAT MATTER WHEN CHOOSING AN EMPLOYER.[4]

47%
PAY

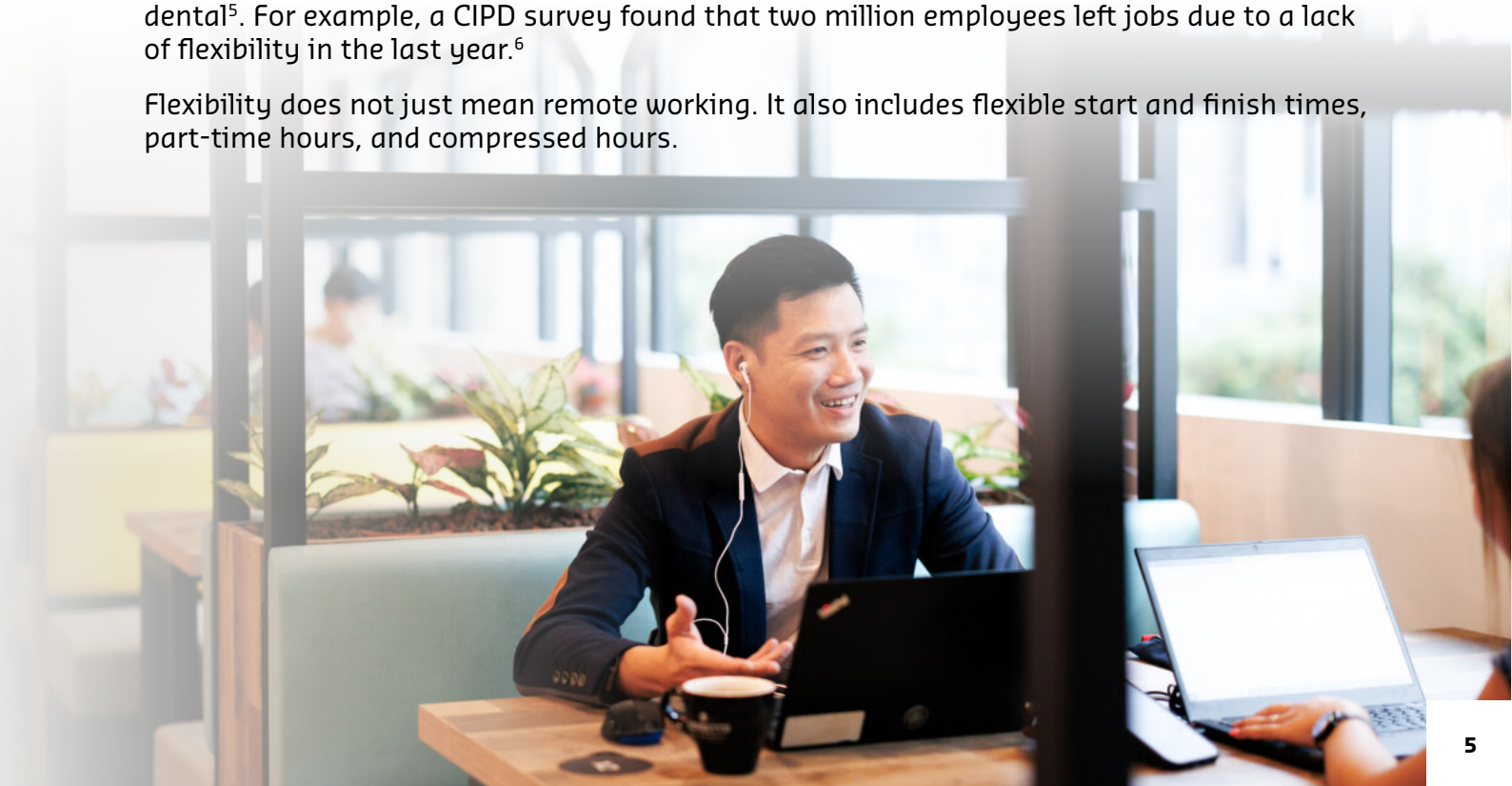
32%
GOOD WORK-LIFE BALANCE

22%
RESPONSIBILITIES THAT COME WITH THEIR ROLE

18%
FLEXIBILITY IN WORKING HOURS

A systemic research review of employees' wants published in HR Magazine revealed that they hope for flexible working, good leave and travel benefits, and health, wellbeing and dental[5]. For example, a CIPD survey found that two million employees left jobs due to a lack of flexibility in the last year.[6]

Flexibility does not just mean remote working. It also includes flexible start and finish times, part-time hours, and compressed hours.



The draw of food

Food is intrinsic to many of the cultural changes' employers want to see in the workplace, driving employee satisfaction with their work, healthy eating and productivity. A Cornell study[7] of firefighters found that teams who ate together rather than alone had better performance overall. Says the researcher, *"...eating together has a long, primal tradition as a kind of social glue. That seems to continue in today's workplaces."*

Focus on food and wellbeing

With workplace wellbeing such a priority, food and hospitality can play an important role.



Healthy options: healthy food at work provides good quality nutrition and boosts energy during working hours.

Accessibility: providing culturally-appropriate options for different dietry requirements, and allergies and intolerances.

Mitigating stress and burnout: quality food provision at work helps reduce the mental load of food planning and preperation.

In our research on the global employee experience [8], we found that **half** of global employees have access to a staff canteen and restaurant.

10%

of employees have **no access to onsite meal solutions**.

Less than **a third** have other options like convenience stores and markets, coffee shops, vending machines, and food courts.

What employees want

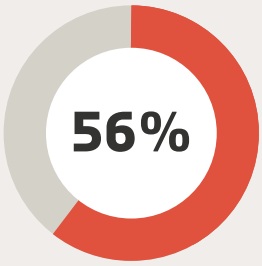
The four most popular meal options at work for global employees are:



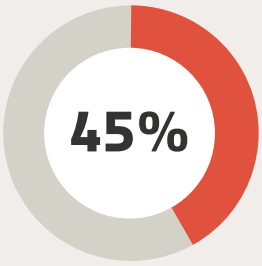
Employees want a variety of meal options at work.

Meal benefits

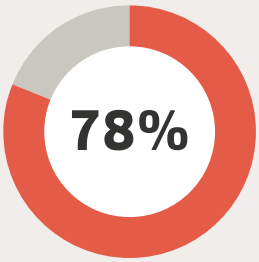
Employees also like flexibility when it comes to meal benefits, with the majority expressing a preference for meals or benefits and onsite meals.



Onsite meals only



Meals or benefits only



Meals or benefits AND Onsite meals

Food as 'return to office' driver

Employees also like flexibility when it comes to meal benefits, with the majority expressing a preference for meals or benefits and onsite meals.

17%
of global employees would go into the office more if food were free/subsidized.

14%
would come in more if the food experience was better.

Food is a draw for a significant pool of employees. Employers could provide more meal options with a better range of benefits to improve the employee experience in-office.

The power of purpose

Employees also want their employer to care and make a positive social impact. Sustainability is high on the agenda for employees, and they want their employer to speak out on politics and social matters.

In a Global Trends 2021 report by Ipsos[9] of respondents across 20 countries, two-thirds said it was more important that companies do their best to fight climate change than pay the right amount of tax. A majority across all countries wanted business leaders to speak out on social and political issues.

Gen Z employees are entering the workforce with an entirely different set of values to their elders. They are less loyal, more driven by social and wellbeing concerns, and they want a better quality of life and meaningful work.

Generation Z at work[10]

Not afraid to leave	**70%** who say they are loyal to their employer are still looking for new jobs	**62%** are actively or passively seeking new jobs
Value-driven	**80%** more likely to be less engaged at work if a business doesn't engage in social issues	**40%** want to create social impact at work
Focused on well-being	**65%** self-reported struggling with at least one mental health issue in the last two years*	**49%** are less interested in being quickly promoted than they are in quality of life and work

*UK/US only. Source: OW Forum A-Gen-Z 2023 Report.

Valuing employees

A strategic focus on employee needs has a big payoff for companies. According to our research, people-first organizations are outperforming their peers.

45%

of HR leaders say that the **primary barrier** to transformation is **employee exhaustion.**

66%

of executives would not cut costs by **scaling back wellbeing investments** in the event of an economic downturn.

36%

of of C-suite executives said that the pandemic helped them realize that **investment in employee health and well-being has delivered a measurable return.**

50%

increase in revenue by moving from the bottom quartile to the top quartile in employee experience, according to one study[11].

13%

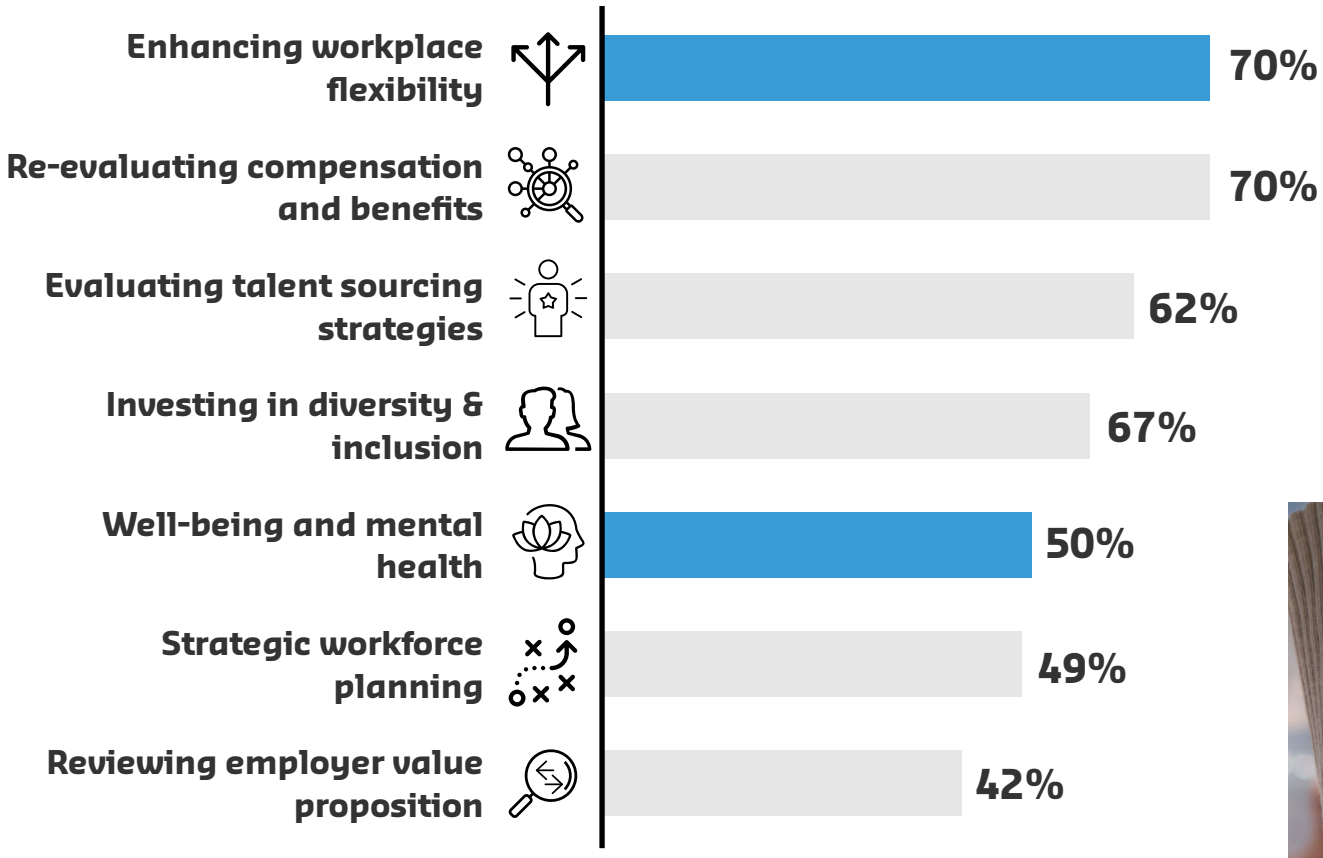
greater productivity from employees that are happy[12].

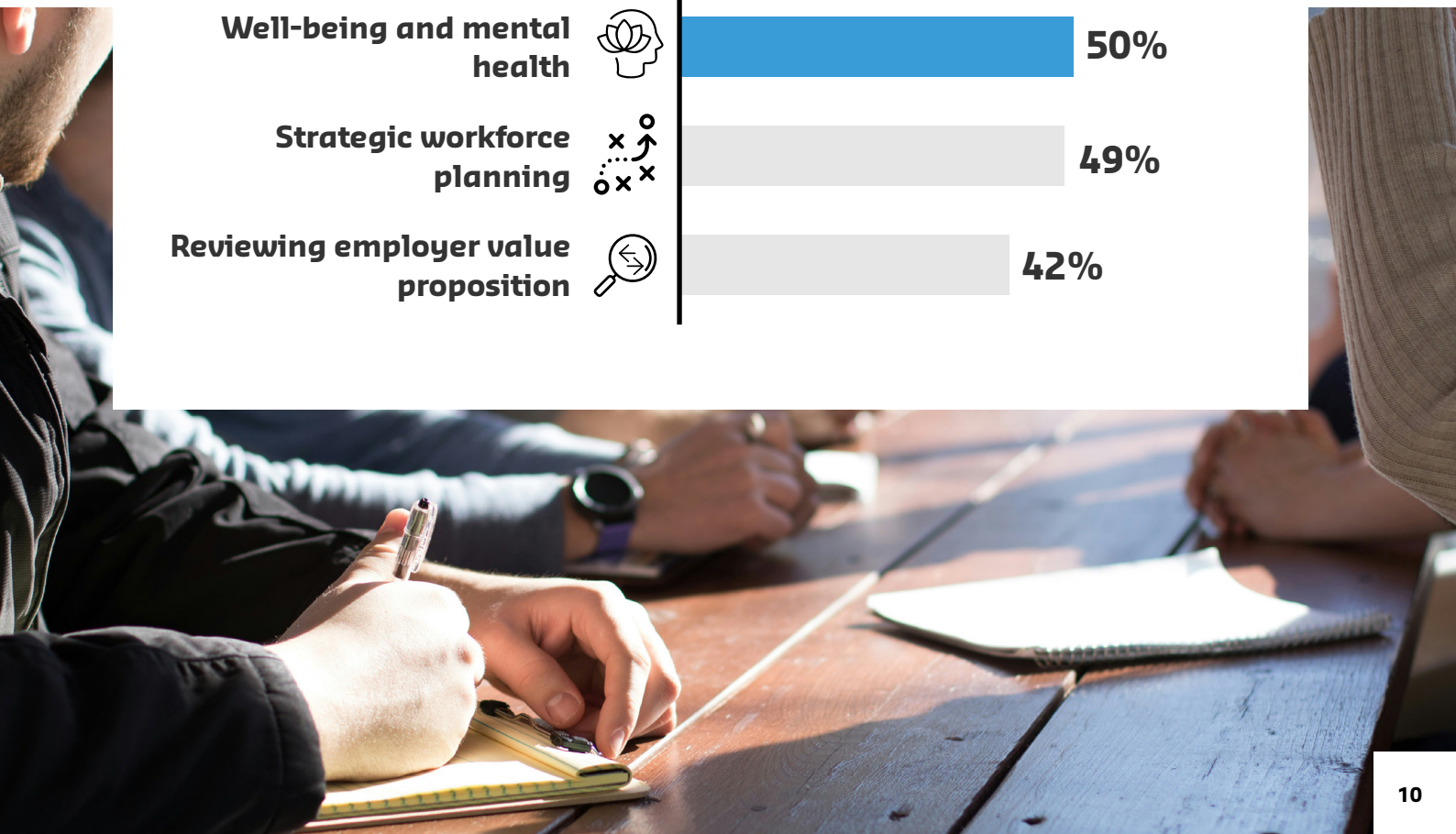


In response to the war on talent, employers are improving their offerings. Employers are prepared to offer workplace flexibility, transform their benefits packages, and invest in diversity, equity and inclusion, and wellbeing. In an ongoing sense, they are reviewing their strategy around recruitment, workforce planning and their employee value proposition.[13]

An Employee Value Proposition describes the perks of the job, such as private healthcare. It should also include value-based issues such as purpose-driven action, sustainability strategy, learning and development opportunities, and what workplace experiences the employee is likely to have there.

Strategic responses to the 'war for talent'[14]





B. Where are we now?

Progress is not linear. While the future shock buzzwords are all about the shift to remote working, prioritizing the employee experience, and purpose, trends are uneven.

Uneven patterns in work transformation

In our research on the employee experience, we found that attitudes and behaviors towards the changing landscape of working experience varies across regions, generations, gender, and occupational type. Here are just some examples.

While many countries across the world have opened up remote working possibilities, countries such as **China** and even **France** have more **traditional working patterns**. In our research, **61%** of corporate services employees in China worked **100%** onsite..





In all other countries surveyed, hybrid working was the dominant mode.

We noticed different access to meal options and food benefits across countries, and therefore satisfaction levels.



SATISFIED EMPLOYEES



BRAZIL **77%**

INDIA

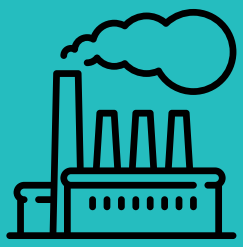
UK **39%**

NO MEAL SOLUTIONS PROVIDED

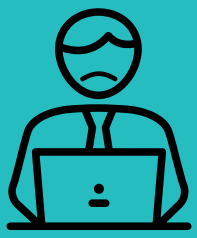


UK **19%**

Compared to the average of 10%



Blue-collar employees working in traditional factory settings work **100%** onsite, have fewer benefits, fewer meal options, and are less happy and healthy.



Fit to flex

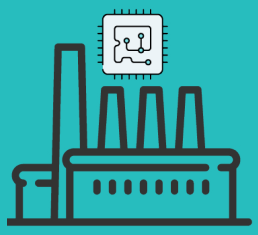
HTF workers are more likely to work hybrid, while TF workers are more likely to work 100% onsite.



TF: 100% onsite

65%

labour intensive materials-based production



HTF: Hybrid

67%

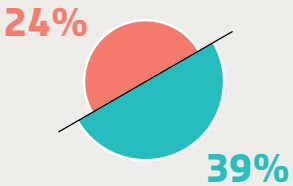
uses research and technology to provide high-value products

Picking up the perks

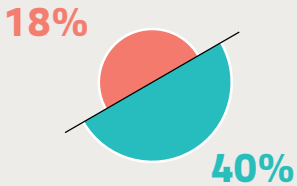
Significantly fewer TF workers get benefits than HTF workers.

Traditional factory High-tech factory

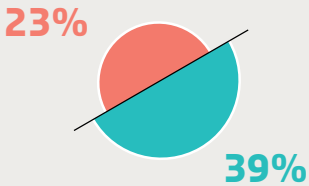
Mental health support



Relaxation areas



Free food at the workplace



Mixing up lunch

HTFs deliver more varied meal options than TFs. HTFs workers have slightly better access to a cafeteria than TF workers (58% to 49%) but almost twice as much access to convenience stores, coffee shops and food courts.



Employee-employer disconnect

While there is much noise about the employee experience from employers, this is not reflected in actual employee experiences:

Deloitte's Well-being at Work Survey 2023[15] found while three-quarters of executives said their workforce's health had improved, most workers said their health had either stayed the same or worsened.

95%

of leaders believe they care about their employees' wellbeing and that their employees would say that they do

50%

However, this view was shared by only 50% of employees.

only

43%

of employees were satisfied with their wellbeing benefits

while

90%

of the C-Suite believes their employees are satisfied.

Personalisation is an issue for employees.

51%

say that wellbeing benefits, when they are available, are not aligned with their needs.

1/3

According to data from Simplyhealth,[16] one-third of UK managers surveyed said it was not their responsibility to support workplace health needs.



Employee Value Proposition (EVP)

While the vast majority of employers struggle with recruitment[17], most have yet to develop an attractive EVP – a brand statement that shows why someone would want to work at a company and stay there. According to research by Gartner, a mere 31% of HR leaders believe employees are satisfied with the EVP, and 65% of candidates have withdrawn from a recruitment process due to an unattractive EPV[18].

McKinsey found that 89% of employees want purpose in their working lives – but that many EVPs are missing the V[19].

TAKEAWAYS - BALANCING BUSINESS AND EMPLOYEE NEEDS

Recreating a positive working experience will inevitably involve balancing a people-centered organization with the need to keep costs as competitive as possible, especially in times of economic and geopolitical uncertainty.

An employee-centric approach is a winning strategy, but other factors need to be considered when it comes to evolving workplaces, employer offerings and the overall business strategy requires balance to make this interplay work.

It is vital, however, that employers, in the face of economic crises, productivity lags and new employee demands, avoid veering off-course into populist governmental and media themes (such as 'return to office mandates'). **Investing in the employee experience is the most effective way to ensure resilience, lower costs, and improve productivity and growth.**

Leading for the long term includes addressing concerns for the future. This means:



Chapter Two:

A people-centric workplace experience

"When it comes to office space and redesign, a key theme in the current marketplace – people-centricity - must be at its heart."

Henrik Jarleskog
Director Future of Work & Workplace Experience Continental Europe.

Offices are being redesigned post-pandemic, as they become less about offering a permanent space to house employees full-time, and more about collaboration and reimagining the employee experience. As part of **improving the employee experience**, and with a nod to the intersection between productivity, diet and health, hospitality and wellbeing services are a central part of design.

New technologies are being deployed to aid efficiency and productivity, rearticulating the role of people and people-centered-skills.

Remote working is here to stay, prompting new thinking about technology, connectivity and creativity in the remote workspace.



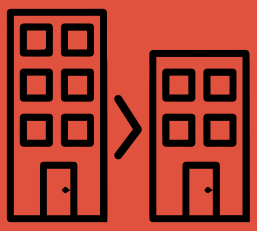
A. Offices of the future

Offices are being redesigned as firms aim for greater productivity, profitability, and accessibility.

No longer a formal space with mandatory attendance, the office is being reimagined as a place for collaboration and an engaging employee experience. **Design becomes more about overall experience and less about process and facilities.**

With the growth of hybrid working, particularly among office staff, post-Covid occupancy rates stand at 55%. Remote working offers an opportunity for companies to reduce costs, given real estate is the second most important costs for corporate services in cities[20].

Companies are making planned reduction in their real estates to save on these costs – HSBC plans a 40% reduction, while Silicon Valley is reducing its real estate by 1.4SqM, with rows of desks changed to flexible 'team pods'



The workplace of the future is much more employee centric...









"We found that co-located teams work best in open spaces. This can foster creativity and increase collaboration between individuals."

E-commerce director, customer

The purpose of the office is changing. So must its design & services.

CURRENT STATE

Routine, daily tasks actioned in the office at dedicated desks, requiring 1:1 desk per employee in set location

Offices designed primarily for work, with socialisation assigned to specific area in or outside the office

Ergonomic and efficient workspaces designed to facilitate formal interactions

FUTURE STATE

Many routine/BAU activities done remotely, but community-building and activities requiring interaction remain in-person

Office as a hub for social connection, unstructured collaboration and interactions

Create a sense of community and foster the wellbeing of colleagues



The reimagining of the office has unprecedented possibilities for employees[21].

The new office is:



More aesthetically pleasing and understands how environment impacts psychology and creativity. Color is attended to because we understand how it affects mood.

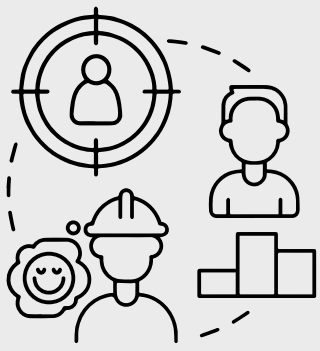
Inclusive and non-hierarchical, as rigid office and cubicle spaces are eliminated and replaced by flexible and non-hierarchical spaces. Workplaces attend to attempts to reintroduce status in workspace usage[22].



Places for different work modes – it includes quiet areas for focused work, collaborative spaces for discussion and co-creation, and lounge settings for relaxation. It may also include wellness areas. Areas may be flexible, meaning they can be adapted for different uses and needs.



The new office integrates technology into the way it is designed, facilitating digitally driven productivity and proficiency.



Universal design

The importance of the **people** in this approach cannot be underestimated.

When employers design for universal accessibility from the start, it reduces the **burden on disabled employees** to disclose and navigate accommodations.

It also provides benefits to the rest of the workforce who are not disabled; designing universally[23] has universal benefits[24].

The food factor

Food at work is changing. Hospitality services should improve employees' day, bring them together, and help to improve productivity. Workplace hospitality should be a premium, considered offer than aligns with workplace design and wellbeing.



How our food brands embed employee needs

Modern Recipe, Sodexo's leading food brand, mostly dedicated to offices environments, is a concept that is designed to answer the diverse and demanding expectations of your workforce. A workforce who expects food that's healthy, delicious, affordable, sustainable, with that 'taken care of' feeling at any time of day.

This is all day food for modern living.

Our special recipe is a combination of a sincere interest in promoting wellness and health in the workplace and an unwavering commitment to offering our guests a welcome of the highest hospitality standards.

This brand provides contemporary, healthy & sustainable food with creative & designed spaces for the modern professional in mind.Modern Recipe now offers restaurants, markets, cafes, smart fridges, and event catering services enabling organisations to meet guests where they are at any time of the day.[25]



Kitchen Works

For doers and makers, by doers and makers. Delicious, tasteful, healthy and real food, in great company and in an environment where you can truly disconnect from work. This is the approach of Kitchen Works, new Sodexo brand to serve manufacturing and data center businesses.

Different formats and solutions for anywhere and anytime, prioritizing proximity and speed of service embracing the variety of employees profiles, to enhance the workplace experience.

At Kitchen Works, everyone belongs, and everyone deserves feel-good food.

A food value proposition should include:

A considered, people-centered strategy based upon analysis of need and wants.

Nutritional, locally sourced, traceable food that is attentive todiver[redacted]y and inclusion.

Digitally enabled, with digital ordering and supply chain monitoring.

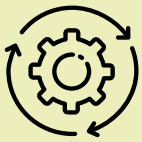


B. The human-tech connection

New digital technologies are developing fast. Generative AI landed just last year, but is now dominating diverse, bespoke applications. As it evolves, we will move away from narratives of employee attrition towards liberation from repetitive, routine tasks.

Used ethically, AI will allow people to attend to creativity, problem-solving, purpose and EQ-led communication.

AI can also intersect with workplace needs such as team building and wellbeing. It can deploy Neuro Linguistic Programming to reveal information about communication styles and functionality, design personalized workspaces, monitor hazards and 'notice' mood (for example, through wearables)[26].

	Employee engagement	Employee productivity		Employee satisfaction
				
	Digital platforms	**Connected IoT**	**Automation**	**Data analytics**
	Digital workspace applications allow fexibility between remote and office working Returns to offices are encouraged with intuitive desk booking applications	Frictionless employee interfaces allow technology to boost, and not hinder, efficiency Seamless employee journeys reduce employee frustration	Employ Automation reduces ensome and ted tasks for employees, improving task engagement and value-add of employees	Tracing of employee sentiments allows continual iteration and improvement of EX Wealth of employee datapoints alows personalised EX, increasing their sense of belonging
Examples	**Digital restaurant aps** **Digital health/ wellbeing access**	**Office utilisation monitoring with productive attendence** **Smart energy/carbon as a service**	**HVAC sensors** **FM predictive maintenance**	**Incident report platforms** **Digital feedback on EX**

It is not just about communication. Automation and IoT is being deployed in manufacturing environments to allow for **real-time monitoring of workplace problems.**

Frito-Lay, a subsidiary of PepsiCo, used wearables to assess employee posture, issuing a vibration if the stance was improper. In a five-month period there was a 72% reduction of poor postures. Holder Construction used multi-display workspaces to manage communication and collaboration across six locations, producing more efficiency, better decision-making and reduced travel costs because of remote working. There was also an impact on culture from the new tech[27].

However, there's still work to be done in designing and implementing digital experiences that have a positive impact on employee experiences.



34%

Just over a third of CEOs aim to focus on productivity through technology and automation.



75%

of organizations are still on a journey to provide a full digital experience to their employees.



20-50%

Outsourcing saves 20-50% on costs – pay-as-you-go and variable Cloud-based services offer an opportunity for savings on operational spending[28].



25%

of respondents in our global study said they came into the office to use IT services or equipment.



21%

said better IT services and equipment would encourage them to come into the office more[29]



49%

of employees cited productivity as a motivation to return to the office.



While

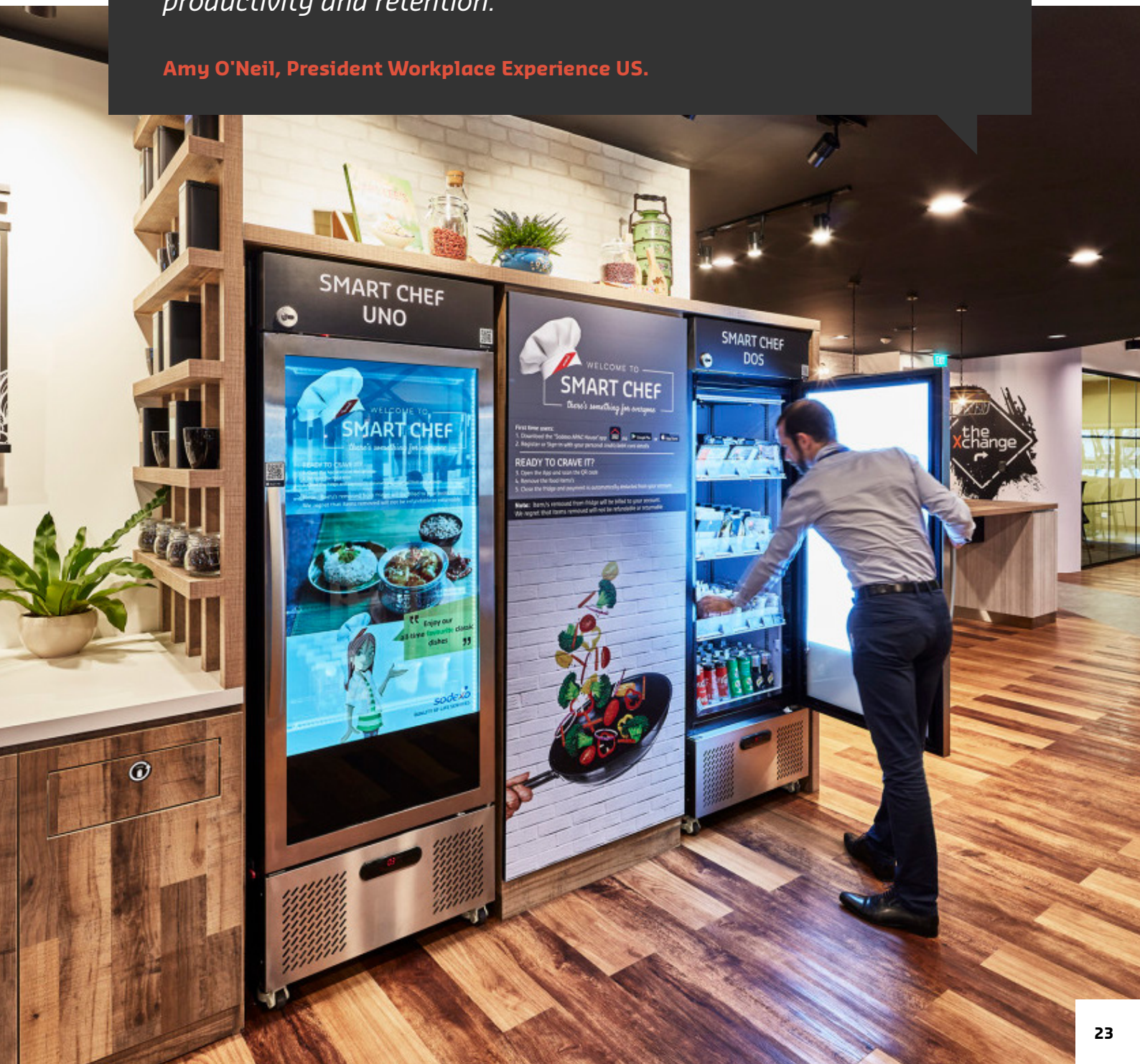
38%

said a 'better environment' would encourage them to come in more. [30].

Where do CEOs other priorities lie and how does this connect to improving overall employee experience? We have an opportunity to design offices and the digital interface from the beginning and in a way that also saves costs. The starting point is the **employee value proposition (EVP)** and integrating purpose, which can be a guiding light for tech strategy – particularly as employers seek a better balance between office and home-working.

There is a need for new, strategic thinking around the future workplace, involving design and technology that supports engagement, collaboration, and productivity. Your teams need to be empowered to do their best work regardless of where it gets done. Leaders need to invest in new connected technologies, which in the short- and long-term will save costs and improve productivity and retention."

Amy O'Neil, President Workplace Experience US.



C. Growing relationships

"When we think about a human need for connection and belonging, what should the workplace of the future look and feel like? It's not just about workplace design, though that is important. Employers need to think about how genuine connection is about collaborative opportunities – providing a meeting space – and social relationships and belonging."

NEED QUOTE ATTRIBUTION

Focusing attention on relationships is business-critical in the post-pandemic world. Relationships intersect across wellbeing, communication, office design, food, purpose, and all other aspects of a functioning business culture.

Employees show a strong demand for **better relationships in their working lives**. According to our own research on global corporate services employees:

Overall

69%

said they have a sense of belonging to their workplace community.

Remotely	Onsite	Hybrid
63%	65%	76%

37%

come into work when they have face-to-face meetings.

36%

when they need to collaborate on projects.

36%

when they want to socialize with their co-workers.

22%

said they would come into the office more if they knew co-workers would be there.

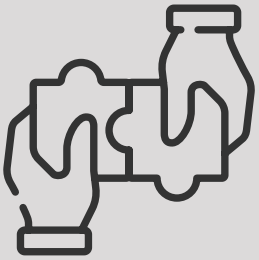


19%

to connect informally with co-workers.

42%

In further research employees cited seeing their colleagues as a reason to come in more.



26%

said better collaboration[31].

BetterUp says there is a 'connection' crisis among the workforce, creating poor mental health and workplace performance outcomes.



51%

of European employees interviewed said they don't feel a sense of belonging. **44%** don't feel a connection to their co-workers, and **27%** don't have a friend at work.



In a US study

61%

said they don't socialize with co-workers [32].



while

43%

don't feel a sense of connection with co-workers[32].

Connection and relationships can improve health and performance. Further research by **BetterUp** found that a high sense of belonging was connected to:



56%

increase in performance



75%

reduction in sick leave



50%

turnover risk[33]

Gallop's State of the Global Workplace 2023 found that employees experienced less stress when they worked onsite, contradicting employee perceptions of the benefits of remote working.

38%

experienced stress on the previous day when they worked onsite, compared to..

43%

of employees who were fully remote, and..

43%

who were hybrid [34]

BetterUp argue that a more connected workplace means that employees are more able to generate useful solutions to challenges and are more likely to take calculated risks. Those who invest in workplace relationships have more positive relationships and greater life satisfaction.

Relationships are key to workplace satisfaction



Investing in relationship-building among employees builds a sense of belonging, engagement and commitment among employees working remotely for part of the working week. Relationship-building could either be in-person or online and involved socialising and collaborative opportunities.

Building good employee relationships at work could be key to growing good employee experiences and wellbeing. **Ideas include more social events during the working day, collaborative working and team coaching.**

Live/work balance

While engagement with workplaces can help grow a sense of belonging and relationships, employees also prioritize work-life balance. Our research with global employees showed that **remote working (whether fully remote or hybrid) is important to them**, driving better mental health, a desire to stay with their current employer and better work-life balance.[35]

Manufacturing experiences similar patterns. In our research, there is a distinctive difference in working patterns between traditional (TF) and high-tech (HTF) factories, with the majority (65%) in TF working 100% onsite and 67% in HTF working hybrid. These working patterns correlate with **patterns in satisfaction, mental and physical health**.

Healthier and happier

Those working in HTF environments report better working experiences...and better mental and physical health.

Satisfaction with working experience



Mental health



Physical health





Employers need to grapple with the intersection between diversity, equity and inclusion (DEI) and flexibility. Research by Astriid[36], a consultancy advising on dealing with long-term health conditions at work, said that the top three types of flexible working sought by people with chronic conditions were, in order, working from home (84%), flexible start and finish times (75%), and flexible hours over the week (working 22 hours or less – 49%).

Em er concerned about costs, productivity, and performance are issuing return to work (RTO) ma e. But recent research by Gartner HR[37] showed a performance and DEI cost to RTO.

Those employers with strict RTO mandates were more likely to lose high-performing employees, millennials, and women. Intent to stay was 16% lower among high-performing employees compared to average ones (8%), and 11% lower in millennials and women.

"Mandated on-site requirements can carry very steep costs for talent attraction and retention. This is especially true for high-performers, women and millennials – three employee segments who greatly value flexibility...Often these costs far outweigh the moderate benefits to employee engagement and effort."

Caitlin Duffy, Director in the Gartner HR practice.

With remote and flexible work opportunities, workplace disability inclusion has risen significantly. Research by McKinsey, however, showed that people with disabilities were **14%** more likely to leave employment when hybrid working was not available[38].

With employers facing unprecedented skills shortages, it seems wise to **heed demands for more remote working while also considering how to maintain connection and creativity.**

TAKEAWAY – OFFICES FIT FOR THE FUTURE

Enhancing the employee experience within workplaces through better design, services and with a focus on what truly encourages employees to come into the office will have significant payoffs for companies. Thinking about what those with different needs might require may also encourage inclusivity and better office-based relationships.

Employers will need to:



Rethink and redesign their offices



Create hospitality, food experiences, and services that are really people centric.



Integrate technology to work smarter and more creatively



Design working patterns to suit individual needs, while thinking imaginatively about how to deliver a good 'remote' working experience.

Chapter Three:

Sustainability and the 'S' in Environmental, Social and Governance (ESG)

Sustainability is increasingly influencing employee attitudes and drives how they choose and engage with their employers. Employers have an opportunity to **future-proof and center people in their workplaces through commitments to ESG**, including environmental impact and food and hospitality.

A. Sustainability is driving employee attitudes and behaviors

Employees expect sustainability to be embedded across the workplace experience, and this has a knock-on effect on recruiting and retaining talent.

Public attitudes and employee expectations globally around sustainability have been extensively mapped. In our research on global employee experiences, 87% of respondents overall said sustainability was important to them. These attitudes were particularly prevalent in Brazil (96%) and India (95%), and less so in the UK (78%).

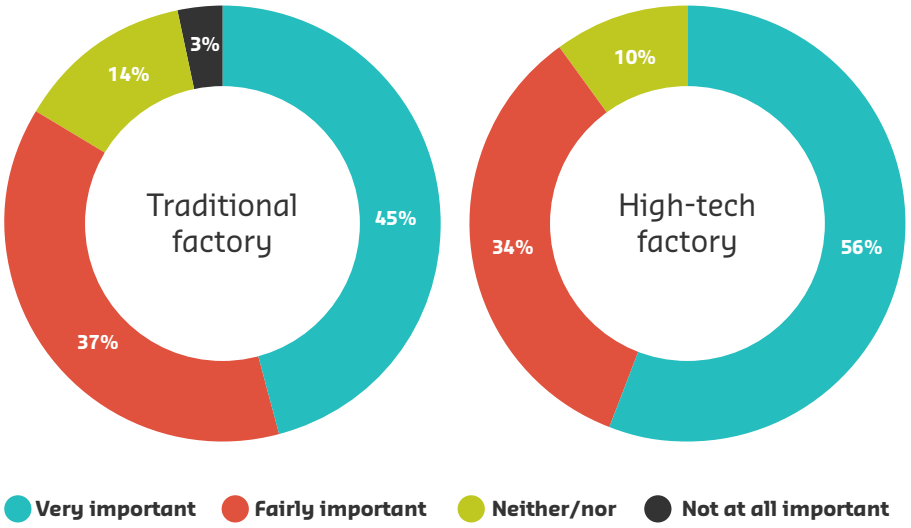
Global research by Deloitte[39] showed that 69% want their employers to invest in sustainability, with one in four saying they will consider their employers position on sustainability before accepting an offer. A quarter say they have considered switching jobs for this reason. Deloitte's research on C-Suite leaders revealed 42% think it has helped employee morale and wellbeing, and 38% recruitment and retention.



Sustainability is a generational issue. A survey by Pew Research[40] in the US found that younger generations were significantly more committed to sustainability and were more willing to take action around it, particularly around issues such as phasing out fossil fuels. Deloitte's research found that a majority (64%) Gen Z and millennials believe they have the power to create organizational change.

Knowledge workers – those most in demand – in particular favor action on sustainability, according to our global work experience survey:

Environmental sustainability is more important for high-tech factory workers



While overall, environmental sustainability is important to factory workers, with 85% saying it was very or fairly important to them, more HTF workers say it is very important to them

Brazil is big on environmental concerns. 81% say sustainability is very important to them, the largest cohort. India is the second biggest, at 60%.

France (27%) and the UK (31%) have the lowest numbers saying it is very important. This may be a function of where traditional factories are located and the age group who tend to work in them.



B. Building people-centric sustainability in the workplace

"Employees tend to think of sustainability as being about climate, and to a large degree it is. But sustainability is much broader than that, involving biodiversity and ecosystems, and food, farming and diets. There is much that employers can do beyond the obvious energy and waste reduction to looking at sustainable sourcing of food and healthy diets. In turn, has a positive impact on the employee experience, not just in seeing their workplaces acting with purpose, but also in living healthier lives."

Our global employee experience research found that the top three expectations that employers have of their employers were responsible energy use, reducing plastics and waste management.

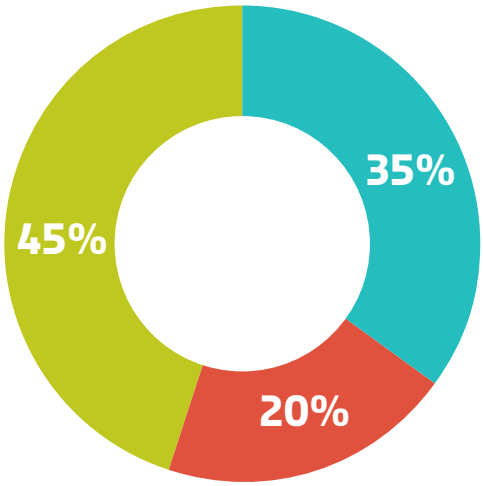
Recruitment	Retention	Advocacy
Top talent will only want to work at companies that implement sustainable practices	Employees are more likely to leave companies that don't implement sustainable business practices	Internal issues may easily be turned into external reputational damage
63% believe that sustainability is no longer a nice to have, but a must-have	**40%** would change jobs if their company didn't implement **concrete sustainable business practices**	**96%** of workers who feel their employer is ahead of others on sustainable practices would recommend their workplace
46% agree that top talent will only want to work at companies that implement sustainable business	**58%** think sustainability is key to engaging the workforce of the future	**39%** would leave a bad review (e.g., on Glassdoor) if their company had poor sustainability practices

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Deloitte's research found that employees want action on waste, using recycled materials, energy and building green office space. **Offices redesign needs to include sustainability goals, both in values and design.**

Commercial real estate and sustainability

Commercial real estate CO_2 emissions by activity
US, in %, 2022



- **Environment control**
  Heating, cooling, ventilation
- **Electric applications**
  Lighting, cooking, refrigeration
- **Other**
  Computing, office equipment, misc.

Environmental regulatory pressure has driven an increase in energy management

The commercial real estate sector accounts for **20%** of global greenhouse gas emissions, driving RE reduction

50% reduction in buildings' energy use achieved with technologies, such as sensors, electricity use monitors, and occupancy sensors

The building energy management market has shown strong growth with a projected **12.5% CAGR** (2022 - 2032)

Source: U.S. Energy Information Administration, Sci Data, Future Market Insights, Oliver Wyman analysis

SODEXO'S AMBITION TO BECOME NET-ZERO BY 2040 IS ACHIEVABLE THROUGH 4 MAIN ACTION LEVERS:

Eating
Promoting deliciously satisfying plant-based and low carbon meals

Energy
Reducing consumption and accelerating the use of renewable energy together with our clients

Waste
Accelerating the fight against food and material waste

Products
Working with suppliers to reduce our supply chain's climate impact

C. More than just talk

Employees are increasingly concerned about sustainability and are looking to their employers to act. **Sustainability is a critical part of the EVP and need to be integrated into operations and supply chains.**

Understand their workforce's attitudes and behaviors.

Analyze how sustainability issues are affecting recruitment and retention.

Mobilize those interested in taking action – particularly younger generations.

Review how sustainability goals can be integrated into office design, operations and supply chains.



Chapter Four:

Learning from our insights – employee experiences for future resilience

Now is the time to act. Great employee experiences lie at the heart of successful and resilient workplaces of the future.

The key elements of future-proofed employee experiences

+ One: Putting people first

People centricity is a core part of rethinking the new workplace experience.

Pay and perks, new food experiences, healthy food, choice, flexible and remote working opportunities, sociability, wellbeing strategies, reviewing employee value proposition.

+ Two: Food drives satisfaction

Food and hospitality brings together all the key elements of a new employee experience proposition that impacts productivity and retention.

Relationships, inclusive & accessible choices, relaxation, taste, feel-good food, wellness, nutrition, sustainable, locally sourced, traceable, digital ordering and supply chain management.

+ Three: Digitally-enabled workplaces

Allowing employees to attend to creativity, problem-solving, purpose and EQ-led communication.

Generative AI, automation, IoT, data analytics, ending routine, wellness and safety management, office design, tech-enabled flexibility, collaboration.

+ Four: Sustainable workplaces

Ensuring sustainability lies at the heart of the employee value proposition and embedded in any new initiative, from office design to food and hospitality.

Sustainable offices, planet-first food, inclusivity, energy-management, employee retention, reputation, purpose, waste, supply chain, operations, sustainability action.

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