TRANSLATING DATA INTO

VITAL SPACES

sodexo

FEBRUARY 2024

Workplace Futures
POWERED BY PEOPLE

Mark HILL | Digital, Innovation and Transformation Director | Sodexo

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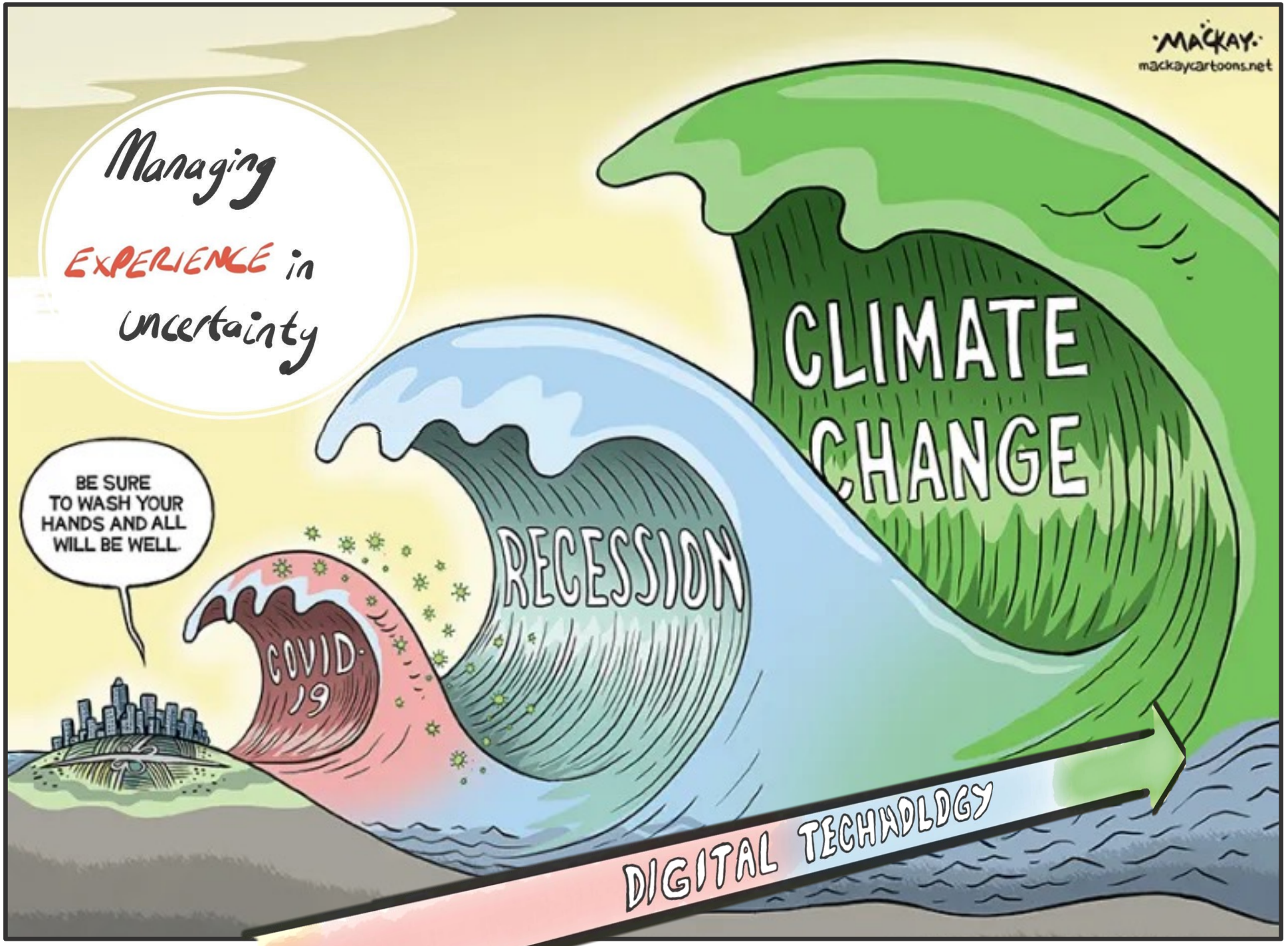
ACTIONABLE INSIGHTS



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MORE WITH LESS
Productivity matters

Google tells staff to act 'more entrepreneurial.' Translation: Work harder, or else

"If a direct report is coasting or a low performer, they are not who we need; they are failing this company. As a manager, you cannot allow someone to be net neutral or negative for Meta."

Microsoft's New 'Productivity Score' Lets Your Boss Monitor How Often You Use Email And Attend Video Meetings

Everyone at Tesla is required to spend a minimum of 40 hours in the office per week. Moreover, the office must be where your actual colleagues are located, not some remote pseudo office. If you don't show up, we will assume you have resigned.

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MORE WITH LESS

The impact of generative AI

"Most people believe automation will greatly exacerbate inequality between rich and poor while making jobs harder to find"

60% of workers are in occupations that did not exist in 1940, but technological change since the 1980s has displaced workers faster than it has created jobs

26% of European software and tech companies are planning to cut jobs as a direct result of ChatGPT, followed by finance companies with 22%.

Millennials in general, or those born from 1965 to 1980 (43%), are the most anxious group about ChatGPT taking away their jobs

"Generative AI could replace the equivalent of 300 million full-time jobs"

Goldman Sachs

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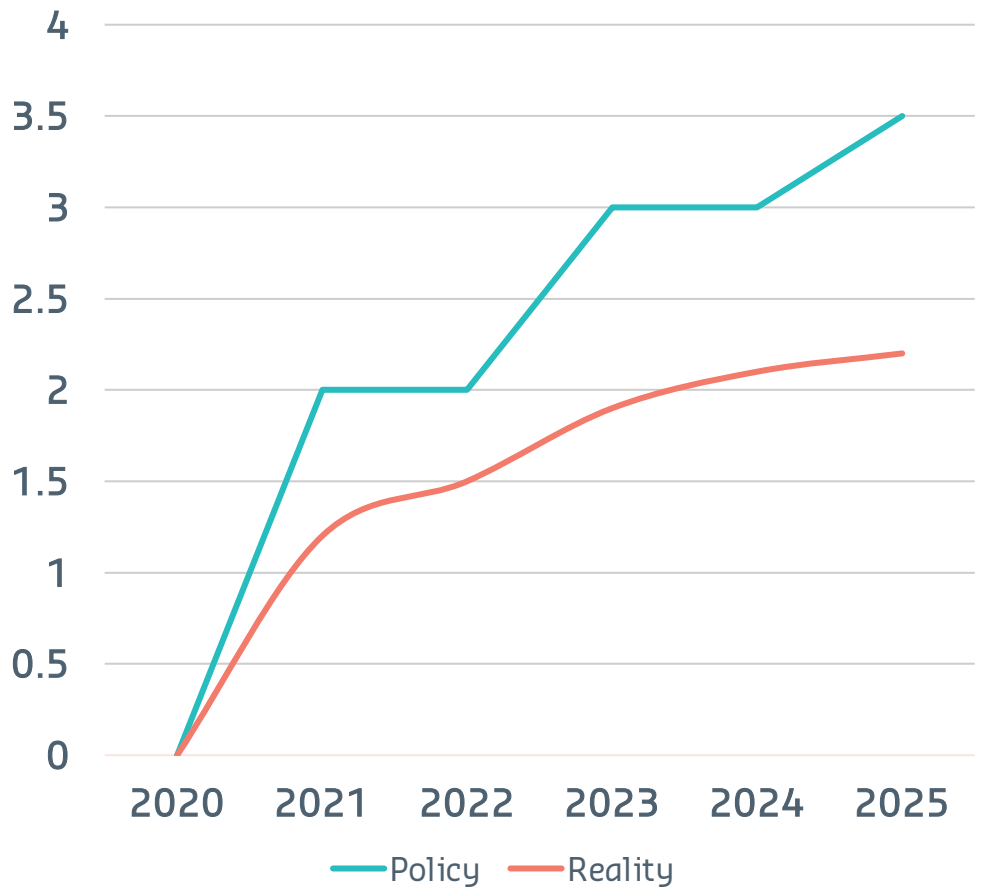
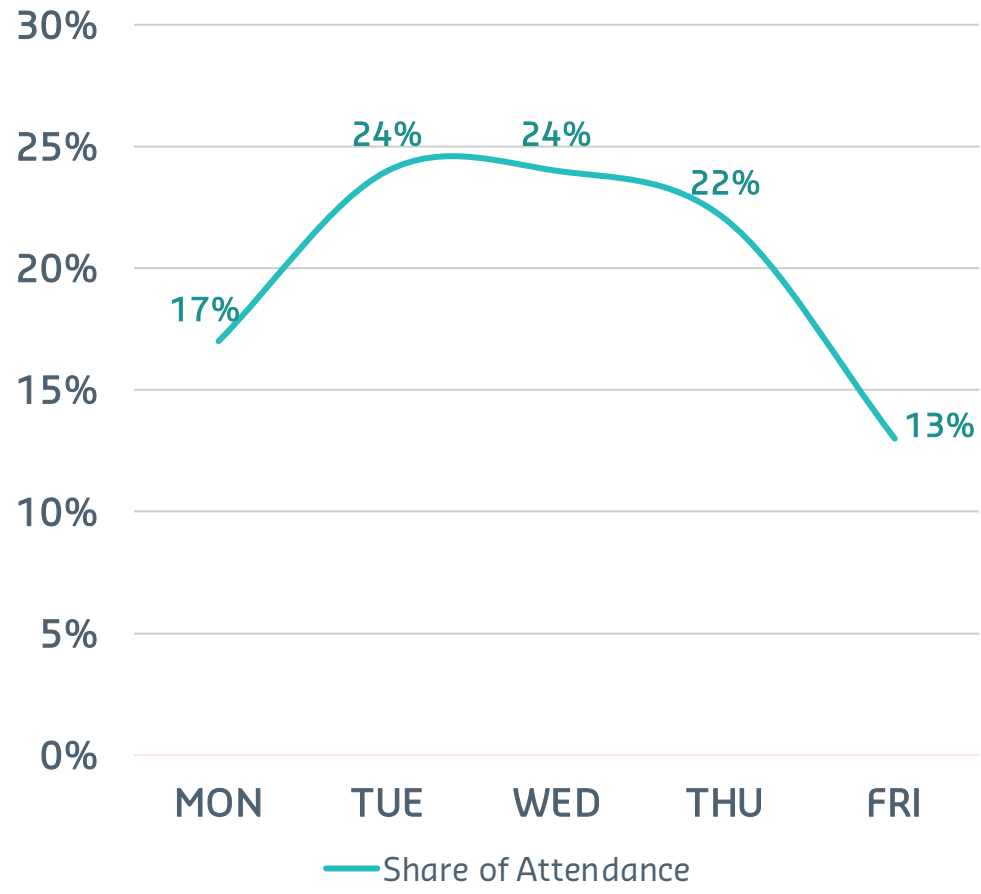
RETURN TO WORK

The impact of hybrid working

OFFICE ATTENDANCE – DAYS PER WEEK



OFFICE ATTENDANCE – SHARE ACROSS THE WEEK



SOURCE: Internal research analysing ~9 million data points from ~300,000 employees based across 261 sites (located in NorAm, UK and Ireland)

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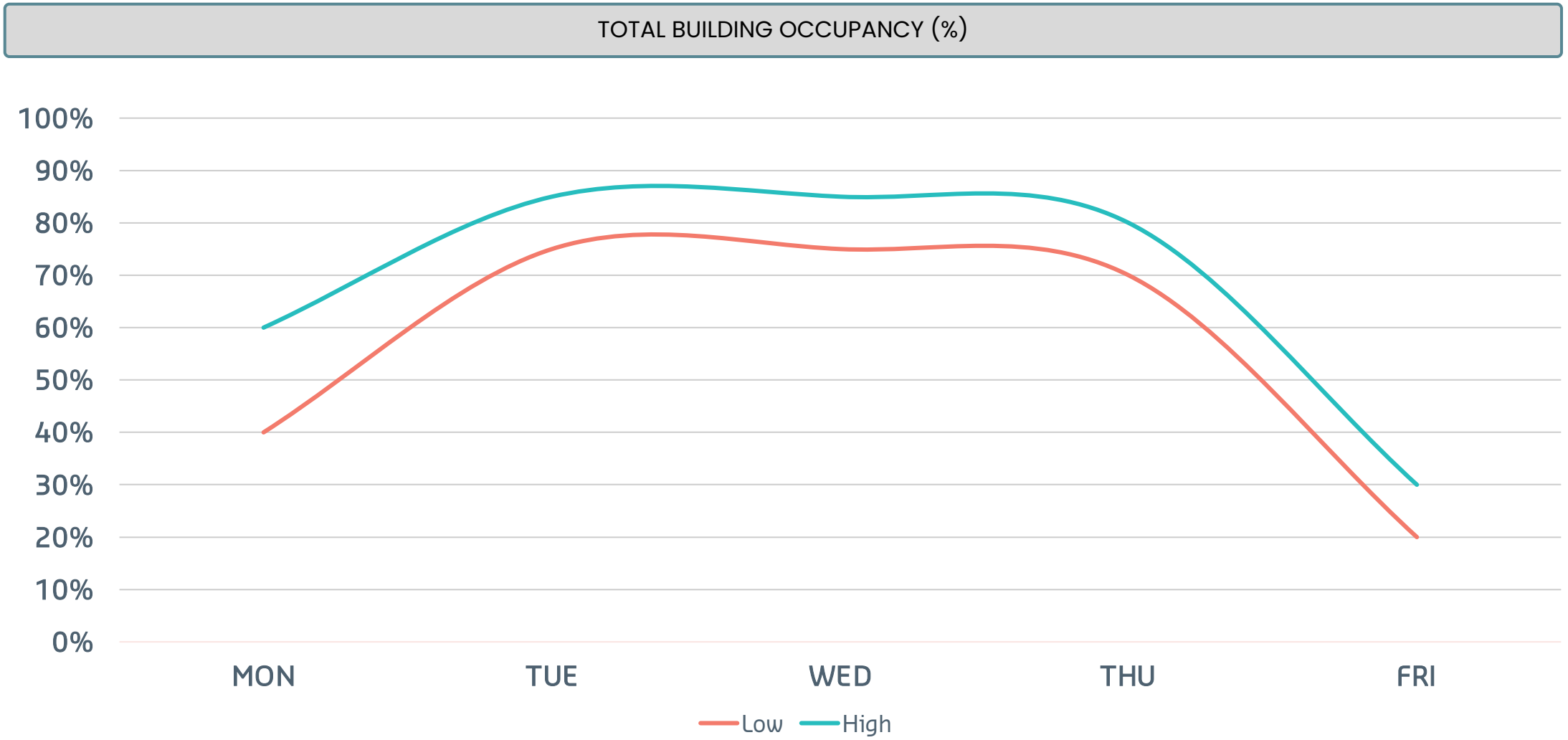
The impact of hybrid working



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WORKPLACE FUTURES

Articulating a **HUMAN-CENTRIC** business case

"I truly believe that each of us must find meaning in our work. The best work happens when you know that it's not just work, but something that will improve other people's lives."

SATYA NADELLA, CEO, MICROSOFT

"It is vital that the relationship between people and technology is symbiotic [...] Technology that makes life better, easier, safer and more fulfilling – for our people and our customers' people.

WORKPLACE FUTURES CONFERENCE 2024

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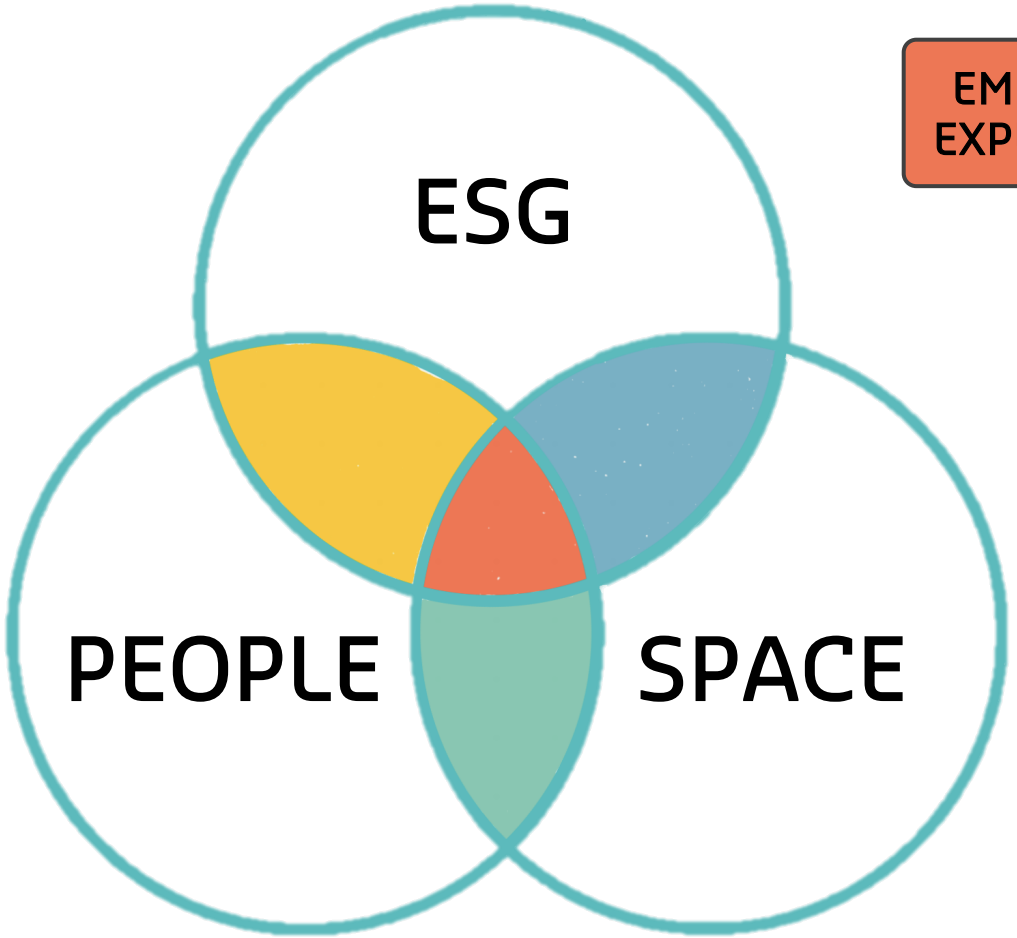
STEP 1 – STRATEGIC ALIGNMENT

Understand your client's business priorities

Establish client* priorities against new framework:

1. ESG
2. PEOPLE
3. SPACES

NOTE:
*Essential to have cross-organisational collaboration (ie, HR, DE&I, Real Estate, FM, Workplace, IT, Tier 1 Partners etc.)



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STEP 2 – DIGITAL ALIGNMENT

Establish a shared digital and data roadmap

Build digital and data roadmap to align with the strategic agenda:

1. Technology stack
2. Master Data Mgt.
3. Organisational maturity / data automation
4. KPI evolution

NOTE:
Aligned with the customer journey / experience mapping.

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STEP 3 – BASELINE BUILD

Establish what business as usual looks like

Data review to establish an objective baseline against key criteria:

1. **Reliability**
2. **Volume**
3. **Quality**
4. **Consistency**

NOTE:
Aligned with the shared digital and data roadmap.

250,000 data points a month

	PEOPLE				ESG (ie, ENERGY)		SPACE				
	Attendance	Frequency	Occupancy	Satisfaction	Electricity [kWh]	Water [m³]	Utilisation [%]	Temp. [°C]	Noise [dB]	CO_2 [ppm]	Humidity [%]
SOURCE											
ACCESS											
VOLUME											
QUALITY											
CONSISTENCY											
ACTION REQUIRED											

GRADING	A+	A	B	C

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STEP 4 – OUTCOME FOCUSED KPIs

Readily available, accessible and value-adding

Engage stakeholders on baseline and agree KPIs to measure progress.

1. **Baseline Review**
2. **Deploy Dashboard with agreed KPIs**
   (with employee focus)

NOTE:
All portfolio "changes" now tracked against established baseline

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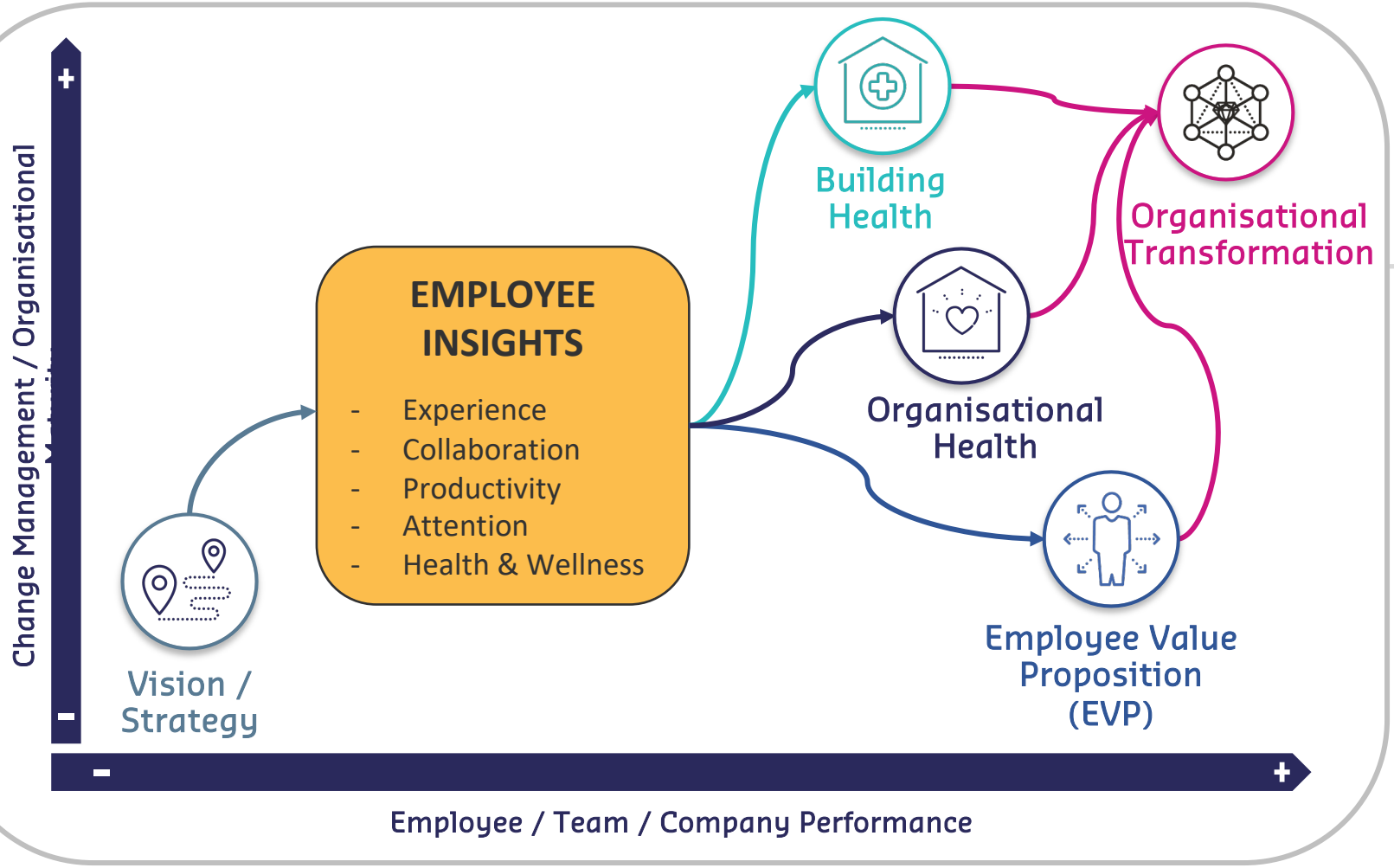
STEP 5 – INSIGHTS FOUNDATION

Meaningful, actionable and science-based

Embed insights into your operational model / transformation program.

1. Track initiatives
2. Benchmark performance
3. Seek accreditation (eg, LEED, WELL, BREEAM etc.)
4. Measure employee experience
5. Invest in their learning



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Thank you

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