

Sodexo's 2017 Global Workplace Trends Report Offers **Thought Leadership** from **Leading Voices**





Sodexo's 2017 Global Workplace Trends Report Offers Thought Leadership from Leading Voices

With the recent release of the [Sodexo 2017 Global Workplace Trends Report](#) comes a compendium of rich content from one of the world's largest employers along with global news sources and nearly 50 subject matter experts from renowned academic institutions, associations, consultancies, foundations, NGOs, research groups, think tanks and more.

Sodexo explored 10 workplace trends in this year's extensive report: organizational and employee agility; collaborative work spaces; the impact of societal issues such as migration and cultural integration; the new generation of robotics; the evolution of learning at work; the overlap of personal and corporate brands; design thinking principles in the workplace; sustainable development goals; the potential of millennial talent; and the workplace as a wellness destination.

Why do we invest in a study of this scope? Quality of life is the cornerstone of our business, so the accompanying thought leadership is fundamental. We want to elevate the discussion around the ways the workplace is changing and the vital role that quality of life plays in those changes. That extends to what we are able to offer our clients at [Inspirus](#) to help them gain a competitive edge.

Forward-thinking companies know that employees are the foundation of culture, and their everyday experiences are key to the organization's success. It's why Inspirus has always focused its mission and business purpose on the [employee experience](#), and we are now seeing the rest of the industry pivot from employee engagement to employee experience.

When employees feel valued, they enjoy coming to work, they invest in meaningful workplace relationships and they connect to the company's mission. It's been proven that these things drive performance, so let's focus on cultivating workplaces where employees want to come, stay and give their best.

Following is a summary of the trends that we explored for this year's Workplace Trends Report. Inspirus is already responding to many of them, and by sharing our findings, we hope to inspire wider audiences to discussion and action in the quest to create the most seamless employee experience through quality of life improvements.

—[Mia Mends](#), CEO, Inspirus and Sodexo
Benefits and Rewards Services, USA

“...we hope to **inspire**
wider audiences to **discussion**
and **action** in the quest to
create the most seamless
employee experience through
quality of life improvements.”

THE AGILE ORGANIZATION

Striking a Balance Between Speed and Stability



"...an agile organization is **nimble and responsive**, characterized by a **common orientation toward organizational goals**, an emphasis on **teamwork** and a principle of **adaptive performance**."

1. The Agile Organization: Striking a Balance Between Speed and Stability

Organizations are seeking the holy grail of agility — speed plus stability — with the ultimate goal of responding to new conditions, all while keeping employees agile, too.

By definition, an agile organization is nimble and responsive, characterized by a common orientation toward organizational goals, an emphasis on teamwork and a principle of adaptive performance. Agility is achieved by working across cultures, borders and workplaces; moving quickly to market; and being an early adopter of technology.

Employees gain agility with help from disciplines like mindfulness, which creates accountability, promotes compassion and a sense of community, and helps them focus and achieve greater calm.

One way that Inspirus has successfully addressed agility is through the addition of [Inspirus Learning](#), which meshes with our overall recognition and employee experience offering. Our solution combines micro-learning (short bursts of content in smaller, "bite-size" chunks) with a game-based approach to retention. This provides employees with informative and relevant content that is reinforced with games and knowledge checks, creating enthusiastic learners. Employees learn where and when they want with the Inspirus Learning solution.



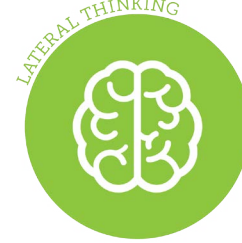
2. The Rise of Cross-Workplaces: Accelerating Innovation Through Chance Interactions

As innovation moves from optional to essential, the newest iteration of collaborative work spaces takes co-working to a new level, with organizations not only sharing physical space and resources but also intentionally structuring interactions across boundaries to encourage problem-solving approaches that combine strengths to address complex issues.

Working in silos with the same people leads to stagnation, tunnel vision and groupthink, inhibiting new ideas and positive change. Leaders must foster the mindset and environment that make productive cross-pollination more likely, by mingling skill sets, disciplines, generations, cultures and backgrounds. We must encourage listening, curiosity, lateral thinking and the belief that anyone can innovate.

At Inspirus, we agree it is important to provide activities and processes that require members of different teams to collide and collaborate. Key to this approach is encouraging intentional interaction through peer recognition, an important tool that helps create a collaborative culture that results in performance-driven returns to the business. Our extensive experience in recognition program design allows us to customize solutions for unique company values and strategy as well as a multi-generational workforce.

Our [Southwest Airlines case study](#) illustrates how a large organization has used an Inspirus-designed recognition program to drive



behaviors such as creating a collaborative work space. We customized a platform that has allowed Southwest to centralize all of their recognition and incentive programs into one tool. Southwest took this opportunity to create an umbrella brand for all recognition experiences. The centralized platform helps to ensure compliance, reward equity and accountability for the more than 46,000 employees in the company. Since launching the branded platform, Southwest has seen positive changes at many levels of the organization, with more than 95% of their employees participating.

“Leaders must encourage listening, **curiosity**, lateral thinking and the belief that **anyone can innovate.**”



**73% of migrant population
are working age¹**

“... companies that already
have **corporate cultures**
with deep foundations in
diversity and inclusion
will be best suited to help
their communities and,
in turn, their countries
by **recruiting** and
integrating migrants.”

**244 million migrants
worldwide²**

3. Employees Without Borders: Understanding the Impact of Migration on the Workplace

The sheer spread and scale of the relocation of workers in both emerging and developed economies is driving new opportunities to demonstrate inclusive leadership by evaluating skill needs, availability, location benefits and effective cultural integration.

Corporations that make demonstrable efforts to promote a sense of belonging and a culture of inclusion among their workforces will be better equipped to fill talent shortages, enhance talent mobility and facilitate the ease of movement of loyal and engaged workers between countries and places of business. In the years ahead, those companies that already have corporate cultures with deep foundations in [diversity and inclusion](#) will be best suited to rise up to help their communities and, in turn, their countries by recruiting and integrating migrants.

To encourage more companies to follow suit, it is critical that business leaders cultivate a better understanding of migration and that they learn how to assess migrants' skills so that they can be transferred in a way that ensures their long-term employability.

To gain an understanding of the many facets of migration is to start making sense of the contribution businesses can make alongside public sector and NGO partners. A diverse, skilled, engaged labor market with high levels of participation is more likely to be resilient, adaptable and competitive.

1 www.ilo.org/global/topics/labour-migration/news-statements/WCMS_436140/lang-en/index.htm
2 un.org/sustainabledevelopment/blog/2016/01/244-million-international-migrants-living-abroad-world-wide-new-un-statistics-reveal

ROBOTS AND HUMANS: THE NEW COWORKERS

The Benefits of Robotics
in the Workplace



WORKERS

Fear that machines will
take their jobs

**2
MILLION**¹
jobs will be created
by robots in the next
eight years



ORGANIZATIONS

Fear falling behind in the
global marketplace

45%²
of human work
activities can be
automated

Robots:

- Need highly trained operators
- Can take on boring or unsafe tasks
- Can free people for more creative work

Robots:

- Can increase productivity
- Can reduce labor costs
- Fill undesirable jobs

¹mckinsey.com/business-functions/digital-mckinsey/our-insights/four-fundamentals-of-workplace-automation

²digitaltrends.com/cool-tech/robots-replace-5-million-jobs-2020/

4. The New Gen of Robotics: How Robots are Transforming the Way We Work

Robots have been in the workplace for years, and [advances in artificial intelligence \(AI\)](#) have led to organizations increasingly using them for jobs that humans used to perform. With the rate of technological progress increasing exponentially, the newest discussion focuses on exploring the success of robots, especially as they collaborate with people on uniquely human jobs.

All organizations must address the challenges that automation, AI and robotics present to their workforce and help human employees embrace their new “co-bot” colleagues. Businesses will benefit from carefully considered adoption and use of technology in the workplace. Instead of wholesale personnel downsizing, employers have a responsibility to train and develop their people, retraining as appropriate to empower workers to take on new and different roles. They also have the global responsibility to be vocal about the significance of the changes in labor patterns, being sure to collaborate with other stakeholders who are looking to continue to thrive in a brave new world. Smart companies will be those welcoming the change.

“...employers have the **global responsibility** to be vocal about the significance of the **changes in labor patterns**, being sure to **collaborate** with other stakeholders who are looking to continue to **thrive in a brave new world.**”

93% of baby boomers agree that millennials bring new skills and ideas to the workplace.

"As learning brings people together in the workplace and steers them toward a shared purpose, look for a "back and forth" in which the skills of every generation are valued."

5. Intergenerational Learning: A New Model for Talent Development

Companies are being forced to think differently about hierarchical and traditional employee learning because people are living and working longer. Employees of multiple generations are teaching one another from their own experiences and driving a new culture of personal development.

Advances in technology, shifts in demographics and the competitive need to upgrade workforce skills are creating market pressure to improve learning and development. These forces are pushing companies to develop new ways to put employees in charge of the learning experience, foster a culture of learning and enhance internal programs aimed at developing people when and where they want, with a more manageable time commitment.

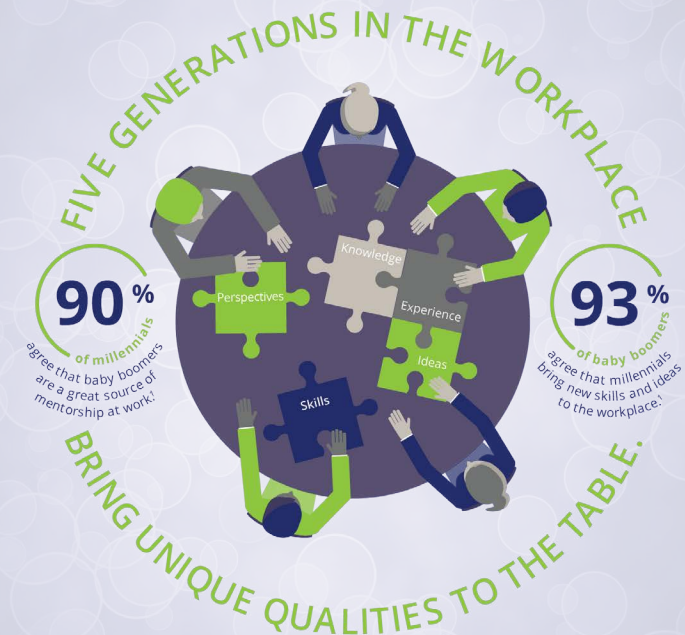
We know that learning is an essential tool for engaging employees, attracting and retaining top talent and developing long-term leadership. In fact, learning is quickly becoming the heart of talent management. Yet organizations continue to struggle with static learning models and internally focused platforms that are not user-centric.

We place great emphasis on growth and development with Inspirus Learning. Our programs and tools facilitate internal proprietary company learning with an emphasis on bringing together the diverse experiences, expertise and thinking inside an organization. Our differentiated approach curates user-generated content and meets learners where they are, through the use of solutions that are available on all devices and provide the advantages of convenience and fun.

As learning brings people together in the workplace and steers them toward a shared purpose, look for a "back and forth" in which the skills of every generation are valued.

INTERGENERATIONAL LEARNING

A New Model for Talent Development



Employees learn **70%** of what they know about their jobs from the people they work with.²

¹ <http://www.thehartford.com/sites/thehartford/files/millennials-leadership.pdf>

² <https://www.bls.gov/news.release/sept.nws.htm>



24x Brand messages are re-shared more frequently when distributed by employees vs. by the brand.¹

Benefits of Engaging Employees in Corporate Branding

Engaged and socially valued employees are²:

27% More likely to **feel optimistic** about their company's future

20% More likely to **stay at their company**

40% More likely to **believe** their company is **more competitive**

6. Personal Branding Goes to Work: A Powerful Tool for Employees and Employers Alike

Personal and corporate brands, once entirely separate entities, are now overlapping, as organizations realize the value of the influencers in their workforce. Personal branding is taking on a new life and receiving deeper scrutiny as employers look to leverage the power of employees' personal brands for the good of the company.

As more companies come to view their employees' social presence and personal branding websites as always-on (and no-cost) marketing channels for the corporate brand, they're looking for new ways to ride along with their social reach, to shape personal messaging to the corporation's benefit and to protect their interests when employees use social media in ways that can be harmful to the organization.

This has given way to the rise of companies with social employee advocacy programs, social listening programs and professional development plans that include instructions and governance models on how employees can enhance their personal brands while supporting company goals.

Inspirus solutions support the ability of employees to build their own personal brands, and in the process, companies gain brand ambassadors as well as employee loyalty.

"Personal branding is taking on a new life as employers look to leverage the **power of employees' personal brands** for the good of the company."

¹ scribd.com/doc/249863818/Infographic-Social-Employee-Advocacy
² prophet.com/thinking/2014/10/relationship-economics-linkedin

79%
of executives rate
design thinking as
an important or very
important issue.¹

“The focus on the **holistic employee experience** has intensified, and will undoubtedly increase in importance in the years ahead.”

7. Redefining Workplace Experience: Putting Design Thinking Principles to Work

With today's employees expecting more from their employers, designers and strategists are rethinking all elements of the workplace to put the employee experience first. From physical space and technology to virtual work considerations and amenities, the way workers experience their surroundings is key to a happy workforce. Design thinking can help optimize this experience so that it supports employees both within and outside of the workplace.

Keeping employees happy, healthy and productive requires that companies consider numerous factors about where they work — the built environment, technology and virtual work considerations, amenities and how people experience their surroundings. However, it's not just about physical space; it's also about software, communications, workflow, organizational structure, rewards, learning and development, performance management — in short, any of a number of tools and resources to enable employees to get through their workday.

Rather than expecting employees to adapt to workplaces, the discipline of experience design/design thinking aims to create workplaces adapted to the way employees work and do their jobs.

Design thinking and user experience influence everything we do at Inspirus, both in our own workplace and for our clients. We seek to influence the employee experience through our six Quality of Life dimensions: recognition, health and well-being, personal growth, physical environment, social interaction; and ease and efficiency.



We focus on factors that impact an individual's ability to carry out activities with ease, efficiency and minimal interruptions — both through the tools that we provide our employees to do their jobs and the products and services that we offer our clients to help them achieve their goals.

By improving quality of life, workplace experience design also plays a significant role in the competition to attract, retain and grow the best and the brightest talent. Becoming a sought-after employer is, in fact, a major benefit to organizations that focus on the employee experience.

Going forward, there is a pressing need for organizations to make a strategic rationale for considering and implementing experience design strategies. One that is likely to resonate is the desire to attract and retain talent by improving workers' quality of life, as well as the need to reduce complexity in workplace processes in order to increase efficiency and productivity.

In the future, every aspect of the workplace will be designed with the employee in mind — a process that calls for a human-centric, design thinking approach to the workplace. Inspired by tech companies and other best-in-class organizations, workplace design will blur the lines between work, play and life even more in the years to come. Health and well-being will also move to the foreground, as a foundation for designing workplaces that contribute to our overall happiness and wellness.

The focus on the holistic employee experience has intensified, and will undoubtedly increase in importance in the years ahead.

¹ <https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2016/employee-experience-management-design-thinking.html>



Identifying
future business
opportunities

Enhancing
the value of
corporate
sustainability



Strengthening
stakeholder relations
& keeping up with
policy developments

Stabilizing
societies &
markets



“...a **new generation** of employees and consumers has grown up demanding that the organizations that they work for and purchase goods and services from **contribute to sustainability.**”

8. The 2030 Agenda for Sustainable Development: Reframing CSR Through a Shared Vision and Common Purpose

Once the preserve of the United Nations, leading NGOs and scientists, sustainable development is increasingly recognized as the legitimate responsibility of businesses — and employees are also playing their part. The 2030 Sustainable Development Goals (SDGs) call on organizations to work together and with government toward a shared vision. The way businesses interpret and adapt practices will affect not only the progress toward meeting the SDGs but also the needs of a workforce hungry for positive change.

One of the strongest trends within the sustainable development agenda over time has been the growing realization that businesses must play a pivotal role in support of social and environmental as well as economic ends. Starting with corporate social responsibility (CSR) in the 1990s, soon followed by “corporate responsibility” and “corporate citizenship,” it is now clear to leading companies that their mission, their very purpose and the products and services they sell can be an integral part of sustainable development. And for their efforts toward this end they will be rewarded in terms of brand image, reputation and demand.

The good news is that today’s employees want to be part of the solution, too — they’re willing, committed and paying attention. In fact, a new generation of employees and consumers has grown up demanding that the organizations that they work for and purchase goods and services from contribute to sustainability.

Companies that are creative, committed and consistently visible when it comes to sustainable development, alongside innovation and technology, are going to be more successful and keep better company in the years leading up to 2030. There will be a culture of workplace satisfaction and collaboration that serves today for a better business tomorrow.

71% of businesses say they are already planning how they will engage with the SDGs

90% of citizens say it’s **important** for businesses to sign up to the SDGs

78% of citizens say they would be **more likely to buy** the goods and services of companies that had signed up to the SDGs

75%
of the workforce
will be millennials
by 2025.¹

The Workforce of Tomorrow

Who They Are
Seeking a bigger purpose²
Natural innovators
Highly educated

What Motivates Them
Training and development³
Continuous feedback from superiors
Flexibility⁴

"Employers who develop a better appreciation for this overanalyzed yet often misunderstood generation stand to benefit the most from the collaboration, creativity and authenticity they bring to the table."

9. Unlocking the Potential of Millennial Talent: A New Understanding of What Drives This Generation

Why do we need to better understand millennials? Grasping the unique set of attributes that this generation brings to the equation gives us a view into the future of work.

Millennials tend to be motivated by human contact, continuous feedback from superiors, training and development, and flexibility. These are areas of strength for the Inspirus Employee Engagement Platform, which provides a heavy emphasis on communication, recognition, learning (knowledge and development) and, of course, user-centric technology.

Employers who develop a better appreciation for this overanalyzed yet often misunderstood generation stand to benefit the most from the collaboration, creativity and authenticity they bring to the table.

¹ <https://www.bls.gov/news.release/sept.nws.htm>

² deloitte.com/content/dam/Deloitte/global/Documents/AboutDeloitte/gx-millennial-survey-2016-exec-summary.pdf

³ www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/assets/reshaping-the-workplace.pdf

⁴ workplacetrends.com/gen-z-millennials-collide-at-work



\$8B
**spent annually
on workplace wellness
programs with only**

30%
**employee participation
with fewer than**

15%
reaching their health goals

10. Wellness 3.0: The Workplace as a Wellness Destination

Moving beyond “fixing” or preventing health problems, the current approach to wellness features the workplace as a potential catalyst for healthy living for employees, their families and the community at large.

As the Workplace Trends Report points out, with the boundaries between work and life continuing to blur, today’s workers are seeking a new and improved employee value proposition — one that offers a focus on all aspects of their health and well-being. They expect their workplace to foster a culture of health through wellness-enhancing amenities, programs and policies. In other words, they wish to see their workplace as a wellness “destination,” designed to enhance their quality of life.

Employees aren’t the only ones with workplace wellness ranking high on their wish list. Due to rising healthcare and insurance costs and the negative impacts of poor health on productivity, employers have a growing and urgent interest in the overall health and habits of their workforce.

But the U.S. employee wellness model is broken: In 2015, \$8 billion was spent annually on workplace wellness programs, with only 30 percent of employees participating in them and fewer than 15 percent having achieved their health goals.

It’s no surprise, then, that employers are beginning to realize the importance of taking a customized employee-centric approach to workforce well-being. The innovative, personalized solutions that we’re designing at Inspirus to drive healthy behavior and choices help to advance Sodexo’s broader objectives of improving employee quality of life — including health and well-being, recognition and ease and efficiency — and, ultimately, organizational performance. Inspirus Well-being is a model that delivers a key differentiator in the marketplace: true employee engagement and ROI.

For more in-depth insights from the nearly 50 subject matter experts who shared their knowledge for Sodexo’s 2017 Global Workplace Trends Report, please find the full report here:
sodexoinsights.com/2017-workplace-trends

“...employers are beginning to realize the importance of taking a customized employee-centric approach to workforce well-being.”

About Inspirus

Inspirus believes employees make up the foundation of culture, which is shaped and evolved through everyday experiences that are essential to the development of strong, high-performing organizations. We seek to influence the employee experience through our six Quality of Life dimensions: recognition, health and well-being, personal growth, physical environment, social interaction, and ease and efficiency.

Only Inspirus combines an integrated rewards engine, learning courses, communication tools and analytics into a single platform spanning recognition, well-being, safety, milestone awards and community involvement. Through Sodexo's broader mission of improving the Quality of Life of all we serve, Inspirus aims to bring joy to work, one experience at a time.

Visit inspirus.com for more information.

About Sodexo

Founded in 1966 by Pierre Bellon, [Sodexo](https://www.sodexo.com) is the global leader in services that improve Quality of Life, an essential factor in individual and organizational performance. Operating in 80 countries, Sodexo serves 75 million consumers each day through its unique combination of On-site Services, Benefits and Rewards Services, and Personal and Home Services. Through its more than 100 services, Sodexo provides clients an integrated offering developed over nearly 50 years of experience: from food services, reception, safety, maintenance and cleaning to facilities and equipment management; from Meal Pass, Gift Pass and Mobility Pass benefits for employees to in-home assistance and concierge services. Sodexo's success and performance are founded on its independence, its sustainable business and financial model, and its ability to continuously develop and to engage the commitment of its 420,000 employees throughout the world. Sodexo is a member of the CAC 40 and DJSI Indices.

Key Figures

€19.8 billion in consolidated revenues

420,000 employees

19th-largest employer worldwide

80 countries

32,000 sites

75 million consumers served daily

€15 billion market capitalization (as of July 7, 2016)

Acknowledgments

Special thanks to the subject matter experts who participated in interviews to inform the topics in the Sodexo 2017 Global

Workplace Trends Report:

The Agile Organization

Michael Bazigos, Ph.D., Managing Director at Accenture Strategy; Adjunct Professor, Department of Organization and Leadership, Columbia University

Isaac Getz, Co-Author, Freedom, Inc.; Professor of Leadership and Innovation, ESCP Europe Business School

The Rise of Cross-Workplaces

Frédéric Chevalier, Founder, the-camp; Founder and Former Chairman, HighCo

Employees Without Borders

Rohini Anand, Ph.D., Global Chief Diversity Officer, Sodexo

Jean-Christophe Dumont, Ph.D., Head, International Migration Division of the Directorate for Employment, Labour and Social Affairs, OECD

The New Generation of Robotics

Laurent Cousin, Global SVP of Research and Development, Sodexo

Olivier de Panafieu, Senior Partner, Roland Berger

Bob Doyle, Director of Communications, Association for Advancing Automation (A3)

Gudrun Litzenberger, General Secretary, International Federation of Robotics

Intergenerational Learning

Jodi Davidson, Director of Diversity and Inclusion Initiatives, Sodexo

Marc Effron, President, Talent Strategy Group

Sean Haley, Regional Chairman and Managing Director of Service Operations, Sodexo U.K. and Ireland

Elizabeth Isele, Founder and CEO, Global Institute for Experienced Entrepreneurship

Héctor Martínez, Assistant Professor, INCAE Business School
Mariano Sánchez, Professor, University of Granada

Steve Toomey, Executive Vice President and Managing Partner for the U.S. Midwest, BTS

Peter Whitehouse, M.D., President, Intergenerational Schools International; Professor of Neurology, Case Western Reserve University

Personal Branding Goes to Work

Susan Emerick, Author, The Most Powerful Brand on Earth

Gaurav Gulati, Asia's Leading Personal Branding and Engagement Expert

Jeanne Meister, Co-Author of The Future Workplace Experience: 10 Rules For Mastering Disruption in Recruiting and Engaging Employees and Founding Partner, Future Workplace

Robert Moran, Global Head, Brunswick Insight; Partner, Brunswick Group

Redefining Workplace Experience

Randy Fiser, CEO, American Society of Interior Designers

Brett Hautop, Head, Design + Build, Global Workplace Services, LinkedIn

Mark Newlands, Global Workplace Experience Lead, Johnson & Johnson

Rachel Permut, Ph.D., Global Vice President of Research, Corporate Services, Sodexo

Tom Stat, Innovation Expert, Design Thinker, Strategy Consultant and Entrepreneur

The 2030 Agenda for Sustainable Development

Neil Barrett, Group Vice President of Sustainable Development, Sodexo

Thomas Candéal, Sustainability Project Manager, International Food Waste Coalition

Jessica Rose Cooper, Executive Vice President and Director of Sustainability, Delos

Elisabeth Laville, Founder and Director, Utopies

Jeff Malcolm, Director of Private Sector Engagement, World Wildlife Fund

Aaron Sherinian, Chief Communications and Marketing Officer, United Nations Foundation

Unlocking the Potential of Millennial Health

Ron Alsop, Author, The Trophy Kids Grow Up

Matt Britton, Author, YouthNation

Christine Hassler, Author, Speaker, Coach and Consultant

Crystal Kadakia, Author, The Millennial Myth: Transforming Misunderstanding into Workplace Breakthroughs

Elisabeth Kelan, Ph.D., Professor of Leadership, Cranfield School of Management

Joan Kuhl, Founder and President, Why Millennials Matter; Author, Misunderstood Millennial Talent: The Other 91 Percent

Dan Schawbel, Partner and Research Director at Future Workplace and Author, Promote Yourself: The New Rules for Career Success

Wellness 3.0

Nebeyou Abebe, Senior Director of Health and Well-Being, Sodexo North America

Dr. David W. Ballard, Assistant Executive for Organizational Excellence, American Psychological Association

Joanna Frank, Executive Director, Center for Active Design

Dr. Glorian Sorensen, Director, Harvard Center for Work, Health and Well-Being

Dr. Peter Wald, Chief Medical Officer, USAA

Find the Full Sodexo 2017 Global Workplace Trends Report Here:

sodexoinsights.com/2017-workplace-trends

The way we work is changing, and we hope these workplace trends have resonated with you. If you would like to join in on the conversation and give your thoughts on how to create the most seamless employee experience, reach out to one of our Subject Matter Practitioners™ by emailing marketing@inspirus.com.

inspirus.com

100 N. Rupert Street, Fort Worth, TX 76107

P 817.332.6765 T 800.552.9273 F 817.332.7930

