

QUALITY OF LIFE & COMPREHENSIVE FM PROJECTS

sodexo


QUALITY OF LIFE SERVICES

October 2014

A G E N D A

1. **Sodexo overview**
2. **Quality of life**
3. **Comprehensive FM projects**

Sodexo introduction

SODEXO
IS THE WORLD'S LEADING
QUALITY OF LIFE SERVICES
COMPANY



On-site
Services
Benefits
and Rewards
Services
Personal
and Home
Services



On-site Services



Through its more than 100 professions, Sodexo offers a full array of services to clients including reception, foodservices, cleaning and technical maintenance of facilities and equipment.

On-site Services

Across 8 client segments

- **Corporate**
32% of Group revenues
17,154 sites
- Defense
- Justice Services
- Remote Sites
- Sports and Leisure
- Health Care
- Seniors
- Education



On-site Services

Across 8 client segments

- Corporate
- **Defense**
4% of Group revenues
1,071 sites
- Justice Services
- Remote Sites
- Sports and Leisure
- Health Care
- Seniors
- Education



On-site Services

Across 8 client segments

- Corporate
- Defense
- **Justice Services**
2% of Group revenues
123 sites
- Remote Sites
- Sports and Leisure
- Health Care
- Seniors
- Education



On-site Services

Across 8 client segments

- Corporate
- Defense
- Justice Services
- **Remote Sites**
10% of Group revenues
1,639 sites
- Sports and Leisure
- Health Care
- Seniors
- Education



On-site Services

Across 8 client segments

- Corporate
- Defense
- Justice Services
- Remote Sites
- **Sports and Leisure**
3% of Group revenues
794 sites
- Health Care
- Seniors
- Education



On-site Services

Across 8 client segments

- Corporate
- Defense
- Justice Services
- Remote Sites
- Sports and Leisure
- **Health Care**
18% of Group revenues
3,946 sites
- Seniors
- Education



On-site Services

Across 8 client segments

- Corporate
- Defense
- Justice Services
- Remote Sites
- Sports and Leisure
- Health Care
- **Seniors**
6% of Group revenues
2,910 sites
- Education



On-site Services

Across 8 client segments

- Corporate
- Defense
- Justice Services
- Remote Sites
- Sports and Leisure
- Health Care
- Seniors
- **Education**
21% of Group revenues
5,642 sites



Benefits and Rewards Services



Improving Quality of Life to attract and retain talent

personal and home services



Improving individual Quality of Life

FINANCIAL PERFORMANCE

€ 18.4 bn
revenues

80
countries

428,000
employees

33,300
sites

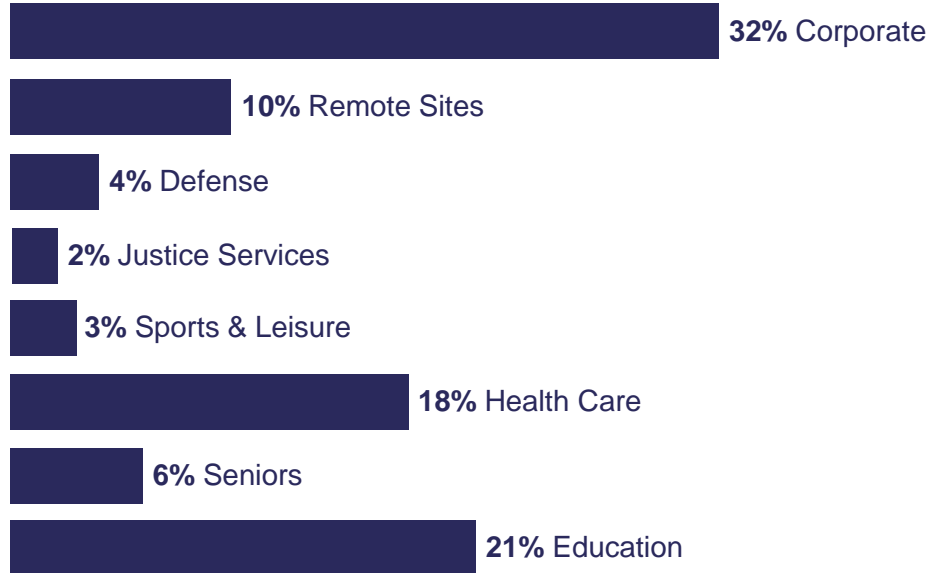
75 million
consumers
served daily

18th
largest employer
worldwide

FINANCIAL PERFORMANCE by activity and client segment

On-site Services

96%
of revenues

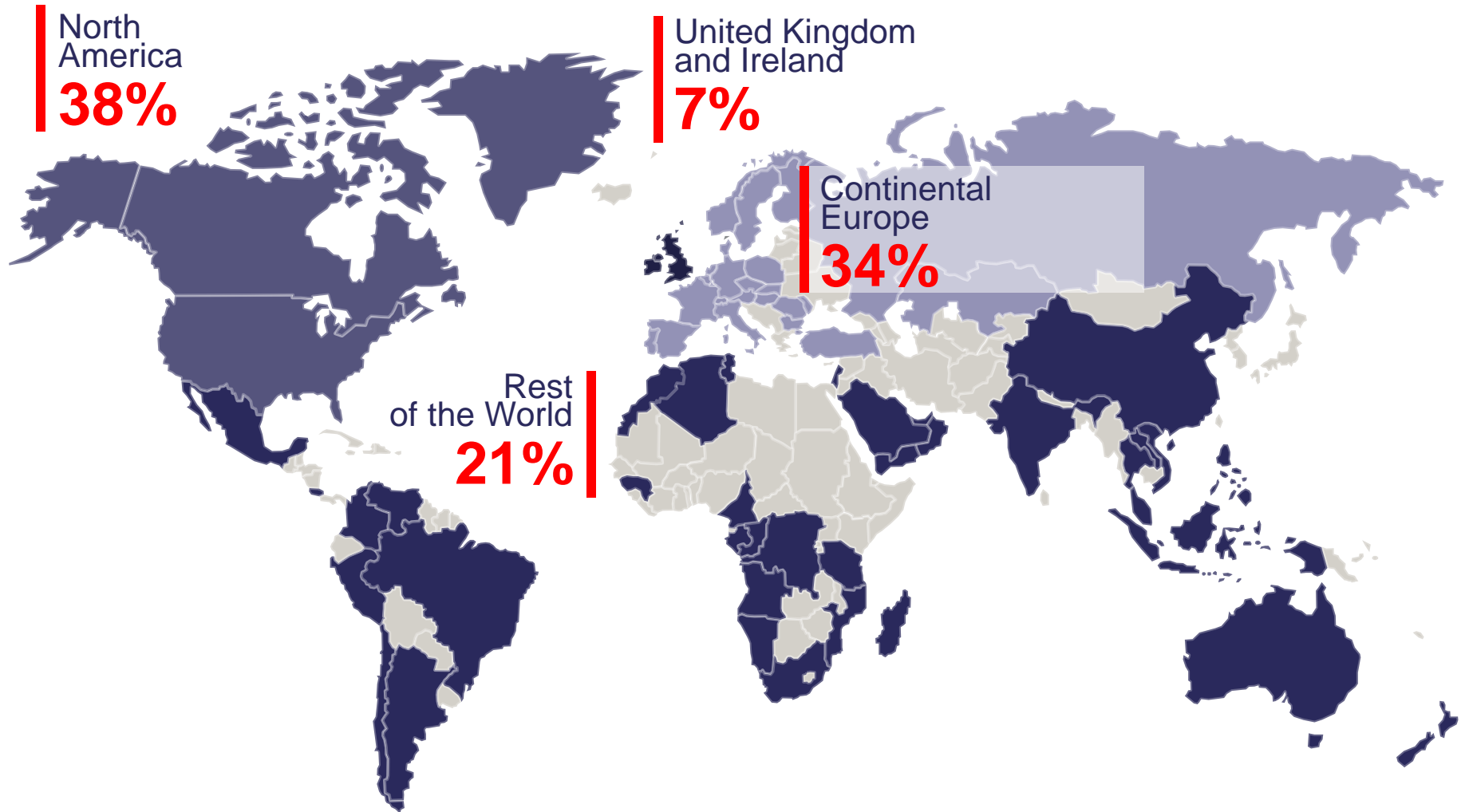


Benefits and Rewards Services

4%
of revenues

€ 16 billion
in issue volume

FINANCIAL PERFORMANCE REVENUES by region



THE FUNDAMENTAL PRINCIPLES OF OUR DEVELOPMENT

- **A culture focused on the client and the consumer**
 - Retain our clients and satisfy our consumers
 - Win new clients
 - Broaden our services offer

CLIENT
RETENTION
RATE

92.5%

FACILITIES
MANAGEMENT
SERVICES

27%
of revenues



OUR AMBITION

In the medium-term:

To become,
the **global leader**
in our **three activities**,
in each client segment

To generate
+7% annual average
revenue growth
over the medium term

To reach
6.0%
operating margin
by the end
of Fiscal 2015

To make Sodexo
a globally known, loved
and chosen **brand**

To provide
opportunities
for employee development

To be among
the **global companies**
most admired
by its employees

OUR SOCIAL & ENVIRONMENTAL COMMITMENT



BETTER TOMORROW PLAN

our Corporate Social Responsibility road map,
setting our social and environmental commitments around
4 priorities

Develop our
employees and
promote diversity

Promote nutrition,
health and well-being

Contribute to
local communities

Protect the
environment

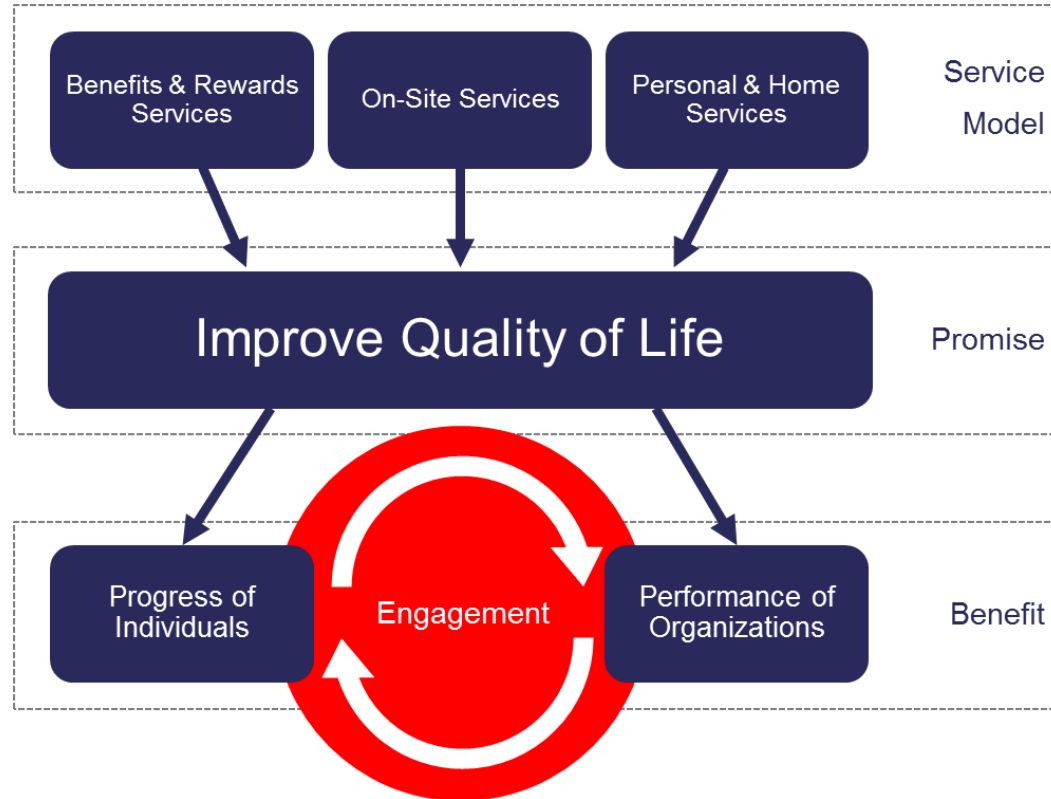
A G E N D A

1. **Sodexo overview**
2. **Quality of life**
3. **Comprehensive FM projects**

Intro to Quality of Life

Our purpose:

“To improve the Quality of Life of those we serve and contribute to the economic, social and environmental development of the cities, regions, and countries where we operate.”



A G E N D A

1. Sodexo overview
2. Quality of life
3. **Comprehensive FM projects**

Evolution of collaboration with clients

Relationship Model Client - Sodexo	Why? Strategic issues for the client : why our services are important to him	What? Design of the service, result specifications	How? Process and methods, organization for the execution of the service	How Much? Price of the service, cost to use
Out-task Client buys capabilities				
Improve Client buys expertise				
Change Client buys results				

	Specified by the client = the request
	Has to be shared with the client, when « What » is not specified – to be the base for commercial proposal design
	Heart of Sodexo proposal
	Sodexo proposal – as a consequence of previous

Consumer insights

Values & Lifestyles

What I am expected to think, say, do?

Age Redefined

Life in the Fast Lane

Mind & Body You

Maximize Life

Search of Authenticity

New Gender Roles

Valuehunting

Digital Oxygen

Changing Faces

Human Network

Me First

Ethical Consciousness

Self Preservation

Glocal World

Individual

World

Who am I ?

What is going on around me ?

Client insights: Our working environment is changing

- **Our working environment is changing due to technological, social, cultural and economical factors**
- **Many companies are currently applying changes to their working environments to comply with the new needs**
- **These projects usually involve the commitment of various departments including HR, IT, FM and supply chain**



Transition to a mental working society

- Lack of qualified staff
- Identification with work
- Heterogenic teams
- New ways of leadership
- New ways of collaboration + dialogue



Efficiency becomes highest priority

- Increasing competition forces cost savings
- Standardization
- Reduction of use of resources
- Networking and integration



Future is heterogenic

- Internationalization and mobility
- Intra and inter company collaboration
- Overlap of work and private interests
- Work and life more and more melt together



Transparence and social networking on the verge

- Digitalization drives speed
- Email is replaced by social networking
- Transparency drives efficiency and participation

Consulting process overview

WIS is a methodology to improve **Quality of Life at work** by creating tangible value for organizations and designing experiences for individuals. It consists of 3 main phases:

1. Diagnosis



To find the right way of creating value, we lead our clients and their employees through an extensive **diagnosis program**.

We analyse the requirements of the company's:

- People
- Processes
- Infrastructure & Equipment.

2. Solution Design



Using diagnosis results as a basis, **we consult with the client** to determine how to address their **strategic challenges**.

We design a solution which perfectly balances a wide range of integrated services, tools, and campaigns based on the Sodexo **Value Creation methodology**.

3. Operation Running

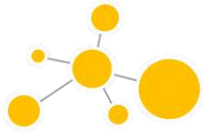


Once implemented, WIS becomes a goal-oriented structure which focuses on **achieving measurable outcomes for the client** linked to:

- people satisfaction, motivation and effectiveness;
- efficiency, productivity and total costs of ownership and
- infrastructure and equipment utilization, reliability and safety.

Diagnosis

Fields in focus during the Audit Phase:



Portfolio and asset strategy



Business challenges



Sustainability



Internal and External Image



Corporate strategy



Building operations



End-user needs and collaboration



Business processes



Total Costs of Ownership

Client's Stakeholders:

- **Decision makers (CEO / CHRO / CFO etc.)**
- **Key users (Department heads)**
- **End-users (Employees on-site)**
- **Employee committees**
- **Unions**
- **Asset / FM Manager**
- **Purchasing Department**

Methods to gather information:

- **Desk research**
- **Quality of Life Site audit**
- **Interviews with Decision Makers**
- **Interviews with Key Users**
- **Personix™**
- **Consumer survey**
- **Visual suggestion board**
- **Focus groups**
- **Operational audit**
- **Technical audit**
- **Total costs of ownership audit**

Deliverables after audit phase:



Diagnosis report



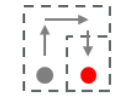
**Presentation of findings
Data Aggregation
High level recommendations
No solution design at this stage!**



Diagnosis presentation and workshop

Solution Design: Defining strategic goals

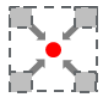
Goals for the client's organization



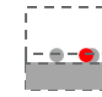
Space
Utilization



Business
continuity



Workplace
satisfaction



Health &
Safety



Employee
retention



Total Costs of
Ownership



Talent
attractiveness



Workplace
Sustainability

Solution Design: Defining a workplace strategy



Example: Workplace Strategy at Unilever

FIGURE 1: UNILEVER'S AGILE WORKPLACE CONCEPT



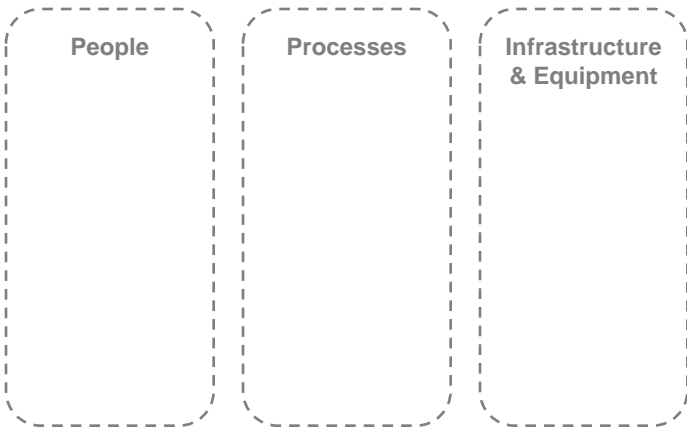
Solution Design: Defining a measurement model

End-user focused Measurement Tools

Workplace focused Measurement Tools

Goals for the client's organization

Workplace strategy



Regular end-user satisfaction surveys

Permanent touch screen satisfaction feedback

End-user helpdesk complaint feedback

End-user productivity assessment

Workplace innovation meeting feedback

Workplace occupancy data

Total costs of ownership assessment

Consumption and sustainability data

Service quality measurement (OPIs)

HSE status assessment

Solution Design: Measurement Tools (examples)



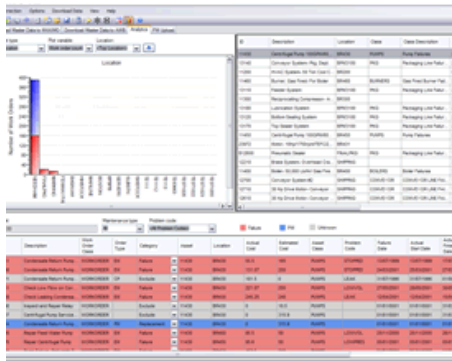
Digital Quality Check Device



Customer feedback device



QoL Satisfaction Survey (Annually)



Helpdesk Statistics



Permanent Quality Feedback Screens (Optional)

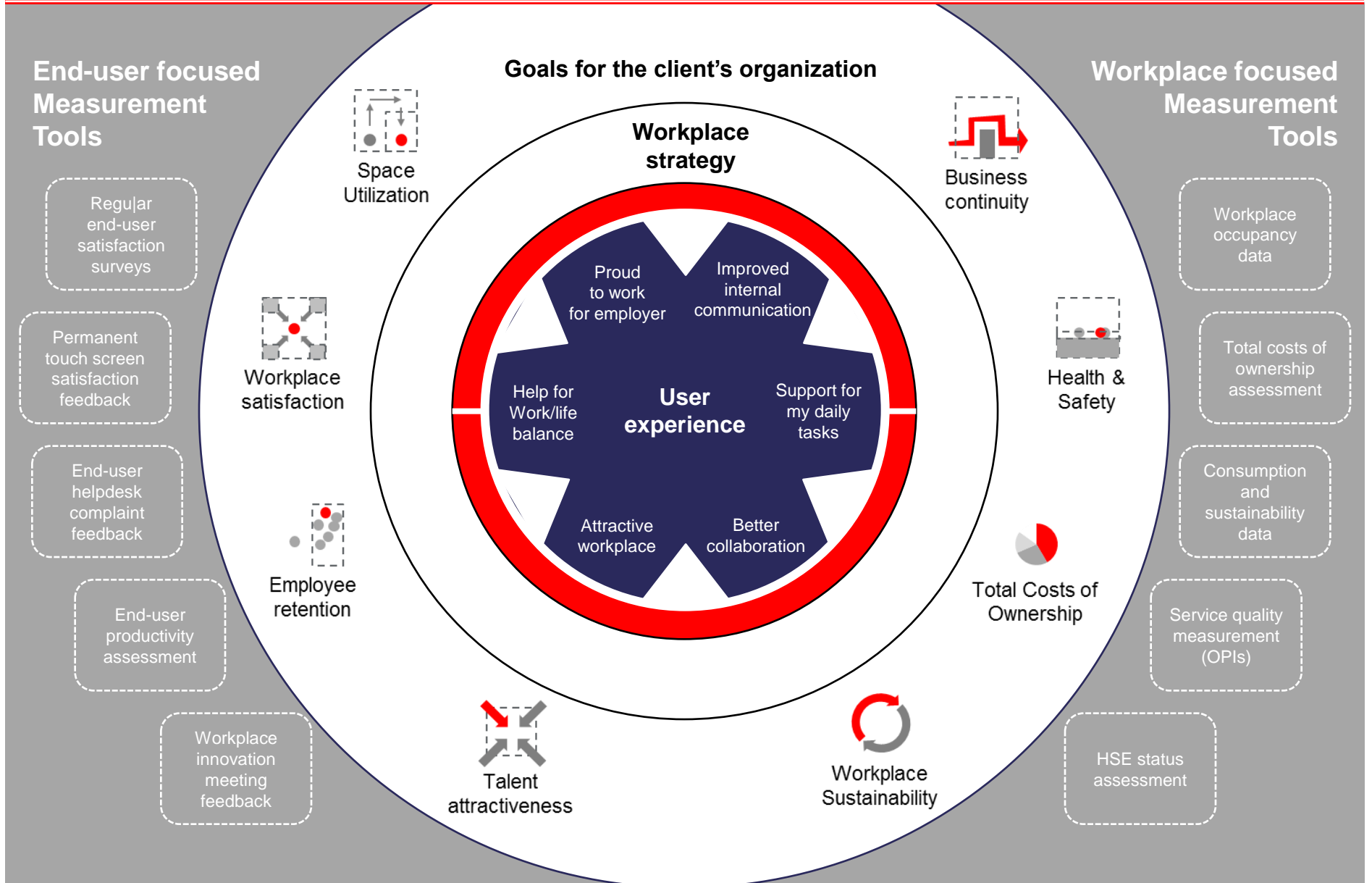


Resource scheduling tool Statistics

Solution Design: Define tactical + operational solution



Solution Design: Define consumer experience



Operational model

Strategic goals

What does success look like? → Strong link to Quality of Life (Strategic Key Performance Indicators)

Employee productivity	Workplace satisfaction	Employee retention	Talent attractiveness	Workplace sustainability	Total costs of ownership	Health and safety level
-----------------------	------------------------	--------------------	-----------------------	--------------------------	--------------------------	-------------------------

Workplace strategy

High level but comprehensive strategy on how to meet the strategic goals

People	Processes	Infrastructure & Equipment
--------	-----------	----------------------------

Tactical level

Making sure that daily operations are in line with the concept

Communication plan + platform	Workplace Management	IT Platform	Helpdesk	Measurement Tools	Quality Management	Budget and P&L Management
-------------------------------	----------------------	-------------	----------	-------------------	--------------------	---------------------------

Operational level

Delivering a defined service scope, in a defined way (VCMs) at a defined time and place

Reception Services	Telephone Switchboard	Service Desk / Concierge	Access Control	Mailroom Management	Archiving and Storage	Printer / Copy machine Management
Restaurant	Hot and cold Beverages	Vending	Meeting Room Management	Hot Desk Management	F&B for Meeting Rooms	Fitness / Wellbeing
Workplace Strategy Consulting	Space Design	Space Management	Move Management	On-site Logistics and Deliveries	Travel Management	Helpdesk Management
Cleaning	Special Cleaning	Outside cleaning	Landscaping and Gardening	Technical Maintenance	Energy Management	Light Maintenance
Waste Management	Health & Safety	Stationary Management	Security Services	Administrational services	Window Cleaning	Snow Removal

Operational model: Examples of tools / systems

End-User frontend



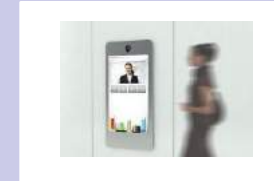
Centralized communication and way-finding
(LCD screens)



QoL web portal per building or client
(Online)



Room / hot desk booking screens
(Device per room / desk)



Virtual reception kiosk
(DIY check-in / badging / booking)



Collaboration tools
(Video conferencing / Web conferencing / Phone / Presentation / Brainstorming etc.)



Space occupancy measurement
(Devices / manual counting)



Visitor Management and room booking
(Online / phone / mail / in person)



Permanent satisfaction measurement
(Touch screens)



Quality of Life satisfaction survey
(Online)



Helpdesk and work order management
(Online / phone / mail / in person)

Operational & Technical backend



Reporting and KPI scorecard



Quality control and risk management



Facility management platform



Document and contract management



HR, Financials, Supply chain

Workplace Intelligence Services


QUALITY OF LIFE SERVICES