



Revitalizing Your Spaces and Your People

Through Workplace Transformation

A New Worklife Dynamic

Every industry has experienced accelerated change and as millions of employees began working outside of their traditional workspaces, the lines between homelife and work have blurred. In October 2020, **54% of US employees said they had worked from home in the last 7 months** due to the global pandemic, and **42% would like the option to continue working remotely** 4 or 5 days a week after the pandemic ends.

Leaders grappled with new challenges – seeking solutions that help their business grow in the current economic structure while also supporting employees in all the spaces they work. Organizations will prosper by creating physically and virtually connected experiences that enable people to thrive in a blended worklife dynamic.

Sodexo's mission is to improve people's lives—and we serve over 100 million people daily. Our teams, **who represent more than 100 professions in 70+ countries**, are uniquely positioned to provide innovative services backed by both professional expertise and a global network of partners. We've been driving innovation in facilities management and food services since 1966 and remained industry leaders in employee engagement ever since.

To build and expand on our foundational expertise in facilities management and food services, we created Vital Spaces to provide solutions that meet and exceed today—and tomorrow's—worklife demands, including space design and planning, customized employee benefits and efficient technology services.

Vital Spaces is a systematic approach that empowers you to transform your workplace and plan for shifting futures. Together, we optimize experiences and spaces with services that enable people to thrive wherever they work.

Vitality is central to sustainable business recovery and growth. It's about having the ability to adapt and flourish. We can help you strengthen the vitality of your business and teams by enhancing employee connectedness, productivity and experience, and provide customized solutions to ensure sustainable business practices and optimized costs.

Now is the time to think strategically and be prepared to support your people no matter what tomorrow brings.



“ We understand our clients' needs for adaptability and agility in this current environment. We want to enable our clients to meet their current and future challenges, balancing their needs for cost and space optimization while keeping their people happy, healthy and engaged. Vital Spaces embraces a people-centered approach to workplace transformation. **”**

SUNIL NAYAK
CEO Corporate Services
Worldwide, Sodexo

Changing Needs and Challenges in the New Worklife Dynamic

Businesses worldwide are facing new challenges in the wake of the current social and economic environment. Your success in the new work world will depend on addressing these pressure points with thoughtful strategies and strategic partnerships.

- **Revenue Restoration/Replacement & Brand Confidence**

Re-establishing revenue sources impacted by the economic downturn and creating new income streams is essential to rebuilding stakeholder, consumer and employee confidence in your business.



35% of US consumers were optimistic or very optimistic about economic conditions after Covid-19, and just 10-15% in Italy, France, Spain and the UK (McKinsey).

- **Health, Safety & Environmental Well-being**

Your employees are undoubtedly concerned about their health and safety at work.



82%

expect their employers to keep them safe while at work with proper sanitation and safety measures (Harris).

The pandemic has also created a renewed focus on protecting the environment, as two-thirds of citizens worldwide agreed climate change is as serious a crisis as COVID-19 ([Ipsos](#)).

- **Employee Productivity, Collaboration, Work from Home Virtualization & Support**

With employees in various locations across the globe, connecting and supporting your workforce has never been more important.

The top drawback cited by employees working remotely was lack of social interaction with colleagues (Harris), so we must rise to the challenge of integrating virtual and physical workspaces to enable collaboration and productivity.



- **Cost Reduction & Avoidance**

Reducing costs and eliminating unnecessary costs is essential for businesses grappling with decreased revenues and economic recession. Optimizing costs allows your organization to remain agile while the economy and market demands continue to be unpredictable.

- **Space Optimization & Consolidation**

Your employees' physical workplace needs are changing, which means how to best use the space at your offices and work sites is also shifting.



76% of CEOs are reducing or considering reducing office space ([Fortune](#)). Therefore, strategies that reduce real estate or create adaptable, multi-use spaces can significantly decrease your operating costs.

- **Talent Attraction, Retention, Employee Engagement & Culture**

As your employees are adapting to blended work environments, they are expecting more flexibility and consumer-like benefits to support their new worklife. In order to attract and retain top talent, we are challenged to find ways to keep company culture strong and maintain a healthy level of employee engagement.



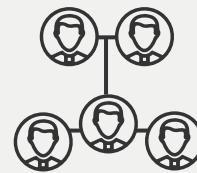
- **Digital Transformation & Enablement**

Whether working from home or at a remote location, your employees need reliable connections to the networks they use and to each other—which may mean restructuring or upgrading your technology stack.

In a recent Harvard Business Review Analytic Services survey, communications tools (74%), remote work tools (73%) and collaboration tools (67%) were the top-cited technologies considered “very important” for getting work done efficiently.

- **Flexibility: Agility to Manage Change**

The pandemic has been a true test of adaptability, demonstrating the advantages of having agility in your business models.



98%

of executives say they plan to redesign their organizations to make them fit for tomorrow, focusing on strategies like delaying or moving toward a matrixed structure ([Mercer](#)).

**Vital Spaces
Builds Vitality for
Businesses and the
People that Power
their Success.**

Vital Spaces Services

Vital Spaces is a comprehensive approach that begins with understanding your vision, business goals, and how your workspaces enhance the engagement and connectivity of your teams. From there, we work together to create the environments and experiences that work best for you and your people. Our complete service architecture is divided into pillars, each with specialized services that drive meaningful impact and tangible results.



WORKPLACE STRATEGY

Our WorkPlace Strategy services help you deliver on your business goals with an outcome-focused approach to workplace planning. We listen to your vision, then partner with you to create a strategy that will optimize your spaces, energize your employees and be adaptable to changing needs.

- WorkPlace Advisory
- Transformation

SERVICE SPOTLIGHT:

Local & sustainable sourcing that could lead to average savings of \$36,000/year



WORKPLACE DESIGN

Our WorkPlace Design services create productive and inspiring spaces to connect and empower your teams. We start with a deep analysis of your employees' journey, needs and preferences, then build smart designs that provide the best experience for your people and maximize the functionality of your spaces.

- WorkPlace Experience Design
- Design & Build

SERVICE SPOTLIGHT:

Smart, sustainable solutions to enhance employee well-being and shift to 100% renewable energy



WORKPLACE MANAGEMENT

Our WorkPlace Management services provide safe, engaging and sustainable environments—everything you need to make a workplace 'just work.' Our teams keep your workplaces running smoothly and ensure a workday free from distractions. We stand ready to adapt to shifting needs and respond promptly when issues arise.

- WorkPlace Services
- Support Services
- Corporate Social Responsibility
- Regulatory & Compliance
- Asset Management & Planning

SERVICE SPOTLIGHT:

Workplace services that reduce risk-related costs by 40% and ensure 100% compliance with regulatory requirements for technical maintenance



WORKLIFE SERVICES

Our WorkLife Services deliver the thoughtful details that support life for people at work, helping them thrive. We help you create experiences—whether in an office, at home or a workspace in between—that go beyond your employees' expectations to enhance their well-being, engagement and productivity.

SERVICE SPOTLIGHT:

Innovative food solutions that lead to a 45% increase in workplace dining rates & 60% revenue increase

SPOTLIGHT ON FOOD CONNECTION

For 60 years, Sodexo has been delivering high-quality food services and driving innovation in the industry. Now, food production and delivery models are transforming as CEOs are reducing or considering reducing office space, and 98% are enacting or planning increased use of remote working ([EdenMcCallum](#)). Vital Space's Food Connection seamlessly combines on-site and off-site operations, technology and new food models like ghost kitchens to enable reduced space, optimized cost, enhanced sustainability and a better experience for your people. We deliver healthy, fresh food options to employees on-demand, wherever and whenever they work—in an office, at home or anywhere in between.

- [Food at Work](#)
- [Employee & Guest Services](#)
- [Work From Anywhere Services](#)



WORKPLACE TECH & ANALYTICS

Our WorkPlace Tech & Analytics services use data-driven monitoring to assess and manage people, spaces and experiences. Using a variety of tools and technologies, we gather intelligence and provide actionable insights to help you optimize your total cost of occupancy and drive employee satisfaction.

SERVICE SPOTLIGHT:

Predictive technology that saves you up to 75% on meeting room cleaning expenses

- [Technology Platforms](#)
- [Analytics & Reporting](#)
- [Predictive Analytics](#)

“ At Sodexo, we recognize the importance of being innovative and anticipating the needs of our clients and consumers. Never before has that need been so urgent than in a pandemic year. Our clients want to provide their employees with the best infrastructure and support, irrespective of where they physically work from; helping them return to the office - safely and with confidence - or work happily from anywhere is what will drive our focus and investments in 2021, and beyond. ”

DAVID BAILEY
CEO Corporate Services North
America, Sodexo

Building Vitality in All the Spaces That Matter to You



Using the expert-driven workplace and worklife services and best practices that span the Vital Spaces pillars, Sodexo's approach focuses on achieving these outcomes:





People-Centered Approach

People are at the heart of Sodexo. Our people-centered approach is woven into all of our Vital Spaces solutions – from workplace design to worklife services and everything in between.

We put people first by:

- Developing a unique understanding of ever-changing employee needs using macro and individual insights
- Using technology to enable and connect people regardless of where they are working (flexible work sites, offices, home, etc.)
- Recommending ways to preserve and enhance company culture amidst flexible workstyles
- Ensuring the spaces and experiences that we create operate in service of people

Tangible Results



Healthy, safe and confident employees



Retain talent and attract new talent



Motivated and empowered teams



Enhanced company culture and employee engagement



360° Optimal Experiences

Organizations that understand the strategic importance of all elements of workspaces – and adapt their approach accordingly – attract, retain and motivate the best people. When your employees are empowered to do their best work, they not only create an engaged company culture, but also help your business performance thrive.

To Create 360° Optimal Experiences, Sodexo:

- Assesses all the touchpoints of the employee experience, including both physical and virtual, to improve worklife
- Ensures intelligent use of space and technology to drive organizational performance
- Focuses on employee well-being to support the blurring boundaries between life and work
- Normalizes WFH (Work From Home) practices and incorporates them into workflows and culture

Tangible Results



Elevated brand image



Agile, flexible and adaptable model



Supported remote work practices



Enhanced company culture and employee engagement



Expertly Created Workspaces

Sodexo uses insights drawn from the entire employee journey to help shape your workspace strategies and design. With both global experience and a vast network of partners in 70+ countries and all seven continents, our experts collaborate with you to create solutions from our integrated ecosystem of services that meet the unique needs of your organization.

To Design Expertly Created Workspaces, Sodexo:

- Reduces real estate and operating costs by agile and adaptive space optimization and service utilization
- Simplifies and integrates services as a single managed ecosystem
- Applies broad capabilities and expertise across the employee journey

Tangible Results



Optimized space



Reduced operating costs

Our Workplace Services provide approx. 20% cost improvement in labor & inventory and 40% estimated reduction in risk-related costs



Improved efficiency and productivity



Reduced total cost of occupancy

Using predictive space management technology, one client saved up to 75% on meeting room cleaning expenses



Connected, Agile Ecosystem



Our solutions seamlessly connect your workforce whether they are in an office, working from home or at a remote worksite. Using workplace technology that supports engagement, collaboration and productivity, your teams will be empowered to do their best work regardless of where the work gets done.

To Build a Connected, Agile Ecosystem, Sodexo:

- Leverages digital innovation, including our leading platform developed with Microsoft
- Uses data and technology to manage teams and spaces more effectively
- Offers tailored technology to enhance and facilitate work experiences
- Creates customized solutions through a network of services and partnerships

Tangible Results



A seamless, connected solution for all aspects of workspace planning + management



Access to partners and resources to solve any challenge



Supported, connected teams



Motivated and empowered teams



Responsible Practices

We're committed to creating positive change for individuals, communities and the environment through practices like local, responsible sourcing, reducing food waste and decreasing carbon emissions. With our waste management solution, one client **reduced food loss and waste by 40%**, a value of nearly \$50,000. The company's monthly fish waste went down 57%, or \$1,200 less per month, and the monthly vegetable waste reduced by 45%, saving \$650 per month. When you use responsible practices, you help protect the environment and also show your employees you care about their well-being.

To Integrate Responsible Practices Into Our Offerings, Sodexo:

- Leverages our unique position as a global partner with local knowledge
- Collaborates to co-create sustainable workspaces that drive the greatest positive impact for your work environments
- Increases efficiencies by using data, environmental monitoring and predictive maintenance
- Draws from our expertise in Health, Safety & Environmental compliance

Tangible Results



Sustainable and social practices supported



Demonstrated progress toward environmental, diversity & inclusion, and social justice objectives



Elevated brand image

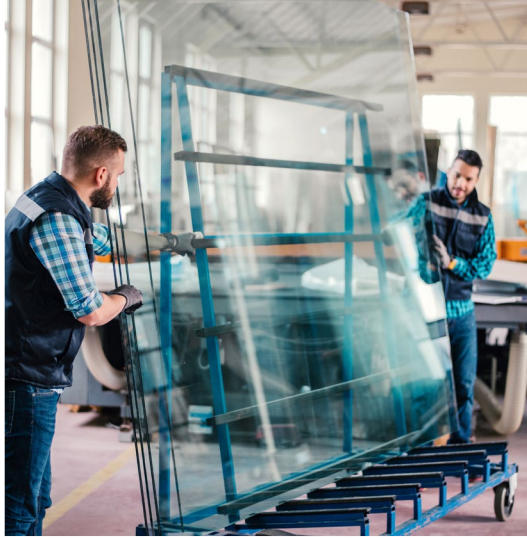


Agile, flexible and adaptable model



Healthy, safe and confident employees

Vital Spaces Case Studies: Services In Action



People-Centered Approach

Well-being



When Good Eating Company (GEC), part of the Sodexo family of

brands, took over catering and hospitality for one client, the company's focus on driving improved health and nutrition was central to the brief. GEC's focus on preparing fresh, seasonal food and the strength of its nutritional expertise, led by company nutritionist Rose Constantine Smith, were important factors in deciding on a new employee dining partner.

GEC does this by promoting foods that are lower in salt, sugar and fat while keeping a strong focus on variety, sustainability and foods that promote well-being.

This holistic approach to nutrition and healthy eating includes running ongoing themed campaigns promoting elements of nutrition. For example, a campaign called 'Ditch the Detox' promoted fiber, brain food and eating more sustainably. These campaigns have included pop-up counters, talks and workshops.

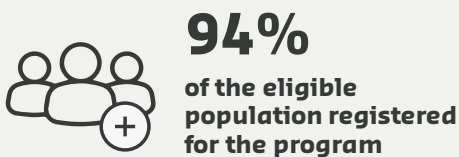


In a recent employee survey for that client, 80% of people said they used the healthy food counter and 90% said it had improved their health.

Well-being Solution Leads to Improved Health for Employees



Through a partnership with Limeade, Sodexo tracked the impact of a well-being solution for a client and its employees over 3 years. The program had high engagement and led to significant health improvements for employees.



89% participated in well-being activities

94% of our client's employees were active monthly users



Improved Health Outcomes

For those at high risk for nutrition

11%
increase in nutrition scores

For those at high risk for heart health

9.2%
increase for heart health scores

For those at high risk for blood sugar

30.55%
increase for healthy blood sugar scores

In addition to better health outcomes for these at-risk populations, the Limeade, Sodexo and client partnership has led to a culture of making health a top priority for all.

360° Optimal Experiences

Food On-Site

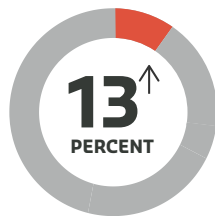
modern recipe

To meet the changing attitudes of food at work, Sodexo provides a contemporary, all-day offering that transforms under-utilized canteens into vibrant assets that encourage well-being, loyalty and safe collaboration.

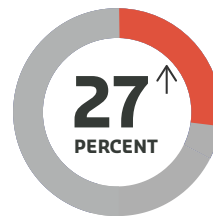
The service, called Modern Recipe, is customized for each client's needs, supporting a vision of the modern workplace dining experience that helps clients improve productivity across the board. It is enhancing customer perceptions, inspiring changes in customer behavior, and will continue to evolve and adapt.

For one client, implementation of the Modern Recipe service delivered:

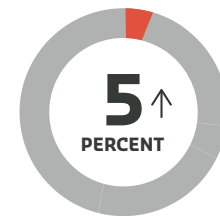
An increase in
spend per head by



Average daily
sales increased by



Site-wide sales
increased by



Another client saw **dining rates increase by 45%** since Modern Recipe was introduced, and **dining revenue is up by 60%** as a result.

Comfort in Times of Uncertainty

Our experts at Sodexo quickly mobilized as COVID-19 began to affect the U.S., setting up a Regional Response Team that met daily to discuss the needs of Health, Safety & Environment, Supply, HR, and Communication divisions.

We worked 24/7 to support our employees and provide business continuity for clients, **including setting up a 1-800 line for COVID-19 support, establishing a centralized PPE warehouse, and leveraging technology for consistent communication, ordering, tracking and business operations.**

Our food and beverage professionals transformed retail spaces into small convenience stores to give client employees access to groceries and take-home meals and changed hundreds of on-site dining programs into meal delivery or drive-through meal pick-up offerings.

Expertly Created Workspaces

Integrated Facilities Management

When Sodexo took over the integrated facilities management contract for a major tech corporation, it required transitioning over 650 employees and taking over delivery services in 68 buildings across 18 countries.

As a part of the contract, Sodexo picked up delivery to three locations in Ireland with a goal of improving the employee and customer experience while realizing cost savings.

Across the project, the client was focused on setting up joint ways of working, setting a new safety focus and creating a more customer-service focused approach.



650
employees



68
buildings

18
countries

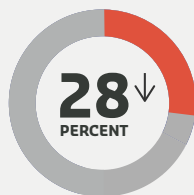
Some Examples of Services Sodexo Implemented to Tackle Those Challenges Include:

Visitor Experience: New visitor/group/event badges have reduced plastic pockets, resulting in a 50% reduction of non-biodegradable plastic waste and financial saving of \$10.4K.

Sustainability: Sodexo has introduced water saving nozzles called “Water Blades.”

Health and Safety: Sodexo fully integrated with the client’s Health & Safety function, helping to identify any gaps in fire wardens on-site by creating “heat maps” of where they are located in the building. The same process was completed for first-aid personnel on-site and quarterly training sessions for both fire wardens and first-aid personnel have been established.

Water Blades have led to a 28% reduction in water consumption



Sodexo’s efforts delivered savings of 1.59% against the annual budget.

Sodexo worked with a pharmaceutical client on a major project to replace all plantroom lighting. The objectives were to:

- Reduce maintenance
- Improve safety
- Reduce energy consumption

The project team removed and replaced all existing inefficient fluorescent luminaries with modern efficient LED fittings, including programmable intelligent controls.

Project cost:

\$63,600K

Annual energy savings:

\$291,466

4.5x
cost savings



Expertly Created Workspaces

Reducing Food Waste & Saving Money With WasteWatch, Powered By Leanpath

Cox Central Park Café serves up to 4,000 people daily for breakfast and lunch and has approximately 50 employees.

Using data to set targeted goals

Executive Chef Kathryn Caines saw that fish and vegetables were the top wasted foods. She knew they were relevant to the target goals since the Café offers a lot of product in those categories. With these insights in mind, she locked in initial reduction goals using the Leanpath Online Goals Module.

- **Reduced food loss and waste from April 2018-March 2019.** Food loss by weight was reduced by 40% from the baseline, a nearly \$50,000 value.

“ I knew we had a good amount of stuff we were giving away and throwing out. To see the numbers and the weight and cost, it really opens up your eyes... I always think it’s important to track waste and see where your money is going. ”

KATHRYN CAINES

Executive Chef at Cox Central Park Café

Connected Agile, Ecosystems

Concierge Service



Sodexo’s concierge service, Circles, provides WFH solutions that strengthen your team by removing low-priority tasks from their day, freeing them to focus on their core responsibilities, participate in more initiatives and feel less encumbered by work.

With Circles:

87%



of employers saw improved
employee satisfaction

71%



of employers saw an
increase in productivity

\$3



a month buys
4.75 hours
of increased
productivity

“ Circles Concierge is the most useful tool provided to us by my company. It makes me feel valued and appreciated as an employee. This service makes my life so much easier, and because I am always so busy, this really has been beneficial giving me extra time to focus on other things. ”

CURRENT CIRCLES BY SODEXO CLIENT AND USER

Responsible Practices

Creating a menu to align with a mission to protect our planet



National Geographic Society is a 130-year-old institution promoting

exploration to understand our planet and generate solutions for a more sustainable future. Sodexo was asked to create plant-based choices for National Geographic's café.

Our chefs embraced the challenge and crafted an all-plant offering that still met Sodexo's standards for taste, appeal and quality. Our team combined creativity, research, techniques from vegan cooking events, and marketing savvy to encourage vegans and meat-eaters alike to try new things.

Results:

- **Overall sales at the café increased. Specifically, lunch sales grew 6.8% over the previous year, thanks in large part to the vegan menu.**
- **44.5% of employees said they were likely to purchase vegetarian items in the café**



“ Sodexo's plant-based menu has changed my life. I tried to 'go veggie' before, but always struggled because good-tasting options weren't readily available. Sodexo has made it so easy for me to have the healthy lifestyle I want. ”

CLAIRE CHO

Assistant to the President and Chief Operating Officer at National Geographic Society

“ The pandemic crisis has further revealed the fragility of our planet and the need for economic models built on sustainable consumption patterns and solutions that preserve natural resources. These priorities are part of Sodexo's pragmatic approach to work with our clients, suppliers and employees to rebuild confidence and seize the window of opportunity to make the recovery a turning point when it comes to sustainability. ”

MARIA OUTTERS

Senior Vice President of Corporate Responsibility at Sodexo

360° Sustainability Achieved

Sodexo helped its multinational consumer goods client achieve sustainability in every facet of its operations. Our experts recommended transformation activities that aligned with our clients “Sustainable Living” strategic agenda, including implementation of Knorr and WWF’s Future 50 Foods program that—through a partnership with Sodexo—brings healthy, responsibly-sourced food to workplaces.

Action Steps to Sustainability

- Limit fat, salt and sugar in menu offers to ensure healthy & well-balanced options
- Reduce energy consumption by increasing awareness of energy-efficient practices
- Replace plastics on-site with sustainable alternatives by leveraging supply chain

Measures of Sustainability Success



↓ **105 tons**
of food waste
saved, decreasing
food costs



↓ **1/3**
plastics
reduced in
35 sites in
6 months

A True Partner in Sustainability

Sodexo partnered with a client in the personal care industry to develop a sustainability program that paid for itself in less than 12 months.



We delivered more than

\$250,000
in savings in the first year
and are committed to
achieving 0 waste at all
sites by 2025.

Vital Spaces encompasses the evolving workforce challenges that come with new hybrid and flexible work models **while also addressing solutions for food and facilities management.**



Optimized space



Elevated brand image



Supported, connected teams



Improved efficiency and productivity



Support remote work practices



Retain talent and attract new talent



Reduced total cost of occupancy



Sustainable, social practices



Motivated and empowered teams



Enhanced company culture and employee engagement



A seamless, connected solution for all aspects of workspace planning + management



Access to partners and resources to solve any challenge

Are You Ready For Workplace Transformation?

Our team is ready to be your partner, your strategist and your facilitator. We know one size doesn't fit all when it comes to workplace strategies and services to improve the quality of life for your employees. That's why we listen first. Every engagement starts with a conversation about your business and your goals—all while keeping people at the heart of every decision you make.



We Believe Futures Are Better
Forged Together...**and They
Begin With Vital Spaces.**



Vital Spaces Services



WORKPLACE STRATEGY

Delivering on your business goals with an outcome-focused approach to workplace planning.

WorkPlace Advisory

- Liquid Workplace & Real Estate Strategy
- User Experience & Design
- Workplace Well-being
- Environment, Sustainability & Energy

Transformation

- Change Management
- Smart Building Strategy
- CSR & Sustainability



WORKPLACE DESIGN

Creating productive and inspiring spaces to connect and empower your teams.

WorkPlace Experience Design

- User Experience Assessment & Design

Design & Build

- Space Programming & Configuration
- Project Management
- Construction Management
- Moves & Changes
- Post Occupancy Analytics



WORKPLACE MANAGEMENT

Seamlessly managing safe, comfortable and compliant environments—everything needed to make a workplace 'just work'.

WorkPlace Services

- Technical Services & Engineering
- Cleaning & Security
- Space Management

Support Services

- Laboratory Services
- Transportation
- Logistics Services
- Command Center / Helpdesk

Corporate Social Responsibility

- Energy, Utilities & Environmental Management and Projects
- Waste Management
- CSR Practices

Regulatory & Compliance

- GxP
- Health & Safety
- Crisis Management and Business Continuity Planning
- Quality & Compliance

Asset Management & Planning

- Life Cycle Investment Planning
- Building & Asset Surveying



WORKLIFE SERVICES

The thoughtful details that support worklife, helping you and your people thrive.

Food at Work

- Restaurants
- Retail, Convenience & Grab & Go
- Coffee & Beverage
- Food Delivery
- Hospitality
- Food Connection

Employee & Guest Services

- Concierge & Personal Support
- Health & Well-being
- Reception & Visitor Management
- Event & Meeting Room Management
- Benefits & Rewards Program
- Travel & Expense Management
- Engagement & Community Management

Work From Anywhere Services

- Marketplace of Hybrid Work Services
- Food Aggregation & Delivery



WORKPLACE TECH & ANALYTICS

Helping you make faster, smarter decisions about your technology and spaces.

Technology

- Space Utilization Measurement
- Environmental & Energy Consumption Measurement
- Asset Reliability Measurement
- Visitor Management
- Resource Booking & Mgt.
- Workplace and Consumer Apps

Analytics & Reporting

- Space Utilization Dashboard
- Environmental & Energy Consumption Dashboard
- Consumer Experience Analysis
- Asset Reliability Diagnosis
- Workplace Performance

Predictive Analytics

- Predictive Space Management
- Predictive Environmental & Energy Optimization
- Consumer Experience Optimization
- Predictive Maintenance
- Workplace Analytics



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Get in touch with a Sodexo expert to start planning your workplace transformation | vitalspaces.sodexo.com/us

VITAL
SPACES

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