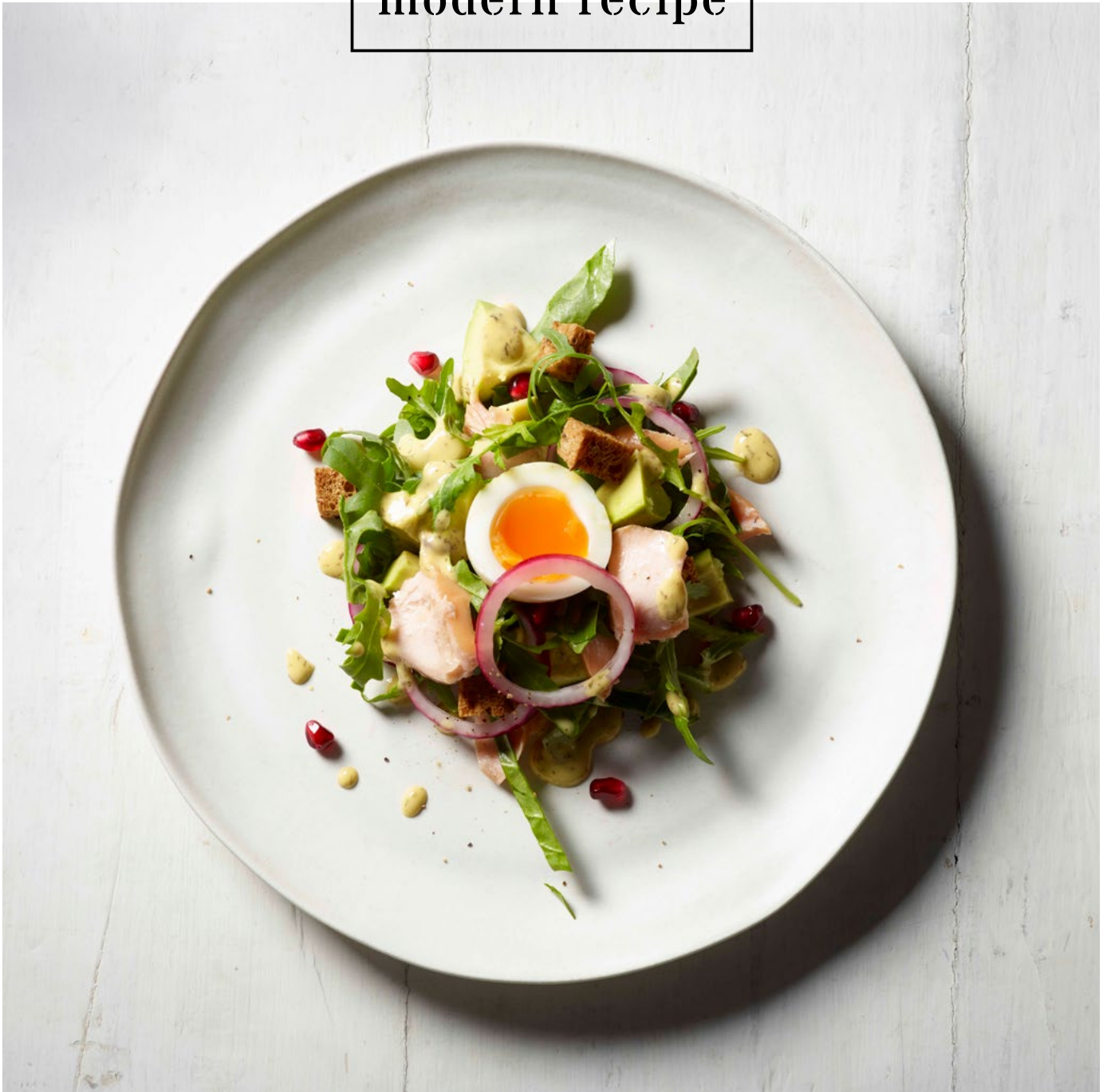


modern recipe



How Sodexo Transformed AstraZeneca's Workplace Food

Attitudes to food and work are changing—from agile and part-time working, to increasing awareness of diet and fitness as performance factors. Add the competition of sophisticated high street brands and the rising cost of space into the mix, and the traditional corporate food service - canteen food to a fixed timetable - is becoming outmoded.

Modern Recipe is Sodexo's reassessment of how food at work should work. A contemporary, all-day offering that transforms under-utilised canteens into vibrant assets that encourage wellbeing, loyalty and collaboration.

Contemporary food
+
Creative spaces
=
Thriving workplaces

This is our Modern Recipe

"People are working, collaborating and consuming differently. The happiest, most productive and thriving workplaces are not just responding to, but leading this change. It's organisations with agile and flexible offerings that will meet these evolving standards. The vision needs to be contemporary food served in inspiring spaces."

Adrian Evans,
Food Transformation Director at Sodexo

The Three Pillars

Modern Recipe is built on three pillars that reflect the values of clients and customers alike:

Wellness

Making it simple to stay healthy and achieve fitness goals; boosting positivity and performance.

Inspiration

A fresh, interesting approach that resonates; attracting talent and making people feel valued.

Flexibility

The right food at the right time; a space that encourages collaboration and creativity.



Not All Employees are Created Equal



Sodexo has been working with AstraZeneca at five locations in the UK and Sweden since 2008. Being a 'Great place to work' is core to the global pharmaceutical company, and creating more engaging experiences is key to attracting and retaining top talent. The company realised food would be central to this experience and Modern Recipe was the perfect choice to transform the food experience at its Cambridge and Macclesfield campuses in the UK, as well as the three sites across Sweden.

Everyday, the sites support a combined workforce of around 6,000 people across manufacturing, R&D, finance, logistics, real estate, HR and marketing.

Group interviews, and a survey of more than 800 people, across both campuses, explored preferences of those who would ultimately use the spaces. Healthy eating, big flavours and exotic trends topped the list for both guests and employees, when it came to food. While many also expressed the need for a new space in which they could come together and collaborate.

The new food offering would have to satisfy the needs of everyone on site and deliver a redesign to alleviate key bottlenecks and bring new life to existing food spaces.

Reduced queue times, better value for money and increased variety would be essential to the success. Anticipating the needs of new generations entering the workforce, without misaligning the offering with the existing demographic was also a key objective.

27% say access to healthy food and drink is the number one way their company could support them.

Allegra Health and Wellness Summit



What Consumers Want

Survey and interview research was combined with Sodexo's Personix™ consumer profiling tool.

Personix™ uses a questionnaire to develop a picture of the psychological profiles on a site. This shapes the offering by providing insight into what people need, what motivates them and what they are likely to be willing to pay for.

Sodexo's Global Marketing Lead, Claudia McCabe, believes this analysis is key to understanding consumers. "Consumer profiling gives clear insight into the things that are important to employees and enables us to make the right decisions from day one."

"There were quite a lot of traditionalists in the AstraZeneca team. So, while designing menus that promoted health and emerging cuisines, we had to make sure traditional offers were still available to those who wanted them."

Modern Recipe is also designed to adapt to its customers and changes in behaviour, and in AstraZeneca's case, Claudia says people were quick to embrace the new offering.

"We thought it would take a little longer for people to try new dishes and that traditional meals would have stayed on the menu for a lot longer," she says. "But it wasn't long before the consumers at AstraZeneca showed interest in new global flavours, and a growing demand emerged for convenient grazing and snacking, and plant-based options."

This flexible approach helps consumers to stay engaged, inspired and productive in the workplace. It keeps things fresh and shows employees their needs are being listened to.

"Consumer profiling is critical for us to be able to define the appropriate services. It dictates what's on the menus. It dictates space; it dictates the type of seating, the materials we might use, the colour palette. It's a really powerful tool."

Rachel Permuth PhD,
Global Head of Insight at Sodexo



Contemporary Food and Creative Spaces



While Modern Recipe contributes to improved productivity through better nutrition, it also allows organisations to build a sense of community and engagement.

A strong brand and a premium feel, fuelled by design, helps to attract and engage new talent, and devise a space in which people are happy to spend their time— facilitating the causal collisions that can be so critical to supporting collaboration.

Sodexo's design for AstraZeneca created spaces that people could use throughout the day, relaxed internal environments that support individual and group excellence.

Digital integration supports a seamless experience, with screens providing key messages, and background on suppliers and display daily menus. Pop-up communications were also introduced to drive consistent engagement.

"The Modern Recipe proposition helps people make informed choices very quickly," says Adrian Evans, Sodexo's Food Transformation Director. "The menus are displayed in advance, so people can look at that and make some choices. Even when they come in, lightboxes and digital signage lead them through the space and create a better flow for the customer journey."

Better lighting, a considered counter layout and a new barista coffee bar added to a high street-style environment and unlocked optimal space utilisation. While a complete furniture refresh promoted agile and collaborative working.

Modern Recipe's redesign also extended to staff uniforms, which reinforce the sustainable values so important to the modern consumer. Sodexo actively sought recycled, upcycled and environmentally-friendly materials from ethical sources and companies.

Based on fresh, vibrant, global menus with a fine balance between classics and energising, healthy options and, of course, delicious treats, Modern Recipe provides the choice and value customers expect—to make eating at work an attractive option.

Sodexo's research and insight led to the creation of a range of new all-day menus and counters for AstraZeneca, including:

Kitchen - the classical counter, serving simple meals with a focus on flavour.

Inspire - where customers can discover new tastes from around the world.

Salad Bar - providing seasonal ingredients with visual appeal.

Deli - a fresh, healthy option that includes bread from artisan bakers.

Grab and Go - local, ethical ingredients for healthy snacks.

Street Food, Pop Ups and Promotions - keep things interesting and add to the choice.

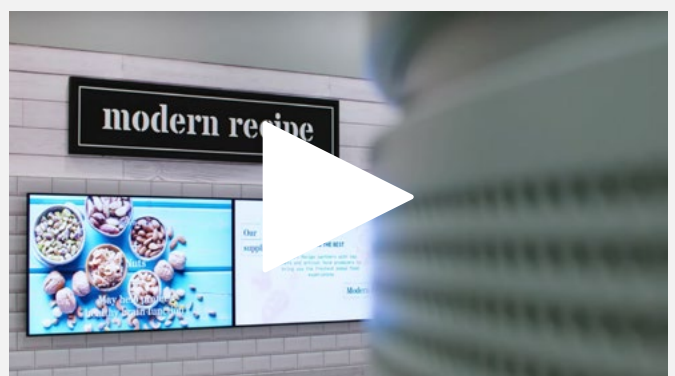
Executive Chef Mark Cheetham attributes the stronger offering to the collaborative relationship between Sodexo and AstraZeneca. "This allowed us to get closer to the consumer and do the research we needed to do. Modern Recipe gives us so much more to work with.

One of our greatest successes and innovations has been the development of 'Ottolenghi'-style salads, which have been very popular and allow us to create a really contemporary look and feel."



"Wow! So much hard work and passion has gone into Modern Recipe at Macclesfield and the result is absolutely stunning. Huge credit to the front line and the central teams. I was absolutely spoilt for choice today, and it certainly tastes as good as it looks."

**Christine Haigh,
AstraZeneca Client**



Watch: Modern Recipe Video Case Study.

AstraZeneca's offering is also constantly evolving to keep people engaged, as they have plenty of other options outside the building if the choices don't reflect their needs.

"Modern Recipe has to be agile because consumers won't give you a month to change these things," Adrian explains. "AstraZeneca recognised that people are looking to work very differently now than they were 10 or 15 years ago. Now, as the workforce changes over the coming weeks, months, and years to come, we've got the flexibility to respond to that."

"We introduced additional carbs and grains to the salad bar on day two, based on feedback from the AstraZeneca team on day one, and we're always changing the offer based on new feedback."

Adrian Evans,
Food Transformation Director
at Sodexo



Engaging the Sodexo Team

Great spaces are fuelled by great customer service. It was important to engage Sodexo staff at every stage of the process and take them on the journey through to full deployment.

Engagement sessions were held with all staff to help them understand the Modern Recipe proposition, share the design vision and field questions—the team was also invited to regular briefings and received weekly progress reports. This openness in communication ensured everyone was moving in the same direction and contributing to the success of the project.

Food tasting gave them a flavour of what was to come. Away days and a uniform fashion show offered them the chance to build relationships with other team members. Staff recognition also plays a huge role in breeding motivation at work, a strong connection with the brand, and an invaluable feeling of inclusion and belonging.

"I've been very impressed over the past few weeks with the manner and speed in which you and your team have responded to feedback. Thanks for all your hard work it is very much appreciated. It's a pleasure visiting the restaurant each day for the quality and choice of food, and the fantastic service and staff."

Ruth Luther,
AstraZeneca Employee
at Macclesfield Site



A Recipe for Success



Thanks to Modern Recipe, AstraZeneca's team now benefit from wholesome meals, vitamin-packed smoothies, deli-style sandwiches and a wide range of other choices.

At the Cambridge site, workplace dining rates have increased by 45% since Modern Recipe was introduced, while revenue is up 60%.

For the Sodexo team, the new approach created an opportunity to develop a deeper understanding of customers and demonstrate the true impact of Modern Recipe. The project has yielded an uplift in on-site sales, Average Transaction Value and the total number of transactions, as well as driving a huge reduction in the use of disposable food containers.

Since launching Modern Recipe, AstraZeneca has reported:

- An uplift in on-site sales
- Increased average transaction
- Increased total number of transactions
- Increased margins
- Changes in customer perception and behaviour
- Reduction in use of disposable food containers

"We have members of the Sodexo team who have been at AstraZeneca for a number of years and the deployment of Modern Recipe has really helped them to shine," says Adrian. "They'll go on to do bigger and better things because they understand it's about delivering for our consumers. It's about those small details, engaging with people, and giving them some understanding of the dishes on offer."

"The open kitchen has driven a lot more interaction and engagement between chefs and our customers. Chefs are able to explain the dishes and talk through the journey of preparation. Hearing people's positive feedback on a regular basis is a real joy and makes me proud to deliver the standard of food we do."

Karl Griffiths, Head Chef

AstraZeneca's team, meanwhile, have access to fresh, healthy food in an inspirational space, resulting in greater focus, engagement and productivity. They also have the opportunity to try new products before they hit the high street shelves, thanks to Sodexo's partnerships with small suppliers.

"Modern Recipe has been a huge success," says Sharon Magee, Facilities Manager at AstraZeneca's Macclesfield site. "We are working a lot more closely with Sodexo and I'm proud that they have stepped up to the plate, listened to what we said and delivered some great ideas. With the ongoing support of their team of experts, from all around the world, we are now serving the right quality and variety of food to our customers."

A modern workplace dining experience is now encouraging collaboration, and helping AstraZeneca improve productivity across the board. It's improved customer perceptions, inspired changes in customer behaviour, and will continue to evolve and adapt to the needs of its customers on a daily basis.

"Sodexo's team speaks directly to customers, they act quickly, and make changes that meet and exceed people's feedback," Sharon continues. "People are really enjoying the increased focus on health and wellbeing, it's helping them to make good choices and discover new options."

"You've done a great job. Healthy eating options, an opportunity to give back to the community through our sustainable coffee stand, no more plastic and lovely new areas to meet and hang out. We needed this and the change will make a real difference!"

Fiona Cicconi,
AstraZeneca Employee
at Academy House Cambridge Site



Expectations of food in the workplace have changed. It needs to reflect and respond to dramatic changes in the way people work and what they expect. Companies that follow AstraZeneca's lead on supporting and providing for their employees' changing relationship with food are sure to see the benefits of a truly thriving workplace.

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People share connections through fierce appetites for particular tastes, ideals and experiences.

Understanding the fundamental behaviours that drive these connections will prove vital for workplaces aiming to serve and deliver food offerings that really hit the spot.

Sodexo partners with acclaimed chefs, nutritionists, the latest food brands, and social enterprises to deliver healthy and sustainable menus, and workplace solutions that engage, attract and retain employees across the organisation.

When it comes to food, it's about more than what's on the plate.