

Embracing Tomorrow's Needs, Exploring New Solutions

Findings from the Quality of Life conference
London, October 16 and 17, 2017



sodexo
QUALITY OF LIFE SERVICES





**quality
of life
conference**
Oct 16-17, 2017 | London





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On October 16-17, 2017, Sodexo hosted the second Quality of Life conference, bringing together leaders of companies, universities, NGOs, hospitals, governments and communities from more than 30 countries to explore the future of quality of life. The London-based conference, built on the movement launched at Sodexo's inaugural Conference in 2015 in New York, advocated for business models that deliver economic growth, social responsibility and personal fulfillment for people.

During the two days of the conference some of the brightest minds—including disruptors and innovators—from across the globe, shared ideas, best practices and emerging trends in the marketplace. The conference's brain trust showed us how we can all adapt and embrace opportunities to grow our businesses together and contribute to a more inclusive society.

Despite their diverse backgrounds, conference participants shared a vision that embraces quality of life as a driver of a more prosperous and meaningful future for all. The agenda leveraged practical solutions and real-world insights from Sodexo's 50-year history in the service business and from its varied base of customers and partners. In sessions, leaders explored progress that is proving critical to the future of quality of life as it relates to six distinct populations: corporate employees, patients, workers in atypical environments, seniors, students and citizens.

Beyond thought leadership, the London gathering also focused on praxis, showcasing game-changing innovations—such as robot waiters and virtual reality demonstrations, to name a few—through the Discovery space, an immersive and interactive exhibition.

At the inaugural New York conference in 2015 we harnessed a collective energy and defined a vision for the future of quality of life. And at the London conference in 2017, we learned that the future is here. The report you hold in your hands captured the key viewpoints and takeaways shared by the leaders who presented during keynotes, plenary discussions and panel sessions. We hope you will find inspiration and ideas and continue to engage with us as we work together to achieve quality of life for individuals and organizations now and in the future. ●

Ana C. Rold
Editor

With the advent of new technologies such as artificial intelligence, sensors, robotics, 3D printing and big data—to name just a few—there is no field riper for disruption today than the service industry. The good news? We are on the cusp of witnessing some of the biggest breakthroughs humanity has ever seen. The London-based Quality of Life conference hosted by Sodexo marks the second time our team of editors and writers have engaged so intimately with the subjects of quality of life and well-being. And the timing was auspicious.

As the editor-at-large of the Diplomatic Courier, G7 and G20 Summit magazines, I have spent over a decade covering global policy and trends. Since 2015, when Sodexo hosted the inaugural Quality of Life conference in New York, I have witnessed two key trends in how these previously “soft” issues were perceived by policy makers. First, there has been a shift in perception. Quality of life topics are now at the top of these policy agendas, often discussed alongside “hard” issues of geostrategic and security concerns. Second, quality of life is no longer under the purview of the private sector or just the service industry, it permeates every sector, every industry, from individuals to entire organizations, and from civil society to foreign and domestic policy agendas.

How did quality of life and well-being become so interdisciplinary? You may consider the way our worldview has shifted vis-à-vis solution-making. It used to be that global publics expected government leaders and national political figures to come up with and fund the solutions from a top-down approach. Now, the stakeholders come from all walks of life—big and small, private and public, individual and collective. Large companies partner with startups to foster an internal ecosystem of constructive disruption and exponential growth. Governments partner with civil society, philanthropic institutions, and the private sector to achieve goals for society at large.

The future of the quality of life discussion centers on our elevated sense of purpose in life. Going from what is a possible or probable future to what is a preferred future requires not just knowledge of trends and strategic forecasting, it requires disciplined dreaming. To dream boldly of new possibilities, to dream of a preferred future that is 10 times better or more impactful than what we have today, requires leadership that not only gets it but invests in it. I interacted with many of those leaders at the Quality of Life conference and I am proud to play a small role in articulating their ideas and thoughts via this report. I hope you will engage with us in this continuing discussion until the next Quality of Life conference. ●

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Sophie Bellon, Chairwoman, Sodexo Board of Directors

We Will Always Need Humans to Take Care of Other Humans



While it is not yet possible to accurately predict the future, one thing is certain: the world is radically changing in all aspects, and it is happening extremely fast. Our ability to computerize data through powerful algorithms is changing our relationship to the world, and the acceleration of time and technological progress is impacting our expectations, our identity, and even our concept of life and death. Most importantly, new individual and collective aspirations are gradually giving rise to groundbreaking models that promote inclusiveness, solidarity, social progress and a better quality of life for all.

Sodexo, which was established 50 years ago with a founding vision to be a growth company heavily involved in the community of all its stakeholders, has managed to make meaningful and truly innovative growth while staying true to their founding values and mission: to improve the quality of life for those we serve while also contributing to the development of the communities in which the group operates. Since its conception, Sodexo has impacted employees, consumers, clients and the community in major ways, and has been named leader of the Dow Jones Sustainability Index for 13 consecutive years as well as being mentioned by Fortune as one of today's top 50 companies that are changing the world.

This year's Quality of Life conference saw a host of inspiring leaders from all sectors come together to discuss the biggest opportunities for improving the quality of life of people from around the globe, including citizens, patients, students, seniors, corporate employees and workers in atypical environments. Attendees heard the story of Léa Moukanas, a young student who has managed to mobilize hundreds of youth to visit with young cancer patients in hospitals, as well as the story of Bunker Roy, a leader from India who has created a revolutionary program to train thousands of grandmothers from rural villages to become engineers and bring more autonomy to their communities.

In the end, the stories and initiatives from the conference have not only revealed the complexity and uncertainty of today's world, but also highlighted the excitement, energy and renewed hope that these changes are generating, leaving us with only one solution: to embrace the change, and more importantly, to be the change.

As we move forward, we need to be aware of major trends. As leaders in science, politics, business and other sectors, we have to be aware of the combined effects of exponential technological progress and the major trends affecting the world today.

Who can predict the future when everything is accelerating? Because of the acceleration of technology and progress, it is difficult to plan for the future, which raises many questions for businesses: as a company, how can you ensure the decisions you make today will take you where you want to be in 10 or 20 years? Should you adopt a precautionary principle, or should you unleash innovation and creativity in order to stay ahead of trends? Are you willing to accept the potential failures that come with increased agility? How can you ensure that you will stay true to yourself? ►



LEAD FEATURE



► **Holding on to a fundamental set of values does not contradict the need to adapt to the changes this new world requires.** Ultimately, there does not need to be a trade-off between pursuing audacious ambitions and keeping high ethical standards. Maintaining one's vision may very well actually help in the creation of long-term decisions that allow space for innovation and creativity. This holds true for individuals as well as societies, and there is no doubt that it is also essential for organizations to maintain a high standard of ethics while moving forward into the future.

Sodexo's founding vision and commitment to continuous reinvention will create a pathway to the future. Sodexo's aim is to continue to grow and impact the world, with an end goal of improving the quality of life of eventually more than one billion individuals around the world and designing a new model of civilization by involving all its stakeholders in a collective commitment to fight flagrant injustices,

promoting equal opportunities, and giving our children a right to benefit from the resources of our planet and contribute to our collective betterment.

Tackling such an ambition will mean the fundamental reinvention of Sodexo. However, this reinvention will not mean Sodexo's founding vision—to improve the quality of life of everyone Sodexo serves—will be changed, as this vision was created in an effort to combine economic performance with social, environmental, and human progress. In fact, Sodexo will fundamentally reinvent itself in order to make sure the most crucial part of who they are remains the same.

We will always need humans to take care of other humans. In an effort to address issues with efficiency, responsiveness, reliability, safety, comfort and human interactions, Sodexo will make the best use of new technologies in order to offer more options to consumers, answer the needs of clients in a more



personalized way, and improve their service standards. However, Sodexo's conviction that we will always need humans to take care of other humans will remain at the forefront of their mission, and current and future Sodexo employees will continue Sodexo's mission by helping people at every stage of their lives, connecting with clients and consumers in meaningful ways, building relationships, and continuing to show the respect, sensitivity and empathy the world so needs. ●



"All these initiatives stem from very different motives, but they show one thing: our fast-changing world is not only generating uncertainty and complexity. It is also bringing excitement, energy and renewed hope, leaving us with only one solution: to embrace the change, TO BE THE CHANGE."

Sophie Bellon

Michel Landel, Chief Executive Officer, Sodexo

Human Beings Must Remain at the Heart of the Service Sector Revolution



In the modern era of exponential growth and continuous change, a people-centric approach must remain at the heart of every organization's core mission because Quality of Life is a key driver of progress for both individuals and organizations: patients recover faster when the quality of their stay is enhanced, students do better in school when they are encouraged to eat well and engage in physical activity, and talent can be recruited and maintained much more effectively when their work-life balance is respected. This conviction continues to drive Sodexo practices and services and have enabled the company over time to doing well by doing good.

Indeed, the service industry creates growth that is truly human centric and over the previous decades, the service industry has had a positive impact on the world economies and it will continue to make a meaningful contribution to a more sustainable and inclusive growth.

Today, like other industries, services are entering an era of personalization. They first adapted to the demands of increasingly mobile consumers who expect a seamless experience wherever they may be in the world, whether in a restaurant, a hotel, or on a plane. Companies have long been working on standardizing products and on deploying best practices to meet these demands.



The benefits for clients and customers are obvious including significantly enhancing their experience in term of quality and safety.

But this standardization is reaching its limits as consumer demands request more and more personalization—and therefore, it is imperative that companies remain agile and customizable by leveraging new technologies in order to truly improve quality of life across the board. Thus, concentration on breakthrough technologies such as digital technologies, data, and artificial intelligence should continue as the forefront of innovations for companies throughout the services industry, and focus on quality of life should remain at the core of every company's mission statement. ➤

"It is crucial to find a way to safeguard the intelligence of humans and integrate it along with that of machines."

Michel Landel



LEAD FEATURE

“While there is much apprehension over the increasing dependence on automation in the workplace and the possible displacement of human employees, technology trends reveal that over the past 40 years, new technologies have actually created more jobs than they have displaced.”

Robotics and Artificial Intelligence will become an increasingly familiar part of daily life. Innovations such as digital technologies, automation, and artificial intelligence are currently poised to disrupt the services industry in a truly meaningful and profound way. If this transformation is to become a net gain for progress, however, we must ensure that it serves the development of individual and collective human intelligence while looking to mitigate any negative consequences.

Data analysis is providing a new understanding of individual needs. In today’s world of open data, it is becoming increasingly easier for companies to collect real-time behavior and user feedback from consumers via linked devices, which can be used for more precise assessments of consumer needs and habits—thereby enabling organizations to better understand the needs of their consumers.

Artificial intelligence is turning the provisions of services upside-down. Currently, artificial intelligence is disrupting sectors such as banking, mass-market retailing, public transportation and government. The possibilities are changing the face of every type of industry: in healthcare, for instance, an estimated 60% of the world’s hospitals will be equipped with artificial intelligence by the year 2025. This means that 70% of patients will enjoy higher-quality healthcare that is easier to access and less expensive to provide.

Automation will disrupt the services industry. While there is much apprehension over the increasing dependence on automation in the workplace and the possible displacement of human employees, technology trends reveal that over the past 140 years, new technologies have actually created more jobs than they have displaced. Even more hopeful, automation will most likely displace low-skilled labor, freeing up talent for more meaningful job positions.



Businesses have several responsibilities to keep in mind as they navigate this new era.

Businesses need to lead innovation. Businesses must remain focused on the creation of new products, services, and innovations that add value and continuously create new jobs for the future.

Businesses must assist their employees. As technologies transform how consumers are treated, it is crucial that both current and future employees also benefit from the change and improvements that the services sector provides its consumers.

New technology is an opportunity for service companies to refocus the skillset of their employees. It is crucial for businesses and the services industry as a whole to determine exactly what function robotics and



automation will play and how this will affect the role human employees.

The value of service should remain human. Ultimately, it is important that the care guests, children, seniors, and all human consumers retains a human element, as human employees will always have the ability to have meaningful dialogue, understand social interactions, and adapt to new situations. Factors such as empathy, dialogue, authenticity and building trust will also most likely require a human element and therefore should be left to human employees.

Collective intelligence is key to unlocking new solutions to global challenges.

Humans have always drawn strength from collective intelligence. Therefore, collective intelligence such as

“Factors such as empathy, dialogue, authenticity and building trust will also most likely require a human element.”

Michel Landel

partnerships, community forums, and public debates are key to rethinking current challenges and creating a people-first approach to all aspects of life. Because no issue can be understood in its entirety by one organization, nation or stakeholder, communities around the world must work to solve the global environmental and social issues of today's world. ●

Speakers:

Sophie Bellon, Chairwoman, Sodexo Board of Directors

Angel Gurría, Secretary-General, OECD

Quality of Life Must Be at the Center of All Economic Decision-Making



While the future remains unknown, one thing is certain: the world is radically changing and accelerating faster than ever before, and our relationship with the world and each other is changing along with it. Consequently, traditional aspects such as work, free time, travelling, eating, relocating, raising children, learning and studying, and even concepts such as aging and dying are being redefined and refitted on a daily basis. Despite the chaotic nature of this ever-changing world, however, quality of life must remain at the forefront of each and every society and business's core mission, lest our foray into the future fall into disrepair.

Therefore, it is crucial that businesses and organizations leverage new technologies to better focus on progress and world trends in an effort to increase quality of life for all consumers and create lasting environmental and societal changes around the globe. Indeed, it is only

through increasing quality of life for people and shaping public policy to center on the needs of citizens that we will be able to enact positive change and create more wellbeing for people around the world—and ultimately, increase quality of life for every individual.

Key Takeaways

Organizations need to be aware of both advancing technological progress and major world trends.

While technological progress is inevitable, it is important that companies leverage new technologies in such a way as to positively affect major world trends and solve global issues. However, questions of how to accurately predict future trends, how companies can make correct decisions to reach future goals and whether or not companies should stay cautious or push for innovation remain at the forefront of the services industry.

Progress and creating social value for individuals and communities should remain as a main objective. Whether or not individual companies decide to focus on innovation, companies should continue to strive to increase quality of life for all individuals, communities and stakeholders associated with their business.

Businesses should leverage new technologies to improve service standards. New technologies such as automation, artificial intelligence, and data can be used to improve transactions and emotional, reliability and safety interactions—and more importantly, they are becoming increasingly accessible and safe for companies to use.

Technology will not take care of everything. It is important to remember that while technology can solve some of our greatest challenges, humans will always need to take care of other humans. With the help of technology, human employees can benefit from more meaningful jobs by connecting with others and being empowered to pursue higher-skilled jobs that align with their personal goals in life.

Public policies must be about people

In the public sphere, public policies should be subject to the needs of the general public and remain people-centered.

People now have the ability to compare their situation to other people. With the digital revolution, greater access to information and news has created a world in which people are more aware of each other than ever before. Therefore, those with a lower quality of life are beginning to demand higher levels of wellbeing, and public policy should be shaped to help them do so, otherwise issues such as economic, social, and political fragmentation commonly found in today's world will continue to divide the globe.

The general public is not involved in public policies.

Despite higher levels of awareness, people are less likely to participate in important societal decisions. Data shows that during Brexit, for example, 60% of British youth did not vote. Therefore, it is imperative for societal norms to focus more heavily on quality of life and allow the general public to have more control over their own wellbeing.

The private sector is key to collective solidarity

While collective peace was traditionally the role of the government, the complexity of today's globalized world has made government less capable at solving societal issues with agility. Issues such as taxation of digital players who are not located where they operate and mass industrial relocation, for example, have made it difficult for specific governments to tackle multinational issues. The creation of a partnership between large governments and the more agile private sector, however, has the



ability to enact greater social value and potentially solve some of our most pressing global challenges. Ultimately, only through cooperation can we work together to see problems in their entirety and create effective solutions. ●

FURTHER READING

What is a "Better Life"?

Sodexo and OECD have signed an agreement to promote the International Better Life Index created by the OECD and sharing knowledge about factors that help improve Quality of Life. The OECD, through its ongoing work with the government and businesses, has made considerable efforts to champion a way of thinking that places people's well-being at the heart of economic growth. This emphasis on the importance of a "better life" as a key component of societal progress has translated into a unique international indicator: The Better Life Index. Created by the OECD, the index allows users to compare well-being across countries, based on 11 essential topics in the areas of material living conditions and quality of life.



To learn more about the Index, visit:

Presenter:

Ray Kurzweil, Inventor, Author & Futurist

Humans Are Hurling Exponentially Towards a Healthier, Wealthier, More Expressive Future



Despite current perceptions that worldwide quality of life has been deteriorating, data has actually revealed the opposite. Most aspects of life—such as health, education, peace and security—have been dramatically improving and will continue to progress exponentially with the help of revolutionary information technologies such as artificial intelligence, nanotechnology, 3D printing, and alternative energy sources. Ray Kurzweil—inventor, futurist, and creator of Singularity University—posits that not only is quality of life improving, but that the human population is essentially hurtling towards a healthier, wealthier and more expressive future.

Unlike traditionally linear trajectories of technological evolution, the Law of Accelerating Returns dictates that the price performance and capacity of every information technology, such as computers, digital data, solar power and even biotechnology, follows a very predictable exponential path. Simply put, where technologies with a linear trajectory will evolve 30-fold in 30 years, informational technologies with an exponential trajectory will reach 1 billion-folds in the same span of time.

Technology, therefore, is not only evolving rapidly, but faster than humans can intuitively understand.

With such a predictable curve, Raymond Kurzweil has theorized several key technologies that will dramatically shape our future. First, 3D printers are set to revolutionize all physical industries in the 2020's, as will alternative energy sources such as solar power. In the 2030's, nanotechnology will begin to fundamentally disrupt the medical industry by targeting and eliminating most diseases, and in the same span of time, humans will begin to gain the ability to collectively connect to the cloud through cybernetic enhancements. Ultimately, it appears that we are on the cusp of the largest technological revolution that has ever been experienced, and we should prepare for a world of unimaginable possibilities accordingly.

Key Takeaways

Timing is critical to setting technology trends.

While the curve of informational technology is generally exponential, the creation of the initial technology is still



“Price performance and capacity—basically the overall power—not of everything, not of every technology, but of every information technology, follows a very predictable path. And that path is exponential, not linear.”

Ray Kurzweil

up to us. In order to be successful, it is important to be in the right place at the right time with the right invention. Innovations such as electricity, genome research and mobile phones were ultimately founded at the right time in order to lead us to the world we live in today.

The Genome Project has grown exponentially even after the conclusion of the project. Originally begun in 1990, the first fully mapped genome took over 1 billion dollars and 14 years to complete. To map a genome today it costs a mere one thousand dollars. Even more importantly, the

strides created by the Genome Project have taught us how to understand, model, simulate, and reprogram human gene software in order to better heal the body and even regrow necessary organs with stem cells. With the help of information technologies, biotechnology will continue to evolve exponentially and eventually lead to potential scenarios of eternal life and a cancer-free society.

Many new innovations are waiting for price-performance to take off. Much like how technologies such as mobile phones and social media were initially too expensive to feasibly market, there are many new innovations that are expensive but with the help of the Law of Accelerating Returns, will reach a tipping point and revolutionize the world. Even more hopeful, this ever-increasing saturation of new technologies doesn't appear to be negatively affecting the economy; in fact, there has been an 18% growth in current currency in all information technologies for the past few years, and it appears this number will continue to grow.

Open-source informational technologies will not kill industries. Much the same as how the book, music, and movie industries have only grown since being disrupted by the ability for others to provide open-source materials, future industries—such as clothing—that may become open-source will most likely only grow and not necessarily stagnate from the creation of open-source data pools.

There are several technologies poised to disrupt all industries by 2050

Similar to how technologies such as computers, the Internet, and the Genome Project disrupted the world in the 1990's, there are several more technologies whose rapid acceleration is set to further change the world in the upcoming 2020's and 2030's. ▶



PERSPECTIVE

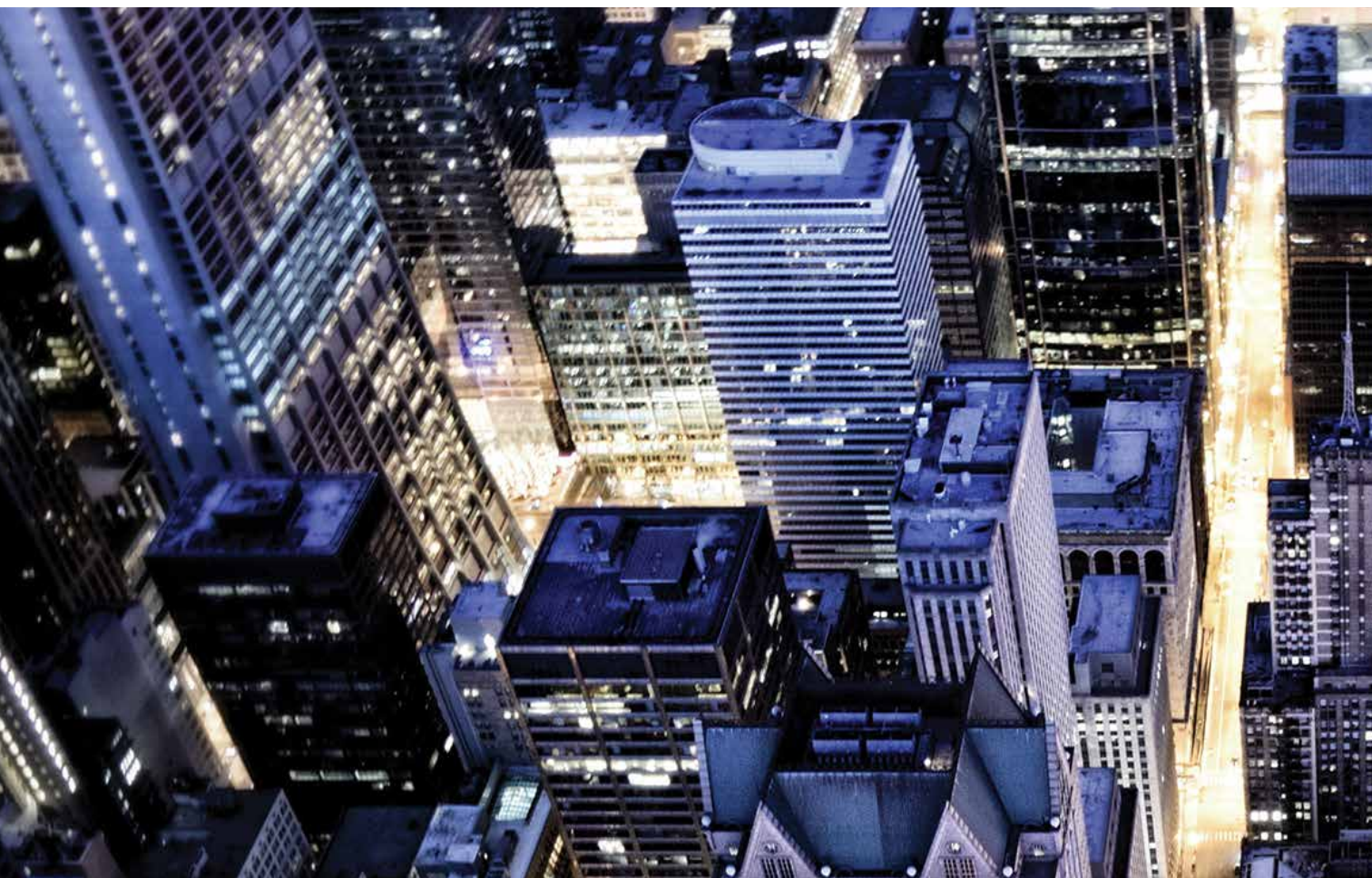
➤ **3D printing is already making waves.** While 3D printing is rapidly reducing in price and becoming more widely available, we have yet to use this technology to its fullest capabilities—and once we do, the manufacturing industry will be radically changed. In Asia, for example, a three-story office building was put together in a matter of days using only 3D printed materials. Similarly, industries such as construction, materials, and even textiles will be able to harness the growing capabilities of 3D printing, thereby allowing for more cost-effective and speedy creation of physical products.

Solar technology and other alternative energy sources are about to outdo traditional fossil fuels. By applying the power of informational technology—such as nanotechnology and supercomputers—to solar panels, solar power is also experiencing exponential growth. In certain areas even today, solar energy is less expensive than fossil fuels, and within 5-6 doublings it is estimated that solar energy will have reached full potential capacity and have become more efficient than fossil fuels by far.

Alternative food sources may become more mainstream. Innovations such as vertical agriculture and hydroponic plants are beginning to make waves. Similarly, invitro-muscle cloning to create lab-grown meat products is currently being tested, with the first 100% lab-grown hamburger already having been grown and consumed.

The 2030's will belong to miniaturization technologies. With the rapid evolution of nanotechnologies, robotic devices that have intelligence, sensors, and storage tanks will be able to travel throughout the bloodstream and act as blood cells, but with a few revolutionary differences:

- *Robotic blood cells will be able to augment the immune system to remove any and all diseases, and eventually signs of aging.*
- *Nanotechnology will be able to enter the brain and provide signals to the brain as if they were real senses, thereby providing a truly immersive augmented reality and virtual reality experience from within the nervous system.*



- *Finally, miniaturized robots will be able to connect the human neo-cortex to a collective cloud system where those who are connected will have access to all human knowledge in its entirety. This will ultimately lead to new forms of art and humor, new ways of expressing ourselves and new modes of thinking the likes of which have never been experienced.*

Informational technologies may lead to prolonged—or even eternal—life expectancy.

1000 years ago, the average life expectancy was 19 years old. With advances in technology, by the 1800's life expectancy was extended to 37 years old. Now with an average life expectancy of 72 years old, it is estimated that in the next few years, we will reach an even greater life expectancy and level of wellbeing in half the time.

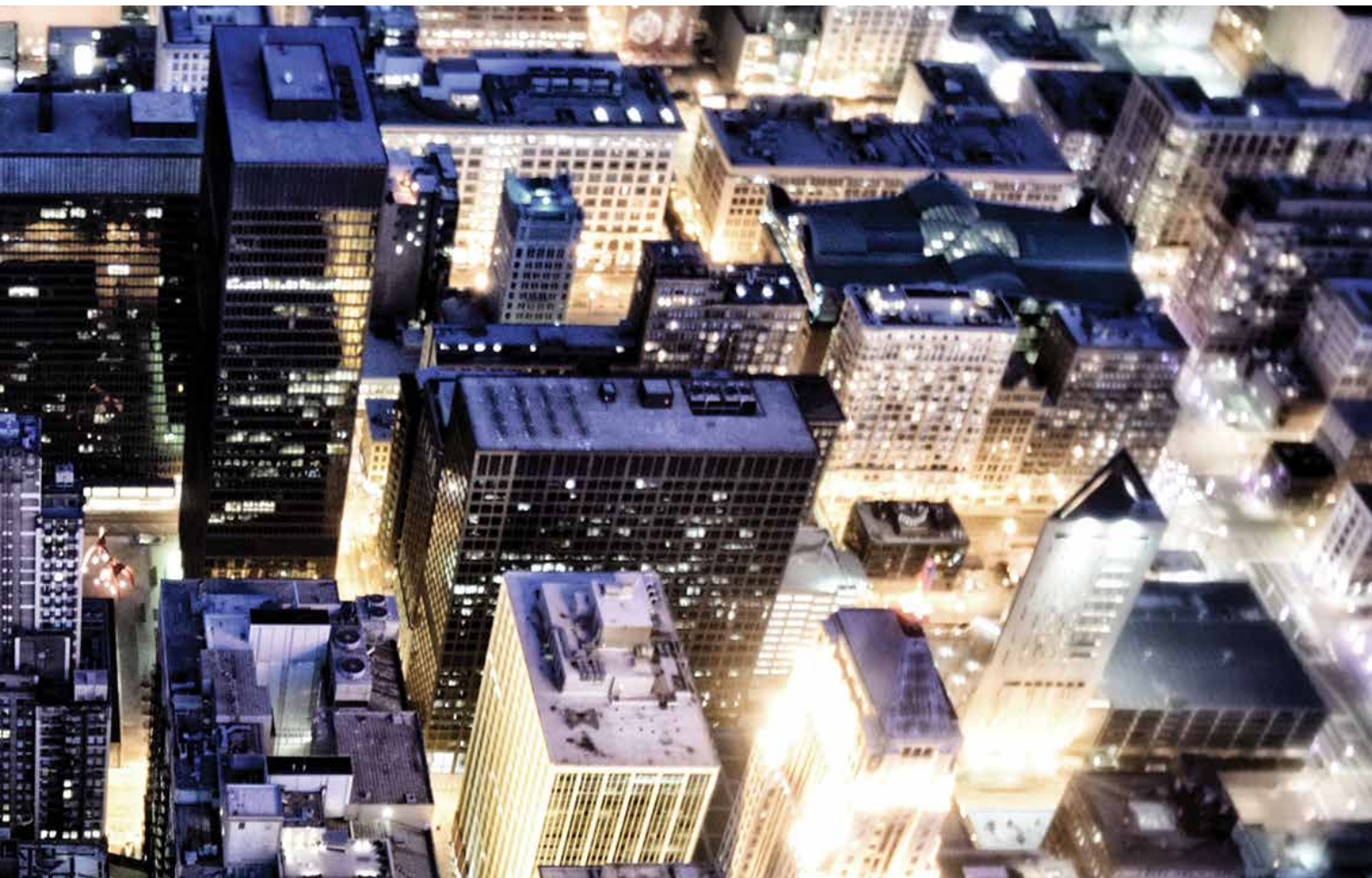
We are quickly approaching Longevity Escape Velocity.

Raymond Kurzweil estimates that in the next 12 years, we will reach a tipping point in health and life expectancy known as the Longevity Escape velocity

where biotechnology will fully mature and nanorobots will begin to add more years to life expectancy than years of life expectancy left in most humans. At this point, death may become a mere option rather than an inevitability. ●

"We are on the cusp of the largest technological revolution that has ever been experienced, and we should prepare for a world of unimagined possibilities accordingly."

Ray Kurzweil



Presenters:

Hazel Blears, British Labour Party Politician
Abhishek Lodha, Managing Director, Lodha Group
Renaud Prouveur, CEO, Spallian

Julie Rusk, Human Services Manager at City of Santa Monica
Amalia Zepou, Vice Mayor for Civil Society and Innovation, Municipality

Cities and Residents: Partnering for Progress



By 2050, it is estimated that 70% of the world's population will be residing in cities. With the world population continuing to expand dramatically, this expected increase in population density in small areas is set to create many new challenges, and it is therefore of the utmost importance that we begin focusing on quality of life in the urban world now in order to solve the problems of today and prepare for the challenges of tomorrow. From safer streets to cleaner air to providing wider access to facilities for people of all socioeconomic statuses, cities must begin focusing on and engaging citizens in building the solutions that will contribute to an improved quality of life for all.

Luckily this is happening now in cities around the world and there are many new and exciting innovations coming out daily to help strengthen the connection between municipalities and their citizens, applications such as TellMyCity and synAthina are helping connect citizens to their city governments and community support services.

Similarly, the construction of new citizen-centered policies—and even people-centered cities—is increasing daily, and the creation of innovative wellbeing indexes are being used to help understand the real needs of people. Ultimately, while there are many problems created by a lack of communication between cities and their people, the continuous generation of groundbreaking innovations will continue to push the envelope for positive change, and the ideal cities of 2050 may very well be on the horizon.

Municipalities and Citizens need to communicate better in order to solve urban problems. Many municipalities suffer from a lack of understanding about the real needs of their citizens and the grassroots efforts citizens are pursuing to make things better. Recent innovations such as TellMyCity and synAthina are now helping to connect citizens to their cities and services leveraging technology.

TellMyCity connects citizens directly to their city government. Now in over 150 cities, TellMyCity was initially created to allow citizens to directly communicate things to their city government such as traffic situations that need to be taken care of, improvements that can be made with bus lines, or even congratulate the city on things such as a successful cultural event. Similarly, cities can communicate to citizens by sending info such as a risk of storm and the creation of polls and surveys in order to involve the population more heavily in the development of public policy.

SynAthena was created in reaction to a collapsing Athens. Following the economic collapse in Athens, synAthena was created to gather in one portal all of the community support programs that were available not only through the city, but also through citizens who stepped up to help solve some of the most pressing problems in the city. Despite common misconceptions that citizens are unlikely to have a strong sense of civic duty, synAthena proved that there are many public-spirited citizens already helping with municipal problems like assisting the homeless.

Based on the information gathered in synAthena the local government is able to see how and where they should prioritize their public policy based on what people around the city appear to be taking action in themselves. In order to show citizens they are listening, however, it is imperative that municipalities immediately begin to put together projects in collaboration with citizens to demonstrate their willingness to listen and help avert the crises of the city.

Data is key to solving urban problems. The Wellbeing Index in Santa Monica was created in 2013 to measure civic and community wellbeing in ways that had never been measured before. Indeed, these types of data pools are crucial to understanding the needs of citizens in a more nuanced way as they often approach the problems of urban life from several different perspectives, and therefore may be just what most cities need in order to understand their citizens from a more data-reliant viewpoint.

Putting together different types of data gives a more refined understanding of people. While asking questions dealing with how well you know your neighbors is very different from questions such as how much influence you believe you have over your local public policy, both are important to understanding how citizens feel in relation to different city aspects. For example, the Wellbeing Index found that while Santa Monica has a high voter rate and lots of citizen volunteering, only 28% of people answered that they felt like they could influence public policy decision-making. Therefore, reading the data shows that there is a lack of trust on the part of citizens about the city government and their ability to voice their say.



Hazel Blears

"You can have all the policies you like and the grand ideas. But unless you have the resources to make something happen then you will never reestablish that trust."

Hazel Blears

Data is only as good as what you do with it. While collecting data on the needs of citizens is important, it is even more crucial that cities create programs in conjunction with the citizens to address the issues revealed by the data. The Wellbeing Index, for example, found that five-year-olds were not as ready for Kindergarten as many officials believed, and consequently, city officials created a campaign to improve Kindergarten readiness by engaging with school districts, librarians, pediatricians and parents. Through this collaboration, the city found that focusing on allowing children to play well together and run around helped improve Kindergarten readiness the most, unlike the traditional route of more study and tests that many school districts take. ►

PERSPECTIVE

> Cities should be created with quality of life as their main goal. In India, there are currently 1.3 billion people of which 30% live in urban areas. By the year 2040, 1.6 billion people are estimated to live throughout India with 50% residing in city limits—meaning over 850 million city dwellers. With current cities unable to handle even the current population density, it is imperative that new cities be created with the quality of life of citizens in mind. The new city of Palava, however, may hold one such alternative model that could be used to increase the capacity of cities while decreasing problems associated with urban living.

Palava is entirely financed by private capital. Unlike many other Indian cities, Palava was created by private real-estate developers and therefore has more financial freedom than the Indian government typically has the capacity to provide, thereby creating the potential for a self-sufficient ecosystem. Even more encouraging, because this city is financed privately, this model can be replicated throughout India.

Palava provides a potential solution to traffic congestion. In most cities, both public and private transportation are used to varying degrees, and as such, traffic congestion becomes a huge problem in highly populated areas. Palava, however, was able to circumnavigate this problem through the planning of a dense city center of economic and social outlets, thereby minimizing the need to commute to other parts of the city. Similarly, from the city center everything is a 15-minute walk-able distance, and if public transportation must be used, all buses are environmentally sustainable and ecofriendly.

There are communication pathways already in place to help city officials and citizens effectively communicate about problems. First, Palava uses citizen services platforms where service providers can meet with people 1-on-1 to discuss problems with the city and service providers. Second, citizens can join citizen communities that nominate representatives in the decision-making processes of the city. And third, the municipal structure itself has been designed in a way that allows eminent citizens to eventually run the city without a profit motive or a political stance.

Palava welcomes people of all socioeconomic statuses. With apartments ranging from \$60,000 to over one million dollars, there are living situations available for most people. Even more importantly, there are no gated communities within Palava, and the city was designed in such a way that all socioeconomic levels remain in close proximity to each other, thereby allowing for better communication.



“There was something major that the municipality was missing—to connect with that newly arising initiative and activity of public-spirited citizens.”

Amalia Zepou

Cities need to regain trust from their citizens

One of the biggest crises cities face today is a lack of trust on the part of their citizens. With most citizens feeling they have a lack of ability to influence their city hall and most cities unable to effectively address the needs of



citizens, it is crucial for cities to show citizens that they are listening through the creation and implementation of new projects—instead of simply talking about creating new projects.

You have to have resources in order to enact change.

In the UK, local governments spend about 250 billion pounds a year in taxpayer money on goods and services, and this money influences everything from job creation to which businesses are making money to which products and services are the most important. It should therefore be the role of local governments to spend citizen dollars wisely and in accordance with the demands of the population.

If the government takes the lead, businesses can follow. Because government is in charge of taxpayer money, this money can be used to influence real change—and business can work with government to make these

changes happen. For example, studies show that the biggest factors that prevent ex-convicts from re-entering prison are having a job, a home, and a trusted loved one. Similarly, different studies show that each convict who returns to prison costs the government 30 thousand pounds a year in supporting convicts who do not work or pay taxes. The creation of a program to help ex-convicts get a job and a home, therefore, would be in the best interest for all involved and is one potential solution to a critical problem.

Collaboration between government, the private sector, and citizens is a win-win-win situation.

If we can mobilize private capital for public good and simultaneously use this private capital to return to the people, these converging interests can create a win-win-win situation for all involved. It is only in this way that government, business and people can regain the trust of one another and work towards real impactful change. ●

Moderator:

Thomas Jelley, VP, Sodexo Institute for Quality of Life

Presenters:

Professor Sir Cary Cooper, 50th Anniversary Professor of Organizational Psychology and Health at Alliance Manchester Business School, University of Manchester United Kingdom, USA



The Trailblazer Challenge for Seasoned Leaders and Rising Changemakers

Improving the quality of life for those in your community and around the world is a remarkable mission and, by its nature, a never-ending process. As the world continues to change, there will always be new challenges to overcome and a need for new ways to improve people's wellbeing. To tackle the quality of life challenges of today and tomorrow, it takes trailblazers—those who have cleared a path and paved the way in their own unique fashion to improve the quality of life of people both close to them and far away. New insights into the human experience are also needed to build upon the foundations of the past and guide the world towards a new future of wellbeing, not only at home and in public, but in the workplace as well.

However, many people focused on quality of life today argue that there are overwhelming challenges we must first face if we are to improve how companies deal with employee wellbeing. Wendy Luhabe, pioneer for the economic empowerment of women in South Africa, posits that one of the biggest challenges for organizations today is how to create a better quality of life for younger employees in order to unlock their full potential. Along similar lines, Professor Sir Cary Cooper of the University

of Manchester suggests that not only do executive management and managers not understand the needs of the younger generation, but more critically, they also don't understand how to create a better sense of well-being for most employees.

Takunda Ushe, cofounder and director of the Circle of Influence Projects Society in South Africa, discussed the challenges he faces in trying to sustain a lofty nonprofit while attempting to avoid the traditional traps of the corporate world. On a more worldwide scale, Sissel Hansen, founder and CEO of the Startup Guide, argued that the biggest challenge facing us today is the international economy's move towards a more gig-based model, which is leading to financial insecurity for many people in Europe and beyond.

While the challenges may be numerous, there is an abundance of innovative and groundbreaking solutions. From mentorship to trust in relations and everything in between, one thing has become overwhelmingly apparent: there is a need for humanity and empathy in the workplace for employee engagement and quality of life to thrive.

Presenters:

Sissel Hansen, Founder and CEO, Startup Everywhere/Startup Guide, Denmark and Germany

Wendy Luhabe, Pioneer for the Economic Empowerment of Women, South Africa

Takunda Ushe, Co-founder and Director,

Circle of Influence Projects Society, South Africa

Key Takeaways**Mentorship is the blueprint to improving the quality of life for younger generations in the workplace.**

With new generational shifts occurring throughout industry, many young people share extreme frustration in one key area: the frustration that comes with organizations undervaluing their employees' personal growth. The question is: how can we build an organization that can nourish the younger generation's sense of belonging, development and ownership in order to improve their quality of life?

There is intergenerational tension in the workplace.

Much of the tension the younger generation experiences in today's work culture can be traced to three areas: first, there is tension between the stereotypes held by some older and more experienced employees and the assumptions that are held by younger generations in areas such as gender, diversity, and organizational culture; second, tension is being created when older and more experienced employees withhold their own knowledge and experience; and third, tension tends to occur when the younger generation feel marginalized, underutilized, or undervalued by their organization.

This tension can be remedied through the integration of a culture of mentorship. It is important for the older generation to ask themselves: when they were younger, were there any mentors that helped guide them in the workplace? The integration of a culture of mentorship in organizations is absolutely critical to solving many of the issues the younger generation faces, such as feelings of being undervalued and underutilized, as well as enabling better growth and deeper understanding of each other for both the mentor and the mentee. Through mentorship, both parties not only become more engaged in the workplace, they also gain a sense of enrichment in all aspects of life and have the ability to grow more holistically as a person.

Older and more experienced employees should step down to make room for new employees. While it is common for employees to climb the corporate ladder and work in the same job roles for years, Professor Cooper argues that older employees should instead leave their work positions and deliver added value to the business by mentoring younger, newer employees instead of continuing in the job roles they've had for years. This allows the younger generation greater scope to bring new ideas into the company while retaining the experience and wisdom of the older generation.

We are still short of really enlightened human and humane line management. The evolution of the workplace in coming years has the potential to be rich

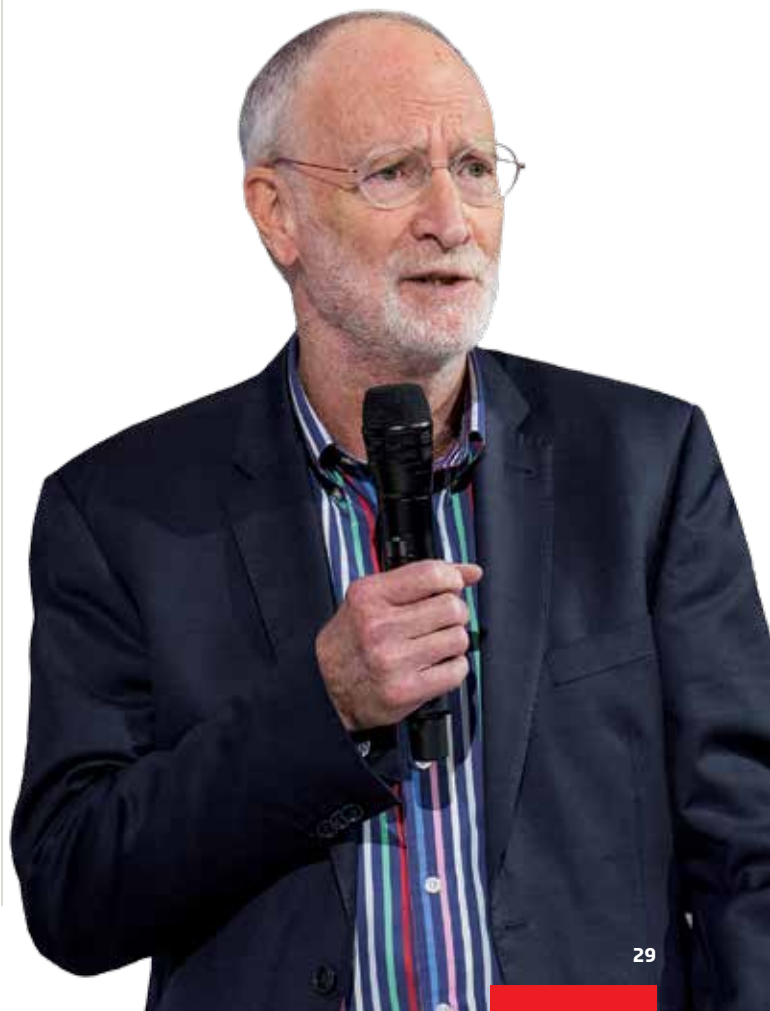
and fulfilling if done right—but there's a sense of insecurity at work, and long hours and the inability to disconnect from work life are taking a toll on people's quality of life. Research shows that wellbeing culture produces higher job satisfaction, lower sickness absence and higher productivity, yet many CEOs and HR departments are unable to understand how to nurture this culture effectively.

We need to rethink what the role of human resources is.

There is currently a dilemma in delegating the responsibility of managing people to HR, and questions regarding whether or not companies should equip line managers with the skills necessary to better manage people are abundant. Indeed, many companies tend not to evaluate the performance of line managers with respect to how they are growing and developing their team, and how valued and engaged they are making their employees feel—all of which are necessary to create strong social bonds and feelings of humanity in the workplace. ➤

"We need a total transformation of line managers from shop floor to top floor."

Professor Sir Cary Cooper



PERSPECTIVE



Thomas Jelly and Sissel Hansen

"We should be less greedy—that's the bottom line."

Sissel Hansen

► **Managers need to evaluate employees differently.** Rather than being evaluated on performance, it is important to note whether or not employees are adding value and growing beyond their roles. For most people, value is no longer added after two to five years in the same job roles, and it is therefore critical to continue challenging employees by introducing them to new roles and rotating them periodically.

Loyalty remains crucial to improving manager-employee relationships. While the economy may be shifting towards a more gig-based and temporary model, trust between managers and their employees remains important. CEOs who work alongside workers—even only on occasion—have the effect of demonstrating a strong commitment between them and their employees. Similarly, the delegation of decision-making away from a purely executive-controlled standpoint to one that takes into account all employees not only creates a better communication culture in the workplace, but also allows newer employees to bring new insights and technologies to the table.

Partnerships are crucial to the survival of NGOs. While NGOs like the Circle of Influence Projects Society—which focuses on bringing together young people to begin their own small-scale entrepreneur projects—are solving major issues such as decreasing the youth unemployment and dropout rates in South Africa, the difficulty of slowing down and consolidating while continuously moving fast and growing remains a challenge for them.



Takunda Ushe

"For young people who are coming into the corporate world, it is important to know that mentorship and guidance is not a passive process; it needs to be sorted out."

Takunda Ushe

There needs to be alignment between visionaries and business. In order to sustain the practices and vision of NGOs, it is important to partner with business professionals and entrepreneurs who can help better execute the vision of the organization and ensure real sustainability. Similarly, these partnerships can also foster mentorship between volunteers and entrepreneurs, such as the youth volunteers in the Circle of Influence Projects Society.

Find people who want to scale and be part of your vision. In addition to partnerships, it is possible to gain sustainability through the creation of a for-profit company under which an NGO can operate, so as to keep the vision of the NGO alive while also creating sustainability and profit for leadership throughout the organization.

The gig economy is creating uncertainty in the workforce. For the last hundred years, the basic model of work has been based one of long-term employment, but models of work are changing and with them modes of employment. From short-term contracts to more flexible work hours, part-time jobs and self-employment, the gig economy is creating instability and a lack of security for people around the world. This shift has ultimately raised several interesting questions: will



the gig economy become a permanent facet of employment? Can workers adapt to short-term employment, or is stability needed? And what does this mean for the future of work?

The gig economy will not work in the long run. Since the economic recession, a shift away from long-term, permanent jobs to more short-term and temporary gigs have created a sense of instability among many people. Professor Cooper argues that while this mode of employment may work short-term, humans ultimately need a sense of stability, loyalty and trust in order to become engaged and productive in any capacity of work.

The future of the economy is always uncertain. Whether or not we can predict the future, there are only two possible outcomes: either the benefits of the gig economy will begin

“Experience only has value when we use it to enable other people to become the best that they can be.”

Wendy Luhabe

to outweigh the consequences of a lack of security and the problem will begin to fix itself, or the risks will outweigh the benefits—in which case, policy makers both at the local and national level will need to begin working with small and large companies to figure out how best to proceed to ensure an economy of sustainability. ●



A Place to Explore Quality of Life Solutions

Well-designed technology and innovative ideas can radically improve our lives at every stage, from childhood to the later years. At the second Quality of Life conference in London, from October 16-17, participants stepped into the immersive, interactive Discovery space, and experienced nearly 40 exciting, life-transforming creations and inventions.

In line with its commitment to improve quality of life for all, Sodexo showcased some of its latest innovations as well as those developed by game-changing startups from around the world. Ingenious solutions ranged from empathetic robot companions to virtual reality travel and more. The Discovery installations focused on solutions based on three pivotal times in a person's life: youth, adulthood, and seniorhood.

Youth

Building a foundation for a happy, healthy and fulfilling life

Remarkable inventions and environments that promote connection, companionship and social interaction from the start for the health and well-being of our young people: an open-air kindergarten built around a tree, a robot helping children learn through games, a national network of students using design innovation for social good, a device that assists impaired people read text and recognize faces and objects.



AMONG THE FEATURED INNOVATIONS



Captured An innovative approach to gathering student feedback

Captured is a new approach created by Sodexo teams for gathering customer feedback using digital cameras. Unlike written or web-based surveys, Captured adds emotion to the process, enabling customers to express what they are thinking, feeling and doing as they experience a product or service.



LeanPath Simply take control of your food waste

LeanPath works with food service organizations across the globe to equip kitchens and inspire teams to take control of food waste. This is crucial, since one-third of all the food produced in the world is wasted. Sodexo partners with LeanPath to improve food waste reduction on several on-site productions.

Fuji Kindergarten The best kindergarten you've ever seen!

Fuji Kindergarten is a large, one-story kindergarten built around three pre-existing Zelkova trees. The school can accommodate more than 600 children running freely around the oval-shaped roof, and there are no boundaries between the inside and outside.



Design for America (DFA) Shaping the next generation of social innovators

Design for America is a national network of more than 1,500 students on 37 campuses across the United States using design innovation for social good. DFA is an idea incubator, a motivated community, a way of approaching complicated challenges.



Agripolis Changing agriculture and food with urban farming

Agripolis is a new approach to agriculture, producing organic fruits and vegetables at a reasonable cost in places where people live, work and shop. Agripolis creates and runs urban farms using growing towers. Products are delivered on-site to companies and supermarkets.



Adulthood

Maximizing time, health and connection to be our very best selves

Cutting-edge tools that grant more time, better health and closer personal connections for greater serenity. Try on gloves that power workers' hands and place an order with, access a doctor's office next to you, meet a robot to welcome and register your guests, and more.



AMONG THE FEATURED INNOVATIONS



Boundless Employee designed well-being programs

Boundless programs created by Sodexo are an incentive-based system for healthy eating, stress management, sleep, financial well-being, and more. Employees choose a wellness program specific to their needs and health condition.



Neo-Nomade Book and access workspaces on the go

Neo-Nomade is the leading platform for booking co-working spaces in France. With more than 1,200 locations, the service allows freelancers, startups, and employees to access flexible workspaces on the go. A B2B service provides remote and flexible workspaces to large organizations.



Nexxcomm A new experience for customers, consumers, and merchants

An integrated, innovative mobile Sodexo solution that improves the consumer experience by providing an easy, convenient and secure way to pay, as well as new services and personalized offers. Merchants have a new interaction channel with consumers and more autonomy to manage transactions.



Adulthood



Business Travel One-Stop-Shop

Moving business forward

Sodexo's user-friendly platform puts business travelers and companies in control of everyday transactions, allowing travelers to focus on work and quality of life instead of administrative tasks. It also makes it easier for companies to understand and manage travel expenses. Sodexo is using Xpenditure and Maya on-line platforms to offer the most powerful corporate mobile booking tool.



Bioservo

Wearable bionic technology, augmentation at work or at home

Combining medical science with modern robotics, Bioservo holds a leading position in soft exoskeleton technology. Bioservo provides wearables for people in need of extra power and/or endurance in their upper limbs, namely gloves for injury prevention and healthcare rehabilitation.



Plug & Play

Smooth payment, seamless lunch experience

Plug & Pay, a Sodexo solution, is a time-saving cashier. Consumers simply set their loaded tray on a dedicated unmanned platform where Plug & Pay uses different technologies (Wi-Fi, RFID, chips, video recognition) to recognize the foods, calculate the cost and automatically charge the consumer.



Seniorhood

Taking control and continuing to live your best possible life

Groundbreaking solutions providing wellness, independence and connectedness for seniors' specific needs. Experience easy-to-swallow dishes by a three-star chef, a simple tablet for video chatting and virtual reality travel to the world's most exotic sites.



AMONG THE FEATURED INNOVATIONS



Harmonie

Win back the taste of life

Sodexo has created Harmonie, a unique approach to meals, based on the real needs and expectations of seniors. Built with experts, it goes beyond preconceived notions to enhance quality of life, comfort and well-being through the pleasure of eating.



GrandPad

Help the elderly live grand

GrandPad is a safe, simple and |delightful way for seniors to reconnect with their family, friends and caregivers through an innovative table and service solution.



Connected Living

Innovative technologies that allow people to connect

Connected Living connects family, friends and communities via a private social network, with easy access to goods and services. Products include mobile apps, digital signage and customer service. Sodexo partners with Connected Living to offer a connected life for Seniors and family.

AWARDS CEREMONY

Seniorhood



Connected Care

On-demand caregiving services

Connected Care is a platform that brings together clients seeking in-home care and paid caregivers, using technology to foster transparency, communication and proactive care. This mobile-friendly solution can be used even without proximity to a Sodexo Home Care Office.



Paro

Mental health and social care

PARO is an interactive therapeutic robot designed to stimulate patients with dementia, Alzheimer's and other cognitive disorders. Created for hospitals and facilities where live animals present logistical difficulties, Paro reduces anxiety, depression, loneliness and aggressiveness.



Spark Life Contest

Startups that are transforming people's lives

The Spark Life contest is Europe's first challenge for startups creating quality of life solutions. It was launched by thecamp, a new European campus dedicated to emerging technology and social innovation, and five founding partners: Accor Hotels, Gares &

Connexions SNCF, Le Village by CA, Sodexo and Steelcase. The five winning projects were announced during the Sodexo Quality of Life Conference. Each prize includes a EUR 20,000 business contract with a founding partner to develop the startup's quality of life solution.

SPARKLIFE CONTEST WINNERS



Smunch

The Berlin-based Smunch, allows workers to have high-quality lunches in the office at affordable costs. Employees select their meals from a different restaurant every day, and they can choose whatever they want including vegetarian options. The restaurant delivers the food to the office. Smunch targets companies with 100-500 employees.



Orosound

Paris-based Orosound develops adjustable noise-filtering earphones, particularly useful in open-plan offices. The startup's Tilde earphones allow workers to work in silence or to adjust the earphones so they can have a conversation with a colleague while blocking out all the other noises in the office.



eelway

France's Eelway, a luggage transfer platform and service, Paris-based startup aims to free travelers from their luggage problems by collecting luggage at airports, train terminals or hotels, storing the luggage and transferring it to the traveler's next destination.



bioo

Spain's Bioo startup has come up with a way to generate electricity from plant photosynthesis, without harming the plant. Bioo also won a special jury prize, the "Coup de Coeur" award.



"The partner companies decided to collaborate to stimulate startup innovation on this central topic—Quality of life. We will not only give a prize, but also accompany, learn and evolve together with these startups."

Denis Machuel, Group Chief Digital Officer & Deputy CEO of Sodexo





Citizens

CITIZENS

Presenter:
Pedro Tarak, Co-Founder, Emprendia and Sistema B

Be Part of The Solution, Not Part of the Problem: B Corps

B Corps, which are companies whose legal governance includes sustainability and social change efforts, are changing the world, explained Pedro Tarak, co-founder of Emprendia and Sistema B, an Argentine-based consultancy focused on strategies and communications around sustainability. Currently, there are over 2,300 B Corps in 50 countries covering everything from typical IT startups to large public startups, and this number continues to skyrocket. However, many often question whether these companies are successful and if they are truly creating the impact they set out to make.

B Corporations are successful for several reasons: first, they are purpose-driven; second, they are contagious; third, they are subject to very strict standards of

sustainability; and lastly, they offer positive complicity. Regardless of whether or not all current B Corps are successful, one thing is certain: the world's problems are now too big for the public sector to handle on its own, and it is up to the business sector to help drive large-scale solutions in sustainability, social well-being, and political peace.

Key Takeaways

B Corps are purpose-driven companies. Because B Corps are created in an effort to solve large problems, their inherent nature keeps them purpose-driven with a clear set of goals. With the extreme deforestation of the South



Atlantic forest in South America, for example, only 7.8% of this forest remains in Brazil—meaning shrinking ecosystem service, less oxygen production, humidity, flood control, and carbon capturing. Even more concerning, forest dwellers are often forced to move into the slums, thereby straining existing population constraints.

B Corporation Guyakí, however, has incorporated the regeneration of the South Atlantic forest and the reconstitution of the communities that depend on the forest into its core mission statement. In order to achieve this goal, Guyakí, a beverage company, buys its source materials from forest dwellers and indigenous communities while also harvesting leaves and stems from standing trees to create over 20 products.

Because of the social and economic sustainability Guyakí has brought the South Atlantic forest, more than 500 families of forest dwellers who have returned back to the forest and 44 thousand hectares of forest have been regenerated. Ultimately, because B Corps like Guyakí are enabling organizations for social cohesion and solution-driven results, not only are they making a real environmental impact, but are also increasing share value by over six times in a four-year span in certain cases.

B Corps are contagious. Because employees and employers are not only involved in turning a profit but also creating societal solutions, a will and desire to solve large solutions and make real change, B Corps are often contagious. In Colombia, for example, a large multinational restaurant chain Crepes and Waffles was created in an effort to include single mothers into their workforce. By incorporating single mothers and later focusing on sustainable global ecosystems, Crepes and Waffles is now paying a 40-60% premium based on its starting value. Ultimately, this combination of making money and creating good for workers, consumers, society and the environment has decidedly created an impact, not only on the quality of life for single mothers, but the quality of life for ecosystems around the world.

B Corps are subject to very strict standards of sustainability. In order to join the B Corps, companies must pass a rigorous set of financial assessments and standards. They must receive at least 80 points out of

200 points based on the sustainability of their workers, consumers, the community, governance, their business model and the environment. Once included into the ranks of B Corps, companies are also expected to expand fiduciary duties that are traditionally limited to shareholders to all stakeholders, including workers, communities, and the environment. This ultimately enables the company to balance interests both short-term and long-term, as well as analyze global implications.

B Corps are offering positive complicity. Unlike a lot of companies, B Corps are able to bring aspects such as emotions, belonging, and transcending boundaries into markets in new and exciting ways by combining the humanity of our own nature into the market. In this way, companies can leave behind a legacy of not only jobs, products and services, but also real environmental and social change. In this way, it is possible to one day move away from the logic of silos to a system of organization and cooperation in an effort to find solutions to the largest global issues we face today. ●

“Unlike a lot of companies, B Corps are able to bring aspects such as emotions, belonging, and transcending boundaries into the market in new and exciting ways by combining the humanity of our own nature into the market.”

Pedro Tarak



Moderator:

Marion Darrieutort, CEO, Elan-Edelman, France

Presenters:

Fabian Dattner, Leadership Activist, Speaker, Co-Founder Homeward Bound, Founding Partner, Dattner Grant

Jon Duschinsky, Social Innovator, Canada

Pedro Tarak, Cofounder, Emprendia and Sistema B, Argentina

Citizens Mean Business, and Companies Know It

When it comes to the success of businesses, everything begins and ends with trust. Unfortunately, in almost every institution in today's world—whether it is business, government, academia or NGOs—trust has begun to dramatically collapse, and the relationship between businesses and citizens is eroding. In order to regain this trust, however, companies need to do more than remain in a defensive posture; they must also begin to act for a purpose and become actors of social and environmental change, and once again regain their position as leaders of innovation and transformation.

Pedro Tarak, cofounder of Emprendia and Sistema B, described how B Corps embody the recent radical shift of market forces away from the traditional model of exchanging goods and services for profit towards a revolutionary new model of business as a force for good. Jon Duschinsky, a social innovator, also reaffirmed these

thoughts and explained how in order for businesses to become the leaders of social and environmental change that the market desires them to be, they first need to regain the trust of their consumers. Lastly, Fabian Dattner, cofounder of Homeward Bound, explained how trust could only be redeemed through the strong and thoughtful leadership and therefore, personnel within companies need to begin retraining themselves in their leadership qualities and their core values in order to gain trust back from citizens and work together towards change.

Ultimately, it has become apparent that in order to succeed in today's business world and prepare for the future, businesses need to become involved in more than just economics—they also need become actors of change so as to solve the large-scale environmental and social problems of today. However, in order to accomplish these goals, businesses first need to take a look at themselves, recapture the understanding of true leadership, and



recover the trust of their consumers and employees in an effort to come together and begin working towards a better future for all.

Key Takeaways

B Corps embody the ideal of future businesses.

There has been a recent fundamental shift in how businesses operate, and simply focusing on sustainable practices, creating jobs, paying taxes and providing products is no longer enough to foster a successful company. B Corps—which are companies held to a strict legal standard of creating social and environmental change through innovative practices and the expansion of their fiduciary duties to all stakeholders involved—are one potential answer to not only succeeding in business, but also simultaneously succeeding in creating real change in the world.

Businesses are made up of people. While the economy may often appear to be a largely uncaring entity, at its heart, each business is made up of people—and all people desire to be a part of society and work towards its betterment. Therefore, it is the movement of people working within businesses that has become the main driving force behind the economy of the modern world—and it is also the reason why the economy is moving away from its outdated model towards one of a model for the common good and conscience capitalism.

B Corps are trustworthy for society, consumers, and investors. Because B Corps incorporate their social and economic goals into their legal contracts, B Corps can be held accountable for any actions they take when working towards these goals, and any person or organization can file a claim against the company, just as the company can defend itself against such claims. This ultimately creates a system of checks and balances that ensures any company identifying as a B Corporation is truly working towards the good of society and the environment in addition to creating goods and services, which helps instill a real sense of trust in their stakeholders and consumers.

Every culture approaches business in unique ways. In Latin America, for example, new ideas for business and innovation are often discussed during festivals where ideas are pitched in front of tens of thousands of people in a casual, exciting, and dance-infused atmosphere—creating an optimistic and energetic atmosphere where creativity can flow easily.

Building trust in business is key.

While trust is rapidly eroding between consumers and business, the only way to regain trust is through action. Therefore, it is up to companies to begin taking action and show that they are committed to becoming actors of change.

40% is the profit margin of the future. Edelman's 2017 Trust Barometer reveals that while 75% of British and French citizens believe the prime responsibility for improving society rests on business's shoulders, only 35% of French and British people trust companies to tell the truth. While the disconnect is apparent, it is this 40% margin between these two numbers that reveals an opportunity for businesses to regain trust and cultivate success—and if businesses can begin regaining the trust of citizens, not only will profits increase, but the ability to create real change will increase as well.

You can either be for change or risk being irrelevant.

While not every company can become a B Corp, it is important to create a continuum upon which all companies can become agents of social and environmental change in the best way they can achieve. Ultimately, all companies need to do three things to achieve this: first, they need to stand for something they authentically believe in, and even more importantly, to let people know they are sacrificing something to achieve this goal; second, they need to create ways for people to become ambassadors and fans and stand with them; and third, they need to give these people the ability and tools to speak on their behalf and work together to bring about change. ➤

“What people want from leaders is not what leaders are giving. People want to belong to something meaningful.”

Fabian Dattner





"We need to stop trying to predict the future. We need to start recognizing that the actual basis for the foundation on which we build our businesses has to be our own humanity, because that is the only thing we've got left."

Jon Duschinsky

➤ **Economic systems based on predicting the future do not work.** Much of today's economics is based on trying to predict the future in order to corner certain markets before other companies do, but the future is unpredictable and being rewritten constantly and this model has yet to see success. In order to truly succeed in business, therefore, we need to focus on the present, on our own humanity, and on our own tendency towards self-interest. Having sold 75 million pairs of shoes since their initial conception 10 years ago, Tom's Shoes is one such example of how focusing on the self-interest of consumers—who felt that their purchasing of Tom's shoes was a betterment for society, as Tom's business model indicated that for every pair of shoe bought, another pair would be donated to people in need in developing countries—not only created a profit for the company, but also created a real solution to a real problem.

The crisis of leadership has to be solved by individuals. In the end, the only way businesses will truly be able to enact change is through strong, authentic leadership. However, few people around the world trust the leaders of today, and it is imperative that each individual leader works to remedy their relationship with their consumers, employees, and communities.



There is a general unwell-ness in leadership teams.

Fabian Dattner's research indicated that over two-thirds of leaders in business find themselves to be miserable, stating decreases in intimacy with their partners, an increase in sleeping problems, and a general disassociation from their children as symptoms of this malaise. Similarly, workers and consumers under these leaders often indicate issues with trust and communication as the biggest barrier holding back leadership from becoming more effective, and this toxic environment threatens to continue unless real change is made.

Women face many struggles in society and within leadership positions. Fabian Dattner's research also found a persistent absence of women at all leadership tables, which she attributed to the many challenges women face in society that hold them back from becoming effective leaders such as how they talk to themselves, tend to doubt themselves, and become isolated from their collective selves. In order to remedy this, Dattner created Homeward Bound, a groundbreaking transformative leadership initiative that took 76 women to Antarctica to work together and collaborate on leadership skills, and which ultimately fostered a sense of ownership, inclusiveness, collaboration and legacy between the women.

Leaders need to be purposeful, communicative, and willing to admit mistakes. In order to become more effective leaders, many people currently in leadership positions need to work towards receiving honest feedback from peers and teammates in order to build trust, foster collaboration and understand their mistakes and how best to change. In order to accomplish this, leaders need to ask themselves three questions: can people challenge me and have honest conversations with me? Am I reacting to this communication positively or negatively? Are people beginning to collaborate and commit to my mission? If not, what can I do to foster collaboration and commitment? ●



FURTHER READING

[Sodexo's Commitment to Corporate Responsibility](#)

At Sodexo, our 425,000 employees make things better, safer, healthier and easier for 75 million consumers around the world. We know we can only meaningfully improve lives if we make good decisions. And that means thinking about the needs of tomorrow as well as today. That is why we monitor our progress through our corporate responsibility roadmap, called Better Tomorrow 2025.

As a global business, we have three different but connected roles in the world: we are an employer, a service provider and a corporate citizen. Better Tomorrow 2025 will help us exceed our own and others' expectations in all three of these roles so we can use our unique position to make a difference. We can stand with the best on the issues we can own, like hunger, gender and waste.

Read more about our Better Tomorrow 2025 roadmap here: :



"For the first time, people are taking into their hands the shaping and the reinvention of capitalism."

Pedro Tarak





Workers in Atypical Environments

Presenter:

Anousheh Ansari, Cofounder and Chairman, Prodea Systems, Inc.

International Space Travel Should Inspire More Collaboration Back on Earth

The relatively recent rise of the space industry—estimated to be worth over 100 billion dollars and growing—raises an interesting question: what does quality of life mean for workers in atypical environments, such as those aboard the International Space Station (ISS)? It is obviously hard to gauge.

Among the stars, at sea, or in virtual workspaces—even when a person's workplace is far from the traditional office, he or she expects, and deserves, a sense of well-being on the job. In September of 2006, Anousheh Ansari became the first female Muslim in space, the first Iranian-born person in space, and the first female space tourist. Ansari's experience aboard the ISS gives us a window into how the future of workspace is shaping here on Earth. The ISS orbits 250 miles above the earth, circling the planet every 90 minutes. No comparison with living and working conditions on earth. The ISS was built in the early 2000's by 16 different countries that have often been at odds with each other. Imagine the cultural, linguistic and workspace challenges these coworkers face.

Key Takeaways

People who work in the space industry don't see it as a job—it's a passion. Passion and dedication are essential to surviving in the extreme ISS environment. It is a lifestyle choice that implies many sacrifices that these workers embrace because of their commitment to the impact of their mission. This is a defining expression of their quality of life at work.

Isolation is a fact of life aboard the ISS. Most ISS workers spend 3 to 6 months in space, far from loved ones and mankind. This is isolation that most people never experience. Co-workers aboard the station become family and support each other during their time in space and back on earth.

There are a lot of physiological changes. Despite intense training before takeoff, living in a constant state of flight and floating all the time are unfamiliar to the human body. Similarly, losing track of night and day plus the cold, noise and general lack of space inside the ISS can all create a sense of discomfort.

Work is 24/7. Because even the slightest malfunction could be fatal, it is crucial for workers to constantly be aware of their environment even during times of rest. Schedules on the ISS are often irregular and workers are always on stand-by.

Despite discomfort, workers aboard the ISS insist it's a life-changing experience. Most space station workers argue that being isolated during space flight gives them time to reflect on their life, their priorities and their legacy in a way the majority of people never experience.

"People who work in the space industry don't see it as a job; it is a passion."

Anousheh Ansari





Technology will bring more quality of life to those in space. Despite momentous strides in the space industry, the future of space travel—especially space tourism—is only beginning. So far, 550 people have flown into space but with new forms of space travel and an increased interest in space tourism, that number is expected to grow rapidly.

Space travel is becoming more accessible. With companies like Virgin Galactic, Space X and True Blue Origin rapidly approaching probable space tourism vehicles for sub-

orbital flights—along with companies like Project Genesis working to build space hotels—it is inevitable that not only working but also leisure travel in space will become more common and even more comfortable.

As we enter space more often, we will have to adapt our bodies to reside there. With space travel becoming more common, technology will not only continue revolutionizing space travel but our bodies as well. And perhaps most important of all, technology may enable us to one day live in outer space and beyond. ●

Moderator:

Anousheh Ansari, Co-founder and Chairman, Prodea Systems, Inc.

Presenters:

Nick Bostrom, Philosopher, University of Oxford

Cheryl Hughey, Managing Director Culture, Southwest Airlines

Keeping Workers Connected When the Office is Outer Space

While quality of life is important for all people in every aspect of life, the quality of life for workers in atypical environments—such as on a nuclear aircraft carrier, an airplane, in developing countries and even in outer space—can be difficult to achieve as workers face many uncharted challenges unique to their specific work environment. Nevertheless, the work carried out by employees in atypical environments often provides rare opportunities that positively influence a worker's wellbeing, such as offering a real sense of purpose and a view of the world most people never have the chance to experience, and generates unique innovations and solutions to

the world's most interesting problems.

Captain Eric Malbrunot is one such example of a dedicated leader in an atypical environment. During the panel, he detailed how his crew is able to live and work aboard a nuclear aircraft carrier for several months at a time while still maintaining a healthy quality of life. Similarly, Cheryl Hughey, managing director of culture at Southwest Airlines, explained how Southwest Airlines' flight crews have to learn to cope with irregular schedules and an ever-changing work environment. Juliana Rotich, director of BRCK, also described the challenges faced by countries where access to technology—and even



Presenters:

Juliana Rotich, Executive Director of BRCK.org,
Advisor to Africa Technology Ventures

Captain Eric Malbrunot, Surface Warfare Officer, France

electricity—is still limited, and what innovations are needed to increase quality of life cheaply and effectively.

Lastly, Nick Bostrom, a renowned philosopher at Oxford University in Sweden, portrayed how the general work environment may change in both the near and far future with the introduction of artificial intelligence and machine learning into the workplace. Ultimately, he argued that while robotics and artificial intelligence will undeniably change the landscape of jobs, the exact nature—whether these machines will lead to a utopian future or an apocalyptic landscape—remains uncertain.

Key Takeaways

Working aboard a nuclear aircraft carrier creates challenges of connectivity and isolation. With over 44,500 cubic meters of jet fuel, hundreds of tons of bombs and two nuclear core plants, working aboard a nuclear aircraft carrier can be challenging, isolating, and even dangerous. With the French navy's recent focus on

“The most important thing [to sustain quality of life] is to give meaning, and explain why [the workers] are here, what they are doing here and how long they are going to stay.”

Captain Eric Malbrunot

the social, mental and emotional wellbeing of its workers, however, a healthy quality of life in this atypical environment is becoming more and more possible.

- **To work on a nuclear aircraft carrier, you have to live aboard the ship.** Unlike typical office jobs, working aboard a nuclear aircraft carrier often entails months-long missions confined to one small area. As such, public services such as water, electricity, lodging, food, and even a hospital need to be available on board to serve the 2,000 crew members at any given time and ensure their physical and mental wellbeing.
- **Working on a ship is isolating.** First, working and living on a ship decreases connectivity to the outside world and loved ones immensely, as sailors are only allowed access to email and telephone calls and little to no access to the Internet and social networking sites. Secondly, the months-long voyages regularly only allow for one to two port visits where sailors can connect to Wi-Fi for short periods of time. Therefore, sailors often need to learn ►



WORKERS IN ATYPICAL ENVIRONMENTS



- *how to connect with each other onboard the ship in order to make up for the lack of socialization with the outside world.*
- **To increase quality of life, you must create special occasions out of normal things.** *Onboard Captain Malbrunot's ship, special occasions such as internationally-themed dinners, nighttime socializing activities, sports activities on the flight deck and an end of deployment show are put on in order to bolster team spirit, give meaning to the mission and increase the social and emotional wellbeing of the crew. Similarly, the entire ship crew follows a set work schedule of six days of work and one day of rest in order to organize the mentality of the crew and provide days for relaxation.*

Flight crews must deal with the challenges of constant relocation and irregular schedules.

Working aboard an airplane such as those provided by Southwest Airlines often creates challenges of tight spaces, irregular schedules and an abundance of hotel stays for pilots and flight attendants. As such, quality of work environment for flight crews can be complicated, and airlines must make sure that the wellbeing of pilots and flight attendants is attended to both in flight and during destination stops.

- **Southwest Airlines' point-to-point flight pattern makes lodging for flight crew complicated.** *Unlike most major airlines that operate on a hub-and-spoke model, Southwest Airlines' point-to-point model, while convenient for customers, often places flight crews in more remote locations during overnight stays. Consequently, it is critical that the airline provides an abundance of amenities and comfortable lodging for each and every crewmember.*

"We can come up with innovative ways for solving these big problems by looking at it from a business perspective, and we can also look at it in terms of its impact on how it helps young people."

Juliana Rotich

- **Irregular schedules are part of the job.** *Unlike office jobs that operate on a strict schedule, working in an airplane is inherently irregular due to different flight schedules, potentially inclement weather, and mechanical issues. Therefore, it is important for the airline to schedule in such a way that accounts for potential delays and issues in order to provide the flight crew with plenty of rest time.*
- **The quality of life for ramp employees is also important.** *Unlike pilots and flight attendants, ramp employees, who are the workers in charge of loading and unloading baggage, face a different set of challenges. First, the physical nature of the job and exposure to outside elements makes safety a number one priority, and vests and hearing protection are required to ensure physical wellbeing. Similarly, in order to keep ramp workers, pilots and flight attendants engaged, Southwest Airlines cultivates a more fun and relaxed atmosphere to relieve some of the stresses of working both below deck and onboard constant flights.*

In Kenya, infrastructure and connectivity are a challenge. *As recently as 2008, Internet connectivity in Kenya was estimated at 8%. Now in 2017, Internet connectivity is at 88%, but issues with affordability remain—yet many people still pay for Internet over*

essentials like food and clothing, showing that connectivity is quickly becoming considered an essential part of life. Even more difficult, troubles with the electrical grid continue to plague most of Kenya, thereby creating inconsistent access to the Internet and other essentials.

- **Challenges in Kenya are creating many diverse solutions.**

For example, Juliana Rotich, a blogger from Kenya, was often subject to frequent blackouts with only manually input mobile broadband chips as a backup in the early days of the Internet. This eventually led to the idea of BRCK, a router that contains several hours of battery life that automatically switches to mobile broadband in the case of a power outage. Since then, BRCK now also provides other hardware solutions for tough environments, such as technology to help increase the range of a Wi-Fi signal and Internet of Things solutions such as temperature and moisture sensors.

- **M-KOPA combines the power of mobile money and innovative financing systems with solar power.** With an unreliable power grid, many families use kerosene lamps as a light source, which often leads to issues of black fumes, lung problems, itchy eyes and general discomfort. M-KOPA, however, is an innovation that has begun providing families with solar panels, radios, lights and phone chargers financed by mobile money, making it affordable, accessible, and increasing quality of life for people across Kenya.

Artificial intelligence and robotics will transform all work environments into atypical ones. While most of today's typical workplaces are fairly easy to work in, the future of AI and robotics will inevitably transform not only how we work, but also the type of environment we work in—if we work at all.

- **In the near future, AI and robotics will have little effect on the labor market.** As we are currently experiencing, new technologies are transforming the way we work and the type of jobs available, as well as certain specific job roles. While we will begin to see more incremental advances for the foreseeable future, AI and robotics will not have a massive effect on the labor market until machine learning matures and robots gain intelligence superior to the human intellect.
- **After AI and robots gain super intelligence, robots can replace all human jobs.** While it is uncertain whether it will take 50 years or 50,000 years to achieve super intelligence in robotics, the occurrence of this event will ultimately trigger a catalyst in which workplaces are not only transformed, but the work itself—including both physical and mental tasks—will be able to be carried out solely by robots.



- **It is uncertain how this transition will affect social inequalities.** As technology matures, it will ultimately become a net substitute for human labor—meaning people whose income is dependent upon labor will no longer have access to income while those who gain wages from capital may see increases in income. Conversely, access to technology will become widely available to all individuals regardless of income, thereby creating an equalizing effect and providing all people with access to useful—and more importantly, free—resources. It is uncertain, therefore, whether there will be a net increase or decrease in inequality. ●

FURTHER READING

Life in a remote site is unique

Sodexo serves clients in the Oil and Gas, Engineering and Construction and Mining industries, as well as other energy sectors. We accompany our clients at each phase of their projects, from research and development to transportation or refining, be it in urban or industrial environments, onshore or offshore.

We deliver a wide range of top-quality, fully integrated services: camp design, administrative services, light and technical maintenance, security, waste management, food services, sport and cultural activities, wellness and motivational programs and more. Our aim is to provide safe and comfortable environments both on and off the job, and drive the performance of our clients' organizations.

Click to discover how Sodexo creates the best conditions for those who live and work in unconventional places so that they feel safe, comfortable and engaged:





A man with glasses, wearing a white dress shirt and a patterned tie, is sitting on a brown leather sofa. He is looking down and smiling. The setting is a modern office with large windows. In the background, the legs and feet of other people are visible walking on a light-colored floor. The overall atmosphere is professional and bright.

Corporate Employees

Presenter:

Jane Griffiths, Global Head, Actelion

Want to Engage Employees? Connect Work to Happiness and Higher Purpose

While general quality of life is often associated with one's home life and free time, quality of life in the workplace is equally as important—but often ignored explained Jane Griffiths, Global Head of Actelion in the United Kingdom. Besides the more necessary aspects of a healthy workplace environment—such as safety, diversity, parental leave for men and women—a sense of purpose and connection to a business's core goals is also essential to the wellbeing of employees.

Therefore, a connection between the quality of life of employees, engagement between the company and

employees, and how employees relate to their customers is crucial to the well-being of employees, especially in the care industry. Without a clear sense of purpose and understanding when working with clients, employees will continue to feel disconnected and therefore less likely to truly engage with their jobs; but with an understanding of the needs of their clients, a true sense of purpose and an understanding of their ability to positively change lives will bring a greater sense of wellbeing—and therefore quality of life—to employees, even in the corporate world.



Key Takeaways

Lack of quality of life is similar for everyone. While different areas experience different levels of quality of life, a lack of quality of life feels similar to everyone—whether it is the loss of a loved one or a terminal diagnosis, most humans experience these things similarly. This means that even those from different levels of health and wealth have the ability to understand and connect with the plights of those in need.

We all experience a general uptick in quality of life. For example, since the early 1900's, the world population has experienced a 35-year increase in life expectancy due to breakthroughs in pharmaceuticals, vaccines, and other new medical techniques.

We also experience the similar problems in general quality of life. Across the world, there are a plethora of diseases still going untreated, people are still dying young, and other social, economic, and political factors are disproportionately affecting those in less developed countries.



It is essential to create an environment in which employees live the experiences of their clients.

In the healthcare industry in particular, a connection between a company's mission, its employees and the clients they work with is of the utmost importance. Within the care industry, understanding the lives of those in different countries and socioeconomic areas is crucial to helping increase quality of life as best as possible.

Send employees into the field to understand their consumers. When Johnson & Johnson, for example, launched a new strain of HIV medicines, they sent a team of their employees to areas ravaged by HIV to work alongside those they were helping. By connecting their work to an end result and seeing how their work affected those in need, employees were able to better understand their purpose and connect on a deeper level with those they were helping.

Biotech firm Actelion is another example of connecting purpose to work. At Actelion, the startup is focused on pulmonary arterial hypertension, which predominantly affects women and reduces life expectancy. By working closely together with other employees and patients, employees can focus on the wellbeing of their clients as well as themselves in order to see how their work is making a difference.

Quality of leadership is crucial to the wellbeing of employees. Studies show that most people think about leaving their jobs because they don't get along with their leaders. In addition to creating a sense of purpose, therefore, it is important to improve quality of leadership in order to provide an enjoyable workplace experience for all employees. In this way, companies can bring authenticity and care for their workforce and build a stronger bond between the two. ●

"We can bring authenticity and caring to our workforce, which is empowering and also engaging for the person that we work with."

Jane Griffiths

Moderator:

Frances X. Frei, SVP of Leadership and Strategy, Uber, USA

Presenters:

Dr. Ritu Anand, Senior Vice President and Deputy Head of Global HR, Tata Consultancy Services, India
John Frehse, Senior Managing Director, Ankura Consulting Group, LLC, USA

What It Takes to Unlock Employee Engagement

While employee engagement remains one of the biggest elements to a company's success, a chronic lack of engagement in the workplace is causing many corporations to fall behind in today's world of constant innovation and change. In order to better engage employees, therefore, more focus needs to be placed on building trust, providing positive reinforcement and engaging employees with respect and humanity.

Frances X. Frei, SVP of leadership and strategy at Uber, reinforced this idea by describing how in order to increase employee engagement, companies and employers must first build a foundation of trust. Next, Mia Mends, CEO of Benefits and Rewards Services at Sodexo,

explained how employees need validation, recognition and positive reinforcement in order to thrive in the workplace. Dr. Ritu Anand of Tata Consultancy Services also described how millennial employees become more engaged when they feel they are making a societal impact, continuously learning in the workplace and are engaging with their managers on a peer-to-peer level. Lastly, David Gram, former Senior Innovation Director at The Lego Group's Future Lab, discussed how employees are most innovative and successful when allowed to continuously experiment with different bite-sized projects rather than large, resource-consuming projects.



Presenters:

David Gram, Innovation Thought Leader, Former Senior Innovation Director at The Lego Group's Future Lab, Denmark

Mia Mends, CEO, Benefits and Rewards Services/Inspirus, Sodexo, USA

In the end, John Frehse of Ankura Consulting Group explained how highly engaged employees are estimated to be 22% more productive than disengaged employees and therefore, employee engagement is crucial to the financial success of a company. But while employee engagement can be viewed from a financial point of view, it ultimately takes an honest, authentic, and sincerely human standpoint to increase employee engagement in a truly meaningful way and create lasting impact throughout one's company and society.

Key Takeaways

Feedback, respect and engagement are needed to engage employees in meaningful ways. In today's corporate world, HR departments are beginning to experience a shift away from their traditionally passive position towards one more actively focused on engaging employees in authentic and meaningful ways through the use of new technologies such as user experience design, social media, and even artificial intelligence.

"If people don't feel like they're experiencing the real you, there is no likelihood that they are going to trust you no matter [what] else you get right."

Frances X. Frei



Employees need authenticity. In order to engage employees more effectively, employers must recognize several things: first, employees desire authentic relationships, validation, and recognition, all of which can only be provided by meaningful human connection; second, contrary to popular belief, employees truly want to learn and stay engaged in the workplace; and third, employees want to be heard, and employers should be willing to listen.

Positive performance should be reinforced constantly.

When you have an orientation of feedback for improvement rather than feedback simply for evaluation, organizations improve employee engagement at a much faster rate. When you see an employee do something great, for example, tell them on the spot and post about it where others can recognize their achievement.

New technologies help increase engagement for both employers and employees.

With the help of technologies such as artificial intelligence, social media and machine learning, employees are now able to receive better and quicker feedback from managers and peers. Similarly, new technologies that gather information and data can empower employees by giving them easy access to information in a useful format, ultimately helping them to be more successful and effective at work.

Employee engagement begins on a foundation of trust.

In order to truly engage employees on a deeper level, leaders must first establish a foundation of trust built upon authenticity, logic, and empathy. First, if employees do not feel as though they are being treated in an authentic and human way, there is little likelihood they will trust their leaders—even if the leaders are doing everything else right. Second, employees need to have the faith that their organizational leaders have the tools and knowledge necessary to make them competent at their jobs. And third, today's leaders need to show employees they are there to build them up and support them, not compete with them or tear them down.

If any of these three areas—authenticity, logic, and empathy—are wobbly, trust cannot be built and employee engagement will go down dramatically. In order to demonstrate more empathy, for example, you must make sure you are not only doing your part but are also helping others understand what needs to be done and how to achieve it. In order to exhibit your logic, make sure you are communicating concisely and effectively. And in order to establish your authenticity, make sure to encourage inclusivity in the workplace, especially in heterogeneous environments. ➤



“48.8% of all 25 year olds in North America still live at home. Does this mean they’re lazy? These are people saving money, working, and who don’t want to waste money.”

John Frehse

► Millennials are best engaged by “wow!” culture.

Despite the fact that Tata Consultancy Services has been in operation for decades, the Tata employee base currently consists of 84.9% millennials with an 89% retention rate—a figure that can best be attributed to a deep understanding of the millennial generation and how to best engage these employees.

Millennials want to make a societal impact. More than traditional work aspects such as a steady income or the ability to support a family, millennials—also known as Generation Y—want to make a real impact in the world and feel as if they are part of something important through their work. In order to do this, they often show a strong desire for global experiences and continuous and mindful learning, as well as a desire to have employers act more as mentors—rather than bosses—to help guide them and provide wisdom in the workplace.

Millennials don’t want work-life balance; they want work-life integration. Rather than categorizing work and life into two different areas, most millennials want

“Millennials want to experience giving back to the community, to themselves and to happiness while they are working.”

Dr. Ritu Anand

to blend the two into a continuum where they can accomplish their life goals through work and gain insights about work through life.

Innovation should be an evolution, not a revolution.

Rather than focusing on short bursts of large-scale episodic innovations—which has proven to be highly ineffective—it is more effective to nurture continuous, small-scale innovations.

The market and needs of the consumer are shifting.

The last 10 to 15 years have seen businesses focusing on their core capabilities and becoming better at what they’re best at in order to deliver their goods and services more efficiently. At the same time, the world is changing faster and faster and old business models that lack agility will soon be obsolete. It is absolutely critical, therefore, that companies break from their traditional mold and focus on the agility and creativity that will be needed to survive the future business economy, and begin experimenting with new innovations and ways of operating business.



"It's the everyday experiences that ultimately drive employee engagement."

Mia Mendis

Companies must become comfortable with failure. One of the biggest challenges companies face today is the fear of failure, but failure will be necessary if companies are to become more agile and innovative. In order to make people comfortable with failure, massive negative impacts need to be mitigated—and in order to accomplish that, large-scale projects for innovation that eat up company resources and employee time need to make way for smaller, more agile projects that have the ability to fail without damaging the company.

The path to real innovation is by focusing on learning, not outcomes. By focusing on innovation as a continuous cycle rather than occasional large-scale projects, innovators can more easily focus on learning from their failures without the pressure of consequently impacting the company in a negative way. More importantly, it is essential to nurture these projects with love and attention rather than with resources in order to invest the mental energy—and not company resources—needed to create truly innovative ideas. ●

"One of the key future capabilities that I believe organizations need to build is that of constant experimentation and continuous learning, constantly exploring new territories and new fields."

David Gram

FURTHER READING

[Global Workplace Trends](#)

At Sodexo, we continually monitor workplace trends and their impact on employees—ours or our clients'. More deeply, we focus on understanding how human beings thrive at work because we are convinced that quality of life at work contributes sustainably to the success of organizations. We believe that it is essential for leaders across industries to recognize the underlying trends of change, to evaluate how relevant and significant they are and to determine how to stay ahead of—rather than follow—them.

Read our most recent Global Workplace Trends report here:





A photograph capturing a celebratory moment at sunset. In the foreground, the dark silhouettes of a group of graduates are visible against the bright, orange and yellow glow of the setting sun. Several graduates have their arms raised, and several black graduation caps are seen in mid-air, having been tossed into the sky. The background is a vast, clear sky transitioning from a deep purple at the top to a bright orange near the horizon. The overall mood is one of triumph and joy.

Students

STUDENTS

Presenter:
Sanjit "Bunker" Roy, Founder and Director, The Barefoot College, India

Tapping into Rural Wisdom to Solve Rural Problems

Rather than using sophisticated techniques to solve the common problems that plague rural communities throughout India today, Sanjit Roy—founder of the Barefoot College—contends that it takes rural wisdom to solve rural problems. The Barefoot College, which is an institution dedicated to connecting rural communities to solar, water, education, professions and advocacy in an effort to empower communities to take charge of their own destiny, was founded on the belief that even those who do not carry a college degree—or have even attained basic literacy—can be considered professionals due to their competence, confidence, and beliefs in the skills they have attained throughout life.

Indeed, Barefoot College was created in order to redefine education and help guide the poorest of rural areas to work as key solvers in their own rural challenges, such as access to water, energy and basic education. Through the work of Barefoot College, rural people have been able to both gain new knowledge and bolster their current professional skillset, and ultimately create a more sustainable and flourishing community—thereby improving the quality of life for all.

Key Takeaways

Those in poor communities possess an extraordinary pool of knowledge, skills and wisdom. While many in rural areas may be lacking in formal education, rural professionals are able to master a plethora of different skills—such as building, midwifery, and even dentistry—in ingenuous ways that do not require a college degree.

Architects who do not possess a college degree built Barefoot College. Rather than outsourcing to architects from the city with college degrees, Barefoot College hired 12 local architects to build the entire institution at a rate of \$1.50 per square foot in one rural area, which was completed successfully.



Barefoot College is the only fully solar-energized college in the world. Additionally, it was a local priest with only eight years of primary schooling who not only solar-electrified the college, but also the entire village he resided in, including optical fiber cable, telephones, and a community radio station manned solely by women. This energy is estimated to run for the next 20 years.

Barefoot College has opened night schools for children who can't attend during the daytime. So far, over 75,000 children have gone through this system and over 90% remain in the same village to help with the problems that plague their families and neighbors.

Barefoot College uses puppetry to teach other skills to people in rural villages. In villages with no access to electricity, television or other media, puppet shows are used to educate about principles such as why you should treat your wife with respect, why safe drinking water is so important and other similar life lessons. So far, over 100,000 people have been reached—and that number continues to grow.

Barefoot College has helped in a plethora of other ways. From creating foresting programs to preserve species to empowering acupuncturists and dentists all the way to helping build rain-focused water systems, Barefoot College has been able to help villagers help themselves and increase quality of life across the board.

The political empowerment of women and children is of the utmost importance. By including a general election for prime minister in school-aged children and focusing on hiring women for most projects, Barefoot College is able to empower some of the most marginalized populations throughout India.

Every three years, children hold a general election to elect a new kid prime minister. Throughout Barefoot College's network of schools, 7,000 children between the ages of 6 and 14 gather to elect a prime minister every three years. Recently, the school elected a 12-year-old female prime minister and an all-female cabinet to monitor, administer and supervise over 150 schools. The prime minister even recently visited with the queen of Sweden to discuss issues, marking the first time the queen of Sweden had met with a child prime minister—and the first time the prime minister had left her village in India.

Women can work the same jobs as men do. In order to decrease mass migration to cities and increase independence of women, it is imperative that women are trained in many different predominantly male jobs, such as repairing hand pumps and creating solar water heaters. In this way, women can attain some of the rights traditionally held only by men.

Women throughout the world are already being empowered to become solar engineers. By specifically selecting illiterate women between the ages of 35 to 50 to become solar engineers, the Barefoot College makes it so these “solar mamas” can not only gain a set of useful skills and a sense of purpose but also reclaim their independence in their household and community.

Barefoot College has touched millions of lives. Over the past 40 years alone, over 200 million people have been reached by Barefoot College, creating lasting change throughout India. Even more promising, there are now 93 countries that have a presence of the barefoot model, with 100,000 houses around the world solar-electrified. Ultimately, the barefoot model demonstrates that if innovations are kept simple and area-specific, real rural solutions to rural problems can be created not only by the Barefoot College itself, but also by the people they serve. ●

“We believe in the traditional way of solving problems—if there is a lack of drinking water, we consider collecting rainwater instead of putting in a hand-pump.”

Sanjit “Bunker” Roy



STUDENTS

Moderator:

Sanjit "Bunker" Roy, Founder and Director, The Barefoot College, India

Presenters:

Philippine Dolbeau, Founder, New School, France

Porai Beaven Gwendere, Student and Graduate of the African Leadership Academy, Zimbabwe

How Innovative Ecosystems in Education Impact the Learning Experience

Despite differences in country, culture and language, panelists who gathered at the student quality of life panel were all able to agree on one key point: current education systems around the globe have become outdated and ineffective, and therefore, a major shift in the way education is delivered is necessary to keep up with the rapid changes of the 21st century. However, problems with outdated teaching methods, over-involved parents and a lack of response from political and educational leaders has brought the public education system to a standstill, and students are no longer developing the practical skills and knowledge necessary to successfully navigate the

future. Rather than focusing solely on theory as has been traditionally practiced, then, schools need to begin providing environments that cater to experiential learning and independent studying in order to empower students to take charge of their own education.

Esther Wojcikci, an educator, journalist and IT & OER consultant from the United States, believes that the future of education is through educators beginning to act more as facilitators than lecturers, thereby allowing students to take control of their own education and passions. Porai Beaven Gwendere, a student at the University of Edinburgh and recent graduate of the African Leadership University



Presenters:

Takaharu Tezuka, Architect, President of Tezuka Architects, Professor of Tokyo City University, Japan

Esther Wojcicki, Educator, Journalist, IT & OER Consultant | USA

in southern Africa, also agreed that students should be enabled to take control of their own education, and further discussed how experiences such as creating a student-run enterprise could help students learn valuable skills on a much deeper level.

While all panelists discussed reasons as to why education needed to be changed, president of Tezuka Architects Takaharu Tezuka provided one potential classroom method that could improve education immensely by bringing students into a more natural environment in order to better facilitate learning. Lastly, founder of mobile app NewSchool Philippine Dolbeau discussed how her success as a student and entrepreneur was due to one forward-thinking teacher who used innovative, student-empowering teaching methods to effectively teach her students how to succeed in business in today's world.

Whether it is through technology, new teaching methods or a restructuring of the entire education system, one thing is certain: quality of life in today's school systems is severely lacking, and new and innovative educational ecosystems are needed to lead the next generation to success.

**Key Takeaways****The way education is delivered needs to be changed.****The majority of education follows a top-down approach.**

Traditionally, school systems around the world have followed a top-down approach with teachers lecturing on materials and students being tested on their ability to memorize information. With new technologies such as computers, mobile phones and the Internet, however, students now have more access to information than ever before. As such, the role of teachers as lecturers is rapidly becoming less necessary, and the ability for educators to facilitate learning through the use of tools such as the Internet is becoming a much more effective option. Nonetheless, teachers still continue to under-utilize these tools and teaching methods remain outdated.

Students need to be empowered in their learning.

Rather than educators teaching students what they need to learn, a new system of educators guiding students in gathering knowledge on their own time and providing more experiential and practical learning needs to be put into place to empower students. Even if students are ►



“The things that you remember from school are the things that you have done—the things you memorize tend to be almost completely forgotten within three years.”

Esther Wojcicki

STUDENTS



➤ given power to guide their own learning in the classroom a mere 20% of the time, the use of independent learning can help students gain more knowledge relevant to their interests and passions.

The Media Arts Center at Palo Alto High School is one example of a program empowering students. With students such as James Franco, Jeremy Lin, and Esther Wojcicki's own children—one of which is the CEO of YouTube, another a professor of pediatrics at UCSF, and the third as the founder of popular genetics company 23andme—the Media Arts Center at Palo Alto has graduated countless successful students empowered by the experience gathered at the center. As the largest of its kind, the Media Arts Center puts students in charge of all aspects of school publications—including newspapers, magazines, television, video production, and radio—and students are simultaneously taught entrepreneurial, writing, and collaborative skills.

Leadership programs can help students gain relevant, real-world experience. The African Leadership University is one such leadership program aimed at giving students real-world experience. The African Leadership University was founded on the basis of solving economic problems throughout Africa by using different forms of teaching to engage students in more meaningful ways. Students are first taught entrepreneurial leadership skills such as how to write a business proposal, writing and rhetoric skills, how to communicate effectively and African studies; then, students are taught practical skills by creating student-run enterprises throughout campus. The combination of practical knowledge and experience ultimately helps students learn entrepreneurship from the bottom-up, leading to many successful students who can use their skills to lead the African continent.

Universities are slowly catching up. Porai Beaven Gwendere, a graduate of the African Leadership University, now attends the University of Edinburgh as a mechanical engineering student with aims to eventually revamp the agricultural sector in Zimbabwe. He details how while traditionally students were forced to go to class to be able to take notes on the lecture, the university now uploads lectures electronically, giving students more flexibility and freedom to pursue other interests simultaneously—such as how Gwendere is able to attend Sodexo's Quality of Life conference.

With focus on real-world experience, students can be successful.

Forward-thinking teachers can cultivate success in students. Philippine Dolbeau, 18-year-old founder of educational startup NewSchool, is one such example of how successful teaching breeds successful students. After creating an imaginary startup for an economics class project—an experience she attributes as life-changing thanks to the forward-thinking ideas of her economics teacher—she went on to win a startup contest with her idea, and was eventually contacted by Apple UK to develop the application into a real business.

NewSchool was created to bring education into the 21st century. Dolbeau's app, NewSchool, was initially created as a reaction to the tragedy of a young boy's death after he was forgotten on a school bus—a tragedy that, surprisingly, was blamed on teachers for not calling authorities when the boy did not show up to school. The app has been designed to connect teachers directly to call registers in class as well as provide educators with lessons on how to teach more effectively.

The classroom environment needs to be changed to improve student quality of life.

Quiet, unnatural environments are detrimental to student health. Architect Takaharu Tezuka provocatively argues that in natural environments, the human brain is subject to constant background noise and when put into unnaturally silent environments, it will begin to disconnect from its surroundings and focus more on the noises that the body makes instead—which can account for up to 80-90 decibels—and that it is this disconnect that ultimately leads to disorders such as autism. In classrooms in particular, the focus on mediated silence, fixed seating and lack of sunlight and air all lead to this disconnect from the environment, and therefore are detrimental not only to student learning, but to their overall wellbeing and health.

The reorganization of classroom architecture is critical to improving student quality of life. In Tezuka's new and innovative kindergarten classroom model, focus on natural elements is crucial. First, there is no fixed furniture or walls



Takaharu Tezuka

Dolbeau's app, NewSchool, was initially created as a reaction to the tragedy of a young boy's death after he was forgotten on a school bus—a tragedy that, surprisingly, was blamed on teachers for not calling authorities when the boy did not show up to school.

between classrooms, allowing for more open space and flexibility in seating; second, the majority of windows remain open throughout the day—regardless of weather—and students are encouraged to participate in class with no shoes on; and third, classroom colors are based off of natural colors, such as timber or white. This is done because, as Tezuka argues, the natural environment allows students to connect with the real world and relax their minds, regardless of temperature or other small—but natural—nuisances.

The entire community needs to change its mindset.

Whether it is teachers, students, parents, the school board or politicians, the entire educational community needs to be restructured in a way that promotes innovative, self-paced, independent and practical learning that allows students to become empowered in their own education.

First, teachers need to begin giving up some amount of power to students in order to stimulate their independent learning; second, students need to be retaught how to learn on their own rather than remaining solely independent on lectures and tests for learning; third, parents need to allow students to take control of their own education and passions; and fourth, all people involved need to advocate for change in educational policies to their politicians, as they are the ones who can ultimately bring about the changes so desperately needed in the education system. ●



Philippine Dolbeau and Porai Beaven Gwendere

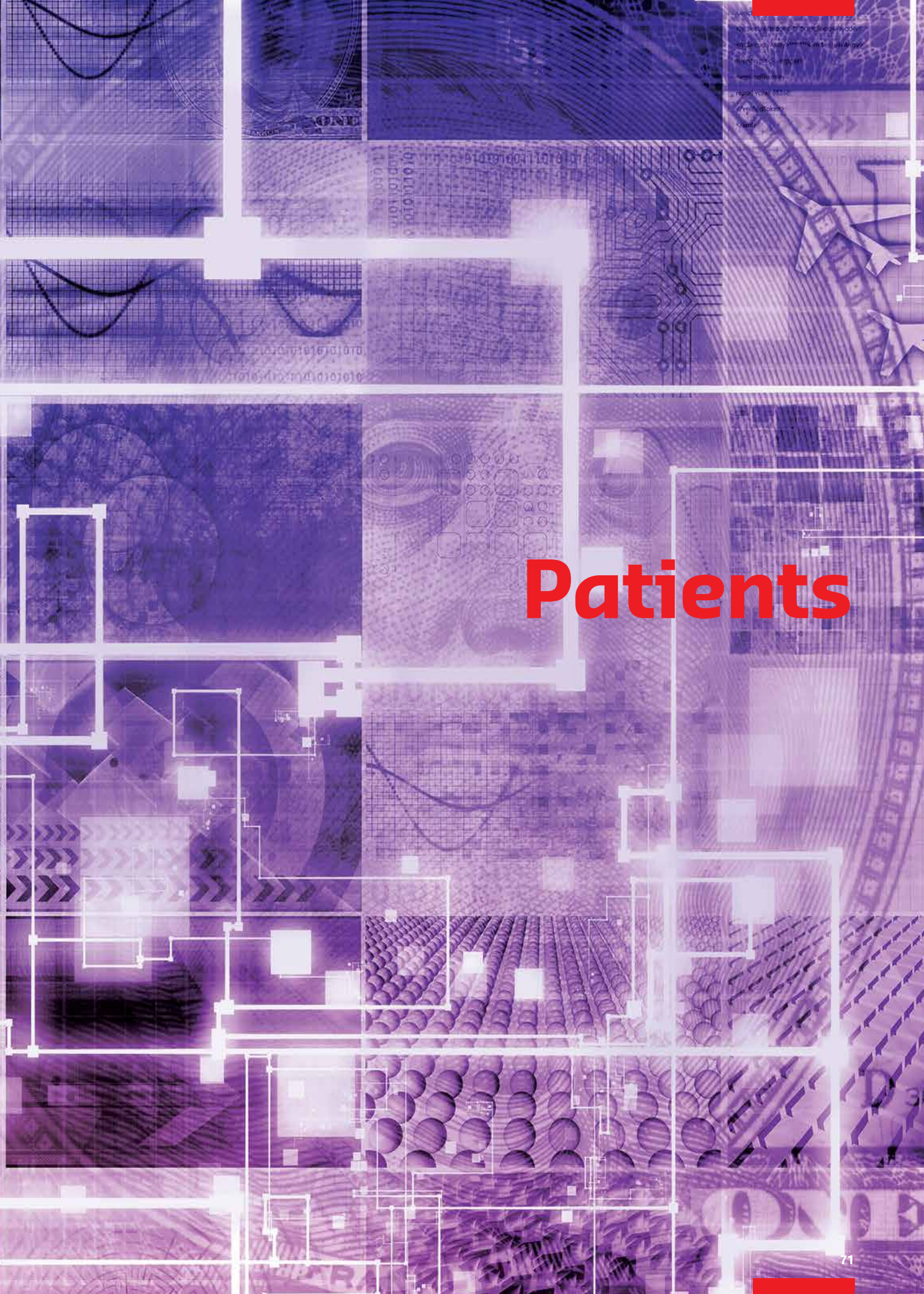
FURTHER READING

[International Student Lifestyle Survey](#)

Sodexo partners with more than 1,000 universities in 32 countries providing services which contribute directly to students' quality of life and ensure they have a successful experience on campus. We have conducted a worldwide survey, polling over 4,000 students in six countries around the world (China, India, Italy, Spain, the UK and the USA) to track the student journey, from pre-arrival, to arrival, living and departure, and to provide us valuable insight which enables us to deliver better services. By sharing the results, we aim to help everyone understand and enhance to serve today's global student journey.

To read the report, visit:





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Patients

PATIENTS

Presenter:
Fredrik Reinfeldt, Economist and Prime Minister of Sweden 2006-2014

The Swedish Model for Preventive Healthcare

Research estimates that in the most developed countries of today's world, most children being born today will likely live to see the age of 100—a phenomenon never before experienced by humankind. Indeed, with this increase in life expectancy will come an increase in the ability of those over the age of 60 to work and engage meaningfully in their community, and the experience of aging will most likely take on a new meaning.

This increase in life expectancy will also carry some heavy burdens. Currently, there are 125 million people over the age of 80; by the turn of the century that number is expected to reach one billion. With such a staggering increase, many are left to wonder not only how this change

will occur but also how it will affect the quality of life for seniors. With advances in patient care and a changing paradigm in healthcare, however, it may very well be possible for seniors to not only be adequately taken care of as they age, but to also thrive like never before.

Prevention is key. While the healthcare industry has traditionally focused on treating disease and malaise after the fact, an increased focus on prevention has the ability to not only increase quality of life for all patients, but decrease costs for the healthcare industry as well.

Prevention-centered health practices have already changed the world. For example, the introduction of



vaccinations for children and adults in the 1900's enabled women to enter the workforce more steadily due to less time being spent taking care of sick children. Similarly, in Sweden, screening for breast cancer at 40 is now mandatory and has decreased breast cancer deaths by one-third, and other screenings are becoming more common as we come to accept that early detection is the key to surviving most cancers and diseases.

Prevention applies to both free time and work life.

In addition to screenings and other preventive health practices, general health habits such as jogging and eating right are essential. Just as important, practicing healthy habits—such as getting a full night's rest, focusing on posture, and taking quick walking breaks—are essential to workplace health and overall quality of life in employees.

Sweden has provided tax incentives to employers to promote health. If businesses promote good health and manage to lower the amount of sick leaves taken by employees, business is more productive. If too much sick leave is taken, it begins to become costly for businesses

to operate effectively. Similarly, the Swedish government encourages both employers and employees to go to checkups more often and improve their general health [with tax breaks and other programs].

The Swedish model of healthcare is the way of the future. Unlike many hospital systems, the Swedish hospital system is tax-paid and open to everyone. Even more importantly, it is based on need—meaning that those who need medical help the most will receive it first. Ultimately, this means that if the quality of healthcare remains high for everyone in any given area, quality of life will be extended for everyone regardless of wealth.

Even more importantly, this system empowers patients to make more choices and take care of their personal healthcare. Because this system is low-fee and tax-paid, patients have the ability to not only choose doctors, but also decide which treatments would be best for them. With such a focus on prevention and choice, then, it is easy to see that the Swedish model of healthcare may very well be a potential answer to today's healthcare industry problems and a catalyst for a new level of quality of life. ●



"If businesses promote good health and manage to lower the amount of sick leave taken by employees, business is more productive."

Fredrik Reinfeldt



PATIENTS

Presenters:

Dr. Vincent Attalin, Co-founder and Chairman, Aviitam

Léa Moukanas, Writer and President of Aïda

Fredrik Reinfeldt, Economist and Prime Minister of Sweden 2006-2014

Simon Scrivens, Global Head of Marketing, Sodexo Healthcare

Making the Shift from Curing to Preventing

While ineffective healthcare systems remain a major issue throughout much of the world today, the recent shift towards prevention-based care and advancements in technology are beginning to enable revolutionary changes in the healthcare industry. From an increase in government-funded healthcare programs to the establishment of mobile applications that assist you in taking charge of your own health, these innovations are creating a new precedence for the future of healthcare while also generating potential pathways to a future free of disease.

Dr. Vincent Attalin, for example, has created a mobile platform—known as Aviitam—that enables patients to track health-related data, such as diet and physical activity, in an app which can then be shared with their general practitioners and other healthcare providers. Similarly, Léa Moukanas, a student from France, created the NGO Aïda at the age of 15 in order to increase the quality of life for child and teenage cancer patients by partnering them with youth volunteers who can act as emotional and social support.

On a more general scale, Simon Scrivens, Global Head of Marketing of Sodexo Healthcare, explained how his own battles with life-threatening illnesses led him to understand how patients and doctors need to work together in order to empower patients and allow them more control over their own medical choices. Lastly, former Prime Minister of Sweden Fredrik Reinfeldt also discussed how the Swedish healthcare system focuses on prevention and prioritizes urgent care first, and how other government programs such as anti-smoking campaigns and six-hour workdays can increase the overall health outcomes of a population.



Ultimately, all panelists agreed that while innovations in technology, increased empowerment of patients and government-funded programs were leading towards a more prevention-based system of healthcare, it is also important to acknowledge the risks—such as the possibility of a breach in patient data—that will come along with this change. With proper planning and foresight, however, the move away from our current ineffective system towards one that focuses on everybody's quality of life is not only possible, but also essential in order to ensure the future of humanity's health and wellness.

Key Takeaways

The Swedish healthcare system provides many potential solutions to the world's current healthcare crisis. While perfect by no means, the Swedish healthcare system has become known for its innovative new ideas and programs, such as its largely government-funded public healthcare model, an increase in government-sponsored health campaigns, the shift towards providing care first to those who need it most urgently and an overall increase in funding to provide groundbreaking new tools, technologies and methods to give the best care possible to every citizen.

With the best resources and equipment, almost any ailment can be cured. By increasing funding in an effort to provide doctors with the best resources and equipment available, the ability for healthcare providers to assess and cure potentially serious and life-threatening diseases increases dramatically, and the length of hospital stays and sick leaves can be decreased as a result—and more importantly, quality of life can be improved across the board.

Prevention is the most effective cure. In order to allow doctors to care for patients with more serious illnesses, those who have lighter ailments should first seek treatment options on the Internet, over the phone, or at smaller clinics. More importantly, people should become more proactive in their health in order to prevent most ailments from occurring in the first place by focusing on one's personal diet, physical exercise and mental and emotional wellbeing.

Government can help people become proactive in their health. In the workplace, for example, the Swedish government incentivizes employees to be more active and decrease alcohol consumption during working hours—a common practice in other parts of the world—by providing tax incentives. They have also begun to promote six-hour workdays in some public-sector jobs, a program that has been proven to improve overall health. Similarly, the Swedish government has been heavily involved in campaigns and legislation to lessen consumption of drugs, alcohol, and smoking, and has seen the total

number of smokers decrease to a mere 10% in 2017, one of the lowest rates in the developed world.

Apps and data can empower patients. Aviitam, which is a secure platform that enables patients to screen their own health by completing questionnaires and tracking health trends such as diet and physical activity, can be used to more easily share health data with general practitioners and other doctors while also encouraging people to become more aware of their own health habits.

Aviitam helps people manage their own health. Because people have to regularly input detailed health information into the Aviitam app—which they are often required to do in order to schedule a visit with their general practitioner—this causes them to become more conscious of their own health and habits. Even more importantly, Aviitam can help patients by acting as a sort of health GPS that provides recommendations based on the health needs of the patient, and allows them to not only become aware of what areas they may need to work on, but also provide tips and information on how to improve their health. ►

“These children and teenagers really want to live and continue living despite their disease, but cancer completely cuts them from their childhood...we try to give them access to everything they would have if they didn't have cancer.”

Léa Moukanas



PATIENTS

➤ **Aviitam is also useful to practitioners.** While Aviitam is able to present practitioners with extensive healthcare data on their patients, it is also able to gather and send data in conjunction with other software—such as scheduling software—that practitioners often use so they don't have to interact with the actual interface of Aviitam.

We can safeguard patient data. While no data is completely bulletproof, increased legislation throughout the European Union on data safety and companies dedicated to safeguarding data ensure that patient data will remain safe and secure.

Technology will not alter the fundamental aspect of the patient-doctor relationship. While technology will eventually be able to perform the majority of functions that practitioners are currently in charge of, robots will never be able to provide the empathy and real listening that human doctors provide—and therefore, doctors will remain relevant even in the technology-driven future.

Empathy and human connection are critical to helping young patients battling with life-threatening diseases. Léa Moukanas founded NGO Aïda, which was named after her grandmother who passed away from cancer, at the age of 15 in an effort to help children and teenagers battling cancer enjoy everyday life by connecting them with other similarly-aged volunteers.

Aïda partners with hospitals and connects with families on social media to provide volunteer support for kids with cancer. Although Aïda initially gained traction by connecting with individual families via social media, they are now also partnered with hospitals throughout Paris and staff hundreds of volunteers to meet with young cancer patients and provide emotional support and social interaction. Now with over 400 volunteers having served 200 families and 200,000 euros having been raised to fund research on childhood cancer, Aïda is opening new branches in the UK and Lebanon.

Aïda assists cancer patients and their families both during their hospital stay and after remission. In addition to helping young cancer patients, Aïda also assists parents and siblings during the difficult process. Similarly, after remission, volunteers continue to support former patients in anything the patient feels they may need help in, as many former cancer patients—especially children and teenagers—feel as if they've missed some of the social benchmarks most of their peers experience in daily life, such as how to date or make new friends.

Both patients and volunteers have access to a professional therapist. While some patients elect to see a therapist and others choose not to, all volunteers see a professional therapist before spending time with patients in order



"If you want hospital care to be high-skilled, professional and best of quality, then you need to concentrate your resources to the ones that really need that treatment."

Fredrik Reinfeldt

to better prepare themselves mentally and emotionally for the potentially difficult experience.

Patients need to be part of the decision-making process of their own health. Simon Scrivens, Senior Vice President of Sodexo Healthcare, was diagnosed with cancer in his 30's, an experience which led to the realization that the healthcare industry today can be very disempowering and disengaging for patients. He decided to take charge of his own healthcare later in life when he was diagnosed with another life-threatening disease, and realized that patients should be part of the decision-making process of their own health in order to gain a sense of wellbeing even as a patient.

The patient experience is extremely important to quality of life. In order to take charge of his own treatment plan, Scrivens researched different methods and treatments related to his disease and interviewed several neurosurgeons to ask them about their outcome data, and ultimately found that while most were dismissive, some were very engaging and willing to talk to him about his experience as a patient and assist him on his own terms in his journey—an experience that highlights how patients need doctors to work with them and not simply do things to them, thereby allowing patients to become empowered in their own healthcare journey.

Most diseases are preventable because they are driven by behavior. Most of the major chronic conditions of today, such as diabetes and hypertension, are primarily behavior-based. Therefore, educating people on how to make better decisions for themselves can help patients get better and prevent many of these diseases from occurring altogether, and a bit of education, coaching and engagement can go a long way. ●



Dr. Vincent Attalin

FURTHER READING

[Advancing Health and Well-being for Individuals, Families and Communities](#)

Communities for Health is a healthier workforce initiative launched in 2015 by Sodexo and the YMCA of Central Florida that seeks to significantly impact the health of communities by working with organizations to systematically approach their employees' health through a population health perspective. The theory behind Communities for Health is that leveraging an organization's wellness dollars for an employee plus one (family or friend) can not only show improvements in workforce health and reductions in healthcare spending, but also change the course of health within the employee's family and community. The Communities for Health initiative is a great example of Sodexo's commitment and capability to make a measurable impact on the health and well-being of our people, consumers, and communities.

To learn more visit:







Seniors

Presenter:

Jane Fonda, Academy Award-winning Actress, Writer, Activist

Aging Not as Pathology but as Potential

While aging has typically been presented as a hill upon which quality of life plummets dramatically after peaking in one's 40s and 50s, Jane Fonda—famous actress, memoir writer, and political activist—proposes that aging is more of a staircase that ascends upwards in quality of life and wellbeing. Indeed, recent psychological studies suggest that for most people over the age of 50, the potential of a positive uptick in wellbeing increases as we age, regardless of marital status and gender and assuming relative good health.

It is important to note, however, that gaining more wellbeing as one ages requires certain work, such as adopting a healthy lifestyle, and perhaps more importantly, reflecting back on one's life and achievements. With a positive mindset and lifestyle, therefore, it is easy to see that aging into our senior years does not have to be all downhill—it can be an exciting and rejuvenating experience buoyed by our past experiences, current wisdom, and a future full of potential.



We are the designers of how we age. While one-third of how we age is determined by genetics, the other two-thirds is ultimately up to us. As we age, it is important to focus on all aspects of health, including our physical, mental, and emotional wellbeing.

Staying physically fit is essential. While physical fitness is important throughout one's life, it often makes more of a difference as we age into our senior years. Luckily, it is never too late to reach a healthy level of physical fitness.

Reviewing one's life better prepares you for the future. In order to find mental and emotional peace with our age, it is crucial that we review where we've been and make peace with our past. Asking questions such as who our parents were, what others' behavior say about them and ourselves, and how we can reframe our past experiences will bring a new wisdom and understanding we can use for future endeavors. Whether through the writing of a memoir, keeping a journal or organizing our own personal history, self-reflecting on our own past—also known as performing a “life review”—can help with depression and bring a new sense of significance, clarity, and meaning.

We can change our behavior and attitudes about our past. Ultimately, what determines quality of life is how we relate to realities both past and present. In fact, cognitive research shows that when we review our life and change our feelings and attitudes towards past experiences, the physical pathways of our brain rewire to create new neurological pathways. For example, if we tend to react negatively and with hostility to most situations, specific neural pathways are created and hardened until they become the norm—and therefore become difficult to change. However, if we change our reaction and attitudes to past memories with new insights—either through performing a life review, receiving therapy, or practicing meditation—a neural pathway shift can occur; and if we maintain positive beliefs about the past, our brain has the ability to physically rewire traditionally bad pathways and bring us a new sense of wellbeing.

We need to be intentional. In the end, simply having experiences isn't what makes us wise—it is also crucial to reflect on those experiences in order to bring wisdom and wholeness to ourselves and help us become who we were meant to be. Only then can we understand our experiences and ourselves in a profound way, and potentially create a cultural shift in which the younger generation can reconceive the concept of aging in order to see aging not as a disease, but as a new experience to be had. ●

"Ultimately, what determines quality of life is how we relate to realities both past and present. In fact, cognitive research shows that when we review our life and change our feelings and attitudes towards past experiences, the physical pathways of our brain rewire to create new neurological pathways."

Jane Fonda



Presenters:

Eric Brun-Sanglard, Interior Designer,
Motivational Speaker and Author

Jane Fonda, Academy Award-winning Actress, Writer, Activist

Scott Frisch, Executive VP and Chief Operating Officer, AARP

Laurence Lien, Chairman of the Lien Foundation

Dr. H el ene Perrault, Dean, Faculty of Health Sciences,
University of Ottawa

Designing Life Through the Ages

Too often, we think about seniors as at the end of their lives instead of full of a future of possibilities.

However, our population is aging, and as life expectancy continues to increase, the definition of "senior" continues to change. In the year 2050, studies estimate that the total world population will be at 10 billion people—1 in 10 of which will be over the age of 65. Despite the size and power of this growing demographic, however, seniors continue to be one of the most under-marketed and undervalued groups throughout the world, and issues with emotional, mental and physical wellbeing persist.

Jane Fonda, award-winning actress and author, argues that agism is still alive and well in today's world, but that more frequent TV roles for seniors and increased awareness around the positive aspects of aging are beginning to permeate the general conscious through

books, television shows, and documentaries. Similarly, Laurence Lien of the Lien Foundation claims that a better understanding of the poor living conditions of the elderly in nursing homes is necessary to facilitate better quality of life for the elderly, and Dr. H el ene Perrault of the University of Ottawa also argues that people from all sectors need to join together to increase overall quality of life for aging populations.

Scott Frisch, chief operating officer at AARP, reaffirms just how important aging populations are to the economy and how more input from senior populations needs to be collected in order to create better products and public policy more tailored towards seniors. Lastly, Eric Brun-Sanglard, an iconic interior designer and motivational speaker, recounts how his own physical trials and tribulations led to his gaining the ability to connect interior design to quality of life and enable people of all ages to connect to their homes in emotionally healing ways.

Whether it is in the economy, in the home or in public spaces, the quality of life for seniors should remain a priority and more importantly, the understanding of seniors as people with bright futures rather than people near death should become more widely spread.



Key Takeaways

Increased awareness of aging is needed to fight against ageism. Many, if not most, of the misconceptions surrounding aging—such as seniors having the inability to understand technology, a lack of aspirations and goals and the incapacity to engage with each other intimately—is due to a lack of understanding from younger generations. In order to defeat ageism, therefore, exposure through media such as television and books as well as increased studies on the concept of ageing are needed to show the wonderful possibilities of ageing rather than focusing solely on aspects surrounding death.

- **We can't design life unless we're conscious of death.** *While many often view seniors as at the end of their life, the possibility for seniors to accomplish many new and life-changing goals well beyond their youth demonstrates how important it is for seniors to continue working towards the future. However, it is also important to realize that death is inevitable, and the future leading towards and following death should be planned for as well, such as burials, allocation of belongings and what we wish our legacy to be.*
- **Media can change the way we perceive ageing.** *While ageism still affects people around the world—especially women in entertainment—the increasing acceptance of older women in television taking on important, multi-dimensional roles is beginning to change the general public's perception of seniors. In the Netflix original *Grace and Frankie*, for example, issues with both aging and the LGBT community are explored in new and insightful ways. Similarly, the movie *Our Souls at Night*, also starring Jane Fonda, sets out to illustrate the loneliness and need for intimacy often experienced by the older generation.*
- **Young people need to think more about ageing.** *Much of the younger generation of today doesn't understand ageing and how to prepare for life beyond the age of 50. To remedy this, the Stanford Institute of Longevity recently conducted an experiment in which college students were placed in a booth where a camera aged them to what they would look like at the age of 95, an experiment that often caused the young participants to be more apt to think about their future. It is important, therefore, to not only alert younger people to the concerns of current seniors, but to prepare them for their own ageing process as well.*

Seniors should be empowered to take control of their lives. AARP, which is a US-based nonprofit dedicated to empowering Americans over the age of 50, has been focused on providing older Americans with information, advocacy and other resources to increase their overall

quality of life. They have found that in all aspects of life—from the economy to socialization and everything in between—seniors have massive potential to change economic and social landscapes, yet they remain heavily under-utilized.

- **The Longevity Economy is massive.** *Made up of US citizens aged 50 and up, the longevity economy accounts for 7.6 trillion dollars of direct and indirect economic activity created by seniors—an amount that is only overshadowed by the US and China in terms of GDP. Therefore, it is absolutely critical for organizations to better focus on catering products and services to this large untapped market, as well as understand how to better market to these ageing populations.*
- **Seniors can create new technologies and innovations as well.** *Unlike the traditional myth that seniors have difficulty using and understanding new technologies, a majority of seniors participate in the technology economy—and even innovate within it.*
- **AARP is trying to stimulate the market to better cater to seniors.** *The AARP innovation fund is a 40-million dollar fund whose goal is to provide capital to organizations who are creating innovative products and services for the 50+ community, especially products and services that create better quality of life in the home, increase focus on preventative healthcare and provide better convenience and access to care. ➤*

"We keep patients alive [in nursing homes], but for what? If they are not happy, they are not well."

Laurence Lien



SENIORS

► **Interior design can drastically increase quality of life.** Eric Brun-Sanglard, now a famous interior designer, began his career after a life-threatening disease destroyed his eyesight while he was in the beginning stages of rebuilding his house. Forced to focus his other senses on the smells, sounds, and materials of his house in order to navigate around and complete the project, he began to notice how these different elements made him feel and affected his overall health—and after selling his house over the original asking price even while the economy took a turn for the worse, he began to provide his services to others in order to improve their well-being and quality of life when inside their homes.

- **All aspects of interior design affect quality of life.** From how temperature affects different materials to noise levels both inside and outside the home to how colors affect mood, every aspect of the inside of one's house has the ability to negatively or positively affect one's well-being. Eric Brun-Sanglard argues that this is because when you change your surroundings, it also changes your way of thinking, your way of perceiving yourself and your overall mood, and therefore it is crucial to create an interior space that generates feelings of peace and happiness.
- **You must keep moving forward.** Many homeowners often get trapped in the past, which regularly leads to depression and an inability to move forward. One such example, Brun-Sanglard recounts, is when a now-retired renowned harpist whose home was filled with trophies and relics of the past wanted to redesign the interior

"When you change your surroundings, it's like a domino effect—it has to change your way of thinking, your way of perceiving yourself, and how you feel."

Eric Brun-Sanglard

"We can't really design life unless we're very conscious of death."

Jane Fonda

in an effort to better his health. In order to accomplish this, Brun-Sanglard moved all of the trophies to a more hidden space in the living room and used Hawaiian-themed colors, scents, materials and plants to redecorate the house—a theme that the client had mentioned as one of his happy places. This ultimately allowed the homeowner to let go of his past and focus on his current emotional and mental quality of life.

Research institutes need to look at ageing as a trajectory, not an end. The Life Research Center at the University of Ottawa is dedicated to not only conducting research into the effects of aging, but also testing these theories in real life in an effort to generate real solutions. In order to do this, however, it is important for researchers to look at aging not as an end, but as a trajectory.

- **Communication and collaboration are key to researching aging.** In order to increase understanding of the aging process, people from all sectors including academia, civil society, the private sector, government, and the general public need to work together to come up with real solutions for problems that affect both the senior populations of today and the future. Even more importantly, seniors need to be more heavily involved in these conversations and provide their own potential solutions for these problems.
- **There are many facets to senior quality of life.** From multidimensional biomarkers to social contexts to the physical environment and policy making, all aspects of quality of life for the senior population need to be researched more heavily.

Nursing homes are severely lacking in quality of life for seniors. While elderly people often have their physical needs met in nursing and care homes across the globe, focus on the mental and emotional well-being of these patients is often ignored.



"There is a trajectory [in ageing].
It is not only downhill"

Dr. H el ene Perrault



- **Elderly people in nursing homes often feel as if their identity has been erased.** Because seniors in nursing homes are all subject to the same environment, scheduling, activities and meals with very little room for individualization, many indicate lack of individuality and autonomy as the biggest factor negatively affecting their quality of life. Therefore, more luxurious care homes are needed that can cater to the needs of elderly patients by providing options such as room color, fabric, and meal choices, as well as providing seniors with more autonomy in choosing their own schedule in order to allow them to continue to change, grow, and evolve as they would if they lived on their own.
- **Increase awareness of dementia in the general public.** While many people have to keep family members with dementia isolated from public settings for their own safety, it is important to also train organizations who may come into contact with people with dementia—such as banks, retail, and restaurants—on how to identify and deal with someone who has dementia, thereby allowing more freedom and safety for afflicted individuals. ●

FURTHER READING

How and Why the Five Senses Matter for Quality of Life

Sodexo and our Institute for Quality of Life partnered with the University of Ottawa's Life Research Institute to deepen our understanding of seniors' sensory impairments. We set out to study the senses to ensure that our services have a real and lasting impact on residents around the world. What we found is a return to what seems basic—our five senses—can create real opportunity for improvement. This study inspires new thinking, from simple changes to technological innovations, to ensure we continually raise the level of care for seniors.



To read the report, visit:





About Sodexo

Founded in 1966 by Pierre Bellon in Marseilles, France, Sodexo is now the worldwide leader in Quality of Life services. For over 50 years, we have developed unique expertise, backed by nearly 425,000 employees in 80 countries across the globe.

In combining the diverse talents of our teams, Sodexo is the only company to integrate a complete offer of innovative services, based on over 100 professions. We develop, manage and deliver a unique array of On-site Services, Benefits & Rewards Services and Personal and Home Services for all our clients to improve the Quality of Life.

Our experiences with our over 75 million customers each and every day enable us to develop Quality of Life services that reinforce the well-being of individuals, improving their effectiveness and helping companies and organizations to improve performance. ●



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